Docusign Envelope ID: 97D71B59-BC1D-4538-B309-138CA8CEFBD4

EC-26-168

CITY OF ALBUQUERQUE

Albuquerque, New Mexico

Office of the Mayor

Mayor Timothy M. Keller

INTER-OFFICE MEMORANDUM May 8, 2026

TO: Klarissa J. Peña, President, City Council

FROM: Timothy M. Keller, Mayor

SUBJECT: Recommendation of Award for MRA Redevelopment Services On Call RFP, FY27

The City of Albuquerque's Metropolitan Redevelopment Agency (MRA) issued an RFP for Redevelopment Services (RFP 01-2026-Redevelopment Services). This RFP was posted on the MRA website and closed on April 3, 2026. The number of responses received for evaluation was thirteen (13).

MRA desires to award contracts to multiple on-call contractors across six areas of expertise: 1) Tax increment financing consulting (best practices, program design, underwriting); 2) Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed); 3) Placemaking, planning and design services; 4) Place management; 5) Housing program development (Best practices, financial instruments); and 6) Site readiness services (Environmental analysis, utilities analysis, platting services, etc.). MRA included a seventh area of expertise, Legal Services, in the RFP but did not receive any qualified applications.

MRA assembled an Ad Hoc Evaluation Committee, a four-person committee consisting of MRA staff. The Evaluation Committee reviewed each offeror for strength in selected areas of expertise, as well as team size, competency, experience, and project management plans. The Committee found the following to be both responsive and qualified and recommends an award in at least one area of expertise to the following ten (10) offerors: Consensus, Dekker, EPS, Leland, Municap, PGAV, Pland, PUMA, SB Friedman, and Sites SW.

MRA will pay for these contracts from a range of sources, including General Obligation Bond funds and General Funds. Specific project contracts will be determined as needed, with funds availability assessed on an annual basis.

Docusign Envelope ID: 97D71B59-BC1D-4538-B309-138CA8CEFBD4

TITLE/SUBJECT OF LEGISLATION*** *Same as subject line on last page*)

Approved:

Samantha Sengel, EdD 5/22/26
Samantha Sengel, EdD Date
Chief Administrative Officer

Approved as to Legal Form:

DocuSigned by:
Lauren Kelfi 5/20/2026 | 7:31 PM MDT
1A21D96D32C74EE...
Date
City Attorney

Recommended:

DocuSigned by:
Terry Brunner 5/18/2026 | 7:24 AM MDT
4C3ED98C24F342D...
Date
Director

Cover Analysis

1. What is it?

The Metropolitan Redevelopment Agency issued the a solicitation for On-Call Redevelopment Services for FY27-30 (RFP 01-2026-Redevelopment Services) across seven areas of expertise: 1) Tax increment financing consulting (best practices, program design, underwriting); 2) Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed); 3) Placemaking, planning and design services; 4) Place management; 5) Housing program development (Best practices, financial instruments); and 6) Site readiness services (Environmental analysis, utilities analysis, platting services, etc.); and 7) Legal services.

This RFP closed on April 3, 2026, with a total of 13 responses. A four-member Ad Hoc Evaluation Committee reviewed the responses in accordance with the evaluation criteria published in the RFP and recommended an award of contracts in six of the seven expertise areas (there were no qualified respondents for Legal Services.), as follows:

Category	Recommended firms
Tax increment financing consulting (best practices, program design, underwriting)	Municap PGAV PUMA SB Friedman
Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed)	Consensus Dekker Leland PGAV PUMA SB Friedman Sites SW
Placemaking, planning and design services	Consensus Dekker PGAV Pland Sites SW
Place management	Dekker Pland PUMA Sites SW
Housing program development (Best practices, financial instruments)	Leland PGAV SB Friedman Sites SW
Site readiness services (Environmental analysis, utilities analysis, platting services, etc.)	Consensus EPS

CAO Sengel signed a memo concurring with the recommendation on May 8, 2026.

2. What will this piece of legislation do?

These on-call contracts will give MRA the capacity and flexibility to respond to identified needs in the expertise areas listed above. These contracts will allow MRA to continue to meet its obligations, as laid out in state statute and city ordinance, and create and build opportunities for economic development in its 19 designated areas.

3. Why is this project needed?

These contracts are required to augment the expertise and capacity of MRA's small staff. The selected contractors are experts in their fields and will allow MRA to continue to do the expert planning and redevelopment work for which it is known.

4. How much will it cost and what is the funding source?

These contracts are estimated to not exceed $5,500,000 over three years, with actual expenditures varying annually depending on funds availability. The funding sources will be the MRA's approved operating budget (110 account), which has some funds allocated to contractual services; MRA's 275 accounts; or MRA's 305 account funds. All funds used to pay the selected on-call contractors will be readily available and approved for use by MRA prior to issuing a project-specific PO.

5. Is there a revenue source associated with this contract? If so, what level of income is projected?

There is no revenue source associated with these contracts.

6. What will happen if the project is not approved?

If the project is not approved, MRA will have less capacity to performed specialized analysis within the expertise areas listed in the RFP and it would slow down responsiveness to addressing specific needs identified by the City Council or the Administration. If every individual project must go out to RFP, rather than drawing on a pool of pre-approved contractors, the timeline to project completion on identified priority projects could be slowed down by months. Projects that may benefit from having an on-call contract pool include, but are not limited to, updating multiple MR Area Plans, drafting multiple Tax Increment Financing Action Plans, boundary analysis, financial feasibility and gap analysis on catalytic projects, TIF and Tax Abatement program financial analysis, and wayfinding and placemaking activities in multiple MR Areas.

7. Is this service already provided by another entity?

No, this service is not provided by another entity.

Docusign Envelope ID: 97D71B59-BC1D-4538-B309-138CA8CEFBD4

FISCAL IMPACT ANALYSIS

TITLE: Recommendation of Award for MRA Redevelopment Services On Call RFP, FY27

R: O:
FUND: 110/275/305

DEPT: DFAS

[X] No measurable fiscal impact is anticipated, i.e., no impact on fund balance over and above existing appropriations.

[ ] (If Applicable) The estimated fiscal impact (defined as impact over and above existing appropriations) of this legislation is as follows:

	Fiscal Years 2027	2028	2029	Total
Base Salary/Wages				-
Fringe Benefits at				-
Subtotal Personnel	-	-	-	-
Operating Expenses		-		-
Property		-	-	-
Indirect Costs	-	-	-	-
Total Expenses	$ -	$ -	$ -	$ -
[ ] Estimated revenues not affected				
[ ] Estimated revenue impact				
Revenue from program				0
Amount of Grant		-	-	
City Cash Match				
City Inkind Match				
City IDOH	-	-	-	-
Total Revenue	$ -	$ -	$ -	$ -

These estimates do not include any adjustment for inflation.

* Range if not easily quantifiable.

Number of Positions created

COMMENTS: MRA will only expend available funds on on-call RFPs. Contract amounts proposed are not-to-exceed. Purchase order amounts will be determined project-by-project, based on available funds.

COMMENTS ON NON-MONETARY IMPACTS TO COMMUNITY/CITY GOVERNMENT:
Redevelopment on-call services will support MRA in completing the expert planning and analysis required by state statute and local ordinance, including for MRA Plan updates, Tax Increment Financing project reviews, financial gap analysis. The selected experts will ensure that MRA focuses resources on feasible, quality, projects to ensure transparent and responsible use of public dollars.

PREPARED BY:
DocuSigned by: Daphany Martin 5/15/2026 | 5:22 PM MDT
FISCAL ANALYST

APPROVED:
DocuSigned by: Terry Brunner 5/18/2026 | 7:24 AM MDT
DIRECTOR

REVIEWED BY:
Signed by: Donna Sandoval 5/18/2026 | 8:51 AM MDT
EXECUTIVE BUDGET ANALYST

DocuSigned by: Alexia E. Nol 5/19/2026 | 4:09 PM MDT
BUDGET OFFICER

Signed by: Christine Boerner 5/19/2026 | 4:11 PM MDT
CITY ECONOMIST

City of Albuquerque
Request for Proposals

RFP Number: 01-2026-Redevelopment Services

Deadline for Receipt of Proposals: April 3, 2026: 4:00 p.m. (Mountain Time)
Submit proposals via the MRA's SFFTP submission system:
https://sfftp.cabq.gov/f/89c1db7229010872

City of Albuquerque
Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

Table of Contents

INTRODUCTION AND SCOPE OF SERVICES 3
PART 1 INSTRUCTIONS TO OFFERORS 4
PART 2 PROPOSAL FORMAT 11
PART 3 OFFEROR SELECTION 12

INTRODUCTION AND SCOPE OF SERVICES

The City of Albuquerque ("City") is requesting proposals from consultants to provide a variety of redevelopment services to support the Metropolitan Redevelopment Agency ("MRA") in the execution of its mission.

The Metropolitan Redevelopment Agency (MRA) supports economic development through a variety of programs and tools that incentivize investments in the built environment. MRA partners with community leaders, private developers, property owners, and business owners to support vibrant communities in 19 designated Metropolitan Redevelopment Areas (https://www.cabq.gov/mra/redevelopment-areas).These areas have been designated as having slum or blighted conditions per New Mexico State Statute Sections 3-60A-1 et seq. NMSA 1978 (MR Code).

Our mission is to initiate collaborative public-private partnerships that lead to thoughtful and catalytic revitalization by investing in community for sustainable and equitable growth. MRA offers a range of programs, including boutique grants targeted at small businesses, microgrants that foster community engagement, land disposal, gap financing, a redevelopment tax abatement, and two Tax Increment Financing (TIF) Districts (Downtown and West Central).

MRA is seeking qualified consultants to provide the following redevelopment services:

- **Tax increment financing consulting**: Including, but not limited to, analysis of best practices, support with program design and policy, TIF revenue projections, TIF project analysis, and/or financial analysis and underwriting.
- **Economic and planning analysis**: Including, but not limited to, blight and slum conditions analysis. MRA and TIF Boundary Studies, Plans, and recommendations; other economic-focused plans and commercial/housing market studies as-needed.
- **Placemaking planning and design services**: Including, but not limited to, design and development of plans for public projects in MR Areas (e.g., public trails, streets, activity/cultural centers, development or redevelopment of publicly-owned land or buildings, etc.).
- **Housing program development**: Including, but not limited to, analysis and reports on housing development best practices, financial instruments, housing policy and programs, and organizational structure and staffing recommendations for housing programs.
- **Place management services**: Including, but not limited to, community engagement on a range of projects and plans, meeting facilitation, and operational plan advisement for place management organizations (e.g., business improvement districts).
- **Site readiness services:** Including, but not limited to, environmental assessments, platting services, development review support, and other related services as needed.
- **Legal services**: Including, but not limited to, legal advisement on issues relating to property acquisition, property disputes, title searches, grant or loan underwriting, and best practices in development agreements.

Applications will be scored based on the following metrics, with a maximum of 100 possible points:

- **Demonstrated experience**, 50 Points
- **Capacity**, 25 Points
- **Project management plan**, 25 Points

PART 1 INSTRUCTIONS TO OFFERORS

1) **RFP Number and Title: 01-2026-Redevelopment Services**

2) **Proposal Due Date: April 3, 2026 at 4:00 PM (Local Time)**

3) **Questions.** The deadline for questions is **March 19, 2026 at 4:00PM.** All questions shall be submitted to Sarah Supple, Operations Manager for the MRA, at ssupple@cabq.gov. Please reference the RFP Number in the subject line. The City will not respond to questions that are submitted by any means other than via email. Oral explanations or instructions given before the award of the contract or at any time will not be binding. The MRA shall prepare answers to questions in the form of Addenda to this RFP and shall post all such Addenda to the MRA webpage, here https://www.cabq.gov/mra/request-for-proposals.

4) **Authority.** Chapter 5, Article 5 of the Revised Ordinances of the City of Albuquerque, 1994, ("Public Purchases Ordinance"). The City Council, pursuant to Article 1 of the Charter of the City of Albuquerque and Article X, Section 6 of the Constitution of New Mexico, has enacted this Public Purchases Ordinance as authorized by such provisions and for the purpose of providing maximum local self-government. To that end, it is intended that this Public Purchases Ordinance shall govern all purchasing transactions of the City and shall serve to exempt the City from all provisions of the New Mexico Procurement Code, as provided in Section 13-1-98K, NMSA 1978.

5) **Acceptance of Proposal.** Acceptance of Proposal is contingent upon Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the following:
   a. **City Purchasing Rules and Regulations.** These Rules and Regulations ("Regulations") are written to clarify and implement the provisions of the Public Purchases Ordinance. These Regulations establish policies, procedures, and guidelines relating to the procurement, management, control, and disposal of goods, services, and construction, as applicable, under the authority of the Ordinance.
   b. **Civil Rights Compliance.** Acceptance of Proposal is contingent upon the Offeror's certification and agreement by submittal of its Proposal, to comply and act in accordance with all provisions of the Albuquerque Human Rights Ordinance, the New Mexico Human Rights Act, Title VII of the U.S. Civil Rights Act of 1964, as amended, and all federal statutes and executive orders, New Mexico statutes and City of Albuquerque ordinances and resolutions relating to the enforcement of civil rights and affirmative action. Questions

regarding civil rights or affirmative action compliance requirements should be directed to the City of Albuquerque Human Rights Office.

c. **Americans with Disabilities Act Compliance.** The Offeror certifies and agrees, by submittal of its Proposal, to comply and act in accordance with all applicable provisions of the Americans With Disabilities Act of 1990 and federal regulations promulgated thereunder.
d. **Insurance and Bonding Compliance.** Acceptance of Proposal is contingent upon Offeror's ability to comply with the insurance requirements as stated herein. Please include a certificate or statement of compliance in your Proposal and bonds as required.

6) **Ethics.** Offerors must adhere to the following ethics considerations:
   a. **Fair Dealing.** The Offeror warrants that its Proposal is submitted and entered into without collusion on the part of the Offeror with any person or firm, without fraud and in good faith. Offeror also warrants that no gratuities, in the form of entertainment, gifts or otherwise, were, or will be offered or given by the Offeror, or any agent or representative of the Offeror to any officer or employee of the City with a view toward securing a recommendation of award or subsequent contract or for securing more favorable treatment with respect to making a recommendation of award.
   b. **Conflict of Interest.** The Offeror warrants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required under the contract resulting from this RFP. The Offeror also warrants that, to the best of its knowledge, no officer, agent or employee of the City who shall participate in any decision relating to this RFP and the resulting contract, currently has, or will have in the future, a personal or pecuniary interest in the Offeror's business.
   c. **Participation/Offeror Preparation.** The Offeror may not use the consultation or assistance of any person or firm that has participated in whole or in part in the writing of these specifications or the Scope of Services, for the preparation of its Proposal or in the management of its business if awarded the contract resulting from this RFP.
   d. **Debarment or Ineligibility Compliance.** By submitting its Proposal in response to this RFP, the Offeror certifies that (i) it has not been debarred or otherwise found ineligible to receive funds by any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States; and (ii) should any notice of debarment, suspension, ineligibility or exclusion be received by the Offeror, the Offeror will notify the City immediately.

      Any Proposal received from an Offeror that is, at the time of submitting its Proposal or prior to receipt of award of a contract, debarred by or otherwise ineligible to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, shall be rejected.

      Upon receipt of notice of debarment of an Offeror awarded a contract as a result of this RFP ("Contractor"), or other ineligibility of the Contractor to receive funds from any agency of the federal government, the State of New Mexico, any local public body of the State, or any state of the United States, the City shall have the right to cancel the contract with

the Contractor resulting from this RFP for cause in accordance with the terms of said contract.

e. Goods Produced Under Decent Working Conditions. The Offeror certifies, by submittal of its Proposal in response to this solicitation, that the goods offered to the City were produced under decent working conditions. The City defines "under decent working conditions" as production in a factory in which child labor and forced labor are not employed; in which adequate wages and benefits are paid to workers; in which workers are not required to work more than 48 hours per week (or less if a shorter workweek applies); in which employees are free from physical, sexual or verbal harassment; and in which employees can speak freely about working conditions and can participate in and form unions. [*Council Bill No. M-8, Enactment No. 9-1998*]

7) City Contact. The point of contact for this RFP is the Metropolitan Redevelopment Agency. Questions regarding this RFP should be submitted in writing and directed to the following representative unless otherwise specified in the solicitation. Offerors who fail to abide by this instruction may be deemed nonresponsive.

Sarah Supple, Operations Manager, Metropolitan Redevelopment Agency,
Department of Finance and Administrative Services,
E-Mail: ssupple@cabq.gov; Phone: (505) 810-7501

8) Contract Management. The contract resulting from this RFP will be managed by the Metropolitan Redevelopment Agency.

9) Submission of Proposals. The Offeror's Proposal must be submitted **electronically** pursuant to the following requirements:

Submit complete Proposals, including all forms, attachments, exhibits, Proposal, etc., using the following SFFTP link: https://sfftp.cabq.gov/f/89c1db7229010872. Proposals must be received and time-stamped in the MRA SFFTP system prior to the deadline listed on the cover page for this RFP. **It is recommended to submit two (2) business days prior to the deadline to allow time for troubleshooting**. For assistance, please contact ssupple@cabq.gov.

10) Format. Proposals shall be compiled into PDFs unless otherwise indicated. The City's preferred format is Optical Character Recognition (OCR) searchable PDF format. Do not encrypt files and do not password protect the documents submitted.

FAILURE TO COMPLY WITH THE SUBMISSION REQUIREMENTS SHALL BE CAUSE FOR THE CITY TO DEEM YOUR PROPOSAL NONRESPONSIVE.

i) No other methods of Proposal delivery. Neither email, facsimile, nor hard copy Proposals shall be accepted.

ii) Modification. Proposals may be modified or withdrawn only by written notice, provided such notice is received prior to the Proposal Due Date.

iii) **Addenda to the Request for Proposals.** Addenda to this RFP will be posted on the MRA webpage: https://www.cabq.gov/mra/request-for-proposals. Receipt of Addenda to this RFP by an Offeror must be acknowledged in the applicant's submission package. Failure to acknowledge an Addendum may result in your response being deemed non-responsive.

11) **Contract Term.** The contract resulting from this solicitation is anticipated to have a term of three (3) years with no extensions.

12) **Evaluation Period.** The City reserves the right to analyze, examine and interpret any Proposal for a period of ninety (90) days after the hour and date specified for the receipt of Proposals. The City reserves the right to extend the evaluation period if it feels, in its sole discretion, such an extension would be in the best interest of the City.

13) **Evaluation Assistance.** The City, in evaluating Proposals, reserves the right to use any assistance deemed advisable, including City contractors and consultants.

14) **Rejection and Waiver.** The City reserves the right to reject any or all Proposals and to waive informalities and minor irregularities in Proposals received.

15) **Award of Contract.** If a contract is awarded, it shall be awarded to the responsive and responsible Offeror(s) whose Proposal conforming to this RFP will be most advantageous to the City as set forth in the Evaluation Criteria.

16) **When Award Occurs.** A Recommendation of Award does not constitute award of contract. Award of contract(s) occur when a contract is signed and a purchase order is issued, or other evidence of acceptance by the City is provided to the Offeror.

17) **Cancellation.** This RFP may be canceled for any reasons and any and all Proposals may be rejected in whole or in part when it is in the best interests of the City.

18) **Negotiations.** Negotiations may be conducted with the Offeror(s) recommended for award of contract.

19) **City-Furnished Property.** No material, labor, or facilities will be furnished by the City unless otherwise provided for in this RFP.

20) **Proprietary Data.**

a. The file and any documents relating to this RFP, including the Proposals submitted by Offerors, shall be open to public inspection after the recommendation of award of a contract has been approved by the Mayor, or his designee. An Offeror may designate material as Trade Secrets, Proprietary Data, and/or other Confidential Data by clearly marking that material as "Trade Secret", "Proprietary Data", or "Confidential Data" within the Proposal submitted (uploaded) in response to this RFP. Pricing and makes and models or catalog numbers of items offered, delivery terms, and terms of payment shall

not be so designated. Further, any Proposal in which a majority of pages are designated as Trade Secret, Proprietary Data, or Confidential Data may be deemed nonresponsive.

b. The City will endeavor to restrict distribution of material designated as "Trade Secret", "Proprietary Data", or "Confidential Data" and provided separately to only those individuals involved in the review and analysis of the Proposals. However, Offerors are advised that, if a request for inspection of records under the New Mexico Inspection of Public Records Act (Sections 14-2-1 et seq, NMSA 1978) ("Act") is received for such materials, and they are not exempt under the Act, the City is required to disclose those records. The City shall, to the extent possible under the Act, provide the Offeror with notice before any disclosure to allow the Offeror an opportunity, within the Act's fifteen (15) day deadline, to initiate legal action (such as an injunction or other judicial remedy) to prevent the release of Trade Secret, Proprietary Data, or Confidential Data, should the Offeror wish to do so. Notwithstanding anything to the contrary herein, the City shall not be responsible to the Offeror for any disclosure of records required by the Act or an order of a court or other tribunal with jurisdiction over the City.

21) Request for Proposals Appeals Process.

a. Incomplete or non-competitive responses are *not* eligible for appeal. Any Offeror who has both submitted a complete and competitive Proposal and is aggrieved in connection with a competitive solicitation or recommendation of award of a contract may appeal to the MRA. Formal appeals over RFP decisions may be submitted to the MRA via an appeals form, Appendix C. Appeals require the Official Notification of Decision and a detailed explanation of the basis for the appeal.

b. When. An appeal relating to this solicitation must be received by the MRA no later than 5:00 p.m. of the tenth (10th) business day after the receipt of notice of the Recommendation of Award.

c. Standing and Decision. Standing, requirements for basis of appeal, notification of appeal and decision shall be subject to the requirements of the Metropolitan Redevelopment Agency Ordinance, Section 14-8-4-8 NMSA 1978.

d. How to File. The appeal must be submitted in written form and must be legible. Appeals may be electronically delivered via email, mailed, or hand-delivered. Facsimile, telephonic, telegraphic or any other type of electronic appeals will not be accepted.

i) Mail or Hand Delivery: Appeals may be mailed or hand-delivered in an envelope marked "APPEAL" with the solicitation number. Appeals which are mailed or hand-delivered should be addressed or delivered as follows:

By Mail:
City of Albuquerque Metropolitan Redevelopment Agency
Department of Finance and Administration
P.O. Box 1293
Albuquerque, NM 87103
RFP Number APPEAL

Hand Delivery:
Metropolitan Redevelopment Agency Office, One Civic Plaza, First Floor Old City

Hall Albuquerque, NM 87103
RFP Number APPEAL

ii) **Electronic Mail Delivery**: Appeals may be emailed to:
Sarah Supple, Operations Manager ssupple@cabq.gov

The message should clearly indicate "APPEAL" and the solicitation number in the subject line.

22) Insurance.

a. **General Conditions.** The City will require the successful Offeror, referred to as the Contractor, to procure and maintain at its expense during the term of the contract resulting from the RFP, insurance in the kinds and amounts hereinafter provided with insurance companies authorized to do business in the State of New Mexico, covering all operations of the Contractor under the contract. Upon execution of the contract and on the renewal of all coverages, the Contractor shall furnish to the City a certificate or certificates in form satisfactory to the City as well as the rider or endorsement showing that it has complied with these insurance requirements. All certificates of insurance shall provide that thirty (30) days' written notice be given to the Risk Manager, Department of Finance and Administrative Services, City of Albuquerque, P.O. Box 470, Albuquerque, New Mexico, 87103, before a policy is canceled, materially changed, or not renewed. Various types of required insurance may be written in one or more policies. With respect to all coverages required other than professional liability or workers' compensation, the City shall be named an additional insured. All coverages afforded shall be primary with respect to operations provided.

b. **Approval of Insurance.** Even though the Contractor may have been given notice to proceed, it shall not begin any work under the contract resulting from this RFP until the required insurance has been obtained and the proper certificates (or policies) are filed with the City. Neither approval nor failure to disapprove certificates, policies, or the insurance by the City shall relieve the Contractor of full responsibility to maintain the required insurance in full force and effect. If part of the contract is sublet, the Contractor shall include any or all subcontractors in its insurance policies, or require the subcontractor to secure insurance to protect itself against all hazards enumerated herein, which are not covered by the Contractor's insurance policies.

c. **Coverage Required.** The kinds and amounts of insurance required are as follows:

i) **Commercial General Liability Insurance.** A commercial general liability insurance policy with combined limits of liability for bodily injury or property damage as follows:

$2,000,000	Per Occurrence
$2,000,000	Policy Aggregate
$1,000,000	Products Liability/Completed Operations
$1,000,000	Personal and Advertising Injury
$ 50,000	Fire Legal
$ 5,000	Medical Payments

Said policy of insurance must include coverage for all operations performed for the City by the Contractor and contractual liability coverage shall specifically insure the hold harmless provisions of the contract resulting from this RFP.

ii) **Automobile Liability Insurance.** A comprehensive automobile liability insurance policy with liability limits in amounts not less than $1,000,000 combined single limit of liability for bodily injury, including death, and property damage in any one occurrence. The policy must include coverage for the use of all owned, non-owned, hired automobiles, vehicles and other equipment both on and off work.

iii) **Workers' Compensation Insurance.** Workers' compensation insurance policy for the Contractor's employees, in accordance with the provisions of the Workers' Compensation Act of the State of New Mexico, (the "Act"). If the Contractor employs fewer than three employees and has determined that it is not subject to the Act, it will certify, in a signed statement, that it is not subject to the Act. The Contractor will notify the City and comply with the Act should it employ three or more persons during the term of the contract resulting from this RFP.

iv) **Professional Liability (Errors and Omissions) Insurance.** Professional liability (errors and omissions) insurance in an amount not less than $1,000,000 combined single limit of liability per occurrence with a general aggregate of $1,000,000.

d. Increased Limits. During the life of the contract the City may require the Contractor to increase the maximum limits of any insurance required herein. In the event that the Contractor is so required to increase the limits of such insurance, an appropriate adjustment in the contract amount will be made.

e. Additional Insurance. The City may, as a condition of award of a contract, require a successful Offeror to carry additional types of insurance. The type and limit of additional insurance is dependent upon the type of services provided via the contract by the successful Offeror.

f. Pay Equity Documentation. All proposals shall include a Pay Equity Reporting Form or a valid Certificate which can be accessed at https://www.cabq.gov/gender-pay-equity-initiative or in the Solicitation Instructions. Offerors who believe they are exempt because they are an out-of-state contractor that have no facilities and no employees working in New Mexico are not required to report data, but must still submit a Pay Equity Reporting Form with the box verifying their exempt status checked. Any Proposal that does not include a Pay Equity Reporting Form or Certificate shall be deemed nonresponsive, as stated in the Public Purchases Ordinance, 5-5-31 (A). The gender pay equity task force will automatically issue pay equity certificates to qualifying vendors within two business days of submitting the pay equity reporting form. To ensure you have your form or certificate before the deadline for solicitation close, please access the link at least three (3) business days prior to the solicitation deadline. Please visit the website or contact the gender pay equity task force with questions: OEI@CABQ.GOV.

PART 2 PROPOSAL FORMAT

A "Proposal" consists of a document containing the following sections:

1) **Technical Proposal.** Please provide a narrative with the following headings. Use a legible font, no smaller than 11-point size. While there is no page limit, please strive to be succinct in addressing each of the following. Be thorough in your responses. Additional materials, including links to supporting resources, will be considered.

   a. **Cover Sheet.** Please fill out the cover sheet, provided as Appendix A to this RFP.

   b. **Area(s) of Expertise.** The City intends to award one or multiple vendors for each capability area under which applicants apply. Offerors may elect to provide evidence of experience in one or multiple areas of expertise. Please identify which specific services you will offer; Offerors must provide evidence of expertise for all areas selected. For those Offerors applying as a team that include subcontractors, please distinguish which partner has which area of strength. Below are the anticipated areas of need for the MRA over the next three years.
      i) Please list which the offeror is applying under:
         A. Tax increment financing consulting (best practices, program design, underwriting)
         B. Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed)
         C. Placemaking, planning and design services
         D. Housing program development (Best practices, financial instruments)
         E. Site readiness services (Environmental analysis, utilities analysis, platting services, etc.)
         F. Legal services (Property acquisition, title search, development agreements)
      ii) For each area of expertise, provide examples of at least two (2) relevant projects, include access to final documents that resulted from the project, preferably as hyperlinks in the narrative, but may also be submitted as attachments to the proposal.

   c. **Offeror Capacity.** Referencing the team listed on the Cover Sheet, elaborate on relevant experience for each expertise area under which the Offeror is applying. Describe the anticipated project team and roles. Indicate which roles identified subcontractors, if any, will play. Be specific about the relevant experience of each team member for the four areas of expertise. Additionally:
      i) Describe how the services you/your team have provided to past projects, in particular in support of the work of local governments.
      ii) List access to datasets, graphic design, artificial intelligence, and other technology tools subscribed to and the technical competencies of team members to use them.
      iii) Where possible, demonstrate how that work directly led to successful development projects, policy adoption, or other related outcomes.

d. Project Management Plan.

i) Describe the organizational and team structure proposed to support the MRA. Include an organizational/team chart as an attachment.

ii) Describe any data tools to be employed and how they will be used. In the case of artificial intelligence-driven tools, describe the quality control process to ensure that data is high quality and reliable.

iii) Describe your experience with and understanding of redevelopment concerns in Albuquerque. Experience with comparable metropolitan areas is acceptable so long as the Offeror is able to draw connections between the two. If the Offeror is not based in New Mexico, describe the plan to meet the needs of projects remotely, including travel accommodations, remote meetings, etc.

e. Cost Proposal. Include a section called Cost Proposal (template provided in Appendix B) that includes the following:

i) Fully inclusive rate sheet for all staff (and subcontractors).

ii) Other costs, to include estimates for travel, materials and supplies, subscriptions, etc.

iii) The Offeror should attempt to be as comprehensive as possible in the Cost Proposal. However, the City recognizes that costs change from year to year and may vary based on specific project needs. Specific project costs will be negotiated on a case-by-case basis. The provided cost information is to allow the City to evaluate and compare between Offerors. Costs should be inclusive of gross receipts tax, as applicable.

f. Attachments. As an addendum to the Proposal, please attach the following:

i) Project team structure/Organizational chart

ii) Résumés of key staff (including subcontractor staff)

iii) Examples of completed projects for each area of expertise selected

iv) Rate sheet(s) for Offeror and subcontractors

v) (Optional) Letters of support from past clients

vi) (Optional) Articles, press releases, hyperlinks to relevant successful projects.

PART 3 OFFEROR SELECTION

1) **Review Process.** At the close of this RFP, the City shall name an Ad Hoc Scoring Committee. Committee members will be approved by the City's Chief Administrative Officer. Based on the evaluation criteria laid out in this RFP, the Committee shall review and score the received applications. The Committee shall compile a list of qualified applications and recommendations for selection to submit to the MRA. Offerors should be prepared to respond to requests by the MRA on behalf of the Ad Hoc Advisory Committee for oral presentations, facility surveys, demonstrations or other areas deemed necessary to assist in the detailed evaluation process.

2) **Evaluation Criteria**. Offeror proposals will be scored based on a uniform set of criteria. There is a maximum of 100 points and the minimum qualification threshold is 50 points. Scoring is broken down as follows:
   a. **Demonstrated experience,** 50 Points
   b. **Capacity,** 25 Points
   c. **Project management plan,** 25 Points

3) Offerors who elect to apply under multiple areas of expertise will be scored based on the overall relevance and fit of their experience, so please only apply under the areas for which there is strong alignment.

4) **Approval by the Albuquerque Development Commission and City Council**. Be advised that all selected Offerors must be approved by City Council prior to initiating any work. The following timeline applies after preliminary selection.
   a. Preliminary notice
   b. Presentation of recommendations to the Albuquerque Development Commission
   c. Upon ADC recommendation, contracts with not-to-exceed award amounts will be drafted and presented to City Council. Contracts must first be presented in the FGO Committee, then at Full Council.

PART 4 SELECTION FOR PROJECTS FROM AWARDED POOL

1) As projects arise, the City shall request from the selected on-call contractors a scope of work (“SOW”) that includes expected project task, team members, and associated costs.

2) The City may solicit SOWs from multiple vendors and compare between them to determine the best alignment and most appropriate budget. Or, the City may select a single vendor from the on-call pool due to having specific expertise, as described in the responses to this RFP.
   a. The City will select vendors at its sole discretion, based on a review of the available information. To include, but not limited to, proposed budget, skills, experience, and availability.
   b. Each selected SOW will be translated into an authorized Purchase Order prior to commencement of services.
   c. The City does not guarantee work to all awarded on-call contractors.

3) **Billing Requirements.**
   a. Offerors shall agree that only those Key Professional Staff identified in their offers shall provide services to the City unless the City approves, in writing, its request for a change in Key Professional Staff.
   b. Offerors shall agree that all invoices will be itemized and shall not exceed the amount on the signed and executed PO. The correct PO number shall be clearly identified and shown on all invoices.
   c. Offerors shall agree to obtain written approval from a staff member at the City who is

authorized to make budget decisions before incurring costs, including, but not limited to, expense related travel. In the case of MRA, the only staff authorized to approve budget decisions are the Director and the Deputy Director.

d. Invoices shall be submitted to MRA’s Operations Manager for review, prior to being submitted to accounts payable.

Docusign Envelope ID: C545C650-E7C5-40A2-8EDC-70DDFCB2431E

City of Albuquerque

Metropolitan Redevelopment Agency

Interoffice Memorandum

May 7, 2026

To: **Samantha Sengel, EdD, CAO**

From: **Terry Brunner, MRA Director**

Subject: **Recommendation of Redevelopment Services On Call Contracts**

The Metropolitan Redevelopment Agency issued the subject solicitation for Redevelopment Services for FY27-30 (RFP 01-2026-Redevelopment Services). This RFP was posted on the MRA website and closed on April 3, 2026. The number of responses received for evaluation was thirteen (13). The City intends to award contracts to multiple on-call contractors across six areas of expertise to provide the type of services needed, as described in the RFP.

The six expertise areas are: 1) Tax increment financing consulting (best practices, program design, underwriting); 2) Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed); 3) Placemaking, planning and design services; 4) Place management; 5) Housing program development (Best practices, financial instruments); and 6) Site readiness services (Environmental analysis, utilities analysis, platting services, etc.). The MRA included a seventh area of expertise, Legal Services, in the RFP but did not receive any qualified applications. After reviewing the on-call applicants for alignment with the areas of expertise, as well as team size, competency, experience, and project management plans, the contractors were grouped by their strongest area(s).

MRA assembled an Ad Hoc Evaluation Committee, a four-person committee consisting of MRA staff. The committee evaluated and scored the responses in accordance with the evaluation criteria published in the RFP and recommends award of contracts as follows:

Category	Recommended firms (in alphabetical order)
Tax increment financing consulting (best practices, program design, underwriting)	Municap PGAV PUMA SB Friedman
Economic and planning analysis (Boundary designations, MRA Plans, other economic-focused plans as-needed)	Consensus Dekker Leland PGAV PUMA SB Friedman Sites SW

Docusign Envelope ID: C545C650-E7C5-40A2-8EDC-70DDFCB2431E

Placemaking, planning and design services	Consensus Dekker PGAV Pland Sites SW
Place management	Dekker Pland PUMA Sites SW
Housing program development (Best practices, financial instruments)	Leland PGAV SB Friedman Sites SW
Site readiness services (Environmental analysis, utilities analysis, platting services, etc.)	Consensus EPS

The combined average scores from the Ad Hoc Evaluation Committee were as follows.

	1	2	3	4	5	6	7	8	9	10	11	12	13
	Ark P3	**Consensus**	**Dekker**	**EPS**	**Leland**	**Muni Cap**	**PGAV**	**Pland**	**PUMA**	**Realm**	**SB Friedman**	**Sites SW**	**Studio 111**
Experience (50 pts)	7	41	42	29	32	33	40	42	41	34	45	42	36
Capacity and Project Management (50 pts)	9	43	43	39	41	37	37	41	41	33	44	44	34
Total	**16**	**84**	**85**	**68**	**73**	**70**	**77**	**83**	**83**	**68**	**89**	**87**	**70**

MRA will pay for these contracts from a range of sources, including General Obligation Bond funds and General Funds, as available on an annual basis.

Approved:

DocuSigned by:

BC2424C09B8741A...

Samantha Sengel, EdD
CAO

5/8/2026 | 4:32 PM MDT

Date

The City of Albuquerque
Metropolitan Redevelopment Agency

RFP #01-2026 Redevelopment Services

TECHNICAL PROPOSAL

PLACEMAKING, PLANNING AND DESIGN SERVICES

REALM ARCHITECTURE AND DEVELOPMENT, LLC

April 1, 2026

realm
ARCHITECTURE + DEVELOPMENT

realm
ARCHITECTURE + DEVELOPMENT

300 SW 1st Ave Suite 155
Fort Lauderdale, FL 33301
realmcos.com

Contact:
John J. Clark, AIA, NCARB
Founding Principal
(505) 715 3146
john@realmcos.com

FL Architect:
AR101514

NM Architect:
5817

NCARB Certificate
91800

2022 AIA National
Young Architect Award

Sarah Supple, Operations Manager, Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

RE: RFP Number: 01-2026-Redevelopment Services - Placemaking, Planning and Design Services

Dear members of the selection committee,

Realm Architecture and Development was founded with a vision of creating inspired places that are grounded in the communities we serve. Founding principal, John J. Clark, AIA, NCARB and Project Manager, Terra Garcia-Chang, have led projects across all phases of development for reputable architectural firms, general contractors, and developers in New Mexico and South Florida. This unique mix of experience, especially as developer and owner, prompts us to be keenly aware of the many development pressures facing a project and community.

Our practice assists clients with feasibility, site planning, entitlements and architectural services, often on projects where parcels or buildings are owned by local governments. In many cases, funding sources for active projects include the local government through the local Community Redevelopment Agency (CRA), which are Florida equivalents of the Metropolitan Redevelopment Agency. Additionally, Realm is leading the redevelopment of a vacant infill parcel in Albuquerque's Chelwood Park neighborhood as both architect and developer. Our work spans from single-family infill prototypes to mixed-use urban projects to high-rise studies across Florida and in New Mexico.

We guide projects through entitlements and into construction, offering full architectural services. But Realm's services have also been effective for clients before a full A/E or development RFP is released — to properly vet a site and define preliminary program, form, function, and concept.

As team lead, we have assembled an experienced team of local consultants including RMKM Architecture, High Mesa - a Bowman company, and Civil Transformations to assist with architectural, civil engineering, and traffic engineering tasks. We can assemble a project team of consulting engineers based on the specific need of future projects in consideration. Clients work directly with our principals from project conception to completion, ensuring a high quality of service, responsiveness, and involvement across all aspects of design and construction.

Thank you for allowing us to demonstrate why Realm Architecture and Development is a design partner that is aligned with your goals and needs. Please feel free to contact me with any questions at (505) 715-3146 or john@realmcos.com.

Your community partner,



John J. Clark, AIA, NCARB
Principal
Realm Architecture and Development

Table of Contents

a. COVER SHEET 4

b. AREA OF EXPERTISE 10

c. OFFER CAPACITY 14

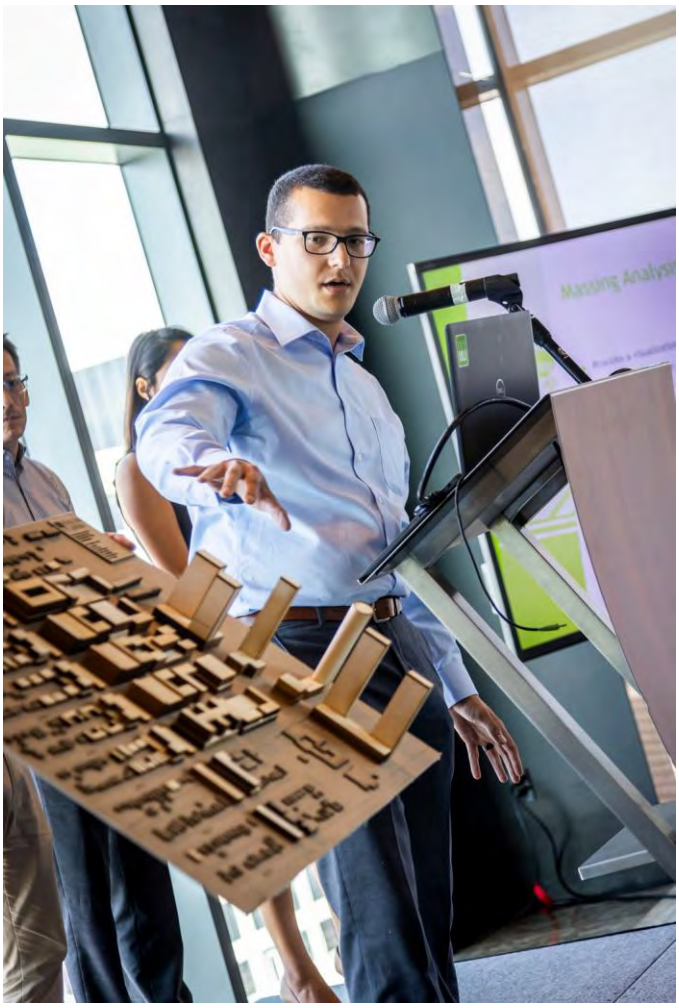
d. PROJECT MANAGEMENT PLAN 18

e. COST PROPOSAL 22

f. ATTACHMENTS 26

- i) Team Organizational Chart 27
- ii) Résumés to Key Staff 28
- iii) Projects 36
- iv) Pay Equity Reporting Form 52





Images Above: Realm Community Engagement



a.



PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: Realm Architecture and Development, LLC

Address: 300 SW 1st Ave, Suite 155, Fort Lauderdale, FL 33301

Nature of Organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Person authorized to execute the contract: John J. Clark, AIA, NCARB

Phone: (505) 715-3146

Email: john@realmcos.com

Role: Principal-In-Charge, Architectural Placemaking, Planning & Design

Contact information for key project staff

Name and Title: Terra Garcia-Chang

Role: Project Manager, Architectural Placemaking, Planning & Design

Phone: (505) 709-5367

Email: studio@realmcos.com

Subcontractors (if any)

Subcontractor 1

Name of Vendor: RMKM Architecture

Address: 400 Gold Ave. Studio 1100, Albuquerque, NM 87102

Role: Local Support for Architectural Placemaking, Planning and Design

Nature of Organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Lead Point of Contact: Dan Caruso, AIA, NCARB

Phone: (505) 243-5454

Email: dcaruso@rmkmarch.com

Subcontractor 2

Name of Vendor: High Mesa, a Bowman Company

Address: 6010-B Midway Park Blvd. NE Albuquerque, NM 87109

Role: Local Support for Survey and Civil Engineering Placemaking, Planning and Design

Nature of Organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Lead Point of Contact: Graeme Means, PE LEED AP BD+C, Director, Civil Engineering

Phone: (505) 345-4250

Email: gmeans@bowman.com

Subcontractor 3

Name of Vendor: Civil Transformations, Inc

Address: 2929 Coors Blvd. NW, Suite 309, Albuquerque, NM 87120

Role: Local Support for Traffic Engineering Placemaking, Planning and Design

Nature of Organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Lead Point of Contact: Timothy D. Simmons, PE PTOE, President and Principal Engineer

Phone: (505) 508-3374

Email: tsimmons@civiltransformations.com

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Manuel Synalovski, AIA, LEAD AP

   Organization and Role: MS Real Estate Investments, Principal

   Phone: (954) 804-3515

   Email: manny@msrein.com

   Project(s): Sun Apartments (within City of Gainesville, FL Community Reinvestment Area); Sunrise Village Center Redevelopment Site Proposal (City of Sunrise, FL)

2. Name: Steve Graziani

   Organization and Role: Development Consultant, Centro Campesino and Opalocka Community Development Corporation

   Phone: (786) 351-9583

   Email: grazianisteve@gmail.com

Project(s): Centro Campesino Community Facility Renovations and Addition; Opalocka Mapping and Density Study

3. Name: Amanda Bartle

   Organization and Role: South Florida Community Land Trust, President and CEO

   Phone: (954)263-6055

   Email: mandy@southfloridaclt.org

   Project(s): 350 Overtown (OMNI, Miami, FL Community Redevelopment Agency); Johnson Apartments (Hallandale Beach, FL Community Redevelopment Agency); Sky Dania (Dania Beach, FL Community Redevelopment Agency); Place Louverture (Little Haiti, Miami, FL); Lofts at Broadway and Broadway Rising (Liberty City, Miami, FL); SFCLT Infill Housing (Broward County, FL); Hollywood CRA Lots

4. Name: Kenneth Bowe

   Organization and Role: City of Hallendale Beach Community Redevelopment Agency, CRA Project Manager

   Phone: (954) 457-2221

   Email: kbowe@hallandalebeachfl.gov

   Project(s): Johnson Apartments (Hallandale Beach, FL Community Redevelopment Agency)

Receipt of Addenda

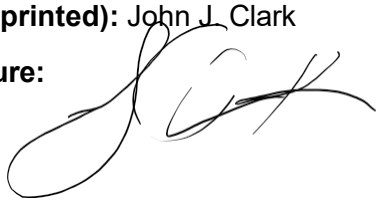
I attest to having received and reviewed the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below

_Inquiry Response #1 - #15

_____

_____

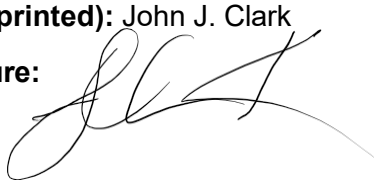
Name (printed): John J. Clark

Signature: 

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-20260-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified:

Name (printed): John J. Clark

Signature: 



b.



Placemaking, Planning and Design Services

Please list which the offeror is applying under:

Realm Architecture and Development is submitting for "Placemaking, Planning and Design Services." Services offered, and team member responsible for providing are listed in the section below.

The City intends to award one or multiple vendors for each capability area under which applicants apply. Offerors may elect to provide evidence of experience in one or multiple areas of expertise. Please identify which specific services you will offer; Offerors must provide evidence of expertise for all areas selected. For those Offerors applying as a team that include subcontractors, please distinguish which partner has which area of strength.

Community Engagement (Realm)

Often the scope of a capital project is limited to design and construction, but Realm incorporates a Visioning and Alignment phase to engage the community and define a project mission. Our team works with community stakeholders to identify the people the project will serve, the context it is situated in, project needs, and desired outcomes. A holistic engagement process that carries on through the project is key to maintaining alignment with stakeholders and leads to successful project outcomes. Meaningful engagement with individuals and groups with a relationship to the project can be conducted regularly throughout the entire project. Providing regular updates and opportunities to share feedback at key milestones ensure the project stays true to its original mission.

Needs assessments (Realm)

Realm assists clients by evaluating their goals, operational requirements, site conditions, space demands, budget, schedule, regulatory constraints, and long-term vision in order to define the project's core program and feasibility before design begins. This scope typically includes stakeholder interviews, review of existing buildings or site conditions, analysis of current and future space utilization, adjacency and workflow studies, preliminary area calculations, and identification of functional, aesthetic, accessibility, and infrastructure requirements. The outcome is a clear framework that aligns the project's physical design direction with the client's strategic objectives, establishing the basis for programming, conceptual design, and informed decision-making on cost, phasing, and project viability.

Feasibility analysis (Realm)

In the feasibility and acquisition phase, Realm's massing analysis provides an initial low-cost and low-risk assessment of a potential project based on a site's land use, zoning, and dimensional characteristics. Our experienced team of consultants is familiar with navigating the Integrated Development Ordinance (IDO). As a visual aid to understanding regulating factors, we prepare a massing analysis tailored to each specific site. A conceptual site plan and three-dimensional massing are developed based on the maximum allowable unit count and floor area ratio (FAR) referenced in the zoning analysis. Although still early in the development process, our team begins to apply basic architectural organizational principles and assumptions of basic building functions based on our experience. The resulting massing also includes a unit schedule, parking schedule and area (square footage) schedule that can be used for early construction estimates and financial models. Realm can also assist in identifying funding sources, such as earned income, capital campaigns, loans, bonds, tax credits, and other local subsidies.

An example representative of the three phases above is "Reimagining Sant La," and planning and feasibility document for a new Sant La headquarters in North Miami, linked in the image on right.



Image Above: Feasibility Report Linked

Architectural Services (Realm + RMKM Architecture)

After confirming this understanding of the project and "place," we can respond to the direct programmatic and functional needs of the project during schematic design. The project's form and aesthetics emerge at this stage, ensuring that the design meets functional needs and regulatory guidelines (Albuquerque IDO) while being of a specific time and place. In addition to meetings with your team, this phase would typically include a public engagement session to discuss concepts and solutions that will inform the design. Deliverables at this stage will include an architectural site plan, floor plans, elevations, exterior and interior material boards, and outline specifications for your review and approval. We will also seek entitlement approval of the project through the City of Albuquerque at this phase, with contributions from our civil, traffic, landscape, and MEP consultants.

During design development, we refine the design and engineering approaches to ensure complex, time consuming, or expensive solutions are eliminated. Coordination between all included disciplines (landscape architecture, civil, mechanical, electrical, plumbing, structural, and fire protection) will begin to resolve locations of major building systems to resolve conflicts, eliminate waste, and streamline the design. Deliverables in this phase include a full design development package including all disciplines noted with an updated outline specification.

Upon approval of the design development drawings, we will begin the construction documents phase, which includes the development of all architectural drawings, details and specifications while leading the coordination of other disciplines. The final deliverable is a full permit set for necessary building permits and bidding to general contractors. Our team has included up to two revisions of the package in response to agency review comments.

Throughout the bidding and negotiations phase, Realm is available to assist your staff by responding to any questions from prospective bidders and by attending the bid opening to review qualifications and bids. Based on our experience and submitted materials, we can make our recommendation on each bidder's ability to complete the project on time and on budget. Our team is experienced with both design-bid-build or construction manager at risk (CM@R) project delivery methods.

Construction administration is a critical phase of the project where the architect observes compliance with the contract documents and specifications while addressing issues as they arise in the field. Included in our scope are bi-weekly field visits and coordination meetings with the owner and contractor (OAC meetings) as well the review of all shop drawings, product data submittals and substitutions, and requests for information (RFIs). The phase concludes with a punch-list walk through of the project before handing off to the owner.

Civil Engineering and Survey (High Mesa, a Bowman Company)

High Mesa, a Bowman company, is a multi-disciplinary professional services firm with a record of excellence in civil engineering, surveying, and subsurface utility engineering (SUE). Officially joining the national Bowman network on November 15, 2023, the firm leverages a national reach of over 90 offices to provide comprehensive infrastructure and development services to both public and private sectors. For community redevelopment purposes, High Mesa offers a diverse suite of technical capabilities, including property boundary and ALTA/NSPS land title surveys, subdivision platting, right-of-way and easement surveys, and land use planning and entitlement services. Their engineering expertise extends to critical site infrastructure such as grading and drainage plans, paving and traffic circulation, and domestic water, fire protection, and sanitary sewer design. Additionally, the firm provides specialized SUE services (Quality Levels A-D), utilizing vacuum excavation and ground-penetrating radar to mitigate utility conflicts during construction. High Mesa's team includes Licensed Professional Surveyors and Engineers, FAA-licensed drone pilots for aerial orthoimagery, and LEED Accredited Professionals focused on sustainable building design.

An overview of High Mesa's services can be found on their Venn Diagram in Section f. Attachments ii) Resumes of Key Staff.

Traffic Engineering (Civil Transformations, Inc)

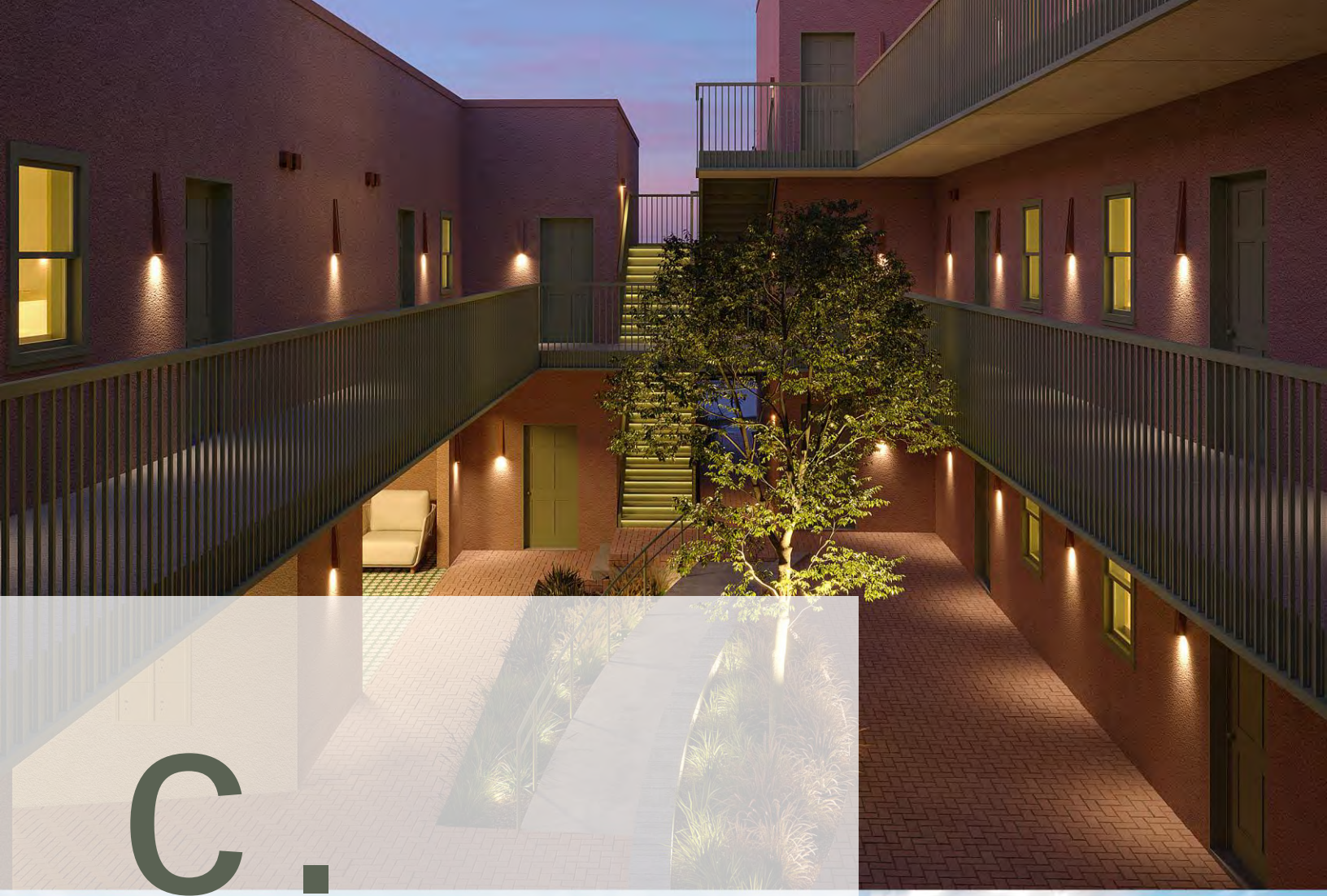
Civil Transformations Inc. (CTI) is a specialized engineering firm that provides state-of-the-practice infrastructure planning and civil engineering services, with a core focus on transportation and traffic engineering. Operating under the slogan "Transforming Infrastructure Needs into Sustainable Solutions," the firm emphasizes the efficient use of public resources, which is critical for community redevelopment initiatives. CTI offers a comprehensive suite of technical services relevant to urban revitalization, including conceptual planning, feasibility studies, roadway alignment studies, and geometric design. Their capabilities extend to the development of infrastructure capital improvement plans, the preparation of construction bid packages—including grading and drainage plans and specifications—and public involvement coordination. For agencies requiring data-driven insights, CTI's highly experienced professionals specialize in traffic modeling, safety evaluations, and Intelligent Transportation Systems (ITS). By maintaining a small, efficient team structure, CTI is positioned to offer lower overhead rates, providing redevelopment agencies with high-level expertise and cost-effective construction phase services.

For each area of expertise, provide examples of at least two (2) relevant projects, include access to final documents that resulted from the project, preferably as hyperlinks in the narrative, but may also be submitted as attachments to the proposal.

Listed below are Realm Architecture and Development's relevant projects. Full project descriptions can be found in Section f. Attachments, section iii. Completed projects.

1. 12610 Summer Apartments
2. Sunrise Village Center (City-Owned Parcel)
3. Sun Apartments Gainesville (within City of Gainesville CRA)
4. 350 Overtown (within City of Miami OMNI CRA)
5. Johnson Apartments (funded by Hallandale Beach CRA)
6. Sky Dania Apartments (within City of Dania Beach CRA)
7. Centro Campesino Community Facility Renovation and Addition
8. SFCLT Infill Housing (within multiple CRAs)
9. Hollywood Infill Redevelopment (City-Owned Parcel, City of Hollywood CRA)
10. Agape Village, Fort Pierce (within City of Fort Pierce CRA)
11. Sankofa/Urban League Empowerment Center (City-Owned Parcel, South St. Petersburg CRA)

Relevant projects for consultants can be found in resumes in Section f. Attachments ii) Resumes of Key Staff.



c.



Referencing the team listed on the Cover Sheet, elaborate on relevant experience for each expertise area under which the Offeror is applying. Describe the anticipated project team and roles. Indicate which roles identified subcontractors, if any, will play. Be specific about the relevant experience of each team member for the four areas of expertise.

Describe the services you/your team have provided to past projects, in particular in support of the work of local governments.

John J. Clark and **Terra Chang** assists non-profit organizations and for-profit developers with feasibility, site planning, entitlements and architectural services, often on projects where parcels or buildings are owned by local governments. In many cases, funding sources for the projects include the local government through the local Community Redevelopment Agency (CRA), which is the Florida equivalent of the Metropolitan Redevelopment Agency. Additionally, Realm is leading the redevelopment of a vacant infill parcel in Albuquerque as both architect and developer. Our work spans from single-family infill prototypes to mixed-use high-rise studies across Florida and in New Mexico.

Our experience on the ownership side of development teams, is that over 70% of design decisions happen before an architect is officially engaged to design a project. Realm is the critical, experienced, and creative design voice involved early in the design process, approaching development challenges with an iterative approach. Realm's services have been effective for clients before a full A/E design RFP is released, to properly vet a site and define preliminary program, form, function, and concept. Similarly, we have seen projects through entitlements and into construction, offering full architectural services.

Dan Caruso, AIA, and **Dave Williams, AIA** of RMKM Architecture are two of the most experienced and trusted architects in the region. In addition to other work for private and public clients, they have completed several projects for the City of Albuquerque including many that sit within boundaries of an MRA. Relevant successful projects include the International District Library, Central and Unser Library, CABQ Explora Brillante Early Learning Center, CABQ Albuquerque Museum Addition/Renovation, and CABQ John Marshall Kitchen. Projects completed within an MRA for private clients include the Downtown branch of Southwest Capital Bank. RMKM provides full architectural services, from schematic design through construction administration adding local capacity and experience to our team.

Graeme Means, PE, and **Joseph Solomon, PLS**, lead local support in civil engineering and surveying provided by High Mesa, a Bowman company. The diversified professional services they offer range from brief consultations to the overall management and implementation of engineering, surveying, subsurface utility and land use planning aspects of large and complex projects. High Mesa has three Licensed Professional Surveyors (PS), three Land Surveying Interns, (LSI) two Licensed Professional Engineers (PE) one Certified Federal Surveyor (CFedS) and a certified United States Green Building Council LEED Accredited Professional – Building Design and Construction. Clients include the City of Albuquerque (International District and Central & Unser Libraries), New Mexico DOT, and the University of New Mexico. More about their work and past projects can be found at: https://highmesacg.com/category/projects/

Tim Simmons, PE, PTOE offers a broad range of infrastructure planning, design and construction administration services. He has managed diverse project teams and staff on multi-disciplinary infrastructure projects ranging from major freeway interchanges to site facility improvements. Mr. Simmons' specialties include all facets of transportation and traffic engineering. Types of studies Mr. Simmons has been responsible for have included roadway alignment and location studies; interchange access change requests (IACR); traffic operations and safety evaluations; warrant studies; traffic impact analyses of site development; transportation master plans; signal timing plan development; neighborhood traffic calming; bicycle/pedestrian studies; and complete streets evaluations. In addition, Mr. Simmons has participated in public involvement activities associated with these studies, including presentations, charrettes, and project workshops. Also, Mr. Simmons has designed or overseen designs of more than 150 traffic signals and 30 lighting projects, hundreds of miles of communications media (copper, fiber, wireless), and numerous traffic control plans.

List access to datasets, graphic design, artificial intelligence, and other technology tools subscribed to and the technical competencies of team members to use them.

Typical tools used by our team for design services are below, and our workflow is further defined in Section D, Project Management Plan.

- TestFit (Generative AI site planning and yield study software)
- Autodesk Revit and AutoCAD (Refined site planning, yield studies, massing studies, conceptual design through construction documents)
- Adobe Creative Suite (Graphic Design)
- Lumion (Architectural rendering)

Technology Tools	**Realm** John J. Clark Terra Chang	**RMKM** Dan Caruso Dave Williams	**High Mesa** J. Graeme Means Joseph Solomon	**Civil Transformations** Timothy D. Simmons
TestFit	☑			
Revit	☑	☑	☑	
AutoCAD	☑	☑	☑	☑
Adobe Creative Suite	☑			
Lumion	☑			



Where possible, demonstrate how that work directly led to successful development projects, policy adoption, or other related outcomes.

Our workflow and deliverables assist development clients at critical decision points. A selection of development challenges and Realm's involvement in proposed solutions are noted below.



Image Above: Centro Campesino Community Facility Renovations



Image Above: Johnson Apartments

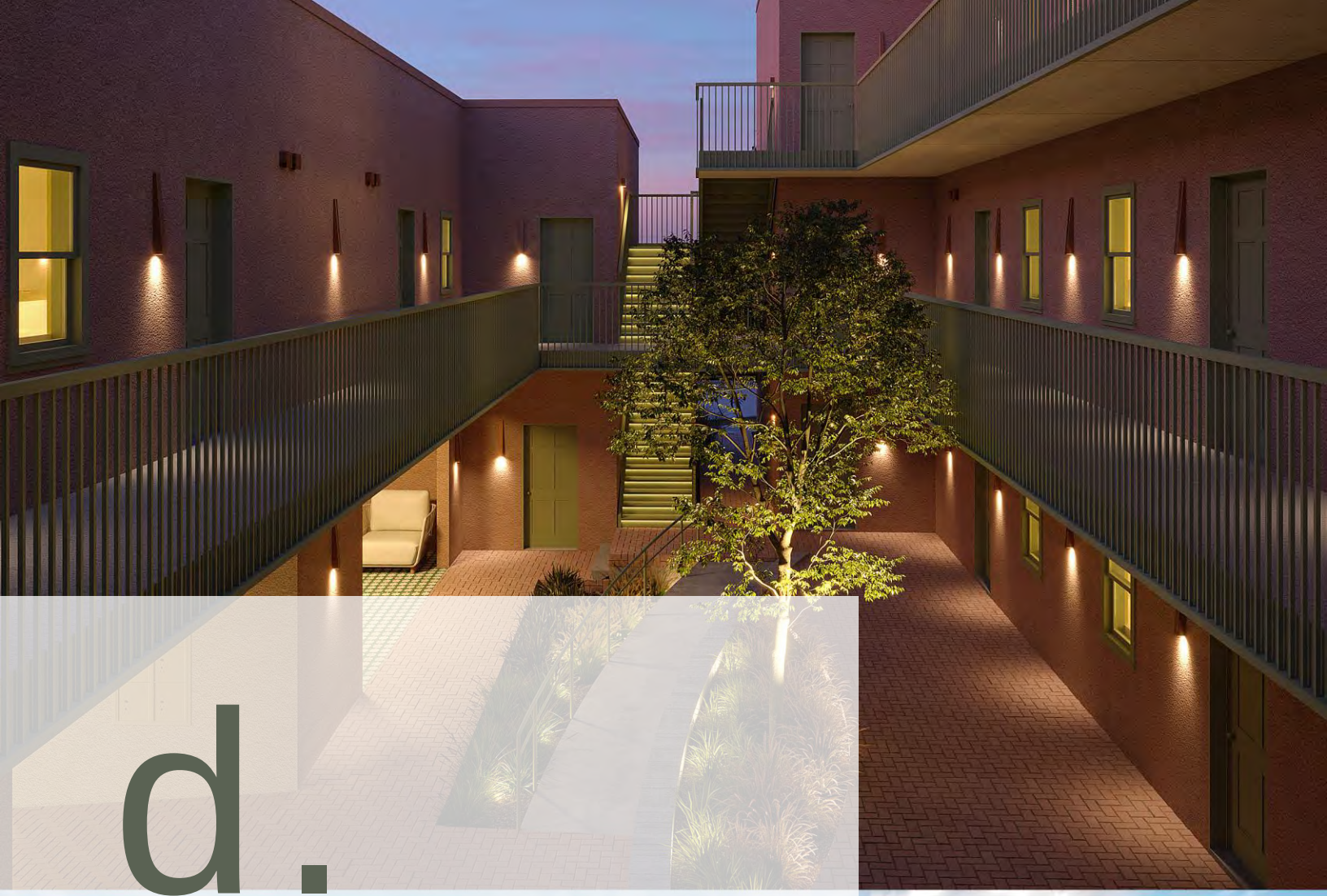


Image Above: 350 Overtown

Centro Campesino Community Facility Renovations and Addition: Realm's initial visioning, needs assessment, and feasibility phase work provided a conceptual design and project mission for the organization to submit to a State of Florida facility grant program. The initial low–cost investment was fruitful, as the project was awarded $4,000,000 broadband and resiliency grant by the Florida Department of Commerce. Funding allowed the project to move forward to entitlements and the design phase. The project has currently been approved for building permit and is beginning construction.

Johnson Apartments - Realm provided both architectural services and development management services to the South Florida Community Land Trust for the renovation of this existing multifamily building within the Hallandale Beach CRA. With Broward County HOME (HUD-derived) funds only supporting acquisition and some of the renovation costs, additional funding sources were needed to cover remaining hard costs. To align with the Hallandale Beach CRA plan, our team incorporated resilience and sustainability improvements to the project including installation of hurricane impact-resistant windows and doors, energy efficient mechanical units, and a solar array for each unit - reducing most resident bills to $35 per month. The project was awarded $350,000 from the Hallandale Beach CRA to assist in funding these upgrades and the remaining capital stack. The project recently reached substantial completion in March 2026.

350 Overtown - Realm provided development management services to the South Florida Community Land Trust, leading the acquisition and due diligence phase for 0.76 acre site in Downtown Miami's historic Overtown neighborhood and the OMNI CRA boundaries. Initial planning and massing studies were key in defining the program, scope, density, and budget for the project before a development RFP was released. Ultimately this lead to the selection of a for-profit development partner and engineering for this transformative 227-unit, mixed-use project. Realm is currently assisting the development team in preparing financing applications for competitive GAP financing.



d.



Describe the organizational and team structure proposed to support the MRA. Include an organizational/team chart as an attachment.

As prime consultant to the MRA, Realm Architecture and Development will lead the team in "Planning, Placemaking, and Design" tasks, which may include community engagement and outreach, zoning code analysis, massing analysis and yield studies, test-fit analysis, conceptual design, and architectural services (schematic design through construction documents and construction administration). John J. Clark, will be the primary contact to the MRA. As a subconsultant to Realm, RMKM Architecture will provide local staff and experience in support of design tasks and additional staffing in architectural services. As another subconsultant. As another subconsultant, High Mesa - a Bowman company, will provide local staff and experience in support of civil engineering tasks. Our final identified subconsultant, Civil Transformations (CTI) will provide local staff and experience in support of traffic engineering needs or tasks. Additional subconsultants will be proposed to the City on a project-by-project basis, as scope and tasks may vary. This includes leveraging an extensive network of landscape designers and consulting engineers (MEP, structural, lighting, acoustical, etc.).

Team chart can be found in Section f. Attachments, i) Team Organizational Chart.

Describe any data tools to be employed and how they will be used. In the case of artificial intelligence-driven tools, describe the quality control process to ensure that data is high quality and reliable.

For yield studies and test-to-fit analysis of potential development sites, Realm can employ TestFit software, which offers generative design to create multiple options for building configurations, parking layouts, and massing studies. This allows for fast, accurate models for comparison to enhance the decision making process of upcoming development projects. Realm uses the generative (AI) output as a base case for discussion of site planning and building layout, but ultimately develops its own site plan based on local zoning codes, development restrictions, and surveys.



Image Above: Screenshot of TestFit

Describe your experience with and understanding of redevelopment concerns in Albuquerque. Experience with comparable metropolitan areas is acceptable so long as the Offeror is able to draw connections between the two. If the Offeror is not based in New Mexico, describe the plan to meet the needs of projects remotely, including travel accommodations, remote meetings, etc.

"We provide the responsiveness and hands-on coordination of a local team, while bringing the capacity, perspective, and expertise of a broader practice."

Our team is familiar with redevelopment concerns in Albuquerque, not just from a design perspective, but from an owner/developer perspective as well, through our ongoing redevelopment of a vacant lot in Chelwood Park. Specifically the project demonstrates our understanding of the city's development process, and local construction and multifamily rental market conditions required to reach a feasible solution. We are familiar with past and recent updates to the IDO, sensitivity to redevelopment and gentrification concerns, the housing and housing affordability challenges, and concerns about safety and economic growth in the City.

Specifically, our team notes several recurring issues that challenge redevelopment in Albuquerque, particularly in Metropolitan Redevelopment Areas (MRAs). Many areas have unsafe conditions resulting from aging conditions, obsolete planning, and a long-term underinvestment in basic infrastructure—roads, sidewalks, utilities, lighting, drainage, and public facilities. When addressed, it is often by piecemeal approach due to immediate needs or limited funding resulting in "patches", as opposed to area-wide solutions. The limited funding directly limits the city's ability to reconstruct streets, modernize utilities, improve stormwater systems, expand pedestrian networks, or upgrade transit facilities in blighted corridors.

It has been our team's experience working on projects in MRAs that the storm drainage and water lines are obsolete or undersized and require upgrades well beyond the scope and budget of specific projects. Similarly, street capacities, bike lanes, and sidewalks are often deficient in terms of condition, size, and geometry.

Realm's headquarters in South Florida gives the firm the opportunity to work in cities that are experiencing both local and global development pressures that are shared with those experienced in Albuquerque. This national perspective on urban development and design solutions is our greatest asset to be provided to the MRA, while we remain grounded to the city with local subconsultants and our own local redevelopment project.

Much of our work is centered in Broward County, which is experiencing soaring rents and sale prices, a prime example of the country's housing affordability crisis. A recent needs assessment identified a renter supply gap of 74,000 units and an ownership supply gap of over 72,000 units in Broward County alone. We have worked directly with non-profit and for-profit partners to drive creative solutions from early project planning phases to practical built solutions.

For example, Sunrise Village Center will drive lower market-rate rents by lowering overall project costs, rather than by seeking subsidy. This was accomplished in the early feasibility phase by optimizing the site plan and ground floor to accommodate all surface parking, eliminating the need for costly structured parking, which would have demanded housing tax credits or local government subsidies to maintain feasibility. Our work on Johnson Apartments for the South Florida Community Land Trust and the City of Hallandale Beach CRA required a thoughtful architectural and engineering approach to meet a limited renovation budget, and provide rental housing to households earning less than 50% AMI.

Realm will serve MRA projects through a hybrid service model that combines dedicated local field representation with the strategic design and development resources of our full multidisciplinary team, supported by structured remote coordination, and milestone-based in-person engagement.



Our team includes an Albuquerque–based architectural firm, RMKM Architecture, civil engineer and surveyor (High Mesa, a Bowman company), and traffic engineer (Civil Transformations, Inc). This structure reinforces our knowledge of local planning, building and permitting processes, while leveraging the expanded resources of our full team. We provide the responsiveness and hands-on coordination of a local team, while bringing the capacity, perspective, and expertise of a broader practice.

Our local team members serve as Realm's primary field representative in New Mexico, providing:

- regular site visits and progress documentation
- in-person coordination with city staff, consultants, contractors, and stakeholders
- attendance at municipal hearings, agency meetings, and community presentations
- field verification and construction observations as needed

Realm utilizes a highly organized digital workflow to support seamless collaboration with our team. Through video conferencing platforms such as Zoom and Microsoft Teams, we conduct:

- scheduled weekly or biweekly project meetings
- consultant coordination calls
- owner / investor update meetings
- entitlement and pre-application strategy sessions

Meeting agendas, action items, and next steps are documented and distributed promptly to keep all parties aligned. While much of the project workflow can be managed efficiently through our hybrid model, Realm budgets and plans for strategic travel at key project milestones including:

- Kickoff and alignment meetings
- Stakeholder interviews and community engagement sessions
- Entitlement hearings and presentations
- Major design reviews and presentations
- Major construction phase milestones



e.



APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

REALM ARCHITECTURE AND DEVELOPMENT

Name/Position	Project Responsibilities	Hourly Rate*
Principal John J. Clark	Architectural	$199
Project Manager Terra Garcia-Chang	Architectural	$199
Designer I	Architectural	$135
Assistant Project Manager	Architectural	$135
Administrative	Architectural	$107
Reimbursable Expenses	Architectural	Cost plus 10% plus NMGRT
Shipping/Mail/Courier/Deliveri	Architectural	Cost plus 10% plus NMGRT
Reproductions	Architectural	Cost plus 10% plus NMGRT
Renderings	Architectural	Cost plus 10% plus NMGRT

*All Hourly Rates include 2026 New Mexico Gross Receipts Tax Rate at 7.6250%

RMKM ARCHITECTURE

Name/Position	Project Responsibilities	Hourly Rate*
Principal 2 May Rohde Caruso Williams	Architectural	$199
Principal 1 Baca	Architectural	$178
Architect 3	Architectural	$156
Architect 2 Maynard	Architectural	$140
Architect 1	Architectural	$124
Project Manager 2 Maynard	Architectural	$129
Project Manager 1	Architectural	$113
Intern Architect 3	Architectural	$113
Intern Architect 2 Spiger Handel	Architectural	$106
Intern Architect 1 McCoy	Architectural	$97
Administrative 4 Smrt	Architectural	$114
Administrative 2 Lindsay	Architectural	$71

*All Hourly Rates include 2026 New Mexico Gross Receipts Tax Rate at 7.6250%

BOWMAN CONSULTING GROUP LTD

Name/Position	Project Responsibilities	Hourly Rate*
Principal	Survey & Civil Engineering	$273
Department Executive	Survey & Civil Engineering	$273
Senior Project Manager	Survey & Civil Engineering	$222
Project Manager	Survey & Civil Engineering	$204
Assistant Project Manager	Survey & Civil Engineering	$164
Project Coordinator	Survey & Civil Engineering	$146
Senior Surveyor	Survey & Civil Engineering	$186
Engineer I	Survey & Civil Engineering	$135
Engineer II	Survey & Civil Engineering	$158
Engineer III	Survey & Civil Engineering	$193
Planner I	Survey & Civil Engineering	$135
Planner II	Survey & Civil Engineering	$158
Planner III	Survey & Civil Engineering	$227
Designer I	Survey & Civil Engineering	$117
Designer II	Survey & Civil Engineering	$135
CADD Drafter I	Survey & Civil Engineering	$117
CADD Drafter II	Survey & Civil Engineering	$135
CADD Drafter III	Survey & Civil Engineering	$152
Remote Sensing Technician I	Survey & Civil Engineering	$135
Remote Sensing Technician II	Survey & Civil Engineering	$158
Remote Sensing Technician III	Survey & Civil Engineering	$181
Right of Way Specialist I	Survey & Civil Engineering	$123
Right of Way Specialist II	Survey & Civil Engineering	$140
Right of Way Specialist III	Survey & Civil Engineering	$158
Survey Technician I	Survey & Civil Engineering	$117
Survey Technician II	Survey & Civil Engineering	$140
Survey Technician III	Survey & Civil Engineering	$152
Depositions & Testimony	Survey & Civil Engineering	$407
Project Surveyor	Survey & Civil Engineering	$164
Survey Field Crew - 1 Man	Survey & Civil Engineering	$210
Survey Field Crew - 2 Man	Survey & Civil Engineering	$285
Survey Field Crew - 3 Man	Survey & Civil Engineering	$339
3D Scanning Crew	Survey & Civil Engineering	$291
Survey Field Technician	Survey & Civil Engineering	$117
3D/UAV Modeling Technician	Survey & Civil Engineering	$169
UAV Operation	Survey & Civil Engineering	$291
SUE Technician II	Survey & Civil Engineering	$123
SUE Technician III	Survey & Civil Engineering	$140
Intern, Civil	Survey & Civil Engineering	$82
Administrative Professional	Survey & Civil Engineering	$117

*All Hourly Rates include 2026 New Mexico Gross Receipts Tax Rate at 7.6250%

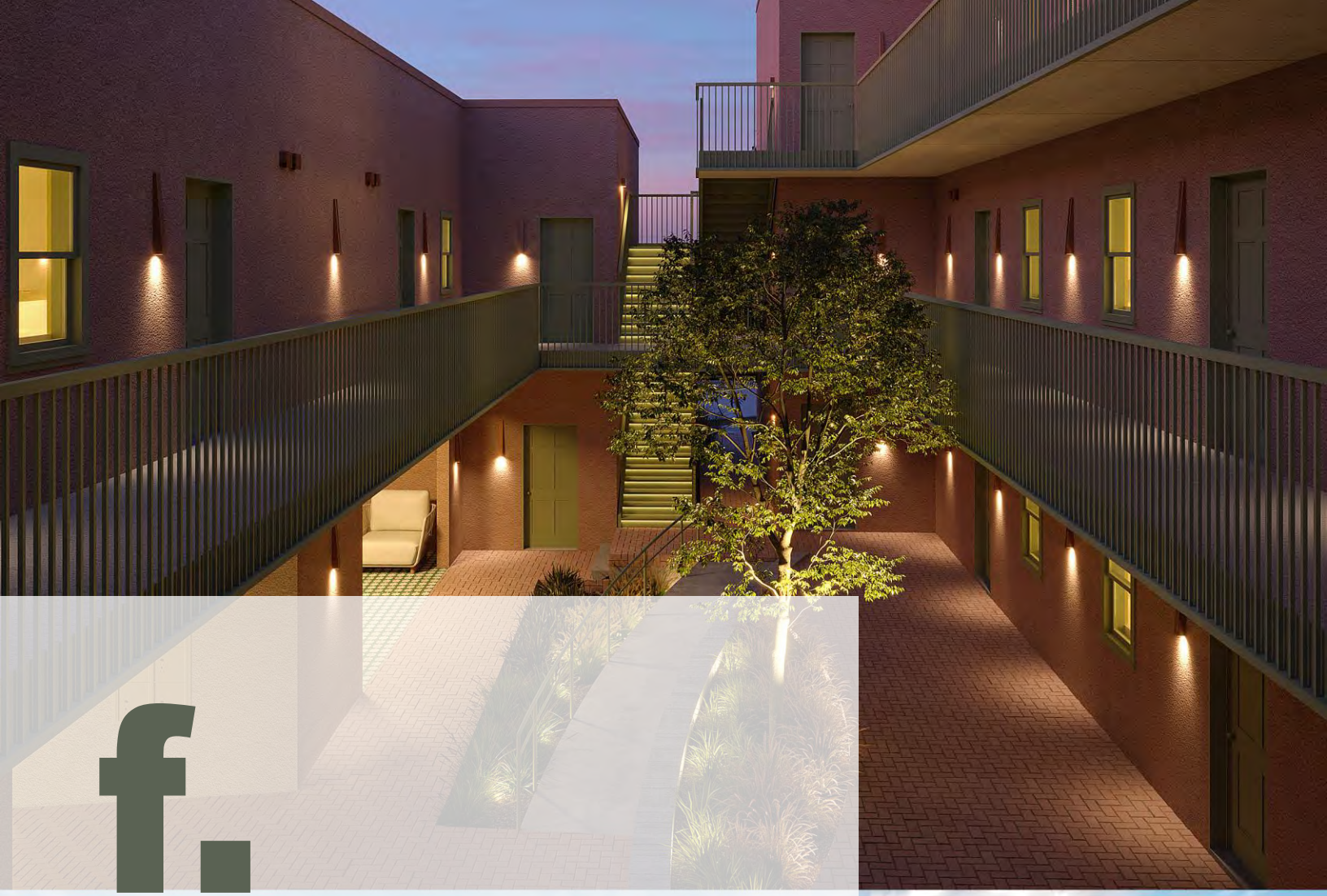
Civil Transformations Inc.

Name/Position	Project Responsibilities	Hourly Rate*
Principal Engineer	Traffic Engineering	$242
Project Manager	Traffic Engineering	$215
Senior Project Engineer	Traffic Engineering	$188
Project Engineer	Traffic Engineering	$162
Staff Engineer/Planner	Traffic Engineering	$135
Senior Technician	Traffic Engineering	$118
Technician	Traffic Engineering	$97
Administrative/Clerical	Traffic Engineering	$65
Per Diem	Traffic Engineering	GSA Regional Rate per FY plus NMGRT
Mileage	Traffic Engineering	Current IRS Rate plus NMGRT
Reimbursable Expense (Travel, lodging, etc.)	Traffic Engineering	Cost plus NMGRT
Shipping/Mail/Courier/ Delivieres)	Traffic Engineering	Cost plus NMGRT

*All Hourly Rates include 2026 New Mexico Gross Receipts Tax Rate at 7.6250%

Notes:

1. Time charged to the nearest ¼-hour increment.
2. Retainer to be held and applied to final invoice; unused balance may be returned.



f.

ATTACHMENTS

i) Team Organizational Chart
ii) Résumés of Key Staff
iii) Projects
iv) Pay Equity Reporting Form

i) Team Organizational Chart



ii) Résumés to Key Staff | Realm Architecture and Development



John J. Clark, AIA, NCARB

Principal-In-Charge,

Architectural Placemaking, Planning & Design

Guided by a core belief that quality design should be available to all, John has a community-centered body of work in architecture and real estate development. A native of Albuquerque and graduate of the University of New Mexico, John relocated to Fort Lauderdale, FL as part of the Enterprise Rose Fellowship. In this role, he focused on providing transit-oriented affordable housing in Miami-Dade and Broward counties as Development Manager with the South Florida Community Land Trust. His experience has been recognized both locally and nationally, including the 2022 AIA National Young Architect Award. John is an Assistant Professor of Practice at Florida Atlantic University School of Architecture.

Contact:

John J. Clark, AIA, NCARB

Founding Principal

(505) 715 3146

john@realmcos.com

FL Architect:

AR101514

NM Architect:

5817

NCARB Certificate

91800

2022 AIA National

Young Architect Award

Representative Projects

- 12610 Summer Apartments | Albuquerque, NM
- Sunrise Village Center (City-Owned Parcel) | Sunrise, FL
- Sun Apartments Gainesville (withing City of Gainesville CRA) | Gainsville, FL
- 350 Overtown (within City of Miami OMNI CRA) | Miami, FL
- Johnson Apartments (funded by Hallandale Beach CRA) | Hallandale Beach, FL
- Sky Dania Apartments (within City of Dania Beach CRA) | Dania Beach, FL
- Centro Campesino Community Facility Renovation and Addition | Florida City, FL
- SFCLT Infill Housing (within multiple CRAs) | South Florida
- Hollywood Infill Redevelopment (City-Owned Parcel, City of Hollywood CRA) | Hollywood, FL
- Agape Village (within City of Fort Pierce CRA) | Fort Pierce, FL
- Sankofa/Urban League Empowerment Center (City-Owned Parcel, South St. Petersburg CRA) | St. Petersburg, FL
- Marcus Padel Center | Kendall, FL
- Clubhouse Performance Institute | Weston, FL

Additional Experience With Previous Firms

South Florida Community Land Trust | Development Manager

RMKM Architecture | Project Architect

The Hartman + Majewski Design Group | Intern Architect

ii) Résumés to Key Staff | Realm Architecture and Development



Terra Garcia-Chang

Project Manager,

Architectural Placemaking, Planning & Design

Terra has ten years of construction management experience, managing over $200MM in projects across New Mexico and South Florida. Trained in architecture, Terra is passionate about design, craftsmanship, and attention to detail that together create inspired experiences. She has delivered multiple successful projects across the hospitality, higher education, laboratory, office, and recreation sectors. Terra graduated from the University of New Mexico with a Bachelor of Arts in Architecture. She is passionate about mentoring the next generation of women in design, construction and development and has previously chaired the mentorship committee for CREW NM.

Albuquerque Leadership Graduate 2016

ULI Leadership 2026

Representative Projects

- 12610 Summer Apartments | Albuquerque, NM
- Sunrise Village Center (City-Owned Parcel) | Sunrise, FL
- Sun Apartments Gainesville (withing City of Gainesville CRA) | Gainsville, FL
- 350 Overtown (within City of Miami OMNI CRA) | Miami, FL
- Johnson Apartments (funded by Hallandale Beach CRA) | Hallandale Beach, FL
- Sky Dania Apartments (within City of Dania Beach CRA) | Dania Beach, FL
- Centro Campesino Community Facility Renovation and Addition | Florida City, FL
- SFCLT Infill Housing (within multiple CRAs) | South Florida
- Hollywood Infill Redevelopment (City-Owned Parcel, City of Hollywood CRA) | Hollywood, FL
- Agape Village (within City of Fort Pierce CRA) | Fort Pierce, FL
- Sankofa/Urban League Empowerment Center (City-Owned Parcel, South St. Petersburg CRA) | St. Petersburg, FL
- Marcus Padel Center | Kendall, FL
- Clubhouse Performance Institute | Weston, FL

Additional Experience With Previous Firms

Dovehill Investment & Development | Project Manager

Bradbury Stamm Construction | Project Manager

ii) Résumés to Key Staff | Consultant | RMKM Architecture



Dan Caruso, AIA, NCARB, LEED AP

Managing Principal / Design Lead

Architect License New Mexico 5777

Local Support for Architectural Placemaking Planning & Design

Dan is an RMKM Principal and has been a valued member of the RMKM team for more than 26 years. He brings diverse design and construction administration experience on multiple public institional projects. Dan's complex building experience coupled with his strong design and communication skills will make him a valuable team participant on this contract.

Dan has served as the Project Manager for numerous education and purpose-built facility projects. He has extensive experience coordinating and managing large project information, requirements, and teams as well as designing cutting edge, high-tech, complex facilities.

Registrations

Architect License

New Mexico (#5777)

Representative Projects

- Explora Brillante Early Learning Center | Albuquerque, NM
- Albuquerque Sign Language Academy | Albuquerque, NM
- APS Lowell West Complex | Albuquerque, NM
- NMSU Devasthali Hall and University Art Museum | Las Cruces, NM
- UNM Farris Engineering Center Renovation | Albuquerque, NM
- UNM Taos College Pathways to Careers Center | Taos, NM
- NMSU KRWG Programming | Las Cruces, NM
- NMSU/DACC Creative Campus Master Plan | Las Cruces, NM
- NMSU/DACC Creative Media Technology | Las Cruces, NM
- UNM ROTC Building | Albuquerque, NM
- UNM Cancer Research & Treatment Center Education Center | Albuquerque, NM
- Virgin Galactic Gateway to Space | Truth or Concequences, NM
- UNM Sandoval Regional Medical Center | Rio Rancho, NM

ii) Résumés to Key Staff | Consultant | RMKM Architecture



David R. Williams, AIA, NCARB

Principal Architect

Architect License New Mexico 3224

Local Support for Architectural Placemaking Planning & Design

David leads the RMKM core design team for Public Safety and Judicial Projects. He is actively involved in meetings with clients and understands

the unique requirements presented by public and civic government projects. As Principal Design Architect, David offers substantial public safety

facility experience to lead the team in the successful delivery of all aspects of this project. David approaches each project with the client in mind,

believing that the best solutions can be found within the heart of those that will occupy the building. He facilitates discussions and planning efforts

with stakeholders to understand their needs and produce highly-functional design solutions.

Registrations

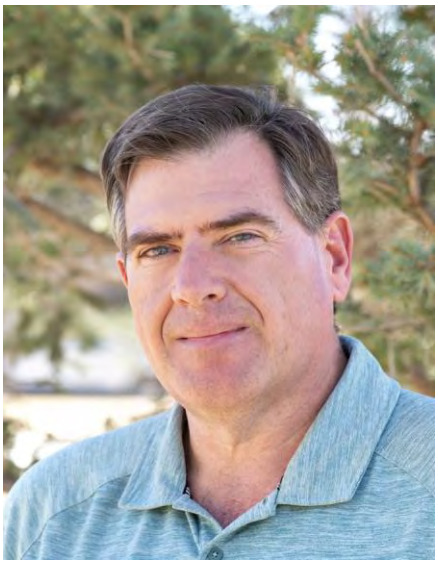
Architect License

New Mexico (#3224)

Representative Projects

- Isleta Tribal Service Complex - 911Communications & Dispatch
- Sandia Pueblo - Police Administrative Headquarters, 911 Communications & Dispatch
- New Fire Training Tower in Thoreau Fire Station
- Sandoval County - Sheriff Administrative HQ & EOC
- CNM Public Safety
- City of Las Cruces - East Area Command (Police & Fire)
- Sandoval County Detention Center Upgrades
- Colfax County, Leon Karelitz Judicial Center & Sheriff Dept.
- Lea County Detention Center
- AOC Cibola County/Grants Magistrate Court Masterplanning
- McKinley County Sheriff's Office - EDC Renovations
- McKinley County Judicial Complex & Courthouse Renovation
- McKinley MCADC (Jail) - Priority 1, 2, 3, 4
- McKinley - Admin Fence Addition
- MCIP Office Building, Carbon Coal
- Pruit Bi-County Rodeo Grounds Electrical Upgrades
- McKinley County Public Health Building
- University of New Mexico - ROTC Center on Main Campus
- University of New Mexico - ROTC Fitness Track and Athletic Field

ii) Résumés to Key Staff | Consultant | High Mesa, A Bowman Company



J. Graeme Means, PE

Business Leader

Local Support for Survey and Civil Engineering Placemaking Planning & Design

Graeme Means has over 33 years of civil engineering experience, all with Bowman and High Mesa Consulting Group prior to ther acquisition in 2023. In addition to his

duties as a principal engineer-in-charge of all civil engineering projects undertaken by the Albuquerque office, he is also responsible for recruiting engineering staff, and

mentoring the civil engineering interns. Graeme manages the New Mexico civil engineering department and provides engineering planning, design and project

management services to the existing client base and develops new clients and contacts for the firm.

Registrations

Professional Engineer:

New Mexico (#13676)

Arizona (#39614)

Colorado (#57300)

LEED AP, BD&C (#10500830)

Associations

American Society of Civil Engineers

Experience

2015 to Current

Principal Engineer/Business Unit Manager. Responsible for administration and management of civil engineering department, client relations, business development, supervision of personnel and review of all in-house design and design

criteria. Actively involved in all civil engineering projects with level of design participation dependent upon level of expertise required as well as specific project demands. Active participation in project design processes, quality control and quality assurance as well as actual hands-on design.

2002 to 2015

Principal / Senior Staff Engineer. Responsible for client relations, business

development, and the design and project management of study, planning, design and construction phase activities for new site construction, site expansions and site renovations, of public and private facilities, hydrologic and hydraulic modeling, drainage channels, new subdivisions and other civil engineering projects. Also responsible for recruiting, mentoring and managing engineering staff.

1997 to 2002

Senior Staff Engineer. Responsible for client relations, business development, and the design and project management of studies, construction cost estimates, and designs of grading and drainage plans and drainage facilities, hydrologic and hydraulic modeling, FEMA Map Revisions, stormwater pollution prevention plans, drainage master plans, paving plans, street design, traffic analyses and traffic control

plans, water and sanitary sewer lines.

1992 to 1997

Engineering Technician. Responsible for the investigation and design of land

development projects and subdivisions, preparation of construction plans for street, utility and drainage improvement projects and water and sanitary sewer systems,

drainage, hydraulic and hydrologic studies. Other responsibilities include the

supervision, administration and coordination of various construction projects.

ii) Résumés to Key Staff | Consultant | High Mesa, A Bowman Company



Joseph Solomon, PLS, CFedS

Regional Manager, Geospatial West Division

Local Support for Survey and Civil Engineering Placemaking Planning & Design

Joseph serves as Regional Manager for Bowman's Geospatial West Division where he leads surveying and geospatial operations with a focus on innovation, accuracy

and client satisfaction. As a licensed Professional Land Surveyor and Certified Federal Surveyor, Joseph brings extensive experience in construction staking,

geodetic control, large-scale mapping and GIS data acquisition. He is responsible for developing new surveying processes, implementing advanced technology and

managing the division's workload and field operations. Joseph also plays an active role in proposing and securing contracts, drawing on his deep understanding of local, state and federal regulations as well as procurement and permitting. Through his leadership, Joseph ensures that every task order, deliverable and QA/QC process aligns with the highest standards of safety, accountability and precision—consistently exceeding client expectations.

Registrations

Professional Land Surveyor:

New Mexico (#15075)

Oklahoma (#1847)

Utah (#9765668-2201)

Colorado (#38795)

Arizona (#76759)

Certifications

Certified Federal Surveyor (CFedS) (#1507)

Associations

New Mexico State University

Geomatics Industry Advisory

Committee, 2021–Present

New Mexico Board of Licensure for Professional Engineers and Surveyors, State Specific Examination Evaluation

Committee, 2008

New Mexico Professional Surveyors, Vice President, Middle Rio Grande

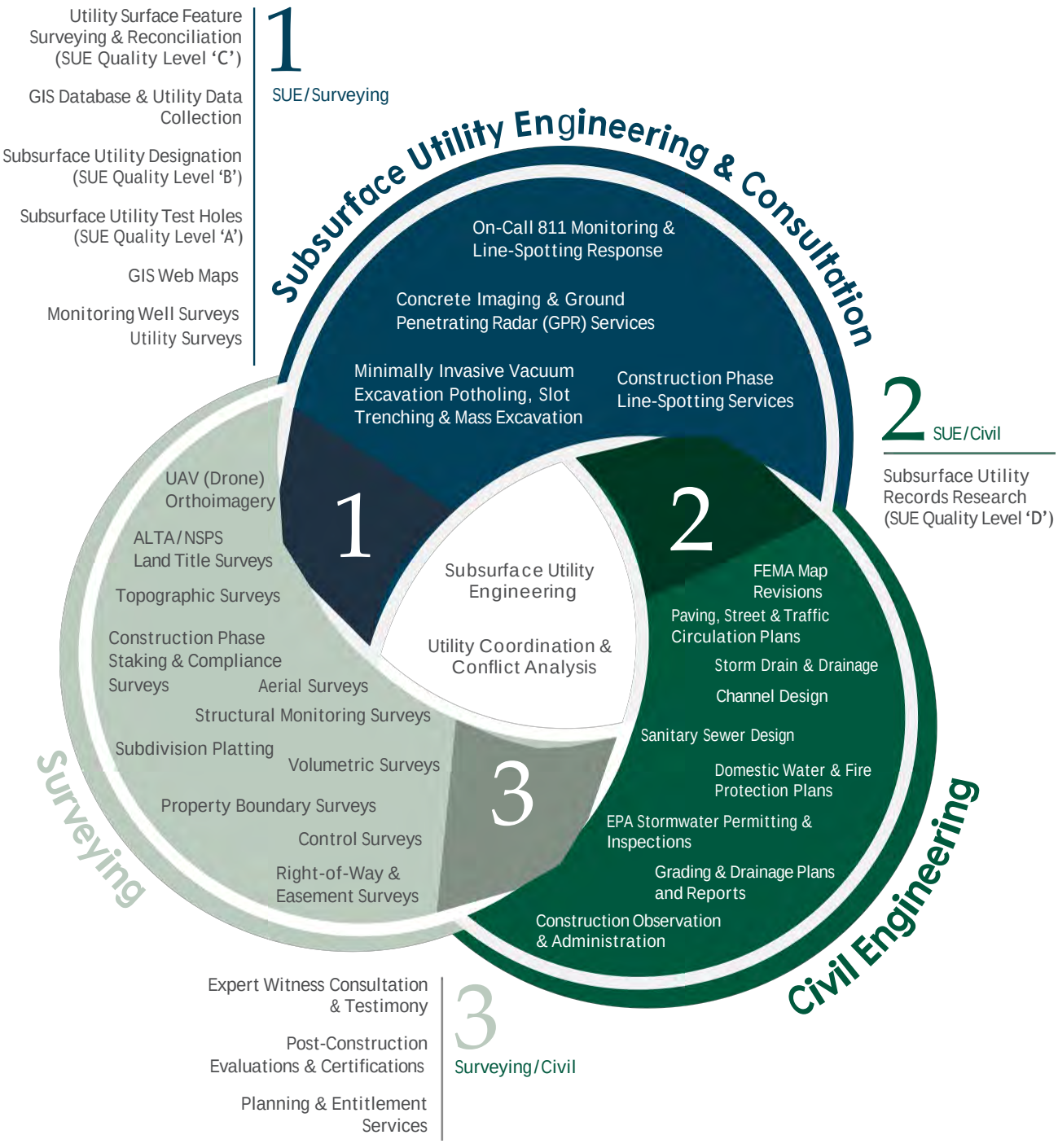
Chapter, 2003-2005

Representative Projects

- City of Las Cruces, South Mesquite Lighting District | Las Cruces, NM
- Bernalillo County, Sheriff's Office Shooting Range Easement Surveys | Albuquerque, NM
- Town of Rico, Topographic and Utility Survey | Rico, CO
- Albuquerque Public Schools Facilities Design and Construction, On-Call Contract | Albuquerque, NM
- University of New Mexico (UNM) On-Call Contract |Albuquerque, NM

Service Overview

HIGH MESA
a Bowman company



ii) Résumés to Key Staff | Consultant | Civil Transformations, Inc.



Timothy D. Simmons, PE PTOE

Principal Engineer

Local Support for Traffic Engineering Placemaking Planning & Design

Mr. Simmons offers a broad range of infrastructure planning, design and construction administration services. He has managed diverse project teams and staff on multi-disciplinary infrastructure projects ranging from major freeway interchanges to site facility improvements. Significant projects include the engineering management of a $75M design-build interchange in Utah and technical lead on a $270M system interchange project in New Mexico known as "The Big I." In addition, Mr. Simmons is experienced in conceptual analysis & design; Intelligent Transportation Systems (ITS); grading & drainage including hydrology and hydraulics; plans, specifications, & estimates (PS&E); preparation of construction documents; cost estimating; construction administration; design/build; quality assurance; and value engineering reviews.

Mr. Simmons' specialties include all facets of transportation and traffic engineering that has included numerous traffic studies, geometric designs and roadway PS&E packages. Types of studies Mr. Simmons has been responsible for have included roadway alignment and location studies; interchange access change requests (IACR); traffic operations and safety evaluations; warrant studies; traffic impact analyses of site development; transportation master plans; signal timing plan development; neighborhood traffic calming; bicycle/pedestrian studies; and complete streets evaluations. In addition, Mr. Simmons has participated in public involvement activities associated with these studies, including presentations, charrettes, and project workshops. Also, Mr. Simmons has designed or overseen designs of more than 150 traffic signals and 30 lighting projects, hundreds of miles of communications media (copper, fiber, wireless), and numerous traffic control plans.

Registrations

MSCE Civil Engineering (Transportation and Traffic Engineering)

NMPE (#12722)

AZPE (#72369)

BSCE, Civil Engineering

UTPE (#7231120)

Professional Traffic Operations Engineer PTOE (#437)

Representative Projects

- Oxbow Lighting & Signalization |Albuquerque, NM
- US 70/Rinconada Interchange Traffic Signalization | Las Cruces, NM
- I-25/MLK Signal Timing Plans |Albuquerque, NM
- MLK Jr. Phase II Lighting & Traffic Signal Plans |Clovis, NM
- I-25/Morris Rd. Interchange Corridor | Los Lunas, NM
- NMSU Arrowhead Park TIA | Las Cruces, NM
- I-25/Hatch Interchange Traffic Analysis | Hatch, NM
- City of Las Cruces Traffic Engineering Services | Las Cruces, NM
- NMDOT Statewide On-Call Traffic Engineering Services | NM
- I-10 Interstate Access Change Request | Deming, NM
- Farmington Downtown Revitalization | Farmington, NM
- University Ave. HAWK Signal | Las Cruces
- NM 68 Corridor Improvements |Taos, NM
- Rodeo Road Signal Timing Improvements |Santa Fe, NM
- St. Michaels Drive Feasibility Study |Santa Fe, NM



Summer Apartments

12610 Summer Apartments is an architect-led development of a vacant lot in Albuquerque's Chelwood Park neighborhood. The courtyard or placita typology consists of a central public open space around which 21 dwelling units are arranged. Space-oriented, rather than object-oriented, courtyard housing prioritizes the public realm and social interaction. It is attractive to tenants as it offers an indoor/outdoor lifestyle, compact and low-maintenance layouts, and an increased sense of community. Relatively unobtrusive, courtyard housing functions as missing-middle housing, filling an intermediate gap in scale between single-family homes and the typical lifestyle multi-family complex that makes up the majority of new construction units in Albuquerque.

Project Profile

Client:

Realm Architecture and Development as Owner and Architect

Location:

Albuquerque, NM

Scope:

New construction - 17,000 sq. ft.

21-Unit Apartments

Construction Budget:

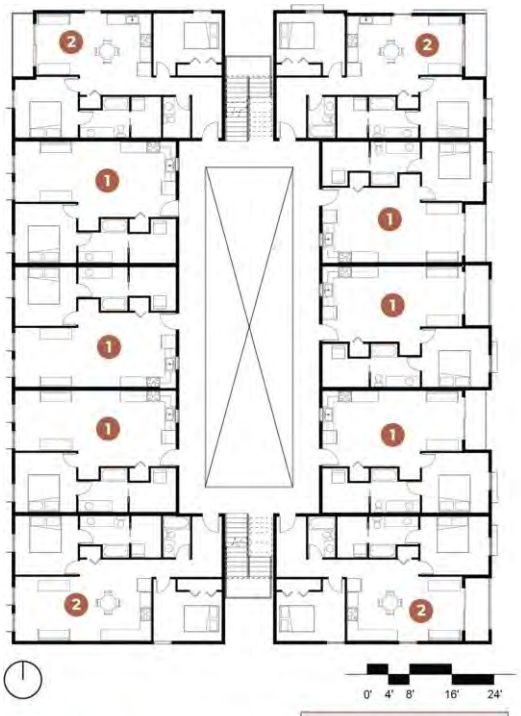
$4,200,000

Status:

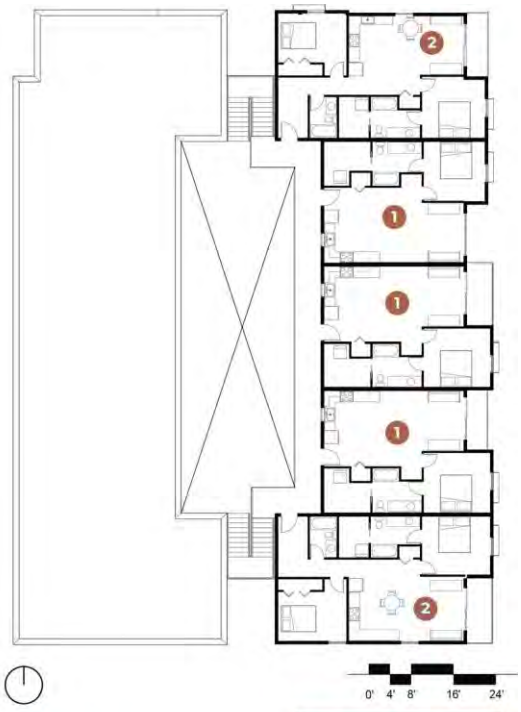
Schematic Design



First Floor Plan



Second Floor Plan



Third Floor Plan



Sunrise Village Apartments

Sunrise Village Center is the redevelopment of a former strip mall into a thriving mixed-use urban node on a major corridor in Sunrise, FL. The project maximizes the development potential of an under-utilized city-owned parcel with a 5-story, 83,558 sq. ft. mixed use building. Residential density is achieved through Florida's Live Local Act (SB102) which preempts density regulations on commercial and industrial zoned parcels. 8- residential rental units sit above 5,500 sq. ft. of commercial space for local businesses. 116 parking spaces are accommodated on the ground level, concealed behind a commercial liner. With the commercial and restaurant space at the build-to-line, Sunset Strip is activated with pedestrian uses, while parking is concealed to the rear of the site.

Project Profile

City-Owned Parcel

Client:

Manuel Synalovsky

Location:

Sunrise, FL

Scope:

New construction - 84,000 sq. ft.

80 Unit Apartments

w/Retail

Status:

Schematic Design

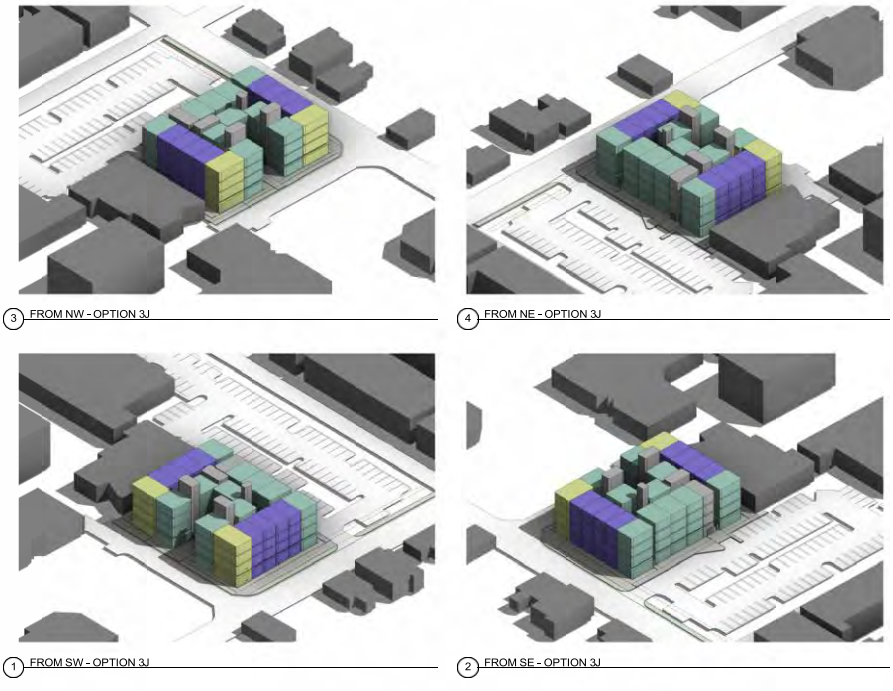


CONCEPTUAL PLAN - LEVEL 2 - 5



Sun Apartments Gainesville

Responding to a shortage of housing for young professionals, Sun Apartments is the redevelopment of a portion of a single-story retail center into an urban apartment building. Located in a walkable downtown, the 43,000 sq. ft. project includes 79 residential units across a mix of studios, one-bedroom, and two-bedroom units. The project is located in the City of Gainesville Community Redevelopment Area (CRA).



Project Profile

Within City of Gainesville CRA

Client:

GNV City Center

Location:

Gainesville, FL

Scope:

New construction - 53,000 sq. ft.

79 Unit Apartments

Status:

Schematic Design

iii) Projects | 350 Overtown



Image Above: Conceptual Rendering, courtesy South Florida CLT and Procida



Image Above: Massing Study

350 Overtown

The South Florida Community Land Trust's largest acquisition to date, the 350 Overtown project represents development potential of up to 228 units of much needed affordable housing in Miami's urban core. The site has remained vacant for the last 30 years when homes and businesses were torn down to make way for I-95, and has been isolated from the urban fabric of the community ever since. In a development management role with Realm, John lead the due diligence activities during the acquisition phase and completed feasibility studies in advance of the release of a development RFP. Currently, he is assisting the team in their applications for competitive gap financing from the Florida Housing Finance Corporation (FHFC).

Project Profile

Within Miami OMNI CRA

Client:

South Florida Community Land Trust

Location:

Miami, FL

Scope:

New construction

Status:

Entitlements





Johnson Apartments

Realm led the AE team in the renovation of Johnson Apartments, an existing seven-unit affordable apartment building in Hallandale Beach, FL. The project team prioritized a new roof and impact-resitant door and window installation while planning and designing updates to the interior of the units. Cast iron plumbing is to be replaced throughout by trenching and backfilling under the slab. New ductless air conditioning units will replace the existing window units for more energy efficiency and user control. Each unit will receive updated finishes including, bathroom wall tile, kitchen countertops and cabinets, as well as new plumbing fixtures. Additionally, new energy-efficient appliances will be provided in each unit. Finally, a 37Kw rooftop solar array of 84 panels will provide up to a $107 monthly offset in electricity costs for each unit.

Project Profile

Funded in part by City of Hallandale Beach CRA.

Client:

South Florida Community Land Trust

Location:

Hallandale Beach, FL

Scope:

Interior Renovation - 3,500 sq.ft.

Construction Budget:

$650,000

Status:

Substantial Completion



Sky Dania Apartments

Sky Dania encompasses 31 existing affordable housing units across seven properties, centrally located just one block from the Dania Beach City Hall. With acquisition and rehabilitation funding supported by Broward County, Realm is working directly with the site's project manager to design and provide construction administration of phased improvements.

Phase 1 of the work, which has largely been completed, entailed replacement of existing windows and doors with hurricane impact-rated windows and doors, replacement of shingle roofs, electrical upgrades, replacement of cast iron sewer lines, and new ductless mechanical systems in each unit. Phase 2 renovations, which are currently in design and bidding, will include new kitchen and bathroom finishes and equipment.

Project Profile

Within Dania Beach CRA

Client:

South Florida Community Land Trust

Location:

Danie Beach, FL

Scope:

Interior Renovation - 31 units

Construction Budget:

$1,400,000

Status:

Construction administration ongoing



CCFC Facility Renovations and Addition

Since 1972, Centro Campesino has supported farmworker families in Central and South Florida by providing opportunities to access affordable housing, homeownership support, workforce development, and economic advancement. Centro's existing administrative office space will be modernized along with upgrades to broadband infrastructure and computer equipment. Centro's three classrooms will be fully renovated and equipped with computer stations for its afterschool care and summer programs. Geared toward workforce development and training, a portion of the renovated building will become the home to a "tech hub" of open computer stations for teen and adult use. A telemedicine room will be offered for residents to participate in remote consultations with doctors. Finally, a new 1,600 square foot conference center addition will support Centro's existing programming and courses on topics like homebuyer readiness, workforce development, and financial literacy.

Project Profile

Client:

Centro Campesino Farmworkers Center

Location:

Florida City, FL

Scope:

New construction - 3,100 sq.ft.

Interior Renovation - 12,000 sq.ft.

Construction Budget:

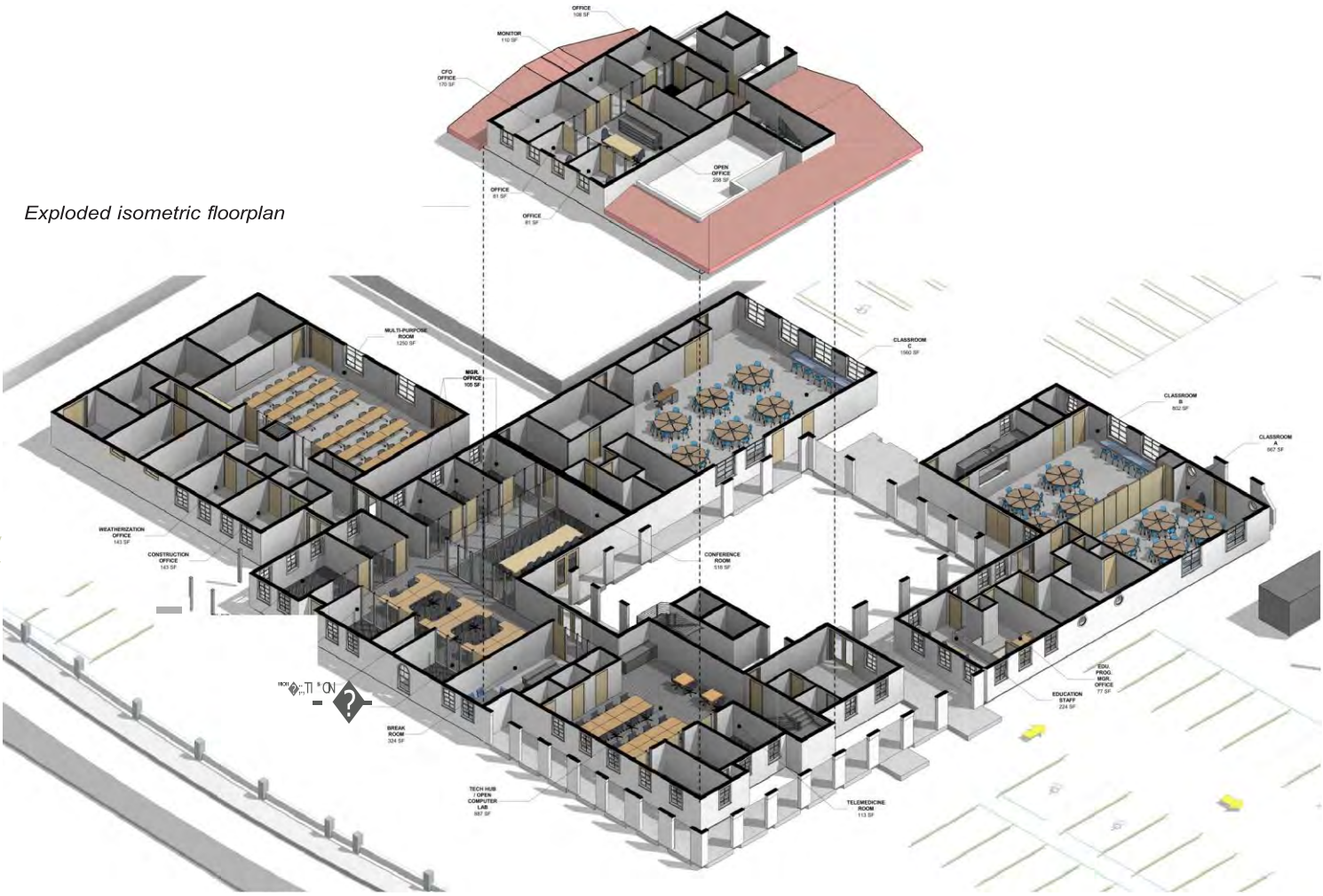
$4,500,000

Status:

Permitting, Construction Commencement



Exploded isometric floorplan





Hollywood CRA Infill

Realm assisted the South Florida Community Land Trust in a successful proposal for conveyance of five city-owned parcels in Hollywood, FL. Three sites are to be single-family infill homes. One site would support a 4-unit townhome development. The final site has a development potential of 40 residential units. SFCLT proposes maximizing the density of the high density parcel by constructing a ground level podium parking, with residential units above The units will be accessed by open-air circulation surrounding an open air courtyard that begins above the parking deck. Amenities including on-site laundry, community room, and play structure can be accommodated above the parking deck in the courtyard. In addition to architectural design and feasibility support, Realm built out the development budget, financial proforma, and RFP response for each parcel.



Project Profile

City Owned Parcels within Hollywood CRA

Client:

South Florida Community Land Trust (SFCLT)

Location:

Hollywood, FL

Scope:

New Construction

Project Budget:

$16,000,000

Status:

Acquisition



Agape Village Fort Pierce

Deliverance Outreach Ministries is a small, African American church in Fort Pierce, Florida whose existing church building was damaged by a recent hurricane. Currently worshipping in a smaller fellowship building, the church envisions the redevelopment of their 3 acre parcel to aid in financial capacity to construct a new church building and fellowship hall. Realm proposed a 90-unit scheme, made up of missing-middle building types (duplexes, quadplexes, townhomes and courtyard apartments) to spread density across the site and conceal surface parking behind building frontage. The unique urban design approach is anchored by the new worship center, and is intended to serve seniors and families between 50% and 120% AMI. The development is spurred by Florida HB 1389. Known as the "YIGBY (Yes in God's Backyard) Act", which amends the "Live Local Act" to allow for affordable housing development on church-owned land, regardless of underlying zoning.

Project Profile

Within City of Fort Pierce CRA

Client:

Master Planned Communities

Location:

Fort Pierce, FL

Scope:

New Construction

Status:

Schematic Design



Sankofa/Urban League Empowerment Center

Anchored by the Urban League, this project proposes a mixed-used, multi-tenant redevelopment of city-owned property in the South St. Petersburg CRA. The 28,000 sq. ft. facility will feature retail, office, food service, entertainment, incubator spaces, and Urban League offices across two floors. This project also overlapped with our collaborative research and planning effort, resulting in the Deuces Rising Action Plan. The plan presents a 10-year vision for accelerating real Petersburg's most challenging market - the South St. Petersburg Community Redevelopment Area (CRA).

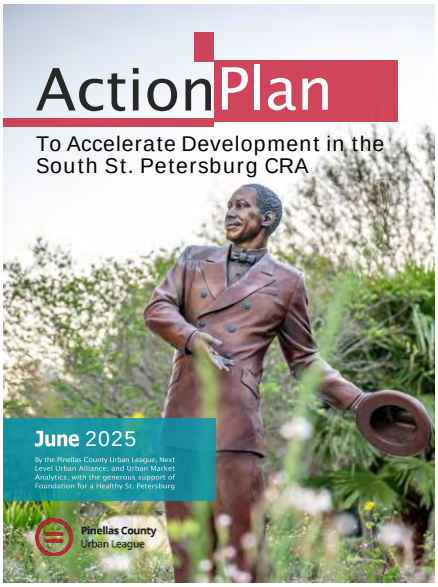


Image Above: Feasibility Report Linked

Project Profile

City-Owned Parcel, South St. Petersburg CRA

Client:

Pinellas County Urban League

Location:

St. Petersburg, FL

Scope:

New Construction

Status:

Schematic Design



SFCLT Infill Housing - CRA

The South Florida Community Land Trust (SFCLT) is a non-profit housing developer committed to building permanently affordable housing. As a community land trust, the affordability period of their properties extends beyond the typical timeframe through a 99-year ground lease.

Realm designed a prototype single-family home for small, infill lots currently owned by various local municipalities in Broward County. Each home will be a minimum of 1,360 square feet of conditioned space, with three bedrooms and two bathrooms. The prototype was designed with simplicity, functionality, constructability, sustainability, and longevity in mind, for the long-term benefit of homeowners.

The prototypes are currently proposed in Oakland Park, Hollywood, and Davie to make the highest use of overlooked, vacant infill lots. Together, initial phases could result in the construction of over twenty homes, adding to a community's housing stock while protecting the overall affordability of its neighborhoods.

Project Profile

Within multiple Community Redevelopment Areas

Client:

South Florida Community Land Trust

Location:

Oakland Park, FL

Scope:

New construction, 8 prototype homes, 1,360 sq. ft. each

Status:

Schematic Design / Pre-Development - Unbuilt

iii) Projects |RMKM | ABC Library at Central & Unser



RMKM-ABC Library at Central & Unser

The programmatic vision for this project is to establish a bold, contextually sensitive cultural landmark that serves as the "living room" for Albuquerque's west side, specifically enhancing the quality of life near the intersection of West Central and Unser Blvd. Designed to be a technologically innovative and flexible hub for learning and social exchange, the facility will accommodate 85,000 collection items and provide seating for over 225 users across dedicated zones for children, teens, and adults. Key functional requirements include staff processing areas and two multi-purpose meeting rooms with capacities of 60 and 150 people. The site design prioritizes a strong connection to the local commercial center, featuring parking for 100 cars, low-maintenance landscaping, and a pedestrian plaza with an outdoor amphitheater for community gatherings and performances.

Project Profile

Within MRA

Client:

Albuquerque/Bernalillo County Library System

Location:

Albuquerque, NM

Scope:

New construction, 25,000 GSF

Status:

Complete



RMKM-CABQ International District Library

The new library establishes an urban destination and "place to be." Providing a "living room for all," the building is sited to reinforce historic Route 66 and capture dramatic mountain views. Public workshops and design charrettes with a community representing 27 languages determined unique goals and needs; all have informed the design. A light filled central volume organizes program functions facilitating clear wayfinding and staff visibility. Conventional library functions are enhanced by the library system's computer technology center, community room, memorial reading room, young adult, children's activity center, fireplace lounge, and outdoor story/events plaza. Access flooring accommodates HVAC, power, and technology and provides efficient environmental comfort, easy access to systems, and long-term flexibility. An iconic brick sign pylon participates in the historic Route 66 fabric promoting "place maker" status. Brick piers, abundant windows, a brise soleil facia, and a sawtooth roof establish a fitting but memorable architectural language

Project Profile

Within MRA

Client:

City of Albuquerque

Location:

Albuquerque, NM

Scope:

New construction, 25,000 GSF

Status:

Complete

iii) Projects |RMKM | Southwest Capital Bank



RMKM-Southwest Capital Bank

Southwest Capital Bank is a new facility located at the southeast corner of Central Avenue and 15th Street near downtown Albuquerque, NM. The architectural vision of this project leans toward 'high end residential' in spirit and detail. Exterior architecture is very important and the owner envisioned a style evolving from the best of the adjacent neighborhood where a number of Mediterranean and Territorial examples can be found.

This new bank does not conform to a 'standard bank' model with teller lines and typical bank traffic. Rather, this bank aligns closer with hospitality spaces. The lobby is an elegant reception area like a "great living room" that is impressive and inviting. Carefully selected furniture, rugs, and a grand fireplace are features that make the visitor experience memorable and comfortable. The bank serves as a 'community' space where customers come, even if not for specific business, to enjoy a good cup of coffee or a soft drink, read a copy of the latest edition of the Wall Street Journal, or engage in conversation with other customers.

Southwest Capital Bank also features a generous seminar room that accommodates up to 40 people for meetings with guest speakers who will facilitate "roundtable discussions" and present topics ranging from financial investment to viticulture. This space will function as a marvelous social room and will seamlessly flow to exterior terraces that connect the experience of the building to the landscape and the New Mexico sky.

Project Profile

Within MRA

Client:

Southwest Capital Bank

Location:

Albuquerque, NM

Scope:

New construction

Status:

Complete

iv) Pay Equity Reporting Form

Pay Equity Reporting Form

City of Albuquerque
www.cabq.gov

Bernalillo County
www.bernco.gov

Water Authority
www.abcwua.org

Company Details

Company Name	Realm Architecture and Development	Mailing Address	300 SW 1st Ave Suite 155 Fort Lauderdale, FL 33301
Phone	5057095367		
Email Address	studio@realmcos.com	NM Employees?	no

Job Category		No. Females	No. Males	Gap (Abs. %)
1.1	Exec/Senior Level Officials/Mgrs			
1.2	First/Mid Level Officials/Mgrs			
2	Professionals			
3	Technicians			
4	Sales Workers			
5	Office and Admin. Support			
6	Craft Workers (Skilled)			
7	Operatives (Semi-Skilled)			
8	Laborers (Unskilled)			
9	Service Workers			
	Overall Total			

Total # of Females (all categories)		Total # of Males (all categories)	
Total # Female Only Job Categories		Total # Male Only Job Categories	
Total # Part Time Females		Total # Part Time Males	
Female % Workforce		Male % of Workforce	
Total # Employees		Total # Non-Binary Employees	

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third party verification at your own expense.

Terra Garcia-Chang	Terra Garcia-Chang	Apr 1, 2026
Name and Title	Signature	Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, you are eligible for a 5% preference. Please keep in mind that a completed Pay Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

<u>City of Albuquerque Request for Proposal</u>
RFP Number: 01-2026-Redevelopment Services
City of Albuquerque Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

Table of Contents

INTRODUCTION AND SCOPE OF SERVICES *3*

Demonstrated Experience (50 Points) **4**

References **4**

Capacity (25 Points) **4**

Project Management Plan (25 Points) **5**

Introduction **5**

Project Management Approach **5**

Project Scope **6**

Milestone List **6**

Schedule Baseline and Work Breakdown Structure (WBS) **6**

Change Management Plan **7**

Communications Management Plan **7**

Cost Management Plan **7**

Procurement Management Plan **7**

Project Scope Management Plan **7**

Schedule Management Plan **7**

Quality Management Plan **8**

Risk Management Plan **8**

Risk Register **8**

Staffing Management Plan **8**

Resource Calendar **8**

Cost Baseline **8**

Quality Baseline **9**

INTRODUCTION AND SCOPE OF SERVICES

ArkP3, Inc. (ArkP3) is pleased to submit this proposal to the City of Albuquerque Metropolitan Redevelopment Agency (MRA) for Redevelopment Services under RFP Number 01-2026. Founded in February 2025 as an Oregon corporation, ArkP3 is a premier provider of specialized consulting and operational support services dedicated to enhancing mission-driven lending, Venture Capital (VC), and economic development programs administered by Development Finance Organizations (DFOs), including state and municipal agencies, Community Development Financial Institutions (CDFIs), Green Banks, and nonprofits.

Our mission aligns closely with MRA's goal of initiating collaborative public-private partnerships for thoughtful and catalytic revitalization, sustainable growth, and equitable development. Drawing on over 25 years of collective experience in consumer, commercial, industrial, nonprofit, and municipal finance; business technical assistance; program development; and implementation. ArkP3 has supported over $3 billion in funding for more than 3,000 projects nationwide, contributing to the creation and retention of over 30,000 jobs.

We propose to provide services in the following categories from the RFP scope, leveraging our proven expertise:

- **Tax Increment Financing (TIF) Consulting**: ArkP3's services would be most applicable to this section as it relates to revolving loan fund (RLF) program development and other economic development program initiatives involving tax incentives and grant funding to support the TIF objectives. Our team has experience developing programs to meet specific state and local needs with diverse funding sources including general and lottery funds and federal grant funding.
- **Economic and Planning Analysis**: Not applicable.
- **Housing Program Development**: Our work in community development finance, including loan guarantees, loan loss reserves, RLFs, and incentives, extends to housing gap financing, development and for underserved communities.
- **Place Management Services**: Community engagement on projects and plans, meeting facilitation, and operational plan advisement for place management organizations (e.g., business improvement districts). We have facilitated stakeholder collaborations across states, including SEDIs (Socially and Economically Disadvantaged Individuals) and VSBs (Very Small Businesses) to obtain public input on program design and deployment. Our team views this engagement as a critical component to developing programs that meet community needs.
- **Site Readiness Services**: Not applicable.

ArkP3 does not propose legal services, as our core focus is on financial, economic, and operational consulting. If selected, we look forward to collaborating with MRA to deliver high-impact services, with flexible task orders tailored to specific needs.

Demonstrated Experience (50 Points)

ArkP3's team, led by co-founders John Saris and Carrie Baxandall, brings nationally recognized expertise in public-private finance and redevelopment. Key qualifying experience includes:

- **TIF and Financing Consulting**: From 2009-2024, John Saris was responsible for the administration of more than 20 public finance programs with over $250 million of assets under management to support small business and economic and community development activity with losses under 1%. This involved developing revenue projections, program design, policy development, and best practices. The team at ArkP3 has worked extensively with local, state, tribal, and federal agencies.
- **Economic and Planning Analysis**: Not applicable.
- **Housing Program Development**: ArkP3's experience with housing programs is specific to RLFs, risk mitigation programs to attract and incentivize private investment, and conduit bond financing to provide tax-exempt financing to eligible projects. We have designed programs specific to SEDIs and VSBs, including organizational structuring for efficient deployment.
- **Place Management Services**: John and Carrie have facilitated national, state, and local stakeholder engagements, including working groups focused on program sustainability, awareness and accessibility, marketing, network development, and best practices. This includes community engagement for capital deployment, meeting facilitation for public-private partnerships, working extensively with SEDI and VSBs, and advisement on operational plans for DFOs and improvement districts.
- **Site Readiness Services**: Not applicable.

References:

- Blair Sundell, Executive Director, Southern Oregon Regional Economic Development, Inc. (SOREDI) – (541) 601-5096 – Collaborated on RLF enhancements.
- Bob Isaacson, Senior Vice President, Center for Regional Economic Competitiveness (CREC) – (651) 276-6224 – SSBCI program sharing and CDFA Board service.
- Toby Rittner, President & CEO, CDFA – (216) 308-3113 – Board service and advocacy.

Capacity (25 Points)

ArkP3 is a lean, agile firm with the capacity to handle multiple task orders simultaneously. Our core team includes:

- **John Saris, CEO**: 25+ years in finance, leading program evaluations and capital scans. Available 10-15 hours/week for MRA projects.
- **Carrie Baxandall, COO**: Expertise in program administration, confidential data handling, conflict resolution, stakeholder facilitation, and SEDI/VSBs. Available 10-15 hours/week.
- **Support Analysts/Subcontractors**: We maintain a network of economists, and finance experts to scale as needed, with prior collaborations ensuring rapid mobilization if/as necessary.

We operate remotely within secure cloud systems (encrypted, MFA-protected) and can attend in-person meetings in Albuquerque as required.

Our track record includes managing professional and administrative staff at Business Oregon, working with over 2500 VSBs annually, and deploying funds efficiently under tight timelines (e.g., COVID Relief Funding, State Small Business Credit Initiative deployment, etc.), and supporting development finance organizations through consulting services.

For MRA, ArkP3 commits to dedicating up to 25-30% of our principals' time to active task orders, with subcontractors for specialized works. Our team is also available for occasional or single-instance consulting. Billable rates: $250/hour for principals.

We have no current debarments or conflicts and comply with all ethics, civil rights, ADA, and insurance requirements (certificate provided upon request).

Project Management Plan (25 Points)

ArkP3's project management approach is rooted in our LIFT and LAUNCH Programs, emphasizing stakeholder alignment, data-driven insights, and phased delivery for measurable impact. For MRA task orders, we propose:

Introduction

This Project Management Plan (PMP) provides a framework for managing on-call consulting engagements. ArkP3 delivers services on a flexible, hourly-rate-based model, allowing for ongoing support as client needs arise. Key deliverables include customized loan fund strategies, operational templates, program policy development, Standard Operating Procedure (SOP) development, risk assessments, governance tools, stakeholder feedback, and project performance reviews. Benefits encompass accelerated deployment, efficient processing, enhanced community impact, and sustainable fund management. ArkP3's plan outlines our approach to scope; schedule; cost; quality; and risks, ensuring adaptive responses to variable demands.

Project Management Approach

The overall approach emphasizes agility for on-call support. ArkP3's Chief Operating Officer (COO), Carrie Baxandall, holds authority for execution, with Chief Executive Officer (CEO), John Saris, approving major changes. Resources are drawn from ArkP3's internal team of finance experts, operating in a matrix structure where staff balance functional duties with engagement needs. Constraints include consultant availability for urgent calls, mitigated through predefined response Service Level Agreements (SLA) (e.g., 24-48 hours). Decisions regarding scope expansions or additional funding require CEO and/or COO approval. This executive summary highlights proactive communication and adaptive planning to address evolving client requirements.

Project Scope

The scope of consulting and/or professional services include:

- Planning and design of revolving loan funds, tax incentive, financial incentive and risk mitigation programs.
- Underwriting and/or risk analysis support.
- Loan servicing and portfolio management.
- Compliance and risk management.
- Ongoing performance optimization support.

Exclusions: Direct lending or legal and financial advisory services. Services are internal to ArkP3 and do not include subcontractors. Completion is defined by service agreement term-end or achievement of agreed milestones, with flexibility for extended support.

Milestone List

Milestones are repetitive to support ongoing engagements. Adjustments for delays involve immediate notification and rescheduling.

Milestone	Description	Target Timeline
Retainer Activation	Agreement signing and initial kickoff call to assess needs.	Week 1
Initial Fund/Program Strategy Delivery	Customized fund/program framework and recommendations.	Month 1
Mid-Term Review	Evaluation of project performance and adjustments.	Month 3 (or as needed)
Ongoing Support Cycles	Ad-hoc advisory sessions (e.g., underwriting reviews).	As requested, within retainer
Engagement Closure	Final report and handover of tools/resources.	End of retainer term

Schedule Baseline and Work Breakdown Structure (WBS)

The WBS breaks services into packages (e.g., Fund Design, Administration Support), each with defined tasks, durations (estimated time commitment), and resources. Schedules are baselined using project management tools, and prior experience with built-in flexibility (e.g., buffer time for on-call requests). Changes follow a control process assessing impacts on timeline and costs. Baseline WBS is available upon request based on project fit and specifications.

Change Management Plan

Changes are managed via:

1. Identification by any stakeholder.
2. Logging and impact evaluation (i.e., scope, cost, schedule).
3. Approval/denial and implementation.

For on-call flexibility, ArkP3's COO will approve minor adjustments (e.g., rescheduling); major ones require CEO/COO review to maintain adaptive support.

Communications Management Plan

Communication ensures transparency:

- **Requirements by Role**: Client receives scheduled updates; team gets periodic briefs for active requests.
- **Information**: Progress reports, risk alerts, milestone achievements.
- **Methods**: Email, video calls (e.g., Teams), dashboards reports.
- **Frequency**: Periodically scheduled status meetings; ad-hoc for urgent needs.
- **Responsibility**: COO leads; all parties receive via distribution lists.

A contact directory and conduct guidelines (e.g., response times) are maintained.

Cost Management Plan

Costs are tracked via billable hours, milestones and delivery of final work product. Project budgets are negotiated based on estimated labor necessary to achieve milestones and deliverables (Analysis, Planning & Interviews: 20%, Development: 60%, Deliverables: 20%). The COO reports and invoices costs monthly, with Client preapproval required for overruns/variances.

Procurement Management Plan

Minimal procurement expected (e.g., software tools if needed). The CEO and COO handle all approvals. Vendor performance is monitored for alignment with service quality.

Project Scope Management Plan

Scope is managed by the COO, defined via WBS, verified through client reviews, and changed only via direct communication between ArkP3 and the client. Final acceptance by CEO and/or COO ensures all deliverables meet Client needs.

Schedule Management Plan

Schedules are developed from WBS, with activities sequenced and resourced. Reviews occur bi-weekly, with adaptive buffers for on-call variability. The COO facilitates; Client approves baselines.

Quality Management Plan

Assurance via process audits; periodic and monthly reports; delivery of draft reports and materials; delivery of final reports and materials; control through deliverable checklists. Team members report issues; COO approves standards.

Risk Management Plan

Risks are identified proactively (e.g., client data delays, regulatory changes), scored, and mitigated. High risks are scheduled for review in meetings. Adaptive strategies include contingency buffers for variable needs. Post-engagement analysis improves future plans. Risks identified in period and monthly reports to Client and addressed during check-in meetings.

Risk Register

This general Risk Register is tailored to ArkP3's on-call consulting services for development finance organizations (DFOs) using the following scoring system (Probability and Impact on a 1-5 scale, where 1=Low and 5=High; Score = Probability x Impact). Risks are prioritized by score for focus. Review and updates to custom developed register will occur quarterly or as new risks emerge, involving key stakeholders. If needed, the Register may be customized further based on specific client engagements.

Staffing Management Plan

ArkP3 currently operates with a COO and CEO. It is anticipated that, as we grow, we will add additional staff as needed. The COO will negotiate staffing availability. Training of key staff ensures on-call readiness.

Resource Calendar

Resources available include standard business hours, with after-hours for emergencies (per retainer). Efforts tracked to avoid overload.

Cost Baseline

Established on a per project basis:

Phase	Budgeted Cost	Notes
Planning	$X	Initial setup
Advisory/Support	$Y	Bulk of retainer
Reviews/Closure	$Z	Evaluations
Total	$Total	

Quality Baseline

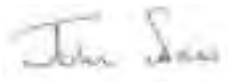
This PMP will be reviewed quarterly or as needs evolve.

Timeline and budget will be task-specific, with fixed-price or hourly options. We use agile tools (e.g., project trackers) for milestones, periodic updates, invoicing, and risk mitigation. This plan ensures sustainable outcomes aligned with MRA's mission.

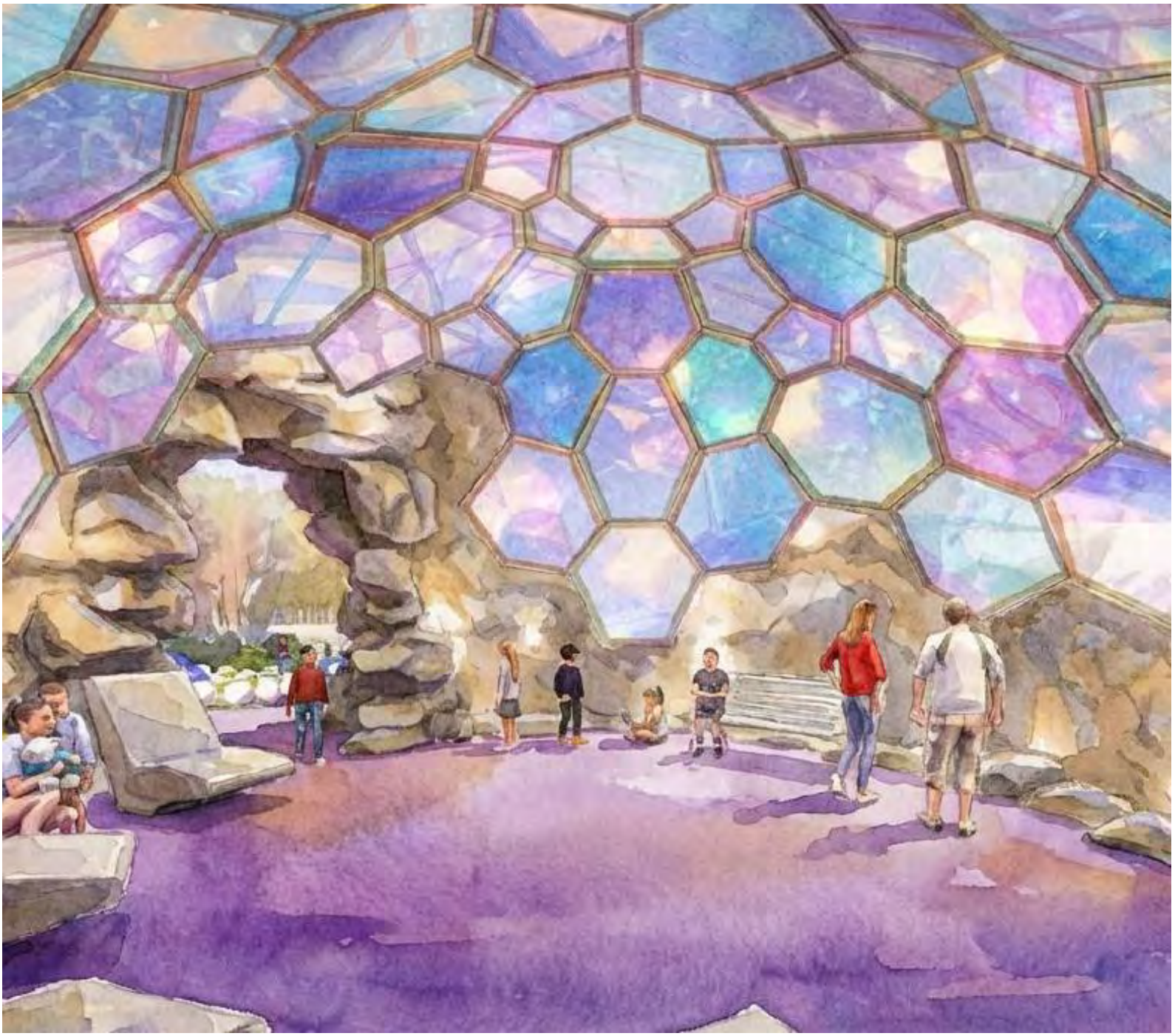
We certify compliance with all RFP instructions, including ethics (no collusion, conflicts, or gratuities), civil rights, ADA, insurance/bonding, and debarment provisions. For questions, contact John Saris (john@arkp3.com) or Carrie Baxandall (carrie@arkp3.com).

Please let us know if there are questions or supplemental information that may need to be provided to assist with the selection of vendors for this Request for Proposal.

Sincerely,



John Saris
Founder & CEO
ArkP3, Inc.
P.O. Box 2912
Salem, OR 97308-2912
(865) 307-5301



0 1 - 2 0 2 6

METROPOLITAN REDEVELOPMENT AGENCY (MRA)

REDEVELOPMENT SERVICES

Dekker

DATE:
4/3/2026

Dekker
Architecture in Progress

April 03, 2026

City of Albuquerque
Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

Re: Proposal for Redevelopment Services (Metropolitan Redevelopment Agency), RFP# 01-2026

Dear Selection Committee,

On behalf of Dekker, we are pleased to submit our qualifications to support the City of Albuquerque Metropolitan Redevelopment Agency (MRA). Headquartered in Albuquerque for over 65 years, our team members live and work in the neighborhoods we serve, providing the technical depth of a national firm with the accountability of a dedicated local partner.

Our approach is distinguished by several core pillars that ensure redevelopment is impactful and enduring:

- Data-Driven Innovation: Our in-house Innovation Lab serves as an analytical engine, utilizing Artificial Intelligence and geospatial analysis to generate predictive insights and simulate various development scenarios in real-time.
- Market-Grounded Economic Rigor: Through our strategic partnership with Economic & Planning Systems, we provide the technical economic foundations necessary to ensure redevelopment strategies are visionary, fiscally sound, and grounded in real-world feasibility.
- Entrepreneurial Anchoring and Capacity Building: Partnering with Creative Startups, we drive social infrastructure by developing specialized strategies to support local entrepreneurs and provide operational advisement for Business Improvement Districts (BIDs).
- Restorative Cultural Stewardship: In collaboration with Minerva, we treat land as a cultural landscape. Our approach uses cultural asset mapping and storytelling to translate technical concepts into accessible language and ensure that intergenerational knowledge meaningfully informs every planning decision.
- Embedded Environmental Resilience: We prioritize Green Stormwater Infrastructure (GSI) and resilient design to reduce long-term municipal operating costs and ensure redevelopment areas can adapt to future climate hazards

Pursued Areas of Expertise Our team provides technical excellence across the following RFP categories:

Area B: Economic and Planning Analysis (Blight studies and TIF boundary analysis).
Area C: Placemaking, Planning, and Design Services (Catalytic public projects).
Place Management Services: Community ownership and operational advisement.

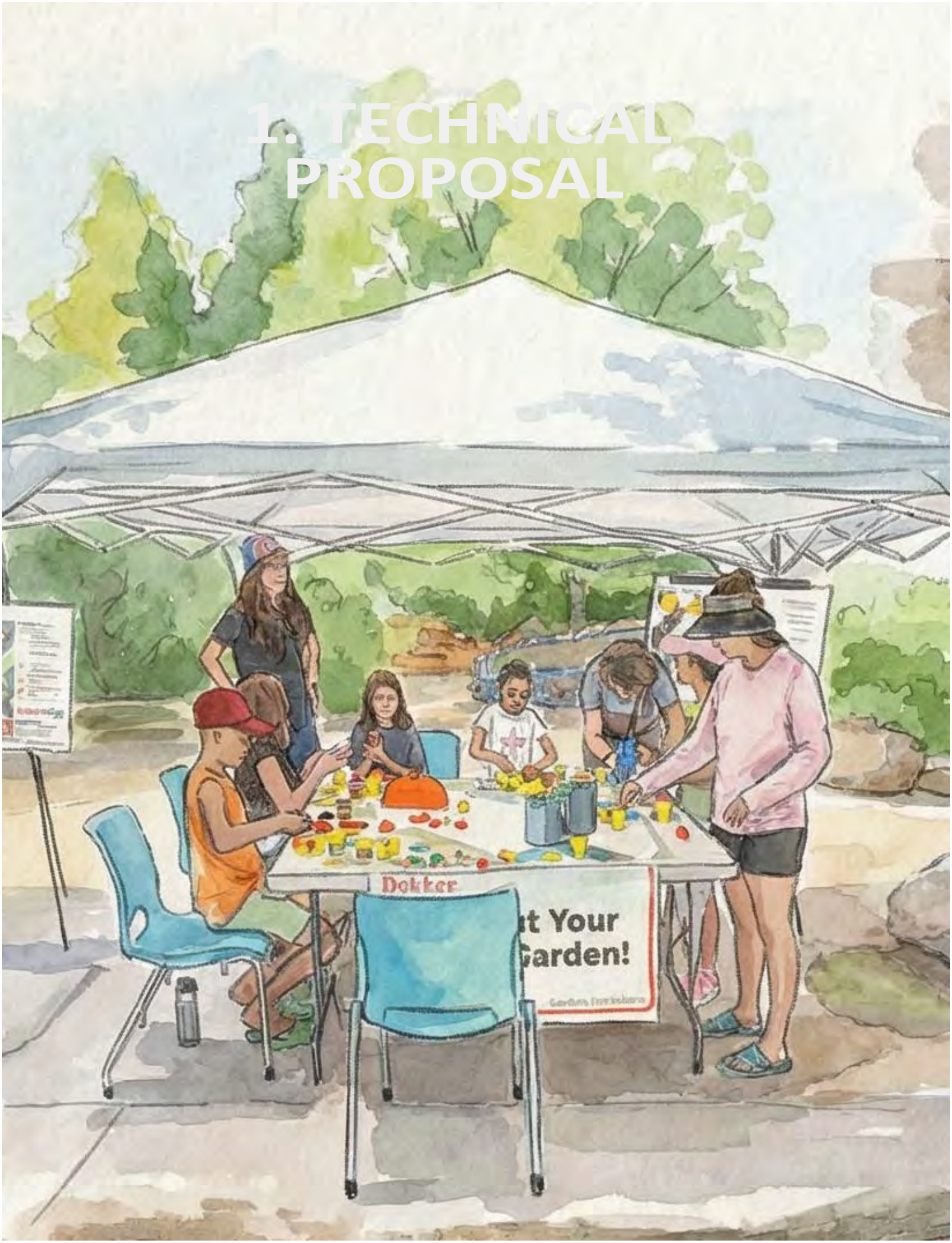
We are honored to continue our partnership with the City to shape a vibrant, resilient future for Albuquerque.

Sincerely,

Courtney McKelvey
Principal-In-Charge

7601 Jefferson NE, Suite 100,
Albuquerque, NM 87109
T. 505.761.9700
F. 505.761.4222
Dekkerdesign.org

1. TECHNICAL PROPOSAL



APPENDIX A - Cover Sheet

LEAD OFFEROR

Name of Vendor: Dekker, LTD
Address: 7601 Jefferson Blvd, Albuquerque, New Mexico 87106

Nature of organization

☐ Individual
☐ Partnership
■ Corporation
  ■ Private
  ☐ Public
☐ Nonprofit

Person authorized to execute the contract: Courtney McKelvey
Phone: (505) 507-9797
Email: courtneym@dekkerdesign.org

Contact information for key project staff

Name and Title: Jessica Lawlis AICP, Design Leader, Urban Planning
Role: Project Manager, Urban Planner
Phone: (505) 659-2674
Email: JessicaL@dekkerdesign.org

Name and Title: Katrina Arndt, AICP, Client
Role: Engagement Specialist
Phone: (505) 353-1066
Email: KatrinaA@dekkerdesign.org

Name and Title: elix Diaz, Director of Advanced Technologies
Role: Data & AI Specialist
Phone: (505) 761-9700
Email: FelixD@dekkerdesign.org

SUBCONTRACTOR 1

Name of Vendor: Economic & Planning Systems, Inc.
Address: 1600 Stout Street, Suite 1850, Denver, Co 80202

Nature of organization

☐ Individual
☐ Partnership
■ Corporation
■ Private
☐ Public
☐ Nonprofit

Person authorized to execute the contract: Daniel r. Guimond

Phone: 303-623-3557

Email: dguimond@epsdenver.com

SUBCONTRACTOR 2

Name of Vendor: Creative Startups
Address: Po Box 8621, Albuquerque, NM 87198

Nature of organization

☐ Individual
☐ Partnership
☐ Corporation
☐ Private
☐ Public
■ Nonprofit

Person authorized to execute the contract: Ginny Sterpka

Phone: 505-398-3134

Email: ginny@creativestartups.org

SUBCONTRACTOR 3

Name of Vendor: Minvera Studio
Address: 1218 Tijeras Ave. NE, Albuquerque, NM 87106

Nature of organization

☐ Individual
☐ Partnership
■ Corporation
■ Private
☐ Public
☐ Nonprofit

Person authorized to execute the contract: joni palmer

Phone: 505.228.1886

Email: jonimpalmer@MinervaStudio.onmicrosoft.com

REFERENCES

Please list three references which MrA is authorized to contact. Please include past clients that can attest to the quality or timeliness of the offeror's work.

Name: Jesse Scott
Organization and Role: City of Albuquerque, Arts and Culture Project Manager
Phone: 505-228-5582
Email: jessescott@cabq.gov

Name: richard Meadows
Organization and Role: Bernalillo County, Bernalillo County, Technical Planning Manager
Phone: 505-850-4496
Email: rmeadows@bernco.gov

Name: Andrew DiCamillo
Organization and Role: City of Aztec, City of Aztec, Community Development Director
Phone: (505) 334-7605
Email: adicamillo@aztecnm.gov

RECEIPT OF ADDENDA

I attest to having received and revied the following addenda, as posted on the MrA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Formal Inquiries 1-15

Name (printed): Courtney McKelvey

Signature: Courtney McKelvey

AGREEMENT TO REQUIRED TERMS

I attest to having read the terms as outlined in rFP 01-2026-redevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Courtney McKelvey

Signature: Courtney McKelvey

Table of Contents

APPENDIX A - COVER SHEET ..... D

TABLE OF CONTENTS ..... E

SECTION 1: AREAS OF EXPERTISE 1

INTRODUCTION: A HIGH-CAPACITY PARTNER FOR **ALBUQUERQUE'S** REVITALIZATION 1

OUR DIFFERENTIATORS – INNOVATION, RIGOR, AND STEWARDSHIP 2

ECONOMIC AND PLANNING ANALYSIS 3

Expertise overview 3

Project Understanding: Data-Driven Foundations for Revitalization 3

Strategic Partners & Services Offered 3

Our Experience: Bridging Vision and Financial Feasibility 4

Project Examples 6

Project 1: City of Aztec MRA Plan 6

Project 2: Rail Spur Trail Feasibility Study 8

Project 3: UNM South Campus Tax Increment Development District 10

PLACEMAKING PLANNING AND DESIGN SERVICES . 12

Expertise overview 12

Project Understanding: The Catalytic Power of the Public Realm 12

Strategic Partners & Services Offered 12

Our Experience: Creating Catalytic Projects that Define a Sense of Place 13

Project Examples 15

Project 1: Albuquerque Rapid Transit 15

Project 2: Highland Theater Site Improvements 17

Project 3: Albuquerque BioPark Children's Fantasy Garden Renovation Placemaking Strategies 19

PLACE MANAGEMENT SERVICES). 21

Expertise overview 21

Project Understanding: Building Capacity Through Place Management 21

Strategic Partners & Services Offered 21

Our Experience: Creating Catalytic Projects that Define a Sense of Place 23

Project Examples 24

Project 1: Gallup Growth Management Plan 24

Project 2: Albuquerque BioPark Children's Fantasy Garden Overview: 26

Project 3: South Coors Sector Development Plan 28

Team overview + Key responsibilities 30

SECTION 2: CAPACITY 30

Level of Involvement Matrix 31

Team Synergy & Cross-Functional Support 32

TECHNICAL COMPETENCIES AND TECHNOLOGY TOOLS 35

Team Services Supporting Local Governments . 33

SECTION 3: PROJECT MANAGEMENT PLAN 36

APPROACH 36

organizational and Team Structure 36

Innovation, Data Tools, and AI Quality Control 37

Understanding Albuquerque redevelopment Concerns 37

ECONOMIC AND PLANNING ANALYSIS 38

Project Management Plan 38

Approach 38

Economic Development and Planning Analysis Toolkit 40

PLACEMAKING PLANNING AND DESIGN SERVICES . 41

Project Management Plan 41

Approach 41

Placemaking and Planning Toolkit 43

PLACE MANAGEMENT SERVICES 44

Project Management Plan 44

Approach 44

Place Management Engagement /Capacity Building Tools 48

APPENDIX B 49

APPENDIX D 50

PROJECT TEAM/ORGANIZATIONAL CHART 50

APPENDIX D 51

RÉSUMÉS 51

APPENDIX D 60

EXAMPLES OF COMPLETED PROJECTS FOR EACH AREA OF EXPERTISE 60

APPENDIX D 61

RATE SHEET(S) FOR OFFEROR + SUBCONTRACTORS 61

APPENDIX D 64

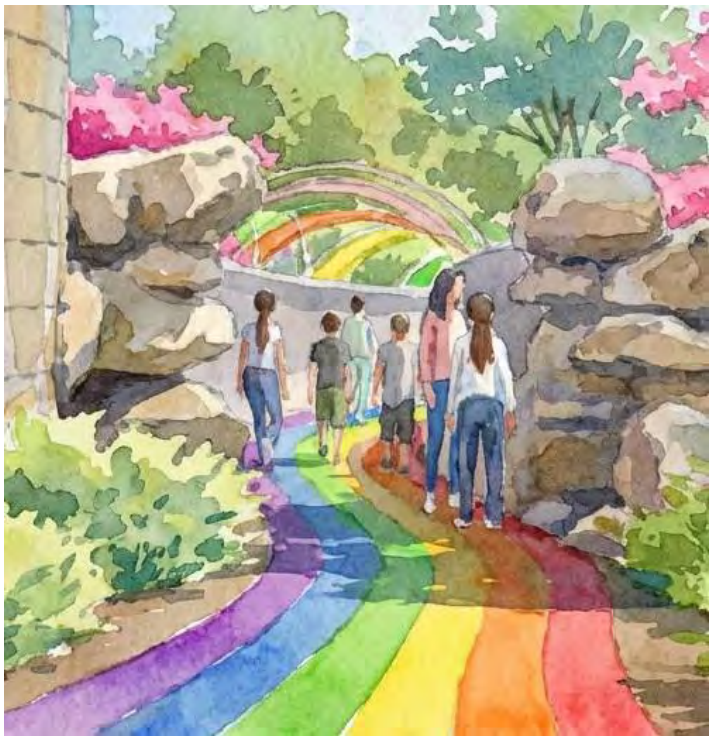
PAY EQUITY DOCUMENTATION 64

SECTION 1: AREAS OF EXPERTISE

INTRODUCTION: A HIGH-CAPACITY **PARTNER FOR ALBUQUERQUE'S** REVITALIZATION

We are committed to continuing our legacy of excellence, ensuring that Albuquerque's future redevelopment efforts are as impactful and enduring as the landmarks we have already helped create.

For over 65 years, our firm has served as a dedicated partner and champion in shaping Albuquerque's most iconic landscapes and structures. This deep-rooted legacy uniquely positions us to support the Metropolitan Redevelopment Agency (MRA) in its mission to initiate collaborative public-private partnerships that lead to thoughtful, catalytic revitalization and sustainable, equitable growth across the city's 19 designated Metropolitan Redevelopment Areas.



Albuquerque BioPark Children's Fantasy Garden Renovation Development Concepts

We understand the full lifecycle of the built environment, from initial planning and design to implementation and redevelopment, and are prepared to transform "slum or blighted conditions" into vibrant community assets. Our approach integrates innovation, sustainability, and responsible planning to deliver high-impact results, as evidenced by our work on Albuquerque's most transformative projects:

- ***Innovate ABQ & The Rail Trail:*** *Demonstrating expertise in placemaking and design services for public projects and the redevelopment of publicly owned land.*
- ***Old Albuquerque High:*** *Showcasing a deep understanding of revitalizing historic assets through complex redevelopment strategies.*
- ***ART (Albuquerque Rapid Transit) & The Convention Center:*** *Highlighting our capacity for large-scale economic and planning analysis and infrastructure integration.*

To further strengthen our team and provide the City with specialized technical depth, we have assembled a group of highly qualified partner firms that expand our capabilities: Economic & Planning Systems, Creative Startups, and Minerva Studio.

Economic & Planning Systems (EPS): A nationally recognized land economics consulting firm specializing in real estate economics, infrastructure financing, and public policy. Since 1983, EPS has supported cities, counties, and agencies across the country with market analysis, fiscal impact modeling, and implementation strategies grounded in real-world economic conditions. Their expertise

ensures that redevelopment strategies are financially feasible and aligned with market realities and public objectives.

Minerva Studio (Minerva): Led by Dr. joni m. palmer, Minerva brings deep expertise in applied research, cultural landscapes, and community engagement. Operating at the intersection of social sciences, arts, and planning practice, Minerva strengthens our engagement approach through cultural asset mapping, storytelling, and participatory methods that elevate lived experience and ensure culturally grounded, inclusive planning outcomes.

Creative Startups: A leader in creative economy strategy and cultural district development, Creative Startups brings expertise in supporting entrepreneurs, activating local economies, and leveraging arts and culture as drivers of redevelopment. Their work enhances economic vitality by aligning creative industries, small business development, and place-based investment strategies.

OUR DIFFERENTIATORS – INNOVATION, RIGOR, AND STEWARDSHIP

Our strategy is defined by five core pillars that ensure redevelopment is technically rigorous, culturally grounded, and built for lasting impact:

- Innovation & AI Reliability: Led by our Innovation Lab, we utilize AI and geospatial analysis for predictive growth modeling, all validated by a human-led "ground-truthing" process to ensure data accuracy and compliance with Albuquerque's unique regulatory environment.
- Market-Grounded Economic Rigor: Partnering with EPS, we provide the technical financial underwriting, TIF projections, and market demand studies required to ensure redevelopment plans are visionary yet grounded in real-world feasibility.
- Entrepreneurial Anchoring & Capacity Building: Through Creative Startups, we drive social infrastructure by supporting local entrepreneurs and Business Improvement Districts (BIDs), anchoring neighborhood identity and building community wealth while preventing displacement.
- Restorative Cultural Stewardship: In collaboration with Minerva Studio, we treat land as a cultural landscape, utilizing asset mapping and storytelling to ensure intergenerational knowledge and community identity inform every planning decision
- Embedded Environmental Resilience: Our dedicated "Team Green" applies a triple-bottom-line framework, people, profit, and planet, from inception, prioritizing resilient design and Green Stormwater Infrastructure (GSI) to reduce long-term municipal costs and climate risks

PURSUED AREAS OF EXPERTISE

Our team provides technical excellence across the following RFP categories:

- *Area B: Economic and Planning Analysis (Blight studies and TIF boundary analysis).*
- *Area C: Placemaking, Planning, and Design Services (Catalytic public projects).*
- *Place Management Services (Community ownership and operational advisement).*

ECONOMIC AND PLANNING ANALYSIS: INCLUDING, BUT NOT LIMITED TO, BLIGHT AND SLUM CONDITIONS ANALYSIS. MRA AND TIF BOUNDARY STUDIES, PLANS, AND RECOMMENDATIONS

EXPERTISE OVERVIEW

Project Understanding: Data-Driven Foundations for Revitalization

Economic and planning analysis provides the foundation for transforming under-performing districts into vibrant, investable community assets. Our team brings a market-grounded approach that ensures redevelopment strategies are both catalytic and financially achievable.

We understand that successful revitalization requires more than vision. It requires a clear understanding of market dynamics, fiscal impacts, infrastructure capacity, and development feasibility to ensure projects are implementable and equitable. We recognize the MRA's critical role in advancing this work and are positioned to serve as a high-capacity extension of staff, supporting data-driven decision-making and project delivery.

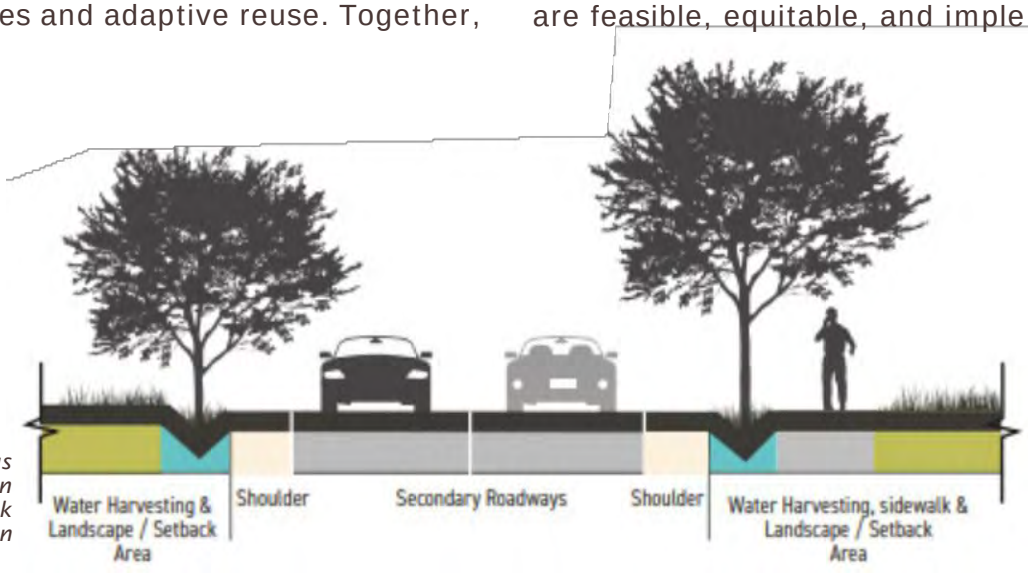
Dekker leads this effort through our Innovation Lab, leveraging geospatial analysis, predictive modeling, and data integration to identify opportunities and guide redevelopment strategies. This work is strengthened by EPS, bringing national expertise in land economics and public finance, and Creative Startups, who provide a creative economy lens to support local businesses and adaptive reuse. Together, we deliver a comprehensive understanding of both market conditions and community-driven economic potential.

Strategic Partners & Services Offered

Dekker, in partnership with EPS and Creative Startups, provides integrated economic and planning analysis services that align market realities with community priorities.

- *Dekker (Lead) - Leads the generation of MRA studies, plan and recommendations through spatial analysis, redevelopment strategy, and data integration using advanced geospatial and predictive tools.*
- *Economic & Planning Systems (EPS) - Leads market demand analysis, fiscal impact assessments, financial feasibility, and MRA/TIF boundary and financing strategies.*
- *Creative Startups - Supports creative economy strategies, local business development, and adaptive reuse to strengthen neighborhood identity and economic diversity.*

Together, our team delivers actionable, data-driven insights that support public-private partnerships and ensure redevelopment efforts are feasible, equitable, and implementable.



Excerpt from Las Cruces Innovation & Industrial Park (LCIIP) Master Plan

- Blight and Slum Conditions Analysis and MRA Designation Reports
- MRA and TIF/TIDD Boundary Studies and Feasibility Analysis
- Market Studies (housing, retail, office, and mixed-use demand)
- Housing Needs Assessments and Gap Analysis
- Economic and Fiscal Impact Analysis
- Development Feasibility, Pro Forma
- Modeling, and ROI Analysis
- Land Use, Corridor, and Catalyst Site
- Redevelopment Analysis
- Infrastructure Capacity and Economic
- Readiness Assessments
- Public-Private Partnership Structuring and Implementation Strategies Economic Development
- Revitalization Plans
- Scenario Testing and Growth Modeling

Our Experience: Bridging Vision and Financial Feasibility

Our team has led complex economic and planning assignments across New Mexico, specializing in strategies that translate data into actionable policy. Key project experience includes:

- *UNM South Campus TIDD* **(Dekker):** *Led the land use plan and implementation strategy for this 337-acre district, identifying over $267 million in public infrastructure investments to catalyze future development.*

- *Aztec Downtown MRA Plan Update* **(Dekker):** *Conducted a comprehensive analysis of existing conditions, infrastructure, and land use patterns to identify catalytic projects.*

- *Las Cruces Innovation & Industrial Park (LCIIP) Master Plan* **(Dekker + EPS):** *Developed a comprehensive master plan update for a 1,820-acre industrial site, including market analysis, land use framework, and implementation strategies to position the park for targeted industry growth, job creation, and long-term economic competitiveness.*

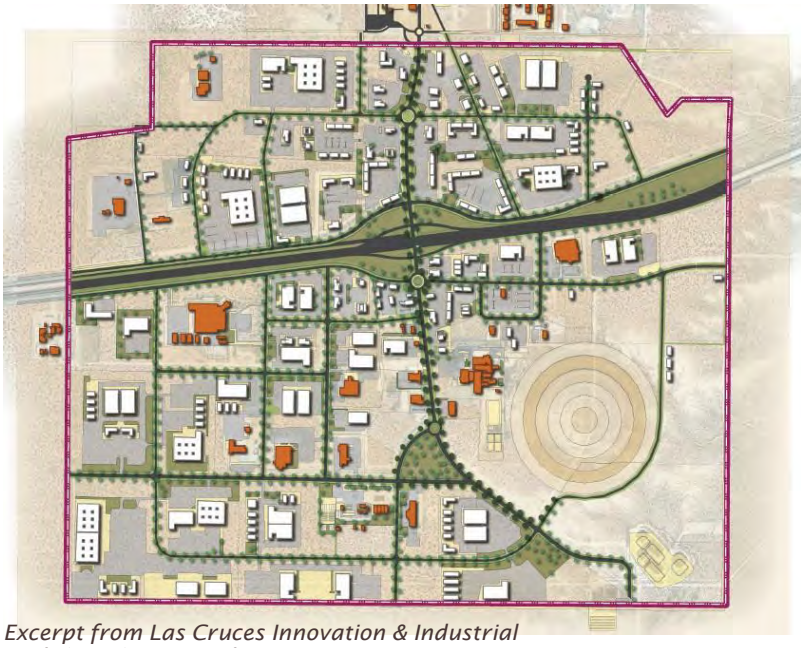
- *South Coors Blvd Corridor Plan* **(Dekker):** *Developed a long-range framework guiding land use, zoning, housing, and transportation along a 1,200+ acre corridor, focusing on mixed-use centers, economic development, and safer multimodal streets.*

- *MRA Affordable Housing Projects Feasibility Analysis (EPS): Conducted "but-for" financial gap analyses and feasibility modeling for affordable housing projects in Albuquerque to support Metropolitan Redevelopment Agency goals.*

- ***NMSU MD Academic Building Study (Dekker):*** *Used data to assess space use patterns, program needs, and future growth, shaping a flexible, integrated vision for education, research, and clinical functions.*

- ***Winrock Town Center Redevelopment (EPS):*** *Provided real estate market analysis and financial advisory services to support the large-scale revitalization and mixed-use expansion of this major regional center.*

- ***Mesa del Sol Market and Financial Analysis (EPS):*** *Performed rigorous quantitative and qualitative data analysis*



Excerpt from Las Cruces Innovation & Industrial Park (LCIIP) Master Plan

to evaluate market demand and determine the financial feasibility of this 12,900-acre master-planned community.

- *Colorado Springs URA Support Services* ***(EPS):*** *Supported the adoption of nine new urban renewal plan areas through rigorous revenue forecasts and financial feasibility studies for mixed-use and residential projects.*

- *Libraries as Launchpads* ***(Creative StartUps)****: Led the development of a multi-state initiative that re-imagined libraries as essential infrastructure for small business growth, creating implementation frameworks that align library services with local economic development goals.*

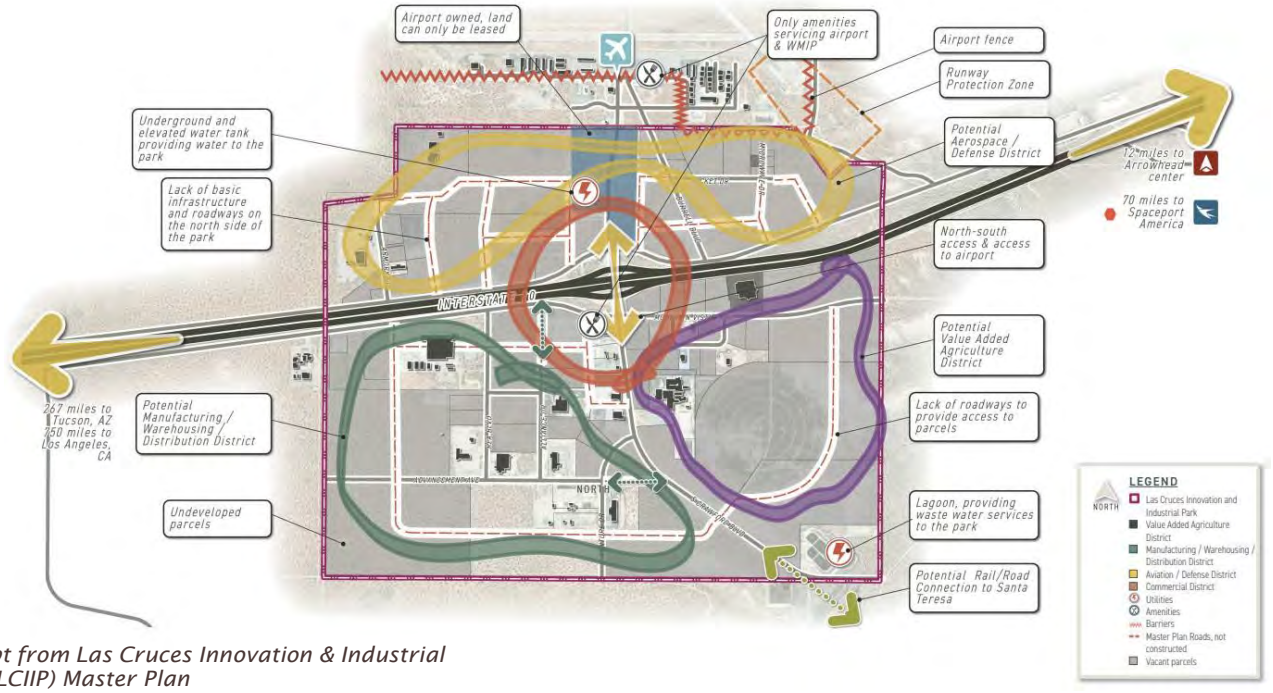
- *Creative Industries Division Strategic Plan* ***(Creative Startups):*** *Developed a statewide, data-driven strategic roadmap to strengthen New Mexico's creative economy by identifying industry gaps, aligning stakeholders, and advancing entrepreneurship, workforce development, and place-based economic growth across creative sectors.*

- *Entrepreneurial Ecosystem Workbook (Creative Startups): Developed a practical, place-based framework and workbook to guide community organizations in building and strengthening local entrepreneurial ecosystems, supporting small business growth, access to resources, and long-term economic vitality.*

Our approach is both rigorous and responsive, recognizing that each project has unique goals and desired outcomes. The following outlines a sample approach that will be adjusted as projects move forward to reflect specific needs and priorities. This framework serves as a foundation that we adapt to the context of each Metropolitan Redevelopment Area and its community.

We believe successful economic planning must be "market-grounded," ensuring that proposals are visionary yet realistic under current financial and operational conditions. Our multidisciplinary team integrates quantitative demographic research with qualitative community insight to build understanding across leadership and stakeholders. By utilizing an Equity–Sustainability–Resilience (ESR) scoring framework, we evaluate all economic recommendations to ensure revitalization efforts promote fair access and long-term environmental performance.

Projects often place us between multiple stakeholders, requiring us to balance different priorities and perspectives. We support you by stepping in where needed, whether that means leading discussions, navigating challenges, or advancing key decisions.



Excerpt from Las Cruces Innovation & Industrial Park (LCIIP) Master Plan

PROJECT EXAMPLES

Project 1: City of Aztec MRA Plan

OVERVIEW: Dekker was commissioned to prepare an amendment to the Aztec Downtown Metropolitan Redevelopment Area Master Plan, establishing a roadmap for revitalizing the city's historic core and newly expanded redevelopment areas. The project included evaluation of redevelopment potential, and alignment with MRA designation criteria, including identification of blight conditions and opportunities for reinvestment. The plan addressed key economic challenges such as housing shortages, lack of diversity in housing types, and limited access to amenities, while positioning the district for long-term growth.

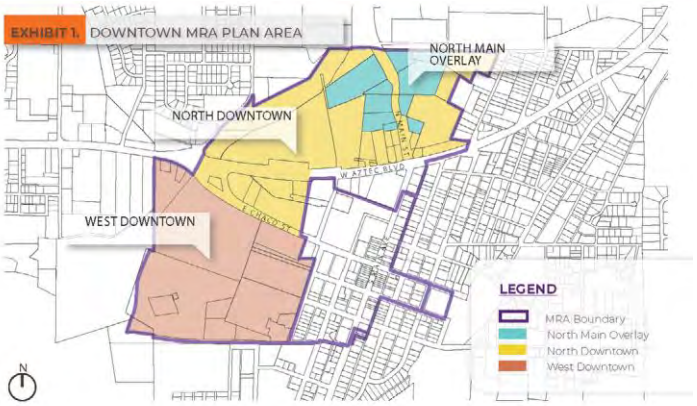
OUR ROLE: Dekker led the plan development and planning analysis, including existing conditions assessment, redevelopment strategy, and preparation of the MRA framework. This work included evaluation of land use patterns, infrastructure capacity, and market conditions to inform redevelopment recommendations. Our team supported identification of blight conditions consistent with statutory requirements and developed strategies aligned with MRA and potential financing tools.

We worked closely with the City of Aztec and key community stakeholders and we facilitated a structured planning process, including coordination of workshops, and community visioning sessions, ensuring that technical analysis was grounded in local context and community priorities.

RELEVANCE: This project directly aligns with economic and planning analysis services required for MRAs, including blight and slum conditions assessment, redevelopment planning, and preparation of actionable strategies to support reinvestment. The work demonstrates our ability to integrate market considerations, policy frameworks, and community input into a cohesive redevelopment strategy.

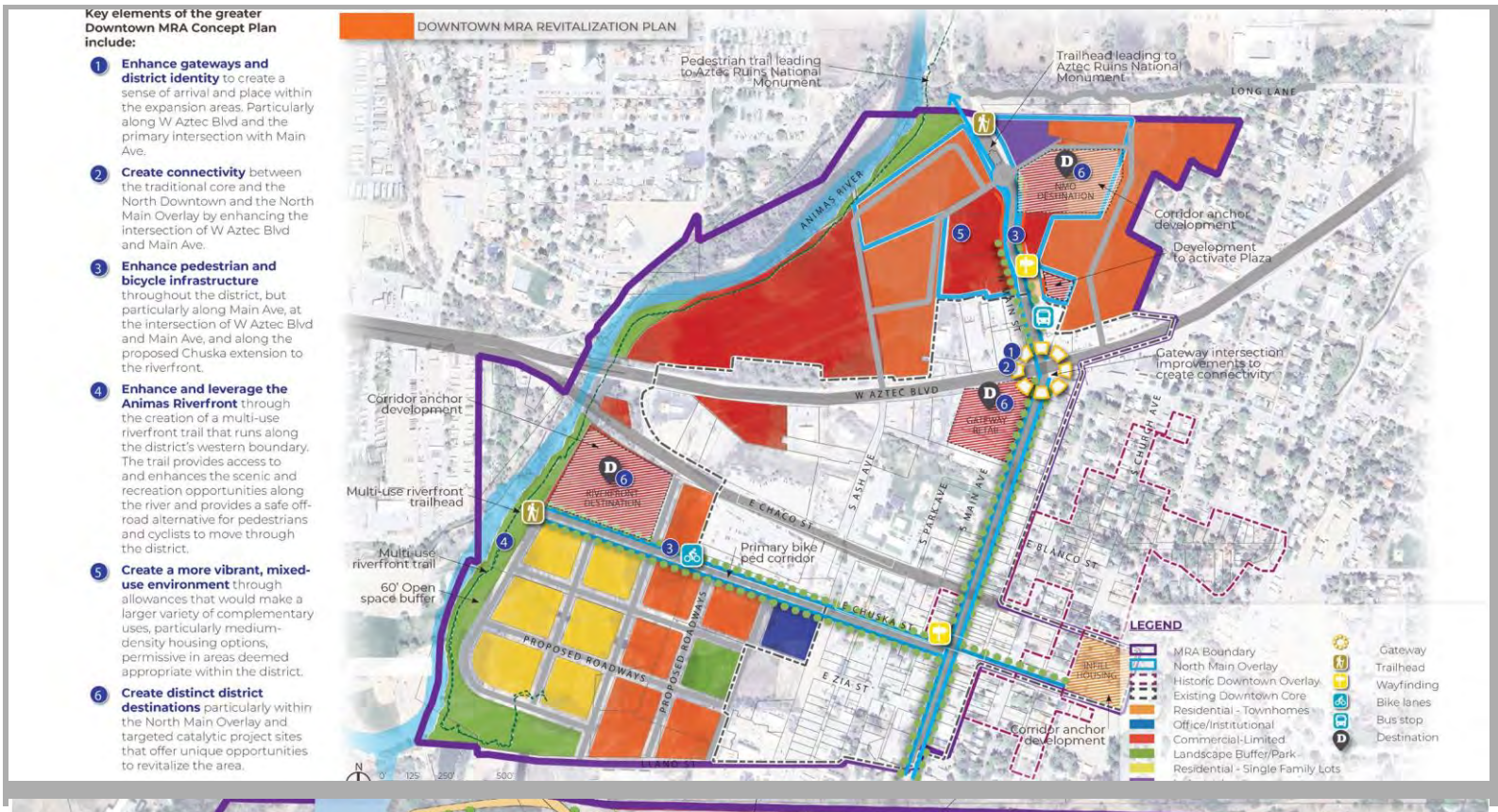
OUTCOMES: The resulting master plan provides a clear, implementable framework for redevelopment, including prioritized projects, land use strategies, and investment opportunities. It supports future MRA implementation, including potential financing mechanisms, and positions downtown Aztec for sustainable economic growth. The plan advances housing diversification, strengthens economic resilience, and establishes a foundation for long-term revitalization.

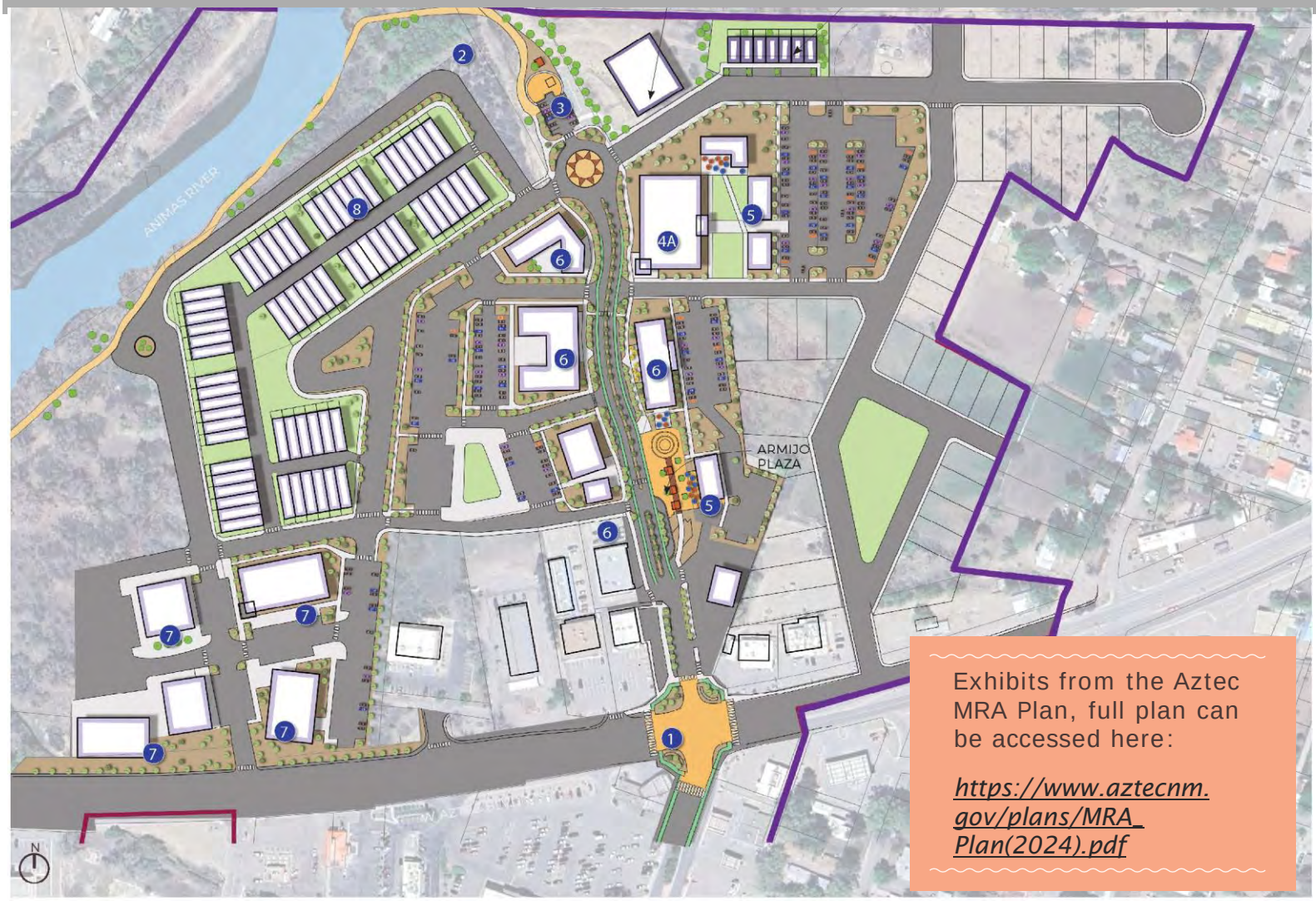






Excerpts from The Aztec MrA Pan





Exhibits from the Aztec MRA Plan, full plan can be accessed here:

https://www.aztecnm.gov/plans/MRA_Plan(2024).pdf

Project 2: Rail Spur Trail Feasibility Study

OVERVIEW: Dekker led a feasibility study for a 2.25-mile portion of the Rail Trail, north of Lomas Blvd., connecting downtown Albuquerque to the Sawmill District.

The project was initiated by the City of Albuquerque Parks Department to study the potential alignment of a rail spur to serve as a critical off-street link between major the Rail Yards, Convention Center, and Old Town. This strategic framework focuses on transforming underutilized urban corridors into connected and resilient community assets.

OUR ROLE: As the lead consultant, we worked closely with Parks and combined data-driven analysis and field-based conditions assessments. We evaluated multiple alignment strategies, proposing creative design solutions, such as coordinated easements and elevated segments, to navigate complex constraints like private encroachments and active rail operations without disrupting existing services.

RELEVANCE: We utilized datasets to evaluate the corridor's role in shaping economic opportunity and neighborhood identity. By analyzing patterns of use and access, we positioned the trail as a tool for catalytic revitalization that supports local businesses and public health.

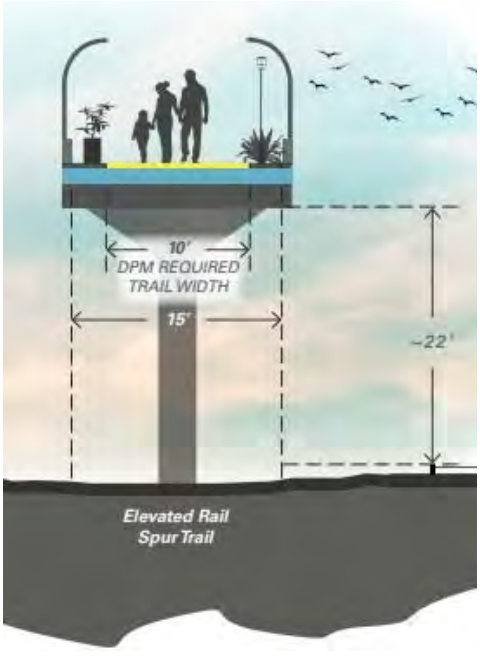
OUTCOMES:

- *Strategic Framework: Delivered an actionable roadmap for the City to transform a 2.25-mile underutilized corridor into a vibrant piece of Albuquerque's urban trail network.*
- ***Phased Implementation Strategy:*** *Developed a clear path forward that prioritizes segments with fewer barriers while addressing long-term property coordination and infrastructure investment.*
- ***Stakeholder Consensus:*** *Secured strong support from local property owners and businesses for trail-facing access and outdoor activation.*

GOOD TO KNOW: This study preceded the Rail Trail Framework Plan and helped inform both the concepts and route of the subsequent plan. Katrina contributed to both efforts and played a key role in bringing the second plan to fruition while at Pland, where she led the planning team. She also led the subsequent plan effort, working closely with Karen Iverson of the MRA.

Rail Trail Master Plan: https://www.cabq.gov/mra/documents/2021-11-22-part-i-rail-trail-exec-summary.pdf



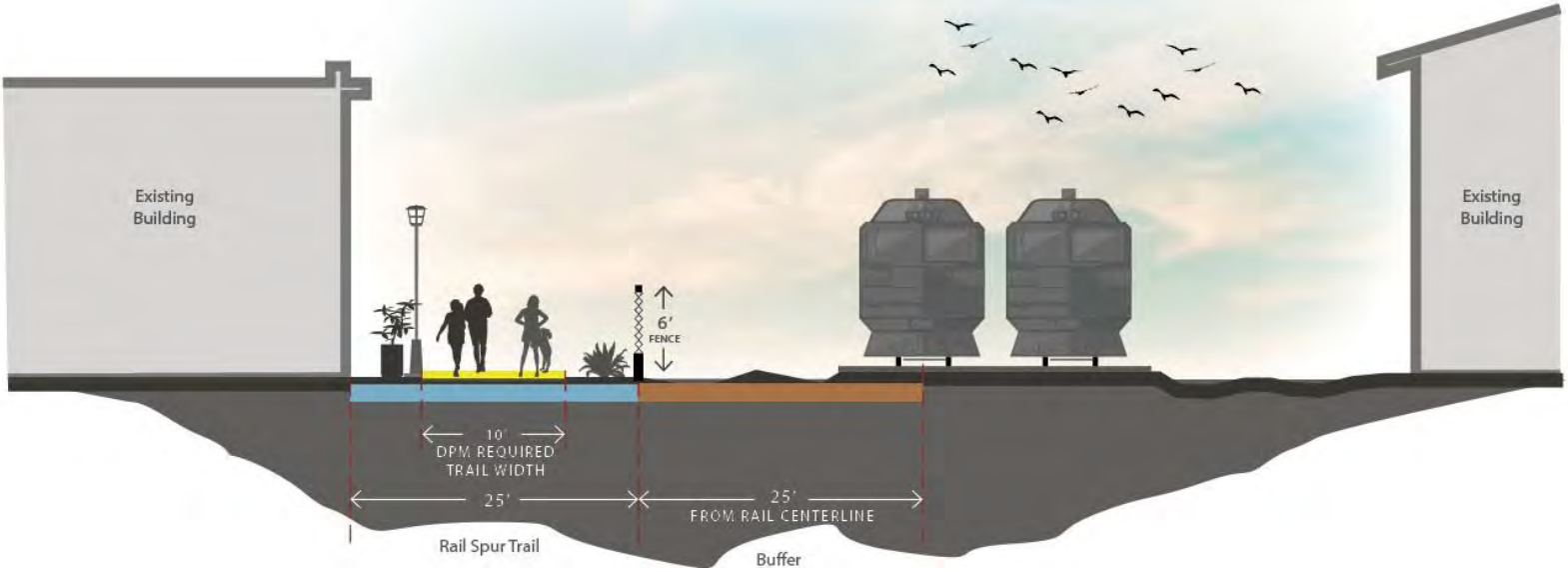


Excerpts from the rail Spur Trail Feasibility Study



Exhibits of the Rail Spur Trail Feasibility Study, full plan can be accessed here:

https://www.cabq.gov/parksandrecreation/documents/rail_spur_trail_feasibility_study_final_11-2021.pdf



Project 3: UNM South Campus Tax Increment Development District

OVERVIEW: The South Campus Tax Increment Development District (TIDD) is a 337-acre master-planned redevelopment initiative for the University of New Mexico (UNM). The plan supports approximately 2.5 million square feet of development, creating a higher-density, mixed-use district with office, research and development, retail, hotel, and residential uses aligned with regional market demand and institutional needs.

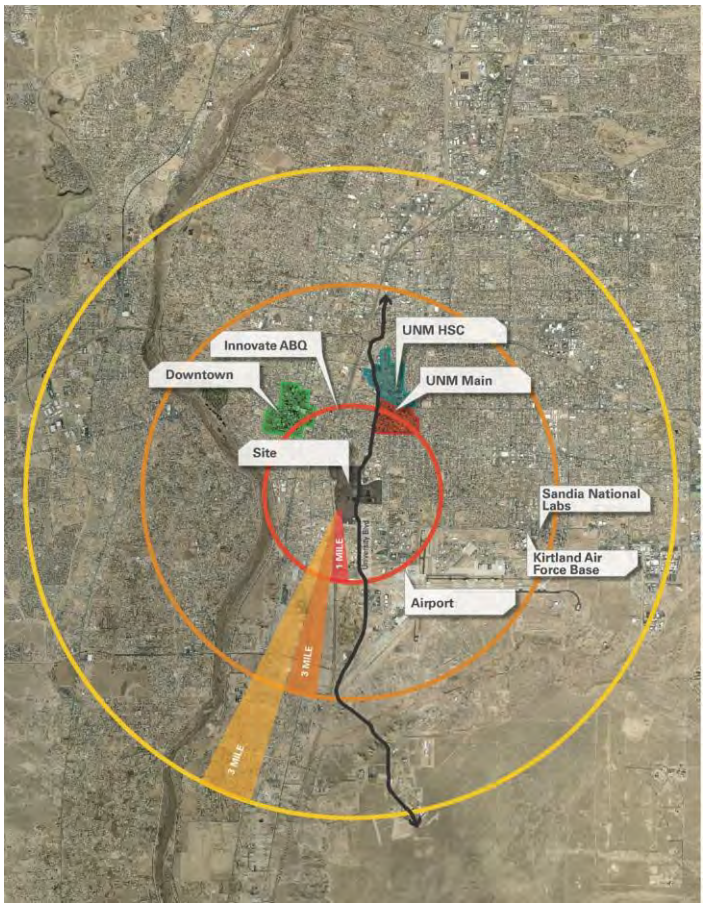
OUR ROLE: Dekker led the development of the TIDD in close coordination with the University of New Mexico and Lobo Development. Our team guided the University through the planning and application process to establish the district, including preparation of the Tax Increment Development Plan.

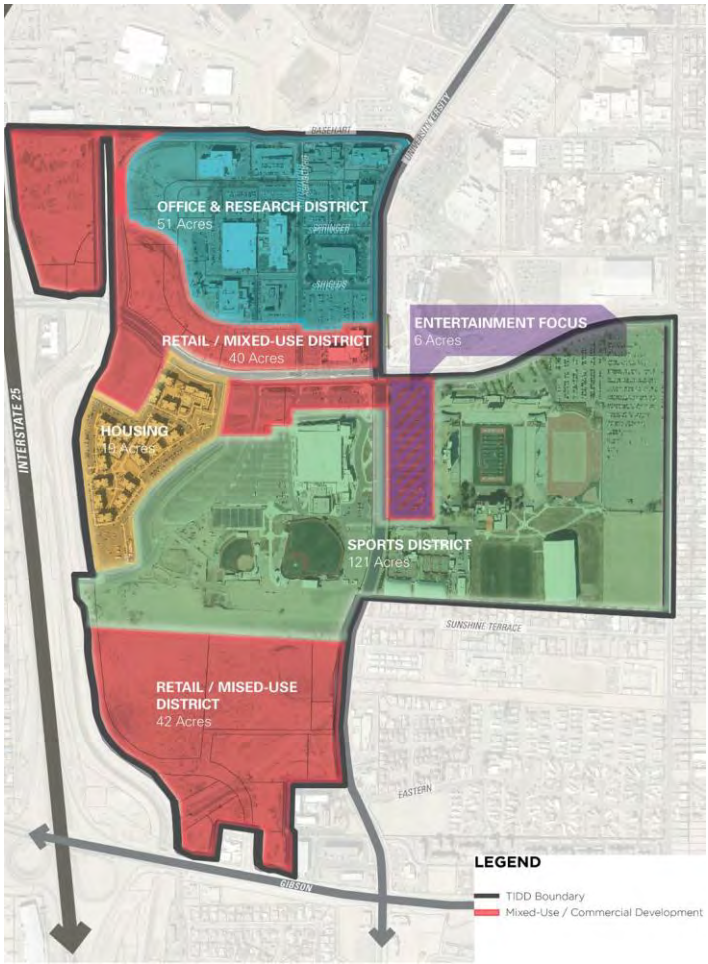
This work included detailed economic and planning analysis, such as land use yield analysis, infrastructure planning, and development of a financing strategy based on gross receipts and property tax increments. We also developed site planning frameworks, development guidelines, and infrastructure strategies to support key sub-areas, including the Science & Technology Park.

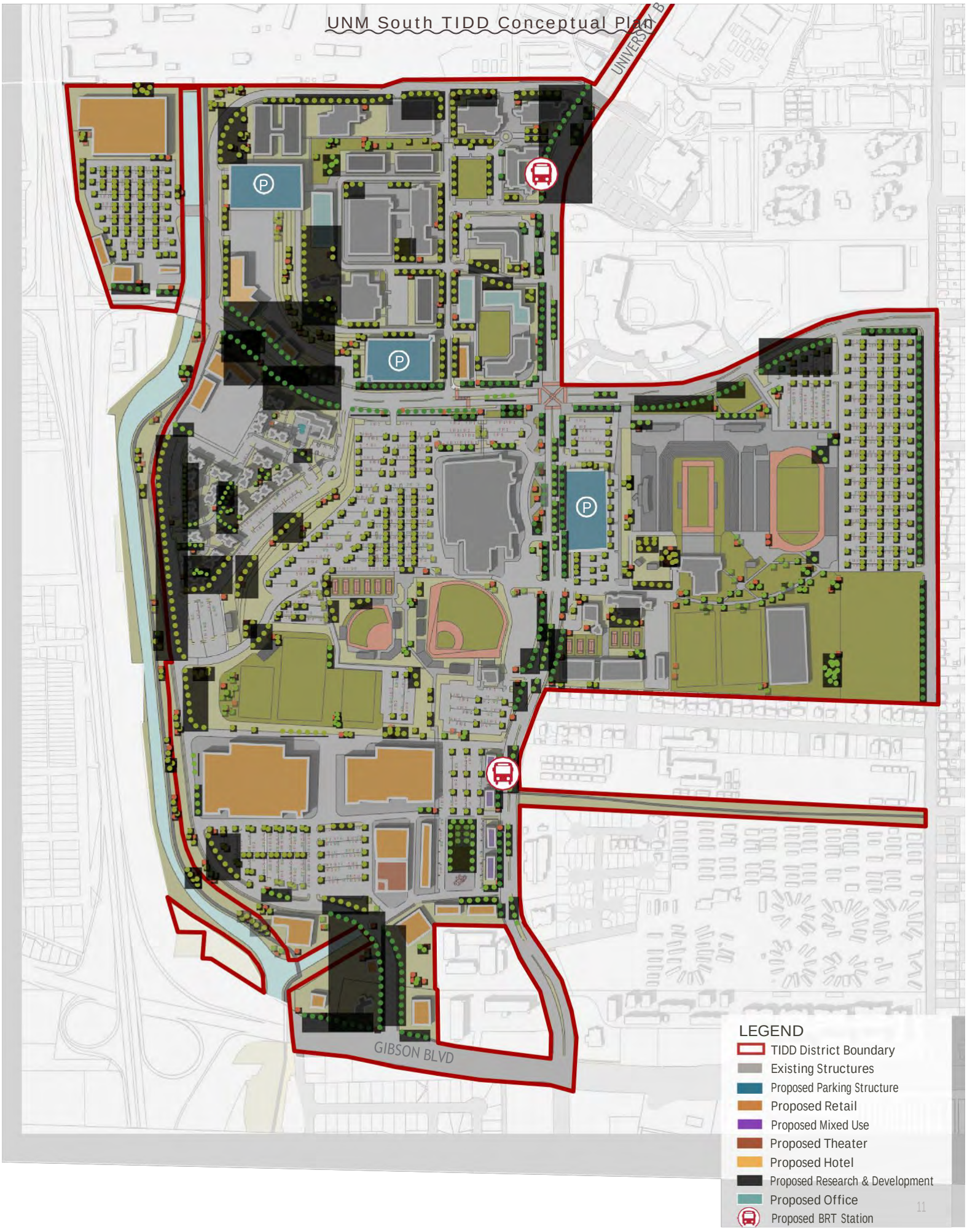
RELEVANCE: This project demonstrates experience in economic and planning analysis for redevelopment districts, including preparation of TIDD plans, financial modeling, and alignment of land use and infrastructure with funding mechanisms. It reflects our ability to translate technical analysis into implementable strategies supporting public-private partnerships and redevelopment.

OUTCOMES:

- ***Operational TIDD District:*** *Established and generating tax increment revenue to fund public improvements*
- ***Catalyzing Development Activity:*** *Attracting tenants and early retail/ commercial investment*
- ***Implementation-Ready Framework:*** *Guides over $277 million in public and private infrastructure investment, supporting long-term growth*






UNM South TIDD Conceptual Plan
UNIVERSITY BLVD
GIBSON BLVD
LEGEND
TIDD District Boundary
Existing Structures
Proposed Parking Structure
Proposed Retail
Proposed Mixed Use
Proposed Theater
Proposed Hotel
Proposed Research & Development
Proposed Office
Proposed BRT Station

PLACEMAKING PLANNING AND DESIGN SERVICES: INCLUDING, BUT NOT LIMITED TO, DESIGN AND DEVELOPMENT OF PLANS FOR PUBLIC PROJECTS IN MR AREAS (E.G., PUBLIC TRAILS, STREETS, ACTIVITY/CULTURAL CENTERS, DEVELOPMENT OR REDEVELOPMENT OF PUBLICLY-OWNED LAND OR BUILDINGS, ETC.).

EXPERTISE OVERVIEW

Project Understanding: The Catalytic Power of the Public Realm

Placemaking within Metropolitan Redevelopment Areas centers on the strategic use of public investment to catalyze reinvestment and unlock the potential of underutilized assets. Public infrastructure and publicly owned land, including streets, trails, civic spaces, and cultural facilities, serves as the foundation for shaping identity, supporting economic activity, and creating walkable, community-centered environments.

Successful placemaking requires aligning public investment with market realities, policy frameworks, and community priorities. In MRAs, where conditions are often complex and resources must be leveraged carefully, targeted interventions can stimulate reinvestment, improve access to amenities, and generate long-term economic value.

These efforts depend on strong coordination across agencies, stakeholders, and funding tools. Navigating competing priorities while maintaining a clear implementation pathway is critical to moving projects from vision to delivery.

Ultimately, effective placemaking is grounded in local context, reflecting the cultural, social, and economic character of each area, while delivering durable, high-impact outcomes that support equitable and sustainable redevelopment.

Strategic Partners & Services Offered

Dekker, in partnership with Creative Startups and Minerva Studio (Minerva Consulting), provides comprehensive placemaking planning and design services focused on the development of catalytic public projects within Metropolitan Redevelopment Areas. Our team integrates planning, landscape architecture, and architecture to transform public assets into vibrant, high-performing places that support community identity and economic development.

Our work includes the design and development of plans for public infrastructure and publicly owned assets, such as trails, streets, activity and cultural centers, and redevelopment of publicly owned land and buildings. We align placemaking strategies with market conditions, policy frameworks, and implementation tools to ensure projects are actionable and positioned for delivery. Our partners play key roles in supporting this work:

- ***Creative Startups*** *- Will support placemaking strategies through creative economy development, cultural programming, and activation strategies that strengthen local identity and economic vitality.*

- ***Minerva Studio*** *- Led by Dr. Joni M. Palmer, Minerva brings expertise in cultural landscapes and applied research. Minerva supports place-based strategies through cultural asset mapping and storytelling that inform design and ensure projects are grounded in local context.*

Together, our team combines local knowledge with technical design expertise to deliver placemaking strategies that are implementable, context-responsive, and aligned with redevelopment goals.

- Public realm and streetscape design
- Trail and active transportation planning
- Civic and cultural space planning and design
- Redevelopment of publicly owned land and facilities
- Placemaking strategies and catalytic project identification
- Wayfinding and identity systems
- Tactical urbanism and pilot projects
- Cultural asset mapping and place-based strategies
- Scenario planning and design visualization
- Implementation strategies and project phasing

Our Experience: Creating Catalytic Projects that Define a Sense of Place

Through our work on transformative placemaking projects across the city, we have developed processes to manage non-linear projects, working across diverse stakeholder groups and sometimes competing interests to keep projects moving forward.

- ***Albuquerque Rapid Transit Planning and Design (Dekker):*** *Served as a primary partner from early visioning through final construction of the City's first designated Bus Rapid Transit Corridor by contributing stations and streetscapes design as well as wayfinding and branding strategies that reshaped mobility along the Central Avenue corridor.*

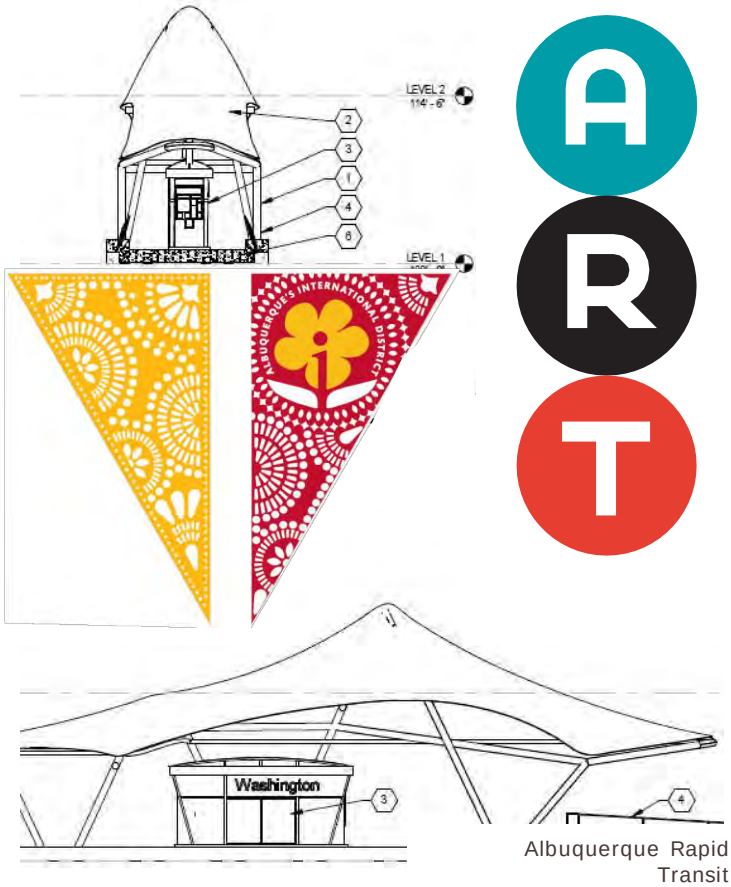
- ***Rail Spur Trail Feasibility Study* (Dekker) and *Rail Trail Plan**:** *Established a connectivity framework through a feasibility study that explored how to link the Sawmill District, and surrounding neighborhoods by through a feasible alignment that unlock and activate underutilized land. A key member of our team went on to lead Rail Trail planning efforts, bringing deep institutional knowledge of this corridor directly to MRA work.*

- ***Civic Plaza Renovation (Dekker):*** *Transformed a downtown landmark into a multi-functional community asset and premier destination by designing an interactive water-conserving fountain, amphitheater, Southwest-themed playground, and enhanced ADA accessibility.*

- ***Central Ave Improvement Plan (Dekker):*** *Identified placemaking and infrastructure improvements to enhance connectivity, safety, and access, while defining land use opportunities to support a destination-oriented vision for the 40th & Central site.*

- ***Sawmill District Redevelopment (Dekker):*** *Advanced a major infill redevelopment area by guiding planning, entitlement, and redevelopment for the Sawmill Village and Artisan @ Sawmill Village projects introduced new housing, supported walkability, and strengthened neighborhood vitality.*

- *Alameda Drain Trail Planning and Design* **(Dekker):** *Delivered a critical multi-use connection through master planning and subsequent trail design*



Albuquerque Rapid Transit

implementation that transformed an underutilized community drain into an important connection North Corridor MRA and expanded access to open space and supported active transportation and healthier communities.

- ***Nuevo Atrisco Food Hall and Apartment Development (Dekker):*** *Activated a prominent West Central site through delivering a mixed-use development that combined affordable housing with a community-centered food hall that supports housing choice, small businesses and corridor revitalization.*

- ***Innovate ABQ & Old Albuquerque High Redevelopment Services (Dekker):*** *Catalyzed reinvestment in the EDO district through adaptive reuse of underutilized properties into innovation-driven, mixed-use and residential environments that support long-term neighborhood vitality.*

- ***Highland Theater Site Improvements (Dekker):*** *Reactivated a historic Central Avenue landmark, by provided architectural and planning services to strengthening its presentation street activation along a key redevelopment corridor.*

- ***Zuni Pueblo ArtWalk (Creative StartUps):*** *Designed and launched a creative placemaking initiative that leveraged local cultural assets to drive economic activity for Native artists, bridging the gap between community-based arts and long-term neighborhood revitalization.*



Alameda Drain Trail Master Plan Albuquerque, NM



Excerpt from the Central Ave Improvement Plan

- ***ABQ Rail Trail Public Art Framework Plan (Minerva Studio):*** *Guiding the integration of art into urban infrastructure, this plan celebrates local history and improves public spaces by outlining goals and identifying tools for implementing arts programming on the Rail Trail.*

- ***NE Heights Cultural Assets Inventory and Mapping (Minerva Studio):*** *A model project that identified principal cultural assets, their distribution, and the cultural needs of the community to inform future city-wide cultural planning.*

- ***Bernalillo County Unincorporated Areas Cultural Assets Mapping (Minerva Studio)****: Conducted an extensive inventory and mapping of cultural resources in the unincorporated areas of Bernalillo County.*

- ***Multitude of Riches Blueprint (Minerva Studio):*** *Developed a strategic report for the creative development of Downtown Albuquerque, focusing on arts and cultural districts.*

- ***Site Assessment Guide for Public Art (Minerva Studio):*** *Developed a guide for the City of Albuquerque to evaluate potential sites for public art based on community context and impact.*

PROJECT EXAMPLES

Project 1: Albuquerque Rapid Transit

Overview: The Albuquerque Rapid Transit (ART) project is a transformative nine-mile revitalization of Central Avenue, the city's historic Route 66. This project serves as the primary transportation, cultural, and business spine for central Albuquerque, featuring dedicated center bus lanes and significantly improved pedestrian infrastructure designed to benefit local communities and businesses.

Our Role: Dekker served as a key consultant responsible for planning and designing the station platforms, canopies, and integrated streetscapes. Our team worked over a three-year period alongside multiple City departments to advance the project from planning and design into construction. We supported extensive public outreach by preparing materials for numerous engagement meetings held along the nine-mile corridor. We also provided critical technical support by completing the GIS-based land use analysis required for federal funding.

Relevance: We designed 20 iconic station platforms and canopies along the nine-mile corridor, reconfiguring the streetscape to maximize walkability and accessibility. Our design prioritized sustainable placemaking through prototype flow-through water quality bioswales, permeable paving, and a comprehensive tree preservation plan.

Outcomes:

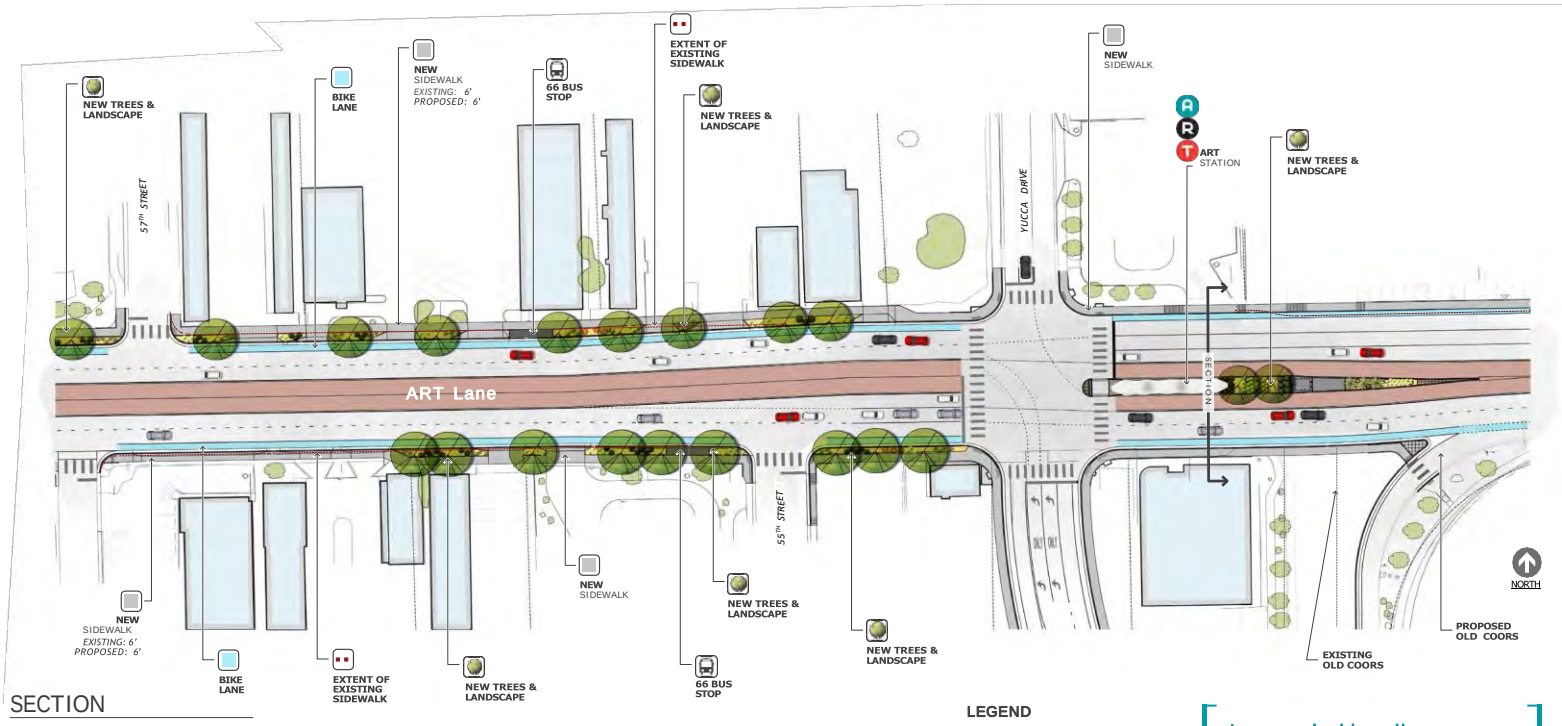
- *Significant Federal Funding: Successfully leveraged planning data to secure $69 million for city infrastructure.*
- *Infrastructure Modernization: Delivered 19 iconic stations and nine miles of revitalized streetscape, resulting in faster travel times and enhanced urban character.*
- *Environmental Integration: Improved the urban canopy and stormwater management through innovative green infrastructure and street tree maximization.*



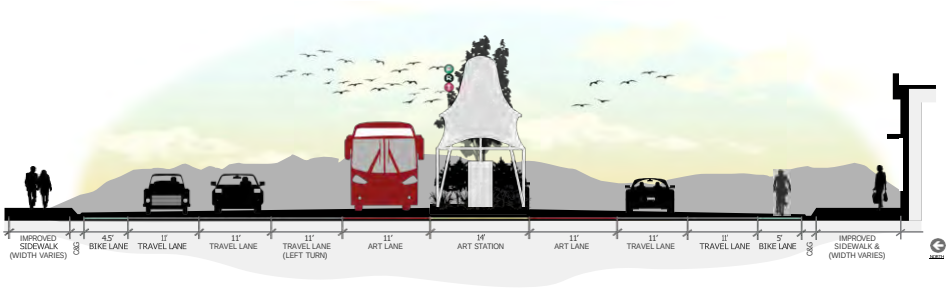


- *Placemaking and Beautification: The station design and overall streetscape create a distinct sense of place, drawing inspiration from Route 66 history and the surrounding communities.*

ArT Conceptual Streetscape + rendering



SECTION



LEGEND

- ART lane
- Improved sidewalks
- New trees & landscape
- Existing trees & landscape
- Bike lane
- Extent of existing sidewalk

- **Improved sidewalks**
- **New landscape where feasible**
- **Bike lane**



Project 2: Highland Theater Site Improvements

Dekker partnered with NDI New Mexico to develop a conceptual design for site and security enhancements at the Hiland Theater, focusing on the Central Avenue frontage.

The project is creating a safer, more welcoming entry that supports daily use and events while maintaining emergency access. The design addressed circulation, pedestrian zones, and security strategies, alongside targeted exterior upgrades such as lighting and façade enhancements to improve visibility and identity. Stakeholders and community input informed a refined concept that aligns safety, usability, and neighborhood context. Deliverables included a conceptual site plan and elevation renderings that established a clear, actionable vision to support funding, guide future phases, and position the project for implementation.

Our Role: Dekker served as design lead, guiding a collaborative process grounded in stakeholder input and spatial analysis. Our team worked alongside NDI and City agencies to develop and evaluate multiple site and façade concepts, facilitate workshops, and synthesize feedback into a preferred design direction.

Dekker produced hand graphics to support decision-making, fundraising, and public engagement, while coordinating key considerations such as accessibility, fire access, and the integration of flexible performance and gathering spaces. This work translated analysis into implementable design strategies that align with regulatory requirements and support adoption by project stakeholders.

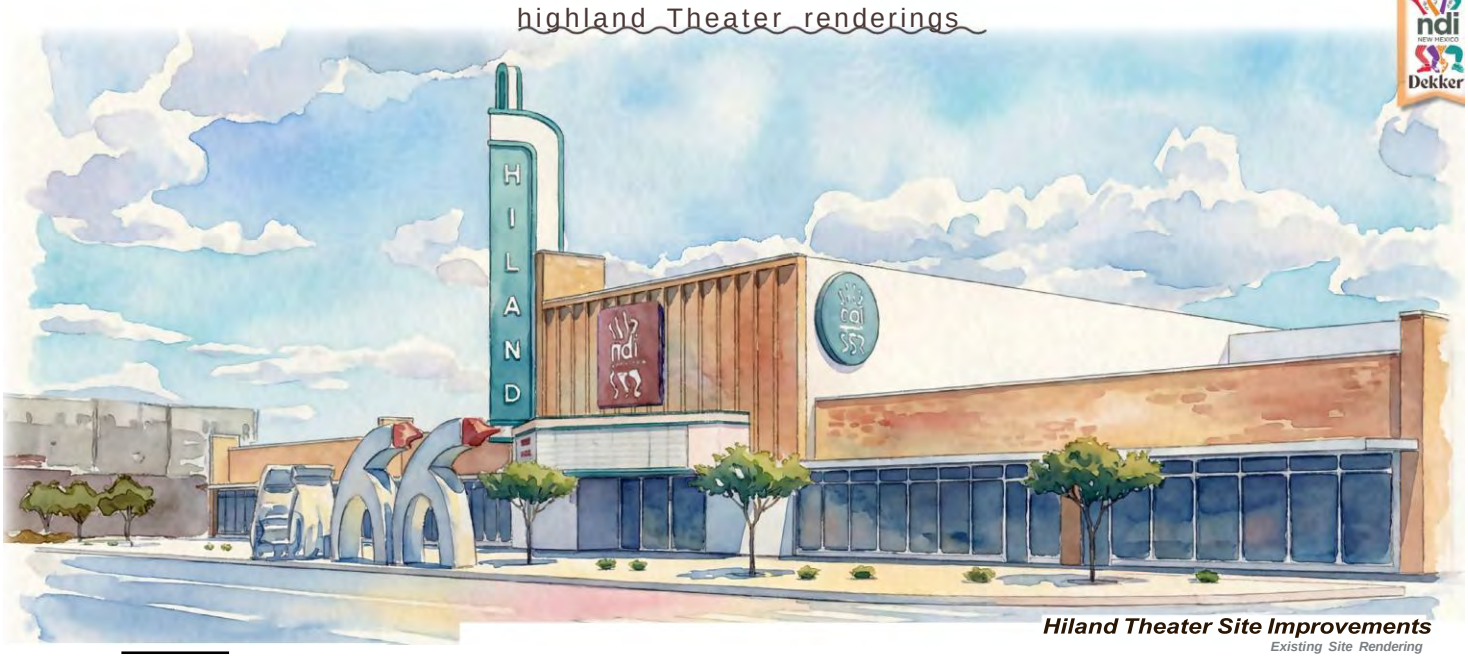
Relevance: Dekker's approach linked design decisions to measurable community and economic outcomes. Using stakeholder input, GIS data, aerial imagery, existing site documentation, and use patterns, the team evaluated how circulation, visibility, and spatial organization influence behavior and site performance. CPTED principles provided a structured framework to predict safety outcomes and inform design choices. These data-informed methods, comparable to predictive modeling, helped identify opportunities to activate underutilized space, increase visibility along Central Avenue, and strengthen the Hiland Theater's role as a community asset. The resulting concepts aligned with local priorities, supported reinvestment strategies, and provided clear, communicable materials that advance funding, policy alignment, and implementation.

Outcomes: The project delivered a community-informed conceptual design that improved safety, functionality, and visibility at the theater's front entry. The preferred concept enhances circulation, supported flexible event and performance use, and strengthened the Hiland's presence along the corridor. The process aligned stakeholders, addressed ADA and fire access requirements, and produced high-quality materials that supported fundraising and positioned the project for successful development.

GOOD TO KNOW: CPTED principles guided the design, using lighting, visibility, and spatial organization to create a secure yet welcoming environment. These strategies were integrated within a constrained site and combined with data-informed analysis to anticipate user behavior and operational needs. The result is a flexible, multi-use courtyard that supports daily activity and performances while providing a clear path toward implementation and long-term community impact.



highland Theater renderings



Hiland Theater Site Improvements
Existing Site Rendering

61 Honor thePast, Inspire the W°Future

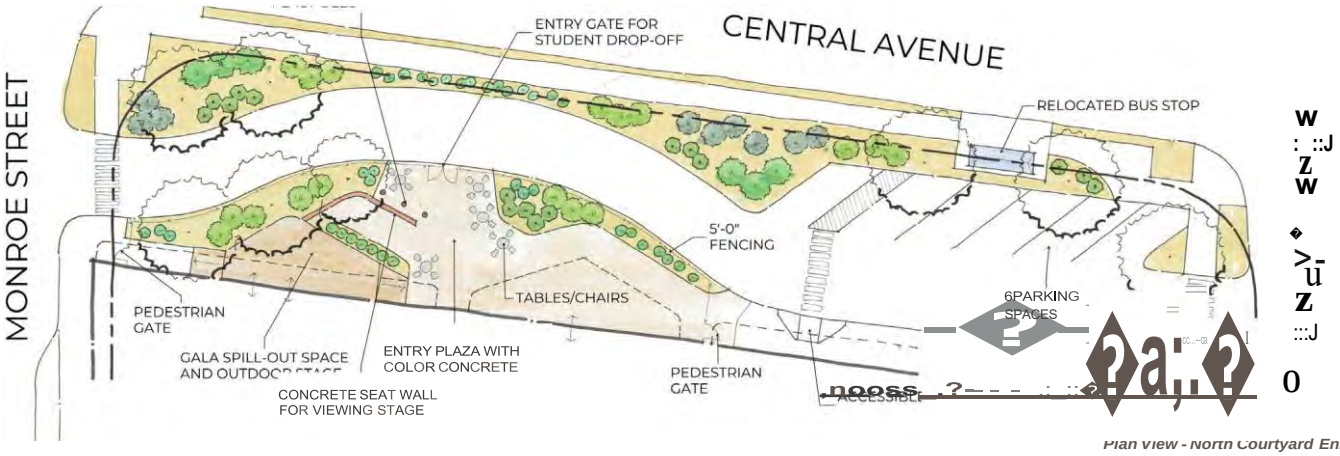
Respect The Hiland's historic spirit-its architecture, significance in the arts and film community, and legacy on Route 66-while integrating modern features that enhance sustainability, performance, and community relevance. Proposed design solutions should work in harmony with NOi and the community to ensure the theater thrives for decades.

(rrl)Design A Safe, Inclusive, and Flexible Community Space

Create a welcoming environment by applying Crime Prevention Through Environmental Design (CPTED) principles to enhance safety and encourage use of outdoor areas. Design the front courtyard and surrounding spaces to support accessible parking, drop-offs, performances, and informal gatherings throughout the year.

.Celebrate and Connect Through Dance, Art, and Community

Activate the front door of the Hiland with opportunities for engagement. Feature art displays, performances, and visible expressions of NDI's mission. Signage, displays, and interactive features should invite community interaction and deepen connections between the theater and the neighborhood.



Plan View - North Courtyard Enhancements



Rendering - North Courtyard Enhancements

Project 3: Albuquerque BioPark Children's Fantasy Garden Renovation Placemaking Strategies

Overview: In 2025, the City of Albuquerque partnered with Dekker to lead community outreach for the renovation of the Children's Fantasy Garden at ABQ BioPark. The project aimed to engage families, children, and park visitors in shaping the future of this beloved space through a creative, accessible, and multi-generational process that combined in-person and digital engagement.

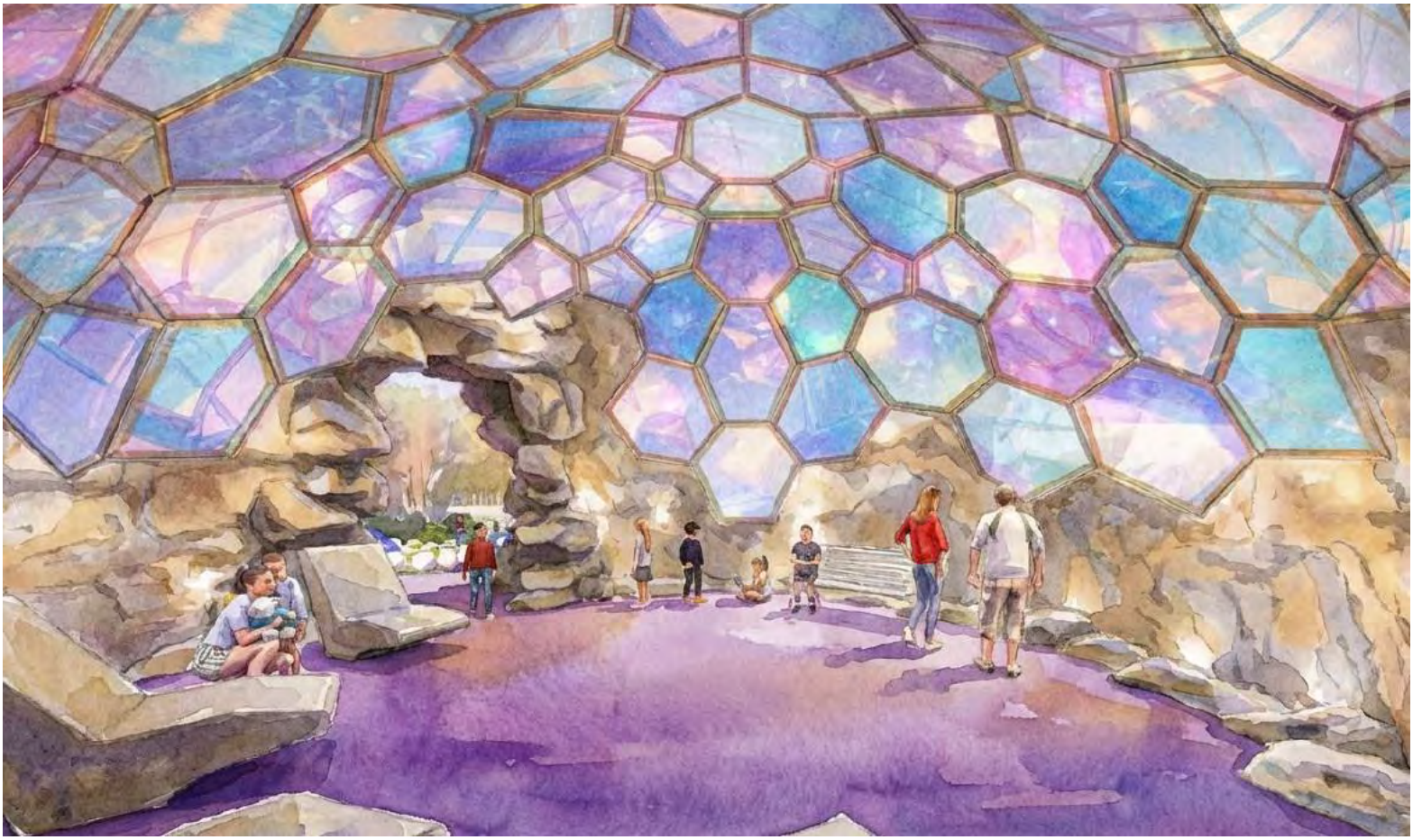
Our Role: In 2025, the City of Albuquerque hired Dekker to lead community outreach, planning, and design for the renovation of the Children's Fantasy Garden at the ABQ BioPark. Dekker partnered with Meow Wolf to design and implement a creative, accessible, and multi-generational engagement process that combined in-person and digital strategies. The effort focused on engaging families, children, and park visitors in shaping the future of this beloved space and to inform redevelopment strategies of the Children's Fantasy Garden.

Relevance: The engagement process emphasized imaginative placemaking by inviting participants, especially children, to co-create ideas. This approach ensured that the design reflected a strong sense of place, rooted in creativity, play, and shared community identity.

Outcomes:

- *Inclusive Engagement Process: Successfully engaged a diverse, multi-generational audience through hands-on and digital tools, centering the voices of children and families.*
- *Community-Informed Vision: Collected a wide range of ideas, stories, and preferences that directly informed the future design of the garden.*
- *Stronger Community Connection: Reinforced the garden's legacy while building excitement and shared ownership for its next chapter.*













PLACE MANAGEMENT SERVICES: INCLUDING, BUT NOT LIMITED TO, COMMUNITY ENGAGEMENT ON A RANGE OF PROJECTS AND PLANS, MEETING FACILITATION, AND OPERATIONAL PLAN ADVISEMENT FOR PLACE MANAGEMENT ORGANIZATIONS (E.G., BUSINESS IMPROVEMENT DISTRICTS).

EXPERTISE OVERVIEW

Project Understanding: Building Capacity Through Place Management

We understand that Albuquerque is a city of diverse communities with with distinct cultural identities, resources, and lived experiences. While some neighborhoods have access to amenities and investment, others have experienced long-term disinvestment, limited resources, and fewer opportunities.

Metropolitan Redevelopment Areas are designated to target reinvestment in areas with both need and opportunity. These districts often face constraints related to infrastructure, access, and economic activity, while also being anchored by strong cultural identity and established community networks that are critical to their future growth.

Successful place management builds on these strengths. Our approach prioritizes engaging those most directly impacted by redevelopment, ensuring their voices shape the future of their neighborhoods. This includes understanding barriers to participation, building trust, and creating meaningful opportunities for involvement.

Place management focuses on building the structure, alignment, and capacity needed to sustain revitalization over time. While placemaking activates physical space, place management ensures it is maintained, programmed, and supported over time.

These efforts require navigating complex environments with multiple stakeholders, including residents, businesses, agencies, and elected officials, with varying priorities and capacities. Clear communication, structured facilitation, and inclusive engagement are essential to aligning these perspectives.

MRAs provide an opportunity to strengthen



local capacity through targeted engagement, stakeholder coordination, and support for place-based organizations such as Business Improvement Districts. By establishing clear processes and supporting local organizations, place management translates catalytic investments into sustained, community-driven outcomes.

Strategic Partners & Services Offered

Dekker, in partnership with Creative Startups and Minerva Studio, provides comprehensive place management services focused on community engagement, stakeholder facilitation, and operational support.

Our work includes engagement strategy development, facilitation of public meetings and stakeholder processes, and support for the formation and ongoing operations of place-based organizations. Our team members and partners all have extensive experience in

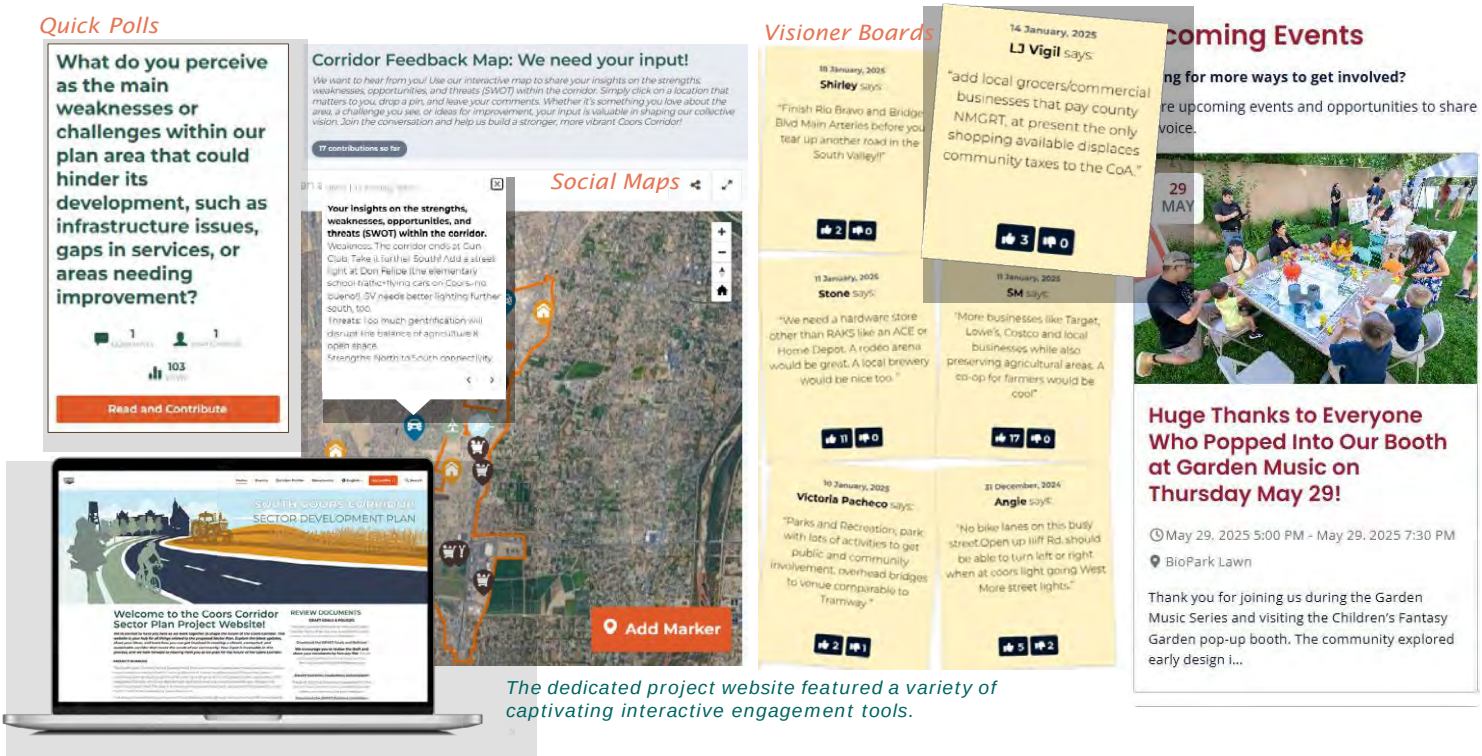
engagement, facilitation, and capacity building. Our partners play key roles in supporting this work:

- ***Creative Startups*** *- Supports place management strategies through creative economy development, programming, and activation that strengthen local identity and support small businesses, while also providing operational support for organizations engaged in community and economic development.*

- ***Minerva Studio*** *- Brings expertise in cultural landscapes and applied research. Minerva supports cultural asset mapping and storytelling to ensure engagement processes and strategies are grounded in local context and community identity.*

Together, our team combines local knowledge with facilitation and strategic expertise to support effective engagement, build stakeholder alignment, and strengthen the capacity of communities and organizations to sustain redevelopment efforts. Services include:

- Business Improvement District (BID) formation, outreach, and capacity-building support
- Engagement strategy development and implementation
- Public meetings, workshops, and pop-up engagement
- Targeted outreach to residents, businesses, and underrepresented groups
- Participatory planning and co-creation processes
- Cultural asset mapping and storytelling
- Activation strategies and pilot programs
- Ongoing communication, feedback tracking, and stakeholder coordination



The dedicated project website featured a variety of captivating interactive engagement tools.

Interactive mapping by and website tools utilized for the BioPark Fantasy Garden

Our Experience: Creating Catalytic Projects that Define a Sense of Place

Through our work on transformative placemaking projects across the city, we have developed processes to manage non-linear projects, working across diverse stakeholder groups and sometimes competing interests to keep projects moving forward.

- *BioPark Children's Fantasy Garden* ***(Dekker):*** *Led community outreach to engage families and children in a creative, accessible process to co-create the future of this beloved space.*

- ***Gallup Business Development District (Dekker):*** *Supported the Gallup Business Development District through a range of services, including site assessments, feasibility studies, and development scenario planning.*

- *Coors Blvd Corridor Plan* ***(Dekker):*** *Implemented a mix of engagement strategies for a high-SVI area, utilizing multilingual materials and meeting residents in familiar gathering places to ensure broad accessibility.*

- *Aztec Downtown MRA Plan* ***(Dekker):*** *Developed a comprehensive framework through coordination with City staff, stakeholders, and the community to establish a clear, implementable roadmap for revitalization.*

- ***City of Gallup Growth Management Plan (Dekker):*** *Successfully reached diverse populations through "pop-up" booths at local flea markets and art crawls.*

- ***Creative Engagement & Activation Strategy (Creative StartUps)****: Facilitated targeted engagement with cultural producers and creative entrepreneurs to develop catalyst project concepts and cultural programming that activate public spaces.*

- ***Small Business Liaison & BID Support (Creative StartUps)****: Provided direct capacity-building support for the formation and operational planning of Business Improvement Districts (BIDs), serving as a liaison to ensure small businesses are integrated into larger redevelopment strategies.*

- *Multitude of Riches A Blueprint for the Creative Development of Downtown Albuquerque (Minvera):* *Developed a strategic blueprint for creative development for New Mexico MainStreet and Arts and Cultural Districts.*

- ***NE Heights Cultural Assets Inventory and Mapping(Minvera)****: Identified the community's cultural needs and concerns. By mapping location, distribution, and access to assets, it provides the "restorative engagement" data necessary for a place management organization to build community trust and capacity.*

- ***Stories of Resilience How New Mexican Communities Are Facing COVID-19 (Minvera):*** *Utilized storytelling as a participatory method to elevate the lived experiences of diverse communities during a crisis.*

- ***Imagining This Land, Ames, IA (Minvera)****: Utilized poetry as both a public art form and a community-building tool, demonstrating how creative strategies can be used for deep stakeholder engagement and place-based identity building.*

- ***Mapping the Cycles of Sanctuary Workshop (Minvera)****: A two-day workshop focused on public art and planning, showcasing expertise in facilitating structured stakeholder processes.*

PROJECT EXAMPLES

Project 1: Gallup Growth Management Plan

OVERVIEW: The City of Gallup initiated an update to its Growth Management Master Plan (GMMP) to establish a cohesive, long-term framework for managing growth. While the City had an existing Comprehensive Plan, it lacked a coordinated strategy to guide land use, infrastructure, and development. The 2023 GMMP provides a unified approach to align future growth with Gallup's goals for sustainability, economic vitality, and quality of life.

OUR ROLE: Dekker led the update of the GMMP, working in close collaboration with City staff and a steering committee comprised of key community leaders and agency representatives. Our team guided a comprehensive planning process that integrated community input, data-driven analysis, and implementation-focused strategies. We coordinated closely with elected officials and subconsultant Bohannan Huston to align land use, infrastructure, and transportation planning into a unified growth management framework.

RELEVANCE: Dekker led a robust, multi-channel engagement process to ensure alignment with community priorities. The effort included structured town halls, pop-up kiosks at community events, focus groups, a steering committee comprised of community members, and a virtual engagement platform that allowed participation online. Surveys were also used to supplement in-person feedback.

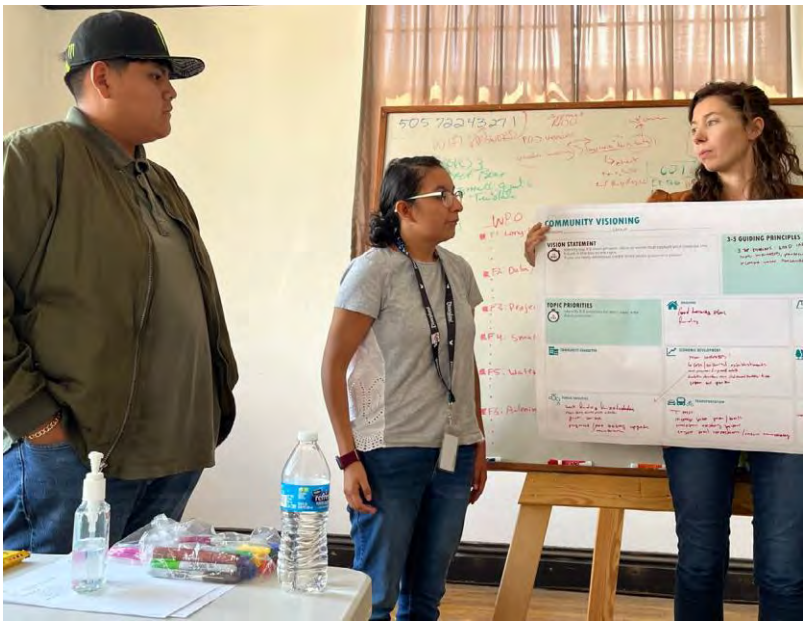
Input from residents, businesses, and community leaders directly informed the vision, while ongoing coordination with City staff and partners ensured outcomes were practical and implementable.

OUTCOMES:

- *Broad and Diverse Participation: Engaged a wide range of residents, businesses, and stakeholders through multiple formats, increasing accessibility and representation across the community.*



Engagement during the flee market for the city of Gallup Growth Management Plan update



- *Community-Informed Vision: Direct input from stakeholders shaped key priorities, ensuring the plan reflects local values, needs, and aspirations.*
- *Strong Stakeholder Alignment: Built consensus among community members, City staff, and partners through an inclusive and transparent process.*
- *Increased Trust and Transparency: Established clear feedback loops and communication channels, strengthening trust in the planning process and its outcomes.*

City of Gallup Growth Management Plan Engagement



Project 2: Albuquerque BioPark **Children's** Fantasy Garden Overview:

In 2025, the City of Albuquerque initiated a community engagement process to inform the renovation of the Children's Fantasy Garden at the ABQ BioPark. The project focused on gathering input from families, children, and park visitors to ensure the future design reflects the needs and experiences of its primary users.

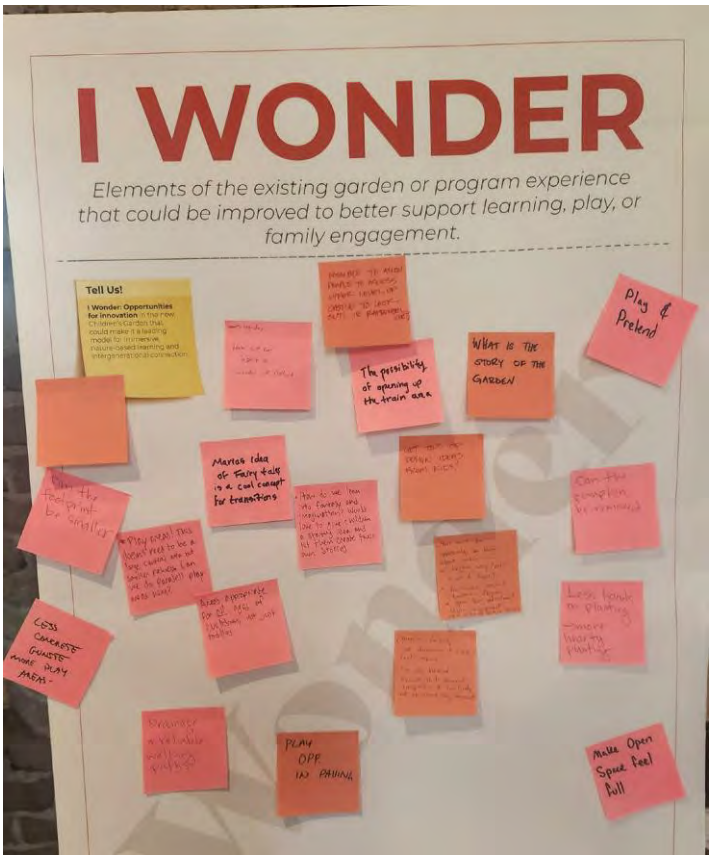
OUR ROLE: Dekker led the design and facilitation of a comprehensive, multi-generational engagement process that prioritized accessibility, creativity, and meaningful participation. The team implemented a blend of in-person and digital outreach, including interactive pop-up booths, hands-on 3D modeling activities, take-home drawing kits, educational workshops, and a dedicated project website to broaden participation and gather diverse input.

Engagement strategies were intentionally tailored to children and families, creating opportunities for participants of all ages to contribute. Activities emphasized play, exploration, and storytelling, using approachable frameworks to encourage open-ended feedback and imaginative thinking.

RELEVANCE: This project demonstrates our ability to design and implement inclusive engagement strategies for public projects, particularly those requiring outreach to diverse and hard-to-reach user groups. The process combined multiple engagement formats, including in-person, digital, and educational approaches, to maximize participation and ensure feedback was accessible, actionable, and directly tied to project outcomes.

OUTCOMES:

- *Broad Participation: Engaged a diverse range of users, with a strong focus on children and families as primary stakeholders.*
- *Inclusive and Accessible Process: Provided multiple ways to participate, ensuring engagement was approachable across ages and abilities.*





Community engagement with our youngest stakeholders for the BioPark Fantasy Garden

- *User-Informed Direction: Direct input shaped design priorities and informed the future vision of the garden.*
- *Clear Feedback Integration: Established a structured process to translate community input into actionable design considerations.*




ekker
Children's Fantasy Garden Renovation!
ABQ BIOPA



Project 3: South Coors Sector Development Plan

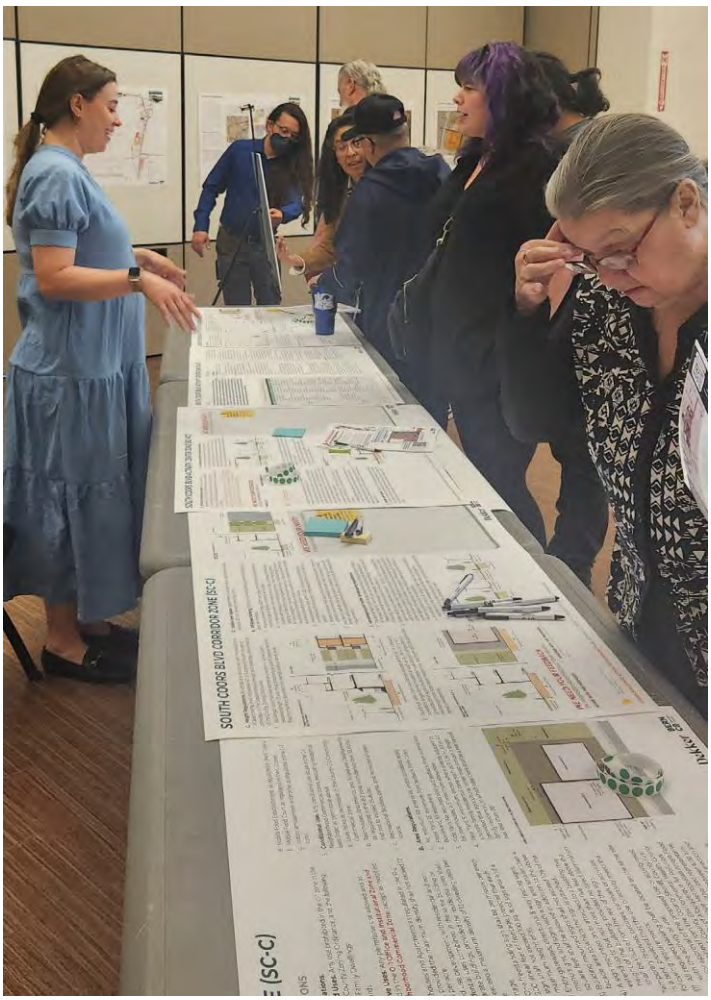
OVERVIEW: The South Coors Sector Development Plan establishes a strategic framework to guide future growth and land use along the South Coors corridor. The plan responds to increasing development pressure, evolving market conditions, and the need to catalyze economic revitalization. It provides a coordinated vision for land use, zoning strategy that can be leveraged to advance targeted redevelopment and public-private investment.

OUR ROLE: Dekker led planning and engagement efforts in close coordination with a dedicated steering committee that guided the project through key decision points at strategic milestones. Our team designed and implemented a comprehensive, multilingual engagement process to ensure inclusive participation across corridor-area communities. Engagement began with an on-site field tour to ground stakeholders in existing conditions and redevelopment opportunities. We facilitated multiple touchpoints, including a booth at the local farmers market, two public open houses aligned with major project milestones, and an interactive project website that provided timely updates and allowed users to explore properties, review redevelopment concepts, participate in quick polls, and provide vision-oriented feedback.

Relevance: This project demonstrates how corridor and sector planning can be strategically structured to lay the groundwork for future MRA efforts. By combining in-person outreach, multilingual materials, digital tools, and stakeholder governance, we created a process that builds community understanding of redevelopment opportunities while generating actionable input.

OUTCOMES

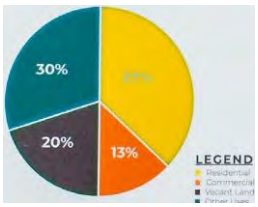
- *Collaborative Decision-Making Framework: A steering committee met at key milestones to guide major decisions, ensuring alignment between technical analysis, stakeholder priorities, and community input.*
- *Early Site Understanding: A project kickoff field tour provided stakeholders and the project team with a shared understanding of corridor conditions, opportunities, and constraints. Accessible and Visible Community Engagement.*
- *Engaged the public through a variety of formats, including a booth at the local farmers market and two well-attended public open houses timed to inform critical phases of the project.*
- *Interactive Digital Engagement: Developed a project website that delivered timely information and allowed users to explore potential zoning changes, review eligible properties, participate in quick polls, and provide vision-oriented feedback.*



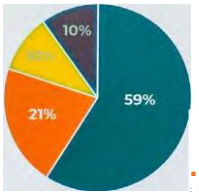
The Land Use and Zoning element of the Sector Development Plan provides a framework for sustainable development by defining the distribution of residential, commercial, industrial, and open spaces. ft establishes zoning regulations to ensure compatible land uses, protect community character, and balance development. This section promotes mixed-use developments, infill projects, and the preservation of agricultural lands and open spaces. By clearly outlining land use patterns and zoning rules, it aims to foster a cohesive, well-planned community that supports growth while preserving unique qualities and meeting the needs of residents and businesses.

KEY TAKEAWAYS

LANDUSE AND ZONING CHARACTERIZATION:



LAND USE



ZONING

Special Use Permits (SUPs) cover 36 permits, adding low-density residential, commercial, industrial, and institutional uses on about 400 acres.

DEVELOPMENT CHARACTER: Growth is guided by frameworks like Development Areas and Centers and Corridors, which promote higher-i in activity hubs while preserving low-density in rural regions. This modf encourages walkable communities and multi-modal transit, with emp' on sustainability and compact growth. Several activity centers, such as Coors and Rio Bravo & Coors, are identified for future commercial and use development.

AGRICULTURAL PRESERVATION: Pressure to convert agricultural lands is growing due to urbanization. The plan prioritizes balancinn developm e n t wi th the preservation of farming areas, like Hubbell Oxbow Fe continuation of agricultural use while integrating recrea

BARRIERS TO DEVELOPMENT: Regulatory hurdles, sue (Euclidean framework). low building height restrictions, and parking mandates, limit high-density developmeni creates delays and administrative complexity. Overcom through zoning modifications and streamlined approv affordable housing and business opportunities along the corridor.

EXTREMELY CONCERNED

NOT AT ALL CONCERNED

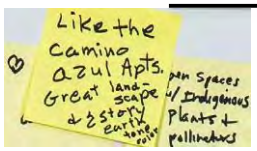
DOT EXERCISE!
Place a dot to indicate your level of concern regarding the below land use top1c1

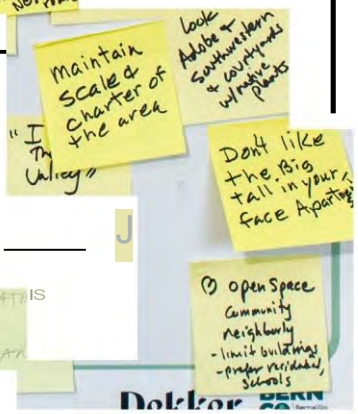
- MIS-MATCH BETWEEN LAND USE AND ZONING
- PROLIFIC USE OF SPECIAL USE PERMITS
- REGULATORY BARRIERS TO AFFORDABLE HOUSING DEVELOPMENT
- DEVELOPMENT CHARACTER
- GROWTH IN MIXED-USE ACTIVITY CENTERS
- AGRICULTURAL PRESERVATION SUSTAINABLE DEVELOPMENT PRACTICES

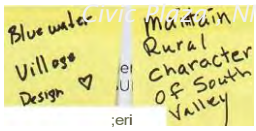
IDENTIFY TOP LAND USE & ZONING PRIORITIES

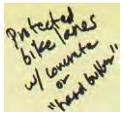




















Section 2: Capacity

REFERENCING THE TEAM LISTED ON THE COVER SHEET, ELABORATE ON RELEVANT EXPERIENCE FOR EACH EXPERTISE AREA UNDER WHICH THE OFFEROR IS APPLYING. DESCRIBE THE ANTICIPATED PROJECT TEAM AND ROLES. INDICATE WHICH ROLES IDENTIFIED SUBCONTRACTORS, IF ANY, WILL PLAY.

Our multidisciplinary team is structured as a high-capacity extension of Metropolitan Redevelopment Agency staff, providing technical depth of a larger firm with the responsiveness of a nimble local partner. As detailed in the *Team Overview + Key Responsibilities table* below, we have assembled a great team of professionals specifically aligned to support the MRA in Economic Analysis (Area B), Area Placemaking (Area C), and Place Management (not numbered).

ANTICIPATED PROJECT TEAM + ROLES

TEAM OVERVIEW + KEY RESPONSIBILITIES

Team Member	Role	Firm	Expertise Area(s)	Key Responsibilities
Jessica Lawlis	Project Manager	Dekker	Planning, Entitlement, Policy	Project leadership, code and standards expertise, entitlement strategy, development feasibility
Katrina Arndt	Planning Lead	Dekker	Planning, Engagement, Placemaking	Community engagement, planning process, concept development, deliverables
Vikki Everett	Project Support	Dekker	Project Management, Engagement	Project coordination, stakeholder engagement support
Rebecca Shank	Entitlement Specialist	Dekker	Code & Development Processes	Zoning and entitlement analysis, regulatory strategy
Brian Griffin	Landscape Lead	Dekker	Infrastructure, Site Design	Site planning, infrastructure strategy, LID and landscape integration (CEPTED, LID expert)
Felix Diaz	Advanced Technology Lead	Dekker	Data, AI, Technology	Data analysis, AI integration, workflow optimization, large dataset management
Aaron Ketner	Sustainability Lead	Dekker	Sustainability, Resilience	Sustainability strategies, resilience planning, environmental performance
Anthony Santi	Architecture Services	Dekker	Architecture, Built Environment	Architectural insight, building and housing expertise, design guidance
Daniel Guimond	Market Analyst	EPS	Market studies, economic and financial analysis, redevelopment feasibility analysis,	Evaluates real estate demand, development feasibility, and economic indicators to guide land use recommendations and support decision-making.
Sarah Dunmire	Market Analyst	EPS		
joni palmer	Cultural Ambassador	Minvera Studio LLC	Community engagement, relationship-building, with underserved communities	Supports development of engagement plans and serves as an engagement specialist, cultural liaison, and connector to community groups, with expertise in cultural placemaking
Ginny Sterpka	Capacity Building	Creative StartUps	Capacity building, economic development and place-based revitalization	Provides small business liaison support, coordination with BIDs and other organizations, and capacity building and strategy development
Brianna Figueroa	Capacity Building			

LEVEL OF INVOLVEMENT MATRIX

The following matrix outlines how each team member will be engaged across the project's core service areas and tasks. Our structure ensures that each task is led by the most relevant subject matter expert, with additional team members providing targeted support where collaboration is critical. This approach allows us to efficiently align technical expertise, community insight, and implementation strategies across all phases of work.

Dekker leads overall project management and coordination, with specialized support from our partners in economic analysis, cultural strategy, and capacity building. Together, this matrix demonstrates how our team integrates leadership, collaboration, and technical depth to deliver high-quality, responsive outcomes for the MRA.

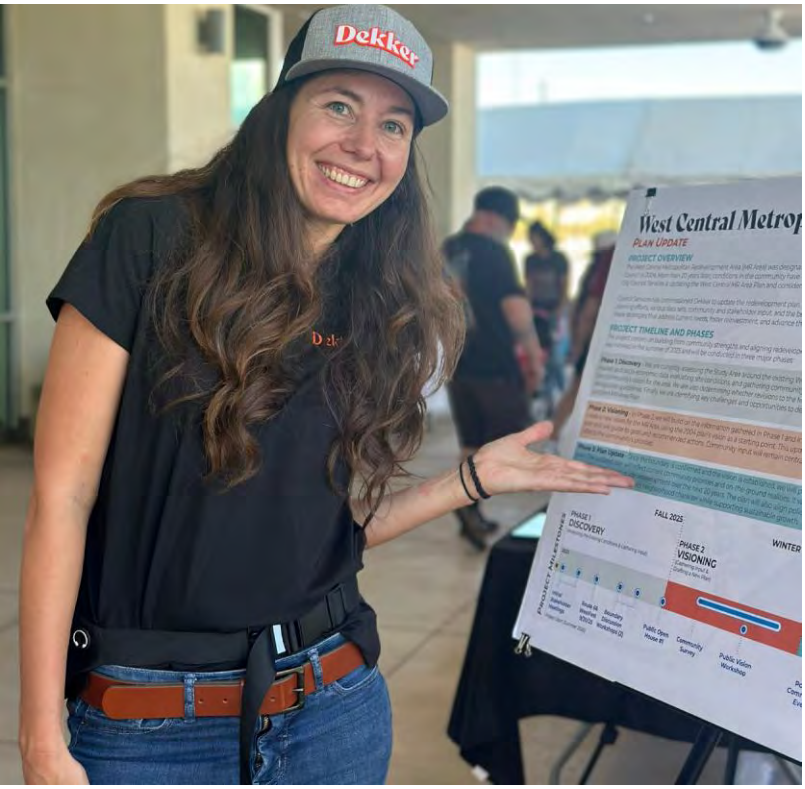
	MRA Contract and Project Management	Economic and planning analysis	Existing Conditions & Designation	Market & Financial Analysis	Strategy & Implementation	Placemaking planning and design services	Planning & Visioning	Public Realm & Design	Implementation & Delivery	Place management services	Engagement & Facilitation	Coordination & Capacity Building	Operations & Activation
Jessica Lawlis	L		L		C		L	L	C		L	C	C
Katrina Arndt													
Vikki Everett													
Rebecca Shank													
Brian Griffin													
Felix Diaz													
Aaron Ketner													
Anthony Santi									C				
Daniel Guimond				L	C								
Sarah Dunmire				L									
joni palmer									C			C	C
Brianna Figueroa												C	C
Ginny Sterpka												C	C

LEVEL OF INVOLVEMENT

HIGH — LOW

L Lead

C Collaborate



The team is led by Jessica Lawlis, AICP (Dekker), who serves as the Project Manager and primary contact. She is supported by a specialized group of subcontractor strategically integrated across key redevelopment service areas:

- Economic & Planning Analysis (Area B): Daniel R. Guimond (Senior Principal) and Sarah Dunmire (Vice President) of EPS lead market demand studies, financial underwriting, and TIF feasibility.
- Placemaking and Place Management (Areas C & not numbered Area): Dr. joni m. palmer (Founding Principal, Minerva Studio) serves as the Cultural Ambassador, leading restorative engagement, cultural asset mapping, and place-based strategy development.
- Place Management & Small Business Liaison (not numbered Area): Brianna Figueroa and Ginny Sterpka (Capacity Building Programs Director, Creative Startups) leads small business engagement, Business Improvement District (BID) coordination, and implementation-focused capacity building.

TEAM SYNERGY & CROSS-FUNCTIONAL SUPPORT

Our team operates as an integrated unit, with each partner supporting all service areas to ensure a market-grounded and culturally rooted approach.

- EPS leads Area B and provides financial analysis that informs design in Area C and implementation in Area F.
- Creative Startups leads Area F and supports Areas B and C through creative economy analysis and activation strategies.
- Minerva Studio leads engagement for Areas C and F, contributing cultural asset mapping that informs data-driven analysis in Area B.

RELEVANT EXPERIENCE IN LOCAL GOVERNMENT SUPPORT

Our team brings over a century of combined experience supporting municipal, state, and federal government entities:

- Dekker: 65+ years partnering with local governments to deliver planning, design, and redevelopment projects that strengthen community identity and economic vitality.
- EPS: Since 1983, EPS has served hundreds of public-sector clients across the U.S., specializing in the financing of public infrastructure and public-private partnerships (P3).
- Minerva Studio: Dr. palmer brings 35 years of experience working for government and private planning firms in Albuquerque, Denver, and San Francisco.
- Creative Startups: A decade of experience designing and managing complex, community-based initiatives that support economic development and place-based revitalization. She specializes in translating planning frameworks into implementable programs for for public-sector projects.

TEAM SERVICES SUPPORTING LOCAL GOVERNMENTS

Team Member	Project	Client	Role
Courtney McKelvey	Albuquerque Rapid Transit	City of Albuquerque	Landscape Architect
	CABQ BioPark Children's Fantasy Garden Renovation	City of Albuquerque	Landscape Architect
	Bernalillo County Recreational Complex and Tournament Fields	Bernalillo County	Landscape Architect
	Lea County Event Center Renovation	Lea County	Landscape Architect
Jessica Lawlis	BioPark Children's Fantasy Garden Renovation	City of Albuquerque	Engagement Lead
	Development Process Manual Update	City of Albuquerque	Project Manager
	Downtown MRA Plan Update	City of Aztec	Project Manager
	Growth Management Plan	City of Gallup	Project Manager
	Downtown Master Plans• Zoning Code Update	Los Alamos County	Project Manager
Katrina Arndt	Alameda Drain Trail and Master Plan•	Bernalillo County	Project Manager
	Rail Spur Trail Feasibility Study	City of Albuquerque	Planner
	Rail Trail Master Pan*	City of Albuquerque	Project Manager
	El Camino Real De Tierra Adentro National Historic Trail*	Bernalillo County	Planner
	Rio Grande Trail State-Wide Planning*	State of New Mexico	Project Manager
Vikki Everett	Lea County Fairgrounds Master Plan	Lea County	Planner
	Growth Management Plan	City of Gallup	Planner
	Downtown MRA Plan Update	City of Aztec	Planner
	Central Ave Improvement Plan	City of Albuquerque	Planner
	BioPark Children's Fantasy Garden Renovation	City of Albuquerque	Planner
Rebecca Shank	Uptown Connect Transit Center	City of Albuquerque Transit	Planner / Entitlements
	Downtown MRA Plan Update	City of Aztec	Planner
	Growth Management Plan	City of Gallup	Planner
	Bernalillo County South Coors Sector Plan	Bernalillo County	Planner
Brian Griffin	BioPark Children's Fantasy Garden Renovation	City of Albuquerque	Landscape Architect
	Bernalillo County Regional Recreation Complex	Bernalillo County	Landscape Architect
	Alameda Drain Trail	Bernalillo County	Landscape Architect
	Los Ranchos Edible Trail	Village of Los Ranchos	Landscape Architect
	Bernalillo County @ Alvarado Square	Bernalillo County	Landscape Architect
Felix Diaz	Advanced Technology Lead	Dekker	Data, AI, Technology

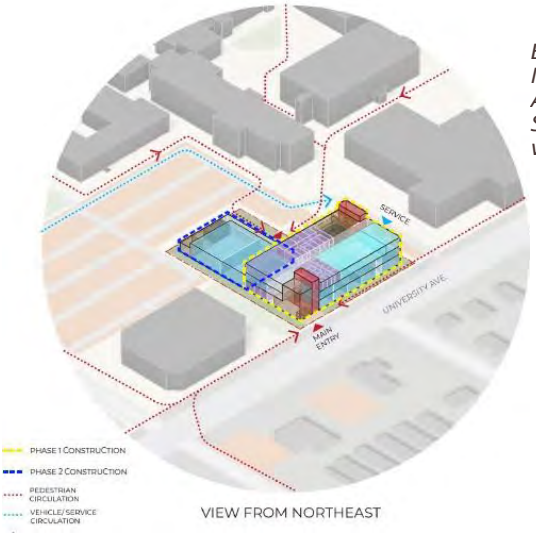
** Project completed with a previous employer*

Team Member	Project	Client	Role
Aaron Ketner	New Mexico Department of Public Safety New Forensic Lab	State of NM	Sustainability Lead
	NM Department of Game & Fish Roswell Office Complex	NM Game and Fish	Sustainability Lead
	City of Las Cruces Fire Station 9	City of Las Cruces	Sustainability Lead
	ABQ Sunport and Double Eagle Airport Hangar Facility	City of Albuquerque	Sustainability Lead
Anthony Santi	Architecture Services	Dekker	Architecture
	Nuevo Atrisco Apartments & Food Hall	City of Albuquerque / Yes Housing	Architecture/ Site Planning
	Isleta Clinic and Daycare	Isleta Pueblo	Architecture/ Site Planning
Daniel Guimond	Market Analyst	EPS	Market studies, economic and financial analysis, redevelopment feasibility analysis,
Sarah Dunmire	Market Analyst	EPS	
joni palmer	Cultural Ambassador	Minvera Studio LLC	Community engagement, relationship-building, with underserved communities
Brianna Figueroa,	Capacity Building	Creative StartUps	Capacity building, economic development and place-based revitalization
Ginny Sterpka	Capacity Building		

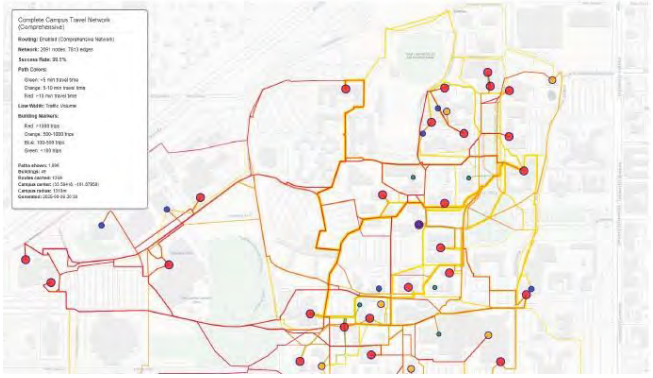
TECHNICAL COMPETENCIES AND TECHNOLOGY TOOLS

Our team leverages a sophisticated technology suite and the technical depth required to transform complex data into actionable redevelopment strategies. We go beyond static planning by utilizing a combination of industry-standard modeling software, high-resolution geospatial datasets, and interactive engagement platforms. Each tool is managed by a subject matter expert, ensuring that our recommendations are grounded in both rigorous quantitative analysis and authentic community insights.

To ensure the highest level of reliability, especially when employing advanced technologies, we follow a strict quality control process. For instance, all AI-driven visualizations or scenario models undergo a "ground-truthing" process where technical leads validate outputs against local Albuquerque



Excerpts from NMSU MD Academic Building Study, assessing visitor pathways



zoning, market conditions, and regulatory requirements before they are integrated into a final deliverable.

The following table summarizes our primary technology subscriptions and the specific technical competencies of our team members.

Category	Technology Tool / Dataset	Lead Firm / Sub	Technical Competency & Application
Economic Modeling	IMPLAN / REMI	EPS	Used to estimate economic multiplier effects, job creation, and sales impacts for MRA/TIF studies
Fiscal Analysis	Proprietary Fiscal Impact Models	EPS	Estimating municipal net revenue benefits and costs of public services for new developments
Geospatial Data	ArcGIS Business Analyst	Dekker	Providing deep demographic insights and market gap analysis for commercial corridors.
Real Estate Data	CoStar	Dekker / EPS	Accessing real-time commercial real estate market data, vacancy rates, and comparable sales.
Digital Engagement	Infrastructure / Landscape Lead	Team	Capturing spatial community feedback through interactive maps and real-time sentiment analytics.
Cultural Mapping	Advanced Technology Lead	Minerva Studio	Utilizing geospatial tools to reveal and re-value community cultural assets
Visual Thinking	Sustainability Lead	Team	High-end graphic design and communications for public-facing documents
Advanced Tech	Architecture Services	Dekker	Used for scenario visualization and draft modeling, followed by a human "ground-truthing" quality control process.

DEMONSTRATED PROJECT OUTCOMES

Our capacity is proven by measurable successes that have led directly to successful development and policy adoption:

Policy Adoption & URA Support: Sarah Dunmire (EPS) has supported the adoption of nine new urban renewal plan areas under New Mexico's strict post-HB 15-1348 requirements.

Catalytic Financial Strategies: Daniel Guimond managed the MRA Affordable Housing Projects Feasibility Analysis and the Winrock Town Center Redevelopment in Albuquerque

Infrastructure Frameworks: The ABQ Rail Trail Public Art Framework Plan guides the integration of art into urban infrastructure to celebrate local history while improving public space for place management

.Economic Vitality Programs: Creative Startups led "Libraries as Launchpads," a nationally recognized multi-state initiative that positioned libraries as essential infrastructure for small business and economic development.

Community Capacity Building: The Zuni Pueblo ArtWalk initiative demonstrated our ability to align community engagement with local economic activity for creative business owners.



Focus group discussion during the planning process for the City of Gallup Growth Management Plan

Section 3: Project Management Plan

DESCRIBE TEAM STRUCTURE AND PROVIDE AN ORG CHART, OUTLINE DATA AND AI TOOLS WITH QUALITY CONTROL MEASURES, AND DEMONSTRATE EXPERIENCE WITH REDEVELOPMENT IN ALBUQUERQUE OR SIMILAR COMMUNITIES, INCLUDING APPROACH TO REMOTE COORDINATION IF APPLICABLE.

APPROACH

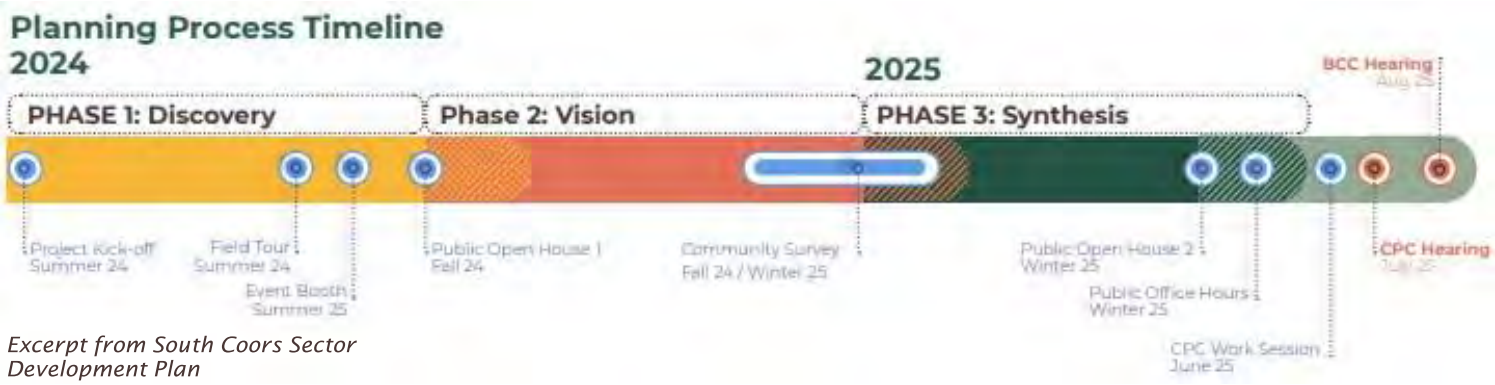
Effective project management is essential to delivering a coordinated, transparent, and high-quality process that supports the Metropolitan Redevelopment Agency's mission. Our approach is designed to ensure that every task order is grounded in accountability, data-driven decision-making, and seamless communication. As a high-capacity extension of MRA staff, we utilize a structured framework to manage complex public-private partnerships and multidisciplinary teams across Albuquerque's 19 designated redevelopment areas.

Organizational and Team Structure

Our team is structured to be highly responsive and outcome-focused. Jessica Lawlis, AICP, serves as the primary Project Manager and point of contact for the City. She manages coordination across City departments, stakeholders, and project partners, ensuring all work complies with the New Mexico Metropolitan Redevelopment Code and local regulations. Strategic oversight and quality assurance are provided by Will Gleason, AICP, who ensures that high-level goals remain aligned with the City's long-term priorities

For specialized tasks, we integrate a "best-in-class" partner network:

- Economic & Planning Systems: Leads market feasibility, TIF revenue projections, and financial underwriting.
- Creative Startups: Develops strategies for entrepreneurial anchoring and local economic diversity.
- Minerva Studio: Acts as the Cultural Liaison to ensure engagement is culturally appropriate and restorative.



Excerpt from South Coors Sector Development Plan

Innovation, Data Tools, and AI Quality Control

We employ a suite of advanced digital tools to enhance the precision and accessibility of our planning work. Led by our Data Scientist, Felix Diaz, our "Innovation & Technology" workflow integrates the following:

Data Analysis: We utilize ArcGIS Business Analyst for deep demographic insights and CoStar for real-time commercial real estate data to evaluate market absorption and infill potential.

Collaborative Infrastructure: Every project is supported by a centralized SharePoint site for data management and a shared Miro workspace for real-time internal collaboration and review tracking.

AI and Predictive Modeling: We leverage AI-enabled synthesis to visualize growth scenarios and test planning trade-offs. To ensure quality control and data reliability, all AI-generated outputs undergo a rigorous "ground-truthing" process where technical specialists validate digital findings against local conditions and historical data before they are integrated into public-facing deliverables.

QUALITY CONTROL: To ensure the highest level of data reliability and fulfill the quality control requirements of RFP section (d)(ii), all AI-driven visualizations and predictive models undergo a rigorous 'ground-truthing' process. In this phase, our technical human experts meticulously validate every AI-generated output against local Albuquerque zoning, current market conditions, and verified regulatory requirements before they are integrated into a final deliverable. This expert-led verification ensures that the data is not only high quality but also accurately reflects the unique physical and social realities of Albuquerque's Metropolitan Redevelopment Area.

Understanding Albuquerque Redevelopment Concerns

Our firm brings a deep understanding of the specific barriers to redevelopment within Albuquerque, including outdated parcel configurations, infrastructure gaps, and the nuances of New Mexico State Statute regarding "slum and blighted conditions". We recognize that many MRAs overlap with high Social Vulnerability Index (SVI) areas, requiring management plans that prioritize neighborhood stabilization and displacement avoidance alongside physical revitalization. Our management approach ensures that fiscal tools like Tax Increment Financing (TIF) are applied in ways that directly serve existing residents and local business owners.

Through this structured management plan, we provide the City with the technical depth and professional oversight necessary to move from vision to groundbreaking and implementation.



Excerpt from the Central Ave Improvement Plan

ECONOMIC AND PLANNING ANALYSIS: INCLUDING, BUT NOT LIMITED TO, BLIGHT AND SLUM CONDITIONS ANALYSIS. MRA AND TIF BOUNDARY STUDIES, PLANS, AND RECOMMENDATIONS

PROJECT MANAGEMENT PLAN

We begin each project by developing a clear project management plan that establishes goals, roles, timelines, and communication protocols. This initial phase ensures alignment across the project team, client, and key stakeholders and creates a shared understanding of scope, expectations, and desired outcomes. Project outcomes are defined through a combination of client direction and, where appropriate, stakeholder input, ensuring that both technical objectives and community priorities are reflected.

A critical first step is facilitating a structured goal-setting process that defines clear project priorities as guiding pillars. These goals establish early alignment and serve as a framework for evaluating decisions, maintaining consistency, and ensuring the project remains focused from initiation through delivery. This process results in a clear and actionable roadmap that guides the project through each phase.

The management plan identifies key project partners, defines roles and responsibilities, outlines deliverables and milestones, and establishes decision-making and communication protocols. For this area of expertise, EPS will support the more technical economic and financial analysis, Creative Startups will provide creative and cultural strategy support, and Dekker will lead engagement, overall project coordination, and management.



Excerpt from South Coors Sector Development Plan

We use this framework throughout the project to track progress, manage scope, and maintain alignment. Regular check-ins with the client and project team provide opportunities to review progress against schedule and milestones, address challenges, and adjust as needed, ensuring the project remains on track and responsive to evolving needs.

APPROACH

Task 1: Project Initiation + Alignment

We begin by aligning with the City, agency partners, and key stakeholders to define project goals, priorities, and measures of success. This includes confirming scope, schedule, key milestones, and funding considerations, as well as how the project aligns with broader planning efforts and MRA objectives.

We identify key project partners early and establish roles, communication protocols, and decision-making processes to ensure efficient coordination and delivery.

Task 2: Existing Conditions + Economic & Planning Analysis

Our team assesses relevant market, economic, social, and site conditions in relation to project goals to establish a clear understanding of existing conditions and key drivers of change. This includes evaluating infrastructure capacity, land use patterns, and existing building conditions to identify constraints and opportunities.

We evaluate redevelopment potential within the Metropolitan Redevelopment Area

framework, including identification of slum or blighted conditions per New Mexico State Statutes and analysis to support Tax Increment Financing feasibility and boundary definition. Market demand for housing, retail, and office uses is assessed to ensure recommendations are grounded in market conditions and positioned for implementation.

Our analysis incorporates the Social Vulnerability Index and demographic data to identify communities at risk of displacement or disinvestment and to inform equitable planning strategies.

Findings are synthesized into an existing conditions report that integrates technical analysis with stakeholder and community input, providing a clear basis for planning, design, and investment decisions

Task 3: Analysis, Testing + Strategic Recommendations

This phase builds on the existing conditions assessment and focuses on translating data into actionable, policy-aligned recommendations. For technical studies such as market analyses or housing assessments, the emphasis is on rigorous analysis, validation, and alignment with local policies and development conditions rather than design development.

We synthesize market data, demographic trends, land use conditions, and economic indicators to evaluate development potential and identify realistic opportunities. This includes assessing supply and demand, absorption rates, pricing, and feasibility for various land uses such as housing, retail, and mixed-use development.

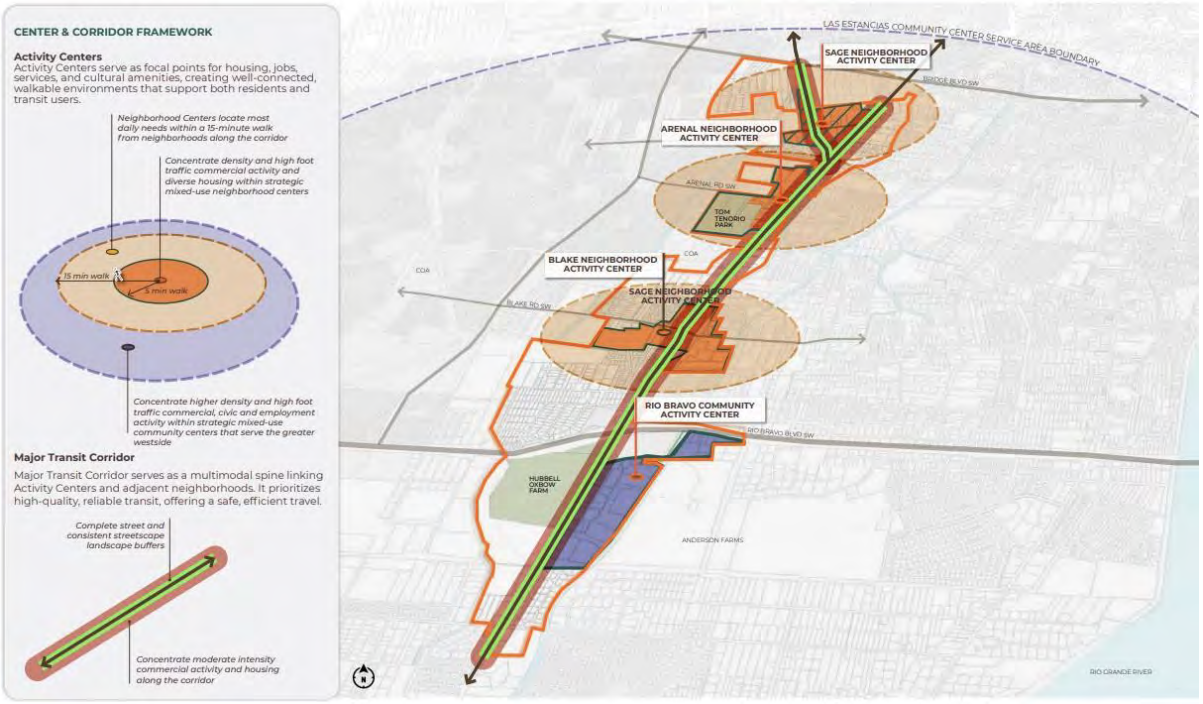
Where appropriate, we supplement quantitative analysis with targeted stakeholder input, such as focus groups, interviews, or discussions with market actors, developers, and agency staff. These conversations help ground findings in real-world conditions and test how recommendations align with existing policies.

Task 5: Implementation Roadmap

We understand that not all planning efforts require the same level of implementation detail. For studies such as market analyses or housing assessments, this framework may not fully apply, as the primary outcome is a set of key findings and recommendations. However, where implementation is a goal, we develop a pragmatic plan that clearly defines how ideas move forward. This approach is adaptable and will be tailored to the specific goals, scope, and desired outcomes of each project.

A pragmatic plan moves beyond vision and defines specific actions, projects, and programs

Excerpt from South Coors Sector



with clear scopes and outcomes. It is structured around phased implementation, typically near-term (0–2 years), mid-term (3–5 years), and long-term (5+ years), aligning priorities with funding cycles, capital improvement programs, and market readiness.

Each action is tied to defined roles and delivery mechanisms, identifying lead agencies, partners, and approval pathways. Implementation strategies are grounded in feasibility and funding, incorporating tools such as Tax Increment Financing (TIF), grants, public-private partnerships, and capital budgets to ensure projects are actionable.

Success is measured through Key Performance Indicators (KPIs) that track inputs, outputs, and outcomes. Examples include linear feet of trail constructed, increases in foot traffic, affordable housing units delivered, or reductions in vacancy rates. These metrics are supported by monitoring and reporting tools, such as dashboards and milestone tracking, to maintain transparency and accountability.

Task 6: Metrics, Monitoring + Reporting

To support long-term success, we establish performance metrics that allow progress to be tracked over time. This includes defining key indicators such as development activity, housing delivery, vacancy reduction, or increases in economic activity.

We outline a monitoring approach that allows the City to evaluate outcomes, adjust strategies, and respond to changing conditions. Where appropriate, we can develop tools such as dashboards or reporting frameworks to support ongoing tracking and transparency.

Task 7: Final Deliverables + Adoption

The final phase translates all findings into a clear, user-friendly document that supports decision-making and adoption. This includes a summary of key findings, market analysis, strategic recommendations, and implementation actions. Materials are organized to support internal use, presentation to decision-makers, and communication with stakeholders. Where appropriate, we support presentations or briefings to ensure alignment and facilitate adoption.

ECONOMIC DEVELOPMENT AND PLANNING ANALYSIS TOOLKIT

We utilize a robust suite of digital and physical tools to facilitate data-driven analysis and strategy development:

Assess

- ArcGIS
- Census / ACS Data
- Parcel Condition
- Surveys
- NMSA Blight Criteria Scoring
- ArcGIS Field Tools
- Equity Indicators
- Cultural Asset Mapping

Analyze

- ESRI Business Analyst
- Real Estate Platforms
- Financial Modeling Tools
- Fiscal Impact Analysis
- Development Feasibility Testing
- ULI Place Score Location & Foot
- Surveys & Polling

Model

- 3D Modeling &Scenario Planning
- Digital Twin
- Baseline Metrics Documentation
- Before / After Visualization
- Persona Journey Mapping

Implement

- Interactive Dashboards
- MRA & TIF Boundary Mapping
- Economic Development Plans
- Funding Strateg, Tools & Incentive Structuring
- Project Prioritization Frameworks
- Performance Metrics

PLACEMAKING PLANNING AND DESIGN SERVICES: INCLUDING, BUT NOT LIMITED TO, DESIGN AND DEVELOPMENT OF PLANS FOR PUBLIC PROJECTS IN MR AREAS (E.G., PUBLIC TRAILS, STREETS, ACTIVITY/CULTURAL CENTERS, DEVELOPMENT OR REDEVELOPMENT OF PUBLICLY-OWNED LAND OR BUILDINGS, ETC.)

PROJECT MANAGEMENT PLAN

Our approach is grounded in an integrated design philosophy that recognizes the built environment as a key driver of human wellbeing, community identity, and long-term resilience. We deliver holistic, human-centered solutions by integrating planning, landscape architecture, and architecture, supported by a data-driven approach. This includes embedding health, safety, and environmental performance through frameworks such as WELL, CPTED, and LEED.

Projects vary. Some are based on existing planning, while others start at the beginning and move from information gathering and input through visioning, design, and ultimately construction. The following approach is adaptable and can be applied to both existing plans and ground-up efforts, with engagement integrated as needed to support alignment and decision-making. Ground-up engagement strategies are covered under the Engagement Area of Expertise.

APPROACH

Task 1: Alignment + Goal Identification

We begin by aligning with you, agency partners, and key stakeholders to define project goals, priorities, and measures of success. This includes timelines, target dates, funding requirements, and how the project fits within broader planning efforts including alignment with TIF district objectives, redevelopment area boundaries, and the MRA's goals for catalyzing private investment and reversing blight conditions.

We identify key project partners, such as civil engineers and agency representatives, and bring them into the process early. This allows us to connect design decisions directly to desired outcomes, including value creation, tax increment potential, and anti-displacement priorities, and remain flexible as project needs evolve.

Task 2: Site Assessment + Existing Conditions Analysis

Site assessment varies by project and will require different tools and levels of analysis depending on the site and goals. We tailor our approach accordingly.

We begin with a comprehensive understanding of the site, evaluating access and circulation, topography, drainage, vegetation, infrastructure, safety, and existing amenities to identify constraints and opportunities. Where applicable, this includes assessment of blight indicators, vacancy rates, physical deterioration, safety perception, and disinvestment patterns, to establish a baseline that directly informs redevelopment strategy and supports statutory redevelopment findings.

This is supported by data-driven tools and technology, including behavioral data, GIS mapping, field applications, and, when appropriate, sensors or digital modeling to understand how the site is used today.

FIGURE 30. Signage Program



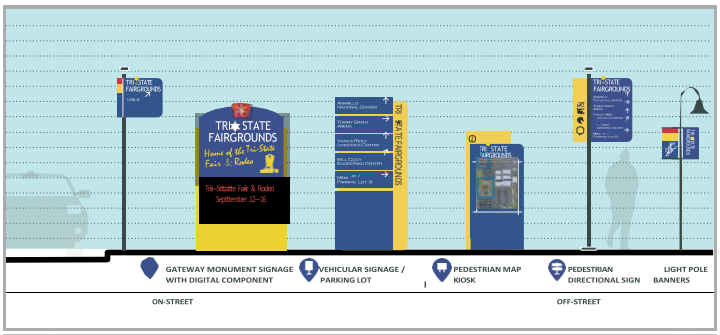
Excerpt from Las Cruces Innovation and Industrial Park Master Plan Signage

Our design decisions are grounded in actual use rather than assumptions. This approach helps us determine what should be preserved, what can be improved, and where there is opportunity for change. Emotional Mapping and persona journey analysis inform CPTED recommendations and safety-focused programming decisions. Foot traffic and location data help establish existing use baselines and identify gaps that design can address. These findings feed directly into project deliverables, including conditions assessments, opportunity maps, and redevelopment frameworks, that support MRA decision-making and, where needed, TIF revenue projections.

Task 3: Iteration & Design Development + Documentation

This phase builds on the site assessment, previous planning efforts, and stakeholder and client input. Concepts are developed in direct response to project goals and are grounded in the cultural, historic, environmental, safety, and the social context of the site and community. Design decisions are also grounded in the MRA's redevelopment mission, with each concept evaluated for its potential to reverse blight conditions, activate underutilized public land or buildings, and catalyze adjacent private investment.







This phase also servers as a key touchpoint for stakeholders re-engagement; a process addressed more fully in the Engagement section. We share concepts, gather feedback, and refine ideas to ensure alignment before advancing design.

We test concepts against project goals, operational needs, and performance metrics. Design decisions are continuously evaluated against budget and schedule to maintain alignment and avoid late changes.

Through phased design development, concepts are refined through phased design into coordinated, buildable construction documents. Our experience spans the project typologies most relevant to MRA's portfolio, including public trails and corridor improvements, streets and streetscapes, activity and cultural centers, and the development or redevelopment of publicly-owned land and buildings.

We bring in specialists as needed, including expertise in historic preservation, cultural landscapes, sustainability, WELL, and CPTED, to ensure the design responds to project-specific goals and requirements.

We remain flexible throughout the process, refining the design as new information, stakeholder input, or project constraints arise.

Task 4: Implementation + Construction Administration

Implementation is considered from the beginning. We align design with phasing, funding, and infrastructure to ensure the project is achievable.

During construction, we coordinate with

the contractor and project team to maintain design intent and quality. This can include submittal review, RFIs, pay applications, and site observations. Our involvement through construction helps keep the project on track and aligned with the original goals.

Our team is structured to be nimble and responsive, able to mobilize quickly for project-specific needs while working across disciplines and stakeholders to move projects forward efficiently. We remain adaptable as conditions evolve, while keeping each project grounded in data, community input, and a clear path to implementation.

We approach revitalization with a focus on long-term community stability, prioritizing strategies that support existing residents, businesses, and cultural assets while advancing equitable growth. These considerations are embedded in our process, shaping how we phase projects, guide investment, and make decisions at every stage.

As a local team, we bring a strong understanding of Albuquerque's neighborhoods and a shared commitment to outcomes that strengthen community vitality over time.



City of Albuquerque (CABQ) Civic Plaza , NM

PLACEMAKING AND PLANNING TOOLKIT

We utilize a robust suite of digital and physical tools to facilitate data-driven design and authentic collaboration:

Assess

- ArcGIS
- Census / ACS Data
- CPTED Audit Tools
- Cultural Asset Mapping
- Equity Indicators
- Parcel Condition Surveys
- Plinth Rating
- ULI Place Score
- Walkshops
- Wayfinding & Legibility Analysis

Analyze

- ArcGIS Field Tools
- Emotional Mapping
- ESRI Business Analyst
- Location & Foot Traffic Data
- Persona Journey Mapping
- Real Estate Platforms

Model

- 3D Modeling & Scenario Planning
- Baseline Metrics Documentation
- Before / After Visualization
- Development Feasibility Testing
- Digital Twin
- Financial Modeling
- Time Machine Workshops

Implement

- Adobe Suite
- Interactive Dashboards
- NMSA Blight Criteria Scoring
- Social Pinpoint
- Statutory Scoring
- Street Laboratory
- Surveys & Polling
- Workshops

PLACE MANAGEMENT SERVICES: INCLUDING, BUT NOT LIMITED TO, COMMUNITY ENGAGEMENT ON A RANGE OF PROJECTS AND PLANS, MEETING FACILITATION, AND OPERATIONAL PLAN ADVISEMENT FOR PLACE MANAGEMENT ORGANIZATIONS (E.G., BUSINESS IMPROVEMENT DISTRICTS).

PROJECT MANAGEMENT PLAN

Our approach is grounded in the IAP2 Spectrum of Public Participation (Inform, Consult, Involve, Collaborate, Empower), ensuring that community members are engaged at the appropriate level and have meaningful opportunities to influence outcomes.

Projects vary, and each community and project brings different engagement needs, expectations, and capacities. Some communities prefer in-person meetings, others are comfortable with online engagement, and in many cases, the most effective approach is to meet people in their everyday environments such as grocery stores, markets, or community and church events. Because of this, there is no one-size-fits-all approach or work plan. We tailor our engagement strategies to respond to community preferences, project goals, and participation needs, ensuring meaningful and inclusive engagement.

Our approach is designed to ask the right questions, understand community priorities, and gather input that directly informs project-specific decisions and outcomes.

DID YOU KNOW: For stakeholders who prefer virtual engagement, we deploy Social Pinpoint, an interactive platform that mirrors the energy of an in-person workshop. Interactive Spatial Feedback: Participants drop digital comment pins directly on project maps and images to share ideas. Real-Time Analytics: The platform allows our team to measure community sentiment and generate data-driven reports that tie engagement directly to policy recommendations.

APPROACH

Task 1: Project Alignment (Inform)

We begin by aligning with you, agency partners, and key stakeholders to define project goals, priorities, and measures of success. A community steering committee can be a valuable tool to guide the engagement process and ensure that community and stakeholder perspectives are represented throughout the project.



Internal kickoff for the BioPark Children's Fantasy Garden project to align the team on goals, priorities, and process using the "I Like, I Wish, I Wonder" exercise.

During kickoff, we will refine our engagement plan, identify key stakeholders, and define target groups for outreach. The plan will include clear metrics for success, such as number of participants engaged, diversity of participants, volume of feedback received, and key questions addressed.

We will use this plan throughout the process to track progress and evaluate whether we

are meeting our engagement goals. If we are not, we will adjust our strategy and pivot as needed. We will also use data collected during engagement to understand who we are reaching, where they are from, and which groups are represented. This allows us to identify gaps and adjust our approach to ensure all relevant voices are heard.

Task 2: Project Initiation (Consult)

Following the internal kick-off, we focus on clearly communicating project goals, process, and opportunities for involvement to our community and external stakeholders. When appropriate, we develop project websites, narratives, fact sheets, and kickoff materials to ensure stakeholders understand what is being proposed and how they can participate. Depending on the project, the Inform and Consult phases may occur simultaneously or sequentially.

Following the public project kickoff, we gather input from stakeholders and community members to understand priorities, concerns, and lived experiences. In this phase, we begin meeting stakeholders through a variety of formats based on community preferences and project goals.

This may include traditional open house meetings at community centers, though we recognize these are often limited in reach. To expand participation, we use pop-up engagement at community events or in front of everyday destinations such as grocery stores and churches. We may also walk neighborhoods with residents or meet them at parks, transit stops, or other locations that are part of their daily routines.

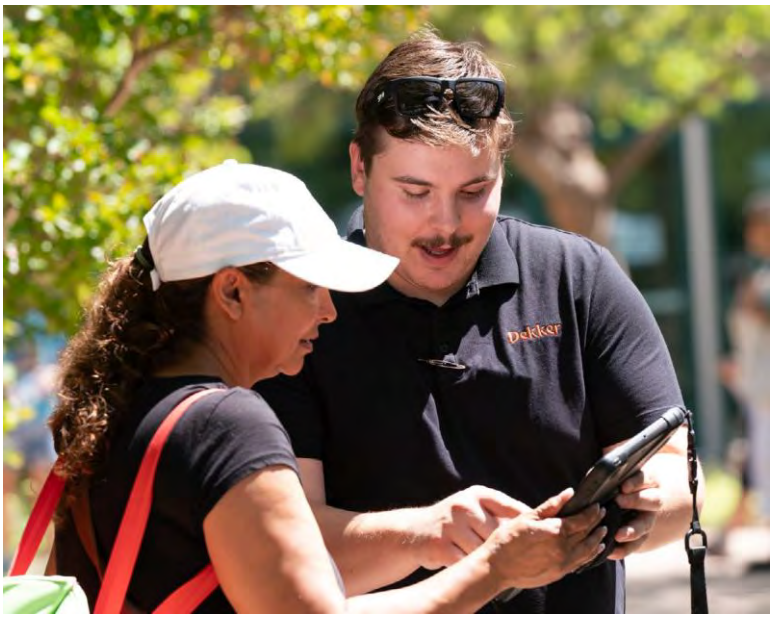
We incorporate passive engagement tools, such as thought walls or interactive displays placed in libraries or along high-traffic pathways, to capture input from those who may not attend meetings. These efforts are supported by online engagement tools, including Social Pinpoint, which provides accessible and interactive opportunities for community members to share feedback, stories, and input on their own time.

We also use surveys throughout the process to supplement engagement. Surveys are





Community engagement events to gather input and learn from stakeholders about their priorities, needs, and goals.



low-cost, flexible, and effective in reaching a broad audience, allowing us to gather a high volume of input and increase touchpoints with community members.

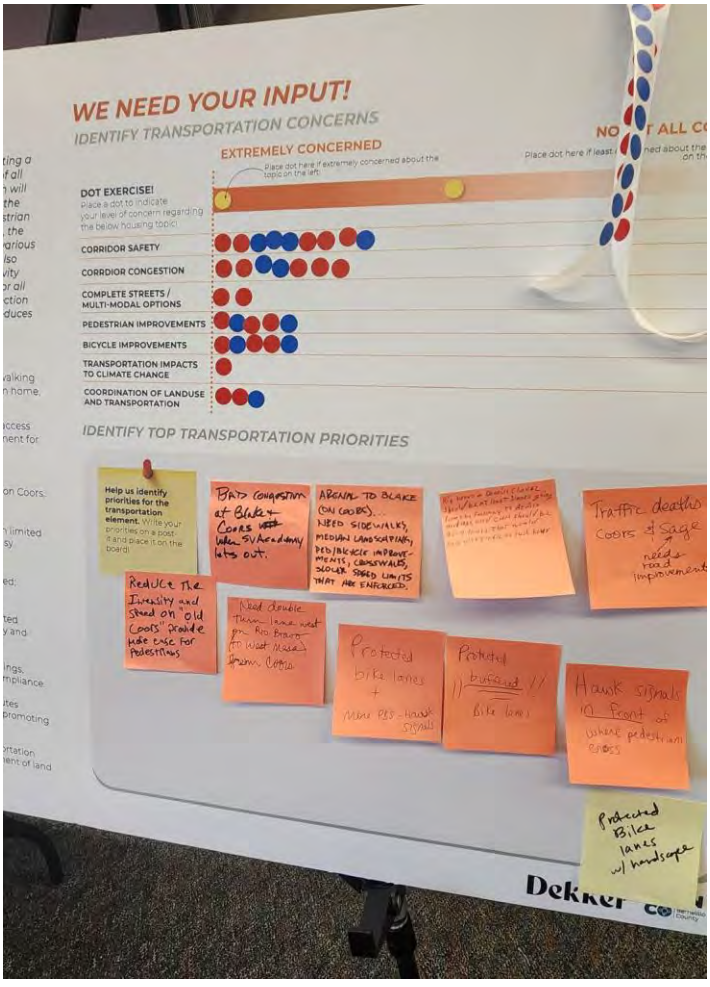
Task 3: Engagement + Co-Creation (Involve)

Following Task 2, our team will evaluate community feedback and develop draft concepts, vision statements, and project goals, depending on the needs of the project. These serve as a starting point for deeper engagement and refinement.

We then host and facilitate hands-on activities such as workshops, walkshops, and interactive sessions that allow participants to explore options and provide feedback as concepts evolve. These activities are designed not only to gather input, but to build a shared understanding of the project, helping participants learn about constraints, opportunities, and trade-offs in an accessible way.

We utilize a range of interactive and participatory tools, including persona journeys and role playing, priority mapping and dot voting, trade-off exercises, scenario planning, "I Like, I Wish, I Wonder," participatory mapping, street lab or tactical testing, and storytelling exercises. These tools help participants engage with the material from different perspectives, understand how decisions impact different groups, and identify priorities in a structured and meaningful way.

By making engagement interactive and approachable, these methods break down barriers to participation, reduce reliance on technical language, and create space for people of all backgrounds to contribute. They also foster dialogue among participants, helping to align perspectives and build consensus. Ultimately, this approach leads to more informed input, stronger community ownership, and outcomes that better reflect shared priorities.





Hands-on engagement using scaled models to explore design options while building a shared understanding of project constraints, opportunities, and trade-offs in an accessible way.

Task 4: Design + Visioning Support (Collaborate)

Following the co-creation phase, we develop a draft vision and design based on what we heard, gathered, and learned through hands-on stakeholder engagement. This work reflects community priorities and translates them into clear, actionable concepts.

We then reconnect with stakeholders to present these refined ideas and align on a preferred direction. At this stage, we may engage a smaller, more focused group of stakeholders or distribute targeted surveys to gather input on key decisions. This may include working groups, steering committees, or focused sessions to further refine solutions and build consensus.

This phase is centered on collaboration and shared ownership. Stakeholders are not only reviewing ideas, but actively shaping them. We create space for dialogue, testing assumptions, and refining trade-offs so that the preferred direction reflects a collective understanding of priorities, constraints, and opportunities.

We ensure this process remains inclusive by continuing to provide multiple ways to participate, including in-person, digital, and targeted outreach methods. We also remain intentional about bringing back voices that may have been underrepresented in earlier phases to ensure the preferred direction reflects the broader community.

Throughout this phase, we maintain clear and transparent feedback loops, showing how input has influenced design decisions and where adjustments have been made. This builds trust, strengthens alignment, and fosters long-term stewardship.

By the end of this phase, the project is grounded in a shared vision that has been shaped collaboratively, supported by stakeholders, and positioned for successful implementation.

Task 5–6: Implementation + Ongoing Engagement (Empower)

Implementation of projects within Metropolitan Redevelopment Areas can vary significantly depending on project type,





Hands-on engagement using scaled models to explore design options while building a shared understanding of project constraints, opportunities, and trade-offs in an accessible way.

funding mechanisms, and delivery partners. MRAs provide a range of tools to support implementation, including Tax Increment Financing, public-private partnerships, land disposition strategies, and coordinated capital investments. These tools allow projects to move from planning into action while aligning with broader economic development goals.

Where appropriate, we support structures that allow communities to take an active role in implementation and long-term stewardship. This can include supporting Business Improvement Districts, community-led initiatives, and other organizational frameworks that provide ongoing management and advocacy.

A key outcome of our process is building community champions. Through consistent engagement and collaboration, we help cultivate stakeholders who are informed, invested, and prepared to advocate for and support implementation. These champions can play a critical role in advancing projects, building momentum, and reinforcing long-term ownership within the community.

We also provide tools and strategies that allow for continued input and decision-making beyond the planning process. This may include implementation roadmaps, performance tracking, and ongoing engagement platforms that support transparency and accountability over time.

By aligning implementation tools, stakeholder support, and community ownership, we help ensure that projects are not only delivered, but sustained. This approach strengthens long-term success by connecting planning, investment, and stewardship in a way that reflects community priorities and builds lasting value.

PLACE MANAGEMENT ENGAGEMENT /CAPACITY BUILDING TOOLS

We utilize a robust suite of digital and physical tools to facilitate an inclusive, equitable, fun, effective, and productive engagement and capacity building process.

INFORM

- Project websites and fact sheets
- Clear project narratives and visual summaries
- Multilingual materials
- Social Pinpoint (project information + interactive updates)
- Digital dashboards and communication platforms

CONSULT

- Surveys (digital and paper-based)
- Social Pinpoint (map-based feedback and storytelling)
- Pop-up engagement at community locations (markets, events, transit stops)
- Thought walls and passive engagement installations
- Targeted outreach informed by Social Vulnerability Index (SVI)

INVOLVE

- Workshops and public meetings
- Walkshops and site-based engagement
- Participatory mapping and asset mapping
- “I Like, I Wish, I Wonder” exercises
- Persona journey mapping and empathy exercises
- Hands-on tools (maps, boards, stickers, models)

COLLABORATE

- Stakeholder working groups and steering committees
- Co-creation workshops and scenario testing
- Trade-off and prioritization exercises (dot voting, resource allocation)
- Scenario planning and alternative futures exercises
- Street Lab / tactical urbanism pilots
- Real-time feedback sessions and iterative concept testing

EMPOWER

- Business Improvement District (BID) formation support Community-led implementation strategies
- Activation and programming toolkits
- Interactive dashboards for tracking progress and KPIs
- Ongoing engagement platforms for continued input
- Capacity-building support for local organizations

Appendix B

APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name/Position	Project Responsibilities	Hourly Rate*
Courtney McKelvey	Principal-in-Charge	$250.00
Jessica Lawlis	Project Manager	$200.00
Katrina Arndt	Planning Lead	$200.00
Vikki Everett	Project Support	$135.00
Rebecca Shank	Entitlement Specialist	$135.00
Brian Griffith	Infrastructure / Landscape Lead	$155.00
Felix Diaz	Advanced Technology Lead	$240.00
Aaron Ketner	Sustainability Lead	$200.00
Anthony Santi	Architecture Services	$180.00
Daniel Guimond	Market Analyst	$280.00
Sarah Dunmire	Market Analyst	$220.00
joni palmer	Cultural Ambassador	$160.00
Ginny Sterpka	Capacity BUilding Director	$160.00
Ginny Sterpka	Capacity BUilding Director	$125.00

*Include applicable New Mexico gross receipts tax in all rates.

Appendix D

PROJECT TEAM/ORGANIZATIONAL CHART

PROJECT LEADERSHIP

Dekker



Courtney McKelvey
Principal-In-Charge



Jessica Lawlis
Project Manager



Katrina Arndt
Planning Lead



Vikki Everett
Project Support

INTERNAL CONSULTANTS

Dekker



Rebecca Shank
Entitlement Specialist



Brian Griffith
Infrastructure / Landscape Lead



Felix Diaz
Advanced Technology Lead



Aaron Ketner
Sustainability Lead



Anthony Santi
Architecture Services

SUBJECT MATTER EXPERTS / EXTERNAL CONSULTANTS

EPS



Daniel Guimond
Market Analyst



Sarah Dunmire
Market Analyst

Minerva Studio, LLC



Joni Palmer
Cultural Ambassador

creative startups



Brianna Figueroa
Capacity Building



Ginny Sterpka
Capacity Building

Appendix D

RÉSUMÉS

Dekker



COURTNEY McKELVEY, ASLA

Principal-in-Charge

Courtney's expertise impacts much more than planting design. She brings deep knowledge of site design, site circulation, wayfinding, hardscape design—and a passion for connecting people to nature through inclusive, health- and wellbeing-focused outdoor spaces. She is a skilled project coordinator for all things outside the building and enjoys every opportunity to collaborate in the field with project partners or civil and engineering teams. Courtney, a Design Leader and Principal in Dekker's Landscape and Planning studio, has been with the firm since 2006: leading countless projects and covering just about every project type.

Project Experience:

City of Albuquerque

- BioPark Children's Fantasy Garden Renovation
- Albuquerque Rapid Transit (ART)
- Eisenhower Pool Site Work & Splash Pad

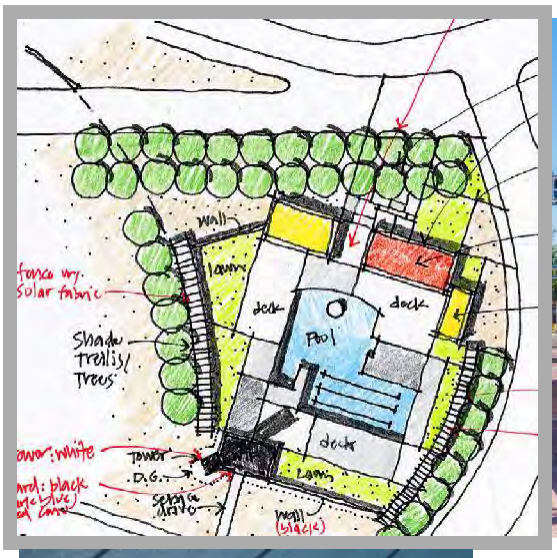
Bernalillo County

- Mesa del Sol Tournament Fields Phases 1 & 2
- Regional Recreation Level B Plan & Master Plan
- Highland Theater Site Improvements
- COVID-19 Memorial
- Isleta Amphitheater Additional Parking
- Government Center

MaxQ Mixed-use Development

New Mexico Junior College

- Campus-wide Site Improvements Phases 1 & 2
- Millen Wall & Gates
- Equine Arena Addition
- Heidel Hall Renovation
- Vocational & Welding Building





Albuquerque Rapid Transit (ART)
City of Albuquerque







JESSICA LAWLIS, AICP

Project Manager

Jessica has over a decade of experience in both the public and private sectors, with deep knowledge of municipal processes and priorities. She has worked for and with the City of Albuquerque on numerous projects, giving her strong insight into local government operations. Her expertise includes zoning codes, policy and regulatory updates, entitlement projects, corridor planning, and redevelopment initiatives.

Jessica has led engagement efforts on projects of all scales, designing processes that gather meaningful input, reach underrepresented community members, and align project outcomes with community goals. Her understanding of local needs, capacities, and challenges informs effective planning and engagement strategies. Jessica is an active member of the American Planning Association (APA) and the Urban Land Institute (ULI), bringing perspectives rooted in real-world experience, emerging trends, and the practical opportunities and constraints that shape successful projects.

Project Experience:

Amazon• Headquarters Complex (Conceptual video for proposal package)

City of Albuquerque
- BioPark Children's Fantasy Garden Renovation
- Integrated Development Ordinance
- Development Process Manual Update

City of Aztec
- Downtown MRA Plan Update

Mesa del Sol
- Level A and Level B Master Development Plan

Sandia National Laboratories
- Long Range Development Plan Update

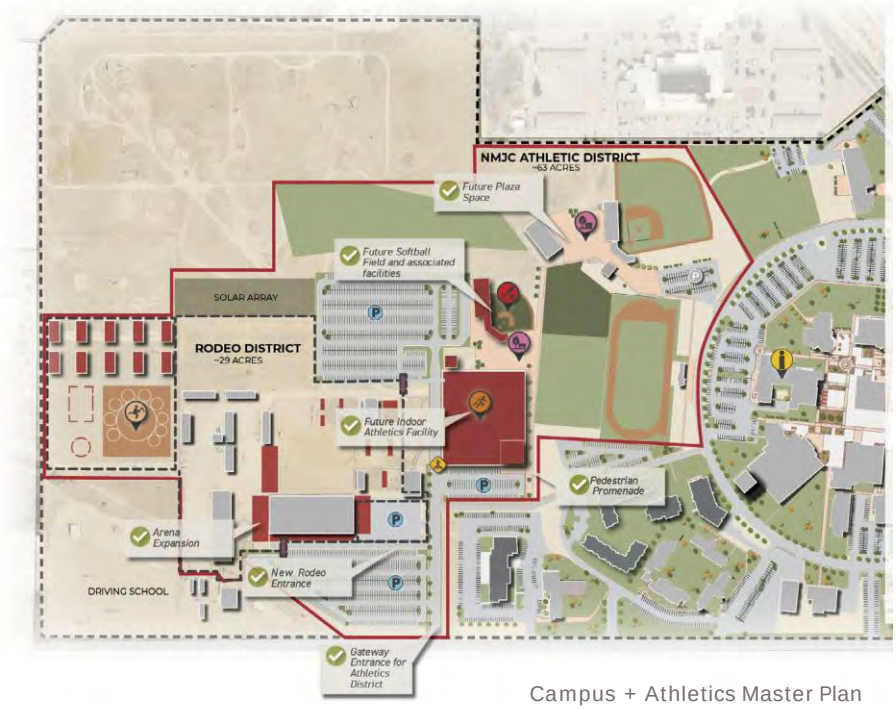
University of New Mexico
- Planning On-Call Contract
- Master Plan Update

City of Gallup
- Alameda Drain Trail and Master Plan

Los Alamos County
- Downtown Master Plans• Zoning Code Update

City of Peoria
- On-Call Land Development Services





Campus + Athletics Master Plan
New Mexico Junior College



KATRINA ARNDT, AICP

Planning Lead

Katrina has more than a decade of planning experience in Albuquerque and across New Mexico, with a strong focus on advancing equity and inclusive outcomes. She has contributed to some of the City's most transformative initiatives, including the Albuquerque Rapid Transit (ART) project, the Integrated Development Ordinance (IDO), and the Development Process Manual (DPM) update.

Her expertise includes framework plans, long-range planning studies, and cross-jurisdictional projects that require coordination across agencies and stakeholder groups. Notable efforts include the Rio Grande Trail Project*, the City of Albuquerque Climate Action Plan*, and the Mid-Region Council of Governments (MRCOG) Economic Recovery and Resiliency Plan*.

Katrina is committed to embedding equity into planning by designing creative engagement strategies that amplify underrepresented voices, maximize community input, and make participation accessible and engaging. She continually applies innovative tools, best practices, and new strategies to strengthen planning processes and deliver actionable, equitable results. In addition to her project work, Katrina serves as Chair of ULI New Mexico and sits on the Board of APA New Mexico, where she advocates for inclusive, forward-thinking planning practices statewide.

Project Experience:

City of Albuquerque
- Integrated Development Ordinance
- Development Process Manual Update
- Climate Action Plan*

City of Los Alamos
- Zoning Code Update

Mid-Region Council of Governments (MRCOG)
- Economic Recovery and Resilience Plan*

Rail Trail
- Master Plan*

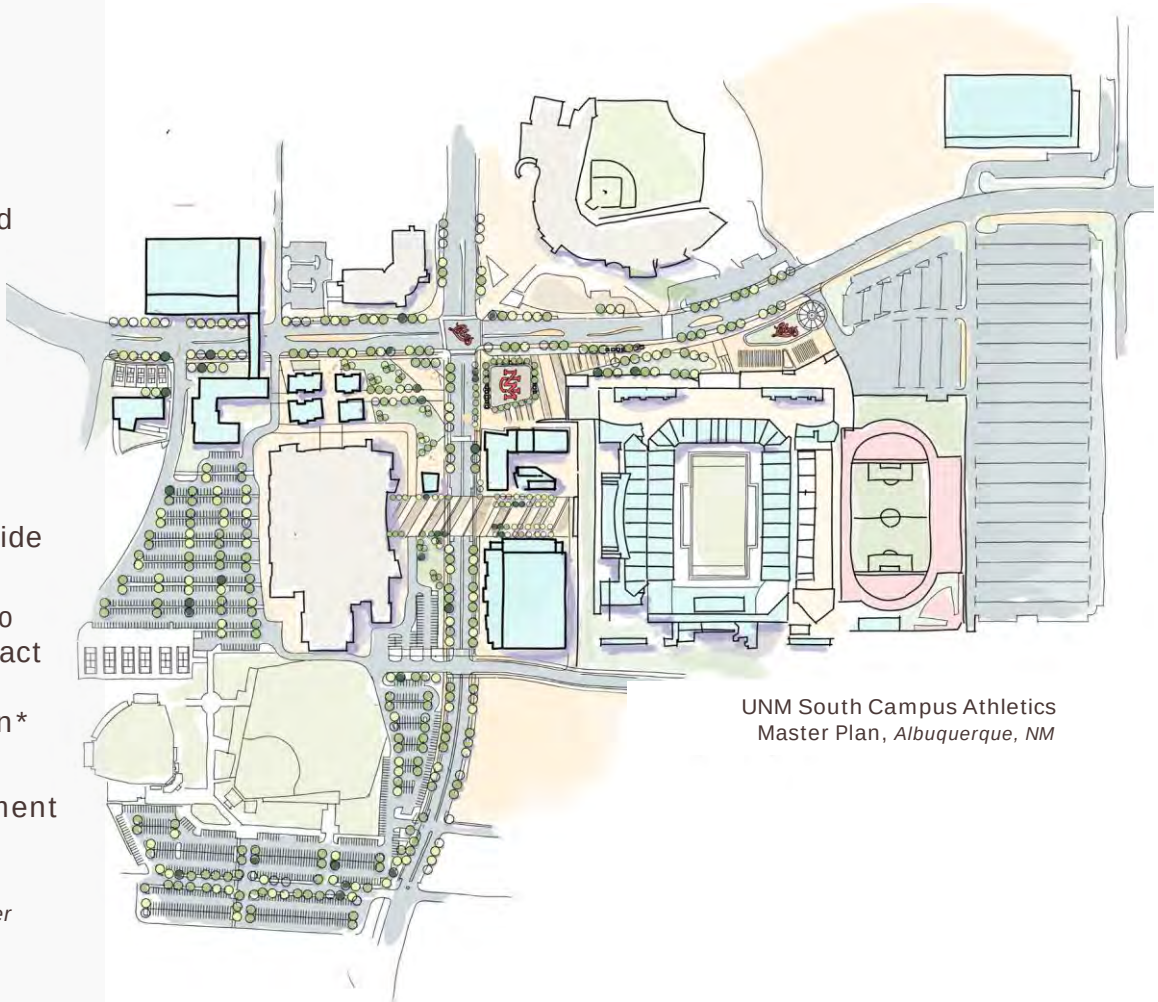
Bernalillo County
- Alameda Drain Trail

New Mexico Outdoor Recreation Division
- Rio Grande Trail Statewide Planning*

University of New Mexico
- Planning On-Call Contract
- Micro-Mobility Study
- Integrated Campus Plan*

City of Peoria
- On-Call Land Development Services

** Work performed outside of Dekker*



UNM South Campus Athletics Master Plan, *Albuquerque, NM*



Project Experience

City of Albuquerque
- AHCH Strategic Facilities Planning
- 2nd & Rio Bravo Master Plan
- Children's Fantasy Garden at ABQ BioPark

City of Amarillo
- Amarillo Fairgrounds Master Plan

City of Gallup
- Zoning Code Update

City of Los Alamos
- Zoning Code Update

Lea County
- Lea County Event Center Master Plan

New Mexico Junior College
- NMJC Athletics Master Plan

Sandia National Laboratories
- Sandia National Laboratory Signage Master Plan

VIKKI EVERETT, CPTED

Project Support

Vikki has over a decade of experience working in Albuquerque and throughout New Mexico. With a background in civil engineering and architecture, she brings a unique perspective to the planning field, grounded in technical expertise and an understanding of how planning decisions are implemented and shape the built environment.

Her portfolio includes projects such as the Albuquerque Health Care for the Homeless Strategic Facilities Plan, campus planning initiatives, zoning code updates for the City of Gallup and Los Alamos County, and planning work at Mesa del Sol, along with a variety other land use, framework planning, and entitlement projects across Albuquerque.

Before transitioning into planning, Vikki spent over a decade as a civil engineering designer specializing in public utility infrastructure. She also holds a Bachelor's degree in Architecture, which further informs her interdisciplinary approach.

Vikki applies big-picture thinking to master planning and public engagement, ensuring every project element integrates seamlessly into the whole.



BioPark Children's Fantasy Garden Charettes
City of Albuquerque







BRIAN GRIFFITH, ASLA

Infrastructure / Landscape Lead

Brian is a Landscape Architect with extensive project experience in Albuquerque and Bernalillo County, with a strong focus on public infrastructure, community spaces, and sustainable site design. He has worked on a diverse range of projects that enhance quality of life and community amenities, including the Alameda Drain Trail, the Bernalillo County Mesa del Sol Tournament Fields, the ABQ BioPark Children's Fantasy Garden Renovation, and the Bernalillo County @ Alvarado Square civic center.

His expertise includes parks and recreation facilities, trail and streetscape design, and site planning for civic and educational campuses. Notable efforts include ABQ Ride Park and Ride facilities, the County Regional Recreation Complex at Mesa del Sol, and a variety of landscape improvement projects that strengthen connectivity, accessibility, and public use.

Brian is committed to integrating low-impact and lowest-maintenance strategies into every project, helping clients reduce long-term operations and upkeep while supporting resilient, sustainable landscapes. His design approach emphasizes green infrastructure, adaptive reuse, and context-sensitive solutions that balance functionality, environmental stewardship, and community benefit

Project Experience

Bernalillo County
- County Regional Recreation Complex at Mesa del Sol
- Mesa del Sol Fields/ Recreation Complex
- Bernalillo County @ Alvarado Square
- Alameda Drain Trail

City of Albuquerque
- BioPark Children's Fantasy Garden Renovation

Global Content Streaming Company
- Albuquerque Studios Expansion

City of Las Cruces
- New Fire Station 9

State of New Mexico
- NM Vietnam Veterans Memorial Wall

Albuquerque Public Schools
- Sandia Base Elementary School

New Mexico State University
- Agriculture Modernization & Educational Facilities
- New Office Building



BioPark Children's Fantasy Garden Charettes
City of Albuquerque





Bernalillo County @Alvarado Square
Bernalillo, NM



FELIX DIAZ

Advanced Technology Lead

Felix Diaz is a data science and smart infrastructure specialist with more than a decade of experience integrating technology, data, and analytics into planning and decision-making processes. As Director of Advanced Technology at Dekker, Felix leads efforts to apply data-driven insights to architecture and community planning, spatial analysis, and implementation tracking, bridging technical expertise with planning practice to make projects more responsive and measurable.

Felix develops customized digital tools that enhance public engagement, improve the efficiency of planning workflows, and track the success of implementation efforts over time. His work combines geospatial analytics, simulation technologies, and interactive visualization to help planners, clients, and stakeholders understand complex information and make informed, transparent decisions. By integrating accountability and performance tracking into the planning process, Felix ensures that strategies remain adaptable, equitable, and grounded in measurable results.

Project Experience

Texas Tech University – Campus Utilization Study & Optimization

Conducted an institution-wide utilization and optimization analysis for the largest physical campus in the United States, focused on aligning classroom, lab, and research space demand with academic program growth and operational efficiency. Integrated historical scheduling data, space inventory, and digital modeling to identify underutilized assets and propose strategies for increased space yield and adaptive reuse.

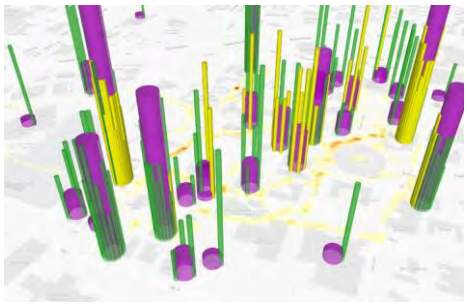
Jefferson Green Digital Twin Commissioning – Commercial Office Building

Led the development of a real-time digital twin environment integrating BIM, IoT, and CMMS platforms. Designed simulation models to monitor and optimize energy performance, space usage, and facility operations across the building lifecycle, serving as a replicable framework for institutional and academic facilities.

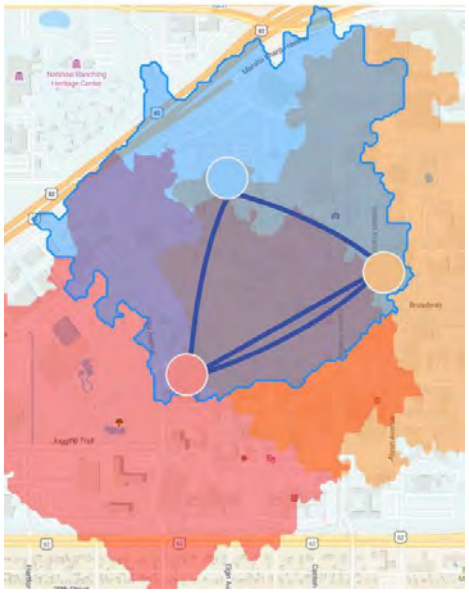
Core Competencies

- Space Utilization Analysis & Optimization
- Campus-Wide Data Integration & Planning
- Digital Twins for Facilities Management
- BIM & CMMS Integration
- Simulation & Predictive Modeling
- Stakeholder Engagement through Data Visualization
- Data-Driven Renovation & Repurposing Strategies









Design visualization and data analysis



AARON KETNER, GPCP, LEED AP BD+C, WELL AP

Sustainability Lead

Aaron is the Director of Sustainability and the Building Performance Specialist at Dekker. His passion and work center on projects that integrate sustainability through site and building design and siting strategies that enhance the performance of buildings and landscapes. He brings expertise in green building features, BIM technology, smart building solutions, technology and design integration, and digital twin asset management. His expertise can be applied to projects early on to study how a planning strategy, designs, or policy can influence sustainability goals.

His design specialties include sustainability, resiliency, high-performance environments, on-site solar PV array impact packages, and health and wellness in the built environment. For this project, he will lead the sustainability process, from maximizing applicable credits and generating LEED scorecards to overseeing all certification documentation.

Project Experience

Sandia National Laboratories;
- Secure Weapons Integration Center, CA
- Sustainability Administrator & SME
- 823 Net Zero Retrofit Study
- onopah Test Range Mission Support Facility
- C930 Secure Office Building
- Sustainability SME
- C931 LAMP High Bay
- LEED Administrator & Sustainability SME
- Modular National Security Facility Study
- Sustainability Administrator & SME
- Explosive Manufacturing Facility
- Sustainability Administrator



REBECCA SHANK

Entitlements Specialist

For over a decade Rebecca specialized in zoning compliance review for Commercial Real Estate due diligence, nationwide. As a member of the Planning studio, Rebecca brings to the table an understanding and perspectives of national zoning standards and procedures. Her background brings a valuable point of view to the greater function of new or retrofit construction, as she's had a close ear to market trends. Before Dekker, Rebecca was in the consulting world, which added in her areas of expertise including Entitlements, marketing, and a client focused frame of mind.

Project Experience

City of Albuquerque
- Double Eagle II Master Plan

City of Aztec
- Downtown MRA Plan Update

Bernalillo County
- Coors Boulevard Corridor Plan

Coreslab Structures
- Entitlements Package

Trailhead at Chamizal
- Entitlements Package

Uptown Connect

Lea County
- Fairgrounds Master Plan

Mesa del Sol
- Tract A CDS

Mesa Film Studios

New Mexico School for the Blind & Visually Impaired
- Preschool Addition & Renovation



ANTHONY SANTI

Architecture Services

Anthony leads site design firm-wide. He loves working with people to solve problems and keep projects moving smoothly. His expertise is in all things related to the places we build - land use planning, public meetings, entitlements, zoning, coordination with Civil Engineering, and every detail of how a project is organized on an Architectural site plan.

Project Experience

Rust Medical Center
- Physicians Office Building 2

Presbyterian Healthcare Services
- PresNOW Urgent + Emergency Care, Multiple Locations

Santa Fe Medical Center
- Master Plan Update

Presbyterian Hospital
- New Patient Tower Addition
- SE Parking Garage
- B+C Tower Renovation
- Hybrid Operating Room

Tuba City Regional Health Care Corporation
- Echo Cliffs Health Center
- Main Hospital Facility Assessment & Master Plan

University Medical Group
- Truman Health Clinic



DANIEL GUIMOND

Market Analyst

Daniel Guimond is an economist and planner with over 35 years' of experience in market and financial analysis and development planning for the public and private sectors including market and financial feasibility, economic development, public financing and public-private partnerships. He has advised numerous cities and regions on real estate market and financial analysis projects and land use policy issues throughout the Rocky Mountain and midwest regions. He has managed on-call economic consulting contracts for cities and urban renewal authorities including Fort Collins, Arvada, Louisville, Parker, CO and Cheyenne, Wyoming.

Project Experience

- MRA Affordable Housing Projects Feasibility Analysis, Albuquerque, NM
- Winrock Town Center Redevelopment, Albuquerque, NM
- Mesa del Sol Market and Financial Analysis | Albuquerque, NM
- Denver Union Station Master Plan and Developer Negotiations, Denver, CO
- Foothills Mall Redevelopment Financing and Developer Negotiation, Fort Collins, CO
- Encore Development and Town Parking Garage P3 | Castle Rock, CO
- Urban Renewal On-Call Services, Arvada, CO
- Urban Renewal and Metro District Financial Analysis Services, Louisville, CO



SARAH DUNMIRE

Market Analyst

Sarah Dunmire joined EPS in 2017, bringing her academic and professional experience in planning and economics. She has experience in regional planning in the public sector along with skills of economic and community development, and strategic planning. Sarah is technically capable of rigorous quantitative and qualitative data analysis to determine market demand and financial feasibility. She has completed a variety of "but-for" financial gap analyses, feasibility modeling, revenue forecasts, and public financing strategies for public private partnerships. She supported the adoption of nine new urban renewal plan areas (post HB 15-1348) and is currently working on the adoption of three more.



SARAH DUNMIRE

Cultural Ambassador

Joni m palmer, Ph.D, is the founding principal of Minerva Studio, LLC. For 35 years, her professional life has been a blend of practice and academia. Palmer's professional practice experience in planning and design practice includes working for municipal, state and federal government, and private firms in Boston, Seattle and San Francisco. Her practice ranges from urban park design and campus planning to arts and cultural planning. Dr. Palmer teaches design and planning studios, site and environmental planning, landscape theory, research methods, visual thinking and representation(s), as well as courses in human geography, including urban geography, world regional geography, and cultural landscapes.



BRIANNA FIGUEROA, PHD

Executive Director | Principal Investigator

Dr. Brianna Figueroa is a strategist, researcher, and cultural leader working at the intersection of creative economies, public-sector strategy, and community impact evaluation. As Executive Director of Creative Startups, she leads the development of frameworks that translate creative and cultural activity into measurable economic and community outcomes. With a background spanning artistic practice, academic research, and organizational leadership, she brings a rigorous yet applied approach to understanding how creative work contributes to thriving communities, economic vitality, and cultural identity.



GINNY STERPKA

Capacity Building Director

Ginny Sterpka is a capacity-building and program strategy leader with over a decade of experience designing and managing complex, community-based initiatives that support economic development, creative entrepreneurship, and place-based revitalization. With a background in community planning and experience working across municipal, state, and federally funded projects, she specializes in translating planning frameworks into implementable programs, partnerships, and systems. Her work focuses on aligning community engagement, small business development, and cross-sector coordination to support long-term, locally rooted growth. As a former small business owner she brings firsthand insight into the realities of building and sustaining a livelihood, informing her ability to design practical strategies that support local investment and economic vitality.

Appendix D

EXAMPLES OF COMPLETED PROJECTS FOR EACH AREA OF EXPERTISE

Examples of completed projects for each area of expertise selected can be found on pages 3-29 of our response. See list below.

ECONOMIC AND PLANNING ANALYSIS..... 3
Project Examples 6
Project 1: City of Aztec MRA Plan 6
Project 2: Rail Spur Trail Feasibility Study 8
Project 3: UNM South Campus Tax Increment Development District..... 10
PLACEMAKING PLANNING AND DESIGN SERVICES . 12
Project Examples 15
Project 1: Albuquerque Rapid Transit.....15
Project 2: Highland Theater Site Improvements 17
Project 3: Albuquerque BioPark Children's Fantasy Garden Renovation Placemaking Strategies..... 19
PLACE MANAGEMENT SERVICES). 21
Project Examples 24
Project 1: Gallup Growth Management Plan24
Project 2: Albuquerque BioPark Children's Fantasy Garden Overview: 26
Project 3: South Coors Sector Development Plan 28

Appendix D

RATE SHEET(S) FOR OFFEROR AND SUBCONTRACTORS

Dekker
Standard Hourly Rates
Valid thru 12/31/2026

Principal III:	$310.00 per hour
Principal II:	$280.00 per hour
Principal I:	$250.00 per hour
Architect III:	$200.00 per hour
Architect II:	$165.00 per hour
Architect I:	$130.00 per hour
Construction Administrator III:	$180.00 per hour
Construction Administrator II:	$160.00 per hour
Construction Administrator I:	$140.00 per hour
Design Associate III:	$180.00 per hour
Design Associate II:	$145.00 per hour
Design Associate I:	$115.00 per hour
Intern Architect II:	$100.00 per hour
Intern Architect I:	$95.00 per hour
Planner III:	$200.00 per hour
Planner II:	$135.00 per hour
Planner I:	$95.00 per hour
Structural Engineer III:	$225.00 per hour
Structural Engineer II:	$170.00 per hour
Structural Engineer I:	$150.00 per hour
Engineering Intern II:	$140.00 per hour
Engineering Intern I:	$105.00 per hour
Interior Designer III:	$175.00 per hour
Interior Designer II:	$150.00 per hour
Interior Designer I:	$130.00 per hour
Interior Design Intern II:	$100.00 per hour
Interior Design Intern I:	$90.00 per hour
Landscape Architect III:	$175.00 per hour
Landscape Architect II:	$155.00 per hour
Landscape Architect I:	$125.00 per hour
Landscape Designer II:	$120.00 per hour
Landscape Designer I:	$95.00 per hour
CAD/Revit Technician III:	$125.00 per hour
CAD/Revit Technician II:	$100.00 per hour
CAD/Revit Technician I:	$80.00 per hour
Administrative Assistant II:	$100.00 per hour
Administrative Assistant I:	$80.00 per hour

Notes:

1. *NMGRT will be added to the above rates at the prevailing rate at the time of each billing*
2. *Rates are subject to annual adjustment*

Economic & Planning Systems, Inc.
The Economics of Land Use

2026 Hourly Billing Rates

	Denver Office
Managing Principal	$285
Senior Principal	$280
Principal	$260
Vice President	$220
Senior Associate	$190
Associate	$165
Research Analyst I	$125
Production and Administrative Staff	$105

Billing rates updated annually.

Minerva Studio, LLC

2026 HOURLY BILLING RATES

Capacity Building Director	$160.00

CREATIVE STARTUPS
RATE SHEET

Creative Startups
PO Box 8621
Albuquerque, NM 87198

Rates valid through June 2027

SERVICE RATES

HOURLY RATES

Appendix D

PAY EQUITY DOCUMENTATION

Pay Equity Reporting Form

City of Albuquerque www.cabq.gov | Bernalillo County www.bernco.gov | Water Authority www.abcwua.org

Company Details

Company Name	Dekker	Mailing Address	7601 Jefferson NE Suite 100 Albuquerque, NM 87109
Phone	5057619700		
Email Address	hr@dekkerdesign.org	NM Employees?	yes

Job Category		No. Females	No. Males	Gap (Abs. %)
1.1	Exec/Senior Level Officials/Mgrs	6	13	7.33%
1.2	First/Mid Level Officials/Mgrs	13	17	12.19%
2	Professionals	27	32	20.40%
3	Technicians	17	19	3.54%
4	Sales Workers	0	0	N/A
5	Office and Admin. Support	,	3	26.06%
6	Craft Workers (Skilled)	0	0	N/A
7	Operatives (Semi-Skilled)	0	0	N/A
8	Laborers (Unskilled)	0	0	N/A
9	Service Workers	0	0	N/A
	Overall Total	72	84	13.78%

Total # of Females (all categories)	72	Total # of Males (all categories)	84
Total # Female Only Job Categories	0	Total # Male Only Job Categories	0
Total # Part Time Females	3	Total # Part Time Males	6
Female % Workforce	46.15%	Male % of Workforce	53.85%
Total # Employees	156	Total # Non-Binary Employees	0

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third party verification at your own expense.

Brian Stone Director of Human Resources	B. Stone	Jan 16, 2025
Name and Title	Signature	Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, you are eligible for a 5% preference. Please keep in mind that a completed Pay Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: Economic & Planning Syste

Address: 1600 Stout Street, Suite 18

Nature of organization

☐ Individual

☐ Partnership

Corporation

☑ Private

☐ Public

☐ Nonprofit

Person authorized to execute the contract: Daniel R. Guimond

Phone: 303-623-3557

Email: dguimond@epsdenver.com

Contact information for key project staff

Name and Title: Dan Guimond, Sr. Principal

Role: Principal-in-Charge

Phone: 720-460-3311 (d)

Email: dguimond@epsdenver.com

Name and Title: Matt Prosser

Role: Senior Advisor

Phone: 720-460-3306 (d)

Email: sdunmire@epsdenver.com

ONE ALBUQUERQUE
METROPOLITAN REDEVELOPMENT AGENCY

Name and Title: Sarah Dunmire, VP
Role: Project Manager
Phone: 720-460-3304 (d)
Email: sdunmire@epsdenver.com

Subcontractors (if any)

Subcontractor 1

Name of Vendor: Dekker, Ltd.
Address: 7601 Jefferson St NE, Suite

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact: Jessica Lawlis, Design Lead
Phone: 505-761-9700
Email: jessical@dekkerdesign.org

Subcontractor 2

Name of Vendor: Bohannan Huston, Inc.
Address: 7500 Jefferson St. NE, Albu

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact: Derrick Webb

Phone: 505.823.1000

Email: dwebb@bhinc.com

Subcontractor 3

Name of Vendor: DHV Law, LLC

Address: 8100 Ste. M4-336

Street: Wyoming Blvd. NE

City, State, Zip Code: Albuquerque, NM 87113

Nature of organization

☐ Individual

☐ Partnership

Corporation

☑ Private

☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone: (505) 948-2320

Email: day@dhv-law.com

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Karen Iverson, AICP
   Organization and Role: Former City of Albuquerque
   Phone: 505 314 0414
   Email: kiverson@bernco.gov
2. Name: Carrie Briscoe
   Organization and Role: Arvada Urban Renewal Aut
   Phone: 720 898 7062

Email: cbriscoe@arvada.org

3. Name: Jariah Walker
   Organization and Role: Springs Urban Renewal Aut
   Phone: 719 385 5714
   Email: Jariah.Walker@coloradospr

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Formal Inquiries 1-1

Name (printed): Daniel R. Guimond

Signature: 

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Daniel R. Guimond

Signature: 

PROPOSAL

Redevelopment Services

Metropolitan Redevelopment Agency



April 3, 2026

Prepared for:

City of Albuquerque

ONE ALBUQUERQUE
METROPOLITAN REDEVELOPMENT AGENCY

Prepared by:

Economic & Planning Systems, Inc.

in collaboration with:

Dekker Bohannan Huston DHV LAW

EPS #263024

01-2026

b. Areas of Expertise

Economic & Planning Systems, Inc. (EPS) has assembled a team of consultants that has demonstrable expertise in each of the capability areas the MRA seeks. Following are descriptions of for each area of expertise. Examples of completed projects for each area of expertise are provided in the Attachments section.

A. Tax Increment Financing – Economic & Planning Systems

A large part of EPS's on-call financial analysis work for cities and urban renewal/ redevelopment authorities is comprised of evaluating responses to RFPs, or unsolicited development proposals requesting tax increment financing or other economic development incentives. We evaluate the proposed development program, market value and revenue assumptions, and financial pro forma (provided under a confidentiality agreement) to determine the need for and amount of public financing that is required to allow for a feasible developer return. Our feasibility work relies on pro forma cash flow models that test feasibility under a range of project alternatives, market assumptions, financing alternatives, partnership options, disposition strategies, and measures of financial return. We provide objectivity and transparency to the applicable review board and staff. Our preliminary model is reviewed with the developer to verify we are correctly representing the project as proposed. Our final reports provide a concise analysis of project performance under a range of financial returns with additional sensitivity analyses and alternative financing strategies if appropriate.

EPS also works with both public- and private-sector entities to support public-private negotiations. The firm often tackles these negotiations by defining principles, crafting realistic terms and conditions, and reviewing transaction documents. We strive to integrate well-researched information concerning project economics and regulatory parameters into the negotiation. Our services are commonly used during the negotiation of development agreements, infrastructure financing plans, mitigation measures, land swaps, community benefit agreements, and other entitlement efforts.

B. Economic and Planning Analysis – Economic & Planning Systems

EPS has worked for cities and towns in multiple states on the formation of redevelopment plans, as well as to evaluate their financing plans and impacts to other taxing entities. These plans include an analysis of existing conditions (aka blight studies), determination of area boundaries, plan goals and objectives, and financing plans and proposed use of TIF. In our plans, we provide objective data and

analyses that provide city, town, and authority boards with objective information on the financial and fiscal impacts of these plans and policies.

EPS also develops a variety of other economic development plans and strategies including business retention expansion and attraction (BREA), target industry attraction, equitable growth programs, development incentives, employment land preservation studies, commercial area investment programs, and public financing strategies.

Nearly all of our consulting assignments include an analysis of economic and demographic trends for the applicable jurisdiction and with appropriate comparison data to the larger county, region, or statewide context. We also routinely research best practices in sustainable place-based economic development, both within the industry as well as with peer communities.

C. Placemaking, Planning, and Design – Dekker

Dekker's staff provides multidisciplinary expertise across planning, urban design, architecture, landscape architecture, and engineering, delivering integrated solutions that transform underutilized areas into vibrant, high-performing places. Their work focuses on the public realm as a catalyst for reinvestment, shaping streets, trails, civic spaces, and publicly owned sites, into destinations that support community identity and economic vitality.

The team delivers full-service support from site assessment and data analysis through design, documentation, and construction administration. Dekker has extensive experience delivering complex public infrastructure and redevelopment projects, with a proven ability to move seamlessly from vision to implementation in highly coordinated, multi-stakeholder environments.

A core strength of Dekker's approach is stakeholder alignment. The team excels at facilitating collaboration among agencies, community members, and project partners to build consensus, resolve competing priorities, and maintain project momentum from planning through delivery. Their approach is grounded in data, analysis, and innovation. The team uses GIS mapping, financial modeling, behavioral data, and scenario planning to guide design decisions that are both visionary and implementable. The team also integrates sustainability, health, safety, and equity into every phase of work, ensuring outcomes that are resilient, inclusive, and responsive to community needs. With a nimble and collaborative structure, Dekker can quickly mobilize and manage multiple projects while maintaining a high level of technical quality and responsiveness. The result is a portfolio of practical, community-centered solutions that are not only well-designed, but fully aligned with funding, policy, and implementation pathways—positioning projects for long-term success.

D. Housing Program Development – Economic & Planning Systems

EPS offers a full spectrum of services related to affordable, workforce, and market-rate housing. We work with communities to structure initial strategic housing plan frameworks, revise housing needs goals, establish production or rehabilitation targets, develop financing plans, or provide rigorous analysis that quantifies the return on investment from public dollars directed toward housing goals. Relevant housing development programs include:

- Housing Needs Assessments – EPS works for numerous public- and private-sector clients assessing the strength of housing markets and recommending product types and market positioning that reflects demand. EPS conducts such analyses for stand-alone projects as well as larger-scale master plans.
- Affordable Housing Strategies – EPS assists municipalities and authorities with affordable housing strategies and services that support government programs, including nexus and linkage studies that quantify the connection between development and the need for additional affordable housing. EPS also determines fee levels that achieve the necessary affordable housing outcomes.
- Affordable Housing Incentives Programs – EPS prepares incentive programs that seek to promote production of affordable housing units. EPS works with cities and towns to evaluate the potential for incentive zoning and other mechanisms to create financial benefits to development projects that can be used to offset the cost of affordable housing development.
- Project Feasibility and Financing – EPS evaluates the financial feasibility of affordable and workforce housing projects seeking financial assistance. Similar to our TIF analyses, we evaluate the project's financial proposal and develop our own financial model to estimate project returns and financing gaps. We are knowledgeable in the large array of housing funding and financing tools and how to leverage the optimum financing strategy to achieve the desired outcomes.

E. Site Readiness – Bohannon Huston

The process of converting raw land into a successful residential, commercial, or industrial development requires a wide range of multidisciplined skills. Bohannan Huston's experienced engineering team produces innovative solutions that balance the needs of clients with those of their end users. BHI engineers and planners are skilled at working through each phase of a project with timeliness and efficiency to address regulatory requirements, legal requirements, building codes, and the physical environment. These services combine to save clients' valuable time and money and expedite the final result. The BHI team leverages a wide range of skills in site assessment, site layout, grading and drainage, roadways, and utilities to produce solutions for public and private spaces that are livable, sustainable, and efficient. In addition to engineering, BHI brings to the table in-house capability in surveying, traffic impact analysis, structural engineering, and construction management.

F. Legal Services – DHV Law

Dayan M. "Day" Hochman-Vigil is President and CEO of DHV Law, LLC, the only full-service law firm in New Mexico offering specialization in transportation law issues including aviation and space regulatory law and litigation. DHV Law also offers expertise in corporate and employment law, administrative law, commercial development, and transactional law.

c. Offeror Capacity

Below is a description of project team structure and individuals' anticipated roles, followed by each respective firms' bio. Team member resumes highlighting their specific relevant experience is provided in the Attachments section.

A. Tax Increment Financing	Expertise
Daniel Guimond, EPS	TIF financial analysis | Development negotiations
Sarah Dunmire, EPS	TIF financial analysis
Christian Carroll, EPS	TIF modeling
B. Economic and Planning Analysis	**Expertise**
Sarah Dunmire, EPS	MRA plans
Matt Prosser, EPS	Economic development/ Market analysis
Christian Carroll, EPS	Economic plans and studies
Sushma Pramod-Meyer, EPS	MRA plans/ Existing conditions reports
Jessica Lawlis, Dekker	MRA plans and studies/ Existing conditions reports/ Engagement
C. Placemaking, Planning and Design	**Expertise**
Jessica Lawlis, Dekker	Placemaking strategy/ Site planning & public realm design
Katrina Arndt, Dekker	Engagement, implementation planning & phasing
Vikki Everett, Dekker	Planning studies & needs assessments & CPTED
D. Housing Program Development	**Expertise**
Sushma Pramod-Meyer, EPS	Affordable housing strategies
Sarah Dunmire, EPS	Housing needs assessments
Matt Prosser, EPS	Project feasibility and financing/ Housing incentives
E. Site Readiness	**Expertise**
Derrick Webb, BHI	Site Planning
Amit Pathak, BHI	Site Planning
Michael Balaskovits, BHI	Site Planning
F. Legal Services	**Expertise**
Day Vigil, DHV	Legal Services

303 623 3557

epsys.com

Denver | Los Angeles | Oakland | Sacramento



About Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use and conservation planning, and government organization.

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

AREAS OF EXPERTISE

- **Real Estate Economics**
- Public Finance
- **Land Use & Transportation**
- Economic Development & Revitalization
- **Fiscal and Economic** Impact Analysis
- Housing Policy
- Public-Private Partnership (P3)
- Parks and Open Space Economics

Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in Colorado and throughout the United States. Clients include cities, counties, special districts, multijurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

Staff Capabilities

The professional staff includes specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.

FIRM INFORMATION

Dekker

Dekker is a multidisciplinary design and planning firm rooted in the belief that early, integrated collaboration leads to the most effective and lasting outcomes. With more than 185 professionals, our team brings together expertise in planning, architecture, landscape architecture, interior design, and engineering, supported by dedicated studios focused on sustainability and innovation. This breadth allows us to approach projects holistically, delivering thoughtful, efficient solutions across a wide range of scales and complexities.

Our work is strengthened by trusted partners including Urban3, Johnson Consulting, and Sage Land Solutions. Together, we provide a comprehensive approach that combines geospatial fiscal analysis, market-driven financial strategy, and deep local expertise in land planning, entitlements, and infrastructure financing. Through clear data visualization, real estate insight, and implementation-focused planning, our team bridges vision with feasibility to guide impactful decision-making.

At Dekker, we integrate environmentally and socially responsible principles into every project, advancing resilience, expanding access to essential services, and promoting public health and equity. We see planning as a tool for innovation and transformation—an opportunity to co-create solutions that reflect community values while positioning investments for long-term success. Our process is grounded in authentic engagement, building consensus among diverse stakeholders to ensure outcomes are inclusive, practical, and community-driven.

Through our Innovation Lab, we are exploring how emerging technologies, including AI, can enhance planning processes, improve stakeholder engagement, and increase efficiency through predictive insights. By combining human-centered design, sustainable strategies, and forward-thinking technology, Dekker delivers visionary yet implementable solutions.

With extensive experience partnering with municipalities and public agencies, our work spans master planning, redevelopment, zoning and policy updates, sustainability strategies, and community engagement. This integrated approach enables us to help communities protect their character, guide reinvestment, expand opportunity, and build resilience for generations to come.

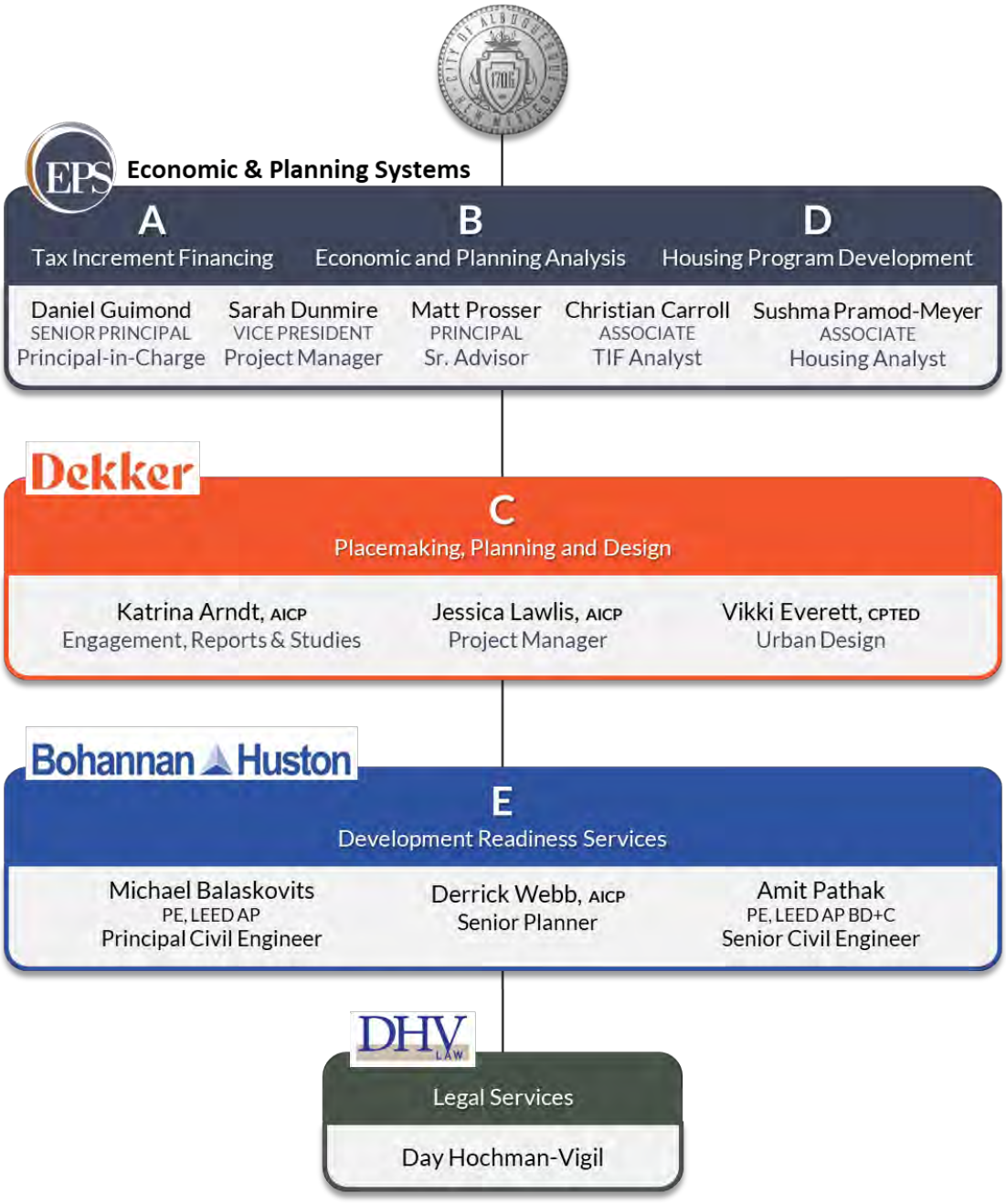
Firm Bio

Founded in 1959, in Albuquerque, Bohannan Huston, Inc., (BHI), is a leading multidisciplinary engineering, planning, spatial data, and advanced technologies firm serving the infrastructure needs of clients throughout the Southwest. Celebrating more than 66 years of successful service, BHI has grown into a nationally recognized service provider in the areas of planning, civil and structural engineering, water resources, utility engineering, traffic and transportation engineering, land surveying, GIS, and aerial mapping. The firm has developed a staff of professionals, currently over 270 strong, within this diverse company structure that allows it to provide clients with a full range of integrated services under one roof. The firm is dedicated to working with clients to visualize projects, optimize resources, and realize the best solutions. BHI teams strive to design projects that are sustainable and sensitive to their environmental context, while contributing lasting value to those for whom they are designed.

d. Project Management Plan

Organizational and Team Structure

The EPS Team is proposing for the five areas of expertise shown in b. Areas of Expertise. The responsibilities of team member are shown in the Team Organizational Chart below.



Data Tools

EPS uses published secondary sources of data for market and economic analysis including, but not limited to U.S. Census, U.S. Bureau of Labor Statistics, U.S. Bureau of Economic Analysis, New Mexico Department of Taxation. We also utilize data from private sources including ESRI and JobEQ for custom geographies and where published federal and state data is lacking. Other data sources include CoStar for real estate statistics and performance, and Placer.ai for digital primary survey data. We also use AI search tools for research purposes only, not to generate original analysis or to draw conclusions. EPS has QA procedures in place to review and verify all EPS analyses, forecasts, and report documents before submission. All tables and charts illustrating data have the data source shown.

Albuquerque Related Experience

EPS has extensive experience with redevelopment planning and tax increment financing (TIF) services in the City of Albuquerque, State of New Mexico, and throughout the Rocky Mountain Region. For the City, EPS completed fiscal and economic impact analyses for the city, county, and state to establish Tax Increment Development Districts (TIDD) at Mesa del Sol and at the Winrock Town Center and Quorum projects. These analyses determined the amount of net new GRT and property tax increment generated for each jurisdiction. For the Albuquerque Metropolitan Redevelopment Authority (MRA), we also completed a pro forma financial analysis of two affordable housing development proposals to determine the level of public investment needed to make the projects feasible with available revenues provided under $2.2 million in available ARPA grant funds. For the MRA, EPS also conducted an analysis of housing demand by income level and product type in the greater downtown area.

The firm has extensive redevelopment planning experience for over 25 redevelopment agencies in the Rocky Mountain region including redevelopment plans and project "but for" financial analysis of the need for a supportability of TIF investments.

e. Cost Proposal

For each task order, we will provide a not to exceed budget maximum and provide a time and materials budget estimate by task and staff level. We would only bill for actual hours expended on the project based on the 2026 hourly rates included herein. Additional "direct cost" will be billed for items incurred to perform services (e.g., data acquisition, travel costs), that will be identified up-front in task order budget and included in the not-to-exceed budget. On an on-call contract, we would anticipate the following budget range by project type. State GRT costs for out of state firms would add 5.125% to the cost ranges shown.

A. Tax Increment Financing – EPS

- Financial "But-For" TIF evaluations - Generally $10,000 to $25,000 over 4 to 6 weeks depending on the complexity of the project. These assignments are often required to be completed on a tight schedule, and we have sufficient staff capability to respond in a timely manner.
- Development negotiation support - $25,000 to $40,000 over an estimated 3 month period.

B. Economic and Planning Analysis – EPS

- ED Plans and studies – generally $20,000 to $50,000 over 2 to four months depending on the complexity of the project.
- MRA Plans - Our past experience with other redevelopment authorities indicates estimated costs in the $25,000 to $50,000 range, again depending on the size of the planning area and anticipated levels of new and or redevelopment. These projects can also require a longer schedule estimated at 4 to 6 months to complete all of the required elements and, if required, to potentially negotiate TIF agreements with the taxing entities.

D. Housing Program Development – EPS

- Housing Needs Analysis and Affordable Housing Strategies – These studies can range in cost based on the size of the study area from $25,000 to $50,000.
- Project Feasibility and Financing Studies – These projects would be similar in scope and cost to the TIF But-For Analyses ranging from $10,000 to $25,000 over 4 to 6 weeks.

APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name/Position	Project Responsibilities	Hourly Rate*
Dan Guimond, Senior Principal	Areas of Expertise: A, B, D	$294.35
Matt Prosser, Principal	Areas of Expertise: A, B, D	$273.33
Sarah Dunmire, Vice President	Areas of Expertise: A, B, D	$231.28
Christian Carroll, Associate	Areas of Expertise: A, B, D	$173.45
Sushma Pramod-Meyer, Associate	Areas of Expertise: A, B, D	$173.45
Jessica Lawlis, Project Manager	Areas of Expertise: B, C	$215.25
Katrina Arndt, Client Focus Leader	Area of Expertise: C	$215.25
Vikki Everett, Urban Designer	Area of Expertise: C	$145.29
Derrick Webb, Vice President	Area of Expertise: E	$234.62
Michael Balaskovits	Area of Expertise: E	$293.82
Amit Pathak, Vice President	Area of Expertise: E	$266.91
Dayan Hochman-Vigil, Attorney	Area of Expertise: F	$322.88

*Include applicable New Mexico gross receipts tax in all rates.

+5.125% applied to EPS (out of state)
+7.625 applied to Albuquerque subconsultants

Attachments

Organizational Chart/ Key Staff Résumés

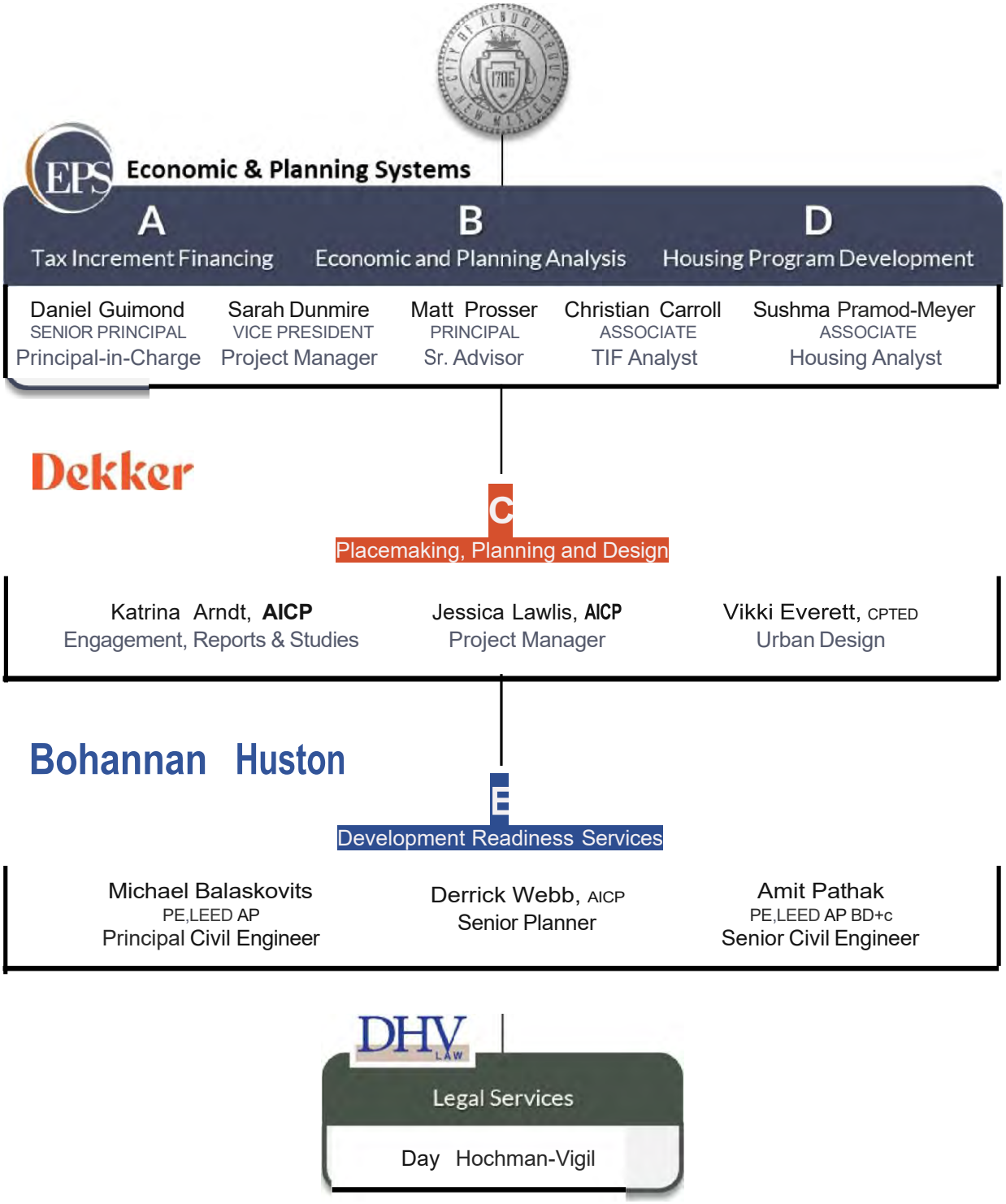
EPS Completed Project Examples (Area of Expertise A, B, D)

Subconsultants Related Experience (Area of Expertise C, E, F)

Rate Sheets

Letters of Support from Past Clients

Organizational Chart





Education

M.A., Urban Geography, University of Colorado

B.A., Political Science, University of Colorado

Employment History

26 Years with EPS

35+ Years Experience

Affiliations

American Planning Association

Urban Land Institute

Previous Denver Planning Board Member

Lambda Alpha International

Selected Conference Presentations

Commercial Redevelopment, Public-Private Financing, ICSC Alliance

Governments Role in Retail Development Incentives and P3s, Rocky Mountain Land Use Institute

Arterial Corridors, The Commercial Revitalization Frontier, Four Corners APA

Retail Incentives and Shareback Agreements, Colorado APA

TOD, Is There a Development Premium? Rocky Mountain Land Use Institute

Daniel R. Guimond

Senior Principal

Daniel Guimond is an economist and planner with over 35 years' of experience in market and financial analysis and development planning for the public and private sectors including market and financial feasibility, economic development, public financing and public-private partnerships. He has advised numerous cities and regions on real estate market and financial analysis projects and land use policy issues throughout the Rocky Mountain and midwest regions. He has managed on-call economic consulting contracts for cities and urban renewal authorities including Fort Collins, Arvada, Louisville, Parker, CO and Cheyenne, Wyoming.

SELECTED PROJECT MANAGEMENT EXPERIENCE

- MRA Affordable Housing Projects Feasibility Analysis | Albuquerque, NM
- Winrock Town Center Redevelopment | Albuquerque, NM
- Mesa del Sol Market and Financial Analysis | Albuquerque, NM
- Denver Union Station Master Plan and Developer Negotiations Denver, CO
- Foothills Mall Redevelopment Financing and Developer Negotiations Fort Collins, CO
- Encore Development and Town Parking Garage P3 | Castle Rock, CO
- Urban Renewal On-Call Services | Arvada, CO
- Urban Renewal and Metro District Financial Analysis Services | Louisville, CO
- Urban Renewal Market and Financial Analysis Services | Parker, CO
- Midtown Corridor Redevelopment Study | Fort Collins, CO
- Miller's Landing Public Finance Review | Castle Rock, CO
- Housing Affordability Policy Study | Fort Collins, CO
- Economic Development and Urban Renewal Services | Fort Collins, CO
- Special Tax District Feasibility Study | Manitou Springs, CO
- Financial Participation in USPS Site Redevelopment | Portland, OR
- Housing Policy and Inclusionary Zoning Feasibility | Nashville, TN

Economic & Planning Systems, Inc.
The Economics of Land Use
www.epsys.com

1600 Stout Street, Suite 1850, Denver, CO 80202
303 623 3557
dguimond@epsdenver.com



Education

Masters of Urban and Regional Planning at the University of Colorado Denver

BS in Community, Environment, and Development; Minors in Economics and Communication Arts and Sciences—The Pennsylvania State University

Employment History

10 Years Experience

8 Years with EPS

Affiliations

Urban Land Institute

Downtown Colorado Inc.
Economic Development Council of Colorado - Data Committee

Speaking Engagements

"New World of URA"
Colorado American Planning Association Conference, 2023

Sarah Dunmire

Vice President

Sarah Dunmire joined EPS in 2017, bringing her academic and professional experience in planning and economics. She has experience in regional planning in the public sector along with skills of economic and community development, and strategic planning. Sarah is technically capable of rigorous quantitative and qualitative data analysis to determine market demand and financial feasibility. She has completed a variety of "but-for" financial gap analyses, feasibility modeling, revenue forecasts, and public financing strategies for public private partnerships. She supported the adoption of nine new urban renewal plan areas (post HB 15-1348) and is currently working on the adoption of three more.

SELECTED PROJECT EXPERIENCE

- Colorado Springs URA Support Services | Colorado Springs, CO
  - Almagre URA: Affordable Housing
  - Bristow-Lowell URA: Attainable Housing
  - Gold Hill Mesa Commercial
  - City Gate 2.0: Mixed Use
  - Hancock Commons: Residential
  - Entegris: Economic Development
  - OneVeLa: Mixed Use
- Colorado Springs URA Strategic Plan | Colorado Springs, CO
- Sheridan Corridor URA Plan Formation | Lakewood, CO
- Economic and Real Estate On-Call Services | Wheat Ridge, CO
- Winter Park URA Advisory Services | Winter Park, CO
- Economic & Real Estate On-Call Services | Lafayette, CO
- Denver URA Strategic Plan Calibration | Denver, CO
- Lutheran Legacy Campus URA Jefferson County Fiscal Impact Analysis | Wheat Ridge, CO
- General Improvement District Feasibility Study | Brighton, CO
- Lakewood URA Market and Disposition Strategy | Lakewood, CO
- East Eagle Fiscal Impact Analysis | Eagle, CO
- DDA Master Plan Update | Colorado Springs, CO

Economic & Planning Systems, Inc.
The Economics of Land Use
www.epsys.com

1600 Stout Street, Suite 1850, Denver, CO 80202
303 623 3557
sdunmire@epsdenver.com



Education

Master of Urban & Regional Planning, University of Colorado at Denver

Bachelor of Environmental Design, University of Colorado at Boulder

Employment History

18 Years with EPS

21 Years Experience

Affiliations

American Planning Association

Urban Land Institute

Speaking Engagements

American Planning Association "Planning Amidst Denver's Rapid Growth" New Orleans, LA May 2018

American Planning Association CO Chapter "Future of Industrial Uses in Colorado" Keystone, CO October 2018

American Planning Association CO Chapter "Oh, Where Will the Millennials Move Next?" Telluride, CO October 2017

Matt Prosser

Principal

Matt Prosser is an economist and planner with over 20 years of consulting experience. Matt has a broad base of experience within a wide variety of the firm's practice areas. He specializes in and has worked on multiple comprehensive plans, subarea plans, and downtown redevelopment strategies. His work on these plans includes housing demand and feasibility analysis, affordable housing strategies, growth forecasts, economic development strategies, fiscal impact analysis, public financing strategies, and retail demand analysis and development strategies. He also has background knowledge of land use and entitlement planning, real estate development and finance, and Geographic Information Systems (GIS).

SELECTED PROJECT EXPERIENCE

- North College Urban Renewal Area TIF Investment Strategy | Fort Collins, CO
- Tulsa Forwards Downtown Strategic Investment Plan | Tulsa, OK
- Downtown and DDA Master Plan Update | Colorado Springs, CO
- Westwood URA Market Analysis and TIF Strategy | Denver, CO
- McCaslin Blvd Parcel O Redevelopment Study | Louisville, CO
- Main Street Corridor Plan | Boulder, CO
- Midtown Corridor and Foothills Mall Redevelopment Study | Fort Collins, CO
- Downtown Master Plan and URA Strategy | Livingston, MT
- University Hill P3 Proposal Evaluation | Boulder, CO
- Transit Village Access District Financing Study | Boulder, CO
- Market Hall Feasibility Study | Boulder, CO
- Center City Vision Plan Economic Study | Charlotte, NC
- Downtown Market and TIF Investment Strategy | Waco, TX
- Downtown Design Plan Public Financing Strategy | Alamosa, CO
- Downtown Rifle Urban Renewal Area Study | Rifle, CO
- University Hill Market and Feasibility Study | Boulder, CO
- Local Financing Study | Adams County, CO
- Olde Town Market Demand and Public Financing Study | Arvada, CO
- Centro Downtown Tomorrow Urban Development Strategy | San Antonio, TX

Economic & Planning Systems, Inc.
The Economics of Land Use
www.epsys.com

1600 Stout Street, Suite 1850, Denver, CO 80202
303 623 3557
mprosser@epsdenver.com



Education

Master of Urban and Regional Planning, University of Michigan

Bachelor of Science in Geography from Grand Valley State University

Certificate in Geographic Information Systems (GIS), Grand Valley State University

Certificate in Real Estate Development, University of Michigan

Employment History

7 Years Experience

2.5 Years with EPS

Affiliations

American Institute of Certified Planners

American Planning Association

Christian Carroll, AICP

Associate

Christian Carroll joined EPS in 2023 after nearly five years of public planning experience with the City of Novi and DeWitt Charter Township in Michigan. His work focuses on projects that aim to promote public well-being through strategic planing, innovative financing, public-private partnerships, and collaborative decision-making. Christian has a broad range of professional experience including site plan review, environmental protection, and housing policy. Christian has a passion for housing equity, community and economic development, and sustainability.

SELECTED PROJECT EXPERIENCE

- Special Tax District Feasibility Study | Manitou Springs, CO
- Hillyard Neighborhood Public Financing Strategy | Spokane, WA
- Tax Increment Financing Application Reviews | Bozeman, MT
- Multifamily Housing Market Study | South Salt Lake, UT
- Syracuse Retail and Residential Market Study | Syracuse, UT
- Targeted Economic Development District (TEDD) Feasibility Study | Big Sky, MT (ongoing)
- Northglenn Civic Center Market Analysis | Northglenn, CO
- Centennial Midtown Area Redevelopment Plan | Centennial, CO
- Fort Collins Retail Strategy | Fort Collins, CO
- E-470 and C-470 Land Use Forecasts | Denver Metro Area, CO
- DRCOG Far East Colfax BRT Study | Aurora, CO
- New Mexico NCRTD Fiscal Sustainability Assessment | Espanola, NM (ongoing)
- Northglenn Economic Feasibility Study | Northglenn, CO
- Freshfields Annexation Fiscal Impact Analysis | Lone Tree, CO
- Regional Tourism Zone Revenue Forecast | Estes Park, CO
- Mesa Media Film Studio Economic Impact Analysis | Albuquerque, NM
- VIA Metropolitan District Real Estate Portfolio Strategic Options | San Antonio, TX
- Rochester Park Dedication Fee Analysis | Rochester, MN
- Catalyst Retail Demand Study | Greeley, CO

Economic & Planning Systems, Inc.
The Economics of Land Use
www.epsys.com

1600 Stout Street, Suite 1850, Denver, CO 80202
303 623 3557
ccarroll@epsdenver.com



Sushma Pramod-Meyer

Associate

Sushma joined EPS in 2023 following nearly four years with the NYC Department of Housing Preservation and Development where she managed city-sponsored affordable housing projects through predevelopment. At EPS, she primarily works projects that determine market demand, comprehensive and neighborhood planning, and affordable housing studies. Sushma is eager to leverage her expertise to develop policies supported by sound real estate solutions, to ultimately champion the interests of the diverse communities she serves, advocating for sustainable, inclusive, and vibrant local landscapes.

Education

Master of Urban Planning, University of Illinois at Urbana-Champaign

Bachelor of Architecture, Visvesvaraya Technological University

Employment History

6 Years Experience

2.5 Years with EPS

Previous Experience

NYC Dept. of Housing Preservation and Development, New York City, 2019-2023

SELECTED EPS PROJECT EXPERIENCE

- Future Land Use Map and Housing Strategy | Gallatin County, MT
- Bozeman 2023 Market Update | Bozeman, MT
- Comprehensive Plan Update | El Paso, TX
- Density Bonus Program Assessment | Austin, TX
- Winter Park Revenue Forecasts | Winter Park, CO
- Goliad Road Revitalization Plan | San Antonio, TX
- URA Lutheran Legacy Campus Plan Area | Wheat Ridge, CO
- Market and Disposition Strategies | Lakewood, CO
- Industrial Lands Study Update | Denver, CO
- RFTA Employee Housing Strategy | Roaring Fork Valley, CO
- Housing Needs Study | Basalt, CO
- Ilium Affordable Housing Development | Mountain Village, CO
- Housing Affordability Implementation Plan | Oklahoma City, OK

NYC DEPT. OF HOUSING PRESERVATION AND DEVELOPMENT

- Senior Planner
  - Managed City-sponsored affordable housing projects, delivering 1,200+ units across various housing types
  - Led community outreach efforts and collaborated with developers, City agencies, and elected officials to support housing initiatives
  - Presented projects at public hearings and prepared materials for discretionary approval

Economic & Planning Systems, Inc.
The Economics of Land Use
www.epsys.com

1600 Stout Street, Suite 1850, Denver, CO 80202
303 623 3557
spramod@epsdenver.com

Dekker



Jessica Lawlis, AICP, Project Manager

Jessica has over a decade of experience in both the public and private sectors, with deep knowledge of municipal processes and priorities. She has worked for and with the City of Albuquerque on numerous projects, giving her strong insight into local government operations. Her expertise includes zoning codes, policy and regulatory updates, entitlement projects, corridor planning, and redevelopment initiatives.

Jessica has led engagement efforts on projects of all scales, designing processes that gather meaningful input, reach underrepresented community members, and align project outcomes with community goals. Her understanding of local needs, capacities, and challenges informs effective planning and engagement strategies. Jessica is an active member of the American Planning Association (APA) and the Urban Land Institute (ULI), bringing perspectives rooted in real-world experience, emerging trends, and the practical opportunities and constraints that shape successful projects.



Katrina Arndt, AICP, Engagement, Reports and Studies

Katrina has more than a decade of planning experience in Albuquerque and across New Mexico, with a strong focus on advancing equity and inclusive outcomes. She has contributed to some of the City's most transformative initiatives, including the Albuquerque Rapid Transit (ART) project, the Integrated Development Ordinance (IDO), and the Development Process Manual (DPM) update.

Her expertise includes framework plans, long-range planning studies, and cross-jurisdictional projects that require coordination across agencies and stakeholder groups. Notable efforts include the Rio Grande Trail Project*, the City of Albuquerque Climate Action Plan*, and the Mid-Region Council of Governments (MRCOG) Economic Recovery and Resiliency Plan*.

Katrina is committed to embedding equity into planning by designing creative engagement strategies that amplify underrepresented voices, maximize community input, and make participation accessible and engaging. She continually applies innovative tools, best practices, and new strategies to strengthen planning processes and deliver actionable, equitable results. In addition to her project work, Katrina serves as Chair of ULI New Mexico and sits on the Board of APA New Mexico, where she advocates for inclusive, forward-thinking planning practices statewide.

Dekker



Vikki Everett, CPTED, Urban Design

Vikki has over a decade of experience working in Albuquerque and throughout New Mexico. With a background in civil engineering and architecture, she brings a unique perspective to the planning field, grounded in technical expertise and an understanding of how planning decisions are implemented and shape the built environment.

Her portfolio includes projects such as the Albuquerque Health Care for the Homeless Strategic Facilities Plan, campus planning initiatives, zoning code updates for the City of Gallup and Los Alamos County, and planning work at Mesa del Sol, along with a variety other land use, framework planning, and entitlement projects across Albuquerque.

Before transitioning into planning, Vikki spent over a decade as a civil engineering designer specializing in public utility infrastructure. She also holds a Bachelor's degree in Architecture, which further informs her interdisciplinary approach.

Vikki applies big-picture thinking to master planning and public engagement, ensuring every project element integrates seamlessly into the whole.

Bohannan Huston

Derrick Webb, AICP – Vice President

Senior Planner

Derrick Webb is a senior planner with extensive experience supporting community development and infrastructure implementation across New Mexico and Colorado. His work focuses on bridging planning, engineering, and regulatory processes to advance site readiness and facilitate development.

Mr. Webb's experience includes land use code updates, development review support, infrastructure coordination, and housing and corridor planning. He specializes in aligning site constraints, utility capacity, access, and regulatory requirements to improve project feasibility, reduce uncertainty, and support timely project delivery.

Experience:
16 years total; 5 years with BHI

Registration:
American Institute of Certified Planners #027364

Education:
Master, Urban and Regional Planning, UC Denver

MS, Information and Communication Technology, U of Denver

BA, Architecture, UNM

Mr. Webb has managed multidisciplinary efforts that integrate technical analysis, scenario evaluation, and stakeholder coordination to guide site-specific and corridor-level investment decisions. His background includes supporting projects funded through state and federal programs, with a focus on translating planning and policy into actionable, implementation-ready outcomes.

Project Experience:

- **City of Rio Rancho Development Process Manual (DPM) Update** *(Rio Rancho, NM)*
- **Los Alamos County** *(Los Alamos, NM)*
    - **Design and Construction Standards Update**
    - **DP Rd. Facilitated Land Use and Concept Planning Study**
- **Mid-Region Council of Governments (MRCOG) Transitions 2045 Metropolitan Transportation Plan** *(Central New Mexico, NM)*
- **City of Santa Fe Public Infrastructure Development Standards Manual (Street Design Guide)** *(Santa Fe, NM)*
- **City of Gallup** *(Gallup, NM)*
    - **Growth Management Master Plan**
    - **Comprehensive Safety Action Plan**
    - **Transportation Master Plan (TMP)**
- **Fremont County Broadband Feasibility Study** *(Fremont County, CO)*
- **Town of Cedaredge** *(Cedaredge, CO)*
    - **Master Plan**
    - **Public Works Manual - Streets Update**
    - **Roadway Asset Management**
    - **Wayfinding Plan Update**

Bohannan Huston

Michael Balaskovits, PE, LEED AP – Senior Vice President

Principal Civil Engineer

Experience:
23 years total; 23 years with BHI

Registration:
Professional Engineer: NM #18187

LEED Accredited Professional

Education:
BS, Civil Engineering, NMSU

Mike Balaskovits is a senior vice president, design engineer, and senior project manager in BHI's Community Development and Planning Group. His experience includes site development projects, with much of his work focused on public sector facilities, including municipal, educational, and hospital facilities, as well as private sector facilities, including commercial development and master planning efforts. Mr. Balaskovits has been responsible for managing infrastructure plan development for roadway, utilities, and storm drainage; performing on-site civil design, including grading, drainage, and utility plans; and providing final certifications for design work. He has also guided projects through the entitlement process, including City of Albuquerque's Environmental Planning Commission (EPC) and Development Review Board (DRB) approvals.

Mr. Balaskovits is a Leadership in Energy and Environmental Design (LEED) Accredited Professional and has experience with green building practices and design services for LEED registered and/or certified projects.

Project Experience:

- **City of Albuquerque** *(Albuquerque, NM)*
  - **Uptown Transit Center**
  - **Vista del Norte Park**
  - **Westgate Community Center**
  - **Yale Operations and Maintenance Facility**
  - **ABQ BioPark Master Plan**
  - **ABQ BioPark Children's Fantasy Garden Due Diligence and Feasibility Study**
  - **ABQ BioPark Children's Fantasy Garden**
  - **ABQ BioPark Zoo and Botanical Gardens Entrance**
  - **ABQ BioPark Elephant Training Wall**
  - **Rio Grande Vision/Rio Grande State Park Improvements**
  - **Double Eagle II Airport, Tract A-1**
  - **Re-Plat, Sunport Municipal Addition, Tract A-1 and Airport Park, Tract A-1-B**
- **Mesa del Sol** *(Albuquerque, NM)*
  - **Netflix Studios Albuquerque Expansion**
  - **Project Apollo, Tracts H and I Due Diligence (Future Innovation Park III)**
  - **IP, Tracts D-4 and D-5 Site Entrance**
  - **ALTA Tracts K, L, M, and OS-5**
  - **Artiste Bulk Land Plat, Tract 18**
  - **City Center Plat**
  - **Innovation Park, Tract 12A - IIA Extension**
  - **PID/TIDD Coordination and Civil Support**
  - **Tract 25**

  - **Tract N Replat**
  - **Tract 6**
  - **Tract A-1-A-1 Bulk Land Plat**
  - **Tract F Replat**
  - **Replat of Tract 2 Bulk Land Plat**
  - **Tract I and Tract G Infrastructure**
- **Innovate ABQ** *(Albuquerque, NM)*
  - **First Baptist Church Shell**
  - **Lobo Rainforest**
  - **Drainage Coordination and Assistance**
- **ABQ Uptown Shopping Pavilion and Village Apartments** *(Albuquerque, NM)*
- **El Vado and Casa Grande Retail/Multi-Family Residential** *(Albuquerque, NM)*
- **Sawmill Village, Lofts, and Retail** *(Albuquerque, NM)*
- **The Highlands Mixed-Use Development** *(Albuquerque, NM)*
- **MaxQ@Kirtland Buildings L, G, and U and Kirtland Credit Union** *(Albuquerque, NM)*
- **Legacy @ Journal Center** *(Albuquerque, NM)*
- **Howl Plaza** *(Albuquerque, NM)*
- **Santolina 3A-1 Plat** *(Bernalillo, NM)*
- **UNM Gibson Commercial District and IIA Extension** *(Albuquerque, NM)*
- **Los Morros Business Park and Tract J2 Subdivision Plat Preparation** *(Los Lunas, NM)*
- **Pueblo of Laguna K'awaika Center (K-Center) Infrastructure Preliminary Engineering Report (PER) and Infrastructure for Planned Development** *(Laguna, NM)*
- **Aggie Uptown and Master Plan** *(Las Cruces, NM)*

Bohannan Huston

Amit Pathak, PE, LEED AP BD+C – Vice President

Senior Civil Engineer

Amit Pathak is a vice president and senior project manager in BHI's Community Development and Planning Group, overseeing site development and infrastructure projects across New Mexico. His experience includes layout, grading, stormwater management, and utility design for projects from the feasibility stage through design, permitting, and construction administration. He has extensive experience navigating the civil engineering challenges of many different project types, including facilities for education, healthcare, and federal government entities.

Experience:
21 years total; 9 years with BHI

Registration:

Professional Engineer: NM #24862

Professional Engineer: IL #062062213

Professional Engineer: MI #6201064258

LEED Accredited Professional

Education:
BS, Civil Engineering, U of Illinois

Mr. Pathak emphasizes collaborative coordination among the different design disciplines to lead a team and the project to success. He holds a LEED (Leadership in Energy and Environmental Design) Accreditation, underscoring his expertise in green building practices and sustainable design for LEED-certified projects. Mr. Pathak is committed to implementing resilient and low-impact development (LID) practices like green stormwater infrastructure (GSI) to promote environmental sustainability.

Project Experience:

- **City of Albuquerque** *(Albuquerque, NM)*
  - **ABQ Stadium Study**
  - **Balloon Fiesta Park Bus Depot**
  - **Balloon Fiesta Park Drainage Review**
  - **Vista del Norte Park, Ph. 4**
  - **Westside Animal Hospital**
  - **Joan Jones Community Center Addition**
  - **ABQ BioPark Heritage Farm**
  - **ABQ BioPark Australia Habitat Exhibit, Ph. 1**
  - **ABQ BioPark Elephant Training Wall**
  - **ABQ BioPark Children's Fantasy Garden Due Diligence and Feasibility Study**
  - **Regional Recreational Complex Due Diligence Feasibility Study**
- **Mesa del Sol** *(Albuquerque, NM)*
  - **Netflix Studios Albuquerque Expansion**
  - **Eastman Extension**
  - **Bernalillo County Regional Sports Complex Master Planning**
- **Cordero Mesa, Tract 7 Due Diligence Study** *(Bernalillo County, NM)*
- **Highlands East Block** *(Albuquerque, NM)*
- **Las Cruces Public Schools Columbia Elementary School Site Feasibility Study** *(Las Cruces, NM)*
- **NMSU Tax Increment Development District (TIDD) Cost Estimate** *(Las Cruces, NM)*
- **Plaza at Enchanted Hills** *(Rio Rancho, NM)*

DAYAN HOCHMAN-VIGIL

day@dhv-law.com · 505-948-2320

PROFILE

Dayan (Day) Hochman-Vigil is the only certified Aviation & Space Law attorney in the state of New Mexico, with experience advising clients on global and U.S. regulatory requirements for general and commercial aviation. She also has experience in administrative law, commercial development, and transactional law.

EXPERIENCE

MANAGING DIRECTOR, ATTORNEY-AT-LAW, DHV LAW, ALBUQUERQUE, NM, 2019 – CURRENT

President and CEO of DHV Law, LLC, the only full-service law firm in New Mexico offering specialization in transportation law issues including aviation and space regulatory law and litigation. DHV Law also offers expertise in corporate and employment law, administrative law, commercial development, and transactional law.

GENERAL COUNSEL, SCEYE, INC., MORIARTY, NM, 2020 - 2023

General Counsel for Sceye, Inc, a company building the world's most advanced, high-altitude platforms to improve people's lives and protect our planet. Oversaw all regulatory, litigation and legal strategic requirements in consultation with other c-suite Sceye members and Sceye board of directors.

NEW MEXICO STATE LEGISLATOR, 2019 - CURRENT

New Mexico State Legislator, serving as the Representative for NM House District 15.

ATTORNEY, ROYBAL-MACK & CORDOVA, P.C., ALBUQUERQUE, NM, 2017 - 2019 Represented clients and managed all aspects of independent caseloads, including administrative law issues including aviation and transportation law matters; personal injury, wrongful death and insurance bad faith claims, employment litigation and Workers Compensation claims; and business litigation, employment and corporate regulatory matters.

ASSOC. ATTORNEY, ECKERT SEAMANS, CHERIN & MERLOTT, PA, WASHINGTON, DC, 2015 – 2017

Associate attorney handling aviation matters including counseled domestic and foreign carriers on aviation regulatory compliance and policy issues; managed all aspects of continuing F.A.R. Parts 121, 129 and 135 carrier regulatory needs; and provided client guidance related to aviation accident and incident-related litigation issues.

RESEARCH ATTORNEY, MCGILL UNIVERSITY INSTITUTE OF AIR & SPACE LAW, MONTRÉAL, QUEBEC, CANADA, 2013 – 2015
Advised the International Civil Aviation Organization (ICAO) on aviation safety and security laws. Contributed to aviation and transportation law-related case notes in internationally acclaimed international law journal, including opinions on various international aviation regulatory issues.

ASSOCIATE ATTORNEY, HINKLE, HINSLEY, SHANOR & MARTIN, LLP, SANTA FE, NM, 2011 – 2013
Assisted partners with all aspects of employment, insurance defense and medical malpractice matters by performing a variety of tasks including case evaluations; coverage opinions and client consultations; and taking and defending depositions including identifying and securing expert opinions.

EDUCATION

- Master's in Aviation & Space Law, MCGILL UNIVERSITY, MONTRÉAL, CANADA, 2014
- Juris Doctor J.D., UNIVERSITY OF NEW MEXICO SCHOOL OF LAW, 2011
- Bachelor of Arts, Italian Studies, THE COLORADO COLLEGE, 2006

AWARDS / HONORS

- Albuquerque Business First "40 Under Forty" Award, 2021
- University of New Mexico Alumni Association "Higher Education Distinguished Legislator Award", 2021
- Greater Albuquerque Chamber of Commerce Legislative Award, 2020
- 2015-2016 McGill University Nicolas M. Matte Fellow
- American Bar Association Air & Space Law Forum Scholar, 2015
- International Aviation Women's Association (IAWA) Scholarship 2015
- President, New Mexico Women's Bar Association, 2013-2014

PUBLICATIONS

- "We Will Persevere — Survival and Ingenuity of Iranian Aviation in the Face of Political and Economic Adversity", McGill University Annals of Air & Space Law (Dec 2015)
- "Regulation (Ec) 261/2004 Carrier Liability After Wallentin-Hermann V. Alitalia: When Extraordinary Is Actually Pretty Ordinary After All", Aba Young Lawyers Division Air & Space Law Member Publication (Fall 2015)

URBAN RENEWAL AND REDEVELOPMENT SERVICES

EPS prepares real estate market and feasibility analysis for a diversity of real estate development projects and land use planning programs. Our services provide a realistic assessment of real estate market trends to determine the potential market support for a given project or land use plan. EPS's feasibility analysis evaluates the potential financial returns and feasibility of a real estate project, drawing upon our market research of product types, absorption, and pricing.



This market and feasibility information is used in a wide variety of applications, such as individual project feasibility assessment, development project design and programming, property disposition strategies, downtown revitalization and redevelopment efforts, specific and comprehensive land use planning, and economic analysis of impact fees and other public finance programs. The firm's market analysis efforts range from evaluations of existing market information to detailed project-specific market forecasts that utilize consumer surveys and other primary research. Pro forma cash flow models test feasibility under a range of project alternatives, financing, partnership options, disposition strategies, and measures of financial return.

- Urban Revitalization Plans – Collaboration with urban designers, planners, and other urban development professionals in formulating effective revitalization strategies. The revitalization of declining urban areas requires the strategic combination of marketing and business development, as well as the amelioration of physical constraints (e.g., blight) to create a vital mix of commercial, civic, and residential uses, and determination of appropriate levels of agency financial participation.
- Project Feasibility – Preparation of real estate market and feasibility analysis for mixed-use, retail, office, housing or entertainment projects. Market analysis efforts range from evaluations of existing market information to detailed project-specific market forecasts that utilize consumer surveys and other primary research. Pro forma cash flow models are utilized to test feasibility under a range of project alternatives, financing, and partnership options, disposition strategies, and measures of financial return.
- Public/Private Financing – Determining required levels of tax increment financing (TIF) and other public investment to attract developer interest or to complete the financing program for a proposed project. Identifying and forecasting potential funding sources; allocating capital costs among participating entities; and public finance negotiations, including drafting development agreements; and formulating assessment rates, special tax formulas, and fee ordinances.
- Redevelopment-Supported Housing Projects – EPS prepares implementation strategies for housing projects, collaborating with redevelopment agency staff, housing specialists, and housing developers.
- Developer Negotiations – EPS prepares feasibility studies and economic analyses to support real estate and infrastructure negotiations involving public and private participants. These negotiations have resulted in development agreements, owner participation agreements, and participation and disposition agreements.

MRA Affordable Housing Project Feasibility Analysis

Albuquerque, New Mexico





Project Description

The Albuquerque Metropolitan Redevelopment Authority issued a request for development proposals for affordable housing projects. The Authority had up to $2.2 million in ARPA grant funds available to provide gap financing to support an achievable project that meets the goals and objectives of either the Downtown or Railroad Metropolitan Redevelopment Plans. The MRA received two proposals and retained EPS to conduct a market and financial analysis of the responses.

EPS reviewed the two RFP responses, including the development program, financial pro forma, and other supporting information. The study included a high-level analysis of Albuquerque and Downtown apartment conditions and evaluation of Albuquerque and Downtown development and construction costs for specific development types. EPS then developed a financial model to evaluate the 10-year cash flow pro forma for each proposal including development program and timing; cost and revenue inputs; revenue and cost escalation factors; and project returns with and without the requested public investment including yield on cost (YOC), internal rate of return (IRR), and net present value (NPV). EPS then provided its determination of the amount of funding required for a reasonable developer return for each project along with a more qualitative summary of the economic benefits of each proposal including the proposed mix of uses, the public financing structure, parking strategies, and other unique project attributes.

In a second phase of work, EPS provided an analysis of the tax increment revenues that could potentially be generated from other taxing entities and from GRT. Prior to this year, the New Mexico state statutes limit the application of TIF in MRA plan areas to city property tax only. EPS also conducted an analysis of housing demand by income level and product type in the greater downtown area. This analysis built on work completed by a previous consultant on housing supply, as measured by housing construction over the 2011-2021 time period.

Reference

Karen Iverson, AICP
(Former City of Albuquerque Metropolitan Redevelopment Manager)
Senior Planner
Bernalillo County
505 314 0414 | kiverson@bernco.gov

Economic & Planning Systems
The Economics of Land Use
epsys.com | Denver Los Angeles Oakland Sacramento

Economic and Real Estate On-Call Services

Bozeman, Montana





Project Description

EPS is currently the City's on-call consultant to its Economic Development and Urban Renewal departments. EPS services include:

- Urban Renewal TIF Evaluations – EPS reviews applications for tax increment financing (TIF) assistance. EPS reviews the eligible costs to be funded with TIF, and also prepares a "but for" pro forma analysis to determine if there is a financial need in the project.
- Economic and Demographic Indices – EPS prepares an update to the citywide market analysis completed in 2017 focused on key metrics to be updated annually.
- Economic Development Plan – EPS was subconsultant on an Economic Development Strategy (EDS) responsible for preparing metrics around socioeconomic and racial equity and supporting the development of strategies and policies.
- Affordable housing density bonus application review – EPS reviewed a development application to use a land dedication option in lieu of constructing affordable units with a project. EPS was asked to determine if the land value of the dedicated property was equal or greater in value than the affordable units that would be required on-site.
- Short-term rental policy study – EPS prepared a trends and conditions analysis of short-term rentals in the City to assist the City with developing policies on regulating short-term rentals. The analysis considered location, housing unit value, displacement potential, and economic impact in making policy recommendations.

Reference

David Fine
Economic Development Program Manager
City of Bozeman
406 551 0209 | DFine@BOZEMAN.NET

Economic and Real Estate On-Call Services

Wheat Ridge, Colorado



Project Description

EPS has provided on-call economic and real estate consulting services to the City of Wheat Ridge and the Wheat Ridge Urban Renewal Authority since 2015. The majority of the work completed by EPS has been as a third-party analyst providing analysis and recommendations relating to requests for tax increment financing (TIF) submitted by private sector developers.

Specific analysis has included market readiness recommendations, feasibility analysis, and "but-for" analysis that evaluated specific projects with and without public funding. EPS provided support during internal staff meetings, meetings with applicants, and presentations to the Wheat Ridge Urban Renewal Authority Board and City Council. Specific TIF Economic Analyses completed for the City and the URA include:

- Prospect Park Apartments – The conversion of Howard Johnson Motel into 97 workforce apartments with studio, 1-, and 2-bedroom units.
- Judy Townhomes – The redevelopment of a 2.7-acre site at the northwest corner of West 38th Avenue and Eaton Street with 55 townhomes.
- WestEnd 38 – One of the first integrated mixed-used projects in the city, consisting of street oriented-retail, multifamily residential rental units, as well as structured and surface parking.
- Fruitdale – Redevelopment of the historic Fruitdale school to a 16-unit, multifamily project.
- Swiss Flower Shop – Proposal to redevelop a local family-owned business with additional retail and maker space.
- Clear Creek Crossing – Proposal to develop roughly 85 acres with a 250-unit apartment project, entertainment facilities, restaurants, two hotels, and a 25-acre office complex.
- Hacienda – Proposal to develop a new Hacienda Colorado within an aging shopping center.
- TRAX Multifamily – Proposal to develop a 207-unit apartment within the Ward Road Station area.
- Ridge House – Proposal to develop a 140-unit age restricted apartment project near the intersection of 44th Avenue and Wadsworth Boulevard.
- Applewood Village – Proposal to redevelop a vacant portion of the Applewood Village shopping center with a mix of retailers totaling 126,000 square feet.
- Front Range Village – Market, financing and development negotiation services for a hybrid power/lifestyle center anchored by SuperTarget and Lowe's.
- Bayer Lifestyle Center – Retail market analysis to determine the viability of two competing proposed centers and the expected change in retail sales flows to the City. Also evaluated the developer's pro forma to determine the need for a sales tax shareback agreement.
- Land Bank Property Evaluations – EPS evaluated five of the City's land bank properties acquired over time for affordable housing based on their development readiness, in light of rapidly appreciating housing prices. The evaluation included market conditions, highest and best use, development constraints, infrastructure availability, and other key criteria, to determine if the subject properties could be feasibly developed.
- 44th Avenue Subarea Plan – A strategy plan to catalyze future development demand and fund improvements in the area bounded by I-70 and Clear Creek. Completing a market study and demand estimates to identify existing conditions and trends, demand for new development (residential, retail, and office), provide market-based guidance on land use and zoning, and assess development feasibility.
- Ward Road & I-70 Subarea Plan – Redevelopment analysis of the intersection and adjacent properties to identify the degree of change that can be planned for. Identified the demand for future users based on market support, estimated TIF proceeds to aid redevelopment, and property owner outreach.

Reference

Steve Art, Economic Development & Urban Renewal Manager | City of Wheat Ridge
303 235 2806 | sart@wheatridge.gov

Urban Renewal Advisory Services

Arvada, Colorado





Project Description

EPS has provided urban renewal and public private partnership (P3) advisory services to the Arvada Urban Renewal Authority since 2019. EPS has worked closely with URA staff to evaluate the need for public investment for a variety of development types. A large portion of this work has been as a third-party analyst providing analysis and recommendations relating to requests for tax increment financing (TIF) submitted by private sector developers. EPS has also helped the URA structure redevelopment agreements and a range of incentive packages provided to individual projects. Specific analysis completed for the URA include the following:

- Residences at Olde Town Station – The 4-story 128-room hotel and a 6-story 252-unit multifamily development project opened in 2024. The project received discounted land contribution, property tax increment, and sales tax increment. EPS helped evaluate and structure the terms of the redevelopment agreement and outlined a Lookback Agreement to ensure that at stabilization the level of TIF investment was appropriate.
- Ralston Creek – A mixed-use project that includes 185 multifamily units and 5,500 square feet of commercial development. Project required TIF in order to structured parking, improved façade improvements, and locally oriented commercial development. EPS evaluated the performance of the project with and without TIF and provided recommendations to staff and the board related to the appropriate level of public investment.
- Tabernacle Church – A proposed redevelopment of an existing church. Contemplated to included nearly 9,000 square feet of new commercial space. Project required TIF in order to support additional costs associated with the historic renovation of the existing building.
- Ralston Cottages – Project includes 64 units of small lot single-family and townhome units. Anticipated pricing ranges from $300,000 to $425,000 per unit with a goal of being affordable for local families. URA investment is required in order to support additional site costs and unique unit mix. While this project is ongoing, EPS continues to work closely with URA staff and the developer to move the project forward.

<u>Reference</u>

Carrie Briscoe
Executive Director
Arvada Urban Renewal Authority
720 898 7062 • cbriscoe@arvada.org

Urban Renewal Analysis and Advisory Services

Colorado Springs, Colorado





Project Description

EPS has provided urban renewal and real estate consulting services to the City of Colorado Springs and the Colorado Springs Urban Renewal Authority (CSURA) since 2020. The majority of the work has been as a third-party analyst providing analysis and recommendations relating to requests for establishing new urban renewal areas and tax increment financing (TIF) submitted by private sector developers.

Specific analysis has included existing conditions survey (aka blight studies), urban renewal plans, financial evaluation and "but-for" analysis that evaluated specific projects with and without public funding, and county impact reports. EPS provided support during internal staff meetings, meetings with applicants, and presentations to the Colorado Springs URA Board, City Council, El Paso County Board of County Commissioners, School District, and other tax districts.

Specific services provided to CSURA included new plan area adoption, financial analysis, and tax district impact.

- One VeLa – a 27-story residential tower with about 400 units and 8,000 sq. ft. of ground floor retail. The project includes 10% of units affordable to 100% AMI for the 25-year TIF period.
- Bristow-Lowell – a two phase attainable/ workforce housing development with a total of 390 units at 70% to 110% AMI.
- Gold Hill Mesa – the second phase that includes 212 for-sale single family units, 148 for-rent townhome units, 190 for-rent apartment units, a 100-key hotel, and approximately 71,000 square feet of commercial for grocery, general retail, and restaurant uses. The site required significant environmental remediation from Golden Cycle Mill. The development will provide park and open space, trail connections, and Fountain Creek restoration and erosion control.
- City Gate 2.0 – mixed use development in downtown Colorado Springs adjacent to the newly constructed Weidner Field. The development will be constructed in three phases with a total of 1,182 units, approximately 37,000 square feet of ground floor retail, and over 2,000 public and private parking spaces. The project includes various public improvements including pedestrian plazas, public parking, public art, and other street improvements.
- Hancock Commons – 150 for-rent apartment units, 86 for-sale townhome units, and approximately 10,000 square feet of neighborhood commercial including a range of retail and restaurant uses. The development plan includes significant infrastructure improvements with the realignment of Hancock Expressway and an updated drainage system with a gravity sewer.
- Almagre – a 137-unit affordable housing development with an average AMI level of 60% AMI. The project was funded through CSURA, 4 percent LIHTC, El Paso County funds, and Division of Housing funds.
- Strategic Plan – EPS also recently completed a Strategic Plan with CSURA to guide its efforts over the next 10 years and provide a tactical implementation plan for public investment.

Reference

Jariah Walker, Executive Director
Colorado Springs Urban Renewal Authority
719 385 5714 • Jariah.Walker@coloradosprings.gov

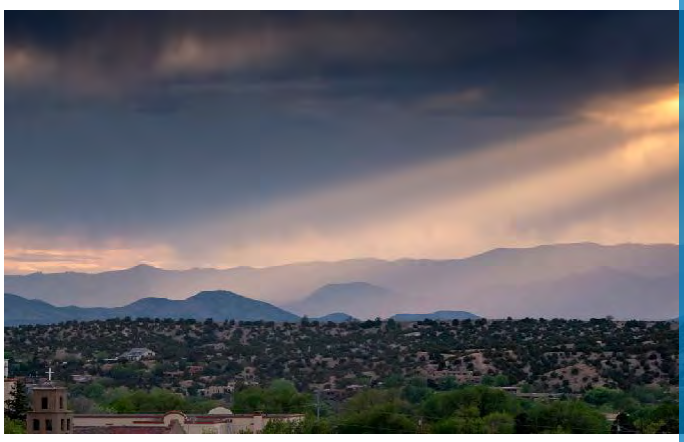
Economic & Planning Systems
The Economics of Land Use

epsys.com | Denver Los Angeles Oakland Sacramento

Economic Development Strategic Plan

Santa Fe County, New Mexico





Economic & Planning Systems

The Economics of Land Use

Project Description

The Santa Fe County Economic Development Plan includes a vision, goals, and strategies for a healthy and vibrant economy for the County's employers, workers, and residents. The Plan implements the County's Strategic Plan population goals that are the basis of the Economic Development Division work plan. The Plan was also created to guide the implementation of the economic development elements of the 2015 Santa Fe County Sustainable Growth Management Plan (SGMP) that encourages economic activities to support a healthy and sustainable economy, to protect the County's resources, support workforce development, address key infrastructure deficiencies, and support key target industries.

EPS provided the strategies and actions for the Economic Development Plan focused on infrastructure investments and programs to facilitate economic growth and diversification including in the six target industries identified in the Plan. The adopted plan also fulfills the requirements of the State to enable the County to access additional funding opportunities through the State Local Economic Development Act (LEDA), as well as other state and federal funding allocations to expanded businesses and industries.

Client
Santa Fe County, New Mexico

Reference(s)
Juan Torres
Economic Development Manager
505 986 6200
jtorres@santafecountynm.gov

Timeframe
6/2020-12/2023
7/2023-5/2024

Downtown Strategic Investment Plan

Tulsa, Oklahoma





Economic & Planning Systems

The Economics of Land Use

Project Description

EPS, as part of a multidisciplinary team, worked with Downtown Tulsa Partnership, alongside PartnerTulsa, and the City of Tulsa, to develop Downtown Tulsa Forward, a strategic investment plan and Tulsa's first downtown-wide planning effort since 2010. Downtown Tulsa, which has a workforce of roughly 38,000 employees and is home to 5,000 residents, exists at a pivotal moment when strategic investments in the public realm can help build a solid foundation for future growth and enhance the quality of life for downtown residents, workers, and visitors. Downtown Tulsa Forward identifies catalytic and transformative improvement projects over the next 10 years and provides a structured approach to leveraging Tax Increment Financing (TIF) revenues for public realm improvements in Downtown Tulsa.

This plan was guided by stakeholder feedback and incorporates a vision for Downtown established in past planning efforts including the Downtown Area Master Plan. The project team engaged over 300 community members and stakeholders and used their feedback to help identify priority projects ranging from visionary, catalytic projects to small-scale, tactical improvements. After projects were identified, EPS completed a funding and implementation strategy that provides a framework for implementation and includes guidance on project-specific funding tools and strategies. In October 2024, PartnerTulsa approved the FY 2025 priority projects with a budget of nearly $3.8 million to implement planning and design work as well as a cost recovery fee for Downtown Tulsa Partnership to increase capacity for planning and project management to better serve Downtown Tulsa.

Client
Downtown Tulsa Partnership

Reference(s)
Brian Kurtz
President & CEO
918 221 8615
brian@downtowntulsa.com

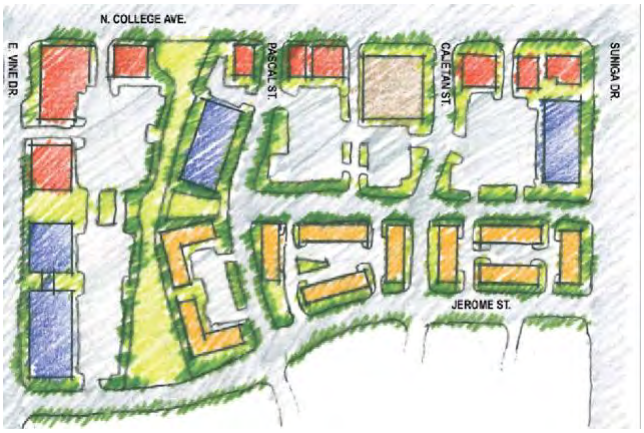
Emily Scott
Director of Planning & Vitality
843 345 8754
emily@downtowntulsa.com

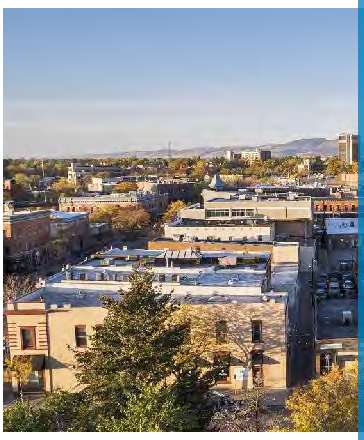
Timeframe
8/2023-10/2024

www.epsys.com
Denver Oakland
Los Angeles Sacramento

North College Urban Renewal Area TIF Investment Strategy

Fort Collins, Colorado





Economic & Planning Systems

The Economics of Land Use

Project Description

The North College Urban Renewal Area was created in 2004 north of downtown along North College Avenue. The tax increment revenues generated by the URA over the past 12 years have been invested in streetscape and access improvements on North College, as well as to pay for eligible public improvements in several proposed private developments including the North College Marketplace, Lyric Theater, Block 23, and Aspen Heights neighborhood. The City was interested in developing a Strategic Investment Plan (Plan) to best utilize the remaining revenues in the North College URA TIF fund balance plus the anticipated revenues to be collected over the remaining 13 years of the TIF district (final collection in 2030). The intent of the Plan is to identify the most important and transformative projects for achieving the goals and objectives of the North College URA, and to provide a strategy for utilizing the limited funds available to leverage the greatest return on investment.

EPS first provided an assessment of current market conditions for residential and commercial development, existing land use and infrastructure conditions, and an analysis of land utilization values, densities, and future development potentials. The URA plan area was then divided into five focus areas for a more detailed analysis of development opportunities and infrastructure constraints. A more detailed development program was provided for the three highest priority focus areas. The market conditions and priority focus areas were updated in 2026 based on implementation of regional stormwater improvements. The project team identified overall strategies and focus area specific actions for implementation.

Client
City of Fort Collins

Reference(s)
Josh Birks
Deputy Sustainability Director
970 221 6324
jbirks@fcgov.com

Timeframe
8/2017 – 9/2018
Updates 1/2026-4/2026

www.epsys.com
Denver Oakland
Los Angeles Sacramento

HOUSING POLICY



EPS has a depth of affordable housing related experience. Availability of housing that meets the need for the full spectrum of affordability should be viewed as an integral part of any successful region, conferring economic, social, and environmental benefits that underpin sustainable growth. In recent years, many communities have experienced significant increases in housing demand, pushing rents and prices beyond the level that median-income households can afford. Rising housing costs can cause overcrowding, financial hardship, and in some cases force households to leave their neighborhoods, jobs, and/or social networks. The lack of access to affordable housing affects all sectors of society and has become a particular problem for workers in lower paying fields (e.g., service, public, and nonprofit sectors).

EPS offers a full spectrum of services related to assessing specific population affordable housing needs, workforce housing, and market-rate housing. We work with communities to structure initial strategic housing plan frameworks, revise housing needs goals, establish production or rehabilitation targets, develop financing plans, or provide rigorous analysis that quantifies the return on investment from public dollars directed toward housing goals. Our work integrates an understanding of local, regional, and national market and policy forces. EPS works in a variety of contexts, from large urban metropolitan areas and regional planning organizations to smaller, rural, suburban, and resort markets.

REPRESENTATIVE PROJECTS

- Archuleta County Housing Needs and Policy Assessment
- Aspen Housing Update
- Aurora Housing and Community Needs Assessment
- Basalt Affordable Housing Strategy
- Bexar County TX Housing Needs Assessment
- Big Sky MT Housing Development Plan
- Billings MT Workforce Housing Needs Assessment
- Boulder Inclusionary Housing Rental Policy Update
- Boulder Rental Housing Climate Action Plan Cost Impact
- Broomfield CO McWhinney Affordable Housing Analysis
- CDOT Workforce Housing Study
- Chaffee County Housing Needs Assessment
- City & County of Denver Housing Economic Study/ Denver IHO
- Clear Creek County Housing Assessment
- Denver Housing Production and Funding Analysis
- Douglas County Housing Partnership Nexus Study
- Edwards Housing Economic Impact Study
- Fort Collins Inclusionary Housing Study
- Lakewood Housing Study
- Lakewood Support for Development Review Process
- Leadville and Lake County Housing Needs Assessment
- Longmont Inclusionary Housing Study
- Manitou Springs Affordable Housing Needs Assessment
- Northern Colorado Housing Density Analysis
- Oklahoma City OK Housing Plan
- Ontario Canada Inclusionary Zoning Policy Study
- Plano TX Housing Trends Analysis and Strategic Plan
- Portland OR Housing Incentive Analysis
- Roaring Fork Valley Regional Housing Authority 2017 Housing Needs
- San Antonio Housing Production Target Study
- San Antonio TX Housing Policy
- San Miguel County Housing Needs Analysis
- Sonoran Institute Housing Market Study
- St. Anthony Summit Hospital Housing Needs Strategy
- Summit County Housing Needs Update
- Summit County Peer Review
- SW Colorado Regional Housing Plan
- Tri County Housing Needs Assessment
- UAACOG Housing Needs Assessment
- Windsor Study of Demographics and Housing Opportunities

Fort Collins Housing Related Services

Fort Collins, Colorado



Project Description

EPS has partnered with the City of Fort Collins on numerous studies involving housing policy, strategy, comprehensive planning, economic development, and market analysis over the last 15 years. The efforts here demonstrate a history of working with the City on both evaluation frameworks and the identification of metrics as well as strategy and implementation plans.

- Inclusionary Housing and Affordable Housing Linkage Fee Feasibility Study – evaluated the feasibility and impacts of IZ on prototypical development scenarios and tested sensitivities to identify an optimal programming structure – the outcomes produced an understanding of feasible housing set-asides, affordability levels, incentive structures, among the other programmatic elements. The technical analysis also included a linkage fee nexus study, required legally to justify maximum supportable fees that could be applied to different land use developments for generating revenue to mitigate the affordable housing needs created through those developments.
- Housing Affordability Policy Study – evaluated housing affordability issues and challenges and recommended regulatory and non-regulatory solutions including a public-finance based incentives policy, reduction in minimum house sizes, development review fee waivers for affordable housing projects, and dedicated community-wide funding source.
- City Plan Update – completed a comprehensive analysis of future housing and employment demand and suitability to support the development of the City's land use framework map. EPS also developed a strategic action plan to implement plan policies specific to housing and economic development.
- Urban Renewal Financial Analyses – EPS is the City's on-call consultant to provide third party reviews of urban renewal TIF applications including market analysis of the proposed development program and absorption schedule and a "but for" financial analysis of developer returns with and without public financing. EPS has also assisted with compliance with the requirements of HB 15-1348 including utilizing the fiscal impact model to estimate the direct and indirect impacts on the taxing districts. Over a dozen projects have been evaluated over the last 10 years.
- Mason Corridor MAX BRT – conducted an economic and market analysis of the Mason Corridor BRT project, a 7-mile link from downtown to Colorado State University, Foothills Mall and South College Avenue. Evaluated the TOD conditions and opportunities and quantified the economic and fiscal impacts of the project to address FTA small starts funding criteria.
- Mason Corridor BRT TOD Parking Strategy – following on the Mason Corridor BRT market study, EPS identified opportunities and strategies to develop and improve parking and access at MAX stations, as well as opportunities to incorporate public-private partnerships.
- Land Bank Property Evaluations – EPS evaluated five of the city's land bank properties acquired over time for affordable housing based on their development readiness, in light of rapidly appreciating housing prices. The evaluation included market conditions, highest and best use, development constraints, infrastructure availability, and other key criteria, to determine if the subject properties could be feasibly developed at this time.

Reference

Sue Beck-Ferkiss, Social Policy & Housing Programs Manager
970 221 6753 | sbeckferkiss@fcgov.com

CDOT Workforce Housing Study

Eagle and Summit Counties, Colorado



Project Description

EPS contracted with the Colorado Department of Transportation (CDOT) to complete a workforce housing study that evaluated housing strategies for three maintenance facilities in Eagle County and Summit County, Colorado. The purpose of the study was to create a master plan for a long term affordable housing solution in these submarkets that met CDOT's current and future housing needs and developed a master plan for meeting those needs.

The study was comprised of three major components that included a market overview, employee housing survey, and development feasibility analysis. The market overview included a detailed analysis of rental and for-sale residential trends and conditions in the areas surrounding the CDOT maintenance facilities. In addition, this component of the study included an analysis of the economic composition of these areas that showed peak to trough employment trends between 2000 and 2015 and the extent of the economic recovery in each county.

Following this analysis, EPS drafted and distributed a housing survey to current CDOT maintenance employees and Colorado State Patrol employees residing in CDOT provided housing. The results of this survey were used to inform employee housing needs and how well current needs were being met.

The final component of the study, which was completed in collaboration with a design firm, provided CDOT with strategies to provide housing for its local workforce. These strategies revolved around partnerships with local public agencies, an analysis of a monthly housing stipend, and an estimate of the costs and revenues associated with the construction of housing on land available for development.

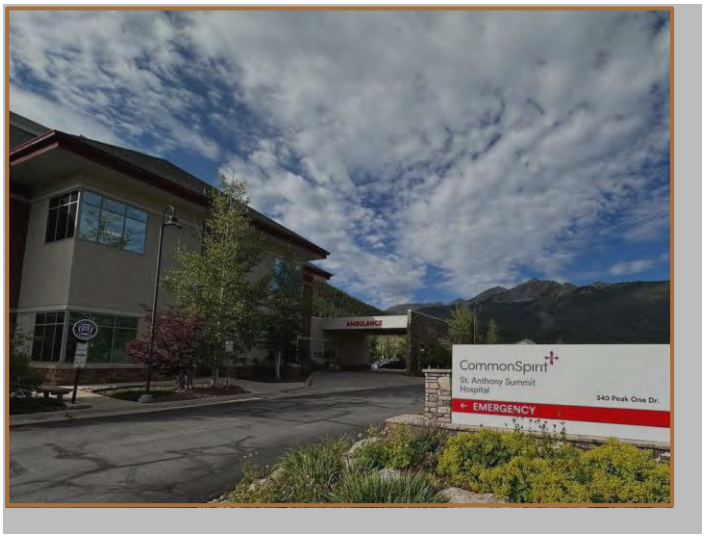
Specific architectural plans and design concepts were provided by the design firm that were used to provide inputs for a pro forma financial model that was developed by EPS. This model estimated total project costs and potential annual revenues and provided CDOT with the info.

<u>Reference</u>

Erin Lucero
Architect III, Property Management
Colorado Department of Transportation (CDOT)
303 512 5535 | erin.lucero@state.co.us

St. Anthony Summit Hospital Employee Housing Needs Analysis and Strategy

Summit County, Colorado



Project Description

St. Anthony Summit Hospital (St. Anthony) is situated in one of the state's most expensive and supply-constrained housing markets. Limited new residential construction, a predominance of second homeowners and a largely tourism-driven economy translate to challenges not only for the workforce, but for a growing entity like St. Anthony to recruit and retain a qualified workforce.

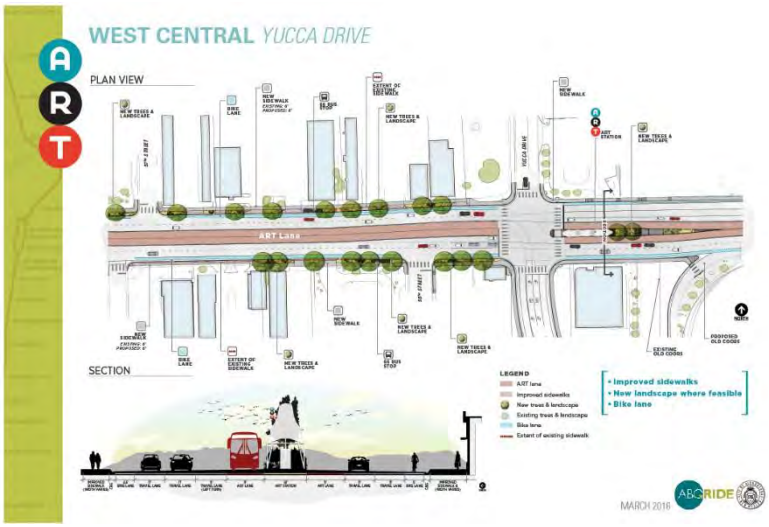
EPS was selected by St. Anthony to provide options for it to consider to address the housing related challenges for its new hires and existing associates. Based on analysis of a survey fielded to all associates, market data, and a series of focus groups, EPS recommended a range of strategies that could be implemented to address housing challenges among its workforce. These strategies varied in terms of cost, target employee cohort, and timing. Recommendations included staffing solutions, existing and new housing development solutions, commuter assistance, strategic partnerships, and financial mechanisms.

Development Advisor - As a follow-up to the initial study, EPS was asked to assist Centura Health and the hospital in structuring a development partnership to construct 19 units of employee housing on a parcel the hospital owns in Frisco.

EXPERIENCE

Dekker

Albuquerque Rapid Transit



Dekker played a key role in the Albuquerque Rapid Transit project, a nine-mile transformation of Central Avenue along historic Route 66. The project improved transit, pedestrian infrastructure, and streetscapes along one of the city's most important corridors.

Dekker supported planning, design, and public engagement efforts. The team designed station platforms, canopies, and integrated streetscape improvements along the corridor. They also completed GIS-based land use analysis to support the Federal Transit Administration funding application. The project included detailed economic and planning analysis. Dekker's technical work helped secure a $69 million federal grant to advance the project.

The design focused on walkability, accessibility, and placemaking. Dekker developed station designs and streetscape strategies that enhanced the identity and function of the corridor. The team also integrated sustainable features such as bioswales, permeable paving, and tree preservation strategies.



Community engagement was a key component of the project. Dekker led public meetings and facilitated stakeholder input to ensure the project reflected the needs of businesses and residents along Central Avenue. The project resulted in major infrastructure improvements, including new transit stations and a revitalized streetscape. It improved travel efficiency, strengthened corridor identity, and enhanced environmental performance through green infrastructure.

Highland Theater Site Improvements

Dekker partnered with NDI New Mexico to develop a conceptual design for site and security improvements at the Hiland Theater along Central Avenue. The project focused on creating a safer and more welcoming entry while supporting daily use, events, and emergency access.



Honor the Past, Inspire the Future

Respect The Hiland's historic spirit—its architecture, significance in the arts and film community, and legacy on Route 66—while integrating modern features that enhance sustainability, performance, and community relevance. Proposed design solutions should work in harmony with NDI and the community to ensure the theater thrives for decades.

Design A Safe, Inclusive, and Flexible Community Space

Create a welcoming environment by applying Crime Prevention Through Environmental Design (CPTED) principles to enhance safety and encourage use of outdoor areas. Design the front courtyard and surrounding spaces to support accessible parking, drop-offs, performances, and informal gatherings throughout the year.

Celebrate and Connect Through Dance, Art, and Community

Activate the front door of the Hiland with opportunities for engagement. Feature art displays, performances, and visible expressions of NDI's mission. Signage, displays, and interactive features should invite community interaction and deepen connections between the theater and the neighborhood.

As design lead, Dekker guided a collaborative process based on stakeholder input and site analysis. The team developed and evaluated multiple design concepts and facilitated workshops to refine a preferred direction. They produced drawings and renderings to support decision-making, fundraising, and public engagement. The design addressed circulation, pedestrian zones, and security strategies. It also included targeted improvements such as lighting and façade enhancements to increase visibility and strengthen the theater's identity. Accessibility and fire access requirements were integrated into the design.



Plan View - North Courtyard Enhancements


Rendering - North Courtyard Enhancements

Dekker used data and analysis to inform design decisions. This included GIS data, aerial imagery, site observations, and stakeholder feedback. CPTED principles guided strategies to improve safety, visibility, and site performance. The project resulted in a community-informed concept that improved safety, functionality, and usability. The preferred design enhanced circulation, supported flexible programming, and strengthened the theater's presence along the corridor.

The process aligned stakeholders and produced clear, actionable materials. These deliverables support funding efforts and position the project for future implementation and long-term community impact.

Netflix Studios Albuquerque Expansion – Albuquerque

This new 108-acre development in Mesa del Sol adds to Netflix's campus, incorporating 6 new buildings of 455,160 SF, including a 4-story production office, 4 state-of-the-art sound stages, 2 stage support buildings, 3 mills, and 2 production-ready backlots. These additions will allow Netflix to increase its production of films and series in an environmentally conscious space. The expanded studio features on-site solar and battery storage systems, nearly 47 acre-feet of on-site stormwater retention ponds that also serve as a pedestrian and multi-modal 'backbone' through the site, geothermal heating and cooling, all electric appliances, and 50 charging stations for electric vehicles. Part of Netflix's sustainability goals include not using fossil fuels, resulting in a unique approach to heating/cooling the campus. The expanded stages and support buildings will be heated and cooled using a geothermal or ground source heat pump system.

El Vado and Casa Grande Retail/Multi-Family Residential – Albuquerque

The El Vado Motel and the old Casa Grande Restaurant sites were the center of a redevelopment project on Route 66. The revitalized El Vado Motel now includes 22 boutique motel rooms, an event center, food purveyors, restaurants, pool, and a lobby area that was transformed into a tap room. The Casa Grande is comprised of two new buildings totaling 45,000 square feet with a significant portion being designated as affordable housing under federal guidelines.

BHI provided civil engineering support for the mixed-use redevelopment, including preparation of public work order plans, onsite grading and drainage, and utility plan coordination with City and Water Authority staff.

Economic & Planning Systems, Inc.
The Economics of Land Use

2026 Hourly Billing Rates

	Denver Office
Managing Principal	$285
Senior Principal	$280
Principal	$260
Vice President	$220
Senior Associate	$190
Associate	$165
Research Analyst I	$125
Production and Administrative Staff	$105

Billing rates updated annually.

Dekker
Architecture in Progress

Dekker
Standard Hourly Rates
Valid thru 12/31/2026

Principal III:	$310.00 per hour
Principal II:	$280.00 per hour
Principal I:	$250.00 per hour
Architect III:	$200.00 per hour
Architect II:	$165.00 per hour
Architect I:	$130.00 per hour
Construction Administrator III:	$180.00 per hour
Construction Administrator II:	$160.00 per hour
Construction Administrator I:	$140.00 per hour
Design Associate III:	$180.00 per hour
Design Associate II:	$145.00 per hour
Design Associate I:	$115.00 per hour
Intern Architect II:	$100.00 per hour
Intern Architect I:	$95.00 per hour
Planner III:	$200.00 per hour
Planner II:	$135.00 per hour
Planner I:	$95.00 per hour
Structural Engineer III:	$225.00 per hour
Structural Engineer II:	$170.00 per hour
Structural Engineer I:	$150.00 per hour
Engineering Intern II:	$140.00 per hour
Engineering Intern I:	$105.00 per hour
Interior Designer III:	$175.00 per hour
Interior Designer II:	$150.00 per hour
Interior Designer I:	$130.00 per hour
Interior Design Intern II:	$100.00 per hour
Interior Design Intern I:	$90.00 per hour
Landscape Architect III:	$175.00 per hour
Landscape Architect II:	$155.00 per hour
Landscape Architect I:	$125.00 per hour
Landscape Designer II:	$120.00 per hour
Landscape Designer I:	$95.00 per hour
CAD/Revit Technician III:	$125.00 per hour
CAD/Revit Technician II:	$100.00 per hour
CAD/Revit Technician I:	$80.00 per hour
Administrative Assistant II:	$100.00 per hour
Administrative Assistant I:	$80.00 per hour

Notes:

1. *Rates are subject to annual adjustment*

BOHANNAN HUSTON, INC.
FEE SCHEDULE HOURLY RATES
September 27, 2025

	1	2	3	4	5	6	7
ENGINEER Civil, Structural, Mechanical, Electrical	$128	$143	$168	$188	$213	$248	$273
SURVEYOR	$128	$143	$168	$188	$213	$248	$273
TECHNICAL MANAGER Project Manager, Data Scientist, Construction, IT	$128	$143	$168	$188	$213	$248	$273
PLANNER Community, Transportation	$113	$123	$148	$168	$188	$218	$273
DESIGNER Civil, Structural, Mechanical, Electrical, Survey, Geospatial	$108	$118	$143	$153	$173	$193	$213
PROJECT ADMINISTRATOR	$103	$123	$148	$168	$188	$213	$233
CONSTRUCTION OBSERVER	$98	$103	$113	$118	$133	$148	$188
TECHNICAL SPECIALIST Engineering Tech, Survey Tech, GIS Tech, Graphics Specialist	$88	$93	$113	$118	$133	$143	$158
MATERIALS TECHNICIAN Field and Laboratory Materials Testing	$73	$83	$98	$108	$118	$143	$163
ADMINISTRATIVE PROFESSIONAL	$73	$83	$98	$108	$118	$123	$138

MATERIALS AND REIMBURSABLE EXPENSES

Plotting, Printing and Binding - As invoiced at cost of labor and materials

Courier / Delivery Service - As invoiced by provider

Mileage - As published for the IRS Standard Mileage Rate

Per Diem - Field personnel in accordance with the latest GSA Schedule based on location of service

Travel - Office/Professional staff travel costs (Air, car, meals and lodging) will be billed at cost

Survey Equipment Charge - $33.00/Hour

Survey Material Charge - $7.00/Hour

GIS Equipment Charge - $25.00/Hour

sUAS Usage Charge - Rates shall be negotiated based on the requirements of the contract

Other Direct Project Expenses - At Cost

Overtime - Performed upon request of the client; will be invoiced at 1.30 times the standard hourly rate

Expert Witness - Rates shall be negotiated based on the requirements of the contract with a minimum of four hours while in court

Applicable Gross Receipts or Sales and Use Tax - Added to all fees charged for professional services unless they are exempt and official documentation is on file with Bohannan Huston, Inc.

Web/Data hosting fee $ **1,295.00** per month

Web/Data hosting Setup $ **5,000.00** per site

Bohannan Huston

Hourly Billing Rate

Dayan M. "Day" Hochman-Vigil	$300/hr.

Letters of support from past clients

"The work EPS performed for the State of Colorado was highly visible and political in nature. Through the entirety of their engagement with us, EPS mainlined a highly professional posture and provided excellent service to Colorado, even when their work could have negatively affected their relationships with past and potential clients. They displayed high ethical standards, consistently endeavoring to provide a service that inured to the greatest benefit of the State of Colorado. We would recommend them without reservation."

– Erick R. Scheminske, Former Deputy Director, State of Colorado Office of State Planning and Budgeting (Colorado Regional Tourism Act)

"EPS provides a strong set of financial feasibility and analytical tools combined with the unique ability to understand both public and private sector interests. In my experience, EPS has been able to take analysis out of the discussion between the public and private sector by providing consistently insightful analysis and consulting support. This frees up the public and private sector to focus on the most important aspects of partnership the desired outcome."

– Joshua Birks, Deputy Sustainability Director, City of Fort Collins (Fort Collins Tax Increment Financing Services)

"On behalf of the Elected Officials and Staff, I want to express our most profound appreciation for your invaluable support and exceptional work crafting our new high-quality economic development plan.

Your dedication and expertise have been instrumental in bringing our vision to life, and the results are nothing short of remarkable. Your commitment to this project has not gone unnoticed, and we are truly grateful for your hard work and its positive impact on our community.

Your ability to collaborate effectively, generate innovative ideas, and execute them precisely has been commendable. The economic development plan you've helped us create is a testament to your professionalism and the standards you consistently uphold.

We understand this project demands significant time and effort, and your unwavering commitment is deeply appreciated. Through the dedication of individuals like you, we can make a real difference in the lives of the people we serve.

Once again, thank you for your outstanding support and exceptional contribution to our community's future. We look forward to continuing to work together and achieving even greater success in the future."

– Larry Pardee, Town Manager Town of Eagle (Eagle Economic Development Plan)

a. Proposal Cover Sheet

Lead Offeror

Name of Vendor: Leland Consulting Group, Inc.
Address: 610 SW Alder Street, Suite 1200, Portland, OR 97205

Nature of organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☒ Private
  - ☐ Public
- ☐ Nonprofit

Person authorized to execute the contract: Chris Zahas, AICP, Managing Principal

Phone: 503-205-4151
Email: czahas@lelandconsulting.com

Contact information for key project staff

Name and Title: Chris Zahas, AICP, Managing Principal
Role: Principal-in-charge; project manager; senior oversight of analysis and recommendations
Phone: 503-205-4151
Email: czahas@lelandconsulting.com

Subcontractors (if any)

Our submittal does not include any subcontractors.

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Heather Lamboy, AICP
   Organization and Role: City of Santa Fe, NM; Director, Planning & Land Use Department,
   Phone: 505-470-5281
   Email: hllamboy@santafenm.gov

2. Name: Karla Boughton
   Organization and Role: City of Sequim, WA; Interim Director, Community & Economic Development
   Phone: 360-681-3435 (ext. 4300)
   Email: kboughton@sequimwa.gov

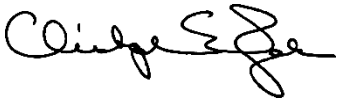
3. Name: Chad Argentar
   Organization and Role: City of Aurora, CO; Senior Development Project Manager
   Phone: 303-739-7052
   Email: cargenta@auroragov.org

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Inquiry Response #1	Inquiry Response #2	Inquiry Response #3	Inquiry Response #4
Inquiry Response #5	Inquiry Response #6	Inquiry Response #7	Inquiry Response #8
Inquiry Response #9	Inquiry Response #10	Inquiry Response #11	Inquiry Response #12
Inquiry Response #13	Inquiry Response #14	Inquiry Response #15	

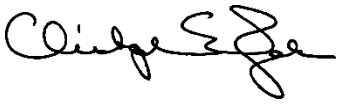
Name (printed): Chris Zahas, AICP, Managing Principal

Signature: 

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-Redevelopment Services and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Chris Zahas, AICP, Managing Principal

Signature: 

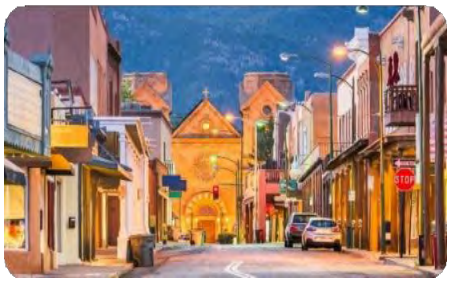
b. Areas of Expertise

Leland Consulting Group (Leland) is pleased to submit our qualifications for categories **B. Economic and Planning Analysis** and **D. Housing Program Development**. The following pages showcase the diversity of downtown revitalization, market analysis, and real estate advisory services that Leland performs on behalf of cities, economic development agencies, and downtown organizations. Please note that our team does not include any subcontractors.

B. Economic and Planning Analysis

SANTA FE FORWARD GENERAL PLAN UPDATE

Santa Fe, New Mexico



Leland is assisting the City of Santa Fe as part of a multidisciplinary consulting team in updating its general plan, Santa Fe Forward. As a national tourist destination, artistic, historic, and cultural hub, and the country's oldest capital dating back to the 17th century, Santa Fe will utilize Santa Fe Forward to create a strong vision and direction for the future of the city. Leland led the economic development analysis for the initial phase of the planning process. This work involved analysis of the city's economic drivers and future directions for a resilient and thriving economy, including considerations of the tourism economy, film sector, proximity of Los Alamos National Laboratory, and other potential future considerations to create a thriving economy in Santa Fe.

Link to deliverable: Economic Development Assessment Report chapter authored by Leland (Note: project is ongoing)

DOWNTOWN VACANCY AND VITALITY STUDY

Olympia, Washington



Olympia's historic downtown serves as the City's economic and cultural hub. As the only historic downtown in Thurston County, it draws visitors from throughout the region and beyond. However, like many downtowns Olympia has seen an increase in retail and office vacancy over the past several years. In order to address this challenge, the City hired Leland Consulting Group to assess the scope of downtown's challenges, map vacant spaces, identify key causes of downtown vacancy, and recommend strategies that the City and its partners can implement to address vacancy and improve downtown vitality. Leland conducted an in-person survey of downtown properties, interviewed City staff and downtown stakeholders, and conducted desktop research using a variety of data and mapping tools to provide the City with a holistic view of challenges and opportunities downtown.

Link to deliverable: Downtown Vacancy and Vitality Study (note: preliminary draft; project is ongoing)

DOWNTOWN PLAN UPDATE

Sioux Falls, South Dakota



The City of Sioux Falls, South Dakota, retained Leland to help with a major planning effort to update that city's Downtown Plan. The downtown area had seen significant investment in recent years, and was by all measures very successful, with a thriving retail and entertainment scene, many new quality jobs, and a range of urban housing options. Through extensive stakeholder outreach including interviews with developers, landowners, bankers, and brokers, Leland helped to ensure that the plan updates were based on a sound understanding of local and regional market supply and demand forces. In addition to "right-sizing" expectations for future development across major land use types, Leland's research led to recommendations for prioritization of redevelopment opportunity nodes and advice for how best to capitalize on emerging real estate trends. The plan was adopted in October 2023.

Link to deliverable: Downtown Plan Market Analysis and Downtown Plan

POINT AT NINE MILE MARKET STUDY

Aurora, Colorado



Leland was retained by the City of Aurora and the Aurora Urban Renewal Authority to conduct a market analysis for two transit-oriented development (TOD) parcels at its important Nine Mile station area near Aurora's border with Denver at Parker Road and Interstate 225. The two remaining Nine Mile parcels, totaling just over eight acres, represent the final piece of a decade-plus redevelopment project of a much larger overall site assembly. Because the national and regional economy have so significantly evolved in the years since this capstone site was originally conceived, the City chose to invest in additional analytic and strategic consideration before signing on to final development plans. Leland is drawing on our extensive Front Range familiarity, TOD expertise, and an eclectic array of data sources across multiple potential land uses to help determine what combination of housing and commercial development will fit best with the site. The answer will need to thrive in a context involving a newly approved pedestrian bridge linking a required civic park/plaza element with a large park and ride across the highway. Strong highway visibility, diverse immediate neighborhood demographics, and transit proximity to three of the metro area's most important employment concentrations, help to round out the strategic challenge for the site.

Link to deliverable: Aurora Market Analysis (note: preliminary draft; project is ongoing)

DOWNTOWN ECONOMIC VITALITY TRANSFORMATION STRATEGY

Great Falls, Montana



Leland was engaged by the Great Falls Development Authority (GFDA) to complete a market and demand analysis for Downtown Great Falls, as well as an implementation strategy to act as a five-year roadmap for GFDA. Leland interviewed stakeholders, including the Downtown Development Partnership as well as local developers, investors, and business owners to understand the unique market and opportunities in Great Falls. Leland produced a data-driven market analysis that included assessments of demand for retail and office space by use category. GFDA expects to use this market analysis to support new business growth and investment. Leland's implementation strategy includes recommendations for GFDA as well as its three partner agencies that support downtown economic development.

Link to deliverable: Economic Vitality Transformation Strategy

D. Housing Program Development

COMPREHENSIVE PLAN AND HOUSING AND ECONOMIC ANALYSIS

Sequim, Washington



The City of Sequim hired Leland as part of a multidisciplinary team to update the city's comprehensive plan. Sequim is a city of approximately 8,000 residents on the western side of the Puget Sound where the small-town feel, mild climate, location between Port Angeles and Port Townsend, and local festivals have attracted new residents and businesses. Leland helped the City craft the housing and economic development chapters of their comprehensive plan, including background documents and analysis required by the State. In conjunction with this work, the City hired Leland to complete a housing and economic analysis to understand potential opportunities and barriers for housing development and economic development. Leland conducted stakeholder engagement with developers, property owners, and City officials and completed a market analysis culminating in strategic recommendations for expanding housing options in the city and pursuing economic opportunities that will help diversify the city's economy and help mitigate the impacts of seasonality in the tourism sector. Leland also assisted the city in updating its zoning code to conform to new legislative requirements around ADUs and Emergency Housing, as well as code updates to support the recommendations of the housing and economic analysis.

Link to deliverable: Housing and Economic Analysis

HOUSING MARKET ANALYSIS AND STRATEGY

Pleasant Hill, Iowa



This eastern suburb of Des Moines was puzzled by lack of residential developer interest as other metro municipalities were seeing rapid residential growth. Leland provided a strategic-oriented analysis of the housing market to help understand regional market economics and identify some City zoning and policy positions that were deterring developer activity, especially in the area of multifamily. Leland also pointed to some specific opportunities, including senior and multigenerational housing, that could help differentiate Pleasant Hill in the market and spur growth in key focus areas.

Link to deliverable: Housing Market Analysis and Strategy

COMPREHENSIVE PLAN AND HOUSING ACTION PLAN

Anacortes, Washington



Leland was part of a multidisciplinary team assisting the City of Anacortes with its 2025 Comprehensive Plan Update. Building on the work completed as part of the Housing Action Plan in 2022 to 2023, Leland analyzed land capacity in the city for housing units and employment, including housing units by income band as required by HB 1220 (2021, now codified in RCW 36.70A.070(2)). The analysis helped the City better understand housing development trends and potential to inform future policy. Leland also worked with the team to draft housing goals and policies and advise on economic development strategies for the Comprehensive Plan Update, which was adopted in December 2025. Leading up to the Comprehensive Plan Update cycle, Leland led the economic and market analysis elements of the Housing Action Plan. The work included extensive evaluation of buildable residential land within Anacortes, informed by one-on-one interviews with local developers, landowners, and affordable housing advocates. Located outside the Seattle metro area, but close by, Anacortes is experiencing significant housing pressures as it increasingly is a viable option for Seattle-area workers and retirees. With some success in developing missing middle housing, the plan identifies strategies to modify zoning codes to further remove barriers to development and explores potential implementation and funding strategies. As a mostly landlocked city, increasing the diversity of housing types is the only way it will meet the needs of existing and future residents. The Housing Action Plan received a 2024 Governor's Smart Communities Award.

Link to deliverable: Housing Action Plan

SANTA FE FORWARD GENERAL PLAN UPDATE

Santa Fe, New Mexico



Leland is assisting the City of Santa Fe as part of a multidisciplinary consulting team in updating its general plan, Santa Fe Forward. As a national tourist destination, artistic, historic, and cultural hub, and the country's oldest capital dating back to the 17th century, Santa Fe will utilize Santa Fe Forward to create a strong vision and direction for the future of the city. Leland led the housing analysis for the initial phase of the planning process. This work involved housing background and needs analysis, detailed analysis of areas of the city experiencing past and current displacement risk, and analysis of markets for residential and commercial real estate. The city has seen significant changes in its housing production in recent years due to regulatory adjustments, and this planning process will help refine regulatory and land use changes to promote affordability and meet the city's diverse housing needs in the decades to come.

Link to deliverable: Housing Assessment Report Chapter authored by Leland (Note: project is ongoing)

PUBLIC LAND EVALUATION FOR AFFORDABLE HOUSING

Portland, Oregon



Leland conducted a detailed analysis of publicly-owned land in the City of Portland to support the city council's aggressive target of building 20,000 affordable housing units by 2033. By leveraging underutilized publicly owned land, the city hopes to alleviate financial feasibility challenges by contributing land that is no longer needed for public purposes. Leland conducted extensive GIS analysis of parcel data and extensive outreach to property-owning bureaus to develop a priority list of opportunity sites that will subsequently be evaluated for housing feasibility. Key deliverables include a detailed property database and an online GIS map for internal collaboration.

Link to deliverable: Land Evaluation Methodology

c. Offeror Capacity

Firm Introduction

Exceptional public and private leaders have bold visions for their downtowns, neighborhoods, employment centers, and cities. **Leland Consulting Group** helps to refine and realize those visions. In more than 250 communities across the country, our strategies have resulted in built projects that immediately improve residents' quality of life: thriving downtowns, bustling shopping districts, inviting neighborhoods, and productive employment centers. As urban strategists, our role is to keep the big picture in sight, while simultaneously providing deep expertise in the strategic, market, financial, and economic elements that make projects possible and successful. We recognize that special and economically viable places result not just from one factor, but from the combination of quality design, supportive markets, developer capacity, and financial strength. During every assignment, we engage the public and private champions essential to rallying support and overcoming obstacles. Leland Consulting Group (Leland) provides the following services:

- Market, Economic, and Demographic Research and Strategies
- Housing Strategies
- Economic Development Strategies
- Financial Analysis and
- Land Use Analysis
- Economic Impact Analysis
- Public-Private Partnership Negotiation and Facilitation
- Development Conceptualization
- Public Policy Analysis and Alignment

Leland Consulting Group, Inc., an Oregon Sub S Corporation, was established in 1989, has over 37 years of experience providing real estate and urban planning services to public and private sector clients across the United States. Leland is registered to business in the State of New Mexico (Business ID 5398134). Our team does not include any subcontractors.

Our Services

As indicated above, Leland is submitting qualifications for categories **B. Economic and Planning Analysis** and **D. Housing Program Development**. We are real estate strategists and economists and have local familiarity with Albuquerque, having worked most recently as part of a multidisciplinary team on the Downtown Redevelopment Plan. As described in the following pages, our firm provides deep expertise in market analysis, model development, urban planning, housing planning, financial analysis, economic development, public-private partnerships, and implementation.

Leland has familiarity with the market, regulatory, environmental, and cultural conditions that make Albuquerque unique and dynamic. As real estate strategists with experience not only in Albuquerque but other communities in New Mexico and across the United States, we offer a holistic and proven process to support real estate economics projects, market research, and housing planning. Our staff's multidisciplinary backgrounds allow us to develop flexible and tailored approaches to meet the unique demands of our projects, while being able to competently engage with all elements of the planning process. We bring a strong understanding of market dynamics, and our work with both public and

private clients across a broad range of land uses—including housing, retail, office, lodging, and industrial—helps ensure that plans balance public desires while successfully attracting private investment.

Unique Qualifications

Leland is uniquely qualified for market analysis, public finance, economic development, and housing planning:

- **We understand private development**. Our clients include both public agencies and private developers. We know what it takes to attract private investment and we bring extensive experience facilitating public-private partnerships.
- **We are futurists** who understand the impacts of the radical shifts that are shaping our future, including the advent of autonomous vehicles, micromobility, e-commerce, and remote work.
- **We understand the connection between transit and land use**, especially how different modes such as regional rail, bus, and BRT affect land use.
- **Experience**. We have provided consulting services on built mixed-use and public-private development projects totaling well over $2 billion and have worked in more than 200 cities nationwide.
- **Combining technical expertise and big-picture strategic thinking**. Technical services include financial/pro forma analysis; real estate market analysis; policy evaluation; public-private financial analysis including the impact of TIF; GIS/digital mapping; industry cluster analysis; and more. As strategists, our responsibility is to ensure that each engagement is more than just a stand-alone technical analysis – its context within the client's overall vision must be clarified, while key findings and recommendations are highlighted for decision makers.

Economic and Planning Analysis

Every planning process must be grounded in solid, factual market information so that the recommended projects and development strategies are not based on current trends but are also credible and can be supported by a wide range of implementing partners and private investors. The proposed concepts must be catalytic, while also feasible and financeable. Before we begin any market or economic analysis, we ask ourselves (and the client): "To what end?" Without a clear articulation of the goals of an assignment, a market analysis is nothing more than a collection of data. Without a goal, there is no way to interpret the data and develop a strategy.

Market Analysis Methodology. Leland is highly experienced in market analysis, and our principals have completed scores of analyses during our 37 years in business for residential, commercial, and mixed-use projects. The typical steps in a market analysis include: defining a trade area that will be the source of most supply and demand for the project; analyzing the current and future supply and demand; developing a potential development program; recommending land uses, design attributes, size/scale including number and type of units, square footage, etc.; and providing other information about rents/sales prices by land use, occupancy and absorption, and special features or amenities that are linked to the site's competitive differentiators and project goals. This work is further influenced by the integration of long-term trends such as demographic change, the impact of autonomous vehicles on parking, and how e-commerce will change demand for retail space.



Financial Analysis. Arguably nothing is more important to the implementation of community plans than a feasible financing plan and the assurance that there will be public and private capital available to carry out the community's vision. We provide cities with a wide range of financial advisory services, including analyzing TIF projects, impact fee strategies, and a wide range of public-private partnership strategies where limited public resources are leveraged to maximize private investment. This includes detailed static and 10-year financial models (pro formas) that identify feasibility gaps and test the efficacy of various public interventions. With experience throughout the West, we bring creative solutions that are grounded in the knowledge of what is politically and legally possible in Albuquerque.



Market analysis mapping example

Housing Program Development

Housing is a fundamental component of all our work at Leland, whether we are conducting analysis to support comprehensive plan updates, providing strategies and recommendations for economic development, or conducting site-specific market and feasibility studies. This work includes specific analysis of needs and demand for market rate, workforce, and affordable housing, with a focus on identifying attainable strategies that allow private and nonprofit developers to deliver housing across a range of income bands and housing typologies (ranging from single family to middle housing and multifamily). More recently, in response to the housing affordability crisis, this work has expanded to include housing action plans, which expand upon the assessment of existing conditions and needs to include strategies to encourage housing production, a broader diversity of housing types, and affordability that better matches the incomes of area residents and workers.

Leland brings a unique perspective to housing market analysis since the firm has worked for public agencies, private developers, and large institutional real estate owners throughout our 37+ years in business. Our work for developers of apartments, single-family, senior housing, and mixed-use projects mean that we understand how site conditions, development costs, demographics, interest rates, regulations, and other factors impact the feasibility of housing development. Leland is able to provide clients with a robust set of public and private-sector data sources, from the U.S. Census, to leading real estate industry data sources such as CoStar, Placer.ai, Redfin, and ESRI Business Analyst.

As part of this category, Leland can provide the following:

- Analyze population and employment trends, with documentation of projections.
- Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households.
- Collect data on type, size, cost, and age of housing in the city. Collect data on rental properties (e.g., type, size, cost, and age) and percentage of housing stock.

- Review and evaluate the current comprehensive plan housing element, housing production plans or needs analyses, and other policies, including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions.
- Identify catalyst development opportunities and public-private partnerships.
- Review the effectiveness of current programs, development regulations and permitting processes related to housing development.

Strategic Objectives	Build a Unique Identity	Expand Economic Diversity	Support and Grow Local Businesses	Attract New Business
City branding and marketing helps to draw new interest from investors, businesses, and residents	✓	✓	✓	✓
Strengthened local and regional partnerships attract new employment and development opportunities		✓	✓	✓
Melody Hill maintains its employment focus while evolving to meet the needs of the regional economy		✓	✓	✓
Increased housing diversity and supply supports the city's existing and future workforce			✓	✓
City economic development staff are empowered to execute the City's strategic vision	✓	✓	✓	✓
Local and small business owners can readily access resources that help them build their businesses in Mountlake Terrace		✓	✓	✓
Local and small businesses can find affordable commercial space to open and grow in Mountlake Terrace			✓	✓
Mountlake Terrace operates with a spirit of entrepreneurship to encourage new business startups as a pillar of its local economy	✓	✓	✓	✓
Infrastructure investments and public realm improvements in the Town Center continue to catalyze private investment	✓		✓	✓
A walkable and accessible Town Center that is connected to Mountlake Terrace Station fosters a desirable location for busin	✓	✓	✓	✓
Mountlake Terrace's Town Center is a vibrant hub of citywide vents that promote food, arts and entertainment	✓		✓	

Example implementation matrix

- Review land capacity analysis and review ability of existing zoning to provide for housing needs and all income brackets.
- Identify areas that may be at higher risk of displacement from market forces.
- Conduct research and assemble findings following the most current New Mexico legislative guidance.

Relevant Experience

Following is a representative list of projects and public clients where all or a portion of the services are relevant to the category areas for which we are submitting. Relevant project experience by key staff can be found in the Project Management Plan section and the resumes included in the Attachments section.

- Downtown Vacancy Study, City of Olympia, WA*
- Point at Nine Mile Station Market Study, City of Aurora, CO*
- Santa Fe Forward General Plan Update, City of Santa Fe, NM*
- Housing Study and Needs Analysis, City of Shawnee, OK*
- Comprehensive Plan and Housing and Economic Analysis, City of Sequim, WA
- Downtown Plan Update, City of Sioux Falls, SD
- Lincoln Trail Corridor Plan, East-West Gateway Council of Governments, Fairview Heights, IL
- Economic Development Strategy, City of Santa Fe, NM*
- Downtown Economic Vitality Transformation Strategy, Great Falls Development Authority, MT
- State Street TOD Design and Implementation Planning Project, Valley Regional Transit, Boise, ID
- Public Land Evaluation for Affordable Housing, City of Portland, OR
- Rail Yards Development Strategy, City of Albuquerque, NM
- Telephone Hill Redevelopment Strategy, City and Borough of Juneau, AK
- Citywide Housing and Industrial Market Analysis, City of Sandpoint, ID
- Downtown Master Plan, City of Elk River, MN

- Economic Development Strategy, City of Mountlake Terrace, WA
- Comprehensive Plan Update, Whatcom County, WA*
- North Triangle Property Redevelopment Strategy, Missoula Redevelopment Agency, MT
- Southwest Area Plan, City of McMinnville, OR*
- Comprehensive Plan Update, City of Albuquerque, NM
- North Reserve-Scott Street Master Plan, Missoula Redevelopment Agency, MT*
- International Air Center Economic Feasibility Study, Roswell Chaves County Economic Development Council, NM
- South Maui Community Plan, Maui County, HI
- Economic Development Strategic Plan, Vineyard City, UT
- Division Street Transit Oriented Development Plan, City of Spokane, WA*
- Housing Action Plans, Cities of Port Orchard, Anacortes, Mattawa, Kettle Falls, Chewelah, and Ritzville, WA
- Midland-Washington Redevelopment Opportunity Plan, City of Grants Pass, OR*
- Citywide Retail Strategy, City of Boulder, CO
- South Virginia Street TOD Study, Regional Transportation Commission of Washoe County, NV

*Project is underway

Project Team and Roles

As noted above, our team does not include any subcontractors – all services and relevant experience provided in our submittal is for Leland. Please note that roles for individual staff members can be found in the Project Team Structure provided in the Attachments section.





Technology and Tools

Leland utilizes a wide variety of industry-leading data tools to support our economic and housing analyses. In all cases, these tools are provided as part of our core services and do not incur additional charges to projects. A summary of these tools is as follows:

Data Tool (and type)	Description and Team Member Competency
CoStar (subscription tool)	Real estate market data for commercial properties including office, retail, hospitality, multifamily housing, and industrial properties as well as commercial land. Includes property, submarket, and market-level data. Ted Kamp, Jennifer Shuch, Andrew Oliver, and Daria Pugacheva have access to CoStar and are familiar with the available data, how and when it is appropriate to use, and its shortcomings (such as incomplete data for small and rural markets).
Placer.ai (subscription/AI tool)	Anonymized cellphone data showing patterns of behavior for residents, workers, and out-of-market visitors. Focus on retail establishments but allows for custom searches. All team members have access to Placer.ai and use it to compare economic health and vibrancy of establishments within and across communities.
QGIS (analytical tool)	GIS tool for analyzing spatial data (an open source robust alternative to ArcGIS). Ted Kamp, Andrew Oliver, and Daria Pugacheva are experienced GIS analysts who utilize QGIS for mapping demographic and employment data, points of interest, real estate data, opportunity sites, trade areas, etc.
Financial modeling and proforma analysis using **Excel** (analytical tool)	Analysis of the development feasibility of various property types as well as sensitivity analysis for rent, construction costs, parking ratios, unit density, etc. Chris Zahas and Jennifer Shuch have significant experience with financial modeling and proforma analysis for retail, hospitality, and housing (including market rate and affordable).
Adobe Creative Suite (graphic design tool)	Graphic design tool for producing visually interesting and compelling reports. Daria Pugacheva and Andrew Oliver have significant InDesign and Illustrator experience, having utilized this tool across several projects.
Canva (graphic design tool)	Graphic design tool that allows for the creation of custom infographics and visual communications. Lizzy Caston, Daria Pugacheva, and Jennifer Shuch have utilized Canva to make custom infographics to support analysis and findings.
U.S. Census Bureau (free data source)	Data from the decennial Census and five-year American Community Survey, including details about demographics, housing, and commute patterns. All staff have access to this data and use it frequently in economic and housing market analyses.
Comprehensive Housing Affordability	Special Census tabulations that cross-reference household income, housing cost burden, and demographics using HUD Area Median Income (AMI) categories. Prepared annually by Census for HUD, CHAS enables direct

Data Tool (and type)	Description and Team Member Competency
Strategy (CHAS) (free data source)	analysis of affordable housing need by AMI threshold without custom tabulation, essential for housing needs assessments and policy planning.
U.S. Department of Housing and Urban Development (free data source)	Data relating to area median income (AMI) or median family income (MFI) and maximum housing costs by income level, as well as data relating to tenure, race, cost burden, etc. from the Comprehensive Housing Affordability Strategy (CHAS) dataset. All staff have access to this data and use it frequently in housing market analyses to inform housing strategies.
U.S. Bureau of Labor Statistics (free data source)	Data relating to job growth and wages by sector over time at the state and county level, including the Quarterly Census of Employment and Wages. All staff have access to this data and use it frequently in economic and housing demand analyses.
Federal Reserve Bank of St. Louis (free data source)	Data relating to unemployment and interest rates. All staff have access to this data and use it frequently in economic and housing demand analyses.
New Mexico Department of Workforce Solutions (free data source)	Employment data for the state and counties, including job sectors, unemployment, etc. All staff are experienced at utilizing data from local and regional sources, including DWS.
University of New Mexico Geospatial and Population Studies (free data source)	Population estimates and projections (2010-2050) for New Mexico and its counties. When conducting demand analyses, all staff utilize available forecasts for population and employment over a given time period.
New Mexico Economic Development Department (free data source)	Ten-year employment projections. When conducting demand analyses, all staff utilize available forecasts for population and employment over a given time period.
Zillow (free data source)	Zillow data sets include the Zillow Home Value Index (ZHVI), which includes typical home price data over time at various geographic levels, and the Zillow Observed Rent Index (ZORI), which includes rent data over time. All staff have access to this data and use it frequently in housing analyses and strategies.
Redfin (free data source)	Downloadable data relating to residential property listings and sales over the past five years for a given area. All staff have access to this data and use it frequently in housing analyses and strategies.
U.S. Internal Revenue Service (free data source)	County-level migration data that includes reported income by household. All staff have access to this data and use it frequently in housing analyses and strategies.

d. Project Management Plan

Leland's work will include a wide range of technical real estate and market analytics appropriate for each assignment. This can include market analysis (real estate, demographics, economy), stakeholder engagement (focus groups, one-on-one interviews, open houses, online surveys), GIS modeling, pro forma financial feasibility modeling, Placer.ai foot traffic analytics, code analysis, site capacity analysis, implementation strategies (public-private partnerships, developer recruitment, policy and code), business economic development strategies, housing strategies, and fiscal impact analysis. Projects may range from site-specific development analysis to neighborhood business district planning to citywide code and policy analysis.

While this will vary, of course, on each assignment, most of our projects generally follow a three-phase process:

1. **Visioning and goal setting:** We start every project with a goal-setting exercise to ensure that we are solving the right problem, and we have a clear understanding of our client's needs, measures of success, and desired outcomes. This visioning may be no more than a brief kickoff meeting, or it may involve a broader engagement with decision makers to identify and prioritize project criteria. The outcome of this phase is a detailed project schedule, research methodology, stakeholder engagement plan, and staffing plan.
2. **Analysis:** Once the project is tightly scoped, we conduct the core analysis, which may include any of the technical tasks described in the Offeror Capacity section above.
3. **Report:** Technical work is only as good as our ability to clearly communicate it to decision makers and stakeholders. We finish a project with a focused phase of reporting, which may include preparing written deliverables, delivering technical data files, or making presentations to committees, council, or other public bodies.

Chris Zahas, AICP will initially be the primary contact for all projects and will work with MRA staff to develop a project scope and budget for each assignment. Depending on the specific needs of the assignment, Chris will assign duties to one or more senior associates or analysts, which could include any of the staff profiled in this proposal. In all cases, Chris will serve in a principal role, overseeing project methodologies, reviewing draft work, supporting the team in meetings and presentations, and providing overall quality control.

Depending on the specific assignment, work products may include a combination of technical memos, white papers, narrative reports, PowerPoint presentations, standalone Excel workbooks, and GIS maps and shapefiles.

Using our project accounting system, Ajera, we have daily insight into project budgets and work-in-progress accrual. We use this system to ensure that the overall project stays on budget and there are no surprises. Cost control is critical from the scoping phase through completion. If there are unanticipated costs, they will be tracked to specific tasks where the cause can be evaluated and remedies quickly implemented. Further, regular progress reports will be assembled to detail progress, budget status, and decisions needed to maintain the schedule.

When using subcontractors (though this submittal does not include any), we maintain bi-weekly project check-in meetings to review progress, coordinate deliverables, and discuss budgeting and other project management issues. It is our practice is to conduct an internal quality assurance review of subcontractor deliverables before being delivered to the client.

Our project examples and references demonstrate a consistent track record of completing projects on time and on (or under) budget. Foundational to this record of success is ongoing and frequent client communication to ensure that expectations are clear, issues are brought up early, and the client knows what we're doing on the project at all times. We build project schedules around our clients' needs, starting with the end date and working backwards to sequence the analytical steps needed to get us to that end point on time. We are experienced and comfortable with the flexibility that is required to successfully execute an on-call contract.

Organizational and Team Structure

Our team operates within a clear leadership structure that promotes accountability and depth of expertise as well as complementary skills to assure balanced oversight and teaming.

We approach each assignment with flexibility and responsiveness. When issues emerge or scope modifications are requested, we quickly evaluate the situation, outline options and potential impacts, and work collaboratively with the client to implement an agreed-upon course of action. This disciplined yet adaptable approach minimizes disruption and keeps projects on track, while supporting City staff and stakeholders.

An org chart of staff and roles for individual staff members can be found in the Project Team Structure provided in the Attachments section.

Data Tools

Leland has access to an array of data and research resources including GIS, CoStar, Placer.ai (cellphone-based geo-tracking data), U.S. Census, Bureau of Labor Statistics, and local and state population and employment forecasts. We also utilize a range of professional graphic production tools including Adobe Creative Suite, Microsoft Office Suite, and Canva. Please see the detailed list provided in the Offeror Capacity Section above.

We employ artificial intelligence tools (ChatGPT/Copilot or Anthropic/Claude) for analytic help, assistance in thinking through approaches to complex subtasks, developing and testing formulas and models in Excel, identifying leads on official data sources, or for pointing out potential comparable case studies – never as a direct source of data to use in an analysis. In other words, although AI is helpful in identifying potential data resources, we then seek out those original sources ourselves, independent of AI tools. All written deliverables are authored by humans, not AI.

Other resources include:

- Memberships and affiliations with key professional organizations such as the APA and ULI.
- Extensive connections with national and local experts developed during our 37 years in business. If we do not know the answer to a pressing question, we know someone who does.



- User-friendly, shareable, cloud-based project management tools for file sharing, version control, project scheduling, and team messaging, including a suite of Microsoft tools.
- Ajera, an internal comprehensive project management, accounting, and timekeeping system to manage project, scopes, time tracking, budgets, and invoicing.

Redevelopment Experience

Our team has long been involved in urban renewal and tax increment financing (TIF) across several Mountain West states, including Oregon, Idaho, Washington, Montana, New Mexico, and Colorado. We have been closely following the evolving redevelopment law in New Mexico, including the transformative 2023 amendments to the Metropolitan Redevelopment Code (SB 251) that became, effective January 2025. Those changes substantially expanded TIF capabilities for municipalities and their redevelopment agencies, with MRA potentially seeing the most dramatic impact in terms of total resource dollars affected. The revised statute now permits districts like MRA to capture both property tax and gross receipts tax (GRT) increments for entire Metropolitan Redevelopment Areas rather than individual projects, and it allows state participation in dedicating up to 75% of state GRT increments (with Board of Finance approval).

We also maintain careful attention to New Mexico's constitutional “anti-donation clause” (Article IX, Section 14), which prohibits public entities from donating funds or pledging credit to private parties. While TIF mechanisms are structured to comply with public benefit and value-received requirements, the clause continues to constrain certain important redevelopment incentives—particularly direct subsidies, infrastructure investments benefiting private entities, and some forms of public-private partnership.

During Leland’s analysis and strategy work in the context of redevelopment, we are often called upon to also consider the potential for displacement of existing residents and businesses. Our recent work with the City of Santa Fe for the Santa Fe Forward comprehensive plan update included a detailed GIS-based analysis of displacement risk employing a variety of data sources designed to flag areas where a) residents were particularly vulnerable to economic disruption, and b) there was evidence of a high likelihood of potentially disruptive redevelopment pressure. That analysis has formed the basis for policy strategies intended to mitigate that harm, by avoiding actual displacement altogether or facilitating equitable relocation resources and options.

Our team also has extensive experience conducting fair, thorough, and clearly-documented blight studies to comply with locally applicable urban renewal law when establishing new URAs. Over the past 20 years, these have included over 35 blight studies across 20+ Colorado municipalities, along with several others in Idaho and Oregon.

Remote Work

Our team regularly works in a hybrid environment that combines targeted site visits with technology-enabled collaboration. We are a Microsoft 365 office, with full utilization of SharePoint/OneDrive for cloud file storage and collaboration and Teams for online meetings and group chats. We, of course, are also fully capable of using Zoom or other tools as needed by our clients.

On occasion, there is no substitute for in-person meetings for sensitive stakeholder engagement or to see a property first-hand. In those cases, travel will be used strategically when in-person presence is most beneficial and will be managed in a cost-conscious manner, which starts with scheduling trips at least 14 days in advance in order to minimize airfare costs. We also only rent cars when absolutely necessary for site visits. For projects where all meetings are downtown, we will select a hotel within walking distance and take car share or public transit to and from the airport.



e. Cost Proposal

The rates below are fully burdened including New Mexico gross receipts tax.

Name/Position	Project Responsibilities	Hourly Rate
Chris Zahas, AICP Managing Principal	Principal-in-charge; project manager; senior oversight of analysis and recommendations; quality assurance	$316.43
Lizzy Caston Senior Associate	Project manager; economic and urban development analysis lead	$284.25
Ted Kamp Senior Associate	Project manager; market, economic, and GIS analysis lead	$241.35
Associate (position vacant)	Project management; economic and urban development analysis support	$225.26
Jennifer Shuch Senior Analyst	Deputy project manager; market and demographics analyst; financial modeling and proforma analyst	$214.53
Andrew Oliver Senior Analyst	Deputy project manager; market, demographics, and GIS analyst	$214.53
Daria Pugacheva Senior Analyst	Deputy project manager; market, demographics, and GIS analyst	$214.53
Analyst (position vacant)	Market and demographics analyst (support)	$193.08
Administrative	Administrative support (e.g., project budget management and invoicing, travel coordination, etc.)	$150.17

Anticipated reimbursable expenses are limited to necessary project-related travel. Travel will be arranged in a cost-conscious manner, including advance booking and standard coach airfare, consistent with prudent business practices. In the event specialized data is required for the project, such costs would be discussed with and approved by the client prior to purchase.

Our budgets typically include the following assumptions:

- Monthly progress billings on a percent-complete basis.
- Fees not fully used for one task may be reallocated to other tasks requiring additional time to complete.
- The client will provide one set of clear and nonconflicting comments on all deliverables, and these comments will be the basis for our edits to deliverables.
- Reimbursable expenses and subcontractors (if needed) are billed at cost plus 10 percent.

f. Attachments

Our proposal includes the following attachments. Please note that examples of deliverables are provided in the Areas of Expertise section (as links) and our rate sheet can be found in the Cost Proposal section.

- Project Team Structure/Org Chart
- Resumes for Key Staff
- City of Albuquerque Pay Equity Reporting Form
- Certificate of Insurance

Project Team Structure/Org Chart

Managing Principal

Chris Zahas, AICP provides executive oversight, strategic direction, and quality assurance, and in many cases also serves directly as project manager to ensure senior-level engagement throughout an assignment. Chris brings an extensive understanding of economic and demographic analysis, is a national expert on TOD, is a skilled project manager and public-private partnership facilitator.

Senior Associates manage day-to-day project strategy, guide methodology, and serve as primary client contacts.

Lizzy Caston, a senior level certified project manager, brings an extensive understanding of economic and community development, is a national expert in neighborhood revitalization and equitable local business districts.

Ted Kamp is an expert in complex data analytics, analysis, and reporting. He has extensive experience with projects across a variety of urban scales in the contexts of urban renewal, TOD, economic development, and market analysis.

Senior Urban Development Analysts support project delivery through market analysis and modeling and frequently serve as deputy project managers to help coordinate workflow, schedules, and deliverables.

Jennifer Shuch brings a deep knowledge of housing policy and finance as well as experience with economic and demographic analysis. She has worked on real estate strategies and pro forma analyses for housing, mixed-use, hospitality, commercial, and industrial developments and is skilled at communicating findings for a variety of audiences.

Andrew Oliver, ACIP consistently delivers analyses and work products on time and budget. He has worked on over 20 Comprehensive Plan updates, conducting housing needs analyses, land capacity analyses, and economic development work, including working with stakeholders, planning commissions, and city councils.

Daria Pugacheva brings a multidisciplinary approach and precision of urban and market analytics into her work. She has worked on development strategies for private developers and public institutions and has experience with economic and demographic analysis as well as land capacity analysis and policy recommendations for housing strategies for cities.

Resumes can be found on the following pages.



Chris Zahas

AICP, Managing Principal

LELAND CONSULTING GROUP

Areas of Specialization

Project management for multidisciplinary development strategies; market analysis for employment, residential, commercial, and mixed uses; economic analysis; corridor revitalization strategies; TOD strategies; downtown redevelopment planning

Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Arts, International Affairs, Lewis and Clark College

Publications and Public Speaking

- Guest lecturer: Portland State University, University of Oregon
- Rail~Volution/Mpact
- Western Planners Conference
- Urbanism Next
- Nevada Chapter of the American Planning Association
- Utah Chapter of the American Planning Association
- Washington Association of Realtors
- Contributing Author: *Sustainable and Resilient Communities: A Comprehensive Action Plan for Towns, Cities, and Regions*, 2011

Professional Memberships

- American Planning Association
- American Institute of Certified Planners (#019464)

Chris Zahas is a real estate strategist and project manager with an emphasis on urban corridors, downtown revitalization, employment districts, transit-oriented development, and public-private partnerships. He helps public and private sector clients turn broad visions into prioritized and achievable action plans by combining market and economic research with strategic advice that is tied to the fundamental principles of real estate development and place making. In all cases, Chris keeps the focus of projects on implementation, anticipating next steps and never hesitating to advise a client to change directions when that is the best course. In over 25 years at Leland, he has managed more than 50 downtown, corridor, and economic development strategies and played a strategic advisor role in dozens more. As the majority owner of Leland Consulting Group, Chris leads the firm's strategic direction and serves as a professional mentor to its talented team of analysts and associates. Prior to joining Leland, he coordinated economic development projects for Portland's redevelopment agency.

Project Experience

- Downtown Redevelopment Plan, Albuquerque, NM
- Santa Fe Forward General Plan Update, Santa Fe, NM
- Downtown Vacancy and Vitality Study, Olympia, WA
- Comprehensive Plan Update, Albuquerque, NM
- Downtown Economic Vitality Transformation Strategy, Great Falls, MT
- Citywide Retail Strategy, Boulder, CO
- Downtown Housing and Revitalization Initiative, Boise, ID
- North MRL Triangle Property, Missoula, MT
- Point at Nine Mile Market Study, Aurora, CO
- Telephone Hill Redevelopment Master Plan, Juneau, AK



Lizzy Caston

Senior Associate

LELAND CONSULTING GROUP

Areas of Specialization

Program and project management; community and economic development; real estate and capital projects; organizational capacity building; GIS and data analytics; disaster recovery; creative placemaking; public-private partnerships

Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Science, Community Development, Portland State University
- Project Management Professional Certification, University of California Irvine

Awards and Public Speaking

- Presenter: "Food Systems in Urban Development", Making Cities Livable Conference, Corona, Italy
- Former Director and Facilitator: Food Innovation Program, PCC / SBDC / OSU, Portland, OR
- Founder of Food Carts Portland ROAM North American Mobile Vending Conference, Portland, OR
- National Award: 2020 Niantic Vibrant Communities Award for placemaking, economic stabilization

Professional Memberships

- Project Management Institute
- International Economic Development Council
- Congress for New Urbanism

Lizzy Caston is a senior program and project manager specializing in innovative approaches to both urban and rural development and planning, economic resilience, and organizational transformation. She leads multimillion-dollar project portfolios, manages complex integrated partnership projects, and supports public, private, and nonprofit clients.

Her work integrates data-driven research, human-centered design, and inclusive engagement to help communities and organizations plan, prioritize, and implement high impact strategies. Lizzy's experience spans housing and real estate development, district and downtown planning, capital project delivery, technology and data modernization, and disaster recovery. She is an award-winning creative placemaking practitioner with extensive experience in small business stabilization and community revitalization.

Project Experience

- Economic Development Strategic Plan, Santa Fe, NM
- Church Property Real Estate Strategy, Portland, OR
- Kilkich Area Master Plan, Coos Bay, OR
- Nike Global Portfolio Capital Development Senior Project Management, Beaverton, OR
- Foundry Project Brownfield Redevelopment, Cleveland, OH
- South Waterfront Housing District Planning, Portland, OR
- Disaster Recovery Planning and Implementation, New Orleans, LA
- Economic Development Feasibility, Clinton, LA



Ted Kamp

Senior Associate

LELAND CONSULTING GROUP

Areas of Specialization

Market research (quantitative and qualitative, including tool development); branding; geographic information systems (GIS); economic impact analysis; real estate strategy; information design/graphics

Education

- Master of Urban and Regional Planning, PhD coursework, University of Colorado
- Master of Science, Marketing (Consumer Behavior), University of Arizona
- Bachelor's in business administration (with honors), University of Oklahoma

Awards and Publications

- 1999 Outstanding Graduate: Urban and Regional Planning Masters Program, University of Colorado-Denver
- 1998 ASCP McClure Student Award: "*Empathy and Planning*" (best paper nationally by a masters student)
- Author, with Deborah MacInnis: "*Characteristics of Portrayed Emotions in Commercials: When Does What is Shown in Ads Affect Viewers*," Journal of Advertising Research, December 1995

Ted Kamp provides market analysis in support of strategic land use decisions for public planners and private developers. Drawing on expertise in GIS, market economics, and demographic analysis, he incorporates user-friendly information design to convey critical market intelligence to stakeholders. His work spans a variety of development and planning contexts including urban infill, economic development, suburban revitalization, impact analysis, and transit-oriented development. Recent client work has covered locales across the western and central US. In addition, he taught the Urban Market Analysis course for planning graduate students at the University of Colorado-Denver for five years. After receiving a BBA from the University of Oklahoma and an MS from the University of Arizona, Ted provided research and strategic planning services for the Leo Burnett advertising agency in Chicago. He subsequently earned a Masters in Urban and Regional Planning at the University of Colorado-Denver. He has provided urban market analysis consulting services for the past 25 years.

Project Experience

- Downtown Redevelopment Plan, Albuquerque, NM
- Santa Fe Forward General Plan Update, Santa Fe, NM
- Citywide Retail Strategy, Boulder, CO
- North MRL Triangle Property, Missoula, MT
- Housing Study and Needs Analysis, Shawnee, OK
- Point at Nine Mile Market Study, Aurora, CO
- Comprehensive Plan Update, Albuquerque, NM
- Economic Development Strategic Plan, Santa Fe, NM
- Downtown Plan Update, Sioux Falls, SD
- Housing Market Strategy, Pleasant Hill, IA
- South Virgina Street TOD Study, Reno, NV



Jennifer Shuch

Senior Urban Development Analyst

LELAND CONSULTING GROUP

Areas of Specialization

Market analysis for employment, residential, commercial, and mixed uses; housing development and zoning strategies; development feasibility analysis; economic development strategies; downtown planning; industry cluster analysis

Jennifer Shuch is a data-driven, equity-focused planner who strives to understand urban environments from the perspective and needs of a wide variety of users. She believes that greater inclusivity creates stronger communities and fosters economic growth. Her passion for urban and economic planning stems from her interest in accessibility and universal design as well as her experiences living in a variety of urban, suburban, and rural communities. Jennifer is experienced in market analysis using a combination of quantitative and qualitative data. She combines clearly written assessments with data visualizations and has experience conducting feasibility studies for a variety of housing types as well as hospitality, office, and retail. She regularly contributes to Leland's blog and has written articles and white papers on local housing policies. She previously wrote, hosted, and edited a podcast focusing on current events in real estate, infrastructure, and transit in the Pacific Northwest. Jennifer was the Senior Research Analyst at a Portland-based multifamily real estate brokerage serving Oregon and Washington.

Project Experience

- Downtown Redevelopment Plan, Albuquerque, NM
- Downtown Vacancy and Vitality Study, Olympia, WA
- Comprehensive Plan and Housing and Economic Analysis, Sequim, WA
- Economic Development Strategic Plan, Vineyard, UT
- Public Land Evaluation for Affordable Housing, Portland, OR
- Downtown Master Plan, Elk River, MN
- TDR Study, Douglas County, NV
- North MRL Triangle Property, Missoula, MT
- Comprehensive Plan Update, Fraser, CO

Education

- Master of Urban Planning, University of Southern California
- Master of Middle East and Mediterranean Studies, King's College London
- Bachelor of Arts, Religion, Haverford College

Volunteer Work

Portland: Neighbors Welcome
Board President (2026), Board Member, and 2023 Volunteer of the Year award recipient: Coordinate to assess housing policies, organize with stakeholders, and work with City leaders to promote housing opportunity in Portland, Oregon

Speaking Experience

Oregon APA Conference (2024): "When the Grassroots Knock: Citizen Advocacy and Housing Production"

Professional Memberships

Urban Land Institute



Andrew Oliver

AICP, Senior Urban Development Analyst

LELAND CONSULTING GROUP

Areas of Specialization

Project management; market and economic research and analysis; housing needs analyses and strategies to increase housing production and affordability; land capacity analyses

Education

- Master of Urban and Regional Planning, Portland State University
- Bachelor of Music, Jazz Studies, Portland State University
- Bachelor of Arts, French, Portland State University

Professional Memberships

- American Planning Association
- American Institute of Certified Planners (#37484)

Andrew Oliver is a planner with a passion for helping to create more equitable and sustainable cities and regions through understanding the relationships between land use, access to housing and transportation, and the economics of development. He is particularly interested in strategies to improve housing affordability and understanding the housing needs of communities, as well as the connection between housing and economic development. At Leland, Andrew supports the firm's principals and associates with a variety of research, writing, GIS, and data analysis tasks. He has recent experience working on a variety of housing plans, downtown strategies, tribal economic development efforts, and comprehensive plans in the Pacific Northwest and Alaska. Before joining the firm, he worked for JM Goldson, a community planning firm in Boston, working on housing production plans for a number of Massachusetts municipalities. Andrew has a Master's degree in Urban and Regional Planning from Portland State University.

Project Experience

- Santa Fe Forward General Plan Update, Santa Fe, NM
- Downtown Vacancy and Vitality Study, Olympia, WA
- Comprehensive Plan and Housing and Economic Analysis, Sequim, WA
- Telephone Hill Redevelopment Master Plan, Juneau, AK
- Public Land Evaluation for Affordable Housing, Portland, OR
- Comprehensive Plan Update, Whatcom County, WA
- Sub-Area Solutions Studies, Mat-Su Borough, AK
- Housing Action Plan, Anacortes, WA
- Comprehensive Plan Update, Post Falls, ID



Daria Pugacheva

Senior Urban Development Analyst

LELAND CONSULTING GROUP

Areas of Specialization

Market and economic research and analysis; housing needs and land capacity analyses; development strategies; spatial analysis and urban informatics; spatial design and graphics; mixed-use and TOD strategies; sustainable development

Education

- Master of Urban Planning, University of Southern California
- Certificate in Sustainable Policy and Planning, University of Southern California
- Bachelor of Architecture, Novosibirsk State University of Architecture, Design and Arts

Publications and Conferences

- "*Where Are Green Spaces Accessible? Exploring Green Open Spaces Access via Non-Motorized Transport and Analyzing Street Networks Around Green Spaces*." Association of Collegiate Schools of Planning Annual Conference. Chicago, IL. 2023
- "*Internationally Validated Open Access Indicators of Large Public Urban Green Space for Healthy and Sustainable Cities*." Geographical Analysis, October 2025

Professional Memberships

- Urban Land Institute
- American Planning Association

Daria Pugacheva is an urban planner, analyst, and strategist focusing on leveraging data and mapping to uncover challenges and to envision opportunities in urban communities. She is passionate about sustainable development that incorporates environmental, economic, and social justice principles. Her experience spans from design development for small communities to large mixed-use real estate projects up to 250 acres as well as campus planning and adaptation of post-industrial lands to civic development. She has recent experience in advisory projects in Southern California, including the Expansion of the San Gabriel Mountains National Monument and the city of Pico Rivera South Downtown Edge redevelopment. As a detail-oriented planner, Daria fosters urban development advisory by using GIS and urban analytics technologies to investigate and visualize spatial disparities and opportunities. Before joining Leland, Daria worked for five years in urban planning and architecture, and as the Lead Urban Planner and Architect at a Moscow-based firm, Citymakers.

Project Experience

- Santa Fe Forward General Plan Update, Santa Fe, NM
- Division Street TOD Plan, Spokane, WA
- North Reserve-Scott Street Master Plan, Missoula, MT
- Linfield University Property Master Plan, McMinnville, OR
- Housing Planning Services, Othello, WA
- Master Plan Update, Alpine, WY
- Land Capacity Analysis, Sequim, WA
- Southwest Area Plan, McMinnville, OR
- Midland-Washington Redevelopment Opportunity Plan, Grants Pass, OR
- Comprehensive Plan Update, Port Angeles, WA

Pay Equity Reporting Form

City of Albuquerque
www.cabq.gov

Bernalillo County
www.bernco.gov

0

Water Authority
www.abcwua org

Company Details

Company Name	Leland Consulting Group, Inc.	Mailing Address	610 SW Alder Street, Suite 1200, Portland, OR 97205
Phone	503-205-4150		
Email Address	jstmichael@lelandconsulting.com	NM Employees?	no

Job Category		No. Females	No. Males	Gap (Abs.%)
1.1	Exec/Senior Level Officials/Mgrs			
1.2	FirsUMid Level Officials/Mgrs			
2	Professionals			
3	Technicians			
4	Sales Workers			
5	Office and Admin. Support			
6	Craft Workers {Skilled)			
7	Operatives (Semi-Skilled)			
8	Laborers (Unskilled)			
9	Service Workers			
	Overall Total			

Total# of Females (all categories)	Total# of Males (all categories)
Total# Female Only Job Categories	Total# Male Only Job Categories
Total# Part Time Females	Total# Part Time Males
Female % Workforce	Male % of Workforce
Total# Employees	Total # Non-Binary Employees

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third party verification at your own expense.

Jane St. Michael, Secretary		Mar 16, 2026
Name and Title	Signature	Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, you are eligible for a 5% preference. Please keep in mind that a completed Pay Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
12/01/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER

ABI Insurance an ISU Network Agency
4800 SW Griffith Dr. Suite 300
Beaverton, OR 97005

◆2:i◆CT	Jason Sharkey	r..et
r..:JRN:o, Ext):	(503)292-1580	No): **(503)467-4600**
it1DA◆◆ss,	jason@abipdx.com	

INSURED

Leland Consulting Group, Inc
610 SW Alder Street Suite #1200
Portland, OR 97205-3611

INSURER(S) AFFORDING COVERAGE		NAIC#
INSURER A:	**Fidelity And Guaranty Insurance Company**	**35386**
INSURER B:	**Travelers Property Casualty Company Of America**	**25674**
INSURER C:	**United States Liability Insurance**	**25895**
INSURER D:		
INSURER E:		
INSURER F:		

COVERAGES CERTIFICATE NUMBER: 00009952-0 **REVISION NUMBER: 443**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			BIP4X852931	12/08/2025	12/08/2026	EACH OCCURRENCE	$ 2,000,000
	CLAIMS-MADE [X] OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 2,000,000
	GEN L AGGREGATE LIMIT A P P L I E S PER						GENERAL AGGREGATE	$ 4,000,000
	X POLICY PRO-JECT LOG						PRODUCTS - COMP/OP AGG	$ 4,000,000
	OTHER:							$
A	AUTOMOBILE LIABILITY			BIP4X852931	12/08/2025	12/08/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 2,000,000
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB CLAIMS-MADE						AGGREGATE	$
	DED RETENTION$							$
B	WORKERS COMPENSATION AND EMPLOYERS" LIABILITY Y/N			UB5X371936	12/08/2025	12/08/2026	X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? IN | N/A						E.L. EACH ACCIDENT	$ 1,000,000
	(Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	**Professional Liability**			SP1020647O	08/26/2025	12/08/2026	**Deductible $15,000 Each Claim**	**2,000,000**

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance

CERTIFICATE HOLDER

EVIDENCE OF INSURANCE

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Jason Sharkey

(JWS)

© 1988-2015 ACORD CORPORATION. All rights reserved.

CITY OF ALBUQUERQUE

RFP #01-2026 REDEVELOPMENT SERVICES











SUBMITTED BY:

CONSENSUS PLANNING
with Isaacson & Arfman

CONSENSUS PLANNING

Isaacson & Arfman, Inc.
Civil Engineering Consultants

CONSENSUS PLANNING

Landscape Architecture
Urban Design
Planning Services

302 Eighth St. NW
Albuquerque, NM 87102

(505) 764-9801
Fax 842-5495
cp@consensusplanning.com
www.consensusplanning.com

APRIL 3, 2026

Sarah Supple, Operations Manager, Metropolitan Redevelopment Agency
Department of Finance and Administrative Services
1 Civic Plaza, 8th Floor, Albuquerque, NM 87102
Email: ssupple@cabq.gov Phone: (505) 810-7501

Re: RFP 01-2026- Redevelopment Services (Metropolitan Redevelopment Agency)

Dear Ms. Supple and Members of the Selection Committee,

It is with great pleasure that we submit this proposal for Redevelopment Planning Services to the City of Albuquerque. We are confident that our Project Team of Consensus Planning and Isaacson and Arfman (Civil Engineering) has the technical competence, capacity, and experience necessary to provide Redevelopment Planning Services as described in the RFP and to the satisfaction of the City of Albuquerque's Metropolitan Redevelopment Agency.

Consensus Planning excels at project management, communication, and quality control. We are the leader in community planning and public engagement for New Mexico municipalities, counties, and tribal governments, and are widely recognized as the go-to firm for development and redevelopment projects in the Albuquerque Metro Area. Consensus Planning has completed numerous MRA plans across the state and recently completed the Menaul MRA Plan, the expansion of the Sycamore MRA Plan, preparation of a designation report and the Coronado MRA Plan, and an update to the Albuquerque Rail Yards Master Plan in the Barelas MRA. In addition to the MRA plans themselves, Consensus Planning has worked on and facilitated numerous development plans for affordable housing, market-rate housing, commercial redevelopment plans, mixed-use projects, and zoning amendments for planned and constructed projects within many of the City's MRAs.

As a Principal of Consensus Planning, I am authorized to negotiate the contract with the City of Albuquerque. I can be contacted at 505.764.9801 or cp@consensusplanning.com for any clarification needed. I affirm that Consensus Planning will comply with all laws set forth in the RFP and agree to the Required Contract Terms without exception. Thank you for this opportunity to submit our proposal.

Sincerely,

James K. Strozier, FAICP
Principal

PRINCIPAL

James K. Strozier,

ASSOCIATE

Ken Romig, PLA, ASLA

TABLE OF CONTENTS

a. Cover Sheet 1

b. Areas of Expertise 4

c. Offerer Capacity 11

d. Project Management 14

e. Cost Proposal 18

f. Attachments 19

i) Project team structure/ Organizational chart
ii) Resumes of key staff (including subcontractor staff)
iii) Examples of completed projects for each area of expertise selected
iv) Rate sheet(s) for Offeror and subcontractors
vi) Hyperlinks to relevant successful projects

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: Consensus Planning

Address: 302 Eighth St. NW

Nature of organization

☐ Individual

☐ Partnership

Corporation

☑ Private

☐ Public

☐ Nonprofit

Person authorized to execute the contract: James K. Strozier

Phone: 505.764.9801

Email: cp@consensusplanning.co

Contact information for key project staff

Name and Title: Charlene Johnson, AICP

Role: Senior Planner II

Phone: 505.764.9801

Email: Johnson@consensusplanni

Name and Title: Ken Romig, ASLA

Role: Landscape Architect

Phone: 505.764.9801

Email: Romig@consensusplanning

Subcontractors (if any)

Subcontractor 1

Name of Vendor: Isaacson & Arfman

Address: 128 Monroe St NE, Albuquerque, NM 87108

Nature of organization

☐ Individual

☐ Partnership

Corporation

☑ Private

☐ Public

☐ Nonprofit

Lead Point of Contact: Ian Anderson

Phone: 505.268.8828

Email: ian@iacivil.com

Subcontractor 2

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Johanna Gilligan
   Organization and Role: Homewise, President
   Phone: 505-469-6195
   Email: jgilligan@homewise.org

2. Name: Stephanie Shumsky
   Organization and Role: COA MR, Past Role with Town of Bernalillo
   Phone: 505-810-7502
   Email:sshumsky@cabq.gov

3. Name: Josh Rogers
   Organization and Role: Titan Development, Partner
   Phone:(505) 515-2914
   Email: jrogers@titan-development.com

Receipt of Addenda

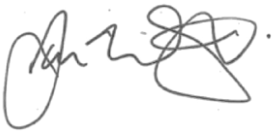
I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

addenda on the we

addenda on the website

Name (printed): Signature:

James K. Strozier, FAICP

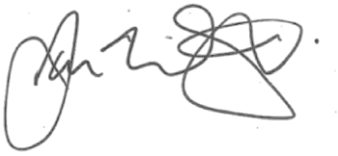


Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): James K. Strozier

Signature:



CONSENSUS PLANNING proposes to serve under the following capability areas: B) Economic & Planning Analysis; C) Placemaking Planning and Design; and E) Site Readiness Services. Each capability below includes our value proposition, process, deliverables, success metrics, and representative results in Albuquerque and comparable markets.

B. Economic & Planning Analysis

Approach: Consensus Planning crafts Metropolitan Redevelopment Area (MRA) Plans, boundary studies, documentation of blight, corridors/downtown strategies, and market & feasibility analyses that move from policy to projects. Our plans are written to be adopted, used, and implemented, not sit on a shelf. They prioritize near-term successes, alignment of funding, and removal of barriers so private capital can flow into areas in need of redevelopment.

Value: Redevelopment thrives when market realities are matched with clearly prioritized opportunity sites and improvement occurs from fiscally responsible public funding incentives. Our approach pairs rigorous analysis with implementable actions, ensuring City staff, partners, and developers all know what the opportunities for redevelopment are and how it can be funded and implemented. This clarity and vision reduces risk for the developer, streamlines decision making, and accelerates redevelopment.

Process:

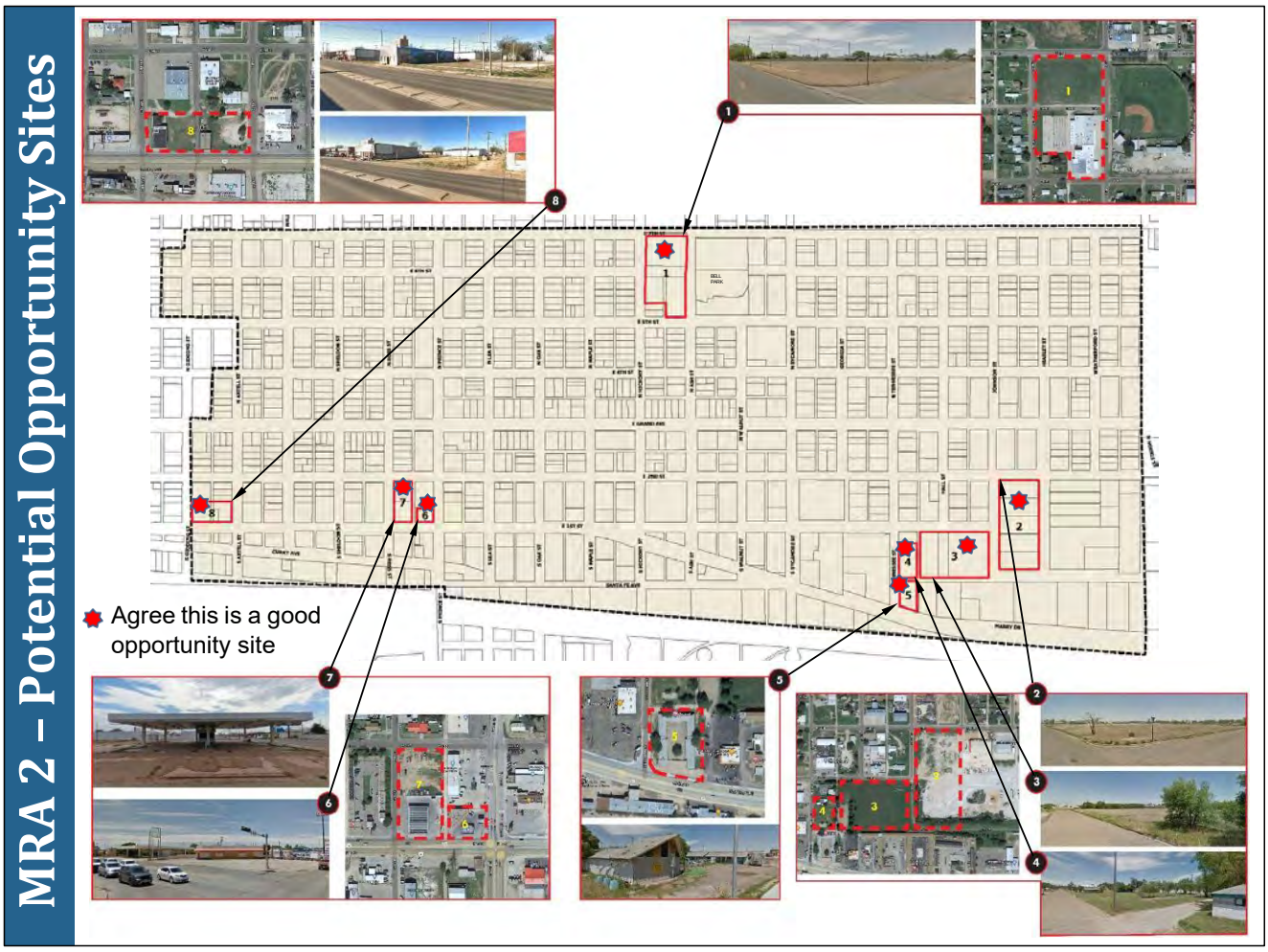
- Market and fiscal analysis to understand demand, rents, absorption, redevelopment feasibility, and best potential for catalytic land uses.
- Clear identification of redevelopment obstacles, including zoning and entitlement challenges, site constraints, infrastructure needs, and timing.
- Targeted identification of catalytic opportunity sites, informed by best practices, stakeholder and community input, and strategic City acquisition of property.
- Funding strategy development, coordinating local tools with state and federal programs and to encourage private investment capital.
- Adoption ready plans with defined actions, timelines, and responsible parties to ensure accountability and momentum.
- Use graphic visualization techniques to communicate with the public, stakeholders, and potential developers..

Core Deliverables: Adoption-ready plans; prioritized capital and policy actions; implementation list; action agenda, identification of catalytic or opportunity sites, and visualizations depicting full build-out of opportunity sites.

Outcomes: Council adoption; neighborhood and stakeholder support; nuisance abatement and blight reduction; visible public and private reinvestment; new housing and jobs, improved neighborhood conditions and tax base growth.

Representative Experience & Results:

- Menaul Metropolitan Redevelopment Area Plan (2021–2023): Full MRA plan with market analysis, opportunity sites, and capital/implementation actions, adopted by City Council (May 1, 2023) and signed May 22, 2023, now guiding near-term activation and private investment along a key gateway corridor. Guided by a key recommendation in the Menaul MRA Plan, in 2025, Consensus Planning secured Zoning Map Amendments for ten properties along the Menaul Corridor from NR-C or NR-LM to MX-M, permitting those properties to redevelop as mixed-use.
- Albuquerque Rail Yards Master Plan Update (2022–2023): Modernized the City's plan to increase redevelopment flexibility (e.g., removed parcelization), aligned with IDO/Comp Plan, and incorporated neighborhood input (noise/performance). Advanced through EPC/LUPZ/Council—clearing the way for phased activation and P3s.
- City of Clovis MRA Plan: City-adopted plan that included two MRA districts focused on infrastructure upgrades, opportunity sites, improvements to blighted residential neighborhoods, improvements to industrial and commercial.



City of Clovis MRA Plan: Consensus Planning developed a series of surveys for the residents and business owners within the MRAs and the general public in English and Spanish in order to engage the community to the maximum extent possible.

C. Placemaking Planning & Design Services

Our Approach: Consensus Planning's core mission is to transform streets, parks, public engagement areas, and cultural assets into vibrant places that strengthen communities. We do this by supporting small businesses and families, encouraging reinvestment, and reshaping underutilized spaces into destinations of pride and activity. From innovative private development to signature public projects, our designs prioritize creative placemaking, safety, and local identity—adding measurable and lasting value to each area.

Our Value: High-performing public spaces are catalysts for economic development. Walkable blocks, safe crossings, shade, lighting, and active programming directly enhance quality of life while improving business performance and investment potential. These improvements are especially impactful in Metropolitan Redevelopment Areas, where negative perceptions and blighted conditions hinder growth. By improving both the community's experience and image of a place, we help strengthen existing community assets and unlock economic potential.

Our Process:

- Co-create a shared vision of place with local businesses, residents, arts and cultural organizations, and other redevelopment organizations such as New Mexico MainStreet.
- Design to IDO and DPM best practices, integrating CPTED-based safety, shaded areas, and universal design principles
- Visualize future conditions through photo-simulations and 3D massing to build consensus and support funding and implementation strategies



Core Deliverables: Concept design alternatives; materials & furnishings palettes; cost analyses; photo realistic-simulations; implementation and long-term maintenance strategies.

Outcomes: Community driven, design-forward innovative public spaces that improve safety, identity, and economic vitality. Entitlement and design approval process that is clear, efficient, and successful.

Representative Experience & Results:

- Downtown Aztec Road Diet & Placemaking:
  Pedestrian-first street redesign and storefront activation concepts that informed capital programming and catalyzed new tenant investment on Main Avenue.
- ABQ BioPark – Zoo Entry & Campus Concepts:
  Stakeholder-tested concepts and visuals that advanced funding decisions and interdepartmental coordination for Albuquerque's flagship attraction.

ALBUQUERQUE BIOPARK CONCEPTS



ZOO ENTRY - 10TH & STOVER



MAIN ENTRANCE FROM STREET



SOUTHEAST PARKING LOT

E. Site Readiness Services

Our Approach: Consensus Planning identifies entitlement timelines and potential site readiness constraints—such as zoning, utilities, access, platting, and environmental considerations—to ensure projects can advance efficiently into design, financing, and construction. Our approach is pragmatic, well-informed, and highly coordinated with the project team to anticipate challenges early and maintain project momentum.

Our team includes Isaacson & Arfman, Inc. (I&A) to lead civil engineering analysis as part of our site readiness process. I&A reviews existing conditions and identifies infrastructure constraints early, including lot boundaries and easements, FEMA floodplain designations, drainage requirements, and adjacent roadway and utility systems (storm drainage, water, and sanitary sewer). Their team researches City of Albuquerque hydrology and transportation records and works directly with City departments and ABCWUA to obtain as-built infrastructure information. Together, we evaluate site constraints, infrastructure capacity, and development feasibility at the outset to support informed decision-making and avoid delays

Our Value: Consensus Planning's expertise and extensive experience navigating City entitlement and development processes has saved valuable projects from failing or undergoing costly redesign. Working with Isaacson & Arfman, we will perform early due diligence, review of existing conditions, and accurate submittals lower costs and protect credibility with City departments and the public. We align property owners, project consultants, and development reviewers around a path forward, minimizing delay.

Process:

- Site readiness due diligence, including zoning analysis, review of MRA plans and IDO development standards, and assessment of environmental, utility, and traffic/access conditions.
- Entitlement planning, identifying required City approvals, special exceptions, and neighborhood and property owner notification requirements.
- Entitlement path coordination with the consultant team and City reviewing departments to maintain momentum and protect schedules.
- Clear, complete submittals with organized comments, decision, and conditions tracking to streamline approvals.

Core Deliverables: IDO and policy analysis; site analysis focused on IDO and DPM compliance; detailed entitlement schedule; agency coordination matrix; City Planning Department applications and supporting materials and plan sheets; decision/conditions log; hearing and public presentation materials.

Outcomes: Entitlement and regulatory certainty; efficient, coordinated approval process; increased financial security; efficient building permit process without avoidable delays or setbacks.

Representative Experience & Results:

- Barelas Street Food Institute & Associated Redevelopment Projects: Consensus Planning led site readiness and entitlements for a series of placemaking and redevelopment projects within the Barelas Metropolitan Redevelopment Area in partnership with Homewise. The team prepared zoning map amendments and site plans to facilitate development of the Street Food Institute Commissary, incubator spaces, offices, and additional mixed-use redevelopment including childcare, retail, and residential uses.



Barelas Street Food Institute Grand Opening.

Services included IDO,zoning and parking analysis, community engagement, coordination with City staff, and representation before the Environmental Planning Commission. All projects received strong community support and unanimous approval. These efforts demonstrate the ability to implement MRA plans through coordinated entitlements and community-supported redevelopment that delivers catalytic neighborhood investment.

- Coronado MRA development: Consensus Planning supported the designation and implementation of the Coronado Metropolitan Redevelopment Area, a 73-acre site impacted by legacy landfill conditions and limited infrastructure. The team conducted site readiness due diligence, including environmental considerations, infrastructure constraints, and entitlement requirements, to position the site for redevelopment. Through preparation of the MRA Plan and coordination with City review bodies, the project enabled the use of redevelopment tools to support environmental remediation, infrastructure improvements, and future multi-family development. This effort demonstrates Consensus Planning's ability to identify and resolve complex site constraints early, allowing projects to advance efficiently from planning through implementation.
- Titanium Street Townhomes: Consensus Planning supported site readiness and entitlements for this workforce housing development within the Downtown Metropolitan Redevelopment Area in partnership with Homewise. The team evaluated zoning and development standards, coordinated approvals, and guided the project through the entitlement process to transform a long-vacant parcel into infill housing. The project demonstrates the ability to align redevelopment goals with regulatory requirements to advance housing in the urban core.
- SOMOS: Consensus Planning led entitlement planning and coordination for this mixed-use development within the Near Heights Metropolitan Redevelopment Area along Central Avenue, a Premium Transit and Main Street Corridor. Services included zoning analysis, IDO compliance, and coordination with City departments to support a streamlined approval process. The project positions a key corridor site for reinvestment through a combination of residential and ground-floor commercial uses.

Civil Engineering Support – Representative Experience:

ISAACSON & ARFMAN, INC

Isaacson & Arfman, Inc. brings recent experience conducting site assessments and infrastructure evaluations that support development feasibility and funding requirements.

- BENEDICTO VILLAGE

  Location: Near 2nd Street & Unser Blvd, Rio Rancho, NM

  Client: Pierre Amestoy

  Completed: December 2025

  Project Description: I&A was retained to evaluate a 13-acre undeveloped site intended for single-family residential development, which included adjacent right-of-way with existing partial roadway and utility infrastructure. Our services included providing the client with a strategy for platting and zoning, in addition to schematic designs illustrating layout, grading, and necessary utility and roadway improvements.

- SANTA CLARA BEHAVIORAL HEALTH

  Location: 306 Fog Rd NE, Española, NM 87532

  Client: Hartman + Majewski Design Group

  Completed: February 2026

  Project Description: I&A was retained to conduct a redevelopment site assessment of the Pueblo of Santa Clara's Behavioral Health Center. The detailed site assessment report also responded to the USDA Rural development requirements for additional funding. The report highlighted an overall site analysis between existing and proposed conditions, a concept grading and drainage analysis, a review of the adjacent roadways and site utilities, and a discussion of the site paving.

CONSENSUS PLANNING is a New Mexico corporation providing planning, landscape architecture, and urban design consulting, committed to providing high-quality services to both public and private sector clients. Since our founding in 1991, the firm has been located Downtown Albuquerque and has built a strong reputation for responsive customer service, hands-on project management, and thoughtful community-based planning. Our planners and landscape architects bring extensive experience working throughout New Mexico and the broader western and southwestern United States.



Consensus Planning's office in Downtown Albuquerque.

Consensus Planning has significant expertise preparing a wide range of land use and community planning documents tailored to community goals and local conditions, including metropolitan redevelopment area plans, neighborhood plans, affordable housing plans, comprehensive plans, and facility plans for cities, counties, and tribal communities.

Over three decades, we have completed hundreds of community plans and studies, including updates to previous plans prepared by our team. Consensus Planning has extensive experience representing projects requiring land use entitlement approvals in Albuquerque and regularly appears before the Environmental Planning Commission, Development Hearing Officer, Development Facilitation Team, and Zoning Hearing Examiner.

Our work has received numerous awards from the American Planning Association and the New Mexico Chapter of the American Planning Association and has been featured in national planning publications. Consensus Planning has also prepared multiple Metropolitan Redevelopment Area plans across New Mexico, including projects in Albuquerque.

Community Engagement and Facilitation

Consensus Planning has extensive experience facilitating community engagement processes that support redevelopment planning and community revitalization initiatives. Our team designs engagement strategies tailored to the needs of each project and the characteristics of the community, using a combination of public meetings, workshops, surveys, stakeholder interviews, and interactive engagement activities.



Public meeting facilitated by Consensus Planning.

Our engagement processes frequently include public workshops, charrettes, walking tours with community stakeholders, stakeholder interviews, and online engagement tools. These approaches help ensure that redevelopment strategies reflect local priorities while building consensus among residents, business owners, and public agencies.

Understanding of Albuquerque Development and Redevelopment Processes

Because Consensus Planning has been based in Albuquerque for more than three decades, our team has a deep understanding of the City's development review processes, regulatory framework, and redevelopment initiatives. Our planners regularly work with City departments and appear before the Environmental Planning Commission, Development Facilitation Team, Development Hearing Officer, and Zoning Hearing Examiner on projects involving zoning entitlements, redevelopment strategies, and land use approvals.

We also appear before the Albuquerque City Council for approval of plans and entitlements that require Council approval, such as the recent Menaul MRA zone changes. This experience allows our team to develop redevelopment plans and strategies that are realistic, implementable, and aligned with the City of Albuquerque's regulatory processes.

Consensus Planning has extensive experience working under on-call planning contracts that require responsiveness, flexibility, and the ability to support multiple assignments simultaneously. Our team structure allows us to quickly assemble the appropriate staff expertise for each assignment while maintaining continuity and consistent communication with City staff. This approach enables us to efficiently deliver planning, redevelopment, and analysis services that support the City's ongoing redevelopment initiatives.

FIRM STAFFING:

- James Strozier, FAICP – *Principal*
- Jacqueline Fishman, FAICP – *Emeritus Consulting Planner*
- Charlene Johnson, AICP – *Senior Planner II*
- Paul Sittig, AICP – *Senior Planner II*
- Santos Martinez – *Senior Planner II*
- Ayoni Oyenuga – *Planner II*
- Michael Wright – *Planner II*
- Ken Romig, ASLA – *Associate, Landscape Architect*
- Ashlie Maxwell – *Landscape Designer III*
- Danielle Mosher – *Landscape Designer I*
- Tammira Taylor – *GIS Manager*
- Jonathan Turner – *Zoning Specialist*
- Vanessa Valladares – *Marketing Lead / Graphic Designer*
- Monica Villescas – *Office Manager*

Consensus Planning employs a coordinated, team-based approach on all planning and redevelopment projects. This structure ensures that multiple staff members are familiar with project assignments and can respond quickly to requests from the City of Albuquerque. Principal Jim Strozier remains directly involved in the firm's planning projects, providing senior-level oversight, technical expertise, and quality control to ensure that projects are delivered efficiently and meet the City's expectations.

To support site readiness and infrastructure analysis, our team includes Isaacson & Arfman, Inc. (I&A) as our civil engineering sub-consultant. I&A works closely with our planning team to evaluate existing site conditions, infrastructure capacity, and development constraints early in the process. Their expertise in drainage, utilities, roadway systems, and site design strengthens our ability to identify feasible development strategies, coordinate with City departments, and advance projects efficiently from due diligence through entitlement and implementation.

ENGINEERING SUBCONSULTANT

ISAACSON & ARFMAN, INC.

Civil Engineering Consultants

128 Monroe St. NE
Albuquerque, NM 87108
iacivil.com

Isaacson & Arfman, Inc.
Civil Engineering Consultants

Isaacson & Arfman, Inc. was organized in 1980 to provide Site Civil Engineering services for private and public clients. Over the past 45 years, we have gained invaluable grading, drainage, paving and utility experience while providing quality solutions for almost 3,000 individual project. Our small group of highly dedicated engineers, interns, and senior designers works closely with clients, architects, engineers, surveyors and government agencies, to find value conscious design solutions for each project based on the specific site parameters, jurisdiction requirements, and sound design practice.
Our team members take the time necessary to assess existing site conditions and coordinate proposed requirements to achieve a best-fit solution for the client. We take pride in meeting all realistic deadlines and in working closely with the other members of the team to keep communication and coordination strong. We run the most current software (AutoCAD Civil 3D 2026). We actively seek to expand resources and education to stay near the forefront of technology in our industry.

Our company focuses on civil-site development including site layout, transportation, grading, drainage, and site utilities. We are knowledgeable with and have prepared projects in many New Mexico cities, counties, and Tribal lands. The principals and designers have developed a trusted working relationship with the pertinent agencies and review staff and have an excellent record working with and obtaining approvals of reports and plans.

After 45 years, Isaacson & Arfman, Inc. continues to provide quality design solutions for jobs of all types and sizes. Subdivisions, educational, retail, commercial, private single family residences, houses of worship, parks, medical facilities, etc.

d. PROJECT MANAGEMENT PLAN

i. Describe the organizational and team structure proposed to support the MRA. Include an organizational/ team chart as an attachment.

CONSENSUS PLANNING proposes a clear, accountable, and flexible team structure designed to support the Metropolitan Redevelopment Agency (MRA). Our organizational approach emphasizes principal level oversight, consistent points of contact, and seamless coordination across disciplines, ensuring continuity, responsiveness, and high quality outcomes for all MRA projects.

Team Leadership and Accountability

Each MRA project task order is led by a Principal in Charge, who serves as the primary single point of accountability throughout the assignment. The Principal in Charge provides strategic direction, ensures alignment with MRA goals and City policies, and maintains responsibility for quality and implementation readiness.

Supporting the Principal in Charge is a dedicated Project Manager who oversees day to day operations, schedule control, coordination with City staff, and integration of technical analyses, community engagement, and documentation. This structure ensures that decision making remains efficient, communication clear, and deliverables consistent across all on call assignments.

Core Project Team

The Project Manager is supported by an experienced project team tailored to each assignment's scope, complexity, and entitlement needs. Team composition will include:

- Planners with a clear understanding of redevelopment with experience in MRAs, corridor and downtown strategies, and blight documentation,
- Market, fiscal, and feasibility researchers who can utilize public data to determine market thresholds,
- Urban design, entitlement, and policy specialists familiar with IDO and City processes,
- Community engagement professionals experienced in neighborhood focused redevelopment,
- Team members are assigned based on expertise required, with roles clearly defined at project initiation to avoid duplication, gaps in responsibility, or delays, and
- Urban and landscape design professionals, engineers who can visualize redevelopment potential and create compelling imagery to motivate landowners, private financiers and developers to invest in MRA districts

Coordination with MRA and City Departments

Consensus Planning's team structure is designed to integrate efficiently with MRA staff and other City departments. At the outset of each assignment, we establish clear communication pathways, approval requirements, and communication protocols. Regular coordination meetings, typically biweekly or as requested, ensure alignment, allow for timely issue resolution, and minimize staff review burden.

Quality Control Structure

Quality assurance and quality control are built into our organizational structure. All technical analyses, draft documents, and public materials undergo a two tier internal review:

1. Senior staff technical review to confirm accuracy, completeness, and consistency, and
2. Principal level review focused on policy alignment, implementation clarity, and adoption readiness.

This approach reflects our experience with City of Albuquerque review and adoption processes and ensures materials are clear, defensible, and ready for public and elected official consideration.

Project Tracking

Early in each assignment, the Project Team establishes a due diligence and issue/comment tracking framework to identify potential regulatory, site specific, or community related risks. The Project Manager is responsible for monitoring these issues, identifying items requiring MRA direction, and coordinating mitigation strategies with the Principal in Charge and City staff. This structure allows issues to be addressed proactively rather than reactively.

Integration of Community Engagement

Community engagement is a core function of the Project Team and is fully integrated into the organizational structure. Engagement specialists work closely with the Project Manager and Principal in Charge to design outreach strategies appropriate to each assignment's scale and context. Methods may include stakeholder interviews, walking tours, workshops, pop up outreach, and public meetings. We conduct meetings in person or online, providing meeting notes, agendas, and action items. This integrated approach ensures community input informs decision making while supporting timely adoption and implementation.



Walking tour in Alamogordo.

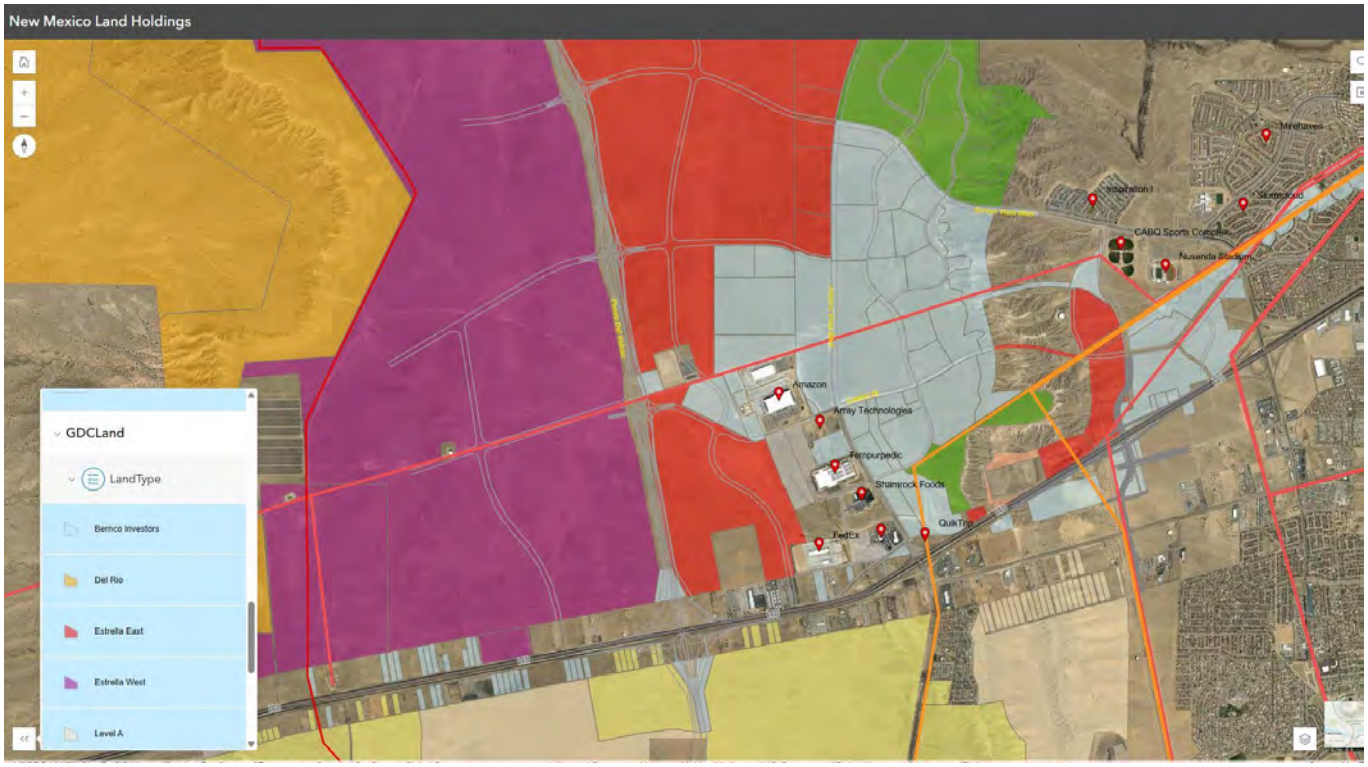
Scalable Support Model

The proposed organizational structure is scalable and adaptable, allowing Consensus Planning to respond to simultaneous task orders, if required, while maintaining consistent leadership, communication, and quality. This flexibility enables the firm to support the evolving needs of the MRA across a range of planning, redevelopment, and implementation activities.

ii) Describe any data tools to be employed and how they will be used. In the case of artificial intelligence-driven tools, describe the quality control process to ensure that data is high quality and reliable.

CONSENSUS PLANNING combines rigorous analytical tools with clear, accessible communication to support sound redevelopment decisions and build confidence among public officials, stakeholders, and private partners. Our use of data and technology is guided by professional judgment and local context, ensuring that technical analysis does not complicate, but rather, strengthens decision making.

Our in-house GIS Manager, uses GIS based analysis to understand redevelopment conditions, identify opportunity sites, and evaluate market and demographic trends at both corridor and site specific. Our team develops apps that can be used for on the ground site analysis and documentation using transportable devices such as cell phones and tablets. Using Esri and Esri Business Analyst, our team analyzes population, employment, housing, income, and retail dynamics, allowing us to quantify market support, identify retail leakage or surplus, and evaluate how redevelopment strategies align with surrounding neighborhoods, activity centers, urban centers, and main street corridors. These tools are especially valuable in MR Areas, where precise geographic understanding is critical to pursuing public investment and incentives effectively.



NM Land Holdings mapping app created by Consensus Planning.

Market and housing analysis is developed with widely accepted industry and public sector data sources, including U.S. Census and American Community Survey data, Bureau of Labor Statistics employment data, and current multi-family market reports from CBRE and the Apartment Association of New Mexico. For assignments involving redevelopment finance or housing feasibility, we work with data from Housing New Mexico to develop realistic implementation strategies.

Visual communication is an essential component of our strategy. We regularly use photo simulations, 3 D massing models, and conceptual diagrams created with Photoshop, Illustrator, AutoCAD, and SketchUp to illustrate redevelopment concepts and design alternatives. These visualizations contribute to presentations before stakeholders, neighborhood residents, and decision makers to understand scale, massing, and design intent, and they often play a critical role in building consensus and advancing funding and entitlement decisions.



Redevelopment Concept developed for the Clovis MRA Plan.

While we responsibly incorporate emerging technologies into our workflows, Consensus Planning maintains strict professional oversight of all analytical outputs. Any AI assisted drafting or synthesis is treated solely as a tool, and all content is verified against primary data sources, local regulations, and professional experience prior to inclusion in deliverables. This governance approach ensures accuracy, transparency, and reliability in all work products prepared for the Metropolitan Redevelopment Agency.

Together, these tools and methods allow Consensus Planning to deliver clear, data driven, and visually compelling redevelopment analyses that support confident decision making and effective implementation across Albuquerque's Metropolitan Redevelopment Areas.

iii) Experience and Understanding of Redevelopment Concerns: Describe your experience with and understanding of redevelopment concerns in Albuquerque.

Consensus Planning has a comprehensive understanding of all aspects of the metropolitan redevelopment process, including knowledge of the State Statutes. Jim Strozier served on the Albuquerque Development Commission for 10 years, where he reviewed draft MR Plans, MR Projects, financing tools, and more. He also worked on blighting studies and designation reports to support MR Plans, prepared multiple MRA Plans throughout the state and within the City of Albuquerque, and contributed to specific development projects within numerous MRA Plans in Albuquerque.

By working across all aspects of the MR process, Consensus Planning recognizes the need to develop plans that are aspirational yet offer practical recommendations for both public and private projects to stimulate new investment within the MR Area. This implementation often includes zoning changes (both to the code and to property classifications), incentives for new investments, the use of financial tools from the MRA Toolbox, and public and private investment in infrastructure improvements. Consensus Planning understands that the main purpose of the MR designation is to encourage the removal of blight in the designated MRA.

This extensive experience and understanding of the MR process—its challenges and successes—uniquely qualify Consensus Planning to assist with overall planning and facilitation, alongside the City MR staff, to make a positive impact in these challenged areas of the City.

APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name / Position	Project Responsibilities	Hourly Rate
Consensus Planning		
James K. Strozier, FAICP, Principal-in-Charge	Principal-in-Charge, Quality Control	$269.06
Jacqueline Fishman, FAICP, Emeritus Principal Consultant	Emeritus Planner, Consultant	$215.25
Ken Romig, PLA, Landscape Architect	Landscape Architecture, Placemaking, Streets-cape Design	$182.96
Charlene Johnson, AICP, Senior Planner II	Lead Planner, Project Manager, Writing, Quality Control, and Public Engagement	$145.29
Paul Sittig, AICP, Senior Planner II	Senior Planner, Writing, Public Engagement, Draft Review	$145.29
Santos Martinez, Senior Planner II	Senior Planner, Research, Writing, Public Engage-ment,	$145.29
Michael Wright, Planner II	Support Planner, Research, Data Analysis	$113.01
Ayoni Oyenuga, Planner II	Support Planner, Research, Data Analysis	$113.01
Alyssa Ortiz, Planner I	Support Planner, Research, Data Analysis	$96.86
Tammira Taylor, GIS Manager	GIS Mapping, Data Analysis, Land Use Scenario	$129.15
Ashlie Maxwell, Landscape Designer	Landscape design, visualization, placemaking	$118.39
Vanessa Valladares, Graphic Designer	Graphic Design and visualization support	$118.39
Isaacson & Arfman		
Ian Anderson, PE	Engineering Consultant	$233.00

f. ATTACHMENTS

i) Project team structure/ Organizational chart

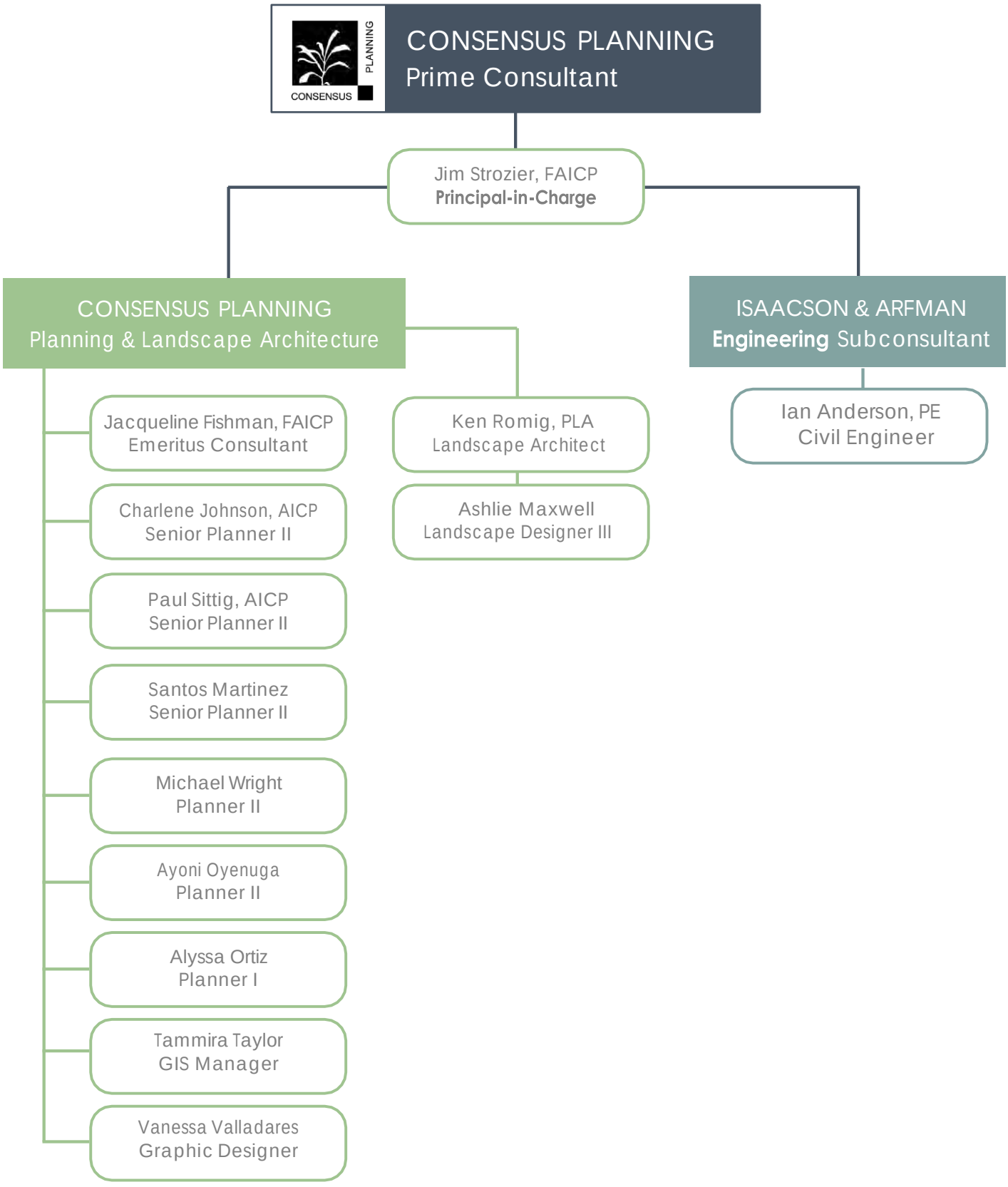
ii) Resumes of key staff (including subcontractor staff)

iii) Examples of completed projects for each area of expertise selected

iv) Rate sheet(s) for Offerer and subcontractors

vi) Hyperlinks to relevant successful projects

i) Project Team Structure/ Organizational Chart



ii) Resumes of Key Staff



EDUCATION: Bachelor of Urban and Regional Planning, University of Utah; Master of Environmental Planning Degree, Arizona State University

REGISTRATION: American Institute of Certified Planners (#6432); Charrette Manager, National Charrette Institute

AFFILIATIONS: NAIOP, Past President; New Mexico Chapter of the American Planning Association, Past President; AICP College of Fellows (2018); Urban Land Institute

JAMES K. STROZIER, FAICP

President/ Principal Planner

Jim has over 38 years of planning experience in both the public and private sectors throughout the western United States. His focus is on the integration of zoning regulations, environmental sustainability principles, and urban design to achieve our client's goals in a way that results in added value to each project through timely approvals, high-quality design, and exceptional market performance. Jim co-founded Consensus Planning in 1991 and has helped grow it into one of the leading planning and landscape architectural firms in the Southwest. He has extensive experience representing and obtaining approval for a wide variety of projects before public boards, commissions, and councils.

Jim's projects exemplify his understanding and dedication to the extensive coordination and collaboration required to develop win-win solutions for both the public and private sector interests. Mr. Strozier was a member of the City's Development Commission [VV1.1] for 10-years (2010 to 2020) overseeing economic development funding and redevelopment projects throughout the City, City MRA Plans, and TIF implementation projects 10 years (2010 to 2020), also one of the original board members and past president for the grassroots economic development non-profit, the Southeast Team for Entrepreneurial Success (STEPS), until it was disbanded in 2020.

REPRESENTATIVE PROJECT EXPERIENCE

Metropolitan Redevelopment Area (MRA) Plans:

Grants; Truth or Consequences; Aztec; Alamogordo; Tucumcari (including Rail Depot Plaza); Roswell Railroad District and Downtown Wayfinding; Coronado (Private Sector Initiated)

City of Albuquerque (City Council):

Fire Station 12 Location Study; Singing Arrow Community Center Public Engagement

Bernalillo County: Tiny Home Village

Private Development / Redevelopment Projects:

High and Dry Brewery; Bow and Arrow Brewery; Bricklight Courtyards Mixed-Use (Harvard); Titan Presbyterian Redevelopment (Sycamore MRA) – Residence Inn, Food Hall (under construction), Highlands SpringHill Suites Hotel, Highlands North and East Multi-Family (planned); Broadstone Nob Hill Multi-Family (Nob Hill/Highlands MRA); North Point Multi-Family (Coronado MRA); The Carlisle Condominiums; 110 Richmond Condominiums

Catalytic Redevelopment Projects (Albuquerque MRAs):

CNM Film Center @ Albuquerque Rail Yards (Barelas MRA); Homewise Barelas Projects – Street Food Institute Commissary, 4th Street Retail, and 2nd Street Zoning Map Amendments (Daycare and Housing)



REGISTRATION: American Institute of Certified Planners, #12838

EDUCATION: Master of Community and Regional Planning, Landscape Design Emphasis, University of New Mexico, 1994; Bachelor of Fine Arts, University of New Mexico, 1980

AFFILIATIONS: AICP College of Fellows (2026); American Planning Association; Urban Land Institute; National Recreation and Park Association,

JACQUELINE FISHMAN, FAICP

Consultant/ Emeritus Planner

In her new role as a consultant, (Emeritus Planner), with Consensus Planning, Jackie will provide institutional history, strategic input, and project oversight. Jackie has over 33 years of experience in project management and planning for complex, multi-discipline planning projects; municipal development processes and code preparation; project representation at public hearings before planning commissions and governing bodies; and urban design and landscape architecture for the public and private sectors. She directed and facilitated all the firm's long-range, public-sector, and community planning efforts and was the primary author of more than 100 approved community plans and studies, including the recently approved Menaul Metropolitan Redevelopment Area Plan. Jackie has extensive experience working with neighborhood groups and diverse communities, and a background in graphic design, presentation graphics, and cartography. Before joining Consensus Planning in 1994, Jackie was employed by the City of Albuquerque Planning Department and two local engineering firms.

REPRESENTATIVE PROJECT EXPERIENCE

Metropolitan Redevelopment Area (MRA) Plans:

Menaul Boulevard (Albuquerque); City of Clovis; City of Aztec; City of Grants; City of Alamogordo; Tularosa; Truth or Consequences; Roswell Railroad District and Downtown Wayfinding; Tucumcari Downtown MRA and Rail Depot Plaza

City of Albuquerque (City Council and Department-Led Initiatives)

Menaul Metropolitan Redevelopment Area Plan; Albuquerque Rail Yards Master Plan Update; Downtown Neighborhood Area Sector Development Plan; Vacant and Abandoned Houses Task Force; Short Term Rentals Task Force

Public Sector Projects (City of Albuquerque)

Gateway Center (Family and Community Services Department & City Administration); Phil Chacon Southeast Area Command Substation (Department of Municipal Development); Fire Station 9 and Public Art Selection Committee (Department of Municipal Development & Arts and Culture Department)

Private Development / Redevelopment Projects:

- Panorama / Rio Rancho Inn Redevelopment
- 9th and Tijeras Townhomes Redevelopment



EDUCATION: Master of Community and Regional Planning, Landscape Planning Emphasis, University of New Mexico, 1998; Bachelor of Arts in Philosophy and Studio Art, Beloit College, 1990

REGISTRATION: American Society of Landscape Architects, New Mexico (#337), Texas (#3213), Arizona (#75521), and Utah (#5301)

AFFILIATIONS: American Society of Landscape Architects, New Mexico Chapter

KEN ROMIG, PLA, ASLA

Associate/ Landscape Architect

CONSENSUS PLANNING

Ken Romig is an accomplished Landscape Architect with over 25 years of experience envisioning and designing great outdoor spaces that are responsive to place, human wellness, and vernacular traditions. He has been involved in the overall site and landscape planning and design process for school facilities, parks, institutional campuses, health care environments, streetscapes, and multi-family housing projects. Ken employs his design skills to create environments that respect the desert southwest, satisfy the human need for quiet or fun active or passive play, and meet clients' budget requirements.

REPRESENTATIVE PROJECT EXPERIENCE

Parks, Recreation, and Open Space Planning:

- Alamogordo Parks & Recreation Master Plan;
- Bullhead Memorial Regional Park Master Plan (Albuquerque)
- Placemaking and Public Realm Design
- Albuquerque Civic Plaza Fountain and Playground Improvements;
- Las Cruces Veteran's Park Improvements;
- Liberty Square Village Center Design (Angel Fire)

Corridor and Streetscape Improvements:

Lovington US 82 Streetscape Improvements

Trail Planning and Implementation:

Alameda Drain Trail Master Plan and Phases I–III Implementation (Albuquerque)

Site Planning, Feasibility, and Master Planning:

- Balloon Landing Site Evaluation and Site Readiness Assessments;
- Balloon Fiesta Park Command Center Feasibility and Siting Study;
- Vista del Norte Master Plan and I-V Park Construction Documents and Implementation (Albuquerque)



REGISTRATION: American Institute of Certified Planners, #33896

EDUCATION: Master of Community and Regional Planning, University of New Mexico, 2013; Bachelor of University Studies, UNM, 2008

AFFILIATIONS: American Planning Association, New Mexico Chapter

CHARLENE JOHNSON, AICP
Senior Planner II

Charlene has experience in data research and analysis, community engagement processes, and long-range planning. She is a native New Mexican and is passionate about her work with small cities and rural counties throughout New Mexico. Her focus is on providing research and analysis, technical writing, and development of community outreach strategies and surveys for the firm's Comprehensive Plans and Metropolitan Redevelopment Area Plans. Char has worked on numerous supportive housing projects that address homelessness and vulnerable populations in Albuquerque, and provides her expertise on securing project entitlements, including zone map amendments, variances, and conditional use applications for our private development clients.

REPRESENTATIVE PROJECT EXPERIENCE

Metropolitan Redevelopment Area Plans:

Menaul Boulevard, City of Clovis, City of Aztec, City of Lovington

Comprehensive Plans:

Town of Bernalillo, City of Raton, Town of Clayton, City of Clovis, City of Aztec, City of Carlsbad, Village of Red River, Village of Ruidoso Downs, Chaves County, Taos County, Eddy County, Union County

City of Albuquerque (City Council):

Fire Station 12 Location Study, Menaul Redevelopment Study, Menaul Boulevard MRA Plan, Menaul Boulevard Zone Map Amendments

Bernalillo County:

Tiny Home Village

Housing and Community Development Projects:

- Albuquerque Gateway Center (Family and Community Services Department & City Administration)
- Hope Village Permanent Supportive Housing (FCS Department & Mullen Heller)
- SOMOS Multi-Family Workforce Housing Development
- Homewise Titanium Street Townhomes



REGISTRATION:
American Institute of Certified Planners (AICP) #33743

EDUCATION:
B.S., City and Regional Planning, California Polytechnic State University, San Luis Obispo, 2008

AFFILIATIONS:
American Planning Association

PAUL SITTIG, AICP
Senior Planner II

Paul has over 18 years of experience in transportation, community planning, data research and analysis, project management, and public involvement, with the last twelve spent in New Mexico. He has worked in both the public and private sectors and has gained strong familiarity working across the state with municipalities, counties, and tribal governments, helping to realize community visions through the planning process. His work at Consensus Planning has focused on community planning, research, analysis, technical writing, and project management. Additionally, his work has included outreach strategy development, stakeholder coordination, and public engagement.

Throughout New Mexico, at the local and regional levels, Paul has collaborated with local experts and stakeholders to identify areas for growth and recognize local assets. As the transportation planner at North Central New Mexico Economic Development District, he developed Regional Transportation Plans with the Northern Pueblos RTPO and Northeast RTPO members. While at the New Mexico Department of Transportation (NMDOT), Paul contributed to regional transportation plans and helped establish the state's first federal alternative fuel corridor designations

REPRESENTATIVE PROJECT EXPERIENCE

Comprehensive Plans:

City of Carlsbad; Town of Red River; Taos County; Town of Springer*

Recreation and Resource Planning:

Brantley Lake State Park Management Plan; Trail of the Ancients Scenic Byway*

Regional and Sector Planning (Bernalillo County):

Upper Petroglyph Sector Plan Amendment; Santolina Master Plan Amendment

Public Engagement and Facilitation:

Double Eagle II Airport Management Plan – Planning Support and Public Engagement; North Central Regional Transit District (NCRTD) Long-Range Strategic Plan – Implementation and Public Engagement

Regional and Statewide Transportation Planning:

- 2023 Northern Pueblos Regional Transportation Plan*;
- 2023 Northeast Regional Transportation Plan*;
- FHWA Alternative Fuels Corridors Designations for New Mexico*;
- NMDOT 2040 Long-Range Statewide Transportation Plan*;
- NMDOT 2040 State Freight Plan and 2045 State Freight Plan Addendum*

Additional Relevant Projects:

Renewable energy (solar and battery energy storage systems) site development planning support



EDUCATION:
Master's in Community and Regional Planning from the University of New Mexico

Bachelor of Arts from Austin College, Master's in Public Administration

SANTOS MARTINEZ
Senior Planner II

Santos has extensive experience in a range of planning roles, both for the public and private sectors. He has served as a Land Use Administrator, Village Manager, and Chief Planner for municipalities in Colorado, New Mexico, and Dallas, Texas. He has also represented private developers through entitlement processes, including mixed-use projects and single family subdivisions. Santos serves as an adjunct professor in the Community and Regional Planning program at the University of New Mexico. He is fluent in Spanish and provides translation and interpretation services on projects when needed.

REPRESENTATIVE PROJECT EXPERIENCE

Trail Planning and Design:

- Allen Fields and Frank Young Trail (Angel Fire, NM)
- Fort Garland Hike and Bike Trail (Fort Garland, CO)
- Friends of Santa Fe Trail (Dallas, TX)

Master Planning Support:

Santolina Level B Master Plan Amendments (Bernalillo County, NM)



EDUCATION: Historic Preservation and Regionalism Graduate Certificate University of New Mexico, 2017; Master in Community and Regional Planning University of New Mexico, 2016

Bachelor of Science in Community and Regional Planning Iowa State University, Iowa 2009

MICHAEL WRIGHT
Planner II

Michael Wright has over 10 years of experience related to data analysis, GIS cartography, and Long Range Planning. His experience comes locally with seven years with the New Mexico State Department, focusing on transportation, education, and commercial real estate.

At Consensus Planning, Mr. Wright provides project management for Master Plans and Entitlements in Rio Rancho and Albuquerque. Each project requires additional graphic design, research and analysis, technical writing, mapping, and a public engagement process. In addition, provide interpretation of land development codes for private sector clients.

REPRESENTATIVE PROJECT EXPERIENCE

Community Master Plans:

Alamogordo Community Services Master Plan, Ned Houk Park Master Plan

Comprehensive Plans: City of Artesia

Metropolitan Redevelopment Plan: Sudderth Corridor*

Additional Relevant Projects: Los Lunas Zoning Code Update

**Plans developed prior to joining Consensus Planning*



EDUCATION:
Master's in Community and Regional Planning from the University of New Mexico

Bachelor of Arts from Austin College, Master's in Public Administration;

AFFILIATIONS:
American Planning Association, NM Chapter; NAIOP, NM Chapter

AYONI OYENUGA
Planner II

Ayoni Oyenuga has experience in land use planning, project management, and program evaluation. She excels at research and analysis, technical writing, and oral presentations. She started at Consensus Planning as an intern while in graduate school and has quickly progressed to her current position as a Planner II. Ayoni has brought an international perspective to her work and divides her time at Consensus Planning between long-range planning and current planning. She has been involved in several Comprehensive Plans for New Mexico communities and entitlement processes, including assistance in preparing master plans, site plans, and zone map amendment applications.

REPRESENTATIVE PROJECT EXPERIENCE

Comprehensive Plans:

Town of Red River; City of Artesia; Town of Edgewood; Taos County

Site Planning and Development:

- Savio Ridge Residential Subdivision;
- High Mesa Trail Residential Subdivision;
- Marriott Highway Hotel

Planning and Land Use Projects:

- Northern and Rainbow Specific Area Plan Amendment;
- Sun Lasso Battery Energy Storage System

Parks and Open Space:

- Route 66 Open Space Trailhead; Ladera Golf Course



EDUCATION: Bachelor of Arts, Graphic Design, California State University, Northridge

AFFILIATIONS: SMPS New Mexico, Director of Communications

VANESSA VALLADARES
Graphic Designer/ Marketing Lead

Vanessa leads marketing, branding, graphic design, and proposal development for Consensus Planning, producing clear, visually compelling materials that support project communication and community engagement. She strengthens client outreach through strategic communications and social media, and serves as Director of Communications for SMPS New Mexico, where she manages campaigns to promote events and engage members.

REPRESENTATIVE PROJECT EXPERIENCE

Graphic Design and Visualization Support:

- Vista Alegria Master Plan, Mariposa West Master Plan (Rio Rancho); and Chaves County Comprehensive Plan



ALYSSA ORTIZ
Planner I

EDUCATION: Master of Community and Regional Planning, Natural Resources Emphasis, University of New Mexico, 2026; Master of Water Resources, University of New Mexico, 2026; Bachelor of Environmental Design and Planning, Community Transformation and Placemaking Emphasis, 2024

AFFILIATIONS: American Planning Association, New Mexico Chapter; Association of State Floodplain Managers, New Mexico Chapter; Urban Land Institute

Alyssa Ortiz is a planner with a technical background in sustainable development, water resources, and geospatial analysis, with experience supporting both entitlement and long-range planning efforts. Through professional opportunities at the municipal, county, and nonprofit levels across New Mexico, she has contributed to economic and planning analyses, including conditions assessments, resilience planning, and data-driven evaluations to inform redevelopment and community investment strategies. Her work has supported long-range planning initiatives, water conservation programs, hazard mitigation efforts, and resilience-focused projects, including technical and community-based planning related to acequia systems and disaster recovery. Alyssa brings strong skills in GIS-based spatial analysis, technical writing, regulatory research, and data-driven planning processes. She has experience contributing to placemaking and public realm planning efforts, including the development of plans and strategies for public infrastructure, community spaces, and redevelopment of underutilized sites. In addition, her background in community outreach, public speaking, and meeting facilitation supports inclusive stakeholder engagement and place management initiatives. At Consensus Planning, she supports entitlements, development review, and long-range planning projects in Albuquerque and surrounding communities, while continuing to expand her expertise in economic development strategies, redevelopment planning tools, and implementation-oriented planning processes.

REPRESENTATIVE PROJECT EXPERIENCE

Redevelopment and Infill Projects:

- Hiway House Hotel Redevelopment (Nob Hill, Albuquerque); Carlisle and Menaul American Home Furniture Site Renovation (Albuquerque)

Zoning and Entitlement Support:

- University Church Zone Map Amendment for Proposed Multi-Family Housing (Albuquerque)

Community Engagement and Outreach:

- Collaboration with Sol Housing to support community engagement and outreach initiatives

Master Planning and Residential Development:

- Rio Rancho Residential Master Plans, including Los Diamantes and Papillon
- Verdot Capital Multi-Family Development (Rio Rancho)



EDUCATION: MS Geography and Environmental Studies, Concentration in GIS, University of New Mexico, 2021; BS Geography and Environmental Studies, 2017

AFFILIATIONS: New Mexico Geographic Information Council; American Planning Association

TAMMIRA TAYLOR
GIS Manager

Tammira has extensive experience in geospatial visualization and analysis techniques, ESRI GIS mapping software, and ArcGIS online applications, as well as experience with licensing and administrative workflows. She excels at creating thoughtful and detailed comprehensive workflows for large-scale projects. Tammira manages Consensus Planning's GIS practice area, with a focus on providing GIS services to cities, counties, tribes, and school districts throughout New Mexico. She is skilled in data acquisition, data creation, and a variety of spatial analysis techniques that help our clients understand, contextualize, and make decisions based on data that is curated specifically to their needs. She previously worked as a GIS planner at Albuquerque Public Schools where she gained extensive experience applying GIS techniques to very large student and facility databases.

REPRESENTATIVE PROJECT EXPERIENCE

Zoning and Land Use Mapping:

- City of Raton Zoning Map and Application

Enterprise GIS and System Development

- City of Clovis GIS System (citywide implementation);
- Mescalero Apache Tribe ESRI Enterprise Management

Public Sector GIS Applications and Analysis:

- Rio Rancho Public Schools School Locator Application and Redistricting

Parks and Resource Planning Support:

- Brantley Lake State Park Management Plan

Utility and Infrastructure Mapping:

- Navajo Nation Utility Mapping

On-Call GIS Services

- City of Sunland Park
- Town of Edgewood
- Town of Bernalillo



EDUCATION: Master of Landscape Architecture, University of New Mexico, Bachelor of Fine Arts, University of New Mexico

AFFILIATIONS: American Society of Landscape Architects

ASHLIE MAXWELL

Landscape Designer III

Ashlie has over eight years of experience as a landscape designer focusing on parks and recreation projects, streetscapes, community theming and landscape restoration. Her experience includes all phases of design from site planning, construction documents, and construction phase services. Ashlie excels in computer-aided graphics, and is knowledgeable in site, planting, and irrigation design. She has enhanced our graphic production with her 3D modeling and Photoshop rendering skills. Ashlie has worked on a variety of projects including parks and community center facilities, educational facilities, streetscapes, landscape master planning, and redevelopment master plans.

REPRESENTATIVE PROJECT EXPERIENCE

Master Planning and Public Realm Design

- Albuquerque Rail Yards Master Plan (Albuquerque City Council);
- Upper Petroglyphs Master Plan

Parks and Recreation Projects

Tramway and Indian School Landscape Improvements (City of Albuquerque Parks and Recreation Department); Vista del Norte Park, Phase 4 (City of Albuquerque Parks and Recreation Department); Tom Tenorio Park (Bernalillo County Parks and Recreation Department)

Visualization and Design Support

- ABQ BioPark Zoo Entry Renovations and 3D Modeling
- Clovis MRA Plan, Clayton MRA Plan, Alamogordo MRA Plan, and Lovington MRA Plan (3D Renderings)

Residential and Community Development

- Andalucia Senior Apartments
- Inspiration Neighborhood

Isaacson & Arfman, Inc.
Civil Engineering Consultants

128 Monroe Street NE
Albuquerque, NM 87108
505-268-8828 | www.iacivil.com

Ian Michael Nainoa Anderson

Profile

Ian's focus over the past 10 years has been to gain valuable experience in civil site design and project management. Ian started with Isaacson & Arfman, Inc. in September of 2020, and he has dedicated himself to leveraging his past design experience to provide each project with well thought out solutions. Ian aims to provide solutions that are cost effective and best address the unique requirements of each individual project, jurisdiction, client, and end user.

Ian has engineering design experience in a wide range of projects across various regions of the county. Designing site layout, utility, paving, and grading and drainage solutions that address both the engineering requirements, while relating smoothly with the architectural intent of the buildings and site improvements.

Education

University of Hawaii at Manoa, Honolulu, Hawaii – B.S. in Civil and Environmental Engineering, 2013.

Experience

2020-Current	Isaacson & Arfman, Inc., Albuquerque, NM: As Civil Project Engineer, Ian has completed comprehensive site layout, utility, paving, and grading and drainage designs for various projects including residential subdivisions, community centers, school campuses, apartment complexes, parks, office parks, tribal properties, and large commercial developments.
2017-2020	Stantec Consulting Services, Inc., Dallas, TX: As civil designer and project manager, Ian has provided comprehensive site layout, utility, paving, and grading and drainage designs for hundreds of projects including residential subdivisions, community centers, school campuses, apartment complexes, parks, office parks, tribal properties, large commercial developments, and public buildings.
2014-2017	Wilson Okamoto Corporation, Honolulu, HI: Ian began his engineering career as a civil engineer-in-training, developing his skills by assisting senior engineers and project managers in completing their assigned projects. provided comprehensive site layout, utility, paving, and grading and drainage designs for hundreds of projects including residential subdivisions, community centers, school campuses, apartment complexes, parks, office parks, tribal properties, large commercial developments, and public buildings.

Professional Objective

Ian's objectives as a professional engineer are twofold: a quality finished product and dedication to a fully communicative and responsive team approach. A strong team approach effectively utilizes the combined knowledge of all team personnel in solving site issues to best meet the needs of the end user as well as the municipal requirements.

MENAUL METROPOLITAN REDEVELOPMENT AREA PLAN
Corridor Redevelopment & Zoning Implementation

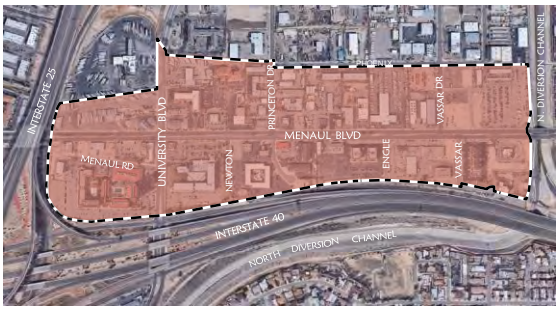
Client: Albuquerque City Council

Contact: Matt Cox, AICP; Associate Director of Planning and Policy, (505) 768-3186

Year: 2023–2025

Successful Outcomes: Demonstrates experience preparing and implementing Metropolitan Redevelopment Area plans in Albuquerque, including redevelopment strategy development, stakeholder engagement, and zoning entitlements supporting corridor revitalization.

Services: Redevelopment planning, corridor analysis, stakeholder engagement, zoning entitlement support



Project Description: Located at the intersection of Interstate 25 and Interstate 40 near the "Big I," the Menaul corridor has historically been a major commercial and hospitality district in Albuquerque but has experienced significant disinvestment over time. Consensus Planning prepared the Menaul Metropolitan Redevelopment Area (MRA) Plan to identify redevelopment opportunities and strategies that could catalyze reinvestment and restore economic activity along the corridor.

The planning process included analysis of existing conditions, engagement with business owners and stakeholders, and identification of redevelopment and infrastructure improvements that could support long-term revitalization. Community input was gathered through public meetings, a business owner survey, and individual meetings with corridor stakeholders.

Following completion of the MRA Plan, Consensus Planning assisted Albuquerque City Council Services with implementation of the plan's recommendations through zoning entitlements. The firm prepared policy justification and zoning map amendment applications affecting approximately 30 acres across nine properties, facilitating the introduction of mixed-use and multi-family residential opportunities within areas previously zoned NR-C and NR-LM.

In September 2025, the Environmental Planning Commission voted unanimously to recommend approval of the zoning amendments to the Albuquerque City Council.



Menaul Metropolitan Redevelopment Area.

CLOVIS METROPOLITAN REDEVELOPMENT AREA PLAN
Metropolitan Redevelopment Area Plan & Designation

Client: City of Clovis, NM

Contact: Claire Burroughes, *Assistant City Manager*, cburroughes@cityofclovis.org

Year: 2020-2021

Successful Outcomes: Demolition of several nuisance properties; increased commercial development within the MRA; improvements to substandard roadways and sidewalks.

MRA 1 – Asset Mapping



- Favorite places
- Community Assets (existing buildings, properties, businesses, landscape, etc.)
- Locations where physical improvements are needed (streets, sidewalks, pedestrian connections, lighting, etc.)

Project Description: Designating two areas of Clovis as Metropolitan Redevelopment Areas and developing a Metropolitan Redevelopment Area (MRA) Plan was an implementation strategy identified in the City's Comprehensive Plan, also written and facilitated by Consensus Planning. The Clovis MRA Plan was the end product of a planning process that began in June 2020. The intent of the MRA Plan was to provide the tools and the guidance needed to facilitate the redevelopment of and reinvestment by the public and private sectors in two older areas of Clovis located south of 7th Street, and east and west of Downtown Clovis. These areas contain some of the oldest neighborhoods in Clovis that have suffered from deteriorated and blighted conditions. The residents in these two areas have lower incomes, larger households, and generally lack the resources to improve their existing conditions. The MRA Plan documented the significant need for improving the public realm (i.e. streets, sidewalks, and utilities) and the private realm (i.e. houses, yards, commercial buildings) to ensure the health, safety, and welfare of the MRA residents, MRA business owners, and the general public.

The planning process included developing a series of surveys for residents and business owners within the MRAs and the general public in English and Spanish; SWOT analysis; asset mapping; identification of potential opportunity sites; facilitation of meetings with the Steering Committee that was comprised of the Mayor, three City Commissioners, business owners, and residents; and facilitation of public meetings. We created a series of redevelopment concepts for 12 individual properties to help the community visualize what could fit and be appropriate for development; created a vision statement and goals and objectives that were designed to communicate the community's desired outcome for the two areas. Recommendations also address improvements to the substandard infrastructure and transportation systems, and support actions. A comprehensive financing and funding section was included.



Visualization of adaptive reuse.

DOWNTOWN ALAMOGORDO METROPOLITAN REDEVELOPMENT AREA PLAN

Downtown Economic Revitalization

Client: City of Alamogordo

Contact: Camden Wilde, Executive Director

Year: 2018

Successful Outcomes: Established a clear redevelopment framework for Downtown; identified targeted redevelopment projects and infrastructure improvements; and created an implementation strategy aligned with the City's Comprehensive Plan to support reinvestment and long-term economic vitality.

Project Description: Consensus Planning prepared the Downtown Alamogordo Metropolitan Redevelopment Area (MRA) Plan to guide revitalization of the city's historic downtown district and reinforce its role as a community and economic center. The plan established a framework for reinvestment focused on improving the public realm, supporting local businesses, and strengthening downtown activity.

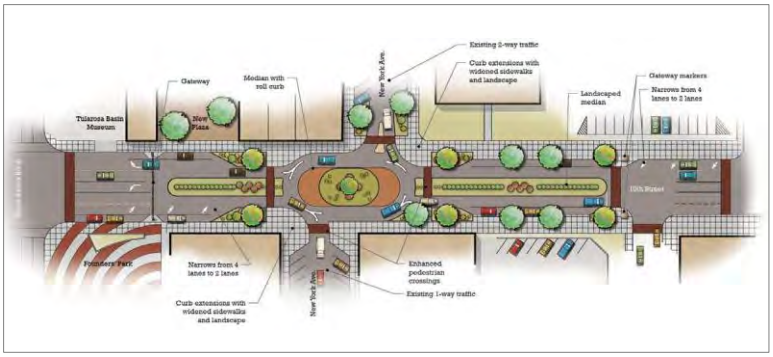
The planning process included a robust community engagement effort to ensure redevelopment strategies reflected local priorities. Activities included a two-day public workshop at the Flickinger Center for Performing Arts, a downtown walking tour, planning sessions with the MRA Steering Committee, stakeholder interviews, and surveys of downtown business owners and residents.

The plan identified targeted redevelopment projects, infrastructure improvements, and public investment priorities designed to catalyze private investment and position Downtown Alamogordo as a more active and competitive destination for businesses, residents, and visitors.

Developed in coordination with the City's Comprehensive Plan (also prepared by Consensus Planning), the MRA Plan aligns land use, infrastructure, and economic development strategies and provides the City with a practical, implementation-focused tool to guide reinvestment and decision-making.



Alamogordo Main Street - Visualization of adaptive reuse of an existing building.



Alamogordo 10th Street - Road Diet Concept.

AZTEC DOWNTOWN METROPOLITAN REDEVELOPMENT AREA PLAN

Community-Driven Downtown Redevelopment Planning

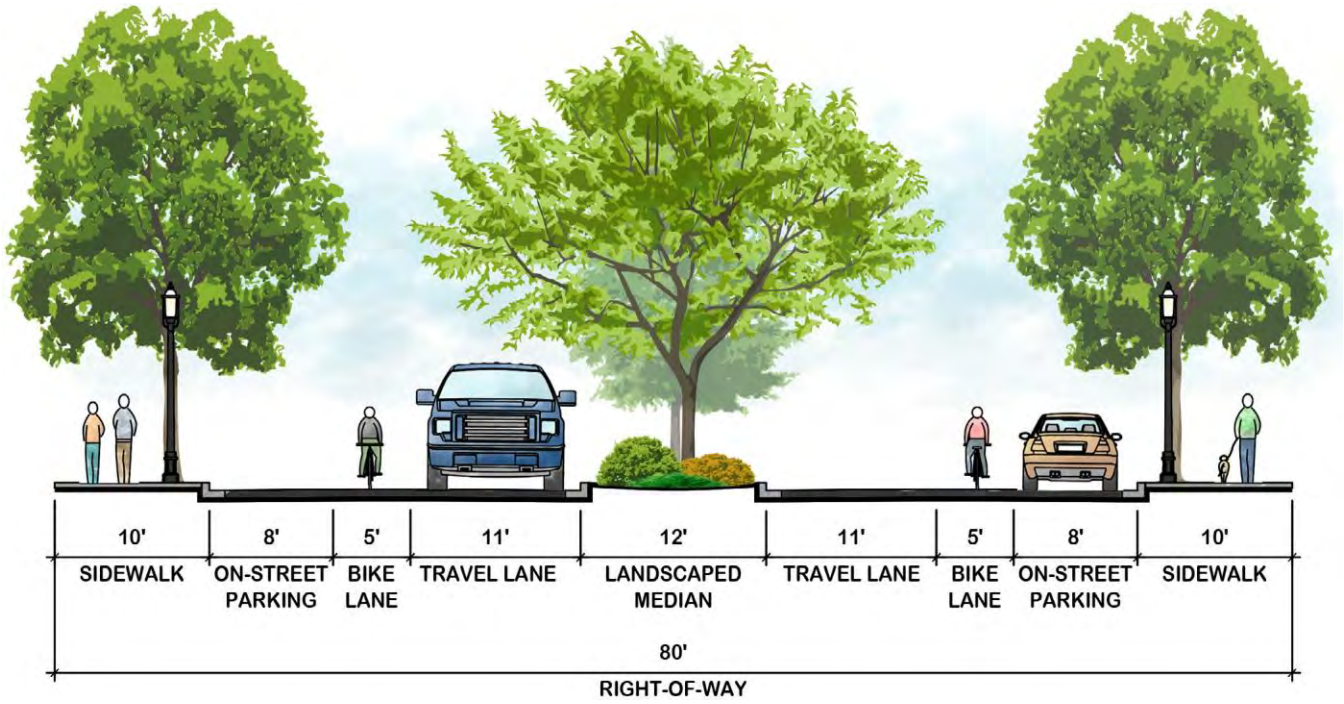
Client: City of Aztec, NM

Contact: Steven Saavedra, Community Development Director, ssaavedra@aztecnm.gov

Year: 2018

Successful Outcomes: Several properties on Main Avenue that were highlighted in the MRA Plan have been redeveloped for commercial use.

Project Description: The Downtown MRA Plan is the City of Aztec's guidebook for revitalization of Downtown Aztec over the next ten years. It was developed by Consensus Planning through extensive research, on-site reconnaissance, and a community engagement process that included a two-day charrette in one of Main Avenue's historic storefront buildings, two community surveys, and stakeholder interviews. Participants during the two-day workshop identified Main Avenue as being in need of improvements to allow for slower moving, more comfortable, and safe pedestrian-oriented district. The Downtown MRA Plan presents a community vision for the future of Downtown and identifies specific redevelopment projects, public sector investments, and support actions to help achieve that vision. The planning process revealed an actively engaged and interested group of community stakeholders and elected officials. The MRA Plan acknowledged and sought to further Downtown Aztec's potential to capture its slice of cultural heritage tourism as exemplified by its proximity to the Aztec Ruins National Monument, Main Avenue Historic District, Lover's Lane and Church Street Historic District, and the Aztec Museum and Pioneer Village.



Road diet in Downtown Aztec proposed in the MRA Plan, by Consensus Planning.

LOVINGTON METROPOLITAN REDEVELOPMENT AREA PLAN

Corridor Revitalization & Economic Stabilization Strategy

Client: City of Lovington, NM

Contact: Mara Salcido, Former Executive Director, Lovington, NM

Year: 2018

Successful Outcomes: Establishment of a clear redevelopment framework focused on revitalizing key corridors; identification of targeted infrastructure and pedestrian improvements; and implementation strategies to support reinvestment, adaptive reuse, and long-term economic stability. Since adoption of the MRA Plan, the District has undergone major improvements to the streetscape environment, Lea Theater, façade renovations, etc. New businesses have been opened as well, and overall, the District has become a more active area for the community.

Project Description: The City of Lovington Downtown Metropolitan Redevelopment Area (MRA) Plan, completed by Consensus Planning, was the result of a 9-month planning process that sought to engage the community, both residents and business owners, into planning for the future of the Downtown Lovington. The process involved a series of different methods and opportunities to engage the public in developing the Downtown MRA Plan. Generally speaking, participants in the planning process were asked, "What kind of place do you want Downtown Lovington to be in the future?"

The Downtown MRA Plan expresses the collective vision and provides a road map for leading Downtown Lovington towards a more inviting, vibrant, and prosperous business district. A series of catalytic public and private sector projects and investments, based on the development of strong and sustainable partnerships, provided the necessary guidance for making this vision a reality. The successful implementation of the Downtown MRA Plan is dependent on the City of Lovington prioritizing the redevelopment of Downtown through the allocation and pursuance of funding resources, and perhaps most of all, the acknowledgment that Downtown Lovington is the heart and economic center of the City.



Lovington MainStreet - Building facade photo-simulation of storefronts along Main Street in Downtown Lovington.

A central component of the planning process for the Lovington Downtown MRA Plan was gathering input and feedback from the community stakeholders. The Lovington community's contributions to this process included completing surveys, sharing information through interviews and discussions, participating in activities at the two-day workshop in February 2018, attending public meetings, and the creation of the MRA Steering Committee. The MRA Steering Committee played an active role in being the local sounding board, getting the word out to the community about the MRA Plan and process to ensure maximum participation from community members, identifying planning issues, and reviewing and commenting on concepts and strategies developed by the Project Team. One of the tasks we assigned to the Steering Committee members was to take photographs of their favorite areas and the areas they saw as needing improvement within the Downtown MRA District, which allowed the Steering Committee to communicate their feelings and opinions about Downtown Lovington in a fun and more creative way instead of a typical meeting format.

CORONADO METROPOLITAN REDEVELOPMENT AREA PLAN

Metropolitan Redevelopment Area Designation, Planning & Implementation

Client: Titan Development

Contact: Josh Rogers, Partner, jrogers@titan-development.com, (505) 515-2914

Year: 2016

Successful Outcomes: Enabled environmental remediation of a former landfill site, installation of public infrastructure, and development of new multi-family housing through the use of Metropolitan Redevelopment tools including tax abatement and public investment.

Project Description: Consensus Planning prepared a designation analysis and Metropolitan Redevelopment Area (MRA) Plan for approximately 73 acres located along the I-25 corridor in north Albuquerque. The area included a combination of privately owned land and public right-of-way and was impacted by legacy landfill conditions, limited infrastructure, and underutilization. The purpose of the MRA Plan was to establish a framework for environmental remediation and redevelopment while improving public infrastructure to support future investment.

The MRA Plan enabled the use of redevelopment tools to catalyze reinvestment, including infrastructure improvements and financial incentives. Following preparation of the designation report and plan, Consensus Planning facilitated the approval process through the Albuquerque Development Commission, Environmental Planning Commission, and City Council.

As a follow-up to plan adoption, Consensus Planning supported implementation through entitlement services for new multi-family residential development within the MRA boundary, helping to transform the site into a viable residential and mixed-use area.



Broadstone Northpoint is a 226-unit multifamily community developed by Titan Development and Alliance Residential. Located on 9.9 acres along the I-25 corridor within the Coronado Metropolitan Redevelopment Area, it offers modern apartments in a highly accessible location near the Northeast Heights' amenities.

THE HIGHLANDS, ALBUQUERQUE

Metropolitan Redevelopment Implementation & Mixed-Use Development

Client: Titan Development

Contact: Kurt Browning, kbrowning@titan-development.com
Josh Rogers, jrogers@titan-development.com

Year: 2015-Current

Successful Outcomes: Vacation of existing alleyways and streets, removal of blighted conditions, improved pedestrian realm, a new pedestrian bridge across Central Avenue, and entitlements for four distinct urban style projects (two have been constructed, one is approved, and another is in the review process). Strong City and neighborhood support with significant private investment leveraging public infrastructure and tax abatement.

Project Description:



Consensus Planning led the Project Team for the redevelopment of four blocks of vacant and blighted property across from Presbyterian Hospital along Central Avenue. The Highlands is a 4-block redevelopment project of vacant and blighted property within the Sycamore MR Plan area, across Central Avenue from Presbyterian Hospital. The project is adjacent to and interfaces with the Albuquerque Rapid Transit (ART) system and associated station. The Highlands project was extremely complicated and required street and alley vacations, new street and intersection design, coordination with the adjacent hospital redevelopment, and a development agreement with the City to consolidate multiple projects into a comprehensive infrastructure design and implementation package. The project also required an in-depth analysis of the Metropolitan Redevelopment Area and Sector Development Plans and was the first to use the City's form-based zoning code option in the Integrated Development Ordinance.

The Highlands project includes multi-family residential; a 6-story hotel and Ronald McDonald House; a hotel and food market; a 5-story, mixed-use building with retail and multi-family; and a sky bridge connecting the project across Central Avenue to Presbyterian Hospital. Numerous neighborhood meetings were held with the three adjacent neighborhood associations, which resulted in strong neighborhood support. The first three projects were reviewed and received unanimous approval by the Environmental Planning Commission. The food hall and Residence Inn hotel project is currently under review by the City's Development Facilitation Team. This combined redevelopment will be the most significant change to the Central Avenue streetscape in 50 years.

TITAN NOB HILL MULTI-FAMILY, ALBUQUERQUE

Metropolitan Redevelopment Implementation & Entitlements (Transit Corridor)

Client: Titan Development

Contact: Kurt Browning, kbrowning@titan-development.com;
Josh Rogers, jrogers@titan-development.com

Year: 2020–2022

Successful Outcomes: Redevelopment of a blighted property within the Upper Nob Hill Metropolitan Redevelopment Area into a fully constructed and occupied multi-family development through successful site plan approval, variance approvals, and neighborhood-supported entitlements.

Project Description: Redevelopment of a blighted property within the Upper Nob Hill Metropolitan Redevelopment Area into a fully constructed and occupied multi-family development through successful site plan approval, variance approvals, and neighborhood-supported entitlements.



Titan Nob Hill is a single-block redevelopment project located along Central Avenue within the Upper Nob Hill Metropolitan Redevelopment Area and adjacent to the Albuquerque Rapid Transit (ART) corridor. The project transformed an aging motor court property into a high-density residential development that supports reinvestment along this key corridor.

Consensus Planning led the entitlement process, including securing Landmark Commission approval for demolition of the existing structure, obtaining multiple variances, and coordinating preparation of the site plan in collaboration with Whitneybell Perry Architects and *Isaacson & Arfman*. The firm also facilitated coordination with the Nob Hill Neighborhood Association, resulting in community support for the project.

The development leveraged public investment associated with the ART corridor and utilized a property tax abatement to support redevelopment. Titan Nob Hill is fully constructed and occupied, representing a successful example of implementing redevelopment within an established MRA through coordinated entitlements, community engagement, and public-private investment.

SOMOS MIXED-USE DEVELOPMENT

Mixed-Use Infill Development & Entitlements (Transit-Oriented Corridor)

Client: Sol Housing

Contact: Miriam Hicks, AIA, miriam@solhousing.org, (505) 705-3703

Year: 2024-2025

Successful Outcomes: Successful entitlement and approval of a mixed-use, transit-oriented development within Albuquerque's International District; delivery of 70 residential units including income-restricted housing; and activation of the corridor through ground-floor commercial incubator space that supports local economic development.

Project Description: Somos is a mixed-use infill development located along Central Avenue within Albuquerque's International District and the ART transit corridor. The project includes a four-story building with 70 residential units, community amenities, and ground-floor commercial incubator space designed to support small businesses and contribute to the International Marketplace Activity Center. The site design emphasizes an active streetscape with pedestrian-oriented improvements and connectivity to surrounding businesses, including Talin Market.



Consensus Planning led the project through the City's entitlement process, including detailed review and coordination to ensure compliance with the Integrated Development Ordinance. The team facilitated outreach to nearby neighborhood associations and adjacent property owners, and conducted public meetings to introduce the project, address questions, and gather feedback.

Through effective coordination and a thorough understanding of City processes, the project received approval from the Development Facilitation Team in two meetings. The development represents a successful example of transit-oriented infill redevelopment that supports housing diversity, economic opportunity, and corridor revitalization in Albuquerque.

SYCAMORE METROPOLITAN REDEVELOPMENT AREA EXPANSION PLAN

MRA Boundary Amendment & Entitlement Approvals

Client: Juniper Properties Southwest LLC

Contact: Dan Rowe, Owner/Broker, Berkshire Hathaway Home Services, New Mexico Properties, 505-798-6300, dsrowe@msn.com

Year: 2025

Successful Outcomes: Recommended for approval by the Albuquerque Development Commission (February 20, 2025) and adopted by the City Council (May 5, 2025); expanded MRA boundary to support high-density residential redevelopment and reinvestment along the Central Avenue corridor.

Project Description: Consensus Planning prepared and submitted an application to amend the Sycamore Metropolitan Redevelopment Area (MRA) boundary on behalf of Juniper Properties for a property located at 1701 Gold Avenue SE. The request followed a Zone Map Amendment from R-ML (Multi-Family Low Density) to R-MH (Multi-Family High Density), approved by the Environmental Planning Commission, enabling future high-density residential development.

The subject property is located adjacent to the existing Sycamore MRA and functions as a transition area between lower-density residential uses to the south and commercial uses to the north along the Central Avenue MS-PT-MT Corridor. Consensus Planning demonstrated that the property met the criteria for inclusion within the MRA, including conditions of vacancy and blight, and that its inclusion would further the goals and strategies of the adopted Sycamore MRA Plan.

Consensus Planning represented the project before the Albuquerque Development Commission and City Council, securing a recommendation for approval and final adoption. The boundary amendment positions the site for future redevelopment that supports housing needs and contributes to the continued revitalization of the Sycamore area.

HOPE VILLAGE

Supportive Housing & Community Revitalization Project

Client: YES Housing, HopeWorks, Department of Family and Community Services, and Mullen Heller

Contact: Carol Pierce, Director, Department of Family and Community Services, cpierce@cabq.gov

Year: 2017–2021

Successful Outcomes: Design and facilitation of a robust public engagement process and Good Neighbor Agreement that became a model for subsequent projects initiated by the Mayor's Office; redevelopment and construction of the project within the North Corridor MR Area Plan; and a fully leased building serving 42 individuals.

Project Description: Hope Village is a supportive housing project in Albuquerque developed through a partnership among YES Housing, HopeWorks, Mullen Heller, and the Department of Family and Community Services. Consensus Planning was an integral part of the project team, supporting a complex redevelopment effort within the North Corridor MR Area Plan.

Consensus Planning's services included project entitlements, assistance to the project architect in ensuring compliance with the City's Integrated Development Ordinance, support for the Good Neighbor Agreement and Development Agreement as they related to neighborhood engagement and relations, coordination with and facilitation of meetings with nearby neighborhood associations, and landscape design.

Jointly funded by the City of Albuquerque, Bernalillo County, and the New Mexico Mortgage Finance Authority, Hope Village is fully operational and fully leased.



Exterior views of the Hope Village building.

ALBUQUERQUE RAIL YARDS MASTER PLAN UPDATE

Master Planning & Policy Framework Update (Adaptive Reuse & Redevelopment)

Client: City of Albuquerque – City Council

Contact: Matt Cox, AICP; Associate Director of Planning and Policy, (505) 768-3186

Year: 2022

Successful Outcomes: The update created greater flexibility for future redevelopment by removing rigid parcelization and allowing permitted uses to be applied across the site. The Rail Yards Advisory Board and Environmental Planning Commission recommended approval, and the City Council approved the amendments.



Public meeting at the Rail Yards.

Project Description: Consensus Planning was retained by the Albuquerque City Council to update the Rail Yards Master Development Plan (MDP), originally adopted in 2014. Following the termination of the original master developer agreement, the City assumed control of the site and required an updated framework to guide future redevelopment. The updated Rail Yards Master Plan removed developer-specific concepts, eliminated parcel-based restrictions, and aligned the plan with current City policies and regulatory frameworks, including the Comprehensive Plan and Integrated Development Ordinance.

The update also reflected physical improvements to the site and incorporated findings from subsequent studies. A key focus of the effort was simplifying development standards to make the site more adaptable for future investment while maintaining compatibility with surrounding neighborhoods.

Consensus Planning facilitated coordination with City staff and the Rail Yards Advisory Board through a series of working sessions and input meetings. Community feedback, particularly from the Barelas neighborhood, informed updates to the plan, including the addition of a noise compatibility section and refinements to development standards. The result is a more flexible, implementable framework that supports long-term revitalization of this significant City asset.

9TH & TIJERAS TOWNHOMES (ALBUQUERQUE, NM)

Downtown Infill Development & Historic Entitlements

Client/Contact: John Mahoney

Year: 2017

Successful Outcomes: Approval and development of six townhouse units on a previously underutilized site within the Downtown 2025 Metropolitan Redevelopment Area Plan; project constructed and fully occupied.

Project Description: Consensus Planning provided entitlement and landscape design services for the redevelopment of a surface parking lot in Downtown Albuquerque, located within the Fourth Ward Historic District and the Downtown Neighborhood Area Sector Plan.

The firm represented the project before the Albuquerque Landmarks Commission to obtain a Certificate of Appropriateness and before the Zoning Hearing Examiner to secure required variances. The project introduced six townhouse units organized in attached configurations, with detached garage structures and secondary dwelling units designed to support urban residential density.

This project demonstrates Consensus Planning's experience navigating historic district requirements and facilitating infill redevelopment within established regulatory and redevelopment frameworks in Albuquerque.

PANORAMA APARTMENTS / RIO RANCHO INN REDEVELOPMENT (RIO RANCHO, NM)

Adaptive Reuse & Redevelopment Entitlements

Client/Contact: Lon Freeman, lon@myjiffy.com

Year: 2022

Successful Outcomes: Redevelopment of a vacant and deteriorated motel property into 119 multi-family residential units through successful zoning approvals, site plan entitlements, and coordination with multiple agencies.

Consensus Planning provided entitlement services to support the redevelopment of the former Rio Rancho Inn, a 5-acre site along NM 528 that had remained vacant and in disrepair. The project involved converting an underutilized commercial property into a multi-family residential development with shared amenities and supporting commercial uses.



Completed building facade.

Consensus Planning led the entitlement process, including securing a Zone Map Amendment and waivers to development standards, and coordinated closely with the project team, City staff, NMDOT, and the Rio Rancho Fire Department to address access, circulation, and site constraints. The project demonstrates the firm's ability to navigate complex entitlement processes and facilitate redevelopment of challenging sites to support reinvestment along key corridors.

CONSENSUS PLANNING HOURLY RATES	
Principal/President	$269.06
Emeritus Principal/Planner	$215.25
Emeritus Principal/Landscape Architect	$215.25
Associate/Landscape Architect	$182.96
Associate/Planner	$182.96
Senior Landscape Architect	$145.29
Senior Planner II	$145.29
Senior Project Manager	$134.53
Senior Planner	$129.15
Landscape Architect	$129.15
GIS Manager	$129.15
Zoning Specialist	$118.39
Planner III	$118.39
Graphic Designer	$118.39
Landscape Designer III	$118.39
Planner II	$113.01
Landscape Designer II	$113.01
Planner I	$96.86
Landscape Designer I	$96.86
Intern	$86.10
Administrative	$80.72

*Per the RFP requirements, all billing rates are fully-loaded with the current New Mexico Gross Receipts Tax rate of .0775%.

Consensus Planning acknowledges that the City will not pay for insurance or taxes, and that responsibility for any excluded items remains with Consensus Planning, and Issacson & Arfman Inc.

ISAACSON & ARFMAN, INC.

FEE SCHEDULE

Effective Date: February 1, 2026

OFFICE	2026 HOURLY RATE
Principal Engineer, PE	$275.00
Principal Civil Designer	$250.00
Senior Civil Engineer, PE	$249.00
Civil Engineer, PE	$233.00
Civil Engineer	$196.00
Civil Engineer, Intern	$150.00
Senior Civil Designer	$222.00
Civil Designer	$164.00
Technician/CAD Operator	$111.00
Inspector	$106.00
Administrative Assistant	$106.00
Clerical	$79.00

DIRECT PROJECT EXPENSES

Xerox Copying: $1.50 color, $0.50 B&W, per Sheet	In-House or Invoice + 10%
Mileage:(1)	75 Cents per Mile
Lodging:(1)	Actual Cost
Meals:(1)	$40.00 per Day
Overtime or Priority Work:	Hourly Rates + 25%

Third party professional or administrative services shall be billed through our office at a 1.1 multiplier of actual cost.

Hourly Fee Schedule: Hourly rates and other charges shall be revised by the Engineer on February 1st and/or June 1st of each year and be used for all applicable contract payments.

(1)Out of Town or Extraordinary Trips

vi. HYPERLINKS TO COMPLETED PLANS

METROPOLITAN REDEVELOPMENT PLANS

Menaul Redevelopment Plan

City of Aztec Downtown MRA Plan

City of Alamogordo MRA Plan

City of Clovis MRA Plan

City of Lovington Downtown MRA Plan

Pay Equity Reporting Form

City of Albuquerque
Www.cabq.gov

Bernalillo County
Www.bernco.gov

Water Authority
www.abcwua.org

Company Details

Company Name	Consensus Planning Inc
Phone	505-764-9801
Email Address	office@consensusplanning.com

Mailing Address	302 8th Street NW Albuquerque, NM 87102
NM Employees?	yes

Job Category		No. Females	No. Males	Gap (Abs. %)
1.1	Exec/Senior Level Officials/Mgrs	0	1	N/A
1.2	First/Mid Level Officials/Mgrs	1	1	19.80%
2	Professionals	6	3	3.65%
3	Technicians	0	0	N/A
4	Sales Workers	0	0	N/A
5	Office and Admin. Support	1	0	N/A
6	Craft Workers (Skilled)	0	0	N/A
7	Operatives (Semi-Skilled)	0	0	N/A
8	Laborers (Unskilled)	0	0	N/A
9	Service Workers	0	0	N/A
	Overall Total	8	5	6.59%

Total # of Females (all categories)	8	Total # of Males (all categories)	5
Total # Female Only Job Categories	1	Total # Male Only Job Categories	1
Total # Part Time Females	2	Total # Part Time Males	0
Female % Workforce	61.54%	Male % of Workforce	38.46%
Total # Employees	13	Total # Non-Binary Employees	0

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third pa r own expense.

James Strozier, President — Name and Title

Signature

Mar 23, 2026 — Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, you are eligible for a 5% preference. Please keep in mind that a completed Pay Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

STATE OF NEW MEXICO

TAXATION AND REVENUE DEPARTMENT

RESIDENT BUSINESS CERTIFICATE

Issued to: **CONSENSUS PLANNING, INC.**

DBA: **CONSENSUS PLANNING**
302 8TH ST NW
ALBUQUERQUE, NM 87102-3024

Expires: **05-Mar-2027**

Certificate Number:

L1835945584

Stephanie Schardin Clarke
Cabinet Secretary

THIS CERTIFICATE IS NOT TRANSFERABLE

01-2026-REDEVELOPMENT SERVICES

APRIL 2026



PHOTO SOURCE: HTTPS://WWW.VISITALBUQUERQUE.ORG/THINGS-TO-DO/TOURS-SIGHTSEEING/SELF-GUIDED/



TABLE OF CONTENTS

Cover Sheet	3
Areas of Expertise	7
Project Examples	11
Offeror Capacity	21
Project Management Plan	27
Cost Proposal	30
Appendix	35

PROPOSAL COVERSHEET

Lead Offeror

Name of Vendor: PGAV Planners, LLC

Address: 200 N Broadway, Suite 1000, St. Louis, MO 63102

Nature of organization

D Individual

I√ IPartnership

Corporation

I√ IPrivate

☐ Public

Donprofit

Person authorized to execute the contract: Andy Struckhoff

Phone:(314) 231-7318

Email: andy.struckhoff@pgav.com

Contact information for key project staff

Name and Title: Andy Struckhoff, Pres.

Role: Executive Oversight

Phone: (314) 231-7318

Email: andy.struckhoff@pgav.com

Name and Title: Adam Stroud, Assoc. Dir

Role: PM, TIF, Econ. Develop.

Phone: (314) 655-4321

Email: adam.stroud@pgav.com

A QUE · nn_DA
RQUE tu
ffiETROPOLITAn REDEVELOPmEnT
AGEnCY

Name and Title: Lindsey Evans, Assoc. Dir.	Name and Title: Catherine Hamacher, Assoc. Dir.
Role: Housing, Development Fin.	Role: Placemaking/Planning/Design
Phone: (618) 304-2603	Phone: (314) 540-2270
Email: lindsey.evans@pgav.com	Email: catherine.hamacher@pgav.com

Subcontractor 1

Name of Vendor:

Address:

Nature of organization,

Individual

Partnership

Corporation

Private

Public

Nonprofit

Lead point of contact:

Phone:

Email:

Subcontractor 2

Name of Vendor:

Address:

Nature of organization,

Individual

Partnership

corporation

Private

Public

Other (please specify)

Lead Point of Contact:•

PhcfrieJ

Email:\

Subcontractor 3

Name of Vendor:•

Address:

street:

city, state, Zip Code:

[**Nature of organization:**

iriai iadii:

0Partnership

Corporation

0Private•

Public•

ON onprofit

Lead Point of Contact::

Pholle:

Email::

References•

p1easelisfthieereferences whichMRAis autnaiiied fo contact. Ptease include past:

li nJs.thaJ CEJf"I.EJUest f().th gya{ityp[titr1elir1es5: ()[f11C)ff[()(S.,tiy()rK:

1. Name: ror ShellKneuvea:
   Organizei'tion ancfRoTe.:TUri1ted Government of Wy ndotte County/Kansas City, KS - CFO:
   Phone: [(9i3'j5Ji5'i:49L
   Email: ');RneUVea'ff@Wycokck.org:
2. Name: !Peter Czajkow(
   Organiz J(gff h LR 9J JStifel Director of Public Finance!
   P ar: .G3J4 .1J4 2. 2H3 5I
   Em ar, jk NP@i ti

3. Name: Anna Krane
Organization and Role: City of Clayton, MO - Director of Planning & Development
Phone: (314) 290-8459
Email: akrane@claytonmo.gov

Receipt of Addenda

Tattesfohavfrl frec"etveaana- rev,ea- th efoffow,n faaaerida ;as postEfrfOri"lheMRA website, https://www.cabg.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

No addenda on website, only answers to inquiries.

_____

_____

Name (printed): And.y Struckhoff

Signature: 

Agreement to Required Terms.

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes a bility to carry the insurancelevels specified.

Name (priii"ted}: A.nd_y Struckhoff

Signature: 



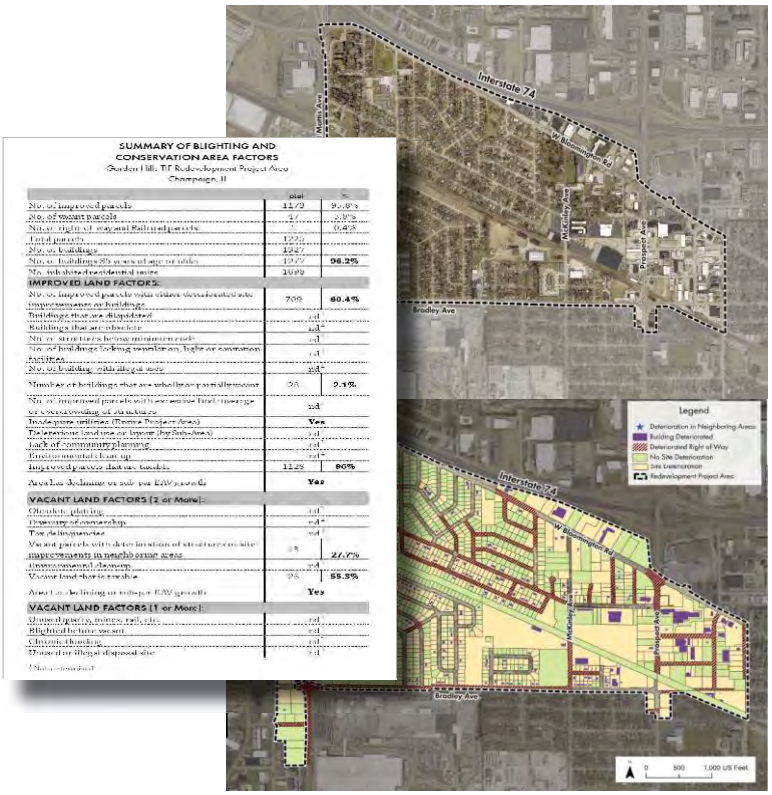
Areas of EXPERTISE

Founded in 1965, PGAV has grown into a nationally recognized firm. Our multidisciplinary team includes urban planners, designers, economists, public finance specialists, engagement facilitators, and analysts who work together to deliver plans and strategies that balance vision with practicality. For over six decades, PGAV has helped communities chart bold, achievable futures through a unique blend of planning, economic development, and development finance expertise.

To support the MRA, **we propose to provide services under Areas A-D,** including Tax Increment Financing consulting, economic and planning analysis, placemaking, planning and design services, and housing program development, where we bring demonstrated expertise and a strong track record of implementation

Tax Increment Financing (TIF) Consulting

PGAV brings extensive experience in structuring and advising on tax increment financing (TIF) and related development finance tools across dozens of cities nationwide, several of which have become ongoing clients following successful projects. Our work spans best practices, program design, revenue projections, and underwriting, with a focus on helping communities understand what is feasible and how to structure investments that lead to real outcomes. Our team understands the full lifecycle of TIF programs, from designation and plan development to implementation, administration, and closeout allowing, us to quickly align with local requirements, anticipate constraints, and structure approaches that are both compliant and effective.



EXAMPLE: CHAMPAIGN, IL - GARDEN HILLS TIF

We also bring a strong understanding of how TIF programs operate across different statutory environments, with experience in Alabama, Colorado, Florida, Idaho, Illinois, Mississippi, Missouri, Ohio, Oklahoma, and Tennessee, and are beginning to immerse ourselves in New Mexico's statutory framework.

Additionally, our team includes leadership representation on the Illinois Tax Increment Association (ITIA) Board of Directors, an organization dedicated to education, advocacy, and effective use of TIF. Through this involvement, we stay at the forefront of evolving policy, legislation, and best practices, bringing that knowledge directly to the communities we serve.

Economic and Planning Analysis

PGAV helps communities navigate growth, reinvestment, demographic change, and evolving market conditions through planning and economic analysis that balances long-term vision with near-term opportunity. Our work includes redevelopment planning, boundary and district analysis, market and real estate analysis, and strategic economic-focused plans that inform policy, investment, and implementation.

We bring a data-driven approach that integrates demographic and economic trends, real estate conditions, and spatial analysis to support clear, actionable recommendations. Our team is highly proficient in tools such as ESRI, GIS-based analysis, U.S. Census data, and third-party market databases, allowing us to evaluate supply and demand, define trade areas, and assess development potential with both rigor and practicality.

This analytical foundation is paired with expertise in economic development and financing tools, including community improvement districts, New Markets Tax Credits, historic preservation incentives, and public-private partnerships. By aligning market insights with these tools, we help communities understand how policy, financing, and market conditions work together to support reinvestment and implementation.

Over the past several decades, our team has supported more than $5 billion in development activity. This experience has given us a practical understanding of how development decisions are made, helping ensure that planning recommendations are not only visionary, but grounded in what is achievable.

Industry Group	Demand	Supply	Retail Gap
Motor Vehicle & Parts Dealers	$255,883,235	$192,322,090	$63,561,145
Furniture & Home Furnishing Stores	$40,387,114	$66,134,532	-$25,747,418
Electronics & Appliance Stores	$37,911,152	$45,362,427	-$7,451,275
Building Materials, Garden Equipment, & Supply	$90,383,835	$68,270,716	$22,113,119
Food & Beverage Stores	$194,330,674	$329,270,569	-$134,939,895
Health & Personal Care Stores	$70,829,559	$71,173,443	-$343,884
Gasoline Stations	$132,050,383	$74,787,220	$57,263,163
Clothing & Clothing Accessories Stores	$56,270,134	$193,908,042	-$137,637,908
Sports Goods, Hobby, Book & Music Stores	$36,422,725	$103,096,446	-$66,673,721
General Merchandise Stores	$231,542,461	$265,669,257	-$34,126,796
Miscellaneous Store Retailers	$49,371,898	$56,768,496	-$7,396,598
Nonstore Retailers (e.g. e-commerce)	$15,374,863	$6,618,781	$8,756,082
Food Services & Drinking Places	$133,847,092	$178,890,102	-$45,043,010

RETAIL DEMAND AND SUPPLY GAP ANALYSIS BY INDUSTRY

Members of our team are also active with the Council of Development Finance Agencies (CDFA), a national organization focused on advancing development finance tools and best practices, and regularly contribute as speakers and panelists in CDFA training programs.

Placemaking, Planning, and Design Services

PGAV delivers placemaking, planning, and design services that translate community vision into implementable strategies and projects that are vibrant, functional, and positioned for long-term success.



PGAV'S VOICE OF THE VISITOR REPORT

Our work spans master planning for municipalities, corridors, districts, and catalytic sites. We help clients think through how land use, public realm improvements, infrastructure, and development opportunity come together to shape the overall experience of place. This includes planning for streets, public spaces, mixed-use development, and publicly owned sites, ensuring that each element contributes to a cohesive and investable environment.



We work closely with residents, stakeholders, and local leaders to understand community priorities and translate them into clear, implementable direction. We bring a creative and adaptive engagement process that meets people where they are, using a range of tools such as workshops, stakeholder interviews, public meetings, and on-the-ground outreach to ensure participation is meaningful and representative. This process strengthens both the quality of the plan and its long-term success.

We also bring nationally recognized expertise in tourism and destination development, helping communities articulate what makes them unique and translate that identity into physical environments and experiences. This work is informed by PGAV's Voice of the Visitor research, which analyzes trends, motivations, and behaviors across millions of visitors nationwide. By integrating these insights with local context, we help communities create places that attract visitors, support local businesses, and reinforce community identity.

Housing Program Development

PGAV supports communities in developing housing programs that focus on helping communities understand existing housing conditions, identify affordability challenges, and develop clear strategies that strengthen neighborhood stability and expand access to housing opportunities.

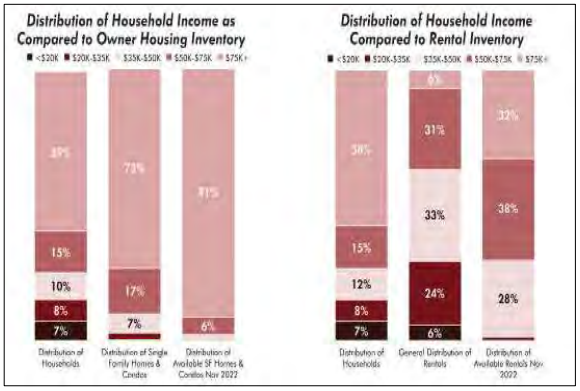
Our approach combines rigorous housing and market analysis with thoughtful community engagement to ensure recommendations reflect both technical expertise and the lived experience of residents. This includes evaluating existing housing stock, analyzing demand across income levels and unit types, and identifying gaps in the market that may require targeted intervention.

We bring experience working across a range of housing tools and strategies, including attainable and workforce housing, policy and program development, and funding mechanisms that support both new development and preservation. Our work often includes evaluating barriers to housing production, identifying opportunities for infill and redevelopment, and recommending approaches that align with local character and long-term goals.

We develop clear, prioritized recommendations supported by realistic funding pathways, partnership strategies, and actionable next steps. This includes outlining policy options, program structures, and organizational considerations that allow communities to move from planning to execution.

Through this process, we help communities translate housing goals into tangible outcomes, ensuring strategies are grounded in market realities, aligned with available resources, and positioned to support long-term affordability and neighborhood stability.

EXAMPLE: KIRKWOOD, MO - ATTAINABLE HOUSING STUDY



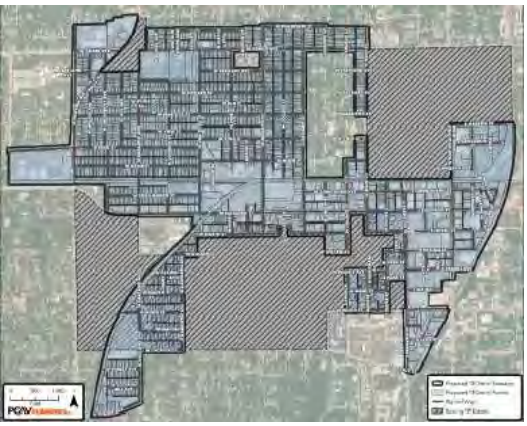
The study found that housing production in Kirkwood has lagged behind demand, creating a constrained market with limited affordable options for low- to moderate-income households. Additionally, much of the existing housing stock is aging and may require significant reinvestment or redevelopment to meet current standards and community needs.



Project EXAMPLES

*full project plans included in separate folder







TIF CONSULTING
CENTRAL TIF DISTRICT

DECATUR, ILLINOIS

Decatur retained PGAV to evaluate the creation of a large Tax Increment Financing (TIF) District to support downtown and neighborhood revitalization. The proposed Central TIF encompassed approximately 750 acres and more than 2,200 parcels, including the City's downtown, key commercial corridors, and adjacent residential neighborhoods experiencing disinvestment and decline. The area presented a complex redevelopment environment, with overlapping TIF boundaries, aging infrastructure, and a mix of blighted and conservation conditions requiring careful analysis and coordination.

PGAV conducted a comprehensive evaluation of existing conditions, including detailed field surveys, parcel-level analysis, and statutory eligibility documentation in accordance with Illinois TIF Act requirements. This included documenting widespread deterioration, vacancy, and declining equalized assessed value (EAV) trends, as well as infrastructure deficiencies such as aging water systems and combined sewer conditions. Through this process, PGAV established a clear and defensible basis for TIF designation while aligning the redevelopment strategy with local planning goals and market realities.

A key component of this effort was the strategic restructuring of existing TIF boundaries. PGAV recommended removing blighted parcels from an existing TIF and incorporating them into the new Central TIF, while allowing the remaining TIF to continue through its final year. This approach enabled the City to maximize the use of remaining increment to retire outstanding debt, while repositioning key properties within a new district better aligned with current redevelopment priorities. The partial closeout and creation of the Central TIF were successfully implemented, providing the City with a stronger financial and geographic framework to support reinvestment.

PGAV also prepared the full TIF Redevelopment Plan and Project, including land use guidance, redevelopment objectives, eligible project costs, and implementation strategies. The plan was designed to catalyze private investment, address long-standing physical and economic challenges, and create a clear path for reinvestment across multiple subareas, including downtown, residential neighborhoods, and institutional areas near Millikin University.

As a result of this work, the City of Decatur now has a coordinated and actionable redevelopment tool in place, and implementation efforts are already underway to attract investment, revitalize key corridors, and strengthen neighborhood conditions.

Team: Adam, Noelle, Sarah







TIF CONSULTING

ON CALL TIF CONSULTING

BLOOMINGTON, ILLINOIS

PGAV has served as a long-term redevelopment and TIF consultant to the City of Bloomington, supporting the creation and ongoing implementation of multiple Tax Increment Financing (TIF) districts over several years. This work has included the preparation of redevelopment plans and boundary designations for areas such as the Downtown TIF, Downtown East Washington TIF, Downtown Southwest TIF, Empire Street Corridor TIF, GE Road/IAA Drive TIF, and the North Main, Chestnut TIF, among others.

PGAV worked closely with City staff to evaluate potential TIF areas, document statutory eligibility conditions, and prepare redevelopment plans that addressed blighting factors, supported reinvestment in key corridors, and strengthened downtown and surrounding areas. These efforts were intentionally targeted, focusing on strategic districts rather than applying TIF broadly across the community, and were designed to attract private investment, support the reuse and revitalization of existing buildings, and position priority areas for long-term economic growth.

In addition to TIF creation, PGAV has continued to serve as the City's on-call advisor for TIF-related services. In this role, we provide ongoing support for district administration, redevelopment plan amendments, boundary adjustments, and financial and feasibility review of potential projects. This includes responding to real-time questions from staff, evaluating redevelopment proposals, and ensuring that the City's use of TIF remains compliant with Illinois statute while aligned with local priorities.

Through this sustained partnership, PGAV has helped the City move beyond simply establishing TIF districts to actively utilizing them as effective redevelopment tools. Our approach emphasizes not only proper designation and documentation, but also ongoing guidance to ensure that TIF districts are implemented strategically, legally, and in a way that delivers measurable community benefit.

Team: Adam, Noelle, Sarah, Bernie







ECONOMIC AND PLANNING ANALYSIS
ON-CALL PLANNING AND ECONOMIC DEVELOPMENT SERVICES

CREVE COEUR, MISSOURI

PGAV serves as the City of Creve Coeur's on-call consultant, selected through a competitive RFQ process to assist with review of major development proposals, redevelopment planning, and evaluation of development financing tools. In this role, we advise City staff, Planning & Zoning Commission, and City Council on land use strategy, fiscal impacts, incentive requests, and long-term policy alignment.

As part of this engagement, PGAV conducted a detailed incentive and development finance review for the proposed Olia Village mixed-use redevelopment, which is transforming a former corporate campus into a new mixed-use district. Our analysis evaluated requests for Chapter 353 tax abatement, CID and TDD sales taxes, and Chapter 100 exemptions, along with a comprehensive review of the project's financial structure, underwriting assumptions, and feasibility. We prepared tax impact modeling comparing build and no-build scenarios, illustrating projected revenue outcomes for the City and overlapping taxing jurisdictions, including the school and fire districts. The analysis demonstrated that, even with incentives, the project would generate significant net new revenues over time, providing the City with a clear, defensible understanding of fiscal impacts and risk prior to advancing the request.

This project is now under construction and expected to be completed in early 2027.

In addition to project-specific analysis, PGAV prepared a Comprehensive Plan amendment to guide the repurposing of the remaining corporate campus not included in the Olia Village redevelopment. The amendment established updated future land use recommendations, housing typologies, transportation and connectivity improvements, open space preservation strategies, and financial incentive guidance criteria. This effort positioned the City to transition the site toward a diversified, mixed-use redevelopment strategy while protecting adjacent neighborhoods.

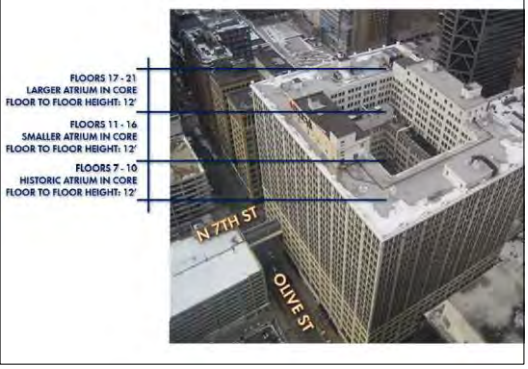
PGAV continues to provide ongoing on-call support, responding to real-time questions related to redevelopment strategy, incentive structuring, and statutory compliance. This includes reviewing development proposals, preparing technical memoranda, and advising on how to align projects with broader policy goals and fiscal considerations.

Team: Andy, Lindsey, Catherine, Sarah, Mike

Figure 18 - 615 Olive Street - Floor to Floor Heights



Figure 19 - 615 Olive Street - Atrium Locations



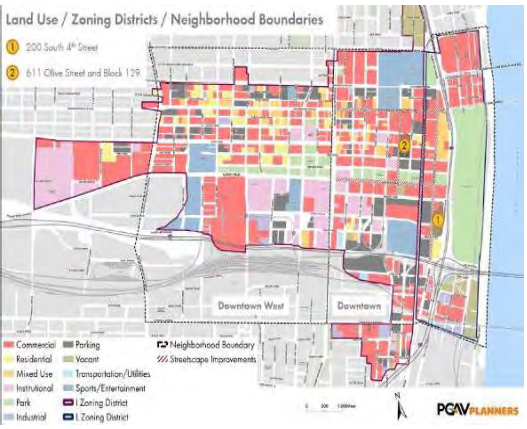


Figure 11 - 200 South 4th Street (Artificial Lighting and Complicated Detailing)

Source: Krispy Adventure



ECONOMIC AND PLANNING ANALYSIS
120-DAY CATALYTIC REDEVELOPMENT PLAN

ST. LOUIS, MISSOURI

PGAV prepared a 120-Day Plan for Greater St. Louis, Inc. to guide the catalytic redevelopment of three transformative sites in Downtown St. Louis: 200 South 4th Street (former Millennium Hotel), the Railway Exchange Building, and Block 129. These sites represent a once-in-a-generation opportunity to reshape the urban core and required a comprehensive strategy that integrated market analysis, redevelopment planning, site control considerations, and implementation pathways.

The effort included a detailed evaluation of existing conditions, historic context, prior planning efforts, and current market dynamics to establish a clear understanding of both constraints and opportunities. PGAV analyzed comparable catalytic transformations in peer cities and developed a set of strategic principles to guide redevelopment, focused on creating a vibrant, mixed-use, and community-oriented downtown environment. The work emphasized the need to move beyond isolated projects toward a coordinated, district-scale approach that strengthens connectivity, enhances economic performance, and repositions Downtown as a regional asset.

A key component of the plan was identifying pathways to site control and outlining actionable next steps to move projects forward. This included evaluating acquisition strategies, including negotiated purchase and potential use of eminent domain, as well as immediate stabilization, security, and predevelopment actions necessary to protect public safety and preserve critical assets. PGAV also outlined a range of incentive and financing tools and emphasized the importance of strong public-private-philanthropic partnerships to address challenging market conditions and enable transformative investment.

The plan provides a clear roadmap from vision to implementation, including guidance on redevelopment processes, developer procurement strategies, and community engagement. By pairing bold, aspirational thinking with practical next steps, PGAV positioned the City and its partners to advance catalytic redevelopment projects that will have lasting economic and community impact across the region. Since completion of the plan, one of the identified sites has advanced through a redevelopment process and is currently under demolition to prepare for new construction, while another site is moving forward through procurement and is currently out for bids for demolition.

Team: Andy, Lindsey, Catherine, Jill, Jake, Sarah







PLACEMAKING, PLANNING, & DESIGN

DOWNTOWN ST. LOUIS URBAN DESIGN AND PLACEMAKING SERVICES

ST. LOUIS, MISSOURI

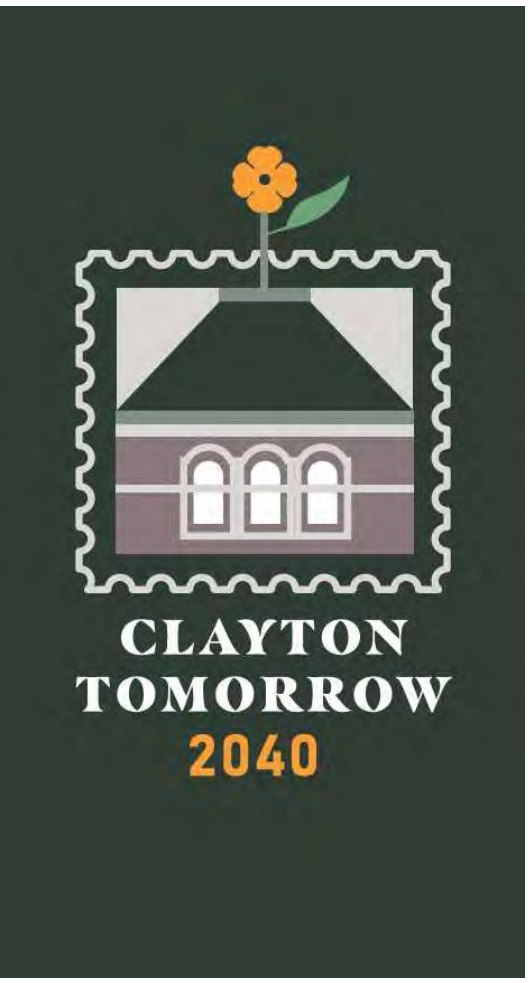
For more than two years, PGAV has served as Greater St. Louis, Inc., the region's primary economic development organization focused on advancing growth, investment, and revitalization across the St. Louis metropolitan area, as on-call downtown advisor, providing hands-on planning, design, policy, and program management support across a wide range of initiatives. Our work includes leading and reviewing streetscape design concepts along Washington, 4th, Broadway, and 7th Streets, analyzing initial engineering drawings, recommending changes, and designing targeted improvements and add-ons. We developed a full prioritization system for pedestrian-safety grates, including cost ranges, locations, and recommendations for phased installation, and we continue to advise on intersections, materials, and streetscape elements throughout the core of downtown.

PGAV also supports GSL with policy research, drafting and reviewing guidance on food truck regulations, zoning improvements, and liquor licensing processes, as well as preparing memos and recommendations related to land use and regulatory updates. In parallel, we help activate key public spaces by designing concepts for Peabody Plaza, the former Mike Shannon's site, and the south side of Market Street, focusing on placemaking, pedestrian flow, and interim use strategies.

As GSL's planning representative, PGAV participates directly in design and coordination meetings for major public-realm projects, including Kiener Plaza improvements, the Riverfront Connection, and the Brickline, ensuring downtown priorities are represented and aligned across partner agencies. We also manage the Downtown Retail Grant Program, organizing applications, presenting to the selection committee, and helping evaluate tenant-improvement, pop-up retail, and cafe/signage grants (ranging from $5,000 to $50,000). Through bi-weekly coordination with representatives from GSL, the St. Louis Development Corporation, and the Small Business Empowerment Center, PGAV helps drive investment in small businesses and strengthen retail viability downtown.

Overall, PGAV continues to provide GSL with direct, ongoing expertise that spans design, policy, activation, and program

Team: Andy, Catherine, Jill, Mike







PLACEMAKING, PLANNING, & DESIGN

COMPREHENSIVE PLAN

CLAYTON, MISSOURI

PGAV led the preparation of a Comprehensive Plan for the City of Clayton, a highly engaged and forward-looking community seeking to guide growth while preserving its character and strengthening its role as a regional economic center. The effort required a thoughtful balance between long-term vision and near-term implementation, with a strong emphasis on coordination across City departments, elected officials, and community stakeholders.

The planning process included a comprehensive evaluation of existing conditions, including land use patterns, market dynamics, mobility systems, public spaces, and development trends. PGAV worked closely with City staff and leadership to identify key opportunities and challenges, including managing redevelopment pressure, enhancing connectivity, and ensuring that future growth aligned with community priorities. The plan was grounded in both technical analysis and extensive stakeholder input, reflecting a high level of community interest and participation throughout the process.

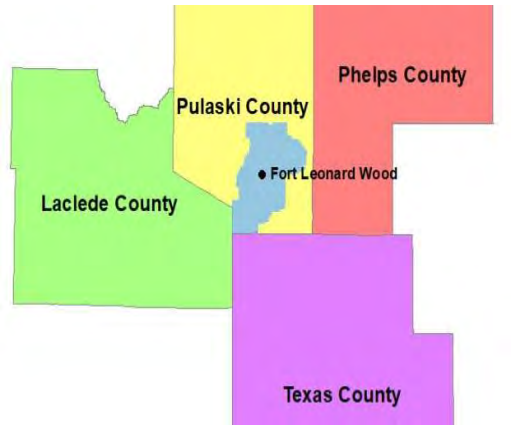
A key component of the plan was the development of subarea strategies and scenario testing to explore different approaches to growth and redevelopment. This included evaluating land use alternatives, identifying redevelopment opportunity sites, and testing the implications of different development patterns on infrastructure, mobility, and overall community character. As part of this effort, PGAV utilized a digital twin model of the City to visualize potential development scenarios in real time, helping City staff, elected officials, and the public better understand the impacts of different planning decisions. This tool enhanced transparency, supported more informed discussions, and strengthened consensus around preferred outcomes.

The plan also integrated land use, economic development, mobility, and urban design into a cohesive strategy, ensuring that recommendations were aligned across disciplines. PGAV developed actionable guidance related to development intensity, public realm improvements, and infrastructure investments, along with tools to support ongoing implementation and evaluation.

As a result, the City of Clayton now has a comprehensive, implementable plan that reflects community values, supports continued economic vitality, and provides a clear roadmap for managing growth and redevelopment in a coordinated and strategic manner.

Team: Andy, Catherine Jill, Sarah, Noelle







HOUSING PROGRAM DEVELOPMENT

OFF-INSTALLATION HOUSING STUDY

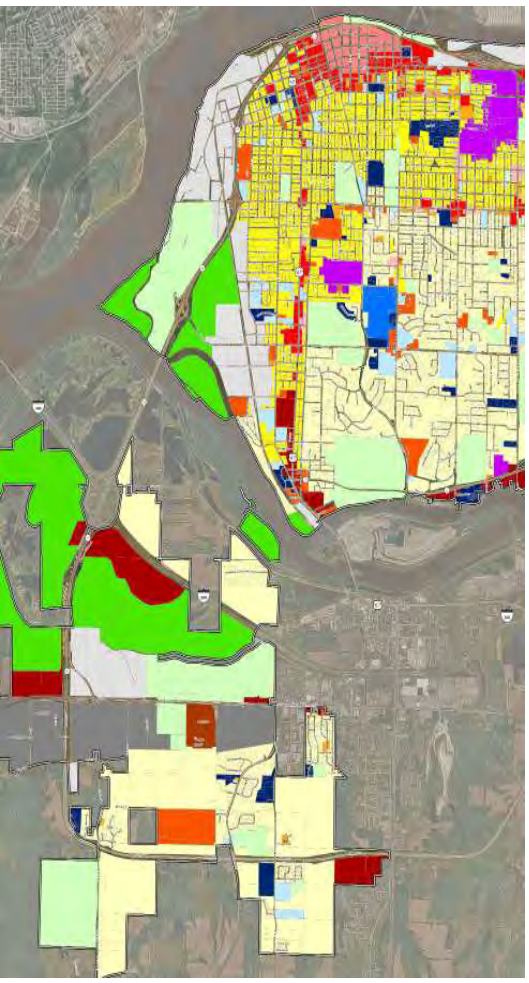
FORT LEONARD WOOD, MISSOURI

In March 2025, PGAV was selected by the Meramec Regional Planning Commission (MRPC) to lead the Off-Installation Housing Study for the Fort Leonard Wood region. This project, funded by the Department of Defense's Office of Local Defense Community Cooperation (OLDCC), focused on understanding and addressing housing challenges faced by military personnel and their families living in surrounding communities outside of the installation.

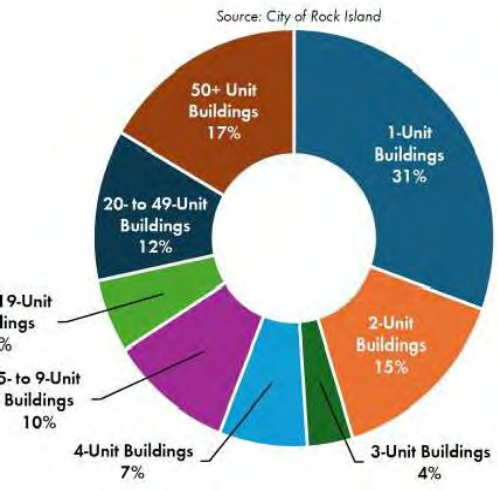
The study included a comprehensive housing market assessment, with detailed analysis of regional housing supply, affordability, quality, and availability. PGAV compiled an inventory of existing housing conditions and conducted a gap analysis to identify mismatches between housing needs and supply, particularly for service members. This work was supported by robust stakeholder engagement, including surveys, interviews, and focus groups with military families, local housing providers, developers, and public agencies. The team also performed a SWOT analysis to clarify barriers to housing development and highlight opportunities for collaboration across sectors.

Building on this foundation, PGAV developed a Strategic Housing Plan with clear, actionable recommendations to improve housing conditions, expand affordability, and align housing efforts with military readiness goals. The final plan includes policy recommendations, implementation timelines, and strategies for coordination among local, regional, and federal partners. The plan is anticipated to be adopted in April 2026, providing MRPC, local governments, and Fort Leonard Wood leadership with a data-informed roadmap to support long-term housing needs.

Team: Lindsey, Catherine, Adam, Sarah, Noelle







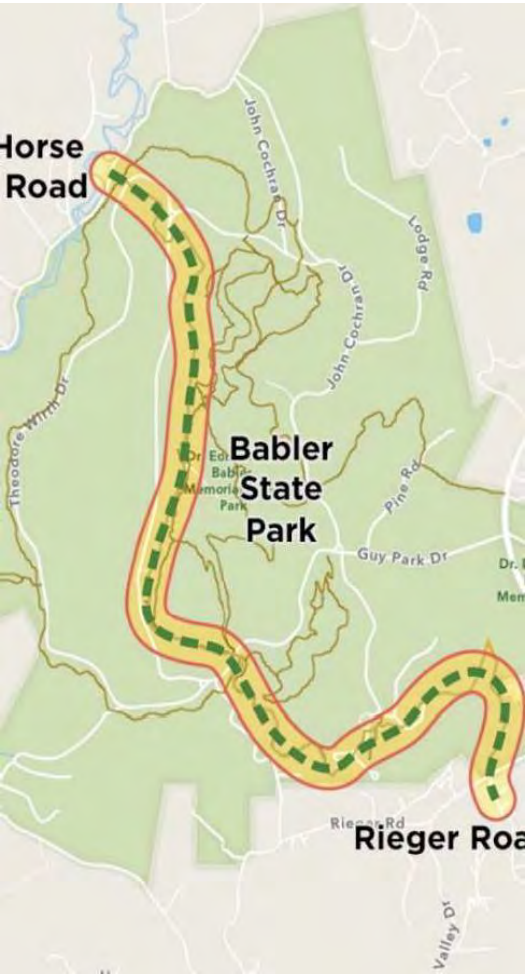
HOUSING PROGRAM DEVELOPMENT
STRATEGIC HOUSING PLAN
ROCK ISLAND, ILLINOIS

In 2024, the City of Rock Island selected PGAV to lead the development of a Strategic Housing Plan that would serve as a data-informed blueprint for housing investment and policy over the next decade. Rock Island faced a range of challenges, including declining population, aging housing stock, and barriers to new development. PGAV's scope included in-depth data collection and analysis, robust stakeholder engagement, and the development of a strategic roadmap aligned with the City's goals and housing priorities.

The planning process began with a review of past studies, including the 2024 Housing Needs Assessment and Analysis of Impediments to Fair Housing Choice, and was informed by input from over 30 stakeholder groups such as the Rock Island Housing Authority, Augustana College, and local nonprofits and developers. PGAV conducted extensive analysis of Rock Island's demographic and economic trends, housing conditions, affordability gaps, and zoning and regulatory landscape. This included a detailed review of code enforcement, vacant and blighted properties, and underutilized land.

The final deliverable included a comprehensive implementation matrix with over 30 strategies to improve existing housing, catalyze new development, and better position the City as a place of housing opportunity. PGAV identified 10 priority development sites, outlined annexation strategies, and recommended targeted marketing and incentive programs to reshape the narrative around Rock Island's housing potential. The plan was formally adopted by City Council in April 2025.

Team: Lindsey, Adam, Sarah







TRAIL DESIGN AND PLANNING

GREAT RIVERS GREENWAY DESIGN AND PLANNING

ST. LOUIS REGION

PGAV is currently working with Great Rivers Greenway to advance planning and design for three key corridors within the regional greenway network: the Centennial Greenway, Meramec Greenway, and Western Greenway. Together, these projects represent critical connections across St. Louis County, linking communities to nature, parks, and each other through safe, accessible, and inspiring trail systems. We highlight this experience given the City of Albuquerque's priority around the Rail Trail and the importance of working with trail and corridor-based organizations to deliver transformative, community-connected infrastructure.

As lead consultant for the Centennial Greenway, PGAV is guiding the design and implementation strategy for a three-mile segment between Creve Coeur Park and 1-270, revisiting earlier plans and developing a fresh alignment and experience framework that better reflects today's context, community needs, and recreational goals.

On the Meramec Greenway, PGAV is leading the conceptual design for a new bicycle-pedestrian bridge connecting Fenton and Kirkwood across the Meramec River. This effort includes detailed feasibility and hydrologic analysis, stakeholder coordination, and public engagement to determine the optimal crossing location and create a signature destination within the greenway system.

For the Western Greenway, PGAV is serving as a subconsultant, assisting the project team with design review and recommendations for reactivating prior plans near Babier State Park. This work supports GRG's long-term vision to extend greenway access into western St. Louis County and strengthen connections between parkland, neighborhoods, and trail networks.

Across all three efforts, PGAV brings a unified focus on connectivity, user experience, and natural integration, creating trail systems that celebrate the region's landscapes, encourage outdoor recreation, and enhance community quality of life. These efforts represent just a portion of our trail and greenway work. PGAV has been a long-standing partner to Great Rivers Greenway for several years and most recently supported the Brickline Greenway, a transformational project running through the downtown corridor that is currently under construction. This experience positions us well to support similar corridor-based initiatives in Albuquerque.

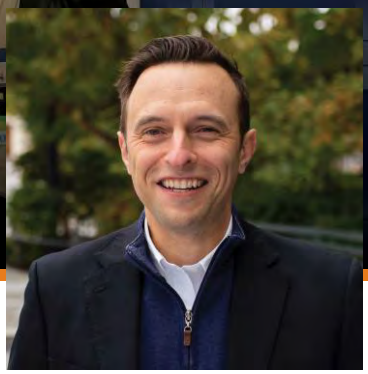
Team: Catherine, Mike, Bernie



Offeror CAPACITY



ANDY STRUCKHOFF
President, AICP, DFCP



About Andy

During his 18 years with PGAV, Andy has worked with more than 100 communities nationwide on corridor plans, neighborhood plans, economic development strategy, development finance, and organizational development, consistently focused on translating vision into action. He brings deep knowledge of incentive tools and implementation challenges at both the local and national levels. That experience strengthens planning efforts by pairing big-picture direction with a practical understanding of how development decisions get made, helping align land use, infrastructure, and investment priorities so recommendations are ambitious but achievable.

Along with his responsibilities as President of PGAV Planners, Andy has served as President of the Missouri Economic Development Finance Association **(MEDFA),** is a long-time member and ambassador of the Council of Development Finance Agencies (CDFA), and is a frequent panelist and national speaker on development finance. Locally, he has supported redevelopment and economic development work for the St. Louis Development Corporation (SLDC), Greater St. Louis, Inc. (GSL), and other regional partners, with experience spanning major districts and catalytic redevelopment efforts.

Highlighted Experience

Cortex Innovation District, Saint Louis, MO
Market Analysis, Revenue Analysis, Financial Projections, On-Call Consultation

Downtown Economic Strategic Plan, Kirkwood, MO
Plan Recommendations, Economic Analysis, City Council Review

Port Authority Strategic Plan St. Charles County, MO
Economic Analysis, Workforce Analysis, Stakeholder Engagement, Policy Development

Economic Justice Action Plan Saint Louis, MO
Economic Analysis, Projections, Spatial Analysis, Stakeholder Engagement

Ballpark Village, Saint Louis, MO
Market Analysis, Revenue Analysis, Financial Projections, On-Call Consultation

Education

Saint Louis University, St. Louis, MO
MA Urban Planning & Real Estate Development

Saint Louis University, St. Louis, MO
BA English & Communication

Professional Affiliations/ Certifications

American Institute of Certified Planners (AICP)

Development Finance Certified Professional (DFCP)
Council of Development Finance



ADAM STROUD
Associate Director



About Adam

Adam has 12 years of experience in the community and economic development field. He believes in the power of economic development and the substantial benefits it can bring for residents and business owners of all backgrounds. He enjoys working with City residents, businesses, and leaders to tackle complex issues facing each community. Adam is an expert in data analysis, development finance tools, and market feasibility, and he brings these skills to every project.

Prior to joining PGAV, Adam worked as an economic developer for a community in Illinois, where he gained hands-on experience managing longstanding, multi-faceted projects and initiatives. He has implemented local economic development strategies, completed public outreach, and performed market research. His time in local government involved working with community groups, developers, real estate professionals, and elected officials to understand their goals and help achieve community priorities.

Adam has served for several years on the Executive Committee of the Illinois Tax Increment Association (ITIA} Board of Directors and continues to serve in that role today. He is also a regular speaker at ITIA's annual conferences, contributing his expertise on TIF policy, implementation, and best practices.

Highlighted Experience

On-Call Economic Development Services

Bi-State Development (Metro); Bloomington, IL; Moline, IL; Springfield, IL; Champaign, IL; Wood River, IL; Maryville, IL; Swansea, IL; Flora, IL

Redevelopment Finance Consulting

Bloomington, IL; Collinsville, IL; Moline, IL; Decatur, IL; Wood River, IL; Breese, IL; Alton, IL; Grafton, IL; Litchfield, IL; Marshall, IL; Springfield, IL; Champaign, IL; Urbana, IL; Tuscola, IL; Arcola, IL; Hardin, IL; Divernon, IL; Quincy, IL; Swansea, IL; Dwight, IL; Wood River, IL; Normal, IL; Granite City, IL; Maryville, IL

Cortex Innovation Community, Saint Louis MO

Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections, On-Call Economic Development Consultation

Ballpark Village, Saint Louis MO

Market Analysis (Office, Hotel, Retail, Multi-Family),

Education

Saint Louis University, St. Louis, MO

MS in Urban Planning & Development

Lindenwood University, St. Charles, MO

BA History

Professional Affiliations/ Certifications

Executive Committee Member, Illinois Tax Increment Association Board of Directors



LINDSEY EVANS

Associate Director, LEED AP, EDFP



About Lindsey

At PGAV, Lindsey has contributed to dozens of revenue studies and economic impact analyses for public- and private-sector clients, including work on development finance tools, incentives, and bond and tax revenue studies. She is highly analytical and known for exceptional attention to detail, bringing rigor and clarity to complex financial and economic models.

Her 18 years of experience includes post-disaster catalyst development, public-sector restoration and policy work, and significant housing expertise spanning both multifamily development and strategic housing plans. She has supported neighborhood transformation through single-family homeownership initiatives and contributed to the delivery of more than 750 units of mixed-income rental housing within large mixed-use developments. This experience provides a strong understanding of housing markets, affordability challenges, and the financial and policy tools needed to support housing production. She also supported the Mayor's 120-Day Plan to better guide development in Downtown St. Louis.

Lindsey serves on the Land Clearance for Redevelopment Authority (LCRA) Board for the City of St. Louis, reinforcing her strengths in leadership, communication, and strategic problem-solving.

Highlighted Experience

120-Day Plan for Action, St. Louis, MO

Project Management, Historical Analysis, Comparables and Strategic Principles, Implementation Recommendations

Off-Installation Housing Study, Fort Leonard Wood, MO

Plan Recommendations, Economic Analysis, City Council Review

Strategic Housing Plan, Rock Island, IL

Plan Recommendations, Economic Analysis, City Council Review

Market Analysis and Revenue Studies, Various Projects

Indianapolis, IN - Whiteland, IN - Columbus, OH - Colorado Springs, CO - Warrior, AL - Osage Beach, MO

Education

University of Kansas, Lawrence, KS

Master of Architecture

Professional Affiliations/ Certifications

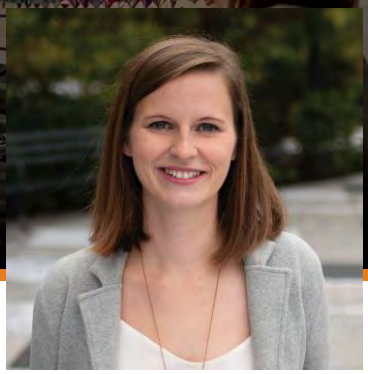
UMSL Chancellor's Certificate in Fundamentals of Economic Development / NDC Rental Housing Development Finance / CDFA Development Finance Tools Training

Rise Young Professionals Board (2018) / STL Land Clearance for Redevelopment Authority Board



CATHERINE HAMACHER

Associate Director, AICP



About Catherine

Catherine manages complex planning projects with a focus on collaboration, consensus-building, and community-driven outcomes. Her portfolio includes comprehensive plans, downtown strategies, placemaking initiatives, and inclusive engagement efforts across the Midwest. She has led recent local projects such as the Brickline Greenway through the St. Louis Gateway Mall, as well as comprehensive and strategic planning efforts in communities across the region, each focused on helping residents articulate priorities and translating that input into clear, actionable guidance.

Catherine is currently the on-call planning consultant for Greater St. Louis, Inc., supporting implementation-focused planning efforts that balance economic development, neighborhood character, and long-term stewardship. She is also an active member of the American Planning Association Missouri Chapter and a frequent speaker at planning conferences, most recently presenting at the 2025 APA Missouri/Arkansas Bi-State Conference and the 2025 APA-Illinois Conference in Chicago. Catherine also brings direct, hands-on experience working within urban districts, having previously worked with the South Grand Community Improvement District and through public-sector leadership as a member of the St. Louis City Preservation Board.

Highlighted Experience

Plan Area II Neighborhood Plan

Project Management, Stakeholder Engagement, Scenario Planning

Greater St. Louis, Saint Louis, MO

On-Call Consultation

Downtown Zoning Rewrite St. Louis MO

Data Collection, Zoning Legislation, Stakeholder Engagement

Economic Justice Action Plan Saint Louis, MO

Data Collection, Policy Analysis, Strategic Planning

Great Rivers Greenway St. Louis Region

Brickline, Centennial, Meramec, Western Greenways

St Charles Industrial Park Master Plan St. Charles County, MO

Market Analysis, Land Use, Policy Analysis

Education

Saint Louis University, St. Louis, MO

MA Urban Planning & Real Estate Development

Trinity University, San Antonio, TX

BA Urban Studies & Political Science, Urban Issues and Policy

Professional Affiliations/ Certifications

American Institute of Certified Planners (AICP)

Anti-Bias/Anti-Racism Training, Crossroads

Community Development Practitioner Training, Springboard for the Arts

Coro Fellowship in Public Affairs



DEDICATED PGAV TEAM



Jake Narup

Jake is an expert in real estate finance, market feasibility, and economic and development analyses, and has previous work experience with economic development organizations



Jill Mead

Jill is a GIS specialist who develops visually compelling mapping that helps translate complex planning concepts into clear, actionable insights.



Sarah Dyott, AICP

Sarah is an expert in housing analysis, bringing advanced skills to assess housing demand, market conditions, and growth patterns that inform data-driven planning.



Bernie Powderly

Bernie brings more than 15 years of experience delivering equitable, data-driven community development and serves on the local TIF Commission.



Noelle Maxey

Noelle specializes in zoning modernization, development review, and land use policy, with a strong background in municipal code updates and implementation-focused planning.



Mike Albin, AICP

Mike focuses on transportation and community planning, integrating land use, mobility strategy, and data-driven analysis to deliver equitable, implementable outcomes.

**Full Resumes Included*



Project Management PLAN

OUR APPROACH

Kickoff & Priorities

We will begin with a kickoff meeting to confirm priorities, discuss upcoming needs, and align on communication, timelines, and expectations.

Task Order-Based Structure

Work will be organized into task orders based on MRA's needs. Each task will be matched to the appropriate area of expertise and staffed with the right team members, allowing us to scale support as tasks arise, assess on-the-ground needs, and establish clear timelines for delivery.

Team Leadership

Adam Stroud will serve as the project manager and primary point of contact. With deep experience in TIF and economic development, he will coordinate all work, assign staff based on expertise, and ensure consistency across assignments. Depending on the task, a sub-project manager may be assigned; however, Adam will maintain overall oversight.

Coordination & Communication

We will maintain regular communication through check-ins and task-specific meetings, ensuring clarity on scope, schedule, and deliverables. When possible, we will schedule the majority of meetings at the outset of each project to support efficient coordination and engagement. All work will be reviewed internally to ensure accuracy, clarity, and expectations.

DATA TOOLS AND TECHNOLOGY

PGAV brings a strong, data-driven approach supported by a combination of national datasets, proprietary tools, and locally sourced information. Our work integrates quantitative analysis with qualitative input to ensure recommendations are both technically sound and grounded in real-world conditions, consistent with the analytical expectations outlined in the RFP and recent State guidance.

Our sources include:

U.S. Census Bureau (Decennial Census & American Community Survey): Used to analyze demographic trends, housing characteristics, and socioeconomic conditions.

Esri Business Analyst & ArcGIS-Based Tools: Used for spatial analysis, trade area definition, demographic segmentation, and mapping to identify opportunity areas and communicate findings clearly.

CoStar Group: Real estate analytics including rental rates, vacancy, absorption, and development trends to support market feasibility and redevelopment analysis.

Azira: Location-based consumer behavior and mobility data used to understand visitation patterns, trade areas, and how people move within and between districts.

U.S. Department of Housing and Urban Development (HUD): CHAS data and other resources provide insight into housing needs, cost burdens, and affordability gaps.

Bureau of Labor Statistics (BLS): Employment and income data used to understand economic conditions influencing development and housing demand.

IMPLAN (Impact Analysis for Planning): Used to evaluate economic and fiscal impacts associated with redevelopment projects, including job creation, output, and regional economic effects.

RIMS (Regional Input-Output Modeling System): Used to evaluate economic and fiscal impacts associated with redevelopment projects and public investment decisions.

Artificial Intelligence (AI) Tools: PGAV utilizes AI-enabled tools, such as Plaud and Microsoft Copilot to support internal workflows including meeting transcription, note-taking, and organization of information. These tools are used to improve efficiency and accuracy in capturing discussions; however, AI will never be used to generate final deliverables. All analysis, recommendations, and written materials are developed, reviewed, and validated by a human professional to ensure accuracy, reliability, and quality.

ENGAGEMENT

If beneficial, we incorporate direct stakeholder engagement as part of our data collection process. This may include stakeholder interviews and focus groups with developers, property owners, community leaders, and agency partners; community surveys to capture resident perspectives on housing, redevelopment, and neighborhood conditions; and public meetings or open houses to provide opportunities for broader community input and validation of findings.

We are known for our engagement toolkits, which allow local staff to support outreach efforts alongside our team. These toolkits include ready-to-use materials such as graphics, boards, talking points, and facilitation guides, enabling staff to collect input, host workshops, and engage the community in a consistent and effective way beyond our direct involvement.

We also understand there may be a need to work with translation subconsultants to support inclusive and accessible engagement. PGAV has trusted partners we can bring to the team, and we would also coordinate with the City and MRA to align on appropriate resources if that need arises.

Not all assignments will require engagement; however, when it is needed, PGAV has the tools, experience, and resources to deliver meaningful engagement in an efficient and effective manner.

EXPERIENCE IN ALBUQUERQUE

Our team has recently begun working directly with the MRA through an executed on-call agreement providing advisory services related to TIF policy, financial analysis, and redevelopment strategy. This work includes reviewing TIF policies, advising on best practices, evaluating fiscal impacts, and supporting the City in navigating evolving State requirements, while building familiarity with the City's redevelopment structure, MR Area program, and applicable State requirements such as gross receipts tax increment.

We have also reviewed key City materials, including redevelopment plans, ordinances, State guidance, and adopted plans such as the West Central Metropolitan Redevelopment Area Plan. These documents outline redevelopment goals, blight conditions, and implementation strategies, and provide insight into MRA's framework, existing districts, and key challenges, such as underutilized properties, limited reinvestment, and infrastructure or zoning constraints. They also reinforce the need for coordinated, area-wide strategies and clear, defensible economic analysis.

Together, this work enables our team to begin with a strong, working understanding of Albuquerque's redevelopment context, policies, and data environment. This recent research into New Mexico, combined with our work with redevelopment tools across the country, including both project-specific and area-wide applications of TIF, positions us to bring relevant, informed insight to this effort. Recent legislative and regulatory updates in New Mexico further support the use of TIF at a broader, district scale, aligning with approaches PGAV has implemented in other states.



Cost PROPOSAL

PROPOSED METHOD

As stated, PGAV proposes to provide services under Areas A-D of the RFP, including Tax Increment Financing consulting, economic and planning analysis, placemaking, planning and design services, and housing program development.

We propose a three (3) year master on-call agreement with a not-to-exceed amount of $250,000, inclusive of reimbursable expenses, under which the City may initiate services through individual task orders (sample task order included). All work would be billed in accordance with the hourly rates in Appendix B, with each assignment defined by a clearly outlined scope, schedule, and not-to-exceed fee. PGAV can work collaboratively with City staff to help prioritize how this budget is allocated across the areas of expertise based on the City's goals, redevelopment priorities, and emerging opportunities, recognizing that needs may evolve over the course of the three-year term.

Depending on the nature and complexity of the request, below are typical ranges for different types of assignments. Variations within these ranges are driven by factors such as geographic scale (single site versus corridor or citywide), level of analysis required, data availability, stakeholder engagement needs, field work requirements, and the complexity of financial modeling or policy considerations.

$5,000 - $10,000: Market studies and focused analyses for targeted evaluations, such as a single-site feasibility review, preliminary underwriting support, or a focused economic or market assessment.

$15,000 - $35,000: More detailed feasibility studies, corridor-level analyses, and redevelopment planning efforts. These efforts may include boundary evaluations, placemaking concepts, site assessments, and field documentation to support redevelopment strategies and statutory requirements.

$40,000 - $80,000: Housing studies and program development efforts, particularly where a combination of market analysis, stakeholder engagement, field work, policy development, and financial tools are required to support implementation. Also more complex, multi-component TIF and planning efforts including comprehensive redevelopment areas, zoning updates, or integrated economic development strategies.

$100,000–$150,000: Larger-scale efforts, such as a full redevelopment plan for a corridor or multiple districts, depending on the level of detail, engagement, field work, and implementation planning required.

Under the task order structure, the City would contact PGAV as specific needs arise, and we would work with City staff to define the scope, level of effort, and desired timeframe. Based on the nature of each task, we would assign the work to the appropriate Associate Director-level expert and supporting team, and confirm scope, schedule, and not-to-exceed fee prior to initiating work. We would then prepare a concise task order outlining the work program and not-to-exceed fee. Upon City approval, the assignment would proceed as a defined phase under the Master On-Call Agreement.

If the total not-to-exceed amount is reached within the three-year term, the City and PGAV may mutually explore an extension or amendment to continue services as needed.

REPRESENTATIVE SERVICES

Below are representative (but not exhaustive) services and example tasks associated with each area of expertise.

A. Tax Increment Financing (TIF) Consulting

Representative Services:

-TIF program design, policy development, and best practices
-Preparation and review of TIF plans and amendments
-Boundary analysis and eligibility documentation (blight/slum conditions)
-Financial modeling and revenue projections
-Underwriting and feasibility review of development proposals
-Fiscal impact analysis and "but-for" analysis
-Advisory support for bonding considerations and structuring
-Ongoing TIF district administration and compliance guidance

Example Tasks (Albuquerque Context):

-Support the **MRA** in refining and implementing emerging TIF programs, including development of policies, procedures, and evaluation criteria
-Prepare economic and fiscal analysis required to support State review and potential dedication of gross receipts tax increment
-Evaluate redevelopment proposals within MRAs to determine appropriate use and level of TIF support
Assist with scenario testing and long-term revenue projections to inform potential future bonding decisions

B. Economic and Planning Analysis

Representative Services:

-Market and real estate analysis (commercial, residential, mixed-use)
-Economic impact and fiscal impact analysis
-Boundary designations and redevelopment area evaluations
-MRA plans, redevelopment plans, and implementation strategies
-Strategic economic development planning and policy alignment
-Comparable community analysis and benchmarking
-Development feasibility and site positioning analysis

Example Tasks (Albuquerque Context):

-Conduct market and economic analysis to inform updates to existing Metropolitan Redevelopment Area Plans
-Evaluate redevelopment potential and market conditions within specific MRAs, such as corridor-focused or neighborhood-based areas
-Prepare economic analysis studies consistent with State requirements, including property value trends, business impacts, and infrastructure needs
-Support designation or amendment of redevelopment area boundaries through data-driven analysis and documentation of blight and economic conditions

C. Placemaking, Planning, and Design Services

Representative Services:

-Amendments to comprehensive plans, subarea plans, and corridor plans
-Placemaking strategies, streetscape concepts, and public realm design
-Land use planning and development frameworks
-Urban design, site planning, and visualization
-Wayfinding, branding, and district identity strategies
-Connectivity, mobility, and open space planning
-Design guidelines and implementation strategies

Example Tasks (Albuquerque Context):

-Develop placemaking and streetscape concepts for targeted MRAs, building on efforts such as corridor improvements and public realm enhancements
-Support implementation of redevelopment plan recommendations through design frameworks and visualization tools
-Prepare subarea or corridor plans that integrate land use, mobility, and public space improvements
-Assist with projects similar to wayfinding, streetscape, and district identity initiatives identified by the MRA

D. Housing Program Development

Representative Services:

-Housing needs assessments and market analysis
-Development of housing policies and incentive programs
-Financial tools and funding strategy development
-Workforce and attainable housing strategies
-Program design, underwriting guidance, and implementation frameworks
-Coordination with public agencies and housing partners
-Evaluation of housing development proposals and incentives

Example Tasks (Albuquerque Context):

-Support development of housing-related programs within MRAs, including potential integration with redevelopment incentives
-Evaluate financial feasibility of proposed housing developments to ensure incentives address true funding gaps
-Coordinate with City departments, including Health, Housing and Homelessness, on joint housing and redevelopment initiatives
-Identify strategies to increase housing supply and support mixed-income development within redevelopment areas

EXAMPLE TASK ORDER AGREEMENT

Re: On-Call Economic Development & Real Estate Consulting Services
Task Order Example – Market Study

Dear [City Representative]:

Pursuant to the terms of the Master Redevelopment Services Agreement between PGAV and the City, this Task Order No. 1 authorizes PGAV to conduct a market study and developmer1t feasibility analysis for the site/corridor identified by the City.

Scope of Work

A. Review and Analysis

PGAV will conduct a market study and development feasibility analysis for the proposed site, corridor, or development concept as identified by the City. This work will include:

- Evaluation of demographic, economic, and trade area characteristics relevant to the proposed development;
- Assessment of competitive supply, pipeline projects, and market demand across applicable land uses;
- Review of conceptual development programs or developer-provided assumptions related to project scope and performance;
- Preparation of baseline revenue and cost estimates to assess general feasibility under current market conditions.

PGAV will analyze available public and third-party data sources and evaluate current market conditions to determine whether sufficient demand exists to support the proposed development PGAV will assess key risks, sensitivities, and performance assumptions that may affect project viability.

PGAV will prepare a draft written memorandum summarizing findings, conclusions, and key considerations. PGAV will meet with City staff to review prelimir1ary findir1gs and incorporate feedback prior to finalizing the memorandum.

Unless specifically authorized in writing, this Task Order will not include a detailed bond revenue study, formal ecor1omic impact modeling, or full fiscal impact analysis. Any expanded scope will require a separate task order amendment

B. Meetings & Coordination

PGAV will attend meetings as requested by the City in connection with this Task Order. This may include meetings with City staff, applicants or developers, advisory boards, commissions, or elected officials. For purposes of this Task Order, up to two (2) meetings are assumed. Additional meetings, if required, will be authorized by the City prior to scheduling.

Terms of the Master Agreement

PGAV will commence work upon written authorization from the City. The anticipated duration of this Task Order is approximately four (4) to eight (8) weeks from receipt of all necessary information, depending on scope complexity and data availability.

Estimated Cost of Services

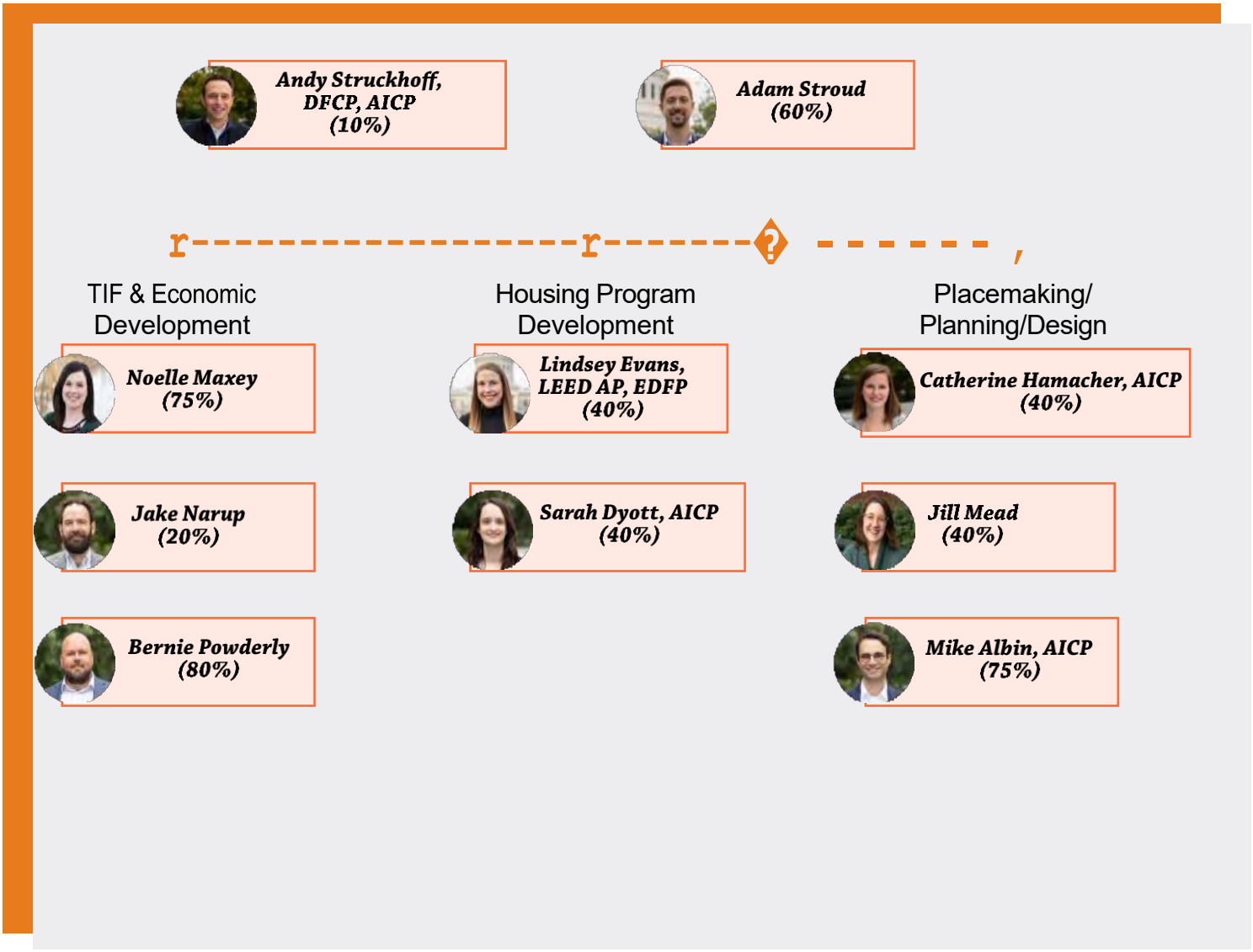
Compensation for services performed under this Task Order will be on an hourly basis in accordance with the rate schedule established in the Master On-Call Agreement The total compensation for this Task Order will not exceed $[illegible]-without prior writter1 authorization from the City. Reimbursable expenses, if any, will be billed naccordance with the terms of the Master Agreement

On behalf of PGAV	Accepted by the City
[Name]	[Name]
[Title]	[Title]

APPENDIX:

Required Documents/Additional Team Resumes

ORGANIZATIONAL CHART/ (CAPACITY)



Notably, this project team includes five certified professionals, reflecting a high level of expertise across planning, economic development, and development finance.

While subgroups are organized by discipline, our team operates as a fully integrated, multidisciplinary group with experience across sectors. This structure allows us to work efficiently across multiple assignments at once, flexing resources to meet evolving priorities while maintaining responsiveness and consistency. We are well-positioned to initiate work quickly, manage concurrent task orders, and deliver timely, high-quality results.

In addition to the team identified above, PGAV has access to a broader bench of professionals who can step in as needed to support technical analysis, mapping, engagement, design, and implementation. This depth ensures we can scale support as needed, respond quickly to changing demands, and maintain a high standard of quality across all assignments.

APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this **RFP,** and requires that such expenses shall have prior written approval of the City.

Name/Position	Project Responsibilities	Hourly Rate*
President	Executive overs,gh strategic direction, and quality essurenre.	$305
Associate Director	Leads project delivery, die.l coordination,and technical approach.	$247
Senior Project Manager	Supportsproject deliveiy, financial aoo market analysis, andreporting	$231
Project Manager	Conducts research. data analysis. and technical documentation.	$194
Planner	Provides wpport for planning analysis, data collection,and mapping.	$136

*Include applicable New Mexico gross receipts tax in all rates.



JAKE NARUP

Project Manager

Jake Narup recently joined the PGAV Planners team and brings extensive experience in both public and private sector economic and real estate development. While at the St. Louis Development Corporation, he quickly mastered the intricacies of navigating incentivized development projects through complex public processes. He developed a strong grasp of real estate finance, fiscal impacts, and valuation, refining his ability to communicate complex financial analyses in a way that is both clear and accessible to a wide audience. Jake is particularly proud of the rigorous, finance-driven approach used in St. Louis, which he believes can be applied to other markets.

His background in real estate consulting has provided him with exposure to a wide range of diverse markets, while his academic studies in Sociology, Political Science, and Urban Affairs offer a comprehensive understanding of the social and economic implications of new development. Jake excels at assessing market feasibility, carefully balancing attention to detail with an awareness of demographic shifts, economic trends, and public policy changes.

EDUCATIONAL EXPERIENCE

Saint Louis University, St. Louis, MO
Master of Arts in Urban Affairs
Emphasis: Community & Economic Development Real Estate Finance

University of Illinois at Urbana-Champaign, IL
Bachelor of Arts in Sociology and Political Science

SKILLS & BACKGROUND

ESRI Business Analyst

CoStar

Revenue Analysis

Land Use

GIS

Aerial Analysis

Spatial Analysis

STAR Bond Revenue Study

K-96 Greenwich Ph. III (Wichita, KS); KU Gateway Project (Lawrence, KS)

Metropolitan District Study

Conexus (Monument, CO); Bent Grass (Colorado Springs, CO); Jefferson Center (Arvada, CO)

Revenue Study

Creekside Incentive Fund (Parkville, MO)-TIF, CID, TDD,

Previous Work Experience:

St. Louis Development Corporation - Economic Development Analyst

Fiscal Impact Analysis, Market Feasibility, Risk, Pro forma Operating Projections
Economic Justice Action Plan, focusing on commercial corridor revitalization and neighborhood stabilization.
RFP Development
Site Selection Consulting for businesses seeking expansion or relocation

Development Strategies - Real Estate Strategist

Mulitfamily Market Studies utilizing state and federal tools (e.g., Low-Income Housing and Historic Tax Credits).
Commercial Property Valuations/Appraisals
Market-based Strategy Development for downtown, neighborhood planning, and corridor/community housing studies.
Demand Analyses for residential, retail, and office properties.



JILL MEAD

Senior Project Manager

Jill Master's degrees in both urban planning and public health. Her local experience includes analyzing data and creating economic development recommendations for local municipalities, downtowns (including Downtown St. Louis), development and redevelopment sites, and attractions such as Forest Park. In addition, Jill has completed market studies for affordable housing, adaptive reuse of historic buildings, and mixed use developments across the region. She manages PGAV's library of geographic data, and creates interesting and engaging maps and visuals to illustrate planning concepts and ideas.

Before becoming a planner, Jill spent two years in rural Paraguay as a Peace Corps Volunteer. Jill's community development principals are based in equity, sustainability and understanding how land use and transportation decisions affect the health and well-being of communities.

Outside of planning, Jill's interests include learning new skills in web development, graphic design, map-making, and photography, as well as historic preservation and community building.

EDUCATIONAL EXPERIENCE

University of North Carolina, Chapel Hill, NC

Master of City and Regional Planning - Transportation Specialization

University of North Carolina, Chapel Hill, NC

Master of Public Health - Health Behavior & Health Education

Washington University in St. Louis, St. Louis, MO

Bachelor of Arts in Spanish Language, Literature, and Anthropology

Clayton Comprehensive Plan

Clayton, MO

South Campus Master Plan - University of Missouri St. Louis

St. Louis County MO

STAR Bond Revenue Study

Olathe Gateway STAR Bond District (Olathe, KS), Wichita River District STAR Bond District (Wichita, KS), K-96/ Greenwich STAR Bond District (Wichita, KS), Champtown STAR Bond District (Park City, KS), Goddard STAR Bond District (Goddard, KS), Derby STAR Bond District (Derby, KS)

Grand Center CID Analysis Maps

Saint Louis, MO

Jerseyville Zoning Update & 3D Map

Jerseyville, IL

Lake Saint Louis Zoning Update & 3D Map

Lake Saint Louis, MO

United Keetoowah Band of Cherokee Indians Feasibility **Study**

Tahlequah, OK

Enterprise Zone Applications

2 Illinois Communities

Cortex Innovation Community, Saint Louis MO

Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections, On-Call Economic Development Consultation

Ballpark Village, Saint Louis MO

Market Analysis (Office, Hotel, Retail, Multi-Family), Revenue Analysis, Financial Projections

Downtown Market Study, Kirkwood MO

Plan Recommendations, Economic Analysis, City Council Review

Old Town Streetscape Master Plan, Swansea, IL

Community Engagement, Online Engagement, Bike and Ped Pop-up Event, Land Use Strategy, Streetscape Concept Renderings



SARAH DYOTT

Project Manager, AICP

Sarah is a city planning and real estate development professional passionate about the need for public and private collaboration in cities and communities in order to create thriving, healthy, and equitable places to live and work. She is dedicated to understanding the complexities and depth of social issues along with the culture, experience, and desires of communities in which she works, in order to create successful and equitable community-based projects.

Sarah's diverse academic background in engineering, urban studies, city planning, and real estate finance allowed her to develop and strengthen a variety of skill sets that have become essential to her practice of urban planning. Her expertise includes research, data collection and analysis, spatial analysis, and mapping.

Sarah's work at PGAV Planners has included community planning, economic development, and development finance consulting. She has worked with municipal, private, non-profit, and institutional clients on a wide range of projects, including comprehensive plans, housing studies, development and incentive analyses, market and revenue studies, grant writing, and tax increment financing eligibility studies and redevelopment plans.

EDUCATIONAL EXPERIENCE

Georgia Institute of Technology, Atlanta, GA

Master of City and Regional Planning - *Housing and Community Development specialization*

Master of Real Estate Development

Washington University in St. Louis, St. Louis, MO

B.S., Mechanical Engineering, Applied Science

CERTIFICATIONS

American Institute of Certified Planners (AICP)

APA ID #371756, AICP Certification #36646

Attainable Housing Study, Kirkwood MO

Research, Community Engagement

Cortex Innovation Community, St. Louis MO

Market Analysis (Office, Hotel, Retail), Revenue Analysis, Financial Projections

Comprehensive Plan, Perryville MO

Demographic & Market Analysis, Community Engagement, Scenario Planning & Development, Implementation Strategy

Downtown PILOT Study, Memphis TN

Research, Best Practices

Eminent Domain Prioritization Analysis for Legal Services of Eastern Missouri, St. Louis MO

Data Collection, Data Analysis, Spatial Analysis, Community Engagement.

Housing Assessment and Action Plan, Florissant MO

Data Collection, Data Analysis, Market Analysis, GIS Mapping, Strategy Development, Best Practices

Housing Demand Study, Benton, Henry, Johnson, Lafayette, Pettis, & Saline Counties MO

Market Analysis, Data Collection, Data Analysis, GIS Mapping

Market Demand and Development Feasibility Analysis, Moline IL

Market Analysis, Development Feasibility Analysis, Revenue Projections, Community Engagement

Neighborhood Conditions Matrix, O'Fallon IL

Market Analysis, Data Collection, Data Analysis, Community Engagement, GIS Mapping

Strategic Housing Plan, Rock Island IL

Data Collection, Data Analysis, Market Analysis, GIS Mapping, Strategy Development, Best Practices

Tabernacle CDC Neighborhood Plan, St. Louis MO

Data Collection, Spatial Analysis, GIS Mapping

Tourism Master Plan, Independence MO

Market Analysis, Asset Inventory, Community Engagement, GIS Mapping



BERNARD POWDERLY II

Project Manager

Bernard Powderly II is an urban planner and community development professional with more than 15 years of experience spanning public, nonprofit, and private sectors. His work integrates neighborhood revitalization, housing strategy, and real estate management to deliver equitable, data-driven, and sustainable results. Bernard's approach combines on-the-ground problem solving with strategic planning, ensuring that every initiative aligns with community priorities and produces lasting impact.

He is recognized for his ability to lead complex neighborhood transformation projects, coordinate multi-agency collaborations, and manage large property portfolios with an eye toward both efficiency and community benefit. From reducing crime in St. Louis neighborhoods through targeted interventions to guiding a $40 million Choice Neighborhood Initiative St. Louis which also included increasing access to loans for small businesses and homeowners; improving access to healthy foods; and offer evidence-based education and employment opportunities. Bernard is also a licensed real estate agent in the State of Missouri. Bernard's work strengthens places, expands opportunity, and improves quality of life.

EDUCATIONAL EXPERIENCE

Saint Louis University, St. Louis, MO
M.A. Urban Planning & Real Estate Development

University of Dayton, Dayton, OH
B.S. Business Administration (Finance & International Business)

CERTIFICATIONS / TRAINING

Real Estate License - Keller Williams

PROJECT EXPERIENCE

TIF & Business District Planning, Fairview Heights, IL
Tax Increment Financing, Business District Planning, Funding Strategy

TIF Redevelopment & Corridor Planning, Mount Vernon, IL

Frontage Road TIF, IPC/Route 15/157, N 42nd Corridor Improvements

Downtown Redevelopment Planning
Mattoon, IL

Midtown TIF, Redevelopment Strategy, Economic Impact Analysis

TIF Redevelopment Plan, Jerome, IL
Tax Increment Financing, Redevelopment Plan Authoring, Stakeholder Engagement

TIF & Business District Development, Swansea, IL

Triple Lakes TIF and Business District, Funding Mechanisms, Implementation Planning

Redevelopment Planning, St. John, MO

Land Use Analysis, Redevelopment Strategy, Public Approvals Consulting

ADDITIONAL EXPERIENCE

Owner – Private Realty – Managed residential property portfolio, acquisitions, renovations, leasing, compliance, and tenant relations.
Committee Member – Strategic Land Use Plan Steering Board, City of St. Louis – Guided long-range land use policy recommendations.
Board Member – Tax Increment Financing Commission, City of St. Louis – Reviewed and advised on redevelopment proposals and financing.
Board Member – Community Investment Board, Simmons Bank – St. Louis Region – Supported community investment strategies and funding allocations.



NOELLE MAXEY

Project Manager

Noelle brought five years of experience in zoning, land use planning, and geospatial analysis to PGAV when she joined the Planners in 2023. Since she has been with PGAV, Noelle has gained experience in community and economic development tools, such as Business Districts, Tax Increment Financing (TIF) Districts, Comprehensive Planning, and Area-Specific Planning. Noelle is passionate about improving communities through sustainable, equitable development and increasing accessibility to community assets like downtowns and city centers, greenspaces and recreation areas, healthy food options, museums and libraries, and public transportation options.

EDUCATIONAL EXPERIENCE

Southern Illinois University - Edwardsville

Master of Science in Geography (2018)

Southern Illinois University – Edwardsville

Bachelor of Science in Physical Geography (2016)

PREVIOUS WORK EXPERIENCE

Madison County Building & Zoning

Edwardsville, IL
Assistant Planner/Zoning Coordinator

Spatial Data Integrations / Optimal Geo

St. Louis, MO
Geospatial Analyst

SKILLS & BACKGROUND

- ArcGIS Pro
- ArcGIS Online
- ESRI Business Analyst
- CoStar
- Placer.ai
- InDesign
- Zoning
- Land Use
- GIS
- Aerial Analysis
- Spatial Analysis
- Sustainability & Green Development

Edwardsville, IL

Demographic & Market Analysis, Community Engagement, Scenario Planning, GIS Mapping, Goals & Objectives, Implementation Strategies

Granite City, IL

Demographic & Market Analysis, Visitation Analysis, Development Factors Analysis, Community Engagement, GIS Mapping, Goals & Objectives, Implementation Strategies

Hardin, IL

Goals & Objectives, Tourism Summary, Implementation Strategy, GIS Mapping, Plan Adoption

Sparta, IL

Demographic & Market Analysis, Visitation Analysis, Development Factors Analysis, Community Engagement, GIS Mapping, Future Land Use Planning

Clayton, MO

Goals, Objectives, & Implementation Related to Sustainability & Green Building Practices

Valley Park, MO

Demographic & Market Analysis, Community Engagement, Goals & Objectives, GIS Mapping, Plan Adoption

Cole Camp, MO

Demographic & Market Analysis, Community Engagement, Scenario Planning, GIS Mapping, Goals & Objectives, Implementation Strategies

TIF Districts

Decatur, IL; Quincy, IL; Champaign, IL; Hardin, IL; Steeleville, IL; Breese, IL; Fairview Heights, IL; Mount Vernon, IL; Mattoon, IL

Business Districts

Loves Park, IL; Springfield, IL; Hardin, IL; Shiloh, IL; Breese, IL; Fairview Heights, IL; Vandalia, IL

Zoning Ordinance Amendments

Richmond Heights, MO; Jacksonville, IL; Cole Camp, MO; Valley Park, MO; Perryville, MO

Housing Market Studies

Norton, OH; Florissant, MO; Fort Leonard Wood, MO



MIKE ALBIN

Project Manager, AICP

Mike Albin joined PGAV in June 2025. He is an urban planner with over a decade of experience leading transportation and community planning initiatives at local, regional, and multi-state levels. His work bridges transportation strategy, land use, and community development to deliver equitable, actionable, and sustainable outcomes. Mike brings a data-driven, context-sensitive approach to every project, ensuring solutions are responsive to community needs and built for long-term impact.

He is known for his ability to guide public engagement, lead trainings and workshops for practitioners, and manage interdisciplinary teams tackling infrastructure challenges. From hazard mitigation plans in Iowa to corridor strategies in Missouri, Mike's work advances mobility, access, and quality of life.

EDUCATIONAL EXPERIENCE

Saint Louis University, St. Louis, MO
MS in Urban Planning & Development

Iowa State University, Ames, IA
BS in Community & Regional Planning

CERTIFICATIONS / TRAINING

AICP Candidate
Best Capstone Award – Saint Louis University (2019)
Anti-Bias/Anti-Racism Training (Crossroads)
GIS, Adobe Suite, Microsoft Office, ArcGIS

SKILLS & BACKGROUND

ArcGIS Pro
ArcGIS Online
ESRI Business Analyst
CoStar
Transportation
Land Use
GIS
Aerial Analysis
Spatial Analysis

Multi-modal Corridor Studies
Various Locations, U.S.
Project Management, Equity Analysis, Stakeholder Engagement

Complete Streets Policy Planning, St. Louis, MO
Policy Development, Network Planning, Public Workshops

STP Funding Allocation & Regional Planning, DuPage County, IL
Project Oversight, Federal Compliance, Committee Facilitation

Hazard Mitigation Plans, Southwest Iowa
Plan Authoring, FEMA Coordination, Interagency Collaboration

Transportation Development Planning
DuPage Mayors and Managers Conference, IL
Strategic Reports, TOD Planning, Performance Metrics

Neighborhood Development Support, Weldon Spring, MO
Site and Architectural Design Standards, Implementation Recommendations, Public Approvals Consulting

Market Analysis and Revenue Studies, St. Louis, MO
Washington University Medical Center, MO
Community Engagement, GIS Mapping, Affordable Housing Support

ADDITIONAL EXPERIENCE

Researcher – Saint Louis Urban Affairs
Community Development Intern – WUMCRC
Community Development Specialist – Southwest Iowa Planning Council
Transportation Project Manager – DuPage Mayors and Managers Conference funding disbursements, equity installments, and transition to operations.



SAINT LOUIS OFFICE
200 N. Broadway, Suite 1000
St. Louis, MO 63102

KANSAS CITY OFFICE
4900 Main St
Kansas City, MO 64112

ORLANDO OFFICE
5337 Millenia Lakes Blvd Suite 410,
Orlando, FL 32839

QUALIFICATIONS FOR:

CITY OF ALBUQUERQUE

RFP 01-2026 REDEVELOPMENT SERVICES

SUBMITTED BY:

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

APRIL 3, 2026

A: COVER SHEET

LEAD OFFEROR

Name of Vendor: Progressive Urban Management Associates (P.U.M.A.)
Address: 1630 Welton Street, Suite 500C, Denver, CO, 80202
Nature of Organization: Private
Person authorized to execute the contract: Amanda Kannard
Phone: 720.255.2462
Email: amanda@pumaworldhq.com

CONTACT INFORMATION FOR KEY PROJECT STAFF:

Name and Title: Brad Segal, President & Founding Partner
Role: Real Estate Economics, Leadership Facilitation, Special District Formation & Renewal, Community Engagement, Development Finance
Phone: 303.997.8754
Email: brad@pumaworldhq.com

Name and Title: Amanda Kannard, Vice President & Managing Partner
Role: Project Management, Downtown, Neighborhood, & Strategic Planning, Community Engagement, Data Analysis & Visualization, Graphic Design
Phone: 720.255.2462
Email: amanda@pumaworldhq.com

Name and Title: Daniel Makela, Vice President & Market Team Lead
Role: Project Management, District Formation & Renewal, Downtown & Strategic Planning, Market Research, Data Analysis, Graphic Design
Phone: 502.299.6066
Email: daniel@pumaworldhq.com

Name and Title: Chloe Shipp, Vice President & West Coast Region Lead
Role: Place Management, District Operations, District Formation & Renewal, Strategic Planning
Phone: 408.838.2108
Email: chloe@pumaworldhq.com

Name and Title: Yvette Freeman, Senior Strategist
Role: Community Engagement, Business Development, District Management & Operations
Phone: 720.550.8117
Email: yvette@pumaworldhq.com

Name and Title: Andrea Buglione, Senior Associate
Role: Project Management, Economic Development, Market Analysis, District Formation & Renewal, Community Engagement
Phone: 720.510.8567
Email: andrea@pumaworldhq.com

Name and Title: Naomi Lacewell, Senior Associate
Role: Project Management, Downtown & Neighborhood Planning, Community Engagement, Data Analysis & Visualization
Phone: 303.736.2193
Email: naomi@pumaworldhq.com

Name and Title: Michelle Valeri, Senior Associate
Role: Project Management, Marketing & Communications, Brand Management, Graphic Design, Community Engagement
Phone: 720.815.6879
Email: michelle@pumaworldhq.com

Name and Title: Ethan Greene, Associate
Role: Downtown & Community Planning, Market Research, Data Analysis & Visualization, District Formation & Renewal, Community Engagement
Phone: 720.519.0535
Email: ethan@pumaworldhq.com

REFERENCES

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality and timeliness of the Offeror's work.

1. Name: Reegan Brown
   Organization and Role: City of Boulder, Economic Development Strategy Manager
   Phone: 720.660.9334
   Email: brownr@bouldercolorado.gov

2. Name: Steve Art
   Organization and Role: City of Wheat Ridge, Economic Development Manager, Urban Renewal Executive Director
   Phone: 720.454.9040
   Email: sart@ci.wheatridge.co.us

3. Name: Kourtny Garrett
   Organization and Role: Downtown Denver Partnership, President & CEO
   Phone: 303.534.6161
   Email: kgarrett@downtowndenver.com

RECEIPT OF ADDENDA

I attest to having received and reviewed the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

No addenda were posted to the RFP webpage as of the time of this submittal.

AGREEMENT TO REQUIRED TERMS

I attest to having read the terms as outlined in RFP 01-2026 Redevelopment Services and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Amanda Kannard

Signature: 

B: AREAS OF EXPERTISE

P.U.M.A. is applying under the following areas of expertise:

- *Tax Increment Financing Consulting*
- *Economic and Planning Analysis*
- *Place Management Services*

Full page project examples are included in the Attachments section.

TAX INCREMENT FINANCING CONSULTING

P.U.M.A. brings direct experience across the full spectrum of TIF consulting services – from best practices analysis and program design to revenue projections. We have advised municipalities and development authorities across the country on establishing TIF districts, structuring financing plans, and evaluating the fiscal impacts of proposed districts.

We have directly supported the formation of numerous Downtown Development Authorities (DDAs) that leverage TIF as a core financing mechanism, guiding clients through the legal, financial, and procedural requirements necessary to bring these districts to life – including Plans of Development, TIF authority establishment, and successful community campaigns.

Our experience also includes developing and stress-testing TIF projections – modeling incremental tax growth under varying scenarios and assessed value assumptions to help clients make informed financing decisions.

Our most recent Albuquerque engagement – defining and evaluating slum and blight conditions for the MRA – was undertaken precisely in support of the City's new TIF program rollout, positioning us with deep familiarity with Albuquerque's TIF statutory framework.

Project Example 1: City of Albuquerque MRA: Defining & Evaluating Slum & Blight (2025)

As part of our existing on-call contract with the MRA, P.U.M.A. researched and developed a transparent, quantifiable framework for measuring slum and blight conditions in Albuquerque's Metropolitan Redevelopment Areas. The project involved peer city case studies (Boise, Colorado Springs, Denver, Oklahoma City, San Antonio), consolidation of 13 statutory criteria into seven measurable categories, and development of a Commercial Areas Typologies matrix to guide MRA staff, elected officials, and developers in gauging the need for MR Area designations and TIF applicability. This work directly supported the City's TIF program rollout.

View the MRA Blight Criteria here.

Project Example 2: City of Boulder: Improvement District Analysis & DDA Formation (2025-present)

Boulder Citywide Improvement District Analysis (2025)

In early 2025, the City of Boulder's Community Vitality Department tapped our team to assess how existing and potential district management tools could address challenges and unlock opportunities for reinvestment in the City's commercial areas. The resulting Improvement District Analysis built on past planning efforts, evaluated the conditions and financial performance of each General Improvement District, and offered strategies that balanced district needs with citywide priorities.

View the Improvement District Analysis here.

Boulder Downtown Development Authority Formation (2025-present)

Building on a key recommendation that emerged through the Improvement District Analysis process, the P.U.M.A. team is currently working with the City of Boulder and downtown stakeholders to create a DDA. The process will include a financial analysis, extensive community engagement, and creation of a roadmap for DDA investments.

ECONOMIC AND PLANNING ANALYSIS

P.U.M.A.'s economic and planning work spans blight and slum conditions analysis, market assessments, and broader economic-focused planning. What sets our approach apart is that we ground every planning engagement in real estate market analysis – which means our recommendations reflect what is actually feasible, not just what sounds aspirational. Our analyses translate directly into implementable strategies that communities can act on.

We bring particular depth in mid-market Western cities, where we have worked extensively across the Southwest and Rocky Mountain region. That experience gives us a practical understanding of the economic conditions, development dynamics, and community priorities common to cities like Albuquerque.



Project Example 1: City of Wheat Ridge: Wheat Ridge Prosperity Plan (2024)

Our team developed the Wheat Ridge Prosperity Plan, a market-based economic development strategy for the City of Wheat Ridge, Colorado, combining a comprehensive market assessment with extensive community engagement to guide investment and partnership decisions over the next decade. The market assessment evaluated residential and demographic trends, employment patterns, real estate dynamics, and commercial activity across the city's key corridors to identify strategic opportunities for growth. The plan produced actionable recommendations spanning workforce development, incentive program retooling, commercial corridor investment, and small-scale industrial space retention.

View the Prosperity Plan here.

Project Example 2: City of Aurora: Downtown Development Authority Formation (2025)

P.U.M.A. led the formation of Aurora's East Colfax Downtown Development Authority, guiding the City through boundary delineation, district structuring, and community engagement in support of a November 2025 voter-approved DDA and Tax Increment Financing district. Alongside the DDA, P.U.M.A. also helped design a companion Community Development Corporation to broaden community-driven investment beyond the TIF boundary. This project demonstrates our team's hands-on experience structuring TIF-based financing tools and development authority frameworks in complex, community-centered corridor contexts.

View the Vision & Action Plan here.

PLACE MANAGEMENT SERVICES

Place management is foundational to P.U.M.A.'s practice and has been for more than 30 years. Services span community engagement, meeting facilitation, special district formation and renewal, and strategic planning for place management organizations. We do not produce plans that sit on shelves – our deliverables become operational roadmaps that organizations can act on from day one.

Our community engagement work is wide-reaching and inclusive, designed to build genuine consensus among property owners, businesses, residents, and civic leaders.

A key differentiator for our team is that several of our senior staff have run place management organizations themselves. They bring that hands-on operational experience to every engagement, which makes our advice more grounded and our recommendations more practical.

Project Example 1: Downtown Tucson Partnership — Five-Year Strategic Plan (2022)

Completed in 2022, P.U.M.A. developed a Five-Year Strategic Plan to guide the Downtown Tucson Partnership's evolution and strengthen its value proposition for the district. The process engaged more than 1,000 stakeholder voices through interviews, group meetings, workshops, and an online survey. From that input, the community's

top ten priorities were identified — ranging from storefront activation and safety to affordable housing, arts and culture, and outdoor placemaking – and translated into a detailed roadmap of goals, objectives, and tactics. The plan also included organizational recommendations for DTP covering staffing, board structure, committees, and revenue diversification. Tucson's Southwest context, scale, and mix of challenges mirrors many of Albuquerque's MR Areas, making this engagement directly relevant to the MRA's placemaking needs.

View the Strategic Plan here.

Project Example 2: Downtown Denver Evolution

P.U.M.A. has served as a long-standing strategic partner to Downtown Denver, recently leading two significant initiatives shaping its future.

In early 2024, P.U.M.A. worked with the City of Denver to update the Downtown Denver Development Authority's Plan of Development and expand the DDA boundaries to encompass all of downtown. The plan addressed post-pandemic economic challenges and established five investment categories to guide more than $500 million in projected tax increment financing through 2038. The expansion was approved by more than 81% of eligible voters in November 2024 and adopted by City Council in December.

View the DDA Plan of Development here.

P.U.M.A. was engaged in late 2025 by the Downtown Denver Business Improvement District to develop a ten-year Strategic Plan encompassing an organizational review, stakeholder engagement, and a comprehensive financial analysis of the BID's assessment methodology — unchanged for more than 40 years. The plan is expected to be completed in mid-2026.

C. OFFEROR CAPACITY

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

P.U.M.A.

Progressive Urban Management Associates (P.U.M.A.) is a Denver-based real estate economics and planning firm with more than 30 years of experience in downtown and community development. Our nine-person team is deliberately small and hands-on – we take on approximately 20 projects per year so that senior staff are actively involved in every engagement. Our team members bring between 10 and 40 years of individual experience, giving us genuine depth across all three capability areas under which we are applying.

Over the past 33 years, we have worked with more than 350 clients across 40 states, Canada, and the Caribbean, and have helped form or renew nearly 100 special districts that collectively generate more than $120 million annually. We have maintained 10- to 25-year consulting relationships with cities including San Jose, Long Beach, San Diego, Denver, Boulder, Colorado Springs, Lincoln, Oklahoma City, Cleveland, and Norfolk – a reflection of the trust we build and the results we deliver.

Our relationship with Albuquerque goes back to 2000, when we assisted with the formation of the Downtown Albuquerque BID. That relationship continues today through our 2023 on-call contract award, our 2025 blight evaluation framework developed in support of the City's TIF program rollout, and a comprehensive BID feasibility study and operational framework completed in early 2025 to lay the groundwork for a new Downtown BID.

We also have a strong track record across the broader Southwest, with recent work in Arizona, Nevada, Southern California, and Texas. Based in Denver, we bring firsthand familiarity with the regional context, history, and dynamics shared across our adjoining states.

PROJECT TEAM

To assist the City of Albuquerque, our team will include the most experienced consultants and former practitioners in the place management and urban development industries. Resumes for team members can be found in the Attachments section.



BRAD SEGAL PRESIDENT & FOUNDING PARTNER

EXPERTISE: REAL ESTATE ECONOMICS, LEADERSHIP FACILITATION, SPECIAL DISTRICT FORMATION & RENEWAL, COMMUNITY ENGAGEMENT, DEVELOPMENT FINANCE

Brad Segal, president and founding partner of P.U.M.A., has nearly 40 years of experience in the downtown and community development field. Prior to establishing P.U.M.A., Brad served as the senior director of the Downtown Denver Partnership, one of the nation's premier BID-based organizations. He has served four terms on the board of directors of the International Downtown Association and is a former board chair of Downtown Colorado Inc. Representative projects include forming BIDs in Santa Monica, Cleveland, and Oklahoma City; developing market-based downtown plans in Lincoln, Reno, and Greeley; and creating strategic plans for public/private partnerships in Colorado Springs, Washington DC, and Nassau.



AMANDA KANNARD VICE PRESIDENT & MANAGING PARTNER

EXPERTISE: PROJECT MANAGEMENT, DOWNTOWN, NEIGHBORHOOD, & STRATEGIC PLANNING, COMMUNITY ENGAGEMENT, DATA VISUALIZATION & GRAPHIC DESIGN

Amanda Kannard, AICP, LPM, vice president and managing partner at P.U.M.A., is an urban planner and designer with over a decade of experience working on strategic plans and district formation and renewal efforts throughout the country. She specializes in bringing together inclusive community engagement, market research, and visual storytelling through graphic design and mapping to create visionary, yet implementable, plans. Representative projects include strategic plans for downtown organizations in Berkeley, Cambridge, Denver, Norfolk, and Cleveland; downtown and neighborhood plans in Cedar Rapids, Denver, Greeley, Laramie, and Long Beach; and BID and DDA formation and renewal efforts in Coral Gables, Boulder, and Long Beach.



DANIEL MAKELA VICE PRESIDENT & MARKET TEAM LEAD

EXPERTISE: PROJECT MANAGEMENT, DISTRICT FORMATION & RENEWAL, DOWNTOWN & STRATEGIC PLANNING, MARKET RESEARCH, DATA ANALYSIS, GRAPHIC DESIGN

Daniel Makela, LPM, vice president and market team lead at P.U.M.A., brings more than a decade of experience in place management as a practitioner and consultant. Prior to joining P.U.M.A., Daniel was a senior project manager for the Louisville Downtown Partnership. Before that, he worked in the public sector, with positions in economic development and the Mayor's Office in the city of Louisville. Daniel leads P.U.M.A.'s market team that undertakes market assessments and research to inform the firm's planning work. Representative projects include strategic plans in Atlanta, Birmingham, Minneapolis, and Washington DC; market assessments in Boulder, Milwaukee, and Traverse City; and downtown master plans in Denver, Flagstaff, and Lincoln.



CHLOE SHIPP VICE PRESIDENT & WEST COAST REGION LEAD

EXPERTISE: PLACE MANAGEMENT, DISTRICT OPERATIONS, DISTRICT FORMATION & RENEWAL, STRATEGIC PLANNING

Chloe Shipp, LPM, vice president and west coast region lead at P.U.M.A., is an experienced place management professional with expertise in operations management, membership engagement, and advocacy. Prior to joining P.U.M.A., Chloe held various roles over 10 years with increasing responsibility at the San Jose Downtown Association, where her focus was on managing special assessment districts and directing day-to-day clean and safe operations. She has served on the California Downtown Association board of directors since 2019, and is currently its Immediate Past President. Representative projects include BID feasibility, formation, and renewal efforts in Albuquerque, Bellevue, Campbell, Chandler, Houston, Pasadena, and San Francisco.



YVETTE FREEMAN SENIOR STRATEGIST

EXPERTISE: COMMUNITY ENGAGEMENT, BUSINESS DEVELOPMENT, DISTRICT MANAGEMENT & OPERATIONS

Yvette Freeman, senior strategist at P.U.M.A., brings over 25 years of experience in downtown and improvement district management as both a practitioner and consultant. She previously managed the special services district in Silver Spring, Maryland, and served as BID Manager for the Downtown Denver Partnership. At P.U.M.A., Yvette specializes in clean and safe program evaluation, public realm operations, and community engagement. Representative projects include strategic plans for downtown BIDs in Minneapolis, Washington DC, San Diego, and Cleveland; community outreach to marginalized populations in Denver, Lincoln, Newark, and Tulsa; and BID formation for Denver's Historic Five Points commercial strip.



ANDREA BUGLIONE SENIOR ASSOCIATE

EXPERTISE: PROJECT MANAGEMENT, ECONOMIC DEVELOPMENT, MARKET ANALYSIS, DISTRICT FORMATION & RENEWAL, COMMUNITY ENGAGEMENT

Andrea Buglione, senior associate at P.U.M.A., brings specialties that include project management, stakeholder outreach facilitation, market and best practice research, and report design. With a background in municipal economic development, Andrea has experience managing regulatory tools and policies and facilitating public processes for community revitalization. Representative projects include economic development strategies in Wheat Ridge, Flint, and Broomfield; market research and data analysis in Pasadena, Cedar Rapids, Tulsa, and Norfolk; and stakeholder outreach for master plans and strategic plans in Long Beach, Oklahoma City, New Haven, and Oakland.



NAOMI LACEWELL SENIOR ASSOCIATE

EXPERTISE: PROJECT MANAGEMENT, DOWNTOWN & NEIGHBORHOOD PLANNING, COMMUNITY ENGAGEMENT, DATA ANALYSIS & VISUALIZATION

Naomi Lacewell, senior associate at P.U.M.A., is an experienced urban planning professional with a background in local government and placemaking. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver City Councilmember Amanda P. Sandoval, giving her unique insight into the needs and challenges facing local governments, neighborhoods, and community decision-makers. Representative projects include multilingual community engagement for the Near Northwest Area Plan in Denver and the Colfax Vision and Action Plan in Aurora; market research and GIS analysis for the Town of Parker Economic Strategic Plan; stakeholder outreach for Boulder's first Arts and Culture Blueprint; and project management for the Old Town Lafayette action plan, guiding the transition from an expiring urban renewal authority to a new downtown development authority.



MICHELLE VALERI SENIOR ASSOCIATE

EXPERTISE: PROJECT MANAGEMENT, MARKETING & COMMUNICATIONS, BRAND MANAGEMENT, GRAPHIC DESIGN, COMMUNITY ENGAGEMENT

Michelle Valeri, LPM, senior associate at P.U.M.A., brings a creative lens to place management with expertise in marketing, communications, and design. With nearly a decade of experience in the field, she has held key roles with urban place management organizations, including communications and programs director for Denver's Colfax Ave BID and marketing director for Washington, D.C.'s Capitol Hill BID. At P.U.M.A., Michelle leads and supports projects nationwide, focusing on marketing strategy, visual design, and community engagement. Representative projects include a vision plan in Raleigh, strategic plan in Richmond, and district feasibility and formation efforts in Coral Gables and Bloomfield.



ETHAN GREENE ASSOCIATE

EXPERTISE: DOWNTOWN & NEIGHBORHOOD PLANNING, MARKET RESEARCH, DATA ANALYSIS & VISUALIZATION, COMMUNITY ENGAGEMENT

Ethan Greene, associate at P.U.M.A., is an urban planning professional with experience working in the nonprofit and private sectors. Ethan supports the firm's community planning efforts by conducting data analysis for market assessments and district formation efforts, researching best practices, producing graphics, designing final plan documents, and aiding with in-person and virtual community engagement. Ethan also played an integral role in the research and narrative writing for P.U.M.A.'s most-recent Global Trends Report, published in 2023. Representative projects include supporting DDA formation in Lafayette and Aurora and BID formation efforts in Downtown Albuquerque; market research and existing conditions analysis for the award-winning Wheat Ridge Prosperity Plan; and geospatial analysis for the Downtown Denver Groundfloor Activation Strategy.

SERVICES IN SUPPORT OF LOCAL GOVERNMENTS

P.U.M.A. has a long track record working with municipal agencies, redevelopment authorities, place management organizations, nonprofits, and city councils. Our work for local governments includes neighborhood, corridor, and downtown plans, as well as district formation and renewal processes requiring municipal approval or voter ratification. We know that government clients need rigorous analysis presented in a way that elected officials, staff, and the public can all understand – and we design every deliverable with that in mind.

DATA, TECHNOLOGY, AND TECHNICAL COMPETENCIES

Our team provides analytical depth in a suite of tools for community planning, real estate economics, and place management consulting, including:

- Market & Spatial Analysis: ESRI ArcGIS, CoStar, U.S. Census, Bureau of Labor Statistics
- Financial Modeling: Microsoft Excel for TIF revenue projections and scenario modeling
- Graphic Design & Document Production: Adobe InDesign and Illustrator for plans, reports, and public-facing materials
- Community Engagement: SurveyMonkey, Google Forms, Zoom, and Microsoft Teams
- AI-Assisted Tools: Used selectively for research synthesis and document drafting

DEMONSTRATED OUTCOMES

What sets P.U.M.A. apart is that our work is grounded in real estate market realities. That foundation means our plans are practical – they balance creative thinking with what the market can actually support, and they give communities something they can act on right away. Specific outcomes are outlined in our project examples.



D. PROJECT MANAGEMENT PLAN

ORGANIZATIONAL AND TEAM STRUCTURE

P.U.M.A. will staff this engagement with an experienced team structured to provide continuity and responsiveness across all three capability areas.

At the contract level, a designated Principal-in-Charge will serve as the MRA's primary point of contact for the duration of the on-call agreement. This individual is a senior P.U.M.A. team member responsible for overall contract performance, quality assurance, and client satisfaction across all task orders.

At the task order level, a designated Project Manager will be assigned to each individual engagement, carrying day-to-day responsibility for coordination, deliverables, schedule, and stakeholder communication. Project support staff will be assigned based on the scope and capability area of each task order as they are issued.

This three-tier structure – Principal-in-Charge, Project Manager, and Project Support – ensures consistent senior oversight at the portfolio level while maintaining the focused, responsive management each individual task order requires.

An organizational chart illustrating this structure is included as an attachment to this proposal.

DATA TOOLS AND QUALITY CONTROL

As outlined in the previous section, our team is proficient in industry-leading data and analytical tools. We also routinely coordinate with municipal clients to leverage data sources and platforms they already maintain, maximizing the utility of existing city infrastructure.

Where AI-assisted tools are used to support research synthesis or document drafting, we will proactively disclose their use to the City. All outputs are reviewed, fact-checked, and revised by a senior team member before inclusion in any client deliverable – every P.U.M.A. work product is human-led and human-verified. We do not use AI tools for quantitative analysis, statutory interpretation, or legal determinations – those tasks are performed by qualified staff using verified primary sources. The City can expect full transparency on our methods throughout the engagement.

ALBUQUERQUE EXPERIENCE AND REMOTE DELIVERY PLAN

P.U.M.A. has worked in Albuquerque across multiple engagements – from our original Downtown BID formation work in 2000, to our 2023 on-call contract award, to our 2025 blight evaluation framework supporting the City's TIF program rollout, to a comprehensive BID feasibility study and operational framework completed in early 2025. That history, combined with our broader Southwest portfolio spanning Tucson, Flagstaff, Reno, and Colorado Springs, gives us a working understanding of the statutory context, redevelopment dynamics, and community considerations specific to Albuquerque and similar Western cities.

For out-of-state engagements, we use a hybrid delivery model: key milestones – including project kick-off, stakeholder engagement sessions, public meetings, and final presentations – are conducted in person in Albuquerque. Research, analysis, interim drafts, and routine coordination are handled remotely. We are committed to being present when it matters. Travel will be billed at cost in accordance with MRA reimbursement policies, and all remote work will be coordinated through Teams or Zoom.

E: COST PROPOSAL

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name/Position	*Project Responsibilities*	*Hourly Rate*
Brad Segal, President & Founding Partner	Real Estate Economics, Strategic Planning, Special District Formation & Renewal, Leadership Facilitation, Community Engagement, Development Finance	$235
Amanda Kannard, Vice President & Managing Partner	Project Management, Downtown, Neighborhood, & Strategic Planning, District Formation & Renewal, Data Visualization & Graphic Design	$190
Daniel Makela, Vice President & Market Team Lead	Project Management, District Formation & Renewal, Downtown & Strategic Planning, Market Research, Data Analysis, Graphic Design	$175
Chloe Shipp, Vice President & West Coast Region Lead	Place Management, District Operations, District Formation & Renewal, Strategic Planning	$175
Yvette Freeman, Senior Strategist	Community Engagement, Business Development, District Management & Operations	$175
Andrea Buglione, Senior Associate	Project Management, Economic Development, Market Analysis, District Formation & Renewal, Community Engagement	$160
Naomi Lacewell, Senior Associate	Project Management, Downtown & Neighborhood Planning, Community Engagement, Data Analysis & Visualization	$160
Michelle Valeri, Senior Associate	Project Management, Marketing & Communications, Brand Management, Graphic Design, Community Engagement	$160
Ethan Greene, Associate	Downtown & Neighborhood Planning, Market Research, Data Analysis & Visualization, Community Engagement	$135

Estimate for travel: $1,000 per person per visit.

F. ATTACHMENTS:

ORGANIZATIONAL CHART

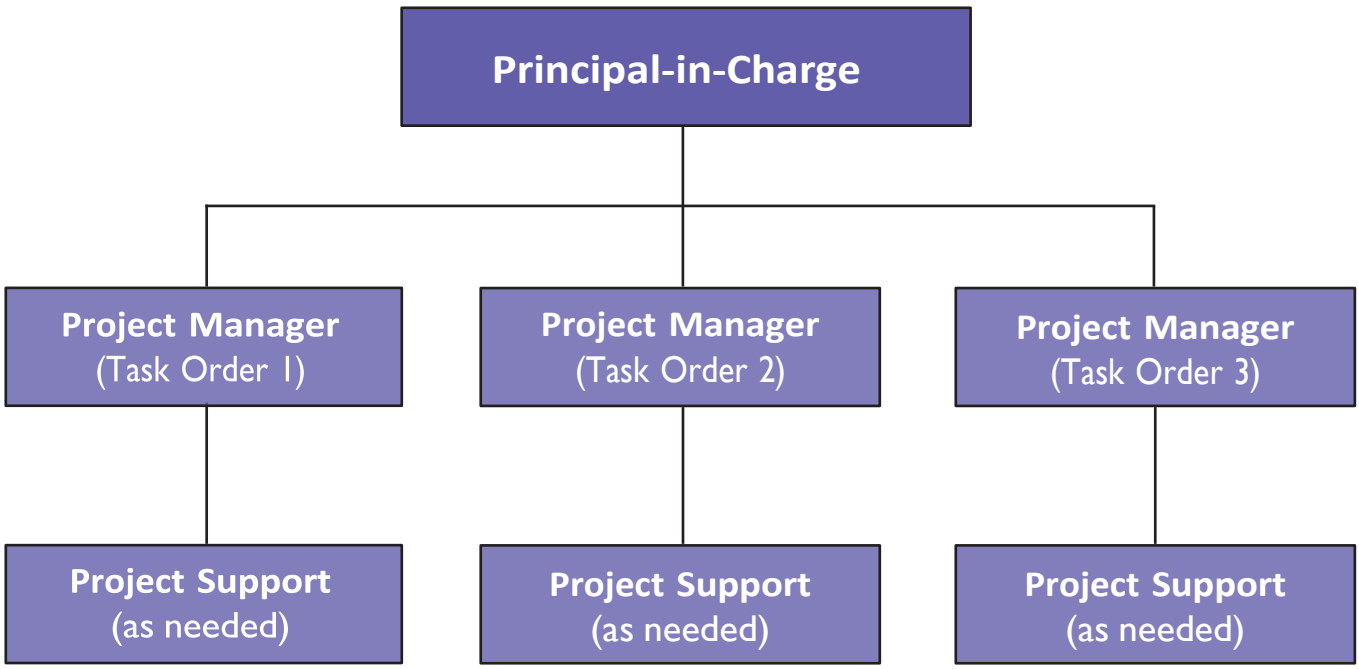
TEAM RESUMES

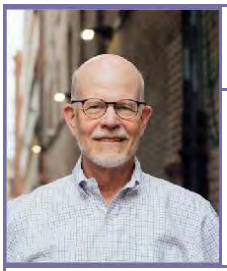
PROJECT EXAMPLES

RATE SHEET

PAY EQUITY REPORTING FORM

ORGANIZATIONAL CHART





BRAD SEGAL

President & Founding Partner
Real Estate Economics | Strategic Planning | Leadership Facilitation | Public Engagement | Community Development Finance | Equitable Communities

EXPERTISE

Brad Segal, who founded P.U.M.A. in 1993, has nearly 40 years of experience in downtown management and community development as both a practitioner and consultant. A self-proclaimed "urban therapist," Brad is one of the nation's leading authorities on downtown trends and issues, reinventing downtown management organizations, forming business improvement districts and pioneering efforts to create healthy communities.

Representative projects include:

- Building consensus and forming business improvement districts in Santa Monica, CA; Cleveland, OH; Oklahoma City, OK; San Antonio, TX; and Grand Junction, CO
- Directing the public process and developing market-based downtown plans in Lincoln, NE; Evansville, IN; Norfolk, VA; Reno, NV; and Greeley, CO
- Creating strategic plans to guide center city public/private partnerships in Colorado Springs, CO; Washington, DC; Pasadena, CA; Newark, NJ; and Nassau, Bahamas
- Designing and implementing community-based economic development strategies for New Haven, CT; Wailuku, HI; Aurora, CO; Milwaukee, WI; and Denver, CO

PAST EXPERIENCE

Senior Director, Downtown Denver Partnership, Inc., Denver, CO, 1987-1993
Designed and managed business development and marketing programs to attract jobs and investment to downtown Denver. Highlights included directing the Lower Downtown Business Support Office, which is credited with helping to revitalize Denver's premier urban historic district, and being part of the management team that re-engineered the Downtown Denver Partnership's operations, structure and organizational culture.

Associate Director, Port Morris Local Development Corporation, South Bronx, NY, 1984-1985
Formed and managed a local development corporation to pursue industrial revitalization and represent 450 businesses.

Housing and Economic Development Coordinator, City of Martinez, CA, 1979-1983
Directed the commercial revitalization of a 10-block Main Street area.

SELECTED RECOGNITION & AFFILIATIONS

Honors:

Awarded the CRE professional designation by Counselors of Real Estate, 2019

International Downtown Association President's Award for sustained leadership and generosity in producing the P.U.M.A. Global Trends Report, 2014

Recognized by the International Downtown Association for work performed as a volunteer for Historic Denver for formation of the Downtown Denver Historic District, 2001

Named Entrepreneur of the Year for the Rocky Mountain region in the category of Supporter of Entrepreneurship, sponsored by Inc. Magazine, Ernst & Young and Merrill Lynch, 1992

Professional Affiliations:
International Downtown Association, Board Member (1998-2004 and 2010-2016)
Downtown Colorado Inc, Board Member (2000-2009) and President (2007-2008)
All In Denver, Co-Founder and Board Member (2016-present)
Urban Land Institute

Featured Speaker: Frequent workshop presenter and panelist in conferences sponsored by the International Downtown Association, National Main Street Center, American Planning Association, California Downtown Association and Downtown Colorado, Inc.

Lecturer: Teach urban revitalization strategies course at the University of Colorado Denver Graduate School of Architecture and Planning (2012-present)

Expert Witness: Testimony in support of community planning and development approach to congressional redistricting, State of Colorado, October 2011

EDUCATION

Master of Business Administration, Columbia University, NY
Bachelor of Arts in Urban Analysis, University of California at Berkeley

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



AMANDA KANNARD, LPM, AICP

Vice President & Managing Partner
Project Management | Downtown and Strategic Planning | Data Analysis and Visualization | Design

EXPERTISE

Amanda Kannard is an urban planner, designer, and senior project manager with a decade of experience in the planning and place management fields. As a vice president, Amanda leads P.U.M.A.'s downtown planning practice and has managed a diversity of projects, from neighborhood, downtown, and corridor plans, to comprehensive community engagement efforts, to strategic visioning and organizational plans. She specializes in bringing together inclusive community engagement, market research, and visual storytelling to create visionary, yet actionable, plans. Amanda is a Certified Leader in Place Management (LPM), as designated by the International Downtown Association and is a certified planner by the American Planning Association's American Institute of Certified Planners (AICP).

Representative P.U.M.A. projects include:

- Developing strategic plans to guide downtown management organizations in Berkeley, CA; Cambridge, MA; Denver, CO; Norfolk, VA; Spokane, WA; Traverse City, MI; and Cleveland, OH.
- Managing downtown and neighborhood plans led by broad stakeholder and community input in Cedar Rapids, IA; Greeley, CO; Long Beach, CA; and Denver, CO.
- Leading and supporting BID and DDA feasibility, formation, and renewal, in Coral Gables, FL; Berkeley, CA; Boulder, CO; Brighton, CO; Denver, CO; Lafayette, CO; Norfolk, NE; Long Beach, CA; and Englewood, CO.

PAST EXPERIENCE

Senior Associate, PlaceWorks, Los Angeles, CA, 2020-2021
Contributed to research, report writing, graphic design, analysis, and public outreach efforts leading to key project deliverables for several general plans in Southern California. Specialized in online community engagement during the Covid-19 pandemic, leading integration of online mapping tools into outreach processes for various planning projects.

Associate, Metro Strategies, Chicago, IL, 2016-2017
Supported a variety of research, technical writing, stakeholder engagement and public outreach projects. Prepared marketing documents, conducted demographic analysis and produced external communications materials, maps and graphics.

Urban Planning Intern, Teska Associates, Evanston, IL, 2016
Assisted on a variety of planning initiatives by preparing project proposals, creating graphics, maps, promotional materials and book layouts for final documents and presentations, and analyzing and visualizing data. Helped to facilitate stakeholder, working group, and community meetings, and prepared interactive exhibits and exercises for public engagement events.

Urban Planning Intern, West Central Association, Chicago, IL, 2015-2016
Provided support on a variety of community-level planning initiatives, including balancing the Special Service Area #16 budget, conducting market research and data analysis, creating professional quality maps and graphics, and coordinating with local business owners to assess current and future community needs. Concurrently created a shared street placemaking feasibility analysis and design proposal for a thoroughfare within the Association's area.

AFFILIATIONS

American Planning Association (APA) Colorado Chapter Board Member
American Institute of Certified Planners (AICP)
International Downtown Association | Certified Leader in Place Management (LPM)
Downtown Colorado, Inc.

EDUCATION

Master of Urban Planning and Policy, University of Illinois at Chicago
Bachelor of Geography and Community and Environmental Sociology, University of Wisconsin-Madison

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



DANIEL MAKELA, LPM

Vice President & Market Team Lead
BIDs | Downtown Planning | Market Research | Data Analysis | Graphic Design | Strategic Planning

EXPERTISE

As a vice president with P.U.M.A., Daniel is involved in all aspects of the firm's downtown-focused work, including market assessments, master plans, business improvement district formations, and strategic plans. Prior to joining P.U.M.A. in 2015, Daniel worked as a project manager in both the public sector and for a downtown management organization. Daniel is a Certified Leader in Place Management (LPM), as designated by the International Downtown Association.

Representative P.U.M.A. projects include:

- Developing strategic plans to guide downtown management organizations in Atlanta, GA; Durham, NC; Minneapolis, MN; San Jose, CA; and Washington, DC
- Producing market assessments for a diverse range of downtowns, including Durham, NC; Boulder, CO; Lincoln, NE; Rapid City, SD; Milwaukee, WI; and Traverse City, MI
- Crafting assessment models and operating plans for new and existing business improvement districts (BIDs) in Denver, CO; Chattanooga, TN; Grand Rapids, MI; and San Jose, CA
- Forming focused goals, strategies, and actions for downtown and neighborhood master plans, based on broad stakeholder and community input, in Denver, CO; Flagstaff, AZ; and Lincoln, NE

PAST EXPERIENCE

Senior Project Manager, Louisville Downtown Partnership, Louisville, KY, 2015
Worked as a senior member of the planning team. Managed and represented LDP on an array of downtown projects, including the creation of new zoning overlay districts, tactical urbanism events, and a downtown housing strategy.

Project Manager, Mayor's Innovation Team, Louisville, KY, 2012-2015
Worked on a small team dedicated to bringing innovation to local government. Managed various projects designed to improve customer service within the city planning department. Conducted detailed analysis to identify new solutions, set targets for those solutions, and track progress during implementation. Completed advanced project management training.

Economic Development Officer, Economic Development Department, Louisville, KY, 2010-2012
Worked with the City's commercial and industrial redevelopment division on long-range economic development and planning initiatives. Administered a brownfields assessment grant from the U.S. Environmental Protection Agency.

Research Assistant, Economic Center for Education and Research, Cincinnati, OH, 2008-2010
Worked with a research team on various community development projects. Assisted in the production of market assessments, economic cluster analyses, and workforce analyses.

OTHER EXPERIENCE

Bloomberg Fellowship, Research Center for Leadership in Action at the Wagner Graduate School of Public Service, New York University, 2012-2014

Urban Design Career Discovery Program, Graduate School of Design, Harvard University, 2007

PUBLICATIONS AND PRESENTATIONS

"Strategic Planning During (and After) COVID" | International Downtown Association National Conference, 2021
"How to Make Big Changes to your Planning Department" | Ohio-Kentucky-Indiana Regional Planning Conference, 2014
"Innovation in City Government" | Innovation Delivery Public Forums, Louisville, KY and New York, NY, 2013
"Art and Culture: The Transformation of Louisville's East Market District" | University of Cincinnati, OH, 2010

AFFILIATIONS

International Downtown Association | Certified Leader in Place Management (LPM)
Next City Vanguard Member
Urban Land Institute

EDUCATION

Master of Community Planning, University of Cincinnati, OH; AICP Award for top program graduate
Bachelor of Science in Economics, Centre College, Danville, KY (with abroad studies in France, Vietnam, and Cambodia)

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



CHLOE SHIPP, LPM

Vice President & West Coast Region Lead
Place Management | BID Operations | BID Formation & Renewal | Strategic Planning

EXPERTISE

Chloe Shipp is an experienced place management professional with expertise in operations management, membership engagement, advocacy, and public relations. Prior to joining P.U.M.A., Chloe held various roles over 10 years with increasing responsibility at the San Jose Downtown Association, where her focus was on managing special assessment districts. She has served on the California Downtown Association board of directors since 2019.

Joining P.U.M.A. in 2024, Chloe anchors our California practice and offers project management and support for a variety of downtown-focused assignments, including BID formation and renewal, organizational strategic planning, and BID operations.

Representative P.U.M.A. projects include:

- Leading and supporting BID feasibility, formation, and renewal, in Campbell, CA; Pasadena, CA; Albuquerque, NM; San Francisco, CA; and Bellevue, WA.

PAST EXPERIENCE

Deputy Director, San Jose Downtown Association (SJDA), San Jose, CA, 2022-2024
Administered property-based improvement district (PBID) with $5 million budget and five staff members. Managed the implementation of an unhoused outreach team, and clean and safe service expansion, for the PBID. Supported CEO transition efforts. Oversaw day-to-day human resources and finance functions for SJDA and its three affiliated organizations.

Director of Public Space Operations & Operations Manager, SJDA, 2016-2022
Managed successful PBID renewal, from consultant selection through planning and program design to property owner outreach, achieving an 89 percent ballot approval rating. Renewal of the property-based improvement district ensured a minimum of $50 million investment in the public realm over 10 years for the district.

Led clean, safe, and beautification programming, vendors, and staff, inclusive of a $3 million budget. Revamped private security program, including the recruitment of reserve police officers to work in an off-duty capacity. Worked collaboratively with the police and other agencies including those serving the unhoused population. Led staff efforts around behavioral health, public safety, and homelessness advocacy. Managed PBID annual reporting, collateral materials, and communications.

Membership and Outreach, SJDA, 2013-2016
Researched, selected, designed, and implemented a new membership database, combining membership information for both of SJDA's special assessment districts into one system for the first time, with full access for all staff. Managed Downtown Doors student art competition. Initiated and oversaw a comprehensive overhaul of business improvement district membership benefits. Managed membership functions, including welcoming new businesses, helping businesses with general downtown concerns, and connecting businesses with relevant services.

Development Coordinator, Family Supportive Housing, San Jose, CA, 2011-2013
Implemented comprehensive social media strategy along with production of agency newsletter and e-blast correspondence. Administered donor database and donor recognition efforts. Managed city, state, and federal grants, including creating applications, managing contracts, and reporting.

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

P.U.M.A.

AFFILIATIONS

California Downtown Association Board of Directors
International Downtown Association | Emerging Leaders Fellowship Class of 2020
Certified Leader in Place Management (LPM)

EDUCATION

Master of Nonprofit Administration, University of San Francisco
Bachelor of Political Science, University of Oregon



YVETTE J. FREEMAN

Senior Strategist
Community Outreach + Engagement | Business Development | BID Management | Operations

EXPERTISE

Yvette brings more than 25 years of experience in community development and urban district management as a practitioner and consultant. She joined Progressive Urban Management Associates in 2015 and provides facilitation, strategic planning, project management, community outreach, and business support.

Representative P.U.M.A. projects include:

- Conducting outreach to marginalized communities in Denver, CO; Lincoln, NE; Newark, NJ; Norfolk, VA; and Tulsa, OK
- Outreach to businesses and individuals for feedback about the City of Denver's public restrooms pilot program
- Providing project support and creative input to develop a strategic plan for downtown BIDs in Minneapolis, MN; Washington, DC; San Diego, CA; and Cleveland, OH
- Assisting with the formation of a business improvement district for Denver's Historic Five Points commercial strip
- Working with the City of Denver to improve inter-departmental communications and coordination to implement the City's transit oriented development plan
- Evaluating transportation management associations (TMAs) for the City of Denver and providing recommendations to develop greater efficiencies and organizational structure for the program

PAST EXPERIENCE

Operations Manager, Block by Block, Downtown Denver BID, Denver, CO, 2014
Managed nearly 70 "clean and safe ambassadors" for downtown Denver's 24/7/365 BID program; established higher performance standards and enhanced efficiencies.

Chief of Operations, Silver Spring Urban District, Montgomery County, MD, 2008-2014
Managed $2.8 million budget and 40 union employees; introduced operational strategies and "clean and safe" standards to address Silver Spring's rapid growth and changing demands; partnered with Montgomery County Department of Corrections to establish an award-winning initiative for minor offenders to provide cleaning services in downtown; collaborated with government agencies and property owners to expand Washington DC's bike sharing program.

Operations Manager, Downtown Denver Business Improvement District, Denver, CO, 1994-2000
Managed various contractors and a $1 million budget for the 120-block BID; established higher standards of cleanliness for the 16th St. Mall and BID; oversaw the 16th St. Mall vending program; advised property owners; worked collaboratively with the police, and other agencies including those serving the unhoused population, and young people of color; initiated and managed a customized $500,000 light refurbishment project for the 16th St. Mall; collaborated with property owners, city staff and designers for a $3 million streetscape improvement project.

Associate Director, Downtown Denver Partnership, Denver, CO, 1989-1994
Co-managed the locally and nationally recognized Business Support Office program to spur economic development in Denver's Five Points and Lower Downtown areas; planned and facilitated business workshops; conducted outreach to 500-plus downtown businesses and coordinated targeted marketing programs.

OTHER EXPERIENCE

Colfax Business Improvement District, Board Member (2018-2020)

All In Denver, Co-Founder and Board Member (2016-2020), a social equity advocacy organization

Chinook Fund, Board and Executive Committee Member (2002-2009), a partnership of activists, donors, and social change organizations promoting social justice and freedom from oppression

Lundy Leadership Challenge (1998-2001), an initiative to enhance leadership capacity in Colorado's LGBTQ community

AFFILIATIONS

International Downtown Association (IDA)
Urban Land Institute (ULI)
Rocky Mountain Land Use Institute (RMLUI)

EDUCATION

Bachelor of Science, Human Development and Family Studies, Colorado State University, Ft. Collins, CO
Certificate in Women's Interdisciplinary Studies, Colorado State University, Ft. Collins, CO

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



ANDREA BUGLIONE

Senior Associate
Project Management | Economic Development | Market Analysis | Community Engagement

EXPERTISE

Andrea Buglione is a creative and multi-disciplinary urban planning and economic development practitioner with more than ten years of experience in a wide range of urban, suburban, and rural settings. Her strengths include writing strategic plans for downtown management organizations, consensus-building, preparing visually appealing reports, maps, and graphics, and delivering tactical and implementable strategies.

As a senior associate with Progressive Urban Management Associates since 2016, Andrea supports the firm's economic development and downtown planning efforts through project management, market analysis, stakeholder engagement, and plan design. Prior to joining P.U.M.A., she worked in the public sector as a municipal planning practitioner.

Representative P.U.M.A. projects include:

- Project management for citywide and downtown economic development strategies, including Wheat Ridge, CO; Parker, CO; Flint, MI; and Broomfield, CO.
- Market research and data analysis for downtowns and districts, including Pasadena, CA; Norfolk VA; Cedar Rapids, IA; Flint, MI; Tulsa, OK; and Reading, PA.
- Facilitating and synthesizing extensive stakeholder outreach for downtown master plans and organizational strategic plans including Pasadena, CA; Cedar Rapids, IA; Long Beach, CA; Oklahoma City, OK; New Haven, CT; and Oakland, CA.
- Process facilitation and plan development for regional and small-town community resiliency projects, including Montezuma County, CO; and La Junta, CO.
- Support for BID and special district formation and renewal, including Downtown Parker, CO.
- Provided marketing, technical assistance, and strategic oversight for the Colorado Fresh Food Financing Fund (CO4F), a grant and loan fund for healthy food retailers in underserved communities (2016-2023). Between 2013 and 2023, CO4F deployed over $13 million to support more than 34 food access projects across the state of Colorado.

PAST EXPERIENCE

Director of Community and Economic Development, Town of Athol, Athol, MA, 2013-2015
Managed community grants for housing rehabilitation, infrastructure, and energy efficiency. Facilitated public meetings to catalyze revitalization projects. Served as the Town's principal liaison to regional planning entities to support investment in rural tourism and infrastructure. Oversaw local district improvement financing and redevelopment projects.

MassLIFT Regional Conservation Coordinator, AmeriCorps, Athol, MA, 2012-2013
Provided GIS and outreach services to municipalities undergoing open space and recreation plans. Educated landowners about conservation options and developed site-specific proposals. Co-authored a research publication that merges ideas on conservation, compact residential design, economic development, and rural tourism.

Community Planning Intern, Montgomery County Planning Commission, Norristown, PA, 2012
Assisted with development of township sustainability plans, including research on food access, commuting patterns, and environmentally preferable purchasing. Assisted with FEMA floodplain mapping and analysis. Analyzed adaptive reuse potential of vacant school facilities.

Sustainable Development Intern, City of Binghamton, Binghamton, NY, 2011
Drafted stormwater management zoning and a green infrastructure guidebook. Planned urban agriculture districts with input from community members. Assisted with land use and transportation research for a Climate Action Plan.

AFFILIATIONS

International Downtown Association (IDA)
Urban Land Institute (ULI)
American Planning Association (APA)

EDUCATION

Master of Community and Regional Planning, University of Pennsylvania, PA
Bachelor of Arts in Government, Smith College, MA
Universidad de Cordoba, Cordoba, Spain, semester study

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



NAOMI LACEWELL

Senior Associate
Downtown and Community Planning | Community Engagement | Data Analysis and Visualization

EXPERTISE

Naomi Lacewell brings an interdisciplinary and collaborative approach to urban planning informed by over a decade in the nonprofit and public sectors. Naomi's specialties include public engagement, GIS, and zoning/urban design. As a senior associate at P.U.M.A., Naomi provides project management, quantitative and qualitative analysis, market research, community engagement, and graphic design for strategic and downtown planning initiatives. Before completing her planning degree, Naomi gained over 8 years of experience in marketing and graphic design, managing communications and designing product features in the digital behavioral health sector. Prior to joining P.U.M.A., Naomi worked on land use issues and community engagement for Denver City Councilmember Amanda P. Sandoval. Naomi's experience working in the office of an elected official gives her unique insight into the needs and challenges facing local governments, neighborhoods, and community decision-makers.

Representative P.U.M.A. projects include:

- Managing public engagement and community partnerships, including multilingual and multicultural outreach for the Near Northwest Area Plan in Denver, CO, and Colfax Vision and Action Plan in Aurora, CO.
- Conducting market research, GIS analysis, and internal policy evaluation for the Town of Parker, CO, Economic Strategic Plan.
- Leading outreach and analyzing stakeholder input for the city of Boulder's first ever Arts and Culture Blueprint - a 10-year roadmap for policies and public investments in the creative economy in Boulder, CO.
- Project management for an updated action plan for Old Town Lafayette, CO, and guiding the transition from an expiring urban renewal authority to a new downtown development authority.
- Guiding a downtown zoning overlay amendment for the city of Greeley, CO, to produce high quality, pedestrian-friendly development outcomes consistent with the goals of their Downtown Plan.

PAST EXPERIENCE

District 1 Planner, Councilwoman Amanda P. Sandoval, Denver, CO, 2019-2022
Designed and led public engagement, outreach, and education for all land use-related policy and projects from the District 1 council office. Managed neighborhood-wide accessory dwelling unit rezonings, resulting in over 7,000 properties in District 1 rezoned to allow ADUs. Developed three zoning overlays to improve design outcomes in rapidly redeveloping neighborhoods and preserve commercial spaces along historic main streets.

Product Marketing Manager, myStrength Inc, Denver, CO, 2015-2017
Led email strategy and content for B2B marketing campaigns for public and commercial health networks as well as internal campaigns to increase user engagement and launch new features to 100k+ subscribers. Conducted user experience research and leveraged insights into user behavior to shape new features and enhance existing content.

Assistant to the Executive Director, Ecocity Builders, Berkeley, CA, 2012-2015
Managed website and communications, including contributing articles on current topics in architecture, urbanism, sustainability, and international development. Designed digital and print collateral. Assisted with project development and management including the international launch of GIS portal for crowd-sourced environmental and neighborhood data. Served on planning committee for the 2015 Ecocity World Summit in Abu Dhabi focusing on urban sustainability in hot, arid climates. Presented at the conference on the role of playfulness in urban placemaking.

Intern, San Francisco Planning and Urban Research Association (SPUR), San Francisco, CA, 2012
Assisted in managing communications to donor database and stakeholders for fundraising and program development. Participated in weekly symposium on emerging SPUR research and planning and land use issues in the Bay Area.

AFFILIATIONS

American Planning Association (APA) Colorado
International Downtown Association
Downtown Colorado, Inc.
Downtown Denver Partnership

EDUCATION

Master of Urban and Regional Planning, University of Colorado Denver
Bachelor of Sociology, Yale University

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



MICHELLE VALERI, LPM

Senior Associate
Marketing & Communications | Brand Management | Graphic Design | Community Engagement

EXPERTISE

Michelle Valeri brings a creative lens to place management, specializing in marketing, communications, graphic design, and promotional programming. With nearly a decade of experience in the field, she has held key roles with urban place management organizations, including communications and programs director for Denver's Colfax Ave BID and marketing director for Washington, D.C.'s Capitol Hill BID.

At P.U.M.A., Michelle supports projects nationwide, focusing on marketing strategy, visual design, and community engagement. An advocate for authentic, people-first storytelling, she is passionate about harnessing the power of place and brand to strengthen neighborhoods and amplify the people and stories that shape them.

PRACTITIONER EXPERIENCE

Communications and Programs Director, Colfax Ave Business Improvement District, Denver, CO, 2017-2023
Led initiatives that supported Colfax Ave's local businesses and community through strategic marketing, promotional programming, stakeholder engagement, art installations, and events. Developed compelling, authentic content for print and digital platforms, leveraging partnerships to enhance brand presence and deepen community connections.

Marketing Director, Capitol Hill Business Improvement District, Washington, D.C., 2015-2017
Developed and managed content across multiple channels, including social media, website, newsletters, and print/digital marketing materials. Oversaw marketing and event planning efforts for the BID and its nonprofit, Ready, Willing & Working, which provides employment and supportive services for individuals emerging from homelessness and incarceration.

OTHER EXPERIENCE

Project Manager, Children's Hospital Colorado, Aurora, CO, 2024-2025
Oversaw multi-phase projects from planning through execution, coordinating cross-functional teams and ensuring timelines, goals, and deliverables stayed on track. Fostered transparent communication and led collaborative meetings to support successful project delivery.

Communications Specialist / IT Recruiter / Sourcing Specialist, xScion Solutions, McLean, VA, 2012-2015
Performed full lifecycle IT recruiting, including sourcing, interviewing, and onboarding for technical roles. Transitioned into a communications specialist position, supporting marketing initiatives along with internal and external communications.

AFFILIATIONS

International Downtown Association | Emerging Leaders Fellowship Class of 2020, Certified Leader in Place Management
Lavender Hill Cultural District | Co-founding Partner and Volunteer

EDUCATION

Bachelor of Arts in Communication, Minor in Psychology, Virginia Tech

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.



ETHAN GREENE

Associate
Downtown & Community Planning | Market Research | Data Analysis & Visualization | Engagement

EXPERTISE

Ethan Greene is an urban planning professional with experience working in the nonpro ·t and private sectors. Ethan supports P.U.M.A.'s community planning efforts by conducting data analysis for market assessments, researching best practices, producing graphics, designing ·nal plan documents, and aiding with community engagement. Prior to joining P.U.M.A., Ethan worked as a research assistant for the University of Colorado Denver, coauthoring a report on how the City of Denver could improve its community engagement apparatus. In this role he also contributed to a regional housing affordability research project in collaboration with Denver metro organizations and governments including the Denver Regional Council of Governments (DRCOG).

Representative P.U.M.A. projects include:

- Supporting the creation of downtown development authorities (DDAs) in Lafayette, CO and Aurora, CO and a business improvement district (BID) in Downtown Albuquerque, NM through plan writing, engagement, and database management
- Assisting with market research, community engagement, and existing conditions analysis for the award winning Wheat Ridge Prosperity Plan: an Economic Development Strategy in Wheat Ridge, CO
- Conducting geospatial and data analysis to guide the Downtown Denver Ground ·oor Activation Strategy for the Downtown Denver Partnership

PAST EXPERIENCE

"Improving Community Engagement & Constituent Services," CU Denver, CO, 2022-2023
Coauthored a community engagement report funded by the Denver Mayor's Of ·ce and supported by Denver City Council. Contributed by performing advanced GIS analysis, researching comparable cities' engagement structures, facilitating a community listening session with nonpro ·t leaders, and reaching out to community leaders and city employees across Denver to understand their thoughts on how the City could improve its community engagement. Assisted in analysis and compiling ·nal recommendations for the City of Denver on how to create a more equitable and supportive neighborhood organization structure.

"Seeking Housing Affordability in the Denver Metro Area," CU Denver, CO, 2022-2023
Created an index to score municipalities in the Denver region on how well they have responded to the housing crisis by researching restrictive zoning codes, ADU ordinances, Community Development Block Grant (CDBG) funding, and planning documents. Managed a team of analysts to create a generalized zoning map of the Denver region to understand how zoning limits housing supply. Provided evidence for policy work and advocacy being done at the local, regional, and state levels around housing supply and zoning codes.

AmeriCorps VISTA, New Mexico Out-of-School Time Network, Albuquerque, NM, 2021-2022
Collaborated with national and statewide leaders in out-of-school time programs to advance programming for young women and people of color. Created a series of briefs on the STEM gender gap to inform policy makers, educators, and stakeholders. Authored an opinion piece in the *Albuquerque Journal* arguing for expanded state funding for afterschool programs. Strengthened New Mexico's afterschool community by disseminating useful resources, such as a monthly STEM newsletter to 1,800 subscribers.

AFFILIATIONS

American Planning Association (APA)
International Downtown Association (IDA)
Downtown Colorado, Inc. (DCI)

EDUCATION

Master of Urban and Regional Planning, University of Colorado Denver
Bachelor of Arts, Political Science, Minors in Music and Spanish, Western Washington University

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES
P.U.M.A.





LOCATION:
Albuquerque, NM

YEARS:
2025

REFERENCE:
Jennifer Jackson
Deputy Director
Metropolitan Redevelopment Agency (MRA)
City of Albuquerque
505.263.5376
jjackson@cabq.gov

DEFINING AND EVALUATING SLUM AND BLIGHT

As part of an on-call technical assistance contract, P.U.M.A. worked with Albuquerque's Metropolitan Redevelopment Agency (MRA) to research and establish a transparent and quantifiable process for measuring "slum and blight." The MRA, charged with spurring revitalization in underutilized and blighted areas through financial incentives and public-private partnerships, desired a more streamlined and standardized approach to evaluating blight beyond the general language in the state statute. This effort coincided with the City's rollout of its new Tax Increment Financing (TIF) program to stimulate growth and revitalization, particularly in designated Metropolitan Redevelopment Areas (MR Areas).

The first phase of work was researching case studies from peer cities that offer best practices for evaluating blight. These case studies helped inform a new, comprehensive Evaluation Framework that establishes objective metrics and methodologies, consolidates 13 criteria (defined in the state statute) into seven categories, and offers a simplified way to determine the presence of slum & blight conditions. The framework borrows from best practice research conducted for peer cities including Boise, Idaho; Colorado Springs, Colorado; Denver, Colorado; Oklahoma City, Oklahoma; and San Antonio, Texas.

P.U.M.A. also created a high-level Commercial Areas Typologies matrix, based in part on simplified slum & blight criteria to convey the general trends of a given area. Its purpose it to guide MRA and City staff, elected officials, and developers to better gauge the need for an MR Area designation and the applicability of financial tools such as TIF, as well as a helpful guide for determining when MR Areas term out and when to update district planning documents.





LOCATION:
Boulder, Colorado

YEARS:
1999 - PRESENT

REFERENCE:
Terri Takata-Smith
Vice President of Marketing & Communications
Downtown Boulder Partnership
303.449.3774
terri@downtownboulder.org

Reegan Brown
Senior Project Manager, Community Vitality
City of Boulder
720.660.9334
brownr@bouldercolorado.gov

DOWNTOWN BOULDER

P.U.M.A. has enjoyed a series of engagements preparing Downtown Boulder for a variety of market challenges and opportunities for over 25 years, including:

Downtown Business Improvement District Formation (1999)

In 1999, we worked with property owners, businesses, and city officials to form the Downtown Business Improvement District (BID). The BID has proven essential to elevating maintenance and marketing and bolstering downtown's niche position.

Downtown Boulder Strategic Plan (2005)

Later, P.U.M.A. facilitated a Downtown Strategic Plan process that assessed economic and political forces and engaged stakeholders and organizations into the development the plan. A market snapshot was conducted to inform recommendations on areas of program emphasis for the short- and mid-term including small business support, parking management, and marketing strategies, plus organizational roles and responsibilities to implement recommendations.

Downtown Boulder Retail Vibrancy Study (2017-2018)

In 2017, P.U.M.A. was hired along with MJB Consulting, to prepare a recommendations study for Downtown Retail Vibrancy. Using data analysis, stakeholder input, and direct observation, the team made a variety of action recommendations in six thematic areas for how the City and BID can reinforce and support the existing distinctive and vibrant retail experience in the face of new economic changes and challenges.

Downtown Boulder Foundation Strategic Plan (2020)

After recommending that Downtown Boulder create a 501(c)3 foundation affiliate in 2017, P.U.M.A. was hired to support an organizational refresh in order to better align the foundation with civic priorities. Through outreach to the organization's leadership, interviews with community members, and best practices research, a framework was presented with a new vision statement, revised mission, and clear areas of focus. New prioritized strategies include investing in cultural experiences, community connections, and planning for the future of downtown.

Boulder Citywide Improvement District Analysis (2025)

In early 2025, the City of Boulder's Community Vitality Department tapped our team to assess how existing and potential district management tools could address current challenges and unlock new opportunities for reinvestment in the city's commercial areas. The resulting Improvement District Analysis built on past planning efforts, included focused stakeholder engagement, and evaluated the conditions and financial performance of each General Improvement District (GID) in the City of Boulder. The report outlines a strategic framework for adapting existing GIDs and exploring new tools, offering tailored, consensus-driven recommendations that align district-specific needs with citywide priorities.

Boulder Downtown Development Authority Formation (2025-2026)

Building on a key recommendation that emerged through the Improvement District Analysis process, the P.U.M.A. team is currently working with the City of Boulder and downtown stakeholders to create a Downtown Development Authority (DDA), a State of Colorado-enabled, TIF-based mechanism focused on downtown revitalization. The process will include a financial analysis, extensive community engagement, and creation of a Plan of Development that will serve as a roadmap for DDA investments after it is created.





LOCATION:
Wheat Ridge, Colorado

YEAR:
2024

REFERENCE:
Steve Art
Economic Development Manager
Urban Renewal Executive Director
City of Wheat Ridge
720.454.9040
sart@ci.wheatridge.co.us

WHEAT RIDGE PROSPERITY PLAN: AN ECONOMIC DEVELOPMENT STRATEGY

In 2024, P.U.M.A. partnered with Arland Land Use Economics on a forward-looking, collaborative, market-based plan to guide decision-making, investments, and strategic partnerships over the next decade for the City of Wheat Ridge.

The plan offers a well-balanced approach to economic development that enhances quality of life and identifies areas for strategic investment and workforce development. It seeks to enhance bicycle and pedestrian access to business districts while also retaining and boosting the supply of small-scale industrial and flex space. The plan also lays out strategies to continue developing walkable, neighborhood-serving commercial areas by focusing on key nodes and intersections along the City's east-west corridors. At the same time, it recognizes the importance of north-south corridors as critical revenue drivers due to their regional-serving commercial activity and their potential for large-scale, new developments.

The planning process combined a robust market assessment with extensive community engagement. The market assessment studied the community through the lens of residential, demographic and employment trends, real estate dynamics, and other metrics to assess business and economic activity. The team gathered community input by meeting with key stakeholders, focus groups, City staff, and City leaders and attending open houses to collect feedback about the community's aspirations.

To better understand opportunities for improving systems and policies the team also examined the City's economic development functions and the broader ecosystem of businesses support organizations. Recommendations included maintaining hand-ons business support, continuing to improve the permit review process, retooling incentive programs, and pushing for greater collaboration between overlapping organizations.





LOCATION:
Aurora, Colorado

YEARS:
2024 - PRESENT

REFERENCE:
Laura Perry
Deputy City Manager
City Manager's Office
City of Aurora
303.739.7223
lperry@auroragov.org

COLFAX COMMUNITY VISION & ACTION PLAN AND DDA FORMATION

P.U.M.A. worked with the City of Aurora and the Aurora Urban Renewal Authority (AURA) to create a community-driven vision and implementation framework for the East Colfax corridor, Aurora's historic downtown. The effort culminated in voter approval of a new Downtown Development Authority (DDA) and Tax Increment Financing (TIF) district in November 2025.

The project began with a feasibility phase focused on evaluating district options, identifying service priorities, and engaging property owners, businesses, residents, and City leadership. Building from that input, P.U.M.A. prepared the Plan of Development, defining the district's boundaries, governance, budget, revenue tools, and work program, with priorities including infrastructure, safety, arts and culture, affordable housing, and anti-displacement.

Just as important, the process was designed to build trust and broaden participation in a historically under-invested corridor. Through high-touch, multilingual outreach and close coordination with community partners, the project advanced a locally rooted implementation model that also proposes a companion Community Development Corporation (CDC) to expand revitalization capacity beyond the DDA boundary. Voters approved DDA formation and TIF by strong margins, 80% and 83%, positioning East Colfax for sustained, community-led reinvestment.

P.U.M.A. continues to support the district's next phase through guidance on the DDA board nomination process and early organizational start-up, helping position the new entity for effective implementation.







LOCATION:
Tucson, Arizona

YEAR:
2022

REFERENCE:
Kathleen Eriksen
President and CEO
Downtown Tucson Partnership
520.268.9030
kathleeneriksen@downtowntucson.org

DOWNTOWN TUCSON PARTNERSHIP STRATEGIC PLAN

Completed in 2022, the Downtown Tucson Partnership (DTP) Five-Year Strategic Plan completed by P.U.M.A. is intended to guide Downtown Tucson's evolution and enhance its value proposition over the next five years. The plan was informed by stakeholder input, current market trends, impacts of COVID-19, and best practices from downtown organizations across the country. More than 1,000 stakeholder voices were heard from a combination of interviews, group meetings, workshops and an online survey.

The community's top ten priorities were identified, including improved outreach services to unhoused populations, storefront activation and occupancy, enhanced safety, return of events and in-person activation, cultivating an "outdoor downtown," supporting workforce and affordable housing, more family-friendly amenities, improved multi-modal options, support for arts and culture, and recruitment of primary employers. Goals, objectives, and tactics were then identified, laying out a roadmap to implement these community priorities. The Strategic Plan also included organizational recommendations for DTP on staffing, the Board of Directors, committees, and revenue diversification moving forward.





LOCATION:
Denver, Colorado

YEARS:
2024 - PRESENT

REFERENCES:
Kourtny Garrett
President & CEO
Downtown Denver Partnership
303.534.6161
kgarrett@downtowndenver.com

DOWNTOWN DENVER DDA EXPANSION & STRATEGIC PLAN

P.U.M.A. has partnered with the Downtown Denver Partnership and the City of Denver on two significant initiatives shaping the future of Downtown Denver.

Downtown Development Authority Expansion
Beginning in early 2024, P.U.M.A. worked with the City of Denver to update the Downtown Denver Development Authority's Plan of Development and expand the DDA boundaries to encompass all of downtown, following the early retirement of Union Station-related bonds.

P.U.M.A. developed a new Plan of Development addressing post-pandemic economic challenges, including elevated office vacancy and lagging return-to-work rates. The plan established five investment categories to guide more than $500 million in projected tax increment financing through 2038. The DDA expansion was approved by more than 81% of eligible voters in November 2024 and adopted by City Council in December.

Downtown Denver BID Strategic Plan
In late 2025, P.U.M.A. was engaged by the Downtown Denver Business Improvement District to develop a Strategic Plan guiding the organization's evolution over the next ten years, building on prior work including the 2007 Downtown Area Plan, post-pandemic storefront activation strategies, and the 2024 DDA expansion.

The process encompasses an external environment assessment, an internal organizational review, and updated strategic recommendations — including a comprehensive financial analysis of the BID's assessment methodology, which has remained largely unchanged for more than 40 years. Broad stakeholder engagement through interviews, roundtables, and a district-wide survey will inform the final plan, expected to be completed in mid-2026.

RATE SHEET

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name/Position	Project Responsibilities	Hourly Rate
Brad Segal, President & Founding Partner	Real Estate Economics, Strategic Planning, Special District Formation & Renewal, Leadership Facilitation, Community Engagement, Development Finance	$235
Amanda Kannard, Vice President & Managing Partner	Project Management, Downtown, Neighborhood, & Strategic Planning, District Formation & Renewal, Data Visualization & Graphic Design	$190
Daniel Makela, Vice President & Market Team Lead	Project Management, District Formation & Renewal, Downtown & Strategic Planning, Market Research, Data Analysis, Graphic Design	$175
Chloe Shipp, Vice President & West Coast Region Lead	Place Management, District Operations, District Formation & Renewal, Strategic Planning	$175
Yvette Freeman, Senior Strategist	Community Engagement, Business Development, District Management & Operations	$175
Andrea Buglione, Senior Associate	Project Management, Economic Development, Market Analysis, District Formation & Renewal, Community Engagement	$160
Naomi Lacewell, Senior Associate	Project Management, Downtown & Neighborhood Planning, Community Engagement, Data Analysis & Visualization	$160
Michelle Valeri, Senior Associate	Project Management, Marketing & Communications, Brand Management, Graphic Design, Community Engagement	$160
Ethan Greene, Associate	Downtown & Neighborhood Planning, Market Research, Data Analysis & Visualization, Community Engagement	$135

Estimate for travel: $1,000 per person per visit.

Pay Equity Reporting Form

City of Albuquerque
www.cabq.gov

Bernalillo County
www.bernco.gov

0

Water Authority
www.abcwua org

Company Details

Company Name	Progressive Urban Management Associates	Mailing Address	1630 Welton Street, Suite 500C Denver, CO 80202
Phone	3032504906		
Email Address	brad@pumaworldhq.com	NM Employees?	no

Job Category		No. Females	No. Males	Gap (Abs.%)
1.1	Exec/Senior Level Officials/Mgrs			
1.2	FirsUMid Level Officials/Mgrs			
2	Professionals			
3	Technicians			
4	Sales Workers			
5	Office and Admin. Support			
6	Craft Workers {Skilled)			
7	Operatives (Semi-Skilled)			
8	Laborers (Unskilled)			
9	Service Workers			
	Overall Total			

Total# of Females (all categories)	Total# of Males (all categories)
Total# Female Only Job Categories	Total# Male Only Job Categories
Total# Part Time Females	Total# Part Time Males
Female % Workforce	Male % of Workforce
Total# Employees	Total # Non-Binary Employees

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may require you to get third part?nyour own expense.

Brad Segal, President		Mar 26, 2026
Name and Title	Signature	Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, you are eligible for a 5% preference. Please keep in mind that a completed Pay Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

QUALIFICATIONS FOR:

CITY OF ALBUQUERQUE

RFP 01-2026 REDEVELOPMENT SERVICES

SUBMITTED BY:

PROGRESSIVE URBAN MANAGEMENT ASSOCIATES

APRIL 3, 2026

PLACOLL-01 KCHACHERE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 3/31/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER HUB International Insurance Services (SOW) 6565 Americas Parkway Suite 720 Albuquerque, NM 87110	CONTACT NAME: Kimberly Chachere PHONE (A/C, No, Ext): (505) 944-8414 FAX (A/C, No): (505) 266-3500 E-MAIL ADDRESS: kimberly.chachere@hubinternational.com
INSURED Morrow Reardon Wilkinson Miller, Ltd. dba Pland Collaborative 600 1st NW, Suite 100 Albuquerque, NM 87102	INSURER(S) AFFORDING COVERAGE — NAIC # INSURER A : Sentinel Insurance Company, Ltd. — 11000 INSURER B : Nutmeg Insurance Co. — 39608 INSURER C : Capitol Specialty Insurance Corporation — 10328 INSURER D : INSURER E : INSURER F :

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 2,000,000
	CLAIMS-MADE X OCCUR	X	X	34 SBA II8001 SC	5/4/2025	5/4/2026	DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
	X Primary						MED EXP (Any one person)	$ 10,000
	X Non-Contributory						PERSONAL & ADV INJURY	$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 4,000,000
	X POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	$ 4,000,000
	OTHER:							$
B	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
	X ANY AUTO			34UECAE7082 SC	5/4/2025	5/4/2026	BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY / SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR						EACH OCCURRENCE	$ 2,000,000
	EXCESS LIAB CLAIMS-MADE			34 SBA II8001 SC	5/4/2025	5/4/2026	AGGREGATE	$ 2,000,000
	DED X RETENTION $ 10,000							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						X PER STATUTE OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N (Mandatory in NH)	N / A		34 WEC AD4U6V	5/4/2025	5/4/2026	E.L. EACH ACCIDENT	$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000
C	Prof Liability			AE20251011-01	5/4/2025	5/4/2026	Each Claim	2,000,000
C	Prof Liability			AE20251011-01	5/4/2025	5/4/2026	Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
RE: RFP Number: 01-2026-Redevelopment Services

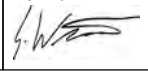
CERTIFICATE HOLDER

City of Albuquerque
P.O. Box 1293
Albuquerque, NM 87103

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



© 1988-2015 ACORD CORPORATION. All rights reserved.
The ACORD name and logo are registered marks of ACORD

QUICK REFERENCE
BUSINESS LIABILITY COVERAGE FORM
READ YOUR POLICY CAREFULLY

BUSINESS LIABILITY COVERAGE FORM	Beginning on Page
A. COVERAGES Business Liability Medical Expenses Coverage Extension - Supplementary Payments	
B. EXCLUSIONS	
C. WHO IS AN INSURED	10
D. LIABILITY AND MEDICAL EXPENSES LIMITS OF INSURANCE	14
E. LIABILITY AND MEDICAL EXPENSES GENERAL CONDITIONS	15
1. Bankruptcy	15
2. Duties In The Event Of Occurrence, Offense, Claim Or Suit	15
3. Financial Responsibility Laws	16
4. legal Action Against Us	16
5. Separation Of Insureds	16
6. Representations	16
7. Other Insurance	16
8. Transfer Of Rights Of Recovery Against Others To Us	17
F. OPTIONAL ADDITIONAL INSURED COVERAGES	18
Additional Insureds	18
G. LIABILITY AND MEDICAL EXPENSES DEFINITIONS	20

BUSINESS LIABILITY COVERAGE FORM

Various provisions in this policy restrict coverage. Read the entire policy carefully to determine rights, duties and what is and is not covered.

Throughout this policy the words "you" and "your" refer to the Named Insured shown in the Declarations. The words "we", "us" and "our" refer to the stock insurance company member of The Hartford providing this insurance.

The word "insured" means any person or organization qualifying as such under Section C. - Who Is An Insured.

Other words and phrases that appear in quotation marks have special meaning. Refer to Section G. - Liability And Medical Expenses Definitions.

A. COVERAGES

1. BUSINESS LIABILITY COVERAGE (BODILY INJURY, PROPERTY DAMAGE, PERSONAL AND ADVERTISING INJURY)

Insuring Agreement

a. We will pay those sums that the insured becomes legally obligated to pay as damages because of "bodily injury", "property damage" or "personal and advertising injury" to which this insurance applies. We will have the right and duty to defend the insured against any "suit" seeking those damages. However, we will have no duty to defend the insured against any "suit" seeking damages for "bodily injury", "property damage" or "personal and advertising injury" to which this insurance does not apply.

We may, at our discretion, investigate any "occurrence" or offense and settle any claim or "suit" that may result. But:

(1) The amount we will pay for damages is limited as described in Section D. - Liability And Medical Expenses Limits Of Insurance; and

(2) Our right and duty to defend ends when we have used up the applicable limit of insurance in the payment of judgments, settlements or medical expenses to which this insurance applies.

No other obligation or liability to pay sums or perform acts or services is covered unless explicitly provided for under Coverage Extension - Supplementary Payments.

b. This insurance applies:

(1) To "bodily injury" and "property damage" only if:

(a) The "bodily injury" or "property damage" is caused by an "occurrence" that takes place in the "coverage territory";

(b) The "bodily injury" or "property damage" occurs during the policy period; and

(c) Prior to the policy period, no insured listed under Paragraph 1. of Section C. - Who Is An Insured and no "employee" authorized by you to give or receive notice of an "occurrence" or claim, knew that the "bodily injury" or "property damage" had occurred, in whole or in part. If such a listed insured or authorized "employee" knew, prior to the policy period, that the "bodily injury" or "property damage" occurred, then any continuation, change or resumption of such "bodily injury" or "property damage" during or after the policy period will be deemed to have been known prior to the policy period.

(2) To "personal and advertising injury" caused by an offense arising out of your business, but only if the offense was committed in the "coverage territory" during the policy period.

c. "Bodily injury" or "property damage- will be deemed to have been known to have occurred at the earliest time when any insured listed under Paragraph 1. of Section C. - Who Is An Insured or any "employee" authorized by you to give or receive notice of an "occurrence" or claim:

(1) Reports all, or any part, of the "bodily injury" or "property damage" to us or any other insurer;

© 2005, The Hartford

(2) Receives a written or verbal demand or claim for damages because of the "bodily injury" or "property damage"; or

(3) Becomes aware by any other means that "bodily injury" or "property damage" has occurred or has begun to occur.

d. Damages because of "bodily injury" include damages claimed by any person or organization for care, loss of services or death resulting at any time from the "bodily injury".

e. Incidental Medical Malpractice

(1) "Bodily injury" arising out of the rendering of or failure to render professional health care services as a physician, dentist, nurse, emergency medical technician or paramedic shall be deemed to be caused by an "occurrence", but only if:

(a) The physician, dentist, nurse, emergency medical technician or paramedic is employed by you to provide such services; and

(b) You are not engaged in the business or occupation of providing such services.

(2) For the purpose of determining the limits of insurance for incidental medical malpractice, any act or omission together with all related acts or omissions in the furnishing of these services to any one person will be considered one "occurrence".

2. MEDICAL EXPENSES

Insuring Agreement

a. We will pay medical expenses as described below for "bodily injury" caused by an accident:

(1) On premises you own or rent;

(2) On ways next to premises you own or rent; or

(3) Because of your operations;

provided that:

(1) The accident takes place in the "coverage territory" and during the policy period;

(2) The expenses are incurred and reported to us within three years of the date of the accident; and

(3) The injured person submits to examination, at our expense, by physicians of our choice as often as we reasonably require.

b. We will make these payments regardless of fault. These payments will not exceed the applicable limit of insurance. We will pay reasonable expenses for:

(1) First aid administered at the time of an accident;

(2) Necessary medical, surgical, x-ray and dental services, including prosthetic devices; and

(3) Necessary ambulance, hospital, professional nursing and funeral services.

3. COVERAGE EXTENSION - SUPPLEMENTARY PAYMENTS

a. We will pay, with respect to any claim or "suit" we investigate or settle, or any "suit" against an insured we defend:

(1) All expenses we incur.

(2) Up to $1,000 for the cost of bail bonds required because of accidents or traffic law violations arising out of the use of any vehicle to which Business Liability Coverage for "bodily injury" applies. We do not have to furnish these bonds.

(3) The cost of appeal bonds or bonds to release attachments, but only for bond amounts within the applicable limit of insurance. We do not have to furnish these bonds.

(4) All reasonable expenses incurred by the insured at our request to assist us in the investigation or defense of the claim or "suit", including actual loss of earnings up to $500 a day because of time off from work.

(5) All costs taxed against the insured in the "suit".

(6) Prejudgment interest awarded against the insured on that part of the judgment we pay. If we make an offer to pay the applicable limit of insurance, we will not pay any prejudgment interest based on that period of time after the offer.

(7) All interest on the full amount of any judgment that accrues after entry of the judgment and before we have paid, offered to pay, or deposited in court the part of the judgment that is within the applicable limit of insurance.

Any amounts paid under (1) through (7) above will not reduce the limits of insurance.

b. If we defend an insured against a "suit" and an indemnitee of the insured is also named as a party to the "suit", we will defend that indemnitee if all of the following conditions are met:

(1) The "suit" against the indemnitee seeks damages for which the insured has assumed the liability of the indemnitee in a contract or agreement that is an "insured contract";

(2) This insurance applies to such liability assumed by the insured;

(3) The obligation to defend, or the cost of the defense of, that indemnitee, has also been assumed by the insured in the same "insured contract";

(4) The allegations in the "suit" and the information we know about the "occurrence" are such that no conflict appears to exist between the interests of the insured and the interest of the indemnitee;

(5) The indemnitee and the insured ask us to conduct and control the defense of that indemnitee against such "suit" and agree that we can assign the same counsel to defend the insured and the indemnitee; and

(6) The indemnitee:

(a) Agrees in writing to:

(i) Cooperate with us in the investigation, settlement or defense of the "suit";

(ii) Immediately send us copies of any demands, notices, summonses or legal papers received in connection with the "suit";

(iii) Notify any other insurer whose coverage is available to the indemnitee; and

(iv) Cooperate with us with respect to coordinating other applicable insurance available to the indemnitee; and

(b) Provides us with written authorization to:

(i) Obtain records and other information related to the "suit"; and

(ii) Conduct and control the defense of the indemnitee in such "suit".

So long as the above conditions are met, attorneys' fees incurred by us in the defense of that indemnitee, necessary litigation expenses incurred by us and necessary litigation expenses incurred by the indemnitee at our request will be paid as Supplementary Payments.

Notwithstanding the provisions of Paragraph 1.b.(b) of Section B. - Exclusions, such payments will not be deemed to be damages for "bodily injury" and "property damage" and will not reduce the Limits of Insurance.

Our obligation to defend an insured's indemnitee and to pay for attorneys' fees and necessary litigation expenses as Supplementary Payments ends when:

(1) We have used up the applicable limit of insurance in the payment of judgments or settlements; or

(2) The conditions set forth above, or the terms of the agreement described in Paragraph (6) above, are no longer met.

B. EXCLUSIONS

1. Applicable To Business Liability Coverage

This insurance does not apply to:

a. Expected Or Intended Injury

(1) "Bodily injury" or "property damage" expected or intended from the standpoint of the insured. This exclusion does not apply to -bodily injury" or "property damage" resulting from the use of reasonable force to protect persons or property; or

(2) "Personal and advertising injury" arising out of an offense committed by, at the direction of or with the consent or acquiescence of the insured with the expectation of inflicting "personal and advertising injury".

b. Contractual Liability

(1) "Bodily injury" or "property damage"; or

(2) "Personal and advertising injury"

for which the insured is obligated to pay damages by reason of the assumption of liability in a contract or agreement.

This exclusion does not apply to liability for damages because of:

(a) "Bcxlily injury", "property damage" or "personal and advertising injury" that the insured would have in the absence of the contract or agreement; or

(b) "Bodily injury" or "property damage" assumed in a contract or agreement that is an "insured contract", provided the "bodily injury" or "property damage" occurs subsequent to the execution of the contract or agreement. Solely for the purpose of liability assumed in an "insured contract", reasonable attorneys' fees and necessary litigation expenses incurred by or for a party other than an insured are deemed to be damages because of "bodily injury" or "property damage" provided:

(i) Liability to such party for, or for the cost of, that party's defense has also been assumed in the same "insured contract", and

(II) Such attorneys' fees and litigation expenses are for defense of that party against a civil or alternative dispute resolution proceeding in which damages to which this insurance applies are alleged.

c. Liquor Liability

"Bodily injury" or "property damage" for which any insured may be held liable by reason of:

(1) Causing or contributing to the intoxication of any person;

(2) The furnishing of alcoholic beverages to a person under the legal drinking age or under the influence of alcohol; or

(3) Any statute, ordinance or regulation relating to the sale, gift, distribution or use of alcoholic beverages.

This exclusion applies only if you are in the business of manufacturing, distributing, selling, serving or furnishing alcoholic beverages.

d. Workers' Compensation And Similar Laws

Any obligation of the insured under a workers' compensation, disability benefits or unemployment compensation law or any similar law.

e. Employer's Liability

"Bodily injury" to:

(1) An "employee" of the insured arising out of and in the course of:

(a) Employment by the insured; or

(b) Performing duties related to the conduct of the insured's business, or

(2) The spouse, child, parent, brother or sister of that "employee" as a consequence of (1) above.

This exclusion applies:

(1) Whether the insured may be liable as an employer or in any other capacity; and

(2) To any obligation to share damages with or repay someone else who must pay damages because of the injury.

This exclusion does not apply to liability assumed by the insured under an "insured contract".

f. Pollution

(1) "Bodily injury", "property damage" or "personal and advertising injury" arising out of the actual, alleged or threatened discharge, dispersal, seepage, migration, release or escape of"pollutants":

(a) At or from any premises, site or location which is or was at any time owned or occupied by, or rented or loaned to any insured. However, this subparagraph does not apply to:

(I) "Bodily injury" if sustained within a building and caused by smoke, fumes, vapor or soot produced by or originating from equipment that is used to heat, cool or dehumidify the building, or equipment that is used to heat water for personal use, by the building's occupants or their guests;

(ii) "Bodily injury" or "property damage" for which you may be held liable, if you are a contractor and the owner or lessee of such premises, site or location has been added to your policy as an additional insured with respect to your ongoing operations performed for that additional insured at that premises, site or location and such premises, site or location is not and never was owned or occupied by, or rented or loaned to, any insured, other than that additional insured; or

(HI) "Bodily injury" or "property damage" arising out of heat, smoke or fumes from a "hostile fire";

(b) At or from any premises, site or location which is or was at any time used by or for any insured or others for the handling, storage, disposal, processing or treatment of waste;

(c) Which are or were at any time transported, handled, stored, treated, disposed of, or processed as waste by or for:

(i) Any insured; or

(II) Any person or organization for whom you may be legally responsible;

(d) At or from any premises, site or location on which any insured or any contractors or subcontractors working directly or indirectly on any insured's behalf are performing operations if the "pollutants" are brought on or to the premises, site or location in connection with such operations by such insured, contractor or subcontractor. However, this subparagraph does not apply to:

(i) "Bodily injury" or "property damage" arising out of the escape of fuels, lubricants or other operating fluids which are needed to perform the normal electrical, hydraulic or mechanical functions necessary for the operation of "mobile equipment" or its parts, if such fuels, lubricants or other operating fluids escape from a vehicle part designed to hold, store or receive them. This exception does not apply if the "bodily injury" or "property damage" arises out of the intentional discharge, dispersal or release of the fuels, lubricants or other operating fluids, or if such fuels, lubricants or other operating fluids are brought on or to the premises, site or location with the intent that they be discharged, dispersed or released as part of the operations being performed by such insured, contractor or subcontractor;

(ii) "Bodily injury" or "property damage" sustained within a building and caused by the release of gases, fumes or vapors from materials brought into that building in connection with operations being performed by you or on your behalf by a contractor or subcontractor; or

(iii) "Bodily injury" or "property damage" arising out of heat, smoke or fumes from a "hostile fire"; or

(e) At or from any premises, site or location on which any insured or any contractors or subcontractors working directly or indirectly on any insured's behalf are performing operations if the operations are to test for, monitor, clean up, remove, contain, !real detoxify or neutralize, or in any way respond to, or assess the effects of, "pollutants".

(2) Any loss, cost or expense arising out of any:

(a) Request, demand, order or statutory or regulatory requirement that any insured or others test for, monitor, dean up, remove, contain, treat, detoxify or neutralize, or in any way respond to, or assess the effects of, "pollutants"; or

(b) Claim or suit by or on behalf of a governmental authority for damages because of testing for, monitoring, cleaning up, removing, containing, treating, detoxifying or neutralizing, or in any way responding to, or assessing the effects of, "pollutants".

However, this paragraph does not apply to liability for damages because of "property damage" that the insured would have in the absence of such request, demand, order or statutory or regulatory requirement, or such claim or "suit" by or on behalf of a governmental authority.

g. Aircraft, Auto Or Watercraft

"Bodily injury" or "property damage" arising out of the ownership, maintenance, use or entrustment to others of any aircraft, "auto" or watercraft owned or operated by or rented or loaned to any insured. Use includes operation and "loading or unloading".

This exclusion applies even if the claims against any insured allege negligence or other wrongdoing in the supervision, hiring, employment, training or monitoring of others by that insured, if the "occurrence" which caused the "bodily injury" or "property damage" involved the ownership, maintenance, use or entrustment to others of any aircraft, "auto" or watercraft that is owned or operated by or rented or loaned to any insured.

This exclusion does not apply to:

(1) A watercraft while ashore on premises you own or rent;

(2) A watercraft you do not own that is:

(a) Less than 51 feet long; and

(b) Not being used to carry persons for a charge;

(3) Parking an "auto" on, or on the ways next to, premises you own or rent, provided the "auto" is not owned by or rented or loaned to you or the insured;

(4) liability assumed under any "insured contracr for the ownership, maintenance or use of aircraft or watercraft;

(5) "Bodily injury" or "property damage" arising out of the operation of any of the equipment listed in Paragraph f.(2) or f.(3) of the definition of "mobile equipment"; or

(6) An aircraft that is not owned by any insured and is hired, chartered or loaned with a paid crew. However, this exception does not apply if the insured has any other insurance for such "bodily injury" or "property damage", whether the other insurance is primary, excess, contingent or on any other basis.

h. Mobile Equipment

"Bodily injury" or "property damage" arising out of:

(1) The transportation of "mobile equipmenr by an "auto" owned or operated by or rented or loaned to any insured; or

(2) The use of "mobile equipment" in, or while in practice or preparation for, a prearranged racing, speed or demolition contest or in any stunting activity.

i. War

"Bodily injury", "property damage" or "personal and advertising injury", however caused, arising, directly or indirectly, out of:

(1) War, including undeclared or civil war;

(2) Warlike action by a military force, including action in hindering or defending against an actual or expected attack, by any government, sovereign or other authority using military personnel or other agents; or

(3) Insurrection, rebellion, revolution, usurped power, or action taken by governmental authority in hindering or defending against any of these.

j. Professional Services

"Bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of or failure to render any professional service. This includes but is not limited to:

(1) Legal, accounting or advertising services;

(2) Preparing, approving, or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or drawings and specifications;

(3) Supervisory, inspection, architectural or engineering activities;

(4) Medical, surgical, dental, x-ray or nursing services treatment, advice or instruction;

(5) Any health or therapeutic service treatment, advice or instruction;

(6) Any service, treatment, advice or instruction for the purpose of appearance or skin enhancement, hair removal or replacement or personal grooming;

(7) Optical or hearing aid services including the prescribing, preparation, fitting, demonstration or distribution of ophthalmic lenses and similar products or hearing aid devices;

(8) Optometry or optometric services induding but not limited to examination of the eyes and the prescribing, preparation, fitting.demonstration or distribution of ophthalmic lenses and similar products:

(9) Any:

(a) Body piercing (not including ear piercing);

(b) Tattooing, including but not limited to the insertion of pigments into or under the skin; and

(c) Similar services;

(10) Services in the practice of pharmacy; and

(11) Computer consulting, design or programming services, including web site design.

Paragraphs (4) and (5) of this exclusion do not apply to the Incidental Medical Malpractice coverage afforded under Paragraph 1.e. in Section A. - Coverages.

k. Damage To Property

"Property damage" to:

(1) Property you own, rent or occupy, including any costs or expenses incurred by you, or any other person, organization or entity, for repair, replacement, enhancement, restoration or maintenance of such property for any reason, including prevention of injury to a person or damage to another's property;

(2) Premises you sell, give away or abandon, if the "property damage" arises out of any part of those premises;

(3) Property loaned to you;

(4) Personal property in the care, custody or control of the insured;

(5) That particular part of real property on which you or any contractors or subcontractors working directly or indirectly on your behalf are perfonning operations, if the "property damage" arises out of those operations; or

(6) That particular part of any property that must be restored, repaired or replaced because "your work" was incorrectly performed on it.

Paragraphs (1), (3) and (4) of this exclusion do not apply to "property damage" (other than damage by fire) to premises, including the contents of such premises, rented to you for a period of 7 or fewer consecutive days. A separate Limit of Insurance applies to Damage To Premises Rented To You as described in Section D. - Limits Of Insurance.

Paragraph (2) of this exclusion does not apply if the premises are "your work" and were never occupied, rented or held for rental by you.

Paragraphs (3) and (4) of this exclusion do not apply to the use of elevators.

Paragraphs (3), (4), (5) and (6) of this exclusion do not apply to liability assumed under a sidetrack agreement.

Paragraphs (3) and (4) of this exclusion do not apply to "property damage" to borrowed equipment while not being used to perform operations at a job site.

Paragraph (6) of this exclusion does not apply to "property damage" included in the "products-completed operations hazard".

I. Damage To Your Product

"Property damage" to "your product" arising out of ii or any part of it.

m. Damage To Your Work

"Property damage" to "your work" arising out of it or any part of it and included in the "products-completed operations hazard".

This exclusion does not apply if the damaged work or the work out of which the damage arises was perlormed on your behalf by a subcontractor.

n. Damage To Impaired Property Or Property Not Physically Injured

"Property damage" to "impaired property" or property that has not been physically injured, arising out of:

(1) A defect, deficiency, inadequacy or dangerous condition in "your product" or "your work"; or

(2) A delay or failure by you or anyone acting on your behalf to perform a contract or agreement in accordance with its terms.

This exclusion does not apply to the loss of use of other property arising out of sudden and accidental physical injury to "your product" or "your work" after it has been put to its intended use.

o. Recall Of Products, Work Or Impaired Property

Damages claimed for any loss, cost or expense incurred by you or others for the loss of use, withdrawal, recall, inspection, repair, replacement, adjustment, removal or disposal of:

(1) "Your product";
(2) "Your work"; or
(3) "Impaired property";

if such product, work or property is withdrawn or recalled from the market or from use by any person or organization because of a known or suspected defect, deficiency, inadequacy or dangerous condition in it.

p. Personal And Advertising Injury

"Personal and advertising injury":

(1) Arising out of oral, written or electronic publication of material, if done by or at the direction of the insured with knowledge of its falsity;

(2) Arising out of oral, written or electronic publication of material whose first publication took place before the beginning of the policy period;

(3) Arising out of a criminal act committed by or at the direction of the insured;

(4) Arising out of any breach of contract, except an implied contract lo use another's "advertising idea" in your "advertisement";

(5) Arising out of the failure of goods, products or services to conform with any statement of quality or performance made in your "advertisement";

(6) Arising out of the wrong description of the price of goods, products or services;

(7) Arising out of any violation of any intellectual property rights such as copyright, patent, trademark, trade name, trade secret, service mark or other designation of origin or authenticity.

However, this exclusion does not apply to infringement, in your "advertisemenr, of

(a) Copyright;

(b) Slogan, unless the slogan is also a trademark, trade name, service mark or other designation of origin or authenticity; or

(c) Title of any literary or artistic work;

(8) Arising out of an offense committed by an insured whose business is:

(a) Advertising, broadcasting, publishing or telecasting;

(b) Designing or determining content of web sites for others; or

(c) An Internet search, access, content or service provider.

However, this exclusion does not apply to Paragraphs a., b. and c. under the definition of "personal and advertising injury" in Section G. - Liability And Medical Expenses Definitions.

For the purposes of this exclusion, placing an "advertisement" for or linking to others on your web site, by itself, is not considered the business of advertising, broadcasting, publishing or telecasting;

(9) Arising out of an electronic chat room or bulletin board the insured hosts, owns, or over which the insured exercises control;

(10) Arising out of the unauthorized use of another's name or product in your e-mail address, domain name or metatags, or any other similar tactics to mislead another's potential customers;

(11) Arising out of the violation of a person's right of privacy created by any state or federal act.

However. this exclusion does not apply to liability for damages that the insured would have in the absence of such state or federal act;

(12) Arising out of:

(a) An "advertisemenr for others on your web site;

(b) Placing a link to a web site of others on your web site;

(c) Content from a web site of others displayed within a frame or border on your web site. Content includes information, code, sounds, text, graphics or images; or

(d) Computer code, software or programming used to enable:

(i) Your web site; or

(ii) The presentation or functionality of an "advertisement" or other content on your web site;

(13) Arising out of a violation of any anti-trust law;

(14) Arising out of the fluctuation in price or value of any stocks, bonds or other securities; or

(15) Arising out of discrimination or humiliation committed by or at the direction of any "executive officer". director, stockholder, partner or member of the insured.

q. Electronic Data

Damages arising out of the loss of, loss of use of, damage to, corruption of, inability to access, or inability to manipulate "electronic data".

r. Employment-Related Practices

"Bodily injury" or "personal and advertising injury" to:

(1) A person arising out of any:

(a) Refusal to employ that person;

(b) Tennination of that person's employment; or

(c) Employment-related practices, policies, acts or omissions, such as coercion, demotion, evaluation, reassignment, discipline, defamation, harassment, humiliation or discrimination directed at that persoo; or

(2) The spouse, child, parent, brother or sister of that person as a consequence of "bodily injury" or "personal and advertising injury" to the person at whom any of the employment-related practices described in Paragraphs (a), (b), or (c) above is directed.

This exclusion applies:

(1) Whether the insured may be liable as an employer or in any other capacity; and

(2) To any obligation to share damages with or repay someone else who must pay damages because of the injury.

s. Asbestos

(1) "Bodily injury", "property damage" or "personal and advertising injury" arising out of the "asbestos hazard".

(2) Any damages, judgments, settlements, loss, costs or expenses that:

(a) May be awarded or incurred by reason of any claim or suit alleging actual or threatened injury or damage of any nature or kind to persons or property which would not have occurred in whole or in part but for the "asbestos hazard";

(b) Arise out of any request, demand, order or statutory or regulatory requirement that any insured or others test for, monitor, clean up, remove, encapsulate, contain, treat, detoxify or neutralize or in any way respond to or assess the effects of an "asbestos hazard"; or

(c) Arise out of any claim or suit for damages because of testing for, monitoring, cleaning up, removing, encapsulating, containing, treating, detoxifying or neutralizing or in any way responding to or assessing the effects of an "asbestos hazard".

t. Violation Of Statutes That Govern E-Mails, Fax, Phone Calls Or Other Methods Of Sending Material Or Infonnation

"Bodily injury", "property damage", or "personal and advertising injury" arising directly or indirectly out of any action or omission that violates or is alleged to violate:

(1) The Telephone Consumer Protection Act (TCPA), including any amendment of or addition to such law;

(2) The CAN-SPAM Act of 2003, including any amendment of or addition to such law;or

(3) Any statute, ordinance or regulation, other than the TCPA or CAN-SPAM Act of 2003, that prohibits or limits the sending, transmitting, communicating or distribution of material or information.

Damage To Premises Rented To You - Exception For Damage By Fire, Lightning or Explosion

Exclusions c. through h. and k. through o. do not apply to damage by fire, lightning or explosion to premises rented to you or temporarily occupied by you with permission of the owner. A separate Limit of Insurance applies to this coverage as described in Section O. - Liability And Medical Expenses Limits Of Insurance.

2. Applicable To Medical Expenses Coverage

We will not pay expenses for "bodily injury":

a. Any Insured

To any insured, except "volunteer workers".

b. Hired Person

To a person hired to do work for or on behalf of any insured or a tenant of any insured.

c. Injury On Nonnally Occupied Premises

To a person injured on that part of premises you own or rent that the person normally occupies.

d. Workers' Compensation And Similar Laws

To a person, whether or not an "employee" of any insured, if benefits for the "bodily injury" are payable or must be provided under a workers' compensation or disability benefits law or a similar law.

e. Athletics Activities

To a person injured while practicing, instructing or participating in any physical exercises or games, sports or athletic contests.

f. Products-Completed Operations Hazard

Included with the "products-completed operations hazard".

g. Business Liability Exclusions

Excluded under Business Liability Coverage.

C. WHO IS AN INSURED

1. If you are designated in the Declarations as:

a. An individual, you and your spouse are insureds, but only with respect to the conduct of a business of which you are the sole owner.

b. A partnership or joint venture, you are an insured. Your members, your partners, and their spouses are also insureds, but only with respect to the conduct of your business.

c. A limited liability company, you are an insured. Your members are also insureds, but only with respect to the conduct of your business. Your managers are insureds, but only with respect to their duties as your managers.

d. An organization other than a partnership, joint venture or limited liability company, you are an insured. Your "executive officers" and directors are insureds, but only with respect to their duties as your officers or directors. Your stockholders are also insureds, but only with respect to their liability as stockholders.

e. A trust, you are an insured. Your trustees are also insureds, but only with respect to their duties as trustees.

2. Each of the following is also an insured:

a. Employees And Volunteer Workers

Your "volunteer workers" only while performing duties related to the conduct of your business, or your "employees", other than either your "executive officers" {if you are an organization other than a partnership, joint venture or limited liability company) or your managers (if you are a limited liability company), but only for acts within the scope of their employment by you or while performing duties related to the conduct of your business.

However, none of these "employees" or "volunteer workers" are insureds for:

(1) "Bodily injury" or "personal and advertising injury":

(a) To you, to your partners or members {if you are a partnership or joint venture), lo your members (if you are a limited liability company), or to a co-"employee" while in the course of his or her employment or performing duties related to the conduct of your business, or to your other "volunteer workers" while performing duties related to the conduct of your business;

{b) To the spouse, child, parent, brother or sister of that co-"employee" or that "volunteer worker" as a consequence of Paragraph (1)(a) above;

(c) For which there is any obligation to share damages with or repay someone else who must pay damages because of the injury described in Paragraphs (1)(a) or (b) above; or

{d) Arising out of his or her providing or failing to provide professional health care services.

If you are not in the business of providing professional health care services, Paragraph (d) does not apply to any nurse, emergency medical technician or paramedic employed by you to provide such services.

(2) "Property damage" to property:

(a) Owned, occupied or used by,

(b) Rented to, in the care, custody or control of, or over which physical control is being exercised for any purpose by you, any of your "employees", "volunteer workers", any partner or member (if you are a partnership or joint venture), or any member (if you are a limited liability company).

b. Real Estate Manager

Any person (other than your "employee" or "volunteer worker"), or any organization while acting as your real estate manager.

c. Temporary Custodians Of Your Property

Any person or organization having proper temporary custody of your property if you die, but only:

(1) With respect to liability arising out of the maintenance or use of that property; and

(2) Until your legal representative has been appointed.

d. Legal Representative If You Die

Your legal representative if you die, but only with respect to duties as such. That representative will have all your rights and duties under this insurance.

e. Unnamed Subsidiary

Any subsidiary and subsidiary thereof, of yours which is a legally incorporated entity of which you own a financial interest of more than 50% of the voting stock on the effective date of this Coverage Part.

The insurance afforded herein for any subsidiary not shown in the Declarations as a named insured does not apply to injury or damage with respect to which an insured under this insurance is also an insured under another policy or would be an insured under such policy but for its termination or upon the exhaustion of its limits of insurance.

3. Newly Acquired Or Formed Organization

Any organization you newly acquire or form, other than a partnership, joint venture or limited liability company, and over which you maintain financial interest of more than 50% of the voting stock, will qualify as a Named Insured if there is no other similar insurance available to that organization. However:

a. Coverage under this provision is afforded only until the 180th day after you acquire or form the organization or the end of the policy period, whichever is earlier; and

b. Coverage under this provision does not apply to:

(1) "Bodily injury" or "property damage" that occurred; or

(2) "Personal and advertising injury" arising out of an offense committed

before you acquired or formed the organization.

4. Operator Of Mobile Equipment

With respect to "mobile equipment" registered in your name under any motor vehicle registration law, any person is an insured while driving such equipment along a public highway with your permission. Any other person or organization responsible for the conduct of such person is also an insured, but only with respect to liability arising out of the operation of the equipment, and only if no other insurance of any kind is available to that person or organization for this liability. However, no person or organization is an insured with respect to:

a. "Bodily injury" to a co-"employee" of the person driving the equipment; or

b. "Property damage" to property owned by, rented to, in the charge of or occupied by you or the employer of any person who is an insured under this provision.

5. Operator of Nonowned Watercraft

With respect to watercraft you do not own that is less than 51 feet long and is not being used to carry persons for a charge, any person is an insured while operating such watercraft with your permission. Any other person or organization responsible for the conduct of such person is also an insured, but only with respect to liability arising out of the operation of the watercraft, and only if no other insurance of any kind is available to that person or organization for this liability.

However, no person or organization is an insured with respect to:

a. "Bodily injury" to a co-"employee" of the person operating the watercraft: or

b. "Property damage" to property owned by, rented to, in the charge of or occupied by you or the employer of any person who is an insured under this provision.

6. Additional Insureds When Required By Written Contract, Written Agreement Or Permit

The person(s) or organization(s) identified in Paragraphs a. through f. below are additional insureds when you have agreed, in a written

contract, written agreement or because of a permit issued by a state or political subdivision, that such person or organization be added as an additional insured on your policy, provided the injury or damage occurs subsequent to the execution of the contract or agreement, or the issuance of the permit.

A person or organization is an additional insured under this provision only for that period of time required by the contract, agreement or permit.

However, no such person or organization is an additional insured under this provision if such person or organization is included as an additional insured by an endorsement issued by us and made a part of this Coverage Part, including all persons or organizations added as additional insureds under the specific additional insured coverage grants in Section F. - Optional Additional Insured Coverages.

a. Vendors

Any person(s) or organization(s) (referred to below as vendor), but only with respect to "bodily injury" or "property damage" arising out of "your prcx:lucts" which are distributed or sold in the regular course of the vendor's business and only if this Coverage Part provides coverage for "bodily injury" or "property damage" induded within the "products-completed operations hazarcr.

(1) The insurance afforded to the vendor is subject to the following additional exclusions:

This insurance does not apply to:

(a) "Bodily injury" or "property damage" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;

(b) Any express warranty unauthorized by you;

(c) Any physical or chemical change in the product made intentionally by the vendor;

(d) Repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;

(e) Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;

(f) Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;

(g) Products which, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for the vendor; or

(h) "Bodily injury" or "property damage" arising out of the sole negligence of the vendor for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:

(i) The exceptions contained in Subparagraphs (d) or (f); or

(ii) Such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.

(2) This insurance does not apply to any insured person or organization from whom you have acquired such products, or any ingredient, part or container, entering into, accompanying or containing such products.

b. Lessors Of Equipment

(1) Any person or organization from whom you lease equipment; but only with respect to their liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your maintenance, operation or use of equipment leased to you by such person or organization.

(2) With respect to the insurance afforded to these additional insureds, this insurance does not apply to any "occurrence" which takes place after you cease to lease that equipment.

c. Lessors Of Land Or Premises

(1) Any person or organization from whom you lease land or premises, but only with respect to liability arising out of the ownership, maintenance or use of that part of the land or premises leased to you.

(2) With respect to the insurance afforded to these additional insureds, this insurance does not apply to:

(a) Any "occurrence" which takes place after you cease to lease that land or be a tenant in that premises; or

(b) Structural alterations, new construction or demolition operations performed by or on behalf of such person or organization.

d. Architects, Engineers Or Surveyors

(1) Any architect, engineer, or surveyor, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

(a) In connection with your premises;

(b) In the performance of your ongoing operations performed by you or on your behalf.

(2) With respect to the insurance afforded to these additional insureds, the following additional exclusion applies:

This insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of or the failure to render any professional services by or for you, including:

(a) The preparing, approving, or failure to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or drawings and specifications; or

(b) Supervisory, inspection, architectural or engineering activities.

e. Permits Issued By State Or Political Subdivisions

(1) Any state or political subdivision, but only with respect to operations performed by you or on your behalf for which the state or political subdivision has issued a permit.

(2) With respect to the insurance afforded to these additional insureds, this insurance does not apply to:

(a) "Bodily injury", "property damage" or "personal and advertising injury" arising out of operations performed for the state or municipality; or

(b) "Bodily injury" or "property damage" included within the "prcx:lucts-completed operations hazard".

f. Any Other Party

(1) Any other person or organization who is not an insured under Paragraphs a. through e. above, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

(a) In the performance of your ongoing operations;

(b) In connection with your premises owned by or rented to you; or

(c) In connection with "your work" and included within the "products-completed operations hazard", but only if

(i) The written contract or written agreement requires you to provide such coverage to such additional insured; and

(ii) This Coverage Part provides coverage for "bodily injury" or "property damage" included within the "products-completed operations hazard".

(2) With respect to the insurance afforded to these additional insureds, this insurance does not apply to:

"Bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or the failure to render, any professional architectural, engineering or surveying services, including:

(a) The preparing, approving, or failure to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or drawings and specifications: or

(b) Supervisory, inspection, architectural or engineering activities.

The limits of insurance that apply to additional insureds are described in Section D. - Limits Of Insurance.

How this insurance applies when other insurance is available to an additional insured is described in the Other Insurance Condition in Section E. - Liability And Medical Expenses General Conditions.

No person or organization is an insured with respect to the conduct of any current or past partnership, joint venture or limited liability company that is not shown as a Named Insured in the Declarations.

D. LIABILITY AND MEDICAL EXPENSES LIMITS OF INSURANCE

1. The Most We Will Pay

The Limits of Insurance shown in the Declarations and the rules below fix the most we will pay regardless of the number of:

a. Insureds;

b. Claims made or "suits" brought; or

c. Persons or organizations making claims or bringing "suits".

2. Aggregate Limits

The most we will pay for:

a. Damages because of "bodily injury" and "property damage" included in the "products-completed operations hazard" is the Products-Completed Operations Aggregate Limit shown in the Declarations.

b. Damages because of all other "bodily injury", "property damage" or "personal and advertising injury", including medical expenses, is the General Aggregate Limit shown in the Declarations.

This General Aggregate Limit applies separately to each of your "locations" owned by or rented to you.

"Location" means premises involving the same or connecting lots, or premises whose connection is interrupted only by a street, roadway or right-of-way of a railroad.

This General Aggregate limit does not apply to "property damage" to premises while rented to you or temporarily occupied by you with permission of the owner, arising out of fire, lightning or explosion.

3. Each Occurrence Limit

Subject to 2.a. or 2.b above, whichever applies, the most we will pay for the sum of all damages because of all "bodily injury", "property damage" and medical expenses arising out of any one "occurrence" is the Liability and Medical Expenses Limit shown in the Declarations.

The most we will pay for all medical expenses because of "bodily injury" sustained by any one person is the Medical Expenses Limit shown in the Declarations.

4. Personal And Advertising Injury Limit

Subject to 2.b. above, the most we will pay for the sum of all damages because of all "personal and advertising injury" sustained by any one person or organization is the Personal and Advertising Injury Limit shown in the Declarations.

5. Damage To Premises Rented To You Limit

The Damage To Premises Rented To You Limit is the most we will pay under Business Liability Coverage for damages because of "property damage" to any one premises, while rented to you, or in the case of damage by fire, lightning or explosion, while rented to you or temporarily occupied by you with permission of the owner.

In the case of damage by fire, lightning or explosion, the Damage to Premises Rented To You Limit applies to all damage proximately caused by the same event, whether such damage results from fire, lightning or explosion or any combination of these.

6. How Limits Apply To Additional Insureds

The most we will pay on behalf of a person or organization who is an additional insured under this Coverage Part is the lesser of:

a. The limits of insurance specified in a written contract, written agreement or permit issued by a state or political subdivision; or

b. The Limits of Insurance shown in the Declarations.

Such amount shall be a part of and not in addition to the Limits of Insurance shown in the Declarations and described in this Section.

If more than one limit of insurance under this policy and any endorsements attached thereto applies to any claim or "suir, the most we will pay under this policy and the endorsements is the single highest limit of liability of all coverages applicable to such claim or "suit". However, this paragraph does not apply to the Medical Expenses limit set forth in Paragraph 3. above.

The Limits of Insurance of this Coverage Part apply separately to each consecutive annual period and to any remaining period of less than 12 months, starting with the beginning of the policy period shown in the Declarations, unless the policy period is extended after issuance for an additional period of less than 12 months. In that case, the additional period will be deemed part of the last preceding period for purposes of determining the Limits of Insurance.

E. LIABILITY AND MEDICAL EXPENSES GENERAL CONDITIONS

1. Bankruptcy

Bankruptcy or insolvency of the insured or of the insured's estate will not relieve us of our obligations under this Coverage Part.

2. Duties In The Event Of Occurrence, Offense, Claim Or Suit

a. Notice Of Occurrence Or Offense

You or any additional insured must see to it that we are notified as soon as practicable of an "occurrence" or an offense which may result in a claim. To the extent possible, notice should include:

(1) How, when and where the "occurrence" or offense took place;

(2) The names and addresses of any injured persons and witnesses; and

(3) The nature and location of any injury or damage arising out of the "occurrence" or offense.

b. Notice Of Claim

If a claim is made or "suit" is brought against any insured, you or any additional insured must:

(1) Immediately record the specifics of the claim or "suit" and the date received; and

(2) Notify us as soon as practicable.

You or any additional insured must see to it that we receive a written notice of the claim or "suit" as soon as practicable.

c. Assistance And Cooperation Of The Insured

You and any other involved insured must:

(1) Immediately send us copies of any demands, notices, summonses or legal papers received in connection with the claim or "suit";

(2) Authorize us to obtain records and other information;

(3) Cooperate with us in the investigation, settlement of the claim or defense against the "suit"; and

(4) Assist us, upon our request, in the enforcement of any right against any person or organization that may be liable to the insured because of injury or damage to which this insurance may also apply.

d. Obligations At The Insured's Own Cost

No insured will, except at that insured's own cost, voluntarily make a payment, assume any obligation, or incur any expense, other than for first aid, without our consent.

e. Additional Insured's Other Insurance

If we cover a claim or "suir under this Coverage Part that may also be covered by other insurance available to an additional insured, such additional insured must submit such claim or "suit" to the other insurer for defense and indemnity.

However, this provision does not apply to the extent that you have agreed in a written contract, written agreement or permit that this insurance is primary and non-contributory with the additional insured's own insurance.

f. Knowledge Of An Occurrence, Offense, Claim Or Suit

Paragraphs a. and b. apply to you or to any additional insured only when such "occurrence", offense, claim or "suir is known to:

(1) You or any additional insured that is an individual;

(2) Any partner, if you or an additional insured is a partnership;

(3) Any manager, if you or an additional insured is a limited liability company;

(4) Any "executive officer" or insurance manager, if you or an additional insured is a corporation;

(5) Any trustee, if you or an additional insured is a trust; or

(6) Any elected or appointed official, if you or an additional insured is a political subdivision or public entity.

This Paragraph f. applies separately to you and any additional insured.

3. Financial Responsibility Laws
   a. When this policy is certified as proof of financial responsibility for the future under the provisions of any motor vehicle financial responsibility law, the insurance provided by the policy for -bodily injury" liability and "property damage" liability will comply with the provisions of the law to the extent of the coverage and limits of insurance required by that law.
   b. With respect to "mobile equipmenr to which this insurance applies, we will provide any liability, uninsured motorists, underinsured motorists, no-fault or other coverage required by any motor vehicle law. We will provide the required limits for those coverages.
4. Legal Action Against Us

   No person or organization has a right under this Coverage Form:
   a. To join us as a party or otherwise bring us into a "suir asking for damages from an insured; or
   b. To sue us on this Coverage Form unless all of its terms have been fully complied with.

   A person or organization may sue us to recover on an agreed settlement or on a final judgment against an insured; but we will not be liable for damages that are not payable under the terms of this insurance or that are in excess of the applicable limit of insurance. An agreed settlement means a settlement and release of liability signed by us, the insured and the claimant or the claimant's legal representative.
5. Separation Of Insureds

   Except with respect to the Limits of Insurance, and any rights or duties specifically assigned in this policy to the first Named Insured, this insurance applies:
   a. As if each Named Insured were the only Named Insured; and
   b. Separately to each insured against whom a claim is made or "suit" is brought.
6. Representations
   a. When You Accept This Polley

      By accepting this policy, you agree:
      (1) The statements in the Declarations are accurate and complete;
      (2) Those statements are based upon representations you made to us; and
      (3) We have issued this policy in reliance upon your representations.
   b. Unintentional Failure To Disclose Hazards

      If unintentionally you should fail to disclose all hazards relating to the conduct of your business at the inception date of this Coverage Part, we shall not deny any coverage under this Coverage Part because of such failure.
7. Other Insurance

   If other valid and collectible insurance is available for a loss we cover under this Coverage Part, our obligations are limited as follows:
   a. Primary Insurance

      This insurance is primary except when b. below applies. If other insurance is also primary, we will share with all that other insurance by the method described in c. below.
   b. Excess Insurance

      This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis:
      (1) Your Work

         That is Fire, Extended Coverage, Builder's Risk, Installation Risk or similar coverage for "your work";
      (2) Premises Rented To You

         That is fire, lightning or explosion insurance for premises rented to you or temporarily occupied by you with permission of the owner;
      (3) Tenant Liability

         That is insurance purchased by you to cover your liability as a tenant for "property damage" to premises rented to you or temporarily occupied by you with permission of the owner;
      (4) Aircraft, Auto Or Watercraft

         If the loss arises out of the maintenance or use of airaaft, "autos" or watercraft to the extent not subject to Exclusion g. of Section A. - Coverages.
      (5) Property Damage To Borrowed Equipment Or Use Of Elevators

         If the loss arises out of "property damage" to borrowed equipment or the use of elevators to the extent not subject to Exclusion k. of Section A. - Coverages.

      (6) When You Are Added As An Additional Insured To Other Insurance

         That is other insurance available to you covering liability for damages arising out of the premises or operations, or products and completed operations, for which you have been added as an additional insured by that insurance; or
      (7) When You Add Others As An Additional Insured To This Insurance

         That is other insurance available to an additional insured.

         However, the following provisions apply to other insurance available to any person or organization who is an additional insured under this Coverage Part:

         (a) Primary Insurance When Required By Contract

            This insurance is primary if you have agreed in a written contract, written agreement or permit that this insurance be primary. If other insurance is also primary, we will share with all that other insurance by the method described in c. below.

         (b) Primary And Non-Contributory To Other Insurance When Required By Contract

            If you have agreed in a written contract, written agreement or permit that this insurance is primary and non-contributory with the additional insured's own insurance, this insurance is primary and we will not seek contribution from that other insurance.

         Paragraphs (a) and (b) do not apply to other insurance to which the additional insured has been added as an additional insured.

      When this insurance is excess, we will have no duty under this Coverage Part to defend the insured against any "suit" if any other insurer has a duty to defend the insured against that "suir. If no other insurer defends, we will undertake to do so, but we will be entitled to the insured's rights against all those other insurers.

      When this insurance is excess over other insurance, we will pay only our share of the amount of the loss, if any, that exceeds the sum of:

      (1) The total amount that all such other insurance would pay for the loss in the absence of this insurance; and
      (2) The total of all deductible and self-insured amounts under all that other insurance.

      We will share the remaining loss, if any, with any other insurance that is not described in this Excess Insurance provision and was not bought specifically to apply in excess of the Limits of Insurance shcmn in the Declarations of this Coverage Part.
   c. Method Of Sharing

      If all the other insurance permits contribution by equal shares, we will follow this method also. Under this approach, each insurer contributes equal amounts until rt has paid its applicable limit of insurance or none of the loss remains, whichever comes first.

      If any of the other insurance does not permit contribution by equal shares, we will contribute by limits. Under this method, each insurer's share is based on the ratio of its applicable limit of insurance to the total applicable limits of insurance of all insurers.
8. Transfer Of Rights Of Recovery Against Others To Us
   a. Transfer Of Rights Of Recovery

      If the insured has rights to recover all or part of any payment, including Supplementary Payments, we have made under this Coverage Part, those rights are transferred to us. The insured must do nothing after loss to impair them. At our request, the insured will bring "suit- or transfer those rights to us and help us enforce them. This condition does not apply to Medical Expenses Coverage.
   b. Waiver Of Rights Of Recovery (Waiver Of Subrogation)

      If the insured has waived any rights of recovery against any person or organization for all or part of any payment, including Supplementary Payments, we have made under this Coverage Part, we also waive that right, provided the insured waived their rights of recovery against such person or organization in a contract, agreement or permit that was executed prior to the injury or damage.

F. OPTIONAL ADDITIONAL INSURED COVERAGES

If listed or shown as applicable in the Declarations, one or more of the following Optional Additional Insured Coverages also apply. When any of these Optional Additional Insured Coverages apply, Paragraph 6. (Additional Insureds When Required by Written Contract, Written Agreement or Permit) of Section C., Who Is An Insured, does not apply to the person or organization shown in the Declarations. These coverages are subject to the terms and conditions applicable to Business Liability Coverage in this policy, except as provided below:

1. Additional Insured - Designated Person Or Organization

   WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:
   a. In the performance of your ongoing operations; or
   b. In connection with your premises owned by or rented to you.
2. Additional Insured - Managers Or Lessors Of Premises
   a. WHO IS AN INSURED under Seclioo C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Designated Person Or Organization; but only with respect to liability arising out of the ownership, maintenance or use of that part of the premises leased to you and shown in the Declarations.
   b. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

      This insurance does not apply to:
      (1) Any "occurrence- which takes place after you cease to be a tenant in that premises; or
      (2) Structural alterations, new construction or demolition operations performed by or on behalf of such person or organization.
3. AddItlonal Insured - Granter Of Franchise

   WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Granter Of Franchise, but only with respect to their liability as grantor of franchise to you.
4. Additional Insured - Lessor Of Leased Equipment
   a. WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Lessor of Leased Equipment, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your maintenance, operation or use of equipment leased to you by such person(s) or organization(s).
   b. With respect to the insurance afforded to these additional insureds, this insurance does not apply to any "occurrence- which takes place after you cease to lease that equipment.
5. Additional Insured - Owners Or Other Interests From Whom Land Has Been Leased
   a. WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Owners Or Other Interests From Whom Land Has Been Leased, but only with respect to liability arising out of the ownership, maintenance or use of that part of the land leased to you and shown in the Declarations.
   b. With respect to the insurance afforded to these additional insureds, the following addi1ional exclusions apply:

      This insurance does not apply to:
      (1) Any "occurrence" that takes place after you cease to lease that land; or
      (2) Structural alterations, new construction or demolition operations performed by or on behalf of such person or organization.
6. Additional Insured - State Or Political Subdivision - Permits
   a. WHO IS AN INSURED under Section C. is amended to include as an additional insured the state or political subdivision shown in the Declarations as an Additional

      Insured - State Or Political Subdivision - Permits, but only with respect to operations performed by you or on your behalf for which the state or political subdivision has issued a permit.
   b. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

      This insurance does not apply to:
      (1) "Bodily injury", "property damage" or "personal and advertising injury" arising out of operations performed for the state or municipality; or
      (2) "Bodily injury- or "property damage" included in the "product-completed operations" hazard.
7. Additional Insured - Vendors
   a. WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) (referred to below as vendor) shown in the Declarations as an Additional Insured - Vendor, but only with respect to "bodily injury" or "property damage" arising out of "your products" which are distributed or sold in the regular course of the vendor's business and only if this Coverage Part provides coverage for Mbodily injury" or "property damage" included within the "products-completed operations hazard".
   b. The insurance afforded to the vendor is subject to the following additional exclusions:
      (1) This insurance does not apply to:
         (a) -Bodily injury- or "property damage" for which the vendor is obligated to pay damages by reason of the assumption of liability in a contract or agreement. This exclusion does not apply to liability for damages that the vendor would have in the absence of the contract or agreement;
         (b) Any express warranty unauthorized by you;
         (c) Any physical or chemical change in the product made intentionally by the vendor;
         (d) Repackaging, unless unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original oontainer;
         (e) Any failure to make such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;
         (f) Demonstration, installation, servicing or repair operations, except such operations performed at the vendor's premises in connection with the sale of the product;
         (g) Products which, after distribution or sale by you, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for the vendor; or
         (h) "Bodily injury" or "property damage" arising out of the sole negligence of the vendor for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:
            (i) The exceptions contained in Subparagraphs (d) or (f); or
            (ii) Such inspections, adjustments, tests or servicing as the vendor has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.
      (2) This insurance does not apply to any insured person or organization from whom you have acquired such products, or any ingredient. part or container, entering into, accompanying or containing such products.
8. Additional Insured - Controlling Interest

   WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Controlling Interest, but only with respect to their liability arising out of:
   a. Their financial control of you; or
   b. Premises they own, maintain or control while you lease or occupy these premises.

This insurance does not apply to structural alterations, new construction and demolition operations performed by or for that person or organization.

9. Additional Insured - Owners, Lessees Or Contractors - Scheduled Person Or Organization
   a. WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or organization(s) shown in the Declarations as an Additional Insured - Owner, Lessees Or Contractors, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:
      (1) In the performance of your ongoing operations for the additional insured(s); or
      (2) In connection with "your work" performed for that additional insured and included within the "products-completed operations hazard". but only if this Coverage Part provides coverage for "bodily injury" or "property damage• included within the "products-completed operations hazard".
   b. With respect to the insurance afforded to these additional insureds, this insurance does not apply to "bodily injury", "property damage" or "personal an advertising injury" arising out of the rendering of, or the failure to render, any professional architectural, engineering or surveying services, including:
      (1) The preparing, approving, or failure to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or drawings and specifications; or
      (2) Supervisory, inspection, architectural or engineering activities.
10. Additional Insured - Co-Owner Of Insured Premises
    WHO IS AN INSURED under Section C. is amended to include as an additional insured the person(s) or Organization(s) shown in the Declarations as an Additional Insured - Co-Owner Of Insured Premises, but only with respect to their liability as co-owner of the premises shown in the Declarations.

The limits of insurance that apply to additional insureds are described in Section D. - Limits Of Insurance.

How this insurance applies when other insurance is available to an additional insured is described in the Other Insurance Condition in Section E. - Liability And Medical Expenses General Conditions.

G. LIABILITY AND MEDICAL EXPENSES DEFINITIONS

1. "Advertisemenr means the widespread public dissemination of information or images that has the purpose of inducing the sale of goods, products or services through:
   a. (1) Radio;
      (2) Television;
      (3) Billboard;
      (4) Magazine;
      (5) Newspaper;
   b. The Internet, but only that part of a web site that is about goods, products or services for the purposes of inducing the sale of goods, products or services; or
   c. Any other publication that is given widespread public distribution.

   However, "advertisement" does not include:
   a. The design, printed material, information or images contained in, on or upon the packaging or labeling of any goods or products; or
   b. An interactive conversation between or among persons through a computer network.
2. "Advertising idea" means any idea for an "advertisement".
3. "Asbestos hazard" means an exposure or threat of exposure to the actual or alleged properties of asbestos and includes the mere presence of asbestos in any form.
4. "Auto" means a land motor vehicle, trailer or semi-trailer designed for travel on public roads, including any attached machinery or equipment. But "auto" does not include "mobile equipment".
5. "Bodily injury" means physical:
   a. Injury;
   b. Sickness; or
   c. Disease

   sustained by a person and, if arising out of the above, mental anguish or death at any time.
6. "Coverage territory" means:

   a. The United States of America (including its territories and possessions), Puerto Rico and Canada;
   b. International waters or airspace, but only if the injury or damage occurs in the course of travel or transportation between any places included in a. above;
   c. All other parts of the world if the injury or damage arises out of:
      (1) Goods or products made or sold by you in the territory described in a. above;
      (2) The activities of a person whose home is in the territory described in a. above, but is away for a short time on your business; or
      (3) "Personal and advertising injury" offenses that take place through the Internet or similar electronic means of communication

   provided the insured's responsibility to pay damages is determined in the United States of America (including its territories and possessions), Puerto Rico or Canada, in a "suit" on the merits according to the substantive law in such territory, or in a settlement we agree to.
7. "Electronic data" means information, facts or programs:
   a. Stored as or on;
   b. Created or used on: or
   c. Transmitted to or from

   computer software, including systems and applications software, hard or floppy disks, CD-ROMS, tapes, drives, cells, data processing devices or any other media which are used with electronically controlled equipment.
8. "Employee" includes a "leased worker". "Employee" does not include a "temporary worker".
9. "Executive officer" means a person holding any of the officer positions created by your charter, constitution, by-laws or any other similar governing document.
10. "Hostile fire" means one which becomes uncontrollable or breaks out from where it was intended to be.
11. "Impaired property" means tangible property, other than "your product" or "your work", that cannot be used or is less useful because:
    a. It incorporates "your producr or "your work" that is known or thought to be defective, deficient, inadequate or dangerous; or
    b. You have failed to fulfill the terms of a contract or agreement;

    if such property can be restored to use by:
    a. The repair, replacement, adjustment or removal of "your product" or "your work";
    b. Your fulfilling the terms of the contract or agreement.
12. "Insured contract" means:
    a. A contract for a lease of premises. However, that portion of the contract for a lease of premises that indemnifies any person or organization for damage by fire, lightning or explosion to premises while rented to you or temporarily occupied by you with permission of the owner is subject to the Damage To Premises Rented To You limit described in Section 0. - Liability and Medical Expenses Limits of Insurance.
    b. A sidetrack agreement;
    c. Any easement or license agreement, including an easement or license agreement in connection with construction or demolition operations on or within 50 feet of a railroad;
    d. Any obligation, as required by ordinance, to indemnify a municipality, except in connection with work for a municipality;
    e. An elevator maintenance agreement; or
    f. That part of any other contract or agreement pertaining to your business (including an indemnification of a municipality in connection with work performed for a municipality) under which you assume the tort liability of another party to pay for "bodily injury" or "property damage" to a third person or organization, provided the "bodily injury" or "property damage" is caused, in whole or in part, by you or by those acting on your behalf. Tort liability means a liability that would be imposed by law in the absence of any contract or agreement.

    Paragraph f. includes that part of any contract or agreement that indemnifies a railroad for "bodily injury" or "property damage" arising out of construction or demolition operations within 50 feet of any railroad property and affecting any railroad bridge or trestle, tracks, road-beds, tunnel, underpass or crossing.

    However, Paragraph f. does not include that part of any contract or agreement:

    (1) That indemnifies an architect, engineer or surveyor for injury or damage arising out of:
       (a) Preparing, approving or failing to prepare or approve maps, shop drawings, opinions, reports, surveys, field orders, change orders, designs or drawings and specifications; or
       (b) Giving directions or instructions, or failing to give them, if that is the primary cause of the injury or damage; or
    (2) Under which the insured, if an architect, engineer or surveyor, assumes liability for an injury or damage arising out of the insured's rendering or failure to render professional services, including those listed in (1) above and supervisory, inspection, architectural or engineering activities.
13. "Leased worker" means a person leased to you by a labor leasing firm under an agreement between you and the labor leasing firm, to perform duties related to the conduct of your business. "Leased worker" does not include a "temporary worker".
14. "Loading or unloading" means the handling of property:
    a. After it is moved from the place where it is accepted for movement into or onto an aircraft, watercraft or "auto";
    b. While it is in or on an aircraft, watercraft or
    c. While it is being moved from an aircraft, watercraft or "auto" to the place where it is finally delivered;

    but 1oading or unloading" does not include the movement of property by means of a mechanical device, other than a hand truck, that is not attached to the aircraft, watercraft or "auto".
15. "Mobile equipment" means any of the following types of land vehicles, including any attached machinery or equipment:
    a. Bulldozers, farm machinery, forklifts and other vehicles designed for use principally off public roads;
    b. Vehicles maintained for use solely on or next to premises you own or rent;
    c. Vehicles that travel on crawler treads;
    d. Vehicles, whether self-propelled or not, on which are permanently mounted:
       (1) Power cranes, shovels, loaders, diggers or drills; or
       (2) Road construction or resurfacing equipment such as graders, scrapers or rollers;
    e. Vehicles not described in a., b., c., or d. above that are not self-propelled and are maintained primarily to provide mobility to permanently attached equipment of the following types:
       (1) Air compressors, pumps and generators, including spraying, welding, building cleaning, geophysical exploration, lighting and well servicing equipment; or
       (2) Cherry pickers and similar devices used to raise or lower workers;
    f. Vehicles not described in a., b., c., or d. above maintained primarily for purposes other than the transportation of persons or cargo.

    However, self-propelled vehicles with the following types of permanently attached equipment are not Mmobile equipmenr but will be considered "autos":
    (1) Equipment, of at least 1,000 pounds gross vehicle weight, designed primarily for:
       (a) Snow removal;
       (b) Road maintenance, but not construction or resurfacing; or
       (c) Street cleaning;
    (2) Cherry pickers and similar devices mounted on automobile or truck chassis and used to raise or lower workers; and
    (3) Air compressors, pumps and generators, including spraying, welding, building cleaning, geophysical exploration, lighting and well servicing equipment.
16. "Occurrence" means an accident, including continuous or repeated exposure to substantially the same general harmful conditions.
17. "Personal and advertising injury" means injury, including consequential "bodily injury", arising out of one or more of the following offenses:
    a. False arrest, detention or imprisonment;
    b. Malicious prosecution;

    c. The wrongful eviction from, wrongful entry into, or invasion of the right of private occupancy of a room, dwelling or premises that the person occupies, committed by or on behalf of its owner, landlord or lessor;
    d. Oral, written or electronic publication of material that slanders or libels a person or organization or disparages a person's or organization's goods, products or services:
    e. Oral, written or electronic publication of material that violates a person's right of privacy;
    f. Copying, in your "advertisement", a person's or organization's "advertising idea• or style of "advertisement";
    g. Infringement of copyright, slogan, or title of any literary or artistic work, in your "advertisement"; or
    h. Discrimination or humiliation that results in injury to the feelings or reputation of a natural person.
18. "Pollutants" means any solid, liquid, gaseous or thermal irritant or contaminant, including smoke, vapor, soot, fumes, acids, alkalis, chemicals and waste. Waste includes materials to be recycled, reconditioned or reclaimed.
19. "Products-completed operations hazard";
    a. Includes all "bodily injury" and "property damage" occurring away from premises you own or rent and arising out of "your product" or "your work" except:
       (1) Products that are still in your physical possession; or
       (2) Work that has not yet been completed or abandoned. However, "your work" will be deemed to be completed at the earliest of the following times:
          (a) When all of the work called for in your contract has been completed.
          (b) When all of the work to be done at the job site has been completed if your contract calls for work at more than one job site.
          (c) When that part of the work done at a job site has been put to its intended use by any person or organization other than another contractor or subcontractor working on the same project.

          Work that may need service, maintenance, correction, repair or replacement, but which is otherwise complete, will be treated as completed.

          The "bodily injury" or "property damage" must occur away from premises you own or rent, unless your business includes the selling, handling or distribution of "your product" for consumption on premises you own or rent.
    b. Does not include "bodily injury" or "property damage" arising out of:
       (1) The transportation of property, unless the injury or damage arises out of a condition in or on a vehicle not owned or operated by you, and that condition was created by the "loading or unloading" of that vehicle by any insured; or
       (2) The existence of tools, uninstalled equipment or abandoned or unused materials.
20. "Property damage" means:
    a. Physical injury to tangible property, including all resulting loss of use of that property. All such loss of use shall be deemed to occur at the time of the physical injury that caused it; or
    b. Loss of use of tangible property that is not physically injured. All such loss of use shall be deemed to occur at the time of "occurrence" that caused it.

    As used in this definition, "electronic data" is not tangible property.
21. "Suir means a civil proceeding in which damages because of "bodily injury". "property damage" or "personal and advertising injury" to which this insurance applies are alleged. "Suir includes:
    a. An arbitration proceeding in which such damages are claimed and to which the insured must submit or does submit with our consent; or
    b. Any other alternative dispute resolution proceeding in which such damages are claimed and to which the insured submits with our consent.
22. "Temporary worker" means a person who is furnished to you to substitute for a permanent "employee" on leave or to meet seasonal or short-term workload conditions.
23. "Volunteer worker" means a person who:
    a. Is not your "employee";

b. Donates his or her work;

c. Acts at the direction of and within the scope of duties determined by you; and

d. Is not paid a fee, salary or other compensation by you or anyone else for their work performed for you.

24. "Your product":

a. Means:

(1) Any goods or products, other than real property, manufactured, sold, handled, distributed or disposed of by:

(a) You;

(b) Others trading under your name;

(c) A person or organization whose business or assets you have acquired; and

(2) Containers (other than vehicles), materials, parts or equipment furnished in connection with such goods or products.

b. Includes:

(1) Warranties or representations made at any time with respect to the fitness, quality, durability, performance or use of "your product"; and

(2) The providing of or failure to provide warnings or instructions.

c. Does not include vending machines or other property rented to or located for the use of others but not sold.

25. "Your work":

a. Means:

(1) Work or operations performed by you or on your behalf; and

(2) Materials, parts or equipment furnished in connection with such work or operations.

b. Includes:

(1) Warranties or representations made at any time with respect to the fitness, quality, durability, performance or use of "your work"; and

(2) The providing of or failure to provide warnings or instructions.



Berlin Parklet, Long Beach, CA | Studio One Eleven

April 3, 2026

Metropolitan Redevelopment Agency
Department of Finance and Administrative Services
City of Albuquerque

Response to: Request for Proposals Number 01-2026
Redevelopment Services
Placemaking, Planning and Design Services

studioneleven

245 East Third Street, Long Beach, California 90802
t 562.901.1500 f 562.901.1501

Table of Contents

A. Cover Sheet + Cover Letter 3

B. Areas of Expertise 8

C. Offeror Capacity 10

D. Project Management Plan 18

E. Cost Proposal 22

F. Attachments 24

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: Studio One Eleven

Address: 245 E 3rd Street, Long Beach CA 90802

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Person authorized to execute the contract: Kirk Keller

Phone: 562.901.1500

Email: kirk.keller@studio-111.com

Contact information for key project staff

Name and Title: Jitka Dekojova

Role: Project Manager

Phone: 562.901.1545

Email: jitka.dekojova@studio-111.com

Name and Title: Shruti Shankar

Role: Urban Design Director

Phone: 562.901.1500

Email: shruti.shankar@studio-111.com

ONE ALBUQUERQUE
METROPOLITAN REDEVELOPMENT AGENCY

Name and Title: Moiri Fleming
Role: Senior Project Landscape Architect
Phone: 562.901.1500
Email: moiri.fleming@studio-111.com

Subcontractors (if any)

Subcontractor 1

Name of Vendor: Bowman Consulting Group, LTD.
Address: 6200 Jefferson St NE, Suite 110, Albuquerque, NM 87109

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact: Graeme Means
Phone: 505.345.4250
Email: gmeans@highmesacg.com

Subcontractor 2

Name of Vendor: Consensus Planning
Address: 302 Eighth Street NW, ABQ, NM 87102

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact:
Phone: Charlene Johnson
Email: johnson@consensusplanning.com

Subcontractor 3

Name of Vendor: RSM Design
Address:
Street: 55 Auburn Avenue, Suite A
City, State, Zip Code: Sierra Madre, CA 91024

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact: Cody Clark
Phone: 213.705.9006x341
Email: cody@rsmdesign.com

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Adriana Figueroa
   Organization and Role: City of Paramount, Public Works Director
   Phone: 562.220.2100
   Email: afigueroa@paramountcity.gov

2. Name: Chau Vu
   Organization and Role: City of Huntington Beach, Public Works Director
   Phone: 714.574.5645
   Email: chau.vu@surfcity-hb.org

3. Name: Christopher Koontz
   Organization and Role: City of Long Beach, Development Services Director
   Phone: 562.570.6288
   Email: christopher.koontz@longbeach.gov

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Inquiry Response #1 - Posted 3.11.26
Inquiry Response #2 - Posted 3.17.26
Inquiry Response #3 - Posted 3.17.26
Inquiry Response #4 - Posted 3.18.26
Inquiry Response #5 - Posted 3.18.26
Inquiry Response #6 - Posted 3.18.26
Inquiry Response #7 - Posted 3.18.26
Inquiry Response #8 - Posted 3.19.26
Inquiry Response #9 - Posted 3.19.26
Inquiry Response #10 - Posted 3.19.26
Inquiry Response #11 - Posted 3.19.26
Inquiry Response #12 - Posted 3.19.26
Inquiry Response #13 - Posted 3.19.26
Inquiry Response #14 - Posted 3.19.26
Inquiry Response #15 - Posted 3.19.26

Name (printed): Kirk Keller

Signature:

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Kirk Keller

Signature:

A. Cover Letter

April 3, 2026
City of Albuquerque
Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

RE: On-Call Architecture and Landscape Architectural Design Services

Dear Selection Committee,

Studio One Eleven is pleased to submit our qualifications to support the City of Albuquerque's Metropolitan Redevelopment Agency (MRA) in advancing catalytic, equitable, and place-based redevelopment initiatives. We are particularly aligned with the MRA's mission to foster public-private partnerships and invest in community-driven revitalization across designated redevelopment areas.

For over two decades, Studio One Eleven has partnered with cities, counties, and public agencies to deliver transformative streetscapes, public spaces, and redevelopment strategies that strengthen economic vitality, connectivity, and community identity. Our work spans numerous municipalities throughout California, as well as projects in Northern Nevada. This regional breadth has equipped us with a deep understanding of Western urban conditions, climate-responsive design, and the economic and social dynamics that shape growing metropolitan areas. We bring a multidisciplinary approach that directly aligns with the MRA's core service areas, particularly placemaking planning and design services. Our work consistently integrates physical design with implementation strategies ensuring that plans are not only visionary, but actionable, fundable, and grounded in real-world delivery.

Importantly, our team brings meaningful local expertise and continuity to the City of Albuquerque. Our Project Manager, Jitka Dekojova, is a licensed landscape architect in New Mexico and practiced in the state for over a decade prior to joining Studio One Eleven. Her experience provides critical insight into regional development patterns, regulatory frameworks, and community context. To further strengthen our approach, we have assembled a team of Albuquerque-local consultants to support planning, civil engineering, and surveying - confirming that our work is both locally grounded and highly responsive.

Whether advancing corridor revitalization, activating underutilized urban sites, or shaping district-scale identity, we focus on creating environments that attract investment while serving existing communities.

As an on-call partner to multiple southern California public agencies, we are well-versed in delivering responsive, high-quality services across a range of project types and timelines. We bring the capacity, flexibility, and project management rigor necessary to support the MRA across multiple initiatives over the duration of this contract. We are excited about the opportunity to collaborate with the City of Albuquerque to help realize its vision for vibrant, economically resilient, and culturally rich redevelopment areas. Thank you for your consideration.

Sincerely,

Kirk Keller, ASLA, LEED AP
Principal, Studio One Eleven
kirk.keller@studio-111.com, 562-247-6206
245 E. 3rd Street, Long Beach, CA 90802

B. Areas of Expertise



The Linden, Long Beach, CA | Studio One Eleven

Our team is applying under following Areas of Expertise:

- **Placemaking Planning and Design Services**
- **Site Readiness Services**

Studio One Eleven and our sub-consultant team are well-positioned to support redevelopment initiatives such as the Rail Trail, downtown wayfinding and placemaking, and streetscape improvements across multiple Metropolitan Redevelopment Areas. Our work focuses on shaping cohesive public realm systems that connect corridors, activate and infill underutilized spaces, and reinforce district identity.

For linear projects such as the Rail Trail, we design multi-use corridors that prioritize safety, accessibility, and connectivity while integrating multi-modal transportation, landscape, lighting, and amenities to support both daily use and programming. In downtown environments, we collaborate with partners such as RSM Design to develop comprehensive wayfinding and placemaking strategies that extend beyond signage to create clear, place-based identity systems.

Our streetscape experience spans visioning through implementation, integrating vehicular and pedestrian infrastructure, green infrastructure, lighting, signage, public art, planting, and site furnishings - often organized through scalable “kit-of-parts” frameworks that support phased implementation across multiple districts.

Across all project types, we align design with funding opportunities, real-world constraints, and phasing strategies to ensure projects are implementable. Our experience with pilot projects and activations further supports early momentum, helping communities test and refine ideas prior to advancing toward full build-out.

Studio One Eleven’s work has been recognized with over 185 design awards, including honors from the American Institute of Architects, the American Society of Landscape Architects, and the American Planning Association, reflecting the quality and impact of our public realm and redevelopment projects. Our work has also received national and international recognition for its ability to transform underutilized spaces into vibrant community destinations.

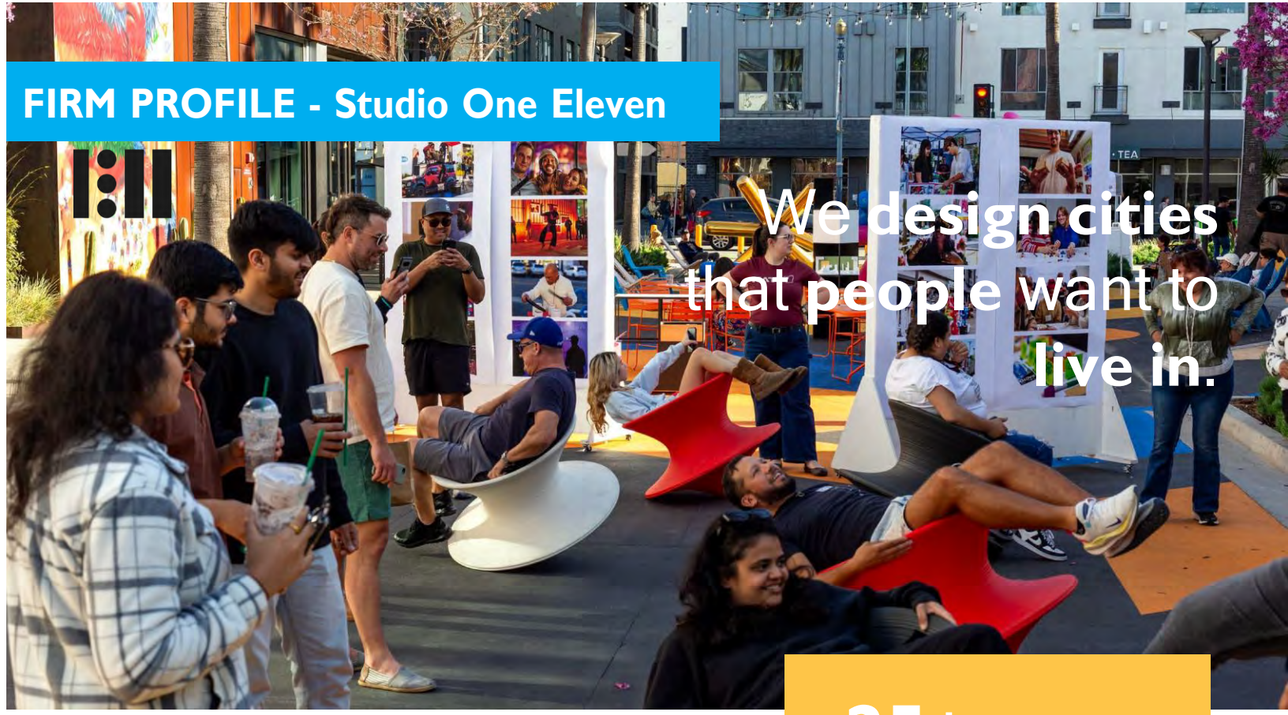


Median Pilot Project, Paramount CA | Studio One Eleven

C. Offeror Capacity

The Urban Green, Reno, NV | Studio One Eleven

FIRM PROFILE - Studio One Eleven



Our Values
We are passionate about using design to create better outcomes for the communities we serve. As designers, we believe in our responsibility to craft the built environment in ways that support our collective well-being, today and into the future. For us, this means a commitment to meeting our client's goals while also addressing the social, economic and environmental health of the broader community through our work. We enjoy proactively initiating projects with community partners and bringing impactful, innovative ideas to life.

Our Work
The core of our practice is the repair of cities and positive transformation of communities through architecture, landscape architecture and urban design. However, we don't define our work by singular typologies - instead, we conceptualize our projects as urban interventions at a variety of scales - from planning, to architecture, streetscapes, parks and open space improvements and tactical demonstrations - to promote resilient, prosperous and joyful cities, and improve livability and wellness. Over the course of this work, our projects often address the complex issues that shape the daily lives of city dwellers.

Our Method
Studio One Eleven's practice is rooted in the integration of our core skills - architecture, landscape architecture and urban design. We begin with a multidisciplinary approach to define a project brief that best fits our client's needs, the neighborhood's character and community input. Shaping the urban context is complex work, which is why we forge partnerships with the most progressive experts to provide viable and impactful design solutions.

25+
Years In Business
Founded in 2000 we are a California C-Corporation

45+
Employees
Comprised of licensed architects, planners, landscape architects, sustainability experts and graphic designers. Up to eight employees are available to work on various projects at any given time.

185+
Awards
and commendations from numerous professional and community associations including AIA, ASLA and APA.

245 E. 3rd Street, Long Beach, CA 90802 562-901-1500 www.studio-111.com

Our Focus

Championing Housing for All

We design diverse and affordable housing solutions that foster dignity, stability, and a sense of belonging for individuals and communities.

Renewing the Public Realm

We work to invite people into our shared collective places, whether buildings or parks, sidewalks or public squares.

Building Community + Place

We build thoughtfully and humanely, as conscientious neighbors, to benefit the local economy and celebrate the uniqueness of place and culture.

Supporting 21st Century Mobility

We make streets safer for walking, biking, and rolling–improvements that make getting around more equitable, convenient, and available.

Furthering Equity & Sustainable Design

We sit side-by-side with nonprofits and underfunded organizations to understand the effects of our projects on the communities we serve; meaningful engagement and outreach are vital to our process.

Our Experience

Studio One Eleven has demonstrated expertise and experience, including but not limited to, the following:

- **Master Planning** - We create long-range frameworks that balance vision, function, and phased implementation.
- **Feasibility Studies** - We assess opportunities and constraints to determine project viability and optimize investment.
- **Conceptual Design and Visualizations** - We provide clear, compelling conceptual design and visualization services that translate ideas into actionable, visually engaging narratives to support decision-making and stakeholder alignment.
- **Community Engagement** - We have led a wide range of community engagement and outreach initiatives, facilitating inclusive, transparent processes that build trust, capture meaningful input, and translate community voices into thoughtful, implementable design solutions.
- **Schematic Design** - We translate concepts into clear spatial and visual design solutions.
- **Design Development** - We refine building systems, materials, and details to ensure construct ability and performance.
- **Plans, Specifications, and Estimates (PS&E)** - We prepare comprehensive construction documents that clearly define design intent, technical requirements, and cost parameters to ensure accurate bidding and efficient project delivery.
- **Construction Administration** - We provide comprehensive construction administration and field observation services to ensure the project is built in alignment with design intent, quality standards, and project requirements.
- **Sustainable Design** – We employ resource-efficient strategies to support LEED or equivalent goals, with a focus on water-wise landscapes, inclusive design that meets or exceeds CPTED, ADA and universal design standards.

Firm Recognition
Studio One Eleven has been nationally recognized for design excellence and innovation, earning Architect's Newspaper's Best of Practice Award and Fast Company's Innovation by Design Award. Committed to AIA 2030 sustainability goals, we create resilient, equitable places that shape vibrant urban futures.

Studio One Eleven's Santa Ana Arts Collective, Watts Works, and Office Headquarters, featured on America ByDesign, demonstrate a design approach grounded in adaptive reuse, innovation, and community impact

Subconsultants

FIRM PROFILE - Consensus Planning, Inc.
Planning Services

302 Eight Street NW, Albuquerque, NM 87102
Contact: Charlene Johnson, AICP, Senior Planner II, 505.764.9801

Consensus Planning, Inc., is a New Mexico corporation located in downtown Albuquerque which provides planning, landscape architecture, and urban design services throughout the Southwest. The firm is dedicated to providing the highest quality services to the public and private sectors. Our projects are designed to promote sustainability as it relates to land use, water conservation, transportation/mobility, accessibility, and addressing the needs of current and future users.
Since its inception in 1991, the firm has remained innovative and creative. Consensus Planning's success is rooted in experience, teamwork, and unwavering attention to detail that has resulted in a vast array of successfully implemented plans. The firm's wide range of experience completing projects throughout New Mexico and the southwest provides us with unparalleled insight into the many nuances of planning and design. Completed planning projects range from a simple zone change or site plan to complex, multi-faceted neighborhood or planned community plans to comprehensive, downtown, parks and recreation, and metropolitan redevelopment plans for communities.

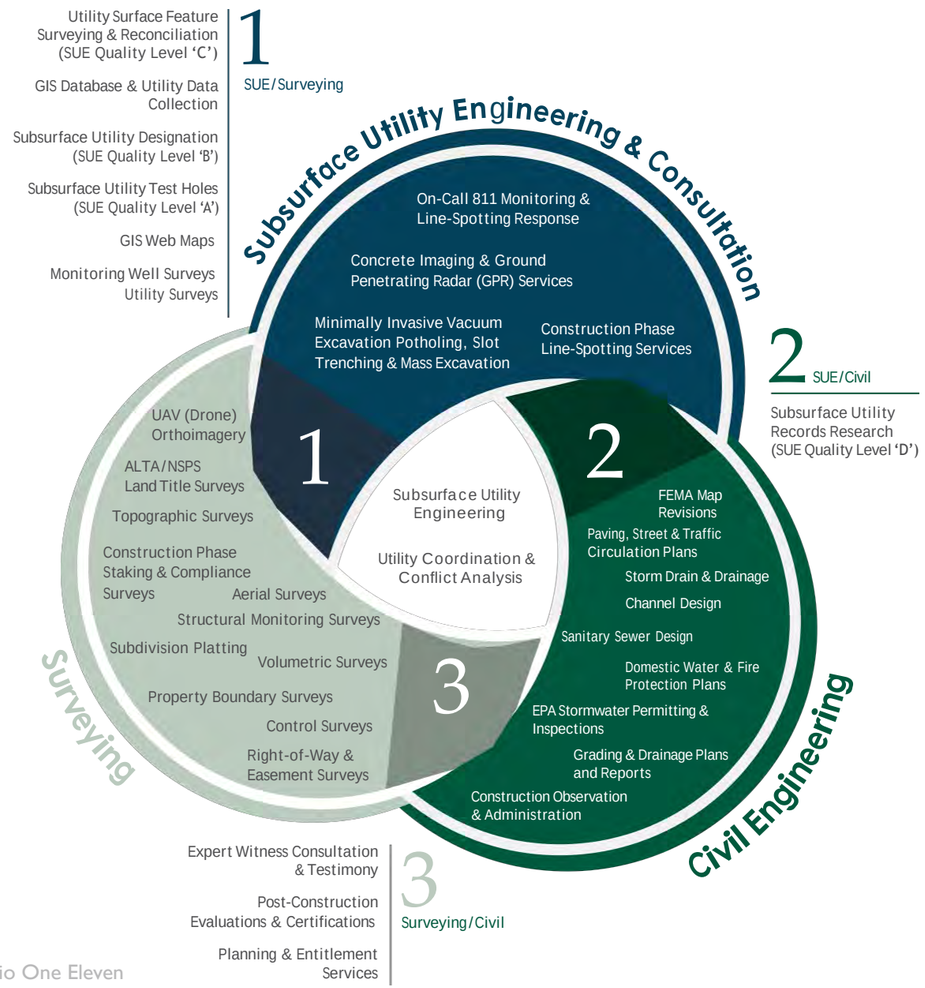
Local Value Add
Consensus Planning provides on-the-ground insight, regulatory familiarity, and established relationships that support efficient navigation of Albuquerque's planning and redevelopment processes.



FIRM PROFILE - Bowman Consulting Group
Civil Engineering + Site Readiness Services

6200 Jefferson St NE, Albuquerque, NM 87109
Contact: Graeme Means, PE, LEED AP BD + C, Director, 505.345.4250

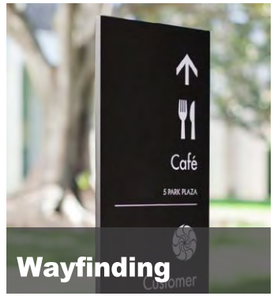
High Mesa Consulting Group, established in 1977 (now Bowman Company) is an Albuquerque based firm offering a range of services from overall management of all engineering, surveying, subsurface utility, and land use planning aspects of large and complex projects. The majority of the firm's current activities center around on-call contracts with Albuquerque Public Schools and the University of New Mexico while also providing engineering, surveying, subsurface utility, and land use planning services in the commercial and residential land development sectors. The staff of Bowman Consulting Group collectively offers many years of experience in the fields of surveying, civil engineering, subsurface utility consultation and land use planning.

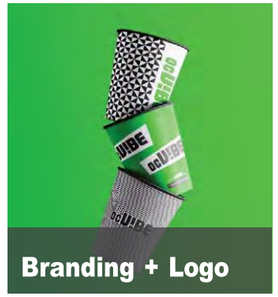


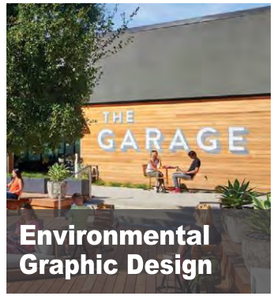
FIRM PROFILE - RSM Design
Wayfinding + Signage + Graphic Design

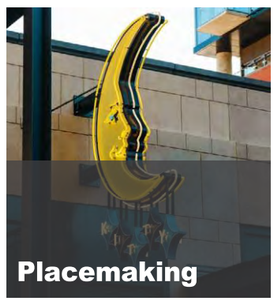
55 Auburn Avenue, Suite A, Sierra Madre, CA 91024
Contact: Cody Clark, 213.705.9006

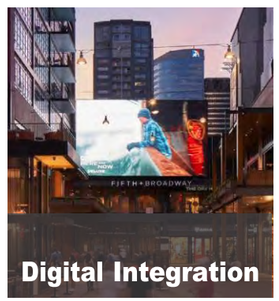
RSM Design is an award winning environmental graphic design firm with studios in San Clemente, Dallas, Los Angeles, and New York; working closely with cities, communities, and developers to connect people with outdoor spaces through creative park, streetscapes, and public realm wayfinding signage. Designing signage for public realms presents a unique set of opportunities. With the high volume of people and activities, it is important that the signage systems are legible and clear, while still feeling connected to the brand & surrounding area. For visitors, step by step guides to engagement opportunities, become a part of the wayfinding & signage design. Local stories that add character and relevance are integrated to give the location soul and spark visitor intrigue. A curated and layered environmental graphic design approach brings out a distinct sense of meaning and purpose, both to the specific location and to the overall community.

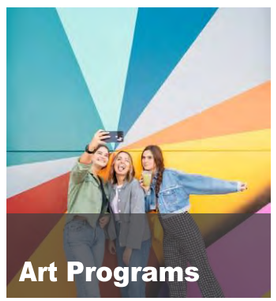


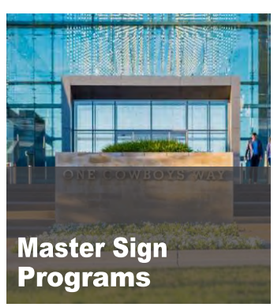




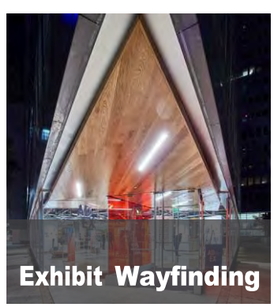












C. Offeror Capacity

I. Experience Supporting Local Governments
Studio One Eleven has over two decades of experience partnering with local governments to plan, design, and implement public realm improvements that advance economic development, mobility, and community identity. We routinely serve as both designers and strategic advisors supporting cities and agencies from early visioning and feasibility through construction and long-term implementation. Our practice is rooted in collaboration with public agencies, community stakeholders, and private partners to advance redevelopment that is inclusive, implementable, and reflective of place. Whether advancing corridor revitalization, activating underutilized sites, or shaping district-scale identity, we focus on creating environments that attract investment while serving existing communities.
Our work is grounded in an understanding of how cities operate, including procurement processes, funding constraints and grant opportunities, interdepartmental coordination, and public accountability. We have maintained long-standing on-call relationships with agencies such as the City of Paramount, City of Long Beach, City of Huntington Beach, and Los Angeles County Department of Parks and Recreation, allowing us to deliver consistent, responsive support across multiple projects and timelines.
In Paramount, we have served as trusted advisors for over a decade, delivering a comprehensive portfolio of public realm improvements including streetscapes, parks, civic plazas, community centers, and mobility infrastructure. Similarly, in Long Beach, we have led initiatives such as the ASLA award-winning parklet program (the first of its kind in southern California) and multiple downtown revitalization efforts that required coordination across public works, community and economic development, building & safety and planning departments.

Our approach emphasizes:
- **Actionable planning** tied to implementation and funding pathways
- **Interdisciplinary coordination** across agencies, consultants, and stakeholders
- **Flexibility and responsiveness** to evolving project priorities and schedules
- **Clear communication** with staff, leadership, and decision-makers

This combination allows us to not only generate strong design ideas, but to effectively navigate the complexities of public sector project delivery.

II. Data, Technology, and Technical Capabilities
Studio One Eleven integrates data-driven tools, advanced visualization, and emerging technologies to support analysis, communication, and decision-making throughout the project lifecycle.

Datasets & Analysis Tools
- U.S. Census, American Community Survey (ACS), and regional demographic datasets to inform redevelopment strategies and analysis, including identification of investment areas, market conditions, population trends, housing needs, and equity-focused planning
- General and Specific Plans, Design Guidelines, and applicable zoning, policy, and regulatory frameworks
- GIS-based spatial analysis for mapping, equity analysis, and site evaluation
- Transportation and mobility data (walk, bike, transit scores; traffic and circulation data where available)
- Environmental and climate data to inform resilient and low-impact design strategies
- Research reports and data analysis (economic trends, real estate conditions, and design strategies) to inform redevelopment feasibility and implementation

Design & Visualization Tools
- Adobe Creative Suite (Illustrator, InDesign, Photoshop) for high-quality graphics and communication materials.
- 3D modeling and visualization tools (SketchUp, Rhino, Lumion/Enscape) for real-time visualization and scenario testing.
- AutoCAD and Revit for technical documentation and interdisciplinary coordination.

Artificial Intelligence & Emerging Tools
- AI-assisted visualization tools (such as Nano Banana), to help us to rapidly test mood studies and rendering techniques based on 3D digital models we have developed ourselves.
- AI-supported workflows such as ChatGPT for summarizing regulatory frameworks, evaluating trends in community input notes, and organizing quantitative data.
- Internal Quality Assurance/Quality Control protocols to ensure accuracy, reliability, and appropriate use of emerging technologies. Studio One Eleven utilizes AI-assisted tools selectively to support analysis and visualization, with all design decisions led by experienced professionals and subject to rigorous review.

Technical Competencies
Our team includes licensed architects, landscape architects and urban planners with strong capabilities in GIS, visualization, and data interpretation. Team members are experienced in translating complex datasets into clear, actionable insights that inform planning, design, and policy recommendations. We prioritize clarity and usability to ensure that technical information is accessible to and understandable by both staff and community audiences.

III. Demonstrated Outcomes and Implementation
A defining aspect of Studio One Eleven's work is our ability to develop clear, compelling visions that secure support, funding, and a path to implementation. Through strong upfront planning, we align projects with stakeholder priorities and funding mechanisms, enabling phased delivery over time while maintaining a cohesive and enduring vision. Over the past five years, we have helped our public and private clients secure more than $35 million in grant funding, advancing projects from concept through implementation.
- **Paramount Boulevard Streetscape (City of Paramount)**: Our redesign of this primary corridor established a cohesive downtown identity, improved pedestrian safety, and enhanced economic activity. The project received an ASLA award and has become a model for subsequent public investments throughout the city.
- **Downtown Mar Vista Beautification (City of Los Angeles)**: This effort was recognized with an APA Award of Excellence in the "Hard-Won Victories" category, reflecting our ability to navigate complex stakeholder environments, regulatory constraints, and implementation challenges to deliver meaningful public realm improvements.
- **Citywide Public Realm Standards (Paramount)**: We developed design standards that guide streetscapes, bus shelters, and public space improvements, ensuring consistency and long-term value across projects. These standards have been adopted and implemented across multiple city initiatives.
- **Long Beach Parklet Program:** Studio One Eleven (S111) led the development and implementation of one of the first pilot parklet programs in Southern California. S111 helped test, refine, and translate early concepts into built projects that activate underutilized right-of-way and support local businesses. The program has since been formalized and adopted as policy, informing similar initiatives in other cities and introducing innovations recognized at the first International Parklet Symposium in the United States (2025).
- **Urban Green (Reno, NV):** This project transformed an underutilized site into a high-performing public space that supports events, reduces urban heat island effects, and incorporates sustainable water strategies. The project has catalyzed adjacent development and increased activity in the district.
- **Oak View Neighborhood Master Plan (Huntington Beach):** Our planning effort led to funded implementation of neighborhood improvements, including parks, streetscapes, and community amenities demonstrating a direct link between planning, funding, and delivery.

Across these and other projects, our work has resulted in:
- **Adopted plans and standards** that guide future development
- **Secured grant funding and capital investment**
- **Constructed projects** that enhance quality of life and economic vitality
- **Replicable frameworks and pilot programs** that extend impact beyond a single site

We approach every project with the goal of moving from vision to reality - ensuring that our work delivers lasting, measurable outcomes for the communities we serve.

D. Project Management Plan

The Urban Green, Reno, NV | Studio One Eleven

D. Project Management Approach

As the lead firm, Studio One Eleven will provide landscape architecture, urban design, and public realm planning services, including visioning, concept design, streetscape and open space design, and implementation strategies that align with funding and phasing.

To strengthen our ability to deliver locally grounded and technically comprehensive solutions, we have assembled a team of Albuquerque-based and national partners, providing a strong combination of local presence and nationally recognized expertise.

- **Consensus Planning | Albuquerque, NM**
  Lead for planning, land use, and redevelopment strategy. Consensus brings over 30 years of experience working with public sector clients throughout New Mexico, with deep familiarity in Albuquerque's regulatory processes, including coordination with the Environmental Planning Commission and City Council. Their expertise ensures that planning efforts are actionable, aligned with local priorities, and positioned for approval and implementation.
- **Bowman Consulting Group | Albuquerque,NM**
  Lead for civil engineering, surveying, and site readiness services. High Mesa provides expertise in infrastructure analysis, utilities, drainage, and subsurface conditions, supporting feasibility, entitlement, and implementation of complex redevelopment projects. As a locally based firm, they bring on-the-ground knowledge of Albuquerque's infrastructure systems, regulatory requirements, and development processes, ensuring that design concepts are grounded in technical reality and can move forward efficiently.
- **RSM Design –** Lead for environmental graphics, wayfinding, and identity systems. RSM is an award-winning, multi-disciplinary design studio working at the intersection of architecture and graphic design, with offices in California, Texas, and New York. Their work connects people to place through principle-centered design approaches that reflect the spirit, authenticity, and culture of each destination. A certified Women Business Enterprise (WBE), RSM brings nationally recognized expertise in crafting identity systems and experiential environments. Our firms share a long and successful history of collaboration, combining Studio One Eleven's experience transforming underutilized spaces into vibrant community destinations with RSM's ability to create cohesive identity and wayfinding frameworks that reinforce a sense of place.

This team structure combines nationally recognized design leadership with deep local knowledge, allowing us to deliver solutions that are both visionary and implementable.

Understanding of Redevelopment in Albuquerque
Studio One Eleven's experience in the Greater Los Angeles metropolitan region provides a strong foundation for understanding urban redevelopment challenges similar to those faced in Albuquerque.



The Urban Green, Reno, NV | Studio One Eleven

Across Southern California, we have worked extensively in communities experiencing:

- Aging infrastructure and deferred maintenance
- Fragmented, incremental improvements due to limited funding
- Underutilized corridors and sites with strong redevelopment potential
- The need to balance economic development with community identity and equity

These conditions closely parallel those identified within Albuquerque's Metropolitan Redevelopment Areas (MRAs), where aging infrastructure and planning frameworks coupled with long-term underinvestment have resulted in blighted or underperforming environments.

In addition to our work in large metropolitan regions, Studio One Eleven has supported long-term redevelopment efforts in smaller cities such as Paramount, California. Over more than a decade, we have partnered with the city to help shape and reinforce public realm systems - including streetscapes, parks, mobility infrastructure, and design standards - that support ongoing reinvestment and community identity. This work has complemented the City's broader redevelopment efforts, contributing to its transformation from a once-declared "urban disaster area" into a safe, healthy, and attractive community. As described by the City, Paramount's evolution reflects a proactive approach to urban renewal - focused on sustainable development, infrastructure investment, and community pride - resulting in a significant improvement in quality of life and the creation of a welcoming, resilient environment.

This experience reinforces our understanding that successful redevelopment is not the result of a single project, but of consistent, coordinated investment guided by a clear vision over time. It also reflects our ability to support cities in translating long-term goals into implementable projects that build momentum and deliver measurable outcomes.

Our experience aligns particularly with the following challenges noted in Albuquerque:

- **Infrastructure constraints**: Similar to conditions in MRAs, many of our projects require working within outdated or undersized systems (storm drainage, utilities, streets), requiring strategic coordination and phased upgrades.
- **Piecemeal investment patterns**: Like Albuquerque, many Southern California communities have experienced incremental improvements rather than comprehensive redevelopment, requiring a unifying vision to guide future phases.
- **Mobility and public realm deficiencies:** We routinely address gaps in pedestrian, bicycle, and transit infrastructure, transforming corridors into safe, active, and economically viable places.

Our approach focuses on establishing a clear framework that moves beyond isolated improvements, creating cohesive strategies that guide reinvestment over time.

Approach to Redevelopment and Implementation
Studio One Eleven's role is to bridge vision and implementation. We develop place-based strategies that:

- Align with available and potential funding sources (i.e. grants, capital programs)
- Establish visioning frameworks and toolkits with phased implementation strategies
- Integrate infrastructure realities (opportunities and constraints) into early design thinking and decision making
- Create catalytic public realm improvements that attract private investment

A defining aspect of our work is the ability to develop strong designs grounded in clear, compelling visions that gain support, funding, and momentum for implementation over time, often across multiple phases, while maintaining a cohesive identity.

Our approach extends beyond physical design to include the creation of authentic, place-based identity systems that reinforce redevelopment efforts. In collaboration with RSM Design, we integrate environmental graphics, wayfinding, and branding strategies early in the planning process to ensure that each district or corridor has a clear and recognizable identity. We also support activation strategies - including pilot projects, demonstrations, and community programming - that help test ideas, build public support, and generate momentum for implementation. Together, these elements help unify public and private investments, improve navigation and user experience, and contribute to the long-term economic vitality of redevelopment areas.

By aligning landscape, urban design, and architecture, we create environments that are not only functional and implementable, but also memorable and reflective of local culture - strengthening community pride and supporting sustained investment over time.

Local Presence and Project Delivery Strategy
While Studio One Eleven is based in Long Beach, California, our team is structured to include Albuquerque-based partners, Consensus Planning and Bowman Consulting Group, ensuring strong local presence, regulatory coordination, and responsive day-to-day project support.

- **Local Team Integration:** Consensus Planning and Bowman Consulting Group provide on-the-ground coordination, strengthen relationships with local agencies, and familiarity with Albuquerque's regulatory and infrastructure environment.
- **Licensed Local Leadership:** Our Project Manager, Jitka Dekojova, is a licensed landscape architect in New Mexico with over a decade of professional experience in the City of Albuquerque, bringing critical regional knowledge and continuity to the team.
- **Hybrid Work Model:** We combine in-person engagement with efficient remote coordination, including site visits aligned with key milestones and virtual meetings and collaborative work sessions to maintain project momentum and clear communication
- **Travel and Availability:** Studio One Eleven maintains flexibility to travel as needed to support project milestones, community engagement, and coordination with City staff.

This approach ensures that we remain highly engaged, accessible, and responsive, while leveraging the strengths of both local expertise and national experience.

In Summary
Our team brings together:

- Internationally and Nationally recognized design and placemaking expertise (Studio One Eleven)
- Deep local planning and entitlement knowledge (Consensus Planning)
- Technical infrastructure and site readiness capabilities (Bowman Consulting Group)
- Environmental graphics, wayfinding, and identity systems expertise (RSM Design)

Together, we offer a comprehensive, implementation-focused approach to redevelopment - one that is grounded in local context, responsive to real-world constraints, and capable of delivering meaningful, long-term outcomes for the City of Albuquerque.



Citywide Transit Shelter replacement, Paramount, CA, Studio One Eleven

E. Cost Proposal

MoLAA Demonstration Garden, Long Beach, CA | Studio One Eleven

Project Team Rates

Name/Position	Project Responsibilities	Hourly Rate*
Michael Bohn	Principal in Charge-Architecture	$310.00
Kirk Keller	Principal in Charge-Lands. Arch.	$290.00
Shruti Shankar	Urban Design Director	$275.00
Jitka Dekojova	Project Manager / Point of Contact	$225.00
Moiri Fleming	Project Landscape Architect	$240.00
Maria Isabela Estepa	Landscape Designer	$145.00
Bryan Covarrubias	Landscape Designer	$145.00

Bowman

Name/Position	Project Responsibilities	Hourly Rate*
Graeme Means, PE / Principal	Principal/Engineering - POC	$252.92
Joseph M Solomon, Jr. / Principal	Principal/Surveying	$252.92
Paul Street/Principal/Survey Director	Survey/Project Management/POC	$252.92
Joe Gonzales /Principal/SUE Director	SUE/Project Management/POC	$252.92

CONSENSUS PLANNING

Name/Position	Project Responsibilities	Hourly Rate*
Charlene Johnson	Point of Contact, Senior Planner	$182.96
Ken Romig	Project Landscape Architect	$182.96
Ashlie Maxwell	Project Designer	$118.39

rsmdesign

Name/Position	Project Responsibilities	Hourly Rate*
Cody Clark	Project Lead	$315.00
Kate Gilman	Project Manager / Lead Designer	$268.00
MJ Hitchcock	Project Designer	$214.00

Note: Full rates sheets are includes in Section F. Attachments

F. Attachments

- Organization Chart
- Resumes of Key Staff
- Examples of Completed Projects
- Rate Sheets
- Letters Of Support
- Articles

Steelcraft, Urban Infill, Bellflower, CA | Studio One Eleven

Organization Chart

PRIME CONSULTANT
Studio One Eleven



Michael Bohn, AIA
Partner
35+ years experience



Shruti Shankar, AICP, Int. Assoc. AIA
Urban Design Director
14 years experience



Jitka Dekojova, ASLA, LEED SITES
Project Manager
14 years experience
POINT OF CONTACT



Kirk Keller, ASLA, LEED AP
Principal in Charge
27 years experience



Moiri Fleming, ASLA
Project Landscape Architect
16 years experience

SUBCONSULTANT TEAM



Civil Engineering
Bowman Consulting Group
J. Graeme Means, PE, LEED AP BD + C
Director
34 years experience



Landscape Architecture
Consensus Planning, Inc.
Ken Romig, ASLA
Landscape architecture Practice Leader
25 years experience



Signage + Wayfinding
RSM Design
Cody Clark
Principal, Partner
27 years experience



Surveying
Bowman Consulting Group
Joseph Solomon, PLS, CFedS
Regional Manager
30 years experience



Planning
Consensus Planning, Inc.
Charlene Johnson, AICP
Senior Planner II
12 years experience



Branding + Placemaking
RSM Design
Kate Gilman
Senior Associate
20 years experience

Resumes of Key Staff



Michael Bohn, AIA

Partner

Authorized to negotiate contracts on behalf of the firm.

Michael Bohn, AIA is a Senior Principal and Design Director with over 35 years of experience. His passion for urbanism lies in providing small interventions such as streetscapes, site activations, and the first parklets in Southern California which have supported small business during the pandemic. Micahel's experience in the City of Long Beach includes the Downtown Vision Plan, which serves as the foundation for guiding development around the city's light-rail transit and has resulted in 8,000 new units, replacing mostly surface parking lots. His housing experience includes affordable, student, and market-rate projects. To date, he is responsible for the completion of almost 2,500 units with another 2,000 under construction or in the planning stages. He has led several urban outdoor eateries to help anchor traditional downtowns.

Michael has led award-winning urban infill projects that transform underutilized sites into vibrant, mixed-use communities, including modular developments such as SteelCraft urban retail and the internationally recognized Watts Works infill housing. His work often involves public-private partnerships that align development with community needs and economic opportunity. In addition to his project work, he has been actively involved with AIA California in advancing housing policy reform, contributing to efforts that support more equitable and attainable housing and streamlined approval processes. Michael has been a cornerstone of Studio One Eleven for over twenty years.

Relevant Experience

- The Long Beach Airport, Long Beach, CA
- Epicenter Masterplan, Rancho Cucamonga, CA
- Armory Arts Collective, Long Beach, CA
- Watts Works, Los Angeles, CA
- Partake Collective, Long Beach and Los Angeles, CA
- The Journey, Venice, CA
- Vanowen Apartments, North Hollywood, CA
- The Linden, Long Beach, CA
- Modern Times at Leisuretown, Anaheim, CA
- Service Shelter, Bellflower, CA
- Santa Ana Arts Collective, Santa Ana, CA
- 4th Street Market Lofts, Santa Ana, CA
- The Roost, Santa Ana, CA

Registration:
Registered Architect
- California: #C 21695

Education:
- Bachelor of Architecture, Cum Laude, Cal Poly University, San Luis Obispo, CA
- Ecole d'Art Americain, Fountainebleau, France
- State Archaeological Camp with the Smithsonian and British Institutes, India

Affiliations:
- Board member AIA LB/SB
- Board member AIA CA
- Co-Chair AIA CA Housing Steering Committee
  Board Member Institute of Innovation+Entrepreneurship

Awards:
- Watts Works: Architect's Newspaper Best of Design Award, Social Impact Category: 2025
- Santa Ana Arts Colective: 2023 AIA CA Residential Honor Award
- Santa Ana Arts Collective: 2020
- Partake Collective: 2023 US Green Building Council Award
- Watts Works: 2023 AIA LA Design Award
- 200 West Ocean: 2023 AIA OC Citation Award
- Partake Collective: 2023 Long Beach Heritage Preservarion Award
- Watts Works: 2022 Westside urban Forum Merit Award
- Steelcraft Garden Grive: 2022 AIA OC Citation Award
- The Roost: 2019 AIA Long Beach/ South Bay Merit Award
- Zinnia: 2018 Beautification Award, 2018 Honorable Mention SCANPH Design Awards
- Ace 121: 2017 Honorable Mention SCANPH Design Awards



Kirk Keller, ASLA, LEED AP

Principal, Landscape Architecture

Authorized to negotiate contracts on behalf of the firm.

Kirk Keller is a Principal and Director of Landscape Architecture at Studio One Eleven with over 25 years of experience leading public realm, civic, and urban redevelopment projects across the Western United States. His work focuses on creating resilient, accessible, and identity-driven places that support economic vitality, community life, and long term environmental performance. Kirk serves as a trusted advisor to multiple public agencies through long-standing on-call relationships, providing strategic guidance on planning, design, and implementation of public realm improvements. He specializes in partnering with cities and stakeholders to deliver parks, streetscapes, plazas, and mixed-use developments, guiding projects from early visioning and community engagement through implementation. He is experienced in managing complex, multidisciplinary teams and navigating public processes, including approvals, funding, and phased delivery strategies.

His portfolio includes award-winning and internationally recognized projects such as Long Beach Airport, The Urban Green, and the Paramount Boulevard Streetscape Renovation, as well as major civic initiatives including the Glendale Arts and Entertainment District Vision Plan and The Streets in Downtown Long Beach. His work often integrates pilot projects - such as parklet programs - alongside activations and tactical urbanism strategies to build momentum and support long-term redevelopment. Kirk is an active contributor to the profession, sharing his expertise at local, national and international forums, including the ASLA National Conference and the first International Parklet event in the United States.

Relevant Experience

- Sidewalk Transit Amenities Program (STAP), Los Angeles, CA
- Oak View Neighborhood Beautification, Huntington Beach, CA
- Downtown Visioning, Seal Beach, CA
- Long Beach Airport Expansion + Gardens, Long Beach, CA
- Reno Experience District (RED) and Urban Green, Reno, NV
- Main Street Revitalization, Huntington Beach, CA
- The Streets, Long Beach, CA
- Glendale Arts and Entertainment District, Glendale, CA
- Paramount Boulevard Urban Revitalization, Paramount, CA
- Sherman Way, Reseda, CA
- Downtown Mar Vista Beautification, Los Angeles, CA

Registration:
Registered Landscape Architect
- California: #6121
- Texas: #3459
- Nevada: #1052
- Idaho: 6871945

Education:
- Bachelor of Science, Landscape Architecture with Honors, Cornell University, Ithaca, NY
- Heriot-Watt University, Landscape Architecture III, Edinburgh, Scotland

Affiliations:
- American Society of Landscape Architects
- United States Green Building Council
- Council of Landscape Architects Registration Board

Awards:
- ASLA Nevada Merit Award, Reno Aces Outfield, Reno, NV
- ASLA So Cal Merit Award 2025, Long Beach Airport, Long Beach, CA
- ASLA Nevada Project of the Year - The Urban Green, 2023
- ASLA Merit Award, The Oaks School Greenspace, 2023
- APA Los Angeles Merit Award, Downtown Mar Vista Beautification Project, 2022
- Santa Ana Arts Collective, 2021:
  - AIA OC Honor Award
  - AIA Long Beach, South Bay Honor Award SCDF, Honor Award
- ASLA Honor Award Paramount Blvd. Urban Revitalization, 2021
- ASLA Merit Award Steelcraft Garden Grove, 2021
- The Roost, Santa Ana, CA: 2019 AIA Long Beach/South Bay Merit Award, 2017 SCDF Architecture Award
- ACE 121: 2018 National Association of Homebuilders Multifamily Pillars Award, 2018 SCDF Citation Award
- ASLA Merit Award 2018, The Roost, EcoHouse, Long Beach Parklet Program



Jitka Dekojova, ASLA, SITES AP

Project Manager

Jitka Dekojova is Project Manager at Studio One Eleven, and a licensed landscape architect with an interdisciplinary background in Urban Design and Environmental Planning. She brings over a decade of project experience in the USA and internationally to her work. She has lead and worked on a variety of project types and scales, from streetscape improvement projects, to urban design, civic plazas, community engagement efforts to public parks. Jitka is well equipped to balance both aesthetics, current urban needs, and ecology in landscape design, while emphasizing adaptive reuse and green stormwater infrastructure. She takes into account the ephemeral phenomenological aspects of the urban environment: the need for whimsical elements, the joy of unexpected discovery in everyday urbanism, the advantage of flexibility in planned spaces, and the importance of mix of people to bring vibrancy into urban spaces.

Jitka earned her Masters' in Landscape Architecture from University of New Mexico following a double Masters' degree in Landscape Engineering and Environmental Planning from Czech Republic. She is a licensed landscape architect and SITES Accredited Professional.

Jitka joined Studio One Eleven in 2024.

Relevant Experience

- Walnut Street Urban Greening, Santa Ana, CA
- Paramount Public Space Standards, Paramount, CA
- Seal Beach Visioning Plan, Seal Beach, CA
- Main Street Revitalization, Huntington Beach, CA
- 6th Street Beautification, Corona, CA
- Kenneth Hahn Japanese Garden, Los Angeles, CA
- Albuquerque Rapid Transit, Albuquerque, NM*
- Civic Plaza Revitalization, Albuquerque, NM*
- National Pollutant Discharge Elimination System Manual, Santa Fe, NM*
- ABQ Film Studios, Albuquerque, NM*
- Gene Howe Park and Master Plan, Amarillo, TX*

**Completed prior to working at Studio One Eleven*

Registration:
Registered Landscape Architect

- New Mexico #536
- Texas #3734
- Colorado #1591

Education:

- Master of Landscape Architecture, University of New Mexico, Albuquerque, NM
- Master of Landscape Engineering and Environmental Planning, Czech University of LIfe Sciences, Prague

Affiliations:

- American Society of Landscape Architects
- United States Green Building Council

Awards:

- ASLA New Mexico Honor Award NPDES Manual Update, 2021
- ASLA New Mexico Merit Award Albuquerque Civic Plaza Renovations, 2021
- ENR Southwest Top Young Professional, 2020
- ASLA New Mexico Award of Academic Excellence, 2012



Shruti Shankar, AICP, Assoc. AIA

Urban Design Director, Associate Principal

Shruti Shankar is the Urban Design Director at Studio One Eleven and a certified planner with a background in Urban Design, Architecture, and Sustainability. With over a decade of experience in the U.S. and abroad, she has led projects ranging from strategic planning to master plans, housing capacity analyses for infill sites, and design review for mixed-use developments. Shruti has worked with cities across Southern California and is involved in all phases of projects–from research and stakeholder engagement to design and implementation–and mentors junior staff in design coordination and deliverables.

Shruti led efforts on behalf of Studio One Eleven for South Bay Cities Council of Government's (SBCCOG) Regional Early Action Planning (REAP) funded Housing Roadmap study, as well as Southern California Association of Governments (SCAG) Other-to-Residential Toolkit. Her recent work includes leading the community-driven Huntington Park Station Area Plans, Downtown Torrance Visioning, and housing capacity analyses for LA Metro's Joint Development Team. She has also worked on a masterplan for infill development at the Montclair Place Mall and the Disadvantaged Communities Planning Initiative across six Southern California cities. Shruti Shankar represented S111 at the International Parklet Symposium in Bologna, Italy highlighting the firm's commitment to urban repair and global placemaking dialogue through adaptive streetscape design.

Relevant Experience

- SCAG Other to Residential Toolkit, SCAG Region, CA
- Redevelopment of Commercial Sites to Housing, South Bay Cities, CA
- LA ROSAH Land Use Study for Joint Development, LA County ,CA
- Downtown Ontario Vision and Plan, Ontario, CA
- Huntington Park Station Area Plans, Huntington Park, CA
- Downtown Torrance Visioning, Torrance, CA
- City Place Living Community Sustainability Study, Long Beach, CA
- Alamitos Bay EcoDistrict Framework, Long Beach, CA
- South Bay Cities Climate Action Plans, South Bay Cities, CA
- Glendale Arts & Entertainment District Visioning, Glendale, CA
- Disadvantaged Communities Planning Initiative, Southern California
- Little Tokyo/Arts District Joint Development Opportunity Analysis

Registration:
Certified Planner

- American Institute of Certified Planners (AICP)

Education:

- Global Certificate in Sustainability, University of California, Los Angeles - Extension
- Master of Urban Design, Washington University, St. Louis, Missouri
- Bachelor of Architecture, Anna University, Chennai, India

Affiliations:

- American Planning Association
- American Institute of Architects

Awards:

- 2023 APA LA (Honor) and APA CA (Merit) Award under 'Best Practices' for the Other-to-Residential Toolkit"* 2022 APA LA Honor Award under 'Best Practices' for Huntington Park Station Area Plans
- Doggerel-ARUP Essay Writing Competition, Runner Up; 2017
- Making LA together winner, deLAB2017
- American Planning Association: 2013 Awarded, Missouri Chapter, Outstanding Student Project Award
- Fulbright-Nehru Fellowship in Leadership Development, 2011-12
- Metro Anna Salai: 2008, Urban Transport Hub



Moiri Fleming, ASLA

Project Landscape Architect, Associate

Moiri Fleming is a Senior Project Landscape Architect at Studio One Eleven and has a wide range of experience in conceptual planning through construction implementation for a variety of landscape architectural projects including parks, streetscapes and urban plazas.

She has been responsible for leading design efforts on various landscape studio projects including most recently the Reno Entertainment District 2-acre Urban Green, Liberty Dogs Campus for Military Veterans in Reno, NV, Harvey Milk Park and The Streets of Long Beach, Paramount Boulevard Urban Revitalization, citywide bus shelter renovations and al fresco dining, Oak View Streetscape Beautification and Downtown / Main Street Studies in Huntington Beach Main Street Redesign, Oak View Neighborhood Beautification, Sherman Way Streetscape, and the design of a range of public spaces in Los Angeles. Her experience entails designing spaces that promote pedestrian activity within the public realm, community gathering spaces and connectivity to open space, master-planning, green infrastructure /storm water capture and re-use, and incorporating California adapted and native plants into the design. Moiri is a licensed landscape architect in California. Moiri has been providing landscape architectural leadership at Studio One Eleven for a decade.

Relevant Experience

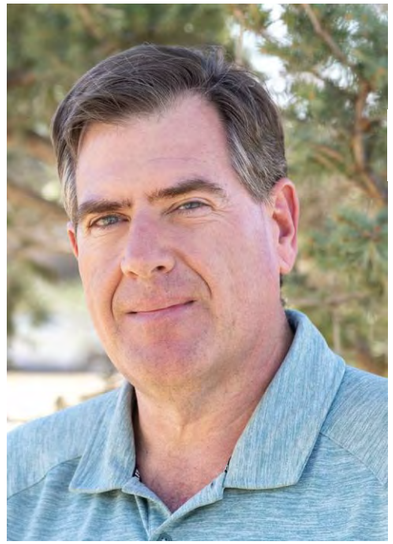
- Oak View Streetscape Beautification, Huntington Beach, CA
- Main Street Redesign, Huntington Beach, CA
- The Streets, Long Beach, CA
- Century Blvd. Greenway, Paramount, CA
- Walnut Street Urban Greening, Santa Ana, CA
- Long Beach Parklets, Long Beach, CA
- Paramount Boulevard Streetscape, Paramount, CA
- Artsakh Avenue Urban Design and Placemaking, Glendale, CA
- City Place Remodel and Streetscape, Long Beach, CA
- Santee Court Urban Plaza, Los Angeles, CA
- Downtown Ventura Masterplan, Ventura, CA
- Reno Aces Ballpark Family Play Zone, Reno, NV
- Oakview Neighborhood Beautification, Huntington Beach, CA
- The Urban Green, Reno, NV
- Carpinteria Towne Trail and Parks Masterplan, Carpinteria, CA

Registration:
Registered Landscape Architect
- California: #6102

Education:
- Bachelors of Science Landscape Architecture, Temple University, Philadelphia, Pennsylvania

Affiliations:
- American Society of Landscape Architects

Awards:
- ASLA Nevada Project of the Year - The Urban Green, 2023
- ASLA Merit Award, The Oaks School Greenspace, 2023
- ASLA Honor Award Paramount Blvd.Urban Revitalization, 2021
- RDC-S111, Inc. Office: 2018 Architecture MasterPrize Honorable Mention, 2017 AIA Long Beach/South Bay Award; 2017 USGBC 1st Place in Health + Wellness; 2017 Architects Newspaper Design Award, Honorable Mention; 2017 SCDF Architecture Award; 2017 LEED Platinum; 2017 WELL Certified



Bowman

J. Graeme Means, PE

Business Unite Leader

Graeme Means has over 33 years of civil engineering experience, all with Bowman and High Mesa Consulting Group prior to ther acquisition in 2023. In addition to his duties as a principal engineer-in-charge of all civil engineering projects undertaken by the Albuquerque office, he is also responsible for recruiting engineering staff, and mentoring the civil engineering interns. Graeme manages the New Mexico civil engineering department and provides engineering planning, design and project management services to the existing client base and develops new clients and contacts for the firm.

Education

B.S. Civil Engineering, Minor in Environmental Science, Lafayette College, Easton PA (1992)

CE 535 - Open Channel Hydraulics (1994), CE 536 - Design of Hydraulic Structures (1995), University of New Mexico, Albuquerque, NM

Registrations

Professional Engineer:
New Mexico (#13676)
Arizona (#39614)
Colorado (#57300)

LEED AP, BD&C (#10500830)

Associations

American Society of Civil Engineers

Experience

2015 to Current
Principal Engineer/Business Unit Manager. Responsible for administration and management of civil engineering department, client relations, business development, supervision of personnel and review of all in-house design and design criteria. Actively involved in all civil engineering projects with level of design participation dependent upon level of expertise required as well as specific project demands. Active participation in project design processes, quality control and quality assurance as well as actual hands-on design.

2002 to 2015
Principal / Senior Staff Engineer. Responsible for client relations, business development, and the design and project management of study, planning, design and construction phase activities for new site construction, site expansions and site renovations, of public and private facilities, hydrologic and hydraulic modeling, drainage channels, new subdivisions and other civil engineering projects. Also responsible for recruiting, mentoring and managing engineering staff.

1997 to 2002
Senior Staff Engineer. Responsible for client relations, business development, and the design and project management of studies, construction cost estimates, and designs of grading and drainage plans and drainage facilities, hydrologic and hydraulic modeling, FEMA Map Revisions, stormwater pollution prevention plans, drainage master plans, paving plans, street design, traffic analyses and traffic control plans, water and sanitary sewer lines.

1992 to 1997
Engineering Technician. Responsible for the investigation and design of land development projects and subdivisions, preparation of construction plans for street, utility and drainage improvement projects and water and sanitary sewer systems, drainage, hydraulic and hydrologic studies. Other responsibilities include the supervision, administration and coordination of various construction projects.



Joseph Solomon, PLS, CFedS

Regional manager, Geospatial West Division

Joseph serves as Regional Manager for Bowman's Geospatial West Division where he leads surveying and geospatial operations with a focus on innovation, accuracy and client satisfaction. As a licensed Professional Land Surveyor and Certified Federal Surveyor, Joseph brings extensive experience in construction staking, geodetic control, large-scale mapping and GIS data acquisition. He is responsible for developing new surveying processes, implementing advanced technology and managing the division's workload and field operations. Joseph also plays an active role in proposing and securing contracts, drawing on his deep understanding of local, state and federal regulations as well as procurement and permitting. Through his leadership, Joseph ensures that every task order, deliverable and QA/QC process aligns with the highest standards of safety, accountability and precision—consistently exceeding client expectations.

Education

B.S. Surveying, Ohio State University, 1995

Registrations

Professional Land Surveyor:
New Mexico (#15075)
Oklahoma (#1847)
Utah (#9765668-2201)
Colorado (#38795)
Arizona (#76759)

Certifications

Certified Federal Surveyor (CFedS) (#1507)

Associations

New Mexico State University Geomatics Industry Advisory Committee, 2021-Present

New Mexico Board of Licensure for Professional Engineers and Surveyors, State Specific Examination Evaluation Committee, 2008

New Mexico Professional Surveyors, Vice President, Middle Rio Grande Chapter, 2003-2005

Experience

City of Las Cruces, South Mesquite Lighting District | *Las Cruces, NM*
Principal-in-Charge / Survey Project Manager. Performed control survey, ROW retracement, established parcel lines, conducted utility and topographic survey within right-of-way limits for the South Mesquite Historic District; project objective was to identify existing street lighting and create easements or right-of-way takes for improving lighting within the area and improve pedestrian safety. (2024-2025)

Bernalillo County, **Sheriff's** Office Shooting Range Easement Surveys | *Albuquerque, NM*
Principal-in-Charge / Survey Project Manager. Conducted boundary survey and easement creation for vacant 50-acre parcel between the metropolitan detention facility and the westside landfill. Project objective was to create easements for alternate access/evacuation route for the westside landfill and locate and create easements for a methane transmission pipeline. Developable areas between these easements to be used for creation of a shooting range for the sheriffs office. (01/2025-04/2025)

Town of Rico, Topographic and Utility Survey | *Rico, CO*
Principal-in-Charge / Survey Project Manager. Performed topographic and utility surveying for the Town of Rico. Prepared mapping of underground utilities for use by other consultants to create a sanitary sewer system upgrade plan and design improvements to the existing wastewater treatment plant. Project utilized UAV imagery, aerial based lidar for topography, on the ground topo and utility surveying as well as supplemental parcel collection. (08/2025 - 10/2025)

Albuquerque Public Schools Facilities Design and Construction, On-Call Contract | *Albuquerque, NM*
Principal-in-Charge / Survey Project Manager. Providing on-call surveying, civil engineering and subsurface utility engineering services to Albuquerque Public Schools (APS) to support the APS Facilities Design and Construction department across a four-year term.



Ken Romig, ASLA

Associate, Landscape Architecture Practice Area Leader

Ken Romig is an accomplished Landscape Architect with over 25 years of experience envisioning and designing great outdoor spaces that are responsive to place, human wellness, and vernacular traditions. He has been involved in the overall site and landscape planning and design process for school facilities, parks, institutional campuses, health care environments, streetscapes, and multi-family housing projects.

Ken employs his design skills to create environments that respect the desert southwest, satisfy the human need for quiet or fun active or passive play, and meet clients' budget requirements.

Registration:
Registered Landscape Architect
- New Mexico #337
- Texas # 3213
- Arizona #75521

Education:
- BA, Philosophy and Studio Art Beloit College
- Master of Community and Regional Planning, University of New Mexico

Affiliations:
- New Mexico Parks and Recreation Association
- American Society of Landscape Architects

Relevant Project Experience
- Alamogordo Parks & Recreation Master Plan
- Balloon Landing site evaluation and site readiness assessments
- Balloon Fiesta Park Command Center Feasibility and Siting Study
- Lovington US 82 Streetscape Improvements
- Liberty Square Village Center Design (Angel Fire)
- Las Cruces Veteran's Park Improvements
- Albuquerque Civic Plaza Fountain and Playground Improvements
- Bullhead Memorial Regional Park Master Plan (Albuquerque)
- Vista del Norte Master Plan & I-V Park Construction Documents and Implementation (Albuquerque)
- Alameda Drain Trail Master Plan and Phases I-III Implementation/Trail (Albuquerque)



Charlene Johnson, AICP

Senior Planner II

CONSENSUS PLANNING

Charlene has over twelve years of experience in data research and analysis, community engagement, and long-range master planning. Her focus at Consensus Planning is on is on providing research and analysis, technical writing, and the development of community outreach strategies and surveys for the firm's Comprehensive Plans and Metropolitan Redevelopment Area Plans and co-facilitating public meetings.

Charlene has also worked on numerous supportive housing projects that address homelessness and vulnerable populations in Albuquerque, and assists on securing project entitlements, including zone map amendments, variances, and conditional use applications for our private development clients, and has been involved in several redevelopment projects in Albuquerque.

Registration:
American Institute of Certified Planners (#33896)

Education:

- Master of Community and Regional Planning Degree with an emphasis in Community Development, University of New Mexico
- Bachelor of University Studies, University of New Mexico

Affiliations:

- New Mexico Chapter of the American Planning Association

Relevant Project Experience
Metropolitan Redevelopment Area Plans:

- Menaul Boulevard
- City of Clovis
- City of Aztec
- City of Lovington

Comprehensive Plans:

- Town of Bernalillo
- City of Raton
- Town of Clayton
- City of Clovis
- City of Aztec
- City of Carlsbad
- Village of Red River
- Village of Ruidoso Downs
- Chaves County
- Taos County
- Eddy County
- Union County

rsmdesign

Cody Clark

LEED GA

DIRECTOR OF LOS ANGELES OFFICE

PRINCIPAL
PARTNER



"WE KNOW THAT GREAT PLACES SHOULD BE MORE THAN JUST A SERIES OF **LINKED DESTINATIONS**. THE PLACES WE CREATE PROVIDE A FRAMEWORK TO BUILD **FAMILIES**, **STRONG ECONOMIES**, AND **OPPORTUNITIES FOR GROWTH**... BUT MOST IMPORTANTLY, TO **CREATE MEMORIES**."

EDUCATION
BA GRAPHIC DESIGN
ARTCENTER COLLEGE OF DESIGN

PROJECT EXPERIENCE
BAR CENTER AT THE BEACH
GLENDALE COMMUNITY COLLEGE
GLENDORA PUBLIC MARKET
POST DISTRICT
UNCOMMONS
THE ROW DTLA
HOLLYWOOD PARK
AMAZON HQ2 MET PARK
THE NORTH RIM
THE WEST QUARTER
UCLA FIELDING SCHOOL
UCLA ROSENFELD HALL
CHILDREN'S HOSPITAL LOS ANGELES

Cody serves as a principal and director of the Los Angeles office with deep commitment and experience. He fuses his previous post as a Global Leader of Environmental Graphic Design with RSM Design's established industry leadership to bring relevant insight in continuously evolving our studios. His expertise has contributed to an exemplary portfolio of world-class projects, industry publications, speaking engagements and design education.

He has built an award-winning career through creative and contemporary storytelling within architectural and public space environments. Cody believes in building projects around a client-informed process which is led by asking great questions, resulting in meaningful and economically successful projects. He specializes in transmedia solutions for wayfinding and environmental interventions, utilizing media-driven platforms. He has a prominent voice within the industry through active participation and speaking topics ranging from technology-led experiences to the future of wayfinding and mobility.

rsmdesign

Kate Gilman

SENIOR ASSOCIATE



"GRAPHIC DESIGN IS SUCH A VISUAL MEDIUM. IT ENHANCES THE **PLACES** AND **SPACES** OF OUR LIVES. BY HONORING THE PLACES WE DESIGN, **WE HONOR THE PEOPLE** WHO LIVE AND WORK THERE ALSO."

EDUCATION

BACHELOR OF FINE ARTS, GRAPHIC DESIGN, UNIVERSITY OF GEORGIA

EXPERTISE

BRANDING & LOGO DESIGN
PROJECT VISIONING
CONCEPTUAL WAYFINDING DESIGN
SCHEMATIC DESIGN PACKAGES
SPECIALTY / PLACEMAKING ELEMENTS
CLIENT AND TEAM COMMUNICATION
PROJECT MANAGEMENT
TEAM MENTORING

PROJECT EXPERIENCE

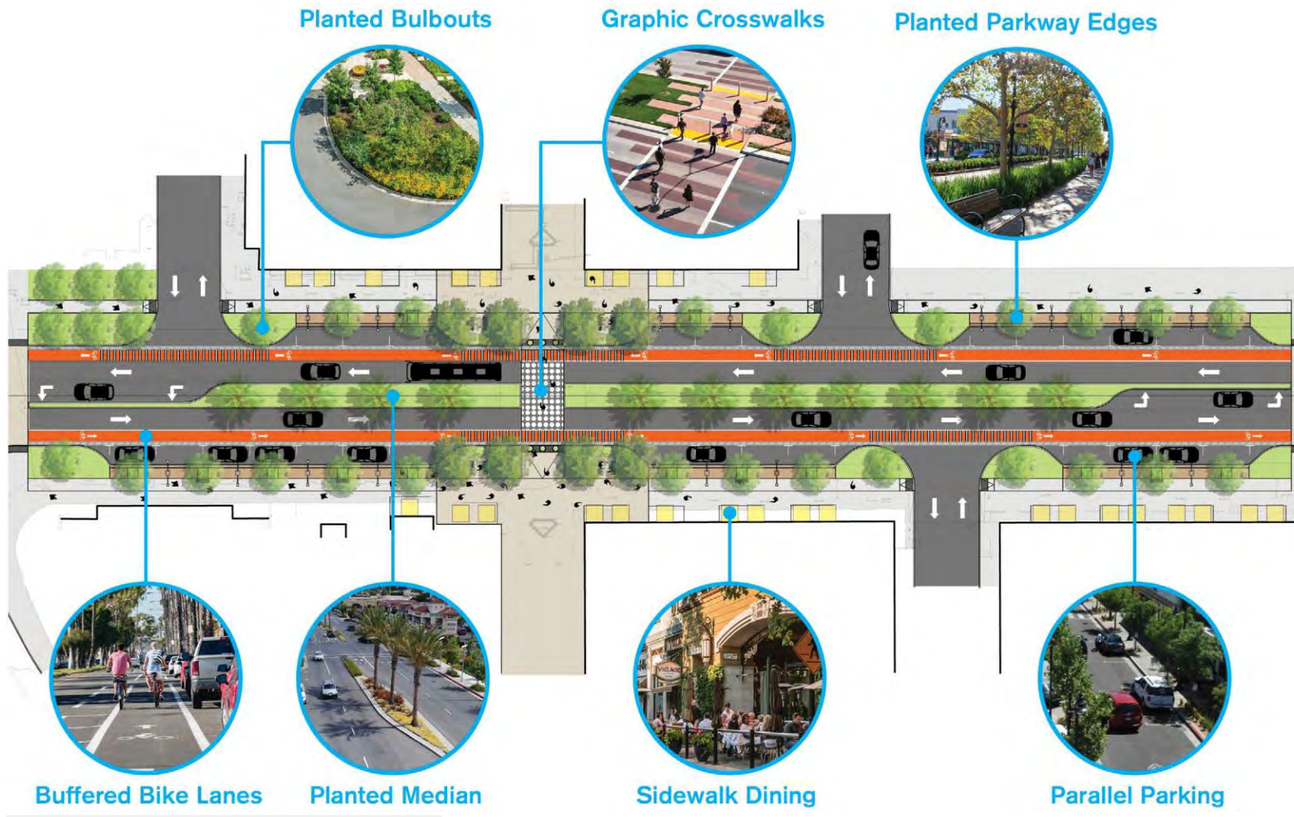
CITY OF DANA POINT
TUSTIN LEGACY
CITY OF ANTIOCH
SAN YSIDRO BORDER CROSSING
GREAT PARKS TRAIL MASTER SIGNAGE PLAN
MARIE SELBY BOTANICAL GARDENS
DANA POINT MARINA
KPBS
BRENTWOOD SCHOOL
HARBOR DAY SCHOOL

An Atlanta native, Kate believes in a holistic design approach which focuses on problem-solving design solutions that provide a memorable experience for clients and end users. She is committed to the design process and has experience bringing projects from initial vision and concepts to seeing them through to design intent drawings and the final details of fabrication and installation.

Kate's focus on clear communication with her clients and teams helps her to understand and communicate each project's challenges and creative design solutions. Her creative process through storytelling helps her to serve as a dynamic intermediary connecting people to place and curating environmental experiences that tie the visions of architect, landscape, and developer together through a single wayfinding story.

She is passionate about wayfinding systems and quality design solutions and always pushes herself to learn and teach new skills and methods. This excitement, along with years of skill, equip her with the toolset required to push and inspire the RSM team.

Examples of Completed Projects



6th Street Revitalization

Corona, CA

Client:
City of Corona

Dates:
2024 - current

FOCUS AREA:
Streetscape Revitalization
Roadway Diet, Complete Streets, Green Stormwater Infrastructure

What We Did:
Urban Design, Community Engagement, Corridor Planning, Landscape Architecture

Key Staff:
Kirk Keller, Principal-in-Charge
Jitka Dekojova, Project Manager
Moiri Fleming, Project Landscape Architect

Revitalizing the Heart of Corona: Transforming 6th Street into a Connected, Vibrant, and Cohesive Community Corridor.

Studio One Eleven is leading the revitalization of Corona's primary commercial corridor by transforming it into a vibrant and active streetscape. This project positions public infrastructure investments as a powerful catalyst for fostering community and economic benefits while celebrating the city's unique identity. The design emphasizes improved walkability and comfort through widened sidewalks, shade trees, and decorative paving, creating a more inviting pedestrian environment. Urban greening initiatives incorporate drought-tolerant landscaping and innovative green infrastructure to enhance sustainability and manage stormwater effectively. To prioritize safety and accessibility, traffic-calming measures include redesigned intersections with bulb-outs, enhanced crosswalks, and adjusted lanes for pedestrians and cyclists. Community-driven art installations and culturally significant signage are seamlessly integrated, reflecting Corona's rich heritage and creating a cohesive identity. Additionally, the project supports economic activation by introducing spaces for outdoor dining, community events, and local commerce, fostering increased foot traffic and supporting local businesses. Together, these efforts aim to redefine 6th Street as the vibrant heart of the city. The project is currently in Schematic Design.







Client:
Transito Vector

Dates:
2022 - current

FOCUS AREA:
Urban Transit

What We Did:
Urban Design, Community Engagement, Corridor Planning, Site Design, Data Collection & Grant Support

Awards:
Fast Company's 2025 World Changing Ideas Award

Key Staff:
Shruti Shankar, Urban Design Director

Sidewalk Transit Amenities Program (STAP)

Los Angeles County, CA

Addressing climate change and equity issues by helping to deploy thousands of new bus shelters throughout Los Angeles.

Studio One Eleven is working as part of a team to design and install over 3,000 bus shelters across the City of Los Angeles as part of the City's Sidewalk and Transit Amenities Program (STAP). The team is led by Tranzito-Vector and includes Fehr & Peers, SOM, Designworks, Tolar Manufacturing, Black & Veatch, and AP Construction. Studio One Eleven is responsible for site design and permitting for all the shelter locations across the city.

This role extends beyond site design and permitting to shaping a scalable, citywide strategy that prioritizes speed, equity, and long-term resilience. By coordinating closely with City agencies and project partners, we are streamlining approval processes, standardizing site adaptations, and addressing the varied physical and regulatory conditions across Los Angeles' diverse neighborhoods. Our approach ensures that shelters are thoughtfully integrated into the public realm and delivered efficiently to the communities that need them most, creating a replicable model for equitable transit investment.

Client:
City of Los Angeles, Dept. of Transportation
Alta Planning & Design
Los Angeles Neighborhood Initiative (LANI)

Dates:
2015 - 2020

FOCUS AREA:
Urban Transit, Streetscape Revitalization, Wayfinding

What We Did:
Urban Design, Landscape Architecture

Key Staff:
Kirk Keller, Principal-in-Charge
Moiri Fleming, Project Landscape Architect

Sherman Way

Reseda, CA

Mobility Improvements that Encourage All Forms of Transportation

Studio One Eleven led the development of a Conceptual Plan for Sherman Way - one of Mayor Garcetti's Great Streets - in close coordination with Council District 3, agency partners, and a community-based steering committee. The plan establishes a framework for long-term streetscape improvements that enhance livability, support local businesses, and create a vibrant, multi-modal corridor.

The design integrates mobility improvements such as protected bike lanes and enhanced pedestrian crossings, alongside identity elements including custom bus shelters, wayfinding, landscape, and signage that celebrate Reseda's unique character. The plan also supports economic development by encouraging mixed-use infill and activating the corridor as a walkable village destination.

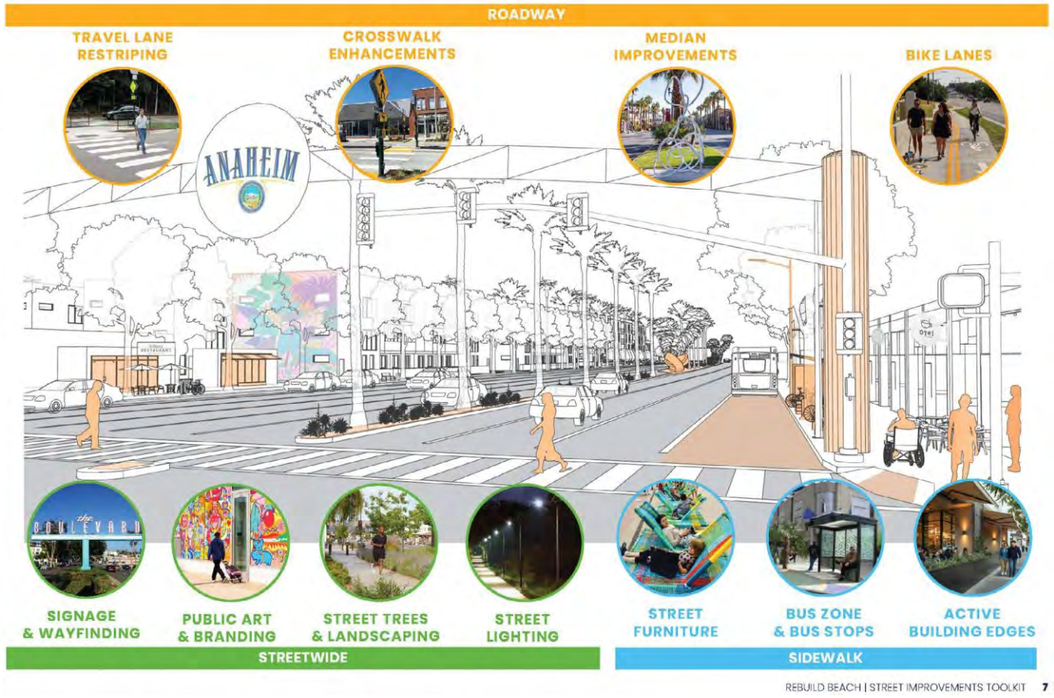
Key elements of the plan - including signage, wayfinding, custom bus shelters, and landscape enhancements - have been implemented and established the initial foundation for identity and activity. The broader vision continues to guide future investment.

Improvements Kit of Parts

The Kit Of Parts is designed to identify specific opportunities for improvements in the roadway, along the sidewalk, and streetwide on Beach Boulevard, that can build on the existing conditions and provide opportunities to further the City's desired outcomes.

Each improvement can be designed to help further at least three of the outcomes below:

- IMPROVED SAFETY & SECURITY
- UNIQUE IDENTITY
- BETTER ACCESS FOR ALL
- INVITATION TO STAY
- GREENING & BEAUTIFICATION



Client:
City of Anaheim

Dates:
2024-2025

FOCUS AREA:
Streetscape Revitalization, Wayfinding

What We Did:
Urban Design, Planning

Key Staff:
Shruti Shankar - Urban Design Director

Rebuild Beach

Paramount, CA

Rebuild Beach is a multilayer initiative to transform 1.5 miles of Beach Boulevard from Lincoln Avenue to Ball Road, to create an inviting, walkable, livable street, with thriving businesses.

An important step in achieving this vision was to have Beach Boulevard relinquished from Caltrans back to City control, providing opportunities for streetscape enhancements and improvements that can enable the City to achieve its goals for the corridor.

Recognizing these possibilities, the Street Improvements Toolkit builds off of the existing Rebuild Beach efforts, the Beach Boulevard Specific Plan and ideation from City staff to identify street improvements in the short- and long-term that can continue to drive towards a walkable, living, thriving corridor on Beach.



Client:
City of Long Beach

Dates:
2017 - present

FOCUS AREA:
Streetscape Revitalization, Adaptive Reuse, Complete Streets, Green Stormwater Infrastructure

What We Did:
Community Outreach, Landscape Architecture

Key Staff:
Kirk Keller - Principal-in-Charge
Moiri Fleming - Project Landscape Architect

The Streets

Long Beach, CA

The project is an ever-evolving canvas of strategic public realm enhancement, community activation and a continuous testing ground for new ideas.

Considering the natural growth pattern of cities, we envisioned a revitalized urban environment that gradually and strategically re-integrated a declining eight-block area into downtown Long Beach. Working in close partnership with the City of Long Beach and multiple stakeholders, Studio One Eleven guided a variety of strategic public realm enhancements, building renovations and street infrastructure improvements from concept to implementation. These included the redesign of Harvey Milk Park and Equality Plaza, a dramatic transformation of 3rd Street, 4th Street and North Promenade streetscapes to introduce upgraded sidewalks and enhanced crosswalks, new bus stops, outdoor dining, bulb-outs, bike lanes, stormwater mitigation and traffic calming measures. The project also included improvements to the adjacent public parking structure, adaptive re-use of existing buildings to introduce new retail and commercial activity, initiating a flexible street and pedestrian promenade, farmer's markets, and vibrant public murals produced through collaboration with local artists.



Client:
Lyon Living

Dates:
2019 - 2023

FOCUS AREA:
Redevelopment, Public Real Placemaking, Green Stormwater Infrastructure

What We Did:
Landscape Architecture, Masterplanning

Awards:
2023 NV ASLA Project of the Year

Key Staff:
Kirk Keller - Principal-in-Charge
Moiri Fleming - Project Landscape Architect

The Urban Green

Reno, NV

A former Parking Lot Has Been Transformed Into a Two-Acre Public Green Serving as the Center of a New Community

The Urban Green is a dynamic public open space located at the center of the 32-acre Reno Experience District (RED), showcasing innovative design solutions with a strong sense of place. The park design is inspired by the natural forms and materials found in the nearby Sierra Nevada Mountains and Truckee River, reinforcing the theme of 'hiking through the city'. Containing bespoke design elements and a hierarchy of circulation paths, the park offers a variety of unique experiences as the social hub of this mixed-use community.

Organized around a series of outdoor spaces that support community events, Urban Green anchors a modern urban district on a site once occupied by an inward-facing shopping center surrounded by expansive, impermeable parking lots. In a reversal of Joni Mitchell's famous song, this project tore down a parking lot to put up paradise, transforming a disconnected site into a catalytic public space that supports community life and ongoing redevelopment.



Client:
City of Anaheim

Dates:
2018 - ongoing

FOCUS AREA:
Storefront Revitalization, Adaptive Reuse

What We Did:
Architecture, Landscape Architecture, Community Engagement

Key Staff:
Kirk Keller - Landscape Architect

Store One

Anaheim, CA

There is a modest storefront in Anaheim that is both a landmark and launching pad.

The City of Anaheim has envisioned Store One, a Food Services Incubator and Job Training Center, to support the economic recovery from the COVID-19 pandemic and provide upward mobility opportunities in one of the City's most disadvantaged communities. Located in the original Northgate González Market, the building's former use serves as the inspiration for the future food and entrepreneurship programming. Studio One eleven was engaged by the City of Anaheim to collaborate with community stakeholders, City staff and Culinary Lab to create a vision with great community benefits. Through this visioning process a program to develop culinary and small business skills in local youth was realized, coupled with a space for community gatherings and organic gardening. This project is currently in permitting.



Client:
City of Paramount

Dates:
2014-2016 (Streetscape)
2019 - 2024 (Bus Shelters)

FOCUS AREA:
Streetscape Revitalization

What We Did:
Landscape Architecture

Awards:
2021 SoCal ASLA Quality of Life Honor Award

Key Staff:
Kirk Keller - Principal-in-Charge
Moiri Fleming - Project Landscape Architect

Paramount Boulevard Urban Revitalization

Paramount, CA

This streetscape renovation helped re-envision the character of downtown Paramount and serves as a catalyst for additional public improvements throughout the city

Located in the heart of downtown Paramount, this transformative half-mile streetscape project reimagines the public realm with a focus on livability, sustainability, and safety. Studio One Eleven led a comprehensive analysis of existing conditions and collaborated with the City to design a flexible “kit of parts” that includes widened sidewalks, traffic calming features, enhanced lighting, pedestrian crossings, a parklet, and upgraded transit amenities.

In partnership with the civil engineer, the team also integrated bioswales to manage stormwater and support irrigation. The project not only revitalized Paramount’s downtown core but also sparked broader investments in streets, the civic center, and transit infrastructure citywide.



Client:
City of Paramount

Dates:
2016

FOCUS AREA:
Streetscape Revitalization

What We Did:
Landscape Architecture

Key Staff:
Kirk Keller - Principal-in-Charge
Moiri Fleming - Project Landscape Architect

Downey Avenue Medians

Downey, CA

Studio One Eleven’s collaboration with the City of Paramount is providing the community with 17,000 SF of urban gardens.

With a total of 10 urban garden renovations, the landscape design incorporates existing mature trees with 2,300 native and drought-friendly plants. The drought tolerant and low maintenance species provide year-round interest through bold colors, textures and scale. By focusing on sustainability during a seven-year drought, Studio One Eleven has provided a solution to reduce water usage and energy use. The new landscape design requires ¼ the amount of water that was originally needed to maintain the turf grass. The Downey Avenue Median Pilot Program was thoroughly envisioned to allow for replicability of its model throughout the city and other Southern California locations.

The project contributed to the City of Paramount achieving the Platinum Level Sustainability Best Practices Beacon Spotlight Award from the Institute for Local Government and the Statewide Energy Efficiency Collaborative. The pilot program’s success led to the renovation of 2.6 miles of streetscape medians throughout the city.



Client:
City of Huntington Beach

Dates:
2022 - 2024

FOCUS AREA:
Streetscape Revitalization, Public Art

What We Did:
Landscape Architecture, Signage/ Graphics

Key Staff:
Kirk Keller - Principal-in-Charge
Moiri Fleming - Project Landscape Architect

Oak View Neighborhood Beautification and Masterplan

Huntington Beach, CA

Creating a vibrant, safer, and more connected community while honoring its unique character

The City of Huntington Beach partnered with Studio One Eleven to revitalize Oak View, one of its most densely populated and historically underserved neighborhoods.

Through a $5 million Caltrans Clean California grant, Studio One Eleven led the transformation from concept to completion, enhancing streetscapes, open spaces, and adding new signage and murals. Extensive community outreach helped shape a design focused on safety, walkability, and sustainability – featuring traffic-calming bulb-outs, drought-tolerant landscaping, stormwater management, and over 120 new trees.

In collaboration with residents, the City, and a local artist, the project celebrates Oak View's rich culture, bringing pride and identity to the neighborhood through vibrant murals and welcoming entry signage.



Client:
City of Glendale

Dates:
2019 - 2024

FOCUS AREA:
Urban Revitalization, Placemaking

What We Did:
Visioning, Community Outreach, Urban Design, Landscape Architecture

Key Staff:
Shruti Shankar - Urban Design Director
Kirk Keller - Project Landscape Architect

Glendale Arts & Entertainment District

Glendale, CA

Placemaking and public realm design for Glendale's Downtown Arts and Entertainment District

Studio One Eleven provided placemaking, landscape architecture, and urban design services for the sustainable redevelopment of Artsakh Avenue. The project reclaims underused downtown space to create a vibrant public realm that supports the City's vision for a world-class Arts and Entertainment District.

Our people-first design introduces whimsical, artistic elements and enhanced streetscape improvements to encourage strolling, exploration, and connection to nearby cultural destinations. The plan celebrates local art, activates ground-floor commercial spaces, and refreshes the facades of two public parking garages.

As prime consultant, Studio One Eleven led the project from concept and community outreach through documentation and permitting. The redesign converts Artsakh Avenue into a one-way street with a traffic-calming chicane, expanded sidewalks, shade trees, outdoor dining plazas, integrated furnishings, and environmental graphics.

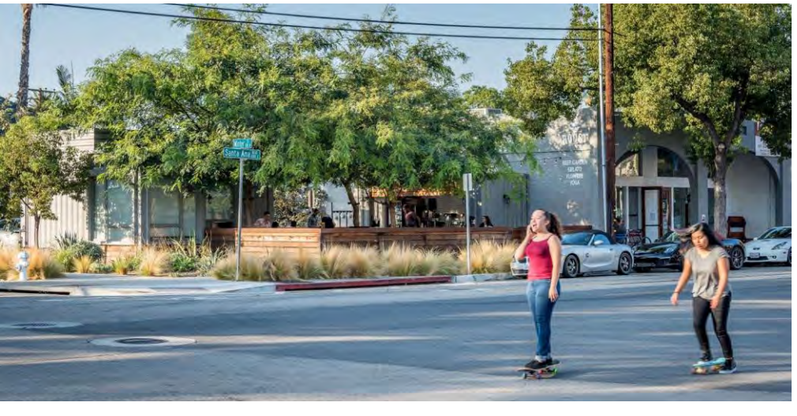
ADAPTIVE REUSE

4th Street Market Lofts

Santa Ana, CA

New residential lofts above a vibrant food hall.





The Roost

Santa Ana, CA

Featuring a Dynamic mix of structures that were initially a collection of diverse pre-war buildings on separate lots.

Studio One Eleven Workplace

Long Beach, CA

With a mission of creating more vibrant, sustainable and equitable community, we relocated to an empty storefront in the urban core.





INFILL HOUSING

Vanowen Apartments

North Hollywood, CA

The First HHH Funded Homeless Housing Project in Los Angeles to Be Constructed. Metal Stud Modular





Watts Works

Los Angeles, CA

Transforming a Single-Family Lot Into 24 Micro-Units consisting of 58 modular shipping containers dedicated to homeless

The Journey

Venice, CA

A 40-unit community designed to house 80 transitional age youth ranging from 16-25 years



Moderntimes at Leisuretown

Anaheim, CA

A historic, three-story 1911 craftsman home, restored and renovated for food and event space, a 1940s barrel-vault structure converted for a craft brewery and a former auto shop converted as the central kitchen for food service.



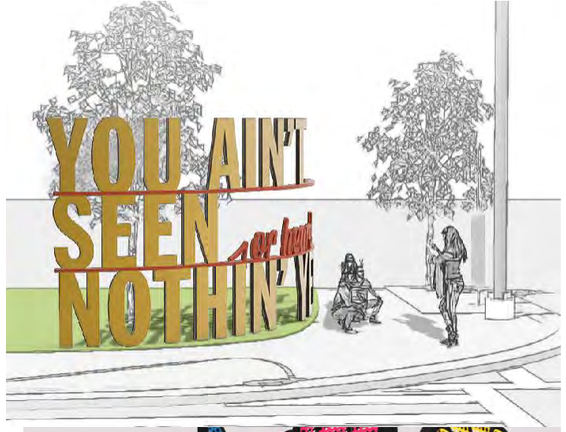
Zinnia Family Housing

Signall Hill, CA

The site is in a transitional zone between residential neighborhoods to the north and east and commercial districts to the south and west.

















Client:
City of Dana Point

What We Did:
Graphic Design
Wayfinding
Placemaking
Master Sign Programs
Brand Development

Dana Point Design System

Dana Point, CA

rsmdesign

Wayfinding inspired by Dana Point's light, movement, and spirit.

Inspired by when the sunset hits the water, RSM Design took the color inspiration from the orange sunsets, yellow sunrays and ocean blue water. The bold typography mirrors the city's personality as dynamic, strong and clean. The brand's extension includes patterns of the waves and sunset; and a palette of typography that ranges from bold headlines to legible close reading.

RSM Design set out to capture the spirit of Dana Point while guiding people seamlessly to parks, resorts, parking, and beyond. The team invited business owners, residents, and local groups into the visioning process, ensuring the final system would reflect the city's unique character. Inspired by local artists, the resulting designs became more than just signs; they became an extension of the community's identity.

Client:
NoMa BID

What We Did:
Graphic Design
Public Art
Murals

NoMa Gateways

Washington, D.C.

rsmdesign

Sculptural gateways for NoMa defines the district's boundaries, enhance wayfinding, and express the neighborhood's vibrant identity.

Located in the heart of Washington, D.C., NoMa is a dynamic neighborhood defined by its proximity to Downtown. With rapid growth reshaping its landscape, the city developed a strategic vision to transform NoMa into a connected and vibrant destination. The approach focused on enlivening underused spaces, improving mobility and connections, supporting active parks, promoting the neighborhood's uniqueassets, and strengthening the Business Improvement District's core services.

RSM Design translated this strategy into a tangibledesignexperiencebycreatingaseries of artistic and sculptural gateways to define the district's edges while providing bold, visually engaging landmarks that welcome people into NoMa.

Designed as both functional wayfinding elements and iconic expressions of place, the installations unify the neighborhood's identity and reinforce its emerging character.

Rate Sheets

NEW MEXICO
EXHIBIT "A"
SCHEDULE OF FEES
EFFECTIVE JANUARY 2026

1. PROFESSIONAL STAFF CATEGORY	HOURLY FEE
Staff 12:	$310.00
Staff 11:	$290.00
Staff 10:	$275.00
Staff 9:	$260.00
Staff 8:	$250.00
Staff 7:	$240.00
Staff 6:	$225.00
Staff 5:	$215.00
Staff 4:	$195.00
Staff 3:	$170.00
Staff 2:	$145.00
Staff 1:	$100.00

CONSENSUS PLANNING

Landscape Architecture
Urban Design
Planning Services

302 Eighth St. NW
Albuquerque, NM 87102

(505) 764-9801
Fax 842-5495
cp@consensusplanning.com
www.consensusplanning.com

CONSENSUS PLANNING
2026 Billing rates

HOURLY BILLING RATES*	
Principal/President	$250.00
Emeritus Principal/Planner	$200.00
Emeritus Principal/Landscape Architect	$200.00
Associate/Landscape Architect	$170.00
Associate/Planner	$170.00
Senior Landscape Architect	$135.00
Senior Planner II	$135.00
Senior Project Manager	$125.00
Senior Planner	$120.00
Landscape Architect	$120.00
GIS Manager	$120.00
Graphic Designer	$110.00
Zoning Specialist	$110.00
Planner III	$110.00
Landscape Designer III	$110.00
Planner II	$105.00
Landscape Designer II	$105.00
Planner I	$90.00
Landscape Designer I	$90.00
Intern	$80.00
Administrative	$75.00

**Hourly rates may be adjusted annually; notice will be provided on the first invoice following the adjustment.*

BOWMAN CONSULTING GROUP LTD.

SCHEDULE B - HOURLY RATES

Bowman

CLASSIFICATION	HOURLY RATES
Principal	$254.00/HR
Department Executive	$254.00/HR
Senior Project Manager	$206.00/HR
Project Manager	$189.00/HR
Assistant Project Manager	$152.00/HR
Project Coordinator	$136.00/HR
Senior Surveyor	$173.00/HR
Engineer I	$125.00/HR
Engineer II	$147.00/HR
Engineer III	$179.00/HR
Planner I	$125.00/HR
Planner II	$147.00/HR
Planner III	$211.00/HR
Designer I	$109.00/HR
Designer II	$125.00/HR
CADD Drafter I	$109.00/HR
CADD Drafter II	$125.00/HR
CADD Drafter III	$141.00/HR
Remote Sensing Technician I	$125.00/HR
Remote Sensing Technician II	$147.00/HR
Remote Sensing Technician III	$168.00/HR
Right of Way Specialist I	$114.00/HR
Right of Way Specialist II	$130.00/HR
Right of Way Specialist III	$147.00/HR
Survey Technician I	$109.00/HR
Survey Technician II	$130.00/HR
Survey Technician III	$141.00/HR
Depositions & Testimony	$378.00/HR
Project Surveyor	$152.00/HR
Survey Field Crew- 1 Man	$195.00/HR
Survey Field Crew- 2 Man	$265.00/HR
Survey Field Crew- 3 Man	$315.00/HR
3D Scanning Crew	$270.00/HR
Survey Field Technician	$109.00/HR
3D/UAV Modeling Technician	$157.00/HR
UAV Operation	$270.00/HR
SUE Technician II	$114.00/HR
SUE Technician III	$130.00/HR
Intern, Civil	$76.00/HR
Administrative Professional	$109.00/HR

rsmdesign

PRINCIPAL / DIRECTOR	$315.00 PER HOUR
ASSOCIATES	$268.00 PER HOUR
DESIGN / PRODUCTION	$214.00 PER HOUR

Letters of Support

PEGGY LEMONS
Mayor

BRENDA OLMOS
Vice Mayor

ISABEL AGUAYO
Councilmember

ANNETTE C. DELGADILLO
Councilmember

VILMA CUELLAR STALLINGS
Councilmember

March 30, 2026

City of Albuquerque
Metropolitan Redevelopment Agency
Department of Finance and Administrative Services

Re: Letter of Support for Studio One Eleven - RFP 01-2026 Redevelopment Services

Dear Selection Committee,

On behalf of the City of Paramount, I am pleased to provide this letter of support for Studio One Eleven. For more than a decade, Studio One Eleven has served as a trusted advisor and consultant to our city, providing both landscape architecture and architectural services focused on the enhancement of our public realm.

Over the course of our ongoing partnership, Studio One Eleven has played a central role in shaping Paramount's civic identity through a wide range of projects, including streetscapes, parks, plazas and open spaces, community centers, and mobility improvements. Their work reflects a deep understanding of how thoughtful design can strengthen community character, improve safety and accessibility, and support long-term economic vitality.

A signature example of this collaboration is the Paramount Boulevard Streetscape Renovation, an Honor award-winning project recognized by the American Society of Landscape Architects (ASLA). This project established a cohesive downtown identity for Paramount, transforming the corridor into a vibrant and welcoming public space that serves residents, businesses, and visitors alike. As part of this effort, Studio One Eleven designed a series of custom bus shelters to elevate the everyday transit experience through thoughtful, dignified design. These shelters have been featured nationally, and I had the opportunity to speak alongside Studio One Eleven at the 2024 ASLA National Conference in a session titled *"Dignified Design: Bus Shelters that Elevate the Transit Experience in Underserved Communities,"* bringing Paramount's work to a national audience. In addition to individual projects, Studio One Eleven has helped the city develop and implement our public space design standards that guide ongoing and future improvements. Their ability to think strategically while delivering implementable solutions has been invaluable, ensuring that our investments in the public realm are cohesive, durable, and aligned with our collective vision.

Equally important is their collaborative and responsive approach. Studio One Eleven works closely with City staff and project stakeholders as a trusted advisor, demonstrating professionalism, creativity, and a clear commitment to delivering successful outcomes. They consistently go the extra mile to see projects through - from early visioning to implementation - ensuring that ideas are realized and built as intended. They are adept at navigating complex public processes and balancing design excellence with practical considerations such as budget, maintenance, and constructability.

Based on our long-standing relationship and the consistent quality of their work, I strongly recommend Studio One Eleven for redevelopment, placemaking, and public realm initiatives. They bring the experience, leadership, and insight necessary to support meaningful and lasting community transformation.

Please feel free to contact me should you have any questions.

CITY OF PARAMOUNT

John Moreno
City Manager



Paramount Blvd., Paramount, CA | Studio One Eleven

March 18, 2025

To Whom it May Concern,

I am writing to wholeheartedly recommend Studio One Eleven for Architect's Newspaper Best of Practice Award, recognizing their outstanding contributions to the MLK+PCH development project in Long Beach, California. As Regional Vice President of Real Estate Development for Mercy Housing California, I have had the privilege of closely collaborating with Studio One Eleven throughout this transformative endeavor, and their commitment to excellence, innovation, and community engagement has been exemplary.

Studio One Eleven exhibited remarkable creativity and ingenuity in their approach to the MLK+PCH development. They embraced the challenge of revitalizing a vacant lot and an old automotive garage, transforming them into a vibrant mixed-use community that enriches the neighborhood in numerous ways. Their design seamlessly integrated affordable senior housing with multi-purpose spaces, commercial areas, and communal amenities, fostering inclusivity and engagement within the community.

Their sensitivity to local context was evident in their incorporation of art deco and modern design elements inspired by nearby educational institutions, enhancing the project's aesthetic appeal and fostering a sense of continuity and neighborhood pride. Furthermore, their expertise in sustainability ensured that the project was planned to achieve LEED certification, reflecting their commitment to environmentally responsible design practices.

Despite tight budgets determined by the ever-present defined funding sources on publicly funded affordable housing projects, Studio One Eleven delivered exceptional attention to detail to ensure an elegant, cost effective design vision was executable in construction. They selected key moments on the facade to maximize visual impact while maintaining feasibility for contractors, resulting in a project that exceeded expectations.

Our experience working with Studio One Eleven has been immensely satisfying. Their diverse expertise and collaborative nature kept us informed and reassured throughout the design and construction process. They actively engaged with our facilities management team, accommodating modifications in the midst of construction to meet our needs seamlessly.

Studio One Eleven's impact on the MLK+PCH development extends beyond the physical structure. Their proactive involvement in community outreach and mural integration has enriched the project's cultural significance in this historically African American neighborhood of Central Long Beach. Their role as community matchmakers was instrumental in identifying our ground floor tenant, Do Good Daniels Family Foundation, whose missions aligned with ours, enhancing the project's overall community impact.

Throughout the project, Studio One Eleven demonstrated exceptional ability to collaborate with all stakeholders and effectively communicate ideas and concerns. Their professionalism, reliability, and integrity were evident in every interaction, contributing to a smooth and successful project execution.

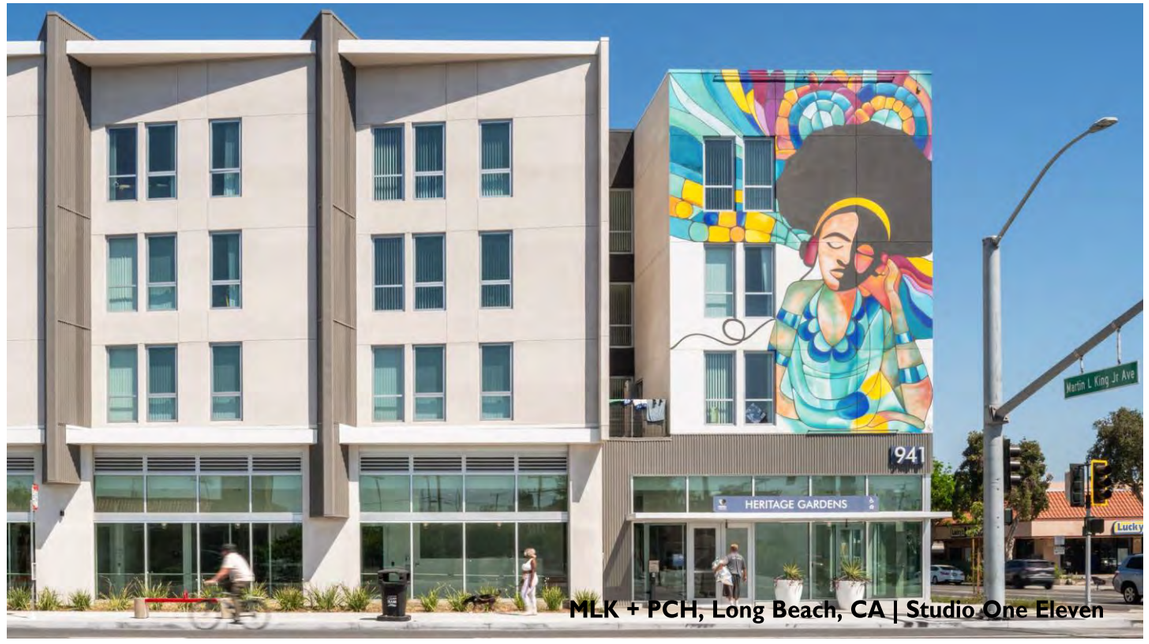
In conclusion, Studio One Eleven's contributions to the MLK+PCH development project exemplify excellence in architectural design, community engagement, and sustainable development. Their innovative solutions, quality of work, client satisfaction, and impactful results make them highly deserving of the Best of Practice Award.

Sincerely,

Ed Holder

Regional Vice President, Real Estate Development

Mercy Housing



MLK + PCH, Long Beach, CA | Studio One Eleven

Mercy Housing California
1500 S. Grand Avenue, Suite 100, Los Angeles, California 90015 o | 213-743-5820 f | 213-743-5828
TTY | 800-877-8973 or 711 mercyhousing.org
Mercy Housing is sponsored by communities of Catholic Sisters

LIVE IN HOPE

C+C ventures
creating places that inspire community

December 8, 2025

AIA California
Via E-Mail

Regarding: Studio One Eleven Firm of the Year Award Recommendation

Dear AIA CA Firm Award Jury:

It is my pleasure to offer my enthusiastic support for Studio One Eleven's nomination for the AIA California Firm of the Year Award. In my former role as Executive Vice President and Chief Operating Officer at The Ratkovich Company, I had the privilege of working closely with the firm for more than two decades, beginning in 2003 with the historic Alhambra campus and continuing through some of Los Angeles's most challenging urban revitalization efforts.

From our earliest collaborations, Studio One Eleven distinguished themselves not only through design excellence but through a deep understanding of what it takes to repair and reinvigorate urban places. Their guidance on the Alhambra showed their talent for bringing new life to existing buildings on the main campus (where they created our company's offices in addition to multiple other projects) while honoring the authenticity of place. On the adjoining site that was an overflow asphalt parking lot, they created a connected, complementary retail center with thoughtful and surprising details that made it feel both entirely new and that it had always been part of the place. They helped us navigate complex entitlement, design and budget issues with a steady hand, strategic insight, and consistent commitment to our shared goals.

That partnership proved essential years later at The Bloc, one of the largest urban transformations in the heart of downtown Los Angeles. Originally engaged to work just on the 400,000 sf retail portion of the almost 2.0M sf project, we quickly realized that Studio One Eleven's insight and understanding of our vison for the entire project was what was needed to bring together and lead the various architects, engineers, and designers. Studio One Eleven took on the project's complexity with clarity and creativity, helping us overcome political, technical, and design hurdles. Their leadership was central to creating a mixed-use district that is cohesive, open, connected, pedestrian-oriented, and truly part of the City. Their determined work with Metro to link the project to the 7th Street/Metro Center station remains a powerful example of our mutual belief that design serves the public good.

Our alignment was rooted in a shared philosophy: that cities thrive when existing buildings are repaired rather than replaced, when sustainability is integral, and when public spaces are activated with intention. Whether pursuing LEED certification, restoring character, or shaping places for community life, Studio One Eleven consistently demonstrated how thoughtful design strengthens civic well-being. I think of Studio One Eleven as being a brilliant translator; having the ability to listen to our values and our desires for the emotional impact that we want our developments to have on the community and turning those into a built reality.

Across more than twenty years of collaboration, I saw their deep commitment to urban stewardship, their ability to work across disciplines and constituencies, and their remarkable talent for turning complex challenges into lasting positive outcomes. Their contributions to Los Angeles and to architectural practice in California are significant, enduring, and deserving of recognition.

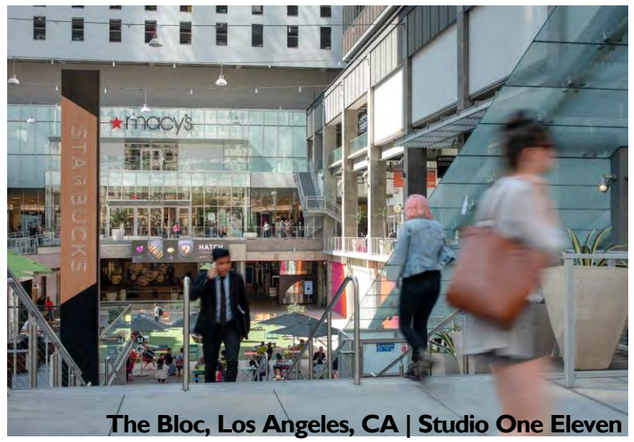
I strongly recommend Studio One Eleven for the AIA California Firm of the Year Award. I am confident their work will continue to shape cities in ways that are resilient, human-centered, and inspiring.

Sincerely,

Clare De Briere

Clare De Briere
Founder
C+C Ventures





The Bloc, Los Angeles, CA | Studio One Eleven

Articles

Full list of Publications, New and Awards is available on our website studio-111.com

2026

Adaptive Reuse to Surge
An amended adaptive reuse ordinance for Los Angeles has real estate developers ready to pull the trigger on new housing projects
labusinessjournal.com

Business leaders unite to build stronger community Downtown
A group of Downtown business leaders unites to establish Downtown Long Beach Design District
presstelegram.com

MLK + PCH: Affordable Housing as Urban Stewardship
In California, a residential complex for vulnerable residents transforms a decommissioned lot into a hub for community and belonging
theplan.it

2025

Boyle Heights gets its first $35,000 bus shelter in city's push for shade equity
Los Angeles' long-awaited bus shelters are starting to appear in Boyle Heights, with the neighborhood's first structure installed near the corner of Soto and 1st streets
boyleheightsbeat.com

L.A.'s New Modular Bus Shelter Is a Minimalist Marvel
Can design reimagine urban infrastructure while creating a more sustainable future?
interiordesign.net

L.A. has 24,000 tiny vacant lots across the city – these designs show creative ways to use them for housing
In a new competition, hundreds of architects created a vision for homeownership on small lots–without single-family houses or typical apartment buildings.
fastcompany.com

MLK + PCH: a long-neglected site transformed into a vibrant place of healing and pride
The MLK+PCH project originated from a shared vision between affordable housing developer Mercy Housing and Studio One Eleven to reclaim a long-neglected corner in Long Beach
theplan.it

IHO Begins Construction on Intergenerational Affordable Housing Community
Innovative Housing Opportunities (IHO) is developing a 47-unit intergenerational affordable housing community in Anaheim, California.
housingfinance.com

From reboot to renaissance: DTLB Art + Design Walk, an urban design movement, returns July 26
What started as a familiar but fading downtown tradition–an art walk tucked into a handful of galleries and side streets–has evolved into something more immersive, more ambitious, and far more representative of Long Beach's creative core. Thanks to a major collaboration between the DTLB Alliance and Studio One Eleven, the return of the DTLB Art + Design Walk on July 26 is a reflection of that.
longbeachize.com

Heritage Gardens Affordable Senior Housing For Formerly Homeless And Veterans, Long Beach, California: Photo Tour
The 35,100-square-foot independent living community prioritizes environmentally conscious building practices while fostering a sense of connection and belonging among residents.
efamagazine.com

7 best L.A. architecture projects of 2025
Thanks in large part to local firm Studio One Eleven, which has been working at the facility since 2010, Long Beach Airport feels more like a neighborhood than the typical impersonal complex.
latimes.com


Winner, LA County Housing Innovation Challenge – "The Lotful" | Studio One Eleven

2024

67-unit apartment complex for low-income seniors, homeless veterans opens in Long Beach
A 67-unit apartment complex for low-income seniors, with 27% of its units reserved specifically for seniors who are homeless veterans, opened Wednesday at Pacific Coast Highway
lbpost.com

2023

Are Shipping Containers the Future of Affordable Housing?
At Watts Works in Los Angeles, Studio One Eleven has discovered the power of modular construction to efficiently fill the housing gap, provided city bureaucracy gets out of the way.
metropolismag.com

Podcasts

Adaptive Reuse with Michael Bohn (2024)
Studio One Eleven focuses on creating community and revitalizing overlooked areas through adaptive reuse projects while highlighting the importance of sustainability and leveraging the existing character of buildings in redevelopment.
podpage.com

We've Never Done This Before

Every meaningful place begins with uncertainty. Studio One Eleven's podcast reveals how that belief guides our work in repairing and reimagining cities.
Cities don't improve by always repeating what already exists. Neither do the teams shaping them. At Studio One Eleven, we start without guaranteed answers and resist the comfort of familiar solutions. That uncertainty forces better questions, deeper collaboration, and more creative outcomes.
Listen now on Spotify or Apple Podcasts!

"This podcast explores what happens when designers, planners, and communities are willing to step into the unknown, and why that mindset leads to stronger places and more resilient cities."

Alan Pullman, AIA
Partner, Studio One Eleven



The Diversity of Our Work Represents the Complexity of Cities.

Modern Times at Leisuretown, Anaheim, CA | Studio One Eleven

Thank You

If you have questions or require additional information, please contact:

Kirk Keller, ASLA, LEED AP
562.247.6206
kirk.keller@studio-111.com

Studio One Eleven
245 East Third Street
Long Beach, California 90802
t 562.901.1500 | f 562.628.8005



SB FRIEDMAN DEVELOPMENT ADVISORS, LLC
70 W MADISON ST, SUITE 3700, CHICAGO, IL 60602

CITY OF ALBUQUERQUE / METROPOLITAN REDEVELOPMENT AGENCY

RFP 01-2026: REDEVELOPMENT SERVICES

Due: April 3, 2026 at 4PM MDT

SBFRIEDMAN

VISION
ECONOMICS
STRATEGY
FINANCE
IMPLEMENTATION

April 2, 2026

Sarah Supple
Operations Manager
Metropolitan Redevelopment Agency
One Civic Plaza
Fourth Floor Old City Hall
Albuquerque, NM 87103
Email: ssupple@cabq.gov

Re: RFP #01-2026: Redevelopment Services

Dear Ms. Supple:

SB Friedman Development Advisors, LLC (SB Friedman) is pleased to submit this proposal to the Albuquerque Metropolitan Redevelopment Agency ("Albuquerque MRA" or "MRA") to provide various real estate development and finance advisory services.

SB Friedman is a specialized real estate and development advisory firm based in Chicago. Founded in 1990, we work closely with clients across the country to: project market and financial feasibility; evaluate development potential; identify and structure innovative public-private development solutions; and prepare implementable strategies and policies. We maintain a highly-trained staff of 39, and all of our professional staff members proposed for this contract have experience performing the development and financial advisory services requested in the RFP.

We are particularly excited about this opportunity given that the scope of work requested by the Albuquerque MRA aligns well with our firm's core services and expertise as outlined below. Our mission is to help our clients create equitable, resilient and well-designed communities through the practice of real estate economics, development finance and urban planning.

» **Tax Increment Financing Consulting.** Our firm has conducted feasibility reviews and tax revenue projections for hundreds of development projects and special districts in the country. We have provided nearly 200 evaluations of proposed public-private financial transactions in recent years for a wide range of development types and financing tools, including tax increment financing (TIF), tax abatements, tax credits, bonds, special assessments, land write-downs and related gap financing tools. Such work has been conducted for ongoing clients including the Albuquerque MRA, City of Chicago, District of Columbia, Reno Redevelopment Authority, Salt Lake County, the Economic Development Corporation of Kansas City, Missouri, and the Michigan Economic Development Corporation, to name a few.

  We have also assisted clients with evaluating TIF policy changes to support redevelopment efforts. Our analyses have helped enhanced TIF policy/legislation in Salt Lake County, UT, and New Mexico. Our work is currently being used to help establish Economic Development Districts in Arkansas state law.

» **Economic and Planning Analysis.** We have deep expertise in market analysis related to a wide variety of development types, including residential (market-rate, affordable and senior), retail, office, industrial, mixed-use properties, and research and development facilities. Our work emphasizes the evolving demographic and economic trends and attitudes of different population groups that underly market

demand. Due to our experience in working on the entire predevelopment process from the vision to the deal, we bring a unique approach to redevelopment analysis. We function as a "proxy developer," guiding a market-feasible process resulting in plans that get built.

Our firm excels in researching and analyzing various urban economic issues to inform public policy and decision-making. We are at the forefront of tracking and developing new techniques to address critical issues facing urban and rural areas, such as achieving fiscal balance, identifying and building industry clusters, fostering innovation and entrepreneurship, and crafting policies that result in inclusive economic development.

» **Housing Program Development.** SB Friedman conducts site-specific and region-wide housing needs analyses, formulates housing strategies and policies, and evaluates the effectiveness of existing housing programs. Our broad housing-related experience includes: residential market feasibility analyses, for both market-rate and affordable product; financial deal structuring on behalf of affordable housing developers and organizations; and implementation assistance for communities seeking to develop action plans, policies, programs and strategies to address housing challenges and unmet needs.

More detailed information regarding our firm, key staff and representative projects are included within this proposal submission. We are in receipt of the Q&A addendum posted on the City's website. We look forward to the opportunity to continue our work with the Albuquerque MRA. Please do not hesitate to contact us with any questions or if you would like to further discuss our proposal and qualifications.

Sincerely,

Ranadip Bose, AICP
Partner
(312) 384-2407, rbose@sbfriedman.com

Michael Ryzhov, AICP
Senior Project Manager
(312) 424-4263, mryzhov@sbfriedman.com

TABLE OF CONTENTS

CITY OF ALBUQUERQUE / METROPOLITAN REDEVELOPMENT AGENCY
RFP #01-2026: Redevelopment Services

COVER LETTER

1 COVER SHEET

2 AREAS OF EXPERTISE

3 OFFEROR CAPACITY

4 PROJECT MANAGEMENT PLAN

5 COST PROPOSAL

6 APPENDIX

ORGANIZATION CHART

RESUMES

PROJECT EXAMPLES

PAY EQUITY FORM

SB FRIEDMAN DEVELOPMENT ADVISORS

70 West Madison Street, Suite 3700
Chicago, IL 60602
T: (312) 424-4250
E: info@sbfriedman.com

sbfriedman.com

1 COVER SHEET

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: SB Friedman Development Advisors, LLC

Address: 70 West Madison St, Suite 3700, Chicago, IL 60602

Nature of organization

☐ Individual

☑ Partnership

☐ Corporation

- ☐ Private
- ☐ Public

☐ Nonprofit

Person authorized to execute the contract: Ranadip Bose

Phone: (312) 384-2407

Email: rbose@sbfriedman.com

Contact information for key project staff

Name and Title: Ranadip Bose, Partner

Role: Project Director

Phone: (312) 384-2407

Email: rbose@sbfriedman.com

Name and Title: Michael Ryzhov, Senior Project Manager

Role: Project Manager

Phone: (312) 424-4263

Email: mryzhov@sbfriedman.com

Name and Title: N/A

Role:

Phone:

Email:

Subcontractors (if any) N/A

Subcontractor 1

Name of Vendor:

Address:

Nature of organization

☐ Individual

☐ Partnership

☐ Corporation

- ☐ Private
- ☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

Subcontractor 2

Name of Vendor:

Address:

Nature of organization

☐ Individual

☐ Partnership

☐ Corporation

- ☐ Private
- ☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

Subcontractor 3

Name of Vendor:

Address:

Street:

City, State, Zip Code:

Nature of organization

☐ Individual

☐ Partnership

Corporation

☐ Private

☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Carly Venditti
   Organization and Role: City of Santa Fe, Asset Development Manager
   Phone: (505) 795-0675
   Email: cvenditti@santafenm.gov

2. Name: Matt Frank
   Organization and Role: Village of Schaumburg, Assistant Director of Community Development
   Phone: (847) 923-3853

Email: mfrank@ci.schaumburg.il.us

3. Name: Gabe Holmstrom
   Organization and Role: Capitol + Main, Principal
   Phone: (479) 409-3329
   Email: gabe@capitolandmain.com

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

_____

_____

_____

Name (printed): Ranadip Bose

Signature: 

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Please see the attached sheet for two exceptions to the insurance requirements included in the RFP.

Name (printed): Ranadip Bose

Signature: 

INSURANCE EXCEPTIONS

SB Friedman would like to submit the following edits in red to the insurance requirements on pages 9-10 of the RFP.

22) Insurance

c. Coverage Required.

i) Commercial General Liability Insurance.

… Said policy of insurance must include coverage for all operations performed for the City by the Contractor ~~and contractual liability coverage shall specifically insure the hold harmless provisions of the contract resulting from this RFP.~~

Rationale: Our firm does not carry contractual liability coverage, which is generally applicable to construction work and not to professional services. We carry comprehensive insurance coverage that provides substantial protections.

ii) Automobile Liability Insurance. A comprehensive automobile liability insurance policy with liability limits in amounts not less that $1,000,000 combined single limit of liability for bodily injury, including death, and property damage in any one occurrence. The policy must include coverage for the use of all owned, non-owned, hired automobiles, and vehicles ~~and other equipment both on and of f work~~.

Rationale: Other equipment on and off work is not applicable to the services requested in this RFP.

2 AREAS OF EXPERTISE

SB Friedman Development Advisors, LLC (SB Friedman) is a specialized real estate, community and economic development, and public-private finance advisory firm based in Chicago. Now in our 36th year of operation, we work closely with our clients to evaluate development potential; project market and financial feasibility; identify and structure innovative public-private development solutions; and prepare implementable development strategies and policies.

Our firm has served hundreds of public, private and non-profit clients throughout the country in planning, financing and developing real estate projects. Our work begins with including all stakeholders to create a shared vision and continues with preparing plans, programs and strategies to execute the vision.

SB FRIEDMAN DEVELOPMENT ADVISORS, LLC
70 W MADISON ST, SUITE 3700
CHICAGO, IL 60602
(312) 424-4250
INFO@SBFRIEDMAN.COM
WWW.SBFRIEDMAN.COM

EXPERTISE IN MARKET ANALYSIS

SB Friedman is recognized for truly understanding both the public and private perspectives on development issues. We have expertise in market and economic analysis for various development types, including residential, retail, office, industrial, and mixed-use and research and development facilities. We analyze real estate market trends, competitive position, market niche and concept, absorption and pricing, development conditions, physical requirements, configuration and integration of uses and users, and tenant mix and leasing parameters. We pay particular attention to demographic and economic changes underlying market demand.

FOCUS ON IMPLEMENTABLE PLANS

We bring a unique approach to redevelopment analysis due to our extensive experience in working on the entire predevelopment process from the vision to the deal. This experience allows us to function as a "proxy developer," guiding a market-feasible process that results in plans that get built. The product of our analysis is often a development program that is a forecast of what a developer can realistically build on a site or how a subarea will evolve as individual sites are developed.

EXPERIENCE WITH PUBLIC-PRIVATE PARTNERSHIPS

Our firm has conducted feasibility reviews and tax revenue projections for hundreds of development projects and special districts in the country. We bring deep knowledge in a wide range of possible public assistance structures and gap financing tools through our work conducting financial feasibility analyses, providing independent TIF and special financing tool projections in support of financing, and structuring transactions. Over the past 15 years, we have served as analyst and advisor for $5.5 billion in public-private financing support of $28.3 billion of projects.

DEEP FAMILIARITY WITH ALBUQUERQUE

SB Friedman has been working in Albuquerque since 2020. Our work has included market analyses, evaluating requests for public assistance, and broader fiscal policy analysis. This breadth of work provides us with a deep understanding of Albuquerque and New Mexico's unique opportunities and challenges.

OUR SERVICES

MARKET ANALYSIS AND REAL ESTATE ECONOMICS

Real estate markets are driven by demographic and economic trends, attitudes of different population groups, life cycles, and technological change. We analyze these forces to provide an understanding of real estate market trends, financial feasibility of projects, impacts of infrastructure on development, and the relationships between transportation and land use.

Services Include:

- Market Analysis
- Fiscal and Economic Impact Analysis
- Land Use and Transportation Studies
- Economic Development and Target Industry Assessments
- Project Financial Feasibility / Pro Forma Analysis
- Housing Needs Analysis and Affordability Strategies

DEVELOPMENT STRATEGY AND PLANNING

Successful, quality development results from the synthesis of community goals and input, market and financial considerations, and physical constraints. Our work begins with including all stakeholders to create a shared vision and continues with preparing plans, programs, strategies and action steps to execute the vision.

Services Include:

- Redevelopment Strategy
- Transit-Oriented Development
- Comprehensive, Downtown, Corridor and Site Planning
- Airport Land Planning
- Economic Development and Policy Studies

PUBLIC-PRIVATE PARTNERSHIPS AND IMPLEMENTATION

Most major community and economic development efforts can require public-private partnerships to overcome land assembly, site remediation, market, infrastructure and construction cost issues. SB Friedman is a leader in establishing public-private partnerships and structuring public-private finance transactions for development and infrastructure projects.

Services Include:

- TIF and Special Taxing District Consulting
- New Markets Tax Credit (NMTC) Consulting
- Gap Financing / "But-For" Underwriting
- Pro Forma Preparation
- Development Incentives
- Value Capture and Infrastructure Finance
- Developer Solicitation
- Deal Structuring and Negotiation Support
- Bond Feasibility Studies



Hollow Choice Neighborhood Initiative Market Study, Bridgeport, CT



Northwest Atlanta Industrial Freight Study, Atlanta, GA



Penny for Pinellas Affordable Housing Financial Deal Reviews, Pinellas County, FL

RELEVANT PROJECT EXPERIENCE

SB Friedman brings 36 years of experience in a broad range of services including market analysis and real estate economics, development strategy and planning, and public-private partnerships and implementation. Below is a list of our relevant experience under the service areas for which we are submitting. Detailed project summaries are included in the appendix.

Tax Increment Financing Consulting

- TIF Best Practices Research | Albuquerque, NM
- Financial Analysis to Support TIF Legislative Amendment | Albuquerque, Las Cruces and Ruidoso, NM
- Economic Development Districts Research and Projections | Arkansas
- Tax Increment Financing Policy Evaluation | Salt Lake County, UT
- Underwriting Analyses & Deal Structuring | Michigan

Economic and Planning Analysis

- Midtown MRA Plan: Market Analysis and Tax Projections | Santa Fe, NM
- International District: Choice Neighborhood Plan | Albuquerque, NM
- Menaul MRA Market and Zoning Analysis | Albuquerque, NM
- Regional Housing Needs Analysis | Tampa Bay Region, FL

Housing Program Development

- Housing Action Plan Demand Study | Pinellas County, FL
- La Porte Housing Strategy | La Porte, IN
- Regional Housing Strategy | Dane County, WI
- TOD Plan & Land Use Management Ordinance Update | Chapel Hill, NC

3 OFFEROR CAPACITY

OUR TEAM

Why Us?

SB Friedman has national experience in market analysis, housing studies and strategies, and public-private partnerships. We work with local government as well as the private and nonprofit sectors to understand all aspects of predevelopment, from the vision to the deal. We have worked in Albuquerque and around the state, giving us a deep understanding of the market and economic realities of the local development landscape.

Over the past 15 years, SB Friedman has served as analyst and advisor for $5.5 billion of public-private financing in support of $28.3 billion of projects. Additionally, we have designated over 150 special taxing districts in Idaho, Illinois, Florida and New Mexico since our firm's inception, supporting redevelopment of key sites in various communities. We frequently conduct financial analyses to inform decision-making related to housing and tax increment financing policy. We notably assisted the Albuquerque MRA with financial analyses to support a legislative amendment to statewide TIF policy, and have assisted clients in Arkansas and Utah with similar projects.

We have assisted public, private and nonprofit clients with driving catalytic development projects forward. Our experience includes providing market-driven insights, conducting developer solicitation, and preparing tax projections to support the redevelopment of a former Motorola headquarters site into a mixed-use, walkable environment in Schaumburg, IL. We delivered a similar suite of services for a transformative redevelopment project in downtown Omaha, NE, and regularly evaluate the development readiness of transformative projects across Chicago for various grant programs adminstered by the Chicago Community Trust and Lohengrin Foundation.

Our residential market analyses and strategic recommendations have led to the implementation of housing plans and programs across the country. As part of this work, we have identified specific partners for implementation and metrics of progress. Our work has helped launch housing programs and initiatives in Sun Prairie, Wauwatosa and Dane County, WI, La Porte, IN, and the Tampa Bay region, FL, among others.

Background, Capacity & Project Management

SB Friedman maintains a highly trained staff of 39, including two marketing professionals and three administrative support staff. All of our professional planning staff members regularly provide a range of development advisory services for public- and private-sector clients, affording the firm substantial capacity to respond to tight deadlines and challenging assignments. SB Friedman has standard procedures for ensuring that assignments are completed within an appropriate timeframe in a professional and technically accurate manner. Each week, the management team meets to allocate responsibilities and resources as needed to meet deadlines and address the technical requirements of projects. At these meetings, additional staff resources can be added to the project team as needed to provide support.

Key Personnel

Our proposed team consists of professionals experienced in performing all the services requested in the RFP. Ranadip Bose will act as Project Director, providing direction and guidance for all task orders awarded under this contract. Michael Ryzhov will be the Project Manager, managing the overall project, including reviewing all interim and final deliverables and ensuring adherence to overall project goals and timeline. In the appendix, please find resumes for each of our proposed key personnel.

Data Resources

SB Friedman leverages a wide range of data sources and works with clients and related entities to obtain project-specific data. We then supplement that data with subscription-based proprietary databases, including CoStar, Esri Demographic Data, Lightcast, and Placer.ai. We have included more detail in section 4.

4 PROJECT MANAGEMENT PLAN

ORGANIZATION CHART

Our proposed team consists of professionals experienced in performing all the services requested in the RFP. Ranadip Bose will act as Project Director, providing direction and guidance for all task orders awarded under this contract. Michael Ryzhov will be the Project Manager, managing the overall project, including reviewing all interim and final deliverables and ensuring adherence to overall project goals and timeline. SB Friedman has a large pool of Senior Associates, Associates and Research Associates who will conduct the majority of technical analyses with guidance and direction from Ranadip and Michael.

City of Albuquerque MRA

Ranadip Bose, AICP
Partner | *Role: Project Director and Primary Point of Contact*

Michael Ryzhov, AICP
Senior Project Manager | *Role: Project Manager*

To be determined
Senior Associate, Associate, or Research Associate | *Role: Analyst*



DATA RESOURCES

SB Friedman uses a variety of resources to conduct the services requested in the RFP. Geographic data is the basis of much of the work we conduct. Our firm uses advanced technological capabilities, such as Geographic Information Systems (GIS) mapping, and subscriptions to proprietary databases and software, to conduct geospatial analysis and visually display geographic distribution or trends in assessment, demographic or business data. We regularly use Esri ArcGIS, Esri ArcGIS Online, Esri Business Analyst and QGIS.

We have significant experience working with local municipalities to obtain real property and project-specific data as GIS layers and/or databases. We also rely on publicly available data sources such as the US Census and American Community Survey, Bureau of Labor Statistics, Bureau of Economic Analysis, and Longitudinal Employer-Household Dynamics. That data is then supplemented by subscription-based proprietary databases, including the following:

- CoStar. Provides an inventory of existing and proposed commercial and multifamily properties, as well as property level real estate market data, including building size, unit mix, absorption and occupancy.
- Esri Demographic Data. Allows us to analyze a number of economic variables nationwide, including trends in population, income and consumer expenditures.
- Lightcast. Provides workforce, industry and cluster data.
- Placer.ai. Provides retail foot traffic data and allows for detailed analysis of retail visitation trends, consumer spending and trade areas, and retail sales.

Most of the professional staff use these systems and subscriptions on a regular basis. Our core GIS capabilities include the following:

- Overlaying datasets from a variety of sources to assess development feasibility;
- Evaluating the competitive environment of real estate projects using data obtained from proprietary databases and through fieldwork or independent research;
- Analyzing real estate trends and product characteristics on an area-wide basis;
- Conducting spatial analysis to determine primary and secondary market areas for real estate projects and to evaluate demographic characteristics of the market area;
- Developing gravity models to estimate potential retail sales;
- Assessing the economic impact of development projects;
- Producing interactive mapping solutions to communicate spatial data to clients; and
- Developing mobile mapping applications for fieldwork and data collection.

Through our financial feasibility analyses, we leverage our in-house database with detailed underwriting metrics for projects we have reviewed (including all land uses), industry sources (e.g., RS Means, Institute for Real Estate Management, PricewaterhouseCoopers), relationships with industry professionals and financing entities, and subscriptions to powerful data sources (e.g., CoStar, Real Capital Analytics, Esri Business Analyst).

We also prepare sophisticated input-output models, using programs such as Lightcast to calculate direct and "multiplier" effects of a new development project, a transportation improvement, a new public policy, or an existing activity/event.

QUALITY CONTROL

SB Friedman has standard procedures for ensuring that assignments are completed within an appropriate timeframe in a professional and technically accurate manner. We internally proof models and deliverables prior to transmittal to clients. To ensure that our analysis maintain the highest level of accuracy and reliability, we do not employ generative artificial intelligence to prepare any deliverables.

PROJECT UNDERSTANDING

SB Friedman has a deep understanding of real estate economics, redevelopment incentives and fiscal policy in Albuquerque. We've worked for the Albuquerque MRA since 2020, which has given us direct experience with the challenges and opportunities of redevelopment in the local environment. In that time, our work has included:

- An evaluation of four proposed projects in East Downtown (EDo) requesting gap financing, in which we assessed the market feasibility of each project and provided public-private partnership structuring recommendations;
- An analysis of downtown Albuquerque's housing market, including policy recommendations for how the Albuquerque MRA could promote development in the area;
- An underwriting analysis of a proposed mixed-use project on a publicly owned downtown site, where we evaluated the project's financial gap and the developer's qualifications and financial capacity;
- A market study and zoning analysis for the Menaul Metropolitan Redevelopment Area, where we prepared a series of market-responsive redevelopment strategies that could help foster a more walkable mixed-use district in the area;
- Case study research on programs to support the revitalization of aging multifamily properties while maintaining affordability to inform planning efforts along Montgomery Boulevard; and
- A market study for the International District, which supported the Albuquerque Housing Authority's Transformation Plan for the neighborhood and its public housing sites.

In addition to these housing, economic and planning analyses, we've been closely involved with the implementation of tax increment financing (TIF) in Albuquerque and New Mexico more broadly. Starting in 2020, we helped the Albuquerque MRA understand the potential impacts and revenue potential from a new TIF mechanism. Our analysis found that an enhanced TIF tool could increase the long-term rate of tax revenue growth and support redevelopment in communities throughout New Mexico. This analysis informed the process of drafting and amending legislation related to statewide metropolitan redevelopment policy. Since then, we've analyzed potential revenue generation from TIF in eight metropolitan redevelopment areas in Albuquerque, created evaluation criteria for establishing future districts, and compiled case studies and best practices on TIF usage from around the country. Albuquerque now has two TIF districts in the West Central and Downtown 2025 Metropolitan Redevelopment Areas. We continue to advise and support the Albuquerque MRA on various matters related to TIF.



Downtown Housing Gap Analysis, Albuquerque, NM

Through the course of our work for the Albuquerque MRA and other clients, we have built up our knowledge of the city's many neighborhoods and 19 designated metropolitan redevelopment areas. We have also developed a strong understanding of the various redevelopment incentives and public-private financing tools available in Albuquerque, including small business grants, land contributions, property tax abatements, industrial revenue bonds, TIF, business improvement districts and tax increment development districts.

SB Friedman's work in Albuquerque parallels our experience around the country. In recent years, we've provided various redevelopment services for a wide range of municipal clients in places such as:

- Billings, MT
- Boise, ID
- Denver, CO
- Fort Worth, TX
- Kansas City, MO
- Reno, NV
- Salt Lake County, UT
- Santa Fe, NM
- Washington, D.C.

We are able to draw on this extensive experience from working in communities of different sizes and with varying market conditions for our potential continued work in Albuquerque. Overall, our history of working with the Albuquerque MRA and national experience in real estate economics and redevelopment will allow us to effectively support the MRA in investing and planning for sustainable and equitable growth.

SB Friedman is based in Chicago, IL. However, we make every effort to meet the needs of all our projects throughout the country, no matter the location. We frequently rely on a combination of remote and in-person meetings and presentations, as a project demands. For some projects, such as certain financial analyses, we can often complete the full scope of work remotely (meeting via Zoom or Microsoft Teams). In all cases, we work with our clients at the start of a project to establish the frequency and form of all anticipated meetings and presentations, which we build into project timelines and budgets. Likewise, we would continue to work with the Albuquerque MRA at the beginning of each engagement to plan for any travel and in-person meetings, as we have since we began working together in 2020.



Prototypical Transit-Oriented Center Gap Analysis, Salt Lake County, UT

5 COST PROPOSAL

APPENDIX B: COST PROPOSAL TEMPLATE

Identify Fully inclusive Rates by Positions to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, and requires that such expenses shall have prior written approval of the City.

Name/Position	Project Responsibilities	Hourly Rate*
Partner	Project Director	$431
Senior Vice President	Project Director	$415
Vice President	Project Director	$334
Senior Project Manager	Project Manager	$306
Project Manager	Project Manager	$284
Senior Associate	Project Analyst	$256
Associate	Project Analyst	$235
Research Associate	Project Analyst	$217
Editor/Intern/Admin	Administrative	$161

*Include applicable New Mexico gross receipts tax in all rates.

These rates are in effect through December 31, 2026, except in the case of promotion of individuals. After that time, rates are subject to a 3% annual increase.

6 APPENDIX

ORGANIZATION CHART

Our proposed team consists of professionals experienced in performing all the services requested in the RFP. Ranadip Bose will act as Project Director, providing direction and guidance for all task orders awarded under this contract. Michael Ryzhov will be the Project Manager, managing the overall project, including reviewing all interim and final deliverables and ensuring adherence to overall project goals and timeline. SB Friedman has a large pool of Senior Associates, Associates and Research Associates who will conduct the majority of technical analyses with guidance and direction from Ranadip and Michael.

City of Albuquerque MRA

Ranadip Bose, AICP
Partner | *Role: Project Director and Primary Point of Contact*

Michael Ryzhov, AICP
Senior Project Manager | *Role: Project Manager*

To be determined
Senior Associate, Associate, or Research Associate | *Role: Analyst*



SBFRIEDMAN



RANADIP BOSE, AICP

PARTNER

Ranadip is an economic development advisor dedicated to the creation of inclusive, high-quality urban environments. He brings over 20 years of experience in market and financial feasibility analysis, economic impact analysis, and development strategy across the country. He has directed several market assessments and redevelopment strategies in Albuquerque, NM, including for a Choice Neighborhoods Initiative Transformation Plan in the International District and for the Menaul Metropolitan Redevelopment Area. Ranadip has also directed analyses to support statewide TIF and economic development policy in New Mexico and Arkansas.

EDUCATION

Master's in Urban and Regional Planning
University of Illinois Urbana-Champaign

Bachelor's Degree in Architecture with honors
Jadavpur University, India

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)/ American Institute of Certified Planners (AICP)

Lambda Alpha International
Chicago Region Chapter, Board of Directors

Urban Land Institute (ULI)
Public-Private Partnership Product Council, Blue Flight

SELECT PUBLICATIONS

"The Nexus Between Land Use and Fiscal Balance" (with F. Rood)
APA Zoning Practice, 2019

SELECT PRESENTATIONS

"Bouncing Back and Building Better: Downtowns Post-Crisis"
Panelist, APA National Planning Conference, 2025

"Financial Analysis for Land Use and Development Decision Making"
Presenter, Fundamentals of Municipal Finance, University of Chicago Harris School of Public Policy & Lincoln Institute of Land Policy, 2024

"One Region Roadmap: Economic Recovery Planning in Charleston"
Panelist, APA National Planning Conference, 2023

SELECT PROJECT EXPERIENCE

Financial Analysis to Support TIF Legislative Amendment • Albuquerque, Las Cruces and Ruidoso, NM
Directed an evaluation of the fiscal impact on taxing districts from proposed policy changes related to special district revenue collection, which supported a legislative amendment to statewide MRA policy

Midtown Metropolitan Redevelopment Area Plan • Santa Fe, NM
Directed a market analysis for several land uses and led the preparation of TIF projections and strategic recommendations to support the master plan build-out and proposed redevelopment of a former college campus

Menaul MRA Market and Zoning Analysis • Albuquerque, NM
Directed analyses to evaluate the market potential for multifamily, industrial, office and hospitality uses in a designated Metropolitan Redevelopment Area (MRA) and provided recommendations to inform zoning and land use policy

International District CNI Market Study • Albuquerque, NM
Directed a market assessment of housing and commercial uses to support the development of a Choice Neighborhood Initiative (CNI) Transformation Plan to guide redevelopment of three public housing sites

90 N District Development Advisory Services • Schaumburg, IL
Provided market-driven insight and analysis to assist in creating a visionary and implementable plan for a former Motorola headquarters site; also structured a public-private partnership, solicited developers, and prepared tax projections to support redevelopment

Economic Development Districts Research and Projections • Arkansas
Directing an analysis of the potential impacts of Economic Development Districts, a financing tool that captures a portion of incremental local sales and property taxes to incentivize development, in support of a proposed State constitutional amendment

Downtown Master Plan • Little Rock, AR
Led a market scan, including an assessment of demographic and economic trends, an analysis of real estate supply trends, identification of key development opportunities, and key informant interviews as part of a larger master planning effort for downtown Little Rock

Lowcountry Rapid Transit TOD Plan • Charleston Region, SC
Led a market analysis for a planned BRT line, which included evaluation of TOD opportunities, affordable housing assessment and policy recommendations, and value capture strategies to fund transit improvements; completed a second planning phase, which focused on implementation of TOD policies; leading a third planning phase

SBFRIEDMAN



MICHAEL RYZHOV, AICP

SENIOR PROJECT MANAGER

Michael specializes in conducting market analyses for large-scale planning projects. He combines quantitative and qualitative approaches to help municipalities evaluate policy decisions, responsibly manage public funds, and create walkable, mixed-use communities. Michael managed a market analysis to evaluate the development potential of several land uses and prepared strategic recommendations to support the proposed redevelopment of a former college campus in Santa Fe, NM, and has worked on several market analysis and development advisory assignments in Albuquerque, NM.

EDUCATION

Master of Urban and Regional Planning
University of California, Los Angeles

Bachelor of Arts in History and Economics Northwestern University

PROFESSIONAL ORGANIZATIONS

American Planning Association (APA)/ American Institute of Certified Planners (AICP)

SELECT PUBLICATIONS

"Industrial is Hot: How Your Municipality Can Join the Party"
APA Illinois Newsletter, 2024

SELECT PRESENTATIONS

"TIF for Infrastructure & Housing Development"
Presenter, Council of Development Finance Agencies (CDFA), Vermont's Community and Housing Infrastructure Program Webinar Series, 2026

"Tax Increment Financing Best Practices"
Presenter, Albuquerque Metropolitan Redevelopment Agency Public Webinar, 2025

"Changing Housing Needs: Analyzing Demand-Side Housing Trends"
Presenter, Illinois Property Assessment Institute Conference, 2024

"Setting the Stage: the Basics of TIF"
Presenter, CDFA, Intro Tax Increment Finance Course, 2023

"Lower Taxes, More Affordability: Analyzing the Impact of New Affordable Housing Incentives"
Presenter, APA-IL State Conference Speed Planning Session, 2023

SELECT PROJECT EXPERIENCE

Financial Analysis to Support TIF Legislative Amendment • Albuquerque, Las Cruces and Ruidoso, NM
Evaluated the fiscal impact on taxing districts from proposed policy changes related to special district revenue collection, which supported a legislative amendment to statewide MRA policy

Midtown Metropolitan Redevelopment Area Plan • Santa Fe, NM
Managed a market analysis for several land uses, conducted TIF projections, and prepared strategic recommendations to support the master plan build-out and proposed redevelopment of a former college campus

Menaul MRA Market and Zoning Analysis • Albuquerque, NM
Managed analyses to evaluate the market potential for multifamily, industrial, office and hospitality uses in a designated Metropolitan Redevelopment Area (MRA) and provided recommendations to inform zoning and land use policy

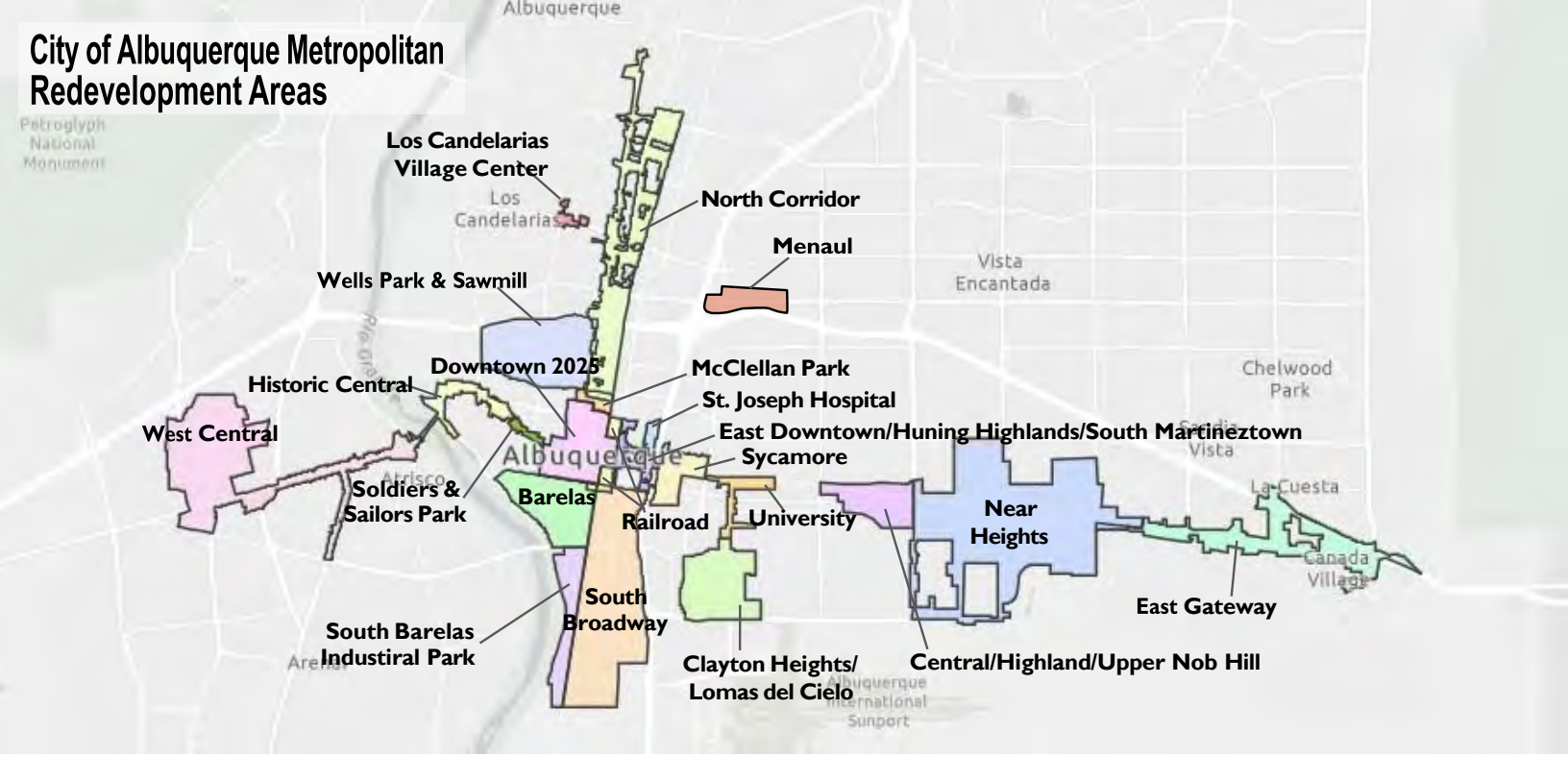
RFP Response Review • Albuquerque, NM
Assisted the Albuquerque Metropolitan Redevelopment Agency in reviewing the financial aspects of residential projects requesting public assistance or proposed for City-owned land

International District CNI Market Study • Albuquerque, NM
Managed a market assessment of housing and commercial uses to support the development of a Choice Neighborhood Initiative (CNI) Transformation Plan to guide redevelopment of three public housing sites

Regional Housing Demand Study • Tampa Bay Region, FL
Managed a housing demand study for a three-county region, which included projecting countywide and regional housing demand for a variety of residential typologies, conducting case study research of affordable and workforce housing development, and proposing targeted strategies to reflect housing needs and opportunities across different counties

Housing Action Plan Demand Study • Pinellas County, FL
Managed a study to project countywide housing demand through 2035, conducted case study research into best practices around affordable housing preservation programs, and proposed policy changes to reflect countywide housing needs and program best practices

TOD Plan & Land Use Management Ordinance Update • Chapel Hill, NC
Conducted market and affordable housing analyses to help establish principles for development and urban design that would enhance ridership along a proposed BRT corridor, and help determine a vision to guide new development regulations



TAX INCREMENT FINANCING (TIF) BEST PRACTICES RESEARCH

ALBUQUERQUE METROPOLITAN REDEVELOPMENT AGENCY

LOCATION
Albuquerque, NM

DATES OF SERVICE
May 2024 – Mar 2025

SERVICE AREA
Tax Increment Financing Consulting

SB Friedman was engaged by the Albuquerque Metropolitan Redevelopment Agency to conduct research on national best practices related to TIF programs, governance structures and transparency requirements.

Recent amendments to the New Mexico Metropolitan Redevelopment Act strengthened the State's TIF mechanism, allowing designated Metropolitan Redevelopment Areas (MRAs) to capture a portion of incremental property tax and gross receipts tax (GRT) revenues over a 20-year period. The amount of increment collected by an MRA is dependent on the participation of local, county and state taxing authorities.

To inform the Albuquerque Metropolitan Redevelopment Agency's practices related to TIF, SB Friedman compiled case study research on TIF usage from around the country. We synthesized findings and prepared recommendations on the following topics:

- Strategies to employ TIF funds to achieve public policy goals and the associated government oversight and approval structures;
- Approaches to negotiating the level of participation in TIF districts between the City and other taxing agencies; and
- Typical reporting requirements to ensure transparency and accountability around the use of TIF.

Results: SB Friedman submitted and presented a briefing book with our findings to the Albuquerque Metropolitan Redevelopment Agency in August 2024. In March 2025, SB Friedman presented at a public webinar on TIF best practices. We continue to advise and support the Albuquerque Metropolitan Redevelopment Agency on matters related to TIF.



FINANCIAL ANALYSIS TO SUPPORT TIF LEGISLATIVE AMENDMENT

ALBUQUERQUE METROPOLITAN REDEVELOPMENT AGENCY

LOCATION
Albuquerque, Las Cruces & Ruidoso, NM

DATES OF SERVICE
Sep 2022 – Mar 2023

SERVICE AREA
Tax Increment Financing Consulting

SB Friedman conducted an independent financial analysis estimating the effects of proposed changes to Metropolitan Redevelopment Area (MRA) policy on tax revenue generation for three New Mexico communities.

Communities across the state of New Mexico sought amendments to legislation around MRAs that would allow local jurisdictions to collect gross receipts tax (GRT) increment in MRAs. Existing legislation had limited the potential of MRAs to generate the revenues needed for significant redevelopment.

To evaluate the proposed legislative changes to MRA policy, the Albuquerque Metropolitan Redevelopment Agency engaged SB Friedman to conduct an independent financial analysis estimating the impact of the changes on tax revenue generation for three communities: Albuquerque, Las Cruces and Ruidoso. Our analysis consisted of the following:

- Compiling data on potential MRAs in the three communities;
- Researching key fiscal, economic base and development trends;
- Creating a financial analysis model with built-in sensitivity testing;
- Analyzing the impact on taxing district revenues of the proposed changes to MRA policy against a "Do Nothing" scenario; and
- Drafting a memo/white paper summarizing and discussing key findings and policy implications from the financial analyses.

Results: SB Friedman's analysis found that enhanced MRAs could greatly increase the long-term growth rate of their respective communities by attracting significant investment beyond their current trajectories. This analysis supported the process of drafting and amending legislation related to statewide MRA policy. In April 2023, the amendments were signed into law. SB Friedman continues to support the Albuquerque Metropolitan Redevelopment Agency in its broader strategic planning efforts.



ECONOMIC DEVELOPMENT DISTRICTS RESEARCH AND PROJECTIONS

ARKANSAS MUNICIPAL LEAGUE

LOCATION
Arkansas

DATES OF SERVICE
July 2025 – Ongoing

SERVICE AREA
Tax Increment Financing Consulting

SB Friedman was engaged by the Arkansas Municipal League to demonstrate how Economic Development Districts (EDDs) could generate sufficient revenues to catalyze growth and help municipalities reach their economic development goals.

A proposed State constitutional amendment seeks to establish the ability for local governments to create EDDs to capture a portion of incremental local sales and property taxes to incentivize development within a defined area. The amendment intends to allow Arkansas to be more competitive with neighboring states in attracting development and generate revenues necessary to facilitate redevelopment and fund public infrastructure improvements.

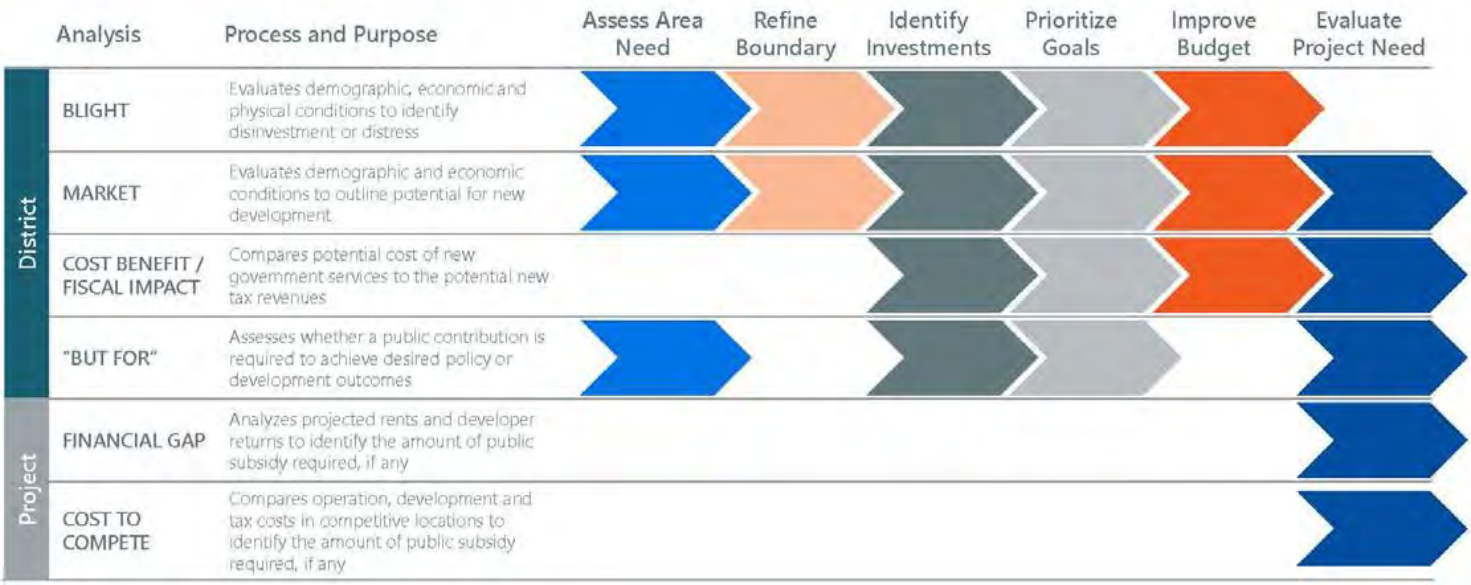
SB Friedman analyzed the potential impacts of the amendment and assessed revenue generation under various scenarios. This work included:

- Reviewing existing and proposed legislation;
- Identifying hypothetical EDD boundaries and redevelopment projects in multiple communities to illustrate potential outcomes;
- Collecting and analyzing data including historic sales growth, tax rates and tax collections, as well as historic property value growth, assessment practices and collections; and,
- Estimating realistic future growth rates for property and sales tax revenues in each hypothetical EDD based on development activity and historic trends.

Results: SB Friedman finalized a briefing book summarizing revenue projections for each hypothetical EDD. SB Friedman continues to support the Arkansas Municipal League in its strategic efforts to understand the impact of the new legislation and its effects on communities across Arkansas. The amendment will be on the ballot of Arkansas' 2026 general election.

COMMON TIF ANALYSES

Quantitative analysis supports both district creation and project incentive evaluation



TAX INCREMENT FINANCING POLICY EVALUATION

SALT LAKE COUNTY

LOCATION
Salt Lake County, UT

DATES OF SERVICE
Feb 2021 – Apr 2021

SERVICE AREA
Tax Increment Financing Consulting

Salt Lake County sought to strengthen its process for considering requests for County participation in local tax increment financing (TIF) districts, which are referred to as Project Areas in Utah. We evaluated the County's current policies and practices, and then recommended improvements to the process to help ensure Project Areas and projects established a stronger "but for" argument.

In Utah, taxing districts decide whether to participate in Project Areas. Salt Lake County has received many requests in recent years for participation in a wide variety of Project Areas, from site-specific redevelopment projects to large districts covering hundreds of acres of land. The County enacted Policy 1155, which included a standard TIF participation review process to help direct decisions regarding participation, but sought an evaluation of the policy and process to inform potential changes. Our work included:

- Evaluating the current policy and practices;
- Reviewing past and proposed Project Areas and participation requests;
- Interviewing municipalities, organizations and private developers;
- Identifying national best practices related to "but for" and due diligence analyses during the creation of site-specific and larger TIF districts; and
- Synthesizing recommendations to improve the County's process and policy.

Results: We recommended four key areas for improvement: improving the "but for" analyses; clarifying the approval process; building capacity for jurisdictions to evaluate proposed Project Areas; and collaborating more closely with taxing entities and municipalities. Our findings were presented to the Salt Lake County Council in 2021, and SB Friedman has continued to assist the County in strengthening the "but for" analyses for a series of projects.



UNDERWRITING ANALYSES & DEAL STRUCTURING

MICHIGAN ECONOMIC DEVELOPMENT CORPORATION (MEDC)

LOCATION
Michigan

DATES OF SERVICE
Dec 2017 – Ongoing

SERVICE AREA
Tax Increment Financing Consulting

SB Friedman conducts underwriting analyses on behalf of the MEDC for projects requesting assistance through the Transformational Brownfield Program (TBP).

In 2017, the State of Michigan enacted legislation that allowed transformative mixed-use projects above a specific investment threshold to receive public assistance through the capture of certain taxes generated. Captured state revenues include: real estate and personal property taxes; sales and use taxes; income taxes from residents living within the completed project; and withholding taxes from project construction workers and permanent employees. Under an ongoing contract, SB Friedman underwrites each TBP project and:

- Evaluates the developer's ability and financial capacity to complete the project;
- Analyzes the reasonableness of development costs and operating projections;
- Reviews the proposed financing sources;
- Evaluates the developer's TBP tax capture and exemption projections;
- Prepares independent financial analyses to evaluate project feasibility and developer return on cost/investment, with and without assistance;
- Conducts sensitivity analyses to determine the appropriate amount and structure of public assistance; and
- Provides deal structuring recommendations.

Our first review involved a proposed $2.2B project in downtown Detroit with 1.5M SF of office, 300,000 SF of retail, 250,000 SF of event/exhibition space, 900 residential units, and 200 hotel rooms. Our second review involved a proposed $1.5B project in midtown Detroit, consisting of 1.1M SF of office, 142,000 SF of retail, 700 residential units, and 470 hotel rooms. Another involved a $701.1M project in downtown Grand Rapids containing two mixed-use towers totaling 14,000 SF of retail, 20,000 SF of office, 695 residential units, a soccer stadium and amphitheater.

Results: Each project is expected to facilitate redevelopment of several key sites and/or result in the rehabilitation of historically significant buildings. Several project components are in predevelopment, under construction or complete.



MIDTOWN MRA PLAN: MARKET ANALYSIS AND TAX PROJECTIONS

SANTA FE METROPOLITAN REDEVELOPMENT AGENCY

LOCATION
Santa Fe, NM

DATES OF SERVICE
Dec 2024 – Sep 2025

SERVICE AREA
Economic and Planning Analysis

The Santa Fe Metropolitan Redevelopment Agency engaged SB Friedman to conduct a market study and project tax revenues to support the designation of an area surrounding a former university campus (Midtown) as a Metropolitan Redevelopment Area (MRA).

The proposed Midtown MRA encompasses ±378 acres of land near the geographic center of Santa Fe. The area borders two busy commercial corridors and includes the campus of the former Santa Fe University of Art and Design (SFUAD), which permanently closed in 2018. A community-driven master plan for the former campus was adopted in 2022, envisioning the site as a vibrant, walkable, mixed-use community through a combination of new construction and adaptive reuse.

SB Friedman supported a consultant team to prepare a Midtown MRA plan and designation report. As part of this work, we analyzed existing market conditions, projected potential tax revenues, and prepared recommendations on how to achieve the vision identified in the master plan. Specific tasks included:

- Analyzing the recent market performance of multifamily, hotel, retail and office uses in the Midtown MRA and Santa Fe;
- Evaluating the market feasibility of higher-density, mixed-use redevelopment concepts in the Midtown MRA;
- Estimating the pace of build-out for publicly owned redevelopment sites on the former SFUAD campus; and
- Projecting the incremental tax revenues that could be captured by a tax increment financing (TIF) district encompassing the Midtown MRA.

Results: Our team delivered a draft MRA Plan document summarizing our existing conditions analysis. We completed a technical memo outlining our assumptions and methodology for the TIF revenue projections. The Metropolitan Redevelopment Agency is proceeding with the disposition of eight publicly owned sites in the Midtown MRA.



Source: Albuquerque Housing Authority

INTERNATIONAL DISTRICT: CHOICE NEIGHBORHOOD PLAN

ALBUQUERQUE HOUSING AUTHORITY

LOCATION
Albuquerque, NM

DATES OF SERVICE
Oct 2024 – Mar 2025

SERVICE AREA
Economic and Planning Analysis

The Albuquerque Housing Authority engaged SB Friedman to conduct a market study in support of its Choice Neighborhood Initiative (CNI) Transformation Plan for the International District neighborhood.

In September 2023, the Albuquerque Housing Authority was awarded a Choice Neighborhoods Planning Grant through the U.S. Department of Housing and Urban Development. The purpose of the Choice Neighborhoods program is to support the redevelopment of distressed public housing properties and expand supportive services related to the residents' health, education and income while investing in economic development and neighborhood improvement projects. SB Friedman prepared a market study and redevelopment strategy for the planning area, with a specific focus on three public housing sites. As part of this work, we evaluated residential and commercial uses to identify unmet needs, as follows:

- Analyzed demographic and socioeconomic factors within the planning area;
- Analyzed the recent market performance of residential and commercial uses in the planning area and Albuquerque;
- Projected affordable housing needs at different income levels and for various housing types within the planning area;
- Identified unmet commercial and community needs within the planning area; and
- Prepared strategic recommendations that Albuquerque Housing Authority and other stakeholders could undertake to improve quality of life and outcomes for area residents.

Based on our findings, we prepared various market-responsive redevelopment programs with recommendations for the number of housing units and commercial square footage that could be supported within the planning area.

Results: Our market study was finalized in March 2025; the final Transformation Plan was completed in January 2026.



MENAUL MRA MARKET & ZONING ANALYSIS

ALBUQUERQUE METROPOLITAN REDEVELOPMENT AGENCY

LOCATION
Albuquerque, NM

DATES OF SERVICE
Jun 2024 – Nov 2024

SERVICE AREA
Economic and Planning Analysis

The Albuquerque Metropolitan Redevelopment Agency engaged SB Friedman to conduct a market study and zoning analysis in support of revitalizing the Menaul Metropolitan Redevelopment Area (MRA).

The Menaul MRA encompasses ±120 acres of land near the I-25/I-40 interchange in northeast Albuquerque. Once a major hotel hub, disinvestment has more recently resulted in reduced business activity, unsafe building conditions, and persistent vacancy. In 2023, an MRA plan was adopted, which called for action to return the area to being a vibrant, walkable mixed-use district for hotel guests, residents and workers alike. SB Friedman analyzed existing market conditions and prepared recommendations on how to achieve the vision identified in the MRA plan. Our work included:

- Analyzing the recent market performance of multifamily, hotel, industrial, retail and office uses in the Menaul MRA and Albuquerque more broadly;
- Identifying vacant and underutilized parcels in the Menaul MRA study area;
- Evaluating the market feasibility of higher-density, mixed-use redevelopment;
- Considering the extent to which the existing zoning in the Menaul MRA is a barrier to redevelopment efforts; and
- Preparing strategic recommendations that the Metropolitan Redevelopment Agency and other stakeholders could undertake to transform the Menaul MRA into a vibrant, walkable mixed-use district.

Based on our findings, we prepared a series of market-responsive redevelopment strategies, including zoning and land use changes, public realm improvements, and expanded programs and partnerships that could help foster a more walkable mixed-use district.

Results: SB Friedman delivered a briefing book summarizing our analyses and recommendations in November 2024. The Metropolitan Redevelopment Agency and its partners are exploring re-zoning the study area and other strategic actions. We continue to support the Albuquerque MRA in its broader planning efforts.



REGIONAL HOUSING NEEDS ANALYSIS

TAMPA BAY PARTNERSHIP

LOCATION
Tampa Bay Region, FL

DATES OF SERVICE
Nov 2024 – Aug 2025

SERVICE AREA
Economic and Planning Analysis

SB Friedman was engaged by the Tampa Bay Partnership to identify unmet housing needs and forecast regional housing demand through 2035 for the Tampa Bay region, comprised of Hillsborough, Pasco and Pinellas counties.

In recent years, the Tampa Bay region has experienced growing housing-supply pressures, leading to declining housing affordability. The Tampa Bay Partnership, a regional coalition of business and nonprofit leaders, engaged SB Friedman to prepare analyses related to quantifying housing affordability challenges and regional housing needs. While several studies had previously been conducted to quantify the shortfall of affordable and attainable units, the purpose of this study was to align demand projections across the region and lay out a unified understanding of housing needs. To help achieve this goal, we completed the following tasks:

- Quantified the existing mismatch between the housing costs and household incomes in each of the three counties;
- Analyzed regional economic and workforce trends by sector;
- Developed a housing demand forecast model to project countywide and regional housing needs by age and income through 2035;
- Identified current and projected unmet housing needs for low- and moderate-income households;
- Conducted research on programs from around the country that support affordable housing development and preservation; and
- Recommended near-term, implementable actions for the Tampa Bay Partnership and its partners to support housing affordability.

Results: SB Friedman delivered a comprehensive briefing book and executive summary in July 2025. We presented our research to the Tampa Bay Partnership, funders and other partners at a Regional Housing Affordability Task Force meeting in August 2025. The Tampa Bay Partnership launched a housing webpage in February 2026.



Source: Blue Sky Communities

HOUSING ACTION PLAN DEMAND STUDY

PINELLAS COUNTY

LOCATION
Pinellas County, FL

DATES OF SERVICE
Sep 2023 – Apr 2024

SERVICE AREA
Housing Program Development

SB Friedman was engaged by Pinellas County to forecast housing demand and recommend revisions to current policies to support the preservation of affordable housing, in support of the 2023 Housing Action Plan.

The Advantage Pinellas Housing Compact developed the Housing Action Plan to support the creation of more housing attainable by people at all income levels. The County engaged SB Friedman to conduct research and analyses in support of various Housing Action Plan goals related to the monitoring, development and preservation of affordable housing. Our work included:

- Quantifying the existing mismatch between the housing costs and household incomes in Pinellas County;
- Developing a housing demand forecast model to project housing needs by age and income through 2035;
- Identifying current and projected unmet housing needs for low- and moderate-income households;
- Analyzing the remaining affordability periods for the existing stock of legally restricted affordable housing in Pinellas County;
- Conducting best practice research on preservation programs for both legally restricted and naturally occurring affordable housing from around the country; and
- Reviewing the current Pinellas County Affordable Rental Housing Development Program guidelines and recommending edits to align with national best practices.

Results: SB Friedman compiled our work in a briefing book and presented to County staff in early 2024. We presented the research to the Pinellas Board of County Commissioners in April 2024.



LA PORTE HOUSING STRATEGY

HEALTH FOUNDATION OF LA PORTE (HFL) / CITY OF LA PORTE

LOCATION
La Porte, IN

DATES OF SERVICE
May 2022 – Feb 2023

SERVICE AREA
Housing Program Development

SB Friedman analyzed the existing unmet housing needs in La Porte and identified strategies to increase housing production and rehabilitation efforts.

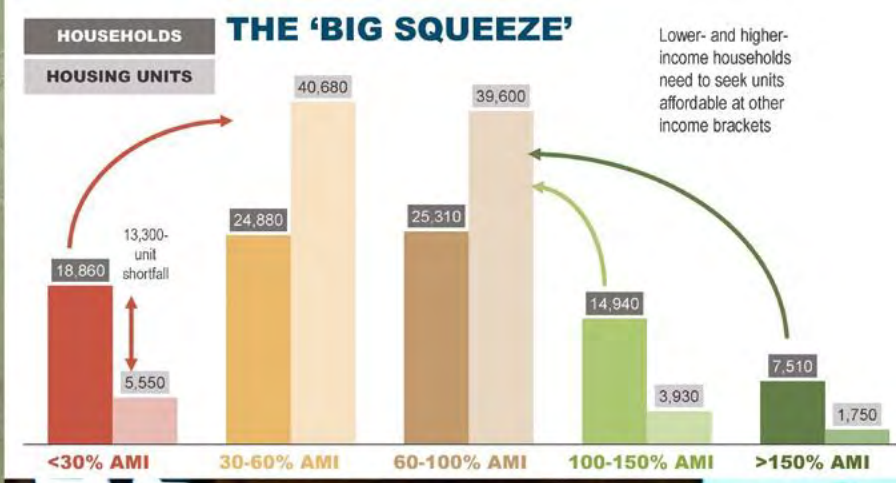
The city of La Porte, part of Northwest Indiana and the county seat of LaPorte County, is home to 30,000 residents. While La Porte has pent-up demand for high-quality housing, it has seen limited recent housing development. Most existing units are older, and face quality and safety challenges. Households across the income and age spectrum face a challenging environment navigating the local housing market.

SB Friedman worked with the Health Foundation of La Porte, a local philanthropic organization, and City planning staff, to understand housing market dynamics and identify appropriate strategies. We:

- Identified the unmet housing need for renters and owners, across incomes.
- Conducted focus groups and interviews with stakeholders to understand housing-related challenges different groups face.
- Assessed the housing stock for a downtown priority investment area, and identified patterns associated with building quality challenges.
- Established housing production targets for affordable, market-rate and senior-friendly units.
- Developed strategies, along with implementation actions to increase the construction labor supply, jumpstart residential development, and support rehabilitation efforts.
- Drafted a marketing brochure geared toward prospective real estate developers.

Results: The study informed a charette process that identified a vision for future housing development in and near La Porte's downtown. In 2025, SB Friedman was re-engaged to work with HFL and the City to develop a downtown housing initiative, including the implementation of five programs that aim to improve housing quality and create new housing units.







REGIONAL HOUSING STRATEGY

DANE COUNTY

LOCATION
Dane County, WI

DATES OF SERVICE
Aug 2022 – Dec 2023

SERVICE AREA
Housing Program Development

SB Friedman led Dane County's Regional Housing Strategy, a multi-jurisdictional effort to create and preserve affordable housing, improve housing conditions, and support overall housing affordability for county residents and workers.

Dane County, home to Madison, is the fastest-growing and highest-cost county in Wisconsin. The county is facing a critical shortage of affordable and workforce housing. The Regional Housing Strategy serves as a roadmap for municipalities throughout the county to collectively address these housing affordability challenges.

SB Friedman facilitated an 80-member Housing Advisory Committee (HAC) of public-sector, non-profit, community and private-sector stakeholders, and provided a range of technical expertise around housing market, demographic and economic trends to guide this effort. Our work included:

- Analyzing overall housing inventory, trends, demographic shifts, and the disparities in housing outcomes across racial and socioeconomic groups.
- Synthesizing input from HAC participants, focus groups and public surveys to understand the unique housing challenges across geographies and identities.
- Identifying current housing gaps and projecting future housing needs through 2050 for the County overall and by municipality.
- Identifying strategies that produce and preserve affordable housing, increase affordability, provide education around housing need, and support tenants and renters.

Results: The Regional Strategic Action Plan was finalized in December 2023 and launched in April 2024. Implementation is being guided by an Executive Committee and a Regional Housing Leaders/Community group. Recent progress includes assisting municipalities with developing housing action plans, launching an educational campaign, hiring County housing staff, and increasing funding.



Source: SOM, Town of Chapel Hill

TOD PLAN & LAND USE MANAGEMENT ORDINANCE UPDATE

TOWN OF CHAPEL HILL

LOCATION
Chapel Hill, NC

DATES OF SERVICE
Jan 2022 – Apr 2024

SERVICE AREA
Housing Program Development

SB Friedman provided market-driven insights to the Town of Chapel Hill as it undertook two parallel planning processes focused on shaping future growth and defining how new development meets community needs and aspirations.

The Transit-Oriented Development (TOD) Planning project established principles for development and urban design that would enhance ridership in the proposed north-south bus rapid transit corridor, while the Land Use Management Ordinance update determined a physical vision and set of community values that could be translated into new development regulations for Chapel Hill.

As part of a larger planning team, SB Friedman conducted detailed market and affordable housing analyses to inform both projects. Our work included:

- Evaluating the existing housing supply and recent trends and forecasting the future housing needs by product type and price point.
- Conducting a housing affordability analysis to identify the number and composition of cost-burdened households, and the number of income-restricted housing units required to meet unmet needs.
- Analyzing the relationship between market and physical characteristics of new residential development throughout the region.
- Creating a financial feasibility model for prototypical rental and for-sale residential development projects.
- Evaluating the financial feasibility of a voluntary density bonus program to create on-site affordable housing.
- Evaluating the impact of parking reductions, setback reductions and other zoning changes on residential and mixed-use development financial feasibility

Results: The Town Council officially adopted the TOD Plan, including our market analysis, in 2023. In 2024, we worked with the Town and lead planning consultant to evaluate the financial impact of zoning and policy incentives on affordable housing production.

Pay Equity Reporting Form

City of Albuquerque
WWWC:ilhqgov

Bernalillo County
www hP.rnr.o gov

0

Water Authority
wwll.abcwua org

Company Details

Company Name	SB Friedman Development Advisors, LLC	Mailing Address	70 West Madison Street, Suite 3700, Chicago, IL 60602
Phone	3123842407		
Email Address	rbose@sbfriedman.com	**NM** Employees?	no

Job Category		No. Females	No. Males	Gap (Abs.%)
1.1	Exec/Senior Level Officials/Mgrs			
1.2	First/Mid Level Officials/Mgrs			
2	Professionals			
3	Teohnicians			
4	Sales Workers			
5	Office and Admin. Support			
6	Craft Workers (Skilled)			
7	Operatives (Semi-Skilled)			
8	Laborers (Unskilled)			
g	Servir.P. Workers			
	Overall Total			

Total# or **Females** (all categories)	Total # of Males (all categories)
Total# Female Only Job Categories	Total# Male Only Job Categories
Total# Part Time Females	Total# Part Time Males
Female % Workforce	Male % of Workforce
Total# Employees	Total# Non-Binary Employees

Must be signed by a representative of the company. Signature certifies that all employees working in New Mexico are included, the data is for one year ending when the form is signed, and any challenges to your information may r,equire you to get third 1 .,,√-.d;.,,◆ Jwn expense.

Ranadip Bose, Partner — Name and Title

◆S--.-• — Signature

Mar 25, 2026 — Date Submitted

Following your submission, the system will calculate and certify your Overall Total Pay Gap. A copy of the Pay Equity Reporting Form will be emailed to you for inclusion with your bid or proposal. If the Overall Total Pay Gap on your form is 0%, *you* are eligible for a 5% preference. Please keep in mind that a completed *Pay* Equity Reporting Form must be submitted with all bids and proposals, regardless of the Overall! Total Pay Gap. Please contact the contact person identified in the applicable Agency's solicitation documents with any questions about the Pay Equity Reporting Form.

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: Economic & Planning Systems, Inc. DBA Sites Southwest Ltd. Co.

Address: 1660 Court Street, SW Suite B Albuquerque NM 87104

Nature of organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Person authorized to execute the contract: Daniel R. Guimond

Phone: 303-623-3557

Email: dguimond@epsdenver.com

Contact information for key project staff

Name and Title: Dan Guimond, Sr. Principal

Role: Principal-in-Charge

Phone: 720-460-3311 (d)

Email: dguimond@epsdenver.com

Name and Title: Danielle Wilson, Senior Planner/Project Manager

Role: Planning Advisor

Phone: 720-460-3306 (d)

Email: sdunmire@epsdenver.com

Name and Title: Matt Prosser, Senior Planner/Project Manager

Role: Housing and Economic Development

Phone: 720-460-3306 (d)

Email: sdunmire@epsdenver.com

ONE ALBUQUERQUE METROPOLITAN REDEVELOPMENT AGENCY

Name and Title: Sarah Dunmire, VP
Role: Project Manager
Phone: 720-460-3304 (d)
Email: sdunmire@epsdenver.com

Subcontractors (if any)

Subcontractor 1

Name of Vendor: Dekker, Ltd.
Address: 7601 Jefferson St NE, Suite 2928 Reading Street North Richland Hills, TX 76180

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact: Jessica Lawlis, Design Lea
Phone: 505-761-9700
Email: jessical@dekkerdesign.org

Subcontractor 2

Name of Vendor: Bohannan Huston, Inc.
Address: 7500 Jefferson St NE, Albu 816 Congress Avenue, Suite 1680 Austin, TX 78701

Nature of organization

☐ Individual
☐ Partnership
Corporation
☑ Private
☐ Public
☐ Nonprofit

Lead Point of Contact:

Phone: 505.823.1000

Email: dwebb@bhinc.com

Subcontractor 3

Name of Vendor: Kimley Horn

Address: 8100 Ste. M4-336

Street: Wyoming Blvd. NE

City, State, Zip Code: Albuquerque, NM 87113

Nature of organization

☐ Individual

☐ Partnership

Corporation

☑ Private

☐ Public

☐ Nonprofit

Lead Point of Contact: Jon Pena

Phone: (505) 948-2320

Email: day@dhv-law.com

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Karen Iverson, AICP
   Organization and Role: Former City of Albuquerque Economic Development Coordinator
   Phone: 505 314 0414
   Email: kiverson@bernco.gov
2. Name: Carrie Briscoe
   Organization and Role: Former City of Albuquerque Director of Economic Development
   Phone: 720 898 7062

Email: cbriscoe@arvada.org

3. Name: Jariah Walker
   Organization and Role: Springs Ideas Rental Assistance Program & Special Projects Manager
   Phone: 719 385 5714
   Email: Jariah.Walker@coloradospr

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Formal Inquiries 1-1

Name (printed): Daniel R. Guimond

Signature: 

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): Daniel R. Guimond

Signature: 

CITY OF ALBUQUERQUE

REDEVELOPMENT SERVICES 2026

Contact Info

Phone
505-822-8200

Address
Sites Southwest
1700 Central Ave. SW, Suite B
Albuquerque, NM 87104

SITES



City of Albuquerque

REDEVELOPMENT SERVICES

Proposal 2026

Sites Southwest, in partnership with Kimley-Horn, Civic Plan Studio, and RCLCO, is pleased to submit our capabilities for on-call Redevelopment services for the Metropolitan Redevelopment Agency.

Prepared By: Sites Southwest
Proposal Date: 4/3/2026
RFP Number: 01-2026-Redevelopment Services

www.sites-sw.com

TABLE OF CONTENTS

Proposal Summary	04
Project Team & Capabilities	05
Areas of Expertise	07
Project Management Plan	23
Cost Proposal	31
Resumes	35
Example Projects	42

PROPOSAL SUMMARY

Our team proposes to provide services related to Economic and Planning Analysis, Placemaking Planning and Design Services, Housing Program Development, Place Management Services, and Site Readiness Services.

Sites Southwest is pleased to submit our capabilities for on-call Redevelopment services for the Metropolitan Redevelopment Agency. Economic and Planning Analysis, Placemaking Planning and Design Services, Housing Program Development, Place Management Services, and Site Readiness Services. The team has experience in the technical areas identified in the RFP. Sites Southwest and our teaming partners have worked together on many projects, collaborating to bring our clients excellent planning products that result in implementation.

Sites Southwest has over 25 years of experience with a variety of planning projects for the City of Albuquerque and for other public agencies in the metro area and region. We also work statewide on projects and are familiar with state requirements for Metropolitan Redevelopment Areas and with state enabled financing tools. Our planners and landscape architects have managed a variety of redevelopment plans statewide using Metropolitan Redevelopment, LEDA and Affordable Housing tools.

In addition to Sites Southwest as the lead planning firm, the team includes firms with whom we work routinely on projects of this type. These firms bring a national perspective and in-depth expertise when specialized capabilities are needed to carry out the planning priorities and directives of the City. We understand that the city will select multiple firms to provide on-call service. We are prepared to work on any projects for which you feel we are qualified and to team with other firms when other expertise is needed.

Civic Plan Studio brings national experience in planning, urban design and zoning code analysis. Their plans are aspirational, but they also understand market realities. Their charrette-based approach to master planning projects complements the skills of our team members.

RCLCO is a national real estate advisory service that specializes in real estate economics and investment strategies. Their work has helped our public sector clients evaluate public investments that will yield financially viable and high-quality development and redevelopment projects. Their organizational consulting expertise will contribute to the formation of business improvement districts or other forms of stakeholder oversight of redevelopment areas and projects.

Kimley-Horn brings site readiness capabilities, with a team skilled in transportation and infrastructure planning, site analysis, environmental assessment, and communications and marketing.

The information within the proposal has been formatted to match your outline in the RFQ for ease of review. If you have any questions or concerns about our proposal, I would be happy to provide any clarifications. We look forward to your favorable review.

MEET OUR TEAM

SITES SOUTHWEST - PRIME CONSULTANT

Role: Economic Analysis, Placemaking, Housing, Place Management

Sites Southwest was founded in Albuquerque, New Mexico in 1997 as a firm dedicated to community planning and landscape architecture. In our 25+ years in business, the firm's mission has been to help our clients create and sustain strong communities. Whether at the level of a development plan, corridor plan, urban design plan or landscape design we keep economic, social, and physical sustainability in mind. We are fortunate to partner with our clients over time, supporting their goals from comprehensive plans through project implementation. Together we have transformed places as varied as downtown Las Cruces, the Fourth Street corridor in Los Ranchos de Albuquerque, and the Los Lunas Village Center. The firm has provided planning services to 23 downtowns and commercial districts in New Mexico.

Our work in these areas has included downtown master plans, Metropolitan Redevelopment Area designation and MRA plans, economic development plans and site-specific plans for redevelopment projects. Our urban design team ensures that downtowns, cultural complexes, plazas and other gathering spaces, streets and commercial developments are useful as well as aesthetically appealing.

In the past five years, Sites Southwest has completed designation reports and MRA plans for the El Paseo and S Solano Corridors in Las Cruces, the Sudderth and Mechem Corridors in Ruidoso, Central Avenue and Yale Boulevard corridors south of the University of New Mexico campus in Albuquerque. We also recently completed an MRA plan for the White Rock Town Center Metropolitan Redevelopment Area in Los Alamos County.

Key Contact

Andrea Walker, Principal and COO
1700 Central Ave SW Suite B
Albuquerque, NM 87104
505-822-8200
awalker@sites-sw.com

CIVIC PLAN STUDIO

Role: Urban Design, Placemaking, Housing

Key Contact

Jay Narayna
1700 Central Ave SW Suite B
Albuquerque, NM 87104
505-822-8200
awalker@sites-sw.com

Civic Plan Studio was formed in 2020 to formalize a long-standing collaboration between planner Jayashree Narayana (Livable Plans & Codes) and urban designer and architect, Michael Huston (Townscape Planning & Design). Civic Plan Studio pursues projects in both the public and private sectors, utilizing their overlapping skills in planning, urban design, placemaking, and form-based codes to deliver plans that are aspirational while still be grounded in market realities and funding constraints. Both founders have an in depth understanding of New Urbanist planning principles which they employ in their work.

RCLCO

Role: Economic & Planning Analysis

Key Contact

Patricia Balacao
1700 Central Ave SW Suite B
Albuquerque, NM 87104
505-822-8200
awalker@sites-sw.com

Since 1967 RCLCO has been the "first call" for real estate developers, investors, the public sector, and non-real estate companies and organizations seeking strategic and tactical advice regarding property investment, planning, and development. RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level. With the insights and experience gained over a half century and thousands of projects–touching over $5B of real estate activity each year–RCLCO brings success to all product types. RCLCO has expertise in five major areas: real estate economics, management consulting, investment strategy, asset management, and legal support. Their multidisciplinary team combines real world experience with the analytical underpinnings of thousands of consulting engagements. They develop and implement strategic plans that strengthen your position in a market or sector, add value to a property or portfolio, and mitigate value erosion. Their extensive network provides them with a unique and comprehensive outlook on the industry, not to mention unmatched access to the best minds in real estate.

KIMLEY-HORN

Role: Site Readiness, Place Management

Key Contact

Jon Pena
1700 Central Ave SW Suite B
Albuquerque, NM 87104
505-822-8200
awalker@sites-sw.com

Kimley-Horn is a full-service engineering, planning, and environmental consulting firm with more than 9,800 employees nationwide, with local support from our Albuquerque team, offering comprehensive services in municipal and land development. Kimley-Horn's clients have access to a versatile staff of professional planners; landscape architects; civil, transportation, and structural engineers; surveyors;environmentalscientists;andcommunityengagementspecialists.Kimley-Horn has partnered with municipalities in New Mexico and across the country to craft growth and development plans that balance economic, environmental, and social values. Our team of planners, urban designers, and engineers excel in facilitating stakeholder engagement, understanding development challenges and realities, and applying codes and regulations to land development and redevelopment. Our planners and urban designers have varied public-sector experience ranging from United Development Code (UDC) updates and comprehensive planning to transportation planning, streetscape design, and land development services.



AREAS OF EXPERTISE

The following section outlines our team's capabilities in the categories identified in the RFP. Because complex planning projects often cross multiple disciplines, Sites Southwest and our partners bring the full range of expertise needed to meet the expectations of the Albuquerque Redevelopment program. Our team has worked together on projects across New Mexico and the southwest that integrate land use, housing, transportation, economic development, and design, producing practical, implementable plans that respond to community priorities and City objectives.

Economic and Planning Analysis

Sites Southwest provides economic and planning analysis services that support redevelopment decision-making, policy development, and implementation. Our work includes analysis of market conditions, demographic and economic trends, land use patterns, and redevelopment barriers, including identification of slum and blight conditions. We integrate GIS-based spatial analysis with stakeholder and market input to evaluate redevelopment areas, inform MRA and TIF boundary studies, and support the development of actionable plans and recommendations.

Our approach is grounded in asset-based economic development and focuses on identifying catalytic opportunities within redevelopment areas, including commercial corridors, mixed-use centers, and housing markets. We assess feasibility, financial considerations, and implementation pathways, ensuring that all recommendations are aligned with funding tools, regulatory frameworks, and market realities. The result is clear, data-driven guidance that supports equitable redevelopment, private investment, and long-term economic vitality.

Example Projects:

- University MRA
- El Paseo & S Solano MRA
- Carlsbad Arts & Cultural District
- Cerrillos Corridor Study

CASE STUDY

EL PASEO & S SOLANO MRA PLAN

Reference: Blairre Flores, City of Las Cruces Economic Development
575-528-3048
bflores@lascruces.gov

About the project

Sites Southwest along with Civic Plan Studio and RCLCO was contracted to provide land use planning, urban design and mobility integration for the El Paseo/S Solano MRA (Metropolitan Redevelopment Area) Master Plan. The master plan boundary encompassed approximately 1,000 acres situated between the city's downtown and New Mexico State University. The primary focus of the study was on creating a framework to transform the El Paseo and S Solano areas into a thriving, pedestrian-friendly community with a renewed focus on sustainable development and equitable growth. Part of this public process for this plan includes a multi-day charrette to quickly iterate on initial ideas for projects and engage many stakeholders. The Sites team also created a community survey which garnered over 2,000 responses. The result is a plan that clearly defines catalytic projects that the City of Las Cruces should focus on to spur future development in this area. The plan went through final draft review using an interactive online comment tool. The final plan was approved in June 2025.



CASE STUDY

UNIVERSITY MRA PLAN

About the project

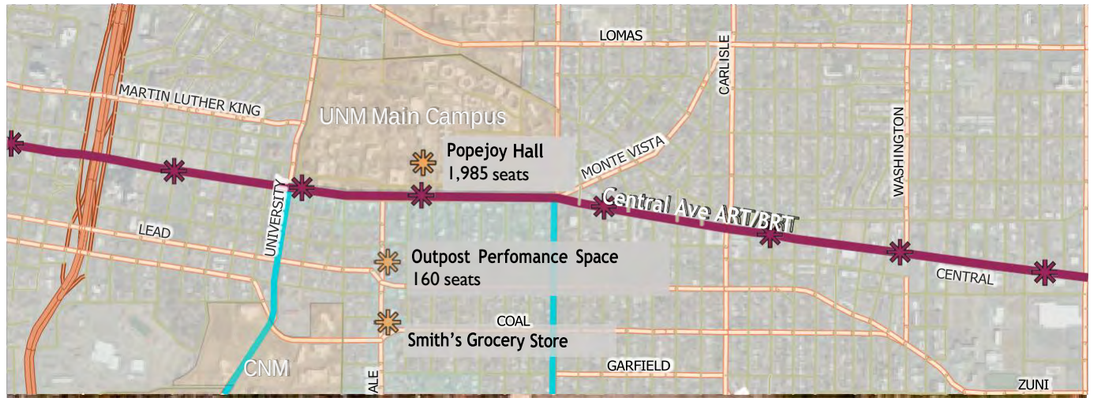
The neighborhood south of the University of New Mexico has remarkable assets but struggles to retain retail businesses and long-term residents. A high commercial vacancy rate, deteriorating structures, and crime are some of the factors contributing to blight in this area.

Sites Southwest worked closely with City staff to establish an MR designation area that included potential redevelopment opportunities while being sensitive to historic and residential neighborhoods. Following the designation, a Metropolitan Redevelopment Area plan identified key catalytic strategies and public and private sector investments that will improve the economic health of the area.

Through the designation and planning process, Sites Southwest engaged businesses, residents, property owners, developers, and representatives of the area's major institutions. An important strategy was the formation of a stakeholder group to advocate for business improvement and area investment.

Project Outcome

Adoption of the plan allows for more targeted public investment, encourages private investment and redevelopment, and supports economic development activities. A stakeholder implementation group was formed which established formal and informal communication and collaboration opportunities, especially for area businesses.



Placemaking and Design Services

Sites delivers placemaking planning and design services that transform redevelopment areas into vibrant, functional, and community-centered environments. We work collaboratively with stakeholders to plan and design public projects such as streetscapes, trails, public spaces, cultural and activity centers, and the redevelopment of publicly owned land and facilities. Our process combines community engagement, urban design, and technical planning to ensure that projects reflect local identity and support long-term use.

We focus on creating connected, multi-functional places that enhance quality of life while supporting economic development goals such as small business growth, tourism, and corridor revitalization. Our work results in implementation-ready concepts that include phasing, cost considerations, and alignment with redevelopment tools and funding strategies, ensuring projects can move efficiently from planning to execution.

Example Projects:

- East Lohman Development Plan
- Animas Action Plan
- Winrock Town Center
- CABQ Housing Gap Analysis

CASE STUDY

ANIMAS ACTION PLAN

Reference: Warren Unsicker, Director of Economic Development, City of Farmington
505-599-1116
wunsicker@fmtn.org

About the project

Sites Southwest and Civic Plan Studio teamed to provide urban design, land use planning, and zoning expertise for an Action Plan to implement a long-term vision for the Animas District. With the decline of the energy sector which once dominated the region, the area had become blighted and forgotten. However, with several major nearby amenities, including the newly renovated Main Street to the north, the Animas River to the south, and the San Juan Regional Medical Center to the west, the town recognized the potential to create a vibrant, albeit "lean," neighborhood.

As part of the planning and public engagement process, Sites and CPS produced master plan concepts for the area. The plan focuses on building on the regional trail and park destinations along the Animas River, a long-term strategy for "missing-middle" housing infill, and street infrastructure connecting the major destinations.

In addition, the team is recommending a "light touch" form-based zoning strategy that will allow residential, commercial, and light industrial uses to co-exist within the district - thus encouraging horizontal mixed-use development. Another critical element of the plan will be recommended improvements to the pedestrian network.

Project Outcomes

The City has already been approached by a developer who is interested in one of the recommended housing locations. The team has also facilitated conversations between property owners to discuss key investments that are aligned with the project vision.



CASE STUDY

EAST LOHMAN DEVELOPMENT PLAN

Reference: David Weir, Director of Community Development, City of Las Cruces
575-528-3067
dweir@las-cruces.org

About the project

In partnership with Civic Plan Studio, the team led a planning and urban design team in preparing the master plan for the 150-acre East Lohman Site, a property on the growing east side of Las Cruces. Using guidance from a detailed market study, the plan envisions a mixed-use community that is pedestrian-oriented and environmentally sensitive, with neighborhood centers that complement existing land uses. The plan includes strategies and realistic actions for the City to take to ensure quality urban design and development that is aligned with the plan vision. The planning process was highly collaborative involving city staff, elected officials, are businesses and institutions and community members, at large. The plan was enthusiastically approved by both government and residents.

The public engagement process was designed to solicit input from a range of stakeholders. The public process began with the City identifying key stakeholders, who were then included in focus groups alongside key property owners. Design workshops, public meetings to review planning studies, and final public hearings were also attended by key stakeholders and residents. Following the initial discussions, three alternative plans were developed, each with a distinct programmatic focus and urban structure. Each scenario included a variety of creative pedestrian-oriented and urban design concepts. The final plan blended the strongest and best-supported ideas from each scenario.

Project Outcomes

The final development plan was approved, resulting in a plan that benefited from our close working relationships with City, NMSU staff, and MountainView Medical Center staff, residents, elected officials, real estate professionals, and business leadership. The City has taken steps to create the internal capacity to support this project and other future development plans. Additionally, they are moving to create a zoning overlay for this area that is aligned plan recommendations.



Housing Program Development

Sites Southwest provides housing program development services that support the creation and expansion of effective, locally responsive housing strategies. We conduct housing market analyses, evaluate development feasibility, and identify gaps in housing supply across income levels. Our work includes research and recommendations on housing best practices, financial tools, policy frameworks, and program structures that support housing production and affordability.

We work closely with public agencies and stakeholders to identify barriers to housing development, including zoning, infrastructure, and financing challenges, and provide targeted solutions to address them. Our recommendations align housing strategies with broader redevelopment goals, ensuring that programs support equitable growth, workforce needs, and long-term community stability. We deliver actionable guidance on implementation, including program design, funding mechanisms, and organizational considerations.

Example Projects:

- Santa Fe County Housing
- Los Alamos Housing
- Silver City Housing
- Consulting Services

CASE STUDY

SANTA FE COUNTY HOUSING PLAN

About the project

Sites Southwest completed an affordable housing plan for Santa Fe County that addresses all housing needs in the Santa Fe area. A community and housing profile, existing and future housing needs, an analysis of land use barriers, and recommendations for affordable housing programs are all part of the Santa Fe County plan. Through this project, we have identified and expressed in a unique way how various types of needs impact the Santa Fe area, and how each of these needs necessitates nuanced, bold strategies. We worked with staff, developers, and service providers to clearly articulate different types of needs to understand and address core issues surrounding affordable housing. We drafted a comprehensive list of achievable immediate and long-term strategies to encourage the construction and provision of affordable housing opportunities after conducting a thorough investigation of various regulatory housing barriers.

CASE STUDY

LOS ALAMOS HOUSING PLAN

About the project

SITES completed an affordable housing plan for Los Alamos County that focused the community on the most serious issue affecting affordable housing – the inaccessibility of housing due primarily to the lack of available supply.

Through this process we evaluated existing condi-tions and developed specific types of data analysis and data collection due to the uniqueness of the community. We then assessed various housing needs, costs, and afford-ability measures and identi-fied important market conditions and serious sup-ply constraints. The result of this process was con-versations with key policy makers about housing priorities and a large menu of potential strat-egies for the community to evaluate.

The biggest housing factor affecting Los Alamos is a lack of housing supply which results in inaccessibil-ity for low- and moderate-income households. This can be partially addressed through new develop-ment but Los Alamos has limited land availability and the community values low-density housing and a smaller community size. In addition to more housing development, key strategies we recom-mended were to increase the number of income-restricted housing units so that low- and moderate-income households could find accessible housing and to engage in regional strategies that can ad-dress the broader issue of housing and economic development.

Place Management Services

Sites Southwest provides housing program development services that support the creation and expansion of effective, locally responsive housing strategies. We conduct housing market analyses, evaluate development feasibility, and identify gaps in housing supply across income levels. Our work includes research and recommendations on housing best practices, financial tools, policy frameworks, and program structures that support housing production and affordability.

We work closely with public agencies and stakeholders to identify barriers to housing development, including zoning, infrastructure, and financing challenges, and provide targeted solutions to address them. Our recommendations align housing strategies with broader redevelopment goals, ensuring that programs support equitable growth, workforce needs, and long-term community stability. We deliver actionable guidance on implementation, including program design, funding mechanisms, and organizational considerations.

CASE STUDY

CABQ CPA ASSESSMENTS

About the project

To complete an assessment of the Central Albuquerque Planning Area, Sites Southwest worked with the City to engage thousands of community members, documented area priorities, and helped articulate community needs and priorities related to growth, economic development, community character, and sense of place.

To do this, Sites Southwest assisted City staff in creating a focused strategy for the planning process, establishing a joint scope of work, developing communication materials, and drafting a community engagement plan.

Sites Southwest facilitated in-person and virtual kick-off meetings and presented at a variety of neighborhood meetings and community events. To achieve more direct community engagement, the team also visited popular gathering places and worked with neighborhoods who are typically less involved in City planning efforts. To capture the perspectives of key stakeholders, Sites Southwest interviewed business owners, area developers, economic development organizations, and social service providers. This provided a complementary lens to understand the area's economic and institutional needs.

Bibendum enim ac sed dis vehicula? Montes aenean

CASE STUDY

SUDDERTH CORRIDOR MRA DESIGNATION & PLAN

About the project

Sites Southwest has completed a designation report and MRA plan for a 2.5 mile stretch of Sudderth Drive in Ruidoso, New Mexico. This commercial corridor includes Ruidoso's iconic Midtown District as well as gateway areas east and west of Midtown. This corridor is the economic lifeblood of the Village. The corridor is primarily commercial, with retail, services, lodging and office along its length. Goals for redevelopment include expanding allowable uses through zoning ordinance revisions, utilizing Village owned properties to support housing and economic development, and improving the physical appearance of the corridor through streetscape improvements and addressing vacant and deteriorating buildings and sites. Pedestrian improvements are also proposed. Most public meetings have been held virtually because of restrictions on in-person events. Public hearings and adoption are scheduled for February and March 2021. The MRA plan contains goals for land use policy that will foster the economic growth of the Village. The zoning code update is the opportunity to incorporate these goals into Village policy.



Bibendum enim ac sed dis vehicula? Montes aenean

Site Readiness Services

Kimley-Horn provides comprehensive site readiness services that position redevelopment sites for successful investment and implementation. Their team conducts detailed due diligence and technical analysis, including environmental assessments, infrastructure and utilities evaluation, transportation access, drainage, and site constraints. By identifying risks and opportunities early, Kimley-Horn helps streamline the development process and ensures sites are aligned with market, regulatory, and funding requirements.

Kimley-Horn supports all aspects of pre-development and entitlement, including platting, permitting, and development review coordination with local agencies. Their experience working with public and private sector clients allows them to navigate complex regulatory environments and advance projects efficiently. Through a proactive, solutions-oriented approach, Kimley-Horn reduces uncertainty, accelerates timelines, and prepares sites to compete effectively for redevelopment opportunities.

CASE STUDY

PEORIA INNOVATION CORE (PIC)

About the project

Kimley-Horn has served as a long-term planning and engineering partner to the City of Peoria in advancing the Peoria Innovation Core (PIC), a transformative, approximately 6,700-acre employment and innovation district. Our services span master planning and entitlement support for a Planned Community District, including land-use planning, zoning, access and circulation analysis, coordination with the Arizona State Land Department and ADOT, and the development of conceptual infrastructure and right-of-way plans. To promote future industrial and commercial growth, we prepared a comprehensive electrical master plan addressing parcel-level demand, phased load planning, transmission routing, substation siting, and coordination with APS. Kimley-Horn has also led and supported the implementation of critical regional infrastructure, including the Lake Pleasant Parkway Design Concept Report and final design, roadway widening, traffic signals, ITS, utilities, drainage, bridges, and multimodal improvements delivered under fast-tracked schedules. At the site scale, we provided civil infrastructure assessments and a flexible parking management strategy for the Peoria Innovation Campus to support tenants, events, and long-term operations. Collectively, these efforts provide the City with a coordinated, infrastructure-ready framework to support economic development and phased buildout of the PIC.



CASE STUDY

HALO VISTA MASTER PLANNING

About the project

Kimley-Horn supported the multidisciplinary planning and engineering services for Halo Vista, a large-scale mixed-use development spanning more than 2,400 acres near the intersection of SR-74 and I-17 in northern Phoenix. The development supports industrial, commercial, residential, and recreational uses serving the adjacent 1,100-acre TSMC campus and is often described as "a city within a city." Our services included master planning for transportation, water, wastewater, drainage, open space, utility infrastructure, environmental, and plating, along with associated regulatory and entitlement requirements to support phased development implementation. The team developed a phased master street plan and traffic impact analysis to guide internal circulation and external connectivity, coordinating with ADOT, the City of Phoenix, and the Maricopa Association of Governments to address roadway classifications, intersection configurations, and regulatory conditions. Off-site impacts were evaluated, and regional street, trail, and utility networks were integrated into the overall plan. The master plan was closely coordinated with TSMC's transportation master plan, enabling unified infrastructure, access, and long-range development strategies across adjacent properties. The project focused on aligning infrastructure, mobility, and entitlement frameworks to support long-term growth, operational efficiency, and multimodal connectivity—reflecting the type of campus-scale planning required for major semiconductor and innovation corridor developments.

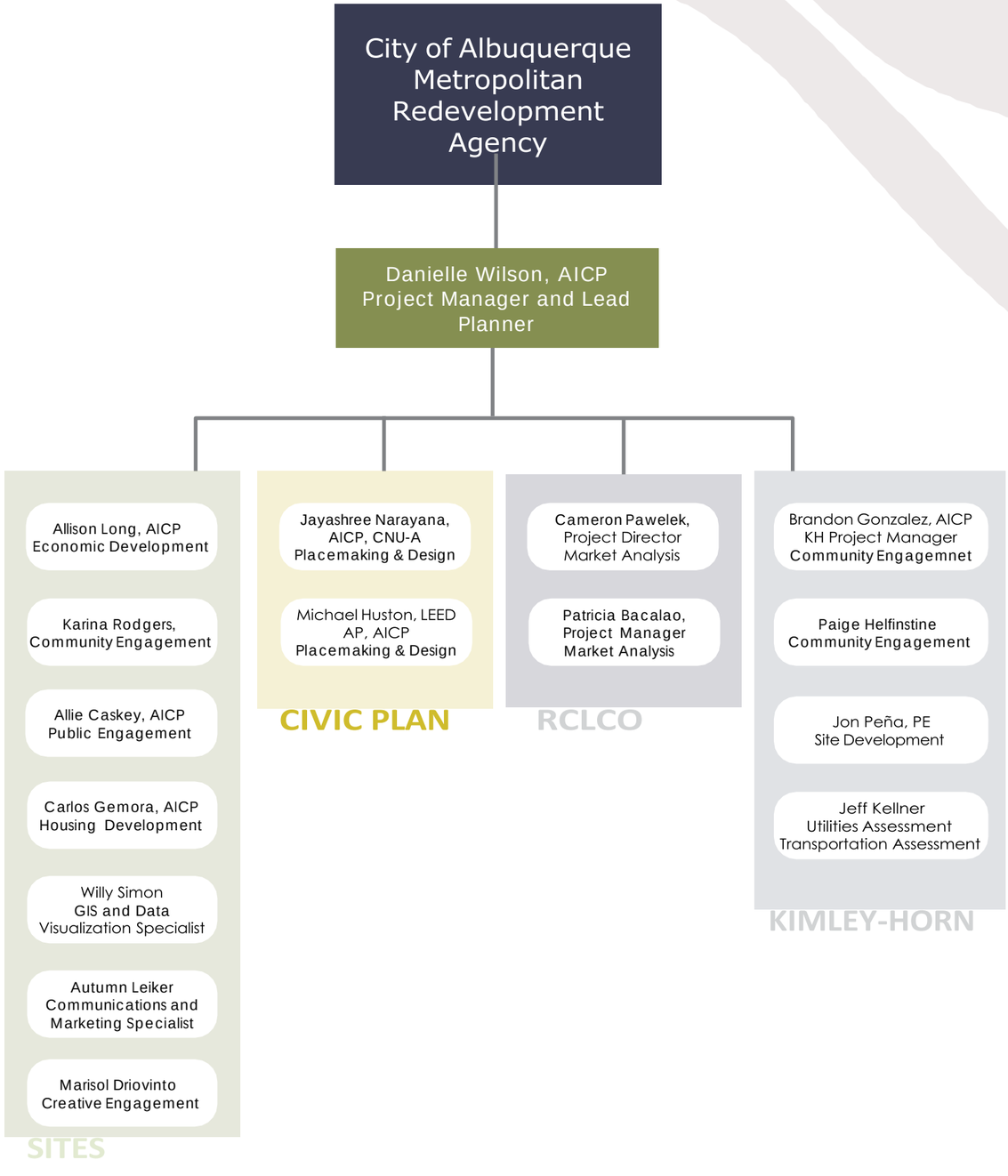


PROJECT MANAGEMENT

Sites Southwest has demonstrated strong project management across a variety of timelines, clients, community stakeholders, and regulatory environments, while maintaining a strong connection with staff and community members along the way.

The organizational/team charts onthe next pages shows the breadth of experience within our SITES team and trusted colleagues and contributors. Sites has worked with this project team on several projects in the past (please see project examples) and can promise a strong collaboration. The Sites project team is diverse and can handle complex project analysis and deadlines in a timely manner through the life of a project.

Team Structure



Team Areas of Expertise

The team outlined on the previous page will contribute to the following areas of expertise:

Economic and Planning Analysis

- Allison Long
- Cameron Pawelek
- Carlos Gemora
- Patricia Bacalao
- Allie Caskey

Placemaking and Design Services

- Danielle Wilson, AICP
- Jayashree Narayana
- Allie Caskey, AICP
- Michael Huston
- Marisol Driovinto

Housing Program Development

- Carlos Gemora
- Jayashree Narayana
- Karina Rogers
- Michael Huston

Place Management Services

- Carlos Gemora
- Brandon Gonzalez, AICP
- Danielle Wilson
- Paige Helfinstine
- Autumn Leiker

Site Readiness Services

- Allison Long, AICP
- Jon Peña, PE
- Jayashree Narayana
- Jeff Kellner
- Michael Huston

Sites Capacity

Sites is a mid-sized firm that is small enough to provide personalized services to our clients while large enough to complete complex and large projects with a team that is experienced and innovative. We can assign work as needed, ensuring that client needs are met seamlessly.

Sites has the overall capacity for nearly 2,000 person hours per month for billable work—this includes our planners and designers combined. Based on our current projects exceeding a monthly billing average of $5,000 and expected capacity increase over the next 12 months, we anticipate being able to draw from a workforce capable of 550 person-hours weekly.

LANDSCAPE ARCHITECTURE

- **George Radnovich, FASLA, PLA** — PRINCIPAL LANDSCAPE ARCHITECT (NM #92)
- **Bob Oberdorfer, ASLA, PLA** — SENIOR LANDSCAPE ARCHITECT / PROJECT MANAGER (NM #167; TX #3561; OR #1076)
- **Wendi Fox, ASLA, PLA** — SENIOR LANDSCAPE ARCHITECT / PROJECT MANAGER (OR #1057; NM #2025-0032)
- **Farrah Dang, PLA** — SENIOR LANDSCAPE ARCHITECT / PROJECT MANAGER (AZ #80323; NM #2025-0014)
- **Norma Oder, ASLA, PLA** — SENIOR LANDSCAPE DESIGNER / PROJECT MANAGER
- **Rudy Mariscal, LI** — SENIOR LANDSCAPE DESIGNER / LICENSED IRRIGATOR (TX #23965)
- **Shasta Woodfin** — SENIOR LANDSCAPE DESIGNER / PROJECT MANAGER
- **Cecily Anderseon** — LANDSCAPE DESIGNER
- **Becky Bourdeau** — LANDSCAPE DESIGNER
- **Elisha Tamrakar** — LANDSCAPE DESIGN INTERN
- **Ruth Gonzalez** — LANDSCAPE DESIGNER / CAD SUPPORT

PLANNING

- **Phyllis Taylor, AICP** — PRINCIPAL PLANNER (#004326)
- **Carlos Gemora, AICP** — SENIOR PLANNER / PROJECT MANAGER (#36259)
- **Allie Caskey, AICP** — PLANNER (#36956)
- **Danielle Wilson, AICP** — SENIOR PLANNER / PROJECT MANAGER (#35653)
- **Allison Long, AICP** — SENIOR PLANNER / PROJECT MANAGER (#33031)
- **Karina Rodgers** — PLANNER
- **Willy Simon** — PLANNING GIS & MAPPING SPECIALIST

BUSINESS OPERATIONS

- **Andrea Walker** — PRINCIPAL, CHIEF OPERATING OFFICER
- **Shelly Homer** — MARKETING ADMINISTRATOR / GRAPHIC DESIGN
- **Michael McDonald** — ACCOUNTING

Management Methods

SITES project management is based on the following methods:

Capability to Meet Schedules, Budgets, and Administration

Sites Southwest understands that the control of project budgets and schedules during all project phases is important given today's tight budgets. We therefore use cost tracking approaches that allow us to monitor project finances from planning through construction. These approaches include accounting software, project budget review meetings, regular communications, and the efficient use of time and resources.

Cost and Budget Control

Sites Southwest utilizes a highly iterative process for cost control of design which, along with regular meetings, includes a totally real-time accounting system. This process allows us to query direct and indirect project expenditures which are up-to-date and accurate. This includes the following in order of occurrence, and importance:

- Identify Users - It is important to identify and communicate with the long and short-term users of a project at the onset of the design process so that their needs are accounted for. Developing this understanding early on helps us reduce the potential for re-design which results in budget overages, and requests for additional fees. We meet with responsible city management staff, and maintenance / management personnel which might be responsible for long term landscape maintenance. Lastly, and perhaps most importantly we can meet with the public – the true eventual users of the project.
- Effective Scoping – Effective scoping and negotiations can yield time and money savings by allowing us to develop more precise person-hour estimate spreadsheets which we provide to staff and users. These illustrate costs on a task by task basis. We also consistently look for ways to reduce the steps needed to complete the design.
- Meetings / Communications with Project Managers - As the project design proceeds, we conduct regular meetings with our client counterparts not only to review design scenarios, but to update staff regarding project costs and budgets. Sites Southwest also conducts Bi-weekly production meetings with our staff to review project person-power needs, budgets, and implementation strategies.
- Use of Cost Accounting Software to Aid Project Management - Sites Southwest utilizes the most up-to-date software available to track project costs. Once a job number is created for a project, time is inputted by employees weekly using electronic timesheets, these are reviewed by project managers and principals, then downloaded into the system. Once downloaded they are available for accounting purposes. Aside from weekly timesheet reviews, project managers can query any given project at any time by using this software through our company intranet. This review can include reports detailing charges and efforts, person hours expended, project history, and accounts payable and receivable.

Effective, Non-Technical Communication

- We communicate with values-based, plain-language messaging and visual storytelling to reach non-technical audiences, staff, and decision-makers. We package findings in infographics, short briefs, and FAQ sheets alongside full technical reports.
- During public processes, we publish "What We Heard / How We Responded" memos and document plan changes so participants can see their fingerprints on the plan.

Removing Burdens of Community Engagement

- Our team at SITES uses a variety of engagement methods, including neighborhood pop-ups, community-led steering committees, small-group dialogues, and partnerships with trusted community organizations. These approaches allow our team to meet people where they are at.
- We recommend supporting community members and organizations who participate in our planning processes – through payment, food, and/or childcare.

Foundational Analysis & Intuitive Evaluation

- Our analysis blends data from a variety of disciplines, ensuring we understand the complex and multi-faceted nature of each of our clients.
- Joining the quantitative with the qualitative data, we translate analysis into community guidelines and priorities

Sustainability & Environment

- Sustainability is at the heart of Sites' mission and the planning team regularly collaborates with our landscape architecture team to ensure our recommendations are relevant to our clients' ecosystem and regional biome.
- For climate and hazard considerations, we use state and national resources to shape mitigation policies that are specific to New Mexico.

Action-Oriented Implementation

- Plans include clear policy tools, funding mechanisms, and responsible parties so communities can move from vision to action.
- Our staff has implementation experience at the local level, easily translating the plan for local staff and community organizations.

Engagement Tools

Sites prides itself in original and detailed analysis rooted in direct experience with New Mexican communities. Sites does not use AI in narrative or technical writing, but does use AI for grammatical editing. Sites also uses AI to improve efficiency in bulk data entry and analysis of public comments generated through public engagement.

Public Engagement Data Tools

Sites uses a variety of tools to enhance the plan making experience. Tools such as, Konveio, ArcGIS Storymaps, Mentimeter, Map Social, Survey Monkey, contribute to community engagement, making input easier and more interactive for stakeholders. Some public engagement tools do have built-in AI features that identify key themes and trends in public comments. To provide quality control, Sites asks these tools to provide a spreadsheet of each public comment and how the AI coded the theme for each comment. Upon review of the spreadsheet, Sites can identify any mistakes or missing nuance and re-start the analysis with revised coding.

For translation of public engagement materials from English into Spanish, we often start with an AI tool and then provide the finished product to Sites employees who are native speakers to confirm accuracy.

Social Vulnerability Approaches

Sites Southwest is committed to equitable planning practices that elevate historically under-resourced and vulnerable populations. Our mission emphasizes community-driven solutions that are inclusive, culturally-sensitive, and responsive to local needs. We place equity at the heart of every plan we develop which is especially important from MR plans.

Sites Internal Staff Practices:

- Prioritize outreach to marginalized groups at the earliest project phases.
- Provide transparent communication and feedback loops.
- Center equity-focused planning in all areas – Transportation, Housing, Economic Development, Parks and Recreation, Utility Provision, Code Analysis, etc.

Multilingual & Culturally Competent Engagement

Our staff and collaborators bring experience in multilingual facilitation, translation, and interpretation services to ensure inclusivity. Engagement materials, surveys, and websites are routinely provided in English and Spanish, and, when appropriate, we have partnered with translation services for additional languages (e.g., Diné/Navajo). We design processes that are linguistically and culturally competent, ensuring all residents can fully participate in shaping their communities.

Analysis & Databases

Sites Southwest incorporates data-driven analyses into planning projects. Sites has extensive experience with redevelopment plans, which focus on low-income communities with older buildings, affordable housing plans that focus on communities experiencing a housing affordability crisis, and plans in lower-income communities that often lack access to critical resources.

- Integration of Regional and Federal Databases: Sites Southwest strategy development draws from sources like the U.S. Census Bureau's American Community Survey, FEMA's National Risk Index, the CDC's Social Vulnerability Index, and HUD datasets to assess population and socioeconomic demographics, housing cost burdens, and disaster risk profiles. These databases provide the foundation for evaluating which communities are most socially and economically vulnerable.
- Spatial Analysis for Vulnerability Hotspots: Using GIS-based platforms such as the CDC's Social Vulnerability Index and EPA's EJScreen, SITES is able to map patterns of land use suitability, inequity, environmental hazards, and resource gaps. This spatial data allows planners to identify at-risk neighborhoods, highlight infrastructure deficits, and prioritize equitable redevelopment strategies.
- Evidence-Based Policy and Planning: SITES ground truths all data with the community itself to make sure the foundation of a plan is accurate before diving into strategy. By combining census data, vulnerability indices, and qualitative data, SITES develops tailored recommendations. This ensures that client policy decisions are grounded in measurable community needs and firsthand input.

Experience with Historically Under-Resourced Communities

Sites Southwest has extensive experience in bringing vulnerable populations into the planning process. Representative projects include:

- Farmington Parks, Recreation, and Cultural Affairs Master Plan – Designed a Diversity, Equity, and Inclusivity framework to guide department investments and client decision-making in collaboration with several historically marginalized groups.
- Village of Ruidoso Comprehensive Plan – Award-winning public engagement process (APA-NM 2020) where we developed inclusive outreach strategies for youth, elders, and low-income residents.
- Santa Fe MPO "Let's Talk About Cerrillos" – Designed bilingual engagement to ensure participation from immigrant and linguistically diverse residents, aligning transportation investments with community priorities.
- Assessment of Fair Housing for City of ABQ, ABQ Housing Authority, & Rio Rancho – Led bilingual community engagement efforts to identify barriers to fair housing, focusing on residents most affected by discrimination, cost burdens, and limited access to opportunity.
- Mountain View Sector Plan – Partnered with existing community organizations to center discussions around county investments, environmental justice, and critical infrastructure improvements.

Understanding of Redevelopment

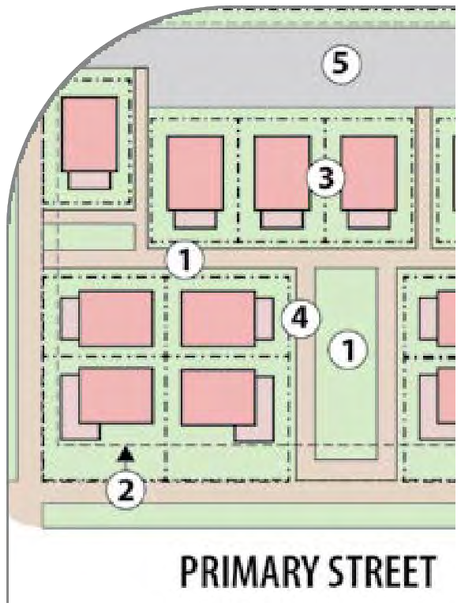
Sites Southwest has completed 19 Metropolitan Redevelopment Plans for communities throughout New Mexico. In addition, we have worked with Arts and Cultural Districts and MainStreet districts to design public investments in these communities. Our team has helped communities envision what redevelopment looks like, tailored zoning language to facilitate desired urban character, and provided the economic analysis to determine the redevelopment options with the highest likelihood of success.

Sites Southwest has worked with Albuquerque's Metropolitan Redevelopment Agency in the past, primarily working on area designation and plans. In addition to experience in the Albuquerque area, Sites Southwest has prepared Metropolitan Redevelopment Area Plans throughout the state. We have worked with New Mexico MainStreet and MainStreet communities to designate MR areas and prepare plans. We have teamed with Civic Plan Studio and RCLCO on similar projects for City-owned land in Las Cruces, and we led a team with Civic Plan Studio for an action plan for the Animas Healthcare Hub, which is a district within Farmington's downtown Metropolitan Redevelopment Area.

We are familiar with financing tools enabled by statute for designated redevelopment areas and have helped cities put policies in place to use these tools. In 2014 and 2015 Sites Southwest worked with MainStreet and a local steering committee to prepare outreach materials, meet with property owners, secure petition signatures and prepare bylaws and a business improvement district. Sites Southwest and the steering committee secured half of the required petition signatures by mid-2015. At that time, anticipating construction of the Albuquerque Rapid Transit line along Central, the steering committee once again elected to put the BID on hold.

Recent changes to Tax Increment Financing legislation enabled districts to freeze taxes for fourteen years and capture a portion of the incremental growth in gross receipts tax revenues in addition to a portion of property tax increases. The ability to capture a portion of gross receipts tax revenues makes this a more promising financing tool for district improvements.

Through both our work in MRAs and our comprehensive planning projects, we are familiar with related state incentives through the Local Economic Development Act (LEDA) and the Affordable Housing Act.



COST PROPOSAL

The following pages outline hourly rates for all team members, as well as, expected costs for printing, mileage reimbursement, travel.

Cost Proposal for Solicitation Number: #RFP01-2026-Redevelopment Services

CITY OF ALBUQUERQUE On-Call Redevelopment Services 2026

The following is the direct and indirect costs for the proposed scope of work. The total proposed hourly rate cost include New Mexico Gross Receipts Tax. The breakout of costs is shown in the table below.

Sites Southwest

APPENDIX A COST PROPOSAL

Identify Fully inclusive Rates by Positions identified in 2.1.4 to be billed under the contract resulting from this RFP. The billing rates should be fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

The City will only allow for reimbursement costs for travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP and requires that such expenses shall have prior written approval of the City.

Position	Hourly rate
Principal	$220.00
Senior Planner / Project Manager	$140.00
Senior Planner	$120.00
Planner /Landscape Designer	$100.00
Senior Landscape Architect / Project Manager	$155.00
Senior Landscape Designer	$120.00
Marketing Administrator & Project Administrative Support	$85.00

Include applicable New Mexico gross receipts tax in all rates.

DO NOT INCLUDE THE COST PROPOSAL (OR ANY COSTS) IN THE TECHNICAL PROPOSAL.

Expenses

Public meeting materials will be billed at cost plus NMGRT. These items include snacks and beverages, copying and reproduction, advertising and postage.

Purchased data, including demographic reports and GIS data, outside reproduction and similar information, will be billed at cost. This research will be provided to the City.

Subconsultants fees will be negotiated separately and billed at cost plus 10%. This will include subconsultants listed in the proposals as well as other subconsultants that may be used at the request of the City.

Travel expenses, if applicable, will be included at cost plus NMGRT. These costs include airfare at cost plus NMGRT and lodging and meals at the Federal per diem rate plus NMGRT.

Printing and Material Costs		
8.5 X 11" - B&W	per page, single sided, no bulk discount, standard paper	$0.32
8.5 x 11" - Color	per page, single sided, no bulk discount, standard paper	$0.82
8.5 x 14" - B&W	per page, single sided, no bulk discount, standard paper	$0.41
8.5 x 14" - Color	per page, single sided, no bulk discount, standard paper	$1.02
11 X 17" - B&W	per page, single sided, no bulk discount, standard paper	$0.65
11 x 17" - Color	per page, single sided, no bulk discount, standard paper	$1.64
Document Binding	per book, 200 page doc, <1" thick, with covers	$6.00
Posters - B&W OR Color	per sq ft, basic paper (cardstock)	$6.50
	36" x 48" (12sq. Ft)	
Foam Board Mounting	per sqft	$6.00
Mounted packages: 18x24"		$44
Mounted packages: 22x28"		$68
Mounted packages: 24x36"		$75
Mounted packages: 36x48"		$157

Mileage		
Business Mileage Reimbursement Rate	per mile	$ 0.73

Subconsultants

PERSONNEL	HOURLY RATE
RCLCO	
Principal (Cameron Pawelek)	$430
Vice President (Patricia Bacalao)	$280
Senior Associate	$200 – $240
Associate	$160-$180
Analyst	$130 – $140
Civic Plan Studio	
Planner/Urban Designer	$200
Kimley-Horn	
Support Staff	$120
Analyst I	$155
Analyst II / Designer	$180
Professional / Senior Designer	$210
Senior Professional I	$255
Senior Professional II	$310

FULL TEAM BIOS



Danielle Wilson, AICP, Sites

Senior Planner/Project Manager
AICP #35653

Danielle has worked in community development through private, non-profit, and philanthropic sectors for 10+ years. In her professional work and beyond, she uses a collective organizing lens to build momentum for positive change. Knowing that community planning and change can occur at any scale, Danielle's experience ranges from creative vacant lot redevelopment, to organizing district-wide education reform. In all her work, she strives to meet people where they are, create a common vision and shared values, and build tangible actions for the work to continue beyond the plan. She has worked on actionable comprehensive plans for multiple communities and is experienced with plan organization and community engagement. Whether working in small, rural towns or looking at regional and county-level planning, she takes a similar approach to the work. First, working with staff and local leaders to create an engagement strategy that will work for the specific needs of the community. The resulting goals, strategies and actions that are the outcome of this process are always brought back to the community for refinement to ensure the implementation plan is relevant, realistic, and actionable.



Carlos Gemora, AICP, Sites

Senior Planner/Project Manager
AICP #36259

Carlosisanestablishedlanduseandcommunity development planner skilled in understanding, balancing and articulating community visions and values. Carlos provides the team with experience in interjurisdictional mediation and negotiation, stakeholder engagement and facilitation, project and program management, and the resolution of technical, multi-party problems involving economic, legal, cultural, and political challenges.

Past projects have involved local and regional affordable housing strategies, strategic planning, land use regulation, and economic development. In addition to developing and presenting housing narratives, Carlos was also a member of the Santa Fe Housing Action Coalition and continues to work on state and regional affordable housing strategies.

His experience includes small-to-mid-sized towns and cities in New Mexico and Washington State and involves innovative and practical strategies regarding small business support, infrastructure, municipal finance, housing, and rural community development.



Allison Long, AICP, Sites

Senior Planner/Project Manager
AICP #33031

Allison has worked as an economic development data analyst, a municipal planner, a CDBG-Disaster Recovery grant administrator, and a sustainability coordinator.

Allison specializes in community planning, economic development, and data science. With her varied work experience, she can provide practical strategies for clients and detailed implementation plans. While working as an economic development analyst she worked on Comprehensive Economic Development Strategies around the country for clients such as the Choctaw Nation in Oklahoma; Auburn, Washington; and Buda, Texas. At the City of Santa Fe, she completed a municipal greenhouse gas inventory, won grants related to urban forestry and community energy efficiency and coordinated an Urban Heat Island Study for Santa Fe. Before her planning career, she studied sociology and worked in the nonprofit world of Nashville and continues to bring the lens of social and environmental equity to her planning work. Allison received her Master in Community and Regional Planning at the University of Texas at Austin and has a Bachelor of Science in Sociology with a minor in Entrepreneurship.



Allie Caskey, AICP, Sites

Planner/Public Involvement Specialist
AICP #36956

Allie has experience preparing comprehensive plans that combine quantitative and qualitative analysis with catalytic strategies to advance community goals. Her asset-based approach emphasizes existing talents and capacities of a community as the foundation of planning. She takes a proactive role in community engagement by connecting with stakeholders before, during, and throughout the planning process. Allie can facilitate meaningful conversations to derive key community issues and opportunities and collaboratively work to address them. Utilizing local and regional strategies, she prioritizes improving the quality of life for all residents through a community-based approach to development.



Karina Rodgers, Sites

Planner/Public Involvement Assistance

Karina is a community planner whose work is grounded in a thoughtful and collaborative approach. She is dedicated to fostering inclusive engagement and supporting communities in shaping solutions that reflect their unique identities and lived experiences. With a strong background in community outreach, cultural resource planning, and historic preservation, she is passionate about building relationships that honor local knowledge and amplify underrepresented voices. Her work is guided by a deep commitment to asset-based planning and strategic engagement that uplifts people and places alike, fostering equitable and resilient outcomes. She brings skills in facilitation, research, and collaborative engagement to support inclusive and context-sensitive comprehensive planning.



Willy Simon Sites

GIS & Graphic Design Specialist

Willy Simon brings over eight years of experience in transportation planning, geospatial analysis, and data visualization. His work focuses on translating complex datasets into clear, actionable insights that support planning, policy development, and public understanding. With a strong technical foundation and a collaborative approach, Mr. Simon helps teams and communities better understand existing conditions and make informed decisions. Mr. Simon has extensive experience working with regional agencies, where he has led planning efforts, supported interagency coordination, and developed tools to improve transportation systems. His work includes managing regional congestion and safety programs, conducting advanced crash and mobility analyses, and creating interactive mapping and visualization tools to communicate findings to both technical and public audiences. He has also contributed to major planning efforts, including transportation improvement programs and regional safety action plans, and has worked closely with local governments on initiatives such as Vision Zero. In all of his work, Mr. Simon emphasizes clarity, accessibility, and practical application. He combines technical expertise with strong communication skills to ensure that data-driven insights are meaningful and usable for decision-makers, stakeholders, and the public.

Subconsultants - Civic Plan Studio



Jayashree Narayana, AICP, CNU-A

Planner/ Urban Designer
AICP #014918, CNU-A

Jay has over 25 years of public and private sector planning and urban design experience and has worked on several award-winning initiatives. In the public sector, Narayana has worked in municipalities in New Mexico, Texas, Kentucky, and North Carolina.

As a principal of Livable Plans and Codes (LPC) since 2013, Jay has led several planning initiatives, including the Downtown Aubrey Master Plan, Colleyville Comprehensive Plan, SH 190 Corridor Code in Garland, Crowly Unified Development Code, and the Downtown Arlington Pilot FBC to name a few.

After informally collaborating on planning projects for over 20 years, in 2020, Jay and Michael Huston collaborated to start Civic Plan Studio LLC with a focus on planning urban design services that combines a range of their skills from visioning to implementation.

Jay has worked with Sites Southwest on the Farmington Animas Hub Action Plan, the East Lohman Development Plan, and the El Paseo/S Solano MRA Plan.



Michael Huston, AIA, CNU-A

Urban Design and Planning
RA - FL #AR94985

Michael has over 25 years' experience as an urban designer and architect, in both the public and private sectors. He has participated in over 50 public planning projects across the country. For six years (2012-2018) he held a position at DPZ Co-Design as a senior designer where he honed his skills in urban design and placemaking. With his background as an architect, Michael is comfortable working at multiple scales, from the building to the region. He uses is his drawing and modeling skills to communicate urban planning strategies to the general public.

As a member of the Sites Southwest team, he brings his experience in master planning, synthesizing aspects of urban design, transportation, landscape, and infrastructure.

Michael collaborated with Sites Southwest on the East Lohman Development Plan, providing scenario planning illustrations, conceptual renderings, and participation in virtual public meetings. He is collaborated with Sites Southwest on the Farmington Animas Action Plan, Las Cruces Lot 2 Blueprint, and El Paseo/S Solano MRA Plan.

Subconsultants - RCLCO



Cameron Pawelek, RCLCO

Project Director

Cameron Pawelek joined RCLCO in 2014 and is a Principal based in Austin, Texas. As part of the firm's real estate economics practice, he focuses on providing strategic and actionable guidance for urban and suburban mixed-use developments, master-planned communities, resorts, and other complex, multi-use developments. His experience includes highest and best use analyses, financial feasibility studies, and market opportunity analyses for an extensive range of commercial and residential land uses. With an emphasis on consumer segmentation and insight, Cameron has helped clients in both the public and private sectors make informed development decisions.

Cameron serves as part of the leadership group responsible for RCLCO's firm-wide talent development program. Through this role, he educates and mentors team members, and manages the programming and phasing of numerous training initiatives. He also assists in creatinginnovativebusinessintelligenceinitiatives to further enhance RCLCO's segmentation analyses, long-term demand projections, and detailed supply-side studies. Furthermore, Cameron leads RCLCO's environmental, social, and governance committee, working to promote greater economic, social, and environmental resiliency.



Patricia Bacalao, RCLCO

Project Manager

Patricia Bacalao is a Vice President based in RCLCO's Los Angeles office. Patricia joined RCLCO while receiving her MBA, concentrating on Real Estate Finance, and has since engaged on a spectrum of RCLCO's analyses, including urban revitalization plans, transit studies, retail repositioning studies, highest and best use land plans, and new mixed-use development studies for both public and private clients at a wide variety of scales. She also developed expertise in markets across the Mountain West, Texas, and internationally, understanding consumer motivations for a wide spectrum of housing types and destination settings.

Outside of RCLCO, Patricia currently serves as the Communications Chair for the Urban Land Institute - Los Angeles Young Leaders Group. Previously, Patricia worked in marketing and business development for renowned design firms in New York and Los Angeles and can leverage her background in architecture and planning to bring analytical insight into multidisciplinary teams in the service of client goals.

Subconsultants - Kimley-Horn



Brandon Gonzalez, AICP

Project Manager, Community Engagement
AICP #231075

Brandon is an energetic and experienced urban planner and multidisciplinary Project Manager. His core competencies include transportation planning, Complete Streets planning and design, active transportation, trail planning and design, and building consensus through inclusive community outreach. Brandon has worked in both the public and private sectors and understands the challenges and opportunities associated with multimodal transportation planning. He enjoys close partnerships with clients and immerses himself in the communities where he works to truly empathize and understand dynamics and tailor solutions towards that understanding. In addition to extensive multimodal transportation planning and design expertise, Brandon has also led more than 10 comprehensive plans, bringing direct experience with transportation and utility evaluations within the context of land use objectives.



Paige Helfinstine

Public Involvement

Paige is a public involvement specialist who focuses oncreatingandmarketingcommunicationsforpublic and internal purposes. Specializing in community outreach, public involvement, stakeholder engagement, and strategic communications, she has experience coordinating events and developing collateral such as newsletters, social media content, websites, press releases, and other print media. She enjoys building relationships with clients to best coordinate and develop marketing messages to meet individual needs. She has led successful teams on various projects by prioritizing strong partnerships, connection, collaboration, and early and active public engagement through all phases of the project delivery process.

Subconsultants - Kimley-Horn



Jon Peña

Site Development
PE in NM #16896

Jon Peña is a results-driven leader and with 25 years of design experience specializing in site development, drainage design, roadway, utility, and grading for municipal, educational, commercial, recreation, and residential developments. He has led military privatization and tribal housing infrastructure projects, including the design of site infrastructure for more than 4,000 residential units on seven different military bases throughout the United States. Jon has served as a site civil designer for recreational facilities at military bases throughout the country; school sites within New Mexico and Arizona; federal courthouses in New Mexico and Texas, private commercial developments in New Mexico; and hotels and casino resorts in northern New Mexico and Arizona.



Jeff Kellner

Infrastructure Planning

With 8 years of experience, Jeff brings experience in water and wastewater master planning and design, hydraulic modeling, and asset management. He has a range of planning experience including risk and conditional assessments, CIP forecasting, population and flow projections, land use projections, SCADA analyses, inflow and infiltration assessments, and development reviews. Jeff is adept at working in teams and has cooperated with engineers and drafting technicians to create efficient roadways, drainage structures, and water/wastewater and stormwater infrastructure designs.

PROPOSAL COVER SHEET

Lead Offeror

Name of Vendor: MuniCap Inc.

Address: 8965 Guilford Road, Suite 210, Columbia, MD 21046

Nature of organization

- ☐ Individual
- ☐ Partnership
- Corporation
  - ☑ Private
  - ☐ Public
- ☐ Nonprofit

Person authorized to execute the contract: Keenan Rice (President)

Phone: (443) 539-4102

Email: keenan.rice@municap.com

Contact information for key project staff

Name and Title: Keenan Rice (President)

Role: Principal-in-Charge

Phone: (443) 539-4102

Email: keenan.rice@municap.com

Name and Title: David Saikia (Executive VP/Head of National Consulting)

Role: Executive Oversight & Lead Author

Phone: (443) 539-4110

Email: david.saikia@municap.com

Name and Title: Max LeVee (Senior VP/Associate Head of National Consulting)

Role: Project Manager

Phone: (443) 539-4108

Email: max.levee@municap.com

Subcontractors (if any)

Subcontractor 1

Name of Vendor:

Address:

Nature of organization

☐ Individual

☐ Partnership

Corporation

☐ Private

☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

Subcontractor 2

Name of Vendor:

Address:

Nature of organization

☐ Individual

☐ Partnership

Corporation

☐ Private

☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

Subcontractor 3

Name of Vendor:

Address:

Street:

City, State, Zip Code:

Nature of organization

☐ Individual

☐ Partnership

Corporation

☐ Private

☐ Public

☐ Nonprofit

Lead Point of Contact:

Phone:

Email:

References

Please list three references which MRA is authorized to contact. Please include past clients that can attest to the quality of timeliness of the Offeror's work.

1. Name: Jennell A. Rogers
   Organization and Role: City of Baltimore, Chief of the Bureau of Treasury Management
   Phone: (410) 396-3386
   Email: jrogers@baltimorecity.gov

2. Name: Rafiu Ighile
   Organization and Role: Howard County, Maryland, Director of Finance
   Phone: (410) 313-2195

Email: righile@howardcountymd.gov

3. Name: Joe LaHait
   Organization and Role: Fairfax County, Virginia, Deputy Director of the Department of Management and Budget
   Phone: (703) 324-4518
   Email: joe.lahait@fairfaxcounty.gov

Receipt of Addenda

I attest to having received and revied the following addenda, as posted on the MRA website, https://www.cabq.gov/mra/request-for-proposals. (Please fill in addenda received in the spaces provided below)

Inquiry Responses #1 - #15

_____

_____

Name (printed): David Saikia

Signature: David Saikia
David Saikia (Apr 3, 2026 17:56:48 EDT)

Agreement to Required Terms

I attest to having read the terms as outlined in RFP 01-2026-RedevelopmentServices and agree to comply with all laws stated herein, including the required contract terms. This includes ability to carry the insurance levels specified.

Name (printed): David Saikia

Signature: David Saikia
David Saikia (Apr 3, 2026 17:56:48 EDT)

01-2026-REDEVELOPMENT SERVICES

Tax Increment Financing Consulting
Economic and Planning Analysis
Housing Program Development

ONE ALBUQUERQUE
METROPOLITAN REDEVELOPMENT AGENCY

CITY OF ALBUQUERQUE, NEW MEXICO

METRO REDEVELOPMENT AGENCY

Response Prepared by:

MUNICAP, INC.

-NATIONAL CONSULTING GROUP-

April 3, 2026|

01-2026-REDEVELOPMENT SERVICES

Tax Increment Financing Consulting
Economic and Planning Analysis
Housing Program Development

City of Albuquerque, New Mexico

METRO REDEVELOPMENT AGENCY

B. AREAS OF EXPERTISE 7

Tax Increment Financing Consulting 7

Economic and Planning Analysis 9

Housing Program Development 10

C. OFFEROR CAPACITY 13

Support of Local Governments 14

Access to Data, Technology Platforms, and Technical Competencies 15

Technical Competencies of the Project Team 16

D. PROJECT MANAGEMENT PLAN 18

Organizational and Team Structure 18

Data Tools and Technical Approach 18

Experience with and Understanding Redevelopment Concerns in Albuquerque 19

E. PROPOSED FEE STRUCTURE AND ASSUMPTIONS 21

F. ATTACHMENTS 22

Project Team Structure/Organizational Chart 22

Résumés of Key Staff (Including Subcontractor Staff) 23

Examples of Completed Projects By Expertise 26

Letters of Support From Past Clients 32

Articles, Press Releases, Hyperlinks to Relevant Successful Projects 35

Certificate of Insurance 36

B. AREAS OF EXPERTISE

MuniCap, Inc. is pleased to submit this proposal to the Albuquerque Metropolitan Redevelopment Authority (MRA) under the following areas of expertise identified in the RFP:

- **A. Tax Increment Financing (TIF) Consulting**
  (Best practices, program design, underwriting analysis, revenue projections, and project-level analysis)
- **B. Economic and Planning Analysis**
  (Blight analysis, MRA and TIF boundary studies, redevelopment planning support, and market analysis)
- **D. Housing Program Development**
  (Analysis and reports on housing development best practices, financial instruments, housing policy and programs)

MuniCap is a national public finance advisory firm with nearly three decades of experience focused exclusively on public investment in real estate development and redevelopment. As a registered Municipal Advisor with the Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB), MuniCap brings a fiduciary standard of care, deep technical expertise, and extensive experience supporting metropolitan redevelopment agencies and local governments nationwide. MuniCap proposes to perform all services directly and does not rely on subcontractors for the areas of expertise identified above.

TAX INCREMENT FINANCING CONSULTING

. At MuniCap, comprehensive tax increment financing consultation has been our signature core service for more than twenty-five years. Our areas of expertise include the following:

- advising municipalities on national best practices and developing bespoke TIF policies and programs
- designing, refining, and implementing plans of finance
- creating detailed and dynamic forecasts of revenue and debt service
- preparing comprehensive revenue reports for inclusion in bond documents
- conducting requisite due diligence
- coordinating with underwriters, municipal staff, and counsel on the marketing and issuance of bonds
- overseeing post-issuance compliance and administration

To date, we have assisted with the successful implementation of approximately 770 programs, culminating in nearly $16 billion in public investment. Some notable engagements are listed below.

- **City of Baltimore, Maryland — Tax Increment Financing Program and Related Policies** (see ***Section F. Attachments***): MuniCap assisted the City of Baltimore in developing its TIF program and related policies, structuring TIF as a policy-driven framework with standardized eligibility and analytical requirements rather than a series of negotiated transactions. This framework has been applied consistently across the City's TIF projects for decades. City of Baltimore – TIF Policy and Implementation White Paper (2010)
- **City of Atlanta, Georgia — BeltLine Tax Allocation District** (see ***Section F. Attachments***): MuniCap has supported Invest Atlanta (the City of Atlanta's economic development agency) in

its long-term redevelopment financing efforts through the use of tax allocation districts (TADs), including the BeltLine TAD. Under the TAD structure, tax increment above a baseline is pledged to fund infrastructure and implementation through the end of the district term. Atlanta BeltLine Tax Allocation District (TAD)

- **Fairfax County, Maryland — Mosaic District Community Development Authority (CDA) District**: MuniCap served as financial advisor and administrator for the Mosaic Community Development Authority, supporting the structuring and issuance of $65.65 million in bonds to finance public infrastructure improvements. MuniCap's role included district formation support, financing structuring, and ongoing administration, with bonds secured solely by project-generated real property tax revenues and no repayment obligation to Fairfax County beyond the pledged revenues. Mosaic District EMMA Link
- **Washington, D.C. — Wharf TIF District:** MuniCap served as developer advisor for The District Wharf, assisting with the creation and implementation of a tax increment financing district and the issuance of approximately $145 million in TIF/PILOT bonds to fund public infrastructure. MuniCap supported the plan of finance, TIF application and district formation, legislative approvals, tax increment revenue projections, and bond issuance, with bonds secured by PILOT payments, incremental sales tax revenues, and special assessments, and no general obligation pledge by the District. The Wharf (Washington D.C.) EMMA Link

Each engagement begins with close coordination with client staff to identify objectives, key policy questions, and the development or fiscal challenges under consideration. Early efforts focus on establishing a clear understanding of goals, constraints, opportunities, and market conditions. From this foundation, we tailor our approach using best practices adapted to the applicable legal, fiscal, and market context, ensuring recommendations are practical, defensible, and aligned with decision-makers' needs.

Our evaluation of available public finance tools is supported by rigorous research and analysis to inform their effective application. This includes review of assessment and taxation methodologies, historical performance and collection trends, market conditions, and development economics. Our analyses incorporate reviews of development pro formas, third-party studies, comparable projects, and capital structures. This disciplined approach produces transparent, well-supported deliverables suitable for policy development, legislative review, and public scrutiny.

We have extensive experience preparing analyses, memoranda, and briefing materials that withstand evaluation by approving agencies and diverse stakeholders. Our work products clearly communicate underlying assumptions, tradeoffs, and implications, supporting informed decision-making in complex policy and legislative environments.

For this engagement, core services are focused on providing financial and analytical support for TIF decision-making by governing bodies and the MRA. MuniCap brings experience supporting TIF programs and districts across multiple jurisdictions through market analysis, financial feasibility evaluation, fiscal impact analysis, and revenue forecasting, consistent with statutory and policy requirements applicable to redevelopment incentives.

Program Design and Support

Through objective financial and market analysis, MuniCap helps agencies evaluate the economic implications of alternative TIF policy approaches. This work clarifies tradeoffs associated with incentive calibration, eligibility concepts, and structural choices, providing governing bodies and staff with defensible information to guide decision-making. The role is advisory and analytical, with policy drafting and adoption remaining with the public agency.

When appropriate, materials suitable for legislative and stakeholder review are prepared, including technical memoranda, summary briefings, fiscal impact summaries, and supporting exhibits. At the MRA's request, briefings or working sessions with legislators, staff, and other stakeholders can be supported to explain policy options and analytical findings.

Revenue Projections

Extensive experience preparing TIF revenue projections allows MuniCap to estimate incremental property tax and other applicable revenues under a range of development and phasing scenarios. Projections are grounded in market conditions, assessed value trends, and timing assumptions, with sensitivity analysis used to highlight risk and uncertainty. This work supports feasibility evaluation, incentive affordability, and long-term program planning.

Financial Analysis

MuniCap is well-versed in conducting policy-level financial feasibility and fiscal impact analyses to evaluate development economics baseline and alternative TIF structures. Analysis assesses impacts on project returns, financing feasibility, and public revenues, and distinguishes near-term fiscal effects from longer-term tax base growth. Results are presented in clear, decision-ready formats to support staff review and governing body action.

ECONOMIC AND PLANNING ANALYSIS

MuniCap provides economic and planning analyses tailored to the needs of redevelopment agencies and public-sector decision-makers. Our analyses are structured to provide clear evidence that meets statutory requirements for redevelopment actions, policy development, and investment decisions, and are grounded in transparent methodologies and defensible data sources.

MuniCap's approach integrates market data, spatial analysis, and financial modeling to ensure that redevelopment strategies are economically realistic and aligned with public objectives. Analyses are structured to inform both near-term decision making and longer-term redevelopment strategy, recognizing the evolving nature of market conditions and public priorities.

Some relevant engagements include the following:

- **City of Baltimore, Maryland — Annual Comprehensive TIF Report** (see ***Section F. Attachments***): MuniCap prepares recurring district-level revenue and fiscal analyses used for City oversight and public reporting, covering active TIF districts and associated financing performance. City of Baltimore - Annual Comprehensive TIF Report
- **Howard County, Maryland — Downtown Columbia Annual Fiscal Impact Analysis** (see ***Section F. Attachments***): MuniCap conducts an annual Fiscal Impact Analysis for Downtown Columbia to measure long-term net operating and capital impacts to Howard County as development and TIF conditions evolve. The update provides a consistent, defensible framework for tracking fiscal performance, surplus revenues, and policy outcomes year over year. Downtown Columbia 2016 Tax Increment Financing & Fiscal Impact Projections

Blight and Slum Conditions Analysis

MuniCap can analyze conditions from the perspective of economic decline. Our focus will be on economic and market-based conditions that impede private reinvestment and sustainable development, such as persistent vacancy and underutilization, declining or stagnant property values, weak commercial performance, constrained market demand, fragmented or distressed ownership patterns, and other indicators of economic decline. Our analysis can integrate spatial data, property information, market context, and planning documentation to demonstrate the presence and concentration of qualifying conditions within a defined area.

MRA and TIF Boundary Designations, Studies, Plans, and Recommendations

MuniCap works with public agencies to create, evaluate, and refine development and redevelopment districts across a wide range of statutory frameworks and jurisdictions. We focus on defining district boundaries that align with redevelopment objectives, fiscal realities, and applicable legal requirements redevelopment objectives, fiscal considerations, and statutory requirements rather than purely technical mapping exercises.

Our analytical work examines existing development patterns, market conditions, infrastructure context, and assessed value trends to ensure that proposed boundaries reflect coherent redevelopment logic and realistic incremental potential. Where appropriate, alternative boundary configurations are evaluated to assess implications for redevelopment feasibility, revenue generation, and administrative implementation. Recommendations are documented with maps, narrative analysis, and supporting exhibits suitable for public review and formal adoption.

Across jurisdictions, MuniCap's boundary-related work emphasizes defensibility, clarity, and long-term program performance, ensuring that designated areas align with adopted plans, policy goals, and the practical realities of redevelopment implementation.

Market and Real Estate Analysis

Economic-focused plans and market studies support MRA decision-making for specific redevelopment initiatives, policy questions, or challenges. These include commercial, mixed-use, housing, corridor, and policy analyses on land use, incentives, and redevelopment strategies. They identify how property tax policies impact development feasibility and help calibrate incentives across neighborhoods and projects. Analyses evaluate market demand, feasibility, and economic conditions to aid practical decisions, not just report findings.

Fiscal Impact and Public Revenue Analysis

MuniCap prepares fiscal impact and public revenue analyses to evaluate how proposed development and redevelopment activity affects public-sector finances over time. These analyses focus on identifying and quantifying tax revenues generated by new investment, including property tax, sales and use tax, lodging tax, and other locally applicable revenue sources, and comparing those revenues against public costs and incentive structures associated with redevelopment programs.

Analytical work assesses the incremental revenues generated by development that would not otherwise occur, allowing decision-makers to understand net fiscal outcomes under alternative scenarios. Analyses distinguish near-term revenue impacts, such as temporary revenue abatements or service demands during development, from longer-term tax base growth resulting from increased assessed values, stabilized occupancy, and sustained economic activity. Where appropriate, results are evaluated across multiple development and phasing scenarios to reflect uncertainty in timing, absorption, and build-out.

Fiscal impacts are evaluated using consistent assumptions and methodologies to enable clear comparison of tradeoffs across policy options, development programs, or district configurations. Findings are presented in a transparent and decision-oriented manner to inform fiscally responsible redevelopment strategies and to support governing body review, adoption, and long-term program oversight.

HOUSING PROGRAM DEVELOPMENT

MuniCap advises public agencies on housing policy, feasibility, and incentive structures associated with development and redevelopment. Our work focuses on evaluating how housing policy goals interact with market conditions, development economics, and fiscal constraints, informing affordability and redevelopment decision-making.

Housing advisory efforts are grounded in quantitative analysis of development feasibility, public finance considerations, and market dynamics. MuniCap evaluates construction costs, operating assumptions, achievable rents or sales prices, capital stack requirements, and risk factors to identify feasibility gaps across housing types, affordability levels, and geographic contexts. This analysis provides the analytical foundation for informing housing incentive and policy frameworks that are targeted, defensible, and calibrated to demonstrated need.

MuniCap analyzes and structures housing incentive approaches, including grants, loans, tax abatements, tax increment financing, and other gap-filling tools. Incentives are evaluated to balance affordability objectives with fiscal responsibility and transparency, ensuring that public participation is proportionate, justified, and consistent with broader redevelopment and budgetary priorities. Where applicable, analyses consider how housing incentives interact with existing local, state, and federal funding sources to improve leverage and reduce administrative complexity.

Scenario-based financial modeling is used to evaluate alternative policy structures, subsidy levels, eligibility criteria, and geographic targeting. This approach allows decision makers to understand tradeoffs among unit production, affordability depth, fiscal exposure, and administrative burden. Findings are presented as policy-level frameworks and decision support to promote consistency, predictability, and defensibility in public decision-making.

Some relevant engagements include the following:

- **City of Baltimore, Maryland — City-Wide Affordable Housing TIF Program** *(see Section F. Attachments):* MuniCap supported the design and implementation of a city-wide affordable housing TIF program structured to provide gap financing for the rehabilitation of vacant properties into affordable housing serving households across a range of income levels. Services included program design, financial analysis, preparation of TIF revenue studies, coordination with City and State stakeholders, and support through bond issuance and program launch. The program was structured as a scalable, programmatic framework capable of supporting multiple projects across neighborhoods while maintaining fiscal discipline and administrative clarity. City of Baltimore Affordable Housing Tax Increment Financing
- **Fairfax County, Virginia — Multifamily Conversion Fiscal Impact and Feasibility Analysis** *(see Section F. Attachments)*: MuniCap conducted a detailed analysis for Fairfax County on converting commercial and office properties to multifamily housing. The study examined development feasibility, costs, rents, public revenue, and the impact of different affordability levels, unit mixes, and assumptions. It provided the County with a solid framework to guide housing policies, zoning, and incentives, helping balance housing growth with fiscal responsibility. Fairfax County, Virginia Multifamily Conversion FIA

Housing Market and Feasibility Analysis

MuniCap conducts housing market and feasibility analyses to inform housing policy and incentive decisions grounded in real-world development conditions and responsive to local needs. This work evaluates housing demand, supply constraints, and market segmentation across product types, tenure, and affordability levels. The analysis considers demographic trends, income distributions, household formation, and neighborhood-specific market dynamics to identify where housing gaps exist and where public intervention may be warranted.

Feasibility analysis examines the economics of housing development, including construction and soft costs, operating expenses, financing assumptions, achievable rents or sales prices, and developer return requirements. By modeling representative housing projects across different affordability tiers and

geographies, MuniCap identifies the feasibility gaps that constrain housing production or affordability and provides a defensible basis for determining when and where public intervention may be warranted.

Program and Policy Framework Design

MuniCap provides economic analysis of housing policy and program options that translate housing goals into quantifiable fiscal and market implications. This work focuses on evaluating how different housing approaches affect development feasibility, public revenues, and fiscal exposure, rather than developing program frameworks.

Analysis examines the economic implications of alternative affordability approaches, including income targeting, duration of affordability controls, and geographic prioritization. MuniCap assesses how different program structures interact with market conditions and redevelopment objectives to inform decision-making, while policy design and program structuring remain the responsibility of the public agency.

Financial Instruments and Incentive Structuring

MuniCap analyzes and calibrates financial instruments that support housing programs, including grants, loans, tax abatements, tax increment financing, and other gap financing mechanisms. Incentives are evaluated based on demonstrated feasibility needs and calibrated to avoid over-subsidization while ensuring projects can proceed.

Housing incentives are analyzed both independently and in coordination with broader redevelopment financing strategies, including TIF and other public finance mechanisms. MuniCap considers interactions with existing funding sources at the local and state level, as well as long-term fiscal impacts and risk allocation.

Scenario-Based Financial Modeling

Scenario-based financial modeling is used to test alternative housing program designs and policy choices under a range of assumptions. MuniCap develops representative project models to evaluate how variations in subsidy levels, affordability requirements, financing terms, and geographic targeting affect development feasibility and public exposure. Results are interpreted to identify thresholds, trade-offs, and sensitivities relevant to housing policy decisions and to support comparisons of options on a consistent analytical basis.

Implementation and Administrative Support

MuniCap addresses implementation and administrative considerations related to the financial administration of development districts and grant programs to assess feasibility within existing public-sector structures. Analysis considers anticipated administrative complexity, capacity, and compliance implications as they relate to financial oversight and reporting.

MuniCap performs district and grant administration functions, including tracking revenues and expenditures, administering incentive or grant disbursements, and preparing required financial reporting. Policy design, underwriting, project selection, and programmatic compliance remain the responsibility of the public agency or its designated partners.

C. OFFEROR CAPACITY

MuniCap is a public finance consulting firm focused exclusively on public investment in real estate development. This singular focus has fostered the deep expertise and analytical rigor that defines our work and distinguishes it from the output of general-purpose consulting firms.

Since our founding in 1997, we have supported the implementation of approximately 770 development-related incentive programs, facilitating nearly $16 billion in funding across more than thirty states. In the past year alone, we assisted with 103 public investment programs representing approximately $2.4 billion in funding.

We propose a senior-led, tightly integrated project team for this engagement. Keenan Rice, the firm's president and founder, will serve as Principal-in-Charge, providing overall strategic direction and senior-level engagement with MRA leadership. David Saikia, Executive Vice President and Head of Research and Analytics, will serve as lead author and provide executive oversight, ensuring that all financial models, revenue projections, and analyses reflect current best practices and withstand public and legislative scrutiny. Max LeVee, Senior Vice President, will serve as Project Manager and primary point of contact for the MRA, responsible for scope management, scheduling, quality assurance, and day-to-day coordination. Supporting analytical and technical work will be completed by Nathaniel Conway, John Mooney, JT Astalos, and Jack Hoover. MuniCap performs all proposed services directly and does not rely on subcontractors for any of the three areas of expertise under which we are applying.

Our team brings directly relevant experience to the MRA's needs.

- Keenan Rice brings thirty-five years of experience in public finance related to real estate development, including leadership on TIF policy design, bond issuance support, and housing program development for local governments nationwide.
- David Saikia is among the nation's foremost experts in property tax revenue forecasting; with extensive experience modeling TIF revenue projections and fiscal impact assessments, he generally oversees the firm's most complicated engagements.
- Max LeVee has led and supported complex engagements for the City of Baltimore, the Pawtucket Redevelopment Agency (Rhode Island), the City of Memphis (Tennessee), and other jurisdictions, with particular depth in fiscal impact analysis, TIF program design, and affordable housing policy development.
- Nathaniel Conway brings a background in public finance, investment banking, and asset management, with experience in structuring and analyzing the financial components of development transactions for public-sector clients.
- John Mooney specializes in revenue projections, market and real estate analysis, and economic impact modeling, with prior experience in local government and construction project management.
- JT Astalos supports the administration of TIF and special district programs, including performance monitoring, compliance, and public reporting.
- Jack Hoover supports financial modeling, revenue and bond projections, and economic impact analyses across the full range of MuniCap's engagements.

Additional detail on team qualifications is provided in ***Section F. Attachments***.

We employ fifty-six professionals, including thirty-nine registered as Municipal Advisor Representatives and sixteen registered Municipal Advisor Principals with the SEC and MSRB. In addition to our headquarters in Maryland, we maintain offices in Pennsylvania, North Carolina, Texas, Virginia, Florida, New York, New Jersey, and Utah. This national footprint allows us to respond efficiently to client needs while maintaining consistent service delivery.

We are prepared to assign additional qualified staff as needed to meet the MRA's requirements and expectations under this engagement.

SUPPORT OF LOCAL GOVERNMENTS

Approximately sixty percent of our clients are state and local governments or quasi-governmental development authorities, with the remaining forty percent being private real estate developers. Working with both state and local governments that design and administer public policy, as well as real estate developers that rely on and respond to those policies, has given MuniCap a wholistic understanding of public finance programs and insight into the practical challenges and opportunities they present. We have conducted extensive research on recommended public financing strategies, assisted multiple local governments in developing their own policies, and spoken on these topics at numerous national conferences. MuniCap has been a national leader in establishing best practices in this field of public finance and real estate development.

Firm Strengths

MUNICAP'S PRACTICE IS SOLELY IN THE AREA OF PUBLIC INVESTMENT IN REAL ESTATE DEVELOPMENT. Our singular focus has enabled the firm to develop deep expertise in the evaluation and structuring of public financing tools, and to integrate three critical areas of knowledge essential to this engagement: real estate development feasibility, municipal economics, and governmental best practices. This integrated perspective allows MuniCap to assess incentive requests rigorously and to create policies that are financially sound, fiscally responsible, and implementable.

MUNICAP'S EXPERTISE IN PUBLIC-PRIVATE PARTNERSHIPS HAS BREADTH AND DEPTH. As noted, MuniCap has advised on more than one hundred public-private partnership engagements over the past year, providing a current and practical understanding of market conditions, development feasibility, fiscal impacts, and evolving public finance practices. This breadth of experience uniquely positions us to provide well-grounded policy recommendations, results-driven financial analysis, effective negotiation support, and informed guidance aligned with the MRA's TIF and redevelopment objectives and public-sector fiscal priorities.

MUNICAP'S EXPERIENCE SUPPORTS MULTIPLE STAKEHOLDERS AND LEGISLATIVE PROCESSES. We understand the perspectives of elected officials, local government staff, developers, legal counsel, and financial stakeholders, as well as the roles each play in the evaluation and approval of TIF policy. MuniCap's work is informed by a practical understanding of legislative processes, including the need for flexibility, responsiveness, and clear communication to meet tight review and approval schedules. We tailor our analyses and deliverables to support policy development and legislative review, ensuring that complex financial concepts, including but-for feasibility, foregone tax revenue, and fiscal impacts, are communicated clearly and at the appropriate level of detail to inform timely decision-making by elected bodies.

MUNICAP'S EXECUTION IS INFORMED BY A SOPHISTICATED UNDERSTANDING OF THE FINANCIAL MARKET. Having assisted with the successful issuance of more than $15.5 billion in bonds, we know what it takes to facilitate smooth, efficient transactions and to ensure these transactions are acceptable to the financial markets. For instance, we craft our revenue analyses to anticipate and answer the questions of investors, underwriters, and other stakeholders, meeting the rigorous standards of transparency,

diligence, and disclosure demanded by the market. We also recognize that even the most elegant plan of finance has little value if it cannot be implemented, our approach is pragmatic while still focused on optimized results.

A defining capability of MuniCap is the depth and rigor of our financial analyses, the thorough research that underpins them, and the clarity with which we present our findings. Our reputation for transparent and detailed analysis has made us a preferred choice among bond buyers for complex financing structures. Project-based financing demands precision, and we are particularly suited to deliver practical, well-structured financing advice that meets market expectations and ensures the numbers work.

Access to Data, Technology Platforms, and Technical Competencies

MuniCap maintains robust access to industry-leading datasets, geospatial platforms, and advanced analytical tools that support rigorous Tax Increment Financing (TIF) consulting, economic and planning analysis, and housing program development. These resources are complemented by the technical expertise of our multidisciplinary team, enabling us to translate complex data into actionable insights for public-sector decision-making.

Access to Proprietary Data and Market Intelligence

MuniCap subscribes to and actively utilizes several best-in-class data platforms to support market analysis, fiscal modeling, and development feasibility assessments:

- **CoStar** provides comprehensive commercial real estate data, including property characteristics, leasing activity, vacancy trends, and sales comparables. This information is critical for evaluating development pipelines, estimating assessed value growth, and underwriting TIF revenue projections.
- **Placer.ai** delivers anonymized location-based mobility data that allows our team to analyze visitation patterns, trade areas, and consumer behavior. These insights inform retail demand analysis, site selection, and economic impact assessments tied to proposed redevelopment and housing initiatives.
- **Esri ArcGIS Pro** and **ArcGIS Business Analyst** support advanced spatial analysis, demographic profiling, and visualization. These tools enable MuniCap to assess baseline and projected economic conditions, evaluate equity and access considerations, and map redevelopment and housing investment scenarios with precision.

Together, these datasets allow MuniCap to ground recommendations in current market conditions, defensible assumptions, and spatially accurate analysis.

Economic Impact and Fiscal Modeling

MuniCap utilizes **IMPLAN** to conduct robust economic impact analyses related to development projects, infrastructure investments, housing programs, and redevelopment initiatives. IMPLAN enables our team to quantify:

- Direct, indirect, and induced economic impacts
- Employment, labor income, value added, and output effects
- Fiscal impacts associated with construction activity, ongoing operations, and household spending

These analyses are frequently integrated into TIF feasibility studies, redevelopment plans, and housing program evaluations to support policy decisions, funding requests, and stakeholder communications. IMPLAN results are calibrated with local market data and applied conservatively to ensure credibility and alignment with public-sector standards.

Artificial Intelligence and Productivity Tools

MuniCap leverages **Microsoft Copilot** and the broader Microsoft 365 ecosystem to enhance analytical efficiency, document development, and quality control. AI-enabled tools support:

- Rapid synthesis of large datasets and technical reports
- Drafting and refinement of narratives for TIF plans, redevelopment agreements, and housing program documentation
- Scenario testing and sensitivity analysis support through structured data workflows

These tools augment, rather than replace, professional judgment, allowing senior staff to focus on strategic interpretation, stakeholder communication, and policy alignment.

Graphic Design, Mapping, and Visualization

Clear communication of complex financial and planning concepts is central to MuniCap's approach. Our team uses integrated GIS mapping, data visualization, and presentation tools to produce:

- High-quality maps illustrating TIF district boundaries, development phasing, and assessed value growth
- Charts and graphics that clearly communicate fiscal impacts, housing outcomes, and economic benefits to elected officials and the public
- Professional, client-ready reports and presentations suitable for public hearings, governing body approvals, and bond disclosure support

Technical Competencies of the Project Team

MuniCap's professionals bring deep technical expertise across finance, economics, planning, and data analysis. Team members are proficient in:

- Real estate market analysis and development feasibility modeling
- TIF revenue forecasting, cash flow modeling, and stress testing
- GIS-based demographic, housing, and economic analysis
- Integration of proprietary datasets with local tax, assessment, and planning data
- Translating technical findings into clear policy and implementation guidance

Our staff routinely applies these tools in active engagements with municipalities, redevelopment authorities, housing agencies, and bond counsel, ensuring analyses are both technically sound and aligned with statutory and policy requirements.

TECHNICAL COMPETENCIES OF THE PROJECT TEAM

MuniCap's professionals bring deep technical expertise across finance, economics, planning, and data analysis. Team members are proficient in:

- Real estate market analysis and development feasibility modeling
- TIF revenue forecasting, cash flow modeling, and stress testing
- GIS-based demographic, housing, and economic analysis
- Integration of proprietary datasets with local tax, assessment, and planning data
- Translating technical findings into clear policy and implementation guidance

Our staff routinely applies these tools in active engagements with municipalities, redevelopment authorities, housing agencies, and bond counsel, ensuring analyses are both technically sound and aligned with statutory and policy requirements. David Saikia leads MuniCap's application of advanced revenue forecasting models and has developed deep expertise in property tax assessment methodologies through sustained engagement with state and local assessors. Max LeVee oversees policy-level and project-specific

financial models, with extensive applied experience in housing policy, but-for evaluation, and incentive calibration. Nathaniel Conway brings investment banking and public finance structuring experience directly to analytical work. John Mooney serves as MuniCap's primary lead for economic impact and fiscal modeling using IMPLAN and has coordinated GIS-based market and real estate analyses for multiple public-sector clients. JT Astalos brings proficiency in district performance monitoring, compliance tracking, and public reporting. Jack Hoover supports quantitative analysis, financial modeling, and data workflows across the full range of deliverables. Together, this team combines the technical tools and applied expertise necessary to deliver high-quality, defensible work products across all three areas of expertise for which MuniCap is applying.

D. PROJECT MANAGEMENT PLAN

ORGANIZATIONAL AND TEAM STRUCTURE

MuniCap proposes a clearly defined, senior-led team structure designed to provide the Metro Redevelopment Agency (MRA) with consistent leadership, technical rigor, and responsive support across Tax Increment Financing (TIF) consulting, economic and planning analysis, and housing program development.

The proposed team is organized to ensure that strategic oversight, technical analysis, and day-to-day coordination are appropriately aligned with project needs and MRA priorities. Senior leadership provides continuity and quality control, while dedicated project management and analytical staff execute detailed work products and maintain ongoing coordination with MRA staff.

The proposed structure is anchored by the following core elements:

- Principal-in-Charge responsible for overall engagement oversight, strategic direction, and senior-level coordination with MRA leadership.
- Lead Author and Senior Executive providing review and guidance on complex financial, fiscal, and policy analyses to ensure consistency with best practices and statutory requirements.
- Project Manager serving as the primary point of contact for the MRA, responsible for managing scope, schedule, deliverables, and coordination across tasks.
- Analytical and Technical Staff supporting data analysis, financial modeling, GIS mapping, economic impact analysis, and preparation of client-ready materials.

This structure allows MuniCap to scale resources efficiently in response to project demands while maintaining senior involvement throughout the engagement.

The organizational/team chart illustrating reporting relationships and roles is included in ***Section F. Attachments***, along with résumés for key staff proposed for this assignment.

DATA TOOLS AND TECHNICAL APPROACH

MuniCap employs a comprehensive suite of proprietary data platforms, analytical software, and productivity tools to support redevelopment analysis and decision-making for the MRA. These tools are applied in a manner that emphasizes transparency, defensibility, and alignment with public-sector standards.

Data and Analytical Tools

MuniCap brings a set of established analytical tools to this work:

- **CoStar** for commercial real estate market data, development trends, leasing activity, vacancy rates, and comparable sales analysis.
- **Placer.ai** for anonymized mobility and visitation data to analyze trade areas, activity patterns, and economic behavior relevant to redevelopment areas.
- **Esri ArcGIS Pro and ArcGIS Business Analyst** for spatial analysis, demographic and housing analysis, boundary studies, and visualization of redevelopment conditions and scenarios.
- **IMPLAN** for economic and fiscal impact analysis, including estimation of direct, indirect, and induced effects related to redevelopment projects, infrastructure investments, and housing initiatives.
- **Microsoft 365 and Microsoft Copilot** to support data synthesis, document preparation, internal collaboration, and analytical efficiency.

These tools are integrated with local data sources, including assessment records, tax data, planning documents, and MRA-provided information, to ensure analyses reflect Albuquerque-specific conditions.

Use of Artificial Intelligence and Quality Control

Artificial intelligence–enabled tools, including Microsoft Copilot, are used for productivity and support, not as substitutes for professional judgment. AI-driven tools assist with tasks such as drafting, summarizing large volumes of information, and organizing analytical outputs.

MuniCap maintains a rigorous quality control process to ensure that all data and analysis are accurate, reliable, and appropriate for public-sector use:

- All analytical assumptions, models, and outputs are developed or reviewed by experienced professionals.
- AI-assisted content is independently verified against primary data sources and established methodologies.
- Financial models, economic impact analyses, and GIS outputs undergo internal review by senior staff prior to delivery.
- Final work products are grounded in documented data sources and transparent methodologies suitable for public review and audit.

This approach ensures that technology enhances efficiency while maintaining the high standards required for redevelopment and public finance decision-making.

EXPERIENCE WITH AND UNDERSTANDING REDEVELOPMENT CONCERNS IN ALBUQUERQUE

MuniCap understands that redevelopment in Albuquerque presents a distinct set of challenges and opportunities shaped by market conditions, infrastructure needs, housing affordability pressures, and long-standing patterns of disinvestment in certain areas. Effective redevelopment strategies must balance economic feasibility with fiscal responsibility, equitable outcomes, and alignment with community and policy goals.

While MuniCap is not based in New Mexico, we have worked in multiple projects there. We have extensive experience advising redevelopment agencies and municipalities in metropolitan areas facing issues similar to those facing Albuquergue:

- Revitalization of underutilized and blighted commercial corridors
- Redevelopment of former industrial or rail-adjacent properties
- Use of TIF and related tools to catalyze private investment while managing public risk
- Integration of housing policy objectives, including affordability and mixed-income development, into redevelopment strategies
- Navigating community expectations, legislative processes, and fiscal constraints

These experiences allow MuniCap to draw direct connections between national best practices and Albuquerque's local context, adapting analytical frameworks and policy recommendations to reflect New Mexico statutes, market conditions, and MRA priorities.

Remote Engagement and On-the-Ground Support

MuniCap routinely supports clients nationwide and is well-equipped to meet the MRA's needs through a combination of remote engagement and in-person support as reflected in the firm's established approach:

- Regular virtual meetings and working sessions using secure collaboration platforms
- Timely responsiveness to MRA staff requests and evolving project needs
- In-person meetings, workshops, and presentations when beneficial to project outcomes, subject to MRA direction
- Coordination of travel accommodations consistent with City requirements and prior approval processes

This hybrid approach ensures accessibility, continuity, and efficiency while providing the MRA with the level of engagement necessary to advance complex redevelopment initiatives.

E. Proposed Fee Structure and Assumptions

All efforts are provided on an as-requested and time-and-material basis according to the professional service rates outlined in the table below. These billing rates are fully burdened, including overhead, profit, all benefit expenses, training, costs for obtaining insurance, support and administrative services, etc.

Professional Service Rates

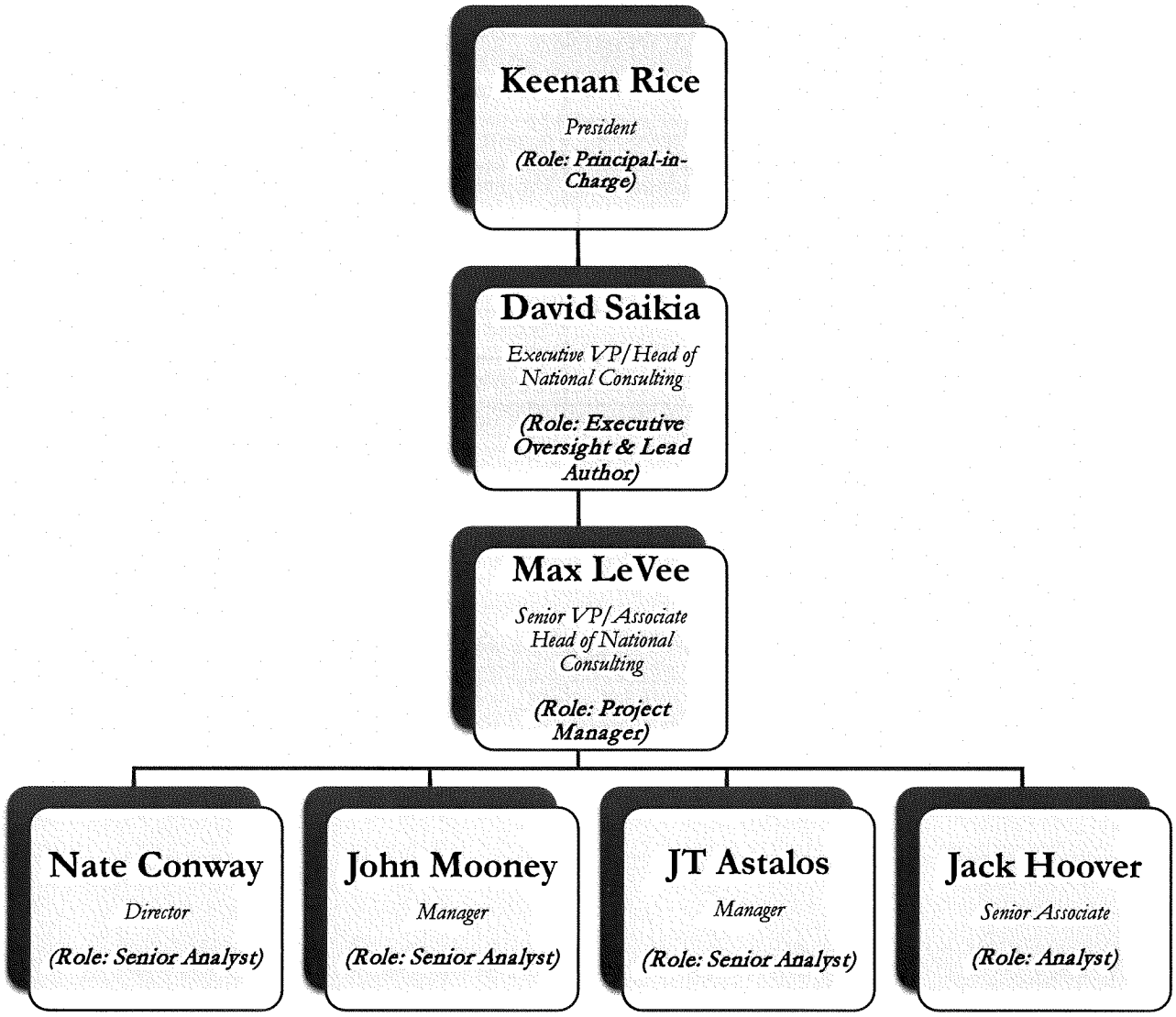
Name	Title	Project Responsibilities	Hourly Rate*
Keenan Rice	President	Principal-in-Charge	$403.59
David Saikia	Executive Vice President	Senior Oversight	$376.69
Max LeVee	Senior Vice President	Project Manager	$349.78
Nathaniel Conway	Director	Senior Analyst	$290.59
John Mooney	Manager	Senior Analyst	$263.68
JT Astalos	Manager	Senior Analyst	$263.68
Jack Hoover	Senior Associate	Analyst	$236.78

*Include applicable New Mexico gross receipts tax in all rates

Per the City, MuniCap may be reimbursed for the costs of travel and travel-related expenses actually incurred during and for the performance of services for the contract awarded under this RFP, requiring that such expenses shall have prior written approval of the City.

F. ATTACHMENTS

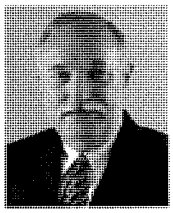
PROJECT TEAM STRUCTURE/ORGANIZATIONAL CHART



RÉSUMÉS OF KEY STAFF (INCLUDING SUBCONTRACTOR STAFF)

We have assigned some of our most senior personnel to this engagement. In addition, we stand ready to allocate additional resources as needed to ensure timely, high-quality results.

Senior Oversight



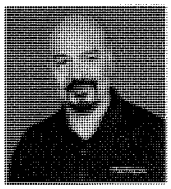
Keenan Rice (President) is the president and founder of MuniCap and has worked almost exclusively in the areas of public finance related to real estate development for the last thirty-five years. Prior to founding MuniCap, Mr. Rice was the director of the Washington office of a major public finance consulting firm and a principal at one of the leading public finance consulting firms in California. He has helped craft key TIF and special taxing district legislation in multiple states.

After obtaining a master's degree with a focus in real estate economics, Mr. Rice begin his career as a real estate development loan underwriter for a financial institution and later in real estate development, becoming a vice president at a major real estate development firm. This experience working in both real estate development and real estate finance has greatly informed his expertise regarding public incentives for real estate development.

Mr. Rice graduated with honors with a major in accounting and received a master's degree with a focus on real estate economics. Mr. Rice is nationally recognized as an authority in his field, and as a result is a frequent guest lecturer at universities and numerous conferences hosted by the Government Finance Officers Association, The Bond Buyer, the Urban Land Institute, the Council of Development Finance Agencies, and other professional associations. Mr. Rice is a registered Municipal Advisor, Municipal Advisor Principal, and licensed Investment Advisor Representative.

Mr. Rice has provided assistance on hundreds of real estate projects nationwide. He has been integral to every aspect of MuniCap's approach.

Mr. Rice will have overall responsibility for this assignment. He will stay involved throughout the engagement to ensure all tasks are understood and completed to the highest degree.



David Saikia (Executive Vice President, Head of National Consulting Group) has twenty-five years of specialized experience in public finance and urban redevelopment. Having joined MuniCap in 2001, Mr. Saikia serves as the firm's head of research and analytics, overseeing its most technically advanced projects. Throughout his career, he has honed a sophisticated understanding of the property tax valuation process and a nuanced approach to modeling projections of tax revenues and impacts. When it comes to developing TIF forecasts, he is among the nation's foremost experts.

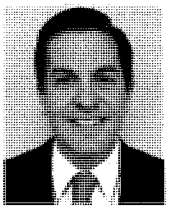
Mr. Saikia also writes most of the complex reports that MuniCap produces, including those that provide estimates of the revenue attributable to public financing programs. Drawing on his extensive interaction with local governments, developers, underwriters, and buyers of bonds, he crafts these studies to meet the specific and demanding requirements of the municipal bond market. He also oversees the National Consulting Group, providing executive leadership in all aspects of its operations.

For any given project, Mr. Saikia advises clients on a range of aspects, from creating the plan of finance, to navigating the governmental approval process, to bringing the deal to market, to educating the administrative team on matters critical to ongoing compliance.

Prior to joining MuniCap, Mr. Saikia held roles in the Phoenix City Manager's Office and the Wisconsin Department of Transportation. He earned his Master of Public Affairs from the University of Wisconsin La Follette School of Public Affairs and a Bachelor of Arts from Penn State University. Mr. Saikia is a

registered Municipal Advisor and Municipal Advisor Principal Qualification. He is also a frequent guest lecturer at universities and professional conferences.

Mr. Saikia will function as the executive lead and chief author on the engagement, providing experience-based guidance throughout the engagement. Mr. Saikia will attend meetings, participate in conference calls, and supervise work efforts.



Max LeVee (Senior Vice President, Associate Head of National Consulting Group) serves as a member of the firm's national consulting leadership, with more than seven years of experience advising local government and private-sector partners on the creation, adoption, and implementation of public financing plans. Since joining MuniCap in 2018, Mr. LeVee has led and supported complex engagements involving tax increment financing, PILOT arrangements, and other tax incentive programs, legislative support for major redevelopment initiatives, and the implementation of novel public financing strategies. He currently serves as Associate Head of MuniCap's National Consulting Group.

Mr. LeVee has led key policy assignments for MuniCap, including work for Baltimore, Howard County, Pawtucket, Memphis, and others nationwide. In Baltimore, he designed the City-Wide Affordable Housing TIF program, managed analytical efforts like fiscal impact analysis, and prepared administrative reports for decision makers. His work has deepened his understanding of Baltimore's tax policies, development economics, assessment practices, and administrative processes.

His expertise includes market and real estate analysis, financial feasibility, fiscal impact modeling, and incentive calibration. He develops financial models, evaluates incentive structures, and translates analysis into policy insights, often aligning outputs with legislative timelines, drafting policy materials, and supporting negotiations involving public investments.

In addition to his analytical role, Mr. LeVee manages day-to-day execution, oversees model development and quality control, and translates technical outputs into structured fiscal conclusions. He serves as the primary liaison among public officials, developers, legal counsel, and financing teams, while maintaining oversight of analytical workstreams supporting long-term service obligation and revenue capacity evaluations.

Mr. LeVee will serve as project manager throughout the engagement, overseeing work timelines and products, acting as a primary point of contact, and providing direction and quality assurance.

Mr. LeVee earned his Bachelor of Science in Business Administration from West Virginia University. Mr. LeVee is also a registered Municipal Advisor and Municipal Advisor Principal Qualification.

Supporting Staff



Nathaniel Conway (Director) supports public finance and tax-incentive engagements for local governments nationwide, with a focus on the financial structuring and evaluation of complex economic development initiatives. He brings a strong background in public finance, investment banking, and asset management, with experience advising on the public financial mechanics, risk considerations, and capital structures underlying large scale public private development transactions.

Since joining the firm in 2022, Mr. Conway has played a key role in analyzing and structuring the financial components of development projects to ensure alignment with public policy objectives and long-term fiscal sustainability.

Mr. Conway earned his Bachelor of Business Administration in Finance and Business Information Systems from the University of Pittsburgh. Mr. Conway is also a registered Municipal Advisor and Municipal Advisor Principal Qualification.



John Mooney (Manager) specializes in research, analytics, financial modeling, and valuation projections in support of complex public finance engagements. Since joining the firm in 2020, Mr. Mooney has played a key role in the execution of economic impact and public financing assignments by preparing revenue projections, conducting market and real estate analyses, and supporting the development of core financial work products. In this role, he led research efforts, coordinated analytical inputs, and prepared economic and fiscal impact analyses used by public-sector decision makers. His work helps ensure that public investment programs are supported by accurate data, sound assumptions, and clear documentation.

Prior to joining MuniCap, Mr. Mooney gained experience working in local government and as an assistant project manager for a construction company, providing him with a practical understanding of public-sector processes and project execution. This background informs his approach to public finance analysis and strengthens his ability to support policy-driven decision-making.



JT Astalos (Manager) supports fiduciary advisory services, district administration, and public finance program oversight of programs that require disciplined administration and long-term accountability. In addition to his program oversight responsibilities, JT plays a critical role in data processing and analysis for MuniCap's projects. He is responsible for collecting, organizing, and validating large data sets related to district operations, financial transactions, and programmatic compliance.

Since joining the firm in 2022, Mr. Astalos has helped manage active TIF and district programs by monitoring performance, supporting revenue and cash flow tracking, assisting with compliance and reporting, and coordinating analytical inputs for public reporting and stakeholder review. Mr. Astalos meticulously tracks financial transactions, reconciles accounts, and ensures the integrity of fiscal records. He develops and refines tools and analytics for monitoring fund flows, revenue allocation, and compliance with obligations.

Mr. Astalos earned his Bachelor of Science in Finance and International Business from Duquesne University. Mr. Astalos is also a registered Municipal Advisor and Investment Adviser Representative.



Jack Hoover (Senior Associate) supports fiscal modeling, revenue projections, and economic research for district-scale public finance engagements. Since joining the firm in 2024, he has assisted in development of public financing and tax incentive programs through detailed fiscal analysis, data validation, and preparation of client-facing work products. His experience includes supporting TIF policy analysis, development district formation, and financing scenarios consistent with statutory requirements and public policy objectives.

Mr. Hoover prepares revenue and bond projections, conducts economic and fiscal impact analyses, compiles and validates budget, valuation, and tax data inputs, and prepares technical exhibits and documentation for client-facing reports.

Mr. Hoover holds a Master of Science in Construction Project Management from Worcester Polytechnic Institute. Mr. Hoover is also a registered Municipal Advisor.

MuniCap is prepared to deploy additional resources with relevant experience as needed to support the legislative schedule and ensure timely completion of the work.

EXAMPLES OF COMPLETED PROJECTS BY EXPERTISE

Tax Increment Financing Consulting Experience

Tax Increment Financing Program and Related Policies (Baltimore, Maryland)

Almost three decades ago, MuniCap assisted the City of Baltimore with the development of its TIF program and related policies, a framework that has guided the successful implementation of eleven major TIF projects over several decades. Collectively, these projects have supported approximately $500 million in public investment and leveraged billions of dollars in private, state, and federal capital.



Belvedere Square, Baltimore

From its inception, Baltimore's TIF policy was structured as a programmatic framework rather than a series of negotiated transactions. The policy established clear threshold eligibility requirements, including a demonstration of but-for necessity and alignment with the City's land-use and economic development objectives. These requirements ensured that TIF was reserved for projects with significant public purpose and benefit, whether City-sponsored or developer-sponsored, with additional eligibility standards applied to developer-sponsored projects.

The policy required consistent application of but-for feasibility, fiscal impact, risk, and public benefit analyses across all projects, which provided a consistent and defensible basis for City decision-making across projects and administrations.

The framework also incorporated differentiation based on project scale and risk. Larger and more complex developer-sponsored projects were subject to heightened scrutiny, while smaller and City-sponsored projects followed a more streamlined review process. Importantly, discretion was exercised only after programmatic eligibility conditions were met and within clearly defined policy objectives and fiscal and risk guardrails, preserving flexibility without undermining discipline.

Fiscal responsibility was embedded directly into the policy design. As a result, projects were required to generate sufficient tax increment to repay associated bonds, risks to the City were evaluated and mitigated, and net fiscal impacts were assessed over time rather than focusing solely on gross development benefits. Applicants were also required to demonstrate consistency with adopted planning and development goals, reinforcing TIF as a land use and economic development tool rather than a standalone financial incentive.

Over time, MuniCap's experience applying the TIF policy revealed both its strengths and areas for refinement. While project-specific but-for analysis and incentive calibration proved appropriate for large-scale developments, this approach was administratively burdensome for smaller projects, particularly those led by less experienced developers and involving relatively modest levels of City financial participation. These lessons are directly reflected in MuniCap's proposed PILOT approach, which emphasizes programmatic eligibility for smaller qualifying projects, targeted discretionary review for larger or more complex developments, and analytical rigor scaled to project risk and public exposure.

The longevity and repeatability of Baltimore's TIF policy underscore its effectiveness as a programmatic framework, having been applied consistently across multiple administrations, staff teams, and market cycles without reinvention.

Atlanta BeltLine Tax Allocation District (Atlanta, Georgia)



The Atlanta BeltLine is the most comprehensive revitalization effort undertaken by the City of Atlanta and one of the largest urban redevelopment and mobility initiatives in the United States. The project repurposes twenty-two miles of largely abandoned rail corridors encircling downtown Atlanta into a linear urban park system integrating multiuse trails, parks, public art, mobility options, and affordable housing, ultimately connecting forty-five neighborhoods. Redevelopment is overseen by Atlanta BeltLine, Inc. (ABI) with support from the Atlanta BeltLine Partnership.

Initial trail segments opened between 2008 and 2010, and completion of the Eastside Trail in 2012 catalyzed significant private investment along the corridor, including projects such as Ponce City Market. As of mid-2025, approximately thirteen miles of mainline trail and ten miles of connector spurs were complete, with full buildout, thirty-three miles of trails and twenty-two miles of transit, planned by 2030.

The BeltLine is partially funded through a tax allocation district (TAD), which provides approximately 40% of ABI's annual revenue and secures debt service on more than $220 million in tax-exempt municipal bonds. In 2021, the City also established a special services district (SSD), levying an additional two mills on commercial, industrial, and multifamily properties and securing approximately $95 million in bonds issued by the Atlanta Urban Redevelopment Agency.

These tools are supplemented by philanthropic contributions and federal, state, and regional grants supporting trail construction, park development, affordable housing, and future transit integration. As of 2023, ABI had secured approximately $776 million in direct public and philanthropic investment, leveraging more than $9 billion in private development, exceeding a 10:1 return on public dollars.

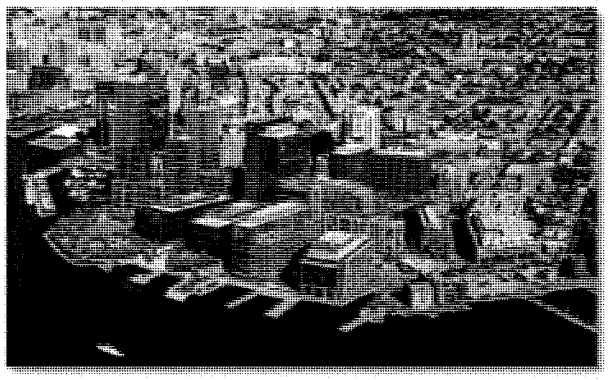
MuniCap has supported the Atlanta BeltLine since the inception of its public financing strategy, providing financial advisory and long-term administrative services. Our team assisted with multiple bond issuances, advising issuers and underwriters on financing structures and participating in public hearings and investor presentations. We prepared district-wide and project-specific revenue forecasts presented in formal revenue reports to support bond issuance.

MuniCap also conducted due diligence to evaluate tax base performance, property value trends, and coverage assumptions. Post-issuance, we continue to prepare annual revenue forecasts and operating budgets for the TAD and SSD, monitor district performance, and prepare audit materials for InvestAtlanta, while responding to ongoing requests from City Finance and project stakeholders.

The Atlanta BeltLine has transformed approximately 1,100 acres of contaminated industrial land and 270 acres of abandoned rail corridors into a connected network of trails, parks, and mixed-use development. At the conclusion of the 25-year TAD, the project is projected to increase taxable value by approximately $20 billion, delivering long-term fiscal benefits to Atlanta Public Schools, Fulton County, and the City of Atlanta.

Economic and Planning Analysis Experience

Annual TIF Report – Fiscal Impact Analysis (Baltimore, Maryland)



Harbor Point, Baltimore

As part of MuniCap's long-standing role as the City of Baltimore's TIF financial advisor, we prepare the City's Annual TIF Report detailing the performance of each active TIF district. A central component of this report is a detailed fiscal impact analysis for every district in which bonds have been issued. This analysis is prepared at the request of, and presented to, the City's Board of Finance and was most recently completed for Fiscal Year 2025. Assumptions, methodologies, and results are documented in a format suitable for legislative and public review.

For each active TIF district, MuniCap estimates total General Fund revenues and expenditures attributable to development activity, including net cash flows to the City after accounting for property tax revenues pledged to debt service on outstanding bonds. This approach ensures that projects are evaluated based on their net fiscal impact to the City.

MuniCap applies actual taxing methodologies where reasonable assumptions can be supported and supplements this analysis with average-impact approaches where direct attribution is not feasible. This approach mirrors the methodology used in TIF requests submitted to the City and provides a City-accepted basis for estimating fiscal impacts. As a result, fiscal impact evaluations are methodologically consistent across both policy-level analysis and project-specific review, directly aligning with the scope of service requirements outlined in the RFP. This fiscal model was developed through extensive discussions with City staff on how development affected each line item in the City's budget. As a result, these fiscal analyses represent the opinions of City staff most knowledgeable about the City's budget.

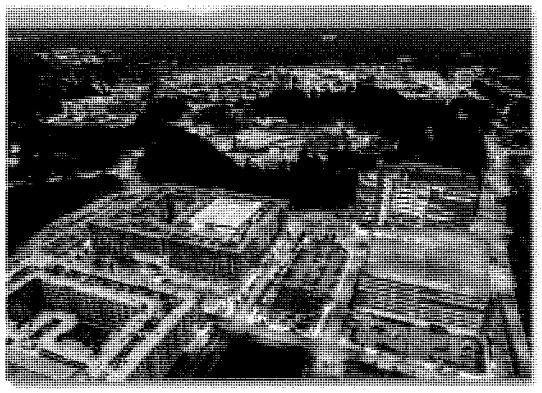
MuniCap assesses long-term fiscal impacts, helping the City determine if public participation provides sustained benefits beyond the incentive period and avoids focusing on short-term revenue displacement. Working with the Department of Finance, MuniCap identifies and models specific general fund revenue and expenditure impacts from development, considering cases where additional development doesn't significantly raise public service costs due to existing infrastructure. The analyses align with the City's budgeting and financial reporting practices.

Baltimore's TIF districts encompass a broad range of development types and asset classes, including residential, mixed-use, commercial, and affordable housing projects, and span diverse geographies throughout the City. As a result, MuniCap's analyses reflect the reality that fiscal impacts are not uniform across development types or locations. Location-specific factors, such as neighborhood maturity, infrastructure capacity, and service demand, are routinely evaluated to understand how revenues and costs vary geographically, an approach directly applicable to geographic calibration of boundary studies.

MuniCap has also developed extensive expertise in property assessment methodologies as applied by the State Department of Assessments and Taxation ("SDAT"). Through regular coordination with SDAT staff in Baltimore, MuniCap maintains an up-to-date understanding of assessment practices and how taxable value is determined for new and rehabilitated development. This experience enables accurate estimation of future property tax revenues from the perspective of the assessor and avoids a common pitfall in fiscal impact analysis that conflates transaction value with taxable value.

Downtown Columbia Annual Fiscal Impact Analysis (Howard County, Maryland)

MuniCap has supported Howard County for several years by conducting an annual Fiscal Impact Analysis (FIA) for the Downtown Columbia redevelopment area. This ongoing analysis is regularly updated to reflect the latest development activities, assessed property values, current budgets, and the status of TIF obligations. The FIA serves as a vital tool for County decision-makers, offering a clear understanding of Downtown Columbia's impact on the County's General Fund and long-term fiscal health.



Merriweather District, Howard County

Downtown Columbia is a large-scale, multi-phase project that features a blend of market-rate and affordable housing, office space, retail outlets, hotels, and civic amenities, all backed by significant public infrastructure investments, partly financed through TIF. Given the project's extensive scale and long timeline, it is crucial for Howard County to have a reliable fiscal review to ensure the redevelopment aligns with County policies and maintains financial sustainability.

Each annual FIA assesses the long-term fiscal effects on Howard County, differentiating between operational and capital impacts and analyzing the interplay between TIF revenues, debt service, and surplus revenues. The analysis adapts to incorporate updated assessed values, details on completed and planned developments, revised construction timelines, and current tax rates, enabling officials to track year-over-year changes and the effects of market or policy shifts.

MuniCap updates involve integrating data from various developments, refining valuation assumptions with current market data, and considering affordable housing initiatives and tax incentives. The analysis adjusts property tax increment projections by taxing district, models TIF bond obligations, and identifies surplus increments for the County. The FIA forecasts Downtown Columbia's General Fund revenues, distinguishing between restricted and general funds, and estimates incremental operating costs and updates capital cost assumptions for infrastructure.

The final report outlines the fiscal impacts on Howard County, differentiating between operating and capital effects and offering a long-term fiscal outlook through redevelopment and TIF repayment. These insights inform Council briefings, budget discussions, bond planning, and public reporting to ensure transparency about the net fiscal benefits of Downtown Columbia.

By conducting this annual FIA, MuniCap helps Howard County maintain fiscal accountability for a long-term, TIF-supported redevelopment effort, allowing the County to effectively monitor fiscal outcomes, validate redevelopment success, and inform future decisions related to capital planning and redevelopment policies, thereby promoting the long-term financial viability of Downtown Columbia as it develops.

Housing Program Development

Affordable Housing TIF (Baltimore, Maryland)



North Port Street, Baltimore

The City of Baltimore launched the City-Wide Affordable Housing Program to address persistent vacancy and affordability challenges across neighborhoods citywide. Implemented through a non-contiguous Tax Increment Financing (TIF) development district and supported by Special Obligation Bonds (City-Wide Affordable Housing Program) Series 2025, the program represents the City's first use of a citywide TIF structure dedicated exclusively to affordable housing.

MuniCap served as the City's housing program development advisor and TIF consultant, helping translate Baltimore's affordable housing policy objectives into an implementable, citywide financing and grant program. MuniCap supported program design, funding structure, eligibility and compliance frameworks, and ongoing administration, ensuring that bond proceeds could be efficiently deployed to support vacant-property rehabilitation and affordable-housing production.

Despite recent progress, Baltimore still has a large number of vacant homes, especially in historically underinvested neighborhoods. Annual funding of about $8 million had been insufficient in meeting the scale of the need. The City-Wide Affordable Housing Program was created to close the appraisal gap that often prevents the rehabilitation of vacant properties and to promote reinvestment across the city. The program established a non-contiguous development district covering over 8,500 parcels in roughly 197 neighborhoods and authorized up to $65 million in special obligation bonds. The Series 2025 Bonds are the first part of a broader, multi-issuance plan aligned with the City's Reframe Baltimore initiative.

Engaged by the Department of Housing and Community Development (DHCD), MuniCap supported the City in designing and operationalizing a citywide affordable housing program anchored by tax increment financing. MuniCap's role extended beyond financial analysis to shaping a program framework that could be implemented across diverse neighborhoods, development types, and participant profiles.

This work included aligning the TIF structure with the City's housing policy goals, establishing program parameters that supported small-scale rehabilitation and larger redevelopment efforts, and ensuring that funding mechanisms were administratively feasible and compliant with statutory requirements. MuniCap's analytical support was structured to inform program scalability and long-term sustainability, enabling the City to deploy resources incrementally while maintaining flexibility for future program phases.

MuniCap's analysis was central to the Series 2025 financing and was incorporated into the City's bond documents. The bonds are limited obligations of Baltimore's Mayor and City Council, payable only from pledged tax increment revenues and subject to annual approval. In addition to financing, MuniCap acts as the City's grant administrator and verification agent, overseeing requisitions, compliance, records, reports, and audits to ensure transparency. It also collaborates with SDAT to facilitate property reassessments, supporting long-term tax revenues.

Office Conversion FIA (Fairfax County, Virginia)

Like many large suburban jurisdictions, Fairfax County is confronting a structural mismatch between legacy office space and growing demand for housing, particularly rental housing at attainable price points. Elevated office vacancy rates following the COVID-19 pandemic prompted County leadership to explore whether office-to-residential conversions could serve as a viable housing strategy without undermining the County's long-term fiscal health.



Three Collective, Fairfax County

To inform this policy discussion, Fairfax County engaged MuniCap to provide an independent fiscal impact analysis to support potential housing program development and land-use policy decisions related to multifamily conversions.

MuniCap's role extended beyond fiscal modeling to directly support the County's development of its housing strategy. The firm was tasked with helping policymakers understand whether office-to-multifamily conversions could be responsibly incorporated into the County's broader housing toolkit and, under what conditions, such a program could be fiscally sustainable.

Key elements of MuniCap's support included focused scenario design evaluating office-to-multifamily conversions, integrating housing into fiscal analysis, aligning with existing infrastructure, and objectively comparing alternatives to inform policy. The analysis was structured to support programmatic decision-making rather than project-specific approvals, enabling Fairfax County to assess whether office-to-multifamily conversion could serve as a repeatable and scalable housing strategy.

MuniCap presented findings directly to the Fairfax County Board of Supervisors' Land Use Policy Committee, helping translate technical analysis into actionable insights for elected officials and senior staff. The work informed discussions on zoning flexibility, housing incentives, and long-term land-use planning, while reinforcing the importance of tailoring conversion programs to location, building characteristics, and market conditions. By framing the analysis conservatively and transparently, MuniCap helped Fairfax County evaluate housing options with a clear understanding of fiscal risks and benefits, supporting informed policy development rather than prescriptive outcomes.

MuniCap's work provided Fairfax County with a defensible analytical foundation to explore office-to-multifamily conversion as part of a broader housing strategy. The study demonstrated how the development of targeted housing programs, when aligned with existing infrastructure and market realities, can support housing production goals while maintaining fiscal responsibility.

This engagement reflects MuniCap's strength in housing program development, combining fiscal expertise with policy-driven analysis to help jurisdictions design, evaluate, and implement housing strategies that are scalable, adaptable, and aligned with long-term community objectives.

LETTERS OF SUPPORT FROM PAST CLIENTS

CITY OF BALTIMORE
BRANDON M. SCOTT, Mayor

DEPARTMENT OF FINANCE
BUREAU OF TREASURY MANAGEMENT
Room 7, Abel Wolman Municipal Building
200 Holliday Street
Baltimore, Maryland 21202

February 26, 2026

To Whom It May Concern:

The City of Baltimore is pleased to provide this letter of recommendation on behalf of MuniCap, Inc., which has served as the City's Municipal Advisor for tax increment financing (TIF) transactions for more than two decades.

In this capacity, MuniCap has supported eleven bond issuances across multiple redevelopment districts, including complex mixed-use and waterfront projects as well as area-wide TIF programs. For each transaction, MuniCap has prepared detailed fiscal impact analyses to evaluate the long-term effects of development activity on the City's General Fund. These analyses have been presented to the Board of Finance and have supported both financing approvals and related legislative actions.

MuniCap's work extends beyond initial approval analyses. The firm provides ongoing annual updates to fiscal impact projections for active TIF districts, ensuring that the City maintains a clear understanding of projected revenues, debt service obligations, and service costs over multi-decade horizons. Their methodology links projected development impacts directly to adopted budget line items and statutory tax frameworks, providing decision-makers with defensible, analytically rigorous projections.

Throughout our engagement, MuniCap has worked closely with the Department of Finance and other City agencies to assess the impact of development on public safety, education, and other municipal services. Their ability to translate complex development programs into clear fiscal implications has been instrumental in supporting informed policy and financing decisions.

MuniCap has consistently demonstrated professionalism, technical expertise, and a strong understanding of municipal budgeting and governance. The City has relied on their analyses in connection with high-profile and financially significant public investments, and we value the clarity and rigor they bring to these evaluations.

Based on our experience, we confidently recommend MuniCap to other jurisdictions seeking experienced advisory support in connection with district-scale development, long-term fiscal impact analysis, and public financing strategy.

Please feel free to contact our office should you require any additional information.

Sincerely,
Jennell Rogers
Chief, Bureau of Treasury Management
City of Baltimore

MUNICAP
National Consulting Group

County of Fairfax, Virginia

To protect and enrich the quality of life for the people, neighborhoods and diverse communities of Fairfax County

February 27, 2026

Dear Selection Committee,

I am writing to recommend the services of MuniCap, Inc. MuniCap has provided professional advisory services to the County on multiple projects, including the preparation of multi-scenario reports containing estimates of various taxes and other revenues, as well as the corresponding costs of services to the County resulting from new large-scale commercial developments.

Throughout these engagements, MuniCap demonstrated a thorough understanding of local economic activity, tax revenue collection processes, and County budget items. Their services to the County also include a long-standing role as the Administrator for our Community Development Authority – Mosaic, as their subject matter expertise in this area is unparalleled. MuniCap is well respected by senior County leadership and the Board of Supervisors.

MuniCap's team was consistently responsive and collaborative, working closely with County staff to ensure that work products were clearly presented, detailed and precise, and aligned with County objectives. MuniCap has conducted its work with a high level of professionalism and integrity throughout multiple engagements and demonstrated an appreciation for the public-sector environment.

Based on our experience, we recommend MuniCap to other local governments seeking experienced assistance with the analysis of public revenues and costs from major commercial developments.

If additional information is needed, please feel free to contact me at 703-324-4518 or joe.lahait@fairfaxcounty.gov.

Sincerely,

Joe LaHait
Deputy Director

Department of Management and Budget
12000 Government Center Parkway, Suite 561
Fairfax, Virginia 22035-0074
Telephone: (703) 324-2391 Fax: (703) 324-3940 TTY: 711
www.fairfaxcounty.gov/dmb

HOWARD COUNTY DEPARTMENT OF FINANCE
3430 Court House Drive Ellicott City, Maryland 21043 410-313-2195

Rafiu O. Ighile, CPA, CGMA, MBA
Director of Finance FAX 410-313-4064
righile@howardcountymd.gov TDD 410-313-2323

February 27, 2026

Dear Selection Committee,

I am writing to recommend the services of MuniCap, Inc. MuniCap has provided professional advisory services to the county on multiple projects, including the preparation of reports containing estimates of various taxes and other revenues to the county potentially resulting from new large commercial developments. MuniCap has been a tremendous asset to the County. In addition to their broader financial advisory services, their expertise and analysis on tax increment financing (TIF) have been particularly invaluable. The County has undertaken two separate TIF projects, both of which have generated sufficient revenues to fully support their respective debt service obligations. This success is due in no small part to the exceptional work and guidance provided by MuniCap.

MuniCap's team was consistently responsive and collaborative, working closely with county staff to ensure that work products were clearly presented, detailed and precise, and aligned with county objectives. MuniCap has conducted its work with a high level of professionalism and integrity throughout multiple engagements and demonstrated an appreciation for the public-sector environment.

Based on our experience, we recommend MuniCap to other local governments seeking experienced assistance with analysis of public revenues and costs from major commercial developments. If additional information is needed, please feel free to contact the undersigned.

Sincerely,

Rafiu O. Ighile

ARTICLES, PRESS RELEASES, HYPERLINKS TO RELEVANT SUCCESSFUL PROJECTS

- **Tax Increment Financing Program and Related Policies (Baltimore, Maryland):** 1.1 Million SF of Vertical Construction Set to Begin in Port Covington
- **Tax Increment Financing Program and Related Policies (Baltimore, Maryland):** TIF financing of final phase of Harbor Point is approved
- **Atlanta BeltLine Tax Allocation District (Atlanta, Georgia):** US DOT Federal Highway Administration Center for Innovative Finance Support Case Studies: Atlanta BeltLine Tax Allocation District
- **Office Conversion Fiscal Impact Analysis (Fairfax County, Virginia):** More apartments, less office space could be net plus for Fairfax tax coffers, report finds
- **Affordable Housing Tax Increment Financing (Baltimore, Maryland):** Baltimore Affordable Housing Program
- **Affordable Housing Tax Increment Financing (Baltimore, Maryland):** Baltimore Launches Grant Program to Revive Vacant Homes, Backed by $3 Billion Housing Plan

CERTIFICATE OF INSURANCE

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 2/27/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Blue Ridge Risk Partners, LLC
1120 C Professional Court
Hagerstown MD 21740

CONTACT NAME: Certificates
PHONE (A/C, No, Ext): 301-733-2530 **FAX (A/C, No):** 301-791-1478
E-MAIL ADDRESS: certificates@blueridgeriskpartners.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hartford Fire & Its P&C Affilliates	914
INSURER B : The Cincinnati Insurance Company	10677
INSURER C : Gemini Insurance Company	10833
INSURER D : Sentinel Insurance Company LTD	11000
INSURER E :	
INSURER F :	

INSURED MUNIINC-01
MuniCap, Inc.
Attn: Keenan Rice
8965 Guilford Road # 210
Columbia MD 21046

COVERAGES **CERTIFICATE NUMBER:** 506567261 **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
D	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE [X] OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY [X] PRO-JECT [ ] LOC OTHER:	Y	Y	30SBABU3904	7/1/2025	7/1/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG $	$ 1,000,000 $ 1,000,000 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
D	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY [X] HIRED AUTOS ONLY SCHEDULED AUTOS [X] NON-OWNED AUTOS ONLY	Y	Y	30SBABU3904	7/1/2025	7/1/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) $	$ 1,000,000 $ $ $ $
D	[X] UMBRELLA LIAB [X] OCCUR EXCESS LIAB CLAIMS-MADE DED [X] RETENTION $ 10,000		Y	30SBABU3904	7/1/2025	7/1/2026	EACH OCCURRENCE AGGREGATE $	$ 5,000,000 $ 5,000,000 $
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANYPROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBEREXCLUDED? (Mandatory in NH) Y/N [N] N/A If yes, describe under DESCRIPTION OF OPERATIONS below		Y	30WBCCK0717	7/1/2025	7/1/2026	[X] PER STATUTE [ ] OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000
B C B	Cyber Liability Professional Liability Crime			EMP 0733661 VPPL023103 EMP 0487036	12/9/2025 7/1/2025 2/20/2025	12/9/2026 7/1/2026 4/27/2027	Aggregate Aggregate Limit	1,000,000 2,000,000 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Professional Liability, Policy # VPPL023103
$2,000,000 Each Claim, $2,000,000 Aggregate, $10,000 retention

Crime, Policy # EMP0487036
Employee Theft Limit $1,000,000 $5,000 deductible
Forgery or Alteration Limit $1,000,000 $5,000 deductible
For Evidence of Insurance Purposes

CERTIFICATE HOLDER

MuniCap, Inc.
8965 Guilford Rd, Ste 210
Columbia MD 21046
USA

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD