

DOWNTOWN DEVELOPMENT PLAN 2045



PROPOSAL PREPARED FOR:

THE CITY OF LARAMIE (CITY), *in collaboration with*
THE DOWNTOWN DEVELOPMENT AUTHORITY (DDA)
and LARAMIE MAIN STREET ALLIANCE (LMSA)

SUBMITTED BY:

LOGAN SIMPSON
213 Linden Street, Suite 300
Fort Collins, Colorado 80524



LOGANSIMPSON

INTRODUCTION

August 22, 2025

ATTN: Derek Teini, AICP | Community and Economic Development Director
405 Grand Avenue, P.O. Box C
Laramie, Wyoming 82073



LOGAN SIMPSON
213 Linden Street, Suite 300
Fort Collins, Colorado 80524
970.449.4100
www.logansimpson.com

Subject: Request for Proposals Downtown Development Plan 2045

Dear Mr. Teini and members of the selection committee,

Logan Simpson Design Inc. (Logan Simpson) is delighted to submit our proposal for the Laramie Downtown Development Plan. Over the past 34 years, we have partnered with more than 200 communities to craft inspiring long-range visioning plans, downtown plans, development code updates, and housing strategies designed to be implemented effectively.

Logan Simpson's experiential-based design and planning philosophy supports our company mission, **Working Together to Guide Responsible Change**, and our approach involving co-creation that results in innovative solutions that strengthen the vitality of downtowns. For this effort, we have partnered with Progressive Urban Management Associates (P.U.M.A.) to bring nationally recognized experience in district feasibility, economic development, and financial analysis, enabling the creation of practical financing mechanisms to realize the Downtown Development Plan's strategies.

In addition to our Fort Collins-based staff, our project team includes staff based in Cheyenne, giving us both a strong local presence and a proven history in Wyoming including our work with the City of Laramie, Albany County, and the City of Cheyenne. With few examples of DDA planning efforts in Wyoming, our recent work with the Cheyenne DDA stands out as one of the state's only such plans, offering a blueprint for strategies that promote economic vitality and increase public activity. In addition, P.U.M.A. brings an extensive portfolio of downtown work including strategic downtown planning and the creation of over 90 business improvement districts (BIDs), downtown development authorities (DDA), and other districts. The award-winning Cheyenne Plan of Development not only provides a clear vision for downtown Cheyenne's future but also offers lessons directly applicable to enhancing downtown Laramie. We will build on the framework established in the Cheyenne Plan of Development to strengthen Laramie's economic role, reinforce its unique identity, and guide investment in a way that supports long-term vitality. With this combination of statewide experience, familiarity with Wyoming State Statutes, and deep local knowledge, our team is uniquely positioned to help Laramie community members shape the future of their downtown.

Beyond redevelopment planning, Logan Simpson brings deep expertise in public engagement, urban design, historic preservation, and multimodal transportation integration, ensuring that your plan is not only visionary but ground in community priorities, fiscal realities, and design excellence. Our multidisciplinary team includes planners, landscape architects, GIS analysts, and public engagement specialists, giving us the capacity and breadth to lead this project successfully, meet deadlines, and deliver a plan that is ambitious and achievable.

Project Manager Melissa Ruth will serve as your primary point of contact, supported by an experienced core team dedicated to Laramie's success. Melissa can be reached at our Fort Collins office located at 213 Linden, Suite 300, Fort Collins, Colorado 80524, or by phone or email as listed below in her signature.

Thank you for the opportunity to once again work alongside the City of Laramie, the DDA, LMSA, and community members to develop an updated, forward-thinking, and community-centered Downtown Development Plan. We are eager to build on your community's unique assets and prepared to tailor our approach to match your expectations, priorities, and needs.

Sincerely,

Megan Moore, AICP, Assoc. AIA
Senior Planner/Authorized Signatory
970.449.4100 | mmoore@logansimpson.com

Melissa Ruth, AICP
Project Manager
970.449.4100 | mruth@logansimpson.com

EXPERIENCE *and* REFERENCES

LOGAN SIMPSON



Logan Simpson was founded in 1990 and has grown to six offices in Fort Collins, Colorado; Salt Lake City, Utah; Tempe, Tucson, and Flagstaff, Arizona; and Reno, Nevada. As a multidisciplinary firm, Logan Simpson brings a variety of AICP certified planners; public outreach specialists; GIS analysts and spatial modeling experts; licensed landscape architects, designers, and LEED APs; graphic designers; and specialists in recreation, NEPA, environmental planning, historic preservation, and cultural resources. In both planning and design, Logan Simpson strives to understand the relationships between the elements that create a sense of place and the social fabric that creates a sense of community. Our planning philosophy supports our company mission by **helping communities in the Mountain West protect and enhance their future through a process of co-creation.**

We are committed to addressing the unique challenges of our western environment, **supporting the values of communities facing continued growth, and finding innovative solutions to evolve in a responsible way.** Throughout our careers, we have focused on understanding the key issues facing the Western U.S., including **economic and downtown development, housing, transportation, growth sustainability, equity, and land use.** We recognize that balancing growth with environmental stewardship and regional collaboration is essential to protecting what makes these communities distinct.

Logan Simpson has teamed with P.U.M.A. to ensure a thorough and well-rounded approach. Logan Simpson and P.U.M.A. team members have a wealth of experience working in the Mountain West, and specifically in this region. We are confident that each of the professionals working on the project will provide a collaborative, innovative, and comprehensive approach that will address the City’s current and future needs while reflecting the values and priorities of its residents.

PROGRESSIVE URBAN MANAGEMENT ASSOCIATE (P.U.M.A.)



P.U.M.A. is nationally recognized for its team of experienced place management practitioners, planners, market researchers, and consensus builders. The firm serves as a one-stop resource downtowns, corridors, and neighborhood districts of all sizes, helping communities address challenges through public engagement, strategic planning, actionable work plans, and financing tools. P.U.M.A. brings recent and ongoing experience helping communities form DDAs, create a shared vision among downtown stakeholders and organizations, and develop financing mechanisms to successfully implement plans of development. The firm is currently leading DDA formation efforts in Aurora, Boulder, and Brighton, Colorado. P.U.M.A. has also worked with DDAs on downtown and organizational strategic planning, creating or updating plans of development, and district formation or expansion in Denver, Lafayette, Littleton, Englewood, Greeley, Longmont, and Colorado Springs, Colorado, as well as Traverse City, Flint, and Grand Rapids, Michigan.

LOGAN SIMPSON EXPERIENCE

Logan Simpson brings extensive experience developing downtown plans for communities comparable to the City of Laramie. We have partnered with cities across the Mountain West and beyond to create visions that balance historic character with economic vitality, multimodal access, housing needs, and activities that draw people downtown in all seasons. These projects often require nuanced engagement, tailored implementation strategies, and solutions that address both local priorities and regional market forces, skills our team has honed through decades of collaborative downtown planning. The following projects illustrate our ability to deliver results in communities similar to Laramie.



Englewood DDA Working Group Tour and Presentation

CHEYENNE DOWNTOWN DEVELOPMENT AUTHORITY PLAN OF DEVELOPMENT | WYOMING

Reference: Charles Bloom, Planning and Development Director | City of Cheyenne | 307. 637.6282 | cbloom@cheyennecity.org

Documents: [Cheyenne DDA Plan](#)

Logan Simpson worked with the City of Cheyenne to update its Downtown Development Authority (DDA) Plan of Development through a community-driven process that created a comprehensive vision for the future. The award-winning Plan provides a blueprint for strategies that promote economic vitality, increase public activities, and enhance the historic western charm of Downtown Cheyenne.

As an action-focused document, the Plan emphasizes implementable strategies that build on previous priorities and community investments. Catalyst projects highlight large-scale, long-range priorities identified by the DDA Board and City Council, along with near-term investments addressing ongoing challenges and opportunities. These were identified through public engagement and input from business and property owners to elevate downtown and stimulate redevelopment of underutilized areas.

A cornerstone of the Plan’s development was a robust community engagement process. Throughout 2024, multiple phases of community involvement were conducted, including questionnaires, visioning events, workshops, and targeted stakeholder sessions. Over 850 responses were gathered through online surveys, supplemented by public events at high-traffic locations such as local breweries, the Downtown Farmers Market, community festivals, and “Super Day.” Property and business owner work sessions ensured private sector input, while elected officials and a DDA Board subcommittee remained engaged in refining and championing the plan. The Plan was unanimously approved by the DDA Board, Planning Commission, and City Council.

Implementation is guided by a detailed matrix outlining short- and long-term priorities, funding sources, and key performance indicators, with initiatives organized into foundational, aspirational, and visionary tiers. Annual reviews and performance reporting ensure accountability. A core component of the Plan is its emphasis on collaborative partnerships and data-driven decision making to guide development efforts. By aligning with local businesses, city officials, and community organizations, the DDA can efficiently allocate resources and measure the effectiveness of initiatives such as infrastructure improvements, business recruitment, and public space enhancements. Quality and innovation are embedded throughout, with an emphasis on placemaking, historic preservation, streetscape enhancements, and design standards that respect Cheyenne’s character while integrating modern functionality. The Plan advances smart growth principles through mixed-use development, infill, adaptive reuse, and multimodal connectivity, creating a more vibrant, walkable downtown and providing a transferable model for other communities.

“
Congratulations to you and your team! Well deserved.
 - Chad Auer,
 Office of Governor Mark Gordon
 ”



Cheyenne Downtown Plan community choices events

MCCALL DOWNTOWN MASTER PLAN UPDATE, COMPREHENSIVE PLAN UPDATE, DEVELOPMENT CODE REVIEW, AND WORKFORCE HOUSING STUDY | IDAHO

Reference: Michelle Groenevelt, Community Development Director | City of McCall | 208.634.7142 | mgroenevelt@mccall.id.us

Document: [McCall Downtown Master Plan](#)



The City of McCall has worked with Logan Simpson on numerous planning efforts for over a decade. Logan Simpson continues to provide innovative planning, community centric plans, and the ability to go above and beyond while meeting budget and timelines. All of the master plans that have been developed for McCall have been adopted with broad community support and have received state and national awards.

- Michelle Groenevelt, City of McCall



McCall is nestled between the mountains of the Payette National Forest and the waterfront of Payette Lake. As the largest community in Valley County, it serves as a regional economic hub including parts of neighboring Adams and Idaho counties. McCall is a prime destination for seasonal residents and visitors; as a result, the number of permanently occupied residences in McCall is decreasing in relation to the number of second homes. Logan Simpson worked with a local engineering firm to develop the 2013 Downtown Master Plan Update, which builds on previous City planning efforts to create a roadmap for future development and redevelopment of the Downtown. It included components of traditional downtown master plans while developing recommendations through economic and cultural influence.

The Downtown Plan included the reconstruction of all streets; removal of buildings along the lake; the creation of a new library, civic campus and transit center; the development of new affordable housing; creation of new pathways; expansion of the lakefront park; and a parking plan and expansion of the Shore Lodge and Hotel McCall. The Plan included an Urban Renewal District and a Local Improvement District.

Following completion of the Downtown Master Plan, the City retained Logan Simpson to complete related and ongoing plans, including the Comprehensive and Transportation Plan Update and the Workforce Housing Study, collectively known as *McCall In Motion*. Though McCall has adequate land to satisfy the high demand for growth, the need to protect neighborhoods, green space, and natural assets constrains the City's growth potential and requires careful thought about how the community wants to take advantage of each opportunity for change. A major focus of the process is to educate the community about the process, why individuals should participate, how the plan affects them, and how the City will use the plan to guide its future. Innovative results have included a required mix of local businesses within Downtown; a new pedestrian- and event-oriented street terminating at the lake; the reclamation of public access and preservation of shoreline along one of the most beautiful lakes in Idaho; permitting of a two-story grocery store; integration of federal facilities including the USFS Smoke Jumpers and Fire Center; implementation of dark sky lighting and other sustainability standards; and extension of an already robust trail system. Working with Town staff to collect data over multiple years, these plans address the Downtown's parking concerns through land use and branding strategies.



(Top) Rendering of 2nd Avenue; (Bottom) Implementation of 2nd Avenue

P.U.M.A. EXPERIENCE

OLD TOWN TOMORROW ACTION PLAN AND DDA FORMATION | LAFAYETTE, COLORADO

Reference: Brigid Keating, Economic Development Director, Executive Director of the Lafayette Urban Renewal Authority | City of Lafayette | 303.661.1224 | Brigid.Keating@lafayetteco.gov

In 2023, the City of Lafayette retained P.U.M.A. to determine the feasibility of forming an improvement district to replace the Lafayette Urban Renewal Authority (LURA) as the champion for investments in Old Town Lafayette, as LURA’s Tax Increment Finance (TIF) was set to expire in October 2024. The process, entitled **Old Town Tomorrow: The LURA Transition Project**, consisted of three phases:

Phase I focused on gaining a deep understanding of the area, evaluating LURA’s existing assets, and providing education on the options for Old Town after LURA. Engagement centered on identifying the community’s desires and priorities for the Old Town area and identified a preferred improvement district option to guide the district’s future evolution.

Phase II resulted in a draft community Action Plan for the preferred improvement district option. It also included detailed recommendations on the structure, boundaries, and governance of the proposed district.

Phase III included the legal process to establish the district, which involved a City Council ordinance and a successful TABOR election managed by district proponents.

After engaging with the business community, Old Town constituents, and Lafayette residents, a Downtown Development Authority (DDA) was chosen as the preferred option to support businesses, serve as a unified voice for Old Town, and continue revitalizing Lafayette’s central business district for years to come. The DDA will be guided by an Action Plan that provides a road map for future improvements and investment in Old Town Lafayette.



GREELEY DOWNTOWN PLAN: THE PATH FORWARD | COLORADO

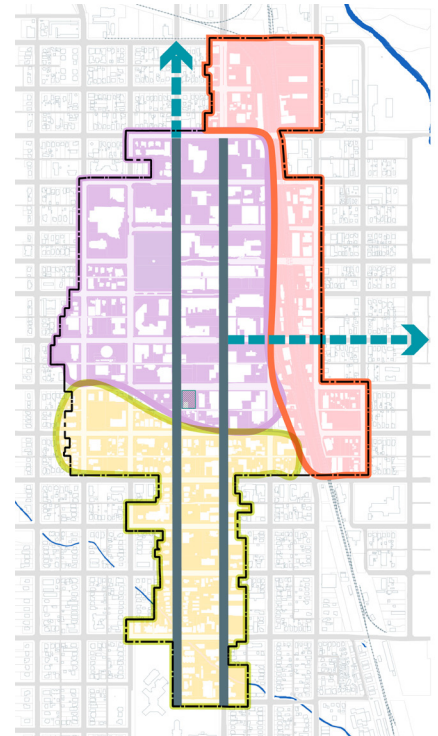
Reference: Bianca Fisher, Executive Director | Greeley Downtown Development Authority | 970.356.6775 | bianca@greeleydowntown.com

In early 2022, the City of Greeley, in partnership with the Greeley Downtown Development Authority (DDA), hired P.U.M.A. to lead the *Downtown 2032 – The Path Forward* planning process. The plan will be used to guide public improvements and private investment in Downtown Greeley over the next decade. P.U.M.A. was joined by Denver-based landscape architecture firm Livable Cities Studio to analyze existing physical conditions and develop detailed urban design recommendations.

Community engagement was essential for identifying shared values and aspirations. P.U.M.A. led an engagement process that included dozens of stakeholder interviews and roundtables, pop-up events and community workshops, and an online survey that 1,250 individuals completed. A key component of the outreach strategy was establishing relationships with segments of the population that might not typically engage in traditional planning processes, such as immigrant business owners in Downtown Greeley. The team was intentional about inviting the University of Northern Colorado (UNC) students and leadership to the table to ensure their unique perspectives and experiences with Downtown were considered. The entire planning process was promoted in both English and Spanish, including surveys.

To deliver realistic recommendations grounded in economic reality, P.U.M.A. conducted a comprehensive market assessment, which explores Downtown and the City’s strengths, vulnerabilities, and opportunities in a variety of market segments. It also provides baseline data for Downtown Greeley as it continues to transition past the pandemic. The market assessment provided a foundation for recommendations related to Downtown’s storefront economy, land use and infill development opportunities, housing and employment priorities, and overall economic vitality.

In addition to identifying market opportunities, Downtown 2032 includes a physical framework and comprehensive urban design recommendations. The plan outlines several transformative projects, including a bike and pedestrian boulevard linking Downtown to UNC, connectivity improvements to surrounding neighborhoods and the Poudre River, and the creation of unique sub-areas through distinctive urban design interventions.



PROJECT TEAM



LOGAN SIMPSON



MELISSA RUTH, AICP | PROJECT MANAGER + PUBLIC ENGAGEMENT CO-LEAD

Melissa is an AICP certified community planner with experience in rural and urban Mountain West communities. She combines expertise in land use codes with passion for resource

management and housing affordability to create plans that balance natural resource protections, community character, and affordable housing. As a trained mediator through the Wyoming Department of Agriculture, Melissa excels at public engagement and facilitation, creating actionable plans that balance visionary goals with achievable implementation strategies.

EDUCATION

MURP, GIS Certificate, University of Florida
B.A. Environmental Policy, minor in Economics, Western Washington University

PROFESSIONAL REGISTRATIONS/AFFILIATIONS

American Institute of Certified Planners (AICP)
American Planning Association member, 2018- Present
WYOPASS member, 2018- Present
WYOPASS Board, 2023-present
APA Montana member

SELECTED PROJECTS

- Cheyenne Downtown Plan of Development, WY
- Albany County & Laramie Joint Growth Area Plan, WY
- Pine Bluffs Community Master Plan, WY
- Pagosa Springs Land Use Development Code Update, CO
- Jackson/Teton Growth Management Plan Update, WY
- Rapid City Comprehensive Plan, SD
- San Miguel County Affordable Housing Community Facilitation, CO
- Chandler Downtown Region Plan and Design Guidelines, AZ



ROBIN ADAMS | ASSISTANT PROJECT MANAGER + PUBLIC ENGAGEMENT CO-LEAD

Robin brings professional experience in community development across nonprofit, regional, local government, and private sectors, with specialized expertise in housing

planning, workforce housing development, and transit-oriented community development. Robin has managed workforce housing development programs in rural Montana and contributed to housing needs assessments and comprehensive planning efforts. They prioritize data-driven decisions that foster healthy, resilient communities with affordable housing as a foundation, making them ideally suited to address Laramie's downtown housing and development challenges.

EDUCATION

MURP, University of Colorado Denver
B.Sc., Cognitive Science with Specialization in Human Cognition, University of California San Diego

SELECTED PROJECTS

- San Miguel County Affordable Housing Community Facilitation, CO
- Rapid City Comprehensive Plan, SD
- McCall Annexation Area Analysis, ID
- Plan Ogden General Plan, UT
- Ogden Station Area Plan, UT
- DRCOG Regional Housing Needs Assessment, CO*
- Workforce Housing, Red Lodge, MT*
- Understanding Future Growth on Alameda, CO*

**Experience prior to joining Logan Simpson*



**BRUCE MEIGHEN, AICP
| IMPLEMENTATION
STRATEGIST**

Bruce is Logan Simpson’s President and CEO with over 35 years of experience in comprehensive planning and public involvement. As a certified planner and recipient of over 70 top planning awards, he

specializes in managing defensible planning processes that create sustainable, quality growth communities with common, enduring visions. His expertise in innovative public engagement, downtown revitalization, and implementation strategies makes him uniquely qualified to guide Laramie’s Downtown Development Plan. Bruce has successfully managed over 350 plans throughout the nation, with particular strength in balancing historic preservation with creative growth, addressing transportation and economic development challenges, and creating actionable implementation frameworks that deliver results.

EDUCATION

MCRP, Georgia Institute of Technology
B.A., Geography Urban Systems, McGill University, Montreal, Quebec

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP)
Master Project Manager (MPM)
North American Lake Management Society (NALMS), 2020

SELECTED PROJECTS

- McCall Downtown Master Plan, ID
- Fort Collins Redevelopment/Infill Studies (ReFill & ReFill II), CO
- Mills Main Street Corridor Plan 2020, WY
- Cody Comprehensive Plan Update, WY
- Generation Casper Comprehensive Plan, WY
- Chandler Downtown Region Plan and Design Guidelines, AZ
- PlanCOS (Colorado Springs Comprehensive Plan), CO
- Create Loveland Comprehensive Plan, CO
- US 287 Strategic Plan, Loveland, CO



**MEGAN MOORE, AICP,
ASSOC. AIA | URBAN
DESIGN AND LAND USE
LEAD**

Megan is an urban designer and planner with 20 years of experience and more than 50 design and planning awards. She specializes in comprehensive planning, subarea

planning, urban revitalization, and placemaking, with expertise in downtown planning and corridor revitalization. Her background in architecture and landscape architecture provides unique perspective into urban design strategies and implementing policy guidance to create human-scale places. Megan excels at combining stakeholder input with data to create plans that reflect community vision while encouraging appropriate growth strategies.

EDUCATION

M.Arch., University of Colorado at Denver
M.L.A., University of Colorado at Denver
Graduate Certificate in Historic Preservation, University of Colorado at Denver
B.S. in Architectural Studies, University of Illinois at Urbana-Champaign

PROFESSIONAL REGISTRATIONS

American Institute of Certified Planners (AICP), #37161
Associate, American Institute of Architects (AIA), #30177191
American Planning Association (APA)
American Society of Landscape Architects (ASLA)

SELECTED PROJECTS

- Fort Collins Redevelopment/Infill Studies (ReFill & ReFill II), CO
- Cheyenne Downtown Plan of Development, WY
- Albany County & Laramie Joint Growth Area Plan, WY
- PlanCOS (Colorado Springs Comprehensive Plan), CO
- Create Loveland Comprehensive Plan, CO
- Chandler Downtown Region Plan and Design Guidelines, AZ
- McCall Downtown Master Plan, ID
- W192 Redevelopment Plan, Osceola County, FL



MARIAH JUSTICE | HISTORIC PRESERVATION SPECIALIST

Mariah is an architectural historian with more than five years of experience in historic resource identification, documentation, evaluation, and preservation. She currently serves on the Tempe

Historic Preservation Commission and meets the Secretary of the Interior's Professional Qualification Standards. Her experience includes developing historic preservation plans, conducting community engagement strategies, and integrating historic preservation into municipal goals including affordable housing, economic development, and sustainability, which directly address Laramie's need to balance historic character with innovative growth.

EDUCATION

M.Sc., Architectural Conservation, University of Edinburgh

B.A., History, University of Florida

B.A., Economics, University of Florida

PROFESSIONAL REGISTRATIONS

The International Committee for the Conservation of Industrial Heritage (TICCIH)

Southeastern Society of Architectural Historians (SESAH)

SELECTED PROJECTS

- City of Golden Policy and Engagement Study, CO
- Steamboat Springs Education, Engagement, and Outreach Strategy, CO
- Steamboat Springs Historic Preservation Plan and Design Guideline Update, CO
- City of Benson Historic Preservation Plan, AZ



KELLY NAUMANN | GRAPHICS AND ENGAGEMENT SUPPORT

Kelly is a community planner with expertise in comprehensive planning, housing, sustainability, and arts-based engagement. She brings exceptional visual communication skills, consistently elevating

planning efforts through clear, compelling graphics and accessible storytelling. With advanced degrees in Urban Design and Sustainable Environments, Kelly excels at translating complex planning principles into relatable ideas that resonate with diverse audiences. Her strengths in facilitating authentic public engagement, crafting strategic narratives, and creating visually engaging deliverables align perfectly with Laramie's need for innovative community engagement and dynamic visual resources.

EDUCATION

M.A., Urban Design, University of Colorado at Denver

M.Des., Sustainable Environments and B.S., Community and Regional Planning w/honors, Iowa State University

PROFESSIONAL REGISTRATIONS

American Planning Association (APA)

SELECTED PROJECTS

- Rapid City Comprehensive Plan, SD
- Summit County Comprehensive Plan, CO
- Golden Historic Preservation Policy and Engagement Study, CO
- McCall Idaho Local Housing Action Plan, ID
- Cheyenne Arapaho Economic Development Strategy, OK
- Albany County & Laramie Joint Growth Area Plan, WY



BEN OESTERLING | GIS ANALYSIS

Ben is a GIS analyst with extensive experience in both environmental and community planning, specializing in cartography, data management, modeling, and graphic design. His expertise includes guiding geospatial modeling and cartographic design for comprehensive plans, redevelopment analysis, and 3D visualization through Esri's City Engine and ArcGIS Urban for public engagement and scenario modeling. Ben's skills in database management, mapping, and design make him essential for creating the comprehensive visual tools and interactive dashboards called for in Laramie's downtown plan.

EDUCATION

B.Sc., Community, Environment, and Development, Minor in GIS, Penn State University

SELECTED PROJECTS

- Cheyenne Downtown Plan of Development, WY
- Albany County & Laramie Joint Growth Area Plan, WY
- Growth and Development Model, Phoenix, AZ
- Tomorrow's Mesa General Plan Update, AZ
- Chandler Downtown Region Plan and Design Guidelines, AZ
- Windsor Comprehensive Plan, CO

P.U.M.A.



AMANDA KANNARD, LPM, AICP | DATA ANALYSIS + VISUALIZATION | DESIGN

Amanda Kannard is an urban planner, designer, and senior project manager with a decade of experience in the planning and place management fields. As a vice president, Amanda leads P.U.M.A.'s downtown planning

practice and has managed a diversity of projects, from neighborhood, downtown, and corridor plans, to comprehensive community engagement efforts, to strategic visioning and organizational plans. She specializes in bringing together inclusive community engagement, market research, and visual storytelling to create visionary, yet actionable, plans. Amanda is a Certified Leader in Place Management (LPM), as designated by the International Downtown Association and is a certified planner by the American Planning Association's American Institute of Certified Planners (AICP).

EDUCATION

MUPP, University of Illinois at Chicago
B.S., Geography and Community and Environmental Sociology, University of Wisconsin-Madison

AFFILIATIONS

American Planning Association (APA) Colorado Chapter Board Member
American Institute of Certified Planners (AICP)
International Downtown Association | Certified Leader in Place Management (LPM)
Downtown Colorado, Inc.

SELECTED PROJECTS

- Developing strategic plans to guide downtown management organizations in Berkeley, CA; Cambridge, MA; Denver, CO; Norfolk, VA; Spokane, WA; Traverse City, MI; and Cleveland, OH
- Managing downtown and neighborhood plans led by broad stakeholder and community input in Cedar Rapids, IA; Greeley, CO; Long Beach, CA; and Denver, CO
- Leading and supporting BID and DDA feasibility, formation, and renewal, in Berkeley, CA; Boulder, CO; Brighton, CO; Denver, CO; Lafayette, CO; Norfolk, NE; Long Beach, CA; and Englewood, CO



ETHAN GREENE | DATA ANALYSIS + VISUALIZATION | ENGAGEMENT

Ethan Greene is an urban planning professional with experience working in the nonprofit and private sectors. Ethan supports P.U.M.A.'s community planning efforts by conducting

data analysis for market assessments, researching best practices, producing graphics, designing final plan documents, and aiding with community engagement. Prior to joining P.U.M.A., Ethan worked as a research assistant for the University of Colorado Denver, coauthoring a report on how the City of Denver could improve its community engagement apparatus. In this role he also contributed to a regional housing affordability research project in collaboration with Denver metro organizations and governments including the Denver Regional Council of Governments (DRCOG).

EDUCATION

MURP, University of Colorado Denver
B.A., Political Science, Minors in Music and Spanish, Western Washington University

AFFILIATIONS

American Planning Association (APA)
International Downtown Association (IDA)
Downtown Colorado, Inc. (DCI)

SELECTED PROJECTS

- Supporting the creation of DDAs in Lafayette, CO and Aurora, CO and a BID in Downtown Albuquerque, NM through plan writing, engagement, and database management
- Assisting with market research, community engagement, and existing conditions analysis for the award winning Wheat Ridge Prosperity Plan: an Economic Development Strategy in Wheat Ridge, CO
- Conducting geospatial and data analysis to guide the Downtown Denver Groundfloor Activation Strategy for the Downtown Denver Partnership



PUBLIC ENGAGEMENT STRATEGY

Logan Simpson brings unrivaled engagement and community planning expertise with an approach rooted in the belief that **solutions to complex issues must come from community members themselves** by creating an inviting space for those ideas and solutions to emerge, and then be considered, developed, implemented, and evaluated. Our team recognizes that any successful Downtown plan must be driven by community members and tailored to the local context to consider funding resources, land availability, and political will and support. Our engagement strategy follows a three-pronged approach:

Inspiration and Discovery, where we spark visionary conversations through listening sessions, mapping exercises, and hands-on collaboration;

Innovation and Creation, where community members participate in workshops and scenario testing to explore creative strategies; and

Celebration and Confirmation, where the community validates the preferred direction and builds excitement for the future.

This process fosters trust, creativity, and ownership while ensuring a shared vision guides the plan. To meet the project deadline we are combining the Inspiration and Discovery and Innovation and Creation phases into a single three-day long charrette event, described in greater detail in Phase 2 of the Scope.



Rapid City, South Dakota community outreach

We view engagement as a true partnership between City staff, LMSA, DDA, the Logan Simpson team, and the community. This provides residents with the educational tools they need to make informed choices, offering multiple opportunities to participate at different stages of the project, and clearly showing how community input influences the plan.

Because Downtown is not only a place for residents, but also a regional destination for surrounding communities who come for goods, services, jobs, and entertainment, public engagement must be broad, inclusive, and accessible. Our approach combines hands-on and digital strategies to foster transparency and inclusivity. We host events that are welcoming and engaging, including pop-up engagements at local breweries, coffee shops, and other Downtown gathering spots.

Special emphasis will be placed on engaging younger voices, from middle and high school students to the University of Wyoming student body, tapping into their energy, creativity, and fresh perspectives to co-create innovative ideas for Downtown. To ensure consistency and momentum, public participation will be organized into two phases, providing ongoing opportunities for residents and Downtown partners to be immersed in shaping the future of Downtown Laramie.



EVERY PROCESS BEGINS WITH INSPIRATION AND DISCOVERY...



SCOPE AND TIMELINE

PHASE 1.0 KICKOFF AND PROJECT FOUNDATION | SEPTEMBER - NOVEMBER 2025

This phase establishes the framework for effective collaboration between the project team, City staff, the DDA, LMSA, and the community. It ensures clear communication, structured coordination, and proactive management throughout the planning process, enabling the team to stay aligned, address challenges early, and keep the project on track to achieve the community's vision for Downtown.

TASK 1.1. PROJECT KICKOFF AND ONGOING MANAGEMENT

This task sets the foundation for a true partnership between the Logan Simpson team and City of Laramie staff, LMSA, the DDA, and community, working as one team to co-create deliverables and align goals to meet Downtown's needs.

Kickoff Workshop. The Logan Simpson team and City staff (CS) will hold an in-person workshop to solidify the overall schedule, confirm key milestones, define the project approach and outcomes, discuss data needs, and identify inclusions for the Public Engagement Plan. This session will also include a walking tour of the Downtown Development Authority (DDA)/Main Street District to examine key issues, opportunities, and ongoing projects.

CS Meetings. The Logan Simpson team will coordinate regular bi-weekly or monthly conference calls (as needed) and milestone in-person meetings to manage scope, schedule, quality, and budget. Monthly progress reports submitted with invoices will outline completed tasks for the month.

Existing Conditions and Data Analysis. The Logan Simpson team will request geospatial and tabular data along with relevant planning documents or studies. Requested baseline data may include zoning, existing and future land uses, planned or entitled developments, current and proposed roads or paths, service district boundaries and capacities, and recent buildout calculations. The Logan Simpson team will also analyze Downtown's physical features, including:

- 3-D building forms
- Areas of transition and redevelopment
- Conceptual building conditions
- Historic building inventory
- Special district boundaries
- Road volumes and conditions
- Existing and proposed street typologies
- Infrastructure and parking
- Pedestrian connections and third spaces
- Winter condition limitations
- Other physical components affecting Downtown's function and character

This inventory will support an analysis of existing conditions, opportunities, and challenges, and help forecast future trends. Findings will be organized into key themes: land use and infrastructure, housing, economic development, mobility and connectivity, parks and open space, and character areas and design.

Website and Online Engagement. In coordination with CS, the Logan Simpson team will develop a framework for a project webpage that will house meeting materials, public engagement opportunities, upcoming events, and key dates. This site may be a dedicated page on the City's website or a third-party platform.



Logan Simpson values authentic human connection. Our use of technology, including AI, is geared towards expanding our work and serves as a supporting tool for our processes. This includes using AI to assist in summarizing our work, validating and enhancing products, and identifying potential gaps. The primary authorship of ideas comes from Logan Simpson staff, AI will serve as a tool to refine and enhance ideas and as a tool for quality assurance.



TASK 1.2. PLAN AUDIT AND PUBLIC ENGAGEMENT PLAN

This task bridges recent progress in Downtown's existing plans, land use code, and capital improvement plans with the vision of the new Plan of Development, ensuring alignment, consistency, and momentum. It also creates opportunities to integrate the efforts from the City's other ongoing projects. Through the Public Engagement Plan (PEP), we will build on the City's commitment to transparency with tailored outreach methods that make each group feel genuinely welcomed and heard. This task will lay the initial groundwork for a truly community-driven Plan of Development.

Plan Audit. The Logan Simpson team will conduct an electronic audit of the 2011 Downtown Development Plan's vision, goals, and policies to determine which elements should carry forward. The audit will address:

- Successes and challenges in project implementation
- Funding sources and their effectiveness
- Programs applied in other Wyoming and western communities
- Current and emerging uses, challenges, and opportunities.

We will also review other Downtown-related plans provided by CS. The audit process will involve CS, Planning Commission (PC) members, City Council (CC), DDA members, and the Logan Simpson team, with the goal of identifying redundancies and aligning strategies with other adopted plans. In addition to existing plans, the Logan Simpson team will consider planning processes currently in progress, such as Forge Laramie Comprehensive Plan and Reconnect West Laramie.

Financing Tools Analysis. The Logan Simpson team will evaluate existing DDA and City financing tools supporting Downtown improvements, including capital improvement planning, parking revenue, grant programs, and any other mechanisms. The analysis will identify tools in active use, underutilized opportunities, and potential gaps. It will also review DDA organizational and governance structures against best practices in Wyoming and nationwide, establishing a foundation for funding strategies that align with Downtown priorities.

Public Engagement Plan. The Logan Simpson team will prepare an equitable and adaptable Public Engagement Plan (PEP) in collaboration with CS. The PEP will outline:

- Event schedule and format
- Notification and distribution strategies
- Methods for gathering input
- Locations targeting historically underrepresented or underserved communities.

Engagement opportunities will include presence at existing community events, project-specific events, and a consistent online presence. A comment-tracking system will ensure broad representation across residents, business owners, employees, elected and appointed officials, visitors, community groups, and other invested partners. This approach aims to keep the public informed, collect feedback at critical points, and create local champions. When possible, engagement efforts will be coordinated with those for the Forge Laramie Comprehensive Plan to leverage outreach opportunities and maximize budget efficiency between both projects.

PHASE 1 MEETINGS AND DELIVERABLES:

- In-person CS kickoff workshop, including agenda, materials, facilitation, and summary
- Up to 25 PMT biweekly coordination calls, including agendas, and action items
- Data download, organization, and management strategy; building inventory; initial basemap compilation
- Plan Audit summary, including financing tools analysis



Jackson-Teton Growth Management Plan Update report card presentation

PHASE 2.0 VISIONING AND CHOICES | DECEMBER 2025 – FEBRUARY 2026

The key to this phase is clearly demonstrating how values and goals translate into a spatial and strategic framework, making it easy for the community to see how broad goals directly shape the look and feel of Downtown. Our team utilizes imagery and analysis to ensure the community can envision and experience Downtown’s future prior to adoption of the plan. Success will rely on clearly communicating the context, tradeoffs, and potential benefits of different future scenarios.

TASK 2.1. DOWNTOWN PARTNERS ENGAGEMENT SERIES #1

This task provides the opportunity to interface with City leadership and business owners to gather feedback on policies, plan goals, and key opportunities prior to engaging the public. This task strengthens collaboration between key Downtown partners through targeted work sessions, including insight into current issues, future development goals, and active projects, leading to a plan grounded in both high-level vision and on-the-ground realities.

Joint Work Session #1. The Logan Simpson team will work with CS to coordinate a joint meeting with the DDA Board, LMSA Board, and PC joint work session to understand the project goals and objectives from each body and facilitate a discussion of the opportunities and challenges in the Downtown area.

Property and Business Owner Work Session #1. Following the DDA/PC joint work session, the Logan Simpson team will work with CS to facilitate a work session with property and business owners in the Downtown area to understand not only issues and opportunities but also understand future development goals and any in-progress or upcoming projects.

TASK 2.2. CHARRETTE WEEK: VISIONING AND DOWNTOWN CHOICES

This multi-day engagement week gives us the opportunity to dive in, have authentic and in-depth conversations with community members regarding complex issues and discuss opportunities and trade-offs. This week establishes an in-person presence for the project team, building trust with the community and giving the opportunity for meaningful engagement over multiple days.

Charrette Format and Activities. To launch the Downtown Plan and build early momentum, the Logan Simpson team will facilitate a three-day charrette. This dynamic, immersive public engagement approach offers the public a sense of immediate gratification by engaging the community in opportunity discussions early in the week, then using the following days to translate those ideas into draft actionable strategies. These will be re-presented later in the week, allowing participants to see how their input directly shaped changes to the land use map. This approach will allow the community to see their changes made in real time and affirm that the project team is taking their feedback into direct and immediate consideration.

The charrette will begin with interactive community events and drop-in activities at local destinations, where participants will explore shared values, key issues, and big ideas related to land use, infrastructure, housing, economic development, mobility, parks and open space, physical development, parking and transportation, and art and Downtown character. These early sessions will use a comprehensive suite of visual tools such as hand-drawn sketches, maps, charts, infographics, and images to help participants express their ideas and aspirations. The goal of these early activities is to work with the three partner agencies; City, DDA and LMSA, and the public on developing a vision that promotes the Downtown and establishes more defined roles for the three agencies.



Windsor, Colorado Comprehensive Plan week-long charrette

Over the following days, the Logan Simpson team will synthesize community input into draft vision statements, strategic actions, and key policy choices, which will be refined in real time and re-presented later in the week. This iterative process allows participants to see how their feedback directly shapes the evolving vision and strategies for Downtown Laramie.

A key component of the charrette will be communicating the context, tradeoffs, and potential benefits of each scenario and policy choice. This ensures that participants are not only contributing ideas but also gaining a deeper understanding of the implications of different strategies. A diverse and engaging set of activities both in-person and online will support this learning and decision-making process.

The charrette will culminate in a final presentation and open house, where the community can review and respond to the draft vision, core policies, and preliminary strategies and actions. This format ensures transparency, responsiveness, and a strong sense of ownership among participants.

Online Engagement. To ensure broad accessibility, the charrette will be supported by interactive online tools, including a questionnaire, visual preference survey, and interactive mapping activity. These tools will mirror the in-person experience and be supplemented by video recordings and educational materials from the charrette sessions. In the event of inclement weather, we are prepared to shift the in-person charrette week to online or hybrid outreach.

Vision and Strategy Development. Following the charrette, the Logan Simpson team will prepare a Visioning and Choices Outreach Summary, capturing common values, key themes, and community-supported strategies. This summary will inform the development of a draft vision statement and guiding principles aligned with the Forge Laramie Comprehensive Plan, Laramie Growth Area Plan, and other relevant documents. The draft vision will summarize community values and goals and provide overarching direction for the Plan. The vision and key themes should also set the stage for defining the future of Downtown Laramie.

PHASE 2 MEETINGS AND DELIVERABLES:

- DDA/LMSA/PC Joint Work Session #1 including agenda, materials, facilitation, and summary
- Property and Business Owner Work Session #1 including agenda, materials, facilitation, and summary
- One (1) three-day Charrette including agenda, materials, and summary
- Draft vision statement, guiding principles, and core values
- Online Questionnaire #1 with interim and final summary reports
- Outreach summary (to be included as a plan appendix)

PHASE 3.0 PLAN DEVELOPMENT | MARCH – APRIL 2026

This phase represents the culmination of months of community input and data analysis, translating values, ideas and spatial analysis into a plan tailored to Downtown Laramie with a practical implementation framework. Success will come from collaborative review and refinement with Downtown partners, building consensus around a plan for future investment that is both visionary and actionable.

TASK 3.1. DRAFT PLAN DEVELOPMENT

This phase translates ideas, priorities, and community input into a cohesive draft plan, developed collaboratively by the project team, City staff, LMSA, the DDA, and the community. By weaving together technical analysis, Downtown partner priorities, and a shared vision for Downtown, the draft plan will be inspiring, user friendly, and accessible for community members, while remaining clear, actionable, and concise for staff.

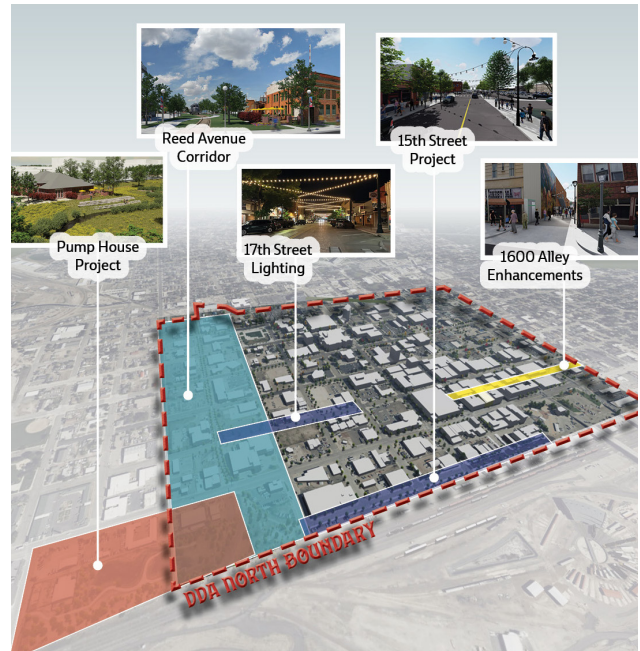
Draft Plan Compilation. Together with CS, the DDA Board, and the LMSA Board, the Logan Simpson team will assemble an innovative, streamlined, and graphically appealing plan that is concise, user-friendly, easily navigable, and accessible to the public with minimal technical language or jargon. Building off our extensive library of graphics and renderings, the plan will incorporate use of maps, tables, renderings, and other graphics to convey ideas and key strategies, an invaluable resource when seeking grant or donor funding. The intent is to create an engaging and exciting document that all entities can use to guide positive change in the Downtown, with clearly defined roles and responsibilities for the City, LMSA, and DDA that are compliant with Wyoming State Statute. Draft(s) and final documents are anticipated to be organized by theme, with each theme including maps and graphics that adhere to accessible design principles; goals, objectives, and actions; history, issues and opportunities analysis; and findings from public engagement (i.e., input sessions, community events, and one-on-one meetings).

TASK 3.2. IMPLEMENTATION MATRIX

An implementation matrix and maps will translate the plan's themes into clear, prioritized actions with timelines, responsibilities, and performance measures to track progress. This will be paired with financing and governance recommendations that explore sustainable funding tools and organizational strategies, ensuring the DDA, City, and LMSA have the capacity and resources to deliver long-term improvements in Downtown. The set of actions the Logan Simpson team develops will help guide the future of Downtown development and effect positive change, ensuring the plan remains a living, adaptable tool.

Implementation Matrix and Map(s). Following the Downtown Choices workshops, the Logan Simpson team will work with CS to create an implementation matrix that outlines priority strategies for each key theme. The goal of this matrix is to prioritize the physical development of the Downtown, provide guidance for the future of the Downtown, and allow the three partnering entities to work on areas of Downtown improvement strategies that will support the vision and desired future character of the Downtown area. As part of this process, the team will review implementation measures from the previous Downtown Plan and other related plans and studies. This will help build on past successes and identify areas where improvements, new approaches, and/or further study are needed. The implementation matrix will define clear, actionable steps along with priorities and performance metrics to track plan progress. The matrix will include realistic actions tied to a timeline, clarify roles and responsibilities for implementation, and identify steps that may require additional study or planning. Once the actions are finalized, clear and graphically engaging maps will be created that indicate key locations for each action identified in the implementation matrix.

DDA Financing/Governance Recommendations. Building on the scan of existing DDA funding mechanisms and organizational structure, we will work collaboratively with City staff and the DDA Board to explore the feasibility of new funding sources that could be dedicated to supporting Downtown improvements over the next 10 to 20 years. These may include, but are not limited to, establishing a new TIF district, leveraging public-private partnerships, or evaluating the feasibility of a special assessment district (BID) or similar. All recommendations will comply with Wyoming state statute and reflect Laramie's specific governance, economic conditions, and administrative capacity. The outcome will be a set of actionable, long-term strategies to diversify and stabilize funding for Downtown infrastructure, operations, and strategic projects and recommendations specific to DDA organizational capacity, board structure, and staffing models to support implementation.



Cheyenne DDA Plan of Development Priority Implementation Map



Englewood DDA Public Working Group Meetings

TASK 3.3 DOWNTOWN PARTNERS PLAN REVIEW

This phase focuses on building consensus and fine-tuning the draft plan through continued collaboration between the Logan Simpson team, City leadership, the DDA, and LMSA. By incorporating feedback and aligning recommendations with community goals and implementation realities, the team ensures the final plan is supported by the community and practical.

Joint Work Session #2. Prior to public release of the draft Plan, the Logan Simpson team will meet with the DDA Board, LMSA Board, and PC in a work session format. Discussion will focus on where results were inconclusive from Phase 1 and 2 public engagement and any questions regarding final plan format.

Property and Business Owner Work Session #2. Following the DDA/PC joint Work Session, the Logan Simpson team will work with CS to facilitate a second work session with property and business owners in the Downtown area to review the public feedback to date and identify priorities for the Downtown area.

PHASE 3 MEETINGS AND DELIVERABLES:

- Preliminary and refined electronic draft plan chapters
- Implementation matrix and map
- Preliminary and final DDA financing and governing recommendations
- Property and Business Owner Work Session #2 including agenda, materials, facilitation, and summary
- DDA/PC Joint Work Session #2 including agenda, materials, facilitation, and summary

PHASE 4.0 PLAN REFINEMENT | MAY – JULY 2026

This phase provides a milestone moment for the project team, City staff, LMSA, the DDA, and the community to come together, review the draft plan, and celebrate the collective work that shaped it. The summit highlights key recommendations, invites feedback to refine priorities, and recognizes the shared commitment that will carry Downtown’s vision forward into implementation.

TASK 4.1. DRAFT PLAN REVIEW AND CELEBRATORY SUMMIT

Celebratory Events. The public will have the opportunity to review and provide feedback on the Plan through celebrating and highlighting the community process and journey. Attendees and participants will have the opportunity to comment on the draft plan document in person at a variety of Downtown events such as Freedom has a Birthday, Brewfest, Jubilee Days, and farmers markets, as well as online engagement. Review materials will include not just the document itself, but photos, imagery, words, and graphics that represent the process and final Plan. Key questions could be embedded in the digital document to garner feedback on specific topics or sections of the draft plan.

PHASE 4 MEETINGS AND DELIVERABLES:

- Public draft plan compilation with a refined and formatted executive summary, plan chapters, and appendices (electronic)
- Up to two (2) Celebratory Summit Events including notification materials, event plan, materials, attendance and facilitation, and summary
- Online Konveio draft plan comment platform with embedded questions including notification and distribution, interim report on responses, and final summary



(Left) Cheyenne DDA Plan Celebration Event - Edge Fest; (Right) PlanCOS (Colorado Springs Comprehensive Plan) Draft Plan Event

PHASE 5.0 ADOPTION | AUGUST 2026

This phase brings the planning process to its conclusion as the project team works with City staff, LMSA, the DDA, and the community to present the final plan for formal approval. The adoption process ensures that Downtown’s vision is officially embraced, providing a clear policy foundation, broad community support, and momentum to carry recommendations into action.

TASK 5.1. ADOPTION HEARINGS

Final Adoption Draft. Following the public review of the draft, our team will meet with CS to verify final edits and compilation of all public and agency comments into a consolidated Public Hearing Draft of the updated Plan. While Wyoming State Statute only requires a public hearing at the PC and CC, we strongly recommend a joint meeting between the DDA Board, LMSA Board, and PC to review and discuss the draft prior to the formal adoption process.

Public Hearings. Our team will attend the public hearings of the PC and CC to present with CS, answer questions, and support the PC’s recommendation for adoption by the CC. The Logan Simpson team anticipates two rounds of minor revisions including any revisions from public hearing comments in this phase. Following adoption, all final materials and files will be packaged and transmitted to the City.

PHASE 5 MEETING AND DELIVERABLES:

- Joint DDA Board, LMSA Board, and PC work sessions including presentation and attendance
- PC hearing, memo, PowerPoint presentation, and attendance/presentation
- CC hearing for final reading, memo, PowerPoint presentation, and attendance/presentation
- Once (1) physical copy of the final, adopted plan
- Final electronic plan documents and appendices, maps, graphics, and any supporting files (i.e., GIS map packages, illustrator graphics, excel tables, etc.)

TIMELINE

	YEAR 2025				YEAR 2026								
	MONTH	9	10	11	12	1	2	3	4	5	6	7	8
Phase 1. Kickoff and Project Foundation													
Task 1.1 Kickoff and Ongoing Project Management		■											
Task 1.2 Plan Audit and Public Engagement Plan		■	■	■									
Phase 2.0 Visioning and Choices													
Task 2.1. Downtown Partners Engagement Series #1					■	■							
Task 2.2 Charrette Week: Visioning and Downtown Choices					■	■	■						
Phase 3.0 Plan Development													
Task 3.1 Draft Plan Development								■	■				
Task 3.2 Implementation								■	■				
Task 3.3 Downtown Partners Plan Review								■	■				
Phase 4.0 Plan Refinement													
Task 4.1 Draft Plan Review and Celebratory Summit										■	■	■	
Phase 5.0 Adoption													
Task 5.1 Adoption Hearings													■

LEGEND

- DOWNTOWN PARTNERS ENGAGEMENT
- PC AND/OR CC MEETING
- PUBLIC EVENT

COST PROPOSAL

	TOTAL HOURS	TOTAL LABOR	TOTAL EXPENSES	TOTAL
PHASE 1.0 KICKOFF AND PROJECT FOUNDATION				
Task 1.1. Project Kickoff and Ongoing Management	54	\$6,800	\$400	\$7,200
Task 1.2 Plan Audit and Public Engagement Plan	40	\$4,800	\$-	\$4,800
Subtotal Phase 1	94	\$11,600	\$400	\$12,000
PHASE 2.0 VISIONING AND CHOICES				
Task 2.1 Downtown Partners Engagement Series #1	22	\$2,700	\$300	\$3,000
Task 2.2 Charrette Week: Visioning and Downtown Choices	194	\$23,800	\$800	\$24,600
Subtotal Phase 2	216	\$26,500	\$1,100	\$27,600
PHASE 3.0 PLAN DEVELOPMENT				
Task 3.1 Draft Plan Development	74	\$8,500	\$-	\$8,500
Task 3.2 Implementation	46	\$5,400	\$-	\$5,400
Task 3.3 Downtown Partners Plan Review	25	\$3,100	\$300	\$3,400
Subtotal Phase 3	145	\$17,000	\$300	\$17,300
PHASE 4.0 PLAN REFINEMENT				
Task 4.1 Draft Plan Review and Celebratory Summit	34	\$4,400	\$100	\$4,500
Subtotal Phase 4	34	\$4,400	\$100	\$4,500
PHASE 5.0 ADOPTION				
Task 5.1 Adoption Hearings	12	\$1,500	\$100	\$1,600
Subtotal Phase 5	12	\$1,500	\$100	\$1,600
TOTAL	501	\$61,000	\$2,000	\$63,000