



Washington

Technical Assistance Panel Report | July 20 - 24, 2020

BOWIE STATE MARC TAP

Connecting to Opportunity Around the Region



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THE REVENUE AUTHORITY OF PRINCE GEORGE'S COUNTY
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ON THE COVER: Bowie State MARC Station. (*Capital Gazette*)



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The Urban Land Institute is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and the Asia Pacific region, with members in 80 countries.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

About ULI Washington

ULI Washington is one of ULI's largest District Councils worldwide, with over 2,000 members. We welcome membership and participation from individuals who share our commitment to responsible land use to sustain the growth and prosperity of the National Capital region. The opportunity to influence local land use policy remains the focus and achievement of ULI Washington. Members of the Urban Land Institute in the greater Washington, DC area are automatically members of ULI Washington.

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Since 1947, the ULI Advisory Services program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for complex land use challenges. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services. National and international panelists are specifically recruited to form a panel of independent and objective volunteer ULI member experts with the skills needed to address the identified land use challenge. The program is designed to help break through obstacles, jump-start conversations, and solve tough challenges that need an outside, independent perspective. Three- and five-day engagements are offered to ensure thorough consideration of relevant topics.

An additional national offering is the project analysis session (PAS) offered at ULI's Fall and Spring Meetings, through which specific land use challenges are evaluated by a panel of volunteer experts selected from ULI's membership. This is a conversational format that lends itself to an open exchange of ideas among diverse industry practitioners with distinct points of view. From the streamlined two-hour session to the "deeper dive" eight-hour session, this intimate conversational format encourages creative thinking and problem solving.

Learn more at americas.uli.org/programs/advisory-services/.

ULI Advisory Services: District Council Programs

The goal of the ULI Advisory Services program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. On the local level, the ULI Washington technical assistance panel (TAP) program has assembled over 40 ULI-member teams in service of ULI's mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Drawing from its local membership base, ULI Washington conducts a one-and-a-half day-long TAPs 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. In fulfillment of ULI's mission, this TAP report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Learn more at washington.uli.org.

Distinct from Advisory Services panels, TAPs leverage local expertise.

Acknowledgments

On behalf of ULI Washington, the panel would like to thank the sponsor organizations, the Revenue Authority of Prince George's County and Metropolitan Washington Council of Governments, for this effort.

Special appreciation goes to the Revenue Authority of Prince George's County staff, for their work in preparation, support, and coordination leading up to and during the virtual panel.

The panel would also like to thank the 20 community leaders, planning staff, and representatives from across Prince George's County and the State of Maryland who shared their perspectives, experiences, and insights with the panel.

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EXECUTIVE SUMMARY

The Revenue Authority of Prince George's County and the Metropolitan Washington Council of Governments jointly sponsored a ULI Washington Technical Assistance Panel (TAP) for a 97-acre Prince George's County-owned site adjacent to the Bowie State MARC Station. Due to the COVID-19 pandemic, a panel of ULI Washington members met virtually from July 20-24, 2020 to analyze the development potential for the site and make recommendations that leverage existing nearby assets, including Bowie State University and the MARC station, and contribute to larger County-wide economic development goals.

The panel was tasked with developing a realistic vision for the site that meets the needs of a variety of stakeholders, as well as advising the County on its developer engagement strategy. The TAP included a sponsor briefing, a virtual tour of the site and surrounding area, and six stakeholder interviews. During the TAP, the panel learned more about each stakeholder's unique needs, constraints and vision for the site. Panelists also drew on their own experience in the greater Washington D.C. metropolitan area and applied that expertise to their recommendations.

The panel recommendations envision a new "University Village" that leverages local University, park and trail assets to create a unique destination that serves University students and staff and area residents and will attract local visitors and new businesses. Specific recommendations include:

- Capitalize and expand on existing parks and trails to create a unique destination for outdoor recreation that will draw local and regional visitors;
- Celebrate the rural and agricultural character of the surrounding area by attracting food and beverage producers (wineries, breweries, distilleries) that promote economic development and attract visitors;
- Phase development to prioritize University-related housing and office needs that will support demand for further development of the site;
- Prioritize pedestrian and bicycle access improvements on local roads and trails and enhance connections across the rail line;
- Catalyze development by ending the existing parking easement on the Bowie State MARC station parking lot east of the rail line and expanding the parking lot west of the tracks;
- Identify public/private financing strategy for infrastructure and utility upgrades prior to developer solicitation.

BACKGROUND AND SCOPE

Summary of Challenge

Prince George's County owns 200 acres of land adjacent to Bowie State University and the Bowie State MARC station. The County pursued development planning for the area for a number of years, including the 2010 Sector Plan which included recommendations on how to develop the 97 acres of land adjacent to the protected Fran Uhler Natural Area ("the site").

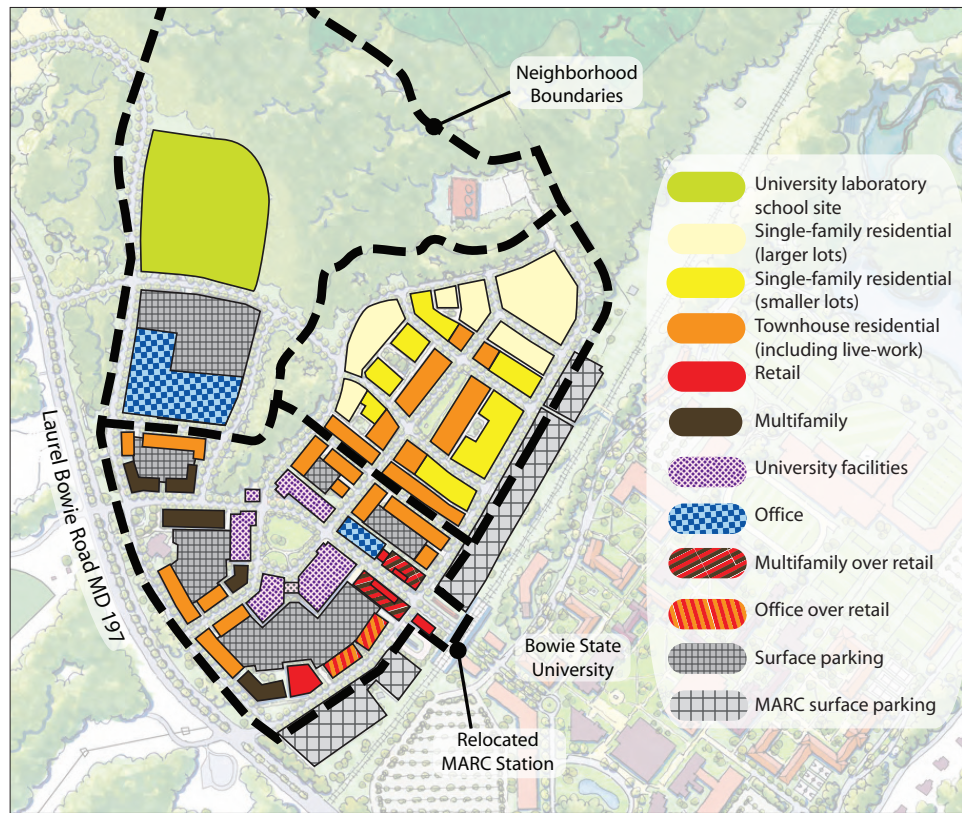
Given the number of public entities and institutions interested in the site, there have been many plans, proposals, and working groups tasked to craft a vision for the site, recruit a development partner and begin development. As a result of changes in leadership at several stakeholders since the last Sector Plan and the COVID pandemic that has impacted market feasibility, the County saw the need to revisit the vision for the site and update the development plans., the County saw the need to craft a unified vision and plan for development.

The site is central to Prince George's County's broader economic development goals, the growth of Bowie State University and the needs of the surrounding community. ULI Washington's TAP panel was tasked with reviewing the history of the site, past plans, the previous RFP process, as well as the current and future real estate market in order to make recommendations on the best uses of the site that would attract private development interest.

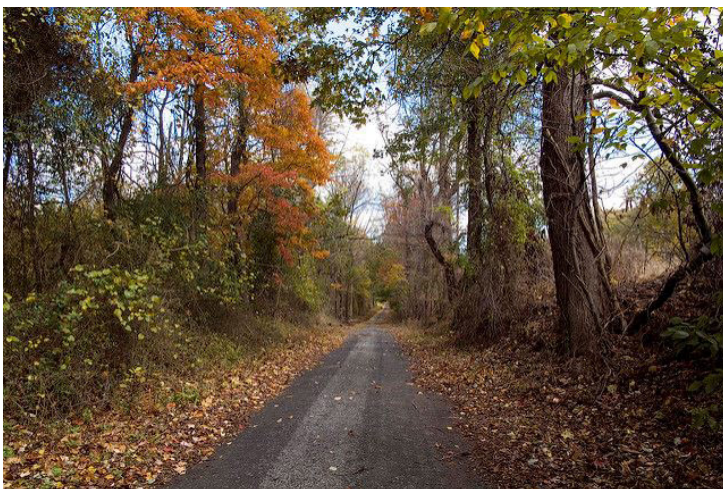
The site is central to Prince George's County's broader economic development goals, the growth of Bowie State University and the needs of the surrounding community.



Left: Undeveloped land adjacent to the MARC/Amtrak rail lines, the eastern border of the County-owned land.
Right: A photo from Bowie State University's campus, facing west towards the Bowie State MARC Station.



Bowie State MARC Station Sector Plan and Sectional Map Amendment proposal from 2020 (M-NCPPC)



Left: Hiking trail in the Fran Uhler Natural Area (M-NCPPC).
Right: Bowie State University's Center for Natural Sciences, Mathematics, and Nursing in the campus center (Perkins & Will).



Map of the 200 acres of County-owned land at the Bowie State MARC station and with nearby landmarks (M-NCPPC).

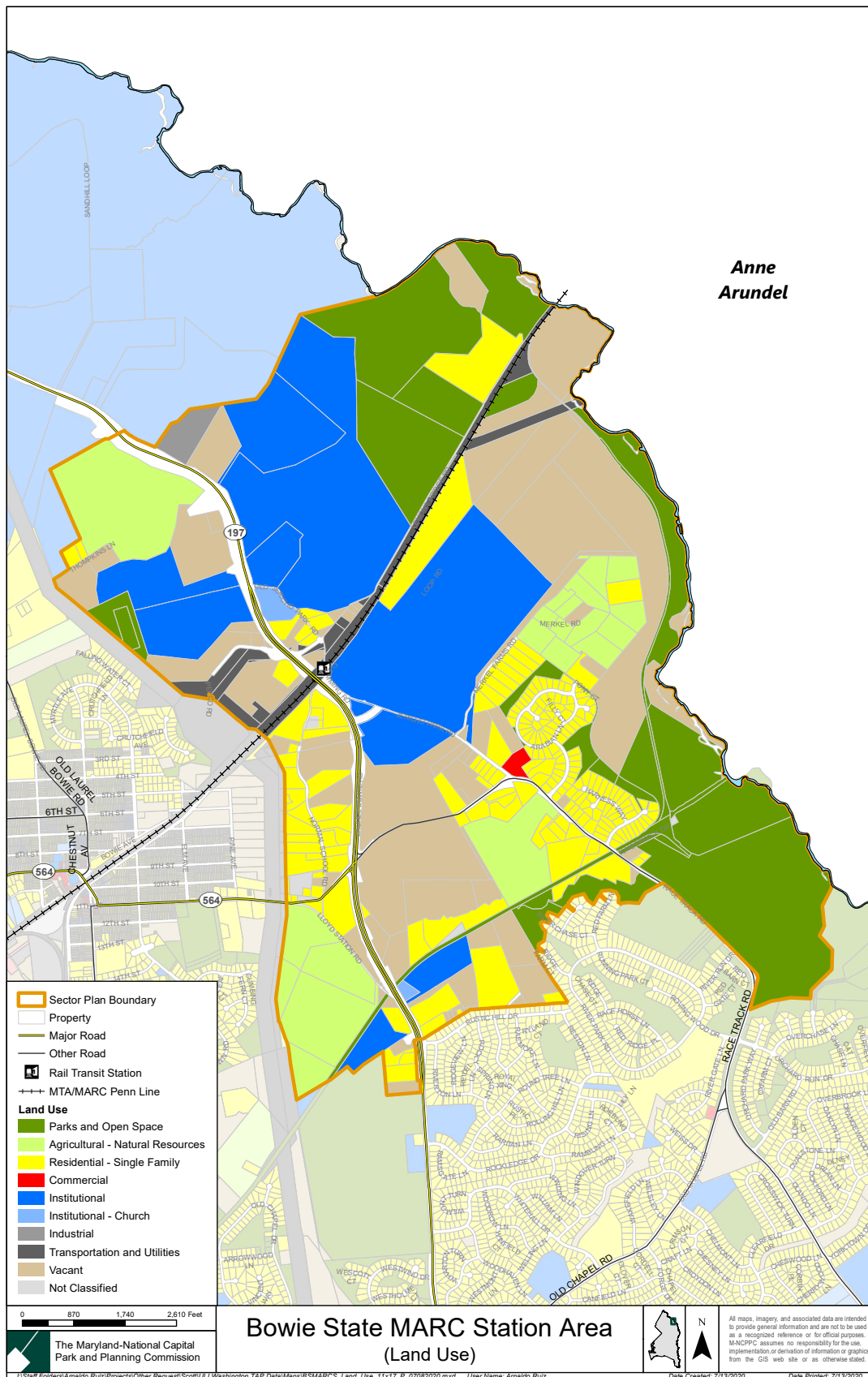
Description of Study Area

The study area is located northwest of the existing Bowie State MARC Station. While the entire area of County land exceeds 200 acres, more than half of the land has been set aside for environmental preservation. The County has identified 97 acres of developable land within the total 200 acres.

The site is bounded along the western and southern borders by Laurel-Bowie Road (Rt. 197), with the southern border continuing adjacent to the Bowie State MARC station. Its eastern border runs alongside existing MARC and Amtrak rail lines. The site abuts protected lands of the Fran Uhler Natural Area to the north and east which is County-owned land set aside for preservation.

Land within the study area is currently undeveloped. There exist some unpaved utility access roads, accessible from Rt. 197 and along portions of the eastern border of the site. To the south, eleven privately-owned parcels contain detached single-family homes. In the southeast corner of the site, the MARC station and parking lot are managed by the Maryland Department of Transportation.

Bowie State University is located directly east of the site, and is an important stakeholder in its development. The University's future growth and development will strongly influence future uses on the County site.



The County-owned land is designated as Institutional, allowing development of uses that serve the County government or University. Panelists and Stakeholders' vision for the area would require updating this designation. A broader context of nearby uses informed the panel's recommendation.

Questions to Panel

ULI Washington worked with the Revenue Authority of Prince George's County to develop questions for the TAP panel. At the onset of the project, the Revenue Authority highlighted a number of priorities for the site based on its mission as well as the priorities of stakeholders participating in joint discussions about future development of the site. The Revenue Authority invited a variety of stakeholder groups to provide input on the questions to best capture a collective set of planning questions for the site, including Bowie State University, the Office of the County Executive, and the Maryland-National Capital Planning Commission. The following questions were selected for the TAP panel to review:

TAP Panel Questions

- What uses for the proposed development should be prioritized? How could development be phased?
- How can office space leverage existing relationships with Bowie State University to attract tenants? What are the unique infrastructure needs of the site?
- Given the variety of uses envisioned for the site, what types of housing would best support this development? How can new residential development expand existing options in the area?
- What retail spaces would serve the variety of stakeholders around the MARC station? How can future retail be supported by government and the university?
- What additional site infrastructure is needed to support development as well as connect pedestrians and vehicles to the site?
- How can the County attract private investors and developers to the opportunity and achieve their desired vision for the site? Is an RFI/RFQ the best tool?
- How can community services that generate less income/tax revenue envisioned for the development still support the County's vision of economic development?
- How can this proposed development connect to and draw from nearby major metropolitan areas (Baltimore and D.C.)?
- How will this development impact existing traffic patterns, such as Maryland 197, and connect to destinations nearby such as residential neighborhoods and Old Town Bowie?

EXISTING CONDITIONS

History of Development

Since 2010, Prince George's County has worked with a number of government and non-government partners to plan for development of the site. Beginning with the 2010 Sector Plan, the Maryland-National Capital Park and Planning Commission released a Sector Plan including this site. Recommendations focused on three "neighborhoods" within the area: residential, retail, and a "second anchor" in addition to the University.

After the final release of the Sector Plan, ULI Washington was tasked to work with the County on implementing the recommendations of the plan through a TAP in 2011. Specifically, this focused on refining the development and phasing strategies within the approved plan, as well as identifying potential funding and implementation strategies. The panel noted the need to separate long and short-term development goals, particularly as they related to Bowie State University's then-current development plans for the University and a potential expansion. Additionally, the panel noted that the County's offerings to developers within the RFP may not be enough to attract developers of the caliber the County sought, as well as the intended mixture of uses. Finally, the panel encouraged the County to consider the available ridership data for the Bowie State MARC station when considering the types of uses and development scale possible.

Before pursuing an open RFP, Prince George's County reached an agreement with Bowie State University leadership to provide the land at no cost to the University, on the condition that they supply a proposed plan to the County within two years of the agreement. This measure was reached by both Prince George's County Office of the County Executive as

well as then-leadership at the University. Ultimately, no proposal was submitted to the County Executive's office within the two-year term.

As a result, the County pursued an RFP to find a suitable developer for the project in 2015. The RFP sought a master developer for the site. Key points included integration with the surrounding community, mixed-use, job creation, transit-oriented development (TOD), and activating the site for a variety of visitors. Additionally, the RFP called for specific investments in public and recreational facilities including a practice center for the Washington Football Team, a conference center, and an Environmental Research Center for the U.S. Fish and Wildlife Service. Ultimately, the County did not proceed with any proposals.

In December 2019, a Memorandum of Understanding (MOU) was signed between Bowie State University and the County. This agreement specified the goals around mixed-use and TOD development, as well as on the County's prerogative to both engage with consultants and conduct studies about the site and market. The MOU also specified that the University and County would share some costs of these engagements.

Prior to conducting the TAP, the County Executive's office engaged the Revenue Authority of Prince George's County regarding the site. The Revenue Authority is a quasi-governmental entity that serves as a real estate development and development finance agency, an operator of programs and facilities, and a manager of programs and facilities in partnership with other County agencies. In early 2020, the Revenue Authority contracted with ULI Washington to organize a TAP for the site.

Stakeholder Engagement

While planning the TAP, engaging with the variety of stakeholders was established as a high priority. ULI engaged with the following stakeholders over the course of the TAP:

Bowie State University

Founded in 1865, Bowie State is the oldest Historically Black College/University in the state of Maryland. It is a member institution of the University System of Maryland. The school's main campus sits to the east of the proposed development site. The University includes both graduate and undergraduate studies, as well as housing and amenities for on-campus residents. In addition to academic and performing arts programs, the University participates in the Central Intercollegiate Athletic Association and hosts athletic events for its teams and visitors. The University draws students and faculty from around the country, as well as the nearby metropolitan areas of Washington D.C. and Baltimore. Dr. Aminta H. Breaux joined as University President in 2017. As of summer 2020, the University was in the process of updating its own Master Plan, although COVID 19 has delayed data collection and other activities. Few resources from the plan are in place to meaningfully be included with TAP recommendations, and University staff with knowledge of their Master Plan participated prior to and during the stakeholder interviews.

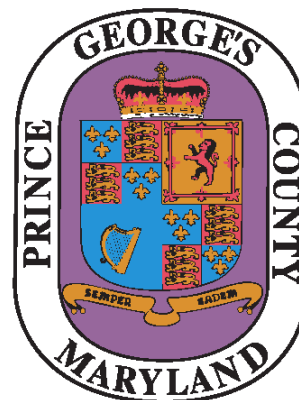


Maryland-National Capital Planning Commission

This partnership between Montgomery and Prince George's Counties serves government planning needs of both in the interest of a shared vision of development outside of Washington, D.C. Their jurisdiction includes plan creation, public space management, development approval, and community engagement. Within Prince George's County, the organization is divided into three primary functions: Parks & Recreation, Planning, and the Planning Board.

Prince George's County Office of the County Executive

Prince George's County Executive, Angela Alsobrooks, is the highest ranking elected official in the County. The Office of the County Executive is responsible for all County governmental agencies such as public works, transportation, and police. The County Executive is also responsible for the enforcement of laws within Prince George's County. The Executive Office works alongside governmental agencies to support their missions, as well as maintaining relationships with non-governmental partners.



Angela D. Alsobrooks
County Executive

"Growing Prince George's Pride"



MDOT and MTA

The Maryland Department of Transportation (MDOT) oversees transportation programming for the state of Maryland. It is divided into several administrations, including the Maryland Transportation Administration (MTA). The MTA works to manage the state's multi-modal transit systems, including the state's public transit and rail transit systems. The Bowie State MARC station (as well as the MARC line itself) are under the purview of the MTA. MTA has the ability to invest state funding into the systems they manage as well as Transit-Oriented Development (TOD) projects as designated by the State government.

Prince George's County Economic Development Corporation

This non-governmental organization markets and promotes the County to business interests. The Corporation provides services that support business development, high-wage job creation, and expansion of the County's commercial tax base. Working alongside partners within County government, PGCEDC has worked to facilitate relationships between the County and businesses including the use of County-owned land. PGCEDC was contacted by the Office of the County Executive to determine the best use of the site as an economic engine for the County as well as how best to manage all relevant stakeholders with non-governmental partners.



STRENGTHS AND CHALLENGES

Strengths

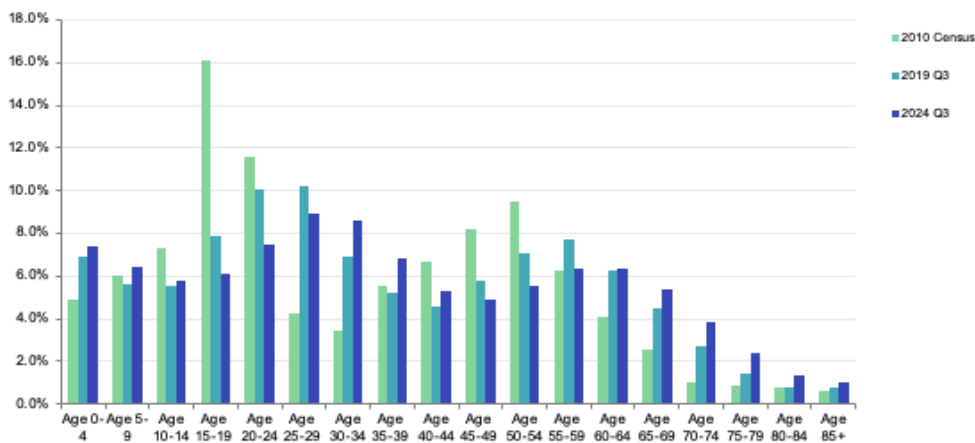
Incorporating the stakeholder comments and the panel’s experience and expertise, a number of strengths were identified.

One of the most significant strengths of the site is its proximity to Bowie State University. The University seeks to grow both its on-campus student population and amenities for students. As seen on the Graph 1 (below), residents between 15 and 24 comprise about twenty percent of all residents in the area. Contributing to this growth is the University’s enrollment. Fall 2020 enrollment grew to 6,250 students, a fourteen percent increase from 2015 enrollment. Bowie State’s housing program includes off-campus apartments, with University-provided shuttle transportation. The University also broke ground on its Entrepreneurship Center in February 2020, which includes an additional 500 dorms. While the University is actively developing additional residential halls for prospective students, University leadership also realizes the need for amenities like grocery, retail shopping, and recreation

to meet the needs of on-campus residents. Additionally, the University’s academic programming and existing relationship with employers could be leveraged to attract businesses to the area, particularly in fields such as information technology. Services benefitting the growing student population also benefit all stakeholders in the area.

Another strength identified by the panel is the site’s proximity to regional highways and rail service. The existing MARC station provides quick, direct transportation to two major metropolitan areas, Washington, D.C. and Baltimore, for both students and residents. In 2018, the station had an average weekly ridership of 706 users traveling from the station. Compared to other MARC stations, this weekly ridership is the ninth highest out of 44 stations including those in dense metropolitan areas of Baltimore and Washington D.C. In addition to rail, the site’s proximity to MD 197 provides vehicular connections to nearby centers like Laurel and Columbia as well as Annapolis and I-95. Currently, transportation to locations not served by MARC

Population Age Distribution for Bowie State MARC Station Sector Plan



Graph 1: The University contributes to residents in age groups 15-24 through both undergraduate and graduate students, which could represent a consistent user base for future development.

relies on private vehicle use. Stakeholders expressed an interest in expanding public transit options in the region and felt that could serve future development.

Finally, the site benefits from the many interested stakeholders who have already invested time and capital in the greater area. Both government and non-government entities including the Prince George's Economic Development Corporation, the Revenue Authority, and the University have worked with the County Executive's Office to consider how best to leverage the site. In particular, these interests are aligned with business attraction initiatives with complimentary benefits to all parties.

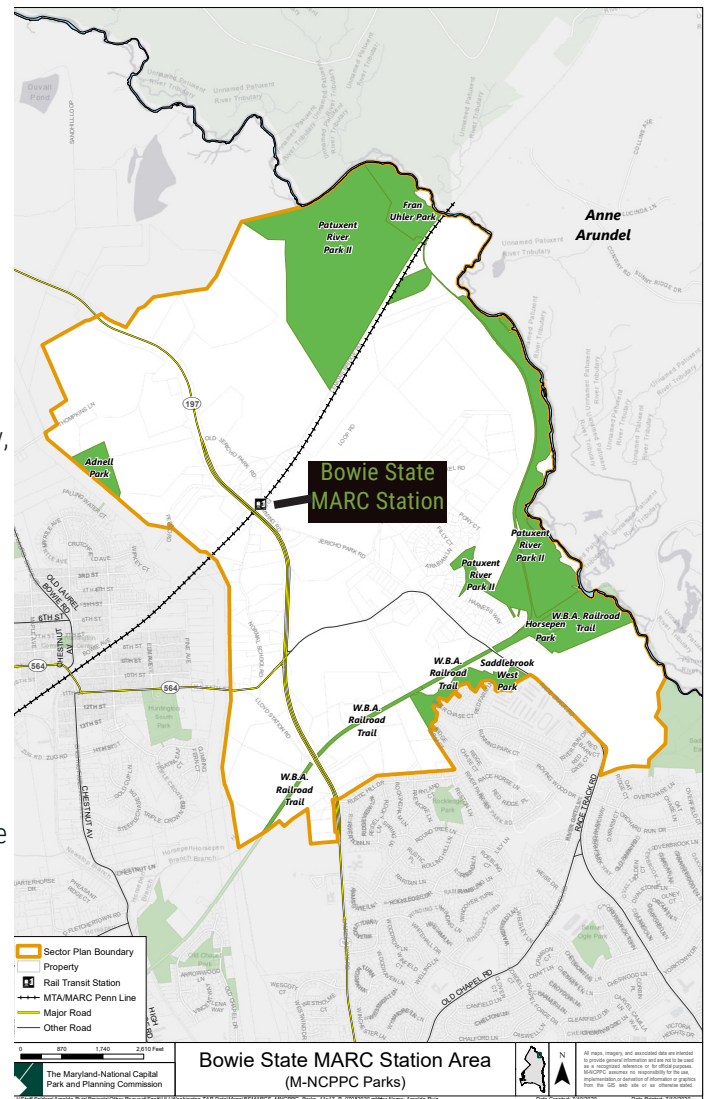
Challenges

While the site possesses many strengths, a number of challenges impact development. Many of these relate to physical characteristics of the site, the majority of which is undeveloped. Because of its location near the Fran Uhler protected lands, potential on the north end of the site is limited. Wetlands to the north as well as within the site area also restrict development. The lack of existing infrastructure and utilities on the site could discourage some developers from pursuing development. Particularly, the current water and sewer capacity of the area would need to be expanded to allow for increased use.

While the MARC station provides access to and from the site for a variety of visitors, the MARC station and rail line also provide challenges to achieving desired outcomes at the site. The rail line distinctly divides the area between the “university” and “western” side. Creating cohesive programming across the tracks presents difficulties both in terms of its non-continuous configuration as well as the need to cross the rails safely. One such crossing option, RT 197, includes its own challenges – steep grades and a lack of existing pedestrian infrastructure make connections difficult without further investment.

Finally, the panel identified a lack of “critical mass” around the development. From a retail perspective, critical mass refers to servable demand from the area

surrounding the study site. The area surrounding the site includes low density, moderate to upper middle class residential and nearby retail centers that already serves existing residents. The surrounding area lacks population density and retail demand to justify new commercial development, and current zoning regulations make it difficult to create the demand through growth.



Above - A map of the site's parks as managed by M-NCPPC (Source: M-NCPPC)

VISION

Panelists were tasked to develop recommendations based on the history of the site, the experiences and desires of stakeholders, and their own expertise. In order to bring together these discrete ideas, the panel drafted the following Vision Statement to guide their recommendations:

“The University Village at Bowie State will be the bridge between the University, the County, parks and private sector. It will serve as a framework for the University to expand from its existing footprint while catalyzing economic development appropriate to the scale of surrounding area.”

RECOMMENDATIONS - USES

In order to achieve the economic development goals put forward by stakeholders, a range of complimentary uses are needed to attract a critical mass of visitors, residents and workers to the site. The site can support between 250,000 and 300,000 square feet of mixed use development, excluding recreational development and larger industrial uses. The proposed mixed use development includes office, retail, residential and educational uses. Panelists felt the total development potential of the site could be achieved over fifteen to twenty years.

Economic Development

Prince George's County leadership along with the entire stakeholder group repeatedly stressed the need for this development to act as an economic engine for the County including new jobs and businesses in the County. Over the course of interviews, the panel heard a number of different ideas from stakeholders about the best way to achieve this goal. Many stakeholders expressed interest in data centers and attracting firms that could move to the Bowie MARC Station site from other data center concentrations in the region such as Northern Virginia. Panelists felt data centers could benefit the site, but offered two cautions about their market success. First, panelists noted the importance of utility development at the site regardless of intended use. For some uses, such as a data center, utilities including electricity and fiber cable would need to be scaled for the intended use. In the previous RFP, the County proposed the developer take responsibility for utility development. Panelists felt the previous RFP did not consider total sum costs

of utility development to the developer and how these costs may discourage developers from the project. The panel recommends the County commit funds towards the development of the utility grid in partnership with the developer. The panel also noted that drawing the market from existing clusters would require significant investment to build out the site as well as attract firms to move away from existing hubs.

Panelists recommended the development take advantage of two characteristics more unique to the site. First, panelists proposed building out flexible space for cottage makers and other small to mid-size businesses. Panelists believe that firms with offices in the County could benefit from locating satellite office space at the development, both to access the D.C. and Baltimore metro regions as well as a pool of talent at the University. Many firms throughout the County and beyond already engage with the University for internship and job recruitment opportunities, though students often need to travel beyond their campus to take advantage of these opportunities. Creating space closer to campus where firms can more closely work with students could benefit all parties. Panelists noted that maker spaces would

Academic uses funded by the University can help draw students to the site as a part of their classroom experience, as well as increase the quality of the schools programming and attracting visitors to the development and complimentary amenities.

require utility investment to meet the needs of envisioned uses, which could range from traditional office space to light manufacturing.

In addition to entrepreneur and technology-related development, the panel also noted the area's agricultural and forestry resources and recommended exploring how food and beverage processing could benefit the development. Combining product production with tourism, facilities like breweries, wineries and distilleries have successfully attracted visitors to western Maryland and Northern Virginia. Outdoor events like tastings and live music can be supported in these multi-use spaces and act as an economic engine. Building out these uses over time could help create a critical mass of these amenities, drawing visitors from throughout the region to an experience unique to this development.

Panelists focused on the economic development potential of the site while considering complimentary recreational uses. Agriculture and food/beverage processing generate jobs, product, and revenue through their regular operations. Positioning these uses as experiences for

recreation can further drive visitors to the site, benefitting both business owners and the County.

Recreation, Entertainment and Tourism

With its proximity to the Fran Uhler Natural Area and its associated trail network, the site is connected to trails in both Prince George's and Anne Arundel Counties including the Washington, Baltimore and Annapolis (WB&A) Trail. Panelists repeatedly noted the importance of preserving and expanding these trails to reach beyond the site and draw visitors. Outdoor amenities have always attracted visitors, and the COVID-19 pandemic has pushed greater numbers of people towards outdoor amenities that can allow for recreation while maintaining social distancing. Panelists believe this increase in demand was present before COVID-19 and will only continue to grow.

Additional recreation can take the form of entertainment venues and outdoor active recreation. Outdoor facilities like a drive-in movie theater and amphitheater can be produced at lower cost than indoor facilities, while



Existing trail networks in the area, such as the WB&A Trail, already see use from both Prince George's County residents and those beyond the County. A focus on outdoor amenities can capture visitors already familiar with the site, while growing connectivity can spur additional engagement. (Source - Washington Area Bicyclist Association)

allowing future use to guide development of infrastructure if needed. These activities co-located with agriculture uses like breweries and wineries could attract visitors. Outdoor recreation is supported by existing trails, but can be expanded and developed on-site as a hub of activity. Developing ropes courses, sports fields, and equestrian facilities again leverages the unique aspects of the region that serves both locals as well as draws in visitors from further away.

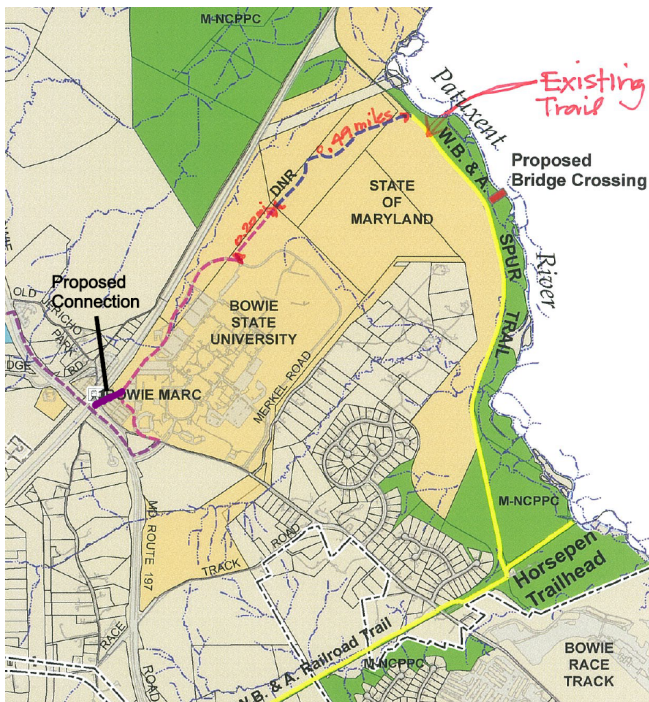
University Village

Panelists felt the County-owned land was not a natural fit for large-scale office development. While the site is accessible via the MARC line, it is not part of the Baltimore or Washington D.C. metro system. Furthermore, without a critical mass of other users or adjacent industries (such as hospital, military, and/or government) that could generate office demand, panelists felt the primary driver of office users would be Bowie State University itself as well as University-related companies. Potential tenants would want to connect to both Baltimore and Washington D.C. metro areas, as well as

companies in the region interested in a satellite campus in a more rural setting. It is unlikely that the site can use competitive commercial rents to spur development interest. The cost of new construction would likely require a higher minimum rent than older office buildings elsewhere in the County.

For these reasons, the panel reinforced the importance of Bowie State University as an anchor. The University's ambitious plans to expand their on-campus student population both benefit and are benefitted by development of the site. Specifically, development around the MARC station can help draw visitors to cross the tracks in both directions and attract people to the area's amenities at a key transportation hub. Panelists heard several stakeholders describe this hub of activity, which they labelled the "University Village."

A critical first step to jump-starting development is the relocation of the existing MARC station parking lot from Bowie State's campus to the County site. The former parking lot can then be redeveloped with student housing and retail/office space. Housing can help fill a need for



Left: A map of existing and planned expansions to the trail network around the site. (Source: Prince George's County)
 Right: Outdoor amenities like breweries can support a number of uses in addition to their traditional business. Hosting events such as outdoor movies, farmers markets, and private event rentals can spur additional economic activity and further support the network of outdoor amenities, both current and future. (Source: Virginia.org)



Bowie State University's students in programs like Cyber Security travel to the Baltimore and D.C. metro area for internship opportunities. Creating spaces for firms to engage with students closer to the university can benefit all visitors. (Source - Bowie State University)

units beyond traditional dormitories, particularly targeted towards graduate student needs. While the University prioritizes development of dorm-style housing on campus, the University Village can target multifamily housing with amenities focused towards older populations as well as families with children. Graduate students also benefit from proximity to the MARC and job/research opportunities in the Washington and Baltimore metro areas. In addition to more traditional retail and fast-casual dining, the University Village can include an Innovation Hub. Like the maker space suggested on the development site, this Hub can support student-lead initiatives in spaces geared towards start-ups and emerging businesses. Development of University facilities can also help drive visitors to the University Village. The University has specifically noted interest in facilities to enhance

curriculums related to its nursing and cybersecurity programs, such as a sensitive compartmented information facility (SCIF). Academic uses funded by the University can help draw students to the site as a part of their classroom experience, as well as increase the quality of the schools programming and attracting visitors to the development and complimentary amenities. Supportive



Maker spaces like The Torpedo Factory in Alexandria, VA, leveraged existing industrial buildings to develop smaller-scale spaces for entrepreneurs and artists to leverage. (Source: Catalyst Review)

facilities are also under consideration in the University's Master Plan, and can help relocate existing office space to make space available in the campus' center for new development such as academic buildings and housing.

Panelists cited two examples of university-driven development in the region that could serve as precedents for the University Village. First, the newly-developed WeWork space at the University of Maryland leverages a similar undergraduate and graduate student base. Second, the Monroe Street Market development at Catholic University leveraged a nine-acre site adjacent to both the Brookland Metro Station and Catholic University's campus. The development focused on retail, office, art, recreation and residential for both students and non-students with a wider range of uses. While Monroe Street Market benefits from a more dense urban site, it serves

as a successful example of Town-and-Gown development integrating university and non-university uses that has successfully created a neighborhood gathering place.

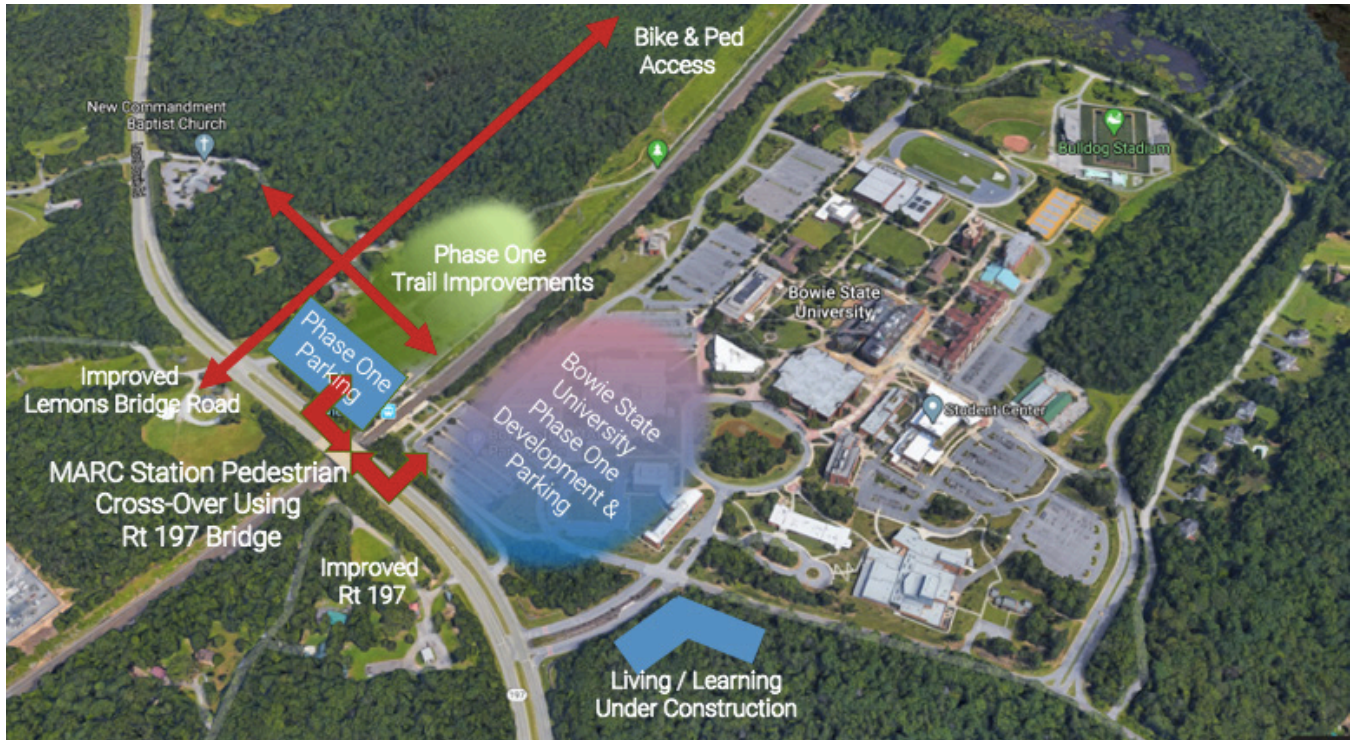


Top: Monroe Street Market, located nearby Catholic University and the Brookland Metro Station, provides amenities including housing, retail, and event space for both university and non-university visitors. (Source - Monroe Street Market)

Bottom: University, city and County resources helped spur the Discovery District in College Park. The Hotel serves as an anchor while connecting students and companies to small-scale work space, event space, and restaurant amenities. (Source - UMD Right Now)

Development Phases

TAP panelists recommended a phased development strategy to achieve desired uses at the site. The following section includes more specific recommendations for uses reflected on these maps.



Phase 1 of development would focus on the development of the parking lot currently used for MARC station parking. This includes the replacement parking as well as additional pedestrian and bicyclist infrastructure to connect the University and the site.

The first phase focuses on development immediately surrounding the MARC station. Once the easement on the eastern overflow parking lot between the University and MDOT is resolved, the University can begin development of the University Village concept. Initial development on the existing lot should prioritize mixed-use development including residential, office, and small retail. The University should also prioritize the development of connections between the new University Village and existing MARC station and campus.

During development of the University Village, both existing parking and east/west crossings of the MARC station may be restricted. To ensure safe travel, Prince George's County and its development team should prioritize improving pedestrian connections on the Rt 197

bridge. Building out sidewalks, bike lanes, and access on either side of the station will ensure visitors can freely access the station and the campus during construction. Replacement parking would be achieved by expanding the existing surface-parking lot west of the station to the north. Finally, improvements along Lemons Bridge Road for vehicles and pedestrians/cyclists would connect the site to the existing trail networks to the north and south. While there is some existing trail network, it is not well-marked and runs close to the tracks. Improvements to this trail can demonstrate how future trail and public space enhancements can create a unique recreational destination west of the tracks.



Phase 2 of development would focus on both the site's development as well as additional development at the University. With the improvements to pedestrian and bicyclist access and road and parking improvements, the project could focus on a mixed use "University Village" model prioritizing small and mid-sized firms attracting talent from the University.

The second phase includes development on the County-owned land as well as connections to it. Beginning on Rt. 197, a gateway entrance to the new site should prioritize safe access to the new mixed use development. This entrance would provide private vehicle access, while development from Phase 1 focuses on visitors traveling between the site and University as well as those arriving by MARC train.

On the County-owned land, the panel recommends pursuing additional mixed-use development As the University continues to grow its student population and amenities near the MARC station, development at the site can better leverage new activity in the area. Developers should ensure that pedestrian and bicycle connections to the MARC station are clearly defined early in development. Prince George's County can also focus at this time on a new crossing between the County-owned land and the University via a pedestrian bridge to the north of the MARC station. Because the development of this bridge

would be an entirely new crossing, work on the pedestrian bridge would not need to accommodate users while under construction.

As development to the east of the tracks continues, the University's campus expansion plans can continue at the same time. While the University is updating its 2020 Master Plan, it can proceed with development on the northwest edge of campus including additional academic and dormitory buildings. Phasing development on either side of the tracks by the County/developer and the University can complement each other and spur use of new amenities for all visitors.



The final phase of the project prioritizes expanding connections from the site to the larger region, primarily via access to Rt 197. Additional investment in pedestrian and bicyclist trails will complement existing outdoor amenities while expanding the network within Prince George's County as well as neighboring Anne Arundel County. These amenities will be complemented by additional development such as light agriculture (breweries, outdoor theaters, etc).

The final phase of development focuses on larger-scale development to the west as well as improvements to connections and trails both at the site and University. Uses like a data center, advanced industry, and light agriculture are focused to the northwest of the site. Development of these uses has been phased so as to not interrupt Phase One and Two uses. As development continues along Rt 197, additional accessways between the site and road may need to be developed.

With the framework of the site developed, connections between existing and newly-developed trails and roads can fully connect the site and University to the larger region. With the site's emphasis on outdoor recreation, information about visitors traveling throughout the area and how they connect to amenities at the site can inform how best to implement these connections.

Panelists envisioned production, light agriculture, and advanced industry uses that could leverage the outdoor

amenities throughout the site and region. Uses such as a brewery could attract visitors to the site itself, or serve as a stopping point for visitors making use of the newly-developed trail network. These uses also provide the site and greater region the opportunity to highlight its unique aspects as a mix of moderate density development and more rural uses. Panelists felt that the site would be best developed by focusing on these unique characteristics rather than seeking to compete with other employment centers within Prince George's County and the D.C. and Baltimore metro areas.



Acorn Hill Park in Bowie is just one park in the region providing visitors the opportunity to enjoy a variety of outdoor activities. Panelists felt the mix of moderate-density development and rural amenities were a unique trait of the region that the site could leverage to attract visitors. (Source: City of Bowie)

RECOMMENDATIONS - INFRASTRUCTURE

Connectivity

The TAP panel included a number of recommendations to improve connectivity and cohesion across the project and outlying locations. Panelists considered many ways visitors may travel to, from and through the site. Visitors may approach by car, train, bike or on foot. The panel's recommendations consider the myriad of options available to visitors and work to ensure all are able to safely and efficiently navigate the space.

Route 197 Laurel/Bowie Bridge does not currently include infrastructure like sidewalks and bike lanes. When first developed as a major arterial road, the needs of private vehicles were prioritized above pedestrian and bicycle access and safety measures. With the University's growth and new development on the County site, upgrading the roadway design to support all travel modes will be key to supporting activity in the area. While considering a range of recommendations including the development of the current MARC parking lot on Bowie State's campus, ensuring safe passage across all stages of development remained a top priority. The panel's suggested order of phasing includes an early effort to begin development on the lot, which could limit capacity of the existing underground tunnel at the station. Planners should ensure any temporary street and road closures during the development of the University Village are coordinated with measures to ensure safe crossing. Furthermore, visitors may seek to bypass the station entirely to access portions of the site further northeast. For these reasons, the panel recommends utilizing existing buffers and medians on the highway to construct sidewalk and bike lane infrastructure. Based on the amount of developable space, the panel recommends reducing the size of the

median to provide additional space along the sides of the road. Realignment should prioritize pedestrian safety, and can do so without disrupting the current number of traffic lanes. Additionally, pedestrian access routes must be created along each side of the bridge connecting visitors to Bowie State's campus as well as Lemons Bridge Road. The panel looked to examples near other universities, such as the 5th Street Bridge at Georgia Tech (see photo). This development allows both vehicles and pedestrians to safely and efficiently cross, by making use of buffer space between vehicles and other users.

A single pedestrian tunnel connects the western edge of Bowie State University's campus to the MARC station and access to the eastern portion of the site. While this tunnel provides some connectivity, the panel felt the need to both expand it and create new crossings. In the short term, the panel recommended enhancements to the tunnel such as signage, lighting, accessibility and general stewardship. While the tunnel currently has ramp and stair access, additional signage could help make the tunnel feel safer to navigate for all visitors. Additionally, the panel noted the value of more closely tying the look

These recommendations consider the myriad of options available to visitors and work to ensure all are able to safely and efficiently navigate the space.

of the tunnel to Bowie State University's existing brand. Visitors traveling between the site and the school will make an important contribution to the success of future development. While the tunnel has some existing branding related to the University, the panel suggested expanding these efforts such as those seen at the University of North Carolina Greensboro Tunnel (See Photo). Designs such as these could encourage students to share photos of the space and further build the connection between the two locations

In the longer term, the panel recommends expanding the total number of crossings between the site. As seen in the Phase 2 plan drawing, the panel recommends adding a pedestrian bridge north of the existing tunnel. This location was selected in order to connect the middle of the University's campus more directly to the site. Creating a crossing separate from the existing MARC station can also better separate visitors who may be crossing primarily to access the MARC station from accessing other portions of the site and the University more directly. When considering an above-ground crossing, the panel



Top: The nearby bridge at the Halthorpe MARC station could provide a model for future above-rail crossing between the University and site.

(Source: Whitman, Reyardt & Associates LLP)

Middle: While the University already implemented branding at the existing underground crossing, further branding like that seen at the University of North Carolina Greensboro Tunnel could further connect students to the new development. (Source: University of North Carolina Greensboro)

Bottom: Pedestrian improvements at 5th Street Bridge Georgia Tech connecting to Tech Village. (Source: Georgia Tech University).

heard from a number of stakeholders about the need to preserve Amtrak's ability to plan for future growth. The panel felt that a similar pedestrian bridge located at the Halethorpe MARC station could serve as an example for a bridge at this site. Using an existing bridge over MARC/Amtrak rail lines as the precedent could generate greater support from approving agencies.

The final connectivity recommendations focused on the area's trail network. Not only do these trails provide recreation, they connect visitors to locations up to 10 miles from the site. The trail network even connects to neighboring Anne Arundel County, which is currently investing in improvements to nine miles of the Washington, Baltimore & Annapolis (WB&A) Trail that will connect to the region. With existing trails already drawing visitors to the area, the panel felt that strengthening the connections to existing trails as well as developing new trails would further increase the site's accessibility. While some trails continue along the train tracks, the panel felt that building additional trails through the site as well as connections to Old Town Bowie could connect users to the region's resources. Further examples of the benefits of trail networks and associated uses can be found in the Uses section.

Parking

Panelists had the opportunity to speak with a wide range of stakeholders during the TAP who shared interests in many of the same uses. In these conversations, a number of participants also discussed the constraints that parking around the existing MARC station places upon potential development opportunities. The University and state currently maintain an easement on the parking lot directly east of the station for MARC station parking on the University's campus. Any attempts to redevelop this parking would need to meet the required 1:1 parking replacement and incur additional costs and design needs. These costs would be variable, depending on whether the replacement parking was structured or surface.

Panelists outlined their vision for redeveloping the parking lot while ensuring the MARC station is able to meet parking demand. On the east side of the station, the panel recommended ending the easement between MDOT and the University to spur more dense development. To achieve this goal, the panel recommends utilizing space west of the MARC station that would otherwise be difficult to develop due to utility easements and structures (electrical transmission lines) in the area adjacent to the tracks. Land on the west side of the track under these existing power lines is already used for MARC station parking, so this concept would merely extend this pattern further north. By expanding this surface parking to the north, development can utilize otherwise non-viable land for the replacement parking needed to end the existing easement and free land for future development. It should be noted that relocating all MARC parking to the west side of the tracks may require additional pedestrian facilities to connect the new parking areas to the north bound tracks for boarding or alighting.

Panelists focused recommendations on surface parking solutions as they would be the most cost-effective means of meeting the stations parking needs. While considering intended uses of the development, the panel also highlighted innovative and aspirational parking solutions that stakeholders may be interested in pursuing. Innovative surface parking solutions can mitigate the impacts of such space and potentially even contribute to the character of new development. As some uses recommended for the area west of the tracks incorporate open space and related concepts, a well landscaped and designed surface parking lot could enhance compatibility between the parking area and the focal uses. The use of technologies such as grass pavers for some of the parking areas can provide peak parking capacity for special events while mitigating the impacts of extensive paving when not in use. The installation of a solar panel system over surface parking could add a sustainable element to the project while also giving shade to parkers

and provide aesthetics compatible with the STEM programs at Bowie State. Raised parking on the east side of the tracks could create opportunities for placemaking beneath and around the lot not possible with a traditional parking lot. Similarly, a single story structure could provide an opportunity for open space and/or recreational uses on top of a parking area. Such a development could also add character to the site, and benefit future users.

Utilities

Any proposed development on the County-owned land will require both the extension of existing systems as well as the creation of entirely new support infrastructure for utilities. When reviewing the previous RFP, panelists noted that applicants were responsible for most of the new utilities, which could have impacted the number of developers that submitted proposals. Panelists reviewed the most pressing utility needs for the site in addition to specific infrastructure needs based upon the panel's development recommendations.

Currently, the site includes limited or no water supply, sanitary sewer or storm sewer systems. Properties on the south end of the site currently utilize individual septic systems for wastewater, which is incompatible with future development. Extending and/or expanding existing lines into the site will be necessary regardless of intended use, with some uses having more intensive requirements than others. Fortunately, partnering with MDOT and designating the site as a TOD Priority Funding Area allows state investment in site infrastructure related to water, sanitary and storm sewer. Planners should bring on WSSC as an early partner while drafting an updated RFP so that they can understand envisioned uses and recommend a preferred plan to meet the development's needs.

Electricity and cable/fiber optic extensions are essential in order to support future development of the site. In both cases, the placement of the rail tracks may impact the ability to connect the County-owned areas west of the tracks to lines running east of the tracks and vice-versa.

Planners should keep aware of both the current overhead clearance restrictions imposed by the railway as well as the potential for future rail expansions. Connections to electric and cable grids from the University campus would have to cross the tracks either below or above ground. Use of the Laurel Bowie Road (MD 197) bridge across the tracks as a potential means of bringing electrical and data services across the tracks was noted as a potential cost effective option that would meet the necessary clearance requirements imposed by the rail facility.

Several stakeholders included a data center in their vision of the site uses which would require extensive utility service upgrades. In addition to fiber cable infrastructure investment, upgrades to electrical and subsurface utilities (water and sewer) would be needed. While the technical criteria of these facilities are evolving, their significant energy consumption, redundancy and cooling requirements would impact the electrical infrastructure, sanitary sewer and water supply requirements for the site. Such improvements would need to be designed in a sustainable and resilient manner. While the panel did not recommend data centers on the site, planners should be aware of the full costs and logistics required to develop this use when considering an RFP attracting a developer able to realize the vision. Planners can also look to other counties working to incentivize development of data centers, such as Prince William County in Virginia. By creating a Zoning Overlay, the County incorporated appropriate zoning requirements for data centers addressing the infrastructure necessary to support such uses and the potential impacts to other properties. Maryland's Department of Commerce also provides a Sales and Use tax exemption for data centers, focused on the creation of new jobs within the state of Maryland. As the County's economic development goals match the state's, the County can work to find developers and tenants able to take advantage of the program.

CONCLUSIONS & NEXT STEPS

The panel recommendations envision a new “University Village” leveraging local University, park and trail assets to create a unique destination that serves University students and staff and area residents and will attract local visitors and new businesses. This section outlines how best each stakeholder can leverage its capabilities in developing the site. Panelists acknowledge that the final intended use of the site could require participation of additional organizations beyond those listed here.

Prince George’s County Government & Revenue Authority

As both a regulatory body and the landowner, several levels of Prince George’s County have been engaged in planning for the redevelopment of the site. Various governmental entities including the County Executive’s Office, M-NCPPC, and the City of Bowie. The Revenue Authority can take specific steps to support development of the site and ensure the development vision is achieved.

Panelists were tasked to review the previous RFP for the site that went unfulfilled to comment on how a new RFP can better meet the vision for the site while attracting a capable developer. As both the landowner and regulator, the County can act from two positions to support development. First, as the landowner it can work to update and release an RFP that captures the desired uses of the site. Whether it be the vision put forward by our TAP panel or an adapted version, crafting an RFP that captures this vision will be essential for the projects success. The County already has experience acting as a convener, and should continue this effort. As a regulator, the County also has the opportunity to review potential

developer incentives and additional resource investment in the project. Panelists felt the previous RFP may have dissuaded developers concerned about the high costs associated with extending utilities to the site. Adjusting these incentives and focusing County investment towards infrastructure improvements can help attract a developer while improving the entire utility grid.

Organizations like the Revenue Authority of Prince George’s County are well positioned to engage in the planning process and connect public and private partners early on in development to ensure a successful project. The Revenue Authority should connect all relevant stakeholders and ensure each portion of the project timeline is prepared before moving forward with private developers.

Maryland-National Capital Park and Planning Commission

Located less than two miles from the Bowie MARC Station, the City of Bowie and its surrounding neighborhoods represent stakeholders and visitors of the future development. M-NCPPC, through the City of Bowie Master Plan, can complement this project by considering how transportation and retail development can serve both locations. The city’s downtown (as well as Old Town Bowie) retail mix is a focus of the plan, which seeks to balance meeting the needs of residents while maintaining the character of historic shopping areas. By planning for these uses and longer-term development near the Bowie MARC station site, the master plan can prioritize uses that won’t compete with the site. At the same time, considering the connections between the city and the site and how different visitors may navigate them can ensure

all visitors can benefit from amenities at both locations. Regarding public transportation, the panel noted a lack of east-west connections and suggested the County and city consider buses as an option to expand access. Pedestrian and bicycle access improvements on RT 197 and throughout the development and University should also connect both locations, as well as building out additional bike trails.

Bowie State University

The University is finalizing its own Master Plan for the campus, including a focus on connectivity throughout the region as well as to the MARC station to engage with students, faculty, and other visitors in both the Baltimore and Washington D.C. metro areas. As the University continues investing in on-campus amenities such as undergraduate housing, they can support development through their own planning as well as support infrastructure. The University has already partnered with MARC to ensure pedestrian access from the station to its campus, through a tunnel connecting the east and west portions of the MARC station.

The University can focus on two types of investment around the station to draw the campus community to the west and connect with new development. First, investments including sidewalks, ramps, crossings, outdoor lighting, and placemaking actions can ensure that students and non-students are able to safely and comfortably navigate between the MARC station, University Village, and campus. Second, amenity investments including retail space (such as pharmacy or restaurants), housing, and recreation space can help draw visitors to the site. Continued investment at the University Village, as well as the development of pedestrian and bicycle paths around the campus, expand the accessibility of the site and benefit all parties.

Panelist's vision for the site included mixed-use development on the parking lot currently granted by easement for MARC station parking. As discussed in the

Infrastructure – Parking section of the report, making this land available will be key in building a critical mass around the station. Stakeholders from the University highlighted uses including graduate student housing, small-scale retail, and fast casual dining options were of interest to them. With the University leading the charge on the development on the previously restricted parking lot, the University can simultaneously develop the area to serve its goals of an expanding on-campus student population while contributing to the critical mass of development necessary to build on the County-owned land.

Maryland Department of Transportation, State Highway Administration, and Transit Administration

The Maryland Department of Transportation (MDOT) oversees each of the following organizations that each have unique roles to play in the current and future management of the site. The State Highway Administration (SHA) plays an important role in the development of Route 197/Laurel Bowie Road. The Maryland Transit Administration (MTA) oversees mass transit projects throughout the state, including the Bowie MARC station. The panel feels that MDOT's current structure is well suited to bring together planning and development staff from both SHA and MTA. This ability to coordinate between both road and mass transit infrastructure investment will be key to achieving development goals. The panel notes that these organizations will be critical in addressing development goals around the existing easement between the MARC station and University regarding parking. The panel's proposal includes development on the existing easement, which would need to be administered through this collective. Furthermore, the development of additional parking on the site to support the MARC station could require additional easements and agreements with development partners on the site which this group of

organizations would be best suited to manage. Overall investments in infrastructure will benefit the connectivity within and beyond this region. As the state already has interests in the designation of the site for TOD, their continued investment in supportive infrastructure will be key to the development's future.

ABOUT THE PANEL



Martine Comabl (TAP Chair)

**Senior Vice President,
Public Institutions
JLL**

Martine Combal is Vice President in the Public Institutions group of JLL for the Mid-Atlantic region. She joined JLL in January of 2017 to support a broad range of clients, including several federal agencies. Combal is currently managing and supporting several due diligence and feasibility reports for the General Services Administration, portfolio verification and occupancy planning for the DC Department of General Services, as well as lease valuation and structure strategies for the Washington Metropolitan Transit Authority. Combal has over 15 years of real estate and urban development experience. Most recently, she served as Deputy Director of Real Estate in the District of Columbia Office of the Deputy Mayor for Planning and Economic Development (DMPED).

James Brown

**Director, Client Development (GSA),
Professional Associate, LEED AP
HDR**

James Brown is the Director, Client Development (GSA) at HDR. He joined HDR in January of 2006. James focuses on helping

HDR's clients realize an improved built environment through the effective planning, siting, funding and delivery of capital projects across a broad range of project types including transportation infrastructure, federal facilities, health care facilities, state and local government facilities and general mixed use development. James previously worked as a Site Plan Project Manager for Arlington County, as well as a Senior Planner for the City of Detroit.

Craig Friedson

**Assistant Vice President, Development
Retail Properties of America, Inc.**

Craig Friedson is Assistant Vice President at Retail Properties of America, Inc. (RPAI). Craig began working at RPAI as a Development Manager in 2017 before moving to his current role. Craig is an experienced Development Manager with a demonstrated history of working in the real estate industry. Previously, Craig was a Development Manager at Vornado Realty Trust and a Construction Manager at EDENS. Craig's experience includes a range of skills from focusing on construction and engineering as well as the broader development process.

David Kitchens

**Principal, Vice President
Cooper Carry**

David Kitchens joined Cooper Carry in 1984, and was named Principal in the Mixed-Use Studio in 1998. He now leads the Cooper Carry Washington DC office. David is a member of several organizations including the American Institute of Architects (AIA), the Urban Land Institute (ULI), and the National Council of Architectural Registration Board (NCARB). He earned both his Bachelor and Master of Architecture from the Georgia Institute of Technology. David is registered to practice in 21 states as well as the District of Columbia. David has served on a number of TAP panels as well as experienced serving as the TAP Panel Chair.

Dennis Perkins

**President
CIVITAS Commercial Real Estate Services, LLC,**

Dennis Perkins, President of CIVITAS Commercial Real Estate Services, LLC, provides real estate advisory and brokerage services to both public and private sector clients. With 25 years of commercial real estate experience as an analyst, advisor and broker, Mr. Perkins delivers wide ranging functional expertise in brokerage, transaction management, strategic planning, consulting, market research, financial modeling and portfolio administration. Mr. Perkins's client base focuses on municipalities, national and local corporations, nonprofit organizations and educational institutions in urban markets. He also provides agency representation to real estate asset management companies, owner-operators, and owner-occupiers as well as consulting services to national and local developers. His board service includes Jubilee Housing Support Alliance, Hope Community Inc. of East Harlem in New York City, Academic Achievement of the Mid-Atlantic Region, The Washington Inner City Lacrosse Foundation (WINNERS Lacrosse) and Trustee and member of the Project Management Committee of St. Patrick's Episcopal Day School in Washington DC.

Rachel Sowards

**Chief Operating Officer
Rodgers Consulting**

Rachel Sowards is the Chief Operating Officer at Rodgers Consulting, beginning in 2018. Prior to Rodgers Consulting, Rachel held the positions Vice President of Client Development and Executive Director at Paladino and Company. Rachel has experi-

ence in executive leadership positions as well as project management. Her skills include business development, client relations, sustainability innovation, and asset optimization.

Kyle Talente

**Principal
RKG Associates**

Kyle Talente is a Vice President and Principal with RKG Associates. Kyle brings an extensive background in project management and has technical expertise in all facets of market analysis. Kyle has worked on a wide variety of real estate, economic development and planning projects during his tenure at RKG Associates. His specializations include housing market and affordability analysis, local and regional real estate market analyses, economic development strategies, downtown and urban revitalization, economic impact analyses and target industry studies. Mr. Talente has also worked with many private sector clients on site selection and highest and best use analyses.

Stan Wall

**Partner
HR&A**

Stan Wall joined HR&A as a Partner in their Washington D.C. office in August 2015 after holding several senior positions in the mid-Atlantic region. In his previous posts, Stan worked across the entire real estate project lifecycle including strategy, planning, finance, development, and construction. Prior to joining HR&A, Stan was the Director of Real Estate and Station Planning at the Washington Metropolitan Area Transit Authority (WMATA), the second busiest transit system in the United States. Stan is also owner and founder of Wall Development Group, a Washington, D.C. based development firm focused on sustainable development, urban infill, and community-oriented projects.



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