



A Technical Assistance Panel Report

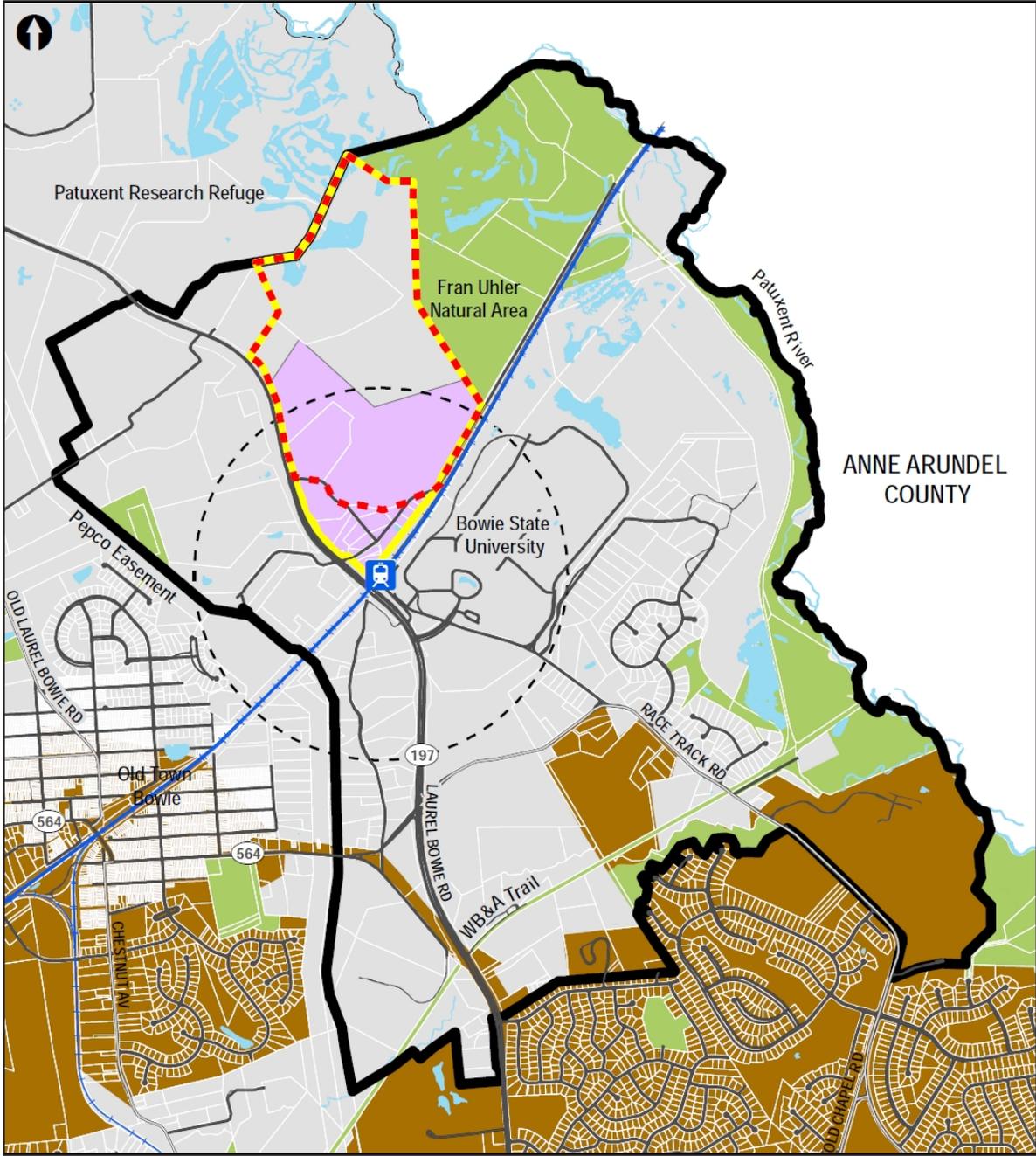
Bowie State MARC Station Area

Sponsored by:

Bowie State MARC Station Development Board
and

Prince George's County Planning Department
The Maryland-National Capital Park and
Planning Commission

October 17-18, 2011



- City of Bowie
- Bowie State MARC Station Sector Plan and SMA
- Study Area
- County-owned Property
- Study Area / Bowie State MARC Station Community Center
- Bowie State MARC Station
- Half-mile Radius
- Water Body
- M-NCPPC Parkland

0 0.25 0.5 Miles

Bowie State MARC Station Area

Prince George's County, MD

October 17-18, 2011
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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 30,000 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 offering 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

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The panel would also like to again thank the Hon. Ingrid Turner, Prince George's County Council Chair; as well as Boyd Campbell, Bowie State MARC Station Development Board Chair; Albert G. Dobbins, Deputy Director, Prince George's County Planning Department, M-NCPPC; Wade Henley, Director of Auxiliary Services, Bowie State University; Pat Keller, Deputy Chief Administrative Officer, Maryland Transit Administration; Vaughn Lewis, Regional Planner, Maryland State Highway Administration; Dr. Richard L. Lucas, Jr., Vice President of Institutional Advancement, Bowie State University; Gwen McCall, President & CEO, Prince George's Economic Development Corporation; Kierre McCune, M-NCPPC, who served as Project Leader for the Bowie State MARC Station Sector Plan; Joe Meinert, Director, Department of Planning and Economic Development, City of Bowie; Steve Paul, Associate Director, Redevelopment Authority of Prince George's County; and Aubrey D. Thagard, Assistant Deputy Chief Administrative Officer for Economic Development and Public Infrastructure, Office of the County Executive, Prince George's County; for their additional briefings to the panel, both during the tour and afterwards, which provided a comprehensive view of all of the efforts being undertaken by the various public sector stakeholders, within both the study area itself and those areas which impact it.

The findings and recommendations provided in this report are based on the collective expertise of the panel, along with the briefing materials, and information gleaned from the tour, stakeholder presentations, and roundtable discussions conducted during the panel's one and one-half day effort.

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Foreword: Overview and Panel Assignment

The Bowie State MARC Station Development Board (referred to hereafter as the “Board”) consists of 13 members appointed by the Prince George’s County Council in February 2011, to help implement the recommendations of the 2010 Approved Bowie State MARC Station Sector Plan and Sectional Map Amendment. Its members represent public, private, and University interests. The Board is staffed by the Council Administrator’s Office and the Prince George’s County Planning Department.

The Board is tasked with crafting recommendations for the future of approximately 219 acres of county-owned land located adjacent to the Bowie State MARC Station and Bowie State University. The 219 acres comprise the majority of the 243.5-acre study area—the subject matter of this Technical Assistance Panel (TAP). The Board’s charge includes refining the development and phasing program proposed by the approved sector plan and identifying potential funding sources and implementation strategies. The Board’s efforts will support the preparation of a Request for Developer Interest (RFI) and/or Qualifications (RFQ).

To assist with formulating its recommendations and determining the overall economic feasibility of the sector plan’s proposed development program, the Board decided to engage a TAP from the Urban Land Institute-Washington District Council.

Questions to be Addressed by the TAP:

Development Program for the Center

- The approved sector plan recommends future uses for each of the three focus areas (neighborhoods) within the proposed development center at the Bowie State MARC Station. Given current and projected short-range market conditions and the University’s expansion timeline (in terms of both its physical campus and academic programs), which land use elements should be the highest priority for the initial implementation phase? Which elements of the plan can serve as catalysts to influence future development phases?
- The approved sector plan recognizes that the ultimate development of the center, together with the expansion of Bowie State University, will occur over the long term and through multiple phases based on market conditions and public and private financing availability. How should the phasing of the center proceed?
- The recommended development programs for the three focus areas that will form the future center include a range of opportunities for new residential development. Which residential development types should be a high priority? Can proposed residential development capture future residents from the surrounding community and the University faculty and student populations? Will

there be opportunities for private developers to form partnerships to pursue residential opportunities that will appeal to a range of households?

- The plan recommends that future office space be constructed that could serve a wide range of both University and private sector tenants, including office space for research and development. What will be the short and long range feasibility of developing office space for research and development and related uses? What is the feasibility of private sector office space development that can also serve the needs of the University, including future academic offices, classrooms and laboratories? Are there successful local and regional examples? Would a government office (federal, state, or county) tenant be important to enhancing the feasibility of private office development?
- The plan defines the potential for the center to provide space for a number of facilities that will serve the university student body, including a convocation center and fitness facility. What will be the feasibility for these facilities as potential joint University and private sector development projects? Will these facilities add value to the short and/or long range phases of development of the center?
- The plan also proposes the addition of supporting retail, hospitality, and related space, including a 20,000 square foot grocery store. How should supporting retail space be addressed as part of a phasing plan for the center development? Will there be short-term potential for vertical mixed retail and residential development? At what phase in the development program should a grocery store be considered? When and what type of hotel development will be feasible for the center development?

Supporting Infrastructure

- Significant public and private investments in infrastructure improvements will be necessary to support the plan's development objectives. Many of those investments are identified by the sector plan's Action and Phasing Plan. Which infrastructure investments will need to proceed and/or be concurrent with the initial phases of development? Which infrastructure investments should be funded by the public sector, private developers and/or the University? What will be the appropriate funding mechanisms to support infrastructure investment to support short- and long-range development?
- The Plan recommends a number of improvements to the MARC station facility to increase accessibility and safety, support growth in transit ridership and intermodal connections, enhance the station's physical appearance and environment, and provide physical and visual connections between the University and the future community center. What, if any, are the opportunities for joint

MARC and private development? If there are opportunities for joint development, how can those opportunities leverage station revitalization and improvements? How should those opportunities be pursued as part of the overall development phasing plan?

Public-Private Partnerships

- The Development Board will advise the County Council on the future disposition of the property that is proposed for development as a mixed-use community center. The Board is considering the structure of a Request for Developer Interest (RFI) and/or Qualifications (RFQ). What alternative structures and approaches should the Board consider in terms of issuing an RFI or RFQ? Should the Board consider issuing an RFI or RFQ for a master developer or for separate developers for each phase?

Market Potential

For those who are already familiar with Bowie State University, its picturesque campus and surroundings, and its well-regarded programs in education, nursing, computer sciences, and other disciplines, it may come as no surprise that the panel's initial and most important finding is that the university can and must be the driver for any near-term demand within the study area. The MARC station itself is an important amenity, to be sure, and linkages must be improved between the university and the station so that they may better complement each other, but with only 500-600 riders boarding the train at the Bowie station each weekday—and with service limited to such weekdays—the MARC station itself cannot be expected to serve as the type of catalyst for transit-oriented development that a Metrorail station would.

The panel's belief that the university must be the catalyst for any new development may seem unremarkable at first, but on a closer look, this insight has far-reaching implications for the type of new development that can and should be expected within the area, the best means to attract it, and the timeframe for such. Unlike a transit-oriented town center, of which our region has numerous examples, this study area has a unique opportunity to serve as an example of a *university*-oriented regional asset, served by transit. Pivoting from this point, the panel looked at the market potential for various product types in the near- and longer-term.

Residential

As is almost always the case with TAPs, the panel began by looking at residential demand, based on the well-worn real estate premise that more residents generate more activity within an area and more “rooftops” for retailers to possibly follow. The panel does believe that some demand already exists for graduate student, faculty, and staff housing for those who would like to live closer to the campus; this opportunity would likely be satisfied by 100-125 units of multi-family, stick-built construction. Additionally, the panel could foresee a demand for approximately 50 units of an urban-style townhome/starter home product. Satisfying this demand offers the nearest-term opportunity for new development within the study area, and as such is a good starting point to build interest and help “prove-up” the market within the next five to ten years; this can especially be borne out if care is taken to recruit the right type of developers for such projects, i.e., those with proven track records for consciously incorporating place-making principles in their projects.

The bulk of new residential demand, however, will have to come from enrollment growth at the university, and the panel recommends that all possible efforts be made to realize such growth as expeditiously as possible. Moreover, for reasons discussed in the Planning and Design section of the report, the panel believes that where such growth in the undergraduate population can be accommodated with student housing, such

housing is likely best-suited to the university's land rather than the study area, although the panel would ultimately leave that decision to the market.

The panel readily concedes that there are many considerations involved in the state university system's decisions about enrollment growth at the various campuses, and numerous steps required to plan for and accommodate such growth. The panel also concedes that such decisions are both beyond the purview of their assignment and outside their collective area of expertise. It *is* within the panel's collective area of expertise, however, to note that the university's current enrollment of just under 6,000 students is insufficient to create the type of critical mass needed to anchor a larger project, and that ample, transit-accessible physical space exists to accommodate such growth on campus.

Most importantly, though, the many other public investments already made and building blocks already in place—which shall be discussed in greater detail throughout the report—merit such enrollment growth and facilities expansion. That is to say, unlike many other potential development sites within the region, where jurisdictions seek to create something out of nothing, a tremendous resource already exists here, but the maximum potential of the area cannot be realized without significant student enrollment growth, and the additional facilities and staff needed to serve such growth. Thus, the panel believes that it is in the best interests of the university, county, and state to work together to achieve such enrollment growth and maximize the university's, and in turn the study area's, potential.

Retail

Few, if any, renderings for new projects fail to include restaurant and café patrons seated alongside a wide sidewalk, with pedestrians of all ages strolling by. Such images immediately make the viewer feel that the project will be an active, lively space— one which they would like to have in their community, and to which they would like to go. Unfortunately, retail demand is finite and is further dependent upon high visibility and easy accessibility, so oftentimes such scenes are not realized. As the panel noted on its tour of the study area's surroundings, there is already a great deal of highly visible and easily accessible retail within the larger area, including Bowie Town Center. Moreover, many of these retailers are already highly-specialized, such that most niches are already filled.

To take but one example of what retailers typically look for before going into an area, grocery stores require least 30,000 rooftops within a three-mile radius. Already existing near the study area are a Safeway and Giant, which meet the needs of the average consumer, while a Mom's Organic Market caters to the "higher-end" market and an Aldi provides a discount option. Thus, even with the potential addition of residents and rooftops discussed in the residential section, it is very difficult to see how an additional larger-scale grocer or market could be drawn to the study area; rather, the panel can

only foresee demand for a hybrid/specialty grocer, such as a deli that provides staples or an expanded convenience store. On the restaurant side, the panel limits its projected demand to one smaller-footprint restaurant of approximately 2,500-4,000 feet, which could provide a casual dining experience.

A “Second Anchor”

A theme which will recur throughout this report is that of “putting the big rocks in first,” based on the parable of the professor who fills a jar first with rocks, then with pebbles, then with sand, and then with water, in order to demonstrate to her students that you need to start with the big pieces first, and then fill in with the smaller pieces as you go, in order to achieve the maximum potential and utility of a space. The university is undoubtedly the largest “rock” in this “container,” but in order to serve as a true anchor it must be bigger, and even then it will not be able to provide sufficient demand for some product types, as outlined above.

In the absence of a stronger existing market demand, the panel looked at what else could be done to seize the opportunities and potential afforded by this site, and concluded that a strong partnership is needed between the university, the county, and others to identify and attract a “second anchor” to the study area. This second anchor would need to be a use that both complements and strengthens the university and generates more demand for the type of retail and housing that are called for in the sector plan.

The following list of potential second anchors is certainly not meant to be exhaustive, but is rather meant to illustrate the concept the panel has in mind, of finding uses that complement the programs that currently exist at the university and those it plans to develop over time; that take advantage of other significant assets in the surrounding area; and that can help create additional market demand and thereby drive further development.

Lab School/Learning Center. Building upon one of Bowie State University’s greatest strengths, its highly regarded College of Education, the panel recommends incorporating a lab school and/or learning center within the study area, as indeed is called for in the Bowie State MARC Station Sector Plan. The panel did not delve too deeply into what form this should take, but it could conceivably include programs for lifelong learning including pre-kindergarten, kindergarten through 12th grade, and opportunities for adult and senior education. Such an anchor would not only tie in naturally with the university’s programs in Education, Behavioral Sciences and Human Services, and other fields, but would also serve importantly as a residential differentiator, offering an additional incentive to live within the study area. Such a facility could help create an inter-generational community, by attracting both families with school-age children and seniors seeking to take advantage of educational resources, in addition to the cultural and recreational opportunities afforded by the university.

Conference Center/Spa/Hotel. The panel views the 30,000 acre Patuxent Research Refuge as another key asset for the study area that can be leveraged for greater returns for both the study area, the university, and the county, with one possibility being a conference center/spa/hotel that would have the refuge as its “back yard.” The study area’s proximity to both Washington, DC and Baltimore (21 miles from Downtown Washington, DC, and 27 miles from Downtown Baltimore), and to other federal employment centers such as Fort Meade, as well as its MARC station, would also appear to increase the site’s appeal as a central meeting location. Moreover, our region is fortunate to be the home of best-in-class hospitality providers such as Marriott and Hilton, which could tie in with the university’s programs in business, including any future potential programs in hospitality or hotel management. Such a use would also stimulate additional retail demand.

Environmental Research Facility. Located within the Patuxent Research Refuge is the Patuxent Wildlife Research Center, which bills itself as a leading international research institute for wildlife and applied environmental research. As the bulk of the center’s facilities are closer to the Baltimore-Washington Parkway, the center is “so close, yet so far away” to the university, the study area, and the MARC station, resulting in a missed opportunity for all. A partnership between the U.S. Fish and Wildlife Service, Prince George’s County, and Bowie State University for an additional environmental research facility within the study area could provide an additional entrance into the reserve, as well as opportunities for students and faculty within the Department of Natural Sciences and researchers at the center to better engage with each other. Such a facility would also be well-paired with the conference center, discussed above, particularly one that is LEED Platinum or otherwise a model facility in terms of its environmental features.

Washington Redskins Training Facility. The panel is aware that the team management of the Washington Redskins has floated the idea of developing a new training facility with team offices somewhere within the Washington, DC region, and that numerous jurisdictions within the region are already vying for the facility. Although the panel cannot weigh in on the relative merits of all potential sites, it does find such a use to be a viable one for the study area, in that the facility would raise the profile of the area and thereby serve the “second anchor” role to attract additional development. Such a facility would also provide a complementary use to the university and its students, with potential practicum and career opportunities for students in nursing and business, as well as additional recreational opportunities, in the event that the facilities could also be used by students, faculty, and staff.

The panel provides some suggestions as to how such uses may be attracted to the study area in the Development Strategies and Implementation section of the report. In keeping with the panel’s contention that the university is the primary driver, though, the panel first spent its time focusing on how to create more functional and physical connections between the university, the study area, and beyond, as is discussed in the Planning and Design section that follows.

Planning and Design

As can be seen in the illustration on page 16 of the report, the panel did create a physical plan of sorts, but rather than showing where different uses should go, the panel focused on illustrating how different elements can work together and better connect, both physically and functionally. The most important of these connections are those between the university and the study area, as the panel believes the two must be intrinsically linked in order to achieve the maximum potential for both.

The panel commends the Bowie State MARC Station Sector Plan for also seeking to create greater connectivity between the two sites. The panel's recommendations may be seen to differ from the sector plan's, though, in the panel's focus on bringing the community to the university, rather than bringing the university to the community, which the sector plan appears to propose by exporting parts of the university, including a recreation center, convocation center, and 200,000 square feet of flex space, into the study area. At first blush, this may sound like a distinction without a difference, but it is actually quite important in terms of the planning and design recommendations that result. By again keeping the focus on the university, improving the accessibility to it, building it up and making it a lively, well-connected place, and then by encouraging others to come into the campus and discover what a special place it is—as the panel had the pleasure of doing—the study area receives the spin-off benefits of those individuals and potential anchor users who realize they want to be as close as possible to this incredible resource.

Walking outside of their meeting space in the Thurgood Marshall Library, the panelists were immediately struck by what a wonderful pedestrian experience that portion of the campus offers. As one of the panelists noted, many campuses are crisscrossed by streets, even in their interior, and thereby do not afford the opportunity for that essential college experience of wandering and getting lost in thought after leaving a class, or of safely walking and reading a book at the same time. The panel therefore focused on extending these opportunities, so that students could step off the MARC station and immediately find themselves in such an environment. Locating



Photo of Bowie State University, Campus Interior: "Walking outside of their meeting space in the Thurgood Marshall Library, the panelists were immediately struck by what a wonderful pedestrian experience that portion of the campus offers. . . . The panel therefore focused on extending these opportunities, so that students could step off the MARC station and immediately find themselves in such an environment."

university uses off-campus and within the study area would hamper this effort, particularly when there is a great deal of land already available, currently occupied by parking lots, between the university and the MARC station. Rather, the panelists sought to demonstrate how additional buildings, located on campus, could increase connectivity to the MARC station and the study area.

These additional on-campus buildings could include more undergraduate student housing, which would be beneficial in terms of

creating a more residential campus feel, adding greater vibrancy to the area throughout the day, and reducing the need for commuter parking. Although the panel believes that potential developers would also prefer an on-campus location for such a use to one within the study area, the panel defers to the market to make that call.



Photo of Bowie State University, Campus Interior

Given the current fiscal constraints on all levels of government, the panel decided not to rely on the MARC station being relocated farther north, as called for in the sector plan. Regardless, the panel did see the proposed station site as a good place to create an additional connection to campus, as seen in the following illustration. This connection could be strengthened by providing for future university growth in two new buildings, shown in blue and located on parcels currently used for surface parking.

The panel also noted that the university's facilities master plan calls for demolishing the Martin Luther King, Jr. Communications Arts Center, and replacing it with a new humanities building, within the next five years. The panel views this development as a much-needed opportunity to improve the connection to the current MARC station and the rest of campus; rather than closing the center of campus back off with the new building, however, the panel proposes extending the main quad out to the station, and placing the new buildings around it.

Panel's Illustration 1: Study Area, Bowie State University, and Surroundings

"... the illustration does not necessarily represent where the panel thinks the potential new uses should go; in the panel's opinion, the most important considerations are how the different pieces work together, i.e, how such uses connect to the university, each other, and other important resources such as the Patuxent Research Refuge."



Admittedly, such an approach does entail the removal of MARC parking on the east side of the tracks, and the dedication of such land to the university for these new buildings. The panel nonetheless encourages the state and county to work with the university to explore this option, given the better suitability of the land west of the tracks, with overhead wires, for such parking uses, and the pressing need to improve the connection between the station and the campus, in order to increase ridership. The panel also had questions regarding how much use is actually made of the parking on the east side of the tracks for MARC commuters, as opposed to how much is simply being used by students, faculty, and staff for parking that could be accommodated elsewhere.

In addition to creating better connections between the study area, the MARC station, and campus, the panel also focused on improving other regional connections for both the study area and the university, and to that end the panel recommends a bicycle and pedestrian trail system, as approximately shown by the green loop and arrows on the illustration. Given that Maryland Route 197 is such a wide roadway with a generous median, including the bridge that crosses over the railroad tracks, a bike trail and a pedestrian route can easily be accommodated there with little cost other than that for paint for re-stripping. Further trails could lead to amenities such as the river and other nearby bodies of water, as well as the WB&A trail, the City of Bowie, and around campus, tying together the green spaces that already exist—as well as facilities such as the exquisite new Fine and Performing Arts Center—and making them greater than the sum of their parts.

It bears repeating that where the study area itself is concerned, the illustration does not necessarily represent where the panel thinks the potential new uses should go; in the panel's opinion, the most important considerations are how the different pieces work together, i.e, how such uses connect to the university, each other, and other important resources such as the Patuxent Research Refuge. Determining where different uses will be located within the study area depends largely on which "second anchor" can be attracted there, as that big rock needs to be added to the mix first. The panel's recommendations for pursuing such a user are detailed next, in the Development Strategies and Implementation section.

Development Strategies and Implementation

As discussed previously, the first and most important step is for Prince George's County and Bowie State University to cement their working relationship, recognizing that attracting an anchor use or uses within the study area that complements the university and its programs, either those currently existing or planned, will create the best result for all parties involved. The best means for creating such a close working relationship is for each party to designate an empowered liaison so that there is a direct point of contact for each- someone who is familiar with the both the desired outcomes of, and the resources that can be brought to bear by, his or her respective party, and who can navigate all the departments involved on his or her end. A representative from the university will best know the university's core competencies and plans for the future, in terms of academic programs, student enrollment, facilities expansion—and potential sources of funding for such—and is in the best position to articulate those to the market. On the other hand, a representative from the county will be able to view the project within the county's larger economic development goals, and will be able to work to bring all possible public incentives to the table in order to facilitate the highest-quality project, as well as work with over governmental entities such as the state and the City of Bowie.

The panel cautions the county that it should anticipate needing to contribute more than just land in order to attract the type of second anchor discussed previously. In the current market, land is plentiful, so in order to maintain a competitive advantage for this location, the county will need to explore ways to incentivize the development, including tax abatements, upfront infrastructure funding and an expedited entitlements process, in the event that a highly-desired use presents itself. Such incentivization also includes not being overly prescriptive with the plan for the site, and instead working in a collaborative process. For its part, the university may be able to assist first-time homebuyers who are faculty or staff, in order to help create a market for more residential product. And, as mentioned previously, the university and county can both work with the state to seek expedited enrollment and academic program growth at Bowie State, in order to create a greater critical mass of students, faculty, and staff.

Once such liaisons have been put in place and established a working relationship with each other, the panel recommends that they simply go out and talk to potential developers, getting to know them, their track records, and their ideas for the site. Occasionally, these developers have direct connections to precisely the types of anchor users that the county and university may be seeking, and they may even have ideas of their own that have not previously been considered. The panel does not recommend the issuance of a Request for Proposals (RFP) until this process has been completed. Although the panel appreciates the fact that a great deal of work and thought has gone into the sector plan, the panel recommends selecting a partner, in the form of a Master Developer, and not a plan. The panel noted that there have been several instances where jurisdictions within our region have issued overly-prescriptive plans (e.g., you will

build a town center here, these are the buildings you will build, this is where you will place them, and these are how big they must be). In such instances, developers may bid on the project even if their vision differs, simply to gain control, creating a conflict from the beginning. A far better result for all involved will be one that is collaborative, flexible, and responsive to the market. If done right, the study area can link together the university and the natural areas that surround it and introduce them to the rest of the region, creating a truly regional asset from which all of us can benefit.

About the Panel

Douglas M. Wrenn (Panel Chair)

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Douglas M. Wrenn is a Principal with Rodgers Consulting, Inc., where he directs the firm's work on a broad range of urban planning and site development projects. Prior to joining Rodgers Consulting, Wrenn was the Director of Redevelopment Programs for Montgomery County, Maryland. He was responsible for the management of all aspects of the County government's participation in a \$400 million public/private partnership to revitalize downtown Silver Spring and the County's Redevelopment Office in Wheaton, Maryland.

Wrenn has many years of consulting experience as a land planner and urban development specialist. He has directed multi-disciplinary teams on large-scale community planning and urban redevelopment projects, for both public and private real estate interests. He established a national reputation for his work in urban waterfronts, initially as author of the Urban Land Institute's first book on the subject, and later as a planning consultant on numerous projects. He holds a BS degree in Resource Management and a Masters degree in Landscape Architecture, both from North Carolina State University. Wrenn is a member of the Urban Land Institute and is active in its Washington District Council. Wrenn sits on the district council's Advisory Board and is a member of its Technical Assistance Panel Committee.

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Valerie Aymer is a planner and landscape architect with AECOM, a leading full-services design and planning firm. Valerie has more than seven years of experience in Washington, New York, and Florida. Her focus is urban design and revitalization and community planning. Valerie earned a Master of Landscape Architecture from Cornell University and a bachelor's degree from Swarthmore College.

Hansel Bauman

Director of Campus Design and Planning

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Hansel Bauman is the Director of Campus Design and Planning for Gallaudet University in Washington DC. Mr. Bauman is also a founding partner of hbhm architecture and has

over twenty years of experience in planning and design of campuses and urban spaces and facilities for education, scientific research and industry in the United States, Europe and Asia. He formerly served as the senior site planner at the University of California's Berkeley Lab and has been an instructor of architectural design courses at the Southern California Institute of Architecture and at Gallaudet University.

Mr. Bauman is an emerging expert in the field of "Deaf Architecture". In collaboration with ASL Deaf Studies Department at Gallaudet University he established the DeafSpace Project in 2006—an ongoing research project exploring the design of environments based on Deaf cognitive and cultural ways of being. The results of this body of research will be published as a completion of architectural guidelines titled the "DeafSpace Design Guide" slated for publication in spring 2012.

Through private practice and his work at Gallaudet Mr. Bauman's work explores the intersection of architecture, culture, the senses and city making. In collaboration with the university community in 2009 he established the Gallaudet Innovation Lab—a concept for a creative and cultural destination for DC's creative industries, the University's unique cultural/intellectual resources and local residents in the Trinidad and Ivy City neighborhoods in Northeast DC. Recently the DC Office of Planning incorporated DeafSpace design concepts developed by Mr. Bauman into development plans for the Florida Avenue Market.

Joe A. Carrol, Jr.
Vice President
Lowe Enterprises, Inc.
Washington, DC

Joe Carrol is a Vice President at Lowe Enterprises Real Estate Group. Lowe Enterprises is a diversified national real estate company based in Los Angeles, California. Over its 37 year history it has developed, acquired and managed more than \$17 billion of real estate assets.

Mr. Carrol is responsible for the pipeline of residential development projects in Lowe's eastern region with special focus on mixed use/mixed income urban infill developments. In the Washington, DC area, he leads the development of Ft. Totten Square, a \$290 million multiphase mixed-use development proposed in Northeast Washington which he successfully led through recapitalization in late 2010. Over the years he has acquired deep expertise in emerging markets and the delivery of mixed income communities. His most recent activities include: the management and delivery and sale of CityVista, the \$250 million, 685 unit mixed use development anchored by a 55,000 square foot Urban Lifestyle Safeway located at 5th and K Streets NW and the acquisition of an office building in Wheaton that is now slated for major redevelopment.

Previous to joining Lowe, he was a consultant with Accenture where he spent 3 years in

the Financial Services Group providing expert advice to leaders at Fortune 200 Banks, Credit Card and Insurance Companies.

Originally from Jacksonville, Florida, Mr. Carrol is a graduate of Florida A&M University where he received his Bachelors of Science Degree in Civil Engineering. He is also a graduate of both Harvard Law and Harvard Business Schools which granted him a Juris Doctorate and Masters of Business Administration in 2006. He has been listed as 35 under 35 in Metro DC Real Estate and was honored as 4 under 40 in DC by a local philanthropy association. In 2010 he was honored as DC Developer of the Year by the National Organization of Minority Architects. He is an active member of Urban Land Institute, a leading real estate industry association and advises the local council on Workforce Housing Issues. He also serves on the Board of Directors of the Foster House. Foster House provides affordable housing to over 70 families in DC's Shaw Neighborhood. He is a member of New Bethel Baptist Church where is the Youth Ministry Leader, African American Real Estate Professionals and is admitted to the District of Columbia and Florida Bar.

Marisa Gaither Flowers
Owner and Managing Partner
Green Door Advisors, LLC
Washington, DC

Marisa Gaither Flowers is the Owner and Principal for Green Door Advisors, LLC. Mrs. Flowers combines real estate development experience in the private, public and non-profit sectors to provide a unique perspective to analyzing and managing the development process in complicated marketplaces.

Mrs. Flowers leads a wide array of GDA engagements including; market analysis for urban residential developments (market, affordable and senior product) and retail developments, financial and redevelopment implementation strategy for the redevelopment of public assets, inventory and development strategy for institutions, development management services for faith based community development corporations and tax increment financing for new retail and mixed-use projects, among others. Mrs. Flowers has served on a number of professional panels including a recent ULI Rose Center Fellows Technical Panel.

Most recently, as the Director of Real Estate Transactions with the National Capital Revitalization Corporation (NCRC) in Washington, D.C., Mrs. Flowers oversaw a team of Development Managers and directed over \$300M of real estate projects for the Corporation. Previously, Mrs. Flowers was a Senior Consultant with Robert Charles Lesser and Company (RCLCO) and was engaged on over 40 real estate advisory projects throughout the United States, Mexico and the Caribbean.

Mrs. Flowers graduated Summa cum Laude from UC Berkeley with a Bachelor's degree in American Studies and received a Masters in City Planning from the Massachusetts Institute of Technology (MIT).

Brian Grindall
Attorney
Tenenbaum & Saas, PC
Chevy Chase, MD

Brian Grindall is a real estate attorney with the law firm of Tenenbaum & Saas, P.C. in Bethesda, Maryland. Brian joined Tenenbaum & Saas in August 2010, returning to the Firm after serving as general counsel to Opus East, L.L.C. - a national commercial real estate developer. Mr. Grindall has worked extensively with real estate developers, owners, construction companies, real estate investment trusts, landlords, and investors with an emphasis on sales and acquisitions, leasing, financing, construction and related corporate matters. Mr. Grindall recently obtained his Masters of Science in Real Estate from Johns Hopkins University and is an active member of ULI and the American Bar Association.

Alan Harwood
Principal
AECOM
Alexandria, VA

Alan is a Principal and Vice-President of AECOM, a leading full-services design and planning firm (formerly EDAW). Alan is certified planner with more than 28 years of award-winning experience in urban planning and project implementation, specializing in urban revitalization and strategic planning. Alan has served on several technical assistance and advisory services panels for the Urban Land Institute. Alan earned a Masters of Urban and Regional Planning from George Washington University and a Bachelor of Science in Geography from the University of South Carolina.

Stephen Hutto
Director of Retail
AvalonBay Communities
Washington, DC

Stephen Hutto has a successful history in developing, operating, leasing and managing real estate assets. Mr. Hutto is currently the Director of Retail for an \$11 Billion dollar publicly traded multifamily REIT, AvalonBay Communities (Ticker: "AVB"). Mr. Hutto is responsible for the retail operation of the company including pre-design, development, construction, asset management of over 200 tenants, property management, leasing and overseeing the internal and external staff, attorneys, architects, general contractors and real estate brokers. The portfolio consists of 44 properties and 700,000 square feet

of retail from the East Coast (NY, NJ, CT, MA), Mid-Atlantic (DC, VA, MD), Midwest (IL), California (Northern and Southern – LA, San Fran, San Diego) and the Pacific Northwest (Seattle-Bellevue).

Prior to joining AVB, Mr. Hutto was and still is a Founder and the Managing Director for 40|M, LLC. (40|M = named after the intersection of a private equity firm Mr. Hutto led acquisitions on the corner of 40th and Madison Avenue). 40|M is backed by the former founders of the Staubach Company, the Principals who comprise Fairways Equities on a selective deal-to-deal basis.

Mr. Hutto started 40|M after leading acquisitions for a Manhattan based real estate private equity firm called Meridian Development Partners. While at Meridian, Mr. Hutto implemented his practical thesis from Columbia University's Masters in Real Estate Development program which was to become the basis of his business plan for Meridian and 40|M.

Mr. Hutto also has experience as the former Director of National Retail Leasing for McCaffery Interests out of Chicago where he was responsible for the leasing of 2.5 million square feet of mixed-use development projects. His most successful project was "The Market Common, Myrtle Beach" consisting of 550,000 square feet of retail space. The project was 91% pre-leased prior to securing construction funding in a period of less than 18 months. The project is leased to some of the best names in the national, regional and local business in South Carolina including the likes of PF Chang's, Tommy Bahama, Anthropologie, Barnes & Noble, Banana Republic, Chico's, Soma, White House/Black Market, Consolidated Theaters and Piggly-Wiggly's Newton Farms to name a few.

Mr. Hutto's career started in Dallas, TX as a multifamily analyst for Goldman Sachs/Archon Group. His duties involved setting all the business plans and budgets for 22 properties across the Midwest region on the country. Mr. Hutto would analyze the local market and work with each Property Manager to effectively set a plan for execution of the business plan.

After realizing Mr. Hutto was more on the transactional side of the business, he quickly moved on to work in Corporate Real Estate Advisory Services and represented the likes of FedEx, Alcoa, EDS, Regions Bank and was able to assist DHL on their world headquarters relocation from San Francisco to Plantation, FL. Mr. Hutto then focused on corporate build-to-suit developments and worked with the late Steven Means of Means-Knaus Partners who formally was the founder of The Paragon Group which was sold to Insignia/ESG (later CBRE) and Camden Property Trust.

Mr. Hutto's personal investment track record has included acquisition and reposition projects, as well as, acquisition and yield driven investments.

Ari Schnitzer
Real Estate Coordinator
University of Maryland College Park
College Park, MD

Ari Schnitzer is the Real Estate Coordinator for the University of Maryland, College Park. The Real Estate department leverages the university's land in support of its academic and research missions, with major initiatives including the M Square and East Campus public-private development projects, US Route 1 corridor revitalization, and campus edge private development. Key responsibilities include project management, research, analysis and outreach.

Ari earned a BA in Psychology from Vassar College and a Masters in Community Planning from the University of Maryland, College Park, and is now a part-time student in the Masters of Real Development program at UMCP. He is a member of the Urban Land Institute.