



SUZETTE GOLDSTEIN, AICP, LEED™ AP

Senior Principal

Ms. Goldstein offers a highly specialized planning and project management background in site analysis and design, including many projects in Montgomery County, the District, Northern Virginia and the surrounding areas. She is highly skilled at facilitating community presentations and meetings and has presented to all major area approval agencies. As the Director of Planning for the Washington, DC office, Ms. Goldstein works with a multi-disciplinary staff of architects, designers, planners, and landscape architects, and she has been responsible for zoning, code compliance, site development and landscape architecture for projects in urban and suburban locations. She has been honored with the CAO Citation in Montgomery County, Maryland for outstanding service in performing master planning services. Project experience includes:

EDUCATION

University of Cincinnati
Bachelor of Urban Planning, 1987

MEMBERSHIPS

American Institute of Certified Planners

EXPERIENCE

Virginia Polytechnic Institute
Site Planning
Blacksburg, Virginia

Johns Hopkins University
Montgomery County Campus
Master Plan
Shady Grove, Maryland

Johns Hopkins University
Belward Campus
Montgomery County, Maryland

Johns Hopkins University - West of
Broadway Campus
Master Plan
Baltimore, Maryland

Architect of the Capitol
Complex
Washington, DC

U.S. Federal Government Agency
Headquarters Confidential Client
Washington, DC

Riverside PUD
Washington, DC

Upper Wisconsin Avenue
Corridor Study
Washington, DC

H Street NE Strategic
Development Plan
Washington, DC

Centennial Dominion Center
Master Plan
Washington, DC

New York Avenue Corridor
Site Development Feasibility Study
Washington, DC

Women's Vietnam
Memorial Site Selection
Washington, D.C.

Korean War Memorial
Site Selection
Washington, DC

Kahlil Gibran Memorial
Site Selection
Washington, DC

U.S. Department of State
New Office Building
Moscow, Russia

FBI Forensics Laboratory
Quantico, Virginia

U.S. EPA Research & Administrative
Headquarters
Research Triangle Park, North Carolina

IRS Computing Center
Martinsburg, West Virginia

Department of State
Master Planning Studies
Shanghai, Korea, and Bangkok

ZONING COMMISSION
District of Columbia

CASE NO. 11-15

EXHIBIT NO. 54



SUZETTE GOLDSTEIN, AICP, LEED® AP

EXPERIENCE

National Institutes of Health
William H. Natcher Building
Bethesda, Maryland

National Archives & Records
National Archives II
College Park, Maryland

Al Ain Master Plan
Al Ain, UAE

4 Bethesda Metro
Bethesda, Maryland

Chevy Chase Center
Chevy Chase, Maryland

Rockville Town Center
Rockville, Maryland

Magdeburg New Town
City Master Plan
Magdeburg, Germany

Westmont-Tower Oaks
Corporate Business Park
Master Plan
Rockville, Maryland

The Preserve at Tower Oaks
Speculative Office Complex
Rockville, Maryland

Washingtonian Center
Master Plan
Montgomery County, Maryland

Fortune Parc Master Plan
Bethesda, Maryland

Digital Equipment Corporation
Site Analysis & Master Plan
Greenbelt, Maryland

New Carrolton Metro Station
Site Analysis/Planning
Prince George's County, Maryland

Federal Home Loan Mortgage Association
Master Plan
Fairfax, Virginia

Galleria Richmond
Mixed Use Facility Rezoning and Master Plan
Richmond, Virginia

Prince William County
Detention System
Master Plan
Manassas, Virginia

Metro Place at Dunn Loring
Master Planning
Fairfax, Virginia

Nortel Networks
Master Plan & Research Buildings
Research Triangle Park, North Carolina

MedImmune, Inc. Corporate
Headquarters
Gaithersburg, Maryland

College Park Aviation Museum
College Park, Maryland

Baltimore County Detention
Center Expansion
Baltimore County, Maryland

Baltimore Police Headquarters
Renovation and Addition
Baltimore, Maryland

National Air & Space Museum
Udvar-Hazy Center
Chantilly, Virginia

Huntington Metro Station
Site Analysis/Planning
Fairfax, Virginia

Convention Center Site
Evaluation Study
Prince William County, Virginia



SUZETTE GOLDSTEIN, AICP, LEED® AP

EXPERIENCE

**Bethlehem Works
Redevelopment Plan**
Bethlehem, Pennsylvania

U.S. Pharmacopeia
Rockville, Maryland

**Harbor Station
Mixed Use Master Plan**
Prince William Co., Virginia

Main Line Health Master Plan
Bryn Mawr, Pennsylvania

Triangle Metro Center
Research Triangle Park, North Carolina

Plaza Ridge I & II
Speculative Office Development
Chantilly, Virginia

South Pointe I & II
Speculative Office Development
Chantilly, Virginia

Woodland Park Master Plan
Speculative Office Development
Chantilly, Virginia

Reston Crossing
**CARRAMERICA Speculative Office
Development**
Reston, Virginia

Williams Plaza
Speculative Office Development
Fairfax, Virginia

National Wildlife Federation
Headquarters Office
Reston, Virginia

University of the Aegean
Master Plan
Lesvos, Greece

Daniel B. VanPelt, P.E., PTOE

Vice President and Principal

Mr. VanPelt has a wide range of traffic and transportation project experience including: traffic impact studies, site access and circulation planning, functional parking lot and garage design, parking demand analysis, corridor studies, campus master planning, major data collection efforts, loading dock design, intersection improvement design, signal design and signing and pavement marking design. He has worked for public, private and institutional sector clients throughout the United States and has worked internationally on projects in the United Arab Emirates, China, Venezuela, Brazil and Mexico.

Education

Master of Science in Civil Engineering, *Washington University in St. Louis*
Bachelor of Science in Civil Engineering, *Washington University in St. Louis*
Bachelor of Science in Physics, *Bethany College*

Professional Registrations

Licensed Professional Engineer – Virginia #0402 037160, Pennsylvania #PE074759, Maryland #36413, District of Columbia #PE904669, and West Virginia #18288

Registered Professional Traffic Operations Engineer

Professional Associations

Institute of Transportation Engineers (ITE); Society for College and University Planning (SCUP); International Council of Shopping Centers (ICSC); American Society of Civil Engineers (ASCE); NAIOP Northern Virginia; and Lambda Alpha International Land Economics Honor Society

Publications

ITE webinar presenter for “Multi-Modal School Site Planning, Design and Transportation for Primary Grades K-8.” 2010
“Lots to Learn; Don’t let parking and traffic problems sink your entertainment business,” *Casino Journal*, December 2003, p. 28.

Representative Experience

CAMPUSES AND MASTER PLANS

Mr. VanPelt has developed transportation master plans, demand management plans, construction management plans, circulation studies, and parking studies for a number of universities, schools and institutions including the Calhoun Street East-Waterfront Area Plan, Charleston, SC; US Capitol Complex Master Plan, Washington, DC; The Capitol Visitor Center, Washington, DC; US Capitol House Office Buildings, Washington, DC; Princeton University Campus Framework Plan, Princeton, NJ; Yale University Medical District, New Haven, CT; Hartford Strategic Framework, Hartford, CT; Georgetown University McDonough Business School and Multisport Facility, Washington, DC; The National Cathedral Campus Plan, Washington, DC; FDA White Oak Campus Master Plan, White Oak, MD; The George Washington University Loudoun, Loudoun County, VA; The Bullis School, Potomac, MD; Alexandria Country Day School, Alexandria, VA; and The Phillips Collection, Washington, DC.

MIXED-USE AND COMMERCIAL DEVELOPMENTS

Mr. VanPelt has prepared traffic studies, parking analysis, site access planning, loading access design, site circulation planning and signal designs for projects including: Monument Ballpark, Washington, DC; Monaco I/II and Sanremo, Jersey City, NJ; Children’s Museum and Air Rights Buildings at L’Enfant Plaza, Washington, DC;



Transportation Planners and Engineers

Shamrock Business Center, Painesville, OH; Auyare I/II and Hacienda Santa Cruz, Caracas, Venezuela; Caklawn in Leesburg, Leesburg, VA; Dubai International Finance Center, Dubai, UAE; 5th & K Streets NW, Washington, DC; and Journal Square Centre, Jersey City, NJ.

HOSPITALITY AND ENTERTAINMENT

Mr. VanPelt has worked on numerous hospitality and entertainment sites throughout North and South America. Projects include the St. Regis Mohawk Casino, Monticello, NY; Turning Stone Casino Resort, Verona, NY; Gaylord Texan, Grapevine, TX; Gaylord National Harbor, Prince George's County, MD; Mohegan Sun Casino Resort, Uncasville, CT; W Mexico City, Polanco, Mexico D.F.; Meskwaki Casino, Tama, IA; Marriott Orlando World Center, Orlando, FL; the Connecticut Convention Center, Hartford, CT; and Pikes Peak International Raceway, Colorado Springs, CO.

SHOPPING CENTERS AND MALLS

Mr. VanPelt has prepared traffic, parking, site access and site circulation studies for grocery stores, lifestyle centers, power centers, regional centers and urban retail including the Citadel Harris Teeter, Washington, DC; Mondawmin Mall Redevelopment, Baltimore, MD; DC USA Target and Best Buy, Washington, DC; Trotwood Town Center, Trotwood, OH; The Avenue Viera, Viera, FL; The Avenue Carriage Crossing, Collierville, TN; Woodbridge Center, Woodbridge, New Jersey; Kendall Town Center, Miami, FL; Summerlin Mall, Summerlin, NV; Chicago Premium Outlets, Aurora, IL; North Georgia Premium Outlets, Dawsonville, GA; Park Meadows Mall, Denver, CO; Owings Mills Mall, Owings Mills, MD; and Kittery Premium Outlets, Kittery, ME.

OFFICE AND RESIDENTIAL DEVELOPMENTS

Mr. VanPelt has worked on office and residential development projects involving site planning and access planning as well as the design of both traffic signals and parking garage facilities. Projects have included 1700 K Street NW, Washington, DC; City View Condos, Washington, DC; Westmoreland House at Huntington Metro, Alexandria, VA; Balmoral Residential, Prince William County, VA; Red Cedar, Loudoun County, VA.

PARKING STUDIES AND PARKING GARAGE DESIGN

Mr. VanPelt has performed parking needs studies and garage planning for projects such as the Dubai International Finance Center, Dubai, UAE; National Cathedral Bus Garage Design, Washington, DC; City View Condos, Hyattsville, MD; ER One Washington Hospital Center, Washington, DC; and Ronald Reagan National Airport, Arlington, VA.

TRAFFIC IMPACT STUDIES

Mr. VanPelt has conducted numerous traffic impact studies in support of rezoning, subdivision, site plan approvals and EIS applications for large and small residential, commercial, office retail and institutional developments. His work includes experience in Pennsylvania, Ohio, Virginia, Maryland, New Jersey, New York, Connecticut and the District of Columbia.

DATA COLLECTION STUDIES

Mr. VanPelt has conducted large-scale data collection efforts including traffic counts, pedestrian counts, vehicle classification counts, speed studies and origin-destination studies. Examples include managing a long-term data collection program for the New Jersey DOT in northern New Jersey and supervising data collection efforts at both the Lincoln and Holland Tunnels for the Port Authority of New York and New Jersey.

MEDICAL CAMPUS AND OFFICES

Mr. VanPelt has provided transportation master planning and traffic studies for a variety of medical facilities, including The Ohio State University Medical Center in Columbus, OH; Indiana University-Purdue University, Indianapolis/Clarian Medical Center in Indianapolis, IN; Sibley Hospital in Washington, DC; Reston Hospital in Reston, VA; and the ER-1 scalable prototype major emergency facility at Washington Hospital Center in Washington, DC.



GOROVE / SLADE

Transportation Planners and Engineers

David B. Fields, AICP

Principal



David understands that the most effective transportation system for a community comes from the community's vision for its future. David produces comprehensive transportation plans that meet the goals of each community by coupling his experience in planning transit systems, pedestrian access and circulation, parking management and TDM techniques with public involvement.

EDUCATION

Master of Urban Planning
(concentrations in Transportation and
Environmental Planning)
New York University, Robert F. Wagner
Graduate School of Public Service

B.A. Geography (concentration in Urban Planning
and Philosophy)
State University of New York at Binghamton,
Harper College

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.

Principal In Charge of New York Office, February 2008–Present

Senior Planner, Principal, February 2005–February 2008

Project manager for transportation planning and policy analysis of multimodal transportation projects.

Recent projects include:

- Benjamin Franklin Parkway Access, Circulation, and Parking Study to plan for future transportation use for all modes of the City of Philadelphia's primary cultural district.
- US Route 1-College Park Corridor Analysis to analyze transit, pedestrian, bicycle, and parking issues in this highly varied corridor.
- Transit, pedestrian, bicycle, parking, and TDM policies for the City of Alexandria's Landmark/Van Dorn Neighborhood Plan.
- Downtown New Orleans Mobility Study recommending policy and capital improvements to reconnect the four Downtown neighborhoods.

Lead planner for transportation alternatives analysis, including heavy and light rail, on-street bus services, bus rapid transit, pedestrian, bicycle, and auto options. Recent projects include:

- Transportation planner for the Abu Dhabi and Al Ain 2030 Master Plans, the Abu Dhabi Mainland-Airport Master Plan, and the Doha Al Rayyan Road Corridor Plan.
- Yale University's Transportation Study to reorganize the campus' shuttle system and recommended pedestrian, bicycle, and TDM improvements.
- Developing long-term transit system expansion plans for the Cities of Cary (NC) and Surprise (AZ), and the first publicly sponsored on-street bus system for the City of Nogales (AZ).
- Evaluated the feasibility of converting a freight rail line to passenger service for the Walden Passenger Rail Study.

Specialist in parking demand analysis and parking demand management options. Recent projects include:

- Shared use parking demand analysis for best and highest redevelopment of Amtrak's Lanvale Site at Baltimore Penn Station.
- Recommendations for shifting off-street parking standards for Washington, D.C. from minimum requirements to maximums.
- Assessment of Arlington County's minimum parking requirements within the Rosslyn-Ballston Corridor and Route 1 Corridor.
- Analysis of parking utilization and program implementation options for the Downtown Brooklyn Residential Permit Parking Study.



David B. Fields, AICP
Principal

- Access and Parking Management Policies for Ann Arbor (MI) adopted by the City, Downtown Development Authority, and Transit Authority.

Expertise in Transit Oriented Development including:

- Station area plans for Crystal City and East Falls Church WMATA Metro stations, including station access and parking management.
- Planning the transit, pedestrian, bicycle, and parking elements to serve a new TOD/mixed use district for Johns Hopkins University.
- Authoring TOD guidelines for the Greater Cleveland Regional Transit Authority.
- Lead planner for Phase II of the Mockingbird Plaza TOD Project in Dallas, TX, focusing on bus circulation and parking supply analysis.
- Transportation task manager for the City of Schenectady's State Street TOD Project which produced TOD plans for two new BRT stations.

Outreach coordinator for public planning processes. Recent projects include:

- NYC Department of Transportation's Walk to School pilot program; and
- New York Metropolitan Transportation Council's Coordinated Public Transit-Human Services Transportation Plan.

PREVIOUS EXPERIENCE

Parsons Brinckerhoff Quade & Douglas, Inc.

Senior Planner, 2001-2005

- Lead planner for preliminary engineering/environmental impact statement (PE/EIS) phase of transit and development projects.
- Specialist in pedestrian and vehicle conflict planning, including author of the Central Phoenix/East Valley Light Rail Transit LRT/Traffic and Pedestrian Interface Report and the Transportation Impact Chapter of the CP/EV LRT Environmental Impact Statement.
- Author of Section 5309 New Starts Criteria Report to Federal Transit Administration for application for federal transit funds.
- Analyze potential environmental impacts on existing and future conditions for traffic, transit, pedestrian, parking, socio-economics, environmental justice, land use, neighborhoods, and emergency services.
- Coordination of federally-mandated public outreach processes, including scoping and stakeholder meetings, document publication, and media announcements.
- Environmental analyses of transit projects including the extension of the #7 Subway Line (New York), implementation of the Central Phoenix/East Valley Light Rail Transit System (Phoenix), and reimplementing of the Desire Streetcar Line (New Orleans).

MTA Metro-North Railroad, Facility Planning and Parking Operations

Senior Planner, 1998-2001

- Manage the conceptual planning, design and environmental review for seven new regional train stations with a total capital budget of \$23M. Responsible for analysis of all capital and operating impacts of proposed projects.
- Develop comprehensive program of Park & Ride Shuttle Facilities with station amenities and bus connections to existing stations.



David B. Fields, AICP
Principal

- Coordinate negotiations with state, county and local representatives.

JAC Planning Corp.

Staff Planner and Project Manager, August 1996–September 1998

- Organize community outreach and public participation services for New York State Department of Transportation's Long Island Transportation Plan 2000 Major Investment Study.
- Author codification of zoning codes for several Long Island municipalities.
- Conduct site- and corridor-based transportation planning.

PROFESSIONAL AFFILIATIONS

Chair, National Transportation Planning Division, American Planning Association, April 2011 to Present

Secretary, National Transportation Planning Division, American Planning Association, April 2007 to April 2011

Vice President of Committees, New York City Section, American Planning Association, New York-Metro Chapter, June 2010 to Present

Director, New York City Section, American Planning Association, New York-Metro Chapter, June 2006 to June 2010

Chairman, Transportation Committee, American Planning Association, New York-Metro Chapter, November 2004 to June 2010

Environmental Assessment Association: Certified Environmental Inspector, August 2000 to Present

American Institute of Certified Planners: Certified Planner, July 1999 to Present

American Planning Association: Member, May 1994 to Present;

Technical Advisor, New York University Wagner School of Public Service, Urban planning Capstone, Transportation in Abu Dhabi Projects, September 2008-May 2009

American Planning Association: Robert Weinberg Award, May 1996

PUBLICATIONS

Co-Author, "Washington DC Rethinks Parking Requirements", APA Transportation Planning Division, Spring 2009

Co-Author, "Parking Pays for Itself in Downtown Ann Arbor", Planning, May 2008

Editor, "New York Metro Chapter's 2005 Conference: New National Challenges-New York Solutions: A Survival Guide for Planners," Conference Proceedings, April 2005

Author, "Transit Gets Short Shrift," Arizona Republic, Phoenix, Arizona, 2002

Author, "The Next Pride of the Yankees," MetroPlanner, New York, New York, 1998

Associate Editor, MetroPlanner Newsletter, New York, New York, 1998 to 1999

PRESENTATIONS

Getting TOD Right, New York State Department of Transportation, Hauppague, NY, April 2009

Parking in a College Town, American Planning Association 2009 National Conference, Minneapolis, MN, April 2009



David B. Fields, AICP
Principal

Best Practices in Off-Street Parking Management, New York Metropolitan Transportation Council, New York, NY March 2009

Getting TOD Right, Yale University, New Haven, CT, February 2009

Parking Policy Best Practices, Metropolitan Mobility Network, New York, NY, December 2008

Transit Oriented Development, North Jersey Transportation Planning Authority, Newark, NJ, July 2008

Innovative Solutions to Your Parking Challenges, New York Main Street Economic Development Conference, Buffalo, NY, May 2008

Getting Transit Oriented Development Right, Queensland Transport, Brisbane, Australia, December 2007

The Mixed Use Development Formula: Land Use + Transportation, 1000 Friends of Connecticut Statewide Smart Growth Conference, New Haven, CT, November 14, 2007

International Parking Practices, Mexico City Ministry of Transport, February 2007

Impact Fees and Smart Growth: All Development is Not Created Equal, 2006 National Impact Fee Roundtable, Arlington, VA, October 2006

Parking Policy: Best Practices to Meet Community Goals, Metropolitan Planning Council, Chicago, IL, September 2006

Streets and Parking: Myths and Reality, Delaware Valley Regional Planning Commission, Trevese, PA, May 2006

Parking Case Studies from Across the Country and Right Next Door, Urban Land Institute, Philadelphia, PA, May 2006

TOD Planning for Smaller Urban Communities: Who said T = Trains?, Virginia Transit Association, Alexandria, VA, May 2006

Let's Get Moving! The Future of Transportation in New York City, American Planning Association, New York Metro Chapter, New York, NY, May 2006

Planning Across International Borders, American Planning Association, 2006 Annual Conference, San Antonio, TX, April 2006

**CHIEF EXECUTIVE OFFICER, BRAILSFORD & DUNLAVEY****PROFESSIONAL BACKGROUND**

Mr. Brailsford is co-founder and CEO of Brailsford & Dunlavey. He started his career as a real estate economist specializing in urban mixed-use, hotel, resort and residential projects. Later, he turned his focus toward facility planning within the non-profit sector. Applying a market-driven approach to the development of auxiliary facilities, such as student housing, campus unions, and recreation, intercollegiate, and professional sport facilities, he developed a national reputation as an innovator in the application of market and financial analysis to the programming and development of such facilities.

Mr. Brailsford is a nationally recognized expert in the financing and programming of sports, recreation and entertainment venues and has provided planning and management services for hundreds of clients.

Known for his unique quantitative approaches, Mr. Brailsford has shared his experiences and ideas through over 50 industry presentations and articles. He has presented on various topics at national conferences and symposiums including Society of College & University Planners, Harvard Graduate School of Design, National Association of College & University Business Officers, Athletic Business, National Intramural Recreational Sports Association, National Association of Collegiate Auxiliary Services, Association of College & University Housing Officers-International, and Council for Urban Economic Development.

EDUCATION

B.A. Economics (University of Maryland at College Park)

CERTIFICATIONS/MEMBERSHIPS/AFFILIATIONS

- The Urban Land Institute (ULI)
- The International Economic Development Council (IEDC)

CONTACT INFORMATION

- Email: pbrailsford@facilityplanners.com
- Telephone: 202.266.3401 (direct)
- Fax: 202.289.6461 (main)



PUBLICATIONS/LECTURES/MEDIA MENTIONS

- 2011 "Biznow" Article -- "Absolutely Terrific"
- 2011 Biznow Student Housing Summit, panel discussion
- 2010 NoCRSA State Workshop -- "The Power of Purpose"
- 2010 Interface Student Housing Real Estate Conference: "An Industry Overview"
- 2009 NIRSA National Recreation Facilities Institute: "Recreation Facilities: How to Get the Program Right"
- 2009 HBCU-NIRSA Summit: "Catching Up By Getting Ahead"
- 2008 National Press Club Event, sponsored by DCBIA: "The University Tower as a Tower of Strength?"
- 2007 "Penn State Live" Article -- "University Examines Students' Recreational Facility Needs"
- 2007 "Daily Collegian" Article -- "Study: Leisure Space Desired"
- 2007 Big Ten Conference: "Renovation & Expansion Strategies for Large-Scale Recreation Centers"
- 2007 NIRSA Conference: "Looking to the Future of Campus Recreation"
- 2007 NACUBO Conference: Public-Private Partnerships for Facilities -- Served on Panel: "What's on the Horizon? Explore Issues Within the Industry That Are Expected to Affect the Models and Structures of These Partnerships"
- 2007 NACUBO Conference: Public-Private Partnerships for Facilities -- Led Roundtable Discussion on Athletics and Recreation
- 2006 "Bend Weekly" Article -- "COCB Plans Campus Center, Rehearsal Hall, Evaluates Student Housing"
- 2006 NACUBO Conference -- "Outsourcing Strategies: Why Make It Happen? How to Make It Happen!"
- 2004 "Current" Article -- "Student Referendum Is Sought on Proposed Wellness Center"
- 2004 ACUHO-I/APPA Conference -- "Privatized Student Housing: Why Make It Happen? How to Make It Happen!"
- 2004 NIRSA Conference -- "Starting From Scratch: Creating a Business Plan That Works"
- 2004 NIRSA Conference -- "Using Outcome-Based Planning to Increase Effectiveness"
- 2002 Athletic Business Conference -- "Architectural Programming for Campus Recreation Facilities"
- 2002 Athletic Business Conference -- "Building College & University Recreation Facilities: How Am I Going to Pay for All of This?"
- 2002 Harvard University Graduate School of Design -- "Recreation Facilities: Programming Principles & Case Studies"
- 2001 Athletic Business Conference -- "Planning & Organizing a Successful Student Referendum"
- 2001 SCUP Conference -- "Theory and Praxis: Planning Student-Centered Facilities"
- 2000 NACUBO Conference -- "Student Housing: 2000 and Beyond"
- 2000 Athletic Business Conference -- "Building a Living Business Plan"
- 1999 "Morning Call" Article -- "Consultants Offer Stadium Repair Options"
- 1999 ACU's "The Bulletin" Article -- "Planning, Preparation Lead to Successful Student Fee Referendums"
- 1998 "Washington Post" Article -- "Big Men on Campus Win Over New Fans"
- 1998 "Athletic Business" Article -- "Prepped for Success"
- 1993 "Athletic Business" Article -- "The Fragile 'Yes'"
- 1992 "Athletic Business" Article -- "Get Out the Vote"
- 1989 "Athletic Business" Article -- "Step-by-Step Weight Rooms"
- Athletic Business, Facility of Merit Award Jury
- National Association of College & University Business Officers
- National Association of Collegiate Auxiliary Services
- Association of College & University Housing Officers
- CUED Sports Facility Conference
- University of Georgia, Department of Health, Physical Education & Recreation



PROJECT EXPERIENCE (Alphabetically by project type)

Student Housing

1. Ambling Development Partners -- Undergraduate and Graduate Student Housing Feasibility Analysis
2. Arizona State University -- Student Housing Market Study
3. Arizona State University -- Student Housing Master Plan
4. Austin Peay State University -- Student Housing Master Plan
5. Butler University -- Student Housing Detailed Plan and Program
6. Butler University -- Student Housing Marketing Strategy
7. Campus Living Villages -- Student Housing Market Analyses and Advisory Services
8. Campus Living Villages (Denver, CO) -- Student Housing Market Study
9. Campus Living Villages (Morgantown, WV) -- Student Housing Market Study
10. Campus Living Villages (Newark, DE) -- Student Housing Market Study
11. Campus Living Villages (Philadelphia, PA) -- Student Housing Market Study
12. Campus Living Villages (Tampa, FL) -- Student Housing Market Study
13. Central Oregon Community College -- Student Housing Feasibility Analysis (2005)
14. Central Washington University -- Student Housing Assessment and Programming
15. City University of New York -- Student Housing Market Studies
16. College of Staten Island -- Student Housing Market Analysis
17. College of Staten Island -- Student Housing RFP Development/Selection Management
18. College of Staten Island -- Hotel Property Acquisition and Repositioning
19. DePaul University -- Student Housing Resource Center Development
20. DePaul University -- Student Housing Strategic Plan
21. Fairmont State University -- Student Housing Feasibility Analysis
22. Groton School -- Student Housing Planning Support Services
23. Harford Community College -- Student Housing Feasibility Study, Programming, Ownership Analysis, and Financial Analysis
24. Howard University -- Student Housing System Model and Developer Selection Assistance
25. Howard University -- Campus Master Plan (Student Housing) Update and Student Housing Developer Selection Assistance
26. Indiana University -- Student Housing Market Study (1999)
27. Indiana University -- Student Housing Master Plan Update
28. Iowa State University -- Student Housing Master Plan
29. Kansas State University -- Student Housing Feasibility Study and Development Strategy
30. Kansas State University -- Student Housing Comprehensive Plan Update and Financial Analysis Update
31. Ken-Vil Associates -- Student Housing Market Study
32. Lincoln University -- Student Housing Market Analysis, Program of Architectural Requirements, and Design Review
33. Marquette University -- Student Housing Master Plan
34. North Carolina A&T State University -- Student Housing Market Analysis
35. Notre Dame of Maryland University -- Student Housing Demand Analysis



36. Oakland University -- Student Housing Feasibility Study
37. Ohio Dominican University -- Residence Hall Programming
38. Oklahoma State University -- Student Housing Master Plan
39. Princeton University -- Graduate Student Housing Master Plan
40. Queens College -- Student Housing Market Analysis
41. Queens College -- Student Housing RFP Preparation and Developer Selection
42. Roosevelt University -- Mixed-Use Facility (Student Housing) Feasibility Study, Programming, and Market Analysis Update
43. Rutgers, The State University of New Jersey -- Student Housing Master Plan
44. Southeast Missouri State University -- Student Housing Master Plan
45. Southern Illinois University Carbondale -- Student Housing and Dining Master Plan
46. Southern University and A&M College -- Student Housing Feasibility Analysis
47. State University of New York College of Optometry -- Student Housing Feasibility Analysis
48. Texas State University-San Marcos -- Student Housing Developer Proposal Evaluation
49. Transfield Holdings Proprietary Limited -- Multiple-College Student Housing Evaluation
50. Transfield Holdings Proprietary Limited -- Student Housing Demand Study
51. Tuskegee University -- Student Housing Feasibility Analysis
52. University of Advancing Technology -- Campus Housing Feasibility Study
53. University of Akron -- Student Housing Feasibility Analysis
54. University of Alabama -- Student Housing Master Plan Update (2006)
55. University of California, San Diego -- Graduate Housing Detailed Program and Design-Build Selection, Phases I and II
56. University of Central Missouri -- Student Housing Master Plan
57. University of Cincinnati -- Student Housing Master Plan
58. University of Houston -- Student Housing Feasibility Analysis
59. University of Idaho -- Student Housing Master Plan, Programming, and Design Management
60. University of Illinois at Chicago -- Student Housing Feasibility Analysis
61. University of Illinois at Urbana-Champaign -- Student Housing Strategic Plan
62. University of Illinois at Urbana-Champaign -- Campus Edge Graduate Student Housing Redevelopment Plan
63. University of Maryland, Baltimore County -- Student Housing Market Analysis Update
64. University of Memphis -- Student Housing Master Plan and Site Analysis
65. University of Mississippi Medical Center -- Campus Edge Student Housing Market Assessment
66. University of Missouri-Kansas City -- Master Development Advisor -- Student Housing
67. University of Missouri-Kansas City -- Student Housing Master Plan
68. University of Missouri-St. Louis -- Student Housing Master Plan
69. University of Missouri-St. Louis -- Student Housing Analysis Update
70. University of Nevada, Las Vegas -- Student Housing Master Plan
71. University of New Haven -- Student Housing Developer Selection RFP Assistance
72. University of New Haven -- Student Housing Preliminary Assessment
73. University of New Haven -- Student Housing Master Plan
74. University of New Mexico -- Student Housing Master Plan
75. University of New Mexico - Gallup -- Student Housing Feasibility Study



76. University of North Carolina at Chapel Hill -- Student Housing Master Plan Update
77. University of Northern Iowa -- Student Housing Master Plan
78. University of Pennsylvania -- Student Housing Master Plan
79. University of San Diego -- Student and Faculty Housing Preliminary Assessment
80. University of South Dakota -- Student Housing Master Plan
81. University System of Maryland -- Student Housing Strategic Plan
82. Weber State University -- Student Housing Master Plan, Site Analysis, and RFP Development
83. Western Nebraska Community College -- Student Housing Feasibility Analysis
84. Winston-Salem State University -- Student Housing Demand Analysis (2009)
85. Winston-Salem State University -- Student Housing Demand Analysis
86. Winston-Salem State University -- Campus Edge Student Housing Feasibility Analysis and Private Developer RFP Selection
87. Winston-Salem State University -- Student Housing Demand Analysis (2000)

Workforce Housing

1. Groton School -- Faculty Housing Planning Support Services
2. Princeton University -- Faculty and Staff Housing Master Plan
3. University of San Diego -- Student and Faculty Housing Preliminary Assessment

Athletics, Recreation & Wellness

1. Arizona State University -- Recreation Feasibility Analysis and Referendum Support
2. Arizona State University West -- Student Recreation Feasibility Analysis
3. Boston College -- Recreation Center Study and Design Review
4. Brooklyn College -- Recreation, Athletics, and Student Services Facility Programming, Design Review, and Sports Equipment Specification Services
5. Butler University -- Fitness and Health Center Feasibility Study
6. California Polytechnic State University -- Recreation Center Programming and Financial Analysis
7. California State Polytechnic University, Pomona -- Recreation Feasibility Study
8. Central Washington University -- Student Center and Recreation Center Assessment and Programming
9. Clayton State University -- Recreation Center Preliminary Assessment and Site Analysis
10. Dartmouth College -- Athletic Facilities Master Plan
11. DePaul University -- Recreation Center & Athletic Facilities Strategic Plan, FF&E Support, Business Planning, and Design Review
12. Drexel University -- Recreation Center Preliminary Assessment and Business Plan Review
13. Duke University -- Recreation Market Analysis and Programming
14. Duke University -- Recreation Needs Assessment
15. Duke University -- Student Recreation Master Plan and Program of Architectural Requirements
16. Duke University -- Athletic Facilities Strategic Assessment and Program of Architectural Requirements



17. Fairmont State University -- Student Activities Center Feasibility Analysis
18. George Mason University -- Aquatic and Fitness Center Expansion Preliminary Assessment, Concept Development, and Preliminary Business Planning
19. Georgetown University -- Athletic and Recreation Master Plan
20. Georgetown University Law Center -- Fitness Center Preliminary Assessment and Programming
21. Georgia Institute of Technology -- Campus Recreation Master Plan
22. Gettysburg College -- Athletic and Recreation Strategic Plan and Programming
23. Greenhill School -- Athletic Center FF&E, Program of Architectural Requirements, and Design Review
24. Groton School -- Athletic Facilities Assessment, Program of Architectural Requirements, Design Review, and FF&E
25. Howard University -- Campus Master Plan (Recreation and Athletics) Update
26. Howard University -- Recreation Facilities Master Plan
27. Howard University -- Athletics (Stadium) Facilities Master Plan
28. Indiana University -- Recreational Sports Master Plan
29. Indiana University -- Recreational Sports Master Plan Update
30. Iowa State University -- Recreation Referendum Support
31. Jackson State University -- Recreation and Wellness Center Business Planning and Design Consulting
32. Johns Hopkins University, The -- Athletic/Recreation Facilities Market Analysis and Program of Architectural Requirements
33. Kennesaw State University -- Recreation Center Feasibility Study
34. Kennesaw State University -- Recreation Center Preliminary Assessment
35. Kent State University -- Recreation Center Market Study and Referendum Support
36. Kenyon College -- Athletic Facility Program of Architectural Requirements
37. Kenyon College -- Athletic Facility Master Plan
38. Lakeland College -- Athletic Center Architectural Program Development
39. Latin School of Chicago -- Athletic Complex Improvements Analysis
40. Louisiana State University -- Recreation Feasibility Analysis and Referendum Support
41. Loyola University Chicago -- Recreation Center Market Study and Financial Analysis
42. Loyola University Medical Center -- Health and Fitness Center Business Planning and Strategic Plan
43. Manassas, VA and Prince William County, VA With George Mason University -- Recreational Sports Center Feasibility Analysis
44. Marquette University -- Athletic Facilities Needs Assessment, Financial Analysis, and Program of Architectural Requirements
45. Marshall University -- Student Recreation Center Program Management
46. Marshall University -- Student Recreation Center Market Analysis
47. Michigan State University -- Student Recreation and Event Facilities Preliminary Assessment
48. Michigan State University -- Recreation Facilities Preliminary Assessment
49. National Cathedral School -- Athletic Facilities Master Plan, Usage/Revenue Analysis, Program of Architectural Requirements, FF&E Support, and Advisory Services
50. Northeastern University -- Athletics and Recreation Needs Assessment
51. Oakland University -- Student Recreation and Athletic Center Feasibility Analysis
52. Obinna Ekezie Youth Development Foundation -- Sports & Learning Center Strategic Master Plan



53. Ohio Dominican University -- Student Center Programming
54. Ohio State University, The -- Recreation and Athletic Feasibility Analysis
55. Pennington School, The -- Athletic Facilities Preliminary Assessment
56. Pennsylvania State University -- Recreation Facilities Feasibility Analysis
57. Phillips Exeter Academy -- Athletic Facilities Master Plan
58. Prairie View A&M University -- Recreation Center Feasibility Analysis and Concept Development
59. Princeton University -- Recreation Facilities Workshop and Feasibility Analysis
60. Purdue University -- Campus Recreation Master Plan
61. Queen's University -- Athletic/Recreation Financial Analysis
62. Roosevelt University -- Mixed-Use Facility (Student Recreation) Feasibility Study, Programming, and Market Analysis Update
63. Sacred Heart University -- Athletic/Recreation Center Programming
64. Shepherd University -- Wellness Center Feasibility Analysis
65. Sidwell Friends School -- Athletic Center Program Evaluation
66. Southwest Preparatory Conference -- Athletics Conference Assessment -- Texas
67. Southwest Preparatory Conference -- Athletics Conference Assessment -- Oklahoma
68. St. Andrew's School -- Athletic Facility Program of Architectural Requirements and Design Review
69. Stephen F. Austin State University -- Student Recreation Feasibility Analysis and Referendum Support
70. Syracuse University -- Recreation Center Preliminary Programming and Financial Analysis
71. Trinity Valley School -- Athletic Facilities Programming
72. University of Akron -- Student Recreation Feasibility Analysis
73. University of Alabama -- Recreational Facilities Master Plan, Program of Architectural Requirements, Business Plan, Architectural Selection, Design Review, FF&E
74. University of Alabama at Birmingham -- Campus Recreation Center Feasibility Study
75. University of Arkansas -- Recreation Feasibility Study
76. University of California, Berkeley -- Campus Recreation Needs Assessment
77. University of California, Berkeley -- Recreation/Athletics Referendum Support
78. University of Central Missouri -- Recreation and Wellness Center Feasibility Study
79. University of Cincinnati -- Recreation Master Plan and Business Plan
80. University of Houston -- Recreation Feasibility Analysis and Referendum Support
81. University of Idaho -- Recreation Needs Assessment
82. University of Idaho -- Recreation Center Feasibility Analysis, Referendum Support, Business Plan, and Design Review
83. University of Illinois at Chicago -- Student Recreation Master Plan, Programming, and Referendum Support
84. University of Illinois at Urbana-Champaign -- Recreation Feasibility Analysis, Programming, and Referendum Support
85. University of Iowa -- Student Recreation Feasibility Analysis
86. University of Maryland, College Park -- Campus Recreation Center Programming and Strategic Operations Plan
87. University of Massachusetts Amherst -- Recreation Detailed Program of Architectural Requirements
88. University of Miami -- Wellness Facility Programming, Financial Analysis, and Preliminary Design
89. University of Miami -- Wellness Center Feasibility Analysis
90. University of Miami -- Recreation, Fitness, and Wellness Center Feasibility Analysis, Architectural Program, Referendum Support, and Design Review



91. University of Michigan -- Student Recreation Feasibility Analysis
92. University of Minnesota -- Recreational Sports, Kinesiology, and Wellness Facilities Master Plan
93. University of Missouri-Kansas City -- Master Development Advisor -- Track and Field Complex Programming and Financial Analysis
94. University of Missouri-St. Louis -- Recreation Feasibility Analysis and Programming
95. University of Montana -- Campus Recreation Feasibility Study and Referendum Support
96. University of New Haven -- Recreation Center Market Analysis and Business Plan
97. University of New Orleans -- Student Wellness and Recreation Feasibility Analysis and Referendum Support
98. University of North Carolina at Greensboro -- Campus Recreation Needs Assessment and Preliminary Architectural Outline Program
99. University of Pennsylvania -- Campus Recreation and Athletics Feasibility Study Update
100. University of Pennsylvania -- Campus Recreation and Athletics Feasibility Study
101. University of Rochester -- Athletic/Recreation Market Analysis, Programming, Design Review, FF&E
102. University of South Alabama -- Recreation Center Program of Architectural Requirements
103. University of Washington -- Recreation Feasibility Analysis and Referendum Support
104. University of Wisconsin-Madison -- Student Recreation Needs Assessment
105. Washington State University -- Recreation Center Feasibility Analysis, Referendum Support, Program of Architectural Requirements, Architect Selection, and Business Plan
106. West Chester University of Pennsylvania -- Student Recreation Center Feasibility Analysis
107. West Virginia University -- Recreation Center Feasibility Analysis, Referendum Support, Program of Architectural Requirements, Business Plan, and Program Management
108. Wright State University -- Recreation Feasibility Analysis and Programming
109. Wright State University -- Recreation Programming, Site Analysis, and Financial Analysis

Student Unions

1. Arizona State University -- Student Union Expansion Strategic Analysis
2. Ball State University -- Student Union Market Study and Programming
3. Case Western Reserve University -- Student Center Feasibility Analysis
4. Central State University -- Student Center Feasibility Analysis
5. Central Washington University -- Student Center and Recreation Center Assessment and Programming
6. Clayton State University -- Student Union Preliminary Assessment and Site Analysis
7. Columbia University -- Student Center Market Analysis and Programming
8. DePaul University -- Student Center Feasibility Analysis
9. Duke University -- Campus (Unions) Improvements Market Analysis and Program of Architectural Requirements
10. Fairmont State University -- Student Activities Center Feasibility Analysis
11. George Mason University -- Student Union Market Analysis and Financial Analysis
12. Groton School -- Student Center Planning Support Services
13. Indiana University -- Student Union Market Analysis
14. Jackson State University -- Union Program of Architectural Requirements



15. Kirkwood Community College -- Food Service Retail Study
16. Loyola University Chicago -- Student Union Market Study and Financial Analysis
17. Miami University -- Student Center Feasibility Study and Update
18. Oakland University -- Student Center Market Analysis and Financial Analysis
19. Ohio Dominican University -- Student Center Programming
20. Roosevelt University -- Mixed-Use Facility (Student Union) Feasibility Study, Programming, and Market Analysis Update
21. University of Baltimore -- Student Center Market Analysis, Programming, and Market Study Update
22. University of California, Riverside -- Student Union Market Analysis, Financial/Operational Analysis, and Referendum Support
23. University of Cincinnati -- Student Center Master Plan
24. University of Houston -- University Center Master Plan and Concept Testing
25. University of Idaho -- Student Union Financial Analysis and Design Review
26. University of Iowa -- Student Union Feasibility Analysis
27. University of Maryland, College Park -- Student Union Feasibility Analysis
28. University of Memphis -- University Center Market Analysis and Programming
29. University of Missouri-Kansas City -- Master Development Advisor -- Student Union
30. University of Missouri-St. Louis -- Student Center Market Analysis, Financial Analysis, Programming, and Referendum Support
31. University of Nevada, Reno -- Student Union Feasibility Analysis and Programming
32. University of New Orleans -- Student Union Feasibility Analysis
33. University of San Diego -- Student Union Preliminary Assessment
34. University of Southern California -- Student Union Market Analysis, Financial Analysis, and Design Review
35. University of Texas at Austin -- Student Activity Center Feasibility Analysis and Referendum Support
36. Western Kentucky University -- University Center Feasibility Analysis, Conceptual Design, and Business Plan

Stadiums

1. Allentown, PA -- Stadium Feasibility Study
2. Baltimore Ravens -- Stadium Program Management, Operations Management
3. Georgetown University -- Athletic and Recreation Master Plan
4. Howard University -- Athletics (Stadium) Facilities Master Plan
5. Jackson State University -- Stadium Preliminary Assessment
6. Maryland Soccer Foundation -- Stadium Feasibility Study and Architectural Programming
7. Ochoa Enterprises -- Soccer Stadium and Sports Complex Market Study and Financial Analysis

Arenas

1. DePaul University -- Arena Feasibility Analysis
2. Howard University -- Athletics (Arena) Facilities Master Plan



3. Marquette University -- Athletic Facilities Needs Assessment, Financial Analysis, and Program of Architectural Requirements

Community Recreation

4. Arlington County, VA -- Community Recreation Master Plan
5. Castle Rock, CC -- Community Recreation Center Feasibility Study
6. Colonie Youth Center -- Community Recreation Center Feasibility Analysis
7. Congressional Development Corporation -- Community Center Feasibility Analysis and Architectural Program
8. District of Columbia Jewish Community Center -- Community Center Program Management
9. Fairfax County Park Authority -- Community Recreation Center Financial Review, Market Study, and Development Plan
10. Fairfax County Park Authority -- Recreation Center & Field House Feasibility Analysis
11. Findlay, OH and Hancock County, OH -- Community Recreation Feasibility Analysis
12. George Mason University -- Aquatic and Fitness Center Expansion Preliminary Assessment, Concept Development, and Preliminary Business Planning
13. Hampden Township, PA -- Community Center Feasibility Analysis
14. Health Club, The -- Health & Wellness Preliminary Business Plan Development
15. Lower Paxton Township, PA -- Community Center Feasibility Analysis, Financial Analysis, and Design Review
16. Manassas, VA -- Ice Rink Feasibility Analysis
17. Manassas, VA and Prince William County, VA With George Mason University -- Recreational Sports Center Feasibility Analysis
18. Marietta, OH -- Community Center Market Analysis
19. Maryland-National Capital Park & Planning Commission -- Athletic Facility Market Study, Financial Analysis, and Site Utilization Analysis
20. Miamisburg, OH -- Community Recreation Market Analysis and Financial Analysis
21. Morgantown, WV -- Student Recreation Center Feasibility Analysis, Referendum Support, Program of Architectural Requirements, Business Plan, and Program Management
22. Morgantown, WV -- Community Recreation Center Feasibility Analysis
23. Newport News, VA -- Community Recreation Centers Market Analysis, Programming, and Design Consultation
24. Reston Association and Reston Community Center, VA -- Community Recreation Center Market Study
25. Sandy Spring Friends School -- Aerial Park / Ropes Course Land Planning Advisory Services
26. Vision '007 -- Community Center Business Plan
27. West Virginia University -- Recreation Center Feasibility Analysis, Referendum Support, Program of Architectural Requirements, Business Plan, and Program Management
28. Wood River Community YMCA -- Community Center Operational Analysis, Business Planning, and Design Review

Convocation / Convention / Conference Centers

1. University of Notre Dame -- Convocation Center Feasibility Study



Academic / Administrative Buildings

1. Brooklyn College -- Recreation, Athletics, and Student Services Facility Programming, Design Review, and Sports Equipment Specification Services
2. Detroit Public Schools -- Public Schools Renovation and Construction Program Management
3. Indian Mountain School -- Arts Facility Feasibility Study
4. Roosevelt University -- Mixed-Use Facility (Academic) Feasibility Study, Programming, and Market Analysis Update

Campus Edge

1. Sandy Spring Friends School -- Campus Edge Development Preliminary Assessment and Land Use Advisory Services
2. Simon G. Atkins Community Development Corporation -- Campus Edge Master Plan
3. University of Illinois at Urbana-Champaign -- Campus Edge Graduate Student Housing Redevelopment Plan
4. University of Mississippi Medical Center -- Campus Edge Student Housing Market Assessment
5. Winston-Salem State University -- Campus Edge Strategic Analysis
6. Winston-Salem State University -- Campus Edge Student Housing Feasibility Analysis and Private Developer RFP Selection

Dining / Food Service

1. Miami University -- Student Center Feasibility Study and Update
2. Ohio Dominican University -- Student Center Programming
3. Queen's University -- Athletic/Recreation Financial Analysis
4. University of Illinois at Urbana-Champaign -- Dining Strategic Plan
5. University of Missouri-Kansas City -- Master Development Advisor -- Student Union
6. University of Missouri-St. Louis -- Dining Facilities Master Plan
7. University of Missouri-St. Louis -- Student Center Market Analysis, Financial Analysis, Programming, and Referendum Support
8. University of Nevada, Las Vegas -- Dining Master Plan
9. University of Nevada, Reno -- Student Union Feasibility Analysis and Programming

Retail

1. Ball State University -- Student Union Market Study and Programming
2. Miami University -- Student Center Feasibility Study and Update
3. University of Missouri-Kansas City -- Master Development Advisor -- Student Union
4. University of Missouri-St. Louis -- Student Center Market Analysis, Financial Analysis, Programming, and Referendum Support
5. University of Nevada, Reno -- Student Union Feasibility Analysis and Programming



Performing Arts Centers

1. Case Western Reserve University -- Student Center Feasibility Analysis
2. Central Washington University -- Student Center and Recreation Center Assessment and Programming
3. District of Columbia Jewish Community Center -- Community Center Program Management
4. Duke University -- Campus (Auditorium) Improvements Market Analysis and Program of Architectural Requirements
5. Indian Mountain School -- Arts Facility Feasibility Study
6. Miami University -- Student Center Feasibility Study and Update
7. University of Missouri-Kansas City -- Master Development Advisor -- Student Union
8. University of Nevada, Reno -- Student Union Feasibility Analysis and Programming

Other Facilities and Projects

1. Central Union Mission -- Social Services Facility Relocation Program Management
2. Chesapeake Region 2012 Coalition -- Olympic Bid Document Preparation
3. Duke University -- Campus (Plaza) Improvements Market Analysis and Program of Architectural Requirements
4. Fairmont State University -- Parking and Infrastructure Feasibility Analysis
5. Howard University -- Hotel Real Estate Advisory Services
6. Rocky Mountain Institute -- Office Building Preliminary Program of Architectural Requirements
7. United States Marine Corps Base, Quantico -- Physical Fitness Center Programming and Site Analysis
8. University of Iowa -- Cultural Centers Market Study and Conceptual Programming
9. West Virginia University -- Plaza Feasibility Analysis, Programming, and Design Review

