

Lincoln Park Chamber of Commerce

Proposal for Clark Street and Lakefront Wayfinding Project
June 15, 2016



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USA

Gensler

June 9, 2016

Martin Sorge
Director of Community Development
Lincoln Park Chamber of Commerce
1925 N. Clybourn, Suite 301
Chicago, IL 60601

Subject: Clark Street and Lakefront Wayfinding Project

Dear Martin,

Gensler is pleased and honored to respond to Lincoln Park's Chamber of Commerce request for a proposal for assistance in planning, design and implementation of a new wayfinding system along the Clark Street and Diversey Parkway commercial corridors. We understand the importance of these neighborhood staples to the residents and business owners who occupy the block and look forward to the opportunity to interpret their interests into wayfinding and signage that meets the needs of the community.

The wayfinding program requires needs assessment, community engagement, storytelling, creative design, sign type development, fabrication, installation and program management. Our combined team can offer an integrated package of wayfinding and signage services that will fit these needs. From analysis to concept to design and execution, Gensler has built powerful systems and practices to deliver wayfinding that works.

In addition to our Gensler team, we are excited to include Sam Schwartz Engineering as our transportation consultant and Icon as our sign manufacturing consultant. From analysis to concept to design and execution, Gensler and Icon have built powerful systems and practices to deliver effective wayfinding for clients such as Advocate Health Care. Sam Schwartz, who have collaborated with cities countrywide on traffic and transportation projects, have recently worked with the Lincoln Park Chamber of Commerce on the Lincoln Avenue Corridor Plan.

With the Chamber of Commerce's vision and brand in focus, Gensler will create an intelligent and effective orientation system that can be implemented across multiple key locations along these important community thoroughfares. In this proposal, we present a plan and a team that will meet the challenge, both immediate and for the long term.

Thank you for the opportunity to propose on this work.

Sincerely,



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Presidio Landmark, San Francisco, CA

Project Understanding

The Lincoln Park Chamber of Commerce is seeking a partner to plan, design and implement a comprehensive Neighborhood Wayfinding Program to enhance the commercial and cultural district along the Clark Street and Diversey Parkway corridors. This is an important opportunity for the community to rethink the way people navigate and experience the neighborhood's rich resources; it's a way to highlight the advantages Lincoln Park has to offer and a way to keep its citizens and visitors well-informed.

To truly be successful, this new system should:

- Be branded to communicate the essence of what makes Lincoln Park unique from adjacent neighborhoods.
- Enhance the navigational experience for all modes and speeds of travel and travelers.
- Act as an effective guide for visitors and residents alike, to point out the important landmarks, services, transportation networks and cultural and entertainment resources.
- The system should be designed in a way that allows it to adapt, expand and be sustained over time in order to support existing and/or future events, programs, and plans.

We have assembled a team that will become partners with the Chamber of Commerce and SSA. We bring to the team our capability in brand experience design, signage and wayfinding design and implementation. In addition, we are also adept at community engagement, communication strategies, prototyping methodologies, sustainability and contract administration. Our approach is about aligning resources with challenges. It's about a robust engagement. It's about creating a resilient and highly experiential navigational system. It's about new solutions for today and tomorrow.



Brookfield Place, New York, NY



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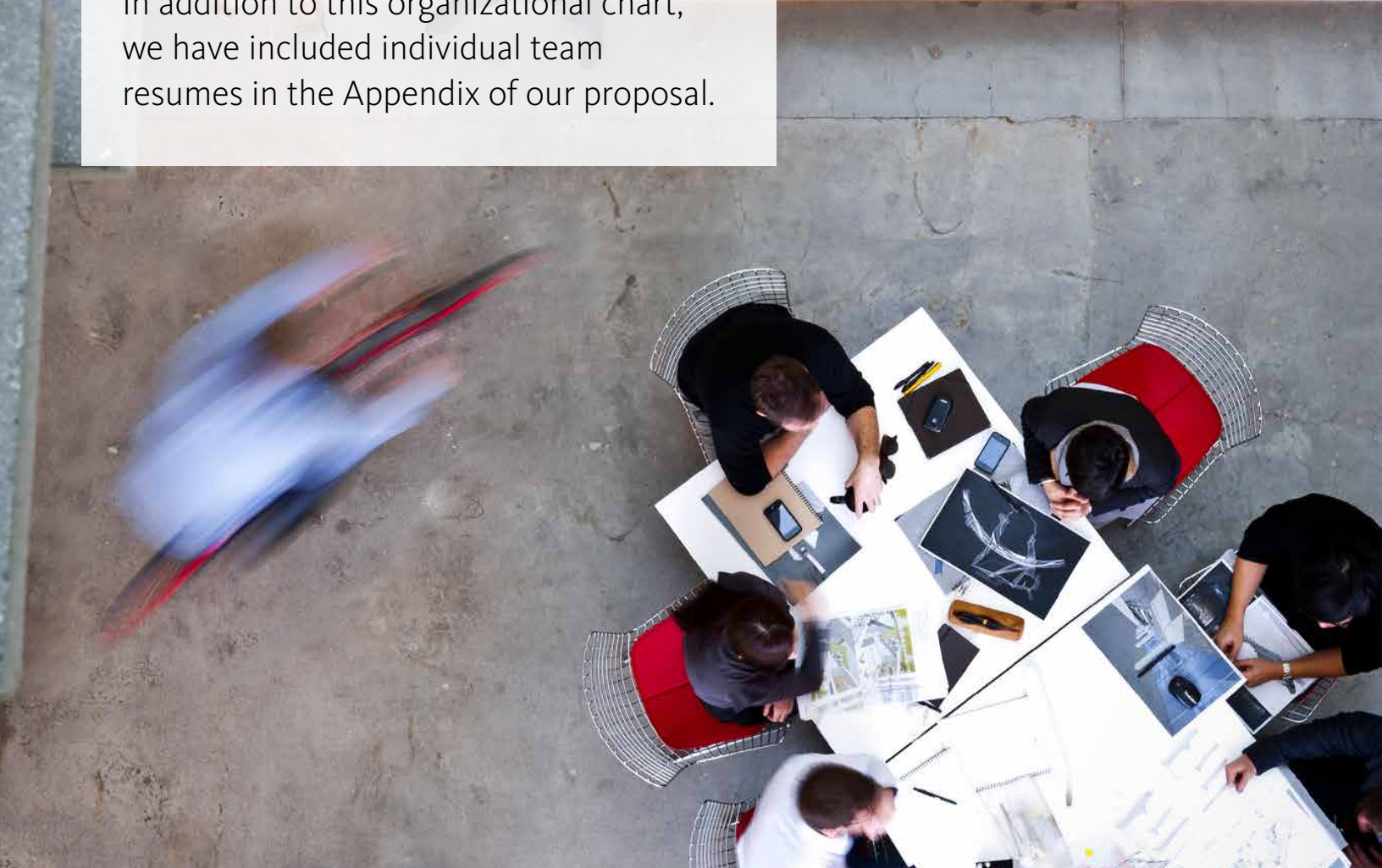
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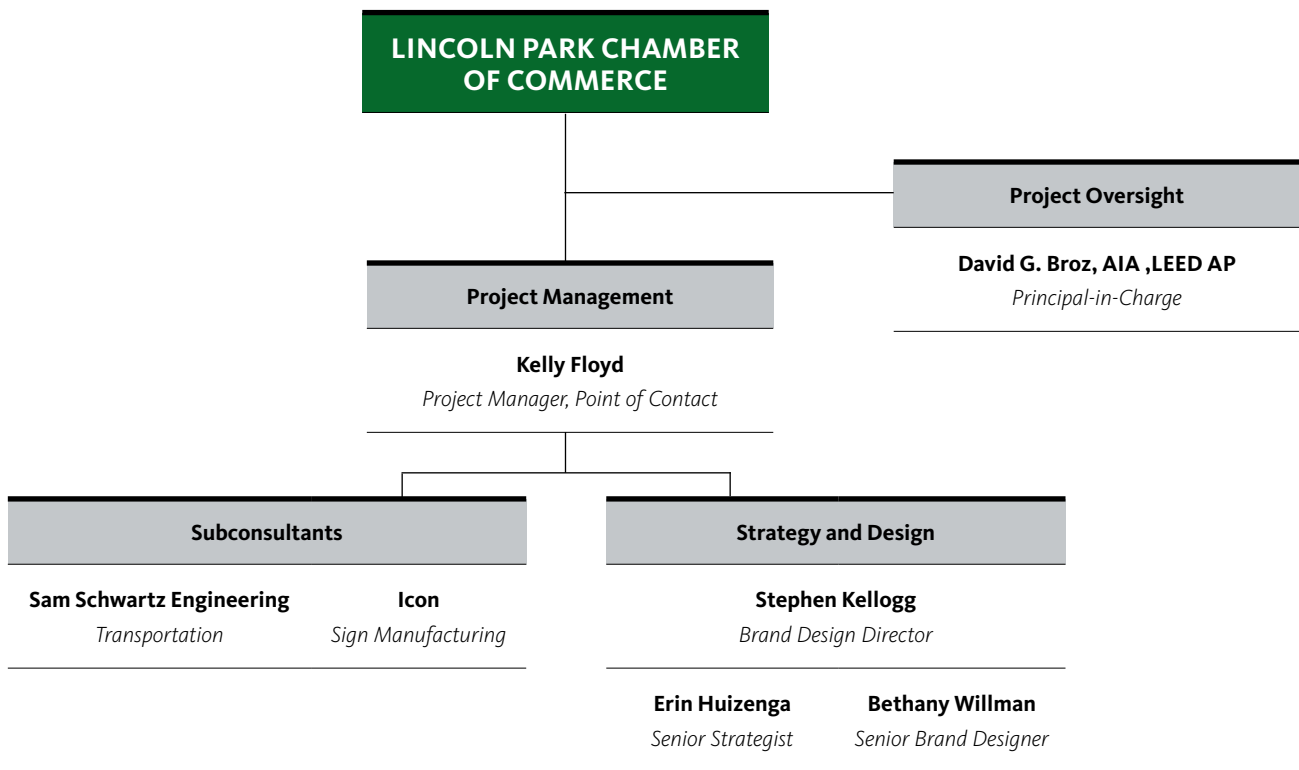
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01 Your Team

For the Clark Street and Lakefront Wayfinding project, Gensler will serve as prime consultant and project lead with Sam Schwartz and Icon providing Transportation and Sign Manufacturing consulting, respectively.

In addition to this organizational chart, we have included individual team resumes in the Appendix of our proposal.







Gensler Chicago

Gensler believes in the power of design to positively affect people, organizations, and communities on many different levels. Our philosophy centers on redefining what's possible, through design that's inspirational as well as performance-driven, and founded in the specific vision and aspirations of each client.

Gensler is a global architecture, design, and planning firm with 46 locations and more than 5,000 professionals around the world.

While we are a global firm, we are also a local firm with more than 400 professionals networked across Chicago, Lacrosse, Detroit, and Minneapolis, we serve our clients as trusted advisors, combining localized expertise with global perspective wherever new opportunities arise.

Gensler works with firms of every type—technology, professional services, financial, consumer products, and others. We work with local, regional, national, and global firms, giving all of them the benefit of our economy-spanning workplace and office real estate experience.

Honors & Recognitions

Gensler is a multiple winner of the Business Week/Architectural Record Awards, the U.S. benchmark for business design innovation. The American Institute of Architects named us Firm of the Year, its highest award to a collaborative practice. The award recognized Gensler as “a model of a 21st century design firm.” Engineering News-Record and World Architecture both rank us as the world's top architecture firm. In 2006, we received the inaugural Leadership Award of the U.S. Green Building Council. We are ranked among the top five firms in the world in the majority of our specialized practice areas.

The Chicago office is the only firm to ever win both “Architect of the Year “ and “Interior Design Firm of the Year” at the Greater Chicago Food Depository Real Estate Awards. We took both honors for 2009 and again for 2010. Most recently, we were named “Architect of the Year” for 2012.

Gensler Chicago

We opened our Chicago office in 1997, when the McDonald's Corporation approached us to design all of their corporate workplace facilities, beginning with the Oak Brook headquarters. They'd seen our design of the North Face store at the base of the Hancock Tower, and decided that we were a design firm that truly understood branded environments. In the words of their facilities team, they turned to Gensler because we are the “best in class.”

Our Gensler Chicago office has made its mark with our commitment to the community and building our local practice with our knowledge from around the globe.

Gensler Brand Design Practice

Great brands connect. It takes a thoughtfully designed strategy to develop communication programs and branded environments that define, inspire, and engage consumers. Gensler's brand design practice provides a collection of specialist designers, strategists, and programmers to create a seamless user experience and unified brand impression. Additionally, our one-firm-firm philosophy is beneficial to our clients because it means that we have a vast network of resources and project experience at our disposal in our 46 global offices.

Brand Design Service Areas

Environmental & Experiential Design Strategic Digital Media Design

Strategic Brand Development Visual Identity & Communications Design

Brand Design Capabilities

Environmental & Experiential Design

- Environmental Graphic Design
- Experience Concepting & Design
- Signage & Wayfinding Design
- Placemaking
- Exhibit Design
- Event Design
- Donor & Sponsor Recognition

Digital Media Design

- Content and User Strategy
- Immersive Digital Environments
- Interactive Kiosks & Directories
- Website/Mobile App Design
- Social Media Strategies
- Video Production
- Motion Graphics

Strategic Brand Development

- Visioning
- Research & User Engagement
- Brand Assessment
- Brand Positioning
- Naming

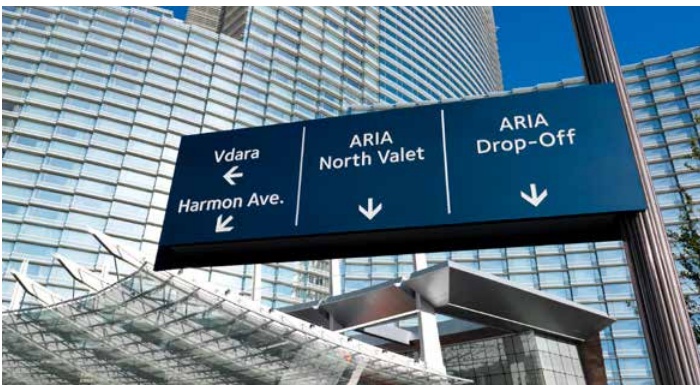
Visual Identity & Communications Design

- Visual Identity Systems/Logo Design
- Communications & Messaging Strategies
- Copywriting
- Brand & Identity Guidelines
- Brand Engagement Training
- Print Collateral Design
- Packaging Design

Gensler Signage & Wayfinding Expertise

Gensler's signage and wayfinding specialists work closely with our Clients to ensure your wayfinding system is meaningful and integrates your brand message seamlessly into the physical environment.

Wayfinding is more than just signage. It gives visitors a system for understanding their surroundings in order to create a mental map for maneuvering. Effective wayfinding delivers the right message at the right time and teaches visitors how to find information, orient themselves, anticipate cues, and ultimately interpret the natural environment. The goal is to ensure visitors are able to invest their time and attention at their destination.



About Our Subconsultants



Founded in 1995, **Sam Schwartz** is a 100-person traffic engineering and transportation planning firm with an annual revenue of \$18M and offices in New York City, Jersey City, NJ, Chicago, Washington D.C., Tampa, FL and Los Angeles. Sam Schwartz specializes in developing context-sensitive transportation solutions for simple to complex projects regionally, nationally and abroad. We strive to balance the needs and improve the quality of life of all users, including drivers, pedestrians, transit riders and cyclists. Clients trust Sam Schwartz to work collaboratively with diverse communities and stakeholders as a problem solver and “design mediator” to generate implementable, innovative and sustainable recommendations.

Sam Schwartz has gained a reputation for innovative and practical ways of reconciling the access needs for given sites. Maximizing development opportunities without compromising the safest and most efficient access for pedestrians, vehicles, and parking requires a creative process. Sam Schwartz respects the volumes and geometric constraints of a site but is not limited by them. If there are creative ways to mitigate impacts of a new development, Sam Schwartz will find and enhance them to serve as amenities of the project. We have been successful in maximizing open space, creating safer pedestrian conditions, and minimizing conflicts with existing neighboring conditions.

Planning for sites with special events requires a comprehensive approach to traffic engineering and transportation planning that focuses on moving people through all modes of transportation. Sam Schwartz develops parking management plans, wayfinding signage, and transit service modifications to ease congestion and improve the visitor experience. To help plan for and anticipate event-day crowding, Sam Schwartz’s analyses include safety engineering, detailed roadway and intersection capacity studies, and pedestrian and vehicular flow simulations for pre- and post-event conditions. By designing and implementing multi-modal improvements, we have changed the way people get to and from events, resulting in cost-effective solutions that can reduce single-occupancy vehicle travel and relieve roadway bottlenecks. The result is a coordinated traffic plan that improves traffic flow while creating safe and convenient usage by pedestrians and cyclists. In addition, Sam Schwartz designs elegant entrances for public and private facilities that allows for adequate and safe access including space usage analysis and coordination with neighboring establishments. With the ability to work in conjunction with firms of diverse disciplines and expertise, Sam Schwartz ensures that sites and projects are examined holistically.



Founded in 1931, **Icon** evolved from the custom sign market in Chicago to pursue national identification programs when it was selected to provide design and engineering services for a major automotive manufacturer's corporate identification program in the mid-60s. Today, Icon is one of the largest and most experienced full-service sign companies specializing in re-branding, conversion projects, ongoing programs, sign refurbishments and maintenance. We offer a comprehensive menu of services for the implementation of facility branding programs. We provide consulting, program and project management; site audits, design translation and engineering; sign manufacturing, installation, maintenance services and construction services. Icon's Maintenance Services Division, a national provider of exterior sign and lighting repair, was formed in 2005 to provide its core business of sign maintenance and repair, but also includes energy efficient lighting upgrades, including LED retrofits and energy efficient parking lot lighting. Services include reactive and planned maintenance, neon to LED sign retrofits, interior re-lamping and sign cleaning programs.

Icon's Remodel/Refresh Division was created in 2012 to serve the growing need for full site refresh programs for a wide range of Fortune 500 clients. This division provides experienced program management and centralized Web-based reporting, along with cost and process efficiencies. From one-off construction projects to major capital initiatives, this division provides a full-range of services for fixture construction and fixture installation when your company is ready to undergo full-site refurbishing; store remodeling and rebranding; roll-outs; store-wide refreshes and retrofits; ADA compliance programs; and safety & site remediation programs.



Melrose Gateway, City of Phoenix, AZ



02

Project Experience

Advocate Health Care

Multiple Locations, Illinois, USA

Gensler was retained by Advocate Health Care to develop and extend their brand presence for external identity and signage, develop an exterior wayfinding system to improve the user experience, and prepare guideline documentation to assist with consistent implementation of the system to multiple sites.

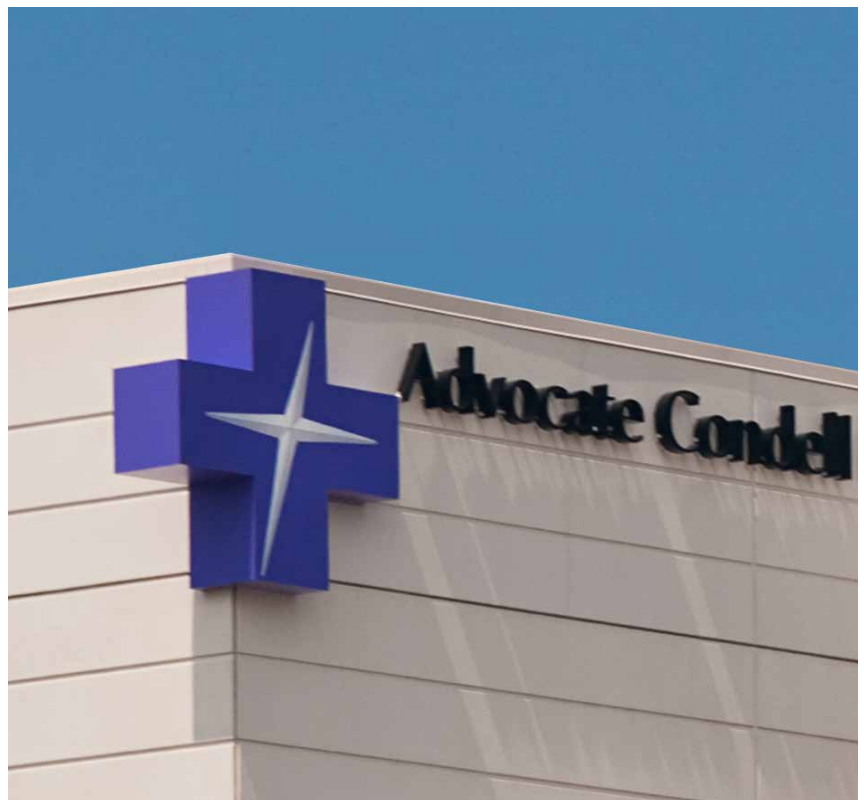
Through a process of analyzing existing campuses and conducting workshops with Advocate Administration, we facilitated development of strategic goals and a common understanding of the Brand needs. Gensler proposed a system of branded signage around the concept of “The Light Within”, signifying the faith-based care that shines through Advocate facilities. The concept manifests itself in a dimensional adaptation of the print logo which is lit from within. The current Advocate Health Care system initiative is for all campuses to receive the same exterior brand experience and the new signage system has already been implemented at most of the major hospital sites.

In addition to the exterior wayfinding system and signage standards, Gensler has also worked on interior signage for multiple projects and has developed a new interior standard for signage that, like the exterior standards, can be implemented across all campuses and new buildings in the future.

200+ Medical Facilities

Services Provided

- Environmental Graphic Design
- Signage & Wayfinding Design
- Exterior and Interior Sign Guidelines





Microsoft Campus Exterior Signage

Redmond, WA, USA

At 800 acres and almost 700 signs, re-branding the Microsoft Redmond headquarters campus was a huge endeavor.

Re-branding the Microsoft Redmond headquarters campus was a huge endeavor. Accomplished following a fast-track schedule of only 10 months, the new program embodies Microsoft's brand goals through wayfinding and identity signage design that is clean, simple, and direct. By organizing the sprawling campus into smaller, more distinct neighborhoods, and by identifying arrival points with welcoming portals, the campus becomes more human scaled. Highly legible, color-coded vehicular directional signage combined with pedestrian-focused path and trail signage gives users greater confidence in making wayfinding decisions. A sculptural interpretation of the Microsoft logo, integrated into the campus visitor center arrival plaza, has delighted visiting employees and become a popular photo moment.

The new headquarters campus wayfinding system, and the global sign program based upon it, promotes greater interaction and discovery, and encourages users to walk, run, and explore their Microsoft work home.

Microsoft's goal for the new program, as realized in Gensler's design and implementation strategy, was a comprehensive, yet cost-effective system that heightens brand awareness while simplifying navigation. To ensure the long-term success and sustainability of the new program, Gensler also provided signage guidelines and is currently coordinating an on-going global rollout of the new signage program.

34,848,000 sq ft

Completed 2014

Services Provided

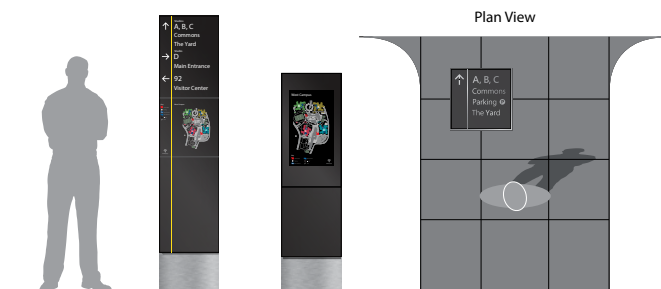
Environmental Graphics
Signage and Wayfinding
Corporate Identity
Graphic Design

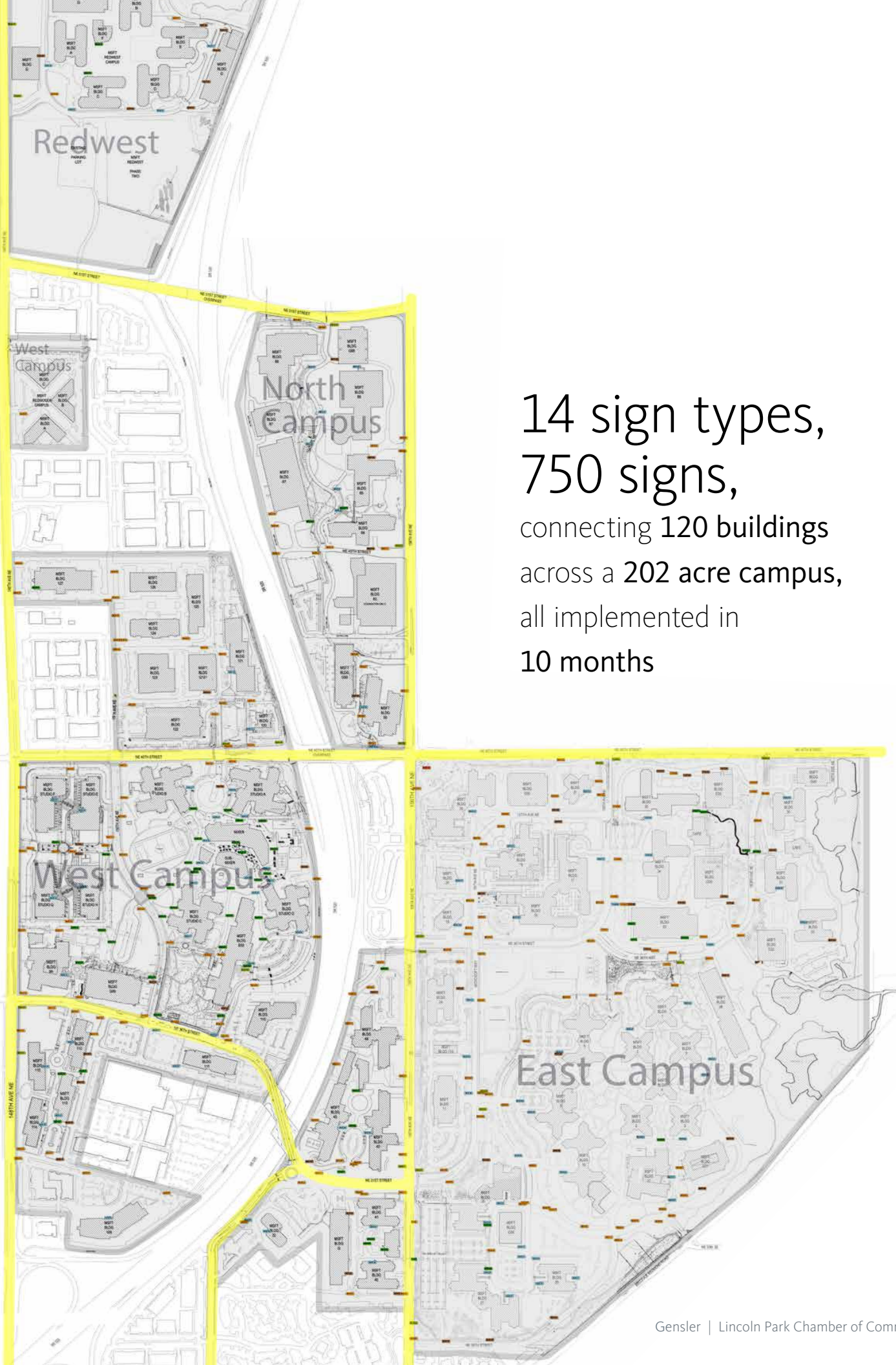




Microsoft Campus Exterior Signage

Redmond, WA, USA





14 sign types,
750 signs,
connecting 120 buildings
across a 202 acre campus,
all implemented in
10 months

The Gratz Center at Fourth Presbyterian Church

Chicago, IL, USA

As Fourth Church’s membership and outreach programs grew, it became increasingly difficult to meet the needs of both the congregation and community activity in their existing space. Gensler was brought in to answer the church’s challenge of how to add on to their facility to look toward its future without disregarding its historic past.

The new 76,200 square foot building was designed to tie together the old and the new by using modern interpretations of the existing Gothic architecture. The addition allows the church to support a congregation of up to 10,000 members and to continue to serve the community.

Every moment and experience of the new facility was designed to serve the public and create a beacon of hope in Chicago, a light in the city. The identity and visual communication systems of the project had to reflect this mission by using the language of the Gothic legacy and create something new, meaningful and modern. Another special part of the graphic systems was recognizing the countless and faithful donors that contributed time, money and energy to the creation of the Gratz Center.

The wayfinding and signage systems were meant to be both bold and resonate permanence, to evoke the idea that people will be using this building, just as they had the original church, for the next one hundred years. Each of the critical orientation points was built dimensionally and creates hierarchy for the system. And where casual interaction and impromptu meetings take place, striking patterns were developed to incorporate

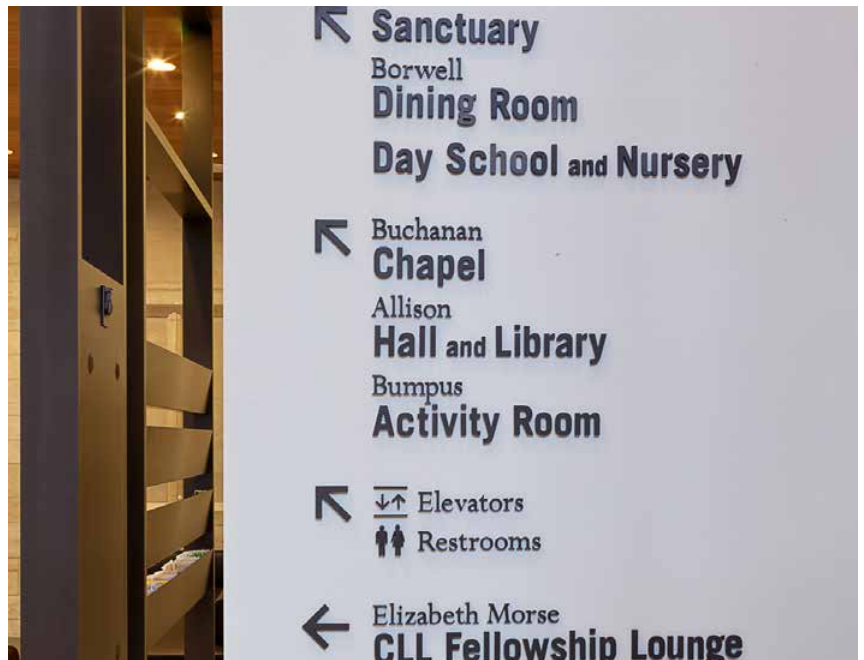
into the architecture and once again reference the Gothic tracery utilized as a design premise. The featured Donor Wall, inspired by the leaded glass windows found along the courtyard walls, serves as an art installation and reminder of the hundreds of generous donors; making them the central focus in the commons.

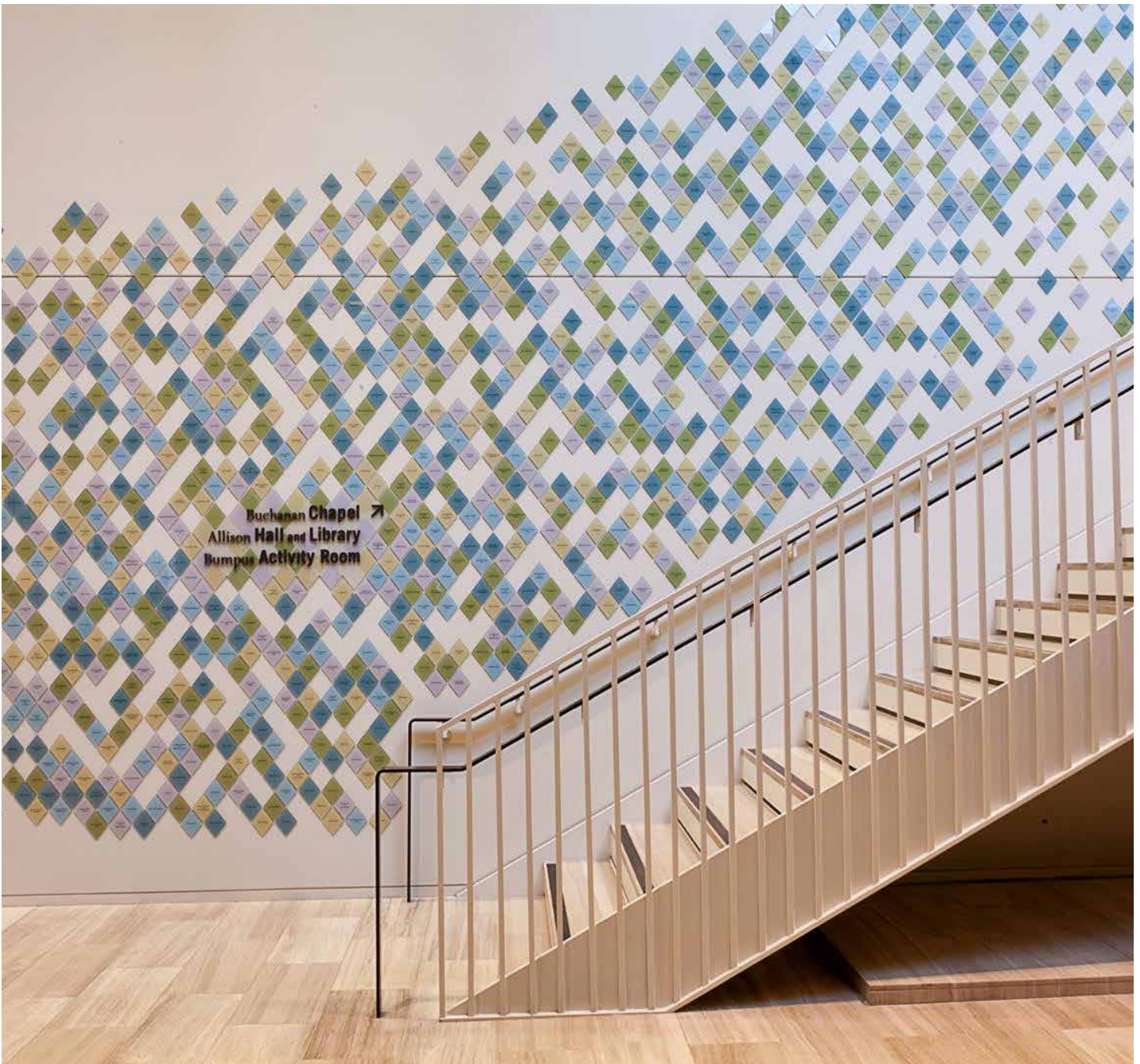
76,200 sq ft

Completed Fall 2012

Services Provided

- Architectural Design
- Interior Design
- Signage & Wayfinding
- Environmental Graphic Design
- Donor Signage





Woodlawn Master Plan Initiative and Woodlawn Station

Chicago, IL

Gensler’s urban design and planning team is working with the Brazier Foundation, the University of Chicago, and the Preservation of Affordable Housing to craft a comprehensive master plan for the Woodlawn neighborhood, located just south of the university.

The Phase I land use and economic development plan seeks to utilize blighted vacant land and use it as leverage to attract new development that takes advantage of exiting assets such as three public transportation, proximity to the University of Chicago, the Hyde Park neighborhood, two major public parks, and Lake Michigan. The plan will establish a framework for new residential and retail development, employment opportunities based on a supply chain model closely tied to the University of Chicago. The neighborhood’s collection of transportation nodes, primary corridors and larger clusters of vacant land covers a broad range of the neighborhood’s land use issues.

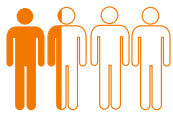
Parallel to the larger master planning effort is **Woodlawn Station**, a 75-unit, mixed-income development that contains ground floor retail, as well as walk-up apartments. Gensler has been retained to be the design architect for this development. The affordable housing development replaces Grove Parc Plaza, a former state controlled public housing development.

250 acres

Ongoing

Design Services Duration
October 2015 – in progress

Services Provided
Urban Revitalization
Master Planning
Architecture



Approximately

31%

RESIDENTS EMPLOYED

MANY UNDER-EMPLOYED IN LOW-PAYING SERVICE-RELATED OCCUPATIONS

1,700

ADDED JOBS

WOULD BRING THE UNEMPLOYMENT RATE TO THE CITY AVERAGE OF

10%

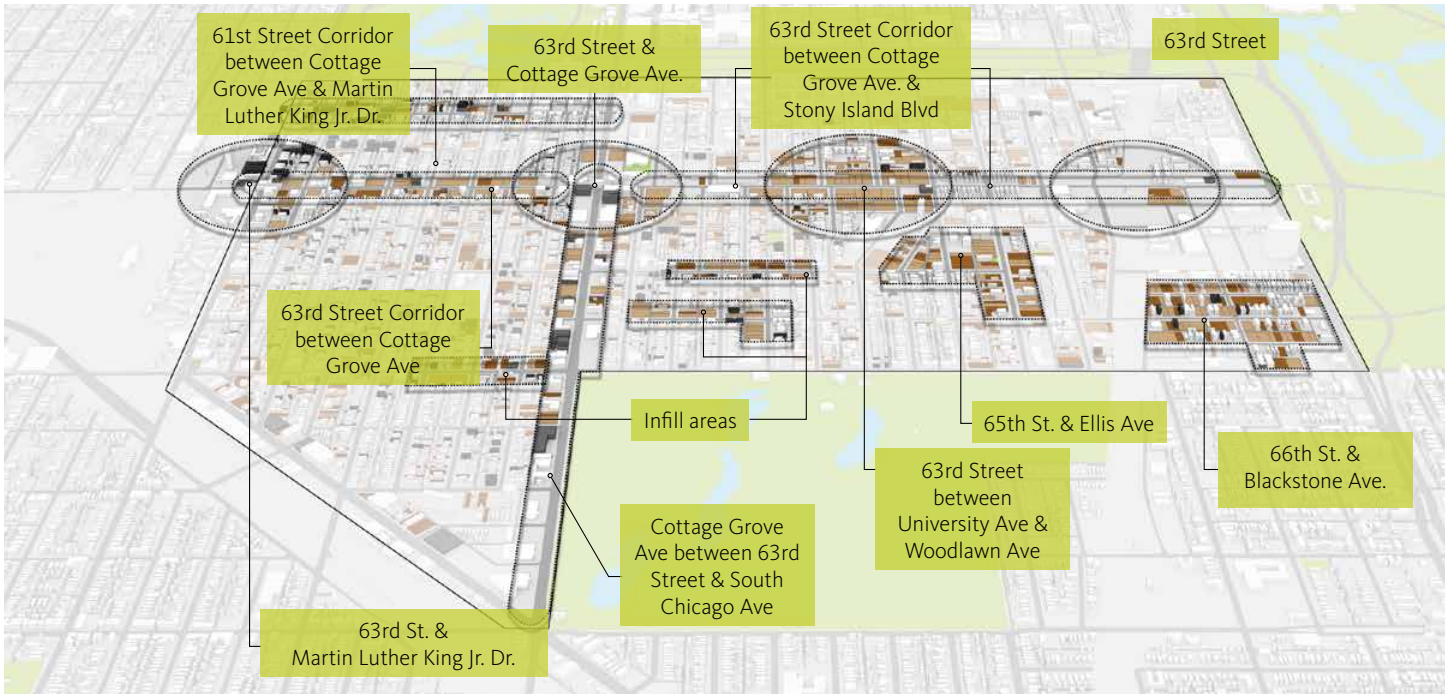


47%

OF WORKING AGE POPULATION HAVE LESS THAN A HIGH-SCHOOL DIPLOMA



MORE THAN
19%
OF THE LAND IS
VACANT



San Francisco Visitor Information Center

San Francisco, CA, USA

In redesigning the interiors of the San Francisco Visitor Information Center, Gensler worked to create a new brand strategy that would attract, engage and better serve visitors.

Gensler approached the project from the customer's point of view to uncover how smarter interactions could be achieved through a new and innovative brand design. The new layout has transformed the space from a brochure library into a service-centric model with a more welcoming, open and interactive feel.

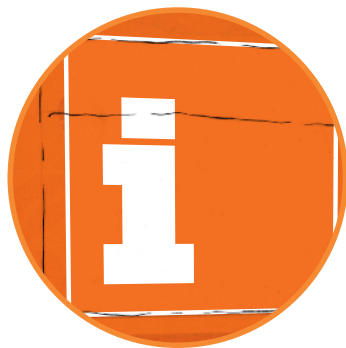
Bold colors and a large-scale map draw visitors in while providing intuitive orientation tools, as well as a background for what's become a popular photo-op for guests. To ensure clarity for non-English speaking visitors, navigation was simplified through a strong wayfinding signage program. Touch-screen monitors and centralized information tables help to improve customer interaction and provide easy access to local knowledge.

Client

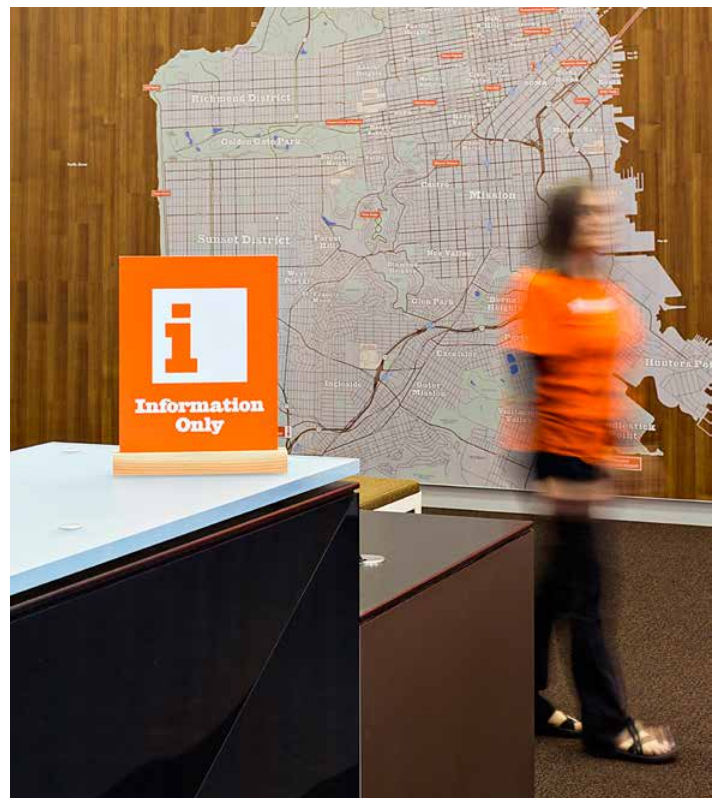
San Francisco Visitors & Convention Bureau

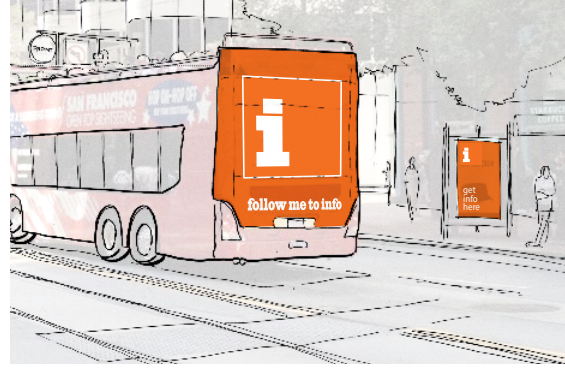
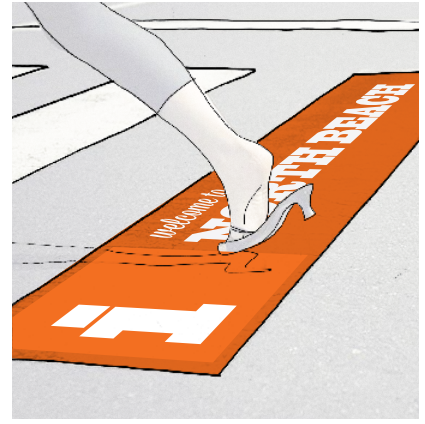
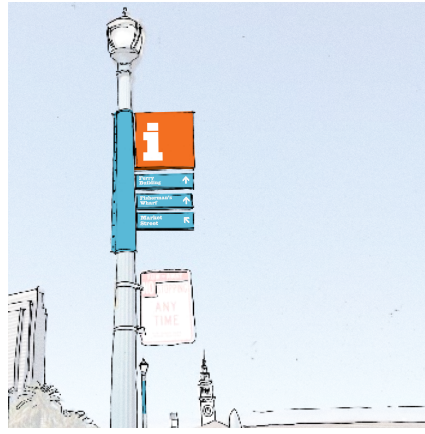
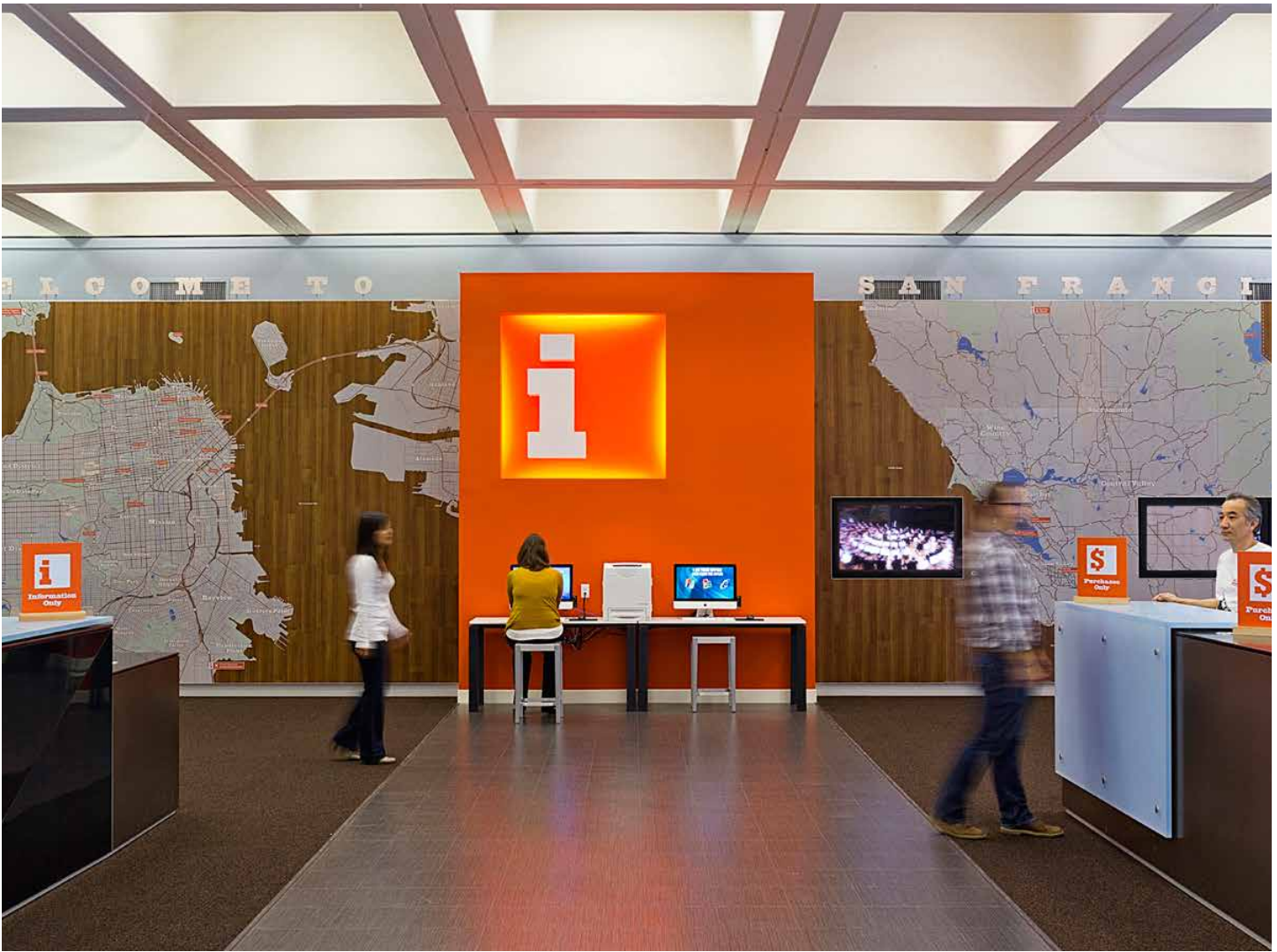
Services Provided

Brand Design
Environmental & Experiential Design
Strategic Brand Development



A neighborhood-focused wayfinding and visitor information system organized under the distinctive SF Travel orange “i.”





clockwise from top left:
Wayfinding Routes,
Wayfinding Cairns,
Neighborhood Boundary
Markers, Coordinated
Printed/Digital visitor
Information, Coordinated
Printed/Digital visitor
Information, Program
Promotion

Heart of Brooklyn Wayfinding Program

Brooklyn, NY, USA

Heart of Brooklyn is a partnership of the leading cultural institutions located near Grand Army Plaza in central Brooklyn.

Founded in 2001 by Brooklyn Botanic Garden, Brooklyn Children’s Museum, Brooklyn Museum, Brooklyn Public Library, Prospect Park Alliance, and Prospect Park Zoo, this partnership is dedicated to promoting its unique cultural campus as a “must-see” destination to a diverse audience in Brooklyn and beyond. The Heart of Brooklyn Wayfinding Program is a comprehensive pedestrian and vehicular wayfinding system designed to increase access to and awareness of HOB’s world-class cultural institutions, as well as Heart of Brooklyn as a cultural partnership and campus. Increased visitorship and cross-member visitation are primary goals. The system will also guide visitors and residents to commercial corridors, strengthen Brooklyn as a prime destination for both New

Yorkers and those visiting New York, and celebrate Brooklyn’s unique neighborhoods.

The program welcomes visitors and creates a sense of place: the experience of “you are here” in the Heart of Brooklyn. The strategic placement of a unified system of elements offers clearly communicated direction, orientation and information on the HOB member institutions, as well as navigation to transportation services and key commercial corridors in the area. The project goes far beyond mere wayfinding, striving to celebrate institutions and communities; providing visitors with a rejuvenating experience that fortifies them with exposure to culture, education, and the wonder of the natural world.

Client

Heart of Brooklyn

Services Provided

- Strategic Visioning
- Site Audit & Analysis
- Environmental Graphic Design
- Signage & Wayfinding Design



Rosslyn Business Improvement District

Rosslyn, VA, USA

Gensler provided civic branding and developed a comprehensive citywide wayfinding program, working closely with the City’s Economic Development and Marketing Departments and the Ventura community to create a new civic brand reflecting the vitality and uniqueness of this historic seaside community.

The Rosslyn Business Improvement District (BID) was in need of a signage and wayfinding system that would also play a key role in the brand statement for the area. By leveraging our planning and design expertise along with our experience working with community groups and approvals processes, Gensler was able to successfully deliver a Wayfinding Master Plan and Signage System for the BID.

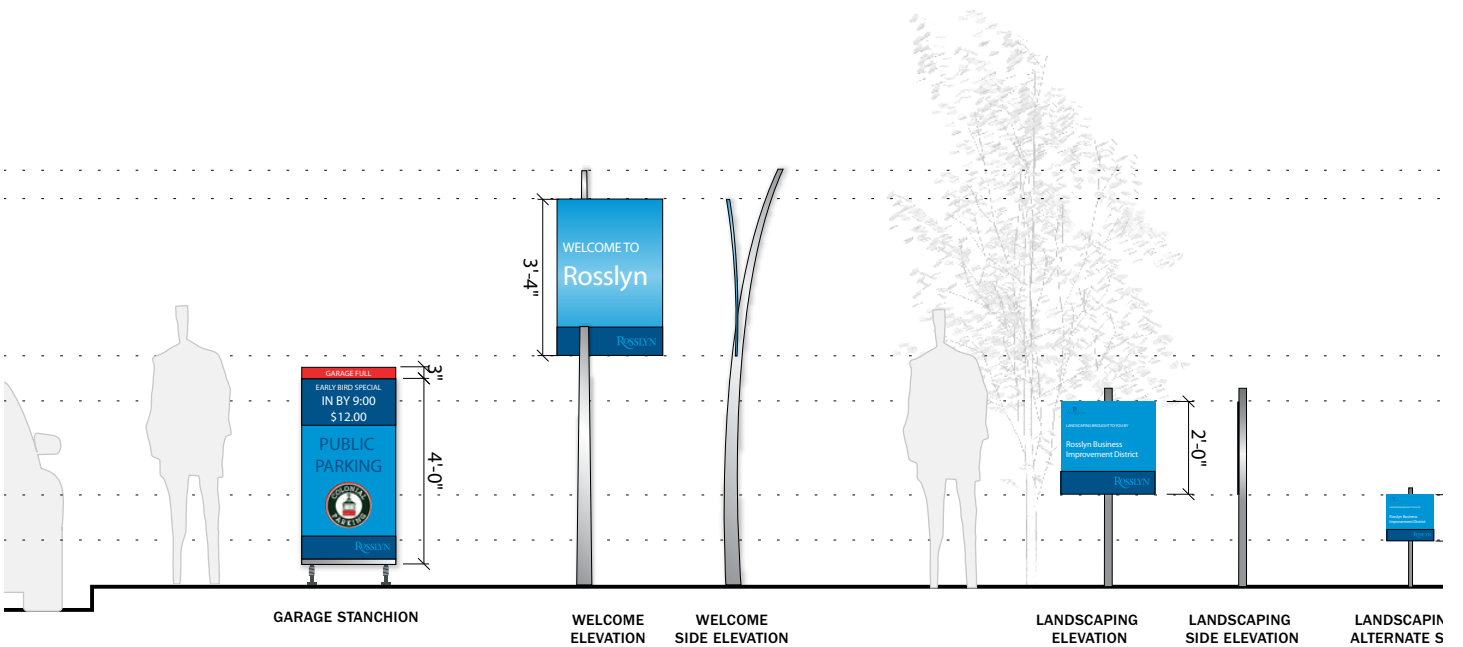
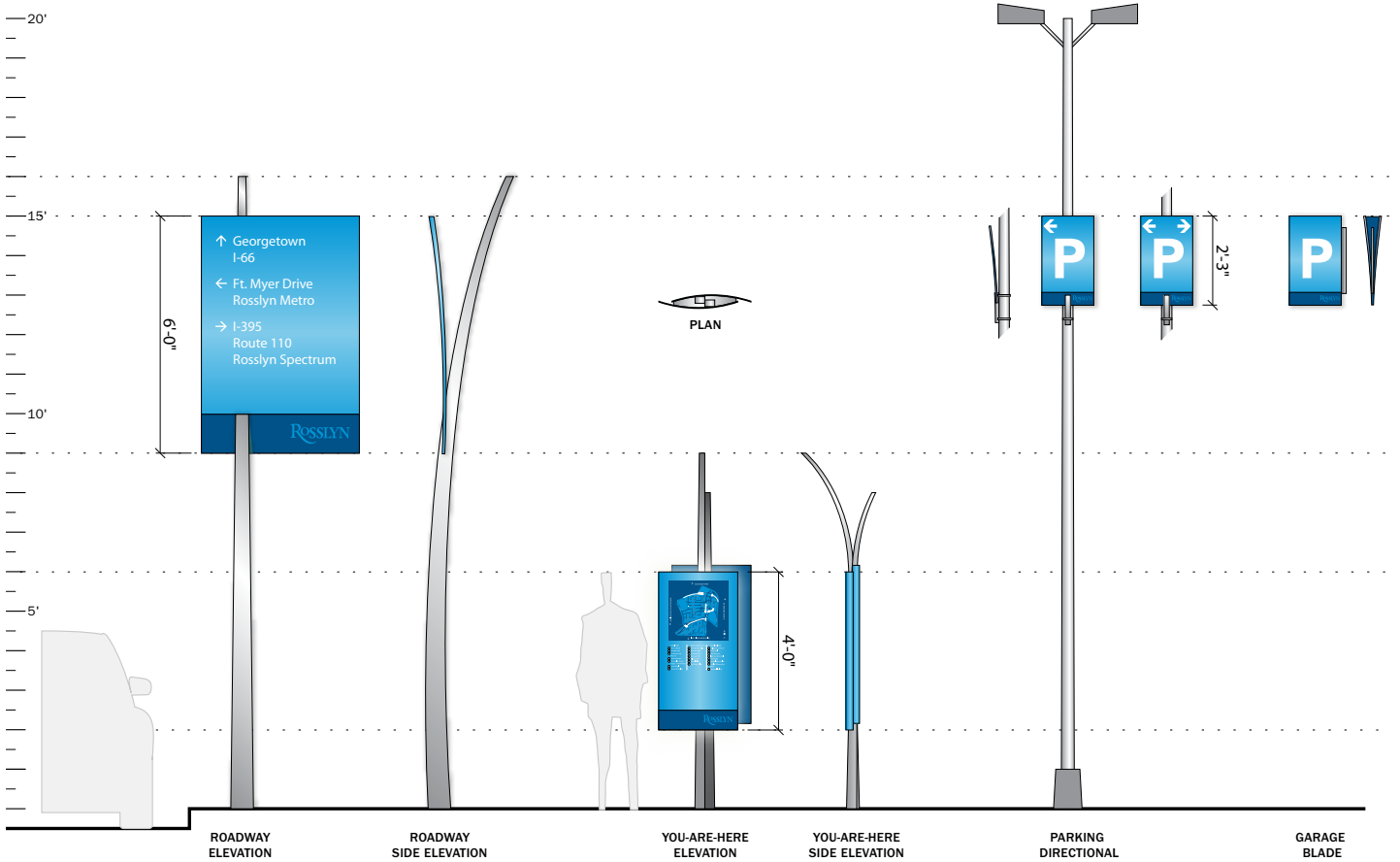
Originally conceived by the BID as a sign system to help visitors find parking in Rosslyn, Gensler is adding value through design by expanding the system’s role to a brand statement for the BID campus. The signage design characterizes the unique qualities of Rosslyn, while maintaining the practical purpose of directing visitors, commuters and residents to parking, primary destinations and major roadways. The Rosslyn visitor will not only leave feeling excited about their experience, but also be encouraged to return soon and often!

Client

Rosslyn Business
Improvement District

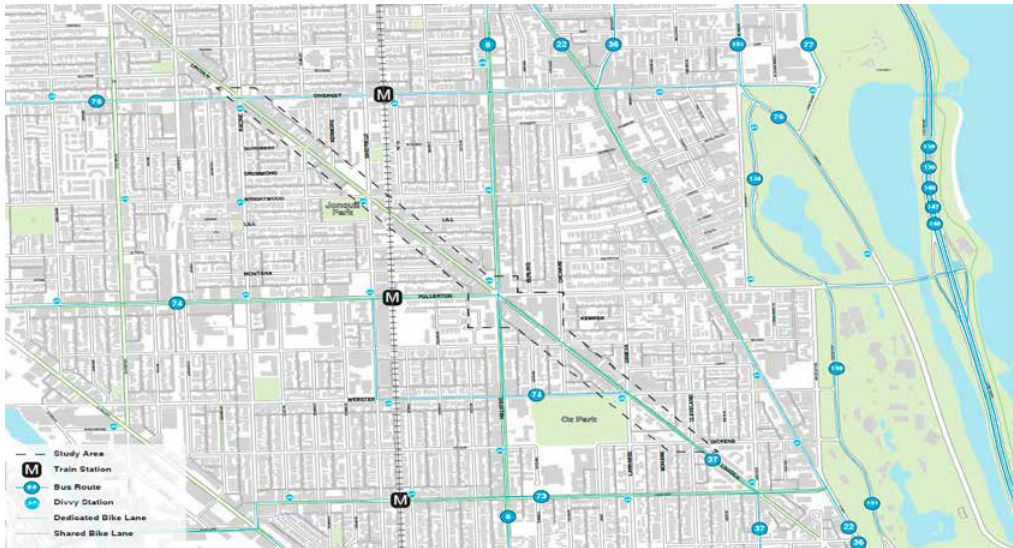
Services Provided

Signage & Wayfinding
Master Plan
Signage & Wayfinding
Design
Environmental Graphic
Design



Lincoln Avenue Corridor Plan

Chicago, IL



Client

Lincoln Park Chamber of
Commerce

Contact

Martin Sorge
Director of Community
Development
1925 N. Clybourn, Suite 301
(773) 880-5200
martin@lincolnparkchamber.
com

Services

Transportation Planning

Consultant Fee

\$5,000

Project Dates

March 2016 - September 2016

Sam Schwartz Key Staff

Mark de la Vergne
Project Manager

John Pickering
Planner

Sam Schwartz led the transportation planning portion of the Lincoln Avenue Corridor Plan which aimed to evaluate the corridor which is currently undergoing major redevelopment after the loss of several major employers and a critical bus route. The team met with involved stakeholders including area residents, business owners, and community leaders, to discuss the current conditions of the corridor as well as what improvements can be implemented in the future. During these meetings, stakeholders identified issues with bike lanes, poor intersection crossings, and a lack of mid-block crossings. With the conclusion of public output and a field survey confirming existing conditions and problems, recommendations were provided to improve the pedestrian experience along the corridor. These included removing parking under the train tracks to alleviate a constrained section where bikes were forced into traffic, create mid-block crossings to enhance mobility for pedestrians, and improvements to 6 corner intersections that include dedicated lanes and boxes for bicyclists and reduced crossings for pedestrians.

**Sam
Schwartz**

Transportation
Consultants

Chicago Pedestrian Plan

Chicago, IL



Client

Chicago Department of
Transportation

Contact

Luann Hamilton
Deputy Commissioner
30 N. LaSalle St., Suite 500
Chicago, IL 60602
(312) 744-1987
luann.hamilton@cityofchicago.
org

Services

Master Planning
Pedestrian Planning
Public Outreach
Graphic Design

Consultant Fee

\$225,000

Project Dates

September 2010 - January
2012

Sam Schwartz Key Staff

Mark de la Vergne
Project Manager

Sam Schwartz served as the lead consultant to the Chicago Department of Transportation (CDOT) to develop the city's first Pedestrian Plan. The Pedestrian Plan is a comprehensive policy document that identifies the necessary actions to improve the safety, connectivity, and livability of Chicago's streets to make it the most pedestrian friendly city in the country. It identifies over 200 unique policy actions that address a wide variety of issues that affect the city's pedestrians on a daily basis.

Sam Schwartz conducted a citywide outreach process to ensure that all voices are heard as part of the process, which included seven public meetings, a webinar, and a website where participants were encouraged to submit their one "Big Idea".

The plan can be found at www.chicagopedestrianplan.org. The plan's bold "Zero in Ten" initiative sparked national discussion on the potential to eliminate pedestrian fatalities in ten years, both in Chicago and other cities across the country. CDOT has been recognized for its vision in addressing all aspects of the pedestrian experience as part of the Pedestrian Plan.

ingenuity . accessibility . integrity

**Sam
Schwartz**

Transportation
Consultants

Hackensack Wayfinding Signage Program

Hackensack, NJ



Client

City of Hackensack

Contact

Albert Dib
Upper Main Business Alliance
355 Main Street
Hackensack, NJ
(201) 376-9718
adib@hackensack.org

Services

Traffic Engineering
Transportation Planning

Consultant Fee

\$100,000

Project Dates

2008 - 2010

Sam Schwartz Key Staff

John McCormack, PE, PTOE
Project Manager

Sam Schwartz was retained by the City of Hackensack to develop a comprehensive wayfinding and directional signage program. The program was developed for the Main Street Business Alliance with support from the City of Hackensack, Hackensack University Medical Center, and Bergen County planning Department. The Wayfinding Signage Program provides information and direction throughout the city for visitors navigating the shopping district, hospital, city services, schools and university locations as well as the county facilities and recreation and park areas. This system will effectively communicate the location of the key destinations and areas throughout the City as well as providing a clean, clear and unified look to the downtown streetscape. Throughout this project, *Sam Schwartz* held numerous meetings with the stakeholder team in order to identify the appropriate destinations to be included in the program; developed the sign messages; identified the sign locations; assisted with the preparation of the bid package; reviewed the construction bids received; and coordinated efforts between the sign fabricator, installation contractor and the stakeholder team.

ingenuity . accessibility . integrity



Rapid Rebrand

Catholic Healthcare Initiatives Memorial faced the challenge of converting a major hospital location in under eight weeks. Not only was CHI under time constraints, but the sign designs were still in development and the hospital still under construction. Getting this right was critical to building confidence in the new CHI brand.



"Glad we choose Icon."

"The Program Team did a great job responding to the schedule changes."

"The signs look great!"

-Reid Bruehl, Balfour Concord
Healthcare Development

CHI Memorial partnered with Icon to ensure this challenging project was delivered on time, on budget and the brand was represented as intended. Icon's extensive experience with healthcare providers, expertise in efficient program management and ability to drive strong process flows, made this the ideal collaboration. Icon minimized risk and ensured success by dedicating on-site managers to oversee all activities at the hospital to avoid disruptions, immediately resolve issues and maintain safety. This was particularly important in sensitive areas such as emergency departments

and patient rooms. Key cost and schedule reduction strategies included utilizing existing foundations and power supplies.

Icon was able to execute the CHI Memorial rebrand on time, on budget and on brand by careful planning, experienced project management, large manufacturing capacity and dedicated on-site resources. Icon reaffirmed its leadership in healthcare rebrandings by completing this project in record time and exceeding all of CHI's expectations.



Up To The Challenge

Kaiser Permanente partnered with Icon to engineer a complex signage program across the entire state of California. Icon was tasked with completing over 18 locations in the northern and southern regions of the state in just 8 months.

When it came time for Kaiser Permanente to rebrand the signage across many of their locations, they looked for a partner who could take a challenging aesthetic vision from concept to completion with minimal disruption. Icon's extensive experience with healthcare providers, expertise in efficient program management and ability to drive strong process flows, made this collaboration ideal. Icon's dedicated team of program managers oversaw the complex execution of the program including effectively translating the design firm's vision into a functional sign family,

working within OSHPD regulations, contracting union subcontractors and structural & civil engineers of record. Icon then value engineered the intricate signage program with features such as extrusion systems to assist against light leaks and routed out panels allowing for ease of modification due to Kaiser's ever growing business model. Icon was able to fully execute the Kaiser Permanente rebrand on time, on budget with value engineering and careful planning, experienced project management, large manufacturing capacity and dedicated on-site resources.



303 Almaden, San Jose, CA



04

Project Approach and Timeline

PHASE 1: ANALYSIS of EXISTING CONDITIONS

CONTEXTUAL ANALYSIS

To start the project off on the right foot, Gensler proposes a day-long start-up workshop to ensure key stakeholders from the Lincoln Park Chamber of Commerce (LPCC) and all members of the Client Team (Gensler, Sam Schwartz, and Icon) are aligned on goals and expectations for the project. The following activities should be included in the day's agenda:

- One (1) 90-minute kick-off meeting with key stakeholders from LPCC and the Client Team to discuss and align on project schedule, goals and communication protocols and gain an understanding of existing LPCC marketing efforts.
- One (1) 3- to 4-hour tour of the corridors, and adjacent key locations within the neighborhood, led by LPCC with members of the Client Team to observe and diagnose the opportunities and challenges for the new wayfinding system.

COMMUNITY ENGAGEMENT

To properly receive input from the surround community and business owners, the Client Team will provide the following services:

- The Client Team will host and facilitate a 3-hour workshop with LPCC-identified local stakeholders (optimal group size 30-40 people) to gain community input on the features and ideal experiences of the LPCC branded wayfinding system.
- Two (2) interviewers will spend one (1) day on-site, conducting on-the-street intercept interviews. These researchers will observe and engage people in short conversations about their activities, their environments, typical pathways, challenging areas, and the information they interact with to currently navigate the commercial corridors.

TRAFFIC REVIEW*

The Client Team will assess the existing conditions through a review of available data, and by experiencing the corridors and potential routes to destinations on-foot. The Client Team will collect available data on all transportation modes: vehicular volumes, bicycle volumes (including counts along the corridors

and access points to the Lakefront Trail), transit data by stop, and any pedestrian counts available from existing traffic studies.

All of this data will be compiled into an existing conditions map that will help the Client Team begin to understand and demonstrate the traffic patterns and preferred routes in the area.

EXISTING CONDITIONS REVIEW

The Client Team will meet with LPCC stakeholders during a 90-minute meeting to discuss the existing conditions review. The Client Team will share with LPCC findings from tours, the infrastructure inventory assessment, traffic research, community workshop, and intercept interviews to align and agree on program needs, including needs that may not have been identified yet, or that need to be re-imagined.

Phase 1 Deliverables:

- Kick-off meeting
- Client Team tour of corridors and surrounding neighborhood
- Facilitated community workshop
- Street intercept interviews
- Traffic pattern map
- Pedestrian obstacle and pinch point map
- Existing conditions review meeting and report

**Pedestrian routes can vary greatly during the summer and winter months. Street furniture, parked bikes, and snow piles, can reduce the effective width of the sidewalk, and sometimes the very things that make sidewalks active and vibrant, such as sidewalk cafes, create obstacles to pedestrian traffic. These can create unwanted pinch points that exacerbate locating wayfinding signs in the wrong location.*

To mitigate this, the Client Team will pull data on sidewalk café permits and confirm these locations with site visits, take inventory of bike racks, benches, light poles, and other street furniture, and note where the actual and effective width of the sidewalk changes. Having a complete inventory will allow us to ensure that the sidewalk maintains ADA compliance with the addition of the proposed wayfinding.

SCHEDULE: 5 weeks

PHASE FEE: \$47,630

PHASE 2: PROGRAM PROPOSALS

SIGNAGE FRAMEWORK

Gensler will begin the design process by developing a strategy to act as a framework for the wayfinding system. The framework will recommend the types and quantities of signs, locations, design hierarchy and messaging of each system (i.e. vehicular, pedestrian). Gensler will review the framework strategy with LPCC for approval before beginning design concepts.

DESIGN VISIONING SESSION

Gensler will review LPCC brand guidelines and conduct a 2-hour design visioning session with the Client Team to:

- Explore LPCC's brand through exercises that reveal stories that can be told through graphic touchpoints.
- Complete a visual listening exercise to become familiar with the desired graphic aesthetic for the wayfinding signage.

CONCEPT DESIGN

Informed by Phase 1 data, approval of the signage framework strategy, and the design visioning session, Gensler will move forward in developing two (2) design concepts for the wayfinding signage system, including the design of up to five (5) sign types, representing different user groups and functions. The concepts will include ways to incorporate flexibility within the signage construction. Sign types could include:

- Vehicular and pedestrian scale directional signage
- Light pole banner graphics, as needed.
- Building, cultural institution and other points of interest identification signage.
- Large, street location maps.

In a meeting with the Client Team and the LPCC, these concepts will be reviewed. One (1) in-person presentation with the Client Team is included, and up to (2) two rounds of revisions will be reviewed with the Client Team via conference call.

OPINION OF PROBABLE COST

Once design concept(s) are refined, Icon will provide cost estimates for each system that includes an estimated cost for each sign type, installation, and any additional costs associated with the signage program.

After reviewing all phase deliverables, LPCC will chose one (1) design concept to use as a design direction for final design development in Phase 3.

Phase 2 Deliverables:

- Signage framework presentation
- 2-Hour design visioning session
- Concept Design presentation
- Up to two (2) rounds of revisions to design concepts
- Opinion of probable cost

SCHEDULE: 11 weeks

PHASE FEE: \$36,550

PHASE 3: FINAL DESIGN

DESIGN DEVELOPMENT

Gensler will refine the selected design concept, and further develop the components and overall dimensions of the signage solutions. Refined designs will be reviewed in order to gain approval to move forward into Phase 4. One (1) in-person presentation with the Client Team is included, and up to (2) two rounds of revisions to be reviewed with the Client Team via conference call.

MESSAGE SCHEDULE AND DESIGN INTENT DOCUMENTATION

Once design approval has been received, Gensler will prepare a message schedule for final review. LPCC will assign a single point of contact to obtain feedback from necessary LPCC representatives and the community and to provide revision comments to Gensler.

Gensler will prepare a final fabrication bid package for LPCC to distribute. The fabrication bid package will include:

- Final sign orientation and location plans.
- Typography, colors, pictograms and materials.
- Scaled sign type drawings for all sign types including sample layouts, elevations, sections and details.
- Material specifications.
- Message schedule.
- Scaled drawings of themed banner graphic, as needed.

Phase 3 Deliverables:

- Design Development document
- Up to two (2) rounds of design revisions
- Design Intent Document for fabricator bidding
- One (1) round of revisions to message schedule and design intent document
- Final message schedule

SCHEDULE: 7 weeks

PHASE FEE: \$22,700

PHASE 4: IMPLEMENTATION PLAN

IMPLEMENTATION PLAN

Icon will develop recommendations for phased implementation (as required) and a maintenance. Final implementation and maintenance plans are to be provided by chosen fabricator after fabrication contract has been awarded.

The design intent document and implementation plan will be presented to LPCC for approval prior to fabrication bidding.

FABRICATION AND INSTALLATION

Gensler will make recommendations of signage and graphics fabricators capable of meeting the standards of the project, and provide support to the Client Team during bid review, and in the preparation of the contract terms and conditions as required.

Once a fabricator has been selected, Gensler will:

- Confirm installation phasing, as needed.
- Provide production artwork.
- Answer questions as necessary.
- Review shop drawings and samples
- Provide general oversight of the fabrication process.

This scope includes up to two (2) site walk-throughs with the fabricator, prior to installation, up to two (2) walk-throughs during installation, and up to two (2) walk-throughs upon completion to record site observations for client use.

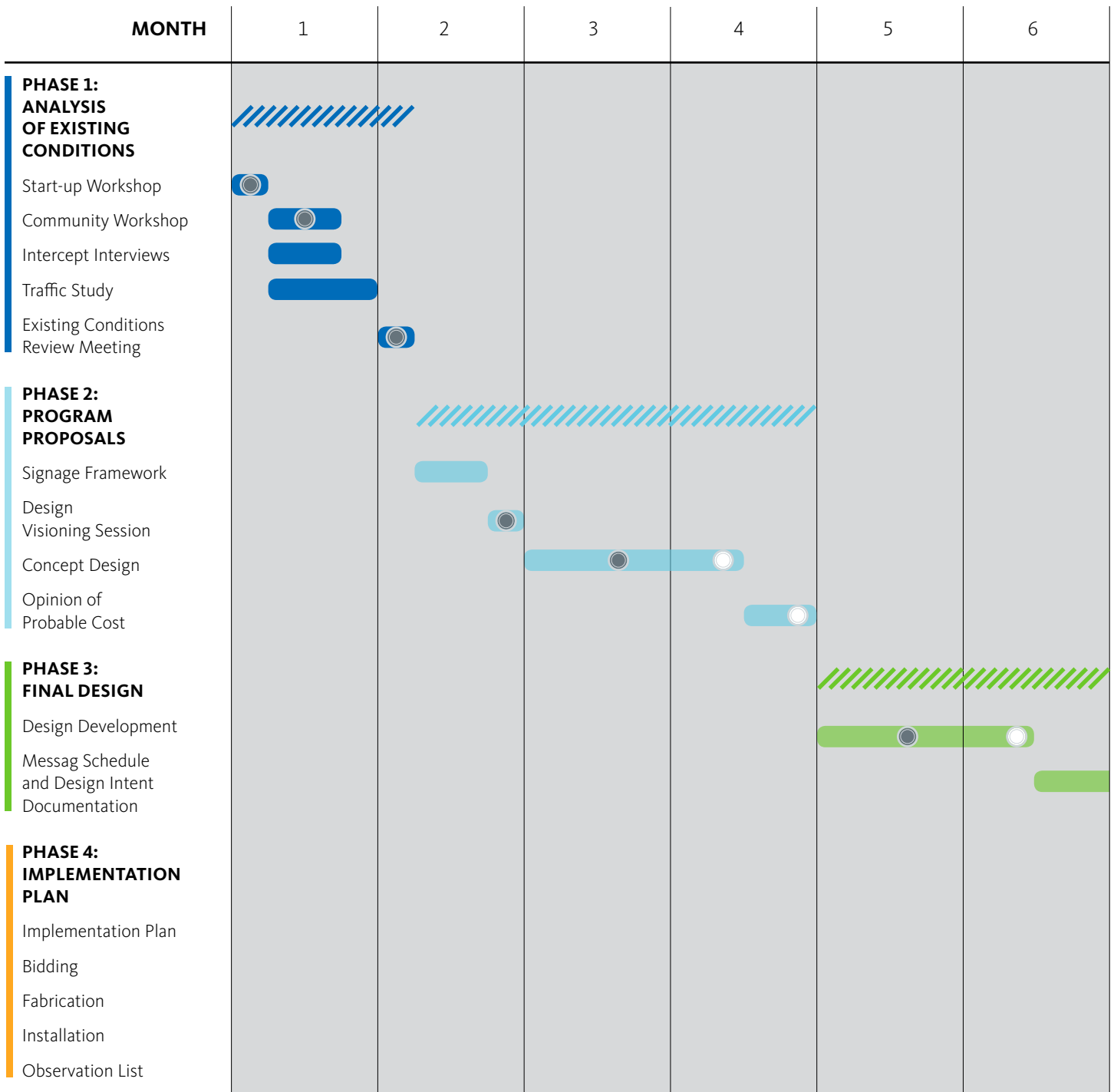
Phase 4 Deliverables:

- Preliminary implementation plan
- Final presentation to LPCC
- Bid support
- Production artwork
- Shop drawing and sample review
- Up to six (6) walk-throughs, as needed

SCHEDULE: 26 weeks

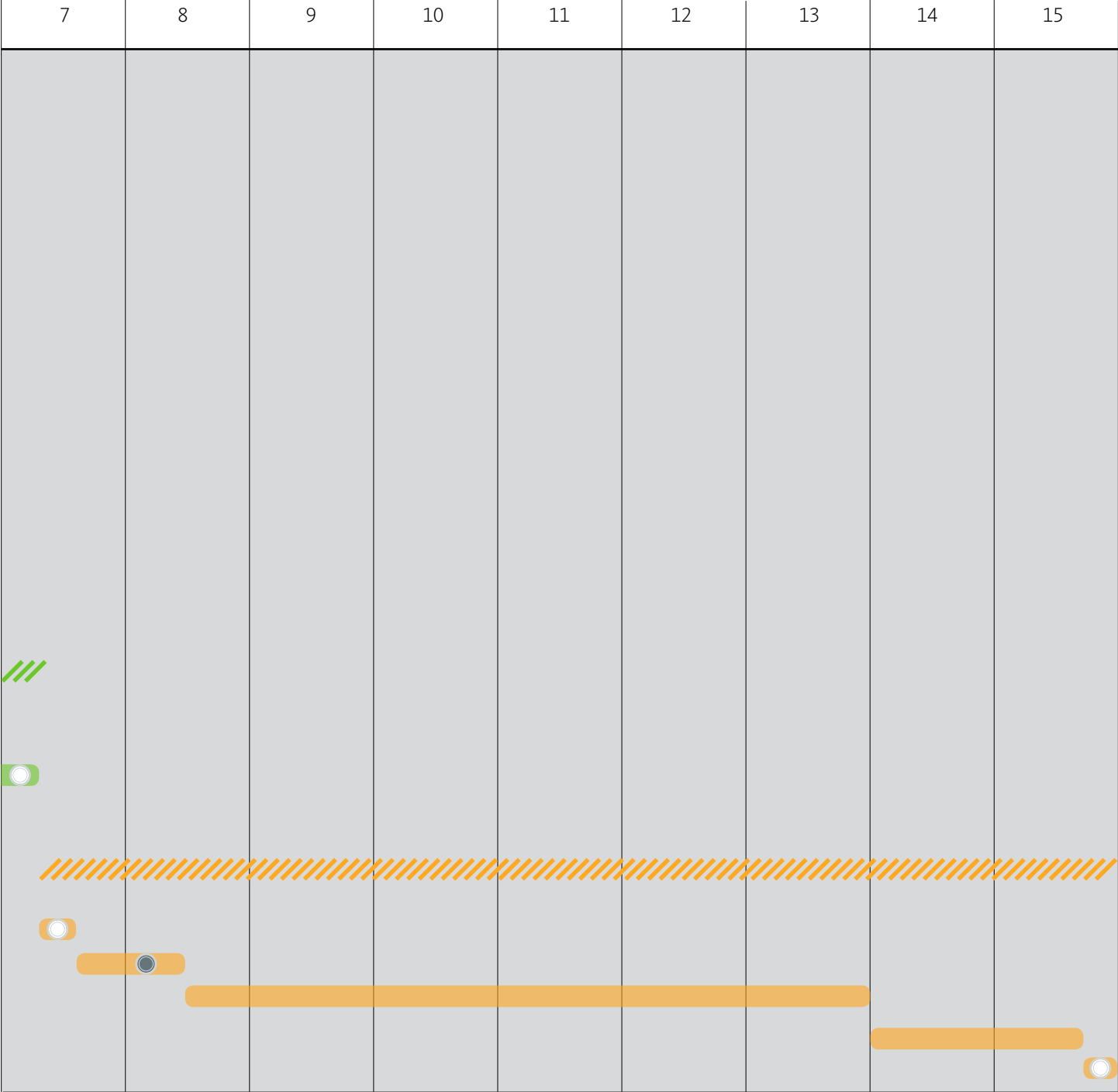
FEES: \$15,590

PROJECT TIMELINE



● On-Site Meeting

○ Web Meeting



05 Cost



City Center, Las Vegas, NV

PROJECT BUDGET	
PHASE 1	\$47,630
PHASE 2	\$36,550
PHASE 3	\$22,700
PHASE 4	\$15,590
TOTAL DESIGN FEES	\$122,470
Reimbursable Expenses	\$12,250
TOTAL PROJECT COST	\$134,720

Reimbursable Expenses

Reimbursable items include photorealistic renderings, photography, printing, facsimiles, delivery and messenger services, travel, and travel time. Gensler will invoice the client for the actual cost of the reimbursable items plus fifteen percent (15%) to cover administrative and accounting costs.

Gensler's Range of Standard Hourly Billing Rates

July 1, 2016 – June 30, 2017

Category	Rate
Managing Principal	\$300 - \$325
Principal	\$165 - \$255
Senior Project Manager/Senior Designer	\$135 - \$250
Project Manager	\$105 - \$165
Job Captain/Designer/Project Architect	\$95 - \$195
Draftsperson/ Junior Designer	\$70 - \$100
Intern	\$65 - \$75

Hourly billing rates are subject to revision each July 1st when normal salary increases occur.

Sam Schwartz Standard Hourly Billing Rates

Category	Rate
Senior Planner	\$125
Planner II	\$75
Planner I	\$58

Icon Standard Hourly Billing Rates

Category	Rate
Account Manager/Permit Manager	\$75

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References



Visa Campus, Fostre City, CA

Gensler References

Roberto Orozco
Project Manager, Strategy Planning & Design
Advocate Health Care
3075 Highland Parkway
Suite 600
Downers Grove, IL 60515
p: (630) 929-5578
e: roberto.orozco@advocatehealth.com

Kristina Hedley
Director, Special Affairs
Northwestern Medicine
211 East Ontario Street
Suite 1100
Chicago, IL 60611
p: 312.926.4770
e: khedley@nmh.org

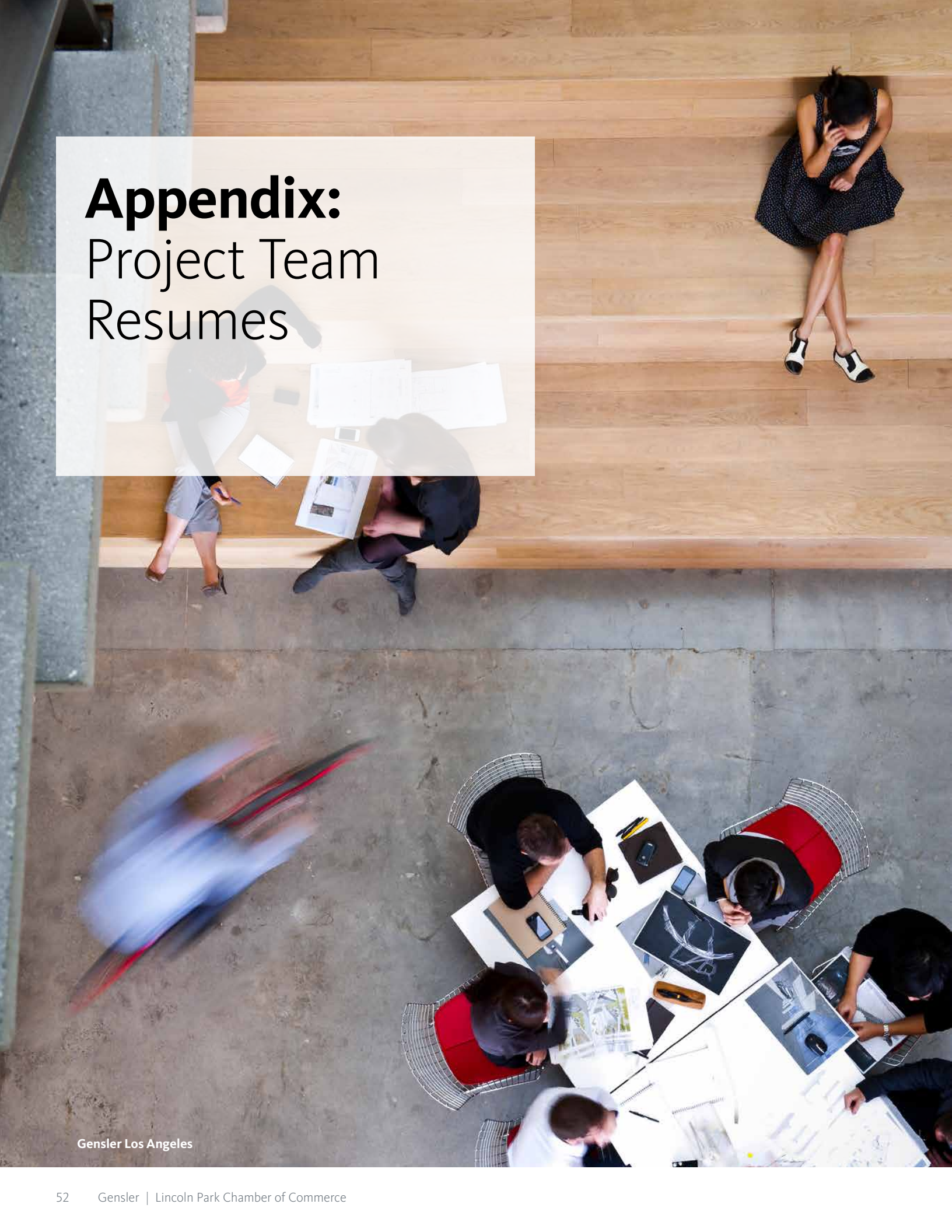
Sam Schwartz Reference

Luann Hamilton
Deputy Commissioner, Chicago
Department of Transportation
30 N. LaSalle St., Suite 500
Chicago, IL 60602
(312) 744-1987
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ICON Reference

Reid Bruehl
Director of Program Management
CHI Memorial (Balfour Concord)
535 Marriott Drive Suite 625
Nashville, TN 37214
O: 615-872-1191
C: 615-347-9484
rbruehl@balfourconcord.com

Appendix: Project Team Resumes





David G. Broz, AIA, LEED® AP
Principal

Principal in Charge

A Gensler Principal and Registered Architect, David is a Leader of Gensler’s Education Practice Area and leads the Chicago office’s Community Studio.

His team has published several research documents on how space can better support learning and transform the overall campus experience. Broz is an active blogger and speaker who leads discovery sessions about the future of academia and how the built environment can positively impact today’s digital native students. His work extends beyond the education studio to the City of Chicago as a leader on the Place Making Committee and Chairman of the Board of the Chicago Loop Alliance- a downtown business organization responsible for creating a high performing urban environment that attracts people and investment to the Loop.

20 Years of Experience

Background

Bachelor of Architecture, University of Kansas
 Licensed Architect in the state of Illinois
 USGBC LEED®-Accredited Professional
 Member, American Institute of Architects
 Executive Board Member, University of Kansas, School of Architecture
 Advisory Board Member, Multicultural Scholars Program, University of Kansas
 Wabash Arts Corridor, Advisory Board Member
 Chicago Loop Alliance, Chairman of the Board,

Selected Project Experience

Size (sq ft)

Columbia College Chicago – 250 projects over 8 years	
Scope varies from security desk prototype to 110,000 square foot 10-story high-rise renovation	
DePaul University, Loft Right, 594 Beds, Chicago, IL	262,000
Loft Right, Residence Hall Furniture Design	N/A
Erikson Institute, Chicago, IL	75,000
Immaculate Conception School, Chicago, IL	
New Preschool Building	15,000
Second Story Vertical Addition	15,000
Indiana State University, Learning Environments Study, Terre Haute, IN	NA
Minneapolis Convention Center Food Services Renovations, Minneapolis, MN	
Northwestern University	
Kellogg School of Management, Furniture Design, Evanston, IL	410,000
Medill School of Journalism, Media, Integrated Marketing Comm. Chicago, IL	20,000
San Francisco, CA	20,000
Science of Spirituality, Lisle, IL	80,000
St. Emily’s School, Mount Prospect, IL	
Church and School Addition	25,000
University of Illinois-Chicago, Chicago, IL	
Student Center Renewal Project	500,000
3 South Student Office Renovation	20,000
University of Kansas, School of Business, Lawrence, KS	150,000
University of Chicago, Chicago, IL	
Joseph Regenstein Library	
Edward H. Levi Hall Portal	72,000
Special Exhibits Department, AV Seminar Room	1,000
Saieh Hall for Economics	100,000
World Food Prize Foundation Hall of Laureates, Des Moines, IA	180,000

*Previous to Gensler



Kelly Floyd

Project Manager

As a Project Manager for Gensler Chicago’s Brand Design Team, Kelly brings a unique background and approach to design management focused on creating a holistic brand experience for a client’s audience.

Kelly’s goal is to ensure the client’s needs and expectations are always met through clear communication from the onset of any project. She is detail-oriented with a constant focus on the client’s needs to exceed client’s expectations. With over ten years of experience, her work spans across the print, environmental graphics, brand, exhibition, wayfinding, signage and architectural design industries.

11 Years of Experience

Background

Master of Fine Arts, Museum Exhibition Planning and Design,
University of the Arts, Philadelphia, PA
Master of Arts, Journalism, Ball State University, Muncie, IN
Bachelor of General Studies, Marketing, Ball State University, Muncie, IN

Selected Project Experience

Confidential Liquor Distributor, Corporate Office, Chicago, IL
Essendant Headquarters, Chicago, IL
Northwestern Lake Forest Hospital, Lake Forest, IL
Deloitte, Chicago, IL
JLL Headquarters, Chicago, IL
William Wrigley Jr. Company
Yorkville Office Branding, Yorkville, IL
Toronto Office Heritage Wall, ON
Global Innovation Center, Chicago, IL
Miller, Canfield, Paddock & Stone, Detroit, MI
Franklin Electric, Fort Wayne, IN*
Franklin Fueling Systems, Madison, WI*
University of Wisconsin School of Nursing, Madison, WI*
National Constitution Center, Philadelphia, PA*
Newseum, Washington, D.C.*
United States Holocaust Memorial Museum, Washington, D.C.*
National Hellenic Museum, Chicago, IL*
National September 11 Memorial and Museum, New York City, New York*
Kleinman Family Holocaust Education Center, New York City, New York*
Chicago Architecture Foundation, Chicago, IL*

* Experience Prior to Gensler



Stephen Kellogg

Senior Associate

Brand Design Director

As Brand Design Director, Stephen focuses on the need of each client and how to best represent their unique identity.

He has collaborated on a broad range of project types, including healthcare, hospitality, transportation, corporate headquarters, retail and civic.

By employing a research based approach, he effectively creates a visual link between the brand and the built environment, focusing on the needs of each client and how best to represent their unique identity. Throughout the design process, Stephen works to transform conceptual thinking into reality, resulting in thoughtful, integrated solutions that weave the story through the space and powerfully communicate the brand vision.

With a background in projects involving branded interiors, environmental graphics, identity, wayfinding, signage and print design, Stephen is a versatile designer who brings a holistic methodology to every project.

18 Years of Experience

Joined Gensler 2009

Background

Bachelor of Arts, Fine Art, University of California, Santa Barbara, CA

Selected Project Experience

84.51 Centre, Cincinnati, OH
Adler Planetarium & Astronomy Museum, 3D Experience, Chicago, IL
Advocate Health Care, Exterior Signage Rollout, Chicago, IL
America's Dog and Burger, Environmental Graphic Design, Chicago, IL
American Red Cross, Chicago, IL
American Writers Museum, Identity Design, Chicago, IL
AON Center, 330 N Wabash, Chicago, IL
AT&T Building, Minneapolis, MN
Burrito Beach, Brand Identity, Chicago, IL
Caterpillar Headquarters, Peoria, IL
CBRE
Chicago Relocation
Kansas City Relocation
Century Mall MOB, Chicago, IL
Columbia College, 618 Michigan Ave, Chicago, IL
Crain Communication, Chicago, IL
CTA Black Car Experience Wayfinding, Chicago, IL
Daiichi Properties, Brand Refresh, Manila, Philippines
Gannett, Indianapolis, IN
The Garage at Northwestern University, Chicago, IL
The Genevieve and Wayne Gratz Center at Fourth Presbyterian Church, Chicago, IL
Godrej, Flagship Retail Store, Bangalore, India
Goodyear Headquarters Building, Canton, OH
Grant Thornton, Chicago, IL
JCI / Power Solutions, Glendale, WI
Langham Place Hotel, Shanghai, China
Lenovo, Tokyo, Japan
Mariano's - Bronzeville, Chicago, IL
McDonald's, New Restaurant Concept, Romeoville, IL
Mercy Health, Chicago, IL
Montparnasse Observation Deck, Chicago, IL
Motorola Mobility Headquarters, Chicago, IL
Radio Flyer, Chicago, IL
RGA, Health Administration Building, Chesterfield, MO
Timken, Canton, OH
United Stationers Headquarters Relocation, Chicago and Deerfield, IL
University of Chicago Administration Building, Chicago, IL
University of Kansas Business School, Lawrence, KS
Whole Foods Regional Offices, Chicago, IL



Erin Huizenga

Senior Strategist

An expert on innovative design, learning, and developing community-minded models, Erin enjoys learning what motivates people and meeting their needs through branded experiences, services, programs, and systems within civic systems, social enterprises, nonprofits, and purpose-minded businesses.

After working as a design consultant for many Fortune 100 and 500 companies at firms gravitytank, VSA Partners, and IDEO, she founded Till School, a design-based education for solving problems in the real world, co-founded community design consulting firm Borough & Block, and also founded EPIC, a nonprofit organization which has provided \$4M+ in pro-bono design services to 50+ nonprofit organizations in Chicago and Minneapolis by mobilizing thousands of top creative professionals to make their cities stronger communities. In 2012, she opened the HOW National Design Conference by sharing the EPIC story.

15 Years of Experience

Background

Design Graduate, Portfolio Center, Atlanta, GA
Bachelor of Science, Advertising and Art History, University of Colorado at Boulder
Adjunct Professor, Northwestern University, Evanston, IL
Adjunct Design Faculty, IIT Institute of Design, Chicago, IL

Selected Project Experience

Size (sq ft)

- The Joyce Foundation's Project Enrich*
- Vamonde*
- Francis W. Parker School*
- Roosevelt University*
- Neighborworks America*
- One Good Deed Chicago*
- We Energies*
- CA Ventures*
- Four Seasons Hotel*
- Ritz-Carlton Hotel*
- Federal Reserve Bank*
- Roosevelt University*
- Whistlestops Chicago Placebranding*

* Experience Prior to Gensler



Bethany Willman

Senior Brand Designer

Bethany’s design experience encompasses environmental graphic design projects, including the design of wayfinding signage systems, monumental graphics, print and branding programs.

She has developed and implemented a wide range of environmental graphics and branding projects, including: hospitality, mixed-use developments, retail, corporate environments, higher education, convention centers, sports/entertainment venues, and urban sign systems.

Bethany is a strong problem solver with the ability to carry a project through all phases of the design process, from conceptualization and planning, through shop drawing review and punch listing. She possesses knowledge and command of the latest materials and processes and practices sustainable design.

16 Years of Experience

Background

Bachelor of Science in Graphic Design, University of Cincinnati (DAAP)

Selected Project Experience

Size (sq ft)

- Advocate Health Care, Exterior Signage Rollout, IL
- Arab Centre for Research and Policy Studies, Doha, Qatar*
- Astellas HQ, Chicago, IL*
- Caterpillar Headquarters, Peoria, IL
- Century 21 Department Stores, New York, NY*
- Cincinnati Music Hall, Cincinnati, OH*
- Clifton Heights, Signage System, Cincinnati, OH*
- Confidential Financial Services Client, Riverwoods, IL
- Duke Energy Center, Cincinnati, OH*
- Echelon Resort and Casino, Las Vegas, NV*
- Good Samaritan Hospital, Cincinnati, OH*
- Hiram College, Hiram, OH*
- Javits Convention Center, New York, NY*
- JLL, Headquarters Renovation & Expansion, Chicago, IL
- JW Marriott, Chicago, IL*
- The Loews Hotel, Chicago, IL*
- The Langham, Chicago, IL*
- Lincoln Financial Field, Philadelphia, PA*
- Lucas Oil Stadium, Indianapolis, IN*
- McCormick Place Convention Center, Chicago, IL*
- Metro Toronto Convention Center, Toronto, Ontario Canada*
- Music City Center, Nashville, TN*
- Nationals Park, Washington, DC*
- NBA Cafe (Prototype), Madrid, Spain*
- NBA Center, Wuqing, China*
- Norville Athletic Center, Chicago, IL*
- Pinnacle Bank Arena, Omaha, NE*
- Reliant Stadium, Houston, TX*
- Soldier Field, Chicago, IL*
- Thompson Hotel, Chicago, IL*
- Trump International Hotel, Chicago, IL*
- Trump Old Post Office, Washington, DC*
- University of Cincinnati, Cincinnati, OH*
- Uptown Cincinnati, Signage System, Cincinnati, OH*

* Experience Prior to Gensler

Stacey Meekins, AICP Director of Chicago Operations

Education

M.S. Urban Planning + Policy

University of Illinois at Chicago, 2005

B.S. Civil Engineering

Northwestern University, 2000

Certifications

American Institute of Certified Planners

Professional Affiliations

Congress for the New Urbanism – IL Chapter, Board Member

American Planning Association

Association of Pedestrian and Bicycle Professionals

Active Transportation Alliance

Women's Transportation Seminar, Mentoring Program Chair

National Complete Streets Coalition Speaker's Bureau

Safe Routes to School National Course Instructor

Presentations

Bicycle Stress Level Mapping and Network Analysis: How Does Your Network Measure Up?

2014 Pro Walk Pro Bike Pro Place

Suburban Bikeway Planning 2015 Illinois Bike Summit

Designing Bikeways, Naperville, IL

Stacey Meekins is the Director of Operations for Sam Schwartz Engineering's Chicago office. In this role, Ms. Meekins oversees project management, quality assurance, and general operations of the office. She also manages transportation planning projects, focusing on active transportation and outreach facilitation. She has managed complex outreach processes involving diverse, multi-jurisdictional stakeholders to arrive at key decisions. Ms. Meekins draws on her experience facilitating workshops for the National Complete Streets Coalition, the Congress for New Urbanism, and as the mentorship program chair for the Women's Transportation Seminar, to get the most of the group process. Ms. Meekins has over ten years of experience focusing on bicycle and pedestrian planning, design, and safety research, working with communities across the Midwest, from large urban centers to small suburban towns, to identify safety concerns and develop short and long-term plans for improvements.

Relevant Experience

City of Des Plaines Bike Route Implementation, Des Plaines, IL

Ms. Meekins led the implementation of the City of Des Plaines bike route signage plan, using a series of MUTCD-compliant signs indicating destinations, distance, and direction to denote the best routes for bicycle travel. The project involved identification of the key points of interest as destinations, the optimal spacing, and placement of signs, which took into account the advanced warning necessary for making turns. An inventory of existing signs and poles that could be re-used for the bike signs was conducted and quantities and costs were developed, factoring in the existing poles. The final deliverable was a plan set for installation and sign schedule that was approved by the Illinois Department of Transportation. This experience was prior to Ms. Meekins joining Sam Schwartz.

Chicago Bike Share Siting and Outreach, Chicago, IL

Ms. Meekins is Project Manager for the City of Chicago's Bike Share Station Siting and Outreach. Under her direction, the Sam Schwartz team has planned the expansion of the Divvy bike share system, making it the largest system in North America measured by the number of stations. Ms. Meekins is currently overseeing the planning and siting of the City's second expansion, which will take bike share into two neighboring suburbs and expand it in all directions within the City. Oversight of this program has included a full inventory and checklist of the installation of the initial 300 Divvy stations.

Chicago Department of Transportation Bike Parking Program Management

As the Project Manager for the Chicago Department of Transportation Bike Parking Program, Ms. Meekins oversees a full-time consultant to the City as the Program Manager. This position manages the routine installation of bike racks throughout the City, fielding requests from the public, businesses, and elected officials. The Program Manager administers a construction contract and oversees installation of roughly 500 bike parking spaces each year by a vendor. In addition, Ms. Meekins and the Program Manager oversee special project, including increasing on-street bike corrals, indoor long-term bike parking in commercial buildings, and encouragement and education campaigns aimed at increasing quality bike parking throughout the City.

Stacey Meekins, AICP

Director of Chicago Operations

City of Chicago Pedestrian Safety Awareness Campaign, Chicago, IL

Ms. Meekins served as the project planner for the Pedestrian Safety Awareness Campaign. The campaign comprised three primary components: The first phase involved a comprehensive pedestrian crash analysis to identify locations, populations, and causes of crashes. A marketing campaign was then launched with key messages targeting specific behaviors and locations to reduce pedestrian crashes. Finally, training was developed for the Chicago Police Department to educate them on enforcing the behaviors causing the majority of the crashes. The program was evaluated by collecting before and after data on yielding behavior at unsignalized crosswalks as well as at signalized intersections. Ms. Meekins oversaw the crash analysis and development of the creative material and launch of the marketing campaign. This experience was prior to Ms. Meekins joining *Sam Schwartz*.

North Lake Shore Drive, Phase I, Chicago, IL

Ms. Meekins is leading the analysis and planning of the Chicago Lakefront Trail as part of the reconstruction of the North Lake Shore Drive. The Chicago Lakefront Trail is the most well-used shared use trail in the nation, which causes safety and congestion concerns in many areas. Every time the trail crosses a roadway is an even bigger challenge. This study is looking at creative ways to separate slow- from fast- moving traffic along the trail and to grade-separate the trail from cross-streets, while maintaining convenient access to the trail. The designs balance the need to serve the high volumes of traffic entering and exiting Lake Shore Drive with the need to keep the thousands of park and trail users safe and enhance access to Chicago's best amenity.

Skinker Boulevard Bikeway Design, St. Louis, MO

Ms. Meekins is Project Manager for the Skinker Boulevard Bikeway analysis and conceptual design. This ½-mile roadway segment is a major connection between disparate facilities and the main Washington University campus. The project included a traffic analysis of the existing and proposed conditions to determine if the addition of a bike lane would have a detrimental impact on the traffic flow, using Synchro. Recommended changes to signal timings to optimize the traffic flow will be provided. In addition, conceptual diagrams of the proposed conditions in plan view and cross-section are being developed to visualize the changes, with particular attention to challenge spots including intersections, alleys, and bus stops.

Uptown Normal Master Plan, Normal, IL

Ms. Meekins led the transportation analysis for the Uptown Normal Master Plan. Key issues that the town is facing are cut-through traffic, poor connections for all modes, and an over-supply of parking yet a lack of turnover and the perception of a parking problem. The town is anchored by an Amtrak station with the rail line cutting through the center of the town. The rail is both an asset and a barrier, particularly to walkability. The plan includes a strategy for improving circulation by converting one-way streets and adding bikeways. The changes also allow for more on-street parking. In addition to these major changes, small-scale improvements that are quick and easy to implement were identified. These small fixes will have a significant impact on the walkability of the downtown.

Sarah Kellerman, Transportation Planner I

Education

M. S. Urban Planning + Policy
University of Illinois at Chicago,
2014

B. S. in Architecture
Washington University in St.
Louis, 2011

Professional Affiliations

American Planning Association

Designer Credit in Publications

*Chicago Forward Action Agenda
Update*, released by Chicago
Department of Transportation,
2013.

*A Thousand Kinds of
Neighborhood: The Tale of an
American Planning Concept and
Indian Plans* by Sanjeev
Vidyarthi, Ph.D. (scheduled
release, August 2014)

Sarah Kellerman is a Transportation Planner who brings expertise in design and production of superior graphic content to the *Sam Schwartz* team. Ms. Kellerman uses her architecture, urban design, and scenario planning background to bring depth of content and a high level of graphic finish to a diversity of projects ranging from strategic plans, transportation network mapping and analysis, and bicycle and pedestrian plans. Ms. Kellerman's masters degree in Urban Planning and Policy from the University of Illinois at Chicago is complemented by her varied past experience working in the fields of architecture and planning in the private sector, and transportation for the City of Chicago Department of Transportation. She holds a Bachelor of Science in Architecture, minor in Urban Design from Washington University in St. Louis (2011).

She is proficient in the use of the Adobe Creative Suite, ArcGIS, Google Sketchup, and AutoCAD.

Relevant Experience

FHWA Separated Bike Lane Planning and Design Guide, National

Sam Schwartz collaborated with Kittleson & Associates and the UNC Highway Safety Research Center on a guide for the planning, design, and implementation of separated bike lanes in the United States. The illustrated guide provides an overview of best practices for all phases of SBL project installation through annotated graphics, as well as guidance for making design choices on context-sensitive issues such as buffer selection and intersection treatments. The guide also includes a robust assessment of crash data before and after implementation, best practices for data collection, and holistic SBL evaluation methodology, as well as lessons from 30 major cities.

Ms. Kellerman was the lead designer for the final document deliverable. Her role included directing data visualization and the production of graphic content for illustration of key topics within the document. Using her design expertise, Ms. Kellerman played a key role in integrating the diversity and volume of written content, analysis, and visuals into a singular cohesive guide.

Study of Economic Benefits of Chicago's 'People Spots'

Sam Schwartz, in partnership with the Metropolitan Planning Council (MPC), surveyed the activity and use of nine People Spots across the City in order to provide quantitative data to illustrate the positive economic impacts of Chicago's People Spot's Program (urban parklets occupying on-street parking). Ms. Kellerman played an integral role in this project developing the initial concept, framing of the issues, development of the tools and strategy for data collection, as well as execution of data collection. She collaborated with the MPC staff to create and administer a set of surveys gathering user and nearby business owner information at each site on an average weekday, and weekend. She also assisted to collect data describing the use and activity in the space. The results of this study were presented to the public at MPC's Annual Placemaking Contest Awards ceremony.

Chicago Forward Action Agenda Update, Chicago, IL

Ms. Kellerman was on the lead design team assisting the Chicago Department of Transportation (CDOT) to produce a two-year progress report to its groundbreaking document, "Chicago Forward". The update tracks the agency's progress to date on its two-

Sarah Kellerman, Transportation Planner I

year action plan to improve all aspects of transportation in Chicago. This document was created to communicate and benchmark CDOT's success for a public audience. Ms. Kellerman created visual, text, and infographic content, and assisted with the development of the document layout and final production.

Move Across Troy – Study of the Big Beaver Corridor

The Big Beaver Corridor is a roadway, which provides east-west access across Southeast Michigan. This roadway serves as a key economic development engine for the region, and has seen dramatic increases in pedestrian activity in recent years. The Big Beaver Corridor study presented recommendations and a visual toolkit to the City of Troy, Michigan to help achieve their goal to create corridor that not only carries a high volume of vehicles, but is walkable, hosts continuous pedestrian activity, and provides a variety of transportation options. Ms. Kellerman led the development of recommendations, design of the client toolkit and general graphics, and production of the document deliverable. Her contribution also included specific guidance on placemaking initiatives and lighter, quicker urban interventions to increase the momentum of positive change in activity along the corridor.

Great Streets for Los Angeles: LADOT Strategic Plan

Ms Kellerman aided in the production and review of design materials for Los Angeles Department of Transportation's first strategic plan. Ms Kellerman's design expertise helped to shape document for flexibility of use both within the department and for public consumption.

Village of South Elgin Bicycle and Pedestrian Plan, South Elgin, IL

Ms. Kellerman produced 2D and 3D graphic visualizations illustrating effective implementation of various pedestrian and bicycle facilities for the Village of South Elgin Bicycle and Pedestrian Plan. In addition, Ms. Kellerman prepared network maps and section drawings of recommended revisions to roadway striping, and visualizations of various pedestrian and bicycle safety countermeasures. The plan includes a range of facilities, responding to the variety of contexts in the Village. Each is visualized as a plan-section drawing paired with guidance on strategic placement and phasing. This plan received the CNU Illinois 2014 Charter Award for Best Region: Metropolis, City and Town Plan.

Los Angeles Fire Department Strategic Plan (LAFD) , City of Los Angeles

Ms. Kellerman is leading the production and design of an update to LAFD's Strategic Plan (2015-2017). This new publication will provide a platform to communicate the broad range of services and responsibilities managed by the LAFD, highlight key operations and initiatives, and ultimately underscore the important role that the LAFD plays in the lives of Angelenos. Ms. Kellerman's leadership in this project will result in a streamlined document, designed to be a useful tool for the department, and to stand out as an engaging, public-facing document.

John Pickering

Transit Analyst

Education

**B.S. Urban & Regional
Planning**

**B.A. Media Arts &
Technology**
Michigan State University,
2012

Awards

Nominated, Michigan
Association of Planning,
Outstanding Student Project
Award, 2011

John Pickering is a Transit Analyst at *Sam Schwartz* who brings expertise in bus and alternative transportation planning. He has breadth of experience with environmental and retail planning and utilizes this knowledge to all transit projects. Mr. Pickering has assisted on a wide variety of bicycle projects and understands how to effectively adapt to each new project using his prior experience. Mr. Pickering graduated from Michigan State University with a Bachelor of Science in Urban and Regional Planning with a minor in Environmental Economics and a Bachelor of Arts in Media Arts & Technology.

He is proficient in ArcGIS, Google Sketchup, and Adobe Illustrator

Relevant Experience at *Sam Schwartz*

Conversion of Pace Bus Stops, Chicago, IL

Mr. Pickering serves as part of the analysis and fieldwork teams evaluating the conditions of the PACE suburban bus route system converting the flag stop system into sign only stops. With over 200 routes in the system, he produces detailed checklists to be used in the field, verifies the information, and consults on the placement of new stops.

CMAP NW Cook Kane Bike Route Feasibility Study, Barrington, IL

Mr. Pickering worked on developing potential bike routes to connect a forest preserve to an existing river trail. With the initial routes proposed, he conducted an analysis and field verified his findings to showcase potential pros and cons to each of the 5 routes. His findings were transferred to a detailed checklist and GIS layers for a Bicycle Level of Service analysis.

Metro Regional Bike Share Implementation Plan, Pasadena and Los Angeles, CA

Mr. Pickering provided technical assistance for the analysis and recommendation of a bike share system in both Pasadena and Los Angeles, CA. He created visuals and maps for over 350 potential station locations and created Fusion Tables that compared and contrasted each stations attributes with recommendations on best options.

Connect Transit Fixed Stop Locations Study, Normal, IL

Mr. Pickering served as Planner for converting the City of Normal's flag stop bus system into fixed stop routes. He evaluated current ridership data for 15 routes while considering destination hubs to create an intertwining network with over 650 stops. With this information, he field verified each stop and adjusted the system to reflect his findings.

Chicago Bike Share Siting and Outreach, Chicago, IL

Mr. Pickering has worked on developing future stations for the expansion of the Divvy bike share system. He has worked with the public gathering their feedback for their thoughts on the placement of the stations and designed maps with their suggestions and future stations. With this initial information, sites were selected based on feasibility and were sited in the field for accuracy.

John Pickering

Transit Analyst

Relevant Experience Prior to *Sam Schwartz*

Urban Market Research Intern, Gibbs Planning Group, Petoskey, MI, May – August 2012

- Conducted off-site retail, office, and residential property research for numerous projects
- Participated in urban planning workshops and charrettes with a variety of different stakeholders to brainstorm ideas and deliver our progress
- Assisted in preparing and collecting data utilizing county data for market study reports and PowerPoints

Planning Aide, Meridian Charter Township, Okemos, MI, May 2011 – May 2012

- Provided technical assistance to Senior Planners in areas of property research, data analysis, and report preparation
- Created, managed, and updated planning files and records for their entire digital library
- Wrote updates and summaries for current development efforts that reached the entire community
- Coordinated between the planning office and council members to gather relevant meeting information and ensure their success

Jon Allen, VP/Senior Project Manager

Jon has been with Icon since 1998 during which time he has held several positions within the company in such as Shipping & Logistics, Outsourcing, Production Control Manager, Installation/Field Manager and Program Management. Jon was promoted to Vice President/ Senior Program Manager in 2011. In these roles Jon has worked with some of Icon's largest customers: Advocate Health, Dignity Health, Sutter Health, Bank of America, Walgreens, CVS/pharmacy, JPMorgan Chase Bank, Avis, Hertz, PNC Bank, Mack Truck and Wells Fargo.

Ed Konstant, Account Manager

Ed has been in the sign industry for 20 years and with Icon since 2001 as an Account Manager. His experience has focused on national multi-location sign programs. He has been involved with the Harris Bank and MB Financial conversions and the General Motors Hummer dealership program. Ed's focus concentrates on coordinating signage specifics with the customer, project architects and general contractors to assure the project is completed as required. Ed is a graduate of the University of Illinois.

Jenny Hedlund, Account Manager

Jenny has been with Icon since 1995. She has over 20 years of program management experience focused in customer contact, design review, subcontractor negotiations, manufacturing interface, job costing and team management. Jenny has worked on high profile client programs such as Prudential, Wells Fargo Home Mortgage, Chase and Umpqua Bank. She is also responsible for successfully completing major conversions in the financial, healthcare and retail markets including PNC Bank, Sterling Savings Bank, Humana, OhioHealth and LA Fitness. She continues to grow her role within the Icon organization and actively engages in team management, process improvement and training.

Jessica Heath-Bolden, Permit Manager

Jessica has been in the sign industry since 2004 and created the Permit Department at Icon. Jessica has led our permit team and has developed close relationships throughout the suburbs and Chicago. Prior to coming to Icon Jessica's background was in the insurance industry where she spent 32 years at BCS Financial Company, which is a subsidiary of Blue Cross and Blue Shield.

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