
Firm Profile

WTL +a, a small business enterprise created in 2009, brings 34 years of experience in real estate and economic development consulting as a key advisor on multi-disciplined teams on behalf of public and private clients, including municipal and state governments, institutions, investment funds and real estate developers. W. Thomas/Tom Lavash, Managing Principal and a former principal/partner with ERA (acquired by AECOM), has worked on 500+ projects across the United States and the Caribbean. He directs market, financial feasibility, and economic impact studies for all types of real estate, with an emphasis on mixed-use, downtown and waterfront, commercial districts and in-town neighborhoods, and new urbanist and transit-oriented development (TOD) projects.

The firm's practice is focused on market and financial feasibility studies for all land uses; development programming; neighborhood and commercial district revitalization strategies; economic/fiscal impacts of land use and entitlement policies; and implementation/funding strategies, particularly the use of tax increment financing (TIF) in redevelopment districts. The firm's transportation-related experience includes revitalization strategies for transit corridors; economic impacts of transit alternatives; and TOD feasibility, with projects in eight states focused on real estate market potentials, financial feasibility, station area planning, value capture/funding and joint development strategies for development surrounding transit stations. Core practice areas include:

Real Estate Markets & Land Economics

- Market/Development Potentials
- Master Planning & Land Use Programming
- Development Advisory Services

Real Estate Financial Feasibility & Funding Mechanisms

- Pro Forma/Investment Analysis
- Economic Benefits & Fiscal Impacts
- Tax Increment Financing (TIF) & Value Capture Analysis

Implementation Strategies

- Economic Development Strategies
- Public RFQs/RFPs
- Developer Ranking & Selection Services

W. Thomas Lavash, Managing Principal

WTL+a, created in 2009, brings 35 years of experience in real estate and economic development consulting on behalf of public and private clients, including municipal and state governments, institutions, investment funds and developers. W. Thomas (Tom) Lavash, a former Principal/partner with ERA (now part of AECOM) has worked on 500 projects across the United States. He directs market, financial feasibility, tax increment (TIF), and cost/benefit and fiscal impact studies for revitalization and redevelopment projects; prepares funding and financial strategies for downtown, urban mixed-use, waterfront, commercial districts and neighborhood revitalization projects; and evaluates transit-oriented development (TOD) projects and repositioning strategies for underperforming assets. Key experience includes:

- Evaluating market opportunities and testing financial feasibility related to urban revitalization projects in 150+ communities across the United States, such as Paterson, NJ, St. Hugh/HACE (Philadelphia), Roxbury (Boston), Columbus, GA, Davie Boulevard (Fort Lauderdale), Mill River/Harbor Area (Stamford, CT), Portsmouth, VA, Silver Spring, MD, Pennsauken, NJ, North Little Rock, AR, Columbus, OH, Nashville and multiple other locations nationwide
- Leading the real estate and financial strategies associated with over 50 downtown and waterfront master plans in cities nationwide, such as Boston; Birmingham & Montgomery, AL; Dallas & Houston; Jackson, MS; Kansas City; Louisville; Nashville; Baltimore; Philadelphia; St. Louis; Easton, PA, Paducah, KY, San Juan, PR and Fort du France, Martinique, and others
- Serving as real estate advisor on large-scale master planning and planned community projects in multiple locations, including Florida, Indiana, Massachusetts, New Jersey, Pennsylvania, Tennessee, Texas and Virginia
- Evaluating redevelopment and revitalization opportunities, creating strategic plans and conducting TIF studies for 35+ Community Redevelopment Agency (CRA) districts in California and Florida, and
- Conducting economic development strategies as part of corridor transit plans; economic impacts of transit alternatives; and evaluating TOD opportunities, with projects in eight states focused on real estate market potentials, economic viability, station area planning, and value capture/funding strategies for development surrounding rail stations. Completed TOD economic/market/financial feasibility analyses in Connecticut, Florida, Massachusetts, New Jersey, New York, Pennsylvania, Tennessee, and Texas.

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Real Estate & Economic Advisors

Washington, DC—Provincetown, MA

202.885.9121 301.502.4171 774.538.6070

From 1992-1994, he completed 40 property valuations throughout the Northeast Corridor with the Washington, D.C. office of RCDH. He has appraised all property sectors, focusing on Class A commercial properties in urban locations for numerous institutional investors such as Bank of America, Wells Fargo Realty, and others. From 1986-1991, he completed 65 market and financial studies of residential and commercial projects across the United States for Halcyon Ltd. He was an urban planner with EDAW Inc. from 1984-1986.

Selected public clients include numerous municipalities and counties across the U.S., the General Services Administration, Florida Department of Transportation, Jacksonville State University, Treasure Coast Regional Planning Council, and the Massachusetts Port Authority. Selected private clients include the Downtown Council of Kansas City, General Growth Properties, Forest City, Hines Interests, Icahn Enterprises, Michael Swerdlow Companies, Poarch Band of Creek Indians, PCI Gaming, Prudential Realty and Terrabrook.

He is a member of the Urban Land Institute, active in the District Council, Washington, D.C, and has served on multiple ULI advisory services and AIA panels across the United States, such as “Re-envisioning Rhode Island Avenue” in Washington, D.C. He is a member of the American Planning Association and the Florida Redevelopment Association and served on the advisory committee for the Brookland Small Area Plan in DC. Mr. Lavash holds a Master of City Planning degree from the University of Pennsylvania with a Certificate in Real Estate Development from its Wharton School of Business (1983), and a Bachelor of Arts in Urban Studies, *cum laude*, from the University of Massachusetts (1980).

He is the past president of the Michigan Park Citizens Association, the Northeast neighborhood in Washington, D.C. where his household resided for 15 years and restored an International-style residence commissioned in 1960. He is a past Trustee of Homeport Condominium Trust in Provincetown, MA and a member of the Woodridge Neighborhood Association in Truro, MA. He is also a Steward in Casey Trees, the Washington, D.C.-based organization leading restoration of the city’s tree canopy.

W. Thomas Lavash, Managing Principal

Experience in Florida

Years of Experience: Current Firm—9 Years; Overall—35 Years

Education: Master of City Planning, University of Pennsylvania with Certificate in Real Estate Development, Wharton School of Business (1983); Bachelor of Arts in Urban Studies, *cum laude*, University of Massachusetts (1980)

Professional References: See Attached

Professional Memberships: Urban Land Institute (ULI); ULI District Council, Washington, D.C.

Relevant Experience & Qualifications: See Attached

DBE Status: N/A

WTL+a, a small business created in 2009 and based in Washington, D.C., brings 35 years of experience in real estate and economic development consulting on behalf of public and private clients, including municipal and state governments, institutions, investment funds and developers on 450 projects across the United States. The firm conducts market, financial feasibility, tax increment (TIF), and economic/fiscal impact studies for revitalization and redevelopment projects, focused on small area plans, downtown/urban mixed-use, waterfront, suburban corridor commercial districts, neighborhoods, and transit-oriented development (TOD) projects. The firm has significant experience throughout Florida:

- Completing over 150 projects for both public and private clients in real estate market and financial feasibility analyses, CRA redevelopment plans, tax increment revenue forecasts and economic and fiscal impact studies;
- Providing real estate and economic development advisory services for multiple municipalities, counties and MPOs; FDOT Districts 1, 4, 5 and 6; South Florida Regional Transit Authority; Treasure Coast Regional Planning Council; Central Florida Regional Planning Council; Miami-Dade Expressway Authority; and many others;
- Conducting more than 50 CRA projects across the state, including Findings of Necessity, CRA master plans, and TIF revenue studies. CRAs include: Boynton Beach, Daytona

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Washington, DC—Provincetown, MA

202.636.4002 301.502.4171 774.538.6070

Beach, Delray Beach, Dunedin, Gulf Breeze, Hallandale Beach, Ft. Lauderdale, Ft. Myers, Ft. Pierce, Gainesville, Jacksonville, Jupiter, Lakeland, Lake Worth, Miami, Miami Springs, North Miami Beach, Ocala, Orlando, Riviera Beach, Sarasota, Stuart, St. Petersburg, Tampa, West Palm Beach;

- Preparing economic development strategies as part of corridor transit plans; economic impacts of transit alternatives; and evaluating TOD development potentials focused on real estate market potentials, economic viability, station area planning, and value capture/funding strategies for development surrounding rail stations. Currently preparing TOD station area market/financial feasibility studies in Delray Beach, Palm Beach Gardens, Hollywood and North Miami Beach, and will also prepare a station area master plan in Wilton Manors as part of a FTA grant administered through SFRTA and TCRPC. Completed TOD feasibility studies and economic/financial analyses for 96 potential station locations along the proposed SFECC (Coastal Link) rail line in Miami-Dade, Broward and Palm Beach Counties;
- Leading the economic analyses associated with waterfront plans and redevelopment projects throughout the state, including Mayport/Jacksonville; Gulf Breeze; Honeymoon Island—Causeway Boulevard/Dunedin; North Ybor Channel/Tampa; Hallandale Beach Master Plan; Central Beach Master Plan/Fort Lauderdale; Virginia Key Master Plan/Miami; Coconut Grove Waterfront Master Plan/Miami; Harbor Village/Riviera Beach; Indian River Lagoon Economic Impact Analysis; East and South Lake Toho Master Plans/Osceola County; Fort Pierce CRA and Waterfront Plan; Atlantic Crossing Economic Analysis/Delray Beach; Martin and St. Lucie Counties Waterways Plan; Downtown & Waterfront Master Plan/Miami; and
- Evaluating joint development opportunities associated with the Miami Intermodal Center (MIC), a 1.4 million sq. ft. intermodal transit center, between 1994 and 2014.

Florida Projects

Broward County

Mobility Hub Value Capture Strategies	HNTB/Broward County MPO
Wilton Manors Site Financial Feasibility	Treasure Coast Regional Planning Council (TCRPC)/City of Wilton Manors
Wilton Manors TOD Station Area Analysis	Treasure Coast Regional Planning Council (TCRPC)/City of Wilton Manors
Hollywood TOD Station Area Analysis	Treasure Coast Regional Planning Council (TCRPC)/City of Hollywood
Cypress Creek Mobility Hub Master Plan	HNTB/SFRTA/Broward County MPO
Ft. Lauderdale Corridor Revitalization & Economic Development Strategies	Willdan Financial/City of Fort Lauderdale
Central Beach Master Plan	Sasaki Associates/City of Fort Lauderdale
Davie Boulevard Revitalization Strategy	EDAW, Inc. /City of Fort Lauderdale
Tri-Rail Coastal Link TOD & Economic Studies	Gannett Fleming, Inc. /FDOT District 4
Hallandale Beach Citywide Master Plan	EDAW, Inc. /City of Hallandale Beach
Margate Town Center Development Strategy	TCRPC/City of Margate
Route 7/441 Corridor Charrette	TCRPC/Broward County MPO
Central Beach ULI National Panel	City of Fort Lauderdale
Gulfstream Village TIF Analysis	Forest City/City of Hallandale Beach
Panthers Stadium Mixed-use Study	Sunrise Sports & Entertainment
Pompano Beach Market Analysis	EDSA/City of Pompano Beach

Hillsborough County

Innovation District Real Estate Analysis	Hillsborough County Economic Development
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Hillsborough 2045 Market Analysis	Hillsborough County Planning Commission
North Alexander Street Land Use Study	Hillsborough County Planning Commission
North Airport Redevelopment Study	Hillsborough County Economic Development Department
56 th St. /Del Rio Redevelopment Study	Hillsborough County Planning Commission
Brandon Mixed-use Centers Pilot Study	HDR, Inc. /Hillsborough County
Channel District/Tampa MXD Feasibility Studies	Gibraltar Development
Central Park CRA Strategic Action Plan	City of Tampa CRA
Hillsborough County TOD Studies	Renaissance Planning/Hillsborough County

Miami-Dade County

NW 79 th Street Redevelopment Feasibility	IMC Equity Group
Biscayne Green Economic Analysis	Kimley Horn, Inc. / Miami Parking Authority
North Miami Beach TOD Station Area Plan	TCRPC/City of North Miami Beach
Coconut Grove BID Market Overview	Plusurbia/Coconut Grove BID
Multiple Studies—Miami Intermodal Center Joint Development	EAC Consulting, Inc./MDX/FDOT District 6
Miami 21 Zoning Update	DPZ/City of Miami
Downtown Miami Master Plan	Miami Downtown Development Authority
Coconut Grove Waterfront Plan	Sasaki Associates/City of Miami
Virginia Key Master Plan	EDSA/City of Miami
Tri-Rail Coastal Link TOD & Economic Studies	Gannett Fleming, Inc. /FDOT District 4
Miami Springs NW 36 th St. Revitalization	City of Miami Springs
Dolphin Mall Feasibility Studies	Michael Swerdlow Partners
125 th Street ULI TAP Panel	City of North Miami
79 th Street Retail Ctr. Redevelopment Study	City of Miami

Orange/Osceola/Polk Counties

S. Florida Avenue Revitalization Strategy	TCRPC/FDOT District 1/City of Lakeland
Parramore Neighborhood Plan	VHB, Inc. /City of Orlando
FDOT District 5 Community Planning Workshop	Kittelson & Associates, Inc. /FDOT District 5
South Lake Toho Master Plan	EDAW, Inc. /Osceola County
East Lake Toho Master Plan	EDAW, Inc. /Osceola County
Lakeland Mixed-use Study	Allen & Olsen LLC

Palm Beach County

Palm Beach Gardens TOD Master Plan	TCRPC/City of Palm Beach Gardens
Delray Beach TOD Master Plan	TCRPC/City of Delray Beach
Lake Park CRA Market Analysis	TCRPC/Town of Lake Park
North Palm Beach Master Plan	TCRPC/Village of North Palm Beach
Atlantic Crossing Economic Analysis	Delray Beach CRA
North Federal Highway Market Study	Delray Beach CRA
Glades Region Master Plan	TCRPC/Palm Beach County
Boynton Beach Downtown Plan	EDAW, Inc. /City of Boynton Beach CRA
Seacrest Village Master Plan	Plus 2 Development Group
Seacrest Village Feasibility Study	TCRPC
Auburn Trace Redevelopment	Smart, Inc. /Delray Beach Housing Authority
Riviera Beach Housing Strategy	City of Riviera Beach
Harbor Village CRA Feasibility Study	Republic Properties, Inc.
Harbor Village CRA Master Plan	TCRPC/City of Riviera Beach
Tri-Rail Coastal Link TOD & Economic Studies	Gannett Fleming, Inc. /FDOT District 4
Lake worth Redevelopment Charrette	TCRPC/City of Lake Worth



West Palm Beach Transit Village Study	TCRPC/City of West Palm Beach
Palm Beach Gardens Charrette	TCRPC/City of Palm Beach Gardens
40-Mile Intracoastal Waterway Study	TCRPC/Palm Beach County
City of West Palm Beach CRA Studies	City of West Palm Beach CRA
Route 7/441 Corridor Study	TCRPC
Jupiter TOD Station Area Analysis	TCRPC/Town of Jupiter

Pasco County

Project Arthur TIF & Economic Analysis	Len-Angeline, LLC
Connected City Economic Impact Analysis	Metro Development Group

Panhandle/NE Florida

Marianna APA National Panel (Community Plan Assistance Team/CPAT)	American Planning Association/City of Marianna
Gulf Breeze CRA Catalyst Project Impacts	City of Gulf Breeze
King-Soutel CRA Plan Market Study	Prosser, Inc. /City of Jacksonville
Gulf Breeze CRA Plan Economic Studies	VHB, Inc. /City of Gulf Breeze
Mayport CRA Plan	VHB, Inc. /City of Jacksonville
Innovation Square/Gainesville Financial Analysis	Private Developer
Highway 98 Corridor Economic Studies	VHB, Inc. /City of Gulf Breeze
Live Oak Village Redevelopment	City of Gulf Breeze
Downtown Ocala CRA Plan	MIG/City of Ocala CRA
Jacksonville Shipyard Feasibility Study	Private Developer
Daytona Beach Housing Study	Morris Kaplan Communities LLC
Daytona Beach Vision Plan	A. Nelessen & Assoc/City of Daytona Beach
Brooklyn & Riverside Avenue Plan	UDA/City of Jacksonville

Pinellas County

US 19 Corridor Revitalization Strategy	HDR, Inc. /Forward Pinellas (MPO)
375 Patricia Avenue Dunedin Feasibility Studies	Heidt Design, LLC/Wells Fargo Bank
Causeway Boulevard Corridor Study	HDR/City of Dunedin
Multiple Real Estate & Economic Advisory Services	City of Dunedin CRA
Downtown Retail Strategy	City of Clearwater CRA
Parks & Recreation Revenue Study	Pinellas County
St. Petersburg Municipal Pier Strategy	Evans Group/City of St. Petersburg

Sarasota County/SW Florida

Cleveland Avenue/Route 41 CRA Master Plan	City of Ft. Myers CRA
Palm Avenue CRA & TIF Studies	City of Sarasota CRA
On-call Economic Development Services	City of Sarasota CRA
Major Employment Center Land Use Study	Sarasota County
Charlotte County Entertainment Study	Private Developer

Treasure Coast

Developer Review & Negotiations	TCRPC/City of Fort Pierce
Pineland Prairie Economic Impact Analysis	Marcela Camblor & Associates/Shadow Lake Groves, Inc.
Indian River Lagoon Economic Impact Study (Martin/St. Lucie/Indian River/Brevard & Volusia Counties)	TCRPC/FL Department of Economic Opportunity (DEO)
Martin & St. Lucie Counties Waterways Plan	TCRPC/Martin & St. Lucie Counties

Tom Moriarity, Principal Consultant**Selected Florida Project Experience**

Total Years of Experience:	36
Years with Firm:	9 (Founded December 2009)
Office Location:	Washington, DC
% Availability:	20%
Education:	Bachelor of Architecture (with Honors), University of Texas, 1974 Bachelor of Science, Architectural Studies, University of Texas, 1974

Tom Moriarity has a background in urban mixed-use development, commercial area management, retail programming in specialized environments, downtown revitalization strategies and historic preservation projects. As Principal Consultant with WTL+a, he brings 36+ years of experience in real estate consulting, most recently as a Principal with Retail & Development Strategies LLC and a Vice-President with Economics Research Associates/ERA in Washington, D.C.

Mr. Moriarity was a founder of the National Trust Main Street Program as one of the original three Downtown Managers and later, the National Main Street Center in Washington, D.C. He received an Honor Award from the National Trust in 2006 for his Main Street Program activities. His work focuses on the economics and planning of downtowns and mixed-use areas, with a special emphasis on redevelopment of historic and commercial districts; transit-related development; collateral development for institutional property owners; market realities of tourism areas; and, market-based concept development to create and strengthen destination locations. He has significant experience in retail/concessions planning, operations and strategies in transportation facilities.

Mr. Moriarity is a frequent speaker at conferences, training programs and seminars, and has lectured on commercial district and downtown revitalization, the economics of historic preservation and destination concept development. In 2009, he was the U.S representative speaker for the International Business Forum in Shanghai, China. He is a Full Member of ULI and a member of the International Downtown Association (IDA).

Selected Florida projects include:

Multiple TCRPC/SFRTA TOD Master Plans (2017—2019)
Hillsborough County 2045 Real Estate Market Analysis (2017—2018)
Town of Lake Park Economic Development Strategy (2017)
North Alexander Street/Plant City Land Use Market Analysis (2017—2018)
North US 19 Corridor Market/Economic & Land Use Analysis (2017)
North Airport & 56th Street Redevelopment Market Studies (2016—2017)
Mayport CRA Plan Update, City of Jacksonville (2014—2015)
South Florida Avenue Corridor Revitalization Strategy, Lakeland (2016)
Indian River Lagoon Economic Impact Analysis (2014—2015)
Waterways Master Plan, Martin & St. Lucie Counties (2014)
Glades Region Master Plan (2013—2014)
Call-In Real Estate Advisory Services, Pinellas County Real Estate Department (2007—2009)
Retail Market & Redevelopment Assessment for The Villages (2008)
Downtown Miami Retail Strategy, Miami Downtown Development Authority (2006)
Coconut Grove Waterfront Master Plan & Business District Retail Assessment (2007—2008)
Miami 21 Zoning Ordinance Economic Analysis, City of Miami (2005—2007)
Collier County Botanical Gardens Revenue Development Plan
Florida East Coast Railroad (FEC) TOD Plan & Economic Analysis (2005—2011)
Downtown Maitland Project Market & Real Estate Advisory Services
Miami Intermodal Center (MIC) Joint Development Programming (1994—1998)
Ocala CRA Development Plan and Strategy, City of Ocala (2006)
Expansion Analysis for Castillo de San Marco, St. Augustine, National Park Service
Channel District Redevelopment Master Plan, Tampa, Gibraltar Properties (2007)
Downtown Lakeland Redevelopment Plan, City of Lakeland
Virginia Key Master Plan, City of Miami (2008)
Historic Sites Revenue Analysis & Redevelopment Assessment, City of St. Augustine
El Centro Espanol de Tampa Redevelopment Plan, Historic Tampa/Hillsborough County
Preservation Foundation