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EDUCATION

M.C.R.P., City and Regional Planning, Rutgers University, 1986 B.A., Sociology, Communication Arts, University of Wisconsin, 1981

PROFESSIONAL REGISTRATION

American Institute Certified Planners Licensed Professional Planner, New Jersey, #I04365

PROFESSIONAL AFFILIATIONS

Transportation Research Board, Committee on Environmental Justice in Transportation Transportation Research Forum American Planning Association New Jersey Planning Officials

PROFESSIONAL EXPERIENCE

Mr. Aimen is the Principal of Aimen Consulting, with 24 years of experience in professional services consulting on planning and economics topics, including transportation policy, market research, demand forecasting, economic development, socioeconomic impact and economic and fiscal impact assessment methods. Before recently starting his own firm, Mr. Aimen was a Management Associate with The Louis Berger Group, where he oversaw the Planning and Economics Department of The Louis Berger Group as its Manager for 15 years. In that capacity, he built and managed a department of planners, economists and MBAs. He provided technical project support to existing studies and contracts; established and maintained client relationships; developed and implemented marketing strategies; formed teaming relationships; prepared all elements of technical and cost proposals; and hired, retained and mentored staff.

Mr. Aimen has supervised or participated in county and local planning-related studies including strategic plans, comprehensive plans, redevelopment plans, housing elements, public participation workshops, demographic and school children enrollment projections, development feasibility studies, grant acquisition assistance, needs assessment, site plan review, site location studies, and the promulgation of zoning, site and subdivision ordinances. In addition, he has supervised or participated in the full complement of environmental planning studies including environmental impact statements (EISs) and assessments (EAs). His project experience includes the following:

MARKET RESEARCH / DEMAND FORECASTING / MARKET STUDIES

- Port Authority of New York and New Jersey Update of 2000/2001 Feasibility Study to Extend PATH Rail Transit System to Newark Liberty International Airport. Task Manager. Supervised market and financial studies assessing the feasibility of extending the existing PATH service to Newark Liberty International Airport. The study included the design and implementation of a computer-assisted intercept survey to collect revealed and stated preference data from air passengers, airport employees and flight crews. Information collected has been used to develop a discrete choice demand model of future PATH ridership. Coordinated team's approach which included application of the North Jersey Regional Transportation Model (NJRTM-E) to compile travel network data and to review the effects of new PATH service on the regional network. Client: Port Authority of New York and New Jersey.
- AirTrain Employee Travel Survey at Newark and JFK Airports, New York, New Jersey. Project Director. Supervised market research surveys at Newark and JFK Airports to assess constraining factors behind low employee usage at Newark International Airport using the new direct NJ Transit Rail service, and in order to predict what may happen at JFK International Airport with the implementation of the new AirTrain service to Jamaica Station and Howard Beach. The intercept

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and interview surveys focus on the factors and price elasticity that govern an individual employee's choice of commutation mode and to what extent AirTrain ridership may change under various fare pricing options. Transit-dependent Airport employees from nearby communities of Queens or Newark are often low-wage earners who are very sensitive to price and the lack of seamlessness afforded by current fare instruments that link to the AirTrain. Prepared survey findings used to develop recommendations for changes in fare levels and discount policies. *Client: Port Authority of New York and New Jersey*.

- Toll Revenue Forecasting Services. Project Manager. Coordinating ongoing project involving an automated spreadsheet-based toll revenue forecasting model to assist Port Authority staff in projecting toll revenue on six interstate bridge and tunnel crossings connecting New Jersey and New York City. Project involves ongoing evaluation of time-series traffic and regional economic indicators data in order to model traffic and revenues. Long-range forecasts summarize data at a higher level of aggregation than produced through analysis of detailed traffic and economic datasets. The basic forecast model supports assessment of revenue impact of toll changes, fuel price changes, economic changes as well as trends in E-ZPass Participation. The project includes monthly tracking of revenue in an environment of unanticipated closures and restrictions on crossings. Client: Port Authority of New York and New Jersey.
- Monorail Ridership Forecast, Newark Airport, Newark, New Jersey. Designed a methodology and forecasting model to report the critical peak period by time of day, season and year when an additional Monorail car would need to be added at Newark International Airport to meet demand. The model incorporates long-term air passenger growth trends, new parking facilities, a hotel/conference center, investments in expanded air terminals, and enhanced demand due to improved access by NJ Transit and AMTRAK from the opening of the multi-modal Northeast Connector project. *Client: Port Authority of New York and New Jersey*.
- Truck Incentive Toll Pricing, New York, New York. Participated in market research study of region's trucking firms and shippers exploring the feasibility of pricing strategies to influence the trip-making and timing of regional trips and local deliveries. *Client: Port Authority of New York-New Jersey.*
- Rail Freight Car Leasing Market Study. Supervised market research study that examined the U.S. trends and opportunities for market entry in the railcar leasing business. The study examined rail freight industry history and trends, rail freight demand, the rail freight car market, the rate of new freight car deliveries, leasing contracts, leasing market participants, and issues of risk and return. The study benchmarked the operations and financial performance of major railcar lessors and compiled and characterized leasing arrangements. The study examined various scenarios for leasing market entry. *Client: Private Foreign Investor*.
- Future Port Warehouse Requirements Study, Port of New York/New Jersey, New York, New York. Contract Administrator/Task Manager. Conducted market research interviews with port warehouse operators at Port Newark and Port Elizabeth. The interviews evaluated the niche markets of on-port operators including the major commodities handled, value-added services performed, and strategic positioning of individual firms vis-à-vis competitors and assessed the degree to which operations were physically and operationally linked to international port trade. The study examined off-port regional warehousing siting trends and needs. The central study question concerned the extent to which the quality, capacity, operational and physical attributes of off-port warehouse facilities could satisfactorily serve as suitable and competitive substitutes without detriment to the future growth and competitiveness of the Port of New York and New Jersey. The study's purpose was driven by the Port's strategic investment planning to meet future spatial requirements caused by a doubling of container cargo volumes. Client: Port Authority of New York and New Jersey.

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- Newark International Airport Hotel Market Study. Project. Manager. Prepared a market analysis study of on-airport, or "terminal located" hotels, at Newark Liberty International Airport. The study involved a quantitative forecast of future demand and supply for an additional upscale hotel development at the airport. Integral to this study was a regional analysis of the overall hotel market conditions in the area, air traffic volume, and comparable airport markets in the U.S. and overseas. Client: Port Authority of New York and New Jersey
- Review of Feasibility Study for Airport Terminal Hotel, Terminal A Project. Project. Manager. Prepared a report that reviewed and commented on a market and financial feasibility study for an Airport Terminal-integrated hotel. The study included an analysis of aggregate trends (ADR, RevPAR, and occupancy rates) and forecast of demand and competitive share for the subject hotel incorporating aviation forecasts as an independent variable. The study included analyses of the hotel's financial performance under several demand and development cost scenarios. Client: Port Authority of New York and New Jersey.
- Hotel Market Study, Providence, Rhode Island. Project Director. Supervised an update of current and projected future market conditions in the Providence lodging market for the Rhode Island Convention Center Authority. Reviewed lost business opportunities reported by the Convention and Visitors Bureau due to a limited supply of "walkable" lodging rooms in the Providence metropolitan market. Assessed the potential for improved Convention Center marketability for major events and the regional economic impact of the expansion of hotel lodging in the vicinity of the Convention Center. Gathered data on occupancy and room revenue, and analyzed trends in tourism, business conditions, and local development that influence occupancy rates. Developed five-year projections of future occupancy, average daily rate, and revenue per available room for local lodging market as a whole and for proposed hotel. Client: Rhode Island Convention Center Authority.
- Snake Den Market Study, Rhode Island. Supervised staff conducting socioeconomic conditions and lifestyles (SELS) profile and segmentation of the market for a waterpark in the State of Rhode Island's Snake Den Park. Market research task combined industry research, stakeholder workshops and interviews to characterize waterparks by their demand segments, attendance levels, market or catchment area, points of competition, pricing strategies, seasonal variability, marketing, operating costs and service requirements (e.g., security), and capital infrastructure costs. *Client: Rhode Island Department of Environmental Management*.
- Bergen County- Hackensack Meadowlands Hotel Market Review. Project Manager. Reviewed recent trends in operational performance for midscale and upscale hotels in terms of Occupancy, Average Daily Rate (ADR), and Revenue per Available Room (RevPAR). Inventoried present demand and future supply for lodging in the region. Analyzed several market-specific factors relating to new development in the area and identified particular market segments currently over-served, and made recommendations regarding niche segments that are underrepresented. Client: Private Landowner.
- Birmingham Hotel Market Study, Birmingham Alabama. Task Manager. Assessed hotel market including recent trends in Average Daily Rate, Revenues per Available Room (RevPar), Occupancy Rates and Occupied Room nights. Assessed the demand for a new luxury hotel in light of plans for an expansion of a sports and entertainment convention center complex. Reviewed the development feasibility of a hotel based on prospective revenues streams and operating costs. In subsequent phase, reviewed the implied rate increases needed to amortize capital investments to modernize a hotel and conference center facility under various discount rate and investment level scenarios. *Client: Franklin Haney Company*.
- > Traffic Stop Data Compilation and Statistical Analysis, Dutchess County, New York. Task

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Manager. Supervised the design of data collection instrument and establishment of a county-wide data collection protocol for the analysis of traffic stop data for the purpose of assessing the incidence of racially-related profiling and enforcement patterns for more than a dozen police jurisdictions. Assessment included review of national best practices related to race-neutral policing strategies and managing community relations. *Client: Dutchess County/Dutchess County Criminal Justice Council.*

- Stadium Area Market Analysis and Parking Study, Mt. Vernon, New York. Analyzed the potential market feasibility of attracting minor league baseball, soccer, and other supplementary and complementary uses to a stadium area and mixed use parking/garage complex that were intended to serve as an anchor for redevelopment. Interviewed league owners and representatives as well as city recreational officials to understand the potential interest, needs, requirements and operating and financial constraints of various uses. Examined the relative contribution of various recreational and commercial uses to generate parking and retail demand for the mixed-use facility. *Client: City of Mt. Vernon.*
- Stadium Area Parking Study, Newark, New Jersey. Prepared a composite, pro-forma financial feasibility model of expanded parking garage facilities in the City of Newark that would serve office, retail and stadium parking users in an area slated for redevelopment and the siting of a minor league baseball field near the city's riverfront and Route 21. *Client: Essex County Improvement Authority*.
- Statistical Due Diligence. Supervised critique of statistical analyses prepared by testing-service concerning laboratory results from safety tests on playground flooring materials. The testing service prepared a database of materials tested under a variety of conditions, prepared a correlation analysis, and attempted to determine a conversion factor between different safety measures. The testing service attempted to apply the conversion factor to materials only partially tested and posit safety measures for tests not performed. Critique included examination of statistical inferences derived from correlation, as well as sampling methods, sample size, and data preparation. *Client: Rubber Recycle*
- U.S. Route 20 Improvement Truck Survey and EIS-Socioeconomic Analyses. Project Manager. Prepared a telephone survey of trucking firms regarding their origin/destination, safety, travel costs, and reliance upon U.S. Route 20 in Illinois. The survey sought to determine whether improved access from proposed improvements would alter truck utilization rates. The siting needs and the suitability of the particular non-metropolitan area for development were also surveyed. Supervised socioeconomic technical studies including environmental justice, fiscal impact and economic impact of project alternatives. Client: Illinois Department of Transportation.
- Stormwater Rate Feasibility Analysis, Providence, Rhode Island. Project Manager. Supervised the preparation of a study assessing the feasibility of implementing a stormwater-based method of raising revenues to fund a major CSO capital improvement. Literature review and case studies were prepared to benchmark typical rate structures and fees, credit systems, legal issues and billing, enforcement and appeal procedures, administrative requirements and expenditures. Prepared a financial impact model to perform sensitivity testing of major variables influencing the rate burden upon commercial, industrial and residential ratepayers. Client: Narragansett Bay Commission.
- Stewart Airport Properties Market Confirmation Report, Orange County, New York. Evaluated market study and master plan for a 2,000-acre nonresidential development project in Orange County, New York. Designed and conducted business tenant survey to identify labor force, journey-to-work patterns, site selection requirements, occupational staffing and hiring patterns of local business establishments. Study evaluated the competitive market region for nonresidential space, benchmarking historic absorption rates and major points of competition within Orange County for commercial, industrial and vacant land. Utilized labor force and employment projections to estimate future demand for nonresidential space in Orange County and the subject site. *Client: New York State Department of Transportation*.

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- Airports and Economic Development Study, Orange County, New York. Reviewed recent industry and regional trends in air cargo activity to New York-New Jersey area airports. Examined the potential role of the proposed Stewart Airport Industrial Park to capture aviation-related and aviation-compatible business activities. The role of the industrial park to support the feasibility of an air cargo facility was also considered. *Client: New York State Department of Transportation*.
- Commercial Vehicle Truck Study Assisted in the design of survey instrument and strategy for workshops with logistics managers and trucking operators for a market research study that examined the changing route and time-of-day patterns for truck movements over the Hudson River crossings. *Client: Port Authority of New York and New Jersey.*
- Growth Corridor Study, New Jersey. Participated in survey of business establishments newly located in suburban growth corridors of New Jersey, focusing on the firm's occupational employment, production and growth characteristics, and site location preferences, published by the Center for Urban Policy Research in *New Jersey Growth Corridors*.

SOCIOECONOMIC IMPACT ASSESSMENT / ENVIRONMENTAL JUSTICE

- Guidance Manual for Addressing Socioeconomic-Related Issues and the Human Environment. Project Manager. Prepared a guidance manual for NJDOT practitioners on assessing impacts to the human environment that may result from agency-sponsored projects. The manual examines the core considerations, lessons and benefits of community impact assessment, context sensitive solutions, environmental justice and public involvement. The manual includes key descriptions of socioeconomic impact topics, methods, outreach processes and data sources that can be used by the NJDOT practitioner to assess socioeconomic impacts of projects. Tools were developed or revised for conducting field-investigation screenings and documenting conclusions for Categorical Exclusion Documents (CED) Client: New Jersey Department of Transportation.
- Community Impact Assessment, Environmental Justice, Business Survey, and Indirect and Cumulative Impact Analysis, I-70 Widening Environmental Impact Statement. Task Manager. Designed and supervised the implementation of a business survey that examined the siting locational needs and probable investment and relocation response to displacement. Supervised the preparation of socioeconomic studies of the widening of I-70 segment through the urban center of Columbia, Missouri. Supervised the development of community facility and environmental justice population mapping utilizing GIS tools and evaluated and recommended strategies for proactive outreach to environmental justice populations. Client: CH2M Hill/Missouri Department of Transportation
- Access to Region's Core, Socioeconomics, Environmental Justice, Parklands and Indirect and Cumulative Effects, *Task Director*. Supervised the preparation of socioeconomic technical studies for an EIS of a major regional rail tunnel project that would effectively increase service frequency and the capacity of NJ TRANSIT and Amtrak service into New York's Penn Station. Identified the socioeconomic composition and income characteristics of populations within the study region. Assessed the construction and permanent effects of siting emergency ventilation systems, construction access shafts, rail storage and other facilities. Worked with the preliminary engineering and environmental study teams to develop alternatives to avoid and minimize impacts. Utilized GIS mapping to assess socioeconomic effects of changes in regional travel-time savings and accessibility for the purpose of assessing environmental justice and indirect and cumulative effects. Researched recreational and open space inventories to assess parklands and potential Green Acres impacts. *Client: NJ TRANSIT/Transit Link Consultants*.
- CCNY Science Building/CUNY ASRC Building, Socioeconomics and Environmental Justice. *Task Manager*. Supervised preparation of socioeconomic-related sections and environmental justice sections of the construction of a multi-phase science building and advanced science research buildings. Researched operational, locational, financial and economic characteristics and

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requirements of neighboring structural biology laboratory to assess significance of activities and sensitivity to vibration and noise impacts during construction. Assessed the permanent and temporary economic effects of the project. *Client: Dormitory Authority of New York State.*

- Goethals Bridge Replacement Environmental Impact Statement (EIS) Socioeconomic Studies, Staten Island, New York and Union County, New Jersey. Quality Assurance. Supervised staff and reviewed technical materials on socioeconomic and transportation-related issues prepared for the U.S. Coast Guard in support of the EIS of the proposed replacement of the Goethals Bridge. Socioeconomic investigations included land use, social impacts, community facilities, displacements and environmental justice considerations with respect to air quality, noise, and vibration, among other issues. Regional economic impacts were reported in terms of jobs, income, and sales using inputoutput modeling methods and construction budget estimates. To support the Goethals Travel Demand Model, employment forecasts by traffic analysis zones were prepared, incorporating development plans and other data sets. Special studies of feasibility of TDM/TSM measures were also conducted. *Client: United States Army Corps of Engineers/Port Authority of New York and New Jersey*.
- Delaware Turnpike Improvements Project, Socioeconomic Studies. Task Manager. Supervised the preparation of socioeconomic studies of the widening of the Delaware Turnpike. Studies included evaluation of economic impact, neighborhood cohesion, business displacement, Section 4(f) eligibility, community facilities, emergency services and the potential for induced development. *Client: Delaware Department of Transportation.*
- Smith Mountain Hydroelectric Relicensing Project, Socioeconomics Research Plan and Technical Studies. Prepared research plan for community and business stakeholders addressing the socioeconomic, economic, fiscal and property value impact studies associated with the operations and relicensing of Smith Mountain hydroelectric project in the Roanoke, Virginia region. Preparing socioeconomic technical studies addressing social, economic, fiscal and property value impacts from operations of Smith Mountain in the Roanoke, Virginia region. Client: American Electric Power.
- Tunkhannock Bypass EIS, Tunkhannock, Pennsylvania. Designed, implemented and analyzed a survey of retail establishments for an economic impact analysis of a proposed bypass of the central business district. *Client: Pennsylvania Department of Transportation*.
- Gary/Chicago International Airport, Socioeconomic Impacts ,Environmental Impact Statement. Conducted an analysis of the direct and indirect socioeconomic impacts from the proposed improvements to the Gary / Chicago Airport and recommended impact mitigation strategies. Prepared land use, community impact and Environmental Justice assessments. Adapted a regional input-output (I/O) model to quantify the economic effects of the proposed construction project for the region of the proposed action and reported the "multiplier effect" stimulated by the initial expenditure of funds allocated by state and Federal Governments for the expansion of the Gary Airport. *Client: Gary/Chicago International Airport*.
- Final Design Of Bound Brook Rotary and East Street Realignment and South Bound Brook Streetscape Improvements. Collected and analyzed land use, zoning and socioeconomic data and prepared environmental justice and socioeconomic sections of an environmental screening study of a streetscape improvements project. *Client: Somerset County Engineering.*
- Fulton Street Transit Center EIS, Environmental Justice. New York, New York. Task Manager. Provided supervisory oversight for the development of a race and income demographic profile of study area and region. Utilizing GIS tools, examined truck routes from Lower Manhattan construction site in support an environmental justice evaluation of the transportation routes for the Lower Manhattan project. *Client: New York City Transit, MTA*.

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Third Party Review of South Coast Rail Environmental Impact Study, Massachusetts. Reviewed and prepared comments on the socioeconomic elements of an environmental impact study, prepared under NEPA and MEPA, of a rail transportation project expected to improve access to employment and other opportunities in the Boston metropolitan region for South Coast Region residents. Specific tasks included review of methodology of socioeconomic and environmental justice analysis. *Client: United States Army Corps of Engineers*.

TRANSPORTATION POLICY

- Practical Approaches for Involving Traditionally Underserved Populations in Transportation Decisionmaking. Principal Investigator. Directing multi-year technical research study, NCHRP 08-72, including literature review, state-of-the-practice in public involvement and identification of innovative and practical approaches for involving traditionally underserved populations at each state of transporation decisionmaking. The final product will be a toolkit of effective practices, tools and techniques, an data sources for public and private sector practitioners. The first phase of the study included designing and conducting an interview plan with practitioners, academics and advocacy organizations to further inform the state-of-the-practice review and identify best practices, lessons learned, emerging demographic trends, and ongoing challenges when working with economically and culturally diverse communities. Client: National Cooperative Highway Research Program.
- Policy and Procedures Development and Training: Title VI, Environmental Justice, Limited-English Proficiency, and Americans with Disabilities Act. Reviewed existing NJDOT policies and practices, designed separate targeted questionnaires by stage of transportation decision-making, conducted program area specific interviews with select NJDOT staff, attended meetings with advisory committee, prepared *Effective Practices* report, developed recommendations for training NJDOT staff. *Client: New Jersey Department of Transportation*.
- Development of FHWA/FTA Environmental Justice Training Materials: Toolkit, Training Course and Workshop. Project Manager. Supervised a multi-year project developing technical assistance training materials for dissemination to state DOTs, MPOs, FHWA/FTA staff and others about Environmental Justice and Transportation. The project included the preparation of a widely distributed brochure, an effective practices booklet, case studies booklet, and training course. The project also included an extensive revision of the FHWA/FTA joint web site on Environmental Justice and Title VI. The goal of the project was to improve the integration of environmental justice into all transportation programs, plans and activities. Materials are designed to meet the diverse needs of Federal, State, MPO, community and private sector stakeholders and effective practices are being developed that relate to planning, NEPA, right-of-way, public involvement, community impact assessment and appropriate data sources and methods. Client: Federal Highway Administration.
- MPO Environmental Justice Evaluation and Strategy, Vineland, New Jersey. Project Director. Supervised evaluation and strategy-setting report to metropolitan planning organization. The study included: the design and implementation of a transportation needs assessment telephone survey targeted to community, social service, church, and advocacy organizations that serve or work with low-income and minority populations; a profile and GIS mapping of low income and minority populations that relied upon several measures of low income and "need"; a benefits and burdens analysis of the Regional Transportation Plan and Transportation Improvement Program that measured changes in regional accessibility and assessed the spatial distribution of "beneficial" projects such as bike/pedestrian, enhancements and safety improvements. Prepared recommendations addressing public involvement and outreach, analytical methods, and the integration of environmental justice concerns into other planning processes. *Client: South Jersey Transportation Planning Organization*.
- > Environmental Justice Workshop, I-25 Valley Highway Project, Denver, Colorado. Task

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Manager. Conducted day-long workshop with representatives of CDOT, FHWA, EPA, and Denver city government that reviewed the principles and effective practices of environmental justices. The workshop included review of key study issues and an identification of race, income and social characteristics of the region and I-25 urban highway corridor. Prospective strategies were discussed for conducting meaningful public involvement and addressing displacements and relocation, mitigation, enhancements and cumulative impacts. *Client: Entranco/Colorado Department of Transportation*.

- New Title VI Environmental Justice Issues in Statewide and Metropolitan Planning, Benefits and Burdens Assessment Technical Assistance. *Project Manager*. Directed technical assistance study that focused upon addressing the needs of select Metropolitan Planning Organizations that had received corrective action notices after FHWA certification reviews. The study included the conduct of scoping research into the demographic patterns to support the development of a technical assistance plan, the delivery of technical assistance and the documentation of effective practices for technical assistance dissemination. This technical assistance included the conduct of methods for identifying and mapping traditionally undeserved populations, benefits and burdens assessment of transportation plans, and recommendations for improvements in project selection prioritization, among other issues. *Client: Federal Highway Administration*.
- Public-Private Partnerships: Current Practices in the Establishment and Funding. Project Manager. Supervised research on relevant case examples of techniques for structuring public-private partnerships using a mix of federal and state highway and transit funds and local state and private sector funds. The case studies report on legal, financial, operational, environmental, marketing and public involvement as well as other key issues of concern involved in initiating and managing risk from these complex projects. Case studies are primarily focused on the Congestion Mitigation Air Quality (CMAQ) program but also draw upon other Federal-aid projects under Title 23 and Title 49. *Client: Federal Highway Administration*.
- FHWA/FTA Guidance Materials for Brownfields and Other Hazardous Waste Sites. For guidance document, drafted guidance language related to public involvement and collaborative planning processes, NEPA environmental review processes and consideration of environmental justice and the community context in which transportation project and brownfield remedial activities will occur. Client: Federal Highway Administration/Federal Transit Administration.
- Economic Trends and Multimodal Transportation Requirements. Researched emerging trends in U.S. business requirements regarding the use of freight transportation services and technologies. Conducted survey of various industry requirements regarding inventory, warehouse, transportation and outsourcing of transportation services. Analyzed the freight transportation requirements of the nation's industries using input-output techniques. *Client: National Cooperative Highway Research Program (NCHRP)*.
- Transportation Investment and Economic Expansion: Case Studies. Participating Investigator. Interviewed state transportation officials, private businesses, and public agencies about the central importance and economic impact of the Eisenhower Tunnel and Interstate 70 in the development of national and regional tourist markets. Explored the role of targeted transportation assistance programs to influence private business expansion and retention decisions in Wisconsin and Michigan. Examined program and project evaluation criteria of highway development programs in Georgia, Wisconsin, Pennsylvania, Minnesota and other states to prioritize highway investment decisionmaking, as well as their success in inducing desired industrial and commercial site location decisions. *Client: National Cooperative Highway Research Program (NCHRP)*.

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TRANSPORTATION PLANNING / FREIGHT

- Update of Somerset County Public Works Capital Improvement Program (CIP) Handbook for Roads, Intersections and Bridges, Project Selection Tool. Somerset County, NJ. Quality Assurance. Provided oversight for project that developed decision-making criteria and weight schemes for the County's capital project prioritization process to bring into alignment with current federal/state regulations as well as NJDOT and NJTPA goals and policies. The study included a survey of New Jersey counties to compare CIP processes; compared Somerset's prioritization criteria to NJDOT and NJTPA to highlight differences and establish basis for determining need for criteria and process changes. The study developed approaches to improving process transparency, rationalizing scoring system and streamlining criteria. Client: Somerset County Department of Public Works, Somerset County, NJ.
- Economic and Social Performance Measures for Transportation Alternatives, U.S. 550 Connectivity Study, Albuquerque, New Mexico. *Task Manager*. Supervised preparation of methodology paper describing the analytical framework for assessing the economic and social impacts of various transportation improvements for the purpose of screening investment alternatives. Coordinated the development of a GIS platform compiling transportation, demographic, and economic data sources to facilitate the analysis of transportation improvements and their effects upon labor and customer markets on a systemwide, local jurisdiction and site-specific level and in terms of their effects on transit-dependent, low-income, disabled and minority populations. *Client: Middle Region Council of Governments*.
- NYMTC Transportation Planning On-Call Services Agreement. Project Manager. Overseeing a multi-year "On-Call" services agreement with the MPO. This 3-year agreement to provide support services currently includes the oversight for specialized staff augmentation including a Public Information Officer, a Demographic and Economics specialist, and a Census and Travel Survey specialist. Under this agreement Berger prepared a Congestion Management Process (CMP) Report Update for NYMTC's Regional Transportation Plan. Client: New York Metropolitan Transportation Council.
- New Jersey Intermodal Strategic Plan. Task Manager. Supervised preparation of an inventory of the state's major intermodal facilities. Prepared technical memorandum reviewing key statewide indicators of the state's intermodal performance. Reviewed emerging global, national and statewide trends regarding freight transportation services and technologies. Organized workshops with freight transportation carriers, shippers and interested MPO and port-sector officials to discuss deficiencies and strategies for New Jersey's freight network. Provided oversight for subconsultant studies including New Jersey's freight flow by mode and destination, interviews with south Jersey firms, and economic impact model detailing statewide and regional impacts of freight transport sector and strategic issues. Client: New Jersey Department of Transportation.
- New Bedford Cargo Forecast Model, Massachusetts. Developed estimation methodology using various sources of data, including a national commodity flow survey estimates and regional economic data, and an input-output model. Combined commodity in-flows to the State of Massachusetts with an input-output model table adjusted for Massachusetts and computes the state commodity flows to industries. The industry flows are then distributed to the New Bedford region based on the region's "share" of the industry. The model provided a cost-efficient technique for estimation of potential market demand for air cargo services. *Client: New Bedford Regional Airport*.
- Port of Baltimore Commodity Forecasts, C&D Canal Cost-Benefits Study, Baltimore, Maryland. Task Manager. Developed foreign import/export trade and domestic commodity forecasting model that incorporated PIERS, USACOE Waterborne Commerce and WSTS data sets

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and forecasts. The model enables scenario and sensitivity testing of future commodity growth allowing variability for trade partner, commodity, size of the local market and hinterland, and growth rates. Forecasts were prepared for TEUs, liner, tanker and tramp tonnage for the North Atlantic and Port of Baltimore. *Client: U.S. Army Corps of Engineers—Philadelphia District.*

- Newark Airport Rail Connection Feasibility Study, Newark, New Jersey. Evaluated cost/benefit of alternatives for the extension of PATH commuter rail service to Newark International Airport. Estimated the regional economic impacts of construction and operation alternatives using input-output modeling techniques to derive direct, indirect, and induced multiplier impacts. Calculated cost/benefit evaluation measures including annualized capital cost per passenger, fare recovery ratio, and present value of estimated cost and revenue streams, based on alternative ridership, cost, and fare structure scenarios. Screened for other potential project benefit measures including user benefits, system enhancement benefits, joint development opportunities, and roadway mode diversion effects. *Client: Port Authority of New York and New Jersey*.
- Portway Cost Benefit Analysis/Cost Benefit Manual, Port District NY-NJ. Project Director. Responsible for refining a cost-benefit model for assessing the net benefits of sub-projects included within New Jersey's Portway project. The package of projects targeted is intended to eliminate congestion bottlenecks and facilitate goods movement through the port region, including roadway, interchange and bridge upgrades. Transportation benefit metrics such as travel time savings, vehicle operating costs, safety enhancements, and air quality improvements were examined. The infrastructure upgrades are expected to catalyze brownfield redevelopment, increasing demand for warehousing space due to improved accessibility and productivity gains. The analysis included a desktop survey of trends in the warehousing industry using simple regression analysis of time series data, as well as the development of methods to estimate the wider economic benefits from brownfield re-use. *Client: Port Authority of New York and New Jersey*..
- Cost-Benefit Manual Improvements. Project Director. Researched and benchmarked measures of value to be used by the Port Authority of New York-New Jersey as part of their cost-benefit manual to improve project appraisal analytics for major infrastructure improvements. These metrics included vessel operating costs, aircraft operating costs, costs of parking, value of life and damages, and the value of reliability in surface transportation. Client: Port Authority of New York and New Jersey.

ECONOMIC DEVELOPMENT, STRATEGIC AND REDEVELOPMENT PLANNING

- Green Collar Jobs Demand Analysis, Washington D.C. Project Director. Supervised the development of estimates of future demand for green collar jobs resulting from DC's Green Building Act and other green initiatives and programs. Study involved overview of the green sector in the District, detailed profiles of occupations arising from green initiatives, including education, training, skills requirements and wage levels. The demand model, along with training and user guides, will be handed off to the WDCEP and DC Office of Planning for use as a tool to support both workforce development programming and green economic development efforts. Study also involved creating a report on best practices of programs focused on green industries, green collar workforce development, and on bringing hard to employ populations into the workforce. Client: Washington DC Economic Partnership & the DC Office of Planning.
- Economic Base Diversification Master Plan, Kingston, New York. Project Director. Supervised study that reviewed the economic base and targeted industries and "clusters" important for the economic development of the Kingston-Ulster County NY area. This plan provided an inventory of assets and resources, a comparative analysis of the area's competitive position, and a program for plan implementation based on the region's advantages. Client: City of Kingston, Department of

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Economic and Community Development.

- Financial Sustainability Study, City of Sarasota, Florida. Project Director. Supervised strategic planning study identifying and assessing potential initiatives to improve the city's fiscal position and livability. The year-long study included a review of recent city-suburb trends and preparation of models and forecasts of population, fiscal revenues and expenditures, tax base, migration, tourism, employment, income, housing supply, land development, and poverty. The financial-land use element included an analysis of the long-term solvency and continued feasibility of a Tax Incremental Financing District (TIF) in light of private sector development proposals and plans and trends and debt service requirements. An extensive outreach approach was followed with local stakeholders (i.e., business, church, neighborhood association), a major day-long public event with workshops and recognized experts (i.e., academics, practitioners, public officials), and task-by-task briefing meetings with an internal management team of city department heads and the city manager, and the elected city commissioners. *Client: City of Sarasota, Department of Planning and Development*.
- Jamaica AirTrain Corridor Strategic Economic Development Plan, New York. Project Director. Prepared a detailed analysis of current real estate market trends, available development sites, occupancy rates, commercial rents and absorption rates for the area surrounding Jamaica Station. Reviewed team's methods for interviews, SWOT analysis, and selection of case studies and findings as they pertain to identifying market opportunities and realistic development options for the Jamaica business district. Client: New York City Economic Development Corporation.
- Economic Development Strategy and Marketing Plan, Natchez, Mississippi. Task Manager. Conducted regional economic analysis and review of Adams County, Mississippi in support of the City of Natchez industrial site master plan and strategy. Assessed economic development needs and potential of the region and providing advice on the viability of matching particular industries to County aspirations. Emphasized current labor market requirements, transportation networks, port activities and potential for international trade, and competitive attributes of local economy. Engaged local and regional stakeholders through a series of interviews and a stakeholder meeting as part of market opportunities assessment. Developed recommendations targeting alternative energy and fuels sectors as part of strategy to develop industrial park using principles of industrial ecology. Client: Natchez–Adams County Economic Development Authority, Natchez, MS.
- > Township of Montclair, N.J. Downtown Redevelopment Plans. *Project Director.* Supervised redevelopment plan to revitalize underutilized areas in and around the Town Center through streetscape improvements, downtown business strategies, public art investments, expansion of parking facilities, and affordable housing mechanisms. The recommendations in the plan are based on an in-depth public participation process that includes workshops with property owners and merchants and a public workshop for the entire community. The study included market and financial pro-forma feasibility analyses of affordable housing and retail concepts to convey to the existing landowners and other stakeholders the options under various levels of permittable development intensities. *Client: Township of Montclair, New Jersey.*
- Comments on Little Ferry Master Plan Reexamination Report. Prepared on behalf of a residential apartment owner, the report commented on the Little Ferry Master Plan Reexamination Report and questioned the plan's failure to promote "Smart Growth" principles and land use policies (e.g., densities, mixed uses, balanced housing). The comments also raised significant environmental justice issues triggered by redevelopment plans intended to displace low-income and minority residents in multi-family dwellings. The need for traffic calming and pedestrian and bicycle improvements to better connect isolated residents to schools, parks, community facilities and shopping were discussed. The comments were distributed and presented to the Planning Board and led to key revisions in zoning and land use and circulation recommendations. *Client: Donald Nuckel*

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Properties.

- Sixth Street Embankment Redevelopment Study, City of Jersey City, New Jersey. Project Director. Supervised multidisciplinary team of historic preservation architects, civil and structural engineers, land use planners and financial analysts in the evaluation of a highest and best use redevelopment plan for a six-block area near the waterfront in Jersey City. Various urban infill redevelopment alternatives-- multi-story apartment, townhouse and two-family, recreational, retail and historic preservation-in-place--were identified. The study evaluated the impacts and trade-offs upon the city fiscal position, real estate development economics, cultural resources, engineering, traffic, community land use and socioeconomics. The opportunities and constraints of a six-block brownstone and granite embankment structure bisecting two historic neighborhoods was a central concern of the study; various alternatives considered preservation, reuse of materials, or complete demolition and removal of this former rail freight facility. *Client: Jersey City Department of Housing, Economic Development and Commerce.*
- Waterfront Blight Study, Elizabeth, New Jersey. Conducted an investigation to determine if a 35acre waterfront tract met statutory criteria of a "blighted area." Identified key environmental issues that the city would need to address as part of its redevelopment strategy. *Client: City of Elizabeth*.
- Orange County Transfer of Development Rights Concept and Ordinance. Researched current practices in TDR nationwide, reviewed real estate market conditions in the rural and unincorporated areas and urban areas of Orange County. Assessed potential value of the transferred rights for sending and receiving areas based on modeling of build out potentials and density preferences. Client: Orange County, NC.
- Little Ferry Redevelopment Advisory Services. Task Manager. On behalf of a private developer and residential apartment owner, reviewed existing redevelopment examinations and recommended specific redevelopment strategies for the revitalization of the Little Ferry waterfront area and a dilapidated commercial shopping center. Client: Donald Nuckel Properties.
- Central Avenue Parking and Arcade Demolition Study. Worked on a component of the project dealing with crime prevention through environmental design (CPTED). This portion of the study focused on business and shopper surveys that identified key factors influencing the willingness to frequent downtown businesses as well as gathering and analyzing crime data to identify factors influencing crime in the Central Avenue Study Area. The data was used to recommend building and parking design changes, lighting levels, and landscaping plans. *Client: City of East Orange, New Jersey.*
- Financial Implementation Plan, Esler Regional Airport Master Plan, Alexandria, Louisiana. *Task Manager*. Examined the capital and operating budgets of a commercial service airport and identified potential federal, state, local and private sources of funding for capital improvements. Reviewed strategies for increasing private sector sources of capital. *Client: Esler Regional Airport Authority*.

COMPREHENSIVE PLANNING / LAND USE / SITE LOCATION

TRACON Siting Locational Study, Site Suitability Ranking, Workshops and Employee Surveys, New England Region. Project Manager. Prepared a site suitability study to iteratively screen, evaluate and rank candidate sites. More than 70 sites were screened through a process which eliminated fatally-flawed sites and evaluated remaining sites according to more than two dozen site evaluation factors. Conducted technical investigations into operational, environmental and socioeconomic factors. Explored the housing needs and housing market availability for relocating employees. Interviewed local realtors, municipal planners and economic development officials to

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determine the suitability of potential host communities based on the housing price and community attributes desired by employees. *Client: Federal Aviation Administration*.

- Land Use Development Regulations, Raritan Borough, New Jersey. Project Manager. Supervised the promulgation of amendments to the zoning and subdivision ordinances. The comprehensive amendment process included the establishment of new zoning districts, environmental impact review procedures, revised site plan and subdivision standards for roads and parking, and changes to the development review and hearing process. Client: Borough of Raritan.
- Master Plan, Byram Township, New Jersey. Prepared the land use element and made recommendations to the planning board regarding areas requiring zoning changes for a suburbanrural community, Byram Township in Sussex County, New Jersey. Prepared population, employment and school enrollment projections that were essential input for school facility and recreation planning. *Client: Byram Township*.
- Master Plan Update for Raritan Borough, Raritan, New Jersey. Project Manager. Supervised the preparation of revisions to the land use element, housing element, circulation plan, and goals and objectives sections of a master plan. Presented land use and zoning change recommendations to the Planning Board. Client: Borough of Raritan.
- Master Plan Update, Elizabeth, New Jersey. Task Manager. Prepared population and school enrollment projections based on a demographic-economic age-cohort projection methodology that incorporated new development and migration data. Client: City of Elizabeth.
- Needs Assessment Survey for Target Funding. Designed, implemented and analyzed survey of retail establishments in target low-income neighborhood, assessing the need for Community Development Block Grant funding.
- Pelham Bay Ice Rink Suitability Study, Bronx, New York. Supervised planning tasks to determine the need for evaluated the site suitability of various site locations of a proposed ice rink facility that will accommodate recreational and competitive ice skating, hockey, and training support facilities. Established a site suitability framework for incorporating physical, environmental, operational, traffic, and socioeconomic factors into a ranking of competitive sites for the facility. Profiled emerging national and regional recreational trends as well as changing demographic and economic circumstances of the catchment area for the facility. Examined the competitive supply of facilities operating publicly and privately. *Client: New York Parks Department.*

DEMOGRAPHIC FORECASTING

- Dutchess County Socioeconomic Forecasting Project, Poughkeepsie, New York. Project Manager. Supervised the preparation of county and municipal population, housing and employment forecasts and model. The forecasting model explicitly incorporates risk probabilistic techniques enabling the sensitivity evaluation of over twenty demographic, economic and land use variables including such factors as the journey-to-work, economic base retention and growth, private development approvals, public infrastructure investment, and growth controls. Workshops were conducted to target important issues and explore the probable range of outcomes for select variables. *Client: Dutchess County Department of Planning and Development and the Poughkeepsie-Dutchess Transportation Planning Council.*
- NJTPA-Demographic Forecasting Model. Project Director. Supervised the preparation of a demographic-economic forecasting model for 13-county North Jersey Region. The model includes modules for age-cohort, migration, journey-to-work, labor force participation, employment, and household formation. Municipal and traffic analysis zone modules integrate data from GIS that cross-tabulates development densities by 11 urban form types (e.g., rural, urban, surburban, etc.).

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Other "bottom-up" factors include vacant land, zoning, accessibility, recent development trends, infrastructure and private development plans as means for sharing growth between communities. The model was prepared in MS-Excel with a Visual Basic user-interface and facilitates scenario- and sensitivity-testing and incorporates risk assessment modules. Interested staff and constituent counties were given an opportunity to review sensitivity of assumptions at the regional, county/planning district and corridor/center level and explore "trend" and "Smart Growth" scenarios. *Client: North Jersey Transportation Planning Authority*

- Queen Anne's County Demographic Forecasting and Vacant Land Inventory, Maryland. Project Director. Prepared population, employment and household forecasts for the Queen Anne's County, MD planning department. In addition, the projected included delivery of an integrated demographic-economic county model and a local allocation module. The local allocation relied on extensive GIS-analysis of environmental and policy constraints on the local carry capacity of county lands. The model contains a series of fiscal impact metrics for estimating the public costs associated with localized development in the county. Client: Queen Anne's County, MD Planning Department.
- Route 92 Socioeconomic and Land Use Study. Prepared municipal and traffic zone population, employment and income projections for a traffic and transportation analysis. Year-round projections were prepared at a county, municipal and traffic zone geographic level. Developed a model that used a GIS to track rapid residential building activity throughout the study area and to incorporate environmental and regulatory constraints into a land use allocation model. *Client: New Jersey Turnpike Authority*.
- Routes 73-38-70 Corridor Planning Study, Burlington and Camden Counties, New Jersey. Prepared detailed municipal and traffic zone population and employment estimates and projections for a New Jersey Department of Transportation Study of the Routes 73-38-70 Corridor in Burlington and Camden counties in New Jersey that incorporated zoning and environmental constraints for the 200-square-mile area. Calculated the "build-out" and absorption rate potential of the rapidly growing corridor area. Designed, implemented and analyzed mail-back and interview surveys of office tenants, landowners and development firms concerning plans for development and current traffic conditions. *Client: Bureau of Statewide Planning, New Jersey Department of Transportation*.
- Cape Cod Route 6 Widening EIS, Massachusetts. Prepared municipal and traffic zone population, employment and income projections for traffic and transportation analysis. Year-round and seasonal projections were prepared at a county, municipal and traffic zone geographic level. Developed a model that used a GIS to track rapid residential building activity Cape-wide and to incorporate environmental and regulatory constraints into a land-use allocation module. Reviewed potential for induced development attributable to highway investment. *Client: Massachusetts Department of Transportation.*

ECONOMIC & FISCAL IMPACT STUDIES

Analysis of Job Creation in PlaNYC, Project Director. Supervised a study that analyzed the job creation impacts of New York City's PlaNYC 2030. The study included interviews with affected City agencies to review capital funding plans and operating budgetary expenditures. PlaNYC 2030 is an ambitious plan intended to make the city more livable, competitive and accommodative of significant levels of population and employment growth. PlaNYC 2030 includes 127 separate initiatives of which 65 are expected to have job creation effects. Measurable initiatives cross-cut several major topics including land use, water supply network, water quality, air quality, transportation, and energy. The study measured the direct, indirect and induced impacts of each initiative and provided an occupational profile of permanent employees. Client: New York City

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Economic Development Corporation and New York City Mayor's Office of Sustainability.

- Economic Impact Studies. Developed a regional input-output model that has been applied to numerous economic impact studies. Examined the direct, indirect and induced regional economic impacts associated with the construction and/or operation of various public projects including an intermodal terminal in Iowa, a port facility in Puerto Rico, a prison in Brooklyn, a highway interchange in Virginia, a major new bridge crossing between New York and New Jersey, highway widening on Cape Cod, and office building development. Performed clustering analyses of forward and backward linkages to identify "target" industries for economic development. Analyzed U.S. industry need for transportation services. Examined statewide price impacts of sewerage rate increases. Clients: Bi-State Regional Planning Commission; Federal Bureau of Prisons; Virginia Department of Transportation; Department of Public Works; General Services Administration; City of Kingston, New York; National Cooperative Highway Research Program; Narragansett Bay Commission.
- La Plata River Crossing. Adapted input-output tables for Argentina and Uruguay and prepared economic impact analysis of the construction and operations of a 50-kilometer bridge/highway project linking Buenos Aires and Colonia. The multipliers derived from national input-output tables were adjusted for inflation and more current macroeconomic data and supplemented measures of the project's impacts not fully represented by more traditional cost-benefit methods. *Client: Bi-National Commission for the Bridge Buenos Aires Colonia*.
- New York Harbor Dredging Scenario Study: Regional Economic Impacts of Not Performing Maintenance Dredging or Deepening the Port, New York. Project Administrator and Task Manager. Conducted mail surveys and industry interviews with the region's shippers, vessel and terminal operators. Prepared model that assessed the regional economic effect of shallower and deeper draft depths, attributable to various dredging strategies, and their impact upon the volume of waterborne commerce served by the Port. The model incorporated forecasts of commodities by cargo handling type, fleet forecasts, and included an evaluation of origin/destination of cargo, diverted cargo, inland transport costs and impact to region's shippers/consignees. The model enabled consideration of vessel liner service patterns, trade rotation, changing trade lanes, increasing vessel sizes and port-of-call status. Client: Port Authority of New York and New Jersey.
- Economic Analysis of Interstate 99 Highway Corridor, Pennsylvania. Investigated regional economic impacts of transportation investment in the I-99 Corridor as part of a nationwide review of Federal Economic Development Highway Corridors conducted by a multi-firm team for the Federal Highway Administration (FHWA). Developed methods to estimate economic impact of construction and highway operations, as well as economic impacts of regional travel time savings, efficiency benefits, business development effects, firm access to markets and labor, and tourism and complementary development. *Client: Federal Highway Administration*.
- Economic and Financial Evaluation of Combined Sewer Overflow Abatement Options (CSO), New York. Project Manager. Supervised an economic impact analysis and a financial burden evaluation on rate payers of various CSO improvement investments. The study included interviews with 25 businesses, review of comparative sewer rate benchmarks, examination of industry competitive strategies and the importance of water and sewer in their production requirements. Using input-output and survey research techniques, the study analyzed the effect of a sewer rate increase on the consumer and industry from an economic and financial perspective. Client: Narragansett Bay Commission.
- Economic Impacts of Rhode Island Convention Center, Providence, Rhode Island. Project Director. Supervised an economic impact study of the existing Rhode Island Convention Center complex that reported the jobs, earnings, sales and tax revenue impacts to the City of Providence and

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the State of Rhode Island of the annual operation of the convention center, parking facility and adjacent hotel. Supervised the design, implementation and analysis of an on-site visitor survey and a telephone survey of event organizers that was used to establish key parameters and elicit customer satisfaction benchmarks. *Client: Rhode Island Convention Center Authority*.

- Economic Impact of Retail Trade at the World Trade Center Site. Project Director. Supervised a regional economic impact study of proposed retail trade at the former site of the World Trade Center. The study assessed the jobs, earnings, and sales impacts to the Port Authority 17-county region from the development in phases of retail trade. The study's findings were used in a press release regarding progress and plans for the redevelopment of the site. Client: Jones Lang LaSalle/Port Authority of New York and New Jersey.
- Regional Economic Impact of Rail Link from Jamaica, Queens to JFK International Airport. Task Manager. Prepared a regional economic impact analysis of the construction of the rail link, eventually known as the AirTrain, measuring the direct, indirect and induced economic effects of the project in terms of jobs, earnings and regional output. *Client: Port Authority of New York and New Jersey.*
- Economic and Fiscal Impact Analysis of the Mountain Creek Resort, Vernon, New Jersey. Project Director. Supervised an economic and fiscal impact study of the prospective growth of a four-season resort destination facility in northern New Jersey. The study analyzed the impacts of construction and growth in year-round visitors over a 12-year development plan establishing a mixed use village incorporating seasonal lodging, retail, eating establishments and a conference center. Prepared visitor estimates based upon development plans for such activities as skiing, mountain biking, water slide, golfing, seasonal lodging and business conference center. Interviewed municipal department such as police, public works, recreation and city management about their changing service requirements due to the growth of visitors and activities. Supervised modeling efforts to report jobs, earnings, sales economic impacts as well as the tax revenues and expenditure effects upon city and school districts. *Client: Intrawest Corporation*.
- Economic Impact Studies of Federal Bureau of Prison Facilities. Task Manager. Supervised the preparation of numerous economic impact studies examining the siting of federal prisons in urban and rural areas throughout the United States. Developed input-output model that examines employment, income and sales output attributable to the temporary construction and permanent operations of the facilities. The capacity of labor force, schools and housing to fulfill demand created by the new institution was also evaluated. The model has been applied in Philadelphia (PA), Three Rivers (TX), Brooklyn (NY), Beckley (WV), Yazoo (MS), Tracy (CA), Forrest City (AK) and several other places. Client: Federal Bureau of Prisons.
- Economic Impact Analysis of Proposed Bridge, Staten Island, New York. Examined the direct, indirect and induced regional economic impacts associated with the construction and operation of a proposed bridge crossing between Staten Island and central New Jersey. The analysis included an identification of the projected total employment, income and output expected to be generated. The anticipated impacts of the proposed project were compared with results derived using the Port Authority of New York-New Jersey input-output model. *Client: Port Authority of New York and New Jersey*.
- Aquidneck Bicycle/Rail Corridor Economic Impact Assessment, Newport, Rhode Island. Revised economic impact model to enable assessment of direct, indirect and induced economic impacts of constructing and operating a redeveloped rail corridor in Southeastern Rhode Island. The analysis consisted of adapting input-output model for the Rhode Island and Southeastern New England economy and assessing the direct and indirect benefits of expenditures on labor and materials needed to construct a new bicycle path and related facilities as well as reconstructing an

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existing railroad right-of-way and new swing bridge connecting Aquidneck Island to the mainland. *Client: Rhode Island Department of Transportation.*

- Demographic and Fiscal Impact Analysis, Town of Secaucus, New Jersey. Project Manager. Supervised preparation of the demographic and fiscal impact analyses of a planned 33-unit single family residential development. Supervised the estimation of impacts on municipal and school budgets resulting from anticipated value of the new housing units, the number of new residents and the number of new school age children. Collaborated with the New Jersey Meadowlands Commission (NJMC) to estimate final impacts, as the Town of Secaucus is part of the NJMC intermunicipal tax sharing district. Client: Mardamar Builders/Roux Associates.
- Fiscal and Economic Impacts, Oneida Nation Enterprise, Lands into Trust Application, Central New York. Project Manager. Supervised the preparation of fiscal and economic studies of placing 17,000 acres of land currently owned by the Oneida Indian Nation (OIN) into tribal trust administered by Bureau of Indian Affairs in Central New York. The fiscal studies include a comprehensive review of exempt lands in the host counties, benchmarking of revenues, expenditures and debt spending for comparable communities throughout New York State and the utilization of econometric methods to estimate the impact of growth and change on service expenditures per capita. The regional economic impacts include an assessment of the jobs, income, sales and tax impacts of the OIN enterprises and government which includes its Turning Stone Casino, hotel and resort properties and the OIN government administration. Client: Zuckerman Spaeder/Malcolm Pirnie
- Baltimore-Washington, D.C. Maglev Regional Economic Impact Study, Baltimore, Maryland. Project Manager. Examined the capital and operating requirements of a maglev system as well as the potential that such a system could have for inducing economic development within the Baltimore metropolitan region. The role of tourism, station development and transit-oriented development (TOD), research and development, siting of new supplying industries and the potential for government facility siting were evaluated. A regional input-output model was utilized to identify impacts in terms of jobs, income, sales and tax revenues. Initially prepared in 1993, the study was revised in 2003 as feasibility and environmental studies were advancing as part of process of winning Federal approval and investor-interest. Clients: Baltimore Development Corporation and The Abell Foundation.
- Shiloh Road Study Area: Fiscal and Economic Impact Study of Land Use Options, College Township, PA. Project Director. Supervised a fiscal and economic impact analysis for four different land-use scenarios on a road corridor experiencing growth pressures due to its proximity to the newly improved I-99. The fiscal impact assessment analyzed the annualized cost of operational and capital investments to meet incremental service demands of the various land use development scenarios against the additional revenues from taxation and fee assessments. The economic impact analysis evaluated the regional economic impacts in terms of jobs, earnings, and local sales from initial construction expenditures as well as from ongoing permanent operations. To properly frame the economic impact study, the market analysis element assessed shifts in local retail demand attributable to the additional competitive supply. *Client: College Township, PA and Centre County*.
- Community Facilities and Fiscal Impact Analysis, Burlington Township, New Jersey. Task Manager. Examined the community facilities and the fiscal impacts of a proposed 577-unit residential development. Identified factors affecting the suitability of the development based on availability, quality, and distribution of police and fire protection, schools, library facilities, sanitary sewers and water supply, as well as parks and recreational facilities. Projected future service levels, residential population, and school-age children to evaluate operating and capital expenditures. Client: K. Hovnanian Enterprises.
- Community Facilities and Fiscal Impact Analysis, Franklin Township, New Jersey. Task

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Manager. Evaluated the impact of a proposed 474-unit single-family residential development on the municipality and the school district. Identified different cost/revenue effects on the municipal and school district budgets and examined the impact on service capacity from the completion of all phases of the proposed residential development. *Client: K. Hovnanian Enterprises*.

- Nonresidential Fiscal Impact Analysis, Orange County, New York. Task Manager. Analyzed fiscal impacts of proposed seven-million-square-foot airport office/industrial park. The proposed project's construction scattered development throughout multiple jurisdictions including municipalities, school districts and county. The analysis considered annual and cumulative fiscal impacts over the 20 year phase-in absorption period, as well as the effect of a property tax abatement program on total projected revenues. Client: New York State Department of Transportation.
- Economic Impact Analysis of Nonresidential Project, Orange County, New York. Task Manager. Examined the regional economic impacts of construction and operation of a seven-millionsquare-foot airport office/industrial park. The analysis included an identification of the total employment, income, output, population and school-age children expected to be generated at midproject and upon completion. Client: New York State Department of Transportation.
- Community Facilities and Fiscal Impact Analysis, Rockaway Township, New Jersey. Task Manager. Conducted a community facilities and fiscal impact analysis of a proposed development of 719 residential units. Identified existing community facilities and their capacity to accommodate additional service requirements generated by the proposed residential development. Projected the impact on municipal and school budgets resulting from the anticipated population generated by the development. Client: K. Hovnanian Enterprises.
- Community Facilities and Fiscal Impact Studies (Burlington Township, Rockaway Township, Franklin Townships), New Jersey. Task Manager. Examined the community facilities and the fiscal impacts of various residential development projects. Identified factors affecting the suitability of the development based on availability, quality, and distribution of police and fire protection, schools, library facilities, sanitary sewers and water supply, as well as parks and recreational facilities. Projected future service levels, residential population, and school-age children to evaluate operating and capital expenditures. Client: K. Hovnanian Enterprises.
- Fiscal Impact Assessment, Hazardous Waste Incinerator, Linden, New Jersey. Prepared a fiscal impact assessment of a proposed 50,000-ton-per-year hazardous waste incinerator. Projected the typical operating and capital expenditures of industrial facilities, as well as the potential extraordinary costs of operating such a facility related to inspection and monitoring, emergency response, development review, capital infrastructure, and closure and post-closure plans. The report was prepared as part of an administrative law hearing review pursuant to major Hazardous Waste Facilities Siting Laws. *Client: GAF Corporation*.
- Fiscal Impact Analysis of the Black Creek Sanctuary and Appalachian Developments at Mountain Creek Resort, Vernon, New Jersey. Project Director. Interviewed municipal departments about the changing municipal service requirements due to the growth of visitors and activities and compared the projected cost impacts utilizing several modeling methods (i.e., interviews, per capita, property valuation, comparable communities) for the purpose of assessing the fiscal impacts of individual projects of the development plan. Gave testimony to Planning Board. *Client: Intrawest Corporation.*
- Development Impact Fee Ordinance Review, RI. Reviewed methodological assumptions, demographic and economic trends and projections, and infrastructure requirements and costs, benchmarked and screened best practices, and the statutory conditions for development impact fees or local municipalities (Smithfield, Middletown) in Rhode Island.

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- Assessment of LMDC HUD-Funded Projects and Programs, New York, New York. Project Director. Worked with LMDC to develop indicators of community benefits attributable to U.S. Department of Housing and Urban Development funded projects in Lower Manhattan including park and recreation enhancements, and spatial distribution of residential and business grant programs. Compiled data on grant distributions in support of economic impact assessment and supervised development of GIS maps for inclusion in final report. Client: Lower Manhattan Development Corporation.
- Economic Evaluation of LMDC Cultural Enhancement Fund Program. Project Manager. Designed Annual Performance Survey and impact assessment model to monitor the effectiveness and accomplishments of LMDC's Cultural Arts Enhancement Fund (CEF) Program. Program funds are expended to assist cultural organizations dedicated to promoting dance, theater, and arts programming with the objective of improving access to the arts, strengthening Lower Manhattan communities, generating economic benefits and encouraging excellence. Designed tool to support annual and quarterly reports to the U.S. Department of Housing and Urban Development measuring the program's effects from funding capital, planning, events and other programs. Client: Lower Manhattan Development Corporation.
- Social and Economic Impact of Metropolitan Tunnels or Bridges. Project Director. Directed a historical study profiling socioeconomic and land use impacts from construction of major bridge and tunnel facilities. The study covered 30 facilities in New York City, San Francisco, Seattle and the Chesapeake Bay. The study profiled the historical setting describing the purpose and need for facilities using traffic, census, industry earnings, employment, and land use data. Prior routes and crossings were identified and historical research included extensive review of socioeconomic data sets, journal and magazine articles, historical maps, aerial photographs and interviews with project sponsoring agencies. The study provided input for consideration of the consequences of the infrastructure investment on land use, social and economic resources. Client: Rapid Access International.
- Economic Impact of Interstate Transportation Facilities, New York, New York. Project Director. Designed methodology for assessing user benefits to measure the regional economic impact of interstate transportation facilities in the New York-New Jersey metropolitan region including the George Washington Bridge, the Lincoln and Holland Tunnels, and the State Island Bridges. Assessed relative influence of PATH system vis-à-vis other siting factors (e.g., tax abatements) for office and residential development at Newport in Jersey City. Client: Port Authority of New York and New Jersey.
- Regional Economic Impacts of Site Restoration PEIS. Developed regional input-output multipliers for over 20 DOE site installations scheduled for environmental restoration and waste management capital and operating expenditures. Established a "second-round" vector of direct impacts based on expected remediation technologies for site restoration. Analyzed nonsurvey methods for regional adjustment coefficients by size of region and diversity of economic base. *Client: U.S. Department of Energy*.
- Economic Impact of World Trade Center Explosion, New York. Assessed the economic damage and regional economic impacts of the explosion at the World Trade Center. The study analyzed financial and economic costs to the Port Authority, World Trade Center Tenants, Downtown Area Businesses and the NYC Regional Economy. Prepared while the disaster's full effects were still unfolding, the rapid response study examined losses from business disruption and emergency assistance activities as well as potential offsets from insurance, federal and state aid, and increased business activity. The opportunity costs of capital and labor resource utilization were analyzed. *Client: Port Authority of New York-New Jersey.*

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HOUSING STUDIES

- Queen Anne's County Housing Study, Maryland. Project Manager. Examined housing demand and supply conditions and recent trends and estimated the existing and future unmet need for affordable housing at varying "qualifying" income levels and age levels. The analysis closely examined ownership and rental markets in aggregate and in sub-areas of the county. Close attention was given to the changing demographic base of the County and the propensity to form renter- and owner-households at various age and income. Interviews and workshops were held with key organizations and individuals who are active in the development and operation of affordable housing, emergency shelter and other services for low-income and moderate-income communities. Presentations were made to County Planning Board and elected County Commissioners. Client: Queen Anne's County Housing and Community Services Department.
- Senior Citizen Housing for Highland Park, Highland Park, New Jersey. Task Manager. Prepared pro forma development feasibility analysis examining the operating expenditures and private, state and local financing alternatives for a municipally sponsored low- and moderate-income senior citizen project. Advisory Support Services were provided for negotiations of Regional Contribution Agreement (RCA) and discussions with various housing grant and lending agencies. *Client: City of Highland Park.*
- Regulatory and Environmental Constraints for RTC-Property, Jersey City, New Jersey. Project Manager. Supervised study of potential regulatory and environmental constraints that pose obstacles to the completion and marketing of a 95-unit residential project near the Hudson River waterfront. The report assisted the mortgagee-in-possession, a failed savings and loan in conservatorship to the Resolution Trust Corporation, in the formulation of an asset disposition strategy. *Client: North Jersey Savings Bank/RTC*.
- Real Estate Market and Development Feasibility, Jersey City, New Jersey. Project Manager. Supervised the preparation of a market and development feasibility study for a half-completed 95unit, 13-story residential project for the mortgagee-in-possession, a failed savings and loan in conservatorship to the Resolution Trust Corporation. The study included an assessment of the competitive supply, an identification of marketing obstacles, an analysis of the costs to complete and the potential revenues from its sale or rental, and a review of alternative strategies for asset disposition. Client: North Jersey Savings Bank/RTC.
- Inclusionary Housing Ordinance, Raritan Borough, New Jersey. Project Manager. Promulgated inclusionary housing ordinance that established new site plan standards, eliminated cost-generating subdivision components, increased zoning densities, required percentage of units to be targeted and maintained as low- and moderate-income dwellings, and established pro-rata share formula for off-tract improvement costs as part of court-approved settlement of exclusionary housing project submitted to the planning board. Client: Borough of Raritan.
- Market Feasibility Study for Residential Housing, Burlington, New Jersey. Task Manager. Prepared a market feasibility study of a proposed single-family residential subdivision in Burlington Township on behalf of a private developer that identified demand, supply and absorption characteristics and comparable projects in a rapidly developing regional housing market. Client: K. Hovnanian.
- Housing Element and Fair Share Plan, Raritan, New Jersey. Project Manager. Supervised the preparation of the 1995 Housing Element and Fair Share Plan. Examined the suitability of vacant acreage for zoning changes and the rehabilitation potential of the town's existing housing stock.

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Client: Borough of Raritan.

- Housing Element/Fair Share Plan Implementation Strategies, Raritan, New Jersey. Project Manager. As part of Council on Affordable Housing substantive certification process, supervised promulgation of inclusionary housing overlay district zoning amendments, development fee ordinance, and strategy for increasing the base of capital funding, using land use density techniques, for a rehabilitation program targeted to income-eligible residents. Advised Borough Council and municipal staff on administrative requirements. Client: Borough of Raritan.
- Housing Element, South Kingstown, Rhode Island. Task Manager. Prepared housing element for a coastal community with a large college student population and a seasonal tourist population. Examined existing and prospective housing demand and supply and local housing needs for various segments including the elderly, student-renter, homeless, tourist, and low- and moderate-income households. Conducted workshop sessions with community advisory groups and the planning board to examine goals and objectives, strategies and tactics for affordable housing production. Recommended zoning and subdivision amendments and alternative funding sources. Client: South Kingstown Planning Department.
- Housing Market Study, Allenwood, Pennsylvania. Project Manager. Developed housing demand model of employees working at Federal Bureau of Prison facilities. Based on employee preferences and demographic characteristics drawn from a nationwide survey, the model projected housing needs by dwelling type, bedroom size, price range, owner/renter, lot size, and journey-to-work distance. Demand requirements were then compared with the ability of the local housing supply to satisfy demand following surveys of local realtors, developers and economic development officials. Strategies for meeting new demand were identified. Client: Federal Bureau of Prisons.
- Housing Market Study, Forrest City, Arkansas. Project Manager. Utilized housing demand model of Federal Bureau of Prison employees to project housing needs by dwelling type, bedroom size, price range, owner/renter, lot size and journey-to-work distance. Shortfalls within the local housing supply to satisfy rental-housing demand were identified following surveys of local realtors, developers and economic development officials. Strategies for meeting new demand were recommended. Client: Federal Bureau of Prisons.
- Housing and Quality-of-Life Studies. Prepared multiple housing market and quality-of-life assessments for the Federal Bureau of Prisons that assess the suitability of the local housing market to meet the prospective housing demand and needs generated by a new correctional facility. Developed a housing demand survey of Bureau employees and prepared statistics and a housing demand model that has been used for studies throughout the U.S. including Virginia, West Virginia, Mississippi, South Carolina, Arkansas, Pennsylvania, California, and Hawaii. Supervised housing market and community asset investigations that engage officials, realtors, planning staff, Chamber of Commerce and other locally interested stakeholders. *Client: Federal Bureau of Prisons*.
- Employee Survey: Housing Needs and Preferences, Nationwide. Task Manager. Developed survey questionnaire administered to Bureau employees nationwide that examines housing needs and preferences. The survey examines critical demographic characteristics (e.g., household size, age, income, tenure, school age children, building type, lot size, community attributes) to assist in characterizing housing demand and socioeconomic effects. Utilized SPSS to develop frequency distributions and crosstabulations, analyze correlations between key variables, and weight the sample to develop a housing demand model and relevant multipliers suitable for housing need and impact assessments. Client: Federal Bureau of Prisons.
- Advisory Support Services for Housing Litigation, Raritan Borough. Project Manager. Evaluated previous Housing Element and Fair Share Plan and designed and implemented

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employment survey of local establishments to calculate present and prospective housing need under the applicable criteria from the Council on Affordable Housing (COAH) in New Jersey for Mount Laurel exclusionary zoning litigation on behalf of the Borough. During settlement phase, wrote subdivision and zoning ordinance to eliminate cost-generating components of subdivision regulations, rezone to greater densities, and require a percentage of units to be targeted to remain available for low- and moderate-income individuals and allocate pro-rata share of off-tract improvement costs. Presented subdivision and zoning change recommendations to the Planning Board. *Client: Borough of Raritan*.

ENVIRONMENTAL STUDIES

- Albany County Airport EA/SEQR EIS, Albany, New York. Project Manager. Supervised all environmental studies involving the impact of a \$200 million Airport Development Project. The project involved several sensitive issues including compatibility with adjacent historic and archaeological resources, aircraft noise on local neighborhoods, water quality and aircraft deicing procedures, traffic congestion, flood plain management, wetlands and air quality.
- Quad Cities Site Suitability and EA, Iowa. Task Manager. Developed a site selection screening methodology to evaluate 11 candidate sites for their suitability as an appropriate location for a barge intermodal facility along the Mississippi River. Screening criteria included an examination of economic, physical, functional, and environmental factors requiring the separate application of 21 weighted factors to the candidate sites. Coordinated an environmental assessment of the three top-ranked candidate sites subjected to an examination of natural, biological and cultural resources, socioeconomics, and traffic and transportation. Client: Bi-State Regional Planning Authority.
- Federal Prison Camp EAs, Atlanta, Georgia and Talladega, Alabama. Evaluated the socioeconomic impacts to adjacent neighborhoods and community facilities from the proposed development of prison camps in the city of Atlanta and in Talladega, Alabama for EA on behalf of the Federal Bureau of Prisons Southeast Regional Office. *Client: Federal Bureau of Prisons*.
- Newark General Mail Facility (GMF)/VMF Site Suitability Analysis, Essex County, New Jersey. Site Suitability and selection analysis for the location of GMF and vehicle maintenance facility in Essex County for the United States Postal Service. Interviewed site owners and realtors and comparatively ranked sites with respect to transportation access, environmental constraints, land use and zoning, utilities and site factors. *Client: United States Postal Service*.
- EA, Postal Office Relocation of Ansonia Station, Lincoln Center, Manhattan, New York. Project Manager. Supervised the preparation of an EA of the full complement of potential physical, cultural and postal service environmental impacts from the relocation of a postal facility in the Lincoln Center area of Manhattan. Particular attention was given to the impacts on a historic district, city fiscal and postal operations. *Client: United States Postal Service*.
- Federal Prison EA, Ashland, Kentucky. Assessed a comprehensive list of environmental factors including soils, topography, hydrology, endangered species, cultural resources, air quality/noise and socioeconomics for a proposed prison camp. *Client: Federal Bureau of Prisons*.
- Property Value Impact Assessment, Hazardous Waste Incinerator, Linden, New Jersey. Task Manager. Supervised preparation of study assessing the impact of existing hazardous waste incinerators on neighboring property values. Impacts of these facilities were assessed via case studies of two cities with hazardous waste incinerators. The research involved determination of land use and zoning, site evaluations and demographic and sales data collection. A regression model measured variables affecting the selling price of a house. Client: GAF Corporation.
- > Essex County Airport Improvement Program, Fairfield Township, New Jersey. Project

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Manager. Supervised an EA of the six-year capital improvement program for the Essex County Airport. Among the key issues of the modernization project were airport noise, historic resources, wetlands in the vicinity of future hangarage areas and ground transportation turning movements along a key arterial providing access to the general aviation airport. *Client: Essex County Improvement Authority.*

PUBLICATIONS

Pierre Vilain, Louie Nan Liu and David Aimen, 1999."Estimation of Commodity Inflows to a Sub-State Region: An Input-Output Based Approach," *Transportation Research Record, No.1653*.

Editor and Contributing Author, *An Overview of Transportation and Environmental Justice*, Publication No. FHWA-EP-00-013.

Editor and Contributing Author, *Transportation and Environmental Justice: Case Studies*, December 2000, Publication No. FHWA-EP-01-010.

Editor and Contributing Author, *Transportation and Environmental Justice: Effective Practices*, January 2002, *CD-ROM No. FHWA-EP-02-016*.

Albert Racciatti, David Heller, Ryan Prince, Keith Miller and David Aimen, *Demographic Forecasting for Northern New Jersey: Desktop Scenario Model for Planning and Travel Estimation*, Compendium of Papers CD-ROM, 84th Annual Meeting of the Transportation Research Board.

TRAINING

Co-Developer of Training Course for National Highway Institute, *Fundamentals of Environmental Justice, January 2002.*

PRESENTATIONS

Aimen, David. September 11th, 2001. *Current Practices in Environmental Justice*. Presented to North American Transportation Planning Officials.

Aimen, David. November 7^h, 2002. *Valley Highway Environmental Justice Workshop*, Presented to Environmental Justice Working Committee, Colorado Department of Transportation, Federal Highway Administration, and Environmental Protection Agency.

Aimen, David. January 12, 2010. *Practical Approaches to Involving Traditionally Underserved Populations in Transportation Decisionmaking*, Presented Transportation Research Board 89th Annual Meeting; Washington, DC; January 2010.

Dara Braitman, David Aimen, Leigh Lane, and Duncan Kisia, The Louis Berger Group, Inc. and Paul Thomas, Chrystal Section-Williams, and Nelida Valentin, *New Jersey Department of Transportation Policy and Procedure Development Study: Effective Practices in Title VI, Environmental Justice, and Limited English Proficiency*, Poster Session presented at Transportation Research Board 89th Annual Meeting; Washington, DC; January 12, 2010.