## 1.0 Qualifications

Cambridge Systematics, Inc. (CS), on behalf of our team, is pleased to submit this Statement of Qualifications (SOQ) to support the Southeast Florida Regional Partnership in developing Southeast Florida’s Regional Vision and Blueprint for Economic Prosperity (RVB).

### 1.1 Statement of Qualifications and Project Understanding

The creation of the Southeast Florida Regional Partnership is a critical step in the transition of Southeast Florida from a collection of communities to an integrated region with a globally competitive economy, high quality of life, and a sustainable environment. The RVB could be the most significant opportunity in a generation to reshape the way Southeast Florida’s residents live, work, learn, and play.

This process occurs at a time of great challenge and opportunity. The Southeast Florida region has endured its worst recession since the Great Depression in the past few years and its short-term prospects are clouded by high unemployment, excess housing and severely lowered housing prices, and tremendous strain on local and regional revenue sources. The region also faces significant long-term challenges, including its overreliance on industries tied to population growth, a growing gap between workforce skills and business needs, an increasing cost of living, persistent pockets of poverty and economic distress, steadily increasing traffic congestion, concerns about air quality and public health, uncertainty over future water and energy supplies, and the looming threat of climate change.

In the face of these challenges, the seeds of the next wave of growth are evident. The retirement of the baby boomers, as well as continued strong international migration, could resume the region’s population growth, but this growth would come with increased social requirements and costs. The widening of the Panama Canal could strengthen the region’s position as a global trade hub and knowledge-intensive industries, including life sciences and clean technology, are emerging across the region. The region’s high quality of life, rich legacy of arts and culture, and diverse population and workforce are valuable assets in a global economy increasingly shaped by connectivity, innovation, and creativity.

Existing plans and programs begin to address many of these opportunities and challenges but primarily from the perspective of individual jurisdictions or specific issues, rather than in a comprehensive manner. Spanning nearly 295 miles and encompassing 6 million people, the

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### Team Members
Cambridge Systematics, Inc.
Kimley-Horn & Associates, Inc.
Renaissance Planning Group
AECOM Technical Services
Collins Center for Public Policy
Content Creators, LLC
Dickey Consulting Services, Inc.
The Firefly Group
Media Relations Group, LLC
Florida Atlantic University
Florida International University
Mark Buchbinder
James Carras
Jean Scott
Jonathan Barnett
Robert Grow
Southeast Florida region does not yet have a shared vision to address these and other challenges and opportunities. A well-developed vision and blueprint will provide the basis for coordinated action, leveraged resources, proactive investments, and a unified voice at the state and Federal levels – positioning the region for future prosperity, livability, and sustainability.

Members of the CS team has been privileged to partner with the Partnership over the past year to develop the region’s successful application to the U.S. Department of Housing and Urban Development (HUD) for funding under the Sustainable Communities Regional Planning Grant Program; and to draft the work program decision-making processes for implementing the grant. CS, Kimley-Horn & Associates (KHA), Renaissance Planning Group (RPG), Jean Scott, Mark Buchbinder, and James Carras have been part of the team of consultants and advisors helping the regional planning council (RPC) staff and other partners transition the Partnership from concept to an initial working model. The Collins Center for Public Policy, Content Creators, Florida Atlantic University (FAU), and Florida International University (FIU) have been members of the Sustainable Communities Grant Consortium and active participants in Partnership meetings.

This task has become even more complex than when we first started work on the grant application more than one year ago. The lagging economy and fiscal constraints may inhibit the ability of some Consortium members to meet their commitments necessary to match the federal grant, as well as to provide the staff and other resources needed to help develop and implement the RVB. Federal and state priorities have shifted significantly since the 2010 elections, with the political dialogue shifting from livability, climate change, and high-speed rail to jobs, trade, and deficit reduction. The public launch of the visioning process in late 2011 will coincide with the beginning of a political season dominated by redistricting and a national election and the RVB process will conclude in an uncertain regulatory climate marked by sweeping changes to the State’s 25-year growth management structure.

These headwinds reinforce the importance of creating a strong RVB and Partnership so that the region’s leaders can work toward a shared vision which transcends short-term political and economic cycles and indeed makes the region more resilient over time. Our team is uniquely qualified to work with the Partnership to craft this shared vision and the plan to implement it – and we are ready to begin work on day one.

Our Approach

Figure 1.1 serves as our team’s conceptual approach and logic model, building on the Partnership’s work plan. Our approach is organized in four phases, corresponding to four questions: Where are we? Where are we going? Where do we want to go? How do we get there? We have used these questions to structure and manage visioning processes in a variety of regions. We can draw on our familiarity with visioning practices across the nation to customize an innovative approach that meets the unique needs of the Southeast Florida region.

Our approach is comprehensive, encompassing the region’s seven livability principles and extending beyond the traditional scenario planning approach with its emphasis on transportation and land use. In particular, we will emphasize three aspects of the region’s future:
Figure 1.1  Conceptual Approach and Logic Model

Where Are We Now?
- Help establish, recruit, staff, facilitate, and sustain Partnership working structure
  - Executive Committee | Work Groups | Technical Committees
  - Consortium | Partnership

Where Are We Going?
- Work with Consortium/Partnership to build leadership and technical capacity at a regional scale
  - Regional leadership academies | Peer-to-peer | National faculty
  - Demonstration projects

Where Do We Want To Be?
- Create awareness, obtain input, gather feedback, and build support for regional and local action
  - Web site | Surveys | Briefings | Workshops | Summits
  - Targeted Outreach | Media | Partnership/Consortium Training Materials

How Do We Get There?
- Work with Consortium/Partnership members to develop, enhance, integrate, maintain...
  - Scorecard | Data Warehouse | Resource Library
  - Scenario Models | Implementation Toolbox

Partnership Support
- Regional leadership academies  | Peer-to-peer | National faculty
- Demonstration projects

Leadership and Capacity Building
- Create awareness, obtain input, gather feedback, and build support for regional and local action
  - Web site | Surveys | Briefings | Workshops | Summits
  - Targeted Outreach | Media | Partnership/Consortium Training Materials

Outreach and Engagement
- Work with Consortium/Partnership members to develop, enhance, integrate, maintain...
  - Scorecard | Data Warehouse | Resource Library
  - Scenario Models | Implementation Toolbox

Data, Tools, and Technical Analysis
- Help Project Management Team and RPC staff administer grant and manage process
  - Documentation | Reporting | Contract Management
  - External Coordination | Grant Writing

Project Management
- Help Project Management Team and RPC staff administer grant and manage process
  - Documentation | Reporting | Contract Management
  - External Coordination | Grant Writing

Virtual Present
- Federal Compliance and Future Funding
- Regional Vision
- Future Blueprint
- Alternative Scenarios

Committed Regional Leadership
- Informed and Engaged Public
- Planning and Implementation Tools
- Federal Compliance and Future Funding

Sustained Partnership
- Committed Regional Leadership
- Informed and Engaged Public
- Planning and Implementation Tools
- Federal Compliance and Future Funding
**Economy** – High unemployment is Southeast Florida’s most pressing short-term issue and industry mix, workforce skills, and distressed communities remain among the region’s most significant long-term challenges. The RVB must balance short-term actions to create jobs with long-term strategies to transform the region’s economy and position the region globally. Economic competitiveness requires a highly skilled workforce, an entrepreneurial spirit, global connectivity, efficient regulatory processes, and a high quality of life. The recommendations proposed in the RVB – from infrastructure investments to land use patterns, from educational programs to design decisions – must be assessed through the lens of whether they will contribute to a globally competitive, prosperous, and resilient economy.

**Environment** – The RVB must identify, preserve, and enhance the natural and built environment that makes Southeast Florida unique. The RVB also must develop strategies to ensure future supply of water, energy, and other natural resources, so that these resources guide rather than limit future economic growth. With a geography surrounded by hurricane-prone waters and a low-lying fresh water environment, the RVB also must establish a process to assess the risks from sea-level rise, storm surge, and other climate events and develop long-term adaptation strategies to help the region prepare for these risks. These resources and risks must help frame the recommendations proposed in the RVB.

**Equity** – Southeast Florida’s most critical asset may be the diversity of its population. The recession has re-exposed the dramatic differences in economic opportunity and quality of life experienced by residents within the region. The RVB must place unprecedented emphasis on equity, from three perspectives: an *equitable process* that gathers input and feedback from all aspects of the community, including traditionally underrepresented populations; *equitable decision-making* that expands leadership structures to ensure broad representation in the decision-making process; and *equitable outcomes* through which future plans and investments as a group positively impact all segments of the region.

As we explore these and other issues, we will enable the Partnership to seize on the opportunity to create a new model for regional decision-making characterized by proactive decisions, regional stewardship, public/private/civic collaboration, and coordinated investments. This goes beyond the approach of most processes around the nation where the vision becomes an overlay into existing, statutorily mandated comprehensive, transportation, and resource agency plans.

**Our Role as Consultant**

The unique aspects of the Partnership and requirements of the RVB suggest a different role for the Master Consultant than in similar processes in other regions. Rather than a turnkey solution resulting in a static vision document, the Master Consultant must play a multifaceted and ever changing role, working with the Partnership as strategic partner, committed staff, expert analyst, engaged facilitator, and creative storyteller.

As shown in the logic model, we envision playing five major roles throughout this project:

1. **Partnership Support and Policy Development**

We will help establish, recruit, staff, facilitate, and sustain the Partnership working structure, including the Executive Committee, work groups, and other technical committees, as well as the Consortium and the Partnership itself. We will use this structure to build the framework for the RVB through a sequential process of identifying issues, brainstorming potential solutions,
Southeast Florida’s Regional Vision and Blueprint for Economic Prosperity

assessing alternative strategies, recommending future policies and implementation actions, and ultimately building a broad and enduring circle of consensus for the RVB. In conjunction with the Partnership project management team, our role may include developing meeting agenda, meetings and minutes; coordinating meeting logistics; and facilitating meeting discussions.

CS team members have experience working with multi-disciplinary committees to build consensus around policy frameworks, regional compacts, and implementation plans, as well as with developing structures for long-term cooperation among elected officials, business and civic leaders, and citizen activists at a regional scale. Our proposed Project Director (John Kaliski), Project Manager (Peter Haliburton), and Deputy Project Manager (Jessica Vargas) will function as staff to the Executive Committee, working with their counterparts on the Partnership project management team. We will work with the Partnership project management team to identify a lead consultant for each work group and technical committee. Peter, Jessica, Stewart Robertson (KHA), Karen Kiselewski (RPG), Jean Scott, Mark Buchbinder, and other team members have staffed multiple committees in Southeast Florida, including the initial meetings of the Partnership. CS also has a long track record supporting steering committees for other regional visioning processes (How Shall We Grow?, Heartland 2060) and for statewide initiatives (New Cornerstone/Six Pillars, 2060 Florida Transportation Plan). Team members are familiar with multiple software for web-based meetings and video conferences and can draw upon the resources of FAU and FIU through the Industry/University Cooperative Research Center for Advanced Knowledge Enablement (I/UCRC CAKE) to develop a customized virtual meeting platform if desired.

2. Leadership and Capacity Building

We will work with Consortium and Partnership to: identify, develop, and retain networks of regional leaders and champions who are comfortable addressing issues at a regional scale in a collaborative manner; enhance the technical capabilities of local governments and private and civic organizations to analyze and act on those challenges and opportunities; help underserved communities and marginalized populations develop the ability to articulate their needs in an effective manner; and develop and implement a capacity building strategy that may include leadership academies, training courses, workshops, and mentoring programs.

We will draw upon the full resources of our team members as subject matter experts, trainers, and mentors. CS has helped develop and implement regional leadership academies in Central, Northeast, and Southwest Florida and we have designed and delivered a variety of training courses for state and federal agencies on topics such as transportation/land use coordination. Jean Scott, Mark Buchbinder, and James Carras have long track records in leadership development and collaboration in Southeast Florida. KHA, RPG, AECOM, Collins Center, FAU, and FIU provide a deep bench of experts with relevant experience in the region. We also will create a “national faculty” who will be available as expert resources and mentors to guide Partnership and Consortium members. This national faculty will include Jonathan Barnett (University of Pennsylvania– urban design); Susan Binder (CS—federal policy); Robert Grow (Envision Utah–regional stewardship); John McNamara (AECOM – global cities); and John Talmage (former chief executive officer of Social Compact -equity). We also have invited PolicyLink and the Brookings Institution to serve on the national faculty. If selected, we will work with Partnership staff to identify additional representatives of federal or state agencies or visioning groups in other regions to serve on the faculty.
3. Outreach and Engagement

We will develop and implement a coordinated public outreach and engagement program to create awareness about the Partnership and the RVB, obtain input on key issues and strategies, gather feedback on draft products, build consensus around the RVB, and, ultimately, create momentum for regional and local action. This program will require a strong identity to span the seven-county area; expansive breadth to capture the socio-cultural diversity of the region; and creative mastery of tools and techniques to reach residents spanning multiple ages and diverse socio-economic conditions in a range of urban, suburban, and rural settings. It needs to tell a story that will capture the region’s imagination and use both the innovation of social media and the familiarity of traditional media to communicate a series of messages that give hope to economically distressed areas and reassurance to businesses and community leaders.

The public involvement team comprises of a diverse set of communication and outreach firms, offering both national leadership and local knowledge. Elizabeth Sanford of CS, who has been recognized nationally for her innovative public involvement work in Atlanta, will direct this effort, working with local CS staff and a core team of consultants offering experience in outreach, communications, public relations, and government relations. Three outreach specialists with a history of working in different parts of the region are part of the team: Dickey Consulting Services (DCS), based in Fort Lauderdale; The Firefly Group, based in Palm City; and Media Relations Group (MRG), based in Palmetto Bay. Collectively these three firms have the experience and relationships to develop and execute an effective public involvement effort in all seven counties. Content Creators (CC) will lead the development of the Partnership’s website and provide its expertise in storytelling to help communicate the region’s message. The Collins Center will share its experience working in the Glades communities, Overtown, and other economically distressed areas and traditionally undeserved communities. Mark Buchbinder will serve as an ombudsman on the team for environmental justice issues.

Given the extensive public outreach that already has taken place for prior processes, we will develop two very different curricula for advancing understanding and enthusiasm about the Partnership. In the first track, the “introductory course,” the focus will be on introducing younger residents and previously unengaged persons to the efforts underway and the outcomes desired. In the “graduate course,” the emphasis will focus on the continued engagement of key stakeholders and leaders who already are familiar with the efforts underway and perhaps reluctant to participate in a new one. We specifically will seek, engage, and train members of the community who are rarely considered “stakeholders” but have a great stake in a healthy and prosperous region -- the young and the seniors, the people living on the margins, and the diverse ethnicities that make up our region. The messages will be consistent but the techniques used to reach and engage people will be very different. Social media and an extensive internet presence will be a foundation for sharing information and generating dialogue about regional issues, with provision for those residents who do not have access to or comfort with these media. Tools and techniques will be matched to the needs and preferences of the target audiences – ranging from electronic “town hall” meetings to interactive “chip games” to middle school curriculum.

4. Data, Tools & Technical Analysis

The RVB must be driven by policy and supported by data and sound technical analysis. Our approach will ensure that the discussion of the Partnership committees and work groups, the regional capacity programs, the public outreach and engagement activities, and the RVB drafting
process are enriched by meaningful information and thoughtful analyses presented in a highly visual, easy to understand manner.

We have expertise in the full range of data and tools needed to address key issue areas, and we are familiar with (and in many cases, have developed) existing studies and plans in these areas:

- **Economics Development** -- CS has worked with other Florida agencies and RPCs to apply econometric models to evaluate alternative scenarios and infrastructure investments.

- **Land Use** -- RPG created and maintains its signature scenario planning and land use allocation tool, CorPlan, which has evolved to address sustainability goals such as reducing greenhouse gas (GHG) emissions and vehicle-miles traveled (VMT), as well as implementation modules covering fiscal impacts, form-based codes, and urban design guidelines.

- **Transportation** -- CS has applied the Southeast Regional Planning Model and helped develop and update the Greater Treasure Coast Regional Planning Model. Team members have applied multimodal model applications to address transit, pedestrian, and bicycle needs.

- **Natural Resources** -- CS, KHA, and AECOM are experienced with statewide environmental resource databases and KHA and AECOM have developed many of the region’s natural systems resource and brownfield plans.

- **Water** -- KHA staff are skilled at using the latest tools to simulate impacts of water withdrawal scenarios and using three-dimensional groundwater modeling (and finite-difference groundwater modeling software).

- **Air Quality, Energy, and Climate Change** -- CS developed the Florida Department of Transportation’s (FDOT) process for linking the Environmental Protection Agency’s (EPA) MOVES model to the state’s travel demand modeling structure to estimate air quality and GHG emissions. FAU is forecasting the potential sea-level rise impacts to transportation infrastructure using geographic information system (GIS) and satellite techniques.

- **Equity** -- The Collins Center, through its partnership with Social Compact and its work in Overtown and the Lake Okeechobee region, has developed innovative methods to collect and analyze values population and income data for underserved communities.

We will work with Partnership and Consortium members to develop a **regional data warehouse and resource library** to organize this vast array of information and to develop and maintain a **regional scorecard** to communicate the state of the region today and its progress in the future. Our team has expertise in visualizing and presenting complex data in simple terms. CS is working with the Florida Chamber Foundation to develop the statewide Florida Scorecard and with the U.S. DOT to define methods for measuring livability and sustainability as input to the Sustainable Communities Partnership. CC is recognized for its innovative web sites and visual tools. CAKE provides access to the resources of FIU’s High Performance Database Research Center (HPDRC) and GIS and Remote Sensing Center. This collaboration will help develop a regional scorecard, resource library, and data warehouse which can be hosted and maintained in the region but also reflect best practices from other parts of the nation.

We also will guide the Partnership and Consortium through an interactive process of developing and assessing future scenarios. Each scenario should tell a viable story of a possible future using
words, numbers, and pictures. It should become a virtual world that is real enough to allow people to “kick the tires” and comparison shop before they buy into the future of the region.

Most regional visions have focused scenarios on transportation and land use alternatives; the scenarios for this process must cover a broader range of issues. Scenarios must explore the key drivers that will shape the region over the next 50 years, most notably economic development, the environment, climate change, and guide discussion of the impacts of these drivers on urban form equity and other outcomes. Scenarios should explore the consequences of unique yet viable economic outcomes, such as South Florida becoming a global trade hub. Each driver-based scenario will have its own unique influence on the region that must be tested and understood. What will the composition of the work force be? Will income disparities increase or lessen? Where will jobs be located and what types of housing are needed? What kinds of transportation investments are required? What types of political, capital, and social investments are needed to ensure success?

We will employ a variety of techniques to develop, assess, and communicate these scenarios. Some scenarios will lend themselves to modeling tools, such as the use of RPG’s CorPlan. Others may best be evaluated through a series of linked models, for example, in Central Florida CS and RPG designed a process for linking the region’s demographic, economic, transportation, air quality, and water resource models to evaluate alternative scenarios. We will work with CAKE and regional data and GIS experts convened through the RPCs to develop an approach for maximizing existing data and models to support “what if?” analyses.

Other types of scenarios – such as those involving the future of education, arts and culture, and community resources – may be better communicated through expert testimony or creative storytelling. Still others may be developed by harnessing the creative energy of the region’s students. Jonathan Barnett will work with FAU, FIU, and potentially other regional institutions to develop an urban design studio to envision the future urban form of the region, similar to processes he has conducted in Central Florida and Tampa Bay. This studio would use advanced computer-aided techniques to prepare alternative scenarios of potential future development, including detailed visualizations of development in specific locations. If resources and contractual arrangements permit, the University of Pennsylvania School of Design will participate in this studio as a peer exchange.

5. Project Management

Finally, we will help work with the Partnership project management team and RPC staff to manage the overall RVB process and administer the HUD grant. We will serve as back up to the Partnership project management team and assist as needed with the many moving parts of this process, such as managing consultants, Partnership and Consortium members contributing in-kind and other assistance, and Consortium subgrantees; coordinating with regional partners, other regions, and state and federal agencies; documenting the process; and reporting to HUD. The CS team has assisted the Partnership in this role for the past year and we have played similar management support roles for other regional visioning efforts. CS is experienced with managing large, on-call, multidisciplinary contracts comprising teams of consultants, including more than 10 years with FDOT and more than 20 years with the U.S. DOT. We can help the Partnership design processes to meet all federal requirements while also providing flexibility to address its evolving needs.
We also will work with the Partnership to identify and apply for additional sources of federal, state, local, private sector, and nonprofit funding to expand its work plan and transition to implementation. For example, we helped the *How Shall We Grow?* and *New Cornerstone* efforts identify and leverage funding sources to significantly expand their initial project budgets, in both cases providing greater detail, more relevant products, and a head start on implementation.

**Our Products**

The work plan ultimately will integrate the policy framework developed by the Partnership structure, public input from across the region, and technical analyses to create an integrated RVB. The work plan is structured not to produce a consultant report but rather to help the Partnership develop, test, refine, and ultimately embrace an RVB that is of, by, and for the Partnership and the region it represents. Such a process is inherently more complex and requires more time than a consultant writing a report – but it will produce an RVB with tremendous ownership from across the region and momentum for action. Our team of writers, analysts, and graphic artists will support the Partnership in drafting, refining, and adopting a final set of products to communicate the adopted RVB. We expect to help the Partnership develop a highly visual document similar to final reports for *How Shall We Grow?* or the Global Cities *Sun Corridor, Future Corridor* report. These executive level reports will be supported through technical documentation.

### 1.2 Overview and Form of Organization

We have assembled an outstanding team to manage this important project. The team couples national experience in regional visioning with a long record of successful planning and implementation of Southeast Florida projects. The team blends large and small businesses, academic institutions, and nonprofit organizations. This mix of resources and experience provides expertise in all key issue areas, with redundancy needed to enable peer review and quality assurance throughout the process. The team’s size and scope also provides the flexibility to adapt to an evolving work program and to scale delivery of specific tasks from small hands-on teams to the small army of staff needed to execute regional summits or public workshops. The core team members have been working together for over a year on initial assignments for the Partnership and have collaborated frequently on other projects in Southeast Florida.

Our team includes five Consortium members: the Collins Center, Content Creators, FIU, FAU, and Mark Buchbinder. At the direction of the Partnership Executive Committee, we are prepared to work with additional Consortium and Partnership members to fully implement the work plan, either in a contractual capacity or in advisory or partnership role.

This section summarizes the qualifications of the CS team. Lists of firm principals, officers, and directors can be found in Appendix A.

**CS helps regions envision and plan for prosperous, sustainable, and livable futures.** We offer strong technical credentials in transportation, economic, environmental, and community analysis, drawing upon our nearly 40 years of history working with federal, state, and local transportation agencies. This expertise includes policy development, integrated planning, performance monitoring, transportation and air quality modeling, economic and benefit/cost analysis, and financial analysis. We combine technical expertise with broad skills in public outreach, communications, visioning, stakeholder...
Southeast Florida’s Regional Vision and Blueprint for Economic Prosperity

coordination and consensus-building, training, leadership capacity building, and program management and evaluation. This strength in integrated planning is complemented by CS’ capability to develop decision support, GIS, and visualization tools.

Recent CS visioning experience includes: project management and implementation experience with the How Shall We Grow? and Heartland 2060 processes; technical support for Atlanta’s Vision 2020, Southern California’s COMPASS, and Envision Utah; investment scenario planning for the I-95 Corridor Coalition and multiple state DOTs and metropolitan planning organizations (MPO); and alternative futures analysis for the Transportation Research Board and the U.S. Department of Energy. CS staff also have been involved in numerous visioning and master planning initiatives in Southeast Florida, including the Southeast Florida Regional Long-Range Transportation Plan; long range planning and freight studies for the Miami Dade, Broward, and Palm Beach MPOs and FDOT; visioning, master planning and transit or multimodal efforts in the cities of Fort Lauderdale, Hallandale Beach, Miami Beach, Miami, Fort Pierce, and Riviera Beach; and the Economic Development Research Institute’s Compass reports on regional economic trends.

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**KHA** is a full-service, multidisciplinary consulting firm offering a broad range of engineering, landscape architecture, planning, and environmental services. KHA is a recognized leader in transportation systems planning, economics, urban and regional planning, and engineering design. KHA serves as multimodal transportation consultant for many of the region’s MPOs, the South Florida Regional Transportation Authority, and both FDOT districts. Renowned for its work on redevelopment, streets, and revitalization, KHA creates memorable places such as Midtown Miami, Vero Beach’s Royal Palm Pointe, and the Boynton Beach Promenade. Also known for its public involvement programs, workshop facilitation, and consensus-building, KHA respond to the unique needs of each unique place.

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**RPG** was formed in 1999 with the mission of providing integrated land use and transportation planning services to public clients. RPG has completed innovative planning projects, starting with the nationally recognized Eastern Planning Initiative for the Thomas Jefferson Planning District Commission. The firm has conducted numerous scenario planning projects, several of which have been nationally recognized (Central Florida and Binghamton) and many of which have successfully guided regional and local planning efforts. RPG has completed multimodal and transit planning studies, including the development of the Destin Multimodal Transportation District, the first adopted in Florida. For FDOT District 6, the firm was one of the first in Florida to develop corridor and subarea plans balancing mobility and livability goals.
AECOM Technical Services, Inc.  AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water, and government. The professionals of Glatting Jackson became part of AECOM Design + Planning in December 2009, continuing their 25 years of focus on planning and designing livable communities. Tim Jackson and David Barth will provide their expertise in integrated transportation, land use, and natural resource planning, and John McNamara will provide a linkage to AECOM Global Cities Institute, which draws on the company’s fully integrated planning, design, engineering, and management capabilities to help make cities globally competitive.

Collins Center for Public Policy is a nonpartisan, nonprofit think tank that specializes in finding solutions to some of Florida’s toughest problems. The Center offers leadership and innovative solutions in alternative dispute resolution, community building, health, criminal justice, sustainability, governance, and strategic planning. The Center has specific skills in convening groups that are hard to reach and using social media to advertise and attract attention to issues. Phil Bacon and his team from the Center’s Miami office will bring their unique expertise working in the Glades communities through the Lake Okeechobee Regional Initiative in inner cities such as Overtown. Steve Seibert, Tim Center, and Tony Carvajal will provide linkages to the Center’s work on statewide initiatives such as the Century Commission, Sustainable Florida, and the “Our Florida. Our Future.” visioning process.

CC is a company founded by journalists from South Florida’s leading newspapers. Individually, staff are writers, photographers, and web designers with experience covering poverty, education, criminal justice, immigration, and other issues. Collectively, CC is a full service communications agency that provides a seamless digital experience to its clients. CC speaks the languages of South Florida and understand its communities. CC has provided website design or redesign, content, or communications services for many websites, including sites for the University of Florida’s Bob Graham Center for Public Service site; University of Miami’s Hussman Institute for Human Genomics Genetics Awareness project; the Guatemalan-Maya Center in Lake Worth; and the Women’s Fund of Miami-Dade County.
DCS is a communications consulting and government relations firm. The organization provides services to public and private enterprises, coordinating, implementing, and promoting projects related to economic and community development, government relations, business development, public relations, public involvement, and other marketing initiatives. DCS provides staffing for communications assistance, document control, and administrative support.

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The Firefly Group is a public relations and marketing firm serving businesses, landowners, non-profit organizations, and government agencies throughout Florida. With a focus on providing comprehensive, strategic and sustainable solutions, Firefly works with clients to successfully meet their organizational and project goals and objectives through effective communications. Firefly, a woman-owned business founded in 2003, is the largest public relation firm on the Treasure Coast. Industry areas include agriculture, energy, environment, government, marine/water, non-profits, science/education, small businesses, and sustainable community development.

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MRG is a public information company, specializing in public and private sector public involvement campaigns. The company provides media relations in both English and Spanish, marketing, graphics services, grassroots door-to-door consensus building, and other communication support. MRG has a proven record of developing and executing successful public involvement programs and community awareness plans for clients such as the Broward MPO; FDOT; Miami-Dade Public Works, Water and Sewer, and Expressway Authority; and several private sector clients. MRG has established relationships with government officials, community leaders, and media.

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<td>Office Locations:</td>
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</table>

FAU and FIU are among the largest universities in Florida and the nation, serving 28,000 and 44,000 students, respectively. The CS team includes the National Science Foundation’s (NSF) FIU–FAU CAKE and, through CAKE, provides access to the research, faculty, and students of both universities. CAKE was established to develop long-term partnerships among industry, academia, and government. CAKE’s mission is to conduct industry-relevant studies in the representation, management, storage, analysis, search and social aspects of large and complex data sets, with particular applications in geospatial location-based data, disaster mitigation, and healthcare. FIU’s College of Engineering and Computing can provide substantial support for the data, computing, and research needs of the entire planning process through the coordinated efforts of CAKE, the HPDRC, and GIS and Remote Sensing Center. The resources available through these entities include high-end hardware, software, data, and tools, particularly in the areas of complex GIS and related applications.
Individual Consultants. The CS team also contains several individual consultants, including:

- **Mark Buchbinder** has worked in the fields of community and economic development, human services, housing, education, and the arts, including serving as president/CEO of the Alliance for Human Services, community builder with HUD, and program director for the Sadowski Legal Fellowships in Community Development. He has facilitated several regional efforts, including the Governor’s Commission for a Sustainable South Florida.

- **James Carras** has been recognized nationally for creating and expanding more than 50 development financial institutions and community investment initiatives. He led initiatives to create the Broward Housing Partnership and the South Florida Community Land Trust and has facilitated similar efforts in Miami-Dade and Palm Beach counties.

- **Jean Scott** specializes in building collaborative partnerships, strategic planning, and policy analysis, and synthesizing complex planning issues. She has worked with a range of nonprofit civic organizations, universities, and local, regional, and state governments and agencies in the region.

- **Jonathan Barnett** is a professor of City and Regional Planning and Director of the Urban Design Program at the University of Pennsylvania. He has worked around the globe, including research studios covering Central Florida, the Tampa/Orlando superregion, and the entire State of Florida.

- **Robert Grow** is the current chair and the founding chair emeritus of Envision Utah, a private/public partnership founded in 1997. Envision Utah is widely recognized as one of the country’s most successful public involvement efforts for the development of a broad-based, long-term growth strategy for a major metropolitan area.

### 2.0 Project Organization

Figure 2.1 summarizes how we will organize our team for this project. We will organize our team into five general areas, corresponding to the major roles described in section 1.1: project management; Partnership support and policy development; leadership and capacity building; outreach and engagement; and data, tools, and technical analysis.

The project management team will comprise three CS staff:

- **John Kaliski** will serve as Project Director, with overall responsibility for guiding project strategy. John has directed CS’ work in support of *How Shall We Grow?*, *Heartland 2060*, *Six Pillars/New Cornerstone*, *2060 Florida Transportation Plan*, and other long range visions and plans in Florida.
• **Peter Haliburton** will serve as Project Manager, with responsibility for day to day technical direction and management of the CS staff and subconsultants. Based in Fort Lauderdale, Peter has managed dozens of planning studies for a variety of public and private clients in South Florida over the past 15 years in the areas of urban redevelopment, personal and vehicular mobility and safety, and economic development.

• **Jessica Vargas Astaiza** will serve as the Deputy Project Manager, working closely with Peter to coordinate project administration, subconsultant activities, stakeholder participation, and data collection and analysis. Jessica has 10 years of experience in the areas of community outreach, market research, and multimodal transportation.

CS staff and subconsultants will be organized into the other four working teams as a starting point, with flexibility for assignments to evolve over the course of the project. The “national faculty” identified on the organizational chart will provide peer review and quality assurance throughout the process, as discussed in section 1.2.

Table 2.1 lists the key staff proposed for the project. Resumes for all proposed staff are included in Appendix B.

**Figure 2.1  Organizational Chart**

![Organizational Chart](image)

3.0 Qualifications and References

The following portfolio provides three examples of completed work performed by the CS team.
## Table 2.1 Team Matrix

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Location and Years w/Firm</th>
<th>Degrees</th>
<th>Overall Experience</th>
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<tr>
<td><strong>Cambridge Systematics, Inc.</strong></td>
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<tr>
<td>John Kaliski, Project Director</td>
<td>Cambridge, MA, 16 years</td>
<td>BA</td>
<td>Strategic planning and visioning, economic development and impact analysis, transportation planning and policy</td>
</tr>
<tr>
<td>Peter Haliburton, C Eng Project Manager</td>
<td>Fort Lauderdale, FL, 7 years</td>
<td>MS, BSCE</td>
<td>Urban redevelopment, personal and vehicular mobility and safety, economic development</td>
</tr>
<tr>
<td>Jessica Vargas, Deputy Project Manager</td>
<td>Fort Lauderdale, FL, 3 years</td>
<td>MSURP, BA</td>
<td>Community outreach, market research, multimodal transportation</td>
</tr>
<tr>
<td>Paula Dowell, Principal</td>
<td>Atlanta, GA, 2 years</td>
<td>PhD, MA, BBA</td>
<td>Economic development, trade and transportation economics, benefit/cost and economic impact analysis</td>
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<tr>
<td>Evan Enarson-Hering, Associate</td>
<td>Cambridge, MA, 4 years</td>
<td>MPP, BA</td>
<td>Policy analysis, economic analysis, indicators and communications</td>
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<tr>
<td>Christopher Porter, Principal</td>
<td>Cambridge, MA, 14 years</td>
<td>MCP, MS, BCE</td>
<td>Transportation and land use, air quality and greenhouse gas (GHG) analysis, economic development, performance measurement</td>
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<tr>
<td>Joanne Potter, Principal</td>
<td>Bethesda, MD, 15 years</td>
<td>MCP, BA</td>
<td>Strategic planning, program development and evaluation, climate change</td>
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<tr>
<td>Elizabeth Sanford, Senior Associate</td>
<td>Atlanta, GA, 4 years</td>
<td>MCP, BA</td>
<td>Livability and sustainability, environmental planning, meeting facilitation/consensus building, outreach and public involvement</td>
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<tr>
<td>Michael Williamson, Principal</td>
<td>Fort Lauderdale, FL, 18 years</td>
<td>BS</td>
<td>Freight and logistics, commercial vehicle operations, intelligent transportation systems, transportation planning</td>
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<td><strong>Kimley-Horn and Associates, Inc.</strong></td>
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<tr>
<td>Stewart Robertson, P.E., Engineer</td>
<td>Fort Lauderdale, FL, 10 years</td>
<td>MSCE, BSCE</td>
<td>Transportation planning and engineering, multimodal planning and design</td>
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<tr>
<td>Greg Kyle, AICP, Planner</td>
<td>Fort Lauderdale, FL, 11 years</td>
<td>MSUP, MBA, BS</td>
<td>Traffic forecasting and impact studies, corridor studies, environmental planning, long-range transportation planning, transit planning</td>
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<tr>
<td>Mike Kiefer, Senior Project Manager</td>
<td>Vero Beach, FL, 24 years</td>
<td>BS</td>
<td>Environmental analysis, planning, and design; environmental permitting</td>
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<tr>
<td>Fred Schwartz, P.E., Engineer</td>
<td>Chicago, IL, 18 years</td>
<td>MBA, BSCE</td>
<td>New urbanism, transportation planning, context-sensitive design solutions</td>
</tr>
<tr>
<td>Name and Title</td>
<td>Location and Years w/Firm</td>
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<td>Overall Experience</td>
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<td><strong>Renaissance Planning Group</strong></td>
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<tr>
<td>Christopher Sinclair, AICP, President</td>
<td>Orlando, FL, 12 years</td>
<td>MSURP, BA</td>
<td>Master plans, transportation and fiscal impact studies, comprehensive plan, long-range transportation planning, impact fee ordinances</td>
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<tr>
<td>Karen Kiselewski, AICP, Project Manager</td>
<td>Delray Beach, FL, 3 years</td>
<td>MSURP, MSCS</td>
<td>Municipal issues; comprehensive planning and policy; growth management; intergovernmental and agency coordination; public engagement</td>
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<tr>
<td>Clarence Eng, AICP, Principal</td>
<td>Tampa, FL, 6 years</td>
<td>MUD, MS, BS</td>
<td>Transit-oriented development (TOD), economic revitalization, sustainable development, strategic planning, public involvement, urban design</td>
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<tr>
<td><strong>AECOM</strong></td>
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<tr>
<td>Tim Jackson, P.E., AICP, Principal</td>
<td>Orlando, FL, 25 years</td>
<td>MSURP, MCP</td>
<td>Community planning and design, urban design, visioning, context-sensitive solutions, strategic advisory services</td>
</tr>
<tr>
<td>David Barth, ASLA, AICP, CPRP, Principal</td>
<td>W. Palm Beach, FL, 24 years</td>
<td>MS, BS</td>
<td>Community visioning and strategic planning, natural systems planning</td>
</tr>
<tr>
<td>John McNamara, AIA, FAICP, Principal</td>
<td>Phoenix, AZ, 8 years</td>
<td>BA</td>
<td>Community development and revitalization, economic development, transit planning/design, land use, growth management</td>
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<td><strong>Collins Center for Public Policy</strong></td>
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<tr>
<td>Phil Bacon, Vice President</td>
<td>Miami, FL, 9 years</td>
<td>MBA, BA</td>
<td>Economic, community, and small business development</td>
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<tr>
<td>Tony Carvajal, Vice President</td>
<td>Tallahassee, FL, 1 year</td>
<td>MPA, BA</td>
<td>Community organization collaboration and development, long-range and strategic planning, economic development</td>
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<tr>
<td>Tim Center, Vice President</td>
<td>Tallahassee, FL, 5 years</td>
<td>JD, BS</td>
<td>Sustainable development, collaboration, education, convening</td>
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<tr>
<td>Steve Seibert, Sr. Vice President</td>
<td>Tallahassee, FL, 3 years</td>
<td>JD, BA</td>
<td>Innovative leadership and dispute resolution, growth management</td>
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<tr>
<td>John Talmage, Consultant</td>
<td>Fort Meyers, FL, &lt;1 year</td>
<td>MA, BA</td>
<td>Market research, community development, economic development, housing and land use, demographic issues</td>
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<tr>
<td>Tim Collie, Principal</td>
<td>Boca Raton, FL, 2 years</td>
<td>MA, BA</td>
<td>Writing, editing, research, social media, strategic planning, reporting</td>
</tr>
<tr>
<td>Jodie Knofsky, Managing Director</td>
<td>Miami, FL, 1 year</td>
<td>BA</td>
<td>Marketing, public relations, communication</td>
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<tr>
<td>Name and Title</td>
<td>Location and Years w/Firm</td>
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<td>Overall Experience</td>
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<td><strong>Dickey Consulting Services, Inc.</strong></td>
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<tr>
<td>Sheryl A. Dickey</td>
<td>Fort Lauderdale, FL</td>
<td>BA</td>
<td>Economic development, strategic planning, regional transportation planning and policy</td>
</tr>
<tr>
<td>President/CEO</td>
<td>16 years</td>
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<tr>
<td><strong>The Firefly Group</strong></td>
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<tr>
<td>Stacy Ranieri</td>
<td>Palm City, FL</td>
<td>MS, BS</td>
<td>Community outreach and advocacy building, public engagement, media relations, marketing and communications, strategic planning</td>
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<td>President</td>
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<td><strong>Media Relations Group, LLC</strong></td>
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<tr>
<td>Alicia Gonzalez</td>
<td>Palmetto Bay, FL</td>
<td>BS</td>
<td>Public involvement program coordination, media relations (both Spanish and English media)</td>
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<tr>
<td>Principal</td>
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<tr>
<td>Atorod Azizinamini</td>
<td>Miami, FL</td>
<td>PhD, CE, MS, BS</td>
<td>Research program management, bridge engineering</td>
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<tr>
<td>Chair, CEE Department</td>
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<tr>
<td><strong>Florida Atlantic University</strong></td>
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<td>Leonard Berry</td>
<td>Jupiter, FL</td>
<td>PhD</td>
<td>Natural resource management and environmental education, wetland restoration/conservation, coastal development, ecological indicators</td>
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<tr>
<td>Director and Professor</td>
<td>24 years</td>
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<tr>
<td>Mark Buchbinder</td>
<td>Miami, FL</td>
<td>MSURP, JD, BA</td>
<td>Housing and community development law, urban/regional planning, strategic planning and visioning, public policy, group facilitation</td>
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<td>41 years experience</td>
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<td>James Carras</td>
<td>Fort Lauderdale, FL</td>
<td>MPA, BA</td>
<td>Community and economic development, community redevelopment, affordable housing, economic development finance</td>
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<tr>
<td>26 years experience</td>
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<tr>
<td>Jean Scott</td>
<td>Boca Raton, FL</td>
<td>MA, BA</td>
<td>Building collaborative partnerships, strategic planning, policy analysis</td>
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<tr>
<td>35 years experience</td>
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<tr>
<td>Jonathan Barnett</td>
<td>Philadelphia, PA</td>
<td>MArch, MA, BA</td>
<td>Urban design, regional alternative development, scenario planning and visualization</td>
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<tr>
<td>38 years experience</td>
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<tr>
<td>Robert Grow</td>
<td>Salt Lake City, UT</td>
<td>JD, BS</td>
<td>Law, regional visioning, regional stakeholders facilitation</td>
</tr>
<tr>
<td>35 years experience</td>
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</table>
Central Florida Regional Growth Vision

Description
CS worked closely with myregion.org and its partners to develop and implement a 50-year growth vision for the seven-county Central Florida region. Project partners included myregion.org, a public/private/civic partnership; the Orlando Regional Chamber of Commerce (now the Central Florida Partnership); the region’s five MPOs and two regional planning councils; FDOT; and the Florida Department of Community Affairs.

As precursor to this process, Dr. Jonathan Barnett directed a research studio using advanced computer-aided techniques to prepare alternative scenarios of potential future development and detailed visualizations of development in specific locations. CS helped plan and facilitate a five-day regional leadership academy to engage over 100 public, private, and civic leaders from across the region in understanding the long-term challenges facing the region.

The visioning process engaged more than 20,000 Central Floridians in creating a shared vision for how the region can grow through 2050, when the population is expected to double to 7.2 million people. CS helped develop the overall work plan and provided technical support throughout the process, assisting with the integration of leadership and community input with detailed technical analyses and scenario evaluations.

CS also served as a staff to a 16-member committee of elected officials, working to develop a regional compact to guide future collaboration; a policy framework detailing regional goals and objectives; and an implementation toolbox identifying best practices and resources. Since adoption of the vision and policy framework, all 7 counties and more than two-thirds of the region’s 86 cities have incorporated the vision into their plans. In follow-on work, CS developed myregion.org’s regional report card, “Where in the World Are We?”

Related Projects
CS has provided policy and technical support for the Heartland 2060 regional visioning process in South Central Florida and provided support to myregion.org and its partners in exploring the potential for how Central Florida and Tampa Bay will grow into a “superregion” over time. Dr. Barnett conducted a similar design studio for the superregion.
### Florida Chamber Foundation New Cornerstone/Six Pillars

**Description**

For more than a decade, CS has been the Florida Chamber Foundation’s principal partner for research and policy consulting in support of a statewide vision to transition Florida’s economy to create prosperous and high-paying jobs, vibrant communities, and global competitiveness. CS directed the research and rollout of *New Cornerstone*, a 10-year blueprint for the future of Florida’s economy released in 2003, and developed a comprehensive progress report, *New Cornerstone Revisited*, in 2007.

Over the past two years, CS has worked with the Foundation to shift from research and education to strategic planning and consensus-building by defining the “Six Pillars” of Florida’s future economy:

- Talent supply and education;
- Innovation and economic development;
- Infrastructure and growth leadership;
- Business climate and competitiveness;
- Civic and governance systems; and
- Quality of life and quality places.

CS is providing technical and policy support to statewide caucuses of public, private, and civic leaders working in these six areas. The caucuses are charged with developing actions for integration into a statewide strategic plan. CS also is helping develop the Florida Scorecard, an on-line repository of state and regional data to track progress in these six pillars.

### Related Projects

CS led the Foundation’s 2010 *Florida Trade and Logistics Study*, which recommended strategies for positioning Florida as a global trade hub. We also have led or contributed to long-range strategies for other statewide organizations, including FDOT’s *2060 Florida Transportation Plan*, Enterprise Florida’s *Rural Economic Catalyst initiative*, Workforce Florida’s targeted industry initiative, and Space Florida’s *Strategic Business Plan*. In addition, CS has direct or supported similar statewide long-range in other states, such as Maryland, Mississippi, and Kansas.
Transit Concept for 2050

Description
For the Hillsborough County MPO, RPG led the development of a 2050 Transit Concept to provide a multimodal mobility plan for the County. The RPG team developed a series of interactive public workshops that engaged the public in identifying future redevelopment opportunities associated with new station area urban design concepts within five major corridors throughout the County.

An extensive communications strategy was developed that aimed to engage the public and decision-makers in the process and to build support for a growth strategy supportive of transit investment. This involved the project website, a speaker’s forum, press releases, newsletters, and regular project briefings with technical and citizen-based stakeholder groups.

The community engagement process study was supported through used scenario planning and alternatives analysis to illustrate the tradeoffs associated with different land use patterns and mobility options. CS, as a member of the team, assisted with travel demand forecasts and the evaluation of alternative scenarios.

The study resulted in the development of a transit plan and land development regulations in support of TOD patterns. The project has received three awards of excellence since the plan’s unanimous adoption by the MPO in 2007.

Related Projects
CS developed the Tampa Bay Partnership’s Regional Transportation Blueprint and recommended funding and governance strategies to help implement this blueprint, leading to legislative action to create the Tampa Bay Regional Transportation Authority (TBARTA). RPG provided additional research, legislative language, and technical assistance to establish TBARTA.

RPG has assessed TOD implementation strategies for the MPO, conducted TOD workshops for the County’s planning commission, advised the County on Florida’s first approved TOD station overlay comprehensive policies, and provided land use and transit planning services for the Hillsborough County Area Transit (HART) Light-Rail Alternatives Analysis. CS also worked with HART and the MPO to evaluate the economic impacts of the proposed transit improvements and to assess transit’s impacts on GHG emissions.