



**Urban Land
Institute**

Washington



A Technical Assistance Panel Report

Groundwork Anacostia River DC: Focusing the Vision

Sponsored by:
Groundwork Anacostia River DC

July 29-30, 2009

Groundwork Anacostia River DC: Focusing the Vision

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A Technical Assistance Panel Report

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About ULI Washington A District Council of the Urban Land Institute

ULI Washington is a district council of ULI—the Urban Land Institute, a nonprofit education and research organization supported by its members. Founded in 1936, the Institute today has over 36,000 members worldwide representing the entire spectrum of land use planning and real estate development disciplines, working in private enterprise and public service.

As the preeminent, multidisciplinary real estate forum, ULI facilitates the open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better communities.

ULI's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI Washington carries out the ULI mission locally by sharing best practices, building consensus, and advancing solutions through its educational programs and community outreach initiatives.

About the Technical Assistance Panel (TAP) Program

The objective of ULI Washington's Technical Assistance Panel (TAP) program is to provide expert, multidisciplinary advice on land use and real estate issues facing public agencies and nonprofit organizations in the Washington Metropolitan area. Drawing from its extensive membership base, ULI Washington conducts one and one-half day panels that offer objective and responsible advice to local decision makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues.

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Acknowledgments

Both personally and on behalf of the ULI Washington, the panel members and project staff thank Groundwork Anacostia River DC (GWAR DC) for the invitation to assist GWAR DC on focusing its vision and operating strategy during this crucial start-up phase of operations. The panel is particularly appreciative of Dennis Chestnut, Executive Director of GWAR DC for his work in initiating the panel, helping to prepare the briefing materials, and providing superb onsite support, ensuring that the panel was well-prepared and well-taken care of during the course of its work.

The panel also expresses its appreciation of the multiple agencies and their representatives who provided briefing materials and participated in the tour and presentations to the panel. Specifically, these representatives included Judi Greenberg, Office of the Deputy Mayor for Planning and Economic Development; Marsha Lea, EDAW; Chris Niewold, Trails & Conservation Assistance, U.S. National Park Service; Stephen Syphax, Resource Management Division, U.S. National Park Service; Gizachew “Giz” Andargeh, D.C. Office of Planning; Reginald Arno, District Department of Transportation; and Todd Lieberman, CityInterests, LLC. The panel was also grateful to have the benefit of input from the stakeholders and neighborhood residents who attended the opening and/or closing sessions of the panel, as listed below:

Sylvia Brown	Advisory Neighborhood Commission 7C
Shelynda Burney	CPDC
Alice Chandler	Neighborhood Resident
Zandra Chestnut	Neighborhood Resident
Dorothy Doyle	Neighborhood Resident
Edith Hancock	Groundwork Anacostia River DC Steering Committee
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The findings and recommendations provided in this report are based on the collective expertise of the panel, the briefing materials, and information gained from the tour, stakeholder presentations, and roundtable discussions conducted during the panel’s one and one-half day effort. ULI Washington hopes that the following information will help guide GWAR DC in implementing its mission.

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Foreword: Overview and Panel Assignment

As a means to foster relationships and spur development in the Washington metropolitan region's emerging neighborhoods, ULI Washington issued a request for proposals (RFP) for complimentary Technical Assistance Panels (TAP). Funded through proceeds from ULI Washington's 2008 Urban Marketplace Conference and Expo, the RFP resulted in the award of three TAPs, one of which was to Groundwork Anacostia River DC (GWAR DC). GWAR DC is a newly formed community-based organization which is part of the innovative national Groundworks Program initiated by the U.S. Environmental Protection Agency's Brownfields Program. GWAR DC requested ULI's technical assistance as a component of its start-up activities so as to focus its efforts during its initial phase of operation for the best long-term results.

Overview

Neighborhoods east of the Anacostia River in the District of Columbia are often described as being the "greenest" part of the city. With the Fort Circle Parks and National Recreation Trail, Kenilworth Gardens, Anacostia River Park, and Watts Branch Trail, the description is fitting. Unfortunately, being the greenest part of the city does not mean the parks and open space are used effectively by neighborhood or city-wide residents, or used at all.

The original plan for the city of Washington, DC, designed in 1791 by Pierre L'Enfant, established the framework for a grand capital city between the Potomac and Anacostia Rivers. While signature elements of the historic 1901 McMillian Plan were implemented, such as the National Mall and Rock Creek Park, these were constructed on the west side of the city, while the transformation of parks along the Anacostia River into equally significant civic space remains largely unfulfilled. Since urbanization in the post-WWII years, many of the neighborhoods along the Anacostia have faced significant investment hurdles and problematic environmental justice issues remain a challenging issue for public investment. GWAR DC grew out of a grass-roots effort to address environmental concerns and reconnect residents with the green space that surrounds them. Of strategic significance, it has chosen the far northeast quadrant of the District as its area of influence, a series of neighborhoods with deep historical significance as one of the oldest African-American urban neighborhoods in the country.

GWAR DC is part of Groundwork USA, a national nonprofit organization consisting of a network of locally organized chapters that are linked together by the Groundwork USA national office, with support from the Environmental Protection Agency (EPA) Brownfields Program and the National Park Service (NPS) Rivers, Trails, and Conservation Assistance Program. The mission of Groundwork USA is to improve brownfields and other neglected open space areas in order to enhance economic development, community rebuilding, and the overall quality of life.

The significance of selecting GEAR DC to be a full fledged member of the national coalition of Groundwork USA is of critical federal significance. With major federal investments occurring along the Anacostia River, including the revitalization of the Washington Navy Yard and the establishment of the headquarters of the Department of Homeland Security—GSA's largest project ever undertaken—the nexus between federal interest, the well-being of the local community and the health of the Anacostia River cannot be ignored. GEAR DC can serve as a new strategic tool for federal agencies making billions of dollars of investment along the contaminated Anacostia River.

GEAR DC will officially launch as a Groundwork USA organization in Fall 2009 and is in the process of obtaining 501(c)(3) non-profit status. Yet even before its official launch, GEAR has already obtained approximately \$300,000 in federal funding matched by a commitment from the District of Columbia. In its initial phase, GEAR DC will focus in Ward 7, specifically in the area surrounding the Watts Branch stream valley, the longest tributary of the Anacostia River within the District of Columbia. The Watts Branch watershed was selected because of the underutilization of green space and the tremendous amount of economic development planned and underway for the community. The economic development offers GEAR DC an opportunity to leverage and maximize public and private dollars to benefit the community. Longer-term, the organization wants to expand its reach into adjacent neighborhoods along the Anacostia River and, ultimately, throughout neighborhoods within the Anacostia River's watershed.

Early GEAR DC priority projects include:

- Developing a one-acre community park and gateway to the Anacostia River in the Parkside mixed-use neighborhood in Ward 7 currently under development by private developer CityInterests, LLC;
- Redeveloping a vacant community building in Parkside for a neighborhood day care center and office space for GEAR DC;
- Collaborating on a trail connector linking land owned by the National Park Service and the District of Columbia; and
- Developing a Groundwork Green Team program focused on expanding the community's capacity to improve the physical environment by preparing young people for a lifetime of environmental leadership.

GEAR DC has identified a long list of potential partners, sources of funding, and projects it could undertake to advance its mission.

The Panel Assignment

GEAR DC requested the ULI panel to provide advice and recommend strategies to help the new organization focus its efforts and leverage its resources to achieve the best results. The panel was asked to focus not only on GEAR DC's current projects, but to help the organization set the stage for achieving its larger goal of forging a strong partnership between government agencies, businesses, foundations, community

groups, and residents to achieve common goals of improving the quality of the natural environment.

To that end, an eight-member panel of experts spent an intensive one and one-half days touring Deanwood and surrounding neighborhoods; listening to briefings from the sponsor and community stakeholders; participating in a stakeholder roundtable session attended by a knowledgeable and passionate group of residents, business owners, city staff, and others vested in the future of the community; and working behind closed doors for a day to respond to GEAR DC's issues and questions. The panel presented its findings, conclusions, and recommendation to the sponsor and interested stakeholders on July 30, 2009.

Groundwork Anacostia River DC's Opportunities and Challenges

Methodology

After taking time to absorb the variety of information provided by stakeholder interviews and presentations, site tours, and numerous background reports, the panel arrived at the conclusion that GVAR DC would be best served by a strategic organizational analysis focusing on the fact that it is a non-profit start-up organization with a unique set of strengths, weaknesses, opportunities, and threats ("SWOT"). While GVAR DC has numerous potential projects it could work on from day one, the panel concluded that analyzing each of these projects in detail, while a valuable exercise, would be "putting the cart before the horse" if the organization did not first have a clearly defined strategy in place.

As such, the panel first conducted an assessment of GVAR DC's strengths, weaknesses, and opportunities, and then recommended an implementable strategy that serves to leverage the identified strengths and opportunities and mitigate the challenges. This SWOT analysis resulted the identification of three main priorities that GVAR DC activities should be focused on to best carry out its mission: capacity, relationships, and project opportunity assessment.

Strengths and Opportunities

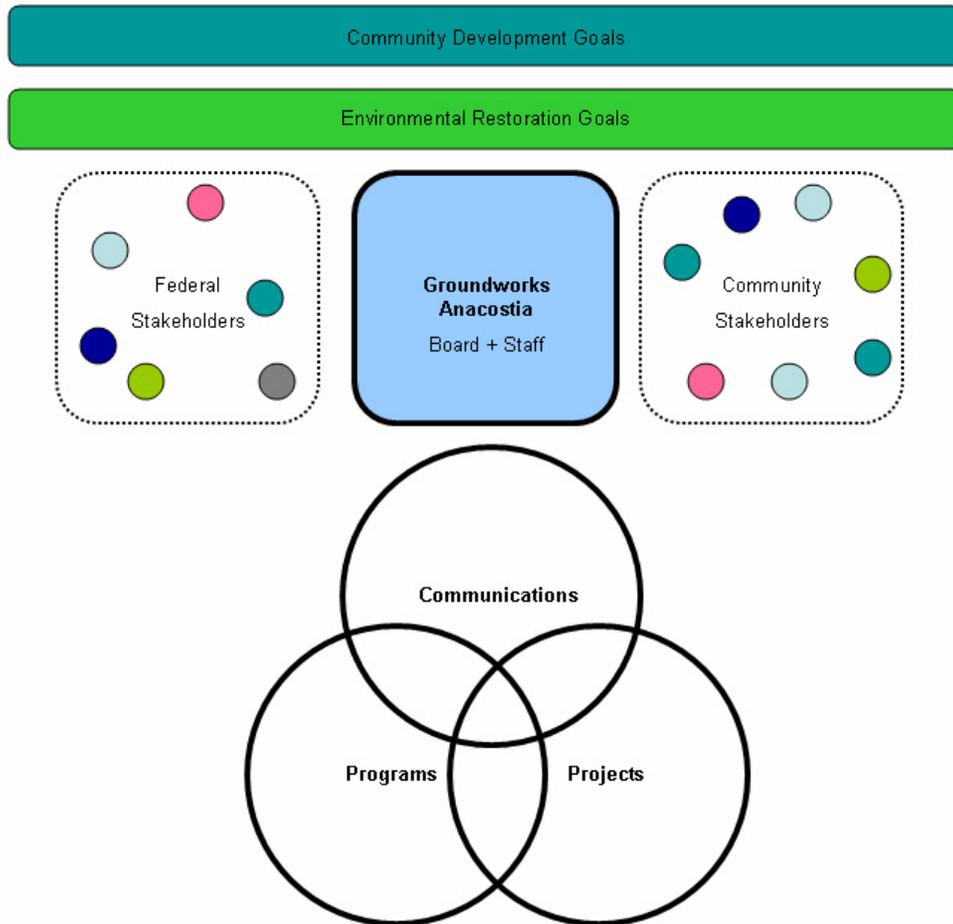
- GVAR DC is a unique community-based non-profit organization with an important alliance with the National Park Service (NPS) and the Environmental Protection Agency (EPA) in a community setting that is distinguished by both rich cultural history as well as unusually high degrees of federal land ownership.
- GVAR DC has a incredibly wide network of federal, local, and community stakeholders. Primary federal stakeholders include: 1) National Park Service; 2) Environmental Protection Agency; 3) Army Corps of Engineers; 4) U.S. Department of Transportation; 5) Federal Highway Administration; 6) U.S. Arboretum; 7) Department of Agriculture; and 8) the U.S. Navy. GVAR DC's primary local stakeholders include: 1) thousands of neighborhood-based citizen stakeholders; 2) scores of other neighborhood-based organizations; 3) multiple District of Columbia government agencies; 4) Prince George's County government agencies; 5) Washington Metropolitan Area Transit Authority (WMATA); 6) Pepco; 7) DC Water and Sewer Authority; and surrounding private developers, among others.
- The mission of the GVAR DC is path-breaking in its utilization of environmental restoration goals as a vehicle for community development. GVAR DC puts the restoration of the Anacostia River at the center of the community. The

restoration of sites along the river is the basis for establishing a nexus of community engagement.

- GWAR DC's relationship with the federal government and its direct connection to the community form a unique framework for its activities, creating a basis for both direct engagement in mission-driven projects as well as a vehicle to dramatically leverage ongoing federal activities and investments in the community.
- As an organization receiving administrative support and funding from both the EPA and the NPS, GWAR DC is in a position to conduct community-based activities in a manner that introduces unprecedented triple-bottom-line synergies between federal stakeholders and positive community-based outcomes. Furthermore, when GWAR DC obtains administrative independence as a locally registered 501(c)(3) entity, it will have the ability to act in a highly entrepreneurial manner by engaging local business entities in providing a variety of services related to environmental stewardship.
- GWAR DC has the potential to perform a variety of critical "bridging" functions by engaging both the federal entities active in the community as well as many community-based stakeholders, including local businesses. GWAR DC's activities include: 1) communications; 2) community programs; and 3) capital projects.
- As a recently formed entity, GWAR DC is still in an initial capacity-building phase. Yet, the strategic formulation of its mission, its stakeholders, and its impressive leadership give it many strengths to work with.

Strategic Engagement Diagram

GWAR DC is strategically positioned between federal agencies and neighborhood stakeholders and is governed by community development and environmental restoration goals. Its work program includes strategic communications, educational programs and projects which directly engage stakeholders, as illustrated in the diagram below.



Challenges

As with any new organization, GWAR DC also faces certain challenges, listed below. The panel is confident that none of these is insuperable, and indeed was pleased to see that the organization's leadership is already cognizant of many of these challenges; nonetheless, the panel finds it worthwhile to enumerate them here, so that they may always be kept in mind.

- Finding a balance between its far-reaching mission and its limited internal capacity to commence work under the mission.
- As a start-up community-based organization, GVAR DC must gain recognition in the larger neighborhood community and in the community of federal players.
- GVAR DC is beginning its operations in a most challenging economic environment for fundraising.
- GVAR DC will need to communicate effectively with diverse players and leverage opportunities and partnerships.
- The physical disconnect between residents and the Anacostia River and much of the open space east of the river is both a challenge and an opportunity.
- GVAR DC's mission to connect residents to the river is one that inspires people within the community and beyond to action; it is also an enormous challenge.

An Operational Blueprint for Success

The panel spent a considerable amount of time developing an operational framework aimed at ensuring that GWAR DC will be a sustainable organization over the long term and that it has the internal capacity to achieve its goals. In this early phase of operations, GWAR DC must focus its efforts in three key areas:

- 1) building internal operating capacity;
- 2) establishing and leveraging external relationships; and,
- 3) assessing potential opportunities.

Build Internal Operating Capacity

Panel members enthusiastically agree that one of Groundwork Anacostia River DC’s greatest assets is Dennis Chestnut, the organization’s founder and Executive Director. Dennis has the vision, the will, the passion, and the community support needed to lead this new but already visible organization. But in this early phase of operations, the needs are great and the internal capacity is limited.

The panel developed a framework to help GWAR DC identify its organizational needs and build its internal capacity. The top row of the sample table below--*Groundwork’s Organizational Capacity Matrix*—shows the internal resources Groundwork will need to have at its disposal to accomplish its goals: paid staff, a board of directors, and a network of committed volunteers. It is likely that in the start-up phase of operations, GWAR DC will operate on a lean budget and paid staff will be limited to the Executive Director. The success of this community-based organization will depend as much on the strength of the board of directors and the network of volunteers as it does on the leadership of the Executive Director.

Groundwork's Organizational Capacity Matrix

Organizational Needs	Unit	Staff			Board of Directors			Committed Volunteers			Total	Goal	Adjust?
		Dennis	Staff B	Staff C	Member A	Member B	Member C	Volunteer A	Volunteer B	Volunteer C			
Resource													
Time	Hrs, WDs											TBD	Y or N
Financial Contribution	\$\$\$\$											TBD	Y or N
Direct													
Indirect													
Connection to Partners/Stakeholders	Y or N										Total Yes's	TBD	Y or N
NPS													
EPA													
Citizens													
Political													
Etc (Add more)													
Etc (Add more)													
Key Skills	Y or N										Total Yes's	TBD	Y or N
Legal?													
Grant w riter?													
Accounting?													
Technical skills?													
Etc (Add more)													
Etc (Add more)													

GWAR DC should continue its work in putting together a hands-on entrepreneurial board of directors that brings financial resources, connections to key partners and stakeholders, and a variety of important skills to the table. The board should reflect the community as well as the needs of the organization, and should include only individuals who are truly willing to contribute their time and expertise to move forward with implementing the mission. The first step in planning the composition of the board of directors and reaching out to the community for volunteers is an assessment of organization needs-- identify the needed strengths, resources, and skills, and select board members and volunteers that bring these qualities and are willing to commit the time and energy to work together for a common cause.

Establish and Leverage External Relationships

GWAR DC will begin its official operations with strengths that most other community-based organizations never achieve: backing from federal and local agencies, affiliation with a national network of similar organizations, and a mission that aligns with community, government, and private sector interests. These relationships and resources should be identified, nurtured, expanded, and leveraged. GWAR DC's ability to undertake new opportunities will depend in large part on building strategic partnerships and tapping into external resources. The panel suggests a three-step process for developing external relationships that will help implement GWAR DC's mission.

Identify Potential Participants. This can be as simple as listing organizations that might share common interests with GWAR DC. Examples include Pepco, the District Department of Transportation (DDOT), the Mayor's Office, City Council members, the District of Columbia Office of Planning, the District of Columbia Department of the Environment, and Washington Metropolitan Area Transit Authority (WMATA).

Define Capacity of Partners. GWAR DC should identify and target potential activities, funding, and mutual benefits that be developed with each of its existing and potential partners and collaborations. A partner such as EPA that provides funding, connections, and other valuable resources can become a powerful part of GWAR DC's brand or identity. Taking a cue from Groundwork USA, GWAR DC could create instant credibility by including a reference to its partnership with EPA and NPS on business cards and letterhead stationary. As GWAR DC's Executive Director and steering committee clearly understand, the key to building great partnerships is identifying common interests and understanding how each partner can help the other achieve its mission by working together. Participants might be long-term partners and sources of funding, or specific collaborations in activities or projects.

Initiate Outreach and Relationship Building Campaign. Having systematically identified potential partners and supporters, GWAR DC will be ready to engage in a campaign of outreach and relationship building. Action items include writing letters to all prospective partners letting them know about GWAR DC's mission, supporters, accomplishments, and potential collaborative projects. The panel views this as building

a business development database. The database will allow GWAR DC to track players and organizations interested in bringing environmental, economic, and social sustainability east of the Anacostia River. The database should track their expertise, sources of funding, type of programs they are interested in, and ideas for how these interests might align with GWAR DC. GWAR DC's board of directors and network of volunteers will be essential resources in building mutually beneficial relationships with these organizations.

Assessing Potential Projects

Because Groundwork Anacostia River DC has a big mission that aligns with many community, city, and federal interests, the organization's biggest challenge during its initial phase of operations will be deciding which of the many available opportunities to undertake. To help GWAR DC determine which opportunities to invest its energies and resources on, the panel developed a methodology for assessing the value and viability to the organization of potential projects. To stay focused and disciplined, GWAR DC should determine the following items for every prospective project. Thinking through these pros and cons can also help GWAR DC identify more feasible and beneficial approaches to a given opportunity, such as phasing a project over time. Two case study examples of assessing real-world projects using the panel's decision template are presented below.

- Does the project align with GWAR DC's mission?
- Will the project produce a positive educational, environmental, economic, or social impact on the community?
- What resources will be required to complete the project from start to finish? Are these resources available?
- What is the realistic timeframe for project delivery?
- What are the partnering opportunities for this project?
- Would this project help establish valuable new relationships?
- What constraints might challenge the viability of the project? Examples include time consuming or expensive legal requirements to meet, detrimental environmental impacts, and the likelihood of cost overruns.
- Will the project enhance GWAR DC's visibility and public relations?
- What will GWAR DC's role be in the project? Being the project lead, partner, community stakeholder, or liaison has very different implications for resources required to complete the project.

Project Assessment Example #1: Parkside Center Building Renovation



Aerial View of Front (from North)



Potential Front Elevation



Existing Front Elevation

- Potential Improvements**
- 1 Groundwork Sign - Local Artist Produced
 - 2 New Front Door
 - 3 New Double Glazed Operable Windows
 - 4 Exterior Paint - Low V.O.C.
 - 5 Native Landscaping
 - 6 Demonstration L.I.D. Treewell

Groundwork Anacostia River DC

Potential Parkside Center Renovation

*Preliminary Concept Sketch
Draft May 2009*

As seen in the above illustration, provided to the panel by GVAR DC in their briefing materials, the organization is considering renovating a vacant two-story building in the Parkside project into a green building that would provide space for a community daycare center as well as office space for itself. The grounds would be converted to a community garden that would engage and educate young and older people alike. The building and the garden would serve as a demonstration project for green building technology, organic gardening, and environmentally friendly landscaping methods, such as a rain gardens.

Following is the panel's assessment of this project using the decision template described above.

- Alignment with GVAR DC's mission?
 - The building and grounds are vacant and a blight on the community;

renovation and reuse align with the mission.

- The project has excellent educational and community engagement opportunities.
- Operating a daycare center is not one of GVAR DC's core competencies, nor is it central to the mission.
- Impact on the community?
 - Parkside is not an ideal location for GVAR DC's office in the near term. As a young organization not yet known to the community, it would be best to select a visible location in a well-populated, pedestrian-friendly location.
- Resources required?
 - Implementing the full vision for building renovation and community gardens will require significant time and cost. Renovating an existing building can be more complicated and costly than new construction; multiple consultants will be required.
- Time to deliver?
 - Full project has a long timeline; two to five years is likely
 - Community garden and rain garden has a much shorter timeline and could be started quickly.
- Potential partnering opportunities?
 - Gardening companies
 - D.C. Department of Housing and Community Development
 - Private and nonprofit developers
 - Remediation partner to remove lead in the ground
 - Landscaping partners
 - Daycare provider
 - D.C. Department of Parks and Recreation
 - U. S. Green Building Council (USGBC)
 - America's Promise Foundation
- Other potential constraints?
 - Title issues
 - Permitting and approval process
 - Insufficient space and building configuration to mix daycare and office uses
 - Unanticipated costs inherent in adaptive reuse of older buildings
 - Parking requirements
 - Need a market demand study to ascertain demand for a daycare center
 - Need an environmental site assessment
 - Long-term management of building, daycare center, and gardens
- Proposed execution strategy:
 - Phase the project. The opportunity cost of developing the full vision now might outweigh the benefits.

- Begin working now with the D.C. Department of Housing and Community Development to use the grounds for a community gardens.
- Lease interim office space in a visible, accessible location (pedestrian and vehicular), perhaps near a park to reinforce GWAR DC's mission.
- Longer-term, when Parkside achieves a critical mass of residents and businesses, this location might be a good location for GWAR DC.

Project Assessment Example #2: Gateway Park at Parkside

As shown in the photo above for the potential Parkside Center renovation (labeled as "Future Park"), GWAR DC also has an opportunity to design, build, manage, and program a Gateway Park at Parkside, on lands that would be donated by City Interests, LLC. The panel also took this potential project through the proposed decision template:

- Alignment with mission?
 - Strong alignment with educational and environmental goals
- Impact on the community?
 - Excellent potential to be a true community park; no NPS or DPR restrictions on potential uses
 - Accessible by the new pedestrian bridge from the Deanwood Metro Station over Kenilworth Avenue freeway (I-295).
 - Close to schools
 - Provides a focal point from the existing neighborhood, the Metro Station, and Kenilworth Avenue.
- Resources required?
 - Obtain 501(c)(3) status
 - Obtain control of the land from City Interests, LLC
 - Funding for park design and phased improvements
- Timeline for phased delivery?
 - Six months to ten years
- Partnership opportunities?
 - Private developer
 - Community groups
 - Schools
 - Pepco
- Potential constraints?
 - Liability issues
 - Possible brownfield site requiring remediation
- GWAR DC role?
 - Project lead

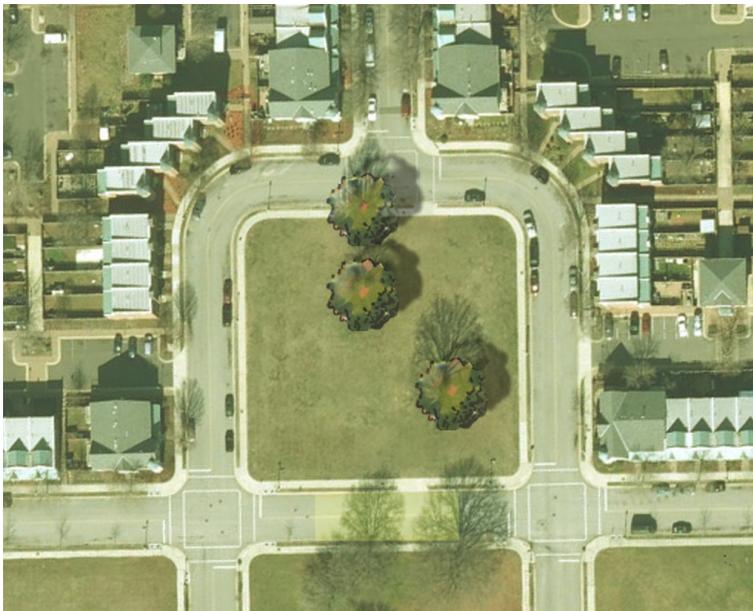
- Proposed execution strategy:
 - Use the park now! This is an excellent opportunity for GWAR DC to begin to build its own identity and to create a community park. There is no need to commission an expensive long-term plan for the park or wait until the full vision can be implemented. Start small by programming community activities and go from there. The park will evolve along with GWAR DC and the surrounding community.
 - Obtain 501(c)(3) status
 - Take title to the land
 - Conduct environmental testing
 - Get advice about potential liability issues and take appropriate action.
 - Begin planting
 - Program community activities
 - Add elements such as tree plantings, pavers, and site furniture over time as funding and community involvement grows.

Phased Implementation and Design of Gateway Park

The panel developed concept graphics illustrating how the design and implementation of the park can evolve over time.

Phase I

As noted previously, GWAR DC needs to take control of land and conduct environmental testing. It is also important to begin engaging with potential stakeholders and partners for later stages of developing and maintaining the park. Community engagement with the park can begin almost immediately through educational and social activities.



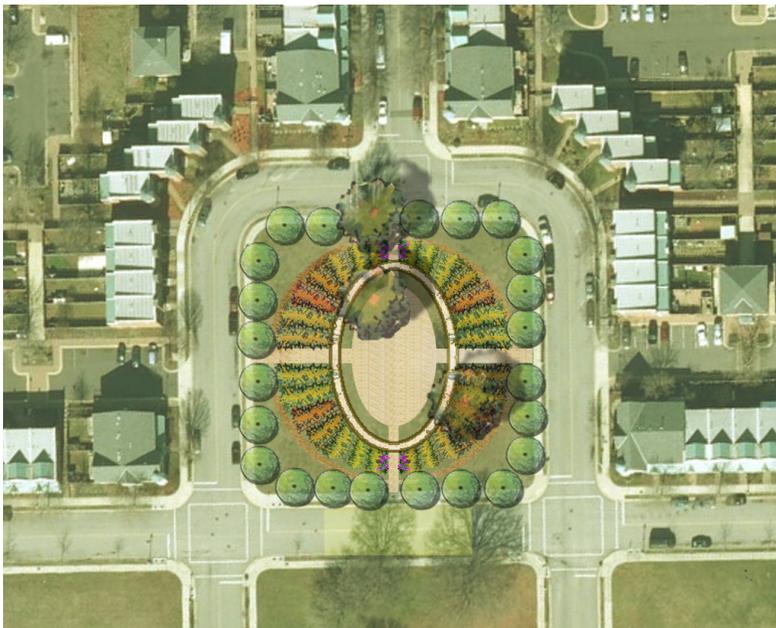
Phase II

The next stage of development might be adding trees around the perimeter of the park to begin to define the park space.



Phase III

Planting a community garden is an inexpensive way to bring more people into the park, create educational and social opportunities, and populate the space with plantings.



Phase IV

Adding pavers creates greater opportunities for community activities, such as a farmers market and barbeques.



Phase V

A future phase might bring in benches, tables, and umbrellas, further defining the park as a community gathering place.



Phase VI

Flowering trees and landscaping will add beauty and more shade, as well as more intensive maintenance requirements.



Phase VII

A final phase could add a focal point such as a fountain or sculpture.



This hypothetical example points out a few of the many wonderful opportunities for Groundwork Anacostia River DC to make this Gateway Park a visible product of its mission and growth.

Conclusion

The panel strongly believes that Groundwork Anacostia River DC is an organization with the right mission, at the right time, in the right place. As illustrated by the two case studies presented above, the issue will not be a lack of opportunities to implement its mission. Rather, the greatest challenge will be the potential to get lost in a sea of opportunities. GWAR DC needs to be extremely selective about the projects and activities it undertakes, focusing its limited resources on projects with multiple benefits and achievable goals, while at the same time building its organizational capacity as outlined in this report.

About the Panel

Peter R. Crowley (Panel Chair)
LandDesign
Arlington, Virginia

Joining LandDesign in 1979 and establishing the Alexandria office in 1983, Peter Crowley is Partner and President. Mr. Crowley participates in multidisciplinary teams domestically and internationally, with the stated objective of creating a balance between market forces and design aspirations.

With 32 years experience, Mr. Crowley has used his planning skills to craft a wide variety of compelling projects involving town planning, urban infill, mixed-use, and master planned communities. He actively advocates aligning client needs with market conditions, bringing stakeholders together, embracing and sustaining the environment, and differentiating a place to engage the user. And his dedication to creating memorable space and developing community through design has been an integral part of the firm's development and the marketable success of our clients.

Over the last five years, Mr. Crowley has been active on projects in China, the Middle East, Africa, and Latin America. He also continues to focus in the United States in the Mid Atlantic and Southeast on transit-oriented development, town center design, and innovative master-planned communities. Among his most notable projects are Moorefield, a 600-acre transit-oriented mixed-use development that includes four distinct neighborhoods tied together by a uniform design theme, and Wuhan Research Park, a 2,234-acre mixed-use university and software research park west of Shanghai in China.

Mr. Crowley earned a Bachelor of Landscape Architecture from the University of Georgia and is a registered landscape architect in Virginia, Connecticut, Delaware, Maryland, North Carolina, New York, and New Jersey. He is also a member of several professional organizations, including the American Society of Landscape Architects, Urban Land Institute, and American Planning Association.

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Uwe is an urban design and development professional with over 15 years of experience in the planning, design and construction of new buildings, public infrastructure and the urban landscape. He currently serves as Managing Director of Initiatives at the Urban Land Institute (ULI).

Prior to ULI, Uwe served as Vice President at the Anacostia Waterfront Corporation, where he oversaw a \$175 million public infrastructure program, and as Project Manager of the national award winning Anacostia Waterfront Initiative, an unprecedented public-

private partnership between the District of Columbia, the General Services Administration, the U.S. Navy, and the National Park Service to redevelop and restore the shores of the Anacostia River in Washington, D.C. Prior to public service, Uwe practiced architecture and urban design in New York City, where he managed urban redevelopment projects in Buffalo, Philadelphia and New York City. Uwe is a Fulbright Scholar and completed his bachelor degree in engineering at Dartmouth College and Master of Architecture at Harvard University's Graduate School of Design.

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Linowes and Blocher, LLP
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Yum Yu is an Associate in the firm's Land Use Group. She assists local, regional, and national clients in matters involving zoning, subdivision, special exceptions, variances, building permits and other approvals, and related facets of the development process. Previously, she was also in the Real Property Taxation Group where she analyzed annual or triennial assessments and initiated the appeal process when assessments appear unjustified or excessive.

Yum Yu received her J.D., with honors, from the University of Maryland Law School and her Bachelor of Science, 1996, magna cum laude, from the University of Maryland. She is a member of the Maryland State Bar Association, Montgomery County Bar Association, District of Columbia Bar Association, American Bar Association, Asian Pacific American Bar Association, Maryland and D.C. Chapters, chairperson of Judicial Nominations Committee (Maryland), Maryland-National Capital Building Industry Association, Urban Land Institute, Washington District, Membership Committee, and the Commercial Real Estate Women, Suburban Maryland Chapter, Board of Directors, Programs Committee. Her community affiliations include the Foreclosure Prevention Pro Bono Project, Homeless Persons Representation Project, National Center for Children and Families, and the Maryland Volunteer Lawyers Service Tax Clinic.

Mark Field
Washington, D.C.

Mark Field has over eleven years of experience in the commercial office and retail real estate industry. He has worked in a development and asset management capacity at the local offices of Jones Lang LaSalle, Combined Properties, and B.F. Saul Company, and previously at Archon Group in Dallas. Most recently, Mark managed the redevelopment of a 600,000 square foot LEED Silver office project in Alexandria, Virginia. Mark earned a Masters and Bachelors degree in structural engineering from Stanford University and an MBA in finance from the University of Maryland.

Jeffrey L. Hinkle
National Capital Planning Commission
Washington, D.C.

Jeff Hinkle joined the National Capital Planning Commission as a community planner in 2001. Within this role he has managed the development of multiple plans, research documents, and policy analyses including the annual Federal Capital Improvements Program, the Federal Workplace element of the Comprehensive Plan for the National Capital, and the CapitalSpace initiative (a joint federal/District study of parks and open space within Washington, D.C.). Prior to joining NCP, Jeff worked as a senior planner for the Chicago Transit Authority and a redevelopment specialist for the City of Scottsdale, Arizona. Jeff has an undergraduate degree in planning from Arizona State University and a Master of Public Policy from American University.

Dusty Rood
Rodgers Consulting, Inc.
Germantown, Maryland

Dusty is a Principal and Environmental Team Leader for Rodgers Consulting, Inc., where he is responsible for oversight and coordination of the environmental regulatory and sustainability aspects of the firm's land development projects.

He has been involved with all aspects of natural resources and environmental management for land development projects, including residential, commercial, recreational facilities, places of worship, and mixed-use projects. He has testified as an expert witness at numerous Planning Boards and other public forums in and around metropolitan Washington and continue to be involved in Forest Conservation, Environmental, and Land-Use policy in various counties, municipalities and the State of Maryland. I have been accepted by the Montgomery County, MD Hearing Examiner as an expert witness on matters of Environmental Planning, Forest Conservation, and Water Quality in July 2002.

Dusty is a graduate of Green Mountain College, with a B.A. in Environmental Studies, and holds the following professional qualifications: American Institute of Certified Planners (AICP), U.S. Green Building Council: LEED Accredited Professional (LEED AP), State of Maryland: Qualified Professional for Forest Conservation per COMAR 08.19.06.01, State of Maryland: Green Card – Sediment Control Certification, Green Advantage Commercial Green Building Certification.

Joanne L. Shelly
Burt Hill
Washington, D.C.

Joanne Shelly joined Burt Hill in 2004 bringing more than 10 years of experience on public/private and residential projects. Her past experience included working with various government bodies to design and implement planned urban developments, infrastructure improvements including sustainable stormwater systems and streetscapes. Joanne worked in Burt Hill's Dubai office assisting with the organization of the Dubai site department, and then in 2006, Joanne expanded the site department from the Pittsburgh office to Washington D.C., where she leads the site group, using her

master planning background coupled with her understanding of the built environments to develop master plans which can be successfully implemented. She is a member of the Planning Information Modeling technology research group at Burt Hill. As a LEED Accredited Professional and a member of Burt Hill's Corporate Sustainability Team she has focused project efforts on economically, ecologically and humanistic design practices. Joanne has been involved in a series of public / private projects working as the lead designer for the Noisette Company and the City of North Charleston. Her team won an ASLA President's award for a project which showcased sustainable design practices. In 2006, she presented the sustainable design aspects of the Oak Terrace Preserve project, a workforce housing project for the City of North Charleston and Noisette Company, at a ULI LID workshop.

In Michigan, Joanne worked as a planner on several public/private partnership teams. Her responsibilities included coordinating efforts between the developer, the municipality financial partners, the design team and the various permitting agencies. She also participated in the Detroit Mayor's Land Use Task Force Initiative, as a member of the AIA, Urban Priorities Committee. Prior to joining Burt Hill, Joanne lived in Stuttgart, Germany where she was beginning studies in City Planning at the University of Stuttgart. More recently Joanne has worked with the Washington Architectural Foundation to provide programming and schematic design services.

Joanne received her Bachelor of Science in Landscape Architecture from Penn State University, is US Green Building Council, LEED Accredited Professional, and is a member of the American Society of Landscape Architects and Full Member of the Urban Land Institute.

Timothy M. Thornton
Bay Area Economics
Washington, D.C.

Tim supports Bay Area Economics' (BAE) Washington, D.C. office, bringing a strong grounding in real estate development and finance, and serving clients ranging from developers, local governments, and housing authorities to state agencies and federal development authorities. He has an expertise in market feasibility and financial analysis of a wide variety of land uses, and experience conducting a broad range of other analytical services including fiscal impact analysis and economic development strategy.

He is currently conducting a detailed financial analysis of the transfer of Fort Monroe from the U.S. Army to the Commonwealth of Virginia under BRAC, including the financial feasibility of adaptive reuse of historic residential and administrative buildings. He is also working with the Maryland Department of Transportation (MDOT) and the Washington Metropolitan Area Transit Authority (WMATA) on a market and financial analysis of the Wheaton Urban District, including redevelopment strategies and public-private partnership opportunities. He is also preparing a market analysis for transit-

oriented development (TOD) opportunities at the Martin State Airport MARC station in Baltimore County, MD.

Other recent engagements include the evaluation of retail, housing, office, and entertainment opportunities to revitalize downtown Portsmouth VA, and the financial feasibility and fiscal impact analysis of potential redevelopment of existing industrial uses in Alexandria, VA. He also recently completed a market and financial analysis of mixed-use development in proximity to the Aberdeen, MD Amtrak/MARC Station resulting from an influx of relocating households and employees as nearby Aberdeen Proving Ground expands under BRAC. He also assessed market opportunities for new residential uses on an underutilized parcel for the Norfolk Redevelopment & Housing Authority (NRHA), including the market acceptance of green residential construction in the local market.

Prior to joining BAE, Tim worked for RCLCO, another urban economics consulting firm, where he formulated strategies to redevelop large mixed-use sites, position retail centers, and optimize master-planned communities and other residential products. Tim earned a B.A. in Economics and Business from Lafayette College, and an M.B.A. from Rice University. He is an active member of the Urban Land Institute (ULI) and the Congress for the New Urbanism (CNU).