



Bill Kercher, AICP, LEED®AP

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Author

Character Towns,

Positioning Small Cities and Towns for the New Economy

Editor

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Bill Kercher has spent nearly fifty years as an urban and regional planner in Florida; first as a public planner for county, regional and federal governments followed by twenty-five years with Glattig Jackson Kercher Anglin, Inc. as a community planning consultant for private developers, institutions and public agencies. Since 2011, he has focused primarily on the issues and opportunities offered by small cities and towns through his strategic planning practice, **wck planning, inc.** and his website, **CharacterTowns.org**. Bill recently published *Character Towns, Positioning Small Cities and Towns for the New Economy*, available on Amazon.

PURPOSE of wck | planning.

Founded in 2011, the purpose of the firm is to identify vision-consistent redevelopment and infill opportunities that have been overlooked in small cities and towns; searching for results that are “win-win-win” outcomes for the host city, the developer/investor and the resident and business occupants. Small cities and towns have great potential in the New Economy.

RECENT [2017] ASSIGNMENTS.

- **Downtown South [Orlando] Neighborhood Improvement District:** Comprehensive long-range finance planning advisor[2017].
- **CharacterTown Workshop:** Co-organizer and facilitator of Workshops with small cities in Central Florida [2015 – present].
- **Valencia College:** Campus Systems strategic planning advisor, 2001-present.
- **Xentury City:** Development planning advisor, 1986-present.
- **Kissimmee-BRIDG -Valencia College Bike/Ped Connector:** Finance Plan for the City as sub-consultant to GAI. 2016-present.

AFFILIATIONS and MEMBERSHIPS.

- University of Florida, Urban and Regional Planning Department, Advisory Council.
- Valencia College Foundation, Board of Directors: Finance Committee.
- University of Florida, CityLab Advisory Committee

DESIGN PRINCIPLES.

Successful communities are built by ambitious people working with specific principles:

- **To employ a systems approach** to holistically design the physical, economic and social attributes of communities.
- **To practice universal design** to enable future adaptability and flexibility by anticipating second and subsequent generations of development.
- **To leverage all community assets** to create multiple benefits.
- **To fully recognize the importance of time** by being timely and thinking long term.

OTHER RECENT ASSIGNMENTS.

- **Orlando Health: Downtown Campus, Master Planning**, 2004 to present; and Orlando Health Central's Porter Road Campus.
- **The Downtown South Neighborhood Improvement District**, establishment, Orlando, 2011.
- **Lakeland Mid-Town CRA** medical district strategy, 2012.
- **City of New Port Richey**, Economic Development Strategy for the CRA, 2011.
- **The Pine Hills Commercial Development Strategy** for Orange County, 2010.
- **The Strategic Plan for Economic Development in Seminole County** for a private business group, 2011.
- **Space Florida** governance workshop, 2012.

INDIVIDUAL EXPERIENCE

wck | planning, inc.: 2011 – Present.

In April 2011, Bill opened a planning office to continue to serve long-standing clients and to try to add to the knowledge base of planning and development ideas and insights for leaders of small cities and towns, elected and appointed. In 2014, he started the e-magazine www.CharacterTowns.org that provides focus for the work. In 2015, Bill co-founded the Character Town Workshop that has grown to be a forum for 16 town planners, CRA managers and development directors in Central Florida to share ideas and discuss common issues.

AECOM: 2009 – 2011.

Glattig Jackson Kercher Anglin, Inc. was sold to AECOM in December 2009. For over a year, Bill served as a principal planner with AECOM serving Orlando Health, the City of Lakeland, Valencia College and Xentury City Development Company.

Glattig Jackson Kercher Anglin, Inc.: 1984 – 2009.

The Firm. The story of Glattig Jackson began in 1974, when Jack Glattig started a local planning firm in the midst of the significant real estate recession of the times. The story continued for 35 years as the Firm grew to become a nationally prominent, multi-faceted, mission-driven planning practice with a solid reputation for innovative, inclusive, integrity-based problem solving.

Project Assignments with Glattig Jackson. For over 20 years, Bill served as a President of the Firm being CEO for an additional 5 years. He continued to actively serve as lead planner, being the principal planner/project manager, for many public, institutional and private clients. He also contributed to assignments as project planner or principal-in-charge under the leadership of other planning and design partners.

Orlando Health, Orlando, FL, 2004 – Present.

Orlando Health is creating a vibrant, mixed use campus at its downtown location. Bill, as principal planner, has worked with Orlando Health for many years on a variety of strategic and project-specific assignments.

- **Orlando Health, Downtown Medical Campus** - Bill served as Principal Planner for the planning and design of the 60 acre medical downtown Orlando campus.
 - The Campus Plan identifies sites for new hospitals, medical office buildings, parking structures, infrastructure corridors with programs for entitlements and design standards.
 - Bill also promoted partnership such as the Hospital's participation in the SunRail station now under construction.

- **Lucerne Campus Planning** – Bill served on the AECOM Team to evaluate the future use of the Lucerne Pavilion Hospital that has been abandoned. After a successful RFP process, a developer has been secured to build a mixed-use development on the 11 acre site.
- **Orlando Health Central** – Bill assisted the hospital administration in planning and entitling a new hospital on Porter Road in HorizonWest, Orange County.
- **Downtown South Neighborhood Improvement District [DSNID]** - Bill worked as principal planner to help establish a mixed-use district of about 700 acres anchored by Orlando Health’s five hospitals and 8,000 employees on their downtown Campus. The taxing District was formed through a collaborative effort when the City of Orlando joined with Orlando Health to fund a Vision Plan that enabled creation of the mixed-use district.
- **A Comprehensive Long Range Finance Plan for the Downtown South District** – Bill prepared the draft Finance Plan, a continuing process, which engages the City of Orlando and the DSNID in cooperatively defining sources and uses of funds for providing infrastructure on a “cost shared” basis anticipating infrastructure needs.
- **Dr. P. Phillips Hospital** - Bill was a Project Planner with PBS&J for the original siting and planning of the initial development of this 100+ bed hospital in southwest Orange County in the early 1980s. He continues to provide planning advice to the organization on new investments, including recent [2009] plans that added beds, a parking deck and a lakefront pathway for use by visitors, staff and patients.

Valencia College, Orange and Osceola Counties, FL, 2001 – Present. Bill serves as principal planner for Valencia College as the College expands its reach and depth in Orange and Osceola Counties. Services have included an evaluation of the two-county service area to identify sites for expanded and new campuses, plus evaluations of potential campus sites. Sites include the Horizons West future campus site, the recently opened Lake Nona campus and the Poinciana site.

Xentury City Master Planning, Osceola County, FL, 1984 – Present. Bill serves as principal planner for the 400 acre mixed-use resort that hosts the Gaylord Palms. The project is located in the Disney area of the Orlando Region. Services included initial property evaluation, entitlements and master planning.

- Bill served as a Supervisor of the Community Development District from 1992 to 2010.
- Current activities involve on-call services to evaluate potential users for Xentury City properties and related issues as they arise.
- An early specific assignment involved working with the Client, and adjacent parties, namely Osceola County, Floribra PD, OOCEA and Disney, to establish and obtain right-of-way for what are now the current alignments of Osceola Parkway, International Drive and SR 417 through the several properties.

Lakeland, FL, 2003 – 2012. Lakeland is a community dedicated to creating a nice place for people to live. Assignments have included:

- **Lakeland Medical District Conceptual Planning** - In 2012, Bill participated on the AECOM Team that prepared a strategic framework for the Lakeland Regional Medical Center and Watson Clinic to work with the Mid-Town Community Redevelopment Agency [CRA] to create a prominent medical district.
- **Lakeland Mid-Town Community Redevelopment Plan.** Bill led the original Glatting Jackson Team as principal planner that established the Mid-Town CRA, a 2-square mile area between downtown and Interstate 4. RERC prepared the financial analysis; Bill led the efforts for the Finding of Necessity and the Redevelopment Plan.
- **Lakeland Redevelopment Strategy** - Bill served on the Team that evaluated the CRA's and the City's redevelopment accomplishments downtown in order to suggest new directions. Interviews with downtown stakeholders and Planning Team conclusions were used by the City and the CRA to prepare their new CRA Redevelopment Plan.
- **LDDA Expansion Area Plan** - Bill served as Principal-in-Charge for expansion of the Lakeland Downtown Development Area (LDDA) for the 14 acre site of blighted housing north and east of downtown. The LDDA's Community Redevelopment Area was expanded with a plan adoption. The Agency and the City subsequently purchased the properties, demolished the substandard housing and solicited development proposals.

Orlando, FL, 2000 – 2009. Bill has worked with the City of Orlando on a variety of projects over many years.

- **Orlando Neighborhood Sustainability Indicators** - Bill worked on the project team to develop indicators for homeowner associations and the City of Orlando to use when evaluating the neighborhood needs.
 - **Downtown South Vision Plan** - Bill served as the Principal-in-Charge and project planner for the effort jointly funded by the City of Orlando and Orlando Health to plan the 700 acres of redevelopment land immediately south of the downtown area. The Vision Plan was used to amend the City's Comprehensive Plan and to establish the Downtown South Neighborhood Improvement District. This enabled a wider range of uses and the enactment of design standards and infrastructure funding systems. The property owners within the DSNID area subsequently voted to tax themselves for improvements that implement the Vision Plan.
 - **Downtown Orlando Community Venues Plan** – Bill served as Principal-in-Charge for the initial work with the City of Orlando to evaluate the locational needs of the new Events Center [now the Amway Center] and the Dr. Phillips Performing Arts Center in downtown Orlando. Concepts also planned better connections from downtown to the Citrus Bowl and for re-use of the 90 acre Amway Arena site as “The Creative Village.”
 - **Arlington Heights-Callahan Neighborhood Plan** – Bill worked with a collaborative team that included the Parramore Heritage Preservation Foundation, Inc., the Enterprise Foundation and Fannie Mae to plan the redevelopment and “capacity building” of the core area of Parramore.
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Seminole County, Envision Seminole, The Strategic Plan for Economic Development in Seminole County, 2010 – 2011.

- Seminole County has been very successful over many years in attracting new, high-value jobs. This process was stalled. Bill, as principal planner along with the AECOM Team and RERC Strategic Advisors, designed and facilitated a series of workshops with a Task Force consisting of 26 business executives from Seminole County.
- The product was an Economic Development Action Plan that presented recommendations for organizational, budget and technical programs subsequently implemented by the County Commission.

Pine Hills Commercial Development Strategy for Orange County Neighborhood Services, 2010.

Bill worked with RERC Strategic Advisors to provide planning services to the Task Force appointed by the County Commission. The assignment addressed the commercial revitalization needs of Pine Hills Road. The recommendations called for community connections, corridor development and a new town center, along with the establishment of a local organization to implement the program that the County subsequently enacted.

New Port Richey, Community Redevelopment Agency, 2011.

The City of New Port Richey has great potential frustrated by a lack of focus and past miscues. Bill, working with RERC Strategic Advisors, served as principal planner and Team Leader to evaluate current programs and recommend a course of action to address citywide issues and the redevelopment of six specific small areas in the City.

Developments of Regional Impact, Applications for Development Approval, 1984 – 2011.

Bill served as principal planner and project manager of nine specific DRI assignments over the years with many contributions to additional DRI's that were managed by others. The assignments typically involved master planning, stakeholder communications, comprehensive plan amendments and re-zoning, in addition to the DRI/ADA processing:

- Campus Crusade for Christ World Headquarters DRI, Orange County, FL
- ChampionsGate DRI, Osceola County, FL
- Orlando Health Downtown Campus DRI, Orlando, FL
- Sun Bank Center DRI, City of Orlando, FL
- Tampa Triangle DRI, NOPC,
- Viera DRI, Brevard County, FL [Project Planner and Principal-in-Charge only]
- West Oaks Mall DRI, City of Ocoee, FL
- World Gateway DRI, Orange County, FL
- Xentury City DRI, Osceola County, FL

Viera New Town, Brevard County, FL, 2007 – 2011.

Bill served as Principal-in-Charge and project planner for this 20,000 acre new town in central Brevard County, Florida. Bill contribution included master planning assistance, coordination with other county programs and active support for new entitlements through Comprehensive Plan Amendments, the Development of Regional Impact [DRI] process and Planned Development zoning. He also assisted with design standards, infrastructure plans and environmental resource plans that were essential elements of the Plan.

New Jersey Institute of Technology, Trenton, New Jersey, 2010. Bill assisted with editing five technical reports on transit-oriented development. The products included: A Users Guide to Premium Transit Technologies, Integrating Transit-Supportive Land Use Planning into the Transit Planning Process and three case studies: The Euclid BRT (Health Line – Bus Rapid Transit), Cleveland, Ohio; The Interstate MAX (Yellow Line – Light Rail), Portland, Oregon and the Central Avenue (Red Line – Enhanced Bus Service), Albuquerque.

ChampionsGate, Osceola, FL, 1987 - 2010
Bill was initially engaged with RIDA Development when they bought 137 acres of grove land at the SR 532 interchange with Interstate 4 in western Osceola County. The project had become, by 2010, a high quality international resort community on 1,200 acres with 4,000 hotel rooms, 1,600 residential units, retail shops and offices along with two Greg Norman championship golf courses. The community has continued its successful expansion.

Bill's services included initial site evaluation, land assembly advice, entitlements and conceptual planning, including design standards. A key feature of the plan was to design the two golf courses and the mixed-use resort community while preserving the central wetlands and re-design the rapid infiltration basins used by the City of Kissimmee to dispose of wastewater.

Orlando Sanford International Airport, Commercial Properties Master Plan, 1996. Bill led the team that examined the commercial, non-airside, properties of the authority for future revenue generating uses.

Patriots Point Naval and Maritime Museum Master Plan, Mount Pleasant, SC, 2009 – 2010. Bill served as principal planner and principal-in-charge for master planning the 450 acre attraction featuring the Yorktown aircraft carrier. The Patriots Point Development Authority is charged with preserving and enhancing the overall site and the naval and maritime historic ships and artifacts.

The Master Plan recommended a mix of uses and a financial strategy to use its land resources to fund the preservation needs. The plan introduced residential development with a real estate strategy designed to encourage new investment. After initial acceptance, subsequent Authority leadership ultimately rejected the mixed-use redevelopment plan and the companion financial strategy.

Sanford Downtown and Riverwalk Master Plan, 2007. Sanford substantially redeveloped its waterfront and downtown. Bill was principal-in-charge and project planner on the Glatting Jackson master planning team that completed the Downtown Master Plan, the Sanford Riverwalk design plan, the First Street design and their implementation. Bill contributed by facilitating public workshops and providing strategic advice that led to implementation. Active client participation characterized this successful downtown redevelopment program.

Latt Maxcy Ranch, Osceola County, FL, 2007 – 2009. Bill served as principal planner and project manager for the development of the 28,000 acre ranch in south Osceola County. Services included conceptual plans, adjacent land owner coordination and consultation with Osceola County about the appropriate future Comprehensive Plan land use designations.

Greater Homes, Multiple Communities in Central Florida, 1984 – 2005. Bill served as principal planner and project manager for many years for Greater Homes as they developed residential communities throughout central Florida. The communities always had affordable housing with parks, pedestrian systems, connections to schools and a strong continuing commitment to residents well after the initial sale.

St. Petersburg Vision 2020, St. Petersburg, FL, 2001. Bill served as principal-in-charge and project planner as the City conducted an extensive citizen participation process to determine a new vision for the City.

- The John Nolan Plan, prepared for the City in the 1920's, is still highly regarded and still serves as a guide for the City.
- Several hundred people convened over a weekend to discuss visionary ideas and practical actions for continuing Mayor Baker's progressive goals for the City. Bill prepared parts of the plan and facilitated several break-out groups during the process. The team's preparation and follow-up work solidified success.

Holden Heights Neighborhood Plan, Orange County, FL, 2001. Holden Heights is a blighted area of Orange County. Bill led a pro bono team working for Art & Architecture, an Orlando-based affordable housing organization associated with the Florida real estate Foundation, for a new townhouse community in the area of Holden Heights. A second potential development of a townhouse village on the City's "brickyard" was also evaluated.

Seminole County, FL, 1974 – 2002. Bill served as principal planner and project manager on several consulting assignments for Seminole County:

- **The Seminole Economic Development Plan, 2002,** was drafted by Bill with the assistance to RERC Strategic Advisors. It provided an approach to economic development based on enhancing the County's attractive living environment for the "creative class", establishing a strong pro-business climate and incentivizing job-creating investments. It turns out that targeting jobs by occupation is more productive than targeting industries since technology jobs are imbedded in every industry.
 - **The US 17-92 CRA Plan, 1997,** set the precedent for the establishment of the US 17-92 CRA, including the Corridor Strategy Plan, the capital improvements and the tax increment programs. Bill drafted the plan and facilitated property owner meetings.
 - The first **Rural Area Plan for East Seminole County in 1988** resulted in re-designating nearly 90,000 acres of land entitled with one [1] acre lots to a truly "rural" designation with 5 and 10 acre lots. Bill drafted the plan and facilitated extensive community and property owner meetings in addition to the public hearings.
 - **The Seminole County Urban Design Element, 1989,** Bill wrote the plan that established guidelines for buffers, landscaping and use requirements for adjacent uses.
 - The **Hillview Neighborhood Plan** established an infill rezoning designation to strengthen a struggling neighborhood in south Seminole County. Bill prepared the plan and facilitated community meetings.
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New York Thruway Authority's a Finance Plan Charrette for the Erie Canal, 1996. Bill served as project planner to evaluate financial options for recreational use of the Erie Canal.

Park Central Community, Orlando, 1996. Bill served as principal planner and project manager to assist the owner in converting the then-existing Americana Golf Course into four co-located multi-family complexes with approximately 2000 units. The amenities were coordinated such that one apartment complex had a first-rate field house, another had a high quality pool complex, another had an extensive tennis complex and another had a full-service community meeting center; all available to all residents with cross-access use agreements.

Apollo Equities, 1995. Apollo Equities in New York City retained the Firm and the team led by Bill Kercher to evaluate all properties owned by GAC properties in Florida through a structured due diligent process driven by financial pro formas to drive corporate acquisition.

Orange County Convention Area Plan, Orange County, FL, 1995. Bill served as principal planner and project manager for coordinating the expansion plans of the Convention Center beyond Phase IV with the plans of adjacent hoteliers and commercial properties. The Area Plan resulted in a development plan that focused on connecting the properties and their parking decks with pedestrian and transit systems while improving the aesthetics and the permitted mix of uses. Bill prepared for and facilitated extensive property owner workshops that produced a multi-modal, mixed-use plan that connected businesses and hotels to the Convention Center. Phase V and many of the proposed roads and systems are in place.

Orange County – International Drive District Plan, Orange County, FL, 1995. As a follow-up to the Convention Area Plan, Bill organized and facilitated meetings with the International Drive property owners to plan the five mile long corridor of International Drive from Universal City in the north to SeaWorld in the south. The plan elements were a new street grid, transit service, an intercept parking system of decks, pedestrian system improvements and operational improvements to signs and signals. Coordination with property owners, the CRA and the Chamber of Commerce was critical. Many of the proposed improvements have been implemented. Bill lead this multi-property owner planning assignment that resulted in a district-wide approach that improved overall access to this high intensity tourist area.

West Oaks Mall DRI, Ocoee, FL, 1994. Bill served as principal planner for the site planning and entitlements procurement for this regional mall in west Orange County. The property was in two jurisdictions and adjacent to established neighborhoods. The client, General Growth Properties, did an excellent job of responding to City and neighborhood needs. The process concluded on one night with sequential hearings by the City of Ocoee that approved the DRI, the PUD zoning, the preliminary site plan and the preliminary subdivision plan, all with the vocal support of the neighbors.

Campus Crusade for Christ World Headquarters DRI, Orange County, FL, 1990. Bill served as principal planner/project manager to Campus Crusade as they acquired and developed the property in southeast Orange County for their international headquarters. Services included site evaluation, conceptual plans, entitlements and community relations.

Post, Buckley, Schuh & Jernigan, Inc.:**1978 – 1984.**

Project Planner - During the four years with PBS&J, Bill served as Project Planner for:

- Orlando International Airport, Tradeport Master Plan, Greater Orlando Aviation Authority,
- Orlando Executive Airport, Commercial Properties Master Plan, GOAA
- Maitland Center, Master Plan,
- Innovation/Park Tallahassee, Master Plan,
- Comprehensive plans and land development codes for several small cities,
- Osceola County Sports Complex, Master Plan,
- Orlando Orange County Expressway Authority, Long Range Financial Plan, that converted the individual project funding approach into a comprehensive approach using system revenues.
- Dr. P. Phillips Hospital [formerly Sand Lake Hospital]for Orlando Health, Master Plan,
- The Port at Fernandina Master Redevelopment Plan, and
- Orlando Metropolitan Organization, Long Range Transportation Plan, data program.

Director of Business Planning - In the last two years with PBS&J, Bill served as Business Planning Director; a new position to examine firm-wide opportunities for new services and locations.

Seminole County, County Planning Director:**1974 – 1978.**

Seminole County has high family incomes, strong neighborhoods, great schools, parks and infrastructure due to the active and progressive leadership of the County Commission in the early seventies:

- **Seminole County Comprehensive Plan, adopted 1978.** Bill Kercher, as County Planning Director, was responsible for preparation of the Seminole County Comprehensive Plan. He was the principal author for most elements and facilitator of public meetings and workshops over a three year period.

The Seminole County Comprehensive Planning Act of 1974 was the first mandatory comprehensive plan under Florida state law; it was passed as a local bill for Seminole County and followed the next year by the Florida Comprehensive Planning Act of 1975, precursor to current growth management laws in Florida.

- ***The Seminole County Comprehensive Plan, adopted in 1978, was the first comprehensive plan in Florida prepared and adopted in response to mandatory state legislation.***
- Bill and his staff pioneered procedures and processes in the absence of established guidelines and precedents.
- Bill established and chaired a Technical Coordinating Committee with planners from each of the seven cities. The committee was not required by the enabling legislation in 1974, but subsequently was adopted in the 1975 legislation as an important intergovernmental coordination program.
- Staff was initially designated as the

Local Planning Agency, chaired by Bill. We recommended that this option of staff sitting as the LPA should be eliminated; and in the 1975 Act, it was.

- A County grant program was developed and administered by Bill to place a full-time planner in the five cities in the County without a professional planner.
 - Bill initiated and executed an extensive public /stakeholder participation system with individual events, special and general advisory committees and workshops. The adoption hearing had no public opposition.
- **CDBG Target [Blighted] Area Manager** – Bill administered infrastructure improvement programs in seven target areas in the County, facilitated community meetings and managed design and construction of a Community Center in the Midway community.
 - **Interim Director of the Solid Waste Division** – Working with the Public Works Director, Bill served as Interim Director of the Solid Waste Department and prepared a work out plan that included a new management system, a program to finalize permits from FDEP and a re-constructed CIP to address urgent equipment needs.

East Central Florida Regional Planning Council: 1970 – 1974.

- The story of the ECFRPC in the early 1970s was exciting; 1972 was a watershed year for the Florida Legislature. They enacted progressive environmental laws, established water management districts, and created Developments of Regional Impact [DRIs].
- Bill Kercher's first assignment was to

evaluate the growth impacts of the newly opened Walt Disney World, the Orlando Naval Training Center and the University of Central Florida. Only vague and conflicting numbers were available; Bill's assignment was to ascertain the best numbers and project impacts for use in the Orlando Urban Area Transportation Study.

- The federal government initiated programs with their 201/208 plans for point source and non-point source pollution abatement. Soon after followed the 208 non-point source federal programs. In response, ECFRPC initiated a pilot program, the Oklawaha River Basin Study, to ascertain the pollution from agricultural runoff from citrus and cattle rich Lake County into the pristine Lake Harris chain of lakes that fed the Oklawaha River. Determining the economic value of clean lakes on recreation resources and real estate impacts was Bill's task. His testimony in federal court about the economic impact of water pollution caused by phosphorous in soap detergents was looming; fortunately a settlement was reached.
- The first reviews of DRIs began after the effective date of the state legislation on July 1, 1973. The Regional Planning Council was the main review agency. Procedures were created. Bill's assignment was assessment of the positive impacts of large scale development as an offset to the negative impacts on the environment and infrastructure systems.
- As the MPO, the Regional Planning Council ran the Urban Area Transportation Plan process and established the transit system that is now LYNX. Bill served as economic analyst for these and other new programs.
- Areawide Agency on Aging was a new

federal program housed at the Regional Planning Council. One of Bill's assignments was to apply for a grant to establish the Areawide Agency on Aging and subsequently manage and hire staff to enact the program.

- Council's Quarterly was initiated and authored by Bill. In central Florida there was the absence of any consistent local data on development activity. Bill's task was to create a data system and a publication that disseminated socio-economic information. The Council's Quarterly was born as a periodic publication that was published for over 20 years.

U.S. Department of Housing and Urban Development, Atlanta Region, Economist: 1968 – 1970.

Bill directed the Office Analysis staff reviewing applications from cities and housing authorities in a seven state region seeking federal housing assistance. It was a great opportunity to be with the newly established DHUD in resurgent Atlanta during the late 1960s with the Great Society, the Civil Rights activities and the politics. Bill's specific assignments were:

- Travelling the southeastern United States conducting on-site reviews of federal housing projects to determine the need for additional funding,
- Participating in a great orientation program for new DHUD employees,
- Conducting economic evaluations of small towns to determine the demand for various types of subsidized housing in each community, and
- Supervising a staff of three young, eager professionals.

PROFESSIONAL AND COMMUNITY

PARTICIPATION.

Throughout Bill's career he has participated in numerous professional and community activities and promoted participation by all members of the Gladding Jackson staff. In addition to community benefits, a tandem benefit is the learning and growth opportunities for the volunteers.

- University of Florida, CityLab [UF's Orlando architecture program] Advisory Council, 2012 – **present.**
- University of Florida, Advisory Council for the Department of Urban and Regional Planning, 1999 - **present.**
- Urban Land Institute, Orlando District Council Trends Conference Committee, 2012 – 2014.
- Valencia [College] Foundation, 2004 - **present.**
- Xentury City Community Development District, Board of Supervisors, 2000 – 2009.
- City of Orlando, Interstate 4 Urban Design Commission, 2006 – 2008.
- Florida Real Estate Foundation, Board of Directors, founding member, the purpose being to sponsor affordable housing programs, 2006 – 2008.
- The Mayor's [Mayor Dyer] Education Action Committee, City of Orlando; Bill outlined a system of co-located City parks, community centers and elementary schools, 2006.
- Florida Chamber, Growth Management Course Instructor, Revitalizing Communities, 2003 –2005.
- Fern Creek Elementary School, Reading Mentor, 1998-2005.
- Orange County Urban Design Commission,

Founding Chairman, based on Bill's previous experience chairing the Chamber of Commerce's Goals 2000, Urban Design Task Force, 1995 - 1998.

- Judy Mucci APA Scholarship Fund, founding Chairman, led APA Chapter efforts to establish a scholarship fund that is still actively managed by the Orlando APA Chapter, 1989.
- Florida APA Awards Committee, 1995 and 1996.
- APA Central Florida Section, founding Board member, Immediate Past President, 1985.
- Rolling Hills Homeowners' Association, President, 1980-1985.
- Youth Soccer Coach, 1980 – 1985.
- Seminole County Affordable Housing Committee, 1972.

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