



Urban Land **Northern New Jersey**
Institute



An Opportunity for Community Driven Development

A Technical Assistance Panel Report



About ULI Advisory Services

The Urban Land Institute (ULI) is a nonprofit entity formed to provide responsible leadership in the use of land and in creating and sustaining thriving communities. Established in 1936, ULI has grown into the world's largest organization of its kind, and is supported by nearly 30,000 members worldwide representing all aspects of land use and development. ULI Northern New Jersey (ULI-NNJ) carries out its mission locally by sharing best practices and advancing solutions through its educational programs and community outreach initiatives.

One of the key vehicles for sharing ULI-NNJ's expertise is the Technical Assistance Program (TAP). The TAP brings together land use professionals from diverse disciplines to develop real world solutions to local land use and planning issues. The questions presented range from site-specific projects to public policy questions, and the flexibility inherent in the TAP process allows ULI-NNJ to craft a customized approach to each development scenario presented. Each panelist volunteers his or her time and expertise, and signs an agreement to avoid any true or perceived conflict of interest.



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Introduction

Freehold Borough approached ULI-NNJ for assistance with land use issues relating to its downtown area. The Freehold Borough TAP Panel was convened to address two seemingly discrete questions:

- **Portions of the downtown are thriving. What steps does the Borough need to take to foster similar success further along Main Street?**
- **What land use and/or economic strategies should the Borough use to manage future growth responsibly?**

After spending time with the Borough's leaders and reviewing the Borough's current land use policies, the panelists were not hard-pressed to envision a development scenario for the downtown area that would answer these questions. However, as the panelists explored the dynamics at work in the community more closely, it became clear that it would be a disservice to advocate for a specific development project at this time. Rather, given the breadth and depth of issues on the table, the significant number of passionate stakeholders active within the Borough, and the variety of thoughtful but diverse opinions regarding how to address the Borough's redevelopment challenges, it was much more important that the Borough undertake a collaborative approach to solving its land use challenges.



The goal is to establish a grassroots planning process that will afford the time and consideration required to bring consensus regarding the Borough's economic future, as opposed to issuing development decrees.

Additionally, although the questions presented to the Panel were focused on the downtown area, there are other land use challenges on the horizon that the Borough will need to act on in the near future. Therefore, rather than laying out a path toward a predetermined development project, ULI-NNJ intends that this report serve as a roadmap for marshalling the tremendous community resources available within Freehold Borough. The goal is to establish a grassroots planning process that will afford the time and consideration required to bring consensus regarding the Borough's economic future, as opposed to issuing development decrees.

The process outlined below is intended to foster ongoing community involvement in the land use planning process and to encourage reflection

on the Borough's future. It is designed to identify common ground among the stakeholders and afford the stakeholders an opportunity to collaborate on which development and land use policies are best for the Borough. In the panelists' experience, this type of community engagement is much more likely to provide close-knit communities like the Borough with the buy-in needed to successfully implement a redevelopment plan.

ULI-NNJ has identified Freehold Borough as a community that could benefit from ongoing access to ULI-NNJ's professionals and resources. Therefore, ULI-NNJ has committed to continuing its work with Freehold Borough as it undertakes the visioning and planning processes described in this report.

Information Gathering

The TAP Panel included professionals with significant experience in redevelopment, economic and fiscal impact analysis, historic preservation, and transit-oriented planning. The panelists also brought expertise in urban parking management and incentive financing arrangements.

The panelists began by gathering information regarding the dynamics behind the Borough's current land use challenges: municipal land use and planning documents, including a "Visioning and Revitalization Plan for the Freehold Center Core Redevelopment Plan Area" prepared in 2008 and the 2005 Parking Deck Feasibility Study prepared by Wiley Engineering. They also reviewed the Borough's Historic Preservation Ordinance, and information regarding the ongoing overcrowding issues at the Borough's elementary and middle schools.

Tour of the Borough

On the morning of June 10th, the panelists met with Borough representatives for the first time. Afterwards, Mayor Higgins and local historian Kevin Coyne led the panelists on a tour of Freehold Borough. They began with a walk through the downtown commercial district, and continued with a bus trip through the remaining areas of the Borough. During the tour, Mayor Higgins and Mr. Coyne described the fiscal impacts of serving as the County seat, and the County's recent efforts to move some of its operations outside the Borough. They also described the overwhelming impact of immigration on the town, and the planning challenges associated with the development of former industrial areas in the Borough. Thus, it became clear during the tour that the Borough was dealing with an array of complex issues that went far beyond the downtown planning questions posed to the panelists.

Stakeholder Interviews

Following the conclusion of the Borough tour, the panelists met with a wide array of major institutions and community stakeholders, including representatives from Monmouth County, Borough Council and Planning Board members, leadership from Downtown Freehold, local business owners, and local real estate and land use professionals. Many of these stakeholders are also Borough residents. A complete list of stakeholders interviewed is included at the end of this report.

Roundtable Discussion

Beginning in the afternoon of June 10th and continuing on June 11th, the panelists undertook an analysis of the information they had gathered, and worked toward formulating concrete answers to the Borough's questions. At the conclusion of the second day's session, the panelists presented the Borough leadership with a preliminary summary of its findings and recommendations. These recommendations are discussed later in this report.

Key Challenges and Opportunities

The panelists agreed that in many ways, Freehold Borough epitomizes life in small-town America. It is a place where history, cultural diversity, and entrepreneurship have coalesced to create a close-knit community that is attractive to residents and visitors alike. The core downtown area is thriving, and home ownership remains relatively affordable. Despite the fact that it is geographically small, or perhaps because of its compact borders, the Borough houses many individuals and community groups that are actively engaged on the issues the Borough faces, including which land use policies will best serve the Borough going forward.

As the stakeholder interviews made clear however, there is not a common vision in place for the Borough's future. While nearly every group agreed that the Borough would benefit from a cohesive plan for development, the proposed ideas for achieving those goals were often diametrically opposed. Specifically, the majority of the stakeholders agreed that the Borough needed to address the following issues.

Issue 1: There is no consensus on what a successful downtown looks like or means to Freehold Borough.

Challenges

- The current redevelopment plan for the downtown area espouses sound urban planning principles; however, it has not been implemented, nor has it resulted in significant growth downtown.
- The Borough has sufficient family-oriented rental housing stock available, but lacks a diversity of housing types attractive to millennials and/or empty nesters.
- The Borough has not leveraged the full potential of its downtown bus terminal in an era when public transportation access has assumed heightened significance with respect to community development/redevelopment.
- Historically, the administration and Special Improvement District leadership have not collaborated effectively to achieve common goals designed to serve Freehold Borough as a whole.
- The Borough is comprised of stakeholders and residents who have real interest in seeing the Borough thrive and who are willing to work to achieve common development goals.
- With ULI-NNJ as a partner, the Borough has the opportunity to engage its stakeholders in a community-based approach to development that would not be possible in a town that is much larger or much smaller.
- The Borough has tremendous potential to attract millennials and empty nesters, both for housing and as a place to start a business.
- The Borough has a rich industrial heritage, leaving many industrial buildings sprinkled throughout the community. These spaces should be repurposed for creative economy uses.
- Local immigrant entrepreneurs are playing an important role in the community. The Borough should promote the local Latin American business community and culture.

Opportunities

- The Borough's thriving arts scene, walkability, affordability, and "live where you work" potential make it attractive to private developers.
- The County has effectively created a land bank downtown by maintaining a plethora of surface parking lots. These lots should be made available to the Borough for development through tri-party agreements with private developers.

Issue 2: Parking, Parking, Parking!

Challenges

- There is currently no parking management entity in place in the Borough, making it difficult to effectively manage the existing parking resources, gauge whether additional spaces are needed, or whether the existing parking stock would be sufficient if better managed.

- There is limited land available downtown to expand the existing surface parking lots, and expansion is not likely to be the highest and best use of the land downtown.
- Although certain stakeholder groups would like to see a parking deck constructed downtown, there is no consensus on how to fund such a project.
- Downtown parking is essentially free to drivers, but planning professionals are increasingly aware of the “high cost of free parking.” The cost of parking is passed on to Borough residents and business owners, many of whom do not directly benefit from the parking downtown.
- The signage to direct visitors to available parking is missing or unclear.

Opportunities

- Creation of a municipal parking management entity (Borough department, parking utility or parking authority) would provide the necessary focus to improve downtown parking management and maximize the use of existing parking resources.
- Parking is a virtually untapped revenue stream. Implementing an appropriate fee system for downtown parking would help regulate and manage the parking assets as well as generate revenue to offset parking management costs. Any excess parking revenue should be dedicated to parking or other downtown improvements.
- If parking is consolidated downtown into a centralized parking structure, the large number of surface lots could be made available for development projects that will generate additional municipal revenues, contribute to the vibrancy of the downtown, and generate additional customers for downtown retail and restaurants.
- The County has resources to dedicate to addressing the ongoing parking challenges downtown.
- Creation of an effective and attractive parking wayfinding and signage system would help direct downtown visitors to available parking and reduce parking frustration related to hunting for parking.
- Parking information, including a downtown map, should be developed and distributed to merchants, restaurants, and posted on the Borough’s website to inform visitors and patrons as to the location of available information, based on type.

Issue 3: Synthesizing the preservation/development process to foster investment.

Challenges

- Current preservation efforts are aimed at preserving every building downtown, rather than focusing on preserving the buildings of key historical significance.
- Some stakeholders believe that the effort to preserve the historic character of the downtown has resulted in inflexibility in the land use regulatory and administrative review process, which in turn has discouraged investment downtown.
- Business owners perceive the current historic preservation and architectural design review process as burdensome and duplicative.

Opportunities

- There is a wide variety of well-preserved public buildings in town, which showcase the rich local history in town.
- The community at large benefits from local interest in historic preservation.
- The historic character of the downtown is attractive to potential developers.

Common myths and inaccurate assumptions can act as barriers to sustainable growth.

MYTH: The public schools will be overburdened if the Borough implements higher density development.

FACT: Fewer families with children live in higher-density housing, which puts less demand on schools. Additionally, the compact nature of higher-density development requires less extensive public infrastructure to support it.

MYTH: Higher-density development is unattractive and does not fit in a low-density community.

FACT: Higher density development can be designed to be attractive and to complement existing communities. This type of development is likely to attract good residents and tenants.

MYTH: Higher-density housing is only for lower-income households.

FACT: People of all income groups choose higher-density housing.

MYTH: If we provide more parking, more visitors will come downtown.

FACT: Parking is not a downtown attraction.

MYTH: Everyone is entitled to free parking.

FACT: There is no such thing as free parking, except perhaps for the person parking their car. Every parking space represents a cost for taxpayers, landowners, tenants and developers.

MYTH: There's not enough parking downtown.

FACT: More important than the number of spaces is how well the parking is integrated downtown. Is there adequate way-finding signage? Are the pedestrian paths between parking and attractions attractive and accessible?

MYTH: Parking should be equally available to everyone.

FACT: It is essential to segment parking motorists into different groups and prioritize them accordingly.



Local historian Kevin Coyne shares the borough's rich history while leading our panel on a tour of the downtown area.



Panel Recommendations

The Borough's existing land use policies have fostered organic growth downtown, and the nature of that growth is precisely what makes this small town so authentic and attractive. As one stakeholder put it, "they aren't making downtowns like this anymore." However, there are external forces at work on the Borough that make it advisable for the Borough to take a more proactive role in its economic development going forward. This is not to say that the Borough should abandon the grassroots approach that has been so successful downtown. Rather, ULI-NNJ recommends capitalizing on the strength of its stakeholders by formalizing a process to engage the community as it makes land use decisions.

The panelists' recommendations reflect their perception that there are existing rifts between some of the more influential stakeholder groups in the Borough. While no single stakeholder group is intentionally impeding economic development, the current course of inaction is preventing the downtown area from reaching its economic potential. Rather than allow these divides to impede progress downtown, the panelist believe the following plan of action will begin to get the stakeholders aligned in support of a project they all have a role in developing. The intended result is the implementation of a catalytic redevelopment project for the downtown area that identifies a site, creates reasonable and flexible development standards, and attracts developers to the area, while still reflecting the vision of the Freehold Borough community at large.

Implementation and Action Steps

1. Educate the stakeholders and public about the fundamentals of sound land use and economic development policies.

As stated above, the stakeholder interviews brought to light many common misconceptions about, for example, the economic impact of paid parking and residential development in urban areas. Building consensus within the community starts with debunking these myths through education. This report begins that process, but the panelists recommend creating a public website, accessible through the Borough's home page, that is aimed at providing information on development issues the Borough is facing. ULI-NNJ has access to ample educational materials about best practices in the areas of land use and economic development. The Borough should make that information available to the public with whom it intends to engage in the planning process. ULI-NNJ is prepared to help the Borough identify the issues and resources that should be included in that public education campaign.

2. Engage the stakeholders in the visioning process.

As part of its ongoing commitment to Freehold Borough, ULI-NNJ has begun to plan a visioning session with the stakeholders slated for October 2015. The purpose of this meeting is to identify the competing development goals among the stakeholders, and to bridge the gap between entrenched stakeholder groups. It will allow the stakeholders to put forward their best ideas for how growth should occur downtown, and yield the bones of a redevelopment plan that the community as a whole can champion going forward.

At the conclusion of the visioning session, ULI-NNJ will issue a report to the Borough that summarizes the goals identified during the visioning session, and enumerates the steps the Borough needs to take to implement a redevelopment project downtown. This document will be designed to guide the Borough through the redevelopment process and the creation of future redevelopment plans.

3. Prepare a redevelopment plan that reflects the community's goals for the downtown area.

As was stated above, the Borough's existing redevelopment plan included a set of laudable goals, but it failed to produce results, likely because there was not wide public support behind a downtown redevelopment project. To make sure that the Borough is not left with a redevelopment plan that simply gathers dust on a shelf once again, the results of the visioning session should be used as a starting point for a redevelopment plan that will direct growth in the downtown area. The plan must be realistic and directive, and must reflect the consensus reached during the visioning session and subsequent planning charrettes. It will also serve as a guide for evaluating early in the development process whether a specific proposed project will further the Borough's goals.

The importance of providing clarity in the redevelopment plan cannot be overstated. Some of the stakeholders recognized this fact during their interviews, noting that potential developers had expressed interest in the Borough, but wanted clear guidance about the type of projects that would be permitted downtown. That level of specificity simply is not available to developers at this time. Without a clear vision from the Borough about what it wants to see downtown, developers are uncertain about what would be permitted, and are less likely to invest time and resources into a project that could ultimately be rejected. Perhaps even more problematic is the idea that a developer could come into town and sell a project to a small group of stakeholders, obtain development approvals, and implement a project that the community at large would not support. That type of divisive development would not serve this close community well, and can be prevented by providing clear guidance to potential developers about the Borough's goals and expectations for the downtown area.





Implementation and Action Steps (cont.)

4. Engage a parking expert to assess the current parking situation downtown and to recommend a parking management strategy that takes the impact of future redevelopment projects into consideration.

The parking situation downtown is of considerable concern to many stakeholders. While there are easy solutions the Borough may adopt to address the parking issues in the short-term, such as improving signage that will direct evening visitors to the numerous empty lots nearby the downtown area, the Borough should consider implementing a comprehensive parking management strategy.

The techniques used to achieve efficient parking are not novel. They are not revolutionary nor untested, yet they have never been implemented in the Borough. Therefore, the Borough should engage a parking professional to assess not only the current parking situation, but also to guide the Borough toward best practices in designing and implementing a parking management system.

5. Engage an economic development professional.

Freehold Borough is at the starting line of a major community-based planning process. ULI-NNJ has committed to assisting the Borough in establishing best practices for engaging the community and developing effective land use policies, but the Borough will be called on to address other complex planning issues in the future. An economic development professional who understands incentive financing and public-private partnerships could be invaluable in these efforts. Not only could such a person oversee the planning and coordination of the Borough's community development projects, but he or she could also work with individuals and companies looking to establish, relocate or expand their businesses within the Borough.

Conclusion

The panelists visited Freehold Borough during a warm summer evening and were able to see the downtown area in full swing. They enjoyed meeting the Borough's leaders, and were impressed by the strong community interest reflected by the stakeholders who participated. The panelists recognize great potential in Freehold Borough, but understand that it is a community at a crossroad. ULI-NNJ intends to stay actively involved with Freehold Borough as it takes its next steps toward creating sustainable growth downtown. To that end, ULI-NNJ has made arrangements to conduct the visioning session discussed above without requiring additional payment from the Borough. ULI-NNJ also intends to work with Freehold Borough to conduct charrettes with the public as the redevelopment plan takes shape, and will provide additional assistance to the Borough as it implements the community engagement process outlined in this report for the first time.



Panelist Biographies

Panel Chair: Robert P. Antonicello, GRID Real Estate, LLC

Robert P. Antonicello is the founder and principal of Grid Real Estate, LLC, a consulting firm specializing in urban and suburban redevelopment projects, including brokerage, acquisition, entitlement, consulting and development. He has 35 years of diverse experience in local government and the private sector, with a focus on redevelopment, entitlement, economic development and public-private partnerships. He has served in various leadership positions in local government, ranging from Director of Neighborhood Planning to his eight years as Executive Director for the Jersey City Redevelopment Agency (JCRA).

As Executive Director for JCRA, New Jersey's largest and oldest municipal redevelopment agency, Mr. Antonicello was responsible for many high-profile projects in Jersey City's redevelopment, including the Powerhouse Project, the Journal Square vision Plan and its successful green workforce-housing program. Mr. Antonicello's broad area of expertise includes project facilitation, project entitlement, site assemblage, environmental remediation and developer selection. Mr. Antonicello has earned

a reputation as a "bridge" between the local government and private development community.

His vast and diverse background includes 25 years as owner/manager of a successful commercial real estate firm, responsible for the sale of many landmark building and large development sites in Jersey City and Hoboken. Early in his career, he served both as a City Planner and Executive Director of Neighborhood Housing Services for the City of Jersey City. In December 2008, he was named Public Official of the Year by the Urban Land Institute of Northern New Jersey.

Mr. Antonicello is a full member of the Urban Land Institute and a former Northern Jersey District Council Chairperson. He now serves as Chair of Mission Advancement for the ULI-NNJ District Council.

Mr. Antonicello has a BA in Urban Affairs from Rutgers University and a Masters of Real Estate Development from New York University.

Jean Holtz, Vice President, Communications & Operations, New Brunswick Development Corporation (Devco)

Jean Holtz joined Devco, a nonprofit urban real estate company that has overseen investment of more than \$3 billion in redevelopment activity in downtown New Brunswick, in 1996. Her primary responsibilities include project management, marketing, strategic planning, fund development, grant writing, retail recruitment, and community, media, and public relations. She also developed and manages Devco's visual art program and installations and has served as interim executive director for New Brunswick Cultural Center, Inc. NBCC is the nonprofit advocacy organization managing the evolution and expansion of the downtown cultural and entertainment district and its various performing arts organizations and venues. Jean also managed New Brunswick City Market, the nonprofit organization overseeing the city's Special Improvement District.

Earlier in her career Jean was an independent public and media relations consultant for nonprofit, corporate, and political clients. She also served as Director of Public Affairs

for Governor Jim Florio. She is currently chair of the Freehold Borough Educational Foundation, and serves on the boards of ArtPride New Jersey, New Jersey Managed Districts Association, New Jersey Educational Foundation Partnership, Robert Wood Johnson University Hospital's Community Outreach Committee, Freehold Center Partnership, CentraState Healthcare System's Legislative Affairs committee, and the advisory committees for Elijah's Promise and New Brunswick Patch. She is the former vice chair of the New Jersey Higher Education Assistance Authority, and in 2005 she chaired the Arts & Economic Development Committee for the Governor's Arts Plan for the New Jersey State Council on the Arts.

Ms. Holtz earned a Master of Public Administration from Rutgers, The State University of New Jersey and is a graduate of The American University in Washington, DC. She and her husband, Jack Loprete, live in an historic home in Freehold Borough with their daughter Molly.

Keenan Hughes, AICP, PP, LEED AP, Phillips Preiss Grygiel LLC

Keenan Hughes is a principal with Phillips Preiss Grygiel LLC (PPG), a planning and real estate consulting firm based in Hoboken, NJ. At PPG, Keenan has worked with governmental and private developer clients in New Jersey, New York and Pennsylvania, including the City of Bethlehem, PA, Montclair Township, NJ, New Jersey Meadowlands Commission, the Roosevelt Island Operating Corporation, the Port Authority of New York and New Jersey and various private developers and property owners.

Keenan specializes in redevelopment and has prepared redevelopment studies and plans for a number of municipalities in New Jersey, including Montclair and Springfield. Since 2011 he has provided planning services to iStar Financial, the Master Developer

of the Asbury Park Waterfront, in connection with a comprehensive amendment of the City's Waterfront Redevelopment Plan as well as numerous development applications. He has been accepted as an expert witness by over 40 municipal land use boards in New Jersey. He has also prepared expert reports in planning and zoning litigation matters and on behalf of taking agencies and property owners in condemnation actions.

Keenan has a bachelor's degree from Kenyon College and a master's degree in historic preservation from Pratt Institute, where he has also been a visiting professor. He is a member of the American Institute of Certified Planners and a licensed New Jersey Professional Planner. He is also a certified as a LEED Accredited Professional.

David Listokin, Ph.D., Rutgers University, Center for Urban Policy Research

David Listokin has been a professor of urban planning at the Rutgers University Center for Urban Policy Research since 1971. His areas of specialization include development impact assessment, land use, and housing. He has done extensive research and writing on historic preservation for the National Parks Service, the Twentieth Century Fund, the New York Landmarks Conservancy, the National Trust for Historic Preservation, and the World Monuments Fund. Among his publications on preservation are Landmarks Preservation and the Property Tax, Living Cities, and "Preservation and Growth Management." A three-year research study directed by Dr. Listokin for the New Jersey State Department of Community Affairs led to state adoption of a Rehabilitation

Subcode, the first in the nation. For the states of New Jersey, Missouri, Florida, Kansas, Oklahoma, and Texas, he has conducted studies identifying the economic benefits of historic preservation and heritage tourism. His recent work focuses on increasing housing opportunities for underserved minority populations, including Native Americans, through the sensitive application of mortgage underwriting and qualification standards by the nation's lending institutions. Dr. Listokin teaches graduate historic preservation classes at Rutgers and has been a visiting lecturer at Harvard and Cornell Universities. He has an M.C.R.P. and Ph.D. in urban planning from Rutgers University.

Jessica L. Sweet, Esq., Sweet & Bennett, LLC

Jessica L. Sweet is a founding member of the law firm of Sweet & Bennett, LLC, located in New Brunswick, New Jersey. Ms. Sweet concentrates her practice in the procurement of land use and environmental regulatory entitlements on behalf of property owners, contract purchasers, and real estate developers. She has extensive experience project-managing the pre-construction phases of commercial, residential, industrial and energy-related real estate development, and she regularly appears before municipal land use boards throughout New Jersey, as well as the State Superior Courts. Her practice extends to all types of real estate matters, including commercial and residential transactions, title, survey and boundary disputes, commercial leasing, and urban redevelopment. In addition, Ms. Sweet frequently represents clients throughout the permit review and approval process of applications to the New Jersey Department of Environmental Protection involving the development of environmentally sensitive properties, including those subject to CAFRA/Waterfront Development, Freshwater Wetlands and Green Acres regulations, as well as the investigation and remediation of contaminated sites.

Selected for inclusion to the list of New Jersey Super Lawyers Rising Stars in 2010, 2011, 2012, and 2013, Ms. Sweet is admitted to practice in New Jersey, Pennsylvania, and in the U.S. District Court for the District of New Jersey. Since July 2013, Ms. Sweet has served as the Chair of the Northern New Jersey District Council of the Urban Land Institute, a nonprofit real estate industry organization devoted to the responsible use of land and preservation of natural resources. She formerly served two terms as a Director of the Land Use Section of the New Jersey Bar Association, and is a frequent lecturer for the Institute of Continuing Legal Education.

A contributing author of "Commercial Real Estate Transactions in New Jersey," (ICLE 2006, 2010), Ms. Sweet obtained her B.A. from Vanderbilt University and her J.D. from Rutgers School of Law – Newark. From 2001-2002, Ms. Sweet served as law clerk to the Honorable Arthur N. D'Italia, Assignment Judge of the Superior Court, Hudson County. She previously practiced law with the firm of Wilentz, Goldman and Spitzer, PA, located in Woodbridge, New Jersey.

James Zullo, Executive Director, Elijah's Promise

Jim Zullo serves as Executive Director of Elijah's Promise, located in New Brunswick, NJ. Elijah's Promise is one of central New Jersey's leading anti-hunger and poverty organizations that harnesses the power of food to break the cycle of poverty, alleviate hunger and change lives.

Jim also serves as a consultant with Timothy Haahs & Associates where he was formerly a Vice President and Director of the firm's New Jersey office. Timothy Haahs and Associates is an engineering, architecture, and consulting firm that specializes in parking. Jim serves as one of the firm's leaders for transit oriented development and provides on-call consulting for various municipal parking operations.

Prior to joining Tim Haahs, Jim served as Senior Director of Real Estate and Economic Development for NJ Transit responsible for the management of agency's real estate

assets, transit oriented development program, and the supervision of the agency's commuter parking system. Mr. Zullo also served as Vice President of the New Brunswick Development Corporation, and as Executive Director of the New Brunswick Parking Authority.

Jim serves on numerous boards including the Middlesex County Utilities Authority, NJ Community Capital, New Brunswick City Market, Middlesex County Welcome Home, and the New York State Parking Association.

Jim received a Bachelor's Degree from Tulane University and a Masters in City and Regional Planning for the Rutgers Bloustein School where he presently serves as the President of the Alumni Association.

Community Stakeholders Interviewed

ULI-NNJ is grateful to the following stakeholders for contributing their time and effort to assist the panel:

The Honorable J. Nolan Higgins, Mayor, Borough of Freehold

William Baricelli, Land Use Board, Borough of Freehold

Joseph Barris, PP, AICP, Assistant Director of Planning, Monmouth County

Joseph B. Bellina, Business Administrator, Borough of Freehold

Kevin Coyne, Historic Preservation Committee, Borough of Freehold

Jeffrey Friedman, Esq., President, Freehold Borough Arts Council

Richard Gatto, Freehold Center Partnership

Kerry E. Higgins, Esq., McKenna, DuPont, Higgins & Stone, PC

Robert Kash, Metropolitan Café

Andrew Kiely, Kiely Properties, LLC

Richard Mackesy, Vice President, Strategic Planning & Business Development, CentraState Healthcare System

William J. Mehr, Esq., Mehr, LaFrance & Williams

Evelyn C. Murphy, Ph. D., Director, Monmouth County Historical Association

Teri O'Connor, County Administrator, County of Monmouth

Kenneth L. Pape, Esq., Heilbrunn Pape & Goldstein, LLC

Adam Reich, Land Use Board and Historic Preservation Committee Member, Borough of Freehold

Shari Scaramuzzo, AVP/Branch Manager, Investors Bank

George Schnurr, Councilman, Borough of Freehold

Thomas W. Scott, Senior Vice President and Chief Operating Officer of CentraState Healthcare System

Danielle Sims, Chair, Land Use Board, Borough of Freehold

Jaye Sims, Councilman, Borough of Freehold

Carl N. Steinberg, Carlton Realtors

Henry Stryker, III, Construction Official, Borough of Freehold

Rocco G. Tomazic, Ed. D., Superintendent of Schools, Freehold Borough School District

ULI-NNJ is grateful to the American Hotel, located at 18-20 East Main Street in Freehold Borough, for its generosity in hosting the Technical Assistance Program.

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**Freehold, New Jersey
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