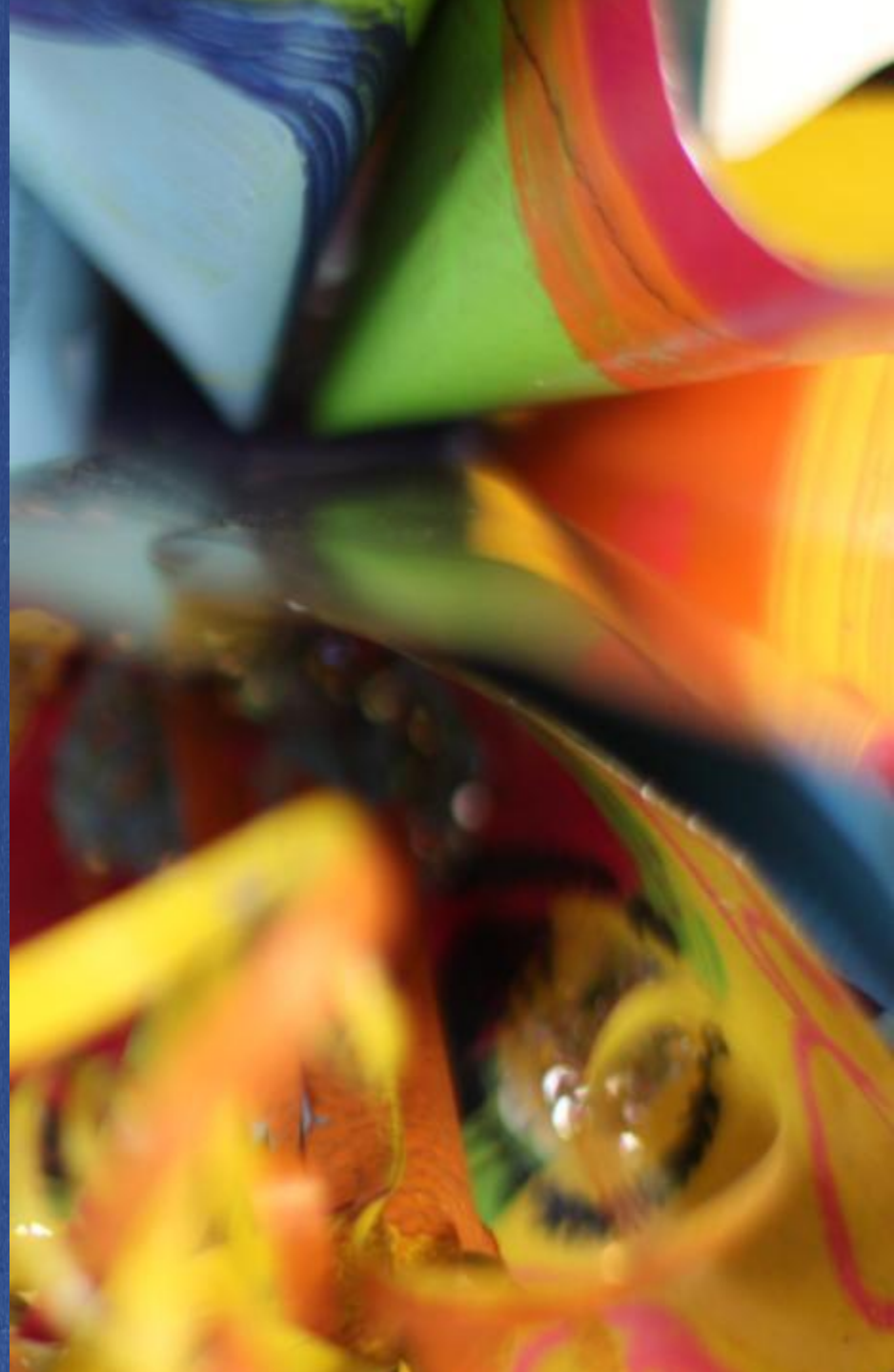


# THE (OH) ATHENS EXPERIMENT

---

Extracting and Implementing  
Local Design Essence to Increase  
Economic Competitiveness

Kyle Ezell, AICP  
Associate Professor of Practice  
Knowlton School of Architecture  
City and Regional Planning Program  
Principal, Designing Local, Limited















CITY OF ATHENS  
PARKING  
FACILITY

MULTI-LEVEL  
GARAGE  
LEVEL  
100-1000

CLEARANCE  
10' 6" 10' 6" 10' 6"  
CLEARANCE

NO  
PARKING  
ANYTIME





About the School

News and Events

Lecture Series

Academic Programs

Admissions

Students

Faculty and Staff

Alumni and Friends

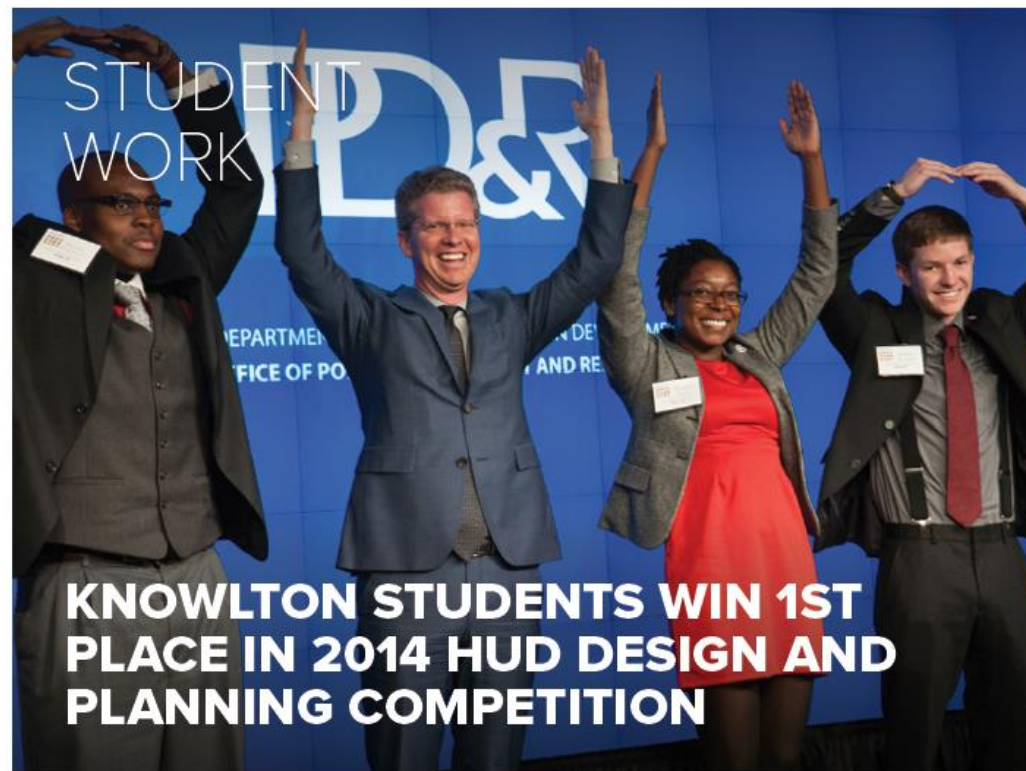
Support the School

Resources

Contact

## CITY AND REGIONAL PLANNING

PhD Master Bachelor BS/MCRP Minors Certification in Creative Placemaking Student Work



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PhD Master Bachelor BS/MCRP Minors Certification in Creative Placemaking Student Work











**DESIGNING LOCAL**<sup>TM</sup>

---

**PRIDE | LEGACY | PROSPERITY**



**DESIGNING LOCAL**<sup>TM</sup>

**PRIDE | LEGACY | PROSPERITY**

DESIGNING  
LOCAL.COM





**why?**





# Soul of the Community

[Tweet](#) 1 [Share](#) 2 [Like](#) 5

ABOUT KNIGHT  
SOUL OF THE  
COMMUNITY

OVERALL FINDINGS

WHAT MAKES  
PEOPLE HAPPY  
WITH THEIR  
COMMUNITIES?

FINDINGS BY  
COMMUNITY

Aberdeen, S.D.

Akron, Ohio

Biloxi, Miss.

Boulder, Colo.

Bradenton, Fla.

Charlotte, N.C.

Columbia, S.C.

Columbus, Ga.

Detroit, Mich.

Duluth, Minn.

Fort Wayne, Ind.

Gary, Ind.

Grand Forks, N.D.

Lexington, Ky.

Long Beach, Calif.

Macon, Ga.

Miami, Fla.

Milledgeville, Ga.

Murfreesboro, Tenn.

Great schools, affordable health care and safe streets all help create strong communities.

But is there something deeper that draws people to a city – that makes them want to put down roots and build a life?



Knight Soul of the Community (SOTC) is a three-year study conducted by Gallup of the 26 John S. and James L. Knight Foundation communities across the United States employing a fresh approach to determine the factors that attach residents to their communities and the role of community attachment in an area's economic growth and well-being. The study focuses on the emotional side of the connection between residents and their communities.

In its first year, the study compared residents' attachment level to the GDP growth in the 26 communities over the past five years. The findings showed a significant correlation between community attachment and economic growth. The second year reinforced these

Knight Foundation (.org)

# THE ECONOMICS OF UNIQUENESS

**Investing in Historic City Cores and Cultural  
Heritage Assets for Sustainable Development**

Guido Licciardi and Rana Amirtahmasebi, Editors



# THE ECONOMICS OF UNIQUENESS

**Investing in Historic City Cores and Cultural  
Heritage Assets for Sustainable Development**

Guido Licciardi and Rana Amirtahmasebi, Editors



THE WORLD BANK

*"A wonderfully  
entertaining,  
useful and  
provocative  
account of the  
ravaging of the  
American*



# THE GEOGRAPHY

*environment by  
the auto, suburban  
developers,  
purbblind zoning  
and corporate  
pirates."*  
ROBERT TAYLOR  
Boston Globe



# OF NOWHERE



**THE RISE AND DECLINE OF  
AMERICA'S MAN-MADE LANDSCAPE**  
**JAMES HOWARD KUNSTLER**





*"A wonderfully  
entertaining,  
useful and  
provocative  
account of the  
ravaging of the  
American*



# THE GEOGRAPHY

*environment by  
the auto, suburban  
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ROBERT TAYLOR  
*Rolling Stone*



# OF NOWHERE



**THE RISE AND DECLINE OF  
AMERICA'S MAN-MADE LANDSCAPE**  
**JAMES HOWARD KUNSTLER**



"Kyle has written an important and timely manifesto that challenges planners, designers, and place-makers of every stripe to stop confusing imitation with innovation." - [Richard Florida](#)

# DESIGNING LOCAL

Revealing Our Truest Communities

KYLE EZELL

*"A wonderfully entertaining, useful and provocative account of the ravaging of the American*



# THE GEOGRAPHY

*environment by the auto, suburban developers, purblind zoning and corporate pirates."*  
ROBERT TAYLOR  
*Boston Globe*



# OF NOWHERE



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"Kyle has written an important and timely manifesto that challenges planners, designers, and place-makers of every stripe to stop confusing imitation with innovation." - [Richard Florida](#)

# DESIGNING LOCAL

Revealing Our Truest Communities

KYLE EZELL







**why?**





# products on the ground

# products on the ground





# products on the ground



# products on the ground







products on the ground





# products on the ground





# products on the ground





# products on the ground





# products on the ground





# products on the ground





# products on the ground





# products on the ground





# products on the ground







# economic development?

# economic development?

**An industrial park designed like  
the one I visited in...**



# economic development?

**We should get an artist program  
just like the one in Paducah,  
Kentucky.**

# economic development?

**A downtown park like the one  
we took that trip to in...**

economic development?

**Our city needs it's own....**



economic development?

**Our city needs it's own....**

**Aquarium like the one in...**

# economic development?

**Our city needs it's own....**

**Aquarium like the one in...**

**Carousel like the one in...**

# economic development?

**Our city needs it's own....**

**Aquarium like the one in...**

**Carousel like the one in...**

**Baseball stadium a lot like...**



# economic development?

**Our city needs it's own....**

**Aquarium like the one in...**

**Carousel like the one in...**

**Baseball stadium a lot like...**

**Jobs program just like...**

# economic development?

**Our city needs it's own....**

**Aquarium like the one in...**

**Carousel like the one in...**

**Baseball stadium a lot like...**

**Jobs program just like...**

**Riverfront similar to...**

# economic development?

## Everyplace's Checklist:

*We have our...*



Whatever 1



Whatever 2



Whatever 3

*But we still need our...*



Whatever 1




Whatever 2



Whatever 3

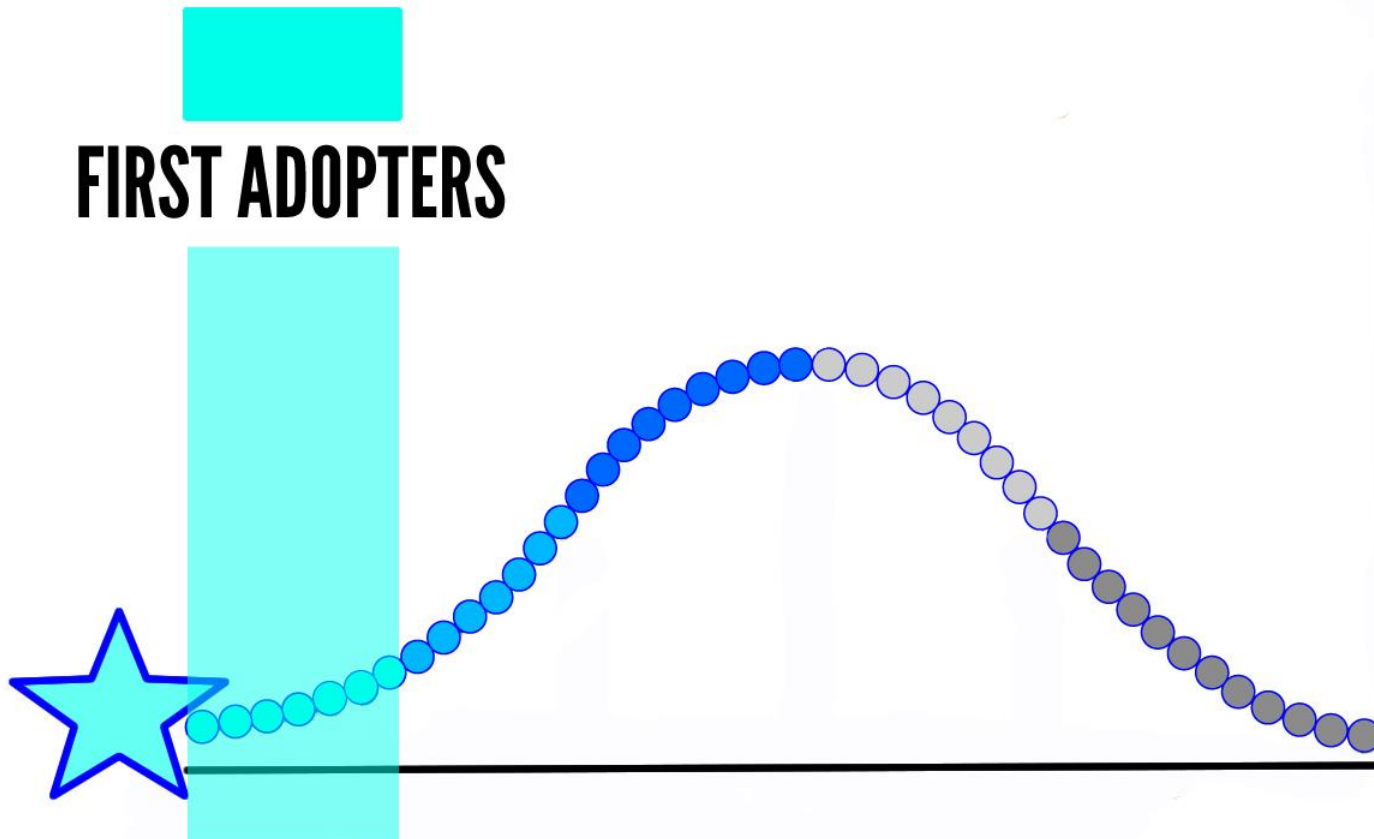


A man with a light beard and mustache is holding a blue sign with white text. He is looking directly at the camera with a serious expression. The sign is blue with a white border and the text "DON'T COPY" is written in large, white, sans-serif capital letters. The background is dark and out of focus.

**DON'T  
COPY**

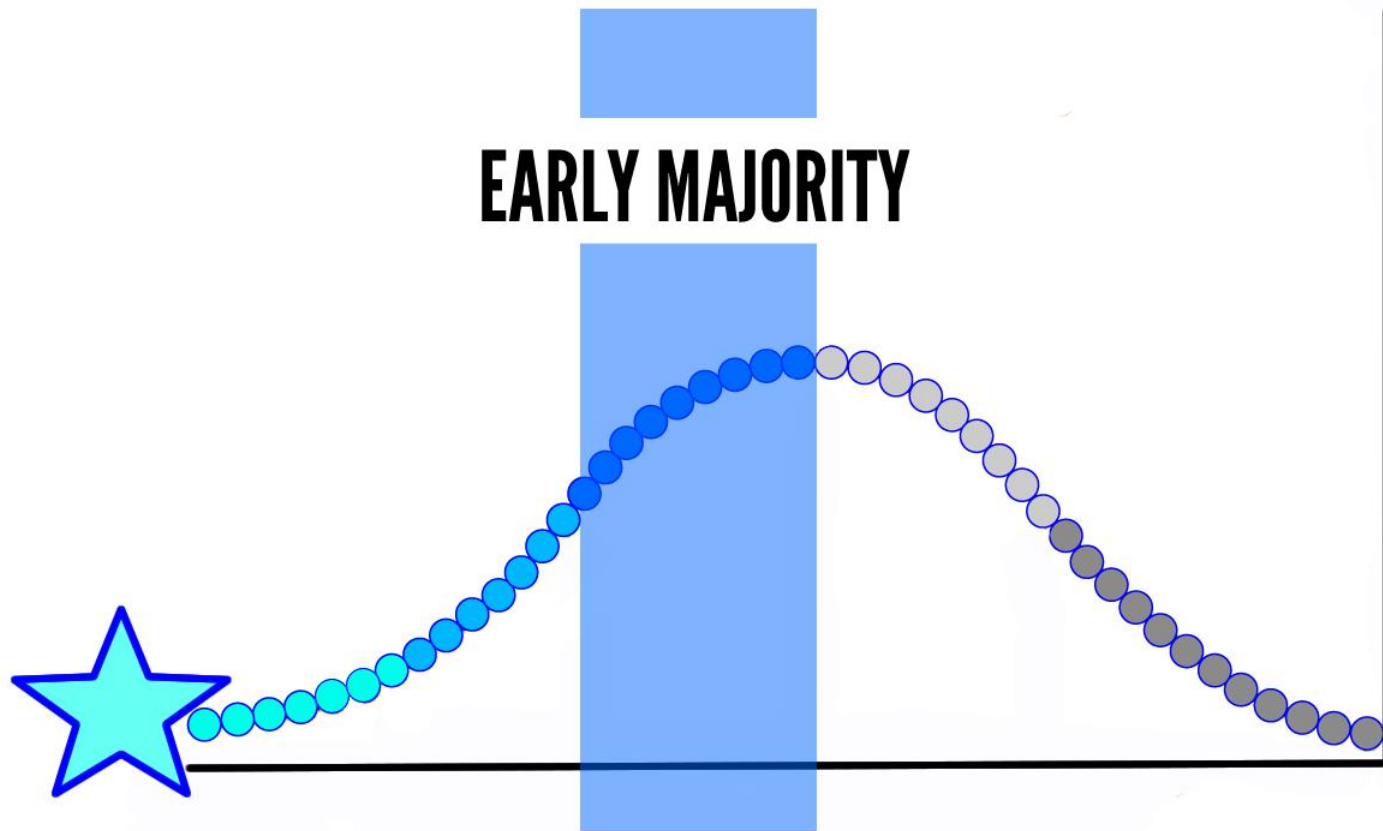
# innovation diffusion

# innovation diffusion

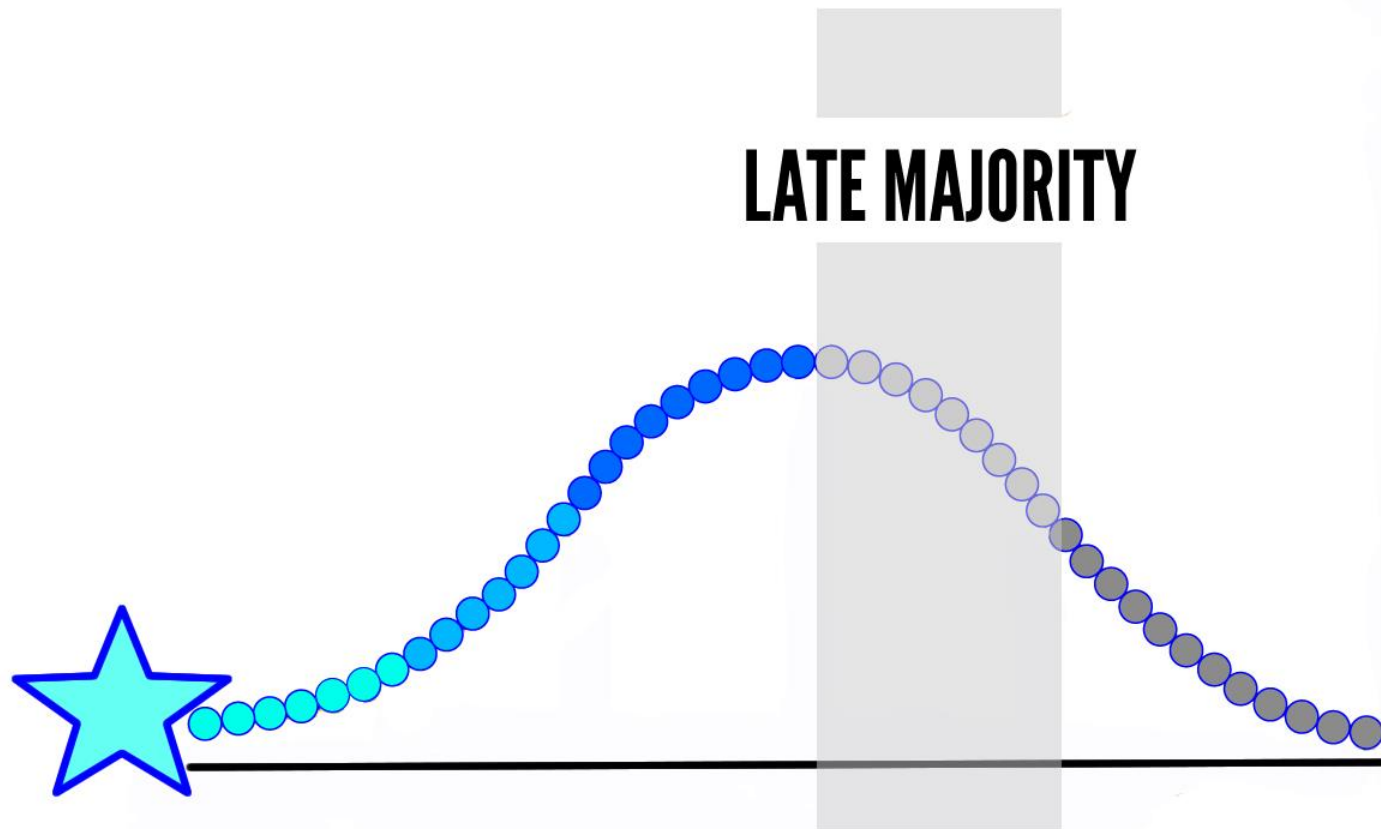




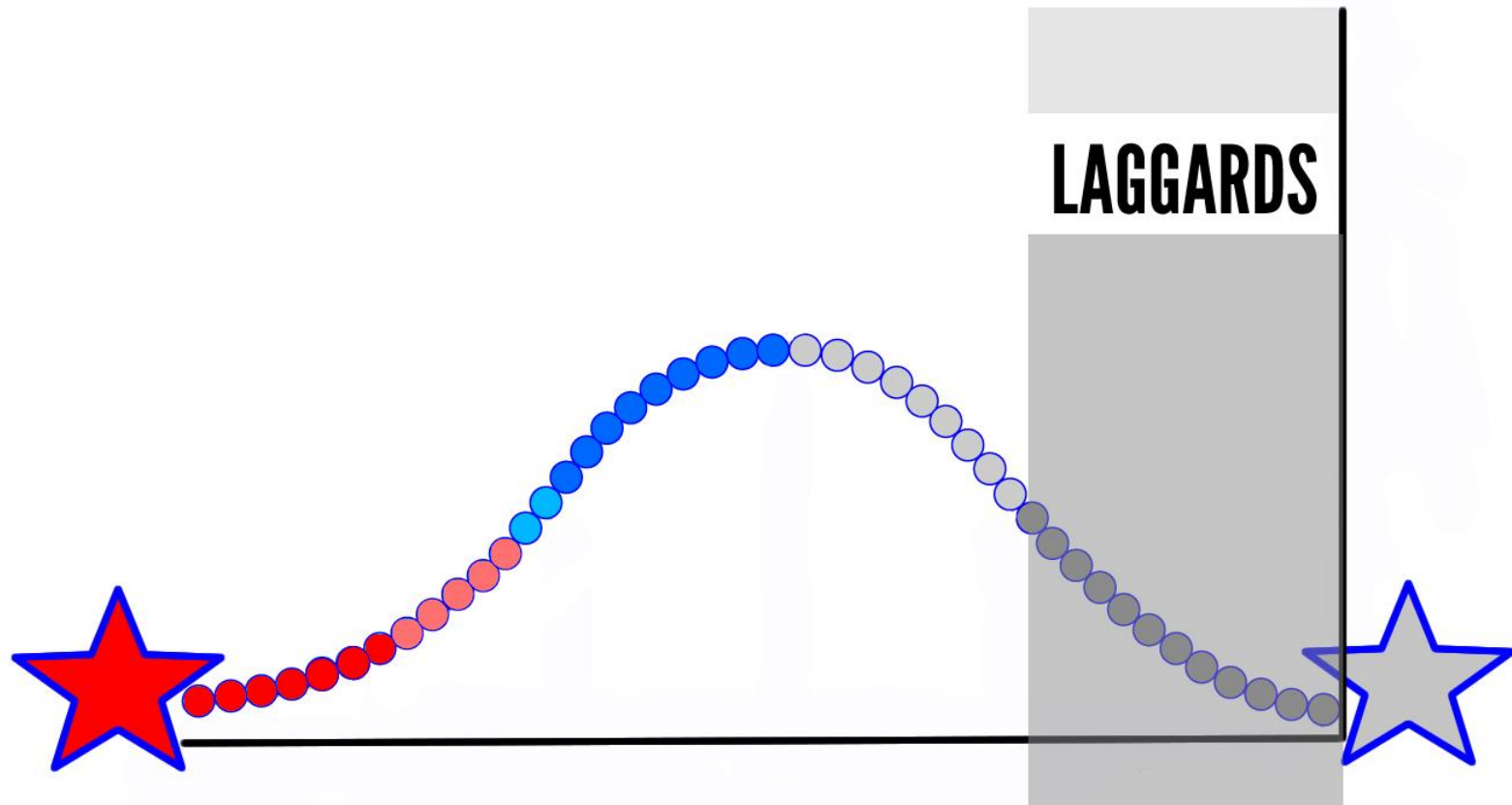
# innovation diffusion



# innovation diffusion

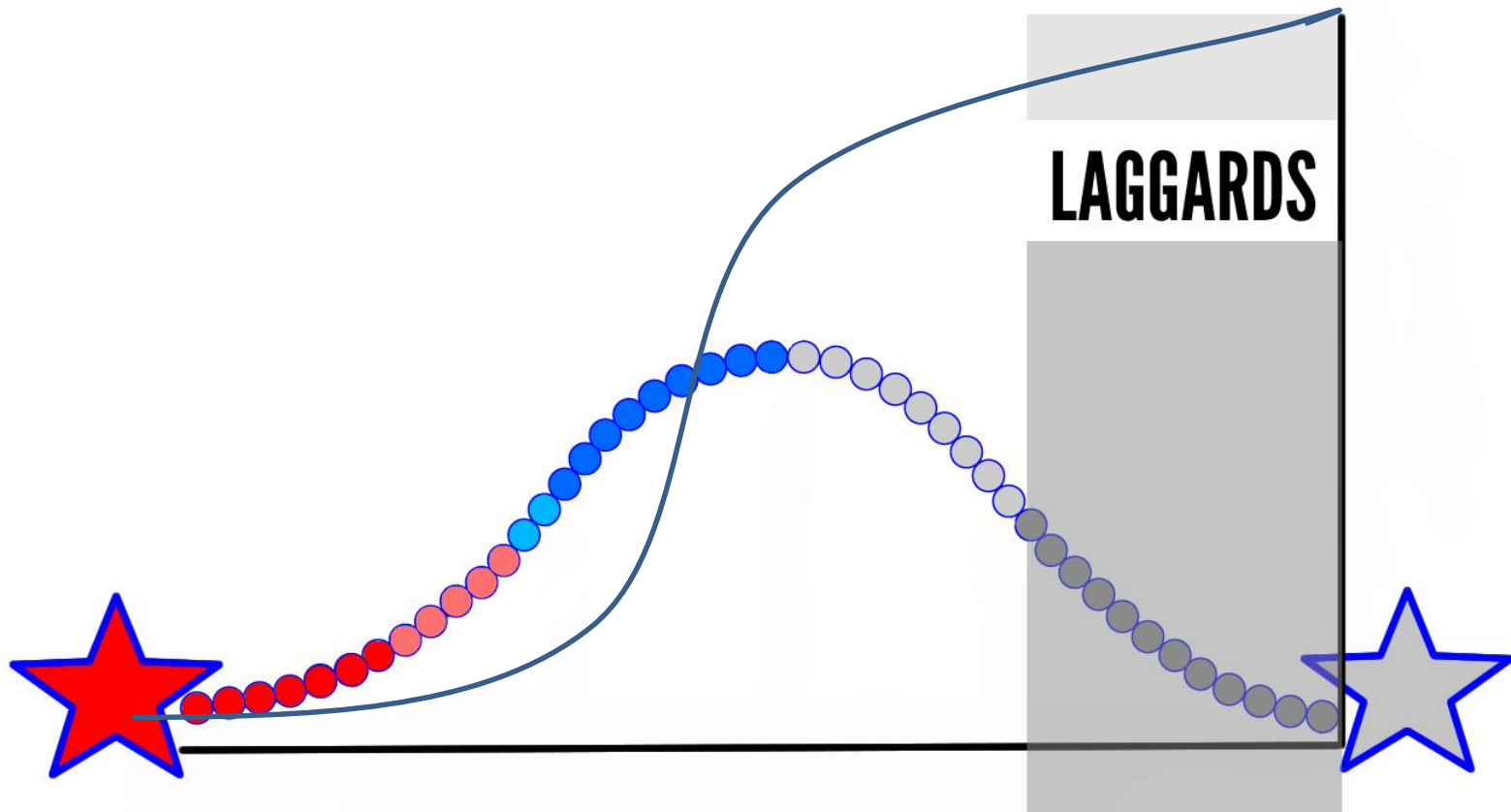


# innovation diffusion





# innovation diffusion





lynchburg, tennessee

# lynchburg, tennessee





# lynchburg, tennessee





lynchburg, tennessee

RESTROOMS

YIELD

PARKING

WWW.BBQABOOSE.COM

BAR-B-QUE CABOOSE CAFE

BBQ

PIZZA



# lynchburg, tennessee





# lynchburg, tennessee





# lynchburg, tennessee

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# lynchburg, tennessee

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# lynchburg, tennessee





# lynchburg, tennessee



# professional inspiration



professional inspiration

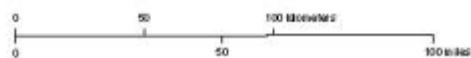






**finding a subject**

# OHIO



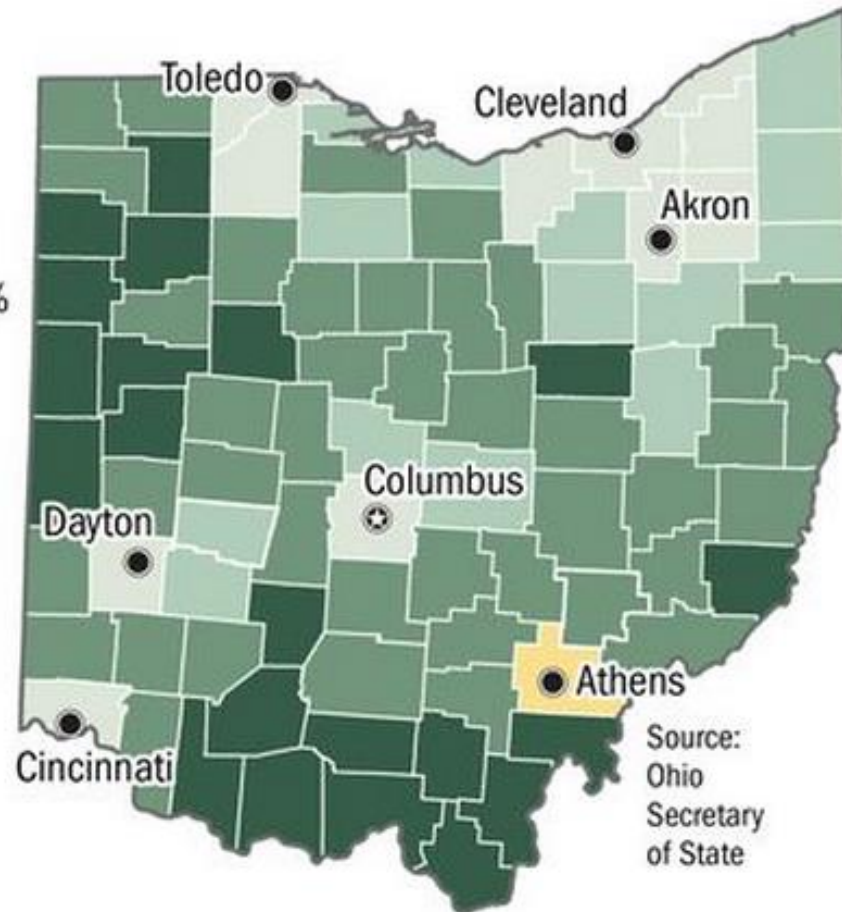
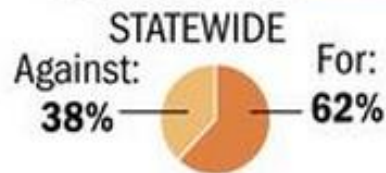
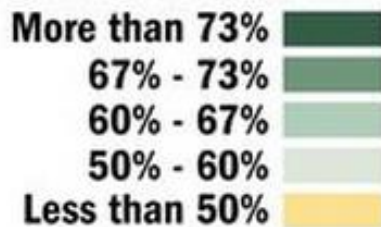


# unafraid to try new things

## How Ohio voted in 2004

Percentage of votes by county in favor of the amendment banning same-sex marriage. It passed 62% to 38% statewide; only Athens County voted against it.

### COUNTY PERCENTAGES



# open minded

*Soul* of Athens

*Soul* of  
athens  
presents

Student pitched and produced, six separate projects  
linked by a shared collaborative experience.

## The Projects

As a collection of six different projects, teams of students spent a semester producing self-generated communication ideas. From a business pitch led by an ap  
fiction short film, to stories from the community. Each one standing alone, they are linked by the shared student collaborative experience.



open minded



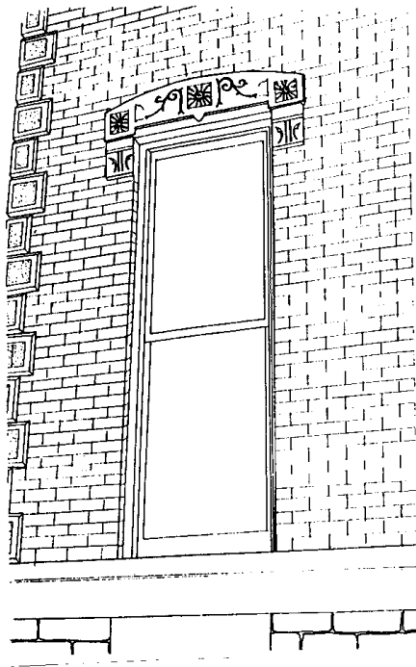


open minded



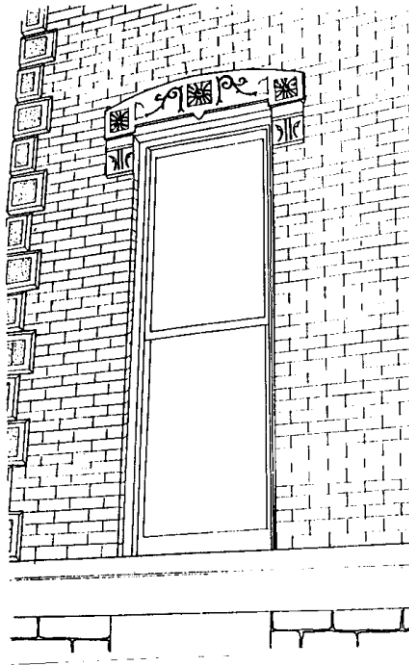
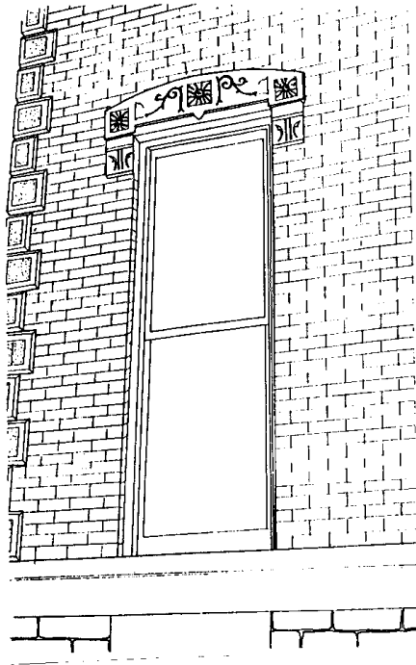
**the experiment**

# Before I Present This Plan



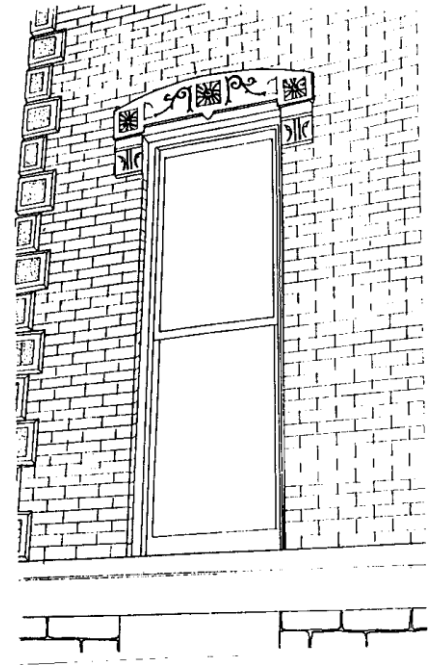
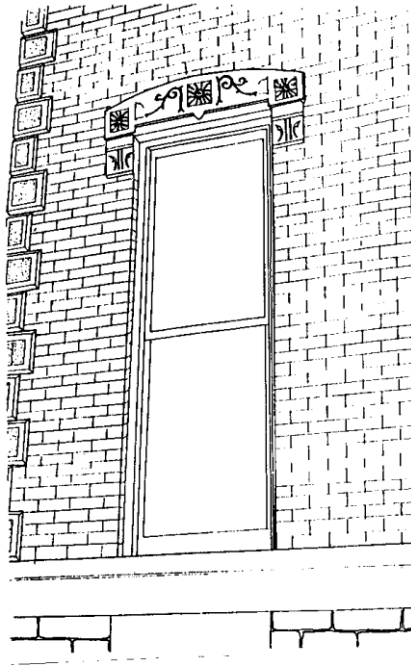
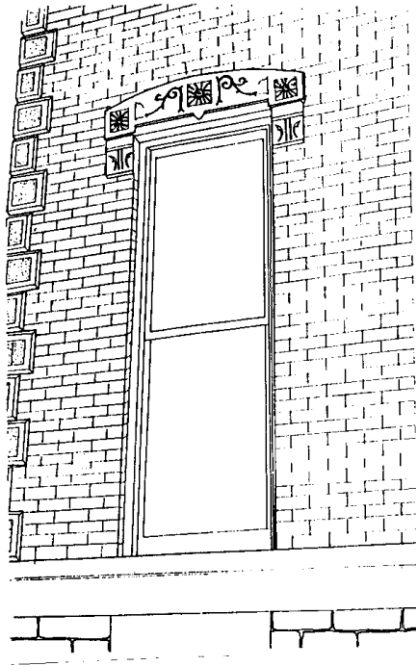


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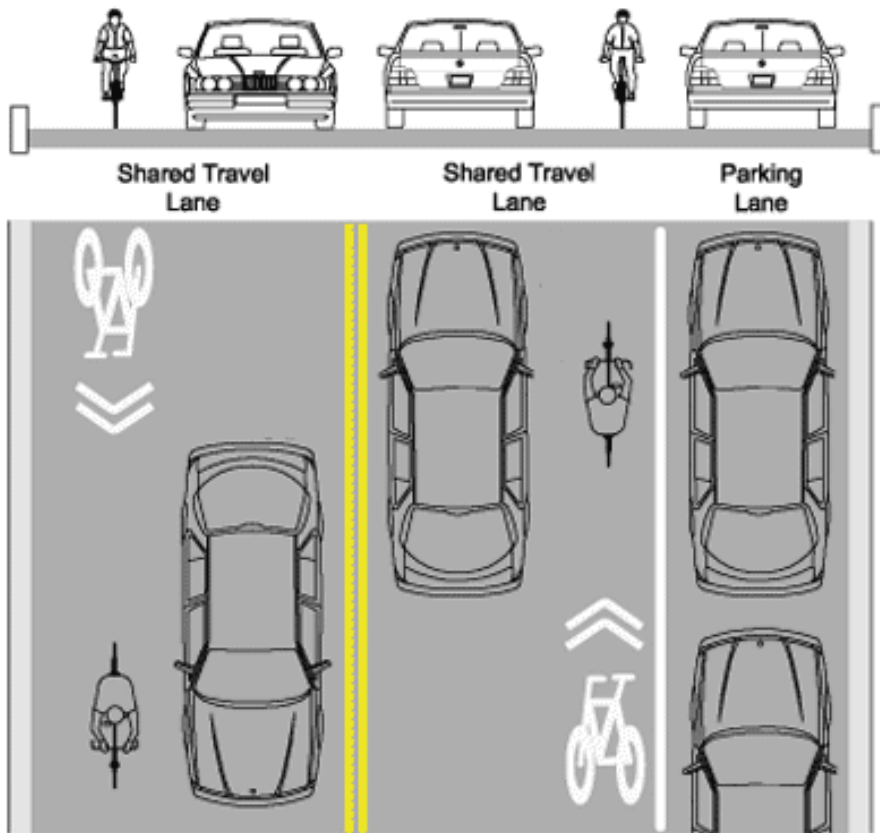


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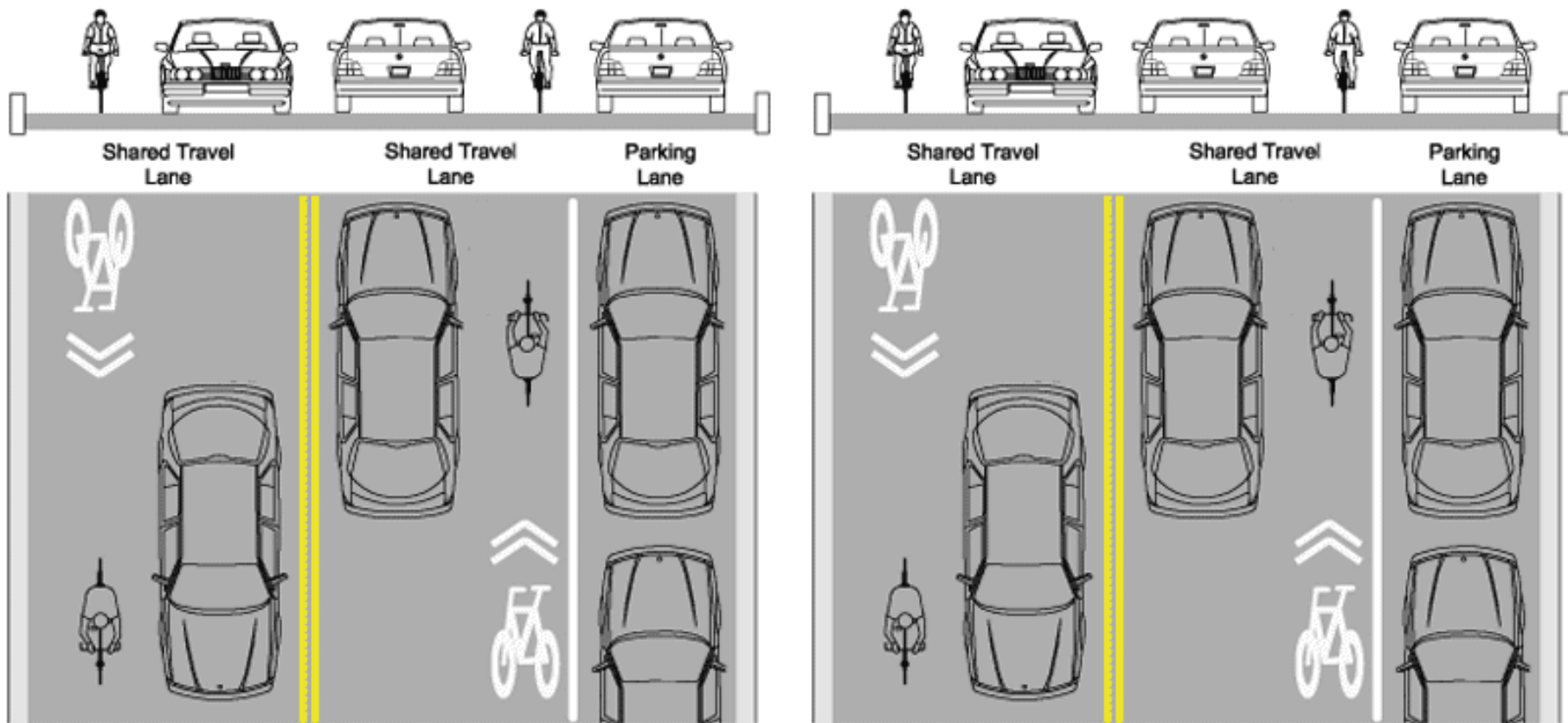


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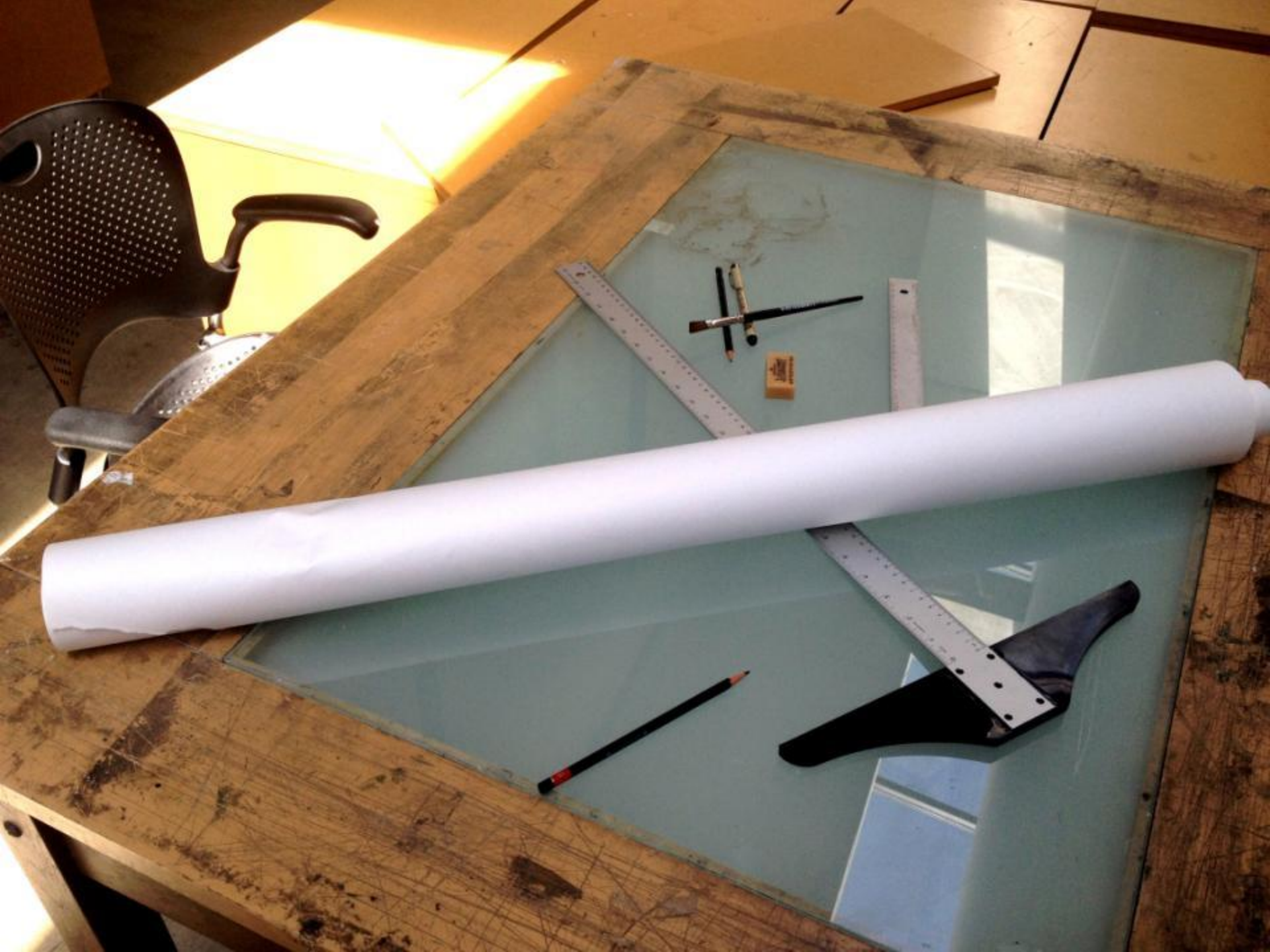




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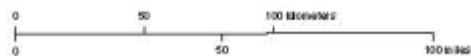








# OHIO



# economic development?

# economic development?

**To create more demand for Ohio University make parents and students fall for the community at first sight.**



# economic development?

# economic development?

**To entice new business leaders  
and entrepreneurs who want to  
be a part of someplace  
interesting and special.**

# economic development?



# economic development?

**To draw visitors / tourists to  
experience the spirit of a place  
that stands out from the pack.**





# THE ESSENCE OF ATHENS

A Strategic Design Plan for Economic  
Enhancement and Community Competitiveness



[Home](#)[Shop Now](#)[About](#)[Get Involved ▾](#)[News](#)[Wholesale](#)[Contact](#)[Home](#) > [Passion Flowers](#) > [Official Passion Flower](#)

## Official Passion Flower

\$ 60.00

Size

Small - 11 inch ▾

Add to cart

The Painted Passion Flower, the official flower of Athens, is made from recycled aluminum printing plates from our local newspaper. Every flower is hand-painted by Passion Works Studio artists and is as unique as the people who make them! Flowers come ready to hang either indoors or out. If hanging outdoors, we suggest they be protected from direct sun and weather. The medium and large flowers also work well as table centerpieces.

Share this item:

















**EXPLAIN OUR ATHENS-SPECIFIC DESIGN  
INSPIRATIONS TO SHOWCASE AND CELEBRATE  
THE DESIGN OF ATHENS**

**GOALS**



**EXPLAIN OUR ATHENS-SPECIFIC DESIGN  
INSPIRATIONS TO SHOWCASE AND CELEBRATE  
THE DESIGN OF ATHENS**

**ESTABLISH A CULTURE OF HIGH EXPECTATIONS  
FOR “ATHENS-INSPIRED DESIGN” IN ORDER  
TO REINFORCE THE CULTURE OF ATHENS**

# GOALS

**EXPLAIN OUR ATHENS-SPECIFIC DESIGN  
INSPIRATIONS TO SHOWCASE AND CELEBRATE  
THE DESIGN OF ATHENS**

**ESTABLISH A CULTURE OF HIGH EXPECTATIONS  
FOR “ATHENS-INSPIRED DESIGN” IN ORDER  
TO REINFORCE THE CULTURE OF ATHENS**

**ENCOURAGE WIDESPREAD / INCREASED  
CELEBRATION OF “ATHENS” SO WE CAN  
SHARE ATHENS WITH THE WORLD.**

# **GOALS**

**Step 1:** Understand the meaning and intent of what we want you to do.

# HOW TO USE



**Step 1:** Understand the meaning and intent of what we want you to do.

**Step 2:** Glean design ideas from the “SHOWCASE AND CELEBRATE” section to discover and understand the Athens Design DNA.

## HOW TO USE

**Step 1:** Understand the meaning and intent of what we want you to do.

**Step 2:** Glean design ideas from the “SHOWCASE AND CELEBRATE” section to discover and understand the Athens Design DNA.

**Step 3:** Learn how to take action in the REINFORCING OUR CULTURE section, have fun creating Athens-centric homes, restaurants, office buildings, and any other structures you choose to build or remodel as a result of implementing our design DNA in your projects.

## HOW TO USE



PART 1

# SHOWCASE & CELEBRATE





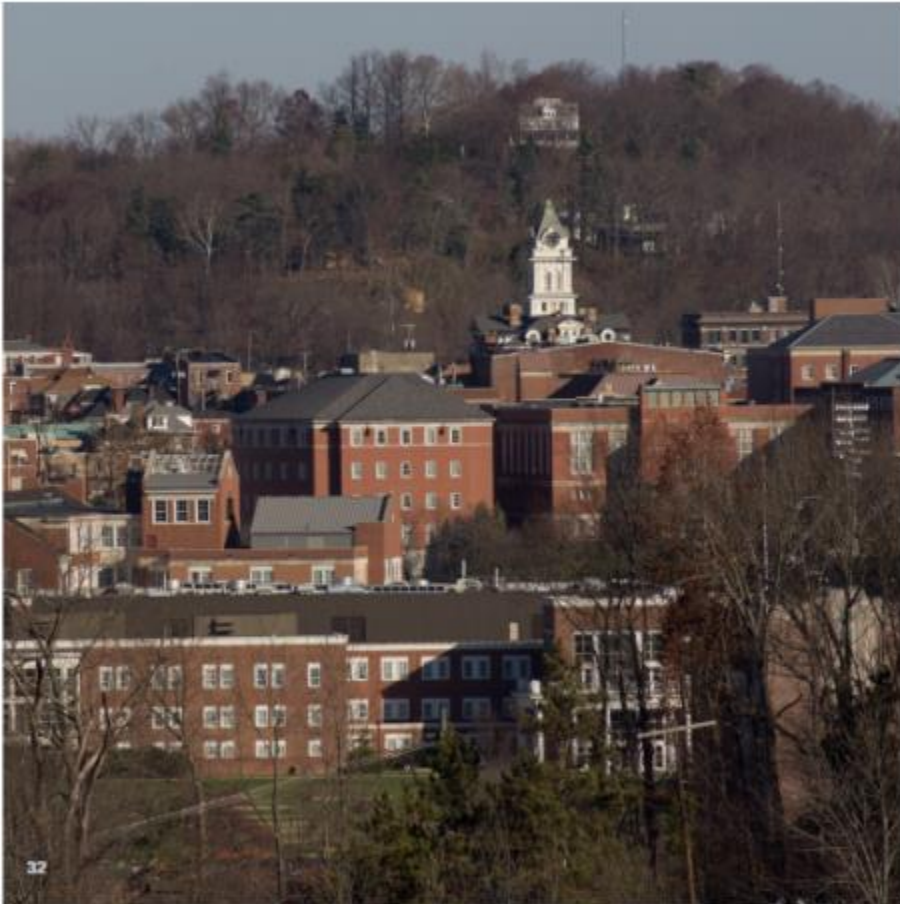
OUR HILLS  
OUR RIVER  
OUR NATURE  
OUR MUSIC  
OUR BRICK AND STONE  
OUR YOUTHFUL OUTLOOK  
OUR LITTLE BIGNESS  
OUR INVENTIVE SPIRIT  
OUR ACCEPTING ATTITUDES

**ATHENS DESIGN DNA**



# OUR HILLS

...define our  
landscape and our  
neighborhoods.  
They ascend and  
descend, overlap  
and layer. They are  
uneven, at times  
they're lush, at  
times colorful, at  
times gray.





# OUR HILLS

...define our  
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neighborhoods.  
They ascend and  
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times colorful, at  
times gray.



ATHENS HILLS  
DESIGN PROMPTS



IMAGINE IDEAS FOR:

HILLS SHOPPING CENTERS

HILLS SIGNS

HILLS COLORS

HILLS HOMES

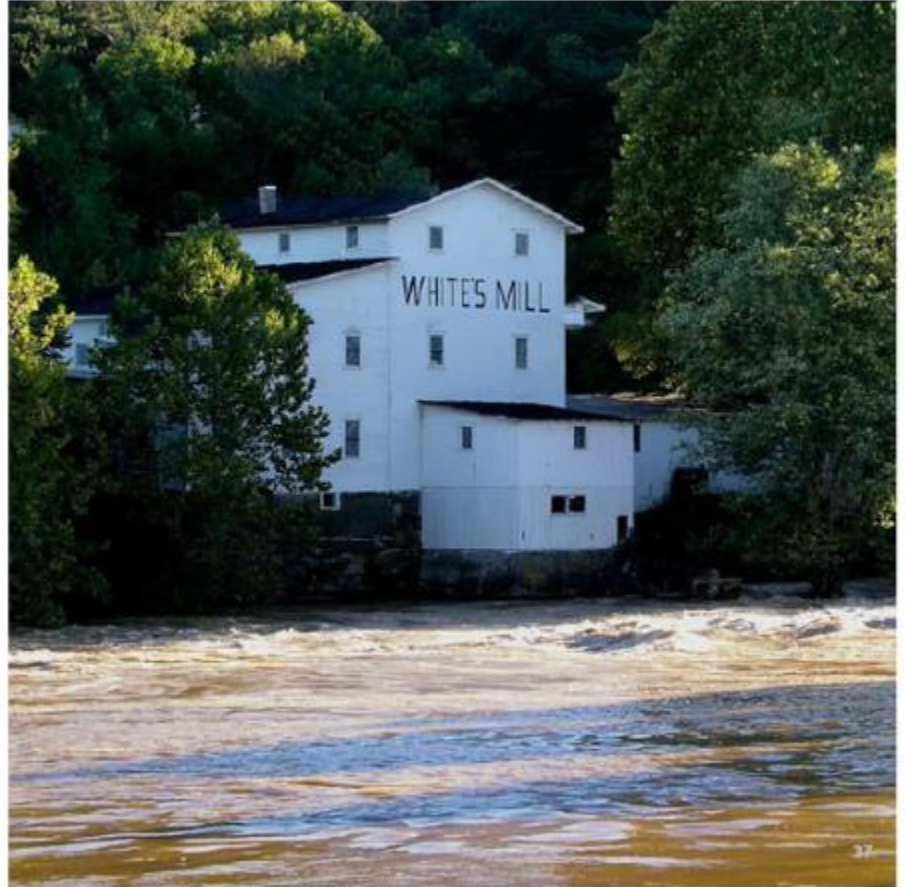
HILLS RESTAURANTS





# OUR RIVER

...meanders gracefully. It flows southward, cutting, with water rising and falling, ever seeking to break its bounds, providing habitat, rerouted and reengineered, both barrier and corridor, part of the city's original story.



# OUR RIVER

...meanders gracefully. It flows southward, cutting, with water rising and falling, ever seeking to break its bounds, providing habitat, rerouted and reengineered, both barrier and corridor, part of the city's original story.



# OUR RIVER

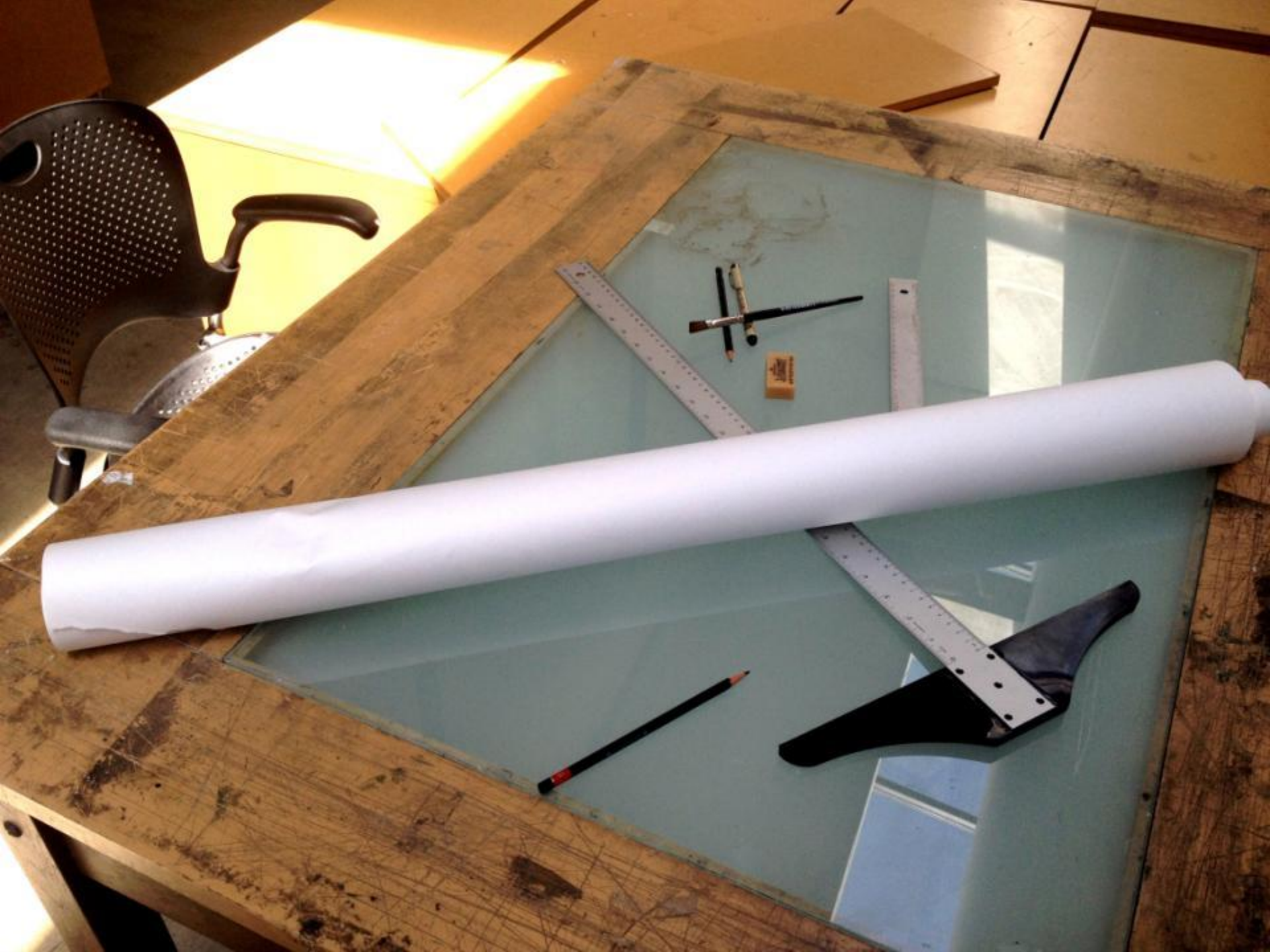
...meanders gracefully. It flows southward, cutting, with water rising and falling, ever seeking to break its bounds, providing habitat, rerouted and reengineered, both barrier and corridor, part of the city's original story.







## HOCKING RIVER DESIGN PROMPTS





How is this different than  
everyday community design  
guidelines?



How is this different than  
everyday community design  
guidelines?

1. Requires big creativity

How is this different than  
everyday community design  
guidelines?

1. Requires big creativity
2. More fun because it was  
inspired by the community

How is this different than everyday community design guidelines?

1. Requires big creativity
2. More fun because it was inspired by the community
3. Exclusively Athens results







# OUR NATURE

...is lush. It's diverse in size, color, and form. It ever attempts to reclaim and repopulate, always defying the grid. It's also seasonally variable, edible/nourishing and delicious.



# OUR NATURE

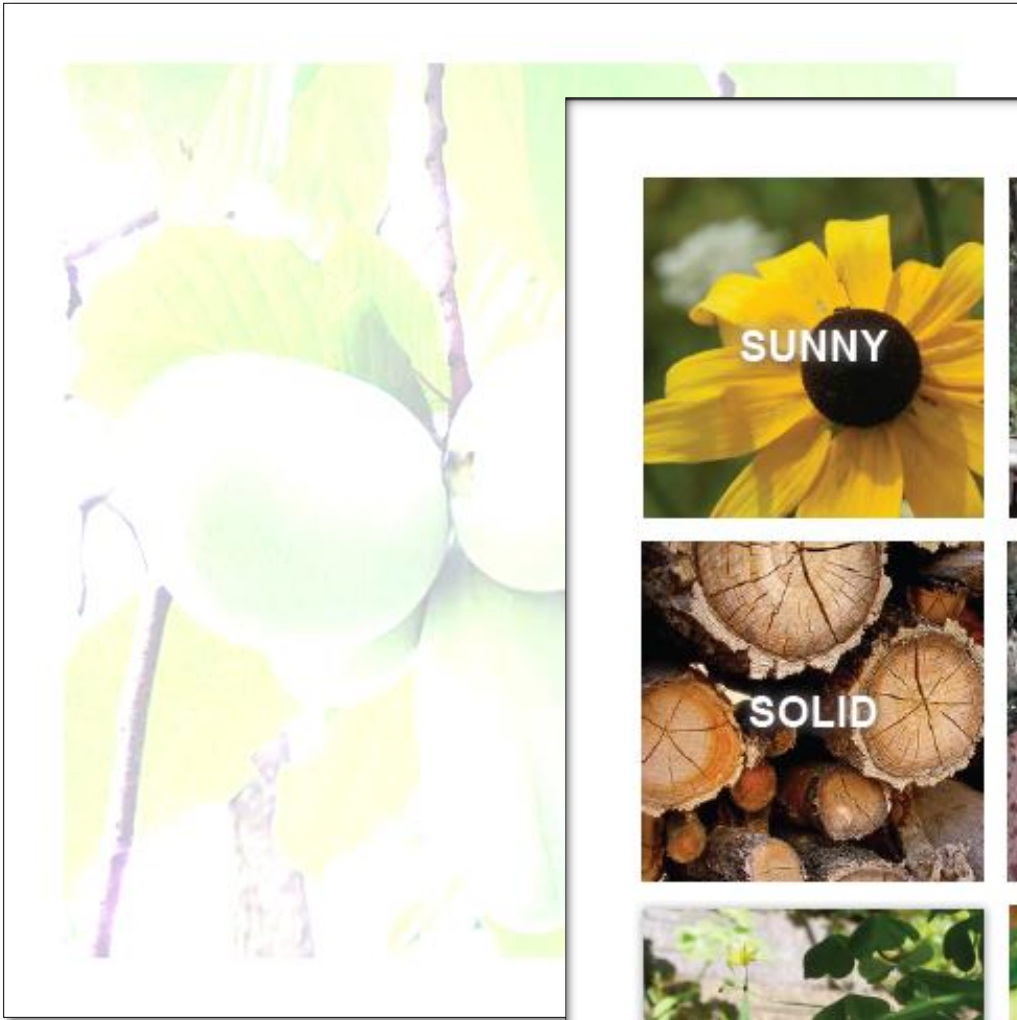
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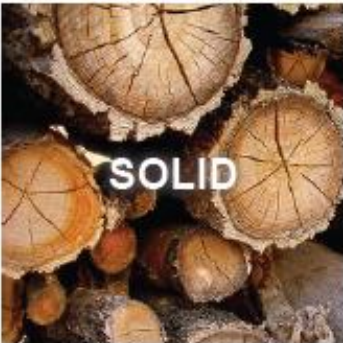
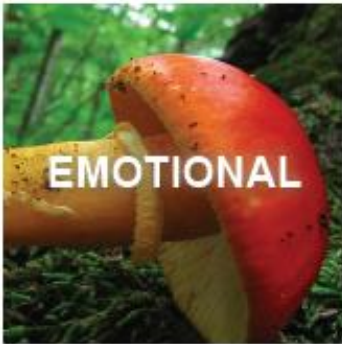
# OUR NATURE

...is lush. It's diverse in size, color, and form. It ever attempts to reclaim and repopulate, always defying the grid. It's also seasonally variable, edible/nourishing and delicious.





ATHENS NATURE  
DESIGN PROMPTS











# OUR MUSIC

honors its Appalachian origins, but it's infused with the ongoing immigration of outside influences in a variety of forms—big band, garage band, orchestra, bluegrass, street musicians, bars and coffee shops, festivals, and other expressions.



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ATHENS MUSIC  
DESIGN PROMPTS



# OUR BRICK AND STONE

...are a part of who we are. These two natural materials define much of our built environment that has been fashioned from the earth; our brick and stone warps with the movement of nature, reflecting the patina of time and culture.







# OUR BRICK AND STONE

...are a part of who we are. These two natural materials define much of our built environment that has been fashioned from the earth; our brick and stone warps with the movement of nature, reflecting the patina of time and culture.



# OUR BRICK AND STONE

...are a part of who we are. These two natural materials define much of our built environment that has been fashioned from the earth; our brick and stone warps with the movement of nature, reflecting the patina of time and culture.



BRICK AND STONE  
DESIGN PROMPTS





# OUR YOUTHFUL OUTLOOK

...keeps us playful,  
whimsical, hopeful,  
enthusiastic,  
boisterous, testing  
boundaries, ever  
seeking a purpose.



# OUR YOUTHFUL OUTLOOK

...keeps us playful,  
whimsical, hopeful,  
enthusiastic,  
boisterous, testing  
boundaries, ever  
seeking a purpose.

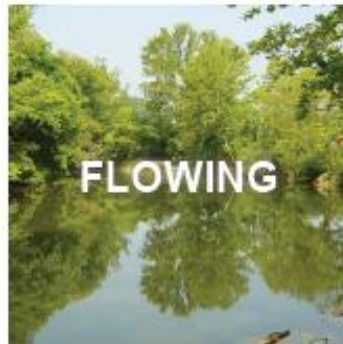
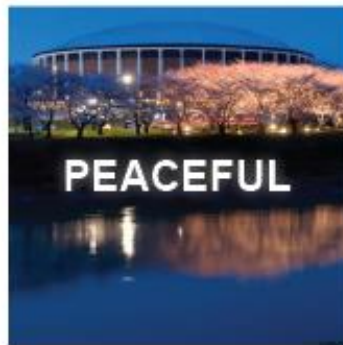


# OUR YOUTHFUL OUTLOOK

...keeps us playful,  
whimsical, hopeful,  
enthusiastic,  
boisterous, testing  
boundaries, ever  
seeking a purpose.







YOUTHFUL OUTLOOK  
DESIGN PROMPTS





# OUR LITTLE BIGNESS

... makes our little town  
feel like it's much  
bigger even though it is  
intimate and  
interconnected. A  
dynamic energy can be  
felt here that is more  
passionate than  
ambitious.



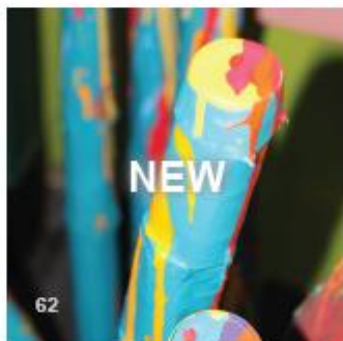
LITTLE BIGNESS  
DESIGN PROMPTS

# OUR INVENTIVE SPIRIT

...shows in our  
originality,  
intellectual curiosity,  
and in our artistic,  
creative ingenuity.







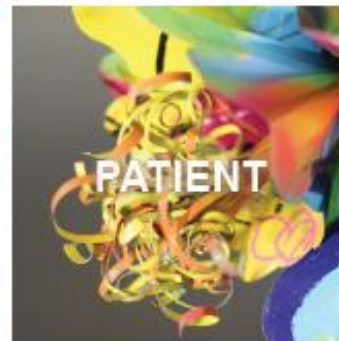
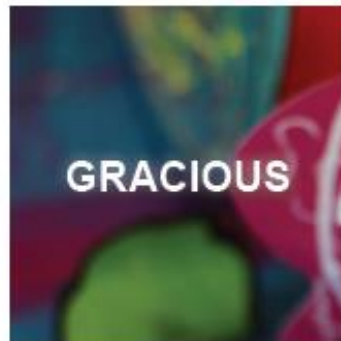
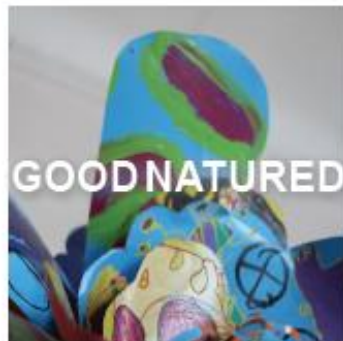
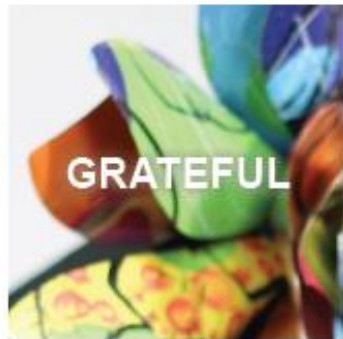
ATHENS' INVENTIVE SPIRIT  
DESIGN PROMPTS



# OUR ACCEPTING ATTITUDES

...make it easy to welcome diverse opinions and lifestyles, building on strengths. They also make our community accessible to all as we nurture ideas.





ACCEPTING ATTITUDES  
DESIGN PROMPTS



# ATHENS YARDS

...EXPRESSIVE.

NATURAL.

SPONTANEOUS.





# ATHENS HOMES

...has no specific style of architecture (we're too loose and creative to allow such things to happen), existing homes improved on in Athens should honor the Athens DNA and the Athens color palette.



# ATHENS HOMES

...has no specific style of architecture (we're too loose and creative to allow such things to happen), existing homes improved on in Athens should honor the Athens DNA and the Athens color palette.



# ATHENS HOMES

...has no specific style of architecture (we're too loose and creative to allow such things to happen), existing homes improved on in Athens should honor the Athens DNA and the Athens color palette.



# ATHENS DEVELOPMENT

...propose and build structures that stray from the usual prototype designs widely found in every other community.







The background is a vibrant, abstract collage of colors including green, blue, yellow, orange, and pink. A paintbrush with a dark handle and a blue tip is visible in the upper left corner, appearing to have just finished painting a stroke. The overall effect is one of dynamic, artistic energy.

PART 2

# REINFORCING ATHENS



# WORLD FAMOUS COURT STREET

Untold couples  
started their lives on  
Court Street, our  
most important and  
famous street for  
courting.









DEO  
AL  
ORD.















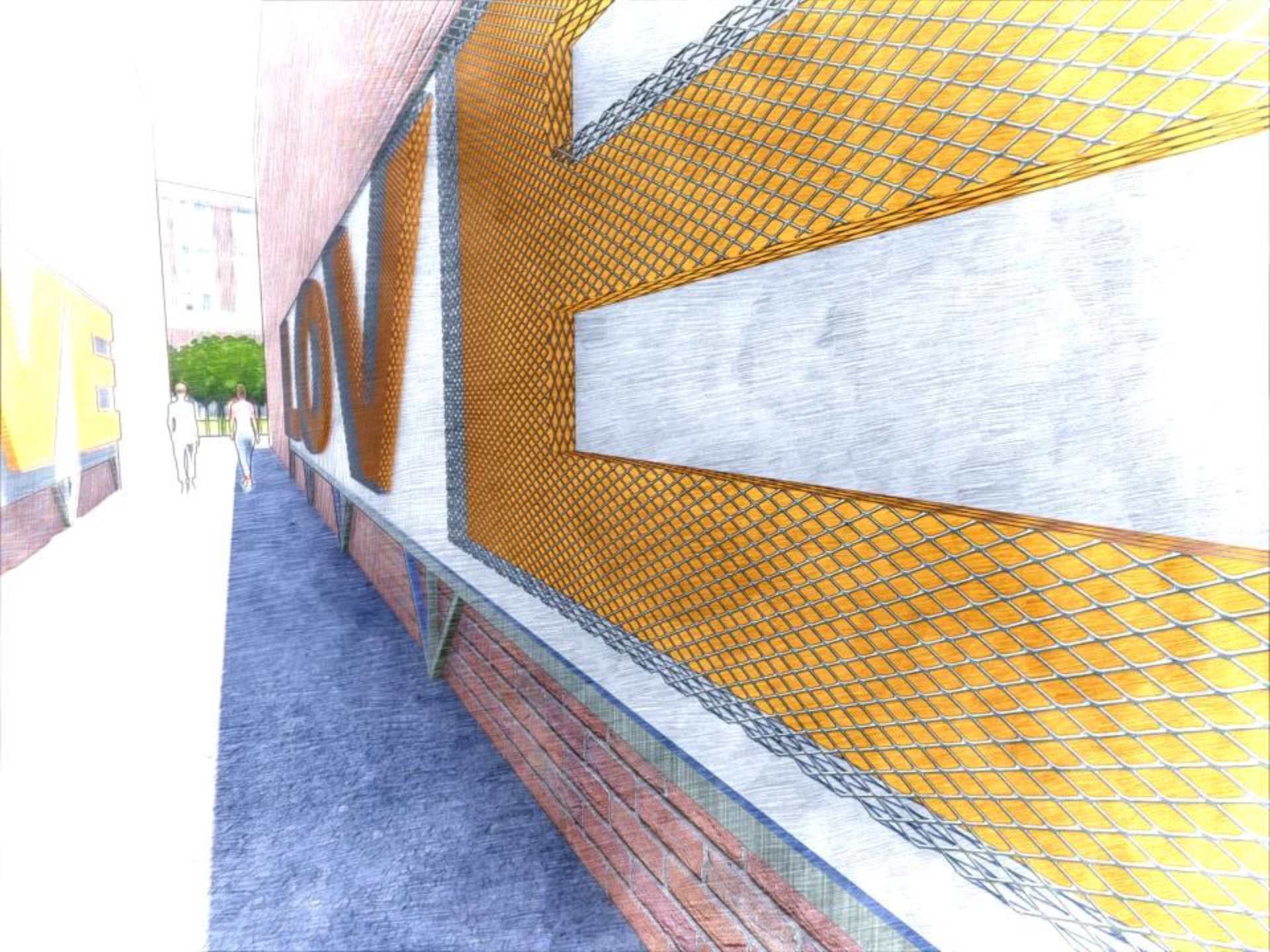














# ATHENS BIKE RACKS

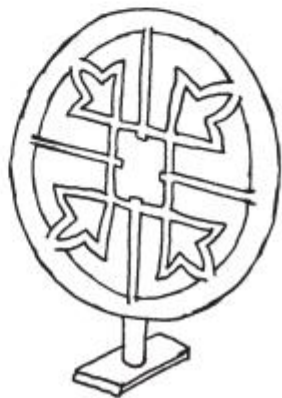
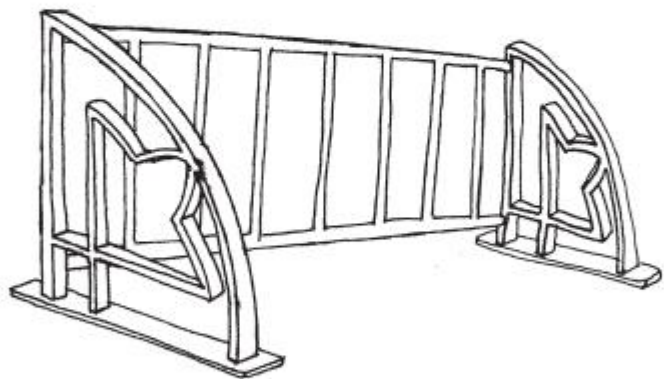
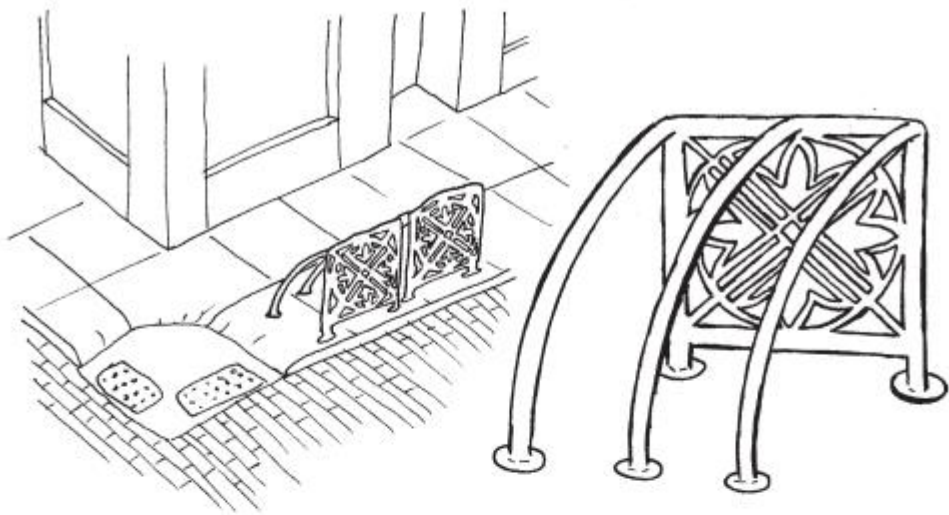
Athens deserves to  
have equally  
inspired bicycle  
infrastructure for us  
to park our cycles.











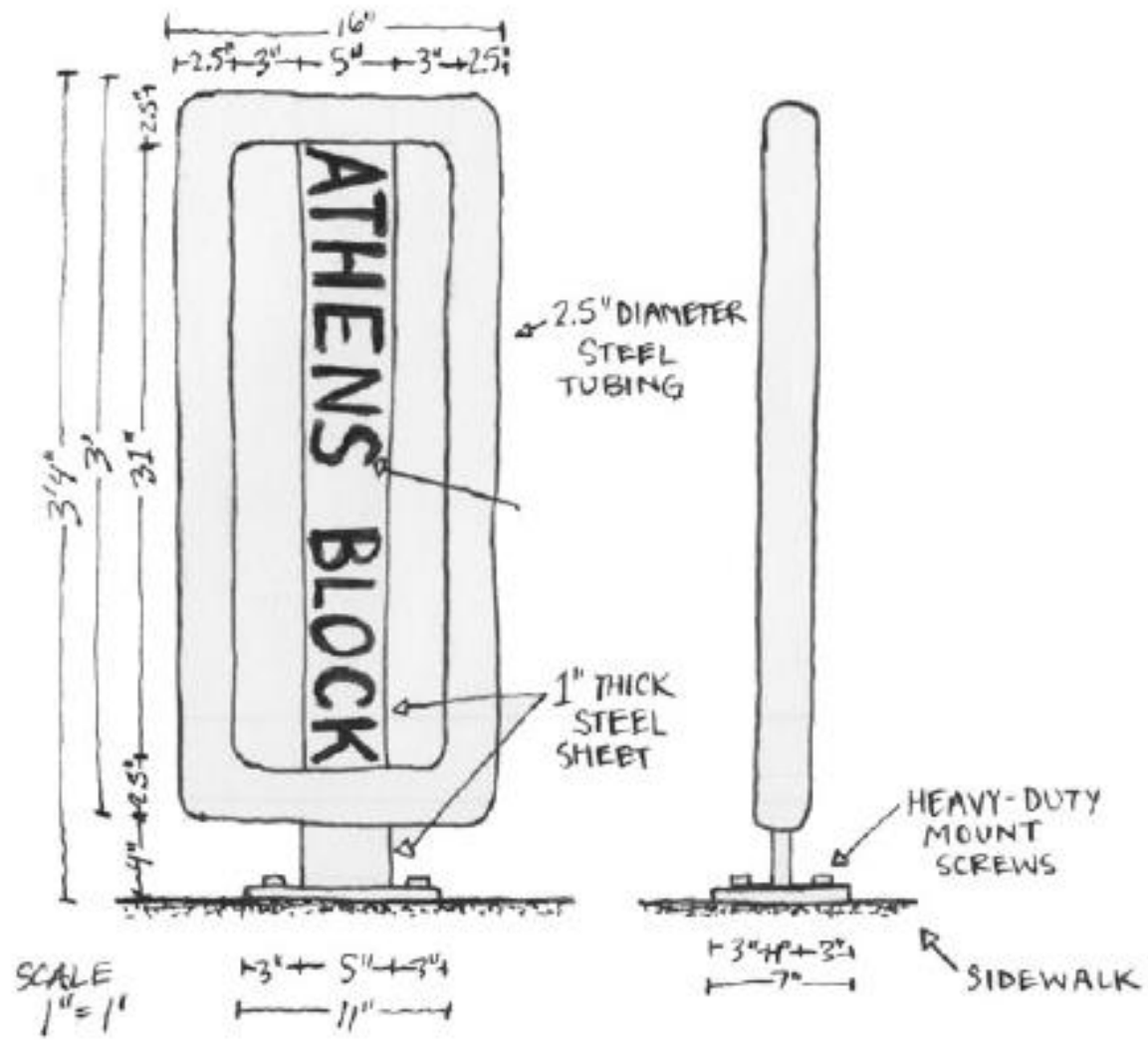




ATHENS

ATHENS BLOCK

WELSONVILLE

















2

CLOSED

75 and  
down

PUMPKIN  
5.99

80-  
day  
Nov. 15

90

CALMER  
from  
YOU  
ARE

ATHENS

ATHENS





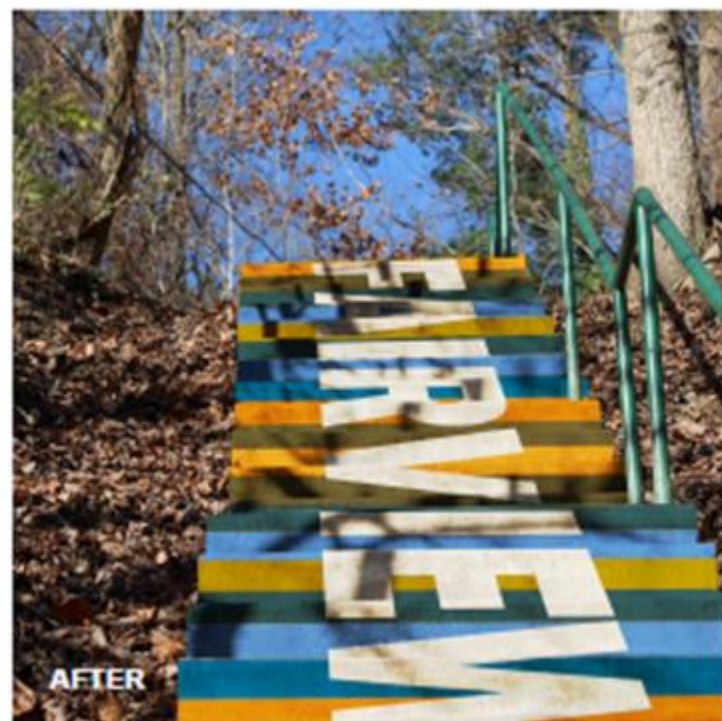
# ATHENS STAIR- WAYS

We have a unique opportunity to turn our current (and future) stairways into infrastructure we can love.













TO: W. WASHINGTON ST.





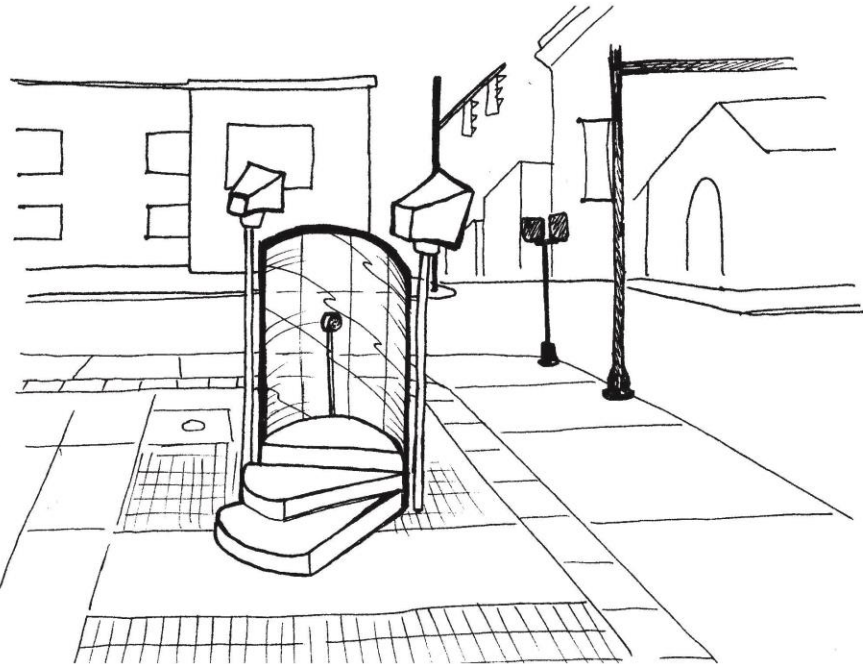
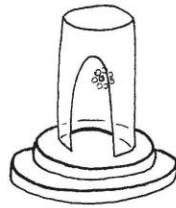
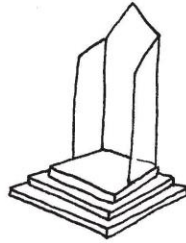
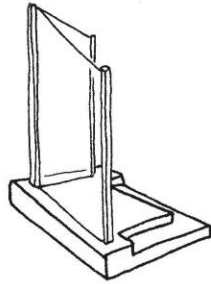
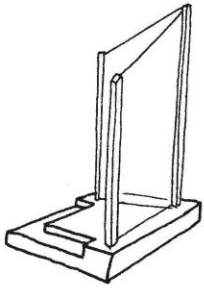




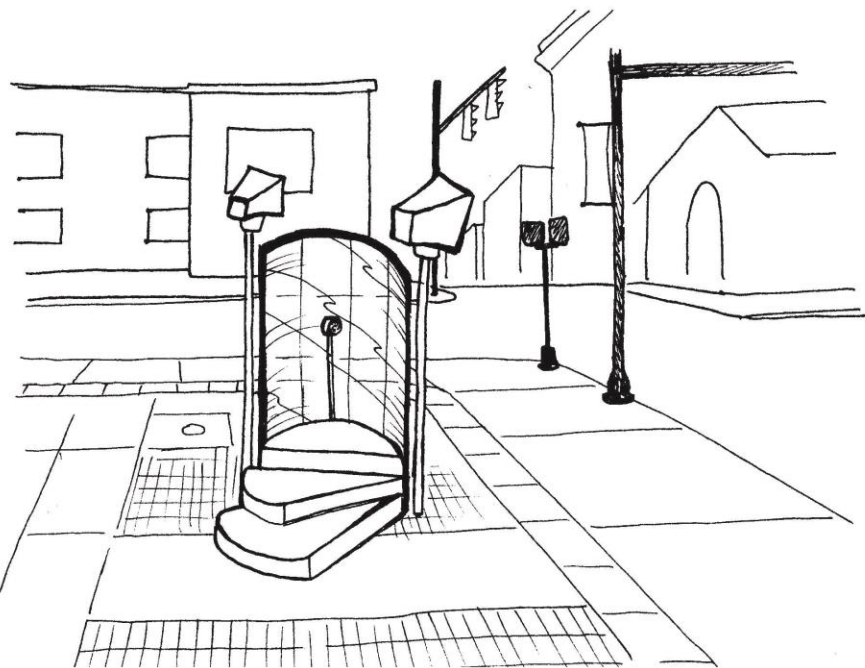
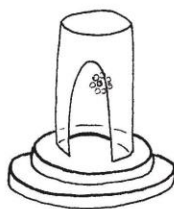
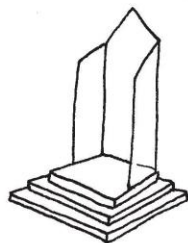
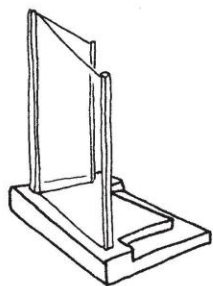
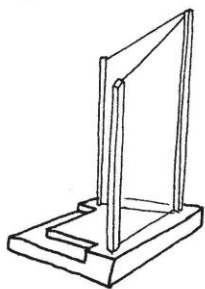
# ATHENS PROTEST SPACE

We love and appreciate free speech because each opinion has merit. We are open to new ideas and new ways of thinking about the world and we believe we can achieve change by speaking out.











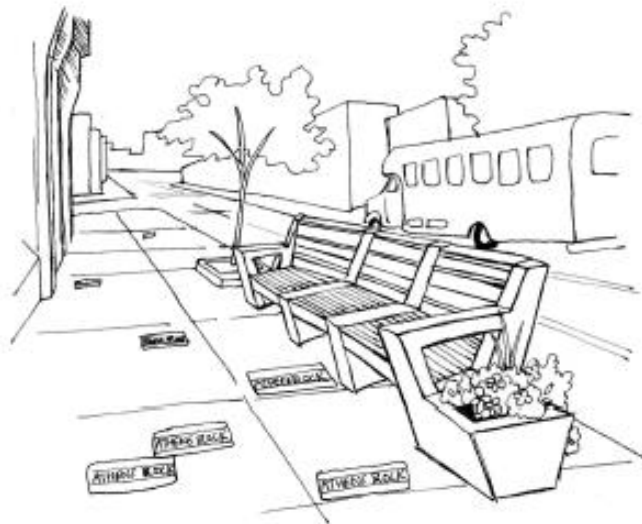
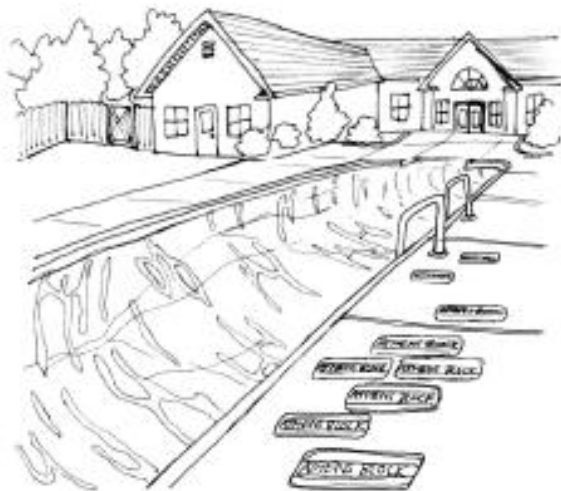
CONGRESS SHALL MAKE NO LAW  
RESPECTING AN ESTABLISHMENT  
OF RELIGION, OR PROHIBITING  
THE FREE EXERCISE THEREOF;  
OR ABRIDGING THE FREEDOM  
OF SPEECH, OR OF THE PRESS;  
OR THE RIGHT OF THE PEOPLE  
TO ASSEMBLE, AND  
ON THE GOVERNMENT  
PRESS OF GRIEVANCES.







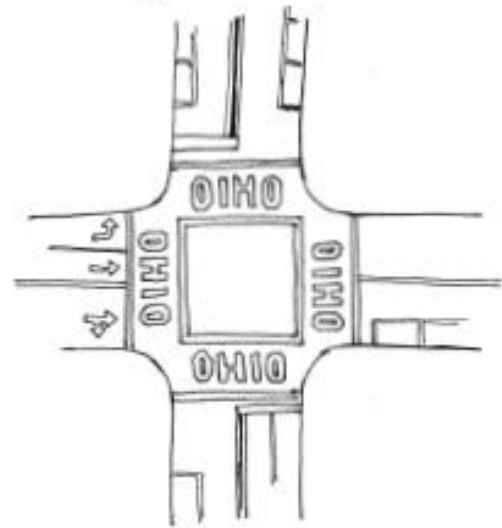
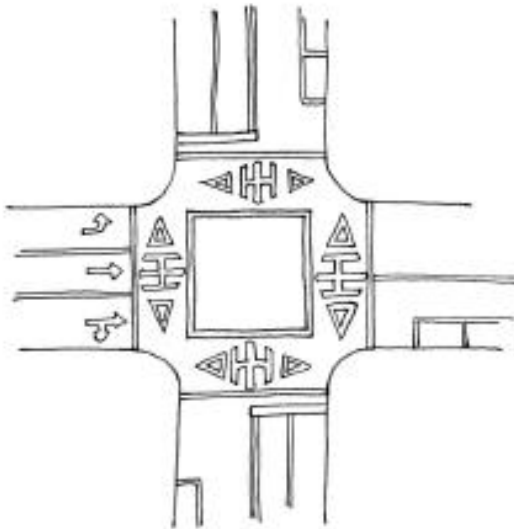
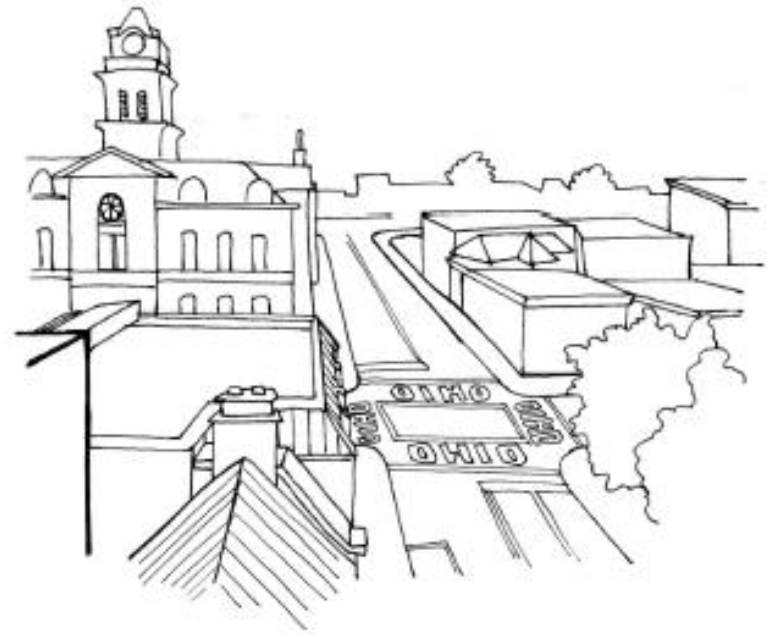
ATHENS BLOCK















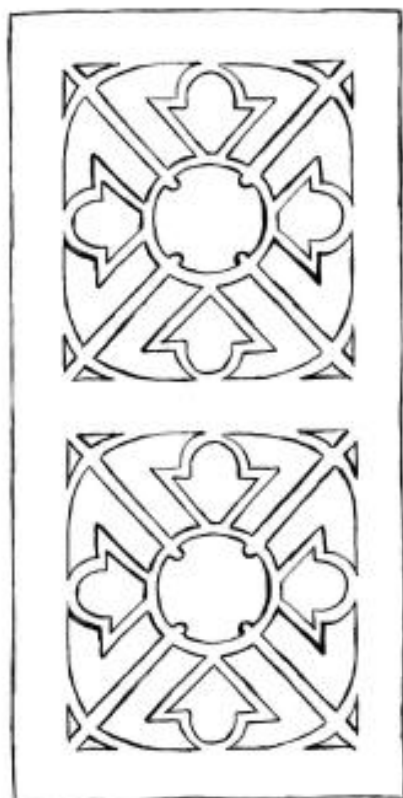


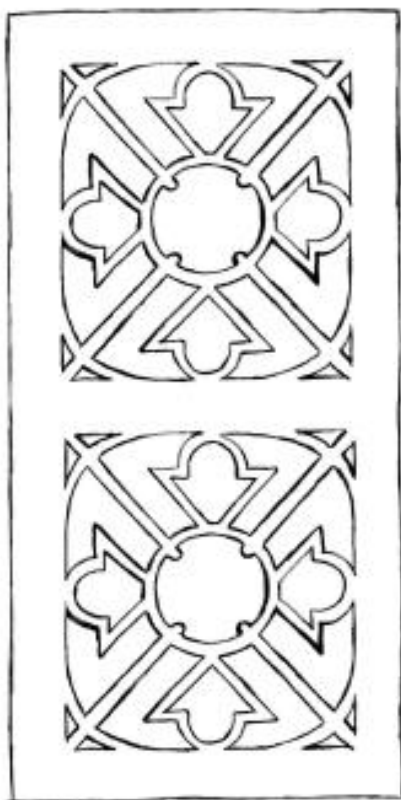
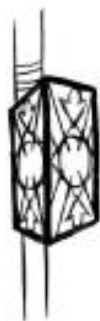


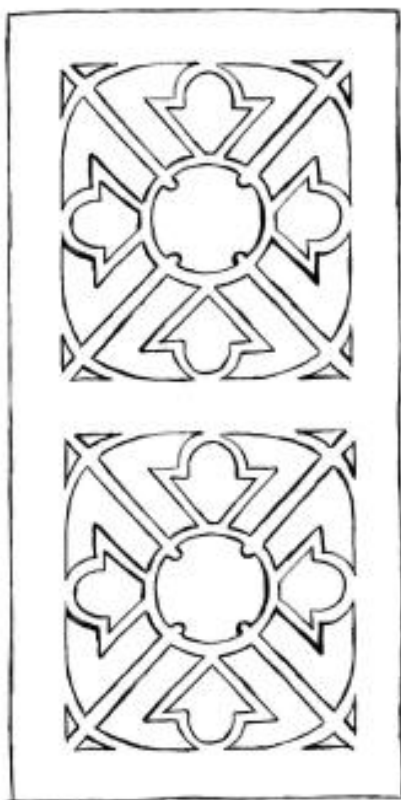
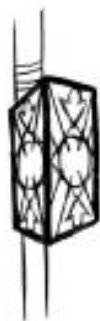




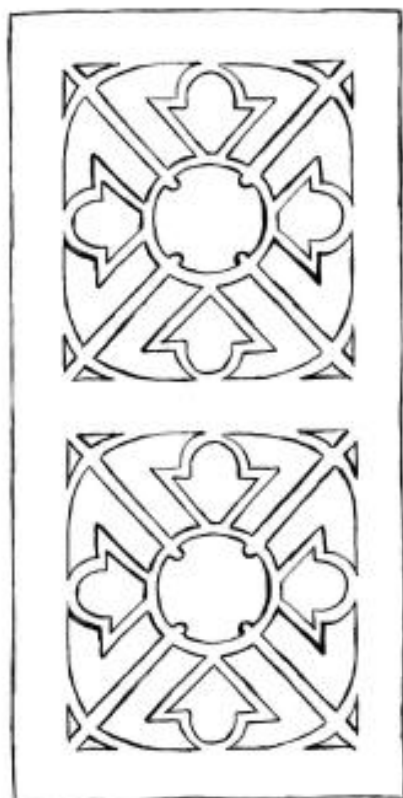


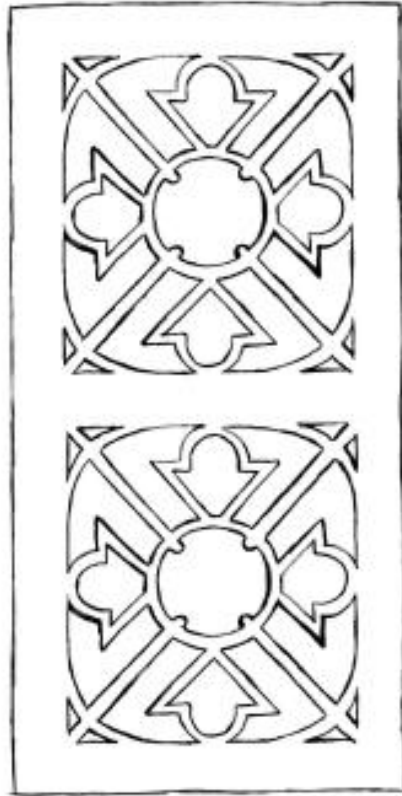
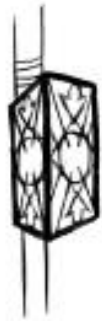


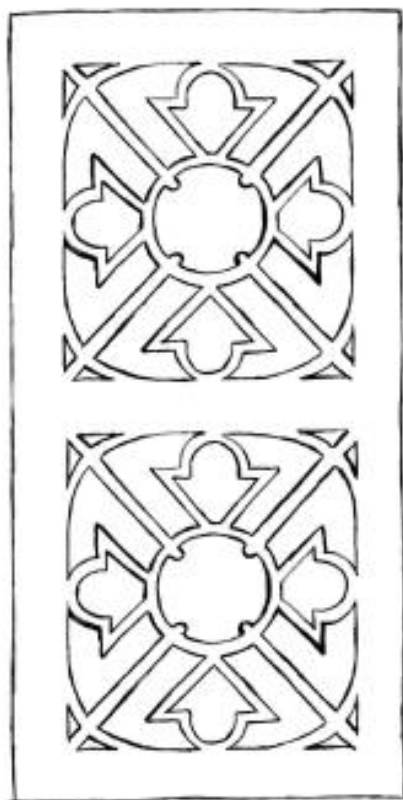
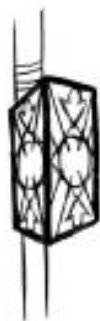






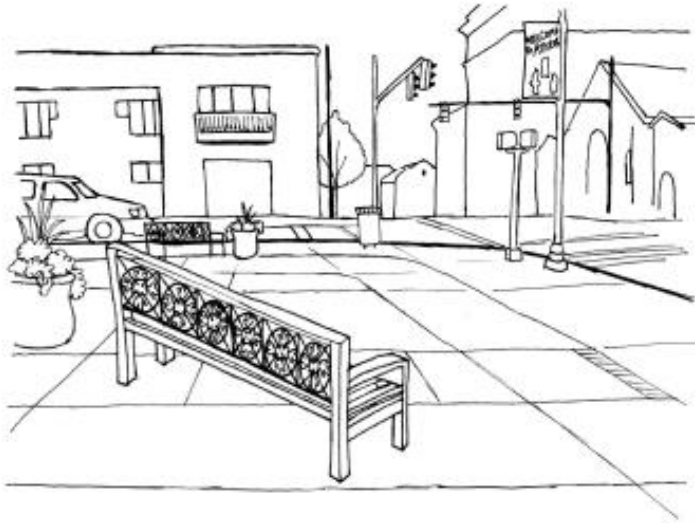
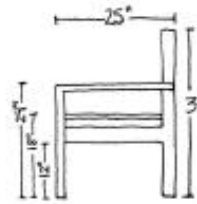
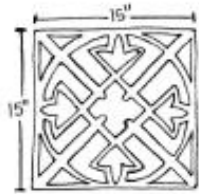
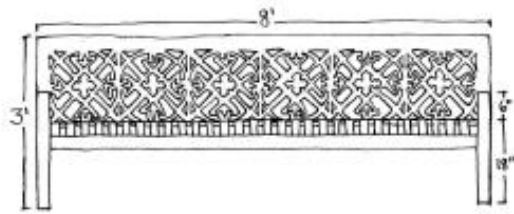


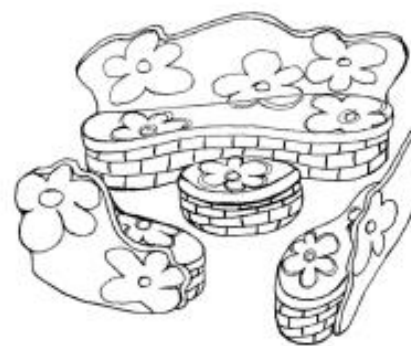
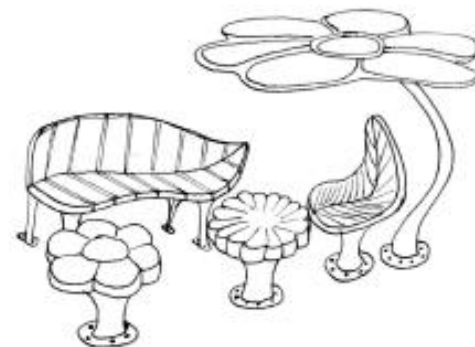
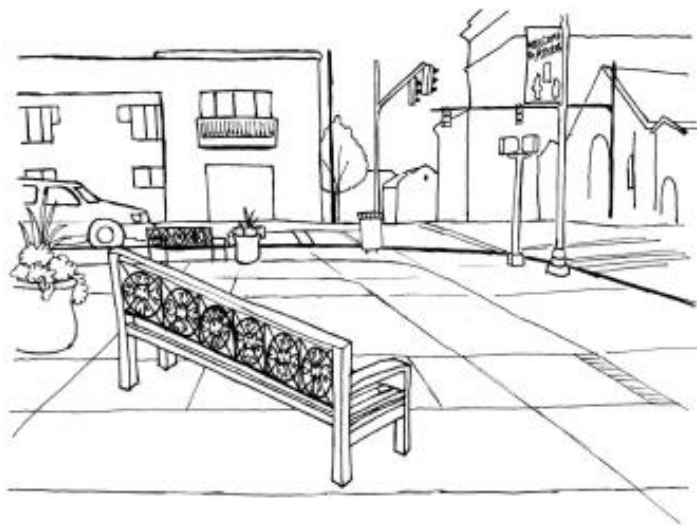
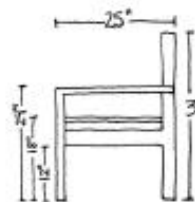
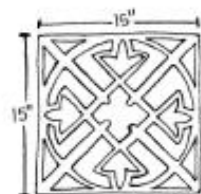
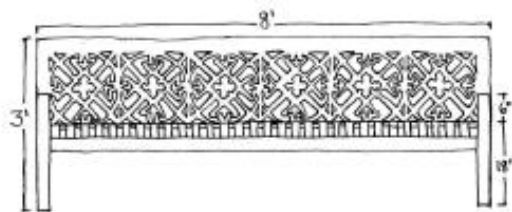




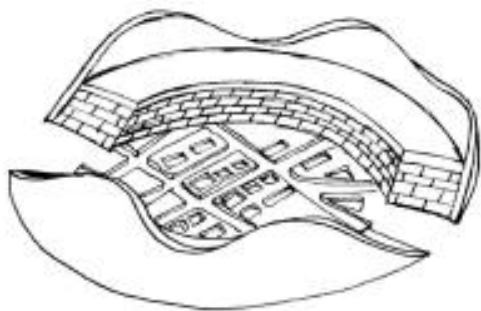
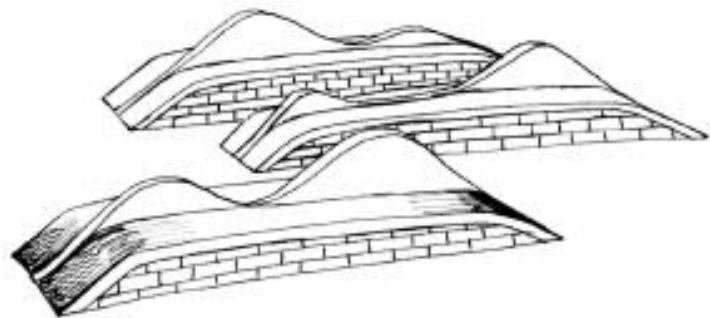


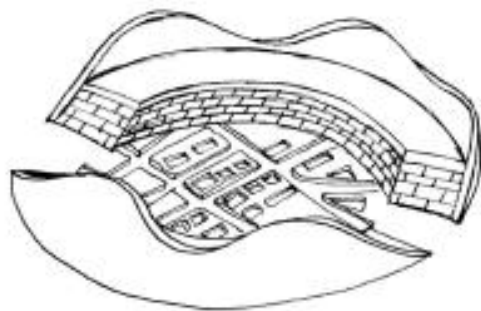
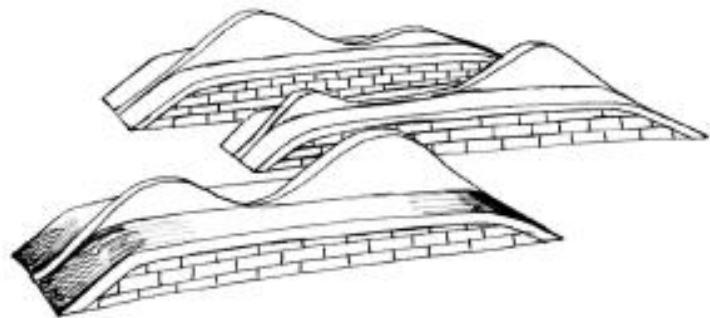


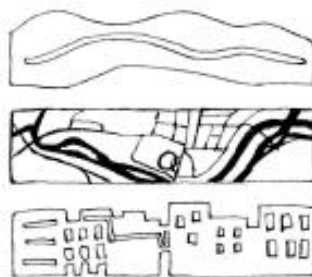
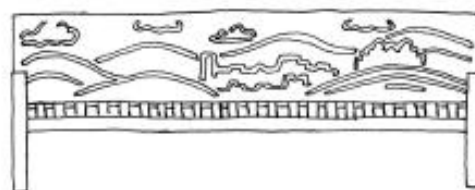
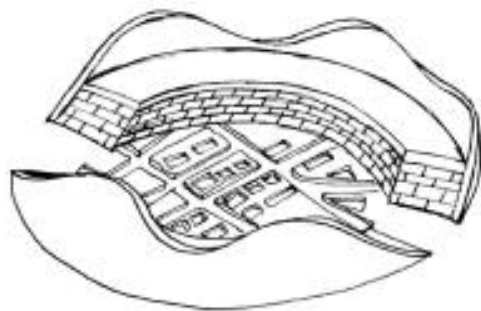
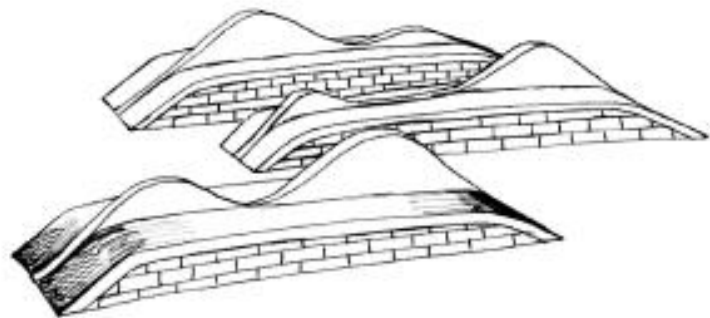




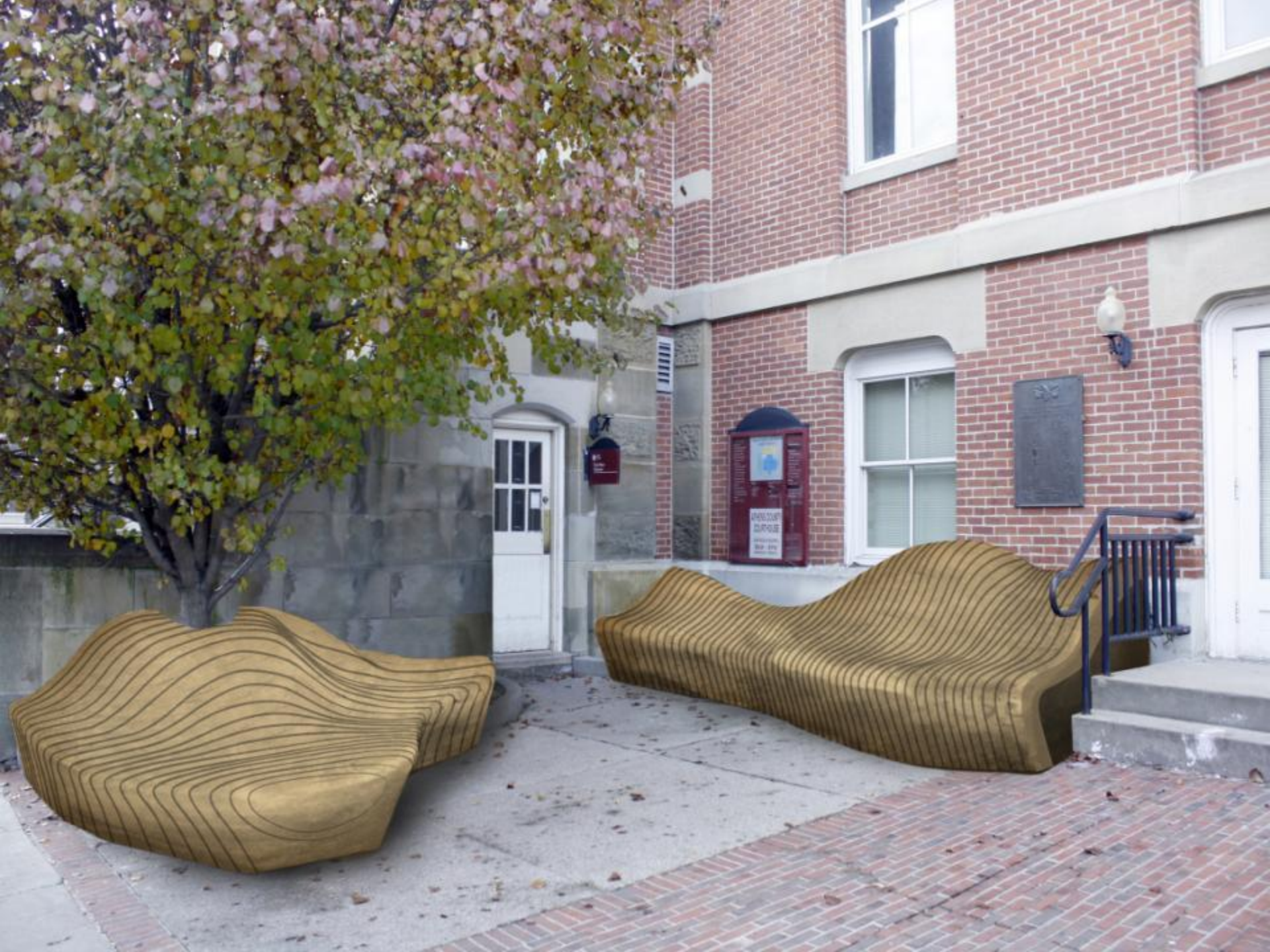


















CITY OF ATHENS  
PARKING  
FACILITY

MOTOR  
VEHICLE  
GARAGE

CLEARANCE  
17' 6" (5.3m)  
OVERHEAD

NO  
PARKING  
ANYTIME





















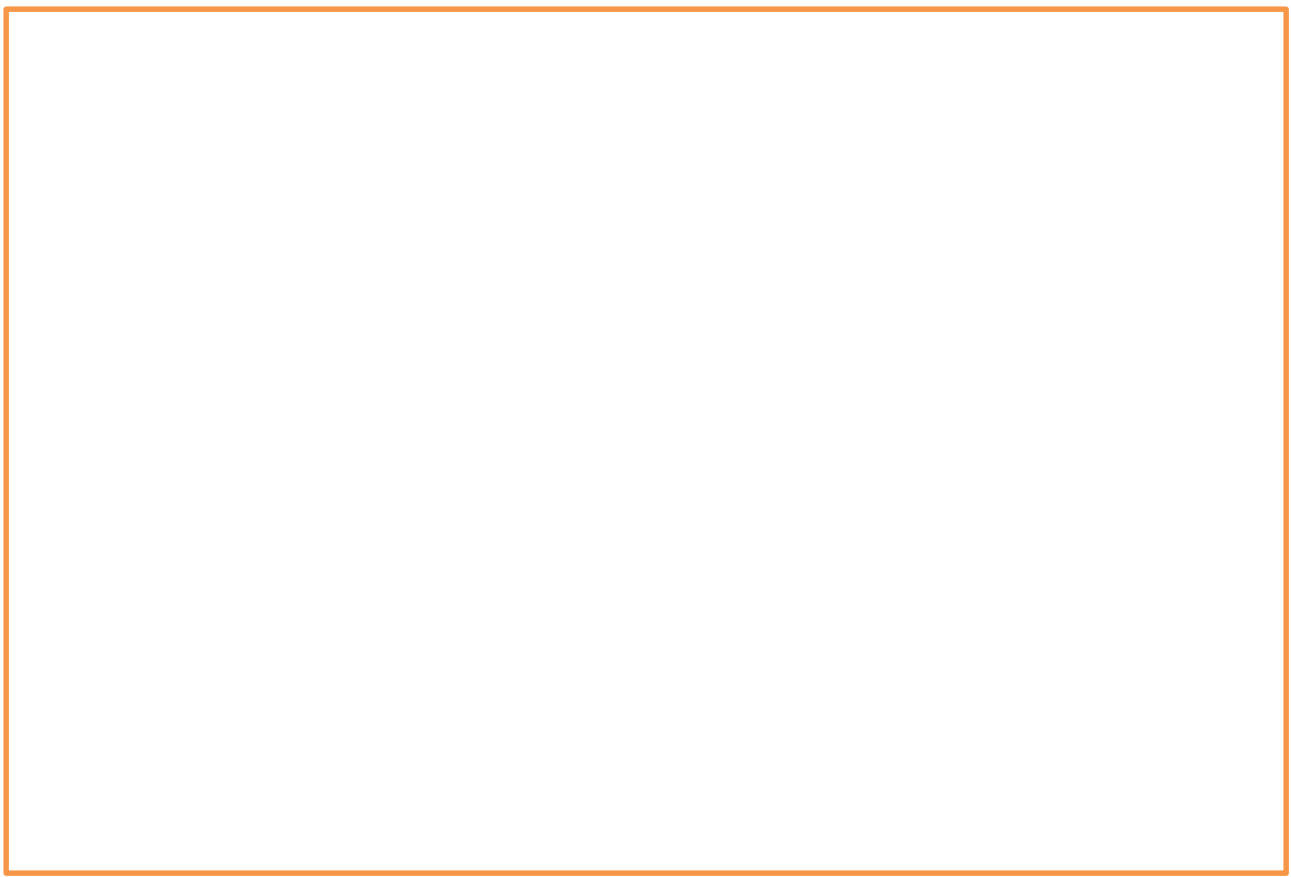






**PART 3**

**SHARE WITH  
THE WORLD**





**EXPLAIN EXPECTATIONS TO REAL ESTATE DEVELOPERS,  
ARCHITECTS, URBAN DESIGNERS, AND BUSINESS OWNERS.**

**EXPLAIN EXPECTATIONS TO REAL ESTATE DEVELOPERS,  
ARCHITECTS, URBAN DESIGNERS, AND BUSINESS OWNERS.**

**EXPLAIN EXPECTATIONS TO ELECTED OFFICIALS, LEADERS,  
THE STAFF OF THE CITY OF ATHENS, ATHENS COUNTY, AND  
OHIO UNIVERSITY.**

**EXPLAIN EXPECTATIONS TO REAL ESTATE DEVELOPERS,  
ARCHITECTS, URBAN DESIGNERS, AND BUSINESS OWNERS.**

**EXPLAIN EXPECTATIONS TO ELECTED OFFICIALS, LEADERS,  
THE STAFF OF THE CITY OF ATHENS, ATHENS COUNTY, AND  
OHIO UNIVERSITY.**

**EXPLAIN THE IMPORTANT ROLE TO THE ATHENS  
MUNICIPAL ARTS COMMISSION REGARDING  
IMPLEMENTATION.**



**EXPLAIN EXPECTATIONS TO REAL ESTATE DEVELOPERS,  
ARCHITECTS, URBAN DESIGNERS, AND BUSINESS OWNERS.**

**EXPLAIN EXPECTATIONS TO ELECTED OFFICIALS, LEADERS,  
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OHIO UNIVERSITY.**

**EXPLAIN THE IMPORTANT ROLE TO THE ATHENS  
MUNICIPAL ARTS COMMISSION REGARDING  
IMPLEMENTATION.**

**TIE THE INFRASTRUCTURE IDEAS TO THE CAPITAL  
IMPROVEMENTS BUDGET.**

**EXPLAIN EXPECTATIONS TO REAL ESTATE DEVELOPERS,  
ARCHITECTS, URBAN DESIGNERS, AND BUSINESS OWNERS.**

**EXPLAIN EXPECTATIONS TO ELECTED OFFICIALS, LEADERS,  
THE STAFF OF THE CITY OF ATHENS, ATHENS COUNTY, AND  
OHIO UNIVERSITY.**

**EXPLAIN THE IMPORTANT ROLE TO THE ATHENS  
MUNICIPAL ARTS COMMISSION REGARDING  
IMPLEMENTATION.**

**TIE THE INFRASTRUCTURE IDEAS TO THE CAPITAL  
IMPROVEMENTS BUDGET.**

**PUBLIC/PRIVATE PARTNERSHIPS SHOULD BE ESTABLISHED  
IMMEDIATELY.**

**CITIZENS, INCLUDING OHIO UNIVERSITY STUDENTS,  
SHOULD BE INVITED TO HELP IMPLEMENT THIS PLAN.**



**CITIZENS, INCLUDING OHIO UNIVERSITY STUDENTS,  
SHOULD BE INVITED TO HELP IMPLEMENT THIS PLAN.**

**SCHOOL CHILDREN (THE FUTURE OF THE COMMUNITY)  
SHOULD IMMEDIATELY BECOME INVOLVED WITH  
IMPLEMENTATION.**

**CITIZENS, INCLUDING OHIO UNIVERSITY STUDENTS,  
SHOULD BE INVITED TO HELP IMPLEMENT THIS PLAN.**

**SCHOOL CHILDREN (THE FUTURE OF THE COMMUNITY)  
SHOULD IMMEDIATELY BECOME INVOLVED WITH  
IMPLEMENTATION.**

**WE SHOULD BRAG. WE TELL PEOPLE ABOUT WHAT, WHY,  
AND HOW WE ARE DOING ALL OF THIS.**

**TOWARD A FOREVER BELOVED ATHENS, OHIO.**



# DESIGNING LOCAL<sup>TM</sup>

PRIDE | LEGACY | PROSPERITY

DESIGNINGLOCAL  
KYLAL EZZEL,  
AICP, PRINCIPAL