City Administrator & Staff Update

2025.02.28

- **Stormwater:** Rep. Miller-Meeks' District Representative John Kaufmann reached out to FEMA regarding the stormwater BRIC grant. I replied with additional details as the status of the grant was not clear.
- **Banners:** See the attached banner mock ups from the Leadership Class!
- **TAP Funding/Trail:** Based on current estimates we are submitting for the Agency Street trail at this time in lieu of both Agency and Broadway.
- **Alliant:** We met with Alliant (Government Rep., Distribution Engineer, and Operations Manager) to discuss area storms/outages, the south lift station, and future undergrounding of facilities. As to the storms. We are awaiting a map from Alliant with storm issues identified for the past two years. Perhaps there are areas we can work on the tree canopy. Alliant has stated that the outages on tree limb and above ground line issues versus infrastructure which is in part why they are looking to underground the lines in two years. There are three or so hot spots it appears, with the area between Kimberly and Van Weiss having the most issues. We continue to work together.
- **IISC:** For the May 8th final presentations and ceremony, we will want to divide and conquer for the presentations, but we if anyone is interested in hosting, especially the downtown streetscape project please let me know. Shared services and arts and culture will be hosted at the Arts Center with a reception to follow. Please register in advance.
- **IISC Arts & Culture Agenda:** Please see the attached agenda from this week's meeting.
- **Burlington Art Center Mayflies:** Let's get some mayflies in WB! Here is a link with details on our current downtown mayflies (scroll to the bottom of the page). This information—including artist names, locations, and businesses—is also featured in our #MayflyMayhem downtown scavenger hunt, available at the visitor's center and various local businesses. As we install more mayflies in B and WB this spring, we'll be updating our marketing materials accordingly.
    - Here's what I'd need from you:
        - Suggested locations for new mayflies.
        - Any specific ideas for how you'd like them to look—poses, accessories, themes, etc.—or if you'd prefer to let the artist have creative freedom.
        - I always have the artist present their design concept to the building/business owner for approval before moving forward, and I'm happy to help coordinate those connections as needed.
        - The painting process is quick and simple, as the mayflies are small (about poster size). We provide all paint and supplies, and I'm available throughout March to facilitate and set up the artists to make it happen!
- **IISC 2024-25 Showcase & Celebration – HOLD THE DATE**
  West Burlington/Burlington – IISC Partnership, May 8, 2025
  Concurrent Presentations

Burlington Public Library – Room A

3:00 - 4:45 – Parks and Recreation Facility Design & Engineering (Burlington)

4:00 - 4:45 – Adaptive Reuse of Industrial Buildings (Burlington)

Burlington Public Library

4:00-4:45 – WB Downtown streetscaping – Room TBD

Burlington City Hall – Council Chambers

3:00 - 4:45 –South Riverfront Park Redesign (Burlington)

4:00 - 4:45 – Transportation and Land Use Plan (W. Burlington & Burlington)

The Capitol Arts Center

3:00 - 4:45 – Shared Services Study (W. Burlington & Burlington)

4:00 - 4:45 – Arts and Culture Master Plan (W. Burlington & Burlington)

Celebration – Art Center of Burlington

5:00 to 6:30 pm

- **Remarks by Travis Kraus, Gregg Mandsager, and Chad Bird**
- **Awards presented by IISC**
- **Appetizers and drinks (*Register for a free drink ticket*)**
- **Live music provided by UI Arts Share**

  All events are free and open to everyone!

- **IISC Project Cost Breakdown as of 2/25/25**
  - Semester break down
    - Shared projects – 3 graduate capstone projects = 5 semesters
    - WB only projects – 6 projects (prairie, 4 engineering, GIS) = 6 semesters
    - B only projects – 4 projects (GIS, 3 CEE) = 4 semesters
    - $3,000/semester = WBB $25,500 / B $19,500
  - West Burlington - $25,500 + $2,500 + $250 = $28,250 (does not include mural (est. $2500 or prairie costs),
  - Burlington - $19,500 + $5,000 + $250 = $24,750
  - IISC commitment 10 projects → 16 projects total → voluntary contribution for additional projects - $5,000?
- **Article:**
  - Health and planning for quality of life: In addition to heavy smoking and drinking, lack of social connections and physical activity are primary factors in dying sooner. The latter two deficits can be addressed by community planning focusing on quality of life and walkability. https://www.cnu.org/publicsquare/2025/02/14/walkability-and-planning-quality-lifehttps://www.cnu.org/publicsquare/2025/02/14/walkability-and-planning-quality-life
- **Poll:** Attached is a copy of the Iowa Issues Poll conducted by the Des Moines partnership.
- **Resources:**
  - Bolton & Menk YouTube Page – Good information on projects, planning, comp plans, strategic planning and more. Check it out! https://www.youtube.com/channel/UCPdCUlt7GMrD3bQTIEMttmQ
  - Complete Neighborhoods: A Guide. See attached.
- **Trying New Things:** This topic came up this week on a conference call. I've mentioned it before, but sometimes we need to try new things, find different ways of doing things, jump in with both feet, and give it a try. We can always tweak things later, change course, alter or reverse directions, but at least we had a learning experience and ideally it worked out well. We won't know until we start. We need to grow, find ways to improve our community, and address critical infrastructure and quality of

life at the same time. Easier for some and likely easier in the private sector or personally, but cities need to do the same thing to improve our communities future. My two cents for the day. Thanks!

- **University of Iowa 2025 Student Resume Book:** See attached.

IT (Newberry)

- Ran wiring at the Fire Department for the comm room remodel and began reinstalling equipment; still have more to complete.
- Installed the new computer and monitors that were budgeted for the Fire Department.
- Began deploying the storage array but encountered some issues; expect to complete it and bring it online by next Wednesday. That was the next available time for our installers.
- Received parts for the door installation; will complete the work as time permits.

Police/Fire (Logan)

- We have been doing interviews this week and next week on the Police Officer Position. Right now, I do have one candidate that has done well, next step would be the MMPI.
- We are hosting a Firefighter 1 class, and we have 12 members that is taking the class. Majority of the work will be done online, but they will meet every 2 weeks to go over skills portion of the book. We have a Firefighter from IAPP and one from Mediapolis joining our class.
- Starting next Monday, for the next 5 Mondays, Justin and I will be going to Marion Iowa for the Inspector class. This will help us get the self-inspection forms out to all businesses in our community and doing random audits.

Building (Crooks)

Building

1. Two new permit applications were reviewed and approved. One for a commercial sign and one for a commercial addition
2. Follow up was completed on ongoing projects.
3. Code review was completed for an ongoing project.

Code Enforcement

1. No new nuisance notices were mailed out.
2. Follow up was completed on outstanding nuisances with all but one closed.

License

1. One new temporary business license was issued for a gun show in March.

Rental

1. A complaint was filed on an apartment. The complaint was founded and resolved without issue.
2. Completed code review on window questions for a rental for property owner.

Miscellaneous

1. I participated in a zoom meeting with the U of I students
2. I communicated with several residents and contractors regarding ongoing and proposed projects

Finance (Moore)

- This week, I have been focused on preparing the Budget Presentation PowerPoint and entering the proposed budget into the Department of Management website.
- Additionally, I have been working on creating informational materials to help citizens better understand property taxes. I know it doesn't seem like a lot but it is very time consuming.

Public Works (Williams)

Streets

- Water and sewer labs

Utilities

- Lift station rounds
- Clean lift stations
- Locates (13)

Other Activities

- Parks and Broadway Street trash and recycling
- Service trucks and squad cars
- Sign maintenance
- Building maintenance and clean up
- Street sweep
- Watermain break (500 Leffler)
- Haul patch
- Read water meters
- Clean out trash out of ditch at sewer plant
- Clean up watermain breaks
-

Projects

- Local Boring has watermain is in and filled with water. They will be doing bacteria tests and pressure test before they start hooking up services.

Additional Items/Upcoming Items of Interest

- Cole signed up to take his grade 2 in water distribution
- Jacob has signed up for his grade 2 in wastewater treatment
- Tyler is taking his CDL test 2-20
- Greg and I along with Tim from Dave Bessine met with alliant about power outages and discussed the problems we have had at our south lift station. Alliant will be looking more into helping find solutions.
- West Burlington Ave will be closed March 17 for around a month for the Dot to do bridge work on 34

Summary

- The new VFD is in the south lift station and running. Working with alliant and Dave Bessine to come up with a solution for a fix to this ongoing problem.

School of Planning and Public Affairs | IOWA | Initiative for Sustainable Communities

B/WB ARTS & CULTURE PLAN

PROJECT PARTNER MEETING

02-26-25 | 10:00AM

LOCATION: Zoom

ZOOM LINK: https://uiowa.zoom.us/j/91999505673?from=addon

FACILITATOR	Joey Grabowski
NOTE TAKER	
TIMEKEEPER	
MEMBERS	Alexi Edmonds, Ben Detaeye, Emma Knobloch, Gabe Sturdevant, Ryan Harrington, Veyda Matos Amy Moyner, Gregg Mandsager, Melanie Young, Elizabeth Pappas
MEETING PREP	**Review Goals & Objectives for discussion**

I. **Discussion of goals| All | 15 Minutes**
   a. Is there anything that should be changed/removed to make these goals more agreeable to local residents?
   b. Do the goals appear to be inline with current community values?
   c. Any possible recommendations for them to be more in line with current comprehensive plans?

II. **Discussion of objectives | All | 15 Minutes**
   a. Are there any specific objectives that should be added, or ones that may be especially relevant to Burlington and West Burlington?
   b. What, if any, potential roadblocks or barriers might be encountered when trying to follow through on these objectives?

Goal #1

Generate new investment in the community around art and culture initiatives.

From our literature review and case studies, we understand that increasing monetary commitment to arts and culture is an integral component of ensuring the positive economic and quality of life benefits associated with this investment. By generating new investment around arts and culture initiatives in both Burlington and West Burlington, the community can increase economic stimulation and secure quality of life benefits for all residents.

- **Objective #1: Secure multiple and sustainable funding sources for arts and culture**
    - Increase local government investment in arts and culture through the development of a tax-payerfunded arts and culture fund.
    - Utilize state and national-level grant funding opportunities

- **Objective #2: Increase government-level collaboration in arts and culture**
    - Establish a joint arts and culture committee
    - Create opportunities for artists to hold leadership positions in government
    - Support artists and art organizations through ongoing partnerships

- **Objective #3: Establish Burlington and West Burlington as regional art and culture hubs**
    - Utilize creative leadership to implement opportunities for unique experiences within the community that will draw in tourists
    - Capitalize and build upon already-existing events such as the Snake Alley Arts Festival to expand tourist experiences of Burlington and West Burlington

Goal #2

Bolster a rich arts and culture ecosystem through inclusive community-driven art initiatives.

Bolstering community pride and increasing social cohesion should be done in ways that are community-driven and inclusive in order to create a healthy arts and culture ecosystem in Burlington and West Burlington. This will create opportunities for all residents, regardless of things such as socioeconomic status or race, to see themselves in their community, and to feel connected to and care about their fellow residents.

- **Objective #1: Utilize creative and culturally responsive placemaking strategies**
    - Expand art and cultural assets beyond the downtown district
    - Invest in underserved neighborhoods
    - Collaborate with local experts to ensure appropriate use and knowledge of shared history in public spaces

- **Objective #2: Increase public art throughout Burlington and West Burlington**
    - Support and empower artists through fair hiring and compensation practices (*Still fleshing this out —More research is being done into the logistics of enforcement/incentives, etc.*)
    - Ensure inclusion of all residents through the creation of public art that reflects the entire community

Goal #3

Ensure equitable access to arts and cultural heritage.

The associated benefits that access to arts and culture provides to marginalized and low-income individuals cannot be overstated. Through interviews with multiple community leaders, it has been established that there are barriers, such as cost and location, that prevent people from specific populations from accessing these benefits. Allowing every resident in Burlington and West Burlington the opportunity to engage in unique opportunities and rejuvenated public spaces will ultimately increase community pride and social cohesion between residents. We have identified three objectives and strategies that the community can implement to ensure everyone has access to arts and aspects of Burlington and West Burlington heritage

- **Objective #1: Reduce financial barriers to access and participation in arts and culture experiences.**
    - Collaborate with organizations that serve marginalized and low-income populations to decrease or eliminate cost-related barriers to arts and culture events.
    - Work directly with arts organizations to provide funding for free and low-cost arts and culture events and experiences.

- **Objective #2: Increase access to public spaces** *We will specify more once the targeted areas are established*
    - Utilize publicly-owned land to aid creation of smaller neighborhood gathering spaces, such as “pocket parks” to create more geographical access within walking distance for residents.
    - Ensure equity in marketing strategies so that information dissemination about events in public spaces, or the opening of new public spaces, are available to all.

Goal #4

Prioritize a strong sense of place and community identity to uplift collective wellbeing.

Allowing room for all residents to be represented throughout their community, and creating spaces for them to connect and care for one another, is incredibly important in the role that arts and culture can play in the collective wellbeing of residents.

- **Objective #1: Increase quality of life for all residents**
    - Provide increased access to public spaces and opportunities to connect with fellow residents
    - Use local artists in leadership to drive social change through creative community development
    - Collaborate with schools and local organizations to expand arts education
    - Collaborate with social services to facilitate benefits that can be provided by arts and culture in different spaces, for example within healthcare settings

- **Objective #2: Increase the use of cultural wayfinding to enhance historical understanding and social cohesion**
    - Capture the unique identities of both Burlington and West Burlington to allow residents of both communities to feel seen and recognized
    - Drive social change through creative community development

CEDAR RAPIDS
City of Five Seasons®

IOWA

Complete Neighborhoods for Cedar Rapids

Emily Aust, Roman Kiefer, Robert Lee

Team Research

- First step was to identify what 15-minute city programs existed or have been attempted
- Research broken down into: North American examples, international examples, and alternative examples
- Rebranding effort in order to implement 15-minute city without the controversy
- Established a list of initial guidebook items/ activities: case studies, land use practices, transportation, community building, economics, and analytics

Where did we land?

Rebranding resulted in a new title “Complete Neighborhoods"

Guidebook items and activities refined to 10 key planning areas for the final guidebook:

1) **Supportive zoning and ordinances**
2) **Access to a mix of shops, jobs, homes, and recreation**
3) **Filling in development gaps**
4) **Parking reform**
5) **Walking and biking**
6) **Pedestrian-scale street design & architecture**
7) **Neighborhood vitality & resilience**
8) **Equitable design for all**
9) **Public engagement**
10) **Funding & incentives**

Guidebook Sections

- Each section is a discussion of the topic area
- Contains case studies from areas that have utilized the concept/ activity being discussed in a manner supportive of complete neighborhoods.
- A checklist that can be used by the user to gauge if the locality has implemented that component.
- A list of additional resources for the topic area discussed in the section.

Local Access to Things

Zoning

Incorporate more mixed-use zoning

Re-Use Ordinances

Encourage redevelopment of vacant properties

Community Space

Create community spaces for activities

Pedestrians

Incorporate more pedestrian- and bike-friendly components

Incentivization

Expedited Permitting and Review

Re-use Ordinances

Community Foundations

Traditional Tax Incentives

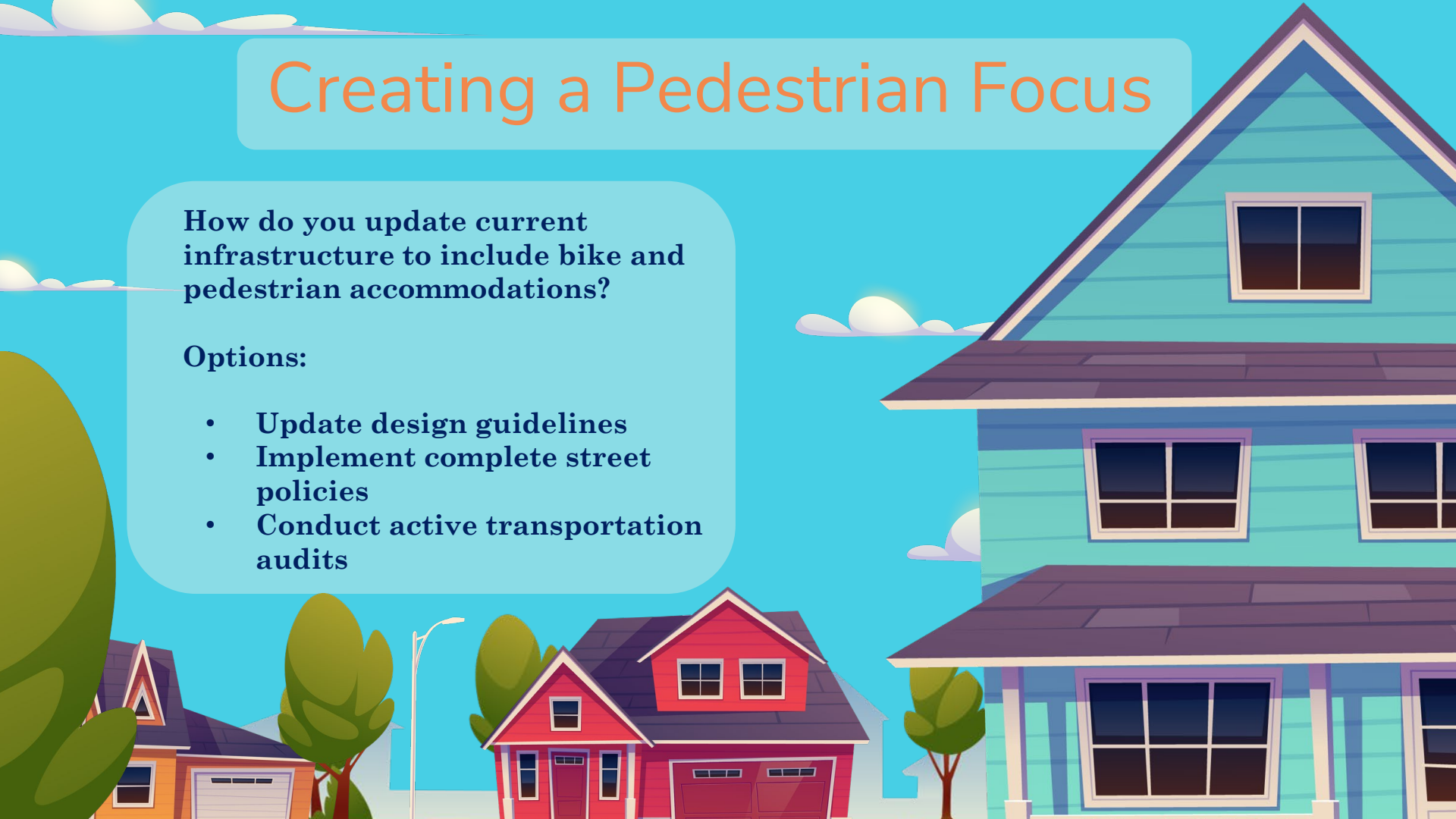
State and Federal Grants

Creating a Pedestrian Focus

How do you update current infrastructure to include bike and pedestrian accommodations?

Options:

- **Update design guidelines**
- **Implement complete street policies**
- **Conduct active transportation audits**



Supportive Zoning & Ordinances

How is a complete neighborhood encouraged through zoning code and ordinances?

Methods:

- **Reviewing and updating zoning code**
- **Conduct current conditions analysis**
- **Community visioning**

Neighborhood Vitality

- Create third-places & encourage face-to-face interaction through street design & architecture
- Tracking pedestrian movement & establishing a record of safety and accessibility

Neighborhood Benchmarking Program

Garland, TX

Home Improvement Incentive Rebate Program

Exterior remodeling of older homes

Neighborhood Vitality Matching Grant

Funding beautification projects with 50/50 match

Block Party Trailers

No-cost supplies for throwing block parties plus $500 grant per neighborhood

Public Engagement

Outreach

Consultation

Involvement

The Public Meeting is

Minneapolis, MN

Tweet with a Planner

Mobile & Web Apps

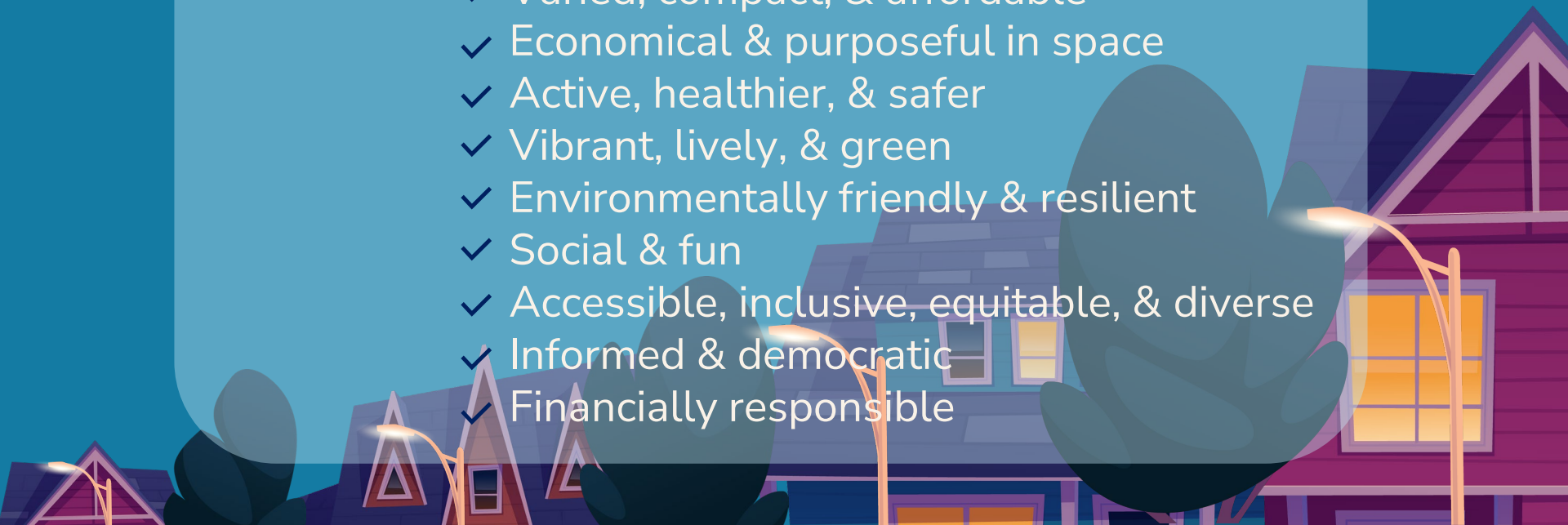
Meeting-in-a-box

Trivia, games, & art

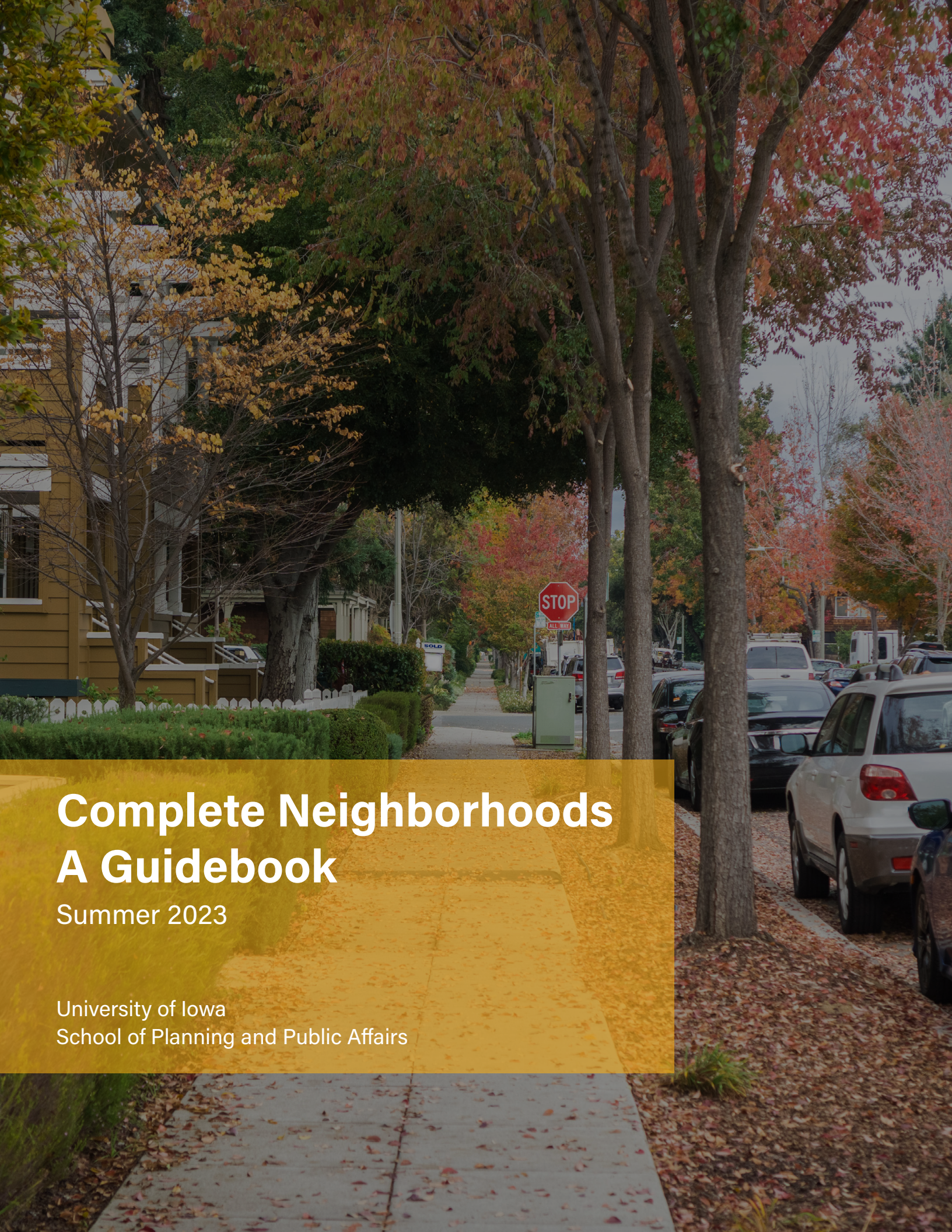
Conclusion

A Complete Neighborhood is **MORE:**

- ✓ Varied, compact, & affordable
- ✓ Economical & purposeful in space
- ✓ Active, healthier, & safer
- ✓ Vibrant, lively, & green
- ✓ Environmentally friendly & resilient
- ✓ Social & fun
- ✓ Accessible, inclusive, equitable, & diverse
- ✓ Informed & democratic
- ✓ Financially responsible



Questions?



Complete Neighborhoods A Guidebook

Summer 2023

University of Iowa
School of Planning and Public Affairs

Acknowledgements

Prepared For:

The City of Cedar Rapids
The Corridor Metropolitan Planning Organization

IOWA
School of Planning and Public Affairs

IOWA
Initiative for Sustainable Communities

Project Team:

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Roman Kiefer *Student*

Robert Lee *Student*

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Executive Summary

Executive Summary

Have you ever felt like something is missing in your neighborhood? Perhaps as you drive home from the grocery store -- stuck in traffic and surrounded by a hundred other cars -- it still feels like there's not a person in sight. And it's no wonder. Who would want to walk or bike with all this traffic, and how would you get where you need to go when there aren't sidewalks in many places anyway? You might as well stay home!

But our streets were meant to be so much more than just a means of traveling from home to work... work to errands... errands to dinner... and back home again. The Complete Neighborhood concept is one that re-balances streets in favor of people and seeks to restore the closeness of urban life as it began in cities thousands of years ago. The idea is simple and really nothing new: we should have everything we need within a short and safe 15- or 20-minute walk or bike ride of home and office. There should be plenty of options for shopping and dining, and there should be no space wasted. And, if and when things are farther away, we should be able to hop on a bus or train just as quickly and conveniently as taking our own car!

And even with gas and oil prices rising year after year, our cars are more costly than they seem. Because of regulations about the way neighborhoods are designed, they have been shaped around the personal vehicle as the de facto way of life – even knowing that not everyone has the opportunity to own and/or use a car! Those who are very old or very young, disabled, poor, or otherwise historically disadvantaged in terms of race, ethnicity, or citizenship status often bear the brunt of the pain and misfortune caused by cars. These "social costs" are at times hard to quantify in dollars, but the effects are shared among the entire community regardless of how they travel or how much money they earn. Health issues like obesity, heart disease, and asthma; crash-related injuries and deaths; environmental pollution and climate change; traffic and congestion; and infrastructure and maintenance costs are all consequential to the car and the way we've built neighborhoods to accommodate them. And while we can make our communities better by taking a step away from a life dominated by cars, the goal is never to restrict mobility or access. A *Complete Neighborhood* gives back the freedom of choice and accessibility that we've been missing!

This paper provides a checklist of all the things a community needs to become complete. The practices and studies within are intended to assist municipal governments and their citizens in promoting walkability, social cohesion, transit-access, equity and diversity, economic opportunity, and more in their neighborhoods. We'll cover topics such as:

- Using **SUPPORTIVE DEVELOPMENT REGULATIONS** to allow and incentivize denser residential and commercial development
- Providing **ACCESS TO A MIX OF SHOPS, JOBS, HOMES, AND RECREATION** in close proximity to community members
- **FILLING IN THE GAPS** to transform empty lots and buildings into community-wide assets
- Developing a plan for **PARKING REFORM** to utilize space for people -- not just cars
- Prioritizing **WALKING AND BIKING** for safe, affordable, efficient, healthy, and environmentally friendly trips
- Exercising **PEDESTRIAN-SCALE STREET DESIGN & ARCHITECTURE** in areas of development that are both safer and more pleasing to the eye
- Encouraging **NEIGHBORHOOD VITALITY & RESILIENCE** through recreation and face-to-face socialization
- Devising **EQUITABLE DESIGN & POLICY** guidelines for people of all ages, colors, abilities, and backgrounds and addressing the diverse needs of disadvantaged groups

- Responding to community concerns and building trust through active **PUBLIC ENGAGEMENT**
- **FUNDING** cost-effective and innovative projects that advance the goals of a community

These concepts may, at first glance, seem unachievable. It will certainly take time and dedication to uproot the norms of automobility and the built environment as it currently is. In the end, however, a Complete Neighborhood will better serve its residents in all areas of life. Go ahead and start checking off where your community currently stands and what still needs to be done!

Frequently Asked Questions:

What's so special about a Complete Neighborhood?

The Complete Neighborhood concept is not really all that revolutionary – it is a return to the fundamentals of community planning. A Complete Neighborhood offers personalized and human-centered mobility solutions, avoiding "one-size-fits-all" perspectives when determining levels of walkability and accessibility.

Why do we need Complete Neighborhoods?

Designing neighborhoods almost exclusively to meet the needs of drivers has exacerbated what we call "urban sprawl." By allowing development to spread out far beyond the natural boundaries of a city, we have become dependent on the car to get around in our daily lives. But where does that leave people unable to afford the costs of owning and maintaining a vehicle of their own? Or people who are too young or old to drive? A Complete Neighborhood makes sure amenities like grocery stores, hospitals and doctor's offices, restaurants, parks and recreation centers, churches, and schools are accessible by everyone. Plus, walking, biking, and other forms of active transportation are cheaper, safer, healthier, and more environmentally conscious than cars!

How does a Complete Neighborhood impact traffic?

The Complete Neighborhood concept is never intended to restrict movement within or between cities. But by making it safer, easier, and more fun to walk, bike, or use public transit, we hope to offer residents new choices and empower people to decide for themselves how best to get around with or without access to a car. This means fewer cars on the roads and less congestion.

How does a Complete Neighborhood address equity issues?

The Complete Neighborhood concept is always about bringing communities together no matter their race, age, ability, or status. This is why it's so important to incorporate minority voices when developing an action plan tailored to the specific needs of a community. Equitable projects may include making sidewalks and crosswalks more accessible to those with disabilities or building affordable housing near existing transit stations. A Complete Neighborhood works to undo social and physical barriers that isolate and segregate people based on where and how they live.

Is a city ever truly "complete"?

Perhaps not! Cities are, by definition, ever expanding centers of culture, learning, and economic opportunity, and while the Complete Neighborhood concept works to utilize space efficiently and effectively at the neighborhood-level, there's always room for growth!

Introduction

Introduction

Our communities -- having been increasingly built around the automobile – are costing us more than we think. But as we're driving along, windows down at 40 miles per hour, and headed to work or the grocery store, it's easy to overlook exactly how much we've sacrificed to move traffic. In fact, we rationalize the cost of such convenience and freedom as just another bill to pay. Oil changes, car payments, tanks of gas – how else could we get around anyway?

Even though they can be hard to quantify in dollars, there exist enormously expensive societal costs, or externalities, for every trip made by car.[1,2] The costs we personally incur as drivers are just the tip of the iceberg, and research in this area has identified dozens of negative externalities over the years. These include health problems like obesity and heart disease, climate change and pollution, infrastructure maintenance and construction, traffic congestion, and crash-related injuries and death.[1,2] For a single person over a period of years, these social costs can far exceed the price of the car and all its maintenance, insurance fees, and taxes combined.[1,2] For a community where cars are the norm, the effects are multiplied, and the costs unfairly shifted onto the people who don't even use or own one for themselves.[3] And the more a community focuses on automobility in terms of its design and governance, the more inequitable it becomes and the further away it gets from what a truly Complete Neighborhood can and should be.

What is a Complete Neighborhood?

Our cities were meant to be so much more than just places to own a home or travel between for work. The Complete Neighborhood concept is one that transcends the auto-dependence of the modern age and seeks to restore the closeness of urban life. A Complete Neighborhood is all about having necessities like grocery stores, churches, and schools close at hand – often within a 15- or 20-minute walk or bike ride. As it stands today, the ability to choose walking, biking, or taking a bus in addition to using personal vehicles is something that most communities in the US are lacking. But through urban design and policy, a Complete Neighborhood promotes walkability, social cohesion, transit-access, equity and diversity, economic opportunity, and more.

Research concerning the effects of cars on our health, environment, social networks, and economy is widespread and overwhelmingly negative; with the right plan, however, we can offset and perhaps even eliminate some of these social costs. For instance, a Complete Neighborhood plan encourages varied and affordable development of businesses and housing in close proximity to the things we need so that we don't have to spend our precious time in traffic. It transforms wasted space and empty parking lots into amenities worth enjoying; it fosters friendship and compassion between neighbors in good times and bad; and it safeguards the welfare of residents of all ages, races, and abilities. And, while the idea is to reduce our everyday reliance on cars, the goal is never to take people's keys away or restrict people in place. This guidebook and the practices within are a testament to the freedom of choice and accessibility that we've been missing in our communities: this is how to build a Complete Neighborhood.

A Complete Neighborhood is **MORE**:

- Varied, compact, and affordable
- Economical and purposeful in space
- Active, healthier, and safer
- Vibrant, lively, and green
- Environmentally friendly and resilient
- Accessible, equitable, and diverse
- Informed and democratic
- Financially responsible

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Supportive Development Regulations

Supportive Development Regulations

City planners across the US utilize a plethora of tools to manage orderly growth within cities. Zoning and ordinances are two tool sets that are crucial for this management process. These tools are foundational elements of how a community is built. The built environment determines where community services and amenities are located and how easy it is for the community to access them. Different types of zoning that can be found in communities across the US can be seen in Figure 1. This image visualizes how each of these types of zoning influences the built environment.

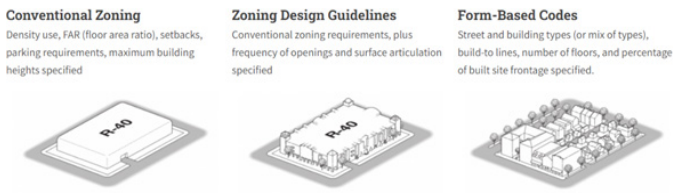

Figure 1. Zoning requirements shape a community in drastically different ways (Source: Form-Based Codes Institute)

Historically, communities have utilized a land-use zoning approach to managing their community's built environment. Land-use zoning divides a community into different areas, and these areas are permitted to utilize only one form of land use. Common land uses within a community include industrial, agricultural, residential, or open space. These land uses have set regulations pertaining to what the built environment can look like within these areas. Regulations within these areas are often referred to as zoning codes.

Land-use zoning does have many strengths in that it is a technique for orderly growth management for cities. On the other hand, the zoning codes for land-use zoning are oftentimes broad and promote only one form of use for a large area. In doing so, communities may not have services and amenities within an easily accessible distance. And as such, many community members will face barriers in accessing their workplaces, grocery stores, and much more without a motorized vehicle.[1] One way that these barriers can be addressed is to begin adopting form-based zoning within communities.

Form-based zoning is a technique that has the ability to be more impactful to initiatives like Complete Neighborhoods. The Form-Based Code Institute defines form-based code as, "a land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code."2 This definition highlights how form-based code focuses more on the built environment's detail of a community and not the land uses of a community. Many areas within the US have older parts of their communities that had similar types of regulations. These areas are often downtown districts, neighborhood hubs, and other versions of Complete Neighborhoods.[3] These areas often utilize form-based code due to its ability to allow different types of shops, offices, and more to be built next to each other and still preserve an area's character.

An example of what form-based zoning looks like would be the City of Chelan, WA. As seen in Figure 2, the City of Chelan utilizes form-based zoning in their downtown area. In doing so, a zoning code can be created to mirror what a certain city block or land parcel is permitted to be used for. For their downtown, there are areas designated specifically for tourists, downtown activities, and residential areas.

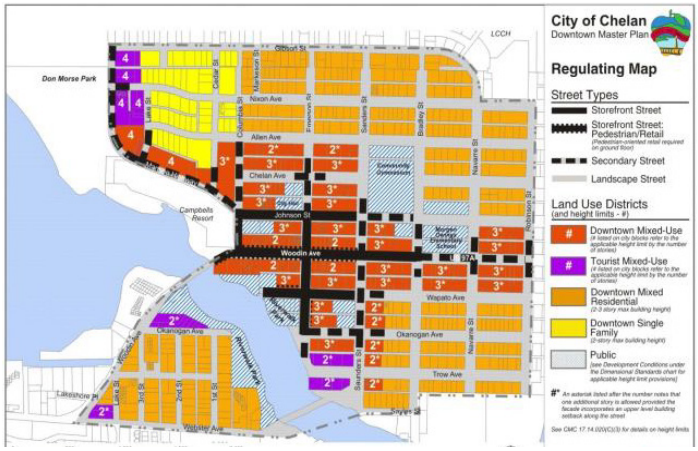

Figure 2. Zoning map of downtown Chelan, Wa. (Source: City of Chelan)

Ordinances are utilized within municipalities to set rules and laws. These ordinances range from where bicyclists are permitted to ride their bikes to designating who manages what within the right-of-way. As cities have continued to grow and evolve, many ordinances become outdated and can act as barriers to present-day issues. To ensure that a Complete Neighborhood meets its full potential, a city's ordinances should be inventoried and reviewed. This process will also provide insight as to what ordinances may act as a barrier to the successful implementation of a Complete Neighborhood.

Zoning and ordinances continue to lay the foundation for how communities are built, what type of services and amenities can be found within the community, and how these communities are governed. For the successful implementation of a Complete Neighborhood project, form-based zoning and updating ordinances should occur.

Case Study: Form-Based Zoning in New Rochelle, NY

Like many cities throughout the US, New Rochelle, New York, had historically utilized land-use zoning. This created issues with accessibility to services and amenities within their community as well as them not being as economically competitive as other nearby cities. These issues were persistent until the City of Rochelle moved toward form-based zoning. To initiate this process, the City conducted an engagement process to understand how the community would like their city's built environment to look like. Through this engagement process, the City was able to create a new form-based code that prioritized human-scale walkable development. This was in contrast to the auto-oriented land-use zoning that was already occurring.

CHECKLIST:

- Define Complete Neighborhood boundaries
- Assess current conditions within defined boundaries
- Conduct community outreach programming to define the community's vision for the neighborhood
- Create form-based code based on defined area and community feedback

ADDITIONAL RESOURCES:

Chicago Metropolitan Agency for Planning, Form-Based Codes: A Step-by-Step Guide for Communities: https://formbasedcodes.org/wp-content/uploads/2013/11/CMAP-GuideforCommunities.pdf

University of Idaho: Building Community across the Rural-to-Urban Transect: https://webpages.uidaho.edu/larc453/pdf/transect.pdf

Form-based Codes Institute: South Bend Zoning Ordinance: https://formbasedcodes.org/wp-content/uploads/2021/10/Driehaus2021_CodeDocument_SouthBend-2.pdf

University of Miami Law School: Building by Right - Social Equity Implications of Transitioning to Form-Based Code: https://repository.law.miami.edu/cgi/viewcontent.cgi?article=1735&context=fac_articles

City of Denver: Zoning Code: https://www.denvergov.org/content/dam/denvergov/Portals/646/documents/Zoning/DZC/Co__mplete_Denver_Zoning_Code.pdf

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Better Local Access to Things People Need

Better Local Access to Things People Need

As cities have grown over time, they have expanded out from traditional city centers where most amenities were readily accessible by walking, biking, or transit. Suburban neighborhoods were developed further and further away, under land use practices that isolated development by its type. Though single-use suburban residential development provided an escape from some of the traffic problems of the city, it also created new problems. Often a car was required for almost every trip due to the distance between the places people lived and their work, shops, and places where they had appointments.

No longer could people walk out of the front door of their house or office and walk to a corner store or restaurant to buy groceries or get a bite to eat. Today life often requires getting in a car to drive to a shopping center with massive parking lots or riding a bus to work or to the hospital on the outskirts of single-family residential developments.

If you examine communities now, you will often find a patchwork of zoning and developments that isolate everything by a single use case. This community framework, originally developed to get people away from polluting factories, has evolved into long commutes for work, shopping or entertainment, massive infrastructure requirements, traffic congestion, large vacant retail/office communities, and long-lasting environmental impacts. And, maybe more significant, there has been a loss in physical activity due to the need to be in a car to get everywhere and the general lack of space available for physical activity. We have also lost our sense of community as there is little opportunity for neighbors to interact.

After facing uncontrolled sprawl and investing in large infrastructure projects that seemingly meet development demands but often result in a multitude of underutilized buildings, cities have taken a step back to examine how they can create communities that meet the needs of citizens and visitors. As a result, community development concepts like Complete Neighborhoods and activity centers are being examined or implemented. The goal is to revitalize the idea of people living, working, and utilizing amenities within a short walk or bike ride and within a reasonable transit distance.[1]

Mixed-use developments are ideal solutions as they blend two or more uses within one development complex. Mixed land use generally consists of at least a residential component, with retail and restaurants, and often it will also incorporate offices and other services, like government services. Mixed land use allows for more compact development -- often reducing the amount of parking required as most parking is shared -- as well as providing more connections via walking, biking, or transit.[2] This isn't to say that everything is constructed within one block, but more so within a 15- or 20-minute walk or bike ride – about the time you would spend driving to these things with current development patterns.

It is important to note that while mixed land use promotes compact development, not everything is intended to be built in high-rise buildings. Mixed land use can be either horizontal or vertical. Horizontal is where you have residential structures mixed with retail/office/entertainment or light industrial structures, and vertical is all the uses mixed within the same structures.[2] While vertical mixed land use can be a high-rise building, it is more frequently a low-rise building (up to seven floors), built to create an environment like a town center. Planners utilize activity centers in much the same way as they do mixed land use, with

the exception that the center focus is typically on social activities, shopping, dining, and tourism. An example of a mixed-use development can be seen in figure 3.

Figure 3. An example of Compact, mixed-use development (Source:)

Researchers typically distinguish between mixed land use and activity centers by noting mixed land use focuses on locating home and work near transit, while activity centers are focused on concentrating activities and work within a single facility. While activity centers focus on concentrating work and play, many activity center developments contain a residential component much like mixed use.[1,3] Mixed land use has existed since we first began developing American towns. They began as main street centers, seen in figure 4, where people lived and operated shops to provide services and supplies, as well as places for the community to gather. Many of these main street communities still exist today, either from continued operation or new development.

Figure 4. Horizontally dense amenities in Livingston, MN. (Source: City of Chelan)

Figure 5. Activity centers in San Antonio's Pearl District

Case Study: Activity Centers in San Antonio's Pearl District

The City of San Antonio, Texas, like most big cities, has faced the challenges of growth and decline over time. In many communities there are areas throughout the city with buildings or lots that have been vacated as businesses have departed or residents have been attracted to the suburbs. As a revitalization measure, San Antonio has identified 13 areas for activity center development. The Pearl District is the most recent example of mixed land use and activity center concepts. The Pearl District, seen in figure 5, is in a former industrial area that once housed Texas's largest brewery. Keeping some of the industrial buildings intact, the area was redeveloped to include residential housing, a hotel, restaurants, shops, and office spaces. The concept was built around open, public spaces where there are concerts, farmers markets, and other community events. The Pearl District functions as a mixed-use community for many residents, while it is also functions as an activity center for residents in outlying communities or tourists visiting San Antonio.

Both mixed land use and activity centers provide communities with the opportunity to take advantage of existing infrastructure by capitalizing on infill or brownfield development. These concepts often replace existing vacant buildings or repurpose existing buildings, reducing the need for the locality to expand expensive infrastructure.[1,2] Quite frequently, these locations are already near transit options, and have adequate transportation infrastructure. Additionally, they may already be laid out in a way that reduces the need for cars and encourages walking or biking. Capitalizing on mixed land use and activity centers for infill or brownfield development also allows for increasing and diversification of the tax base within the community. See the next section for more information on infill development for the purpose of building Complete Neighborhoods.

CHECKLIST:

- Incorporate more mixed-use zoning and development into comprehensive planning
- Develop parking requirements supportive of mixed-use zoning and compact development
- Review current transportation and street plans to identify opportunities to incorporate pedestrian and bike friendly components to align with mixed-use communities
- Develop activity and community space requirements for new developments to support community activity programs and outdoor markets
- Develop re-use ordinances to encourage redevelopment of vacant properties into new housing or uses, as well as constructing new developments over existing parking lot properties

Additional Resources:

Successful Mixed-Use Development – 7 Brilliant Ideas: https://assetsamerica.com/mixed-use-development-ideas/#:~:text=A%20Northern%20Virginia%20mixed%2Dused,homes%2C%20retail%20and%20commercial%20space.

10 Urban Projects That Nail Mixed-Use Design: https://www.multifamilyexecutive.com/design-development/10-urban-projects-that-nail-mixed-use-design_o

Exploring the World of Mixed-Use Development: https://www.matthews.com/thought-leadership-mixed-use-development/

Complete Communities Toolbox: https://www.completecommunitiesde.org/planning/landuse/mixed-use-development/

Why "activity centers" are the building blocks of inclusive regional economies: https://www.brookings.edu/articles/the-future-of-the-inclusive-economy-is-in-activity-centers/

Identifying Activity Centers: A How-To Guide: https://www.planning.org/publications/document/9268642/

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3: Galvin, G. (2023, March 21). Cities see hyperlocal 'activity centers' as key to sustainable growth, less car dependency. Industry Dive. https://www.smartcitiesdive.com/news/sustainable-cities-growth-hyperlocal-activity-centers-less-cars/644902/#:~:text=from%20your%20inbox.-

Filling in the Gaps

Filling in the Gaps

Complete Neighborhoods are meant to bring the things people need closer to home. In doing so many of the transportation barriers to access these services and amenities will be addressed. One way to break down these barriers is by promoting infill development. Infill development is when currently empty lots or underutilized spaces like some parking lots are developed to meet a greater community need.[1]

Infill development can occur in many different types of spaces within a community. These areas include residential, commercial, brownfield, mixed-use, and green spaces.[2] For example, Figure 6 shows an empty lot that could be built upon to fit the use of the buildings on either side of it. In this example, the newly constructed building could be a mixed-use building, like the white building, or residential like the brick building. Another option for this unutilized lot would be to place a service or amenity that the community needs. As this example shows, there are lot of options for how an unutilized lot can be developed. To ensure that the development is the most impactful, an analysis of what services and amenities are missing from the community should be conducted.

Figure 6. Image of empty lot that can be used for infill development (Source: Raimond Spekking)

To conduct an analysis of underutilized or empty lots withing a neighborhood, the community should determine what lots are currently built upon or being utilized. In doing so, the community will understand what percentage of the land within the community is being utilized and what areas can be further developed.

After researching what lots are available for further development within the Complete Neighborhood, another analysis should occur to understand what services and amenities are currently available. Once the current services and amenities offered within the neighborhood are collected, the community can better understand what gaps in services and amenities are occurring.

Case Study: Economic Benefits of Infill Development in Nashville, TN

In 2013, the organization "Smart Growth America" conducted a study in the City of Nashville, TN. This study identified the savings that could occur by doing infill development versus outlying development. To conduct this study the analysis looked at three areas of development. These areas included a conventional subdivision, a development in an undeveloped lot, and a mixed-use development in the urban core. What this study found was that the development that was in an undeveloped lot outperformed the other two types of development economically. It generated $115,000 in net revenue per acre. The other locations generated 1,150 times less net revenue per acre than the infill development location.

Once the analysis for what gaps in services and amenities are occurring in the community, public engagement should occur to understand what is currently happening with these properties and what the community would like to see in those locations. This feedback can then lead into the development of form-based zoning within the Complete Neighborhood or reaching out to the property owners of these vacant lots to see what next steps can occur to create infill development.[3]

Infill development plays a vital role in providing services and amenities to communities when further expansion of the Complete Neighborhood is not possible. By having vacant lots or underutilized areas, the community can work with property owners to see what the possible steps would be to develop that land for vital services and amenities needed by the community.

CHECKLIST:

- Inventory all lots that are currently not being utilized within the Complete Neighborhood area
- Analyze what services are currently within the Complete Neighborhood boundaries
- After analysis, engage with the community to see what infill locations would best suit the community based on services that are needed
- Begin creating form-based zoning for this area to match community input and the Complete Neighborhood vision

ADDITIONAL RESOURCES:

Smart Growth America: New analysis of Nashville area development reveals opportunity for public savings: https://smartgrowthamerica.org/new-analysis-of-nashville-area-development-reveals-opportunity-for-public-savings/

Municipal Research and Services Center of Washington: Infill Development: https://mrsc.org/explore-topics/planning/development-types-and-land-uses/infill-development#:~:text=Recommended%20Resources-,Overview,the%20normal%20course%20of%20urbanization.

Center for Urban Policy Research: Infill Development Standards and Policy Guide: https://www.nj.gov/dca/divisions/codes/alerts/pdfs/2006_6_rev2007_4_infill_dev_stds.pdf

United States of America Environmental Protection Agency: Attracting Infill Development in Distressed Communities: 30 Strategies: https://www.epa.gov/sites/default/files/2015-05/documents/fresno_final_report_042215_508_final.pdf

Lincoln Policy Institute: Gentle Infill - Boomtowns are Making Room for Skinny Homes, Granny Flats, and Other Affordable Housing: https://www.lincolninst.edu/sites/default/files/pubfiles/gentle-infill-lla180103.pdf

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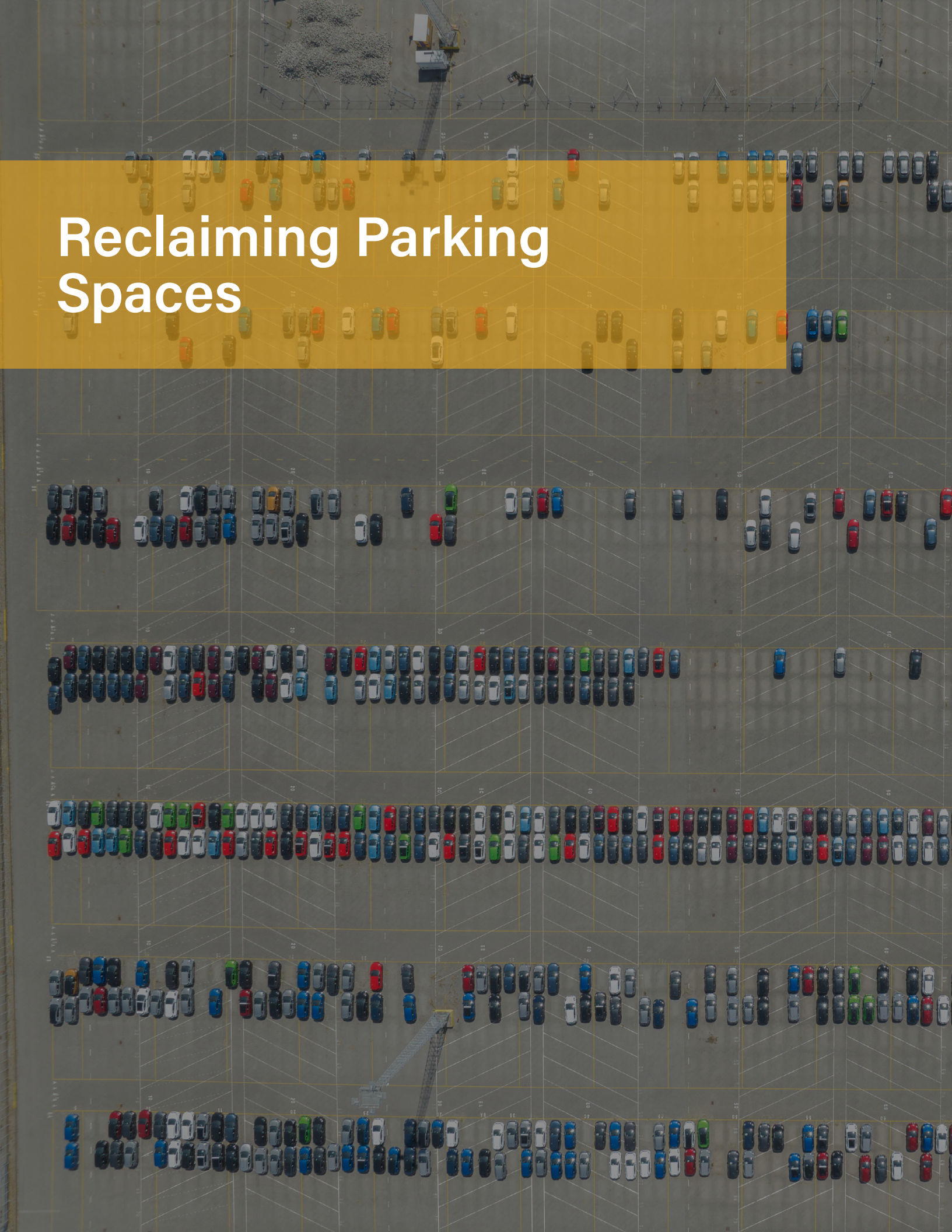

Reclaiming Parking Spaces

Reclaiming Parking Spaces

You do not have to look far in any community to find vast open spaces covered by parking lots serving large shopping centers and big-box stores or consuming space along roadways in front of shopping districts. Minimum parking requirements seem to be one of the few elements that can be found in any development regardless of which community you are in. Communities set aside large amounts of space to accommodate masses of people that are never in one location at one time anyway. These requirements were borne from a reaction to the growth of automobile ownership where it was anticipated that regardless of alternative modes of transportation most people would prefer to drive.

Consider a shopping center on a main road with transit available, bordered by residential communities within a reasonable distance. The developer is provided with, at best, a minimum requirement of spaces based on a formula that considers the square footage of the building and potential number of people that could be in occupancy at any given time.[1,2] This does not consider that people could be sharing a ride, walking, or biking to the store, or even utilizing transit that drops them off right in front of the shopping center. Consider that a shopping center could consist of two big-box stores built next to each other. Both would have their own minimum parking requirements based on their potential occupancy, leading both developers to construct large parking lots rather than sharing one lot.

Growth in automobile ownership was not the only influence for developing parking requirements -- where cars were being parked also played a role. Absent the large lots that exist today, drivers would resort to parking along curbs in front of businesses, along roadsides, and in residential areas neighboring retail centers. This led to congested roadways and congested pedestrian spaces and bikeways in front of storefronts as well as congested residential neighborhoods. In the face of pressure to improve pedestrian safety and placate angry citizens, parking requirements were created to require developers to accommodate parking on site. Unfortunately, parking requirements are developed for the busiest time of day for each business and not for the potential of shared lots based on the different operating hours of the businesses.

Figure 7a. Minimum parking requirements create large parking lots at strip malls like the one pictured above.

Parking can be a significant hurdle to development, particularly the development of Complete Neighborhoods. Requirements for minimum parking have led to more urban sprawl as they increase the size of developments, driving development further away from city centers and residential neighborhoods. As urban sprawl increases, it increases the need for car ownership, which may not be possible for everyone. When not everyone has access to cars, there is a greater demand to provide reliable public transportation such as bus or rail service. As urban sprawl and car use increases so too does the need for more infrastructure.[2] Growth away from the city centers increases the need for extending road and utility networks, that will themselves eventually have to be increased as they become outgrown. Extending infrastructure networks is not a one-time expense,

as it must be maintained and even expanded as roads do when congestion becomes too great. Initial infrastructure costs can be passed on to the developer; however, the long-term expenses of maintenance and expansion fall to the locality.

Developers can keep developments compact and meet parking requirements without creating large lots that consume acres of land; however, it requires the construction of parking garages. In this scenario, the developer may be trading the expense of expanding infrastructure for the expense of constructing garages. Even if they are not trading one expense for another, they are still incurring a significant expense that will increase the cost of construction. The developer then has some options: cancel the project due to cost, charge for parking either at the entrance or through the rents, or obtain an agreement where the locality will absorb the cost of construction of the garages.[2] In one form or another, the community suffers as a result. Either they lose out on much needed housing, services, and retail due to project cancellations, or they bear the cost of the parking expense through direct fees or higher costs of goods and services.

Many communities are currently faced with vacant buildings and spaces that are prime for infill or brownfield development. These are opportunities for developers to aid in revitalizing parts of communities that may have been vacated over time and rejuvenate spaces to provide more housing, retail, services, and employment opportunities. However, they are often hampered by parking requirements. Because these spaces are turned into new uses, they must meet parking requirements for those uses, which may not be possible within the space of the building. This could potentially require developers to seek out lots nearby where they can create the needed parking to meet requirements, again leading to sprawl or the reduction of space available for public use.[1,3] Developers may decide it is more beneficial or cost-effective to build elsewhere, leaving the community with vacant spaces and no tax revenue from those spaces. Residential communities have even utilized parking requirements to prevent development. This occurs frequently when communities want to keep developers from developing affordable housing or commercial development nearby. The tactic is to identify that minimum requirements exist and there is no way the developer can meet them with the property they want to utilize. The request for the development is either denied or the developer moves to another location.

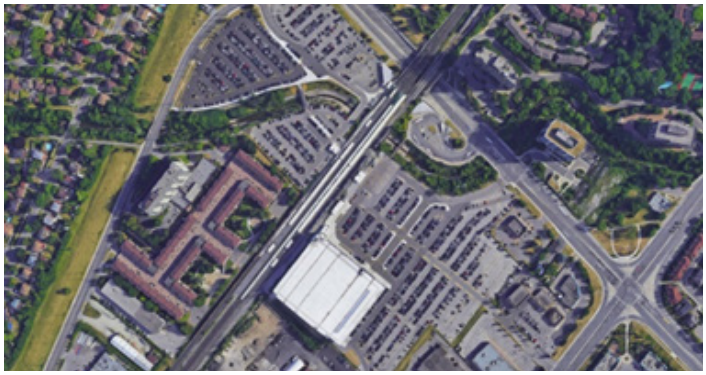

Figure 7b. Minimum parking requirements create large parking lots at shopping centers like the one pictured above.

Parking is an important consideration in Complete Neighborhoods as it will still be needed either because those living there will still need cars to travel to other areas or people from other communities may be coming into the neighborhood for services, entertainment, or shopping. However, it should be considered in a way that allows for safe pedestrian spaces, low- to no impact on community spaces, and the capitalization of existing infrastructure. Allowing the elimination of on-street parking in front of buildings provides the opportunity for markets and shops to create outdoor spaces to extend their business, creates pedestrian safe spaces as it increases walkways and reduces traffic in the corridor, and allows for integration of bike use, which can increase the number of people that can come into the development from nearby communities. Additionally, open spaces that historically would have been parking lots can now be developed as parks or open spaces for community events and activities like concerts or farmers markets. Another option that does not eliminate the large lot but does allow for providing

an inviting storefront or activity space in front of retail space, would be to move the building to the front property line and construct the parking lot behind the building. While this does not eliminate large lots, it does allow for pedestrian friendly storefronts and combined use of parking lots.

All is not lost when it comes to parking and Complete Neighborhoods, as there are several solutions. One easy solution is the use of shared parking to meet parking needs. Not all businesses will be operating at the same time, and if they do, they will rarely meet the maximum demand planners focus on when creating requirements. Shared parking will allow for smaller lots to accommodate multiple businesses, keeping development compact. If a community would rather keep minimums to ensure there is at least enough to accommodate a smaller number of patrons at a certain time, a percentage of spaces could be added above the minimum that would provide a few more spaces rather than the traditional minimum. Another option is to adopt parking maximums. A community may set parking maximums based on use groups, thereby creating smaller lots while encouraging the use of other modes of transportation like cycling. Finally, consideration should be given to parking pricing, charging for either on-street parking or parking lot usage. This not only discourages the use of cars but also provides a revenue stream for the community that can be utilized for improvements within the district. Figure 8 shows how parking minimums consume space, resulting in less building and street frontages in the before picture. Eliminating parking minimums reduces the overall space consumed by parking and creates more building space as well as space for streetscaping.

Developers of Complete Neighborhoods should also consider proximity to transit, as it provides additional opportunities for people outside the community to come into the community for employment, shopping, entertainment, or services, without having to drive and park a car. Additionally, there may be opportunities to provide for transportation within the district through the use of local circulator transit. Parking lots can be located away from the district with smaller buses transporting pedestrians to various locations – a practice reminiscent of the trams and trolleys of large hospitals or theme parks. Localities should evaluate existing parking requirements to identify opportunities to allow for car usage, while simultaneously minimizing the need for a car, controlling sprawl, increasing infill development, and providing for safe, compact communities. All these considerations lead to compact development, safer pedestrian spaces, and lower costs for development.[1-3]

Figure 8. Re-purposing existing parking to better utilize available space.

Case Study: Improving Housing by Improving Parking in Boston, MA

Facing a crisis with affordable housing, the City of Boston eliminated the minimum parking requirements to aid in reducing hurdles for development. The goal was to provide more opportunities for Bostonians to live and work in the city at an affordable cost. The problem was that many of the properties to be developed did not provide enough space for off-street parking, which meant developers had to find sites nearby to meet the requirements, build garages, or scrap projects altogether. The change did not eliminate parking completely -- it merely put the decision in the hands of the developers to determine, based on the residents' needs, how much off-street parking to provide. This change can speed up the construction process and keep costs down as garages, if needed, are minimized or developers do not have to search for lots around the city to create parking lots, particularly if they are near to transit.[4]

CHECKLIST:

- Incorporate bike storage and parking into development plans
- Develop new parking requirements based on maximums, shared use or minimums with a percentage of space added based on use
- Provide incentives to develop underutilized parking lots into new mixed-use developments
- Convert on-street parking to pay for parking and re-invest the revenue into maintenance of the district
- Convert on-street parking into public use areas as an extension of storefronts

ADDITIONAL RESOURCES:

Vox Mobility Lab: The High Cost of Free Parking:
https://www.youtube.com/watch?v=Akm7ik-H_7U

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Biking and Walking as Real Transportation Options

Biking and Walking as Real Transportation Options

Complete Neighborhood projects oftentimes are conducted in established neighborhoods. These established neighborhoods are usually more difficult to implement new infrastructure in due to the pre-existing built environment that does not typically include multi-modal accommodations. Pre-existing infrastructure within these communities may also inhibit safe connections throughout the neighborhoods, isolating different communities and making non-motorized transportation users feel unwelcome in the built environment. To create a welcoming and safe environment for all road users, an analysis of infrastructure gaps, connections to community resources, and community feedback on desired infrastructure should be conducted. This analysis will then be able to be utilized by a planning professional to begin developing solutions to where issues are occurring and what type of infrastructure should be implemented that the community will utilize.

In the mid to late 1900s, many communities within the US began building neighborhoods without sidewalks or any pedestrian accommodations.[1] This style of neighborhood was constructed due to these communities' ideal way of transportation being personal vehicles. Due to these neighborhoods not having sidewalks or other types of infrastructure for non-motorized transportation, community members are, to this day, unable to safely access community resources without utilizing a personal motorized vehicle.[2] As this issue has persisted, sidewalk connectivity, lack of right-of-way for non-motorized transportation projects, and general community safety has been impacted. Figure 9 showcases how these neighborhoods have persisted into today. Within this image there is little to no room to go back and construct a sidewalk or other multi-modal accommodations without having to purchase right of way and remove older trees and shrubs.

Figure 9. A street lacking sidewalks and other bicycle accomodations
(Source: thisisbossi on Flickr)

In recent years, cities have made great strides to connect communities via bike infrastructure. This infrastructure ranges from trails to bike lanes to sharrows. By implementing this type of infrastructure, community members are able to utilize another mode of transportation that is oftentimes more affordable. In doing so, transportation barriers begin to break down as bicycling allows the rider to have a wider range of access than a pedestrian. Figure 10 shows a cycletrack that has been implemented to protect cyclists from motorized traffic and create vital connections throughout a neighborhood and city.

Figure 10. A cycletrak with clear markings
(Source: National Association of City Transportation Officials)

Another type of infrastructure that has been a focus point for many communities around the country are sidewalks. Due to the persisting sidewalk gaps in certain neighborhoods, many communities have created programs to do sidewalk infill.[3] These programs create a more connected pedestrian transportation network that allows for access to more community services and amenities.

To ensure that there exist proper non-motorized transportation connections throughout a Complete Neighborhood, an inventory of this type of infrastructure should occur. An example of an active transportation audit that could be utilized is the Capitol Region Council of Governments Active Transportation Audit. Within this audit, current streets will be reviewed for bike and pedestrian accommodations.[4] It will allow those conducting the audit to understand what items may be creating barriers for the current active transportation system and how to address them.

Another way to review the developing status of the active transportation system within a neighborhood is the Federal Highway Administration's Guidebook for Developing Pedestrian and Bicycle Performance Measures.[5] This guidebook allows a community to know how to measure the progress that is being made to their active transportation system and understand if they are meeting their set goals. Within this guidebook, there are many different performance measures that a community can utilize to understand their progress. The performance measures that may be the most helpful for the community to implementing a Complete Neighborhood would be the connectivity index that measures access to community destinations and access to jobs. The other performance measures are also important for communities when implementing a robust bicycle and pedestrian transportation system.

After obtaining the data from the active transportation audit and pedestrian and bicycle performance measures, the community can come together to decide how they would like to proceed in developing their active transportation system. This data can highlight what possible projects could be conducted to address different barriers. Once a list of projects has been created, they should be prioritized in consideration to addressing safety and equity concerns while improving connectivity. This will allow the community to understand when and how these projects will be implemented.

Case Study: Mobility Action Program in Seattle, WA

In 2019, the City of Seattle created the North Downtown Mobility Action Program. The focus of this plan was to support access and livability in the North Downtown of Seattle. To provide this support, the City of Seattle reviewed planned existing projects, identified ways to improve connectivity, and prioritized potential projects. From this prioritization of potential projects, the city was able to implement projects that had the most impact first. In doing so, connections to community services and amenities were created.

CHECKLIST:

- Conduct an active transportation audit to understand the existing conditions of this infrastructure inside the neighborhood
- Create projects to address issues that were identified within the active transportation audit
- Prioritize projects based on impact on safety, equity, and connectivity
- Incorporate projects into the community's capital improvement program

ADDITIONAL RESOURCES:

Capitol Region Council of Governments: Active Transportation Audit: https://crcog.org/wp-content/uploads/2016/07/ActiveTransportationAudit_Intersections.pdf

Montgomery Planning Department: Montgomery County Complete Streets: https://montgomeryplanning.org/wp-content/uploads/2022/03/Montgomery-County-CSDG_Approved-2021.pdf

St. Paul: Street Design Manual: https://www.stpaul.gov/sites/default/files/Media%20Root/Planning%20%26%20Economic%20Development/Street%20Design%20Manual%20Final101416.pdf

Federal Highway Administration: Guidebook for Developing Pedestrian and Bicycle Performance Measures: https://www.fhwa.dot.gov/environment/bicycle_pedestrian/publications/performance_measures_guidebook/pm_guidebook.pdf

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Streets for People

Streets for People

Over the years, there have been varying approaches to designing streets. The earliest streets were meant to get pedestrians to local markets, residential areas, and workplaces. A pedestrian-focused street design was heavily utilized up until the beginning of the 20th century. The change in street design was due to the creation of the automobile.[1] During this change in street design, streets became roads intended to allow single-passenger motorized vehicles to access all areas within a city in as little time as possible. At the same time as roadways took on a motorized vehicle focus, urban sprawl began to occur across the US. The coupling of urban sprawl and development of auto-oriented suburbs began the US's reliance on motorized vehicles. The ramifications of this style of street design and land use are still being felt to this day. One result of street design taking on an auto-centric focus is the rising pedestrian fatalities due to motorized vehicles. The repercussion of focusing on vehicles versus pedestrian safety is that 7,508 pedestrians died in 2022. This would equal 20 people every day being killed by a motorized vehicle just by walking in the US. The US is currently experiencing a 41 year high in motorized vehicle-related pedestrian deaths and serious injuries.2

For the past several decades, roadways have been overbuilt to allow for a higher capacity and high levels of traffic throughput. This overbuilding influences drivers both knowingly and unknowingly to utilize the roadway in unsafe ways. When roadways are overbuilt to have wide lanes and large setbacks of trees and buildings, it encourages high speeds. Without the feeling of constraint, drivers are more likely to drive at excessive speeds. This often occurs on rural roadways but still occurs in urban areas. To combat speeding, communities can right-size roadways and create vertical constraints.[3]

There are several ways to address the overbuilding of roadways in the US. Road diets have been a highly successful technique to right-size roadways; for instance, communities can convert four lanes of traffic to three and/or reduce lane widths. By reducing lanes of traffic, there is the opportunity to implement multi-modal facilities along the roadway and slow traffic speeds. In addition to promoting the safe use of bikes, these improvements improve pedestrian and driver safety. This style of road diet is a budget-friendly approach to addressing America's overbuilt roadways through simple restriping. Although road diets are highly successful, they should only be utilized when the amount of motorized traffic on the roadway would not drastically impact the flow of traffic. The Federal Highway Administration (FHWA) suggests that roadways with current and future average daily traffic counts below 25,000 vehicles should undergo road diets.[4]

Another way that a roadway can implement infrastructure that protects pedestrians and bicyclists is by implementing a comprehensive "Complete Streets" policy. The FHWA defines a Complete Street as a "street that is safe, and feels safe, for all users ... streets and networks that prioritize safety, comfort, and connectivity to destinations for all people who use the street network."5 Put into practice, a Complete Street policy becomes the default approach to street design within a city. In doing so, communities prioritize safety, comfort, and connectivity on all of their transportation network. The FHWA has an online platform the lays out how to approach implementing Complete Street policies. This resource can be found in the additional resources of this section titled "Federal Highway Administration: Complete Streets."

To prevent the issue of overbuilding roadways for the benefit solely of motorized vehicles, changes to design guidelines should be considered. The review of current design guidelines utilized by the community can occur to see where design updates can occur that will promote multi-modal transportation. A resource that could guide the updated design guidelines would be the National Association of City Transportation Officials Urban Street Design Guide. This guide provides a comprehensive overview of different styles of streets that accommodate different levels of motorized vehicles and multi-modal accommodations.[6]

After reviewing these design guidelines, the adoption of more street design guidelines that fit the surrounding neighborhood and transportation system should occur. Many roadways are different than others even though they have the same classification. By having varying design guidelines, more roadways will be able to utilize approved design guidelines set by the community and help improve connectivity and safety within the neighborhood.

Over the last century, roadways have been built for motorized vehicles with other modes of transportation as an afterthought, but by upgrading current roadways to include multimodal facilities and revising the current roadway design guidelines, a Complete Neighborhood can improve safety and connectivity for all roadway users.

Design Guidelines: National Association of City Transportation Officials

One of the leading entities that promotes transportation infrastructure is the National Association of City Transportation Officials. Many of their policies and design guidelines align with the FHWA's design guidelines and manuals. While this case study does not focus on a particular city, this case study does showcase more walkable, safer, and welcoming streets can be created. This design guidebook was created by city transportation officials across the world that have piloted many of these street typologies and seen their success in increasing pedestrian safety and multimodal accessibility.

CHECKLIST:

- Review current design guidelines being utilized for building roadways within the community
- Identify what current design guidelines do not contain pedestrian safety and multimodal focus
- Update street design guidelines to contain pedestrian safety and multimodal aspects

ADDITIONAL RESOURCES:

University of Delaware: Complete Neighborhood Toolbox: https://www.completecommunitiesde.org/planning/complete-streets/walkable-communities/

Global Designing Cities Initiative: Global Street Design Guide: https://globaldesigningcities.org/publication/global-street-design-guide/introduction/

National Association of City Transportation Officials: Urban Street Design Guide: https://nacto.org/publication/urban-street-design-guide/

Institute of Transportation Engineers: Design Walkable Urban Thoroughfares - A Context-Sensitive Approach: https://www.ite.org/pub/?id=E1CFF43C-2354-D714-51D9-D82B39D4DBAD

Montana Department of Transportation: Context Sensitive Solutions Guide: https://www.mdt.mt.gov/other/webdata/external/cadd/report_templates_guidance/css_guide.Pdf

Federal Highway Administration: Complete Streets: https://highways.dot.gov/complete-streets

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Streets and Spaces that Encourage Walking

Streets and Spaces that Encourage Walking

The goal for the Complete Neighborhood concept is to provide amenities, housing, employment, and services within a 15- or 20- minute walk and bike ride and to provide an accessible transit network for the community. For this to be effective, pedestrians, cyclists and transit riders must have safe street environments that are connected throughout the community. This not only means safe spaces to walk and bike, but also safe spaces to gather in. When developing Complete Neighborhoods, communities must not only focus on buildings and their uses, but also must focus on the street design. Designing streets must consider traffic volume, transit access, bike lanes, sidewalks, how long blocks should be to cross, as well as access to storefronts and parking. Everyone can be considered a pedestrian in a Complete Neighborhood, regardless of whether or not they regularly walk or bike within the community. Therefore, designers and planners must consider the pedestrian experience when creating Complete Neighborhoods.

The core of most communities is the street network -- the mechanism for moving people, delivering goods, commuting, or delivering services. While Complete Neighborhoods are also dependent on street network and designs, it takes on a different form. Main streets will typically have fewer lanes for vehicles, and they may or may not provide on-street parking. These streets will also typically feature transit stops near shops and bike lanes incorporated into the main travel lanes.[1,3] Larger roads, or feeder roads, tend to be located on the community's perimeters to keep vehicle traffic within neighborhoods minimal. This provides streets that are easier to cross at designated crossings, keeps many access points to parking outside of the primary pedestrian areas, and provides for a more environmentally friendly environment.

Narrower street designs also allow for incorporating curb extensions where the sidewalk extends out providing pedestrians a safe space to stand when crossing streets, or even congregate for social interactions in front of shops. The less land consumed for streets, the more land available for wider sidewalks, bike racks and storage, and opportunities for merchants to extend their marketplaces into the open. Active store fronts encourage more foot traffic into businesses whether it is from small café fronts or small market stalls.

Figure 11. Street-level amenities, such as outdoor dining, encourages walking.

Pedestrian friendly streetscaping will encourage drivers to park their cars and walk to stores, markets, and businesses. Streetscaping refers to the quality and effect of the street, as well as the ability for the street to be a place where people will gather and mingle, not just as a mechanism of getting from one place to another. Complete Neighborhoods and activity centers are destinations designed to provide an environment for interaction as part of living and working within the same area. The idea of streets being a safe place to walk, bicycle, drive, catch transit and even interact with others is a concept put forward in the National Association of City Transportation Officials (NACTO) guide "Urban Street Design Guide". When utilized effectively, there will be more pedestrian and bike activity, reducing carbon emissions and traffic noise in the surrounding area.[3]

Focusing solely on the makeup of the streets will not completely create a pedestrian-friendly environment that will draw people into the community. There also must be some emphasis on buildings and architecture. After all, businesses and activities are why people are there. Successful Complete Neighborhood projects have shown that active storefronts -- particularly at street level -- will attract more foot traffic for all the businesses. As previously noted, active storefronts can be achieved by creating outdoor dining opportunities such as cafes and market stalls or small parklets. Buildings should feature continuous facades, be well lit, and provide plenty of windows and easily accessible entry ways.[2,3] Avoid large blank exterior walls. In pedestrian scale design it has been noted that active walls tend to add to the feeling and perceptions of a safe street space. The overall safety feel can be established by outdoor dining surrounded by open, metal fencing. Parklets can provide outdoor seating with activity areas, as well as ample shade with trees strategically placed between the parklets and streets to provide pedestrian separation. Traditionally planners refer to this concept as creating outdoor rooms.[2]

Pedestrian-oriented streetscapes are another area that can be addressed by the form-based codes mentioned earlier in this guide. FBCs often include guidelines for architectural elements needed to better connect the street and adjacent buildings and to promote the development of spaces where walking is enjoyable.[1] Examples of these elements and benefits can be seen in figure 12.

Figure 12. The benefits of streetscaping for pedestrians and cyclists

Figure 13. Rehoboth Avenue before streetscaping project

Figure 14. Rehoboth Avenue after streetscaping project

Re-imagining Rehoboth Avenue: Rehoboth Beach, DE

Rehoboth Beach, Delaware is a popular destination in the summer for tourists who are seeking beach access along with other family activities. As a resort community, they tend to face the struggles of many resort communities, questioning "how to provide an environment where pedestrians and bicyclists are safe to move throughout, in an attractive business and entertainment district while reducing vehicle traffic and attracting more people into the community." Often seen as a best practices project in streetscaping, the city worked with businesses, residents, and transportation to develop what became known as the "Rehoboth Avenue Streetscape Project." This was a phased project to minimize the impact to residents, tourists, and businesses and to maintain activity levels and not deter anyone from coming in. To create an environment that was attractive to pedestrians, utilities were moved underground, sidewalks were widened to provide more space for interaction and movement, large parking lots were relocated to the outer edges of the districts with metered parking installed on the streets, and new lighting and landscaping were installed to increase safety.[3]

CHECKLIST:

- Change sidewalk requirements to incorporate wider sidewalks with landscaping requirements for a buffer zone between streets and pedestrians
- Incorporate bike lanes into new roads for mixed use development
- Establish bike storage and parking requirements
- Incorporate parklets into all mixed-use developments or convert parking into parklets in property being redeveloped
- Incentivize or prioritize development of storefronts that can extend storefronts outside such as restaurants, and markets

ADDITIONAL RESOURCES:

Urban Street Design Guide: https://nacto.org/publication/urban-street-design-guide/

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Neighborhood Vitality & Resiliency

Neighborhood Vitality & Resiliency

No neighborhood is truly complete without a strong, vibrant community to enjoy all that it has to offer. Neighborhood vitality is a common measure of social health and is reflective of the availability of social capital in a community.[14] When social capital is abundant, a community feels livelier and more close-knit, and citizens feel as though they are a part of something larger than themselves.[14] High levels of neighborhood vitality encourage people to ride bikes to their community center, go shopping at boutiques, and meet friends for coffee or wine. A Complete Neighborhood should stimulate the growth of social capital by physically bringing neighbors together outside of their homes.

Researchers generally agree that vitality is strongly associated with walkability, and at times the terms may be interchangeable with -- and the concepts indistinguishable from -- each other.[4,7,9] The issues surrounding neighborhood vitality are thus inherently pedestrian-scale. It is not possible to build the type of social connections necessary for a Complete Neighborhood from the inside of a car; strong neighborhood vitality requires face-to-face interaction, and by manipulating the built environment in terms of design, density, diversity, destination access, and distance to transit, cities can influence socialization and pedestrian activity among citizens.[15]

First and foremost, neighborhood vitality relies on the presence of diverse formal and informal social institutions.[14] These so-called "third places" are what drive community members to co-mingle outside of work and home on a regular basis.

Case Study: Neighborhood Resilience Hubs in Ann Arbor, Michigan

Neighborhood resilience is a concept intrinsically linked to that of vitality.[3,13] It describes a community's ability and preparedness to respond to environmental, economic, social, and institutional threats or disturbances.[3,13] A Complete Neighborhood uses its existing social capital to resist danger and to mitigate, adapt to, and recover from its consequences.

Building on existing community trust and vitality, Ann Arbor, Michigan (population: 124,000) opened its second resilience hub in June 2023.[1,10] These community centers provide various on-site services such as food distribution, youth education, bike repair, and stormwater management. The Bryant Community Center offers everyday after-school programs and weekly farmers' markets, and at the Northside Park location, there are a variety of recreational amenities like soccer fields and basketball courts. As part of its carbon neutrality plan, the Northside Park resilience hub was awarded $50,000 through the Solar Moonshot Program to install a 23-kilowatt solar power array.

Unfortunately, the official Ann Arbor website offers little information on how to get to and from the resilience hubs before, during, or after an emergency. Studies show similar resiliency plans in the US often lack the transportation resources and procedures necessary to fulfill evacuation efforts and distribute food or medical supplies.[17] Complete Neighborhoods should prepare to meet supply-chain and transportation needs and to consider the special challenges faced by vulnerable populations during an emergency.[17] A comprehensive guide for developing effective resilience hubs can be found in the Additional Resources section.

Mixed-use zoning policy provides opportunities for a variety of stores and restaurants to thrive within walking distance of customers.[8-9,15] Complete Neighborhoods can also boost vitality by funding community activity centers like libraries, parks, or natatoriums and by hosting regular social events like arts and music festivals or farmer's markets.[14] As an added benefit, studies show that the presence of local amenities within walking distance of transit and higher density CBDs positively impact social issues concerning community trust (such as per capita crime rates and residential stability.)8,14

Keeping in mind the importance of walkability, neighborhood vitality is heavily dependent on population levels and patterns of density.[15-16,18] The separation of residential and commercial areas makes it drastically more difficult for pedestrians to get from place to place. Mixed land use increases vitality by allowing for more compact development.[15-16,18] Research shows denser and/or more historical areas of a city have higher levels of vitality; this is likely due, in part, to the number and size of parcels in these areas.[9,15,18] Complete Neighborhoods can emulate downtown, urban centers through land readjustment initiatives that shorten blocks and define regularly shaped and sized parcels.[4,6,9] Whether or not land is vertically or horizontally dense also impacts neighborhood vitality: for example, researchers in Germany observed fewer opportunities for socialization among neighbors living in high-rise buildings.[12] On the other hand, studies show that designing streets to include low-rise and continuous buildings (common with horizontal or street-level patterns of density) enhances vitality even in low- and medium-density areas.[15-16]

The aesthetic look and feel of a Complete Neighborhood should encourage walking and face-to-face interaction. Streets must seem as though they are a destination in and of themselves – not just empty space between buildings. Architectural design can provide a sense of enclosure that makes citizens feel safer

Figure 15. Face-to-face socialization is influenced by the look and feel of a community (Source: Nick Night on Unsplash)

and more comfortable while walking.[4,6-7,12] Studies find that buildings with small setbacks from the curb, numerous street-level windows and entrances, and continuous, undetached facades are beneficial to neighborhood vitality.[4,6,12] Tall trees and an abundance of greenery offer similar visual enclosure while barriers like on-street parking physically separate pedestrians from vehicles.[4,6-7] Parklets, pedestrian plazas, and outdoor dining areas serve as both aesthetically pleasing and functional enhancements that encourage the socialization necessary for a Complete Neighborhood.[4,7,12] More information on the importance of setting aside "small urban spaces" for socialization can be found in the Additional Resources section.

When studying neighborhood vitality researchers commonly use pedestrian counts or volume data to determine when and where citizens are walking around town.[6,9] This can be accomplished in several ways:

- Using automated pedestrian and bicycle counters to track and show use
- Conducting regular pedestrian traffic surveys in person.
- Collecting GPS data from mobile phones with the help of big data providers like StreetLight InSight

To determine the number of people lingering in an area, some GPS-based platforms provide data on stationary pedestrians.[7] This stationary data can also be extracted from geotagged social media posts: by examining the key words or hashtags, we begin to understand not only where people are spending time but also how they perceive their neighborhood.[7] In Milan, Italy, social media hashtags were collected before and after aesthetic improvements in parks and squares; negative sentiments concerning congestion and safety were overwhelmingly replaced with positive words like "beautiful" and "green."7 Additional datasets such as average vehicle speed, crime rates per capita, and historical crash data are important for establishing a record of pedestrian safety.[4,8] Sidewalks can be inventoried according to presence and quality to reveal gaps and damage that may dissuade walking.[4] Finally, spatial accessibility analyses report on the ability of pedestrians to travel to destinations of interest4: a detailed guide for planners can be found in the Additional Resources section.

Figure 16. A block party is a great way to encourage socialization and to foster community.
(Source: Kenny Eliason on Unsplash)

The Neighborhood Benchmarking Program: Garland, Texas

In 2002 the City of Garland, Texas (population: 246,000) began its Neighborhood Benchmarking Program (NBP), proactively approaching the issue of neighborhood vitality in this aging Dallas-Fort Worth suburb.[2,5] The NBP is a long-term planning tool that tracks performance and monitors change within the city's neighborhoods; it highlights at-risk and low-vitality neighborhoods by identifying certain patterns and warning signs over time. As part of the NBP, Garland city staff distribute annual neighborhood opinion surveys to gauge the concerns and priorities of its citizens. The city curates several geospatial datasets, such as crime statistics, housing code violations, pavement condition indexes, litter ratings, and demographics, on an annual basis as well. Frequent third-party appearance assessments are also conducted to determine curb appeal. These efforts allow the city to respond to the unique issues of each neighborhood individually, collaborate one-on-one with residents, and tailor existing and new programs to revitalize communities and encourage socialization. A 2016 interview with the Neighborhood Resources Administrator, Scott Bollinger, reveals Garland's biggest challenge has been determining how best to summarize and utilize survey results (for example, a neighborhood's perception of crime may not correspond with reality, making it difficult to respond in a practical way).

In addition to the Neighborhood Benchmarking Program, the city sponsors several other well-received vitality initiatives11:

- Neighborhood Vitality Matching Grant to fund beautification projects
- Home Improvement Incentive Rebate Program for the exterior remodeling of older houses
- Streamlined and easy application process for block party permits, including an annual $500 grant per neighborhood
- Opportunities to reserve one or more Block Party Trailers, which supply foldable chairs/tables, canopies, water coolers, traffic cones, and outdoor games at no-cost

More information on tracking neighborhood vitality through benchmarking, community feedback, and other performance measures can be found in the Additional Resources section.

CHECKLIST:

- Create third-places for socialization by implementing mixed-use zoning or by building community centers, parks, etc.
- Encourage face-to-face interaction on streets through horizontally dense architectural design
- Create a sense of enclosure with trees, on-street parking, and continuous/undetached building facades
- Determine pedestrian volume on streets using automated counters or GPS data
- Establish record of pedestrian safety on streets by looking at historical crash, speed, and traffic volume data
- Inventory sidewalks to identify gaps in accessibility to/from destinations

ADDITIONAL RESOURCES:

Community Development Advocates of Detroit: Neighborhood Vitality Index: https://nvidetroit.org

National Association of City Transportation Officials: Performance Measures for Urban Vitality: https://nacto.org/publication/urban-street-stormwater-guide/partnerships-performance/performance-measures/performance-measures-urban-vitality/https://nacto.org/publication/urban-street-stormwater-guide/partnerships-performance/performance-measures/performance-measures-urban-vitality/

State Smart Transportation Initiative: Measuring Accessibility: https://iowa.sharepoint.com/:b:/s/CRCorridorMPO15-MinCity/K7rvD4BIhB8duVPm4uNnZwjfAsFLw?e=ZbCZjE

The Marginalian: The Social Life of Small Urban Spaces: https://www.themarginalian.org/2013/08/22/the-social-life-of-small-urban-spaces-whyte/

Urban Design Talks w/ Chris Bruntlett: The Dutch Blueprint for Urban Vitality: https://www.youtube.com/watch?v=0-qXj_4ne-Y

Urban Sustainability Directors Network: Guide to Developing Resilience Hubs: https://resilience-hub.org/wp-content/uploads/2019/10/USDN_ResilienceHubsGuidance-1.pdf

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Equitable Design: Neighborhoods for All

EquitableDesign: Neighborhoods for All

Walkability -- the essence of a Complete Neighborhood -- doesn't mean the same thing to everybody. How far you can walk in 15 or 20 minutes is highly dependent upon factors both personal and environmental.[2] For instance, someone who is healthy and young may be able to walk nearly twice as fast and twice as long compared to someone who is older and/or disabled. And while some people can bound across a busy street or trudge through tall grass, parents with young children in strollers or people in wheelchairs require routes with well-maintained sidewalks and ADA compliant ramps. Furthermore, we know that the social costs of personal transportation are not shared equally. Matters of health, safety, and financial burden all impact a person's ability to walk in their neighborhood, and those in poverty or people in color often bear the brunt of this impact.[6] This next section discusses best practices for creating a Complete Neighborhood that addresses the inequities of age, race, socioeconomic status (SES), and ability on walkability.

Age-Friendly Neighborhoods

A Complete Neighborhood should consider the impacts of age on walkability because a person's age can affect their ability to walk for long distances or over certain terrains.[2,18] For many older people, health problems, such as arthritis or visual deterioration, limit daily mobility; older bodies also tend to be frailer and more prone to injury.[2,18] For young children, lack of coordination or balance is similarly an issue, and their small size/stature can make it difficult to navigate public spaces built for adults.[5,16] Both groups are much more susceptible to injury in the event of a pedestrian-vehicle crash.[16] Young children account for more than 21 percent of all pedestrian-related deaths, and studies find that elderly pedestrians suffer significantly higher rates of serious injury and trauma compared to other adult pedestrians.[16] Yet, despite the risks, walking is a source of independence for both the young and old.[15-16] Older adults who can no longer drive safely may depend on the ability to walk to doctor's appointments or to the grocery store, and young children often walk to class or ride bikes in the streets after school.

There are several ways to deliver the Complete Neighborhood experience for older residents. The Atlanta Regional Commission (ARC) recommends strategies for "aging in place" and stresses the need to provide affordable housing for elderly residents who may be on fixed, and limited, incomes. For instance, property tax credits (or homestead exemptions) and utility discounts for residents over the age of 62 allow people to stay in their homes as long as possible.[2] Inclusionary and mixed-use zoning policies allow for the development of a wide range of affordable housing types, including senior living facilities, closely interspersed with business.[2,11] Additionally, flexible zoning and housing codes can make it possible for older residents to convert single family homes into shared housing: unused garages and attics make great accessory apartments for caregivers and/or multi-generational families.[2,11]

Many communities specifically address mobility and transportation issues using this concept of "aging in place."[2,4-5,18,20] While typical plans for a Complete Neighborhood encourage 15- or 20-minute walksheds, the ARC recommends that services and resources be available within a 5-minute walk (or within 5-minute walk from public transit) for older populations. Even then, a 5-minute walk can be exhausting for some older people, and they may require frequent breaks. Benches and covered bus stops help take the strain off older residents as they are resting or waiting for their ride. At-grade vehicle boarding, increased contrast and font size on wayfinding

signs, and adequate street lighting can also make public transportation more age-friendly. Meanwhile, pedestrian safety measures such as Leading Pedestrian Intervals (LPIs) and flashing beacons at crosswalks are especially important for older people with diminished speeds and reaction times. And to help fill in the gaps between the pedestrian network and public transit system, Complete Neighborhoods can offer low-cost or free "guaranteed ride" services with Uber, Lyft, and other taxi companies.

Case Study: From Around the World: Transportation Programs for Seniors

- In Boston, Massachusetts, the Rapid Senior Mentor Program buddies up inexperienced, elderly public transit riders with volunteers to make them feel safer and more comfortable when riding new routes.[4]
- In Columbus, Ohio, the Lyfting Villages pilot program provided over 600 Lyft rides in its first year – 46 percent of which were used for medical appointments. Ohio's Columbus and Franklin Counties also offers a Neighbor Circulator Program, providing age-friendly, accessible, and low-cost transit with all stops specially selected by older residents themselves.[4]
- In Singapore, elderly residents can tap their "Green-Man+" card at crosswalks to gain up to 12 additional seconds of crossing time.[18]
- In Boise, Idaho, a door-to-door bus program for seniors guarantees rides for those further away from bus stops.[1]

Whereas initiatives for "aging in place" are intended for older populations, urban design and policy can also be leveraged to create safe, walkable, and complete communities for young children and their families.[4,8] Playful Learning Landscapes (PLLs) go beyond the typical park or playground by infusing play and child-friendly games into ordinary urban amenities: this includes, for example, permanent hopscotch markings on sidewalks and interactive puzzles built into benches and bus stops. Multifunctional greenspace such as stormwater parks combines utility with play in wet and dry conditions, and intergenerational spaces like community centers foster a sense of community between younger and older residents who may have few opportunities to interact otherwise. Complete Neighborhoods built for children should also provide adequate pedestrian and bike infrastructure around schools. Wide sidewalks, on-street parking, and off-street trails minimize children's exposure to cars while traffic calming measures such as speed humps, narrowed lanes, and painted crosswalks slow speeds in school zones. Walking school buses and bike trains are also fun and safe methods of transportation to and from school.

Figure 17. Multigenerational playground equipment. (Source: Outdoor Design Source)

Racially and Economically Diverse Neighborhoods

The socioeconomic status (SES) and racial/ethnic makeup of a neighborhood can have profound influence on its urban design and transportation needs. Minority communities have been historically disadvantaged through discriminatory housing practices and segregation.[7] Black neighborhoods tend to have higher rates of poverty, unemployment, and crime, and they

also disproportionately rely heavily on walking, biking, and transit services to get around.[7,15] Many minorities subsequently suffer from "consequences of place," or the negative impacts of an environment on factors such as health, SES, and education.[15] For example, studies have repeatedly shown the benefit of greenspace and clean air on heart and lung health, and yet, historically redlined communities often lack parks, trees, and non-impervious spaces.[6,12] Low SES groups of all races and ethnicities struggle with neighborhood-level inequities in terms of available infrastructure and amenities.[6,10] Pedestrian and bicycle infrastructure, in particular, is inequitably distributed across many cities in the US; this increases injury and death risk for these groups and isolates disadvantaged communities from the rest of the city.[6,15-16] Additionally, the act of gentrification not only physically displaces the poor but also displaces them economically, culturally, and politically.[9] As an example, gentrification has led to this misconception in planning that cycle tracks and walk lanes are meant for the young professional commuting to work.[9] Studies find that many people of lower socioeconomic status would feel unwelcome using newly constructed facilities, and in fact, they may be priced out from an area before ever getting the chance to partake.[9]

To address inequities born from race, ethnicity, and socioeconomic status, a Complete Neighborhood should leverage community-led and transit-oriented design17,19, including:

- Tailoring amenities to a neighborhood's cultural needs
- Approving infill development for smaller and more affordable housing types near transit
- Using vacant lots to create transition areas or pocket parks between neighborhoods
- Using repeated symbols and landmarks to encourage a shared neighborhood identity
- Showcasing minority artwork in parks and along streets
- Ensuring clear sightlines from houses to streets

Case Study: Communities of Concern in Atlanta, Georgia

As part of their Vision Zero initiative to end all traffic fatalities, the Atlanta Department of Transportation (ATLDOT) curates a GIS dataset identifying neighborhoods of transportation vulnerability. ATLDOT scores each Neighborhood Statistical Area (NSA) in the city according to an equity framework which highlights outliers by standard deviation in the following 9 areas (as provided by the American Community Survey):

- Population of individuals under the age of 18
- Population of individuals over the age of 65
- Population of individuals identifying as non-Hispanic Black
- Population of individuals with a disability
- Population of individuals under poverty line
- Population of individuals lacking health insurance
- Households lacking access to personal vehicles
- Households relying on public transit to commute to/from work
- Households headed by single parents

This dataset is used to prioritize planning projects in the most disadvantaged neighborhoods in Atlanta and to evaluate the geographical impacts of transportation needs year-to-year. Neighborhood-wide walk scores, bicycle level-of-stress models, and pavement/sidewalk networks can similarly be used to determine inequality in the built infrastructure of an area.[10]

ATLDOT (personal communication, July 2023)

- Avoiding fences, gates, and private streets that unnecessarily restrict access and segregate communities

Figure 18. Mural celebrating diversity along MLK Boulevard in Chattanooga, TN. (Source: Billy Weeks/ Reuters)

Accessible Neighborhoods

Many of the same design issues listed above affect people with physical, mental, or intellectual disabilities.[3,10,13-14,21] It's important to remember that people move at different speeds and with varying levels of ease: indeed, it can be tempting to overlook disabled bodies by focusing too heavily on specific time windows and thus, valuing speed over accessibility. Research in this area suggests that Complete Neighborhood fundamentals like mixed and high-density land use and adequate greenspace access are essential for promoting social interaction and physical activity among people with disabilities. The following points are examples of inclusive design and services to be considered:

- Wide sidewalks and ADA accessible curb cutouts or ramps for people in wheelchairs
- Tactile strips, color-contrasted bollards and curbs, and Accessible Pedestrian Signals for people with auditory or visual disabilities
- Wheelchair accessible swings and picnic tables at parks
- Sensory-friendly playrooms at recreation centers, sports stadiums, and airports
- Paratransit services

Figure 19. Tactile cues along a street for blind pedestrians. (Source: Unsplash)

CHECKLIST:

- Avoid arbitrary, one-size-fits-all goals measured in time or distance and consider the unique needs of community members
- Develop an "Aging in Place" plan to help older residents live independently in their own homes
- Offer low-cost and accessible transportation options including rideshare and paratransit services
- Incorporate accessible, sensory-friendly play in everyday landscapes like parks or bus stops
- Make crosswalks safer and more accessible by adding LPIs and Accessible Pedestrian Signals with auditory, visual, and tactile cues
- Encourage community-led design and tailor amenities to the community's cultural needs
- Create a sense of community with shared symbols, landmarks, and memorials that tell a story of unification
- Develop a plan to tackle the issues of gentrification and leverage transit-oriented development to benefit at-risk, lower-income, and/or minority families
- Identify disadvantaged communities by analyzing historical and current transportation vulnerabilities

ADDITIONAL RESOURCES:

Atlanta Regional Commision - Aging in Place: A Toolkit for Local Governments: https://www.ca-ilg.org/sites/main/files/file-attachments/resources__aginginplace.pdf

Center for Transit-Oriented Development: Performance-Based Transit-Oriented Development Typology Guidebook: https://todresources.org/resources/performance-based-transit-oriented-development-typology-guidebook/

State of New Jersey Department of Transportation: Manual of Best Practices for Transit-Oriented Development: https://www.nj.gov/transportation/community/village/pdf/todbestpracticesmanual2013.pdf

Texas A&M Transportation Institute: Understanding the Role of Equity in Active Transportation Planning in the United States: https://doi.org/10.1080/01441647.2016.1239660

United States Census Bureau: American Community Survey Data: https://www.census.gov/programs-surveys/acs/data.html

Walk Score Professional: https://www.walkscore.com/professional/

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Effective Public Engagement

Effective Public Engagement

As with any initiative that seeks to shift norms, Complete Neighborhoods have received their share of backlash and controversy. The idea of restructuring a community – even if done with the best of intentions – can make some people apprehensive about the future and leave them wondering how their lives will be impacted. Whether the controversy concerns money or equality, traffic congestion or safety, facts or unfounded fears, makes no difference; many people simply yearn to be involved in the day-to-day functions of their community. It's important that both individuals and groups (including businesses and corporations) have meaningful opportunities to participate in the process and find the best way forward based on a cooperative vision. A Complete Neighborhood must rely on the public to find its way, because there is something truly special about socializing and working together at the neighborhood-level.

While public engagement comes with its own challenges, a community is -- more often than not -- better off for having developed the skills and procedures necessary to communicate and collaborate effectively. Public engagement is a long-term commitment encompassing three key areas: outreach, consultation, and involvement. The following sections summarize each area and give examples of how a city can foster interaction with its citizens to build a Complete Neighborhood.[2]

Public Outreach

Public engagement begins with outreach1-3; a city is responsible for keeping its citizens informed about upcoming plans and projects. Public outreach involves sharing information openly and ethically as well as setting the record straight when rumors and misinformation spread among those who are skeptical. Methods of disseminating information about Complete Neighborhoods can be tailored to specific communities or groups of people.

Meanwhile, data should be easily accessible by the public: this is a great opportunity to utilize pre-built data hubs (like the ones available on resources such as ArcGIS Online), to embed webmaps and graphs to city websites, and to post timely updates on social media. Transparent policies on data collection and its use build community trust while inviting people to fill in the gaps where possible. For instance, a crowdsourcing campaign for bike racks is a two-fold outreach method that not only informs the public where bike racks exist but also collects rack locations that may be missing in a city's database.

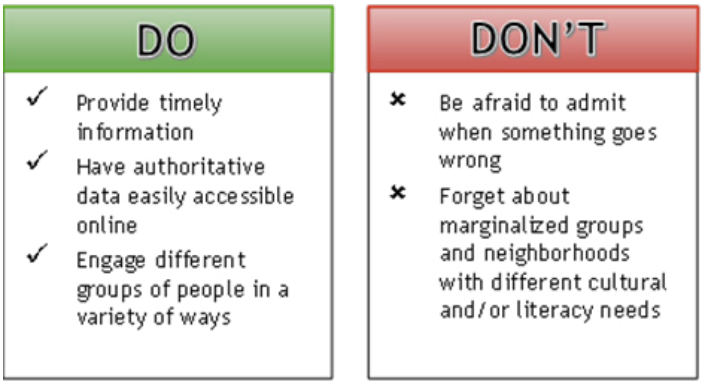

Figure 20. The "Do's and Don'ts" of public outreach. (Source: Original)

Public Consultation

Public consultation requires the ongoing and prolonged discussion of a community's concerns and priorities1-3. This is a city's chance to ask for input on its Complete Neighborhood goals and to find shared purpose and meaning for moving forward with its plans. Consultation should be a back-and-forth process of listening and responding to the community's opinions –- even if they're intensely unpopular or divided.

Diversity and inclusion need to be a top priority for a Complete Neighborhood, especially at this stage of engagement! It's important to incorporate minority voices and avoid biased perspectives by consulting one-on-one with various neighborhood advocates and by using anonymity in surveys selectively.

It's also important to avoid having predetermined plans and actions; a city's willingness to change plans and to follow-up on hot issues often stands as proof of meaningful public consultation. A board of supervisors, along with knowledgeable and experienced planning professionals, can help facilitate such conversation with the community and its stakeholders. Many Complete Neighborhoods host and record the outcomes of regular public meetings in-person and online; however, the following are alternative methods of consultation that may be more productive and/or accessible to people unable to attend due to work or transportation needs5:

- Design workshops and charettes
- Walking tours and curb audits
- Open hours and meet-and-greets
- Online surveys
- Community input maps

Public Involvement

At this stage of engagement, it's time to start making decisions and carrying out the long list projects that make neighborhoods more complete. Public involvement is a participatory and democratic approach to achieving community goals1-3. Complete Neighborhood members and stakeholders should be involved directly in the life of a project. Including everything from fundraising to propagating additional outreach materials, volunteer work should be hands-on and open-to-all. Active volunteering creates a sense of ownership for community members; for example, citizens can help place barriers and paint artwork on tactile walk/bike lanes. Furthermore, public involvement should include efforts to share in the responsibilities of leadership and to monitor/evaluate progress towards a community's goals: be willing to work closely with and delegate tasks to community leaders! Pilot and pop-up projects are great for getting community members involved in planning experiments, allowing them to see for themselves the outcomes of their hard work: a guidebook on tactical urbanism can be found in the Additional Resources section.

Figure 21. Yard signage in minneapolis, coordinated by Neighbors for More Neighbors as part of the 2040 Civic Engagement Plan. (Source: @GRIDSVancouver on Twitter)

Case Study: Grassroots Engagement for a Complete Neighborhood in Minneapolis, Minnesota

Facing an uphill battle to change residential land use policy as they knew it, Minneapolis, Minnesota (population: 2,990,000) developed a strategic plan that would forever change the way cities engage and interact with the public.[4-5] Minneapolis city officials and staff knew the pitfalls of the traditional public meeting: what was once a time-honored institution of US democracy had become an unproductive, intimidating workspace -- often overrun by white males. The 2040 Civic Engagement Plan sought to manufacture a grassroots-like movement and engage citizens organically; at its core, the plan targeted underrepresented communities (like immigrants, people of color, and single parents) and met people where they were, bringing interactive and family-friendly activities such as these to their doorstep:

- Street festivals and pop-up activities like trivia contests, improv shows, and poetry readings
- "Meeting-in-a-box" kits that resembled book clubs and contained all the materials necessary to host meetings and debates among neighbors and friends
- Walk-and-talk tours arranged by advocacy groups such as Neighbors for More Neighbors
- Online 'Tweet with a Planner' Q&A sessions
- Surveys and interactive maps translated for those with limited-English skills
- An augmented reality app that allows users to dream up new street designs

At the end of 2018, Minneapolis passed radical new legislation through the city council to upzone areas of single-family housing, encouraging vertically dense and mixed-use development. Heather Worthington, Director of Long-Range Planning, attributes the successful 12-1 vote to their civic engagement plan that ignited passions and built trust within the community. A copy of Minneapolis's 2040 Civic Engagement Plan can be found in the Additional Resources section.

CHECKLIST:

- Keep citizens informed of upcoming plans and projects by creating a public outreach program that is authoritative, timely, and transparent
- Go beyond the traditional public meeting and utilize different methods of outreach and consultation for different communities, including social media posts, mailers, festivals, walking tours, Q&A sessions, etc.
- Incorporate minority voices and avoid biased perspectives by consulting one-on-one with various neighborhood advocates
- Get the community directly involved in leadership and volunteer roles
- Collect opinions and crowdsource data through online surveys and webmaps

ADDITIONAL RESOURCES:

City of Minneapolis: 2040 Civic Engagement Plan: https://minneapolis2040.com/media/1216/minneapolis-2040-civic-engagement-plan.pdf

Neighborland: Public Engagement Software: https://neighborland.com

Strong Towns: The Ultimate Guide to Better Public Engagement: https://www.strongtowns.org/journal/2018/5/30/the-ultimate-guide-to-better-public-engagement

Tactical Urbanist's Guide to Materials & Design: https://issuu.com/streetplanscollaborative/docs/tu-guide_to_materials_and_design_v1

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Incentivization

Incentivization

Enticing development within a community can, at times, be difficult, particularly if development requires demolition or renewal or developers are confined to adaptive reuse of existing buildings. Development is frequently based on concepts conceived by developers or plans found within a comprehensive plan for the community. Often, it is easier to develop open areas that require merely adding infrastructure instead of re-working entire buildings to fit new concepts.

Additionally, developers may not have a desire to develop the same areas as the local government or venture into new concepts in the hopes that businesses will move in, or residents will purchase housing within the developments. Therefore, it can be to both the community's and developer's benefit if incentives are offered for rapid development -- applying new concepts to development or developing in areas that may be less than prime in the eyes of the developers.

Non-Financial Incentives

Incentives can take many forms and are not necessarily always financial in nature. Localities can offer expedited zoning, development approval, or permitting processes. The locality can identify the building types desired within certain developments and create an expedited approval process for developments fitting those types. If localities are seeking to improve communities or re-develop certain areas and spaces, a process can be created where these developments are moved ahead of other priorities to reduce planning times and expedite construction.[1] This can be done for zoning processes or overall development approval processes, particularly if the developer has created developments fitting the desired concepts previously. The locality can consider giving preference to projects that will redevelop blighted or previously undesirable areas.

Localities can encourage adaptive reuse of vacant buildings or existing buildings that may be underutilized. This process can be incentivized by expedited permitting processes, relaxing restrictions for reuse of buildings or even a reduction in permitting fees.[1] Since the pandemic, many communities are left with underutilized office buildings with businesses maintaining large remote work forces. This provides an opportunity to analyze how these buildings can be repurposed to meet housing demands and reduce shortages or provide long term housing for the unsheltered. Converting underutilized or vacant offices is a significant task which would drive away some developers; therefore, relaxing some re-use

Case Study: Adaptive Reuse Ordinance in Los Angeles, CA

Expedited review processes and relaxed requirements have been in place in Los Angeles since 1999. Facing a glut of vacant offices, factories, and historical buildings with a significant lack housing, Los Angeles developed an Adaptive Reuse Ordinance to incentivize the conversion of commercial structures for residential use. This has led to the creation of over 12,000 new housing units since its inception. This ordinance has recently been expanded since the pandemic to further convert underutilized commercial space into housing. The intent is to further incentivize in fill and mixed-use development, while repurposing structures for new housing. Additional benefits from the ordinance are preservation of historical structures, reducing carbon emissions as fewer residents need to commute, and reducing construction costs.

requirements or an expedited permitting process will move these projects along. These incentives would also encourage the re-use of historical buildings which would keep the characteristics of the community while changing how the community is configured.

Like the Adaptive Reuse Ordinance, localities can adopt flexible use codes. Many commercial buildings are built with one use in mind based on the local code. This creates buildings that have one time during the day when they are being utilized. Localities may consider adopting flexible use ordinances or codes where the facility can be utilized in multiple ways depending on the time of day.[1] A restaurant that operates only during certain hours can be opened for meeting spaces in the off hours, or a bookstore/ library may operate as classroom facilities in the off hours. This provides business owners with the opportunity to capture additional revenue while allowing for other spaces to operate in existing buildings, eliminating the need for large developments and parking lots.

A mixture of monetary incentives has been utilized by localities to encourage development. These incentives range from grants provided by government entities to tax abatement plans and tax increment financing districts. Additional opportunities for funding redevelopment have also been found with foundations and nonprofits like the Knight Foundation or Bloomberg Philanthropies.[6] The type of incentive applied will depend on the type of project and who the applicant would be. It is more common for the locality to obtain grants, whether it would be through a governmental entity or foundation, and more common for the developer to be the recipient of the tax incentive, as the government is administrator over tax programs.

Financial Incentives

Tax abatement is the reduction or elimination of property taxes over a period in exchange for capital investment, usually buildings. This incentive is often offered to developers or companies who make improvements to blighted or vacant properties. In many instances there are conditions placed on the incentive: adds affordable housing stock, community benefit like job training or grocery store in a food desert or brings in services to an area that lacks specific services.[7] This type of incentive can encourage infill development and community improvements in economically distressed areas. The drawback is that the locality must be able to absorb the lost tax revenue for the abatement.

Another incentive available to localities is tax increment financing, commonly called TIF. TIF is a concept where special tax districts are created primarily around redevelopment of distressed communities. It is a process where the future taxes, primarily property taxes, for the district

Case Study: Tax Abatement Incentives in Spokane, WA

Spokane, Washington has utilized the tax abatement approach to address an affordable housing shortage. There are two programs in Spokane that encourage the development of housing through tax abatement: Multifamily tax exemption and parking 2 people. The first program provides tax abatement over various time periods for the development of multifamily housing developments, whether they are condominiums, apartments, or student housing. The second program provides abatements to developers who convert surface parking lots in the city to affordable housing complexes. While both programs provide for additional housing, program number two eliminates surface parking, reducing carbon emissions, increasing the ability of residents to work and live in the city and connects more areas of the city.

are utilized to pay for future development or infrastructure construction within the TIF district. Generally, the tax rates are frozen at the rate when the development was established, the rate for the TIF agreement's duration. While the funds are typically available to cover additional development or infrastructure, they have been used to pay debt service on the bonds acquired to cover the initial development.[5] The crucial factor here is that the funds are not available for any other program or project within the locality. However, if the TIF is isolated to just property tax, the locality can recover other taxes like sales tax from within the TIF for use locality wide. This type of financing has been widely used across the United States, often to spur redevelopment of blighted areas within a city. TIFs are only available when the state government provides for such through legislation. Currently TIFs are used in all states and the District of Columbia except for Arizona. While this is an effective mechanism to incentive developers, the locality must weigh the cost of isolating revenues for one purpose versus collecting revenue that can be used community wide. It is important to note that all taxing bodies within a locality are impacted by TIF. For example, a TIF in a low-income area could result in a decrease in available tax revenue for the school district, which would negatively impact the ability for the school district to provide in that area.

Finally, there are usually grants available from state and federal agencies or national foundations. These are typically available for specific projects or activities rather than the development of an entire area. Over the last couple of years, several infrastructure and jobs bills have been created at the federal level with the goal of providing funds to localities to make improvements geared towards safety, infrastructure, and job creation. While these grants do not provide for the redevelopment of an entire area, they can be utilized to make various improvements that would provide redevelopment in phases. For example, the United States Department of Transportation (USDOT) administers a grant program called Safe Streets and Roads for All. This program allocates $5 billion for communities to make street improvements to improve safety. This would be an ideal way for a community to rebalance streets or modify streets that would make them pedestrian friendly by providing traffic calming, bump outs for crossings or recovering street space for bicycle and pedestrian use. 2

One federal program that does provide for the planning for the redevelopment of a neighborhood wide area is the Choice Neighborhood Initiative (CNI) available through the United States Department of Housing and Urban Development (HUD). While these grant funds can be used for neighborhood redevelopment, they are reserved for revitalizing HUD neighborhoods and the areas within the immediate proximity. However, if a locality has decided that Complete Neighborhoods are good for the community, then the process should be applied equitably to all neighborhoods. Therefore, CNI grants would be an opportunity to capitalize on funds otherwise not available for redevelopment.[4]

While grants provide an opportunity to redevelop neighborhoods, they do pose some challenges. Grants are not typically available to developers, but only to the local government entity who would have to manage the grant as well provide any matching services in kind or funds. These do provide an opportunity for the locality to cover costs for community planning or infrastructure improvements needed to prime the property for development. This would lower the burden for developers coming in to construct housing or commercial structures.

CHECKLIST

- Create non-financial incentives such as expedited permitting and review processes for developers seeking to engage in mixed use or activity center developments
- Develop re-use ordinances to encourage redevelopment of vacant properties into new housing or uses, as well as constructing new developments over existing parking lot properties
- Engage with community foundations that have access to non-traditional funding mechanisms.
- Identify traditional state and federal grant opportunities for neighborhood redevelopment and revitalization

Additional Resources:

Place Bsed Tax Incentives for Community Development: https://www.huduser.gov/portal/periodicals/em/SpringSummer19/highlight1.html

Planning Department unveils citywide adaptive reuse ordinance: https://la.urbanize.city/post/planning-department-unveils-draft-citywide-adaptive-reuse-ordinance

How Adaptive Reuse Can Solve the Housing Crisis: https://www.planning.org/planning/2021/spring/how-adaptive-reuse-can-help-solve-the-housing-crisis/

Creative Revitalization: https://www.ccim.com/cire-magazine/articles/2022/summer/creative-revitalization/

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3.Investment Incentives. my.spokanecity.org. Published November 6, 2018. Accessed July 5, 2023. https://my.spokanecity.org/economicdevelopment/incentives/

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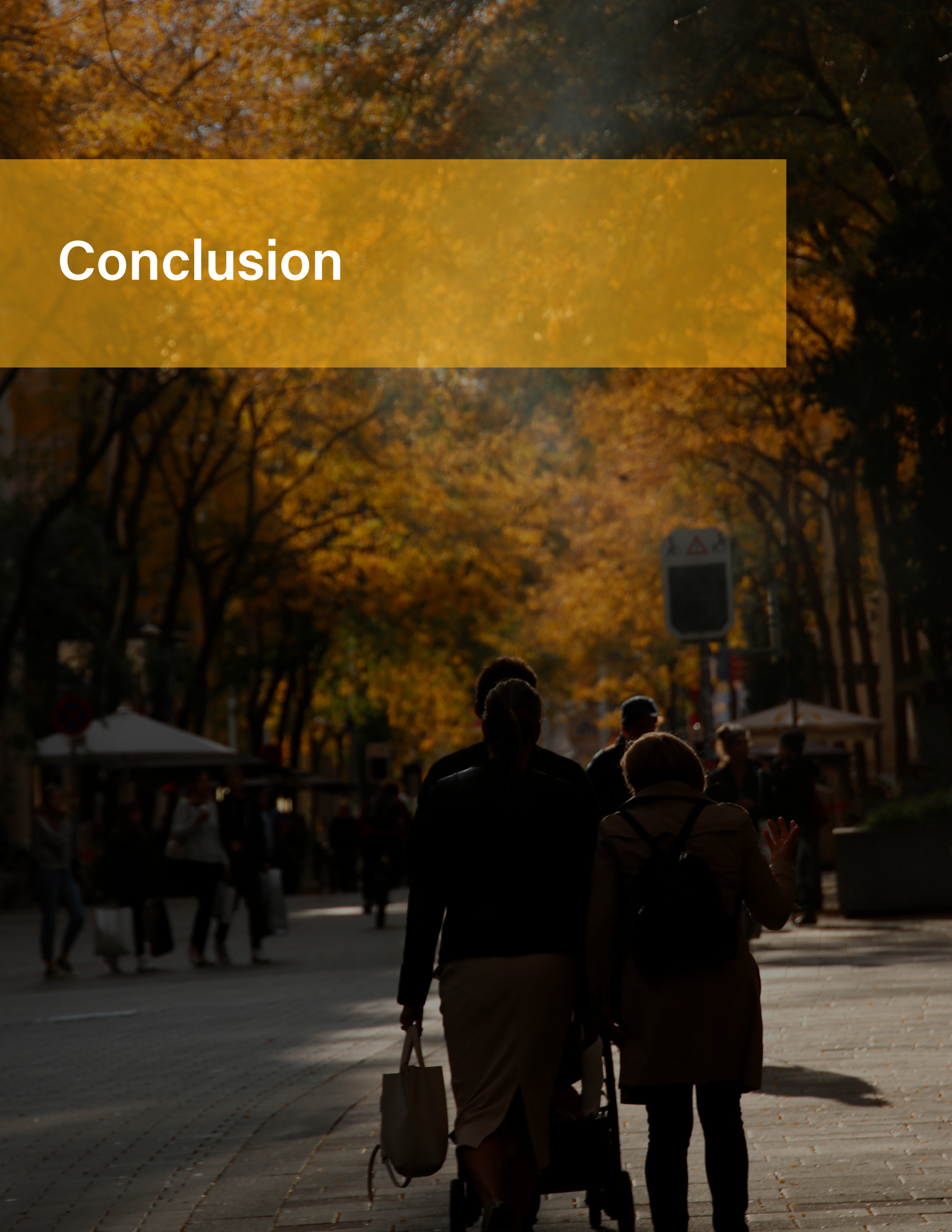
7.Deshais N. Getting There: City floats plan to phase parking lots out of downtown | The Spokesman-Review. www.spokesman.com. Published November 13, 2017. Accessed July 5, 2023. https://www.spokesman.com/stories/2017/nov/13/city-floats-plan-to-phase-parking-lots-out-of-down/#/0

Conclusion



Conclusion

After breaking down what the Complete Neighborhood is, it becomes clear that the concepts within this guidebook do not seem so out of reach and very achievable. Concepts such as better access to local services, reclaiming space for pedestrians, and utilizing infill development build upon the current community and allow it to thrive and be resilient. The concept of building streets for people and providing accessible active transportation creates connectivity within the neighborhood as well as across the city by implementing safe pedestrian-focused infrastructure. All of these concepts are crucial to the successful implementation of a Complete Neighborhood. These concepts will not be successful though unless broad public engagement occurs to gather the community's support for the project as well as their input for how the community would like their neighborhood to evolve around them. Additionally, the entire process of developing and implementing a complete neighborhood will need to be done through an equity-lense. Only then will the neighborhood be built for all to enjoy, collaborate, and thrive.

Complete Neighborhoods: A Guidebook Checklist

Overview

What is a Complete Neighborhood

The Complete Neighborhood concept is not really all that revolutionary – it is a return to the fundamentals of community planning. A Complete Neighborhood offers personalized and human-centered mobility solutions, avoiding "one-size-fits-all" perspectives when determining levels of walkability and accessibility.

Designing neighborhoods almost exclusively to meet the needs of drivers has exacerbated what we call "urban sprawl." By allowing development to spread out far beyond the natural boundaries of a city, we have become dependent on the car to get around in our daily lives. But where does that leave people unable to afford the costs of owning and maintaining a vehicle of their own? Or people who are too young or old to drive? A Complete Neighborhood makes sure amenities like grocery stores, hospitals and doctor's offices, restaurants, parks and recreation centers, churches, and schools are accessible by everyone. Plus, walking, biking, and other forms of active transportation are cheaper, safer, healthier, and more environmentally conscious than cars!

To learn more about Complete Neighborhoods, check out the Complete Neighborhoods: A Guidebook.

Project Information

University of Iowa
School of Planning and Public Affairs
Graduate College

347 Jessup Hall, Iowa City IA 52242-1316
319-335-0032

Staff Contact:
Dr. Steven Spears
Associate Professor of Instruction
Phone: 319-335-0501
Email: steven-spears@uiowa.edu

Complete Neighborhoods: A Guidebook Checklist

Supportive Development Regulations

Content

1. Define Complete Neighborhood boundaries
2. Assess current conditions within defined boundaries
3. Conduct community outreach programming to define the community's vision for the neighborhood
4. Create form-based code based on defined area and community feedback

Additional Comments:

Data Needs & Sources

- Land parcel GIS data
- GIS data on local businesses and property uses
- Utilize the "Effective Public Engagement" section for community visioning
- Utilize the Form-Based Code Institutes resources for developing and implementing form-based code.

Complete Neighborhoods: A Guidebook Checklist

Better Local Access to Things People Need

Content

1. Incorporate more mixed-use zoning and development into comprehensive planning
2. Develop parking requirements supportive of mixed-use zoning and compact development
3. Review current transportation and street plans to identify opportunities to incorporate pedestrian and bike friendly components to align with mixed-use communities
4. Develop activity and community space requirements for new developments to support community activity programs and outdoor markets
5. Develop re-use ordinances to encourage redevelopment of vacant properties into new housing or uses, as well as constructing new developments over existing parking lot properties

Additional Comments:

Data Needs & Sources

- Mixed-use zoning code
- Parking requirements for mixed-use development
- Zoning code that allows new developments to allow community activity programs
- Re-use ordinances
- National Association of City Transportation Officials Urban Street Design Guide
- Federal Highway Administration's Highway Design Standards

Complete Neighborhoods: A Guidebook Checklist

Filling in the Gaps

Content

1. Inventory all lots that are currently not being utilized within the Complete Neighborhood area
2. Analyze what services are currently within the Complete Neighborhood boundaries
3. After analysis, engage with the community to see what infill locations would best suit the community based on services that are needed
4. Begin creating form-based zoning for this area to match community input and the Complete Neighborhood vision

Additional Comments:

Data Needs & Sources

- Land parcel GIS data
- GIS data on local businesses and property uses
- Utilize the "Effective Public Engagement" section for community visioning
- Utilize the Form-Based Code Institutes resources for developing and implementing form-based code.

Complete Neighborhoods: A Guidebook Checklist

Reclaiming Parking Spaces

Content

1. Incorporate bike storage and parking into development plans
2. Develop new parking requirements based on maximums, shared use or minimums with a percentage of space added based on use
3. Provide incentives to develop underutilized parking lots into new mixed-use developments
4. Convert on-street parking to pay for parking and re-invest the revenue into maintenance of the district
5. Convert on-street parking into public use areas as an extension of storefronts

Additional Comments:

Data Needs & Sources

- Current bike storage and parking capacity
- Zoning code for bike storage and parking requirements
- New reduced parking requirements
- Parking lot GIS data

Complete Neighborhoods: A Guidebook Checklist

Biking and Walking as Real Transportation Options

Content

1. Conduct an active transportation audit to understand the existing conditions of this infrastructure inside the neighborhood
2. Create projects to address issues that were identified within the active transportation audit
3. Prioritize projects based on impact on safety, equity, and connectivity
4. Incorporate projects into the community's capital improvement program

Additional Comments:

Data Needs & Sources

- Active transportation audit
- Social vulnerability index data from the Center for Disease Control

Complete Neighborhoods: A Guidebook Checklist

Streets for People

Content

1. Review current design guidelines being utilized for building roadways within the community
2. Identify what current design guidelines do not contain pedestrian safety and multimodal focus
3. Update street design guidelines to contain pedestrian safety and multimodal aspects

Additional Comments:

Data Needs & Sources

- Current design guidelines
- Comlete street policy
- National Association of City Transportation Officials Urban Street Design Guide
- Federal Highway Administration's Highway Design Standards

Complete Neighborhoods: A Guidebook Checklist

Streets and Spaces that Encourage Walking

Content

1. Change sidewalk requirements to incorporate wider sidewalks with landscaping requirements for a buffer zone between streets and pedestrians
2. Incorporate bike lanes into new roads for mixed use development
3. Establish bike storage and parking requirements
4. Incorporate parklets into all mixed-use developments or convert parking into parklets in property being redeveloped
5. Incentivize or prioritize development of storefronts that can extend storefronts outside such as restaurants, and markets

Additional Comments:

Data Needs & Sources

- Sidewalk design guidelines with larger frontage between roadway and sidewalk
- Zoning code that requires bike storage and parking requirements
- Zoning code that requires parklets in newly developed and redeveloped areas
- Zoning code that allows for storefronts to extend onto sidewalk

Complete Neighborhoods: A Guidebook Checklist

Neighborhood Vitality & Resiliency

Content

1. Create third-places for socialization by implementing mixed-use zoning or by building community centers, parks, etc.
2. Encourage face-to-face interaction on streets through horizontally dense architectural design
3. Create a sense of enclosure with trees, on-street parking, and continuous/undetached building facades
4. Determine pedestrian volume on streets using automated counters or GPS data
5. Establish record of pedestrian safety on streets by looking at historical crash, speed, and traffic volume data
6. Inventory sidewalks to identify gaps in accessibility to/from destinations

Additional Comments:

Data Needs & Sources

- Community data based on desired third-places
- Street tree analysis
- Pedestrian volumns
- Pedestrian safety data
- Sidewalk gap analysis
- Accessibility audit

Complete Neighborhoods: A Guidebook Checklist

Equitable Design: Neighborhoods for All

Content

1. Avoid arbitrary, one-size-fits-all goals measured in time or distance and consider the unique needs of community members
2. Develop an "Aging in Place" plan to help older residents live independently in their own homes
3. Offer low-cost and accessible transportation options including rideshare and paratransit services
4. Incorporate accessible, sensory-friendly play in everyday landscapes like parks or bus stops
5. Make crosswalks safer and more accessible by adding LPIs and Accessible Pedestrian Signals with auditory, visual, and tactile cues
6. Encourage community-led design and tailor amenities to the community's cultural needs
7. Create a sense of community with shared symbols, landmarks, and memorials that tell a story of unification
8. Develop a plan to tackle the issues of gentrification and leverage transit-oriented development to benefit at-risk, lower-income, and/or minority families

Additional Comments:

Data Needs & Sources

- Performance measures that include more than time or distance
- Community input on rideshare and paratransit services
- Analysis of sensory-play area gaps
- Analysis of current crosswalk devices
- 2020 Census data for income, demographics, and commute method
- Map of current transit services

Complete Neighborhoods: A Guidebook Checklist

Effective Public Engagement

Content

1. Keep citizens informed of upcoming plans and projects by creating a public outreach program that is authoritative, timely, and transparent
2. Go beyond the traditional public meeting and utilize different methods of outreach and consultation for different communities, including social media posts, mailers, festivals, walking tours, Q&A sessions, etc.
3. Incorporate minority voices and avoid biased perspectives by consulting one-on-one with various neighborhood advocates
4. Get the community directly involved in leadership and volunteer roles
5. Collect opinions and crowdsource data through online surveys and webmaps

Additional Comments:

Data Needs & Sources

- Public outreach strategy
- Social vulnerability index data from the Center for Disease Control
- Ways to contact community organizations
- Community data like addresses

Complete Neighborhoods: A Guidebook Checklist

Incentivization

Content

1. Create non-financial incentives such as expedited permitting and review processes for developers seeking to engage in mixed use or activity center developments
2. Develop re-use ordinances to encourage redevelopment of vacant properties into new housing or uses, as well as constructing new developments over existing parking lot properties
3. Engage with community foundations that have access to non-traditional funding mechanisms.
4. Identify traditional state and federal grant opportunities for neighborhood redevelopment and revitalization

Additional Comments:

Data Needs & Sources

- Successful re-use ordinances
- Information for what community foundations utilize non-traditional funding mechanisms
- State and federal grant opportunities for neighborhood redevelopment and revitalization

IOWA | Initiative for Sustainable Communities

FINAL DELIVERABLE

Title	Complete Neighborhoods: A Guidebook
Completed By	Emily Aust, Roman Kiefer, Robert Lee
Date Completed	August 2023
UI Department	School of Planning & Public Affairs
Course Name	URP:6270 Transportation Planning Studio
Instructors	Steve Spears
Community Partners	City of Cedar Rapids Corridor Metropolitan Planning Organization

This project was supported by the Iowa Initiative for Sustainable Communities (IISC), a program that partners with rural and urban communities across the state to develop projects that university students and faculty complete through research and coursework. Through supporting these projects, the IISC pursues a dual mission of enhancing quality of life in Iowa while transforming teaching and learning at the University of Iowa.

IISC is a member of the Educational Partnerships for Innovation in Communities - Network (EPIC-N), a growing network of educational institutions across the globe using the EPIC Model to partner existing course work and university human capital with the needs of local governments, and communities, to improve quality of life. Learn more about other network programs at www.epicn.org.

Research conducted by University of Iowa faculty, staff, and students exists in the public domain. When referencing, implementing, or otherwise making use of the contents in this report, the following citation style is recommended:

> [Student names], led by [Professor's name]. [Year]. [Title of report]. Research report produced through the Iowa Initiative for Sustainable Communities at the University of Iowa.

This publication may be available in alternative formats upon request.

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2025 STUDENT RESUME BOOK

University of Iowa
School of Planning and Public Affairs

Graduate College
School of Planning and Public Affairs
University of Iowa
5 West Jefferson Avenue – 347 Jessup Hall
Iowa City, Iowa 52242-1316
319-335-0032

February 21, 2025

Dear Alumni and Employers,

We are pleased to send you the 2025 University of Iowa School of Planning and Public Affairs (SPPA) Resume Book. SPPA offers professional graduate education with a Master of Urban and Regional Planning (MURP) and a Master of Public Affairs (MPA).

We are proud to share with you the resumes of this highly talented group of graduate students in planning and public affairs. This book is designed to match our students' interests with potential employers' needs.

Whether it is for a summer 2025 internship or for a permanent position, please do not hesitate to contact the students whose resumes interest you. If you are not currently hiring, we hope you can share these resumes with employers who have open positions in planning, public policy, or public/non-profit management.

Our students are ready to make positive impacts. We hope you will see this as an opportunity to help bring new talent to your community and to your profession, as well as to assist your newly minted fellow alumni.

If you have any questions, please do not hesitate to contact us: Haifeng Qian at 319-335-0036 (or haifeng-qian@uiowa.edu) or Janet Bell at 319-335-0033 (or janet-bell@uiowa.edu).

Thank you.

Best regards,

Haifeng Qian
Professor and Director

Janet Bell
Career Services Coordinator

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Cover design created by Carolyn Scherf Ryan, a URP class of 2026 student

Vanessa Bittok

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https://www.linkedin.com/in/vanessa-c-bittok/

EDUCATION

University of Iowa, Iowa City, IA

Masters of Public Affairs Anticipated May 2024

School of Planning and Public Affairs

Concentration: Public Policy

Bachelor of Arts in Political Science May 2024

Minor: African American Studies

COURSE HIGHLIGHTS

Analytical Methods I
Applied GIS for Planning and Policy Making
Bureaucratic Politics and Public Admin
Education Policy
Planning for Disaster Mitigation and Recovery
Public Finance and Budgeting
Public Policy Process
Public Policy Analysis

RELATED EXPERIENCE

Employment Intern July 2024- September 2024

International Rescue Committee, Iowa City, IA

- Conducted initial meetings with newly arrived refugees to assess their suitability for the Matching Grant program.
- Assisted refugees with computer literacy training, enrollment in English language courses, and job placement tailored to their qualifications.
- Coordinated with school personnel to enroll refugee children in local schools.

Policy Research Intern June 2024- July 2024

Resilient Sustainable Future Iowa City (RSFIC), Iowa City, Iowa

- Researched permissible political activities and strategies of national and local 501(c)(3) nonprofits.
- Conducted interviews with leaders of local 501(c)(3) organizations to understand their political engagement and identify best practices applicable to RSFIC.
- Presented findings and strategic recommendations to the leadership of RSFIC.

Caucus Staff Intern October 2018- May 2019

Iowa Senate Democrats Research Staff, Des Moines, IA

- Actively engaged in confidential meetings, contributing insights and perspectives on pertinent matters discussed by the Iowa Democratic State Representatives.
- Produced and curated detailed graphics tailored for the Iowa Senate Democrats' social media platforms, effectively communicating complex political concepts, policies, and achievements, engaging constituents; and fostering a deeper understanding of the party's initiatives and values.
- Worked under various individuals, each spearheading distinct agendas (e.g.: housing, budget, transportation).

PROJECTS

Capstone Team Member August 2024- Present

Shared Service Study

Iowa Initiative for Sustainable Communities

School of Planning and Public Affairs, University of Iowa, Iowa

- Worked closely with a team of two professors, two capstone members, city managers, and city council members to align project deliverables with client expectations and municipal goals.
- Performed extensive literature reviews and case studies on shared service models in different municipalities.
- Developed a feasibility evaluation tool with six key criteria—capital, staffing, efficiency, quality of service, community identity, and political identity—to assess shared service opportunities between Burlington and West Burlington.

Analyzing the Correlation between Education and Socioeconomic Outcomes: Income, Travel Time, and Poverty Fall 2023

Graduate Course URP: 6200 Analytical Methods

School and Planning and Public Affairs, University of Iowa, Iowa City, IA

- Analyzed datasets from Arkansas census and education records to identify correlations between education levels and indicators of poverty, travel time, and income.
- Compared statistical models employing various hypotheses to assess the impact of education on socioeconomic factors, utilizing regression analysis and hypothesis testing techniques.
- Authored a comprehensive report detailing the methodology, findings, and implications of the study, presenting clear null and alternative hypotheses and their significance on understanding the interplay between education and socioeconomics in Arkansas.

ADDITIONAL WORK EXPERIENCE

Graduate Teaching Assistant August 2023- Present

Department of Political Science, University of Iowa, Iowa City, IA

- Worked 20 hours per week as a student, leading weekly discussion sections and conducting thorough readings to ensure a comprehensive understanding of the material, effectively aiding students during discussions.
- Hosted regular office hours to offer one-on-one guidance and support to students seeking clarification on course materials, assignments, or seeking additional help to grasp complex topics.
- Responsibly evaluated and graded student assignments, quizzes, and exams following the established guidelines and grading criteria.

Assistant Childcare Teacher October 2022- July 2023

Bright Horizons, Iowa City, IA

- Planned a diverse range of interactive and age-appropriate activities to foster both educational growth and engagement among children ages 1-3 years.
- Employed various assessment tools and observation techniques to monitor and document the developmental milestones and progress of individual children.
- Engaged proactively with children to help them understand and articulate a wide spectrum of emotions in healthy and constructive ways.

Respite Provider July 2017- July 2023

Respite Connection, Urbandale, IA

- Arranged and organized a range of social experiences and activities aimed at broadening the horizons of special needs children beyond their home environment.
- Offered compassionate and attentive care for special needs children, tailoring assistance to their unique requirements while also providing much-needed respite for their caregivers.
- Actively engaged in teaching and guiding special needs children to communicate effectively, employing various strategies and techniques tailored to their individual needs.

Resident Assistant August 2020- May 2022

University of Iowa, Iowa City, IA

- Mediated and resolved conflicts between multiple residents, employing conflict resolution techniques to find mutually agreeable solutions.
- Developed comprehensive, proactive plans and initiatives aimed at preventing similar issues in the future, fostering a harmonious living environment within the community.
- Provided leadership and empathetic guidance and support to residents facing personal challenges, listening attentively to their concerns, and providing appropriate resources and referrals for assistance.

SOFTWARE SKILLS

Microsoft Excel, Zoom, Teams

Katie Herbert

katie.herbert2018@gmail.com · 202-834-1566

Resume

Education

University of Iowa **Iowa City, Iowa**
Masters of Public Affairs– Concentration: Public Policy Expected May 2025
Grinnell College **Grinnell, Iowa**
Bachelor of Arts in Political Science May 2020

Professional Experience

University of Iowa; Graduate-Level Capstone **Iowa City, IA**
Project Manager August 2024-Present

- Conducting a feasibility study to improve local food systems through an Employee CSA Initiative
- Initiating stakeholder analysis, survey-creation, and cost-benefit analysis of the program

University of Iowa **Iowa City, Iowa**
Teaching Assistant August 2024- Present

- Analytic Methods I
- Bureaucratic Politics and Public Administration

Environmental Policy Innovation Center (EPIC) **Remote**
Tech Team Intern May 2024 - August 2024

- Coordinated and curated environmental technology resources for a Federal Agency audience
- Identified Federal Agency Stakeholders to further environmental policy goals within the USFS
- Provided analysis of the current legislative landscape for future environmental policy needs

Lead For America, American Connection Corps **Mercer County, IL**
Broadband Deployment Coordinator, Americorps Member August 2022 - August 2023

- Researched and delivered digital adoption & inclusion outreach programming
- Created and implemented a Broadband Infrastructure Model to positively impact low-income community members by utilizing grant writing
- Established community partnerships to assist in broadband deployment and communicated this strategic plan to the community.
- Project managed and wrote four grants seeking a total of over $30 million in broadband infrastructure assistance

Scattergood Friends School **West Branch, IA**
Marketing and Communications Coordinator August 2021 - July 2022

- Curated and refined communications and marketing tactics to promote advancement outreach

Impact Research **Washington, DC**
Associate Intern August 2020 - December 2020

- Quantified raw data to design and streamline polling documents surrounding voter turnout and policy favorability for high-profile political candidates

Speaker of the House, Nancy Pelosi **Washington, DC**
Congressional Intern June 2019 - August 2019

- Produced memoranda and legislative research on over twenty policy agendas
- Formatted and co-led the production of materials for the Speaker's Congressional Delegations to France and Afghanistan

NextGen America **Grinnell, IA**

Fellow January 2018 - November 2018

- Built grassroots campaign in the 2018 Midterm elections through canvassing, engaging students, registering voters, and facilitating campus-wide meetings and events to promote the youth vote

Relevant Coursework

Graduate Level Coursework *PhD-Level Coursework **Iowa City, IA**

- Analytic Methods I; & II
- Economics of Policy Analysis
- Applied GIS for Planning and Policy
- Public Policy Process
- Environmental Policy
- Bureaucratic Politics & Public Administration
- Water Wars: Conflict and Cooperation
- Public Management
- Planning for Disaster Mitigation & Recovery
- International Institutions & Cooperation*

Academic Research

Research Assistant **Iowa City, IA**

University of Iowa August 2023- Present

Grinnell College Summer Research **Grinnell, IA**

Mentored Advanced Project June 2018 - August 2018

- Researched and wrote a 60-page comparative analysis of domestic and international policy responses to the UN Convention on the Rights of Persons with Disabilities

Leadership Roles

University of Iowa **Iowa City, IA**

- *School of Planning and Public Affairs Student Association Vice President* August 2024-Present

Grinnell College **Grinnell, IA**

- *President/Founder of NextGen Grinnell* Fall 2018-Spring 2020
- *SGA Senator* Fall 2018
- *Access Leader* 2016 – Spring 2020

Committee Work 2016-2020

- *Political Science Student Educational Policy Committee, Student Senate, Accessibility Committee, Technology Committee*, *All Campus Events Committee*

Skills & Proficiencies

Policy Political Research & Analysis · Cost-Benefit Analysis · Survey Creation & Implementation · Grant Writing & Research · Advanced Data Analysis · ArcGIS · Copy-editing · Public Speaking and Presenting · Mentoring · Political Organizing · Digital Navigating · Team Building · Youth Development · Time Management, Organization, and Project Management · STATA, NGPVAN, Adobe Suite, Microsoft Suite, Mac and PC

Camille Manary

(573) 268-0230 | cmllmnry@gmail.com | www.linkedin.com/in/camille-manary

EDUCATION

Master of Public Affairs *August 2023 - May 2025*
Concentration: Public and Nonprofit Management Iowa City, IA
University of Iowa

BA in Public Administration and Policy *August 2020 - May 2023*
University of Missouri Columbia, MO

- Minors: Spanish and Social Justice
- Certificate: Multicultural Studies
- Graduated with Honors
- Spanish Club – *Secretary*

RELEVANT EXPERIENCE

Capstone Team Member *August 2024 - May 2025*
Iowa Initiative for Sustainable Communities, "Pathfinders RC&D - Reducing Administrative Burdens for Families in Need"
University of Iowa, School of Planning & Public Affairs Iowa City, IA

- Conducted research and developed recommendations to improve access to support services in a rural region.
- Explored a unified eligibility form for multiple service providers to streamline processes.
- Addressed challenges related to organizational involvement, confidentiality, legal issues, and language access.
- Led stakeholder engagement efforts to foster collaboration among service providers.
- Compiled findings into a 40-page report, presenting key insights.

Patron Services Manager *October 2023 - February 2025*
Riverside Theatre Iowa City, IA

- Managed cross-functional teams, leading volunteers and hourly staff to ensure smooth operations and high-quality patron experience.
- Collaborated with key departments to oversee event logistics and front-of-house operations
- Supervised resource allocation, managing concessions and inventory to optimize operational efficiency.
- Maintained financial accountability through meticulous sales and cash flow tracking, supporting the organization's transparency and fiscal responsibility as a nonprofit organization.

Summer Research Associate *May - August 2024*
Larned A. Waterman Nonprofit Resource Center Iowa City, IA

- Conducted in-depth research on nonprofit organizations, focusing on board development, leadership development, and shared services policy.
- Collaborated with a diverse team in a hybrid work environment to meet project deadlines and deliverables.
- Assisted in developing strategic plans and provided hands-on support to 38 nonprofit organizations, directly contributing to community development initiatives across Iowa.
- Participated in a comprehensive orientation and training program, gaining specialized knowledge and skills relevant to the nonprofit sector.

Administrative Assistant & Project Manager *2022 - 2023*
Serendipity Salon & Gallery Columbia, MO

- Coordinated special projects and events, enhancing community engagement and salon visibility.

- Streamlined operations with efficient filing systems and administrative workflows.
- Collaborated on marketing strategies to attract and retain clients.

Refugee & Immigration Services: English Language Teaching Intern *2021-2023*
Catholic Charities of Central & Northern Missouri Columbia, MO

- Provided English language instruction to refugees, fostering cultural exchange and community engagement.
- Served as a welcoming volunteer, orienting new volunteers and supporting their integration.

LEADERSHIP EXPERIENCE

Teaching Assistant *January 2025 - May 2025*
University of Iowa Iowa City, IA

- Facilitated discussions and provided one-on-one tutoring to enhance student learning.
- Assisted with grading and provided feedback to improve performance.
- Coordinated with faculty on student progress and engaged in stakeholder communication.

Head Manager *2023*
Lifeguard/Swimming Instructor *2016 – 2022*
Southwest Swimming Association Columbia, MO

- Supervised a team of 40+ lifeguards, fostering collaboration and high performance.
- Collaborated with the Board of Directors, providing regular updates on operations and financial performance.
- Developed and led training programs, ensuring safety compliance and enhancing team effectiveness.
- Managed scheduling and logistics for daily operations, swimming lessons, and events, optimizing resources and member engagement.
- Engaged with members and the community, addressing concerns, gathering feedback, and maintaining strong relationships to support the association's mission.
- Ensured facility maintenance and compliance, coordinating with vendors to uphold safety and cleanliness standards.

Substitute Teacher *2021-2022*
Columbia Public Schools Columbia, MO

- Delivered lessons and managed classroom dynamics in K-12 settings.
- Communicated effectively with students, parents, and staff.

ADDITIONAL EXPERIENCE

Graduate Assistant *August 2023 - December 2024*
University of Iowa Iowa City, IA

- Managed content updates for the School of Planning and Public Affairs Career Services website using SiteNow (Drupal).
- Wrote and published news articles highlighting student achievements and industry insights.

Pharmacy Technician *2021-2022*
D&H Drugstore Columbia, MO

- Coordinated vaccine distribution, optimized inventory management, and provided frontline customer service.

SKILLS

- **Software Proficiency:** Microsoft Office Suite, Google Suite, Canva, SiteNow (Drupal), Qualtrics, Basic InDesign, Photoshop, ArcGIS Pro
- **Languages:** Intermediate Spanish

Natalie Murphy

Iowa City, IA | Nataliemurph5@gmail.com | 563-499-8484 | LinkedIn

EDUCATION

Master of Public Affairs – May 2025

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Area of Concentration: Public Policy
- GPA: 3.8
- Relevant Coursework- Economic Development Policy; Poverty Policy, Native American Public Policy; Analytic Methods II; Public Finance and Budgeting; Transportation, Urban Form & Sustainability; Public Policy Process; The Making of Cities: Histories and Theories of Planning

Bachelor of Science, Public Service and Public Policy- May 2023

Magna Cum Laude- Arizona State University, Phoenix, AZ

- Minors- Spanish and Political Science
- Relevant Coursework- Public Service Research I & II; Contemporary Policy Challenges; Governing American Cities

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PROJECTS

American Rescue Plan Act Allocation Public Input Survey – City of Davenport Summer 2024

Summer Internship

Administration Department, City of Davenport, Davenport, IA

- Constructed a survey in SurveyMonkey to garner community input on how to best use the rest of the allocation
- Used best practices to gather demographic information in line with Census data
- Became familiar with the qualifications of the American Rescue Plan Act and adjacent legislation
- Received over 2,000 responses from a variety of community members, tripling the number of responses from previous years
- Tasked with reviewing responses and consolidating them into a scoring sheet shared with the city council
- Presented survey findings and methodology in front of the Davenport City Council

Rent Abatement Ordinance – City of Davenport, IA *Adopted October, 2024*

Summer Internship Summer 2024

Administration Department, City of Davenport, Davenport, IA

- Met with building department officials from the cities of Dubuque and Iowa City to discuss ordinance language, implementation, and mechanisms for review
- Drafted ordinance language based on peer cities, current municipal code, and with guidance from the assistant to the city administrator and the development and neighborhood services director
- Collaborated with the assistant to the city administrator and the development and neighborhood services director on preparing a memo outlining a rental abatement ordinance for the city council's consideration

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PROFESSIONAL EXPERIENCE

Capstone Team Member August 2024- Present

Iowa Initiative for Sustainable Communities, "Burlington and West Burlington, Iowa Shared Services"

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Collaborating with two graduate students in partnership with the cities of Burlington and West Burlington, Iowa
- Researching the strengths, weaknesses, and alternatives for municipalities to share government department-level services
- Conducting surveys and interviews with department leaders from each city to explore opportunities for service sharing
- Creating a benefit-cost analysis for each city by gathering budget, staffing, and capital data

Graduate Research Assistant August 2024- Present

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Carry out research assignments to U.S. Farm Bill legislation, as well as gathering city, county, and state level food system plans
- Co-creating a food system codebook to inventory and categorize local, regional, multi-jurisdictional and statewide food system plans

Administrative Intern May 2024- August 2024

Administration Department, City of Davenport, Davenport, IA

- Completed tasks alongside the finance department such as checking the 600 page FY2024 budget book for accuracy and preparing the FY2025 budget book for each city department
- Procured the vendor for the city's bi-annual community survey
- Prepared memos regularly for the mayor, city council, city administrator, and city staff
- Met with the directors of various departments to develop a better understanding of how the city functions
- Assisted with reviewing job applications for the chief communications offers position and building sample writing scenarios for applicants
- Coordinated with the administration team on the content for the mayor's State of the City address
- Met with leadership from local, large organizations about how to foster joint success

Graduate Teaching Assistant August 2023- May 2024

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Provided assistance to two different professors who taught the undergraduate course "Planning Livable Cities"
- Held office hours for students to better understand course content, facilitated conversations about room for growth on assignments, and advocated for their concerns

Assistant Program Director Summer 2021, 2022, 2023

Camp Shalom Christian Camp, Maquoketa, IA

- Oversaw and supported 30 staff members, up to 100 children from ages 7-17, and 15 volunteers daily
- Performed collaborative leadership with a team of three others conducting daily decision-making for summer staff and campers to provide a safe and memorable camp experience
- Reported weekly to program director, office administrator, and executive director on the status of the property, staff, campers, and day to day operations
- Responded to and coordinated with campers' parents about their child's experience
- Gave feedback on conflict resolution for staff members with their peers and the campers they oversaw
- Conducted and led staff evaluations on staff performance at three points throughout the summer

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SOFTWARE SKILLS

R Studio, Stata, ArcGIS, Qualtrics, SurveyMonkey, Urban Footprint, Microsoft Office Suite, InDesign, Slack, Zoom

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COMMUNITY AND LEADERSHIP ROLES

Student Representative, School of Planning and Public Affairs Strategic Planning Committee - University of Iowa — September 2024- Present

President, School of Planning and Public Affairs Student Association - University of Iowa — April 2024- Present

Founder, Camp Shalom Staff Alumni Group - Camp Shalom Christian Summer Camp — January 2024- Present

Co-President, ASU Pitchforks - Arizona State University — April 2021- May 2023

Fellow, Andrew Goodman Foundation - Arizona State University — October 2020- May 2023

Tour Guide, Devils' Advocates - Arizona State University — January 2020- May 2023

Alumnae Relations Chair, Alpha Omicron Pi - Arizona State University — January 2021- December 2021

KYLE SCHUBICK

641-919-9524 | kyleschubick@gmail.com
Iowa City, Iowa

EDUCATION

University of Iowa, Iowa City, IA
Bachelor of Arts Education Studies & Human Relations May 2024
College of Education

- 4.0 GPA
- Political Science Minor

Master of Public Affairs Anticipated May 2025
School of Planning and Public Affairs

- Public Policy Concentration
- 4+1 Student

RELEVANT COURSEWORK

Public Policy Process	Analytic MethodsI
American State Politics	Economics for Policy Analysis
Education Policy & Politics	Bureaucratic Politics & Public Administration
Applied GIS	Public Management

PROJECT EXPERIENCE

Team Member – *Local Food Systems Capstone Project* August 2024 – Current
The University of Iowa, Iowa City, IA

- Collaborated with project partners to develop a memorandum of understanding outlining goals and deliverables.
- Conducted in-depth research on local food systems and Community Supported Agriculture (CSA) programs, focusing on how they partner with businesses and universities to market and distribute fresh produce.
- Demonstrated project management expertise by organizing team meetings, drafting agendas, and effectively communicating findings to stakeholders, ensuring the project remained on track and aligned with objectives.
- Will prepare a comprehensive 30-page professional report summarizing findings and providing actionable resources to assist stakeholders in project implementation and grant writing.

Legislative Policy Seminar – *Pharmacy Benefit Manager Policy Paper* August 2023 – December 2023
The University of Iowa, Iowa City, IA

- Earned a nomination for best undergraduate political science paper.
- Conducted in-depth research on pharmacy benefit managers, analyzing their impact on Iowa's Medicaid costs, and proposed policy solutions aimed at transparency and cost reduction.
- Co-authored a 20-page policy analysis with peers, assessing alternative solutions and presenting a policy recommendation for Medicaid reform in Iowa.

RELEVANT WORK EXPERIENCE

Local Food Equity Coordinator (AmeriCorps) June 2024 – August 2024
Feed Iowa First, Cedar Rapids, IA

- Designed and executed a client satisfaction survey for veggie van users, gathering data on cultural produce needs and demographics to inform future food distribution strategies and community outreach.

- Partnered with Feed Iowa First, a nonprofit organization, to increase Farmer's Market Nutrition Program (FMNP) voucher usage by organizing targeted markets at senior housing complexes, expanding access to fresh produce for underrepresented communities.

Data Management Associate / Undergraduate Research Assistant February 2023 – May 2024
Office of Teaching, Learning, Technology (OTLT), University of Iowa, Iowa City, IA

- Conducted qualitative analysis on student survey data using Excel, identifying key trends to support data-driven recommendations for university stakeholders.
- Compiled and presented summary reports highlighting survey findings, providing actionable insights to improve student engagement and learning outcomes.

LEADERSHIP

Model Constitutional Convention May 2024
Arizona State University, Phoenix, AZ

- Served as one of Iowa's two delegates at the inaugural Model Constitutional Convention, collaborating with undergraduate and law students nationwide to propose and debate amendments to the U.S. Constitution.
- Co-authored a proposed amendment requiring one year of national service for citizens aged 18–25, developed a persuasive memo, and successfully lobbied to advance the amendment through committee discussions to a general session vote.
- Led lobbying efforts and engaged delegates across ideologies, showcasing leadership and consensus-building skills while advocating for proposals using strategic messaging.

ESHR Student Group January 2023 – August 2024
The University of Iowa, Iowa City, IA

- Founded and led the ESHR Student Group, creating a collaborative platform for students in Education Studies & Human Relations to network, share resources, and foster academic support.
- Participated in poster design initiatives to enhance visibility of the ESHR major, successfully increasing student interest and participation in departmental events.

SOFTWARE

Microsoft Suite
Slack
ArcGIS
Numero

LilliAnna Scott

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EDUCATION

Master of Public Affairs Anticipated May 2025
School of Planning and Public Affairs, University of Iowa, Iowa City, IA
- Concentration: Public and Nonprofit Management
- GPA 4.06

B.A. Environmental Policy & Planning May 2023
University of Iowa, Iowa City, IA
- Certificate in Sustainability
- First-generation student
- Graduated with high distinction, Member of Phi Beta Kappa Honor Society

COURSE HIGHLIGHTS

Agriculture Politics and Policy
Food Systems: Theory & Society
Nonprofit Ethics and Governance
Nonprofit Organizational Effectiveness
Grant Writing
Public Finance and Budgeting

RELATED EXPERIENCE

Capstone Team Member August 2024 – Present
Iowa Initiative for Sustainable Communities, University of Iowa CSA Workplace Program
School of Planning and Public Affairs, University of Iowa, Iowa City, IA
- Collaborated with three graduate students in partnership with Iowa Valley Resource Conservation and Development
- Conducted a feasibility study for implementing a CSA Workplace Program in a university setting
- Created surveys and conducted interviews to collect data and information to inform program design
- Utilized writing and public speaking skills to present findings to project partners and stakeholders
- Applied project management skills to ensure the timely production of high-quality deliverables that exceed partner's standards and satisfy grant requirements

Outreach Intern | Fully Remote May 2024 – August 2024
Sustainable Iowa Land Trust, West Branch, IA
- Became familiar with creating a donor stewardship process and organizing a donor database using the online software, Little Green Light
- Shadowed board meetings to learn how a nonprofit board operates and oversees internal functions
- Engaged with a variety of food system stakeholders from diverse backgrounds including farmers, landowners, and consumers
- Organized an outreach letter campaign for 300 selected landowners and led a team in the creation of curated outreach materials
- Compiled Iowa Landowner data available through GIS data repositories, County Assessor offices, Environmental Working Group, Beacon, USDA, and Iowa Department of Agriculture

Graduate Teaching and Research Assistant August 2023 – Present
University of Iowa, Iowa City, IA

- Served as a project manager for a group of four undergraduate researchers to assist in research procedures and achieve project deadlines
- Prepared research grant application materials for a project totaling over $400,000
- Assisted in the preparation of course materials through online learning platforms
- Instructed students on conducting cost-benefit analyses
- Maintained accuracy in grading weekly assignments for 70 students in a timely manner

Farmers Market Attendant April 2021 – December 2021
City of Iowa City, Iowa City, IA

- Assisted customers and vendors from diverse cultural and socioeconomic backgrounds with care
- Distributed government food assistance resources (Double Up Food Bucks) for use at the market
- Worked efficiently with team members to ensure a safe and orderly market experience for all

AmeriCorps 4-H Environmental Education June 2020 – August 2020
Lee County Conservation, Montrose, IA

- Earned valuable training from AmeriCorps membership such as volunteer skills and encouraging positive youth development as a leader
- Recognized importance of advocating for youth education in environment and sustainability topics
- Planned and produced environmental education materials for local youth, including online activities dispersed through social media platforms

LEADERSHIP EXPERIENCE

Co-President, Environmental Coalition at Iowa April 2022 – May 2023
University of Iowa, Iowa City, IA

- Organization member from 2019 – 2023
- Planned and conducted engaging weekly meetings for 30 members
- Organized highly attended volunteer events to support local non-profit organizations
- Planned an online equity-focused educational discussion panel with 77 people in attendance
- Received two awards recognizing outstanding philanthropic contributions and collaborations with other student organizations

ADDITIONAL EXPERIENCE

Committee Member, Iowa Food System Coalition January 2024 – Present
Working Group Member, Obermann Center for Advanced Studies August 2024 - Present
University of Iowa, Iowa City, IA

COMMUNITY SERVICE

Table to Table, Iowa City, IA February 2024

- Entered volunteer and food collection data into Table to Table's Salesforce Nonprofit CRM

Field to Family, Iowa City, IA August 2022

- Packaged online Farmers Market orders and assisted with office tasks to organize deliveries for the market orders
- Gained experience with a nonprofit organization supporting the local food system

SOFTWARE SKILLS

ArcGIS, ESRI Online Suite, Microsoft Suite, Google Suite, Canva, Zoom, Slack

Joshua T. Squires

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EDUCATION

University of Iowa, Iowa City, IA — Anticipated May 2025
Master of Public Affairs
Concentration: Public Policy
Bachelor of Business Administration Analytical Economics — May 2023
Certificate in International Business
Study Abroad, Lorenzo de' Medici, Florence, Italy, January 2022 – May 2022

COURSE HIGHLIGHT

Transportation, Urban Form & Sustainability
Applied GIS for Planning & Policy Making
Transportation Policy and Planning
Transportation Research Methods & Analysis
Analytic Methods I
Econometrics
Economics for Policy Analysis
Systems and Scenario Thinking
Public Policy Process
Bureaucratic Politics & Public Administration
Public Finance and Budgeting
Business and Government
Public Management
Advanced Intermediate Microeconomics

WORK EXPERIENCE

Transportation Planner 1 (Part-Time) — January 2025 – Present
Iowa Department of Transportation, Ames, IA

- Assist in developing the Iowa DOT Five-Year Program by reviewing estimates, updating data, and managing project listings
- Administer the Parks and Institutional Roads Program, overseeing state-funded roadway projects and serving as the DOT liaison
- Perform GIS activities to ensure program compatibility with GIS environments

Teaching Assistant — August 2023 – Present
Economics Department, University of Iowa, IA

- Facilitate discussions and activities for 90 students, simplifying complex macroeconomic concepts
- Collaborate with the professor to improve course structure to better support student learning

Transportation Planning Intern — May 2024 – January 2025
Des Moines Area Metropolitan Planning Organization, Des Moines, IA

- Created and developed an ArcGIS Story Map for the Regional Transportation Capital Improvement Plan, visually detailing planned investments across 16 member jurisdictions
- Analyzed 2021 truck route data for Des Moines using StreetLight Insights, providing actionable recommendations for route enforcement and improved signage
- Delivered regular presentations to officials at board meetings, effectively communicating project findings and recommendations
- Strengthened expertise in ArcGIS Pro and StreetLight Data, leveraging these platforms to drive data-based policy recommendations and strategic planning

Quantitative Analyst Intern — May 2023 – August 2023
Iowa City Area Development Group, Iowa City, IA

- Analyzed the impact of the Local Option Sales Tax (LOST) and regional economic data affecting businesses, workforce development, and growth initiatives to inform policy decisions and optimize resource allocation

- Created 10+ models to simplify complex datasets, integrating data-driven insights into strategic plans and enhancing policy recommendations for local policymakers

Research Assistant: Data Cleansing February 2023 – August 2023
Economics Department, University of Iowa, Iowa City, IA

- Proficiently collected, organized, and cleaned economic data from 600,000 fast food receipts, ensuring data integrity and accuracy for research projects related to health economics
- Managed and maintained large datasets efficiently utilizing Excel and Stata, implementing data version control and organization strategies to ensure easy access and retrieval

Research Assistant December 2022 – August 2023
Economics Department, University of Iowa, Iowa City, IA

- Conducted research on virtual workforce productivity, analyzing data from 500+ workers across three departments to identify efficiency patterns
- Performed statistical analysis on 10 productivity metrics, uncovering trends that contribute to a 15% improvement in remote work outcomes
- Utilized R Studio, Python, and Microsoft Excel to process and interpret 1,000+ data points, creating five actionable reports and 10+ visualizations for stakeholders

SOFTWARE SKILLS

ArcGIS Pro	Stata	UrbanFootprint	StreetLight
Python	Advanced Excel	R Studio	Microsoft Office

PROJECTS AND ACTIVITIES

Capstone Project, Greater Burlington Transportation and Land Use Plan August 2024 – Present
University of Iowa, Iowa City, IA

- Development of a transportation and land use plan for Burlington and West Burlington, IA, impacting 40,000+ residents by addressing equity, accessibility, and sustainability
- Performed GIS analysis on 3,672 curb ramps, identifying 2,647 non-compliant ramps, providing recommendation to improve accessibility for residents with mobility challenges
- Collaborated with 6+ team members to propose 10+ actionable strategies, including improving sidewalk connectivity, enhancing traffic calming measures, and expanding safe routes to school, all aligned with TAP and CRP funding

Regional Winner, NASPAA Policy Simulation Competition April 2024

- Represented a fictional country as a delegate in a refugee crisis simulation among 13 regional teams
- Used game theory and economic analysis to strategically negotiate with five other fictional countries, leveraging sanctions and incentives to secure cooperation and advance national interests
- Enacted policies benefiting 878,000 refugees while maintain a balanced budget over five simulated years. Achieved the highest scores in Human Rights Index, GDP growth (+5%), and refugee employment rates (85%)
- Advanced to the global competition as part of the winning regional team

Member, Economics Student Association October 2020 – Present

- Work within teams to analyze and address contemporary economic trends, fostering innovative problem-solving skills and generating actionable solutions
- Apply analytical skills by participating in practical case studies, demonstrating a strong grasp of economic principles and their real-world applications

Jaiden “Bella” Caswell

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EDUCATION

The University of Iowa | Iowa City, IA
Master of Science, Urban and Regional Planning — Anticipated May 2025
Concentration: Land Use & Environmental Planning
Bachelor of Science, Environmental Planning and Policy — May 2024

- Dean’s List: Fall 2021, 2022
- 4 +1 student

London Study Abroad Program — May 2023 - Aug. 2023
Studied iconic architectural landmarks in London, gaining insights into historical (Gothic Revival to Modernism) and cultural influences on architectural styles and urban planning.

COURSE HIGHLIGHTS

Land Use Development Process
Land Use Planning: Law and Practice
Applied GIS for Planning & Policy Making
Systems and Scenario Thinking
Planning for Disaster Mitigation and Recovery
Transportation Economics

RELATED EXPERIENCE

Team Member — Aug. 2024- Present
Iowa Initiative for Sustainable Communities -“Downtown Revitalization Plan” for the City of Oskaloosa, IA

- **Conducting** in-depth research and survey design to inform a data-driven downtown plan, incorporating community input and best practices in urban planning.
- **Collaborating** with a team of five graduate students as part of capstone course in a partnership with the City of Oskaloosa.
- Met with local stakeholders to obtain information, input, and support for the downtown revitalization plan.
- **Continuously** leveraging project management skills to independently create and maintain GIS maps for the report.
- Developing and delivering presentations to stakeholders.
- The final professional plan will be presented to city officials in May 2025.

Teaching Assistant — Aug. 2024 – Present
Course: Transportation Economics | University of Iowa

- Used independent judgment to grade 34 student’s papers, giving detailed suggestions and feedback.
- Remedied recurring student errors and concerns by recommending specific course improvements to the professor.
- Gave individual assistance during twice weekly office hours.

Planning Intern — May 2024 – Aug. 2024
Department of Public Works - Polk County | Des Moines, IA

- Prepared comprehensive staff reports, Memos, and Resolutions for land use planning projects, collaborating closely with planners to address community inquiries and concerns - reviewing plats and site plans.
- Conducted on-site visits to document project areas, capturing visual data for Board of Adjustment and Zoning Commission presentations.

Team Member Jan. 2022- May 2023

Iowa Community Integrated Geographic Organization (ICIGO) | University of Iowa

- Creating compelling and interactive story maps to communicate geospatial data effectively to members of the public.
- Using GIS applications such as ArcGIS Pro to analyze and assist with projects for the city of Clinton, IA.
- Collaborating and networking with non-profit organizations in the local community.

PROJECTS

City Council Report | University of Iowa Aug. 2024 - Dec. 2024

- Attended City Council meetings to identify a controversial zoning change issue, observe its resolution process, and then independently analyze the issue using zoning regulations.
- Applied ethical considerations and social justice principles to land use decision-making and policy development.
- Understanding of land use regulations, zoning ordinances, and their application in urban and rural planning contexts.

SOFTWARE SKILLS

ArcGIS Pro, ArcGIS Online, Model Builder, Stata, Stella, Microsoft Office Suite, Teams, Slack, Zoom

ADDITIONAL EXPERIENCE

Manager Position Oct. 2022- Present

Java House | Iowa City, IA

- Interacted with a wide variety of people of different ages, educational background, economic status, and cultures.
- Provided exceptional customer service and crafting high-quality beverages in a fast-paced cafe environment.
- Utilized strong time management skills while working 15-20 hours a week and simultaneously carrying a full course load in a combined undergraduate-to-graduate (4+1) degree program.

Teacher’s Aid May 2023 - Aug. 2023

Queen’s Primary School | London, UK

- Provided one-on-one tutoring and small group instruction to students with diverse learning needs.
- Facilitated effective classroom management and discipline techniques, ensuring a positive atmosphere.

Front Desk Agent May 2020 - May 2021

DoubleTree by Hilton | El Paso, TX

- Provided quality customer service by handling guests’ needs, questions, and resolving their problems and complaints.
- Handled over 100 cash and credit transactions a day, managed 40+ house accounts, and balanced drawer daily.
- Handled 20-35+ customer calls per shift regarding different requests such as wake up calls, reservation concerns, and hotel information.

AFFILIATIONS

Member, American Planning Association Feb. 2024 - Present

Farnaz Fatahi

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Farnaz-fatahimoghadam@uiowa.edu | www.linkedin.com/in/farnazfatahi
Portfolio: www.archinect.com/farnazfatahi

EDUCATION

- **M.S. Urban and Regional Planning** Expected May 2025
  School of Planning and Public Affairs, The University of Iowa, Iowa City, IA
  Concentration: Transportation Planning
- **M.S. Urban Design** February 2018
  College of Fine Arts, The University of Tehran, Tehran, Iran
  Thesis title: ***"Designing Democratic Urban Places"***
- **B.S. in Architectural Engineering** June 2014
  School of Architecture and Environmental Design, The University of Science and Technology, Tehran, Iran
  *Thesis title****: "Designing a Water Museum Complex"***

SKILLS

Core: Data Management, Project Management, Spatial Analysis, Spatial Modeling, Transportation Demand Modeling using the Four-Step Modeling

Software: ArcGIS Pro, Civil3D, AutoCAD, Urban Footprint, Lumion, SketchUp, Photoshop, InDesign, Qualtrics, Stata, BlueSky, Microsoft Office

Relevant Courses: Design of Transportation System, Urban Form and Transportation, Applied GIS for Planning and Policy Making, Land Use Planning: Law and Practice, The Land Development Process, Urban Transportation, Network Design

RELATED EXPERIENCE

Research Assistant - Iowa Superfund Research Program Data Management and Analysis Core August 2023 – Present
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Performing literature review on the relationship between urban form indicators and vulnerability indicators
- Conducting data management and defining different scales in US
- Developing hypothesis, Test hypothesis and analyzing data and results, using Microsoft Excel and ArcGIS Pro, and Stata to find the link between indicators.
- Writing final research draft, and presenting results

Urban Designer January 2021 – December 2022
Ideh Pardazan Tosseh Consulting Engineers, ***Tehran, Iran***

- Assisted in management of multiple landscape architecture and city planning projects.
- Served as head graphical designer for **"Infographics of the City of Tehran Comprehensive Waste Plan",** 50-page report. Developed detailed site plans which included educational, commercial, and residential structures.

Head Teacher September 2017 – December 2022
Arctarh (Academic Center for Education, Culture and Research)*, Tehran, Iran*

- Taught courses at Arctarh, in coordination with Iran University of Science and Culture, to prepare students for national entrance exam for graduate programs in urban design.
- Selected to teach based on exceptional test score (13th out of 3,600) the year before. Taught Architectural Design, Free-hand Drawing and Sketching, and Architectural Design Studio 5.

Designer January 2021 – April 2021
ANZ Engineers*, Melbourne, Australia*

- Contributed to "Moisture Protection Plan for Building Foundations" project, 40-page report.
- Designed a series of instructional graphics for a homeowner's guide of "Do It Yourself" projects.

Teaching Assistant September 2018 – December 2020
University of Science and Culture, Tehran, Iran

- Assisted studio students in idea development for designing a residential complex, including how to best represent it visually, create 3D models and design plans, and supportive documents.

PROJECTS

Team Member - Oskaloosa - Downtown Master Plan August 2024 – May 2025
Iowa Initiative for Sustainable Communities
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Created redevelopment plan for Downtown Oskaloosa ensuring sustainable development, accessibility, equity, and preservation of the city's character with five other graduate students, city officials/staff, and stakeholders.
- Led spatial analysis, mapping using ArcGIS Pro, 3D modeling of land uses, and urban design using AutoCAD, SketchUp, and Lumion.
- Composed multiple report sections including related plans and drafts, transportation analysis, vision statements, and rationale behind 3D design models.

Team Member - Bondurant - Parks, Trails, and Greenways Master Plan January 2024 – May 2024
Iowa Initiative for Sustainable Communities
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Project received the 2024 Iowa APA Exemplary Student Project Award.
- Joined a team of four graduate students to design parks, trails and greenways in Bondurant, Iowa.
- Planned and designed six themed conceptual parks for multiple locations based on survey results and public engagement insights.
- Led presentation of concepts to community members during the open house.

Design Specialist - Liberty Square Master Plan, City of Clinton, Iowa January 2023 – May 2023
Iowa Initiative for Sustainable Communities
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Project was given the 2023 Iowa APA Exemplary Student Project Award.
- Voluntarily joined the team of six graduate students to develop a proposed design for Liberty Square in Clinton, Iowa as part of their capstone project.
- Project created to ensure sustainable development, accessibility, and equity for everyone while preserving the city's character.
- Designed four concept maps based on an inventive urban design concept for the development of the square.
- Took the lead on final 3D modeling and presentation of the proposed land uses and urban design using AutoCAD, SketchUp, Lumion, and Photoshop.

Team member - "Performance Report of Improving the Physical Conditions of the City of Tehran for Disabled People" September 2022
Department of Architecture and Building, Tehran Municipality, Iran

- Led the management and collection of data for more than 50 projects that had been implemented or designed to customized urban spaces for disabled residents in Tehran.
- Designed and completed layout of 100-page report, using Microsoft Office, Photoshop, and AutoCAD.

Team member - "Four-year Performance of Tehran Municipality Report May 2021 – October 2021
Department of Architecture and Building, Tehran Municipality, Iran

- Organized data in five sections and prepared presentations for each project in a 250-page professional report.
- Created specific designs and layouts based on different projects, utilizing Microsoft Office, Photoshop, and AutoCAD.

HONORS AND AWARDS

- Second place, in 2024 Iowa APA Student Poster Contest — October 2024
- Iowa APA Exemplary Student Project Award: "PTG Master Plan" — October 2024
- First place/Grand prize Global Public Health Case Competition — April 2024
- Selected for Downtown Banners Showcase of University of Iowa student researchers — January 2024
- First place, in 2023 Iowa APA Student Poster Contest — October 2023
- Iowa APA Exemplary Student Project Award, "Liberty Square Master Plan" — September 2023
- Third place, in national architectural and urban design competition of "Grand Recreational Pier of Kish Island," Iran — January 2021
- Honorary diploma winner in national competition of "Shiraz Life Bridge," Shiraz, Iran — October 2020
- Second place winner in national free design competition for "Reyhaneh Ladies' Park" with the aim of improving spatial quality, Tehran, Iran — August 2020
- First place, winner in national competition of "Austria Square," Tehran, Iran — December 2019

Joseph Grabowski

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319-470-6136

EDUCATION

The University of Iowa, Iowa City, IA — Anticipated May 2025
M.S. Urban and Regional Planning
School of Planning and Public Affairs
Concentration: Land Use and Environmental Planning

B.A. International Relations — May 2022
Concentration: Conflict and Foreign Policy
Certificate in Social Science Analytics — May 2022

COURSE HIGHLIGHTS

Land Use Planning: Law and Practice
Environmental Policy
Grant Writing
Public Budgeting and Finance
Disaster Mitigation and Recovery
Land Development Process

RELATED EXPERIENCE

Team Member — August 2024 - Present
Iowa Initiative for Sustainable Communities, West Burlington & Burlington Arts and Culture Master Plan
School of Planning and Public Affairs, University of Iowa, Iowa City, IA.

- Collaborated with six other graduate students to develop the first Arts and Culture Master Plan for both Burlington and West Burlington, Iowa.
- Collected qualitative data through stakeholder interviews, shaping policy recommendations and goals.
- Drafted agendas for structured discussions to ensure alignment with project milestones and priorities.
- Evaluated previous placemaking plans to understand recurring issues and obstacles to implementation.

INTERNSHIPS

Planning Intern — May 2024 - August 2024
Southeast Iowa Regional Planning Commission, 211 N. Gear Ave Ste 100, West Burlington, IA, 52655

- Developed and submitted local, state, and federal grant applications, securing $25,000 in awarded funding for a single project.
- Collected, organized, and analyzed supporting data, photos, and statistical information to strengthen the competitiveness of multiple grant applications.
- Installed and operated pneumatic road tube traffic counters to support traffic data collection and analysis.

- Composed and disseminated an RFP for consultant services supporting a Certified Local Government grant initiative to establish downtown historic districts in two cities, ensuring alignment with grant requirements and historic preservation goals.

Development Intern January 2021 - April 2021
Iowa City Foreign Relations Council, 308 E. Burlington St. #282, Iowa City, IA, 52240

- Assisted in outreach for pursuing and applying for grants from local organizations.
- Worked in small and large team settings, workshopping ideas for future weekly programs.
- Basic development of website interface for donations and event RSVP.

PROJECTS

Iowa City City Council ADU's and Affordable Housing Fall 2024
Graduate Course: Land Use Planning: Law and Practice

- Investigated the proposed zoning amendments to Iowa City's zoning ordinance, to combat rising rent costs with dwindling housing supply.
- Authored paper detailing how the meetings unfolded over several weeks, including public sentiment at the meetings, while including analysis of the zoning amendments and their possible shortcomings.
- Interviewed several stakeholders including City Council members, as well as the former Mayor of Iowa City along with residents of Iowa City.

WORK EXPERIENCE

Camp Counselor July 2018 – July 2023
Missouri Military Academy, Mexico, Missouri, 204 N Grand Street, 65265

- Supervision of 50+ Campers ages 8-12, over the course of one to three weeks.
- Assisted faculty by devising and exercising daily activities for campers.
- Pioneered cultural immersion program for Chinese students to experience American culture while attending the MMA Summer Programs.
- Collaborated with Chinese teachers to resolve issues and foster relationships between American and Chinese campers.

COLLEGE ACTIVITIES

Vice President of Family & Alumni Relations, Alpha Sigma Phi Fraternity, 2019-2020
Vice President of Communications, Alpha Sigma Phi fraternity, 2018-2019
Director of Membership, Undergrad Political Science Association 2019-2020
Training Captain, University Health and Wellness 5k & 10k program 2019
Member, University of Iowa Dance Marathon, 2018-2019
Senator, People of Petersen Residence Hall committee 2018

Molly Higgins

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www.linkedin.com/in/molly-higgins-12b872230

Education

The University of Iowa, Iowa City, IA
M.S. Urban & Regional Planning — Anticipated May 2025
GPA: 3.9
Concentrations: Transportation Planning; Land Use & Environmental Planning
B.A. Economics (Policy Track) — May 2023
GPA: 4.02
Honors and Highest Distinction

Course Highlights

Land Use Planning: Law & Practice
Land Development Process
Transportation, Urban Form & Sustainability
Transportation Policy & Planning
Applied GIS for Planning and Policymaking
Planning for Disaster Mitigation & Recovery

Work Experience

Team Member — Aug. 2024 - Present
Iowa Initiative for Sustainable Communities, "Burlington and West Burlington Transportation Equity Plan"
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Collaborate with graduate capstone classmates and municipal partners in Burlington and West Burlington, IA, to create equitable multimodal transportation plan
- Manage tasks of six teammates through meeting follow-up memos, prompt individual communication, and administration of Gantt chart
- Map underutilized land and job-residence mix within project area to inform code update recommendations conducive to public and active transportation
- Design and conduct several public engagement activities, including community mapping and focus groups, to identify barriers to equitable mobility

Planner Intern — May 2024 - Aug. 2024
Community Development Department, City of Cedar Rapids, Cedar Rapids, Iowa

- Designed and conducted survey of commuter transit service users' travel habits and utilized results in report on land use changes to support future ridership
- Quantified spatial and economic costs associated with different minimum parking requirements and created graphic representations of results
- Assisted staff in writing zoning code updates, including sections related to downtown parking setbacks and adult-oriented business regulations

Graduate Teaching Assistant — Aug. 2023 - Present
Department of Economics, University of Iowa, Iowa City, IA

- Lead three weekly discussion sections for introductory microeconomics students using slideshows, activities, and demonstrations
- Grade assignments and manage grades and exam scheduling for 96 students per semester
- Provide communication and academic support via office hours, review sessions, one-on-one meetings, and emails

Parks and Recreation Intern — May 2022 - Aug. 2023
City of Council Bluffs, Council Bluffs, IA

- Assisted in organizing community recreation events with up to 300 attendees
- Analyzed demographic disparities among over 700 youth sports participants and constructed reports on policy solutions to these disparities
- Provided over-the-phone and in-person customer service regarding sports programs, tree maintenance, and facility information

Community Organizing Intern Sept. 2021 - May 2023
Center for Worker Justice of Eastern Iowa, Iowa City, IA

- Mediated wage theft disputes of up to $20,000 through communication with employers, facilitating meetings, and Spanish translation, while supporting victims of various cultural and economic backgrounds
- Wrote letter on organization's behalf to Iowa City City Council advocating extended absences for immigrant housing voucher recipients while visiting family abroad, which became basis for housing code passed in March 2022
- Constructed persuasive donor emails, press releases, and social media posts in Spanish and English

Projects

Waukee 2040 Compact Development Plan & Scenario Planning
Graduate Course: Transportation, Urban Form and Sustainability Fall 2024
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Modeled land development patterns in Waukee, Iowa in UrbanFootprint based on adopted comprehensive plan and analyzed resulting transportation impacts
- Developed alternative compact development scenario and accompanying implementation plan

Pottawattamie County Hazard Mitigation Plan Evaluation
Graduate Course: Planning for Disaster Mitigation and Recovery Fall 2024
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Reviewed FEMA Hazard Mitigation Plan of Pottawattamie County, Iowa and its incorporation into local planning documents, including comprehensive plans, capital improvement plans, and zoning ordinances of County and cities
- Assessed effectiveness of plan in mitigating previous disasters, including tornadoes of April 2024, and recommended changes to risk assessment practices and planning process

Leadership Experience

Founder Sept. 2024 - Present
Women in Economics, The University of Iowa, Iowa City, IA

- Organized and facilitated monthly networking and community-building events for women students, teaching assistants, and faculty in the Economics department

Vice President Aug. 2022 - May 2023
Member Sept. 2021 - May 2023
Economics Student Association, University of Iowa, Iowa City, IA

Awards and Recognitions

Frank Knight Award May 2023
Department of Economics, University of Iowa, Iowa City, IA
Outstanding Leadership in Economics May 2023
Department of Economics, University of Iowa, Iowa City, IA

Activities and Affiliations

University of Iowa Graduate Engagement Corps, Cohort Member Jan. 2024 - Dec. 2024
American Planning Association, Member Aug. 2023 - Present

- Attended National Planning Conference in Minneapolis, MN from April 14th-16th
- Attended APA Upper Midwest conference in Cedar Falls, IA on Oct. 12th, 2023

Skills

Technological: ArcGIS Pro, Stata, UrbanFootprint, Microsoft Teams, Canva
Language: English (native), Spanish (fluent), Portuguese (basic)

Camille Lust

101 Woodside Dr., Apt. B2, Iowa City, IA 52246
camillelust9@gmail.com; (515) 443-3420; www.linkedin.com/in/camille-lust

EDUCATION

The University of Iowa, Iowa City, IA
M.S., Urban and Regional Planning — Anticipated May 2025
Concentration: Transportation Planning
4 + 1 Program participant

- GPA: 3.97

B.S., Environmental Policy and Planning — May 2024
Minor: Geographic Information Science

- GPA: 3.98
- With University honors and high distinction, completed degree in three years

EXPERIENCE

Team Member — August 2024 – Present
Iowa Initiative for Sustainable Communities, "Burlington and West Burlington Transportation Opportunity Plan"
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Collaborated with five graduate students through academic year graduate capstone course in partnership with the Cities of Burlington and West Burlington
- Led communication efforts between team members, community partners, and faculty members
- Organized and facilitated two community engagement events and a set of focus groups to understand community member experiences with transportation to inform the planning process
- Presented findings to faculty advisors and community partners
- Worked to fill in gaps left by previous planning efforts by focusing on equity, accessibility, connectivity, and safety for those who face transportation barriers

Planner, Active Transportation Unit — May 2024 – August 2024
Minnesota Department of Transportation, St. Paul, MN

- Assisted with the installation of quick-build demonstration projects
- Developed a simplified Student Transportation Equity for Priority Populations (STEPP) mapping tool and scoring process to be used in the Safe Routes to School grant funding application process
- Completed 3 bike audits, 2 walk audits, and 2 network mapping workshops with community members as part of community engagement activities for various active transportation plans
- Provided support to statewide planning and policy efforts related to walking and biking

Transportation Planning Intern — September 2022 – Present
Metropolitan Planning Organization of Johnson County, Iowa City, IA

- Identified top intersection and mid-block collision locations in the Iowa City Urbanized Area through an ArcGIS Pro analysis
- Implemented the pedestrian and cyclist trail count program
- Collected data on peak hour traffic volumes, transit ridership, and current infrastructure and signage
- Analyzed collected data in ArcGIS Pro and Excel
- Composed various board and committee meeting minutes

Cashier/Front of House Spring 2020 – January 2024 Chick-fil-A, West Des Moines, IA

- Provided excellent customer service, ensuring a positive and efficient guest experience
- Collaborated with team members to solve problems and maintain service speed, accuracy, and communication
- Continued to work over academic breaks once in college

SOFTWARE

ArcGIS Pro, ArcGIS Online, QGIS, UrbanFootprint, Microsoft Suite, Slack, Microsoft Teams, Zoom

SPECIALIZED TOOLS

TRAFx Infrared Trail Counters, JAMAR Turning Movement Counters

COURSE HIGHLIGHTS

Transportation Research Methods and Analysis
Transportation, Urban Form, and Sustainability
LiDAR: Principles and Applications
Geographic Visualization
Community Development Through Creative Placemaking
Global Road Safety
Land Use Planning: Law and Practice
Advanced Remote Sensing
Public Finance and Budgeting

LEADERSHIP

Graduate Teaching Assistant

University of Iowa, Iowa City, IA August 2024 – Present

- Courses:
  - The Making of Cities: Histories and Theories of Planning (URP:6203, Fall 2024)
  - Land Use Planning: Law and Practice (URP:6202, Fall 2024)
  - Applied GIS for Planning and Policy Making (URP:6225, Spring 2025)
- Awarded assistantship position due to high GPA, associated with full tuition scholarship

Secretary August 2024 – Present

School of Planning and Public Affairs Student Association

- Worked with other executive board members to schedule events, address student concerns, and build a welcoming, inclusive environment
- Documented meeting proceedings for biweekly executive board meetings

Student Leader August 2022 – Present

The Navigators, The University of Iowa, Iowa City, IA

- Collaborated with other leaders to organize weekly meetings and events for 100+ attendees
- Led small group discussions with students on a weekly basis

ACTIVITIES & MEMBERSHIPS

Iowa Community Integrated Geography Organization (ICIGO) Spring 2024 – Present
American Planning Association (APA), Iowa Chapter Fall 2023 – Present
WTS, Iowa Chapter Fall 2023 – Present
Phi Eta Sigma- Honors fraternity Spring 2022 – Spring 2024

Ben Palya

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Benpalya@gmail.com
865-256-9316
https://www.linkedin.com/in/ben-palya-738968202/

EDUCATION

MS, Urban and Regional Planning, Transportation Concentration — May 2025
BS, Economics, Policy Concentration — May 2023

Technical Skills

Excel, ArcPro GIS, Survey123, iTree, AutoCAD, Adobe InDesign, R

Experience

Project Editor, Burlington/West Burlington Transportation Capstone Project, Burlington, IA, August 2024-Present

- The Transportation Equity Plan identified transportation barriers for residents in both cities and worked to implement cost-effective solutions that would benefit the city's most vulnerable residents.
- Responsible for report writing throughout the plan and editing other group members' writing to ensure quality and consistency.
- Assisted with planning community engagement events, analyzing and explaining spatial analysis and identifying successful policies implemented in similar cities related to transportation.
- Managed project sub groups and worked with other members to delegate work and create task roadmaps.

Teaching Assistant, University of Iowa Economics Department, Iowa City, IA August 2024-Present

- Led three discussion sections weekly for Introduction to Microeconomics, solving various problems to prepare students for quizzes and exams.
- Explained detailed economic concepts in an understandable way to students.

Transportation Planning Intern, WSP, Baltimore, MD May 2024-August 2024

- Bay Transit and RADAR TDPs, Warsaw VA and Roanoke, VA
    - Researched population data and projections for the service areas and assembled 25 tables and charts from the respective data.
    - Compiled a GIS base layer containing over 100 trip generators for local residents.
    - Wrote narrative portions of five sections in the first chapter of both TDPs. Described population and transit performance data in the third and fourth chapters of each TDP.
- MTA Unhoused Report, Baltimore, MD
    - Compiled survey and interview feedback from eight different peer agencies, which led to the creation of peer agency profiles in the final report.
    - Created MTA internal agency profiles summarizing information from interviews with agency officials.
    - Created an implementation matrix which contained 36 recommendations for the MTA to implement in the creation of an Unhoused Agency. The recommendations came with action items, metrics for success, collaborators, implementation time-line and cost.
- West North Avenue Redevelopment, Baltimore, MD
    - Helped develop a checklist for 34 intersections along the corridor.
    - Analyzed crash data to identify focus intersections for the study..
    - Presented study findings and recommendations to both internal leaders and clients.

    - Assisted in the creation of intersection templates for two of the four types of intersections throughout the corridor.
- Other contributions: Redline Transit Public Engagement, East Baltimore County Access Study Technical Support, West Baltimore United RFP Assistance.
    - Utilized time management skills to balance simultaneous projects

Planning Intern, Buncombe County Planning and Development, Asheville, NC November 2023-April 2024

- Updated, cleaned and prepared data containing over 1300 records in Excel to be used in a GIS map showcasing flood permit cases throughout Buncombe County over a 20 year period.
- Managed the county's flood permit database containing over 600 permits using Accela and various Microsoft Office products.
- Led the effort to update the flood department's permit application and NOV forms to display information clearly and concisely. These permits were implemented in the following months.

Research Assistant, Clemson University, Clemson, SC August 2023-May 2024

- Used ArcGIS Pro and Google Earth to decipher 18 different neighborhoods within San Juan, Puerto Rico based on form, while also drawing polygons around each neighborhood in ArcGIS Pro.
- Generated vegetation reports using iTree software to determine the vegetation levels of the 18 neighborhoods in San Juan.

Intern, Knoxville-Knox County Planning, Knoxville, TN June-July 2022

- Analyzed five different planning agency service fees and determined if each service was effective in relation to direct labor and overhead costs.
    - Researched fee structure of other similar planning organizations.
    - Internal findings and research led to changes in the way hours were logged. The results also caused a slight revision with the schedule of fees.
- Led the initial efforts for Knoxville-Knox County's exhibit at the annual Parking Day event to raise awareness of alternative transportation and other uses for parking lots and spaces.
    - Created an interactive game for the public, related to the Traffic Jam game.
- Updated and wrote new sections of the Knox County Facts and Figures brochure, which included demographic and employment information for the area.

Beat Reporter, The Daily Iowan, Iowa City, IA August 2019-May 2022

- Covered seven different teams at the University of Iowa, including men's basketball
- Attended press conferences, kept statistics during games, interviewed athletes and coaches one on one and pitched feature story ideas weekly.
- Wrote four to six match previews, recaps and features per week.

Projects

N. Augusta Avenue Historic Overlay Zoning Ordinance, Clemson University March 2024

- Created two separate Transit-Oriented Development zones to match the character of the area and become more accessible for public transportation
- Specified set back, parking, density, height, Floor-Area Ratio and streetscaping requirements taking into account current standards and other similar zoning ordinances.

Charlotte Soccer-Specific Stadium Suitability Analysis, Clemson University December 2023

- Researched optimal locations for soccer-specific stadiums taking into account economic, environmental and equitable factors
- Applied researched parameters into a ArcGIS model, weighted parameters and selected three potential locations based on results

Honors/Awards

McCallum Fellowship: Clemson University's College of Architecture, Arts and Sciences April 2024

Benjamin Schmidt

1120 Kaiser Street, North Liberty, Iowa 52317
Benjamin.Schmidt1015@gmail.com ⬩ (630) 533-2494 ⬩ www.linkedin.com/in/benschmidt87

Professional Work Experience

Linn County Planning and Development Department, Cedar Rapids, Iowa 05/2024 - 08/2024
Role Held: *Planning Intern*
- Developed future land use map; created/analyzed GIS map incorporating 22 community growth plans
- Researched & proposed policy updates on alternative housing and administrative case review options
- Managed, reviewed, and presented five zoning cases; ensuring code compliance to county officials

University of Iowa - Iowa Institute for Sustainable Communities 08/2023 - 05/2024
Role Held: *Graduate Research Assistant*
- Prepared program one page info-graphic reference packets for university leaders and state legislatures
- Analyzed and assigned United Nations Sustainability Development Goals to 370 community projects
- Developed ArcGIS StoryMaps for 3 Iowa community partnerships by highlighting the collaborations

Iowa Air National Guard, Des Moines, Iowa 02/2022 - Current
Role Held: *Remotely Piloted Aircraft Pilot*
- Directs 3 member team and $16 million aircraft while furthering the National Defense Strategy
- Supervises 3 individuals' professional development and revamped organization's onboarding program
- Coordinates, plans, and assesses performance during missions that support world-wide operations

United States Air Force, MacDill Air Force Base, Tampa, Florida 02/2020 - 02/2022
Roles Held: *Deputy Director of Base Plans & Programs, Division Head of Base Nuclear Plans & Programs*
- Directed 11-member team who managed 14 strategic plans and programs across 51 base tenets
- Formalized & implemented aerial refueling plan for Afghanistan Noncombatant Evacuation Operations
- Modernized the base's emergency aircraft departure program with 5 federal agencies across Florida

United States Air Force, McConnell Air Force Base, Wichita, Kansas 08/2016 - 02/2020
Roles Held: *Assistant Operations Manager, Supervisor, Executive Assistant, Scheduling Manager*
- Oversaw management, training, and certifications of 136 personnel supporting worldwide operations
- Directed the professional development of 18 who were recognized with 28 awards and 2 promotions

United States Air Force, MacDill Air Force Base, Tampa, Florida 10/2012 - 08/2016
Roles Held: *Safety Manager, Assistant Training Manager, Training Associate, Instructor Pilot*
- Managed 4 individuals and organizational safety program, earned 2015 Base Safety Office of the Year

Education

University of Iowa, Iowa City, Iowa Anticipated 05/2025
Master of Science Urban Regional Planning
- Concentration: Land Use and Environmental Planning

Gonzaga University School of Leadership Studies, Spokane, Washington 08/2015
Master of Arts in Organizational Leadership

United States Air Force Academy, Colorado Springs, Colorado 05/2010
Bachelor of Science in Foreign Area Studies, Minor in French

Community Engagement and Service

Air Force Academy Admissions Liaison Officer 12/2020 - Current
Afghani Childcare Refugee Volunteer 08/2021

Published Projects

Zoning Practice Article - https://www.planning.org/zoningpractice/	03/2025
Bondurant, IA Story Map - iisc.uiowa.edu	05/2024
Dubuque, IA Story Map - iisc.uiowa.edu	05/2024
Manchester, IA Story Map - iisc.uiowa.edu	12/2023

Affiliations

School of Planning and Public Affairs Student Association, Member	08/2023 - Current
American Planning Association, Member	08/2023 - Current

Certifications and Software Skills

Top Secret Security Clearance ⬩ ArcGIS ⬩ StoryMap ⬩ Zoom ⬩ Excel ⬩ Teams

Torie K. Thayer

torie-thayer@uiowa.edu | (712) 309-6404 | 612 E. Court St. Iowa City, IA

EDUCATION

University of Iowa, Iowa City, IA
M.S. Urban and Regional Planning — Anticipated May 2025
Concentration: Housing and Community Development
B.A. Communication Studies — May 2023
B.A. Political Science — May 2023
Minor: Public Policy
Graduated with High Honors

COURSE HIGHLIGHTS

Public Policy and Persuasion
Bureaucratic Politics and Public Administration
Land Development Process
Data Visualization
Gender, Sexuality, and Space
Environment and Society Local Politics
Communication and Relationships
Local Politics

EXPERIENCE

City of Oskaloosa Downtown Master Plan — Fall 2024
Course: Sustainable Communities Lab
University of Iowa, Iowa City, IA

- Designing streetscaping and pedestrian infrastructure suggestions to increasing walkability and creative place making amenities while also assessing parking and traffic infrastructure with the constraints of the two highways that pass through downtown
- Reviewing and updating historic preservation design guidelines as well as updating documentation of existing historic properties and current vacancies
- Investigating strategies to increase and support housing in downtown, including upper story building inventory and rehab strategies, and in downtown-adjacent neighborhoods
- Co-authoring downtown master plan that includes suggested implementation phases, grant and other funding options, and analyzed data that contributed to our final suggestions

Teaching Assistant — Fall 2023 – Present
Fall Courses: Intro. to American Foreign Policy
Spring Courses (online): Intro. to American Politics and Intro. to Social Media and Politics
Political Science Department, University of Iowa, Iowa City, IA

- Led three discussion sections a week for 30 students at a time to enhance understanding of class content by explained new concepts in a way that is understandable and approachable for every student
- Created visual aids and utilized interactive elements in class presentations to enhance understanding and maintain student interest
- Provide detailed and constructive feedback on assignments for approximately 90 students each semester
- Conduct weekly office hours to assist students with questions, clarifications, and additional guidance on course concepts

Team Member — (Iowa City, IA) Jan. 2022 – Sept. 2023
Target — (Council Bluffs, IA) Jun. 2019 – Aug. 2021

- Collaborated with team members to achieve store goals, participated in team meetings, and supported colleagues during peak business hours to ensure a cohesive and efficient work environment
- Contributed to the visual appeal of the store by executing merchandising plans, arranging displays, and ensuring that promotional materials were accurately showcased to attract customer attention
- Acquired in-depth knowledge of products that assisted in providing improved costumer service
- Assisted in the training and onboarding of new team members, sharing knowledge of store operations, policies, and customer service best practices

PROJECTS

The Consequences of Urban Sprawl on the Environment and Society Fall 2022
Course: Gender, Sexuality, and Space
University of Iowa, Iowa City, IA

- Studied the impact urban sprawl has on contributing to climate change by increasing car dependency and contributing to inefficient land use patterns
- Researched the societal impact of urban sprawl in contributing to inequitable transportation access for elderly, the youth, women, people who are disabled, and those unable to afford a car
- Created and posted infographics to Instagram that were tailored to inform a large general audience and clearly defined the impacts of urban sprawl on the environment and inequality in transportation access

City of Maquoketa and Jackson County Workforce Housing Policy Study Fall 2021
Course: Public Policy and Persuasion
University of Iowa, Iowa City, IA

- Engaged with stakeholders, including city officials and community members, through interviews to gather insights and incorporate feedback into the policy development process
- Researched best practices implemented by other cities facing similar housing issues and assessed the potential effectiveness if implemented in the city of Maquoketa
- Presented information from housing policy memo to the class and city stakeholders, communicating research findings, policy recommendations, and potential impacts on the city's housing landscape, as well as listened and responded to concerns presented by city stakeholders

LEADERSHIP EXPERIENCE

Senator & Student Life Committee Chair May 2022 – May 2023
Senator Oct. 2021 – May 2022
University of Iowa Undergraduate Student Government, Iowa City, IA

- Advocated for student interests and concerns by actively seeking solutions to improve student experiences from diverse backgrounds
- Developed and implemented strategic plans for the committee, outlining short-term and long-term objectives, and aligning initiatives with the broader goals of the student government
- Orchestrated weekly committee meetings involving approximately 12 senators, to provide personalized support in pursuing their initiatives through offering resources and advice
- Represented the university at Hawkeye Caucus Day to educate state legislators on key university student concerns and highlight importance of the university's positive contributions to surrounding communities and state as a whole

ACTIVITIES & AFFILIATIONS

American Planning Association, Member Aug. 2023 – Present

- Attended 2023 APA Upper Midwest Annual Conference, "Building Communities for All," Ceder Falls, Iowa, Oct. 11th – 13th
- Attended 2024 APA National Planning Conference, Minneapolis, Minnesota, Apr. 13th-16th

IGNITE, Member Aug. 202 – May 2023

- Attended weekly meetings aiming to politically motivate young women, and non-binary people, through attending civic engagement events, hosting local female leaders to speak about their experience, and advocating for other women and non-binary people to use their collective political power

SOFT WARE SKILLS

Excel, Microsoft Suite, GIS, Teams, Zoom, Adobe Photoshop, InDesign

What a Public Affairs Intern Could Do for You

Public Affairs master's students in the School of Planning and Public Affairs at the University of Iowa are eager to put the knowledge they have acquired into practice. Our students are currently searching for summer internships and those who have finished their first year in our program can do a variety of tasks including (but not limited to):

- Analyzing or researching a specific public policy/issue/program in, for example, housing, transportation, public finance/budgets
- Analyzing data for informed public decision-making
- Writing policy briefs or memos
- Designing and conducting a population survey
- Obtaining information on grants
- Identifying possible state and federal programs with which a city can work
- Identifying innovative programs and policies being utilized in different cities
- Conducting focus groups and other citizen input activities
- Assisting with management operations

During the summer, interns typically work between 30 and 40 hours per week, depending on their schedules and the employer's needs and budget. Department heads, mayors, city administrators or executive officers can supervise interns, as can state or federal government legislators.

You are welcome to contact these students directly. If you have an internship (or entry level job) you'd like to advertise to the group, please contact Janet Bell,Career Services Coordinator, at janet-bell@uiowa.edu. An attached pdf or Word document of the job advertisement is helpful.

MPA internship seekers begin next page…

Fern Bultema

Iowa City, IA, 52245
Fern-Bultema@uiowa.edu 303-859-6486

Education

University of Iowa
Master of Public Affairs ..... Anticipated: May 2026
School of Planning and Public Affairs
Concentration – Public Policy

Bachelor of Arts – Philosophy ..... May 2022
Bachelor of Arts – English and Creative Writing (with Honors) ..... May 2022
Minors – Literary Translation, French
Awarded overall UI Honors for undergraduate studies

Relevant Studies

Analytic Methods I & II
Public Policy Process
Analytic Ethics
Economics for Policy Analysis
Philosophy of Human Rights
Applied GIS for Policy Making
Public Finance and Budgeting
Community Development Through Creative Placemaking

Skills

ArcGIS – Communication – Diplomacy – Data Analysis – Equity – French (Conversational) – Leadership – Public Affairs – Public Engagement – Public Policy – Teamwork – Writing

Projects

- Wrote policy memo about the effects of captive audience meetings on union organizing
- Researched 2020 census data from Connecticut around the economic health of same-sex households. Involved accessing, cleaning, and analyzing data independently
- Undergraduate capstone: Translated a novel. Additionally translated philosophy papers from French to English

Work Experience

Graduate Research Assistant.....January 2025-Current
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Helped design a course, Foundations of Community Engagement, from scratch, to introduce undergraduate students to the subject
- Assisted in updating and rewriting current course materials for master's level capstone
- Independently conduct research for a variety of projects, necessitating accessing databases, cleaning data, and designing and distributing surveys.

Patient Care Technician .....May 2023 – January 2025
University of Iowa Hospitals and Clinics, Iowa City, IA

- Cared for 8-12 patients during 12–16-hour shifts, ensuring care that was high quality, and considerate to how the patients desired to be treated
- Within first eight months of staring position, assigned to train approximately 10 new hires on how to best operate under the stresses of working on an inpatient unit
- Received an award for compassionate and consistent patient care
- Worked cohesively with a large interdisciplinary team despite high-stress situations, such as emergency codes, maintaining situational awareness and ability to problem-solve
- Utilized strong communication skills to interact with nurses, doctors, patients, and their families all from a variety of educational levels, economic statuses, ages, and cultures
- Practiced time management, working 20+ hours a week while carrying a full graduate-level course load and earning a 3.9 GPA between August and December 2024
- Practiced observational awareness, noticing subtle changes in patients' conditions and communicating with doctors and nurses about any shift in patient condition
- Advocated for patients regarding their concerns to nurses and doctors, resulting in two strokes and one seizure being addressed quickly

Student Translator..... August 2021 – January 2022
University of Iowa, Iowa City, IA

- Worked for the dean of the philosophy department to translate French articles, specifically around philosophy, for use in a novel
- Strengthened attention to detail due to the intricacies of translating philosophical material accurately

Head of Student Canvassing .....November 2019 – February 2020
2020 Democratic Primaries, Iowa City, IA

- Consistently practiced diplomatic communication skills around sensitive topics
- Trained and mentored over 60 students on the best ways to approach canvassing conversations with care and respect. Managed and coordinated close to 150 student volunteers in canvassing, ensuring that their time was being used efficiently
- Chosen to be the candidate’s representative at local caucus location

Activities

Officer of University of Iowa Tabletop Gaming Organization..... August 2019 – May 2022

- Vice President and Treasurer of an organization of 40 members
- Ensured that the club was in good standing with the university and had access to funding
- Organized and ran events, worked to aid new students in joining a pre-established group, and fostered a welcoming environment

Madelyn F. Luna Deutsch
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www.linkedin.com/in/madelyn-deutsch

EDUCATION

University of Iowa
M.P.A. Public Affairs – Anticipated May 2026
Concentration: Public Policy
B.A. Political Science – May 2024
University of Edinburgh September 2023-December 2023
Scotland Study Abroad Experience
Attended three classes: Social Policy and Society, Scotland and Heritage, and Contemporary Feminist Debates.

COURSE HIGHLIGHTS

Native American Public Policy	Rhetoric of Diversity & Inclusion	Analytic Methods
Public Policy Lab	Economics for Policy Analysis	Public Policy Process
Theories of Social Justice	Governance and Human Rights	The U.S. Congress

PROJECTS

Project Trust August 2024 – Present
Graduate Course: Public Policy Lab
University of Iowa; School of Planning and Public Affairs, Iowa City, IA
- Worked with a team to catalog 540 treaties between the U.S. government and Native Nations. Compiled the collected information and created the first database for treaties.
- Quantified land transactions between the U.S. government and Native Nations.

Project Return August 2024 – Present
Graduate Course: Public Policy Lab
University of Iowa; School of Planning and Public Affairs, Iowa City, IA
- Worked with a team to maintain a first of its kind database of over 200,000 students whose Native Boarding School records are held inside of the National Archives.
- With a team, started work towards returning approximately 2,400 records to Chickasaw Nation and its citizens.

Policy Memo Fall 2024
Graduate Course: Public Policy Process
University of Iowa; School of Planning and Public Affairs, Iowa City, IA
- Extensively researched the background and policy history of the Indian Child Welfare Act.
- Wrote a policy memo on the Indian Child Welfare Act; this included utilizing policy theory and looking through the lens of sustainability.

RELEVANT EXPERIENCE

Marketing Intern May 2022 – May 2023
Kendall Hunt Publishing, Dubuque, IA
- Compiled and analyzed email marketing campaign data utilizing Excel.
- Formulated data analysis summaries for the marketing team to review.
- Composed professional social media posts, responded to social media private messages, and analyzed engagement data and metrics.
- Wrote and designed email campaigns, with the goal to garner interaction from prospective professors.

Political Campaign Intern August 2022 – November 2022

Joel Miller for Iowa Secretary of State, Iowa City, IA

- Researched and communicated with union representatives and other potential campaign sponsors.
- Worked with Excel and Google applications to maintain campaign databases and information.
- Collaborated with the campaign manager to fact-check and formulate social media posts.
- Worked successfully under tight deadlines.

Undergraduate Student Member September 2023- May 2024

Council on the Status of Women; University of Iowa

Iowa City, IA

- Collaborated with fellow members in order to develop potential polices and help create and ensure an environment that supports the rights of women at the University of Iowa.
- Worked on subcommittees regarding women and gender, such as policies, benefits, Title IX, intersectionality.
- Built connections with fellow students and academic professionals.
- Increased knowledge of the life experiences of women and non-binary people.

ADDITIONAL EXPERIENCE

Teaching Assistant August 2024 – Present

University of Iowa; School of Planning and Public Affairs

Iowa City, IA

- Helped 65 students understand public policy concepts, explaining in an understandable way.
- Graded assignments related to public policy and its connection to sustainability.
- Assisted with the creation of the course website.

Student Assistant October 2021 – May 2022

Coastal Carolina University Presidents Office

Conway, SC

- Safely delivered confidential paperwork and time-sensitive mail to professionals within the President's Office.
- Promptly responded to and screened phone calls directed to the President and other professionals within the President's Office.
- Communicated in a professional way with a variety of people, including students, department heads, and deans.

AWARDS AND CERTIFICATIONS

2024-2025	Awarded Graduate Assistantship two semesters based on GPA
January 2022	Phi Eta Sigma Honor Society, Inductee
March 2021	ACTFL Certificate for Proficiency in Spanish

SKILLS

Software: Excel, BlueSky Statistics, Adobe Creative Cloud, Google Docs, Teams, Zoom, Slack

English; *Native*

Spanish; *Fluently in reading and writing*

Seth Dickinson

Iowa City, Iowa
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EDUCATION

University of Iowa

Master of Public Affairs — Anticipated May 2026

- Concentration in Public and Nonprofit Management

Bachelor of Arts — May 2024

- Degree in Political Science
- Degree in Ethics and Public Policy

Course Highlights

Public Policy Process
Nonprofit Organizational Effectiveness I and II
Business and Government
The Middle East: Policy and Diplomacy
Latin American Politics
Economics for Policy Analysis
Analytic Methods
The Politics of International Economics
Southeast Asia: Politics and Development
Water Wars: Conflict and Cooperation

WORK EXPERIENCE

Teaching Assistant — August 2024-Present

Course: Introduction to American Foreign Policy — University of Iowa

- Lead weekly discussion sections for 90 students to expand on lecture course materials
- Hold office hours to discuss and answer complex foreign policy questions with students
- Grade discussion assignment materials and writings, papers, and extra credit
- Collaborate with professor and teaching assistants to find best instruction practices

Basic Needs Manager — May 2024-August 2024
Assistant Basic Needs Manager — January 2024-May 2024

Food Pantry at Iowa — University of Iowa

- Trained and scheduled 50 volunteers on client privacy regulations and pantry health standards
- Maintained an accurate record of inventory, budgetary expenses, and client data
- Managed outreach activities to advocate for pantry use to a diverse array of students, staff, faculty, community members, and donors
- Conducted client survey of on the university community to identify food security issues, cultural food preferences, and equitable hours for client use

Crewhawk — July 2023-December 2023

Department of Athletics — University of Iowa

- Prepared sport complexes for events to maximize comfort for thousands of attendees
- Promptly completed maintenance requests from department executives and coaching staff
- Upheld proper safety regulations for all facility users and attendees

Campaign Manager June 2022-November 2022
Joel Miller for Secretary of State Iowa

- Utilized strategic communication to craft and maximize engagement of social media posts and weekly donor emails to 75,000 people, seeing open rates 30% higher than average
- Ensured filings of confidential donation records to the Iowa Ethics and Campaign Finance Board
- Created a campaign website to increase voter engagement, publish campaign stops, and highlighting donation links

VOLUNTEER LEADERSHIP EXPERIENCE

University Lecture Committee University of Iowa
Graduate Student Committee Member August 2024-Present

- Research and present potential high-profile speakers and respond to logistical questions for event planning
- Assist in certifying lectures are well-attended, enjoyable, and accessible
- Fulfill the committee's mission by inviting thought-provoking speakers to campus to engage in topics ranging from the arts, sciences, politics, well-being, and life experiences

School of Planning and Public Affairs Student Assoc. University of Iowa
Faculty Representative September 2024 – Present

- Attend association meetings to gather and discuss student requests and concerns
- Inform and deliberate requested improvements and complaints with faculty
- Enable a professional pathway of communication between students and faculty

University Democrats at Iowa University of Iowa
President May 2024-November 2024
Secretary May 2022-September 2023

- Develop guidelines to help restructure and expand a sparsely attended organization
- Recruit new student members on campus at student organization fairs and events
- Use project management skills to coordinate visits for local, state, and federal candidates

Food Pantry at Iowa University of Iowa
Volunteer January 2023-December 2023

- Aided a team with one-to-two-ton food deliveries and organized the facility
- Assisted clients with questions, requests, or concerns with professionalism
- Guided a team in facility cleaning, organizing, and distribution

Catlett Residence Hall University of Iowa
DEI Recognition and Service Senator September 2021-May 2022

- Coordinated events with Catlett's Student Board to promote campus inclusivity
- Developed events for Catlett's 1,000 residents to promote DEI educational events
- Served on the campus-wide residence halls' council, representing nearly 7,000 students

Ahillan S. Kumar

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EDUCATION

University of Iowa, Iowa City, IA
Master of Public Affairs Anticipated May 2026

- Concentration: Public and Nonprofit Management
- Awarded Graduate Assistantship based on GPA

Iowa State University, Ames, IA
Bachelor of Science, Community and Regional Planning May 2024
Bachelor of Arts, Philosophy May 2024

- Graduated with Full Honors
- Phi Beta Kappa Society member
- George Washington Carver Scholar
- George Washington Carver Outstanding Achievement Award

COURSE HIGHLIGHTS

Economics for Policy Analysis	Public Policy Process	Analytic Methods 1
Introduction to Symbolic Logic	Ethical Theory	Atoms for Peace

PROJECTS

Assessing Horizontal Equity in Property Taxation, the Case of Iowa City Fall 2024-Present
Graduate Assistantship
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Produce tables and graphs of Iowa City tax equitability for professor's research paper
- Perform exploratory spatial analysis in ArcGIS to find trends
- Review research and leading practices to organize the paper

The Policy Process and Problems of the Immigration and Nationality Act of 1952 Fall 2024
Graduate course: Public Policy Process
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Analyzed the Immigration and Nationality Act of 1952 using multiple streams approach for a policy brief
- Wrote a policy history and assessed the sustainability of the policy on future generations
- Concluded with suggestions for an improved policy process to result in sustainable public policy

EXPERIENCE

Graduate Assistant Aug. 2024-Present
Undergraduate course: Planning Livable Cities
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Assist students with learning class content during weekly office hours
- Improve course by providing suggestions to the professor, including additional readings
- Advise the professor on potential quiz and exam questions

Administrative Intern June 2024-Aug. 2024
Department of Administrative Services, State of Iowa, Des Moines, IA

- Designed an asset inventory for over 5,000 buildings to facilitate easy review by other departments
- Organized and catalogued seven construction projects on the state server for auditing purposes, using Procore software

- Increased knowledge of building inspections and project management through construction site visits

Transportation Intern June 2023-Nov. 2023

Area 15 Regional Planning Commission, Ottumwa, IA

- Revised six chapters in the long-range transportation plan
- Created 25 interactive web apps to decrease the time needed for updating all figures in the demographics chapter
- Presented information on web apps at the Iowa Department of Transportation Metropolitan Planning Authority and Regional Planning Authority quarterly meeting, upon their request, with attendance by 25 statewide transportation planning organizations
- Conveyed presentation clearly in layman's terms to accommodate everyone in the audience
- Honed skills in RStudio while writing web apps

Planning Intern Aug. 2022-May 2023

Iowa's Living Roadways Community Visioning, Ames, Iowa

- Analyzed age-based focus group findings to identify more than six transportation benefits and barriers
- Utilized ArcMap to identify the landcover of popular Iowa trails and determine distinguishing features
- Determined key focus group findings and attitudes from over four meetings
- Visually communicate results with stakeholders utilizing InDesign
- Worked with a diverse team of stakeholders and interns forming consensus on key considerations

Code Enforcement Inspector June 2022-Aug.2022

City of Ottumwa, Ottumwa, Iowa

- Tabulated data for a proposed change to the car dealership zoning code
- Processed over 1,000 city nuisance complaints by compiling photographic evidence to enforce abatement of issues
- Aided building inspectors on hazardous and contentious cases

Intern Jan. 2021-April 2021

Ideal Energy Solar, Fairfield, IA

- Researched preferred strategies leading to an increase in profits and the creation of an operations and maintenance wing for the company
- Synthesized 14 presentations by converting technical information into language aimed at non-experts to be used in training new employees on solar components
- Used Helioscope iteratively to model company projects and calculate energy offsets

ACTIVITIES

Peak Performance Leadership Mar. 2023-April 2023

- Learned about the six human needs and applied the concept in conversations
- Practiced strategies to develop confidence in key situations
- Identified barriers that create conflict within teams and how to resolve them

Air Force Reserve Officer Training Aug. 2020-Dec.2020

- Strengthened quick thinking and flexibility skills in high pressure, unfamiliar circumstances
- Acquired awareness of proven methods on how and when to lead a team or follow a leader
- Nurtured a sense of duty and responsibility for public service

SOFTWARE SKILLS

BlueSky Statistics, R, ArcGIS Pro, QGIS, Excel, Procore, Adobe Illustrator, Photoshop, InDesign, Zoom, Slack

Jessica Monday

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(513)-582-3131; jessica.c.monday@gmail.com; https://www.linkedin.com/in/jessica-monday/

EDUCATION

Master of Public Affairs Anticipated May 2026
The University of Iowa, Iowa City, IA
Concentration: Public Policy

Bachelor of Arts in Psychology May 2024
The University of Iowa, Iowa City, IA
Graduated with distinction; GPA 3.91

COURSE HIGHLIGHTS

Economics for Policy Analysis	The Public Policy Process	Analytic Methods I
Iowa Criminal Justice Policy and Reform	Introduction to Biostatistics	Research Methods II

SOFTWARE SKILLS

BlueSky Statistics, R, Qualtrics, Zotero, Zoom

PROJECT EXPERIENCE

Final Report Oct. 2024-Dec. 2024
Graduate Course: Analytic Methods I
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Analyzed racial and socioeconomic disparities in commute times across Georgia using 2022 American Community Survey data
- Performed a regression analysis to identify relationships between travel time, race, income, and means of transportation
- Wrote and presented a comprehensive report detailing methodology, results, and policy recommendations

Policy Memo Nov. 2024-Dec. 2024
Graduate Course: Public Policy Process
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Investigated the adoption of the 2017 Kentucky Right to Work Act using Sabatier's Advocacy Coalition Framework, examining interest group dynamics and policy subsystem factors
- Synthesized complex political factors into a policy memo and presented an in-class policy briefing, considering the history, sustainability, and impacts of the policy

SERVICE EXPERIENCE

Selected Board Member Aug. 2022-May 2024
1st Gen @ Iowa Task Force Student Advisory Board, University of Iowa, Iowa City, IA

- Joined with the goal of making a positive impact on the campus community by creating an inclusive pathway to success for other first-generation students
- Provided input to the UI First-Generation Task Force on educating the campus community and developing strategies to better support first-generation college students
- Assisted with the development of a series of three online training modules designed to help university faculty and staff learn how to support first-generation students
- Applied extensive written and verbal communication skills to create and participate in videos embedded in the training materials

GRADUATE RESEARCH EXPERIENCE

Graduate Assistant Aug. 2024-Present

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Using Microsoft Excel to collect data on sociodemographic trends by race and ethnicity across Iowa City and Johnson County, IA, supporting equity and inclusion efforts
- Collaborating with community partners to design and disseminate a state-wide survey to assess accessibility and inclusion within Iowa's parks, identifying key areas for improvement in public spaces

UNDERGRADUATE RESEARCH EXPERIENCE

Research Assistant Aug. 2023-May 2024

Developmental Psychopathology Lab, University of Iowa, Iowa City, IA

- Engaged in data collection, data entry, and behavioral video coding for a NIH-funded longitudinal research study focused on the examination of school readiness, externalizing behaviors, and self-regulation in children aged 3-7
- Supported data collection by administering a range of tests and behavioral tasks
- Proficiently handled EEG data collection, demonstrating precision and adherence to lab protocols
- Performed video behavioral coding, contributing to the comprehensive analysis of child behavior

Research Assistant June 2022-Aug. 2023

College of Public Health and College of Education, University of Iowa, Iowa City, IA

- Worked alongside professors, graduate students, undergraduate students, and Iowa youth to develop a mental health awareness training for educators in K-12 schools
- Planned and co-facilitated meetings for the project's youth advisory board to help identify and address student mental health needs
- Analyzed data from a preliminary survey and presented at the university's Spring 2023 Undergraduate Research Festival
- Presented at a roundtable discussion at the 2023 AERA (American Educational Research Association) conference

ADDITIONAL EXPERIENCE

Guest Services Coworker Jan. 2022-Feb. 2023

Kwik Star, Iowa City, IA

- Managed time to balance full-time coursework and part-time job responsibilities, ensuring high performance in both roles
- Resolved customer conflicts, enhancing stress management skills in a fast-paced environment
- Collaborated with team members to maintain smooth daily operations and trained new employees on company policies and procedures
- Maintained a clean, organized, and compliant work environment by following corporate standards and health regulations

Piano Instructor Jan. 2019-June 2020

Cincinnati, OH

- Developed self-management and communication skills by creating policies regarding fee schedules, payment requirements, and lesson policies
- Guided over twenty students through the process of learning piano technique, music theory, musicality, and performance

What a Planning Intern Could Do for You

Planning master's students in the School of Planning and Public Affairs at the University of Iowa are eager to help communities. Our students are currently searching for summer internships to put the knowledge they have acquired into practice. Those who have finished their first year in our program can do a variety of tasks related to:

- City Planning
- Identifying best practices
- Obtaining information on grants
- Identifying possible state and federal programs with which the city can work
- Identifying innovative programs and policies being utilized in different cities
- Analyzing Census and American Community Survey data
- Analyzing legal aspects of planning issues
- Designing and conducting a population survey
- Planning focused on specific issues, such as affordable housing or transportation
- Conducting focus groups and other citizen input activities
- Mapping with GIS

During the summer, interns typically work between 20 and 40 hours per week, depending on their schedules and the employer's needs and budget. City staff or the mayor can supervise interns, as can volunteer committees that are working on plans and projects that are likely to be adopted by the City Council.

You are welcome to contact theses students directly. If you have an internship (or entry-level job) you'd like to advertise to all of our students, please contact Janet Bell,Career Services Coordinator, at janet-bell@uiowa.edu. An attached pdf or Word document of the job advertisement is helpful.

URP internship seekers begin next page…

Rashid Adam

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EDUCATION

University of Iowa, Iowa City, IA

M.S. Urban and Regional Planning — Anticipated, May 2026

Concentration: Transportation Planning

Kwame Nkrumah University of Science & Technology, Kumasi, Ghana — Nov. 2022

B.Sc. Human Settlement Planning; Department of Planning

First-class Honors, top 1% of class

Thesis: "Effects of Urbanization on the Socio-Spatial Structure of Urban Centers; Insights from the Tamale Metropolis"

COURSE HIGHLIGHTS

Urban Transportation Planning	Geographic Information Systems (GIS)	Economics for Policy Analysis
Land Use Planning; Law and Practice	Project Analysis and Management	Analytic Methods

PROFESSIONAL SKILLS

Software: QGIS, ArcGIS, ArcGIS Pro, Python, JupyterLab, AutoCAD, Photoshop, SPSS, BlueSky Statistics, Zoom

WORK EXPERIENCE

Research Assistant — Aug. 2024 – Present

School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Utilized BlueSky Statistics for a time series analysis of transit ridership in Iowa City and Coralville.
- Reviewed over 80 articles on topics such as students' mobility needs, fare-free transit, and modes of transportation in the US.

Assistant Physical Planner — Nov. 2023 – July 2024

Physical Planning Department, Tamale Metropolitan Assembly, Tamale, Ghana

- Applied AutoCAD to review numerous neighborhood designs.
- Used QGIS to make 10 infrastructure maps (road network, sanitation, education, health, etc.).
- Advised on sustainable urban management strategies.

Land Use and Environmental Planner — Oct. 2023 - July 2024

GeoMass Consult, Tamale, Ghana

- Wrote a $13,000 contract-winning proposal (awarded by the World Bank/West Gonja Municipal Assembly); for the preparation of a Spatial Development Framework and a Structure Plan.
- Supervised 12 community engagements, communicating the purpose of the project and their role in an understandable way for the layperson.
- Moderated stakeholder engagements, including the mayor of the municipal and heads of institutions such as health, education, police, environmental protection agency, chiefs, 12 council members, etc.
- Utilized concept-framing strategies to minimize conflicts and conflicts of interest, which improved data accuracy.
- Applied QGIS to prepare several maps of road traffic, road networks, population distribution, and spatial growth.

Committee Member — Aug. - Dec. 2023

Strategic Planning Committee, College of Art and Built Environment, KNUST, Kumasi, Ghana

- Assisted in reviewing the college's strategic plan
- Edited and finalized policy review survey containing 60 questions to be sent to top university officials.

Research and Teaching Assistant

Department of Planning, KNUST, Kumasi, Ghana — Nov. 2022 - Oct. 2023

- Selected for the position due to exceptional performance in the course previously.
- Assisted in supervising three undergraduate theses.
- Applied ArcGIS to analyze transportation, environmental, and spatial data for four manuscripts.
- Conducted literature reviews on urban mobility, urban floods, and urban sprawl in Africa.
- Facilitated weekly class (Metropolitan Planning lab) discussions for 157 final-year undergraduate students.
- Used personal competence to review and grade all assignments.
- Organized and led all aspects of field trip, including budgeting, transportation, work to be accomplished, and responsibilities for 157 final-year undergraduate students, and I was praised for ensuring improvement in data quality.

PUBLICATIONS

- **A.R. Adam,** S.A. Takyi, O. Amponsah et al. 2023 "Rethinking sustainable urban management: Effects of urbanization on the socio-spatial structure of the Tamale metropolis." Urban Governance, Elsevier 292-303 https://doi.org/10.1016/j.ugj.2023.06.003
- Liwur, S. B., **Adam, A. R.**, Tagnan, J. N., Sadique, S., Asibey, M. O., Takyi, S. A., & Amponsah, O.2025 "For or against sustainable development? A geospatial analysis of the state of green space escosystems in West Gonja, Ghana." *Land Use Policy*, *151*, 107480. https://doi.org/10.1016/j.landusepol.2025.107480

PROJECTS

Determinant of the Use of Sustainable Modes of Transportation in Washington Fall 2024
Graduate Course: Analytic Methods I

- Reviewed 25 journal articles on determinants of modes of transportation in the US and other countries.
- Formulated four hypotheses based on the review
- Sourced data from the American Community Survey and utilized Excel to clean it.
- Used BlueSky Statistics to conduct a statistical test
- Wrote a 14-page report

River Restoration Spring 2022
Undergraduate Course: Metropolitan Planning Lab/Studio

- Identified urban sustainability problems related to water resource management.
- Employed Kobo Collect for data collection exercise.
- Utilized ArcGIS and SPSS to do situational data analysis and project design.
- Applied project management skills to prepare a project implementation plan with budget.
- Wrote a 40-page report

Integrated Planning and Management for Metropolitan Planning Spring 2022
Undergraduate Course: Metropolitan Planning Lab/Studio

- Served as a leader of a group of four classmates.
- Ensured effective and efficient teamwork.
- Assigned tasks to team members based on their skills and compiled the final document.
- Prepared a spatial development framework and a structure plan for a municipality.
- Wrote reports ranging from 20 – 90 pages.

AWARDS AND SCHOLARSHIPS

- **Third Runner Up (Group)-Builders' Idea Challenge,** KNUST, Kumasi Aug. 2021
- **Best Graduating General Arts Student,** Fatih College, Tamale May 2018
- **Fully-funded Scholarship Award**, Fatih College, Tamale 2012 – 2018

ACTIVITIES & AFFILIATIONS

American Planning Association, Member
Attended Iowa 2024 APA Planning annual conference, "Creating Tomorrow's Workforce, Housing, and Economy," Iowa Chapter, Sioux City, IA

Presenter: Exhibition Centre, KNUST, Kumasi, Ghana June 2023
Professorial Inaugural Lecture on the topic "Transport Poverty in Africa: Planning for our Mobility Futures in an Era of Sustainability.

Senator Sep. 2024 - Present
Graduate Student Senate, University of Iowa, Iowa City, IA

- Represent the School of Planning and Public Affairs in senate discussions and relay information.
- Serves as a member of the graduate students' travel funds committee, reviewing and scoring all applications, including Masters and PhDs.

President Jan. 2020 – Aug. 2020
Northern Student's Union, KNUST, Kumasi, Ghana

- Presided over 12 ethnic groups
- Initiated the revitalization of the union's constitution
- Ensured the union had the most diverse executive board in its history

Megan Anhalt

328 E. Foster Rd. #2, Iowa City, IA 52245
megan-anhalt@uiowa.edu; 319–215–6354

Education

The University of Iowa, Iowa City, IA — Anticipated May 2026
M.S. - Urban and Regional Planning
School of Planning and Public Affairs
Concentration: Transportation Planning

B.A. - Geography — Anticipated May 2025
Track: Environmental Studies
4 + 1 student

Course Highlights

Environmental Impact Analysis
Land Use Planning: Law and Practice
Intro to Environmental Remote Sensing
Econ for Policy Analysis
Analytic Methods I & II
Geographic Visualization
Grant Writing
Planning Livable Cities
Water Resources
Ecosystem Services

Relevant Experience

Student Customer Service Representative — August 2023–Present
University of Iowa Parking and Transportation, Iowa City, IA

- Promptly and patiently assist customers both over the phone and in person regarding questions about parking permits, citations, and other forms of transportation associated with the university.
- Determine eligibility for staff and student parking permits in order to issue and distribute them.
- Educate staff, students, and the public on parking permit policies and procedures.
- Provide information on local sustainable transportation options including Cambus, Iowa City and Coralville Transit, carpooling programs, and more.
- Complete additional data entry tasks as needed.

GIS Intern — May 2024 - August 2024
Washington County, Washington, IA

- Gained hands-on experience with ESRI's ArcMap for GIS analysis.
- Developed an understanding of legal descriptions in property records.
- Completed a road right-of-way corrections project involving ensuring the accuracy of county records by comparing right-of-way data with plats, deeds, and other data.

Projects

Red Line Extension Plan Assessment Spring 2024
Undergraduate course: Environmental Impact Assessment
Department of Geographical and Sustainability Sciences, University of Iowa, Iowa City, IA

- Prepared and delivered a presentation on Chicago's Red Line Extension Plan including background information, objectives, content, expected outcome of the plan.
- Reviewed the environmental impact statement of the plan, defining the purpose and need of the project, preferred alternative, main impacts, and the public participation process.
- Wrote comments to the lead agency on the environmental impact statement, considering NEPA and other regulatory guidelines, for how to improve the document for the next version.

Iowa Community Integrated Geography Organization Spring 2024
Department of Geographical and Sustainability Sciences, University of Iowa, Iowa City, IA

- Assisted in gathering data for rural safe routes to school and 15–minute city projects for Linn County.
- Completed a project identifying unused agricultural buildings across Iowa for the City of Bondurant.

Activities and Affiliations

Institute of Transportation Engineers, Member
American Planning Association, Member
Women in Transportation, Member

Software Skills

ArcGIS, Envi, Microsoft Office Suite, Bluesky Statistics, Zoom, Slack, Python

Joe Maxwell

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(515) 508-0725; jmaxwell1@uiowa.edu; Joe Maxwell | LinkedIn

EDUCATION

University of Iowa, Iowa City IA
M.S. Urban and Regional Planning — Anticipated May 2026
School of Planning and Public Affairs
Concentration: Land Use and Environmental Planning

B.A. Political Science — Anticipated May 2025
Minor: Urban Studies, Public Policy
Certificate: Native American and Indigenous Studies
4+1 Student

COURSE HIGHLIGHTS

Topics on Postcolonial Studies and Decolonization
Writing to Change the World
Designing Sustainable and Healthy Cities
Community Development Through Creative Placemaking
Poverty Policy
Native American Public Policy
Public Policy Lab
Analytic Methods I

EXPERIENCE

Student Clerk — Sept. 2022-Present
Supply Chain Department, Iowa Health Care, University of Iowa, Iowa City, IA

- Solve problems regarding organizational efficiency, conflict resolution, and clarity of communication between administration and hourly employees.
- Work daily with documents and datasets that ensures efficient hospital operation.
- Establish and maintain effective working relationships with employees, management, and the public from the departmental reception desk and perioperative support vendor check-in kiosk.
- Learned supply chain operations ranging from administrative to technical and organizational.
- Practice time management skills balancing 15–20-hour work weeks while enrolled as a full-time student.

President — May 2024-Present
Native American Student Association (NASA), University of Iowa, Iowa City, IA

- Facilitate communication between campus Native American Council and NASA executive board.
- Organize public events throughout the year including Indigenous People's Day Decolonization Rally, Native American Heritage Month activities, weekly general membership meetings, and an annual powwow.
- Utilize project management skills including setting meeting agendas, community building exercises, goal setting, and delegating tasks.

Intern/Co-Lead/Lead Instructor June-Aug. 2024
Summer Camp, Sassafras Earth Education, Aquinnah, MA June-Aug. 2023

- Communicated traditional ecological knowledge and justice-based antiracist practices in an understandable way to youth and community members.
- Advanced environmental stewardship by planting native trees and mitigating invasive species.
- Collaborated as a part of a team of 6-10 individuals across a diverse range of ages both professionally and personally.
- Gained knowledge of polyculture cropping through maintaining Three Sisters Garden and tradition.

AWARDS

Improving Sustainability Outcomes in Homa Bay, Kenya
First Place Award, Global Health Case Competition 2024
Institute for Public Health Practice, Research, and Policy (IPHPRP), University of Iowa, Iowa City, IA

- Worked with interdisciplinary team of four graduate students to prepare a 15-minute audio-visual presentation addressing sustainable development issues in Kenyan community.
- Researched Homa Bay area's declining fish supply, supply chain issues, cultural implications, food insecurity, health concerns, and climate change.
- To promote a successful and sustainable solution, incorporated complicating factors such as gender-based issues, economic and environmental impacts, and strategic alliance for policy implications.
- Fielded questions from a panel of judges representing a wide variety of professional backgrounds.
- Partnered with Kenyan nonprofit, AquaRech, to operationalize interventions for on-the-ground communities.

2024 Recipient
Native American and Indigenous Studies Prize
Department of Anthropology, University of Iowa, Iowa City, IA

AFFILIATIONS & ACTIVITIES

Wampanoag Tribe of Gayhead (Aquinnah), Enrolled Member 2006-Present
American Planning Association, Member Sept. 2024-Present
Native American Student Association, President May 2024-Present
Indigenous Awareness Training, Participant, Sassafras Earth Education April 2024
Earth Knowledge Program, Participant, Sassafras Earth Education Seasonally 2023-2024

SOFTWARE SKILLS

BlueSky Statistics, Adobe Acrobat, PowerPoint, Zoom, Teams

COMMUNITY SERVICE

Public Space One Aug. 2023-Present
Gloria Dei Lutheran Church Sept. 2024-Present
Community for Joyful Resistance, Smile Bringer Dec. 2023-Present

Gypsy Russ
808-284-3637 | Iowa City, IA
gypsyruss@uiowa.edu

Education

The University of Iowa School of Urban and Regional Planning | Iowa City, IA
Anticipated graduation: May 2026
Master's: concentration in Legal Land Use
Certificate in Transportation Planning

The University of Iowa- Tippie College of Business | Iowa City, IA
May 2024
Bachelor of Business Administration, Economics

- Minor: Political Science
- GPA 3.2/4.0

Illinois Central College | Peoria, IL
Spring 2022
Associate of Liberal Arts

- President's list | Dean's list
- Phi Theta Kappa | Sigma Kappa Delta

Gros Bonnet Culinary Academy | Honolulu, HI
September 2007
Culinary Certificate

- French technique
- Pacific Rim infusion

Leeward Community College | Pearl City, HI
Winter 2003
Associate of Liberal Arts

- Dean's List
- Phi Theta Kappa

Selected Work Experience

Teaching Assistant | Iowa City, IA August 2024- Present
University of Iowa Tippie College of Business; Economics Department

- Demonstrate the ability to lead a classroom in the Macroeconomics course
- Use interpersonal skills to build positive relationships with students
- Created a supportive classroom environment
- Manage materials, lesson plans and student data efficiently
- Collaborate with the lead instructor and other staff to ensure smooth classroom operations

Legal Assistant | Peoria, IL May 2023- December 2023
Williams, Williams & Bembenek P.C. May 2024 – August 2024

- Performed general communications using Outlook and Clinic Cases
- Reception/greet clients
- Prepared legal documents and memorandum
- Executed administrative duties, including electronic filing using OdesseyIl, Simplifile, ARAG
- Responsible for research projects on estate probate, bankruptcy and land use issues

Internship | Pekin, IL
MCIRCC-JATC (Mid-Central Illinois Regional Council of Carpenters) August 2020- December 2020
Position: Administrative Assistant

- Performed general communications with coworkers in person, via email, and by telephone
- Reception
- Transcription of testing materials

Banquet/Breakfast Chef | Kahuku, HI October 2008- May 2018
Ritz- Carlton Turtle Bay Resort

- Executed over 500 wedding receptions, with number of guests ranging from 50-350 people
- Lead daily kitchen operations through extensive team building and skill development
- Collaborated with executive chefs on entrée creation and menu design
- Lead teams' adjustment during corporate transitions

Organizations/Community Involvement

Member | *Women in Business* September 2022 – May 2024

- Participated in weekly meetings to expand knowledge of business concepts
- Engaged in mentorship program to connect with like-minded female professionals
- Lean-in-Circles leader for bi-weekly meetings to help new members

Member | *Economic Student Association (ESA)* January 2023- May 2024

- Attended monthly meetings to engage with other students majoring in Economics
- Presented a research project before graduation titled *The Ethanol Boom: The Resulting Dead Zone in the Gulf of Mexico*

Member | *League of Women Voters* September 2022- Present

- Disseminated informational materials about voting targeted at women
- Registered new voters

Poll Watcher | County of Peoria, IL November 2021- Present

- Worked elections as Precinct Committee person for Limestone 2
- Networked with other election judges

Delegate | State of Illinois June 2024

- Traveled with other Precinct Committee people to Collinsville, IL
- Awarded *Certificate of Recognition* by 103rd General Assembly House of Representatives

Trevor Sippel

722 E. Jefferson Street, Iowa City, IA 52245
(563) 542-1075 | trevorsippel@yahoo.com | http://www.linkedin.com/in/trevor-sippel

Education

University of Iowa, Iowa City, IA
M.S. Urban and Regional Planning — Anticipated May 2026
Concentration: Economic Development

Loras College, Dubuque, IA
B.A., Double Major: Business Administration and Politics — May 2023
GPA: 3.97

Course Highlights

Analytic Methods
Applied Analytics
Data Analysis
Business Statistics

Related Experience

Teaching Assistant — Aug. 2024-Present
Undergraduate Course: Contemporary Environmental Issues
School of Geography and Sustainability Science, University of Iowa, Iowa City, IA

- Teach three weekly discussion sections with approximately 25 students per class, leading collaborative activities and briefly lecturing.
- Use independent judgment to grade students essays and exams, providing detailed feedback and suggestions.
- Hold weekly office hours to further explain concepts in an understandable way.
- Interact with a diverse group of students with various perspectives.

Land and Water Steward — May 2023-Aug. 2023
Green Iowa AmeriCorps / Iowa Lakeside Laboratory, Okoboji, IA

- Utilized ArcGIS and data analysis skills to map impacted streams within the Little Sioux Watershed.
- Presented research results to Iowa DNR staff and nature conservation leadership.
- Communicated technical information in an understandable way to a non-technical audience during outreach and educational presentations to both children and adults in the area.
- Lived on site and worked as part of a team to complete native prairie and water conservation projects.

Student Instructor — Sept. 2021-May 2023
Undergraduate Courses: Microeconomics, Macroeconomics, Business Statistics
The Noonan School of Business, Loras College, Dubuque, IA

- Selected based on academic performance.
- Tutored peers individually and in small, weekly group sessions.
- Interacted with students from a wide variety of backgrounds and cultures.

Projects

Iowa City's Tobacco Sales Oriented Retail Uses Zoning Code Amendment Fall 2024
Graduate Course: Land Use Planning: Law and Practice
School of Planning and Public Affairs, University of Iowa, Iowa City, IA

- Investigated a proposed tobacco zoning ordinance that required tobacco retailers to be located 500 feet away from schools and other retailers.
- Researched the negative health effects of tobacco products and usage among the youth.
- Authored a paper that analyzed the legality of this amendment and determined if this ordinance promoted the health, safety, and welfare of Iowa City residents.

How Mixed-Use Zoning Can Make Our Cities More Livable Spring 2023
Undergraduate Course: Senior Seminar
Loras College, Dubuque, IA

- Researched zoning, transportation and housing policies in Dubuque.
- Conducted a historical review of zoning and collected information from a local planner.
- Followed a local zoning case across multiple city board meetings.
- Presented findings to professors, peers, and alumni at Loras College Legacy Symposium.

Additional Experience

Line Cook/Server Jan. 2024-Aug. 2024
Birds., Dubuque, IA

- Established and maintained effective working relationships with employees, management, and general public while regularly fulfilling over 20 orders simultaneously.
- Provided excellent customer service in a fast-paced food truck environment.

Claims Specialist June 2021-Aug. 2021
Sedgwick (Remote), Dubuque, IA

- Processed 50+ leave of absence claims daily while following company policies.
- Resolved conflicts and problem-solved with clients via phone call.

Affiliations & Community Service

American Planning Association, Member Nov. 2024-Present

- Attended Iowa 2024 APA Planning Conference, "Crafting Tomorrow's Workforce, Housing, and Economy," Sioux City, IA, Oct. 16-18, 2024.

Future Business Leaders of America - Phi Beta Lambda Aug. 2022-May 2023

- Engaged with wider student population to increase recruitment as Vice President of the Loras College Business Club
- Placed 1st, 1st, and 2nd in statewide business competitions.

Skills

- ArcGIS, Excel, Python, Zoom, Slack, BlueSky Statistics
- English, Spanish (basic comprehension)

Olivia Ziegler

(484-552-9872) oziegler@uiowa.edu
Iowa City, IA

EDUCATION

The University of Iowa, Iowa City, IA
M.S. Urban and Regional Planning — Anticipated May 2026
Concentration: Housing and Community Development
B.A. Political Science — May 2024
Minors: Environmental Policy and Planning, Philosophy

COURSE HIGHLIGHTS

Land Use Planning: Law and Practice
Applied GIS for Planning & Policy Making
Economics for Policy Analysis
Bureaucratic Politics and Public Admin.

LEADERSHIP EXPERIENCE

Club President

January 2022 - December 2023
Iowa Women's Rugby Club, The University of Iowa, Iowa City, IA

- Oversaw a $30,000 budget, ensuring accurate financial documentation and resource allocation
- Communicated promptly with the University staff to reserve practice spaces, scheduled 6-8 matches/tournaments per semester, and organized transportation for 20+ athletes to travel to and from other BIG10 schools.
- Scheduled and facilitated executive board and coaching staff meetings 2-3 times per semester.
- Enforced and upheld the club's student-athlete policies, and implemented disciplinary action when policies were violated.
- Attended monthly Sports Club Allocation Board meetings
- Balanced full-time coursework, two part-time jobs, and club leadership responsibilities, demonstrating exceptional time management and multitasking
- Organized club elections and facilitated club executive board transition of 8+ members.

Vice President of Diversity, Equity, and Inclusion

Sigma Chapter of Alpha Chi Omega, The University of Iowa, Iowa City, IA — Spring 2022 - Fall 2022

- Educated 140 chapter members on global equity issues.
- Attended the Alpha Chi Omega Leadership Convention to increase knowledge about biases and facilitate discussions on diversity, equity, and inclusion.
- Programmed educational opportunities (such as lectures or activities) to encourage greater awareness of social issues
- Fostered members' commitment to sustainable social justice efforts

WORK EXPERIENCE

Manager/Bartender

The Vine Tavern and Eatery, Iowa City, IA — September 2022 – Present

- Cultivate an inclusive atmosphere, ensuring positive guest experiences across diverse demographics
- Mediate and resolve customer and staff conflicts
- Quickly adapt to fast-paced situations and proactively support staff and customers
- Memorize large volume of data on drinks and food to present customers with personalized recommendations

Front Desk Clerk — Fall 2021 - Summer 2024
Petersen Residence Hall, University of Iowa, Iowa City, IA

- Used interpersonal skills to answer questions from guests and residents while upholding policies such as the Family Educational Rights and Privacy Act (FERPA)
- Communicated with the supervisor for clarification on policies covering resident education
- Processed over 600 incoming parcels and performed data entry regarding confidential information
- Monitored fire alarm panel and responded to training procedures, documenting any panel activity
- Checked in and out over 1,200 residents

ACTIVITIES AND AFFILIATIONS

Member, American Planning Association — December 2024 - Present
Student-Athlete, University of Iowa Women's Rugby Club — Fall 2020 - Present
General Member, Alpha Chi Omega — Fall 2020 - Spring 2023

SOFTWARE SKILLS

ArcGIS, Microsoft Office Suite (Excel, PowerPoint, Teams, Word), Python, Slack

SCHOOL OF PLANNING AND PUBLIC AFFAIRS

University of Iowa

347 Jessup Hall, Iowa City, IA 52242-1316

Telephone: 319-335-0033

Email: sppa-info@uiowa.edu

Web: www.sppa.uiowa.edu

IOWA ISSUES POLL ON PROPERTY TAXES

Statewide and regional research was conducted to better understand Iowan's views on property taxes

GREATER DES MOINES PARTNERSHIP

UpONE INSIGHTS

Methodology

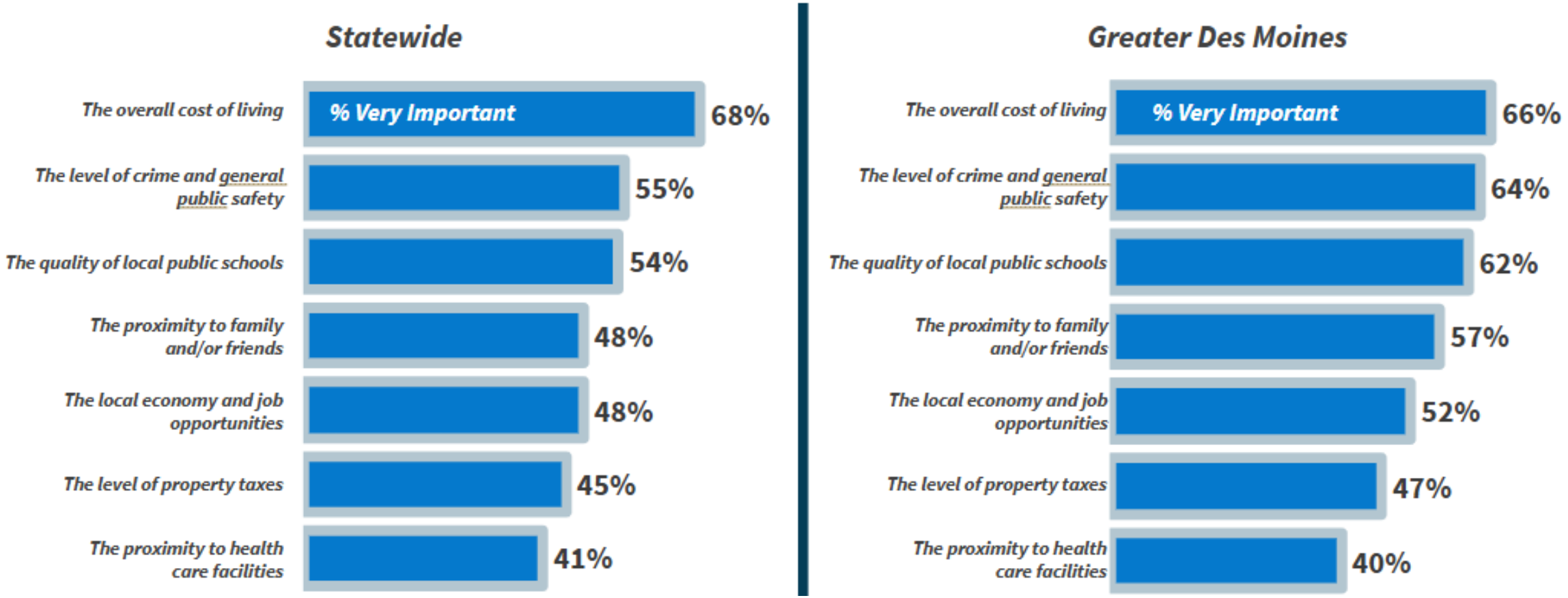
Iowa Statewide Survey & Greater Des Moines (DSM) Oversample
N=500 Statewide Registered Voters (± 5.0%)
N=400 DSM Area Registered Voters (± 5.6%)
(DSM Counties: Adair, Dallas, Guthrie, Jasper, Madison, Mahaska, Marion, Marshall, Polk, Poweshiek and Warren)
Text-To-Web Methodology
January 4-8, 2025

Education and inflation top the agenda for lawmakers in Iowa, dealing with taxes is a lower tier concern. Iowans are most concerned about the cost of health care and the cost of food. Secondary concerns include property taxes.

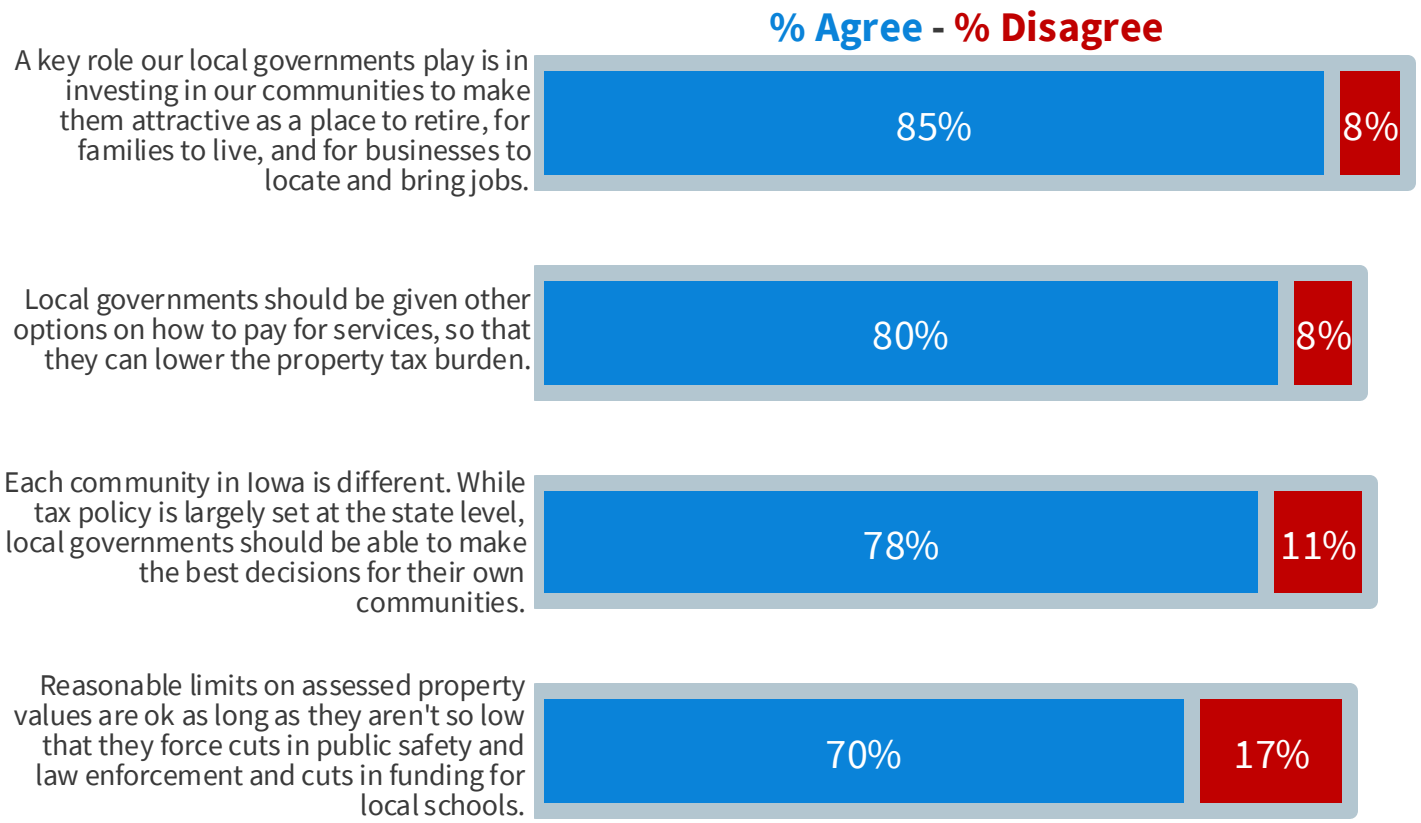
Which TWO of the following issues should be the top priorities for Governor Reynolds and the Iowa State Legislature?	Total	GOP
Education	38%	21%
Inflation and Rising Costs	32%	39%
Jobs and the Economy	29%	37%
Health Care	26%	12%
Infrastructure like roads, bridges, and highways	19%	13%
Taxes	19%	28%
Government spending	13%	16%
Crime and public safety	13%	23%

Now, thinking some more about costs, which ONE of the following are you MOST concerned about?	Total	GOP
The cost of health care	26%	23%
The cost of food	22%	23%
The cost of gas, energy, and utility costs	19%	25%
The cost of property taxes	18%	20%
The cost of purchasing a home	8%	6%
The cost of higher education	3%	1%
The cost of childcare for families	3%	2%

The overall cost of living, safety and the quality of local public schools are viewed as the most important factors in voters' decision to live or work in Iowa and Greater Des Moines.

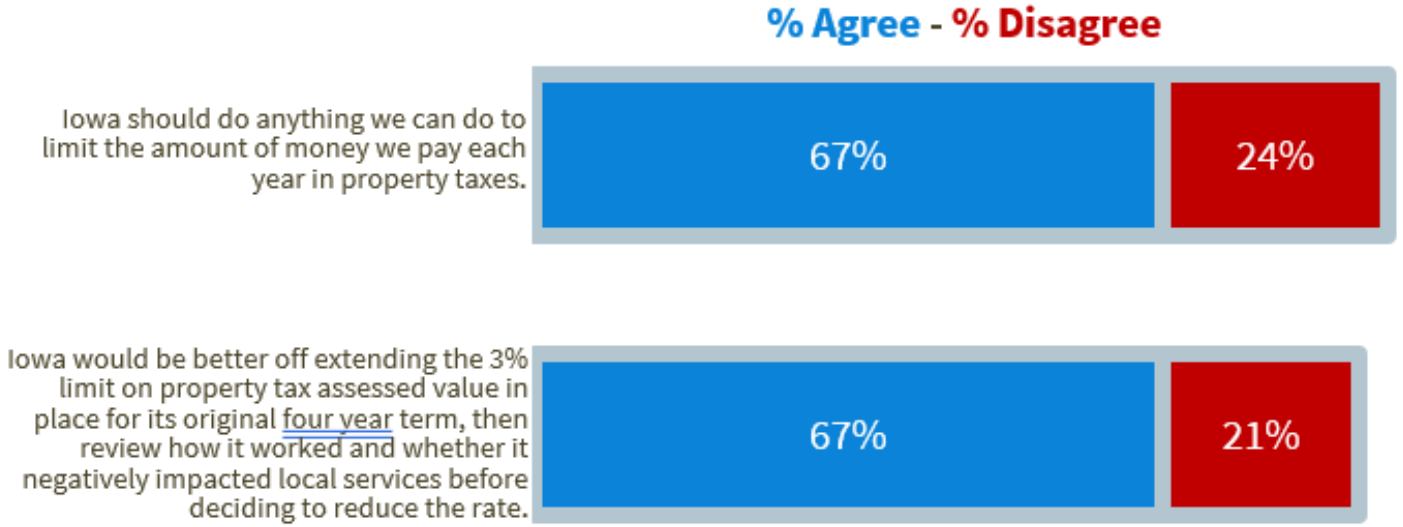


Respondents believe a low cap to be a good thing, they also agree it needs to be "reasonable," that there are services local governments should provide, and that local governments should have options on how to pay for services.



	GOP	IND	DEM	Greater Des Moines Area
A key role our local governments play is in investing in our communities to make them attractive as a place to retire, for families to live, and for businesses to locate and bring jobs.	85% - 8%	80% - 11%	91% - 4%	82% - 9%
Local governments should be given other options on how to pay for services, so that they can lower the property tax burden.	82% - 10%	82% - 5%	74% - 11%	78% - 7%
Each community in Iowa is different. While tax policy is largely set at the state level, local governments should be able to make the best decisions for their own communities.	79% - 11%	79% - 9%	75% - 13%	77% - 12%
Reasonable limits on assessed property values are ok as long as they aren't so low that they force cuts in public safety and law enforcement and cuts in funding for local schools.	70% - 17%	69% - 17%	71% - 15%	74% - 16%

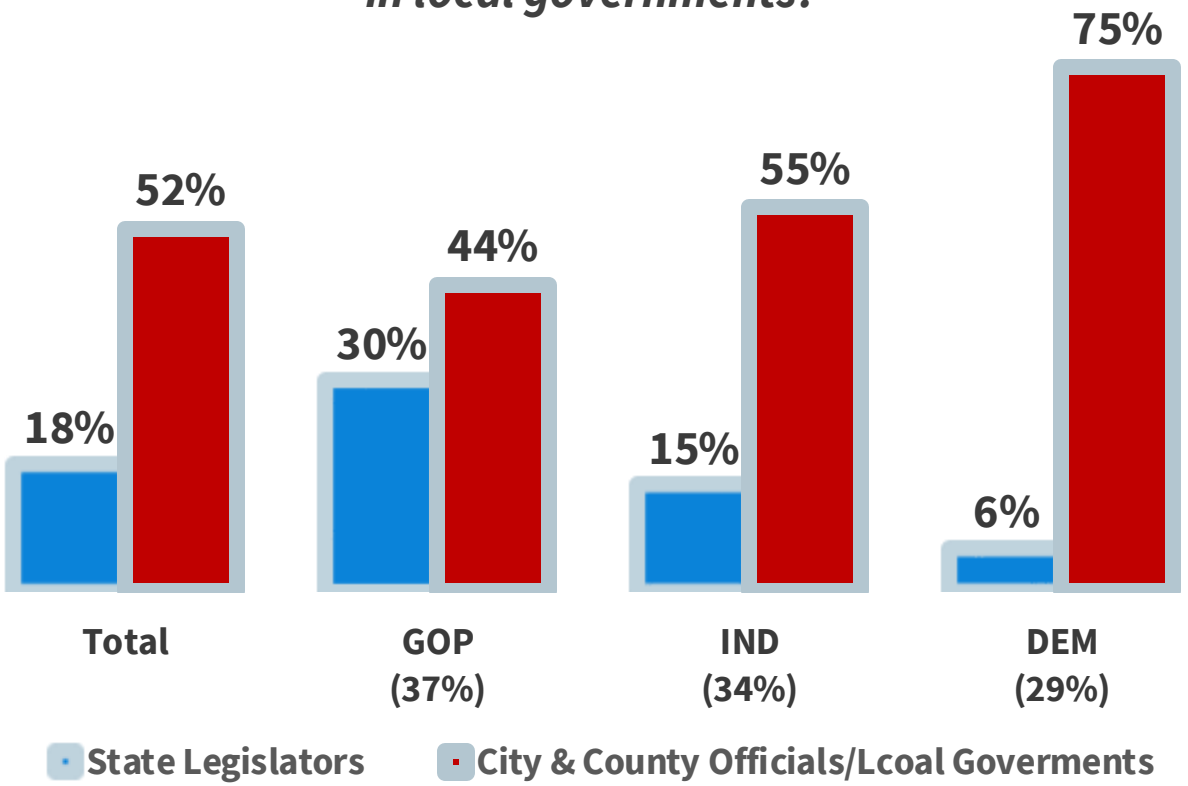
Respondents support extending the current 3% cap in order to review its current impacts.



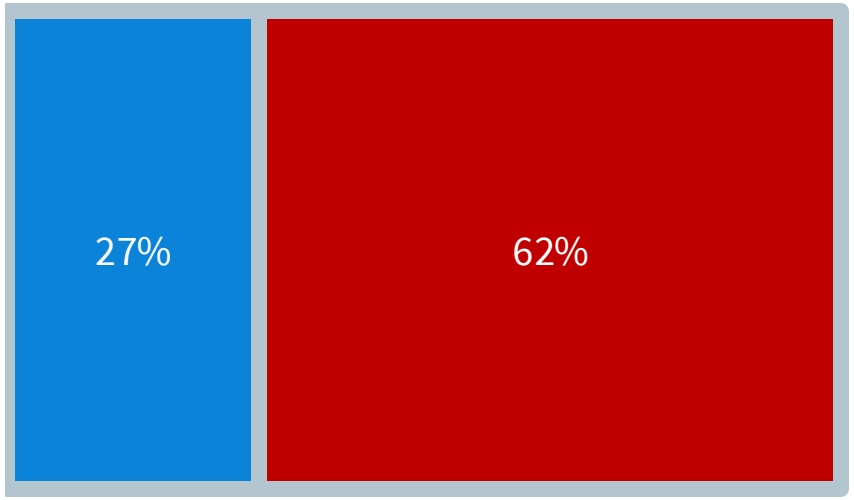
GOP	IND	DEM	Greater Des Moines
82% - 11%	67% - 25%	47% - 41%	64% - 26%
76% - 15%	58% - 27%	67% - 20%	62% - 16%

Iowans trust elected city and county officials in local governments to determine local property tax policy.

Who do you trust most to determine local property tax policy - state legislators or elected city and county officials in local governments?



City government should only pay for essential services such as police and fire, and not pay for amenities such as trails, parks, transportation to jobs, schools, medical care.



TAKEAWAYS

- The overall cost of living, safety, and quality of education are viewed as most important factors when choosing to live or work in Iowa.
- Strong support for a thoughtful review of the existing property tax and its impacts.
- Local officials are trusted.
- Local governments play a key role in investing in our communities and each community is different.