



JANUARY 25, 2018 | 2:00 PM
REQUEST FOR PROPOSAL NO. 12093-885

FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES

CITY OF FORT LAUDERDALE, FLORIDA

SUBMITTED BY:
RENAISSANCE PLANNING



IN ASSOCIATION WITH:
GATEWAY PLANNING
HOPPING GREEN & SAMS
RCLCO REAL ESTATE ADVISORS
THE TOD GROUP CONSULTING
URBANTRANS NORTH AMERICA
VALERIN GROUP
VIA PLANNING



TABLE OF CONTENTS

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

TABLE OF CONTENTS

Table of Contents	i
Executive Summary	1
Experience & Qualifications	4
Who We Are.....	4
Similar Projects	6
Approach to Scope of Work	20
Project Understanding.....	20
Project Approach.....	23
Key Personnel & Their Availability	47
Ability & Capacity to Complete Tasks On Time	52
Facilities & Technological Capabilities	54
Resumes	54
References	87
Minority/Women (M/WBE) Participation	90
Subcontractors	91
Additional Support.....	92
Required Forms	93
A. Proposal Certification	93
B. Cost Proposal	93
C. Non-Collusion Statement	93
D. Non-Discrimination Certification Form.....	93
E. E-Verify	93
F. Sample Insurance Certificate	93
G. Business License.....	93
Statement of Authorization	93

EXECUTIVE SUMMARY

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

EXECUTIVE SUMMARY

January 25, 2018

Attn: Laurie Platkin, Procurement Specialist II
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

**RE: FEDERAL TRANSIT ORIENTED
DEVELOPMENT (TOD) PLANNING
SERVICES - RFP # 12093-885**

To the Selection Committee,

Renaissance Planning in association with **Gateway Planning, Hopping Green and Sams, RCLCO Real Estate Advisors, The TOD Group Consulting, UrbanTrans, Via Planning,** and **Valerin Group** are pleased to submit our proposal to help the City of Fort Lauderdale achieve its transit oriented development (TOD) vision.

The City of Fort Lauderdale successfully competed against other worthwhile candidates in garnering Federal Transit Administration (FTA) monies for the Wave Streetcar, and successfully secured FTA funding for this technical assistance project. Those achievements are testament to the vision, planning, and commitment of the City and its partners. However, concerns over higher than expected construction costs coupled with community skepticism about the viability of the Wave project and supportive TOD challenge the City's ability to implement its vision and plans.

Our approach takes those challenges head on through properly framed community and stakeholder engagements. A big part of the framing is providing clarity about not only the benefits of TOD, but on how changes are realized across the entire community. Our team brings a deep understanding of TOD to help the City achieve its vision:

- **Leadership in TOD nationwide** – we've been leaders in TOD nationwide for over a decade. I myself have been teaching the National Transit Institute's (NTI) course on TOD for the past eight years. This work gives us unique insights into the current and emerging challenges and best practices in TOD. We also continue to lead the way in our home state of Florida having developed FDOT's TOD framework and TOD readiness assessment, and we are leading the Kendall Corridor Land Use & Visioning Study, one of the Miami-Dade SMART Plan corridors. Our partners, The TOD Consulting Group, Gateway, and RCLCO have also been at the forefront of new economic and value capture analyses and implementation strategies for TOD success.
- **Local understanding of challenges and opportunities in Fort Lauderdale** – along with our partners The TOD Group Consulting and Valerin Group, we have extensive transportation planning experience in the greater Fort Lauderdale region. We've helped spur

PRIMARY CONTACT INFORMATION

Katharine Ange, AICP
Project Manager
kange@ciesthatwork.com
(P) 407.487.0061 x500

WHY RENAISSANCE?

- We know and deliver successful TOD.
- We work in TOD in the larger tri-county region.
- We provide integrated planning solutions to ensure the full suite of community and economic benefits.

TOD collaboration and information sharing through our work with District 4 of the Florida Department of Transportation (FDOT). The TOD Group Consulting has developed several successful TOD projects across the region, and Valerin Group has helped communicate the value of these investments for both FDOT and the City, including the Wave Streetcar.

- **An integrated approach** – truly integrated approaches require a variety of technical skills, communication and engagement expertise, and a commitment to the full suite of potential community benefits. The ability to weave these threads together requires a strong vision and simple but clear performance expectations for both multimodal mobility and design. We have worked with the U.S. and several state Departments of Transportation (DOTs) and Metropolitan Planning Organizations (MPOs) to develop and apply multimodal mobility performance measures. We have also developed multimodal design guidelines, expressly designed to support transit success and community outcomes in Virginia.

In partnership with the City of Fort Lauderdale, we believe that this project provides a unique opportunity to further the City’s multimodal vision and help the Wave succeed.

BUSINESS ORGANIZATION		
<u>Firm Information:</u> Renaissance Planning Group, Inc.		
<u>Structure:</u> Corporation <u>Date/State of Incorporation:</u> August 1999 (FL)		
Renaissance Planning is a small business (SBA-certified), now operating in 5 main offices throughout Florida and the Mid-Atlantic. Renaissance Planning is made up of 36 full-time staff members including experienced planners, AICP certified planners, policy analysts, professional engineers, data analysts, strategic communicators, landscape architects and designers. www.citiesthatwork.com		
<u>Project Officers, Principals, Supervisory Staff and Key Individuals:</u>		
Katharine Ange	Project Manager	Arlington, VA
Kathleen Rooney	Deputy Project Manager	Orlando, FL
Chris Sinclair	Principal in Charge	Tampa, FL
Ysela Llort	Transit Expert	Miami, FL
Jeremy Goldstein	Affordable Housing Expert	Durham, NC
Jessica Dimmick	Multimodal Planning Expert	Arlington, VA
Alana Brasier	Active Transportation Expert	Tampa, FL
Alex Bell	Multimodal Accessibility Expert	Durham, NC
<u>Headquarters & Primary Office of Contract:</u>		
Orlando, FL 121 S. Orange Avenue, STE 1200 Orlando, FL 32801 (P) 407.487.0061		
<u>Additional Project Support Offices:</u>		
Tampa, FL; Miami, FL; Arlington, VA; Durham, NC		
Florida Satellite Locations: Broward County; Panama City Beach; Tallahassee		

Company Information & Contract Availability

Renaissance will provide services primarily from our Florida offices and will integrate additional staff from mid-Atlantic offices as needed. Orlando will be the primary office where the services will be performed and as a rule, our offices **regularly collaborate to provide seamless service from multiple locations**. Technical work will be done by a variety of staff, but the primary tasks requiring frequent in-person contact will be led out of our Florida offices to ensure cost effective delivery of services and client responsiveness. Renaissance has professionals who regularly work together, and we do not have defined cost centers/regions that confine our staff and resources. We maintain and encourage all our corporate resources to be available to clients and continue to have the staff to support personnel on this contract.

Addendums

We acknowledge receipt of Addendums 1 and 2 (January 8 & 9) via BidSync. Acknowledgement is also included in the Bid/Proposal Certification form in the *Required Forms* section.

As Vice President of Renaissance Planning, I am a representative of the firm authorized to submit this proposal to the City of Fort Lauderdale. An attachment that includes our current Board of Directors is included in the Required Forms section at the end of this proposal, verifying the list of authorized signees.

The contents of our proposal are valid for 120 days from submission.

We welcome the opportunity to discuss our approach with you!

Sincerely,



Katharine Ange, AICP
kange@ciesthatwork.com | (P) 407.487.0061 x500

EXPERIENCE & QUALIFICATIONS

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

EXPERIENCE & QUALIFICATIONS

WHO WE ARE



Renaissance Planning has been providing integrated land use and transportation planning, outreach, and policy development services to public sector clients since its inception in 1999. Renaissance specializes in the integration of transportation, land use, urban design, and economic and environmental considerations to create thoughtful, lasting plans. We have a staff of 36 people located in offices throughout the mid-Atlantic and Southeast. **We believe in the power of integrated planning to help enhance connections between people, place, and opportunity.** We do this by applying the technical rigor required to plan for multimodal transportation networks; conduct market analysis; and design elements of city form to create more livable communities. We also apply strategic communications and outreach techniques aimed at building consensus and building capacity in communities to act on their plans. This requires a collaborative team of professionals with skills and expertise in a diverse range of disciplines including engineering, planning, urban design, environmental science, economics and communications.

Detailed descriptions of our team members are included in the *Subcontractor* section of this proposal.

Firm Information: Renaissance Planning Group, Inc. | Structure: Corporation | Date/State of Incorporation: August 1999 (FL) | Headquarters: 121 S. Orange Avenue, STE 1200 | Orlando, FL 32801 (P) 407.487.0061 | (F) 407.487.0058 | www.citiesthatwork.com | Staff: 36 full-time employees
Offices: Orlando, FL; Tampa, FL; Miami, FL; Arlington, VA; Durham, NC | Satellite Locations: Broward County, FL; Port St. Lucie, FL; Panama City Beach, FL; Tallahassee, FL; Roanoke, VA; Charlottesville, VA

Firm Licenses & Certifications:

- Small Business Administration -certified
- FDOT Prequalified Small Business Enterprise
- Florida Board of Professional Engineers-certified

Primary Contract Contact(s):

Katharine Ange, AICP – Project Manager
kange@ciesthatwork.com | (P) 407.487.0061 x500

Staff Licenses & Certifications:

- American Institute of Certified Planners (AICP)
- Professional Engineers (PE)
- Professional Transportation Planners (PTP)
- Professional Landscape Architects (PLA)
- Leadership in Energy and Environmental Design Advanced Professionals (LEED AP)

Kathleen Rooney – Deputy Project Manager
krooney@ciesthatwork.com | (P) 407.487.0061 x503

WHO WE ARE



OFFICE LOCATIONS

WASHINGTON, DC AREA
DURHAM, NC
TAMPA, FL
ORLANDO, FL
MIAMI, FL

SATELLITE LOCATIONS

BROWARD COUNTY, FL
CHARLOTTESVILLE, VA
PANAMA CITY BEACH, FL
PORT ST. LUCIE, FL
ROANOKE, VA
TALLAHASSEE, FL

WHAT WE DO

- Transit Oriented Development
- Community Planning
- Comprehensive & Master Plans
- Long Range Transportation Plans
- Subarea & Corridor Studies
- Multimodal Planning & Design Guidelines
- Housing & Market Studies
- Forecasting & Data Analysis
- Demographic Analysis
- GIS & Mapping
- Public Involvement & Facilitation Strategies
- Storytelling & Video Capability (television campaigns, web, branding strategies)

Sustainable Business Practices

Renaissance Planning employs a series of different environmentally-friendly business practices that align with our firm's commitment to sustainable management and conservation. Each office utilizes a recycling system and our staff communications (internally and with clients) are done electronically, when applicable (e-mail, online meetings/studios, etc.). Renaissance also uses SharePoint, a cloud-based collaborative platform to enable electronic transfer of work and data from anywhere. Additionally, each of our offices encourage the use of docking stations for laptops that are used for our employees who travel or telecommute. We've also made it a priority to locate our offices in transit-accessible areas and provide a parking cash-out program for all our employees company-wide. **Half of our staff our staff use greener commuting options, other than driving alone.** Additionally, our Tampa office is a Certified Green Business with the City of Tampa.

STUDIOS AS A PROCESS TO PRODUCING QUALITY WORK & STAYING WITHIN SCHEDULE

Renaissance regularly conducts team studios that involve the entire project team, and will include subconsultant partners and the City, when necessary. The studio process integrates senior professionals with planners and technical staff to **review and confirm data and assumptions, ensure innovative and technically sound approaches, and provides a process for submitting quality work products** that answer key questions raised by the City, the public and elected officials.



Renaissance has been conducting work with the Environmental Protection Agency (EPA) for over five years and have employed various federal guidelines such as the use of at least 30% post-consumer fiber paper. This proposal is printed on 100% post-consumer recycled paper.

Experience Managing Teams

As described in the scope of work, there is a wide range of disciplines and project scales expected, which requires a dynamic management structure to ensure maximum project performance. As the prime contractor, our management team will provide overall technical leadership as well as program management for quality control and ensuring quality assurance processes. **Our proposed leadership, Katharine Ange and Kathleen Rooney, both have experience managing large teams of multiple contractors.** For five years, Katharine led the firms on call contract with the US EPA to deliver Smart Growth technical assistance nationwide. Valued at more than \$5M in revenues, this required a high level of consultant team coordination and management. Kathleen also has experience with managing teams of in-house and subconsultant personnel including large \$1-5M contracts with FHWA, New York DOT, as well as smaller quick-hit contracts for the Sarasota Manatee MPO and the City of Kissimmee.

Renaissance understands the criticality of establishing strong management practices while remaining nimble and flexible enough to respond to a variety of project requests. We will create an efficient process for responding to task work orders and assembling task teams, fostering creativity and innovation in our work, executing work on schedule and within budget constraints and delivering the highest caliber of professional services the City expects and desires.

SIMILAR PROJECTS

Creating successful TOD is a result of strong planning and design approaches that integrate land use, urban design and multimodal transportation. Our experience as a firm is rooted in this integrated planning mindset. We are experts in **nationwide trends** and remain on the **cutting edge of innovative planning methods** to support integrated planning and TOD, such as our Multimodal Accessibility (MMA) analysis framework which is being used by several DOT's to help with project prioritization and scenario planning. Our expertise in TOD has been recognized at local, state and national levels. We also **engage in on-the-ground TOD planning**, helping clients **evaluate and recommend transit alignments and modes for potential federal funding**. Renaissance Planning's on-the-ground experience includes station area planning, multimodal plans and guidelines for more walkable, pedestrian friendly places, **creating new policies** to support the implementation of TOD, and **developing strategic frameworks for addressing housing needs near transit stations**.

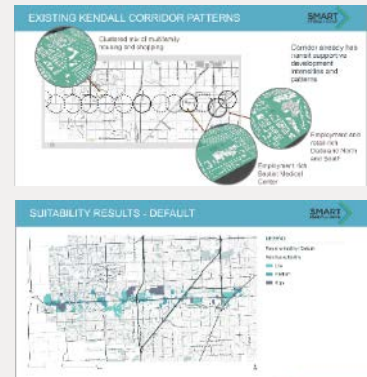
We are experienced in managing complex projects with a diverse team as evidenced by our past performance with other public agencies. Below are some successful relevant projects completed by the Renaissance team. References and cost information for selected projects, that can validate our team's work are also included in the *Reference* section of this proposal.

STRATEGIC MIAMI AREA RAPID TRANSIT (SMART) PLAN CONSULTANT MIAMI DADE TRANSPORTATION PLANNING ORGANIZATION

In April 2016, the TPO Governing Board passed the SMART Plan to address mobility needs throughout Miami-Dade County. The Plan includes six major rapid transit corridors and a county-wide Bus Express Rapid Transit Network. The purpose of the Plan is to achieve county and community goals through the integration of transportation land use planning and development of strategies. Further, **the Land Use and Vision Planning Studies for the corridors will provide a technical basis for the development of transit supportive land uses.**

Renaissance is leading a team tasked to examine the **interrelationship between land use and rapid transit investments** in support of the SMART Plan. Renaissance is developing a Land Use Scenario Plan and Vision Planning Study for the Kendall Corridor, which entails an analysis of existing land uses and development patterns, identification and coordination of local stakeholders, public outreach and engagement to cull out a community vision and **scenario suitability analysis** using ESRI ArcPro 3D software, featuring tools specifically developed for this effort which outline the suitability of strategies and potential economic development impacts. The team also created mailers, newspaper ads, and videos to communicate about upcoming meetings and next steps. The scenarios will also support the vision of the community and ridership demand for the proposed rapid transit investment.

Wilson Fernandez, Program Manager, (P) 305.375.1886, wilson.fernandez@mdtpo.org
Date: Ongoing | Cost: \$410K (Kendall Corridor)



SOUTHEAST FLORIDA TOD DEVELOPMENT TECHNICAL ASSISTANCE & COORDINATION FDOT, DISTRICT FOUR

Renaissance facilitates and provides technical assistance to the Southeast Florida TOD Working Group, whose mission is to foster the creation of TOD in Miami-Dade, Broward, and Palm Beach counties. Participants include FDOT, MPOs, regional/local transit agencies, local governments, regional planning councils, developers, non-profit smart growth and social equity organizations, and universities.

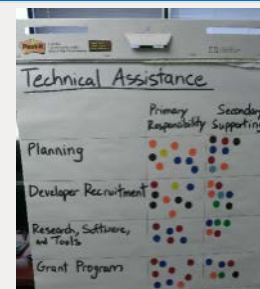
Meeting topics and site tours have included:

- SMART Plan **corridor planning and implementation activities**
- **TOD station area planning** in North Miami Beach
- **Equitable TOD** and creating corridors of opportunity
- MDT's **TOD achievements and experiences**
- All Aboard Florida's **station area planning efforts**

Participants share updates on TOD related efforts during quarterly working group meetings. Renaissance has performed technical assistance and research tasks to support the working group, including:

- Developing an online **GIS-based TOD inventory of corridors and station areas in Southeast FL**
- Researching **stakeholder roles and responsibilities** in TOD planning and implementation
- Developing a station area **TOD readiness analysis tool**
- Researching **cohort regions' TOD implementation and models of regional collaboration**

Larry Hymowitz, Office of Modal Development, (P) 954.777.4663, larry.hymowitz@dot.state.fl.us
Date: Ongoing | Cost: \$400K



TOD FRAMEWORK | FDOT, CENTRAL OFFICE

Renaissance Planning led a series of projects with the Florida DOT in support of **statewide TOD guidelines, practices and framework**.

- A Framework for TOD in Florida. In partnership with the Florida Department of Community Affairs, Renaissance helped develop **statewide guidelines for TOD and implementing integrated transportation and land use planning processes**. Renaissance conducted case study reviews **FTA's New Starts funding application** analysis, conducted statewide stakeholder workshops, and developed new metrics for system-wide, corridor and site level planning for transit and TOD.
- TOD Training & Workshops. In 2011, *The Framework for TOD in Florida* was released to be used as a guide to aid governments and public agencies in TOD implementation. Renaissance designed and facilitated a series of **workshops and training sessions** to rollout the guidelines. The input gained at these work sessions and TOD Workgroup guidance resulted in the final documentation.
- Joint Development & TOD: A Guide for Transit Agencies. In response to growing statewide interest in supporting the implementation of TOD and changing guidance from the FTA, the FDOT retained Renaissance to build upon the guidelines and workshops to prepare a **practitioner's guidebook targeted to transit agencies seeking to explore joint development as a strategy for TOD implementation**. The defining characteristic of joint development is that the transit agency enters into a public-private partnership with a developer to support development on transit agency owned property. The [guidebook](#) presents case studies and a checklist of strategies aimed at helping transit agencies successfully execute these projects.



VOLUSIA COUNTY TOD READINESS ASSESSMENT | FDOT, DISTRICT FIVE

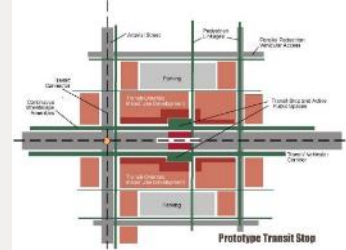
FDOT District Five's Volusia Transit Connector study examined the feasibility of a new bus rapid transit route along US 92 and the extension of SunRail along I-4. Renaissance was brought on for its expertise in TOD to review and revise the project team's initial strategies for each station area. Renaissance **assessed the potential for TOD in 10 station areas** and **identified unique strategies for local governments and other stakeholders to increase the potential** for TOD, recognizing the context at the station area, corridor, and system level and incorporating emerging national research. Renaissance also prioritized the strategies based on the unique context of each station area, identifying roles and responsibilities for the high priority strategies, and **developing tangible next steps** for each station area that local government planning staff can take to their elected officials for consideration and approval. Volusia County added the TOD strategies to its Master Plan.



Joe Bitar, FCCM, Project Manager, (P) 407.482.7881, Joe.Bitar@dot.state.fl.us
Date: 2016 | Cost: \$75K

TOD TRAINING COURSE | NTI

Since 2009, Renaissance has been leading on-call **course instruction for TOD**. The course is targeted to transit agency professionals and other community stakeholders to address **step by step processes to optimize urban design, economic development and community livability considerations associated with transit investments and station area planning**. The two-day course targets practitioners and others involved in transportation planning, project development, and **project implementation as well as land use planning**. Audiences include transit agency professionals, state DOT planners and transportation specialists, city and county engineers and planners, MPO staff, resource agency staff, and consultants.



In 2012, Renaissance team members assessed coursework materials and helped develop a series of **refinements to better address issues of housing affordability, economic development, and private development market analyses**. Renaissance instructors have delivered more than 15 courses to communities nationwide. Following success of these courses, Renaissance instructors are currently leading another round of nationwide courses.

EAST ALTAMONTE SUNRAIL STATION AREA PLAN SEMINOLE COUNTY, FLORIDA

Funded through a U.S. Housing and Urban Development (HUD) Regional Sustainability Implementation Grant awarded to the East Central Florida Regional Planning Council, Renaissance prepared a detailed station area master plan for the SunRail commuter rail station in Altamonte Springs. Renaissance led an extensive community engagement process to develop the station area plan in ways that support the existing neighborhood, improves access to jobs, ensures fair housing opportunity, provides local employment opportunities and sustains the character of this historic African American community.

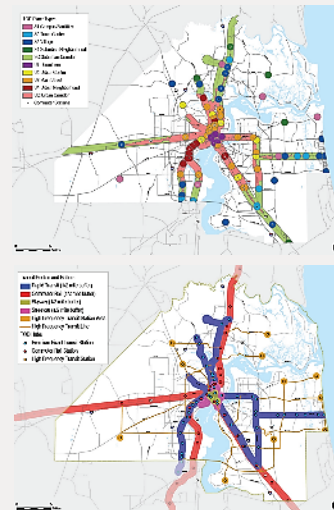
Throughout the study, public outreach efforts were used to ensure the community was aware of the project, understood what was occurring, what their options were, and the potential for change. This project entailed a **jobs market and affordable housing analysis, development of a preferred land use scenario, transportation connectivity improvements, and community development strategies** that reflect and respect the perspectives and character of the existing neighborhood. *The final plan and report was well-received by the East Altamonte community, Seminole County Commissioners, and the City of Altamonte Springs.*



TOD ASSESSMENT & POLICIES
JACKSONVILLE TRANSPORTATION AUTHORITY (JTA)

Renaissance assisted the JTA and the City of Jacksonville in **creating new policies to support the implementation of TOD**. The task included evaluating the completeness and effectiveness of comprehensive plan policies, land development code regulations, design guidelines and other policies and standards relevant to transit oriented and transit-supportive development.

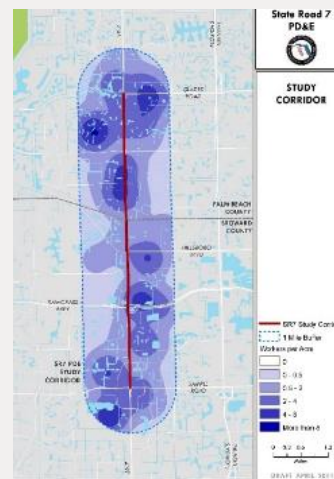
From this review, Renaissance **crafted appropriate new policies in support of TOD** as it relates to interagency coordination, current planning and transit investment planning. In addition, the team recommended best practices strategies for the design of surrounding infrastructure that serves to **provide local mobility and access** to the existing and planned transit system. The purpose of the policies and implementation strategies is to **incentivize and commence the creation of context appropriate development** types that will support bus and rail transit investments and engender a high-quality, efficient and sustainable living and working environment in the City of Jacksonville.



SR 7 PROJECT DEVELOPMENT & ENVIRONMENT (PD& E) & TRANSIT STUDY
FDOT, DISTRICT FOUR

The FDOT conducted this study to develop premium transit and roadway widening alternatives and evaluate managed lane concepts along the SR 7 corridor between Sample Road in Broward County and Glades Road in Palm Beach County. The **PD&E study was combined with an enhanced transit component**. The Florida PD&E study process incorporates all the requirements of the National Environmental Policy Act (NEPA), Federal law and executive orders and applicable Federal regulations included in the Federal Highway Administration Federal-Aid Policy Guide. The transit component of the study includes analysis and criteria compatible with the requirements for the FTA Alternatives Analysis process required for discretionary spending programs.

Renaissance led the **land use component of the study and a multimodal assessment**. The land use analysis includes identification of existing conditions, a land capacity analysis and recommendations for TOD policies in the corridor. Renaissance worked with a team of consultants to **identify potential transit stops and station sites given the land use context, development potential, accessibility and walkability**. Renaissance also created **station area designs and concepts** that incorporate parking, retail and other potential uses. The work includes development type and density profiles along with **visualization tools to communicate the scale and nature of future development** in the corridor.



PROJECT DTO: ADVANCING DOWNTOWN ORLANDO & VIRGINIA/LAKE HIGHLAND TRANSPORTATION & LAND USE STUDY | CITY OF ORLANDO, FLORIDA

Renaissance led the award-winning [Project DTO](#), a visioning process that created a 10-year Vision Plan for Downtown Orlando, accompanied by a Community Redevelopment Agency Plan update and Strategic Marketing Plan. To develop the Vision Plan, the City embraced a **stakeholder-driven initiative** and created a task force supported by people with a collective passion for downtown Orlando. Stakeholders were broken down into nine committees that covered topic areas such as economic development, urban lifestyle, open space and amenities, sustainability, arts and culture, and social fabric. Committees created Findings of Need reports that provided both a bold future and enhanced quality of life for residents, businesses and visitors. To preserve the character of neighborhoods and **amplify accessibility and mobility**, the concept of a well-connected transportation network that puts people first became a key element of all committees. Big ideas included **promoting balanced use of all transportation modes - not only transit, but bike and pedestrian amenities through street and green networks; activating the street level of blocks and pedestrian realm both day and night; and creating mixed-use development nodes** that connect people from home and work to shopping, entertainment, arts and business. Renaissance recently completed a *Transportation and Land Use Plan* for the neighborhoods surrounding the *Virginia Drive* corridor, supporting the City's desire to improve infrastructure and maintain the character, while furthering Orlando's broader vision, goals and principles of complete streets.



Thomas Chatmon, Executive Director, (P) 407.246.3361, thomas.chatmon@cityoforlando.net
Date: 2015 | Cost: \$600K

VISION ZERO ACTION PLAN | HILLSBOROUGH COUNTY MPO

Over the past five years, Hillsborough County has averaged a high number of annual traffic deaths, more than other comparable counties in the nation. To combat the record breaking number of roadway fatalities, Hillsborough County recently introduced a series of [Vision Zero](#) workshops, in order to adopt a 'zero tolerance' attitude toward traffic fatalities, one of two Florida regions to do so. The purpose of this effort was to create an action plan, focused on the areas of education, enforcement, engineering, and long-term culture change. Under an on-call contract with the MPO, Renaissance led the development of a **short-term action plan to move Hillsborough County towards zero traffic deaths**. Our team led the creation of the final Action Plan, communications and engagement, including the creation of a website, interactive map to share safety concerns, and the development of communications materials. A central component of the plan is focused on educating the public about safe habits on the roadway and the benefits of a safe, multimodal network.



GENERAL PLANNING SERVICES CITY OF KISSIMMEE, FLORIDA

Over the last 10 years, Renaissance has worked with the City of Kissimmee on several notable projects through various on-call planning contracts. Our work started with the *Vine Street Corridor Study & Vision* which led to the establishment of the City's Community Redevelopment Agency, developed the framework for the now-adopted *Multimodal Transportation District (MMTD)*, *EAR* and *EAR-Based Comprehensive Plan Amendments*, which modified language for **future growth potentials and supportive policies**. Our more recent work involved helping the city in developing the *Downtown Transit Circulator Feasibility Study* to assess the **feasibility of a local transit circulator route** that would link Vine Street, SunRail and key destinations within the MMTD. We led the *Mobility Fee* to help **fund and support future mobility and transit improvements**. This fee provides a level of funding support from future development and redevelopment activity. We also established their *MMTD*, helps create places with lasting economic, civic and social value by **improving accessibility and safety for people of all ages and abilities**. Rather than focus all attention on adding roadway capacity, this multimodal approach helped create an environment where walking, bicycling, using transit and driving coexist as convenient, comfortable options for people to reach their destinations.



Craig Holland, (P) 407.518.2140, cholland@kissimmee.org
Date: Ongoing | Cost: \$1.5M (multiple contracts)

PRINCE WILLIAM COUNTY - MIXED-USE & MULTIMODAL CONNECTIVITY IN INNOVATION PARK & GAINESVILLE METROPOLITAN WASHINGTON COUNCIL OF GOVERNMENTS (MWCOCG)

A planned extension of the Virginia Railway Express (VRE) to Haymarket will foster the development of two future station areas into thriving walkable activity centers. TOD in these activity centers, supported by connected networks of pedestrian and bicycle facilities and transit service will fulfill the strategic sustainable growth strategy envisioned in the region. Renaissance led a project team including MWCOCG, Prince William County, and VRE to examine land use and transportation elements and develop recommendations for an **integrated land use and multimodal transportation vision** that ensures connected door-to-door networks for all travel modes. Renaissance applied the **TOD readiness method** to consider 20 different characteristics of local policy, market strengths, physical environment, and social cohesion within each station area using a combination of GIS analysis and staff judgment. Renaissance prepared **guidelines for economic growth and community design**. The study combined quantitative analysis with strategic stakeholder engagement customized to be responsive to the County's needs and MWCOCG's objectives, defining concepts based on transferable, quick-response techniques and a strategic action plan. Renaissance developed an action plan, organized by policy, planning and implementation actions for incorporation into the County's planning processes and work program.



NORFOLK URBAN DEVELOPMENT AREA TOD VISION

VIRGINIA OFFICE OF INTERMODAL PLANNING AND INVESTMENT (OIPI) & THE CITY OF NORFOLK, VIRGINIA

Renaissance helped lead an effort to re-envision an aging mall and surrounding strip corridors into a vibrant 21st century **transit oriented urban center** in Norfolk. Through a grant from OIPI, the city sought to create a 50-year long term vision for the area where a new light rail transit line may be built in the coming decades. The Renaissance Team's extensive experience in transit/transportation planning, market analysis and urban design allowed the team to assist the City in developing this long-term plan, using our **expertise in building community consensus to engage local citizens** in owning and contributing to the long-term vision.



The Draft Vision Plan envisages several thousand new units of higher density housing, mixed office and institutional anchors at the station areas and combining corridor retail with upper-story “boulevard” housing on the current strip commercial corridors when fully built out. A key feature of Renaissance’s design proposal is a new Transit Boulevard as the future alignment for light rail that avoids the existing high-speed arterial corridors and **creates maximal opportunities for new TOD and value capture** from new high-density development.

MULTIMODAL SYSTEM DESIGN GUIDELINES

VIRGINIA DEPARTMENT OF RAIL & PUBLIC TRANSPORTATION (DRPT)

The Commonwealth of Virginia developed a set of transit service design guidelines in 2008 that provided the framework for considering differing transit technologies and transit supportive land uses. Building on this effort, the Virginia DRPT embarked upon a study to develop Multimodal and Public Space Design Guidelines aimed at **helping communities implement multimodal plans and more walkable, pedestrian friendly places**.



Renaissance led all elements of the project, which included outreach with a steering committee representing diverse viewpoints and geographies statewide. We also led the development of **interactive design exercises** and **field tours with steering committees** to assess and observe real world conditions. Renaissance developed prototypical multimodal placetypes and street typologies as well as detailed cross-sections and guidance identifying multimodal design features consistent with VDOT’s functional classification of roadways. Additionally, we established guidance on various **Travel Demand Management (TDM) programs** applicable to differing scales. The [guidelines](#) provided a valuable resource for planners across Virginia who are trying to implement plans, policies and projects in support of more livable communities. *In July 2013, the Virginia Chapter of the American Planning Association recognized Renaissance with an award for outstanding multimodal design work.*

*Amy Inman, Senior Admin. - Multimodal Transportation and Strategic Planning (formerly Virginia DPRT)
(P) 804.646.5871, Amy.inman@richmondgov.com, Date: 2013 | Cost: \$500K*

Gateway Planning Projects

D-O LRT TOD + VALUE CAPTURE PLAN | GOTRIANGLE, NORTH CAROLINA

The Gateway Planning Team was hired the fall of 2016 by GoTriangle Transit, Chapel Hill, Durham and TJCOG under an FTA Planning Grant for the activation of 18 future Durham-Orange Light Rail Transit (D-O LRT) Stations for the future system linking UNC-Chapel Hill and Duke-Durham, Downtown Durham and North Carolina Central University. The initiative includes **creating TOD plans for value capture and station engineering refinement, integration of local bus/bike/ped facilities, utility planning and developer engagement to support the FTA Full Funding Agreement Process as well as local opportunities such as affordable housing.**



Gateway Planning is leading the planning, economic analysis, urban design and station area engineering process. The team is also integrating the planning work into CommunityViz for the regional growth model, engaging local neighborhoods, setting up complete streets and updating utility strategies.

TRINITY LAKES TOD AND DEVELOPMENT CODE | FORT WORTH, TEXAS

This is the **first developer-initiated form-based plan in Fort Worth** is structured to give the residents a place to shop and dine, and eventually a location to live in an urban residential environment and work within close proximity to homes. Gateway Planning **developed the award-winning master plan and code through a market-driven collaboration** with Kimley-Horn and Catalyst Commercial. The project includes the reinvention of Trinity Boulevard into an urban boulevard in order to create a true walkable urban context for the future



TOD station on the existing Trinity Railway Express that connects Fort Worth with Dallas. In addition, a Tax Increment Financing (TIF) Strategy has been led by the team that will improve infrastructure, connect the existing city-wide trail system and allow the commercial development to become the first destination station outside of downtown along the TRE line. Gateway is now supporting the development phase.

CITYLINE / STATE FARM TOD | RICHARDSON, TEXAS

Gateway Planning **developed a Plan and now-adopted Form-Based Code to transform a conventional highway quadrant into a world-class urban village.** This approach set the stage for a true public-private partnership to provide the local funding resources necessary to contribute to the future intermodal transfer station with the Cotton Belt Rail Line from DFW International Airport, as well as for the high level of street, trail, park and plaza infrastructure needed to maximize the TOD opportunity. Since the form-based zoning, the following have resulted Zale Corson Group purchased and developed an **urban multifamily project** on the lower portion of the TOD; KDC Development Company purchased the remaining land and developed CityLine, a **mixed-use live-work-play project** that includes office space; The creation of a **TIF District.**



MOUNTAIN VIEW VILLAGE TOD | RIVERTON, UTAH

Gateway Planning worked on an *award-winning* innovative TOD for Riverton City. Within the anticipated corridor for the TRAX extension south, is one of the LDS Church's welfare farms no longer appropriate for that use in this fast-growing urbanizing area. Gateway led a place-making process in partnership with the City's leadership, CenterCal, WFRC, UTA, and UDOT. The process culminated early in 2016 with **the adoption of a transit oriented master plan and zoning ordinance.** This mixed-use destination is under construction with CenterCal's Mountain View Village mixed use lifestyle center as the anchor urban development. Not only does it represent private sustainable investment, but it also represents the Riverton City community seeking to take advantage of shifting preferences for walkable urban places. This is especially evident with the integration of the planned UTA TRAX Red Line, placing this future TOD in a place to attract corporate jobs in a mixed use urban context.



MARKET STUDY, TIF ANALYSIS & FUNDING OPTIONS FOR THE SANTA FE VILLAGE TOD PROJECT IN GAINESVILLE, FLORIDA | SANTAFE HEALTHCARE, INC.

Santa Fe Healthcare, Inc. wanted to understand the **marketability of the TOD developed pursuant to the newly adopted Comprehensive Plan policies** specific to the site and Development of Regional Impact Development Order and the implementing requirements for TODs contained in the Alachua County Unified Land Development Code (ULDC). The client was also looking for assistance in evaluating options for funding the required infrastructure and mitigation obligations of the TOD, including a Community Development District. RCLCO was tasked with determining and identifying:



- If the mix of uses and intensity of development required is marketable
- Whether specific design requirements would impede product marketability
- The likely absorption by year through build-out
- Realistic and advisable funding options
- Realistic projections of ad valorem tax increment amount and timing likely to be generated

WASHINGTON, D.C. STREETCAR SYSTEM | DISTRICT DOT (DDOT)

The District of Columbia discovered a need to deliver additional track miles of high-quality transit and were looking to understand whether public and private sources of funding could be sufficient to provide capital and operating expenses for the system plan. RCLCO modeled forward the impact that the streetcar network could have on property values proximate to the alignments. RCLCO **estimated the potential new development that would in fact be catalyzed by the streetcar as well as the extent to which the system would enhance the overall competitiveness** of discrete submarkets within the District vis-à-vis other urbanizing areas in the region. The team's forecasting considered the overall impact the alignment could have on housing development by type and value as well as commercial development by tenant class and building type. RCLCO created a financial model to simulate the impact that the system could have on District property development and tax revenues over a 30-year period. RCLCO worked hand-in-hand with District and City leaders to communicate the implications of the forecasting to private property owners and District stewards alike. RCLCO's participation in strategy sessions with business leaders was critical in keeping the initiative in front of Mayor and City Council and securing \$100M in appropriations from the District budget.



PRICING STRATEGY FOR NEW FOR-SALE TRANSIT ORIENTED TOWNHOMES IN NODA SAUSSY BURBANK

Saussy Burbank was in control of a historic mill property strategically located in the NoDa Arts District of Charlotte, three blocks from the LYNX light rail station which was expected to open in August 2017. The site was planned for 33 townhome units, with construction anticipated to go vertical in June 2017. Since there was little new for-sale residential activity near the site, RCLCO was asked to analyze the townhome market in other areas of Charlotte, including along the south Blue Line, as a basis from which to **recommend a pricing strategy** for the townhome units. The team drew on experience, case studies and **TOD projects elsewhere to better understand the premiums achieved as a result of their proximity to transit and retail**. RCLCO recommended prices for the existing plans, and how pricing should evolve over the life of the project.



The TOD Group Consulting Projects

MIDTOWN BOCA | BOCA RATON, FL

The TOD Group Consulting has been assisting the developer of Midtown Boca on rezoning. This includes community meetings to **educate residents about the benefits and impacts of TOD, including traffic impacts, parking, and property values**. The project also includes analyzing and **estimating internal trip capture, trip generation rates, traffic, vehicle ownership and parking analyses**.



CLEAR CREEK TRANSIT VILLAGE | DENVER, COLORADO

The project focused on rezoning of a 21-acre site in an inner-suburb of Denver next to a new commuter train line from low-end commercial to a mixed-use PUD, which includes 1,125 residential units and 250,000 SF of commercial space. The team **led over 30 community meetings, the creation of a special infrastructure-financing district, working in partnership with a local university and economic development organization**, and the successful defense of two nuisance lawsuits filed by NIMBY groups.



TRANSPORTATION RESEARCH BOARD OF THE NATIONAL ACADEMIES | WASHINGTON, DC

The TOD Group Consulting, LLC lead the Transit Cooperative Research Program (TCRP) Legal Research Digest 36, **Transit-Oriented and Joint Development: Case Studies and Legal Issues**. The report examines a combination of large, medium, and small TOD and joint development projects and provides comprehensive case studies, with an emphasis on what made the project succeed and **how legal issues relate to TODs in general**.



PUBLIC TRANSPORT AUTHORITY OF WESTERN AUSTRALIA | PERTH, AUSTRALIA

The project included a comprehensive evaluation of opportunities for TOD at stations across the Perth region to examine the node and place functions for each station precinct. The team assisted the agency with **strategic thinking in resilient urban development and defined methodologies for identifying high-value investment opportunities around Perth's transit stations**. The work helped the transit agency and partner agencies, including the Departments of Planning and Transport, with respect to target investment and planning in each station precinct studied. The project was recognized by the Australian Institute of Traffic Planning and Management, and *awarded a National Janet Brash Award for Transport Planning Innovation*.



Public Transport
Authority

DESTINATION MEDICAL CENTER TRANSPORTATION STUDY
CITY OF ROCHESTER, MN

UrbanTrans is part of the **parking and TDM planning team** of the City of Rochester's 20-year planning and economic development effort and has been working with the city to identify strategies to reduce parking demand, increase use of non-drive alone travel modes, and assure that city investments in transit and active transportation are maximized. Work completed includes a TDM plan with recommendations for TDM strategies and a feasibility analysis to determine the best organizational structure for program delivery. In addition, **recommendations for TDM policies and requirements for new developments – designed to integrate with parking policy and build on existing city code** – have been completed.



ARC REGIONAL BIKE-TRANSIT PARKING GUIDELINES AND PLAN
ATLANTA REGIONAL COMMISSION, ATLANTA, GA

UrbanTrans led the development of a best practice guidebook for ARC to support the **implementation of a regional bicycle parking at transit program**. During this study, interviews were conducted with several similar regions that have a regional bike-transit parking program. The guidebook covers topics such as implementation costs, estimating use, recommended infrastructure types, membership models and marketing strategies. UrbanTrans also supported the project effort by **performing bicycle audits around major transit stations** within the Atlanta region to provide improvement plans, maps to access the stations and current bicycle parking conditions. This task involved primary data collection using virtual reality 360 cameras to allow stakeholders to visually experience each transit station without having to visit and to inform development of future facilities.



RTD FIRST AND FINAL MILE STUDY
REGIONAL TRANSPORTATION DISTRICT, DENVER CO

RTD selected UrbanTrans and its project partners, Alta Planning + Design, HDR, and the Shared-Use Mobility Center, to **conduct a first and last mile study for the RTD region**. The plan recommendations will identify active transportation infrastructure improvements and programmatic improvements such as marketing and implementing behavior change strategies that will result in increased transit ridership. The core of the project is the selection, analysis and development of recommendations for 15 regional stations or park and rides that represent all stations within the Denver region. This effort will result in the **creation of typologies for different stations to show how cycling and walking can be integrated into first and last mile solutions** across a wide range of station characteristics.



WAVE STREETCAR | FDOT, DISTRICT FOUR

The Wave Streetcar will serve Downtown Fort Lauderdale, spanning the south side with the downtown business core and government, education, shopping, recreation and entertainment centers on the north side. The design of the 2.8-mile route was expanded in October 2015 to include a loop on the north end in Flagler Village to capture recent and future residential and retail development in that area. Valerin provides **community outreach and website maintenance** for the project, and leads the Communications Committee consisting of City of Fort Lauderdale, Fort Lauderdale DDA, Broward County/MPO, and Broward County Transit.



TRANSIT DEVELOPMENT PLAN (TDP) | HILLSBOROUGH AREA REGIONAL TRANSIT AUTHORITY

This TDP was undertaken to serve as a strategic guide for improving public transportation in the County over the next 10 years. The TDP included funded and unfunded needs, service and capital priorities, and implementation and financial plans. Valerin led the public involvement effort for this initiative, performing a variety of activities from **drafting of the Public Involvement Plan to conducting employer/employee outreach** in working to accurately identify commuting habits. Valerin coordinated public workshop and small discussion groups, **utilizing social media and survey tools to collect information** in assessing Tampa Bay's transit needs and desires.



MODAL OFFICE OUTREACH SUPPORT (CONTINUING SERVICES) | FDOT, DISTRICT FIVE

Valerin is providing continuing public involvement/information and community outreach activities for District Five, to include **development, coordination and implementation of events and workshops; as well as the creation of audio/visual presentations, displays and exhibits.** As part of this contract, Valerin recently developed an **enhanced Community Engagement and Integrated Media Strategy Plan** for Mobility Week - a month-long initiative during which counties, cities, and transportation agencies host events to promote safe and sustainable transportation choices through the nine-county Central Florida region.



Via Planning Projects

DISTRICTWIDE GENERAL SYSTEMS PLANNING SUPPORT | FDOT DISTRICT FOUR

Via Planning staff has been providing technical planning support to FDOT District 4 staff under this districtwide contract for over a decade. Some of the relevant tasks include: **TOD reviews, coordination with the counties and cities within District 4 to improve the regional mobility; coordination with the MPO on mobility performance measures reporting; review of bike/ped planning studies for safety improvement and/or as a part of the Complete Streets initiative; development of the 2011 major update for PalmTran's TDP; lane elimination review and coordination; assistance on development review on behalf of the local agencies, for developments of regional impact (DRI), concurrency study, congestion management study, and land use planning study.**

TRAFFIC ENGINEERING SUPPORT | CITY OF CORAL SPRINGS

Under the traffic engineering services contract supporting City of Coral Springs, Via staff assisted City staff with various traffic engineering and transportation planning activities. They include **reviewing development applications, assisting with data collection efforts, developing traffic calming plans, conducting parking studies, and participating in public involvement activities.** *(experience of via planning, inc. staff with previous employment)*

TRAFFIC ENGINEERING SUPPORT | CITY OF MIAMI BEACH

As a part of the traffic engineering consultant team supporting the City of Miami Beach, Via staff had participated from various traffic engineering service activities including: **reviewing development applications and site plans, conducting corridor planning studies, performing intersection and corridor operational analyses, and completing parking studies.** via staff also **championed the traffic calming program** in the City, starting with the program development, pilot testing, evaluation criteria refinement, and finally implementation. *(experience of staff with previous employment)*

APPROACH TO SCOPE OF WORK

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

APPROACH TO SCOPE OF WORK

PROJECT UNDERSTANDING

The last ten years have brought about great changes in transit and TOD. For cities that were mostly developed prior to the automobile, successful transit and TOD appear to be a return to the fundamental foundation of those cities – they are imbued with walkable scales, sometimes existing transit lines, and a more traditional core-based transportation system.

However, cities and regions that developed after the 1950's have a much different challenge – the foundation of their development and

growth were premised almost exclusively on automobile as the primary, if not only, preferred

mode of travel. This leads to a very different set of challenges when supporting transit and TOD – in fact, it is a fundamental shift of the city's foundational organizing structure. Such a shift is possible, but it requires significant changes in plans, policies, regulations and processes supported by community understanding and acceptance of the changes.



The City of Fort Lauderdale is on the cutting edge of the challenges affecting the six-million-person tri-county region. Broward County is bound on the east by the Atlantic Ocean, on the west by the Everglades, and is nearly built out – meaning that anticipated growth and development will increase densities and further strains the roadway network. Fort Lauderdale is the urban core of Broward County and development pressures are increasing densities, particularly in and around downtown. The Wave Streetcar is in response to increasing densities and the city recognizes the need to orient development in the corridor in a way that optimizes multimodal travel.

With this project, Fort Lauderdale is grappling with some key challenges. The city, over the past 10 years, has invested heavily in this multimodal and urbanizing future through Fast Forward Vision, Press Play Strategic Plan, and Connecting the Blocks (CTB) multimodal connectivity plan. However, there is a vocal anti-streetcar group that is unpersuaded as to the need for the streetcar and potentially TOD as well – and had a successful showing in the recent primary elections. In addition, the construction costs quoted during the bidding process are high and have prompted a rebid process to reduce costs. Although the last ten years of planning and development have been working towards a successful TOD vision, there is a continued need to build community support through greater clarity in the vision, plans, policies, and regulations. To that end, this study needs to:

Reframe the conversations around transit and TOD.

It will be critical to build on the previous successes and communicate the basics of what TOD is, what community issues it helps solve, and how it furthers large goals, such as economic development. Furthermore, it is important to tangibly illustrate how TOD and transit investments improve mobility and travel choices, particularly among those with limited incomes, and how those choices lead to a better urban space and quality of life.

Integrate, not just coordinate, all the important land use, transportation, housing, environmental and economic documents.

The City is not starting from scratch with TOD; there is an extensive history of TOD-supportive plans and policies developed over the last 10 years. The box on the right outlines some of these key foundational documents, but it is by no means exhaustive. When viewed together, these documents address many design-related aspects of TOD – such as development intensities, mixed uses, multimodal connections, parking and open space. However, TOD performance and coordination are less evident. For example, the comprehensive plan has TOD-related policies, but the guidance may lack needed specificity for supporting plans and policies. Addressing such gaps is an important driver for this project within the context of a clear vision for the corridor and relationships with other important objectives, such as economic development, affordable housing, and climate resilience. In addition, these recommendations foundational for future updates – such as the next comprehensive plan.

TOD FOUNDATIONS

- 2008 Comprehensive Plan and 2016 Evaluation and Appraisal Report (EAR)
- 2035 Fast Forward Vision
- 2018 Press Play Strategic Plan
- Downtown Master Plan and TOD Guidelines.
- Connecting the Blocks Program / Multimodal Connectivity Program
- Downtown Walkability Analysis
- Vision Zero
- Complete Streets Policy and Manual
- Transit Master Plan

Addressing key TOD gaps.

In addition to those identified above, the RFP clearly identifies the gaps to fill in the study corridor. Our experience with other Florida communities provides targeted recommendations on how to address those gaps:

TOD Programmatic, Incentives and TDM – the key to success in this area is planning and regulating at the station area and block levels rather than the parcel level. Major elements of this change in perspective include:

- Modifying the street network, as needed, to both improve walk access to stations and to support higher level block planning and regulations
- Planning for and building station area infrastructure (parking, open space, networks, stormwater, utilities) that decouples infrastructure requirements from the site, allowing for more strategically and efficiently located infrastructure (i.e., parking away from stations) and optimally oriented development (i.e., higher development densities near stations)
- Creating and implementing station area financing programs where development pays its fair share of the common infrastructure

- Clearly identifying development intensity and orientations by block around station area, resulting in form-based code that supports the multimodal and ridership expectations along the corridor

TOD Management & Analytics – the key to success in this area is planning and monitoring the study corridor using non-auto mode share and Wave ridership as overarching “capstone” performance measures. Progressing towards and hitting the targets set for those measures will go a long way in ensuring project goals are met. Derivative measures and methods provide important insights on the capstone measures, and they include:

- TOD development program and urban design targets
- Multimodal Accessibility (MMA)
- Multimodal system productivity (MMSP)
- Multimodal levels of service (MMLOS)
- Value capture

The project approach beginning on the next page expounds on how we will use each of the measures and methods in the project.

TOD Mobility Strategies – the key to success in this area is optimizing both multimodal network connectivity and development orientation, with the primary focus on providing walk and bike access to stations and a secondary focus on providing bike and transit access along the corridor. The MMA method listed above provides feedback on development and network connectivity, while the MMLOS provides feedback on network facilities.

TOD Land Use & Housing Strategies – finding the right jobs and housing balance along the corridor increases the internal capture of trips to increase Wave ridership and non-auto mode shares. Setting and achieving affordable housing targets and identifying strategies to meet those targets ensures access to opportunities among those with limited incomes.

PROJECT APPROACH

Task 1 – Project Management Plan & Study Area Definition

A project of this magnitude with federal partners requires a strong project management approach and plan. Renaissance Planning approaches project management holistically. Accordingly, our project management plans reflect the following principles:

- Decision Making & Ethical Conduct – From contract award to project completion, Renaissance conducts studios and meetings to allow for integration and coordination. Our four-point management plan incorporates clear language and steps for QA/QC for all of Renaissance’s work. Our team includes members of the AICP, committed to adhering to AICP Code of Ethics and Professional Conduct, and Professional Engineers.
- Strategic Thinking & Thoroughness – Firm-wide project management processes and studios ensure that we meet our mission to provide clients with innovative, integrated, accessible and quality work.
- Collaboration & Integration – We embrace collaboration and are skilled at collaborative techniques. We are committed to inspiring creativity and innovation with the goal of multi-disciplinary integration on all our projects
- Communication Proficiency – The foundation of collaboration and integration is communication. We are skilled at effectively communicating among team members and clients, and at external communications through public engagements, presentations and documentation.
- Time Management – Our firm-wide management approaches include effective staffing and work-planning ensuring technical depth and staff capacity to meet schedule and deliverable requirements.

ADDRESSING PROJECT PROBLEMS OR CONCERNS

For any given project, Renaissance recognizes that the City is subject to changing priorities and schedules that ultimately can impact this contract. **We have put a team structure in place to quickly address and respond to potential changes on short notice.** Should problems with specific assignments, or any major shifts in project priorities arise, Katharine Ange and Kathleen Rooney will work closely with the team and City staff to resolve issues quickly and efficiently.

Project Management Plan

In our experience, a Project Management Plan isn't just a paper exercise. It is the critical juncture from converting the proposal into an explicit, functional workplan, including dates tied to milestones, and how and where to engage stakeholders and partners to ensure project success.

With City staff input, Renaissance will develop a project management plan that will include:

- A short project (1-2 page) summary to quickly encapsulate the project purpose, steps, and desired outcomes. This helps frame and distill the project so that all are on the same page. We will also identify and summarize the key challenges and opportunities to ensure project success.
- An annotated workplan outline, adapted from this RFP to reflect new community updates, insights from the City staff, new research, resources, or programs or policies at the state and federal level, etc. This element of the plan will also define our communication and coordination strategy with staff to ensure we have regular weekly or bi-monthly check-in calls and meetings with City staff to monitor progress and update all on work products.
- A proposed final report outline that reflects project goals and synthesizes all applicable deliverables.
- A master schedule (project timeline and timeline graphic) that summarizes the project with embedded detailed schedules targeting certain types of activities, such as:
 - Project management meetings, including specific in-person meetings such as the kickoff.
 - Public involvement workshops and meetings
 - Commissions, boards, and advisory group meeting presentations
- A comprehensive stakeholder list that includes all relevant public, private, and nonprofit groups and a plan for engaging stakeholders.

COMPLETING WORK ON TIME AND ON BUDGET

Through its nearly 18 years in business, Renaissance Planning has demonstrated a high level of quality, responsive services to local, state and national clients on projects. Renaissance has focused its work on leading the planning profession through new and challenging endeavors and **provides responsive, dynamic services. We have a strong track record of completing assignments on time and within budget, with a high level of technical accuracy, and a keen sense of expectations from staff, elected officials and the community at large.** We believe a key indicator of our responsiveness is the tenure of our contracts and repeat work with existing clients as evidenced throughout this proposal.

Deliverable:

- Draft and final project management plan (Format: two printed copies, PDF copy, all document components in original formats).

Study Area Definition

In parallel with the project management plan development, Renaissance will also refine the project study area of the core and extension. We recommend reviewing and synthesizing the following to develop a comprehensive study area:

- Standard buffers of ¼ mile, ½ mile, and 1 mile to capture idealized Wave walk and bike access capture areas and ensuring we include all potential relevant policies, plans, and major transportation generators.
- Relevant land use plans and boundaries, such as from Regional Activity Center boundaries, existing zoning district / TOD guideline boundaries, and unified flex policy areas.
- Topographical considerations, including natural neighborhood boundaries such as waterways.
- Community organization geographies such as those eight neighborhood associations whose members most likely to be direct users or impacted by the immediate TOD area changes.
- Current transportation corridors or ridership zones, based on existing travel patterns.
- Economic zones, or market influence areas.

We envision a study area that can then be aggregated and partitioned as needed during project execution. For the Miami-Dade TPO SMART Plan: Kendall Corridor Land Use & Visioning Study, we are using a half mile buffer from the roadway edge as the study area, with half mile radius station areas as added TOD focus areas. We will finalize the study area in consultation with City staff to provide a proper reflection of both the Wave Streetcar walk and bike access capture areas and the areas where relevant policy changes consistent with TOD could be implemented.

Deliverable:

- Refined study area map (Format: PDF copy, GIS map file, .MXD or similar, file geodatabase containing all data referenced in the GIS map file)

Task 2 – TOD Best Practices Research

The basic ingredients of successful TODs include balancing development and transportation infrastructure with the right mix of diversity, design, density and destinations at the station area, corridor and system-wide scales. At the station area scale, this includes locating a strong mix of uses within ½ to ¼ mile of the transit station to optimize walk access. It also means coordinating supporting multimodal infrastructure inclusive of strong pedestrian pathways, bike parking, bike sharing, bike lanes/paths, car sharing and transit to transit connections (i.e. rail to bus, bus to bus, rail to park and ride, etc.) to encourage multimodal continuity. At the corridor and system scales, it means balancing different TOD typologies that reflect the unique context of each station area to achieve corridor and system level goals for transit ridership, growth management, affordable housing, economic development and other livability goals.

Over the last few decades, many of the newer transit systems in cities like Phoenix, Orlando, Charlotte, Denver and Dallas provide good case studies and lessons learned for successful TOD planning and implementation. Additionally, many of the legacy systems like Washington, DC and Boston also provide good insights on how to advance TOD with system expansions or in response to changing development pressures at each station area. Finally, the FTA recently created a program that, in addition to this technical assistance program, continues to develop new on-line resources, a peer network sharing, and insights from the previous technical assistance rounds.

The intent of the TOD Best Practices research is not just to identify best practices in TOD nationally and internationally, but craft a usable menu of strategies that are well-suited to TOD

in Fort Lauderdale and with the Wave Streetcar: The first step is to create a targeted set of research questions, starting with this list below:

- What are the key challenges to communicating the value of TOD? TOD is not just development near transit, but rather a different development vision.
- What key factors make TOD attractive here? And how to convey the importance of integrated land use and transportation understanding to maximize the benefits of TOD? Communities undertake transit and TOD related investments for different reasons.
- What key characteristics of the Wave project, the regional transit systems, and Fort Lauderdale are relevant for evaluating applicability of best practices? Demographics and socio-economics, project size, transit technology, and implementation approaches can all be critical.
- What are the best ways to address first and last mile connections? Strong ridership depends on these connections.
- What market dynamics are at play and how have other TOD programs leveraged them?
- How is TOD successfully used for other community objectives such as affordable housing, economic development, and equity considerations?

These types of questions help create parameters and evaluation criteria to define which examples qualify as best practices applicable to the Wave streetcar in Fort Lauderdale.

Once the specific criteria are defined, Renaissance will augment and refine the list in the RFP table below and add to it, reviewing key resources:

- National resources such as FTA, NTI, American Public Transportation Association, Volpe Transportation Center reports, American Planning Association, Transportation for America/State Smart Transportation Initiative/Smart Growth America, Streetsblog, and university transportation research centers that specialize in TOD-related issues, like Portland State University, Brookings Institution Metropolitan Policy Program, Planetizen
- International – Transportation Research Board and its research database TRID, Canadian Urban Transit Association, Victoria Transport Policy Institute, Institute for Transportation and Development Policy, and World Resources Institute (EMBARQ/Ross Center for Sustainable Cities)

The table on the next page will help organize the findings and will be the basis for the memo summarizing applicable best practices along with points of contact for each. Images, maps, and references shall be included where necessary.

Deliverable:

- Technical memorandum (Format: two printed copies, PDF copy, all document components in original format - Word, Excel, InDesign, or similar)

TOD Mobility Strategies	TOD Land Use & Housing Strategies	TOD Management & Analytics	TOD Programmatic, Incentives, and TDM
<p>MMLOS methodologies;</p> <p>Modal priority ranking systems;</p> <p>Bicycle/streetcar integration plans;</p> <p>Optimal loading/unloading zone placements;</p> <p>Vision Zero coordination;</p> <p>Transportation network companies (TNC) integration best practices,</p> <p>Integration of automated vehicle technology;</p> <p>Pedestrian Priority Zone implementation and tactical urbanism demonstrations;</p> <p>Maintenance of traffic and special event protocol; and</p> <p>Truck routing.</p>	<p>TOD-supportive land uses;</p> <p>Quantification of housing costs that account for reduced transportation expenditures;</p> <p>Affordable housing strategies;</p> <p>Reduced rent for tenants with no parking needs;</p> <p>Streamlined approval processes for TOD area projects;</p> <p>Public-private partnership opportunities for TOD, parking facilities, K-12 public or charter education facilities, and college/university housing;</p> <p>Development mitigation measures;</p> <p>Additional development requirements such as TDM and traffic circulation plans;</p> <p>Parking management districts;</p> <p>Active design requirements; and</p> <p>Tiered incentive programs for green design and construction.</p>	<p>Methodology for quantifying benefits from TOD and increased utilization of multimodal transportation (e.g., economic impacts, quality of life impacts, etc.);</p> <p>Evaluation metrics and reporting systems; and</p> <p>Multimodal concurrency/impact fee structures.</p>	<p>Innovative parking standards based on area-wide market conditions and demand;</p> <p>Incentives to developers in return for creating new public open space, “breaking the block,” offering tenant programs for car sharing memberships, bike share memberships, and/or subsidized transit passes;</p> <p>Transportation impact fees and concurrency fees;</p> <p>Examination of applicable public-private partnerships;</p> <p>Charter school (or similar) integration with TOD project areas;</p> <p>City partnership opportunities for programming/operations;</p> <p>Flexible work schedules or employer service programs;</p> <p>“Last mile” options including policies, incentives, and advertising/promotions to maximize reach of existing multi-modal options;</p> <p>Using parking and other restricted use funding for transportation activities; and</p> <p>General governance of TOD areas (e.g., policies and fundraising, etc.).</p>

Task 3 – Public & Stakeholder Engagement

Public and stakeholder engagement will be a critical ingredient of this project. Public engagement is a two-way street: it is needed to not only educate the public about TOD but also to provide an opportunity to learn from the public about their preferences and the issues and opportunities they see with TOD. Bringing the two sides together is important to build consensus about the best way forward for the community. Our engagement approach will:

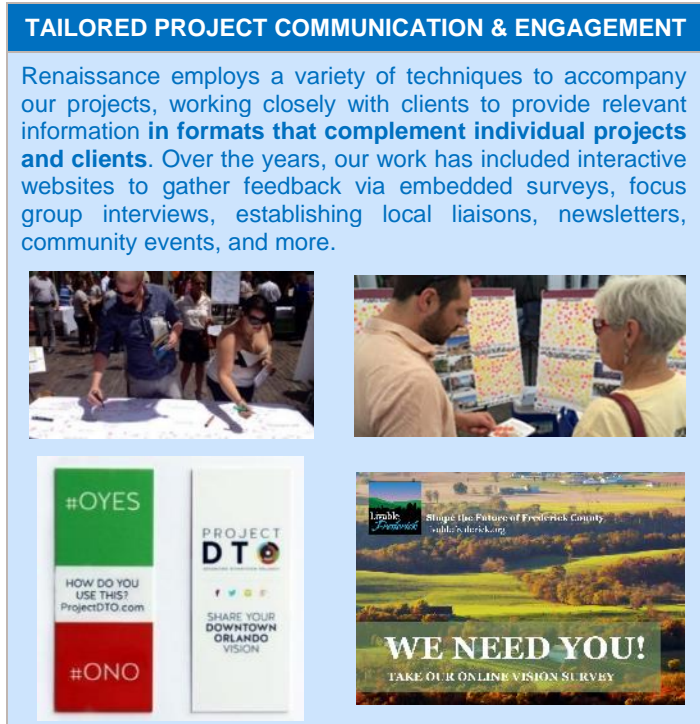
- Educate the public on TOD, its challenges, and the opportunities that come with it
- Use innovative tools to collect feedback
- Explore different options and ideas to address tradeoffs
- Build consensus around the opportunities
- Learn from the development community to develop an efficient, comprehensive development review process
- Keep the public updated as the project moves forward

Our engagement approach focuses on two aspects of engagement: online and in-person. Both are needed to comprehensively gather feedback from the public and create numerous and diverse touchpoints for engagement. Along with our partner, Valerin Group, this will provide visually compelling communication materials and a high level of engagement that is tailored to Fort Lauderdale.

Online, Interactive Engagement

Project Website

A project website is perhaps one of the most important engagement tools for a project of this magnitude. It is a landing page for information sharing and keeping the public apprised of project as it progresses using infographics, videos, and maps. It provides milestones and achievements, meetings, and documents. It is a place for engaging the public and gathering their feedback through online surveys, Wikimaps, and other feedback mechanisms.



Renaissance will work with City staff to develop a project website to be placed within the City of Fort Lauderdale website. At the outset of this project, we will work with the city to create a website launch plan that provides the organizational structure for the website, the content that will be needed for launch, and the timeline for getting content to the City webmaster. Renaissance will continue to coordinate with the City webmaster and create content and materials for posting throughout the duration of the project. This arrangement is something we did recently for the [Hillsborough MPO Vision Zero Action Plan](#). We coordinated with the webmaster to determine the best structure for the website, content needed, and provided website updates throughout the year-long project.



Example from the Vision Zero Hillsborough website, which Renaissance provided content for and coordinated with the MPO webmaster

Engagement HQ

As an optional alternative to the website approach described above, a new online engagement tool is available called Engagement HQ. It is a comprehensive suite of engagement tools all in one place on one project website. The tools are numerous, but are grouped into the categories of: Listening, Information, Reporting, and Stakeholder Relationship Management. Some of the most useful tools to the project include:

- Ideas forum
- Surveys & polls
- Interactive maps
- Meeting postings
- Stakeholder groups
- Reports on website usage, surveys, number of views, etc.
- Newsletters
- Connections to social media

Gowanus Neighborhood Planning Study

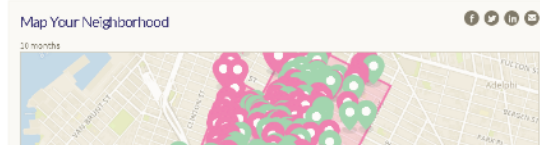


Welcome to **Plan Gowanus**, a digital community engagement platform where you can inform the Gowanus neighborhood planning study.

To help gather broad community input on a variety of topics early in the planning process, the Department of City Planning (DCP) is piloting this online engagement platform.

Gowanus is a neighborhood facing change and development pressure. In an effort to leverage that pressure toward fostering an inclusive and shared future, the Gowanus Neighborhood Planning Study was launched in the fall of 2016 as part of a collaboration between city agencies, residents, businesses, workers, local organizations, elected officials and other [read more](#)

MAP YOUR NEIGHBORHOOD - CLICK ON MAP!



Google Translate

Select Language

Powered by Google Translate

Study Milestones

- ✔ Study Kick-Off - Fall 2016
- Listen and Learn
- Draft Planning and Land Use Framework - Winter 2018

Past Meetings

- Community Resources Orient: Schools, Transportation and More
October 19 2017
- Gowanus Workshop #1: Working Group Goals & Urban Design
March 25 2017
- Resiliency and Sustainability Meeting
December 08 2016
- [more...](#)

Example from the Gowanus Neighborhood Planning Study, which uses Engagement HQ for its online engagement platform.

The project website can be set up through coordination between Renaissance staff and City staff, with guidance from the Engagement HQ team. The website can be linked through a landing page on the City of Fort Lauderdale website, which is how the New York City Gowanus Neighborhood Plan has set up [their website](#). City staff can manage the website and its contents, groups, postings, etc., along with Renaissance staff who

will provide the content to upload. This option provides the most comprehensive engagement platform available on the market today is would be an excellent resource for this project.

Online Surveys

Renaissance will work with the City to develop online surveys to be administered to two different groups: development stakeholders and the public.

- The development stakeholders survey will ask for opinions, insights, and recommendations on developing a transit oriented corridor, with a focus on market feasibility and financial feasibility. This group will include relevant stakeholders identified in the stakeholder list created in Task 1. We will work with the City to identify and select the appropriate groups or people from this list to share the online survey with and the method for dissemination.
- The public and representative organizations survey asks for opportunities and challenges with TOD and educate on and probe on tradeoffs. The survey will build off of previous deliverables, including the TOD best practices research, to share places exemplifying ideal TOD and how it was accomplished. We will work with the city to publicize the survey using existing City social media platforms, as these already have a base of followers.

PROJECT WEBSITES FOR TAILORED ENGAGEMENT

We often build websites to accompany our projects, working with clients to provide relevant information in the formats that complement the project. We've developed interactive websites as a portal for keeping the public apprised on project updates and gathering feedback via embedded surveys that complement the public workshops. Our project websites help facilitate a steady stream of ideas and dialog on-line.



Results from the surveys will be summarized in an infographic format that is visually engaging as well as informative. As a supplement to infographics, we can also create a video to summarize results of the surveys, what those results mean, and how the results will inform the plan. An example can be viewed [here](#).

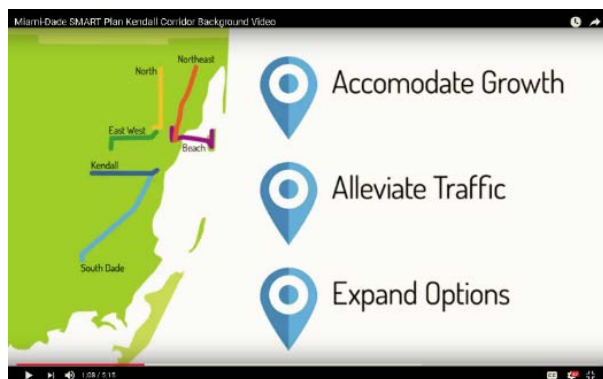
Infographics and Renderings

We will use infographics to summarize not only survey results, but background information, findings and recommendations in an infographic format that is visually engaging as well as informative. Graphics are something we at Renaissance specialize in, and we will provide a high-quality product that summarizes the most relevant survey outcomes.

Videos

Getting complex information across in a simple, easy-to-understand way is best done through explainer videos. These can give detailed background information and walk the viewer through complex ideas and/or information. A recent example of the type of educational explainer videos we describe is a video we produced for the Miami-Dade Transportation Planning Organization

for the SMART Plan: Kendall Corridor Land Use & Visioning Study. This video was used at public workshops to educate the public on the study and the importance of planning for land use and transit in unison. The video can be watched [here](#).



Screenshot of the video Renaissance made for the Miami TPO SMART Plan.

These videos can be shared on the project website and on the City's social media platforms.

They can also be used at community meetings or workshops to tee up the purpose of this study, the benefits of TOD, or any other content that the City wishes to share. They can also be used before people take the online surveys to provide a baseline understanding of this study and educate on the tradeoffs of TOD.

When working with video an animation, the most efficient and effective use of budget is to plan out all video deliverables needed in

advance and produce them all at one time. This creates economies of scale and results in a number of deliverables for much less than each one of them would have cost produced individually. For example, for this project we would recommend producing:

- 1 x 3:00 – Animated background explainer video. This would explain the TOD planning process, what the city is trying to do, their end goals, what input is needed from the public / stakeholders, and how it will positively affect residents once completed. This video would be posted on the project website and shown in all the public meetings.
- 2 x 1:30 – Animated survey videos. These videos would be placed in the surveys (one for developers and one for the general public) they would give background on the project and set up the questions the survey will ask. Much of the content will be pulled from the above explainer video with new content added to set up the questions.
- 4 x :15 – Animated short videos for social media. These short :15 videos would be designed as social media teasers. They would either give quick information about a certain message the city wanted to get across, or they could serve as teasers engaging the public and driving them to the survey URL to boost the number of responses. Paid advertising on social media would allow targeting of underserved populations and demographics to increase the diversity of the respondents.

In-Person Engagement

In-person engagement will allow us to talk through issues and opportunities with the public and stakeholders, ask and answer questions, and provide feedback in real-time. For those unable to attend in person, the workshops and meetings will be broadcast through the City's social media platforms.

Public Workshops

Renaissance will assist the City with planning and facilitating public meetings and workshops through the duration of the project. The purpose of each meeting will be determined with City staff and will be coordinated with major project milestones.

- Neighborhood/Civic Association Meetings: Renaissance will work with the city to plan and facilitate up to two public meetings or workshops in up to eight neighborhood associations that fall within or partly within the study area boundaries for a total of up to 16 public meetings. The purposes of these workshops or meetings will be determined with the city, but will largely focus on information-sharing and feedback gathering.
- City-Wide Meetings: Renaissance will work with the City to plan and facilitate up to two citywide meetings or open houses at important junctures in the project. We will work with the city to identify the specific points at which in the process to hold these workshops and the purposes and expected outcomes. Required materials will be identified in coordination with the City and Renaissance will create all needed materials.

Mock Development Review Workshop

This workshop will go a long way in understanding a developer's perspective of the development review process as it is currently applied in the study area. Renaissance will work with the city to set up and lead a mock development review workshop with a select group of people in the development community. First, Renaissance will gain an understanding of the current development review process during Task 4. This baseline understanding will give us the knowledge to then plan the mock development review workshop which will walk through the process with a small focus group of developers. Following the workshop, Renaissance will summarize the results and provide recommendations to improve the review process based on discussion during the mock development review workshop.

Deliverable:

- Project website (Format: Live, visually-oriented website)
- 2 public meetings/open houses/workshops/walkshops with up to 8 neighborhood associations (Format: event and summary document)
- 2 city-wide public meetings/open houses/workshop/walkshops (Format: event and summary document)
- Mock development review workshop (Format: event and summary document)
- Raw and synthesized survey data, infographic results (Format: PDF copy, all document components in original format - Word, Excel, InDesign, or similar)

Task 4 – Evaluation of Development Barriers

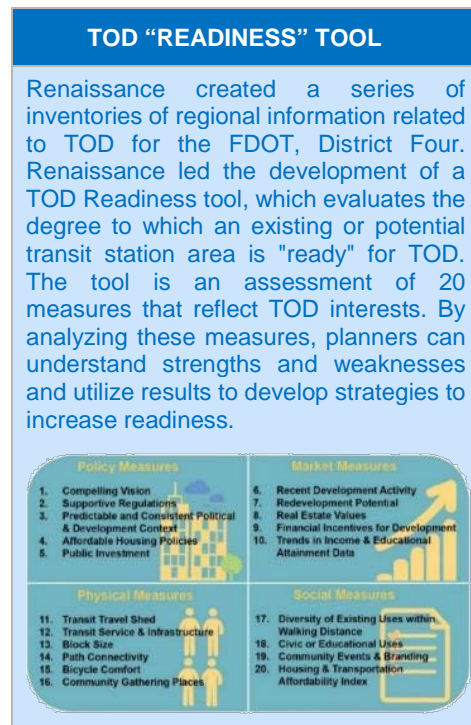
In gaining a better understanding of local TOD plans and polices for FDOT District 4 and knowing Fort Lauderdale is on the leading edge of TOD planning in the District, Renaissance will review the City's existing plans and regulations relative to the needs and requirements of TOD based on previous tasks work. Based on discussions with TOD planners from across the country through our NTI TOD course and our TOD work, such as the Kendall Corridor Land Use & Visioning Study in Miami-Dade, it is important to elevate planning and regulatory focus from the site level to the block and station area levels and to develop multimodal performance expectations. We will start by developing and applying TOD planning and regulatory "ideals" to help us determine how existing regulations and processes fare against those ideals. For example, an "ideal" may be the evolution of parking over time, both in the number of spaces required (performance expectation) and how those spaces are provided (higher focus level). Our review will report on how well existing parking requirements meet the ideal and what to focus on regarding needed changes.

In addition to reviewing planning and regulatory documents, we will review processes from the perspectives of City staff, developers and residents to bring to light how those processes have filled in document gaps.

To better understand market financial perspectives of developers, RCLCO will create market assessments and development pro formas for a sample of representative TOD oriented development projects. We developed pro forma case studies for the NTI TOD course to illustrate the value of this perspective. The pro formas will shed light on how market viability conspires with development exactions to influence the financial viability of the sample projects. For example, the analysis may conclude that up-front contributions create financial difficulties for developers because of market risks and higher construction costs, but strategies that shift financial burdens from developers to users, such as special assessment districts or Community Development Districts (CDDs), are viable.

Deliverable:

- Technical memo (Format: two printed copies, PDF copy, all document components in original format - Word, Excel, InDesign, or similar)



Task 5 – Affordable Housing Strategy

One of the keys to successful TOD is the inclusion of mixed income households. Living within walking distance of transit can enable a household to live car free, or car-lite thereby reducing the overall transportation cost

for that household. Similarly, attracting households with high discretionary spending that could become choice riders of the Wave is also important in helping to spark adjacent retail and other service-based businesses. To accomplish mixed income TOD there are a host of nationally recognized tools and strategies (www.mitod.org) that we will review and present to the City for consideration. As part of the outreach process, we recommend engaging with local and regional affordable housing advocates to generate a better understanding of the needs and opportunities that could emerge in the Wave corridor for mixed income TOD. Another stakeholder group we will engage in this discussion will be the developer community. Both market-rate and affordable housing developers will be important players in helping to deliver a mix of housing options for the City. Based on this input plus a review of the study area demographics, we would recommend that the City consider setting some corridor level targets for a percentage of affordable households within ½ of a mile of the Wave streetcar. With targets set, we can then do some analysis to explore how many existing vs. new households will be needed to accomplish the targets. With the affordable housing goals articulated, we can then work with the City to develop the key policy, incentive, regulatory and programmatic based strategies to preserve existing and produce new affordable housing as the corridor revitalizes over time.

Deliverable:

- Technical memo (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)

Task 6.1 – Live/Work/Play Needs Assessment

The focus of this task is determining the strength of study area connectivity, or accessibility, for a variety of trip purposes via non-auto modes. We will evaluate connectivity from many perspectives, particularly low-income households. We will use MMA for the assessment. The tool uses ArcPro Network Analyst and detailed socioeconomic, points of interest and multimodal network data to calculate accessibility scores via transit, walking and biking modes. We can isolate fields in the socioeconomic and points of interest data to pinpoint accessibility of specific household types to specific destinations, such as non-auto access of low income households to charter schools and day care centers stores or medical clinics, or professional employees to

MWCOG TOD HOUSING NEEDS ANALYSIS

Renaissance supported the MWCOG in conducting the TOD Housing Needs Analysis, **creating an analytical methodology and strategic framework for addressing the housing needs near transit stations.** Renaissance analyzed the station-level housing dynamics and how those interact with the accessibility and connectivity opportunities that form the basis of good TOD planning. Renaissance also delivered a [webinar](#) on the risk analysis methodology for local government planners in the region.



professional jobs. Feedback about important connections from surveys and neighborhood meetings will help direct the assessment.

We will create access heat maps by non-auto mode and targeted households and destinations to identify access needs (gaps) and provide insights into potential land use and network modifications that address the needs (fill the gaps), such as adding grocery stores or medical clinics. We will work with RCLCO to determine the market feasibility of potential land use (points of interest) changes.

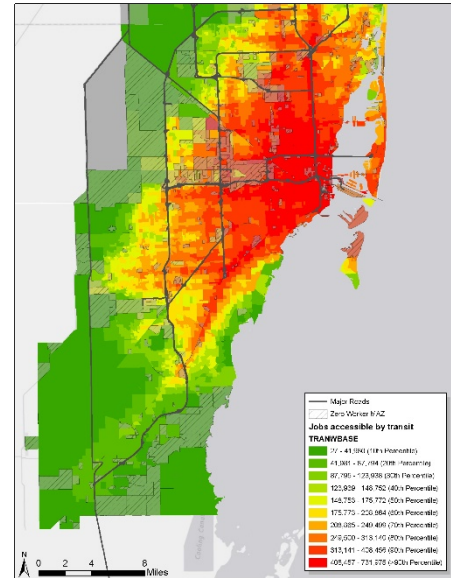
Deliverable:

- Technical memo (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file - .MXD or similar; File geodatabase containing all data referenced)

Task 6.2 – Presentations to Governing/Advisory Bodies

At this phase of the study process, there will be a large amount of new information highlighting the key issues and opportunities of TOD within the Wave Corridor. Therefore, this series of presentations and briefings to governing boards and advisory boards needs to accomplish several key things:

- Creating a shared understanding of the best practices, initial public input, development barriers, affordable and mixed income housing and live/work/play opportunities within the corridor
- Creating a shared understanding of the key assumptions and findings associated with this information and how they will influence the next steps in the study process
- Creating an opportunity for questions, discussions and additional input from these key stakeholders that can be used to inform subsequent steps in the study process particularly as it relates to policy development



Transit accessibility heat map, Miami Dade SMART Plan.

WORKING WITH PUBLIC SECTOR & ELECTED OFFICIALS

Renaissance has been working and engaging with residents, elected officials and the various stakeholder groups throughout Florida. Some of the communities where we've helped implement goals are:

• Bradenton Beach	• North Port
• Clearwater	• Oakland Park
• Crestview	• Ocoee
• Deerfield Beach	• Orlando
• Destin	• Palm Beach Gardens
• Eustis	• Pompano Beach
• Indian Rocks Beach	• Sanford
• Kissimmee	• Sarasota
• Lakeland	• Seminole
• Mount Dora	• St. Cloud
	• St. Petersburg
	• Tampa

We recognize the deep importance of building a shared understanding of the key issues and opportunities of this project at every step of the process. In preparation for these presentations and briefings, Renaissance will partner with City staff to develop briefing materials and tailor the

materials to the audience. We are prepared to serve as the primary presenter and facilitator of these discussions, but we will also be flexible to serve in a role that provides City staff with the materials needed to conduct briefings and gather input on their own. We will engage our best communications and graphic design professionals and prepare materials in draft format well in advance of briefings to ensure City staff input and comfort with framing and presenting information.

Deliverables:

- Up to four draft and final presentations (Format: copy of presentation and all components in original format - e.g. PowerPoint or similar).

Task 7 – Transportation Demand Management (TDM) Plan

TDM strategies that complement the Wave service will be critical to ensuring successful ridership and reaching the City's goal of having no more than 60 percent of the total population drive to work alone.

Research TDM Best Practices

Prior to this task, Task 2: Best Practices Research will investigate transit-supportive TDM programs, parking policies, and initiatives that integrate ride-sharing services like Uber and Lyft. San Francisco's points-based system and menu of options for development approvals is one example of a best practice program that may hold potential for applicability in Fort Lauderdale. Other best practices to consider include the city of Boulder's policy of encouraging developers to adopt "baskets" of TDM strategies to assure that all selected strategies integrate well and Fairfax County's policy of providing developers with trip reduction goals and allowing developers to create plans that will achieve the goals and fit with their vision of the development. TDM research questions in Task 2 will focus on programs that support TOD in streetcar service areas and streetcar ridership.

Evaluate Effectiveness of Existing TDM Programs and Services

Working with City staff, the Renaissance team will identify and evaluate the effectiveness of existing TDM programs and services that apply to the study area. Most existing TDM initiatives are geared towards provision, outreach, marketing, and promotion of commute options. The Downtown Fort Lauderdale TMA's seven Sun Trolley routes augment BCT service. BCycle and the Water Taxi also fill voids in the multimodal network. South Florida Commuter Services (SFCS) provides information on transit and bicycling options, offers ride-matching services, runs an emergency ride home program, and works with employers to promote telework and offer incentives to employees. These programs will be evaluated to determine how they currently affect travel behavior and how they their benefits can be further increased with respect to the Wave service and TOD planning efforts.

Developer incentives, site plan approval requirements, and parking strategies can enhance TDM strategies and complement the Wave service and TOD. In concert with Task 8.1: TOD Zoning and Development Regulations, the Renaissance team will examine parking minimums in the City's codes, parking exemptions in the TOD Guidelines, and other existing development

incentives and requirements, and evaluate the effectiveness of these policies and the existing commuter services programs. As part of this effort we will draw on UrbanTrans' knowledge of the effectiveness and potential of shared-parking policies to improve TDM program adoption and delivery. They helped the City of Boulder develop parking policies and associated TDM recommendations for Boulder Junction, a mixed-use TOD. The site's shared parking policy encourages developers and tenants to reduce parking demand through innovative TDM strategies and incentives. The policy saves developers and property owners money, maximizes the city's transit investments, and allowed for increased density.

Identify Recommendations for TDM Strategies

Using the results of this evaluation and findings from the best practices research, we will identify recommendations for effective TDM strategies targeted to supporting Wave ridership and station area TOD that build on current initiatives and leverage existing resources. The TDM strategies listed in the City's current TOD Guidelines provide a starting point for consideration.

Recommendations may include:

- Enhancements to current TDM programs and services and the manner in which they are delivered.
- New programs for development requirements and incentives like on-site provision of multimodal amenities (e.g., bicycle storage, showers, site design for bike-, car-, and ride-share, shaded sidewalks, and information signage) and land uses, tenant subsidies for transit and car-/vanpool, and parking cash-out or unbundling, among others
- Options for assuring the long-term funding of TDM strategies
- Parking policies for the streetcar service area, such as
 - Shifting from parking minimums to maximums (including determining whether the parking standards in the current TOD Guidelines are still appropriate)
 - Encouraging shared parking
 - Negotiating parking requirements on a project-by-project basis to respond to decreases in parking demand as non-auto mode share increases over time

We will use the outcomes from the Citywide Parking Study to understand how current demand and utilization vary within the study area and determine how the proposed parking technologies, in tandem with autonomous vehicles and other emerging transportation technologies, could change it. This understanding will influence the recommendations for parking policies and the potential sites for shared parking facilities. Working with City staff, we will identify and narrow down a list of potential sites for a shared parking facility and evaluate the feasibility of up to two sites.

Renaissance is currently developing a "Next Generation" TDM program for Montgomery County, MD that streamlines the implementation of TDM within the development review process. The NextGen TDM program addresses business community concerns that TDM program monitoring and enforcement is too complex and time-consuming, community concerns that developer TDM actions are ineffective in changing travel behavior, and public-sector interest in leveraging TDM in growth management. The NextGen program follows the White Flint TDM study, where Renaissance analyzed the feasibility of alternative commute strategies to achieve the

progressive non-auto-driver mode share goal for the sector plan area. The Renaissance team will apply the lessons learned from these efforts and relevant strategies to develop a tailored TDM program for Fort Lauderdale.

Develop an Implementation Plan

Public expectations of free and plentiful parking are a common challenge to implementing TDM strategies, especially those geared toward parking management. Another common challenge is acquiring the resources needed to monitor site compliance during and after construction. The Renaissance team will identify specific challenges to implementation and propose recommendations to overcome them. These recommendations will consider the effort needed to implement and monitor the resulting program.

Through program development, the Renaissance team will identify and coordinate with potential partner agencies, which may include the Downtown Fort Lauderdale TMA, SFCS, Broward MPO, and Broward County Planning Council, in addition to the City to share responsibility for implementation. We will coordinate with the City's Transportation, Parking, and Urban Design and Planning divisions to identify available resources for TDM program implementation and monitoring to ensure the City can feasibly undertake the proposed recommendations. For example, if the City cannot acquire the resources for a full-time TDM coordinator, either a program requiring a complex monitoring effort would not be recommended, or partnerships with other agencies to house a similar position could be explored. PalmTran's partnership with FDOT District Four to hire a "first-mile/last-mile coordinator" could be an example to draw from.

Deliverable:

- Technical memo (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced).

Task 8.1 – TOD Zoning & Development Regulations

The Wave is an important piece in multimodal transportation network of Fort Lauderdale and the tri-county region. Its connections to Brightline, Tri-Rail Coastal Link, BCT, and Sun Trolley, in addition to BCycle stations, greenways, blueways, and bikeways, and eventually the airport and seaport will make it possible to go anywhere without having to drive – the top theme in the City’s vision and strategic plan. Understanding the Wave’s role in the context of the broader transit system is important because the TOD policies in the streetcar service area can support ridership and station area development of connecting transit systems.

PLANNING AND IMPLEMENTING SUCCESSFUL TOD REQUIRE EFFORTS FOCUSED ON THREE KEY AREAS: COORDINATION, PERFORMANCE, AND DESIGN

The TOD policies in the Comprehensive Plan, and land development code should touch on each of these areas. The Downtown Master Plan and TOD Guidelines currently focus on the **design** aspect of TOD. While the vision scorecard tracks auto mode share from the 1-year ACS estimates, more reliable, accurate, and meaningful measures for all modes can be tracked through accessibility analyses. In addition to updating the TOD Guidelines and ULDC to incorporate all three areas, Renaissance will develop a **monitoring program** that tracks TOD **performance** and better **integrates** County, State, and MPO processes with the City’s development approval process.

While the Comprehensive Plan demonstrates the City’s interest in transit and transit-supportive land uses at a high level, the references and guidance related to TOD are relatively broad and vague. The City is currently updating its Comprehensive Plan to better reflect the vision and strategic plan, and intends to amend the Future Land Use Element to promote compact mixed-use development in the RACs and develop land use policy to support TOD, as stated in the 2016 EAR. The timing presents a prime opportunity to coordinate the development of TOD land use policies, zoning regulations, and development requirements from this TOD planning effort with the comprehensive plan update to ensure consistency.

Review Downtown Master Plan, TOD Guidelines, and Unified Land Development Code

The best practices research in Task 2 will include TOD zoning and development regulations and reveal example cities whose approaches could apply to Fort Lauderdale. The mock development review workshop in Task 3 will illuminate developers’ barriers to undertaking TOD projects. In light of these results, Renaissance will examine the City’s existing TOD Guidelines and Unified Land Development Code, using the Downtown and South Andrews Master Plans, the model land development regulations from the Florida TOD Guidebook, and the results from the Citywide Parking Study as frames of reference, to determine how well the following elements support TOD:

- Zoning categories
- Allowable uses
- Density standards
- Building design and frontage standards
- Parking and access requirements
- Open space requirements
- Street design standards

Develop Initial Recommendations for Future Land Use, Zoning, and Development Requirements

This review will reveal areas in the TOD Guidelines and ULDC that need to be revised, and will inform amendments to the future land use element of the City's Comprehensive Plan. The review will answer questions that will guide policy development, including:

- Is Regional Activity Center still the best future land use designation for the entire study area, especially given the recent additional flexibility from the BrowardNEXT update to the County Land Use Plan?
- Are the current zoning designations and character areas appropriate given the streetcar service characteristics?
- Does the current set of zoning categories need to be modified to require desired TOD?
- How could a TOD or similar overlay be most beneficial?

Given the building and massing design guidelines in the Downtown Master Plan, Renaissance will explore the feasibility of developing a form-based code for all or part of the study area.

Develop Monitoring Program and Recommendations for County and State Review Processes

County and state review processes are intended to ensure that local governments are assessing and mitigating the transportation impacts of land use decisions. Traditionally these review processes focus on traffic analyses and assume the non-auto share of new trips is negligible. The recent land use plan amendment to add 5,000 dwelling units to the Downtown RAC exemplifies how the conventional traffic impact analysis does not apply well in mixed-use walkable urban areas, overestimating the number of auto trips and underestimating the value of having a variety of destinations available by walking, biking, or taking transit.

The MMA and multimodal system productivity (MSP) approaches described in Task 6, are much better at quantifying how land use decisions and improvements to the multimodal transportation network affect mode share and can serve as alternative analysis approaches that are as technically sound as conventional traffic analyses.

Renaissance will develop a monitoring program using MMA analysis. Key components of the program will include:

- Establishing mode share, development density, intensity, and mixed-use targets
- Establishing multimodal network improvements
- Establishing affordable housing and economic development targets
- Tracking development activity and network improvements
- Evaluating mode share, affordable housing, and economic impacts

The monitoring program will pull together the City's latest planning efforts. The City's vision and strategic plan set a mode share target of 60 percent non-auto-driver mode share for work trips. The Downtown Master Plan and current TOD Guidelines define three-character areas with uses, forms, and building types. The CTB lists multimodal infrastructure improvements with a prioritization methodology. The monitoring program will use the baseline MMA scores from Task 6 and define target MMA scores that corresponds to each mode share target. The MMA scores will improve as TOD projects increase the number of destinations available and as

multimodal transportation improvements are implemented. Instead of evaluating the volume-to-capacity ratio of roads, the MMA analysis assesses the accessibility of the area by each mode.

Together with the MMLOS evaluation, the MMA monitoring program offers a viable alternative to conventional traffic analysis while still quantifying the impacts of land use decisions and transportation investments. Implementing the MMA monitoring program will require coordination with County and State agency staff. Renaissance will facilitate up to two meetings with County and State agency staff to introduce the monitoring program and discuss incorporating the program outcomes to their review processes. The final deliverable will be a tech memo with action items for aligning the review processes with the City's monitoring program.

Update Documents

Renaissance will update the TOD Guidelines, coordinate with the Comprehensive Plan update team on insights for the future land use and other comprehensive plan elements, and develop specific recommendations for updating the ULDC to codify to TOD Guidelines.

Deliverable:

- Technical memo (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)

Task 8.2 – Presentations to Governing/Advisory Bodies

Similar to the briefings in Task 6.2, this round of briefings will focus on introducing the preliminary TDM, Policy and Zoning recommendations for review and discussion. We will have the same objectives in mind in terms of building a shared understanding of the key issues and opportunities while also ensuring time for discussion and input on work products to date. This round of briefings will be key to preparing for the near final study recommendations.

Deliverable:

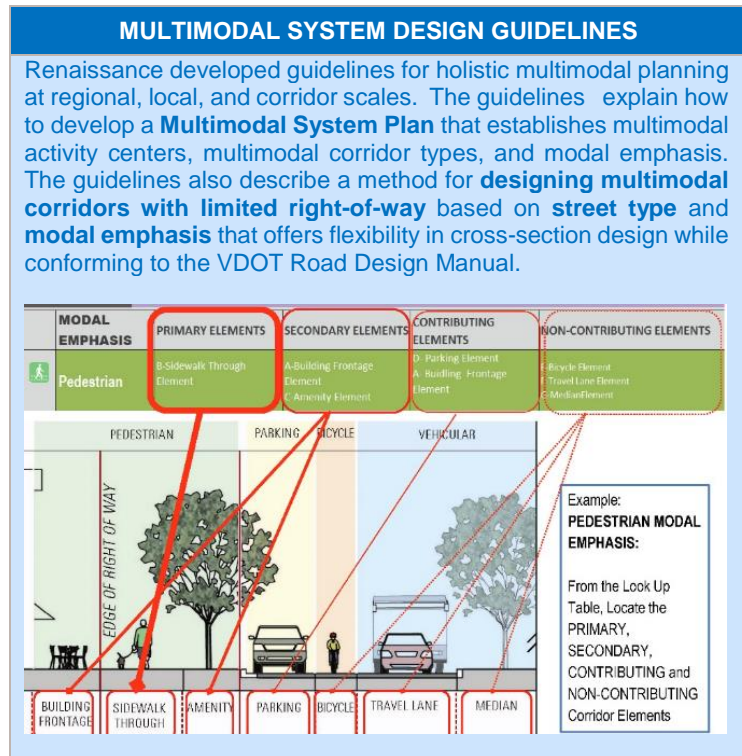
- Up to four draft & final presentations (Format: copy of presentation and all components in original format - e.g. PowerPoint or similar).

Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)

Connecting the Blocks (CTB) provides a solid foundation for this task – it defines a multimodal street typology, assigns the typology to the City’s road network, and defines LOS standards for each street type by mode. The LOS standards are not typical A-F letter grades. Instead they are minimum street design elements (e.g. maximum distances between pedestrian crossings and minimum sidewalk and bicycle lane widths). CTB identifies projects needed to bring the City’s streets up to the LOS standards and proposes a prioritization methodology reflects project feasibility and benefits. CTB covers the whole City focusing on the Complete Street Network includes only a portion of streets in the Wave service area. A finer-grained examination of multimodal network access and needs is needed.

The MMA analysis from Task 6 will evaluate existing walk, bike, transit, and auto access using all streets and paths in the study area. The analysis compares the actual walk and bike accessibility scores of each quarter- and half-mile station area to perfect scores and indicates areas where the network is prohibiting access to destinations. The analysis can be rerun to incorporate the proposed projects from the CTB and identify areas where poor connections persist. The MMA analysis quantifies the increase in accessibility of multimodal infrastructure improvements, which can be used to derive multimodal impact fees.

Areas with poor accessibility warrant further investigation through MMLOS analysis. In CTB, the City is looking simply for whether a road segment meets the LOS standard (i.e. minimum street design elements) or not. The Broward MPO’s MMLOS tool uses FDOT’s LOSPLAN, which runs the 2010 HCM method, with adjustment factors and results in letter scores A-F. Renaissance will closely review the Broward MPO’s MMLOS methodology and determine whether it is the best method for this analysis. Once Renaissance analyzes the MMLOS of facilities in poor accessibility areas, we will identify improvements to improve both MMLOS and MMA analyses. The end result will be a list of infrastructure improvements that will improve walk and bike access to the Wave. In addition, the MMLOS analysis will provide insight on the



ideal cross-section of each street type, and Renaissance will prepare a package of ideal cross-sections.

Constrained right-of-way often limits the ability to achieve an optimal MMLOS score. Street design elements need to be prioritized based on modal emphasis which varies by corridor. Renaissance developed a method for establishing modal emphasis and designing cross-sections accordingly in the Multimodal System Design Guidelines for the Virginia Dept. of Rail and Public Transportation. Renaissance will develop a similar method for Fort Lauderdale - defining optimal and minimum cross-section elements for each street type and describe how to select appropriate elements based on modal emphasis.

Renaissance will coordinate with FDOT and the Broward County Transportation Department during development to share the approach with these agencies and ensure the optimal and minimum values are consistent with the agencies' design standards when need be. Renaissance will apply this methodology to streets with poor MMLOS scores in poor accessibility areas. Renaissance will facilitate another meeting with these agencies to share the findings from the modal emphasis application and identify barriers to implementation.

Deliverables:

- Technical memo describing the method and results of the MMA and resulting MMLOS analyses. (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)
- Technical memo outlining the modal emphasis methodology with optimal and minimum cross-section elements by street type. (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)
- Package of ideal cross-sections by street type (Format: PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)
- Technical memo listing prioritized improvement projects that most improve multimodal access to the Wave. (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)

Task 10.1 – Final TOD Report

The final TOD report will serve as the playbook for years to come in describing how the City and the various public and private stakeholders will work in concert to create TOD along the Wave Corridor. An important element of this report will be to highlight the key policies and strategies that will need to evolve over time. Therefore, the report will be broken into three key elements: 1) An Executive Summary 2) TOD Policies & Implementation Recommendations 3) Community Action Plan. The executive summary will be a visually rich summary that clearly articulates the vision for TOD in the corridor and highlights the key policy, incentive, regulatory and programmatic efforts to achieve TOD. The TOD Policies and Implementation Recommendations report will summarize the key research, findings and recommendations from all the previous tasks. The Community Action Plan will be structured around a timeline that demonstrates when and how the different implementation steps will be accomplished over a 5, 10 and 20-year timeframe inclusive of monitoring progress in key areas such mixed income housing targets, mode shift, net new development, Wave ridership, parking needs, etc. Monitoring progress will be key in identifying any needed policy or regulatory refinements as the City works towards implementing TOD.

USER-FRIENDLY DOCUMENTATION

Renaissance has prepared compelling infographics and communications materials on many of our transportation projects. Our expert team has used various visualization and presentation techniques to communicate concepts and to vibrantly **summarize and illustrate information that may be more difficult to grasp. We excel at developing clean illustrated summary documents and accompanying presentation in simple, clear terms.**

We also recommend that the plan live online in a manner that allows for ease of understanding and quick access to key information for prospective developers and other community stakeholders interested and engaged in TOD along the Wave corridor. To that end, we will build a web-friendly version of the final report with easy to navigate tabs and other web-friendly features that get beyond simply posting a pdf copy of the report.

Deliverables:

- Draft Report (Word or InDesign) (up to 3 drafts)
- Final Report (Format: two printed color copies, PDF copy, all document components in original format - e.g. Word, Excel, InDesign, or similar; GIS map file -.MXD or similar; File geodatabase containing all data referenced)
- Draft and Final Final Report Web Based

Task 10.2 – Presentations to Governing/Advisory Bodies

If we have been successful in our previous outreach and communication efforts throughout the study process, this final round of presentations will serve to confirm consensus and create momentum for implementation. We will focus these presentations around the final project report and use the meetings to clarify any remaining questions, but most importantly confirm buy-in and support. The materials provided for these meetings will look very similar to the public facing materials that will be prepared for the website and can be used well beyond the scope of this study by City staff and other key stakeholders.

Deliverable:

- Up to four draft & final presentations (Format: copy of presentation and all components in original format - e.g. PowerPoint or similar).

Task 11 – Miscellaneous Support

As the project nears completion, we will be ready to support the City on a range of miscellaneous tasks. This could include a range of activities from additional analysis of mobility or demographic based issues to additional briefings and presentations to governing bodies or stakeholders. Renaissance will work closely with City staff to define these needs and provided the needed professional staff and supporting materials.

Deliverable:

- One station area conceptual plan.

Proposed Schedule

Below is our proposed timeline for completing the tasks in this project.

Meeting = M | Workshop = W | D = Deliverable | DR = Draft report | FR = Final report

Month	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18		
Task 1	D																			
Task 2		D																		
Task 3 *		D	D	D																
Task 4						D														
Task 5								D												
Task 6.1								D												
Task 6.2 **																				
Task 7										D										
Task 8.1													D							
Task 8.2 **																				
Task 9													M1	M2		W,D	D			
Task 10.1																		DR		FR
Task 10.2 **																				
Task 11 **																				

* Meeting schedule, workshop schedule, content, and invitees to be determined in consultation with City staff.

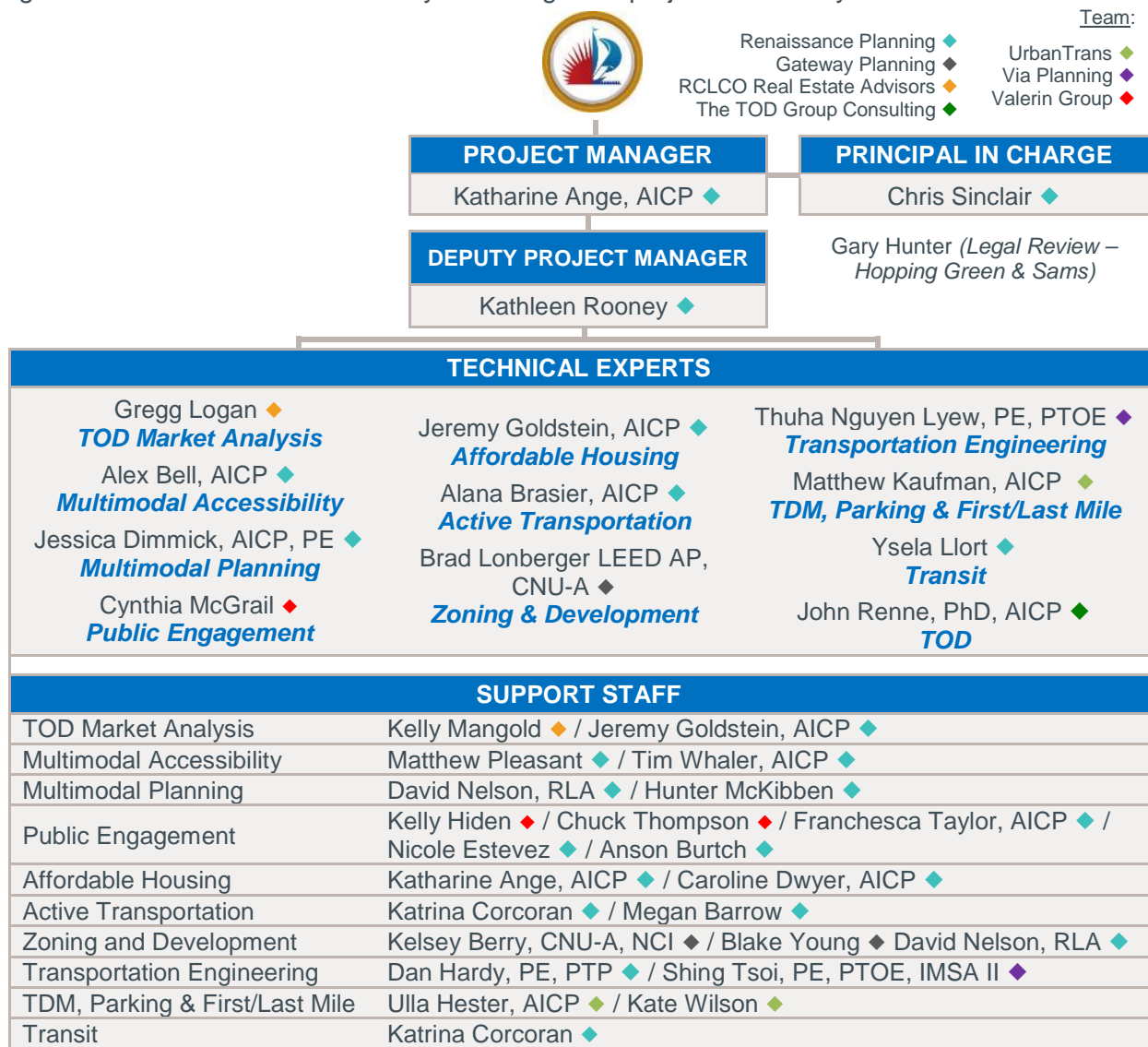
** To be determined in Task 1.

KEY PERSONNEL & THEIR AVAILABILITY

The Renaissance team is available and ready to provide the necessary services for this project. Our team is structured with experts and support staff to ensure that each task gets completed effectively and on time.

Organizational Chart

In addition to this highly-qualified and enthusiastic group of service area experts, we have also organized our team to provide additional staffing power to support the project tasks and deliverables in an efficient and timely manner. Together, the Renaissance team brings just the right combination of skills necessary to manage this project for the City.



Key Staff Bios

The following pages include bios of our highly practiced technical experts. Resumes of the full team are included at the end of this section.



Areas of expertise:
TOD, transportation and land use planning, multimodal planning, public involvement/facilitation, housing, livability

KATHARINE ANGE, AICP | PROJECT MANAGER

Kate is the Vice President of Renaissance with over 17 years of planning experience covering a unique combination of analytical, design, management, communication and facilitation skills. Her experience includes transportation planning, visioning and scenario planning, corridor studies. Kate is experienced in leading multi-disciplinary teams through a collaborative problem-solving process. She excels in persuasive communications and effectively framing planning issues to help elected officials, stakeholders and the public clearly understand tradeoffs associated with land use and transportation policy development. Kate is an expert facilitator, teacher and course developer with subject matter expertise in the areas of livability, smart growth, TOD and integrated land use and transportation planning. This includes being a teacher and course developer for the **NTI courses on TOD and Land Use and Transportation**. She has also led the **FDOT TOD Framework & Joint Development Guidebook**; worked with the MWCOC on a transportation and land use project to explore **Affordable Housing Strategies for TOD** in the Washington, DC region; Supported the development of the **TOD Readiness Tool** for the FDOT, District 4.



Areas of expertise:
Transportation planning, federal trends, TOD, livability, public engagement/facilitation

KATHLEEN ROONEY | DEPUTY PROJECT MANAGER

Kathleen is a project manager with more than 13 years of integrated planning experience with a focus on understanding emerging national and federal trends. Her work has focused on innovative and implementable solutions to planning challenges, notably at the federal and state levels in transportation. Her specialties include smart growth and livability, public health and active living, TDM, and planning/technical assistance programs. She has worked with all three branches of the federal government, at the state and local level, and with non-profits, academic institutions, and with for-profit corporations. Kathleen has provided senior leadership to help identify roles and responsibilities for collaboration around TOD across many various stakeholders for the **FDOT District Four's TOD Working Group**. She also led the best practices research to bring new and emerging best practices in corridor planning and scenario analysis to the development of the rapid transit **Miami-Dade TPO SMART Plan: Kendall Corridor Land Use & Visioning Study**. Kathleen manages Renaissance's current **Continuing Transportation Services contract for the City of Kissimmee**, providing comprehensive transportation planning support.



Areas of expertise:
TOD, multimodal planning, accessibility, transportation and land use planning

CHRIS SINCLAIR | PRINCIPAL IN CHARGE

Chris has more than 31 years of experience managing a variety of land and transportation planning projects. As the firm's founding owner, he has served as the visionary leader committed to advancing the state of planning practice through the integration of transportation planning and urban design. He is well versed in a wide range of planning tools and methods, including land use models, travel demand models, traffic operations software and fiscal impact models. Chris has also developed unique technical methods, including the creation of land use allocation tools and the leadership of the MMA framework that the firm is now applying for a variety of projects. Chris is a lead instructor for the **NTI TOD Course**, aimed at transportation practitioners. He is also a project manager for the **Miami Dade SMART Plan** contract and is a senior advisor on **FDOT District Four's Districtwide Technical Assistance & Coordination** on-call.



Areas of expertise:
Transit, TOD, multimodal planning, transit operations

YSELA LLORT | TRANSIT EXPERT

Ysela is a principal with over 30 years of leadership experience working with DOT's and transit agencies on implementation of multimodal systems and fostering organizational change. As **Assistant Secretary of FDOT**, Ysela oversaw establishing leadership and direction in the development of multimodal plans and programs. She also served as **Miami-Dade's Transit Director** from 2011 to 2015, working with the federal government and restoring its commitment to transit. Ysela is the principal in charge for **FDOT, District Four's Districtwide Technical Assistance & Coordination** contract, which includes **TOD Readiness Tool** for station area planning, and the **South Florida TOD Working Group** and is a senior advisor for the **Miami Dade SMART Plan** project.



Areas of expertise:
TOD, public engagement/facilitation, multimodal planning, TDM

JESSICA DIMMICK, AICP, PE | MULTIMODAL PLANNING EXPERT

Jessica is a project manager with more than 10 years of experience. Trained as a civil engineer, Jessica has a highly technical background in traffic engineering and transportation design as well as an extensive land use and policy planning experience, TOD expertise, and multimodal transportation planning. She is managing an on-call contract with the **FDOT District Four for TOD Technical Assistance**. She manages the facilitation team for the **Southeast Florida TOD Working Group** and developed a **TOD Readiness Tool** for station area planning. Jessica also led the analysis and outreach for the award winning **Multimodal Design Guidelines for the Virginia DRPT**.



Areas of expertise:
Multimodal accessibility, database/tool creation and analysis, transportation planning, bike/ped planning

ALEX BELL, AICP | MULTIMODAL ACCESSIBILITY EXPERT

Alex Bell is a project manager and analyst with Renaissance, with particularly strong skills in developing and applying advanced analytic techniques to transportation and land use planning and evaluation. His project experience covers database construction and management, GIS analysis and tools creation, model development and application. Alex is a key architect and implementer of the MMA approach that Renaissance has developed and implemented in various projects, including **MDOT MD 355 BRT Study**, the **White Flint TDM Pilot**, the **VDOT Smart Scale prioritization** and the **Frederick County Comprehensive Plan**, among others.



Areas of expertise:
Housing, market/
economic analysis, TOD
planning, multimodal
accessibility



Areas of expertise:
Active transportation,
public engagement/
facilitation, health,
transportation planning,
bike/ped planning



Areas of expertise:
Zoning, form-based
code development, TOD



Areas of expertise:
Market/ financial,
fiscal/economic impact
assessments, valuations,
litigation support

JEREMY GOLDSTEIN, AICP | AFFORDABLE HOUSING EXPERT

Jeremy is a project manager with Renaissance with over 12 years of experience that includes housing, land use, economic planning/analysis, transit station-area land use planning, TOD, bicycle/pedestrian planning, TDM, market analysis and wayfinding. His experience also includes around multimodal accessibility research and analysis. Jeremy was the lead planner for the **Choice Neighborhoods Transformation Plan for Winston-Salem**, identifying a transformative redevelopment strategy of the public housing development while improving the economic, social and physical well-being. He also recently managed the **Polk TPO's recent TDP**, which include the identification of innovative funding streams, and future transportation trends.

He also led the multimodal connectivity analysis to inform the economic development policy and investment recommendations for the **Prince William Multi-Use & Multimodal Connectivity Study Around VRE Stations**.

ALANA BRASIER, AICP | ACTIVE TRANSPORTATION EXPERT

Alana is a project manager with six years of experience that includes technical assistance, facilitation, award-winning federal transportation grant writing, bicycle and pedestrian feasibility assessments, visioning, action planning, sustainability, scenario and neighborhood planning, and more. She currently manages the **Hillsborough County MPO's Vision Zero Action Plan** and the **EPA Healthy Places for Healthy People** technical assistance contract. Alana also led the Social Fabric committee and was a lead writer of the vision and CRA plan for **Project DTO: Advancing Downtown Orlando** and coordinated the **FDOT District Six's Park and Ride Facility Inspections and Performance Evaluations**, leading the final report, which identifies strategies to improve the accessibility, safety and comfort for transit patrons. She was also the lead planner and facilitator for an extensive community engagement process for the **East Altamonte Springs SunRail Station Area Plan**.

BRAD LONBERGER, LEED AP, CNU-A | ZONING & DEVELOPMENT EXPERT

Brad is a Principal with Gateway Planning. He focuses on regional planning, economic and environmental sustainability, mixed-use development and green infrastructure. Brad has worked on various TOD projects including: **D-O LRT TO D/Value Capture Plan, GoTriangle, North Carolina and Fort Worth HSR Station Area Analysis Initiative, Fort Worth, TX**. He has also worked on a variety of projects involving affordable housing for workforce and senior living.

GREGG LOGAN | TOD MARKET ANALYSIS EXPERT

Gregg is an RCLCO Managing Director with over 35 years development and consulting experience. Gregg has worked with real estate developers, land owners, cities and counties, private investors, builders, and legal and accounting firms. Gregg has conducted and supervised real estate consulting assignments throughout the U.S. and abroad, including projects throughout Florida. Recent relevant projects have included: **Market Analysis of the Fort Lauderdale All Aboard Florida Station; Market Analysis of the Debarry TOD; Alachua County Recommendations for the Santa Fe Village TOD**.



Areas of expertise:
TOD, transit

JOHN RENNE, PHD, AICP | TOD EXPERT

Dr. John L. Renne is a globally recognized expert in TOD. He is a tenured Professor and Director of the Center for Urban and Environmental Solutions at Florida Atlantic University and an Honorary Research Associate at the University of Oxford’s Transport Studies Unit. Dr. Renne is the founder of the TOD Group and TOD Group Consulting LLCs, the Denver TOD Fund LLC, and the TOD Index LLC, which provides a new benchmark to track both home and rental values in train station areas across the United States. Dr. Renne Chairs the Transportation and Land Development Committee of the Transportation Research Board of the National Academies. He was the founding chair of the New Orleans Sustainable Transportation Advisory Committee, and he is the Chair of the Mobility Committee for the Southeast Florida and Caribbean Council of the Urban Land Institute. Dr. Renne is also a Board member of the Palm Beach County Planning Congress. Dr. Renne has been featured in a variety of news stories about TOD, the **Brightline** and **Wave Streetcar** project in outlets such as NPR, the Wall Street Journal, Curbed, Sun Sentinel and other local news outlets.



Areas of expertise:
TDM planning, parking policy, and TDM development requirements

MATTHEW KAUFMAN | TDM, PARKING & FIRST/LAST MILE EXPERT

Matthew is the director of planning for UrbanTrans and has 15 years of experience developing plans and programs that reduce vehicle trips, increase transit use and support smart land use. He helped **Fairfax County** develop TDM requirements for new TODs around the Silver Line and has supported similar efforts in **Rochester, MN; Boulder, CO; and the Halton Region in Ontario**. Matthew is the manager for a first/last mile study for RTD (Denver) to identify improvements to increase transit ridership. He assisted FDOT with an analysis of vanpool services in South Florida and in 2017 was invited to speak on the intersection of parking and TDM at the city of Fort Lauderdale’s annual Transportation Summit.



Areas of expertise:
PR, marketing, communications strategies

CYNTHIA MCGRAIL | PUBLIC ENGAGEMENT EXPERT

Cynthia is a seasoned marketing communications leader with a solid track-record creating marketing, communications, and outreach strategies that drive awareness, and promotes public engagement. Cynthia serves as a public relations and communications outreach specialist for the Wave Streetcar project in Downtown Fort Lauderdale, responsible for social media platform strategies and management and coordination with FDOT. She also supports the Communications Committee initiatives for the **Wave Streetcar** project.



Areas of expertise:
Transportation planning, public involvement

THUHA NGUYEN LYEW, PE, PTOE | TRANSPORTATION ENGINEERING EXPERT

Thuha has participated in a variety of transportation engineering and planning projects that span **transportation planning, traffic operations, safety analysis, travel demand modeling, multi-modal planning, and research**. **With a strong commitment to quality work, professional development, and client service**, together with her academic background in traffic operations and 16 years of practice in transportation planning, Thuha has the ability to focus on the big picture while understanding critical issues in depth and with respects to how they impact solutions to transportation challenges.

ABILITY & CAPACITY TO COMPLETE TASKS ON TIME

Renaissance excels as managing teams and delivering the highest quality of work to our clients. Our project management practices ensure that the team organization is in place to deliver each task on time. Our weekly internal management studios also supplement this process, ensuring that each task lead is available and on track with their deliverables.

Workload & Availability

The following table highlights the availability of the technical leads to dedicate to this project as well as their primary workloads.

KEY STAFF	AVAILABILITY	CURRENT PROJECTS & END DATES
Katharine Ange ◆	50%	<ul style="list-style-type: none"> EPA Healthy Places for Healthy People (02/18) Frederick County Comprehensive Plan (03/18) Southern Co. Atlanta Region EV & Shared Mobility Pilot (06/18)
Kathleen Rooney ◆	60%	<ul style="list-style-type: none"> FHWA Community Connections Innovations Handbook (11/18) FDOT Integrating Transit into Complete Streets (03/18) Sarasota Manatee MPO Environmental and Livability Project Prioritization Framework (03/18)
Jessica Dimmick ◆	50%	<ul style="list-style-type: none"> FDOT D4 General Planning Consultant (8/19)
Chris Sinclair ◆	35%	<ul style="list-style-type: none"> Miami-Dade TPO SMART Plan: Kendall Corridor Land Use & Visioning Study (04/18)
Alana Brasier ◆	80%	<ul style="list-style-type: none"> Hillsborough MPO Vision Zero Corridors (06/18) FDOT D4 Human Services Transportation Summit (04/18)
Alex Bell ◆	65%	<ul style="list-style-type: none"> Miami-Dade TPO SMART Plan: Kendall Corridor Land Use & Visioning Study (04/18) MDOT Integrating Accessibility in Statewide Modeling Tools (03/18) Southern Company Electric Vehicles Pilot Study (06/18)
Ysela Llorca ◆	50%	<ul style="list-style-type: none"> FDOT D4 General Planning Consultant (8/19) Miami-Dade TPO SMART Plan: Kendall Corridor Land Use & Visioning Study (04/18)
John Renne ◆	20%	<ul style="list-style-type: none"> Various FAU responsibilities (ongoing) Midtown Boca Rezoning (02/18) Clear Creek Transit Village (ongoing) TOD Index (ongoing)
Brad Lonberger ◆	25%	<ul style="list-style-type: none"> Durham Orange Light Rail Transit Station Area Planning (04/18) Downtown Frisco Master Plan (10/18) East Arlington Mixed-Income Development (09/19) Trinity Lakes TOD Development Management (ongoing)

KEY STAFF	AVAILABILITY	CURRENT PROJECTS & END DATES
Gregg Logan ♦	30%	<ul style="list-style-type: none"> Land Advisors Connerton Project; Tampa, FL (01/18) Analysis of Iluka Lands, Green Cove Springs, FL (02/18) Kumquat Whispering Lakes Project, Lee County, FL (01/18)
Matthew Kaufman ♦	45%	<ul style="list-style-type: none"> RTD, First/Last Mile Study (12/18) City of Denver, TDM Plan (12/18) Massachusetts, MassRIDES (6/18)
Cynthia McGrail ♦	50%	<ul style="list-style-type: none"> FDOT Wave Streetcar (TBD) Hillsborough County MPO LRTP (10/18) FDOT, Modal Office Outreach Support Contract (3/2021)
Thuha Nguyen Lyew ♦	80%	<ul style="list-style-type: none"> FDOT D4 Congestion Assessment Study (04/22) FDOT D4 Modal Production Support (09/20) FDOT D4 Transportation Statistics Support #1 (05/20)

FACILITIES & TECHNOLOGICAL CAPABILITIES

Renaissance is dedicated to advancing the state of the practice in city planning through applied research, the development of new methods and analytical tools and effective outreach techniques to support more informed and effective decision-making regarding community policies, plans and projects. Professionals combine **academic knowledge and extensive hands on experience** in developing innovative yet practical plans and initiatives to help communities advance a range of community goals. Professionals at Renaissance also serve on local, regional and national committees and boards and several professionals regularly **teach courses, lead presentations and have served as adjunct professors/guest lecturers**. The firm utilizes a range of **computer software programs** in support of projects including: ArcGIS, travel demand models (CubeVoyager), 3-D Visualizations, and a range of **customized analytical methods and tools** to support identification of multimodal accessibility issues and opportunities. The firm also has capabilities to support a range of **communication efforts** including the development of on-line surveys, websites, online videos, and print/electronic document production software (InDesign, Photoshop, Microsoft Suite).

RESUMES

Abbreviated resumes for the project team are included on the following pages.



KATHARINE ANGE, AICP
VICE PRESIDENT

Kate will serve as the **project manager**. Kate is Vice President of Renaissance, with over 17 years of planning experience. Her expertise includes visioning and scenario planning, transportation planning, transit oriented development, corridor studies, urban design, park planning, facilitation and public involvement. Kate excels in persuasive communications and effectively framing planning issues to help elected officials, stakeholders and the public clearly understand tradeoffs associated with differing policy decisions. She works at the local, regional and statewide scales to advance integrated approaches to land use and transportation in support of community livability and sustainability goals.

Education: Master of Planning in Urban and Environmental Planning, University of Virginia; Bachelor of Arts in Environmental Studies, Rollins College
Registrations: American Institute of Certified Planners, No. 17917

Transit Oriented Development Training Course – National Transit Institute

Kate serves as a co-instructor and course developer for the TOD training course offered by the National Transit Institute. The class is targeted to transit agency professionals and other community stakeholders to address step-by-step processes to optimize urban design, economic development and community livability considerations associated with transit investments and station area planning. The two-day session targets practitioners and others involved in transportation planning, project development, and project implementation as well as land use planning. Kate has led the delivery of more than 10 courses nationwide over the last three years.

Southeast Florida Transit Oriented Design (TOD) Working Group –FDOT, District Four

The Southeast Florida TOD Working Group, a group of public, private, and non-profit stakeholders is tasked with working together to help implement TOD in the Palm Beach, Broward and Miami-Dade three-county region. Renaissance is providing facilitation support and technical assistance to the working group to provide additional expertise in best practices for TOD implementation. This currently involves the creation of workshops to increase local government capacity for implementing TOD as well as research as development of regional partnerships to further encourage cross-agency coordination and focus on TOD. Kate serves as a senior advisor on the project and will be leading TOD workshops.

Framework and Workshops for TOD in Florida – FDOT, Central Office

In partnership with the Florida Department of Community Affairs, Renaissance assisted the FDOT to develop statewide guidelines for TOD and implementing integrated transportation and land use planning processes. This entailed conducting case study reviews of TODs; analyzing the FTA's New Starts funding applications; conducting statewide stakeholder workshops; and developing new metrics for transit and TOD. Renaissance developed a series of workshops and training sessions to engage agency staff in implementing the guidelines. Kate was one of three workshop facilitators and the overall project manager for the effort.

Joint Development& TOD in Florida –FDOT, Central Office

Building upon the TOD Framework and workshops, Renaissance prepared a practitioner's guidebook targeted to transit agencies seeking to explore joint development as a strategy for TOD implementation. The guidebook presents case studies of joint development projects nationwide and includes a checklist of questions and strategies aimed at helping transit agencies prepare for and successfully execute joint development projects. Kate was the project manager for this effort.

Transit Oriented Development Housing Needs Analysis – Metropolitan Council of Governments (MWCOC)

Renaissance was selected by the MWCOC to conduct the TOD Housing Needs Analysis in coordination with the planning departments of Prince George's County, Washington, DC, and the City of Alexandria. This project presented an opportunity to create an analytical methodology and strategic framework for addressing the housing needs near transit stations in a variety of different contexts. Key to this effort was a rigorous approach that delivers both useful findings for the selected stations and a template for applying the methodology across the region. Kate served as project manager.

Healthy By Design Guidelines for Affordable Housing – Metropolitan Washington Council of Governments (MWCOC)

Renaissance helped the District of Columbia frame a set of guidelines and considerations for developing affordable housing locations that support healthy lifestyles. Design considerations included locating housing in walkable areas well served by transit, accessible to jobs, fresh foods and open spaces. The guidelines also outlined key principles known to support physical, social and mental health. The project involved a strong outreach process to engage stakeholders including the housing authority, DOT, planners, non-profits, public health officials and developers to create design principles for healthy living. Kate was the project manager.

Multimodal and Public Space Design Guidelines - Virginia Department of Rail and Public Transportation

Renaissance led the development of statewide guidelines for multimodal planning and design for the VDRPT. The project looked at existing conditions statewide to assess the range of place types and multimodal corridor typologies. The guidelines address a range of land use, urban design, transportation and public space design considerations. Kate served as a senior planner and helped design the outreach strategy.

Pilot Program to Improve Transportation Access for Disadvantaged Populations in Atlanta Using Electric Vehicles – Southern Company (Atlanta, GA)

Renaissance is leading a team to develop a pilot program for Southern Company and Georgia Power testing the strategic deployment of electric vehicles (EV) to improve transportation and opportunity access in low-income neighborhoods in Atlanta, Georgia. This project involves gaining best practice knowledge and lessons learned from other communities, performing a detailed spatial and demographic needs analysis to identify candidate pilot neighborhoods and ultimately developing a detailed EV Pilot Project Design and implementation program for select neighborhoods in the Atlanta region. Kate is the principal in charge.



KATHLEEN ROONEY
PROJECT MANAGER

Kathleen will serve as the **deputy project manager**. Kathleen brings more than 13 years of integrated planning experience, especially in multidisciplinary, outcomes-based collaborations. Kathleen's work has focused on innovative and implementable solutions to planning challenges, notably at the federal and state levels in transportation. Her specialties include smart growth and livability, public health and active living, transportation demand management, and planning/technical assistance programs. She has worked with all three branches of the federal government, at the state and local level, and with non-profits, academic institutions, and with for-profit corporations. Katie also brings her technical, communication, and public involvement expertise to the Renaissance team.

Education: Master of Environmental Policy, University of Maryland, College Park; Bachelor of Arts in Political Science, Tulane University

Transit-Oriented Development (TOD) Working Group Support – FDOT, District Four

Renaissance is coordinating and managing an informal Working Group to foster Transit Oriented Development in Southeast Florida, in a cooperative, collaborative and efficient manner. Current participants include MPOs, transit agencies, local governments, regional planning councils, and stakeholder organizations. Topics of the meetings include: coordinating on TOD planning and related topics in the region, sharing resources and practice information from local sources and outside the region to increase TOD in southeast Florida, and steps to TOD implementation. Kathleen provided senior leadership to help identify roles and responsibilities for collaboration around TOD covering many different types of stakeholders.

Strategic Miami Area Rapid Transit (SMART) Plan: Kendall Corridor Vision – Miami – Dade Transportation Planning Organization (TPO)

In recognition that transit supportive land use plays a critical role in the success of major rapid transit investments, Renaissance is working with the Miami-Dade TPO on their SMART Plan initiative, helping to achieve county and community goals through the integration of transportation land use planning and development of strategies. The team is currently working on the Kendall Corridor study. Kathleen led the best practices research to bring new and emerging best practices in corridor planning and scenario analysis to the development of this rapid transit corridor.

Project DTO: Advancing Downtown Orlando – City of Orlando, Florida

Project DTO was a visioning process to create a 10-year vision plan for Downtown Orlando, accompanied with a Community Redevelopment Agency plan update and strategic marketing plan. To develop the Vision Plan, the City created nine committees covering various topic areas that were comprised of downtown stakeholders tasked with assessing their topic area and creating a Findings of Need report. Kathleen researched and developed a case study on Denver's redevelopment that helped launch the downtown revitalization through transit investments.

Continuing Transportation Services – City of Kissimmee, Florida

As the City's transportation planning consultant, Renaissance summarizes and analyzes the traffic count data for the biannual Multimodal Monitoring report, reviews traffic studies and site plans for transportation impacts, prepares population and employment projections for the transportation model. Kathleen serves as project manager and is providing comprehensive transportation planning support for the City of Kissimmee.

Healthy Places for Healthy People Planning Assistance – Environmental Protection Agency

Renaissance is developing one of the newest technical assistance programs with the Office of Sustainable Communities to help communities plan around community health centers to support placemaking and expanded community health behaviors. Kathleen is a senior advisor as well as one of the facilitators for the technical assistance for several soon-to-be chosen communities.

Integrating Transit into Complete Street Best Practices – Florida Department of Transportation

Kathleen is leading the research and development of a best practices document that will highlight 5-10 transit projects nationwide that successfully integrate transit considerations and design concepts into complete streets.

Using Mobility Fees to Fund Transit Improvements – FDOT, Central Office

Kathleen led the development of a guidebook to help local governments plan for, develop, and implement mobility fees to fund local transit and transit-supportive investments. Based on an extensive state of the practice review of this new implementation and funding mechanism, this guidebook assists communities at all stages – from “thinking about a mobility fee” to improving an existing one.

Environmental, Livability, and Social Justice Performance Measure – Sarasota/Manatee Metropolitan Planning Organization

Kathleen is leading the research and development of performance measures that can be used more effectively to evaluate project performance in achieving regional goals, such as environmental impacts, livability concerns, health outcomes, enhanced resiliency, increased access to opportunity, and social justice/equity.

Regional Planning Approaches and Emerging Practices – FDOT, District Four

Kathleen is researching and analyzing large metropolitan planning organizations' (MPOs) regional initiatives to understand the state of the practice regarding the development of truly regional plans and planning approaches. She is also identifying important emerging practices in visioning, the role of MPOs and the state, decision-making processes, and technical tools/foundations.

Environmental Justice Guidebook – Federal Highway Administration

Kathleen developed the guidebook approach that combined case study research with an emphasis on four key emerging issues in environmental justice and transportation – transit affordability, public involvement, livability and road pricing.



CHRIS SINCLAIR
PRINCIPAL

Chris will serve as a **principal in charge**. Chris has over 32 years of experience managing a variety of land and transportation planning projects. As the firm's founding owner, he has served as the visionary leader committed to advancing the state of planning practice through the integration of transportation planning and urban design. Chris has managed master plans, transportation studies, comprehensive plan updates, long range transportation plan updates, impact fee and concurrency ordinances and fiscal impact studies. He is well versed in a wide range of planning tools and methods, including land use models, travel demand models, traffic operations software and fiscal impact models. Chris has developed unique technical methods, including the creation of the firm's land use allocation tool, CorPlan which is used as a scenario planning model.

Education: Master of Science in Urban and Regional Planning, Florida State University; Bachelor of Arts in Urban Affairs, Virginia Tech

Transit Oriented Development Training Course – National Transit Institute

Chris serves as a co-instructor for the TOD training course offered by the National Transit Institute. The class is targeted to transit agency professionals and other community stakeholders to address step-by-step processes to optimize urban design, economic development and community livability considerations associated with transit investments and station area planning. The two-day session targets practitioners and others involved in transportation planning, project development, and project implementation as well as land use planning. Primary audiences include state Department of Transportation planners and transportation specialists, city and county engineers and planners, metropolitan planning organization staff, transit operators, federal employees, resource agency staff, and consultants.

Strategic Miami Area Rapid Transit (SMART) Plan: Kendall Corridor Vision – Miami – Dade Transportation Planning Organization (TPO)

In recognition that transit supportive land use plays a critical role in the success of major rapid transit investments, Renaissance is working with the Miami-Dade TPO on their SMART Plan initiative, helping to achieve county and community goals through the integration of transportation land use planning and development of strategies. The team is currently working on the Kendall Corridor study. Chris is the project manager.

General Planning Consultant, Technical Assistance & Coordination – FDOT, District Four

Renaissance has served as the FDOT District 4 on-call consultant for almost a decade. Under two successive on-call contracts, Renaissance has provided technical assistance in the areas of integrated land use and transportation planning, public outreach and engagement, transit oriented development capacity building, comprehensive plan reviews and corridor planning. Of note is the firm's long-standing advancement of Transit Oriented Development (TOD) through several key tasks. Chris is a senior advisor on this contract.

Multimodal Transportation System Performance Measures – Federal Highway Administration (FHWA)

Renaissance is conducting a research study for the Federal Highway Administration to identify and test concepts for measuring multimodal transportation system performance. The selected approach will make extensive use of crowd-sourced cellular and GPS data to monitor travel patterns in real time and produce an index similar to corridor person throughput but for person trips by all modes occurring on the system at any given time, resulting in a measure of multimodal system productivity. Chris is a senior advisor.

Transportation Policy and Planning Consulting Services - Maryland Department of Transportation (MDOT)

As a member of an on-call contractor team, Renaissance is providing planning and policy support to Maryland DOT's Office of Planning and Capital Programming. Chris is working closely with MDOT on developing accessibility based tools and methods. He provided oversight on several multimodal accessibility efforts, including developing the initial model for the MD-355 corridor, applying the model to test various land use scenarios for the proposed MD-355 bus rapid transit improvement and developing a mode share model for the urbanized areas of Maryland.

East Central Florida Vision – Private Client

A private land owner in the Central Florida region has retained Renaissance Planning Group to help create a 100-year vision for long-term development. This project involves the creation of master plans, conceptual transportation system plans (including light rail and bus rapid transit), design guidelines and the development of a Comprehensive Plan amendment. The project incorporates the fundamental principles of new urbanism grounded in a sound multi-modal transportation plan. It also calls for major open-space networks and green infrastructure throughout the site, maintaining almost 40% of the total land area for preservation. The resulting development vision calls for transit-oriented town centers vertically integrated with high-density residential, commercial and retail. It also includes traditional urban neighborhoods, civic features and urban parks. Chris was the project manager and principal-in-charge for the project.

Regional Land Use Study – Martin and St. Lucie Counties, Florida

Chris managed this project that included updates to local plans and zoning codes, design guidelines and development review procedures to support a regional vision, also developed by Renaissance, which calls for a network of compact, mixed-use, transit-oriented communities throughout eastern St. Lucie and Martin Counties. The strategy avoids major highway investments otherwise needed to expand capacity on US 1 and supports plans to finance and develop targeted communities. The project featured a master plan to convert an aging shopping center in Port St. Lucie to a downtown civic center, and innovative tools to apply Florida's new multi-modal overlay district option enabling multimodal investments to meet concurrency requirements.



YSELA LLORT
PRINCIPAL

Ysela will serve as the **transit expert**. Ysela is a principal with over 32 years of leadership experience working with DOT's and transit agencies on implementation of multimodal systems and fostering organizational change. As Assistant Secretary of the FDOT, Ysela oversaw establishing leadership and direction in the development of multimodal plans and programs and helped craft changes in project planning, environmental analysis methods and project delivery. She also served as Miami-Dade's Transit Director from 2011 to 2015, working with the federal government and restoring its commitment to transit. Ysela has been recognized by the National Conference of Minority Transportation Officials (COMTO) and serves on the executive committee of the Transportation Research Board (TRB).

Education: Master of City and Regional Planning, Clemson University; Bachelor of Arts in Economics & Anthropology, Duke University

Strategic Miami Area Rapid Transit (SMART) Plan: Kendall Corridor Vision – Miami – Dade Transportation Planning Organization (TPO)

In recognition that transit supportive land use plays a critical role in the success of major rapid transit investments, Renaissance is working with the Miami-Dade TPO on their SMART Plan initiative, helping to achieve county and community goals through the integration of transportation land use planning and development of strategies. The team is currently working on the Kendall Corridor study. Ysela is a Senior Advisor on the contract, supporting all aspects of the plan.

Districtwide General Planning Consultant Technical Assistance & Coordination –FDOT, District Four

Ysela is the principal in charge for this contract. Key tasks completed in this project include the TOD Readiness Tool for station area planning, leading the South Florida TOD Working Group and investigating the Cypress Hill Rd Interchange.

Districtwide Freight and Public Transportation Planning Consultant Services – FDOT, District Six

Renaissance is leading this on-call contract to provide a variety of planning services related to freight and transit in Miami-Dade and Monroe Counties. Ysela is the principal in charge for this contract which includes.

- Biennial Vehicle Inventory Inspections - Renaissance managed the inspection of 374 vehicles in use by 61 transit agencies and developed a final report documenting the findings and recommendations and providing an assessment of the District's fleet utilization and conditions, to support in forecasting and evaluating the distribution of resources and future coordination of transportation services.
- Park and Ride Facility Inspections and Performance Evaluations - Renaissance conducted physical inspections of 35 active park and ride facilities and summarized the results and developed recommendations for improving each individual park and ride facility.

PRIOR EXPERIENCE - The following projects were completed prior to Renaissance.

Director – Miami-Dade Transit (2012-2015)

Ysela directed all aspects of planning, construction and operations of Miami-Dade Transit (MDT), the 15th largest system in the United States and the largest in Florida. Major projects and achievements included:

- Establishment of Metrorail Orange Line to Miami International Airport. Project delivered on-time and under budget at \$506 Million.

- Replacement of current Metrorail fleet with 136 new cars. Project is underway.
- Modernization of Central Control facility and rail wayside improvements.
- Restored full clearinghouse status with Federal Transportation Administration (FTA) after grants were halted in 2009. MDT passed tri-annual FTA review of all federal programs.
- Directed labor negotiations and relations with the five labor unions within MDT during economic recessionary period.
- Engaged political, business, residential, and media communities in goals and outcomes of transit system design, expansion, and services.

Responsible for 3,600 employees and an operating budget of \$530 Million. MDT utilizes 800 buses on 95 routes including a 20-mile Bus Rapid Transit (BRT) service, a heavyrail 25-mile dual track elevated Metrorail system, a 4.4-mile dual track MetroMover service, and county-wide Special Transportation Services (STS).

Interim Director & Assistant County Manager – Miami-Dade Transit (2007-2011; 2011-2012)

Ysela was responsible for all transportation, infrastructure, and development activities within Miami-Dade County, across eight operating departments.

Assistant Secretary for Intermodal Systems Development – Florida Department of Transportation (2003-2007)

Ysela held a key position at the highest executive level within FDOT. She was responsible for the delivery of a \$9 Billion annual transportation program. Served as lead advisor to the Secretary of Transportation on multimodal transportation policy. Represented the department with the Governor, Legislature, the Florida Transportation Commission, state and federal agencies, Metropolitan Planning Organization, local government, and special interest groups.

Deputy Assistant Secretary, State Transportation Planner – Florida Department of Transportation (1994 -2003)

Ysela was responsible for the executive management and operation of the Department's planning and environmental programs including oversight of the Office of Policy Planning, Systems Planning Office, Environmental Management Office, and the Transportation Statistics Office as well as coordination of district planning and environmental programs.



ALEX BELL, AICP
PROJECT MANAGER &
SENIOR ANALYST

Alex will serve as the **multimodal accessibility expert**. Alex has 8 years of experience focusing on plans, projects, tools and data products that support a systematic and comprehensive approach to community and regional planning. His work deals primarily with interactions between the built environment, economic and demographic trends, travel behavior, transportation system performance and environmental impacts of urban development. His project involvement covers database construction and management, GIS analysis and tools creation, and model development and application. He has contributed to a variety of transportation and land use studies at the local, regional, state and federal levels.

Education: Master of Science in Planning, Florida State University; Bachelor of Arts in Art History, University of South Florida
Registrations: American Institute of Certified Planners No. 025132

SR 7/US 441 Project Development and Environment Study and Transit Study – FDOT, District Four

Renaissance led the land use component of this PD&E transit study that spanned Broward and Palm Beach Counties. To support the analysis, Alex initiated a parcel-based scenario analysis in Community Viz. The land use study included a land suitability analysis, an assessment of the potential for transit-oriented development and an evaluation of the multimodal infrastructure in the corridor that facilitates access to transit. The land use information is a critical component of coordinated decision making between FDOT, the MPOs, transit agencies and local governments.

Central Maryland Mode Choice Models – Maryland Department of Transportation

Following on a comprehensive assessment of analytical needs and tools conducted by Renaissance and testing of multimodal accessibility (MMA) concepts in the MD-355 corridor, MDOT sought to test (and re-calibrate as needed) MMA mode choice models in the state's urban heart – the Washington, DC and Baltimore metropolitan areas. Renaissance expanded on previous work to develop multimodal accessibility scores and mode choice models for the entire urbanized area. Alex led the MMA expansion work and model development, providing nested logit models estimating non-motorized, transit (walk access), transit (drive access), auto driver, and auto passenger trip shares at the census block level.

Accessibility Project Prioritization – VDOT and Virginia Office of Intermodal Planning & Investment

As part of new legislation under HB2 for prioritizing state transportation funding, Renaissance developed an application of a new Accessibility Tool to measure access to employment and other travel opportunities statewide. Renaissance collaborated with state agencies to test the accessibility measurement on pilot projects and performed accessibility scoring for all projects nominated for funding in 2015 and 2016. Renaissance led a comprehensive review of the accessibility scoring process. Alex served as the technical manager of the work and principal architect of the tools initially developed for measuring multimodal accessibility in project prioritization.

Assessment of Analytical Needs and Tools - Maryland Department of Transportation

Renaissance developed a sample application of its multimodal accessibility analysis framework for an urban corridor in Montgomery County, MD. The work focused on measuring accessibility from all points within the corridor to destination opportunities defined by the transportation modes serving the corridor. Accessibility evaluations were conducted for the auto, transit, and walking modes and applied to model the mode choices of residents, workers, and employees throughout the

corridor. The findings were translated into an analytical framework in which land use and/or transportation decisions are assessed in tandem to evaluate their impacts to accessibility and influence on mode selection. Alex served as the technical lead, defining the analytical process and supervising the collection/development of supporting data to support the model development and test application phases of the work.

Context Designation for Complete Streets Implementation – FDOT, District Four

FDOT is rolling out new guidance for implementing complete streets considerations in all its roadway and other facility design efforts. Complete streets account for the presence of a variety of travelers, from cars and trucks to bicyclists, pedestrians, and transit riders. Renaissance is leading the effort to combine a variety of existing and future conditions data on land use, travel demand, and transportation system designations to develop data-driven context classifications to support the District's complete streets implementation effort. Alex is the project manager overseeing this work.

NCHRP 08-78: Estimating Walking and Biking for Planning & Project Development – Transportation Research Board

Renaissance led a team of researchers in an exploration of the key factors and relationships that influence non-motorized travel demand. The study yielded a comprehensive guidebook of best practices in bike/ped demand estimation and developed new techniques for forecasting non-motorized travel. Alex developed a GIS-based approach to model multimodal accessibility for forecasting bike/ped demand. A spreadsheet tool implementing the approach was delivered with the final report (TRB Report 770).

Healthy By Design Guidelines – MWCOG

Renaissance helped the District of Columbia frame a set of guidelines and considerations for developing affordable housing locations that support healthy lifestyles. Alex designed and implemented a suitability assessment that highlighted places that promoted walking, have strong access to/via transit, are well served by health, human services, and community facilities, minimize exposure to environmental hazards, and more. The suitability assessment was used to evaluate current affordable housing locations and to aid the development of design and location guidelines that support healthy living.



JESSICA DIMMICK, AICP, PE
PROJECT MANAGER

Jessica will serve as the **multimodal planning expert**. Jessica has a technical background in traffic engineering and transportation design. With now 10 years of experience, her expertise now includes land use and policy planning, TOD expertise, and multimodal transportation planning skills. Jessica's strong communication skills, attention to detail, and commitment to quick response and quality work ensure she meets clients' expectations.

Education: Master of Urban and Environmental Planning, University of Virginia; Bachelor of Science in Civil Engineering, Lafayette College
Registrations: American Institute of Certified Planners, No. 027519; Professional Engineer, Virginia, No. 0402057203

Districtwide General Planning Consultant Technical Assistance & Coordination – Florida Department of Transportation, District Four

Jessica is currently managing this on-call contract, which involves a variety of ongoing tasks including:

- TOD Technical Assistance - Jessica led a team to develop a method for assessing the strengths of TOD-related policies in a local government's comprehensive plan, using the City of Fort Lauderdale as a beta test. Jessica led a team to develop a TOD Readiness Tool for station area planning. Jessica's team also developed an infographic-rich summary sheet that serves as a marketing piece for developers, financial institutions, and government agencies. Jessica currently manages the facilitation team for the Southeast Florida TOD Working Group, a group of public, private, and non-profit stakeholders working together to achieve TOD in the three-county region. Jessica led a team to research successful TOD initiatives of other regions facing similar challenges to those in Southeast Florida. Additional tasks include:
- Cypress Creek Interchange Area Redevelopment Impacts - Uptown Fort Lauderdale is an auto-oriented employment center with plentiful free parking and easy access to I-95. Stakeholders agree that Uptown should transition to a mixed-use walkable transit-oriented urban village. Jessica led a team to investigate the dynamics of this complex area and presented the findings to FDOT to shape the purpose/need statement for the PD&E study, and recommended modifications to the process.
- Multimodal Transportation Planning Workshop Facilitation - Jessica planned and facilitated a day-long workshop on integrated multimodal transportation planning practices and performance measures for Broward County staff and other public partners. Jessica led a team to prepare case studies of growth management techniques, mobility fees, multimodal transportation districts, and multimodal level of service and performance measures.

Mixed Use & Multimodal Connectivity around VRE Stations – MWCOG

An existing freight rail line presents fast-growing Prince William County, VA with an opportunity to envision passenger rail service in the long-term future. Jessica led an integrated analysis of multimodal connectivity and readiness for compact, walkable, transit-supportive mixed-use development within three potential station areas. The analysis included policy, political, physical, socio-economic, and market aspects. Short and long-term recommendations for implementation revolved around corridor and station area evolution to build transit demand through land use and economic development while investing in multimodal transportation facilities.

Volusia County Transit Oriented Development Readiness Assessment – FDOT, District Five

The Volusia Transit Connector study examined the feasibility of a new bus rapid transit route along US 92 and the extension of SunRail along I-4. Jessica assessed the potential for TOD in 10 station areas at the station area, corridor, and system level. Jessica identified unique strategies for local governments and other stakeholders to increase the potential for TOD at each station area, recognizing the importance of context at each level and incorporating emerging national research.

Multimodal System Design Guidelines – VA Department of Rail & Public Transportation (DRPT)

Jessica held a lead role throughout the development of these guidelines, which provide a process for holistic multimodal planning at regional, local, and corridor scales. Jessica created a set of roadway engineering parameters for multimodal corridor design that reflects the surrounding context and fits within the broader multimodal system. Jessica helped the team develop the methodology for designating and designing connected networks for all modes within a region that correlate to surrounding land uses and density, and how to make design tradeoffs in constrained rights-of-way.



JEREMY GOLDSTEIN, AICP
PROJECT MANAGER

Jeremy will serve as the **affordable housing expert**. Jeremy is a project manager with Renaissance, responsible for land use, transportation, and economic planning and analysis, including transit station-area land use planning, transit-oriented development, bicycle and pedestrian planning, transportation demand management, market analysis, wayfinding and circulation analyses, public involvement, and geographic information systems (GIS) analysis.

Education: M.R.P., City and Regional Planning, University of North Carolina - Chapel Hill; B.A., Biological Basis of Behavior (Cognitive Neuroscience), University of Pennsylvania
Registrations: American Institute of Certified Planners No. 021349

Choice Neighborhoods Transformation Plan – Housing Authority of Winston-Salem

Renaissance prepared a neighborhood Transformation Plan under the Choice Neighborhoods Initiative of the US Department of Housing and Urban Development. The project includes the neighborhood around the Cleveland Avenue Homes in Northeast Winston-Salem. The goal of the project was to identify a transformative redevelopment strategy of the public housing development while improving the economic, social and physical well-being of the neighborhood's residents. Jeremy was Senior Planner and lead researcher for the educational component of this plan, as well as a participant in all facets of the plan in collaboration with the project manager.

Transit Development Plan – Polk Transportation Planning Organization (TPO) Polk County, FL

Renaissance developed Major Update to the Transit Development Plan (TDP) for the Polk County Transportation Planning Organization. This plan was designed to meet FDOT requirements for TDPs Major Update approval, but took additional steps to identify critical local issues, including connectivity to Orlando's SunRail commuter rail, identifying innovative funding streams, and evaluating the impact of future transportation trends, such as automated vehicle technology. Jeremy was project manager for this project.

Prince William Multi-Use & Multimodal Connectivity Study Around VRE Stations – Prince William County, VA

Prince William County is exploring the possibility of a future Virginia Railway Express (VRE) extension into the Innovation Park and Gainesville areas. Three study areas were analyzed for multi-modal connectivity and transit-supportive development readiness. Jeremy led the connectivity analyses and recommendations. The multimodal connectivity analysis was done for both pedestrians and cyclists at a fine-grained (census block) level, using accessibility analysis to quantify access to important goods and services. The analysis informed land use, transportation, and economic development policy and investment recommendations designed to provide these study areas short-term internal connectivity and long-term interconnectivity to one another and to future transit stations.

Multimodal Accessibility-based Needs Assessment – Miami-Dade Transportation Planning Organization (TPO)

Renaissance is part of a team providing general planning support to the TPO. Jeremy is serving as a lead analyst on the development of a multimodal accessibility analysis to support the TPO's upcoming 2045 long range plan needs assessment. The methodology is designed to complement the traditional travel demand modeling process, adding a multimodal component and a comprehensive evaluation measure defined as access to opportunities, directly addressing the Federal

Highway Administration's Ladders of Opportunity planning emphasis area.

Commuter Rail Extension Study – Polk Transportation Planning Organization

Renaissance led an assessment and analysis of the potential for extending the recently opened SunRail commuter rail service into Polk County. The existing system serves the Orlando area, with expansion plans that stop just short of Polk County. Phase one of the study included an assessment of regional transit alternatives for Polk. Phase two included a phasing strategy for service extension, feasibility of service given track and station locations and a demand-side analysis of potential riders. Jeremy was Senior Planner and led the station area and rail operations analyses.

Evaluation of the HIP-TI Future Land Use - Seminole County, Florida

Renaissance evaluated a future land use designation in Seminole County. This land use was created to provide for employment centers and higher intensity mixed-use areas in strategic locations along the northern I-4 corridor, but is under development pressure from residential uses. Jeremy was the lead market analyst undertaking an evaluation of the relative market position of the HIP-TI areas for target industry (office and related) uses versus higher density residential uses. The findings of that evaluation led to policy and infrastructure investment recommendations moving forward.

Fredericksburg Road TSP Study, VIA Metropolitan Transit Authority – San Antonio, TX

Planner responsible for peer review, TOD analysis, and benchmark creation as part of a larger transit signal priority (TSP) and land use analysis San Antonio's first enhanced transit corridor. Primary responsibilities included a review of VIA's Fredericksburg Road service compared to a range of national BRT and rapid bus corridors, with the aim of identifying key characteristics for successful enhanced transit provision that VIA can use to measure the viability of future transit corridors. Additional tasks included a detailed land use and TOD evaluation of the eight major stations on the corridor in an effort to identify strategies for improving access and development potential at key stations. Also responsible for primary authorship of the project report. *[completed prior to Renaissance]*



ALANA BRASIER, AICP
PROJECT MANAGER

Alana will serve as the **active transportation expert**. Alana is as a Project Manager at Renaissance with 6 years of planning experience. Highly organized and detail-oriented, she strives to synthesize details into big picture planning ideas and actions. She focuses on providing writing, research, technical, and graphic support for the variety of projects led by Renaissance. Her experience includes action planning, visioning, federal transportation grant writing, GIS data analysis and mapping, bicycle and pedestrian feasibility assessment, sustainability and scenario planning, thoroughfare design, and public involvement.

Education: Master of Arts in Urban and Regional Planning, University of South Florida; Bachelor of Arts in Environmental Science and Policy, University of Florida
Registrations: American Institute of Certified Planners No. 027756

Vision Zero Action Plan – Hillsborough County Metropolitan Planning Organization

As part of an on-call contract, Renaissance is leading the development of a short-term action plan to move the county towards zero traffic deaths. Renaissance is supporting the creation of the final Action Plan, planning and facilitating four workshops, leading communications and engagement, developing website content, creating an interactive map to share safety concerns, and developing the communications materials. Alana serves as the Project Manager and is coordinating the project tasks to lead the effort for reducing traffic fatalities and injuries to zero in the county she resides in.

Project DTO: Advancing Downtown Orlando – City of Orlando, Florida

Project DTO was a visioning process to create a 10-year vision plan for Downtown Orlando, accompanied with a Community Redevelopment Agency plan update and strategic marketing plan. To develop the Vision Plan, the City created nine committees covering various topics areas that were comprised of downtown stakeholders tasked with assessing their topic area and creating a Findings of Need report. Alana was the lead consultant for the Social Fabric committee, which covered areas including education, health, and homelessness. She also wrote significant parts of the vision plan and the CRA plan.

Healthy Places for Healthy People – US Environmental Protection Agency (EPA), Office of Sustainable Communities (OSC)

Modeled after the Local Foods, Local Places technical assistance program, Renaissance is helping EPA to establish a similar program with an emphasis on integrating smart growth strategies with additional efforts to improve public health outcomes. In addition to addressing the built environment dynamics to support more active living, this program will seek to highlight best practices in engaging and leveraging health care providers as economic catalysts and key partners in holistic community development and livability. This new technical assistance program will serve 10 communities in 2017. Alana serves as project manager of this project.

East Altamonte Springs SunRail Station Area Plan – Seminole County, Florida

Renaissance prepared a detailed station area master plan for the SunRail commuter rail station in Altamonte Springs. The project focused on developing the station area plan in ways that support the existing neighborhood, improve access to jobs, ensure fair housing options, provide local employment opportunities and sustain the character of this historic African American community. Alana led an extensive community engagement process to ensure the community was aware of

the project and understood what was occurring. She also led the final documentation of the final plan.

Tampa Riverwalk and Selmon Greenway Performance Measures – City of Tampa, Florida

Renaissance is supporting the City of Tampa in their administering of the TIGER grant funds awarded to complete the Tampa Riverwalk and construct the Selmon Greenway. As required by FHWA, the City is tracking performance measures annually over the course of five years following construction of each project to evaluate the impact of these projects. Alana is the task leader and developed the performance measures to track. She is in charge of administering surveys to Riverwalk and Greenway users and synthesizing the results of the surveys and user counts in annual interim reports.

SR 7/US 441 Project Development and Environment Study and Transit Study – FDOT, District Four

Renaissance worked with a team of consultants, leading the land use component of this study that spans Broward and Palm Beach Counties. The project includes a land suitability analysis, assessment of the potential for transit-oriented development and evaluation of the multimodal infrastructure in the corridor to support access to transit. The land use information is a critical component of coordinated decision making between FDOT, the MPOs, transit agencies and local governments. Alana aided with the documentation of the Land Use report, and worked on the second phase of the project, which involved a CommunityViz analysis to compare the trend growth scenario and a TOD growth scenario to help with the selection of transit alternatives and station locations.

Choice Neighborhoods Planning Grant – Winston-Salem Housing Authority

The Department of Housing and Urban Development awarded Winston-Salem Housing Authority a planning grant to create a transformation plan for the Cleveland Avenue public housing. Renaissance is the lead consultant drafting the transformation plan for the area, which focuses on people, neighborhood, and housing. Alana worked on the health component of the transformation plan.

15th Street East “Complete Streets” Project Development and Environment Study – FDOT, District One

Renaissance worked with a team of consultants to perform the sociocultural effects evaluation, public involvement, and multimodal components of the project. The project involves widening the three-mile corridor from two lanes to three lanes, while adding bicycle lanes and sidewalks. Alana led the sociocultural effects evaluation, which included analyzing the potential effects the widening of the corridor will have on the surrounding community. She also aided in the public involvement portion of the project.



TIM WHALER, AICP
PROJECT MANAGER

Tim will serve as **multimodal accessibility support**. Tim serves as a project manager for Renaissance and brings over 13 years of experience supporting community and regional planning initiatives. Tim focuses on integrating transportation and land use planning. His project involvement includes multimodal transportation planning, comprehensive planning, and GIS data analysis and mapping.

Education: Bachelor of Science in Geography, with a minor in Urban and Regional Planning, Florida State University

Registrations: American Institute of Certified Planners, No. 24688

Multimodal Transportation District Implementation – City of Destin, Florida

Through a continuing services contract, Renaissance provides transportation and comprehensive planning services to the City of Destin. Tim serves as project manager assisting the City in implementing the multimodal transportation district (MMTD) by reviewing traffic impact studies and development applications to ensure that proposals meet the requirements outlined in the Destin Land Development Code and Comprehensive Plan.

Tim recently coordinated the Multimodal Transportation District Regulations Audit that revisited the MMTD regulations to determine how they might be modernized and improved to better assist the City in achieving its multimodal improvement goals, objectives and policies. He also is responsible for the development of the City's Annual Transportation Concurrency Analysis and Biennial Multimodal Transportation District Monitoring Report.

Transportation Planning Professional Services – Walton County, Florida

Renaissance is helping prepare an update to the county's Comprehensive Plan Transportation Element by creating a planning framework that provides clear direction for developing and maintaining an integrated multimodal transportation system. Our team will also be providing recommendations for revisions to the county's Land Development Code focusing on modifications to the transportation related sections of the development design and improvement standards. Additionally, the team will complete a review of the county's existing transportation concurrency management system that will include outlining procedures for updating the existing database, providing alternative methodology best practices and developing recommendations for a revised or new concurrency framework. Tim is serving as the project manager for this project.

Virginia Avenues/Lake Highland Transportation and Land Use Study – City of Orlando, Florida

Renaissance is leading an integrated transportation and land use study to help the Lake Highland neighborhood proactively envision a neighborhood plan to leverage potential development opportunities, improve transportation options and network connectivity, and retain the local character. Tim is leading the transportation network performance assessment.

Sidewalk, Pedestrian and Multimodal Infrastructure Access Plan - City of Winter Haven, Florida

Renaissance developed an inventory of conditions, needs and priorities, and prepared a series of City-wide and specific area master plans to achieve the City's goal of upgrading, expanding and enhancing its multimodal connections. Tim was responsible for the data collection, development and organization of GIS data, mapping, multimodal quality of

service analysis, development and evaluation of multimodal alternatives, defining project priorities and phasing for financial feasibility, and assisting in facilitation of public workshops.

Downtown Mobility Study – Cities of Bradenton and Palmetto, Florida

The study was evaluating and defining innovative mobility strategies to enhance multimodal accessibility to balance the redevelopment and local circulation goals of both cities. Tim was responsible for the development of GIS base maps, multimodal quality of service analysis, development and evaluation of multimodal alternatives, defining project priorities and phasing for financial feasibility, producing illustrative graphics, and assisting in facilitation of public workshops.

Gateway Multimodal Transportation District – FDOT, District Seven

Renaissance evaluated and developed recommendations for a potential Regional Multimodal Transportation District in the Gateway area of central Pinellas County. Tim was responsible for a detailed multimodal quality of service analysis and evaluation of traffic impacts from future development.

Harbor District Parking Study – City of Destin, Florida

The Parking Study provides an update the 2004 Destin Harbor Parking Master Plan: Parking Management Plan. The objective of the Parking Study was to provide an updated parking inventory, identify key parking issues, and outline potential parking strategy options. Tim served as project coordinator and developed the parking inventory and assessment.

Parking Master Plan – City of Bradenton Beach, Florida

Renaissance developed a Parking Master Plan in response to concerns of residents and business owners regarding parking within the City's Community Redevelopment Area. Tim conducted a parking inventory and utilization analysis, assisted in facilitating public workshops, and developed short-term and longer-term strategies for increasing parking supply and improving accessibility to destinations.

Comprehensive Plan Transportation Element and Pathways Plan – City of Lakeland, Florida

Renaissance was tasked with updating the City's Transportation Element of the Comprehensive Plan and preparing a Pathways Plan illustrating future bicycle/pedestrian connections and priorities for investment. Tim conducted an existing conditions inventory, assembled data, and prepared the transportation map series. He also identified and screened potential pathway connections, assessed multimodal connections to parks, and assisted in facilitating public workshops.



KATRINA CORCORAN
PLANNER

Katrina will serve as the **active transportation and transit support**. Katrina is a planner for Renaissance and brings over 2 years of experience from her time at the Center for Urban Transportation Research at the University of South Florida. She has a thorough knowledge of the transportation planning process and has experience with multimodal, transit, and safety-related research.

Education: Master in Urban and Regional Planning, University of South Florida; B.A. in Interdisciplinary Social Sciences (Economics/ Public Administration), University of South Florida

Comprehensive Freight Improvement Database (CFID) – FDOT, District Seven

Renaissance helped prepare the CFID, a detailed inventory of freight mobility issues identified through trucker surveys, stakeholder feedback, and extensive screenings of regional freight roadways by planners and engineers. The database includes rich information about the nature of the freight issue, its precise location, detailed field observations, preliminary recommendations to resolve the issue, obstacles to implementation, its relative priority and more. Katrina conducted intersection reviews for freight truck damage throughout Pasco, Hernando, Citrus, and Pinellas counties to be uploaded onto the CFID map/website for potential improvements and funding.

Southeast Florida Human Services and Veterans Transportation Summit – FDOT, District Four

Renaissance led a Human Services Transportation Summit workshop for the seven-county region of South Florida that brought together Transportation Disadvantaged service providers, sponsoring and coordinating agencies, and other interested parties to strengthen regional coordination. Katrina supported the summit, and coordinated with FDOT and the Steering Committee on preparations for the summit materials, registration, and speakers.

Efficient Transportation Decision Making (ETDM) – FDOT, District One

Renaissance works with District One to review qualifying transportation projects to consider potential environmental effects in the Planning phase. The process allows stakeholders the opportunity to be involved in the process and inform the development of the project when it advances to a later phase. Katrina supported the Census/Environmental Screening Tool (EST) data collection.

Channelside Complete Streets TIGER Grant Application – Port Tampa Bay (PTB)

Renaissance is supporting PTB's application for a complete streets TIGER grant. Katrina supported the documentation of the application and also reached out to local agencies/organizations to get their Letters of Support for the application.

PRIOR EXPERIENCE - The following experience was completed prior to Renaissance.

Graduate Research Assistant – USF Center for Urban Transportation Research (CUTR)

Florida Transit Handbook and National Transit Database (NTD) Assistance

- Analyze and collect National Transit Database (NTD) data
 - Maintain database of historical NTD data for Florida transit agencies
 - Produce the Florida Transit Handbook and Transit Fast Facts
 - Plan and execute the annual NTD training courses for Florida agencies
 - Respond to data support requests from FDOT
 - Evaluation of Automated Vehicle Technology for Transit
 - Compile information and relevant literature on autonomous technology in transit
 - Develop a list of relevant industry contacts
- ##### Federal Transit Administration (FTA) State of Transit Bus Safety in the U.S., Phase II

- Use NTD safety data provided by FTA for the motorbus and demand response modes to analyze the number and types of major safety incidents, injuries, and fatalities
- Assist with report production by preparing data tables
- Capturing the Benefits of Complete Streets
- Compile background information and relevant literature on Complete Streets
- Collect parcel data for the project

A Vision of Future Transit Ridership in Florida

- Use various sources of data, including the U.S. Census and the American Community Survey, to analyze demographic trends in Florida
- Assist with report production and formatting

PAPERS & AWARDS

- Complete Streets Make Economic Sense: Three Cases Studies (co-author), presented at the American Planning Association National Conference in May 2017
- National Center for Transit Research (NCTR) Scholar, 2015
- 2016 Georgia Brosch Memorial Transportation Scholarship Honorable Mention Recipient
- 2016 American Public Transportation Foundation Board Renewal Scholarship Recipient
- 2016 University Transportation Center Outstanding Student of the Year
- 2015 National Center for Transit Research (NCTR) Student of the Year at CUTR
- 2015 Florida Public Transportation Association (FPTA) Scholarship Recipient



HUNTER MCKIBBEN, ASLA
DESIGNER

Hunter will serve as **multimodal planning support**. Hunter is a designer with Renaissance. She focuses on providing graphic, written, and technical support for the variety of projects led by Renaissance. With her design approach rooted in 7 years of experience in Landscape Architecture and Urban Design, she strives to synthesize broad-based planning ideas into integrated site implementation guidelines and actions. Her experience includes creating 3D graphics for City of Norfolk Military Circle / Military Highway Urban Development Area, plan graphics for City of Cocoa Waterfront Masterplan and SR 520 Corridor plan, Parks/Open-space planning efforts and large-scale community amenity planning and design.

Education: Bachelor of Landscape Architecture, University of Florida

Norfolk Urban Development Area - Virginia Office of Intermodal Planning & Investment

As part of a statewide grant program to encourage transportation-efficient urban design, Hunter is part of the design team striving to help the City of Norfolk, Virginia envision a new future for an old suburban mall and retail strip development. The area is the site of a potential new light rail stop and Renaissance is preparing a design vision for a new Transit Oriented Development centered on the old mall, with a phased development strategy that gradually transitions the area from a retail-only area to a mixed-use urban center. Hunter helped to develop conceptual, 3D graphics to facilitate visualization of the project’s potential.

Best Practices for Integrating Transit into Complete Streets – FDOT, Central Office

The FDOT is developing a document that will highlight innovative planning processes, design methods, and collaboration strategies for integrating transit into complete streets. The project involves researching progressive transit practices in communities nationwide, interviewing agencies that led the notable transit planning initiatives, and synthesizing the findings in a best practices document. Hunter is supporting the documentation of this project.

Virginia/ Lake Highland Transportation and Land Use Study – City of Orlando, Florida

A part of an interdisciplinary team, Renaissance assisted the city of Orlando to develop a framework for the integrated, comprehensive, and holistic planning approach required to enhance connections between people, place and opportunity through a multimodal transportation network for the Virginia/Lake Highland area, the epicenter of urban north Orlando. This study considered a variety of factors, including character, land uses, parking demand, projected development, transportation, and travel patterns. Based on this vision, the study identified strategies needed to implement the community’s goals. Hunter supported the design team with illustrative streetscape plans and cross sections that will be used to convey the proposed vision and facilitate public engagement.

State Road A1A Corridor Plan – City of Pompano Beach, Florida

Renaissance assisted the City to create a Transformation Plan for a 3.5-mile stretch of Highway A1A (Ocean Boulevard). The Plan identifies economic development strategies focused on strengthening the existing base and finding opportunities for attracting new businesses and job growth by making Highway A1A a more accessible, comfortable and safe street for all users. A “complete streets” concepts and design modifications were developed for the corridor. Hunter supported the

production of graphics that illustrate the integrated walkability, traffic calming, and connectivity of the proposed plan.

SR 520 (Cocoa Village) Multimodal Corridor Study – FDOT, District Five

SR 520 is a one-mile long corridor within the City of Cocoa that extends from US-1 (SR 5) to the East City Limits (Indian River). Renaissance assisted FDOT District Five to create a Corridor Planning Study to evaluate SR 520 within Brevard County (FDOT District Five) and the City of Cocoa. This project was coordinated with local and regional agency partners to develop potential solutions that establish a more walkable urban environment; utilizing a context-sensitive approach that addresses roadway capacity and pedestrian safety issues along the east/west one-way pairs. Hunter created working graphics and deliverables that support and communicate the community derived directives, ultimately illustrating the overall incorporation of the corridor into the City matrix.

Tampa Port Authority Channelside Master Plan – Tampa, Florida

Port Tampa Bay is strategically located on Tampa’s Downtown Waterfront and is comprised of considerable underdeveloped property that is a critical component of the future development of Tampa’s waterfront. The Port’s Channelside property is surrounded by development consisting of civic, sport, hospitality, entertainment and newly developed residential neighborhood uses. Renaissance supported the development of a single Master Plan Concept that will maximize the land utilization of the Port’s Channelside property in the context of creating an active and commercially successful waterfront in consonance with cruise and other waterborne transportation activities and create value for both the Port and the City overall. Hunter supported the graphic development and layout of deliverables and reports which will guide this planning effort.

PRIOR EXPERIENCE - The following design experience was completed prior to Renaissance.

- **Large-scale Community Amenity Planning and Implementation, Tampa Bay Area, Florida**
- **City of Cocoa Waterfront Masterplan, Florida**
- **Miami-Dade Parks and Open Space Masterplan, Florida**
- **East Coast Greenway Alliance South Florida Tour & Summit, Florida**



MEGAN BARROW
SENIOR PLANNER

Megan will serve as the **active transportation support**. Megan is a senior planner at Renaissance whose expertise blends the realms of transportation and land use, data analysis and community outreach. She focuses on projects that support creative problem-solving and innovative thinking in sustainability, livability and community and economic development, especially as they relate to transportation investments. With a solid background in writing, editing, web design and coding, she lends a holistic, audience-focused perspective to the planning process, along with the ability to synthesize and communicate technical details to diverse groups of stakeholders. Her skills include GIS analysis, transportation network analysis, economic and demographic research and community facilitation.

Education: Master of City & Regional Planning, Georgia Institute of Technology; Bachelor of Arts in Journalism, University of Richmond

Community Connections Innovations Handbook – Federal Highway Administration (FHWA)

Renaissance Planning is leading the development of this handbook for FHWA, which works to bring communities together and to connect people to services and opportunities. It is intended for use by States, MPOs, local and tribal governments, and other transportation practitioners in regions that have been divided by past transportation investments and/or are facing the need to update outdated infrastructure and fill gaps in services. The handbook includes a series of case studies, as well as a toolbox demonstrating innovative uses of existing analytical tools, public involvement strategies, planning and design techniques, and operational improvements. Megan is supporting the handbook development, providing case study research and analysis of innovations most applicable to a variety of contexts.

Integrating Transit into Complete Street Best Practices – Florida Department of Transportation, Central Office

Megan is a member of the research and development team analyzing transit projects nationwide, with the goal of highlighting 10 projects that exemplify best practices for integration into complete streets.

Smart Growth Implementation Technical Assistance – U.S. Environmental Protection Agency

Megan assisted with analysis of best practices, including contributing knowledge of innovative community development finance policy options, and compiled reports as part of the effort to help communities in Long Island, New York, improve capacity for resilience to sea level rise. The project included extrapolating results of users' experience with beta tests of a new resilience assessment tool into a guide applicable to communities nationwide.

US 17/92 Corridor Study – FDOT, District Five

FDOT began formulating a multimodal vision for a corridor expected to evolve with the construction of a SunRail station nearby. Megan conducted public outreach with businesses and local organizations, helping to understand unique as well as shared mobility concerns and gauge the potential impact of the SunRail station on future community needs and desires.

Healthy People, Healthy Places Technical Assistance - U.S. Environmental Protection Agency

Renaissance is developing one of the newest technical assistance programs with the EPA's Office of Sustainable Communities, helping cities and towns support placemaking and improve health outcomes by focusing planning efforts on community health centers. Megan is conducting calls and facilitating meetings with stakeholders from anchor institutions in support of efforts to create innovative solutions tailored to communities' specific health goals and needs.

Next Generation Scenario Planning Guidebook – U.S. Federal Highway Administration

Renaissance developed a new resource document to help transportation agencies navigate the world of scenario planning and its many emerging issues and understand the many tools and approaches available to harness the power of scenarios to create better plans and implement them more successfully. As well as Megan edited and assisted with production of this forward-thinking guide.

PRIOR EXPERIENCE - The following experience was completed prior to Renaissance.

Federal Reserve Bank of Atlanta, Atlanta, Ga. – Graduate Research Assistant (August 2016 – May 2017)

- Assisted Community and Economic Development research team in finance, affordable housing, workforce development in AL, GA, FL, LA, MS and TN

Littlejohn (S&ME Inc.), Orlando, Fla. – Planning Intern (May 2016 – August 2016)

- Citywide mobility study: stakeholder outreach, GIS analysis, client meetings, client deliverables, on-site walking tour and public meetings, learned about project management and budgeting

Miami Herald Media Company, Doral, Fla. – Audience Engagement Editor (June 2014 – June 2015)

- Creative public engagement, detailed audience analytics, innovation
- Staff development and goal-setting

Pittsburgh Post-Gazette, Pittsburgh, Pa. – Digital News Editor, Assigning Editor, Page Designer (August 2008 – May 2014)

- Daily editorial content management with about 15 employees
- Efficient and effective in any department
- Received bonus pay for organizational skills and initiative: created system to document vital information and improve newsroom workflow
- Youngest member of newsroom management teams; worked with staff at all levels, including executives, marketing, and IT



**DAVID NELSON, RLA,
ASLA, LEED AP**
SENIOR LANDSCAPE
ARCHITECT/PROJECT
MANAGER

David will serve as **multimodal planning support**. David is a registered landscape architect with over 34 years of planning and design experience, mostly involving land development consulting and in support of engineering projects. David's background has given him extensive supervisory, professional, technical, and administrative skills. David's job responsibilities have included master planning and development for projects including the design of recreational facilities; golf course planning, routing and design; development of multi-use PUDs, including mixed use traditional neighborhood development (TND) and transit oriented development (TOD); single/multi-family residential developments; trail routing; transit routing; sustainability planning; feasibility studies and layouts for commercial and industrial office parks; wayfinding and signage plans; landscape and hardscape design; entitlements and permitting; eminent domain analysis; soil erosion and sedimentation control planning; and construction coordination.

Education: Bachelor of Landscape Architecture, School of Environmental Design, University of Georgia; Registrations: Registered Landscape Architect, Florida, No. LA6666747; Georgia, No. LA 000838; South Carolina, No. LSA 776

Project DTO: Advancing Downtown Orlando – City of Orlando, Florida

Project DTO is a visioning process that created a 10-year Vision Plan for Downtown Orlando, accompanied by a Community Redevelopment Agency Plan update and Strategic Marketing Plan. To develop the Vision Plan, the City created a task force comprised of downtown stakeholders who were broken down into nine committees that covered various topic areas and created Findings of Need reports. David was lead consultant for three of the committees (Arts and Culture, Open Space, and Sustainability), wrote significant portions of the Vision Plan and helped develop the CRA Plan. The Florida Chapter of APA gave an Award of Excellence for Best Practices to Project DTO in 2015.

East Altamonte Springs SunRail Station Area Plan – Seminole County, Florida

Renaissance prepared a detailed Station Area Plan for unincorporated County lands around the Altamonte Springs SunRail commuter rail station. The project focused on developing the Plan in ways that support the existing neighborhoods, improve access to jobs, ensure fair housing opportunities, provide local employment opportunities and sustain the character of this historic community. David was a planner on the project, helped prepare and participate in the community engagement process, and prepared documentation for the final Plan.

US 17/92 Corridor Study – FDOT, District Five

Renaissance is working FDOT and local partners such as MetroPlan Orlando, LYNX and Osceola County to evaluate capacity and multimodal improvement and provide for future transportation needs. US 17/92 has been designated as a multimodal corridor by Osceola County due to the proximity of the SunRail station along Poinciana Boulevard. David serves as the project manager.

Master Plan for International Corporate Park – Suburban Land Reserve

International Corporate Park (ICP) is a 2,500-acre site located adjacent to SR 528 in southeastern Orange County. Renaissance redesigned the site from an industrial park to a mixed use, transit oriented development as envisioned by Orange County's Innovation Way Plan. David served as the project manager and planner/designer for this project.

Master Plan for Innovation Way East – Farmland Reserve, Inc.

The Innovation Way East area, approximately 4,500 acres in size, is a major piece of Innovation Way, an area in east

Orange County envisioned as a high-tech corridor connecting the University of Central Florida to Orlando International Airport. Renaissance prepared conceptual plans that guide development of the project to a multi-modal, pedestrian-oriented, mixed-use form in accordance with the County's Innovation Way vision. This process included submittal of a proposed amendment to the Comprehensive Policy Plan and a proposed expansion of the Urban Service Area boundary. David served as project manager and planner/designer for this project.

Virginia Drive/Lake Highland Transportation and Land Use Study – City of Orlando, Florida

Renaissance led an integrated transportation and land use study to help the Lake Formosa and Park/Lake Highland neighborhoods proactively envision a community plan to leverage potential development opportunities, improve transportation options and network connectivity, and retain the local character. David was project manager and coordinated the urban design tasks.

Southern Connector Road Concept Plan – City of Mount Dora, Florida

Renaissance provided the City with alternative routes for a connector road from Round Lake Road to SR 437 to serve as an east/west reliever road from the proposed employment center. The concepts evaluated a variety of factors, including length, environmental impacts, and properties affected. David served as project manager and lead designer on the project.

Downtown Parking Study– City of Mount Dora, Florida

Renaissance reviewed user data and surveys collected by the City, analyzed existing parking conditions and trends, and recommended a number of strategies for the City to implement to relieve some of the parking pressures in the downtown core. David served as project manager and lead planner on the project.

Innovation Place – Shingle Creek Real Estate Advisory Co., LLC

Concept and master planning for 1,285 acre mixed use Traditional Neighborhood Development/Transit Oriented Development project located in the Innovation Way Overlay Area of Orange County, Florida. The project included approximately 1,400 single-family dwelling units, 4,100 multi-family dwelling units, 1,200,000 square feet of commercial (including big box), and 2,200,000 square feet of office uses. [completed prior to Renaissance].



DANIEL HARDY, PE, PTP
PRINCIPAL

Dan will serve as a **transportation engineering support**. Dan is a principal with Renaissance with over 29 years of experience in developing transportation solutions that balance transportation and land use options to optimize multimodal travel demand and transportation network services in congested communities. Prior to joining Renaissance, Dan served as the Transportation Planning Chief for the Montgomery County Planning Department. Dan managed a 15-person Transportation Planning Division responsible for transportation elements of Countywide growth policies, master plans, and development review cases in a rapidly growing County of nearly one million residents with high expectations for involvement in decision making. His expertise includes both developing and applying growth management policies and practices.

Education: Masters of Science in Civil Engineering, Michigan State University; Bachelor of Science in Civil Engineering, Michigan State University
Registrations: Professional Engineer, Virginia, No. 0402 030062, Maryland, No. 23060, Florida, No.81125; Professional Transportation Planner, No. 213

Complete Streets Context Classification – FDOT, District Four

Renaissance Planning developed and tested a process for defining a systemwide context classification for considering complete street designs for state highways in District 4. This process is intended to complement the draft Complete Streets Handbook developed by FDOT Central Office and allow District 4 to define provisional context classifications, spanning the land use transect from rural to urban areas, that build upon the guidance in the draft handbook but approach the definition of context from a systemwide, rather than project-specific, approach to help promote understanding of the complete streets classification approach among practitioners and stakeholders and to facilitate consistency in application at the project level. Dan served as the principal in charge for this project.

Prince William Multi-Use & Multimodal Connectivity Study Around VRE Stations – Prince William County, VA

Prince William County is exploring the possibility of a future Virginia Railway Express (VRE) extension into the Innovation Park and Gainesville areas. Three study areas were analyzed for multi-modal connectivity and transit-supportive development readiness. The multimodal connectivity analysis was done for both pedestrians and cyclists at a fine-grained (census block) level, using accessibility analysis to quantify access to important goods and services. The analysis informed land use, transportation, and economic development policy and investment recommendations. Dan was the principal in charge.

White Flint TDM CIP – Montgomery County Department of Transportation

The Montgomery County Department of Transportation is leading a multidisciplinary effort to implement the White Flint Sector Plan per the staging requirements adopted by the Council. These requirements include TDM programs to achieve steady progress in three phases towards an ultimate 50% non-auto-driver mode share goal for area employees. Dan led the development of a comprehensive TDM program to assist the County in achieving the goals at each stage.

Smart Scale Project Prioritization – Virginia Department of Transportation and Virginia Office of Intermodal Planning & Investment

Renaissance has developed an accessibility tool to measure multimodal time-travel access to employment statewide and has worked with state agencies to apply this accessibility measurement to the state's Smart Scale approach to statewide project prioritization. Dan has served as a task leader in evaluating ways to improve multimodal network attributes to

more accurately reflect traveler experiences as well as exploring means to incorporate elements of travel impedance such as out of pocket costs and quality of service in addition to travel time.

Multimodal Accessibility Pilot Study – Maryland Department of Transportation

Renaissance Planning developed a multimodal accessibility tool to assess the combination of land use and transportation network elements on the combination of proximity and mobility that influence modal choice. This project builds upon the accessibility approach defined in NCHRP Report 770 and applies the approach to the MD 355 corridor in Montgomery County, examining the effects of a proposed BRT service and land use changes on accessibility across each mode and resulting mode shares. Dan served as part of the core research team for the study, focusing on developing predictive mode share equations and defining BRT system effects.

Lee Highway Multimodal Needs Assessment – Metropolitan Washington Council of Governments

Renaissance completed an assessment of complete streets practices for Lee Highway between the Cherrydale and Yorktown communities, supporting the initiatives of the Lee Highway Alliance in rethinking the potential for land use and transportation system changes in the area. Renaissance completed a SWOT analysis, examined traffic count and collision data, and identified approximately 60 potential improvements ready for implementation within a \$2.5M budget and needed regardless of changes to planning and zoning, as well as a series of next-steps studies that would be needed to further long range potential in the corridor such as establishing development densities to support fixed-guideway transit and assisting property owners in considering parking management or property assemblage options to facilitate expansion. Dan served as the project manager.

Complete Streets Worksessions – Environmental Protection Agency

Dan led the delivery of six Complete Streets worksessions in communities nationwide selected by EPA as part of their Building Blocks technical capacity enhancement program within the Office of Sustainable Communities. The worksessions helped each community identify barriers to complete streets implementation and identify logical next steps, participants, and schedules to develop, amend, or otherwise further their complete streets policies. The experience obtained in the pilot worksessions informed revisions to the training materials for future local jurisdictional applicants for EPA technical assistance.



ANSON BURTCH
DIR. OF STORYTELLING &
COMMUNICATIONS

Anson will serve as **public engagement support**. Anson focuses on storytelling and messaging for all Renaissance clients. His 20 years of work brings multimedia storytelling capabilities combined with clear, direct messaging to help organizations get the word out and support their planning projects. From television campaigns, video for web, and branded content, to social media strategy, persuasive presentations, and marketing, Anson’s work gains exposure and influences perceptions. Planning your communication needs at the beginning of a project ensures you’ll be able to capture everything along the way and come out with a strong lineup of deliverables that help you tell your story to stakeholders, constituents, or the general public. Anson comes from an advertising agency background and has extensive experience managing large, complex projects. His detailed knowledge of production processes as well as skills working with creative teams, makes him an excellent value for projects requiring clear communications with impact. He specializes in motivating people, stretching budgets, and mediating between groups.

Education: Bachelor of Arts from the College of Social Studies (CSS), Wesleyan University

Strategic Miami Area Rapid Transit (SMART) Plan: Kendall Corridor Vision – Miami – Dade Transportation Planning Organization (TPO)

As part of the Strategic Miami Area Rapid Transit (SMART) Plan, Renaissance Planning conducted the land use planning for the Kendall corridor in Miami, Florida. This involved an extensive public outreach and input campaign. Anson produced a background video and other communications for use in public meetings, online, and social media. Gathering background information from the team, Anson conceptualized the video, wrote the script, and assisted with storyboard development. He also handled production, working with animators, voiceover talent, and studios to create a final product which got the MPO’s message out to the public in an entertaining, cost-efficient manner.

City of Destin, FL – 2016 Annual Transportation Concurrency Analysis

The city of Destin was the first in Florida to implement Multimodal Transportation Districts (MMTDs). Every year they update their concurrency analysis to monitor improvements in the MMTD. This provides a basis for impact fees and negotiated infrastructure upgrades paid for by developers. The resulting 54-page report can be dense and hard to comprehend quickly. Anson, along with a team of designers, created an executive summary and a live presentation of the report. These clearly and concisely told the story of why the concurrency analysis was done, gave the results from this year’s analysis, and explained how this information helps the city of Destin. Doing so in an easily digestible format.

EPA Local Foods, Local Places – Rainelle, WV

Renaissance Planning lends assistance and facilitates workshops in rural communities through the EPA program Local Foods, Local Places. The town of Rainelle, West Virginia was looking for ways to develop their local food economy. Anson joined the team in Rainelle capturing still images, video, and audio interviews to tell their story and get the message out. These assets were turned into social media posts, a video, and an NPR style audio report and shared widely. Bringing this type of communications to the vital work the EPA is doing is an important aspect of Renaissance projects.

PRIOR EXPERIENCE - The following experience was completed prior to Renaissance.

Blue Cross and Blue Shield of North Carolina – “Let’s Talk Cost” Reputation Campaign

North Carolina’s largest health insurer faced heavy criticism for rising health care costs. The company felt unfairly blamed simply because it was their logo on the bill when there were

many contributing factors to costs. Anson produced all content for this multi-year campaign, managing large teams of creatives, project managers, and vendors. Deliverables ranged from large-scale TV spots, to stop-motion video created for social channels. The messaging worked, BCBSNC’s approval rating in the state climbed dramatically even in a time of uncertainty surrounding health care costs.

UNC Health Care – “Complete Care” Campaign

When the UNC Health Care system purchased seven regional hospitals to add to their network, they faced a public perception problem. How to reassure people the hospitals would still be run by and for the communities? The answer was to go local. Coordinating a two-week photo and video shoot that covered the entire state, Anson facilitated the enormous production logistics of capturing what made each town unique. The results were woven into a brand campaign whose content stretched across broadcast, print, web, and social channels. The resulting work drew accolades from the communities for representing who they truly are. www.unccompletecare.org/

American Association of State Highway and Transportation Officials (AASHTO) - Transportation Futures

America invested heavily in transportation infrastructure more than a half century ago and it’s paid economic dividends ever since. AASHTO wanted to get the message out to congress that a new wave of renewed investment is needed. A campaign-centerpiece video was produced to draw attention to the nation’s deteriorating transportation infrastructure and highlight the dire need for future investment to repair and expand it. The video used the story of our transportation system to lay out a point of view and advocating for action. <https://youtu.be/Ep0Ez8uta3Y>

North Carolina Ports - “We Keep This Port Running”

People are at the heart of the North Carolina Ports system. Their service, dedication, and knowledge set the NC Ports apart from their competitors. Anson produced a full communications campaign including a custom landing page, video, and print communications to showcase the people who keep the ports running. The campaign gives a real sense of what it’s like to work and the port and its important role in the state’s economy. This video had multiple audiences including potential port clients, employees, legislators, and the surrounding communities. <https://youtu.be/Ep0Ez8uta3Y>



NICOLE ESTEVEZ
SENIOR PLANNER

Nicole will serve as **public engagement support**. Nicole is a senior planner in Renaissance's South Florida office with over 5 years of expertise in transportation, land use, analytical research, and visual communications. Nicole's work has focused on developing innovative and systematic solutions and processes for implementing complex planning projects. She provides research, writing, technical, and graphic support for a variety of projects led by Renaissance. Prior to joining Renaissance, Nicole was a Project Manager at the Center for Urban and Environmental Solutions at Florida Atlantic University, where her research efforts focused on people-centered urban design, which allowed her to develop a rich understanding of the built environment and its impacts on the human condition. Nicole brings a blend of analytical and intuitive skills to the Renaissance team.

Education: Master of Arts in Urban and Regional Planning; Florida Atlantic University; Bachelor of Arts in Urban and Regional Planning, Florida Atlantic University

Southeast Florida Transit Oriented Development Working Group – FDOT, District Four

Under the guidance of FDOT District 4 as part of an on-call contract, Renaissance facilitates the Southeast Florida TOD Working Group, a group of public, private, and non-profit stakeholders working together to achieve TOD in the three-county region. Renaissance conducts research and provides technical assistance to the Working Group's efforts. Nicole assists in the facilitation of the Working Group sessions and provides technical assistance in related research and activities.

Districtwide Freight and Public Transportation Planning Consultant Services – FDOT, District Six

Renaissance is leading this on-call contract to provide a variety of planning services related to freight and transit in Miami-Dade and Monroe Counties. Projects include:

- Triennial Review Program Management for 5310 Agencies
Nicole manages the day-to-day operations of the compliance reviews, assists in coordinating activities between the review team and District staff, and acts as a central point of contact for subrecipient agencies. Nicole's role includes reviewing/analyzing state and federal regulations and policies, and developing tools to streamline grant monitoring and compliance review.
- Biennial Vehicle Inventory Inspections - Renaissance served as the Program Manager for District Six's Biennial Vehicle Inventory Inspections. Nicole provided support in the day-to-day management and coordination of this effort, communicating with agency staff, scheduling site visits, coordinating with the inspection team, and developing tools for onsite data collection and the continued maintenance of the District's vehicle inventory database.
- Park and Ride Facility Inspections and Performance Evaluations - District Six conducts inventories and evaluations of park and ride facilities to ensure facilities are free of major issues. Nicole assisted in summarizing the data collected, evaluating facility and system-level performance, identifying strategies for improvement, and documenting results in a final graphic-rich report.

Districtwide Transit Planning General Consultant Services, FTA Section 5310 Grant Program and Human Service Transportation – FDOT, District Four

Nicole is collaboratively managing several efforts that support FDOT District Four with the administration of the FTA Section 5310 grant program and coordination efforts with human service transportation agencies. Currently, these efforts involve assisting the District organize and facilitate a Human Services Transportation Summit, and expand grant opportunities through the FTA Section 5310 program by developing an operating assistance program and enhancing the District's mobility management grant program.

Broward County Local Coordinating Board – FDOT, District Four

Renaissance facilitated a workshop in 2016 for the Broward County Transportation Disadvantaged Local Coordinating Board (LCB). The workshop sought to initiate the conversation of alternative transportation programs the LCB and Broward County Transit could implement to effectively appropriate funds from the Florida Commission for the Transportation Disadvantaged and further their missions and goals. Nicole provided support in preparation and facilitation of the workshop.

Local Foods, Local Places – U.S. Environmental Protection Agency

Local Foods, Local Places is a U.S. EPA technical assistance program that helps communities strengthen their local economies, improve access to fresh and healthy foods, and revitalize historic neighborhoods and downtowns through strengthening the local food system. Renaissance provided this assistance under its IDIQ contract with U.S. EPA. In 2017, Nicole provided support in planning and co-facilitating the community workshops and preparing an action plan for Coamo, PR.

PRIOR EXPERIENCE - The following experience was completed prior to Renaissance.

Livable South Florida, Center for Urban and Environmental Solutions at Florida Atlantic University – John D. and Catherine T. MacArthur Foundation

The Livable South Florida Initiative is a data-driven evidence-based approach to analyzing the link between the built environment and the human experience along streets and public spaces. Nicole served as the project manager responsible for overseeing the various phases of this effort from research design to execution. Nicole and her team developed a series of tools and methodologies for data collection, data analysis, and data interpretation.

Perceived Impacts of the All Aboard Florida – Martin County Property Appraisers Office

The Martin County Property Appraisers Office commissioned a study to determine whether a new rail service could impact property values in the county and analyze the perceptions of Martin County residents who would most likely be impacted by the new rail service were collected. Nicole provided technical assistance in the execution of the survey design, compilation, and analysis. The effort resulted in two studies that were later presented to the County Commission and taken into consideration by property appraiser staff for determining future tax rates in the county.



FRANCHESCA TAYLOR, AICP
SENIOR PLANNER

Franchesca will serve as **public engagement support**. Franchesca is a senior planner for Renaissance and brings over 5 years of experience in transportation and community planning. Franchesca has a thorough knowledge of the transportation planning process from her experience in the public sector. She can effectively address multimodal and transit issues at the local and regional level, understanding that these planning aspects affect economic development, equity and other social outcomes. Her work also entails data collection and management, GIS analysis, performance measurement and monitoring, and network planning and analysis. She has contributed to a variety of transportation and land use studies at the local, regional, state and federal levels.

Education: Master of Arts in Community Planning, Auburn University; Bachelor of Science in Business Administration, Florida Agricultural and Mechanical University
Registrations: American Institute of Certified Planners No. 028946

Strategic Miami Area Rapid Transit (SMART) Plan: Kendall Corridor Vision – Miami – Dade Transportation Planning Organization (TPO)

In recognition that transit supportive land use plays a critical role in the success of major rapid transit investments, Renaissance is working with the Miami-Dade TPO on their SMART Plan initiative, helping to achieve county and community goals through the integration of transportation land use planning and development of strategies. The team is currently working on the Kendall Drive Corridor study. Franchesca serves as Project Coordinator, under the direction of the Project Manager Chris Sinclair. Her responsibilities include managing client and team communication, process documentation and public outreach support.

I-95 Corridor Mobility Planning – FDOT, District Four

This Corridor Mobility Planning Project envisions a multi-modal future for I-95; the backbone of Southeast Florida's transportation system. Franchesca serves as support staff, engaging project stakeholders to share and update any organizational strategies that affect the corridor by communicating on behalf of the project manager with specific questions regarding the timeline, responsible entities and other pertinent information. This information is taken back to the stakeholder group for on-going performance monitoring. The anticipated outcome for this project is a prioritized list of tasks which will help strengthen the network surrounding the corridor to provide congestion relief.

Multimodal Transportation District – City of Destin, Florida

The Multimodal Transportation District (MMTD) defines connectivity and accessibility goals for section of the City, to encourage mobility through various modes of travel. Franchesca serves as support staff, analyzing the district's current connectivity and accessibility index to ascertain the progress made with strategies set by the Comprehensive Plan. The outcome for this project is a multimodal transportation network with improved pedestrian and transit access.

PRIOR EXPERIENCE - The following experience was completed prior to Renaissance.

Pedestrian and Bicycle Safety Study – Palm Beach MPO, West Palm Beach, Florida

The Pedestrian and Bicycle Safety Study identified the top ten crash corridors and hot spots throughout Palm Beach County using the previous five years of available crash data. Franchesca served as the project manager for this task, directing consultant staff with associated tasks, engaging input from stakeholders, developing performance measures, and

leading public engagement activities aimed at crash reduction. The final product was a study which suggested countermeasures for the crash locations with system-wide safety initiatives and targets.

Bicycle and Pedestrian Count Program – Palm Beach MPO, West Palm Beach, Florida

The Bicycle and Pedestrian Count Program help establish baseline data for bicycle and pedestrian activity levels through a federal grant with the Federal Highway Administration. Franchesca served as the project manager for this task, reviewing appropriate equipment to use, mapping count locations, collecting and organizing data and authoring staff reports of the effort. The end result was a full report of the MPO's efforts to the Federal Highway Administration documenting lessons learned and data trends.

Active Transportation Element of the 2040 Long Range Transportation Plan – Regional Planning Commission of Greater Birmingham, Birmingham, Alabama

The 2040 LRTP is a federally required document that established the vision for Birmingham's Metropolitan Area's transportation network. Franchesca served as the project planner for this effort; which included inventorying existing facilities for non-motorized users and creating a regional guide for implementing Complete Streets. The result was the adoption of the 2040 plan by the MPO Board, followed by implementation efforts.

Gardendale Comprehensive Plan – City of Gardendale, Alabama

The Gardendale Comprehensive Plan was initiated as an effort to assess the current economic and demographic trends of the city to direct future growth. Franchesca served as the project planner for this task, reviewing existing conditions, engaging stakeholders, and analyzing build alternatives. Ultimately, the plan was adopted by the Gardendale City Council.

Western Area Framework Plan – City of Birmingham, Alabama

The Western Area Framework Plan focused on neighborhood-level implementation of the City of Birmingham's Comprehensive Plan. Franchesca served as the co-project manager for this project; which included gathering and managing "window shield" surveys of local blighted areas for action by the newly implemented land bank. Other tasks included stakeholder engagement, other existing conditions reporting, and alternatives visioning. The result was the adoption of the Western Area Framework Plan and subsequent implementation efforts.



CAROLINE DWYER, AICP
SENIOR PLANNER

Caroline will serve as the **affordable housing support expert**. Caroline serves as a senior planner for Renaissance. Caroline's academic and professional experiences in the areas of sustainability, resilience, and community development have given her unique understanding of these concepts, and how they work, to effectively incorporate them into planning. Caroline's academic and professional work has provided her with experience in community recovery following natural disasters, resilience, healthy cities, local food systems, economic and community development, strategic planning, and a variety of techniques for facilitating community engagement and outreach. Caroline has experience with ArcGIS, Microsoft Office Suite, AutoCAD, Stella Modeling Software, Adobe Illustrator, InDesign, WordPress, and Alternative Dispute Resolution.

Education: Master of City & Regional Planning; University of North Carolina, Chapel Hill; Bachelor of Arts, Environmental Design, Policy & Planning; Sustainability Studies, State University of New York at Stony Brook | Registrations: American Institute of Certified Planners No. 028652

Choice Neighborhoods Transformation Plan – Housing Authority of Winston-Salem

As part of the federal Choice Neighborhoods Initiative, Renaissance worked with HAWS to develop a Transformation Plan for Cleveland Avenue Homes, an aging public housing complex in the City of Winston-Salem. Caroline was the plan's lead author and developed strategies for the People, Neighborhood, and Housing elements of the plan as well as helping to facilitate community workshops and committee meetings. Additional responsibilities included maintaining the Cleveland Ave. Transformation website, researching best practices and case studies, and developing the plan's graphic design.

Transit and Affordable Housing in North Carolina

Renaissance is developing a white paper on the issue of affordable housing and transit in the state of North Carolina. The white paper will identify policies, actions, and other strategies to support the development of affordable housing in transit supported areas and through the construction of transit oriented development (TOD). The team is developing an inventory of activities, programs, and policies supporting affordable housing in transit supported areas, conducting stakeholder interviews, and defining target actions and recommendations for the final document. Caroline is the project manager and has designed the research methodology and is supervising content direction by managing a team of planners and analysts to document findings. Caroline will help draft portions of the white paper related to local government affordable housing interventions and provide editorial support for other written portions of the project.

Transportation, District Four: Section 5310 Operating Grant Program Guidelines and Policies Development

Caroline is serving as a Senior Planner on this task to provide District Four with guidelines for administering and managing a new 5310 Operating Grant Program, including types of eligible awards, award evaluation criteria, and subrecipient agencies' compliance requirements. Caroline will assist with research, drafting the grant program requirements, and assisting District Four with implementing the program.

Healthy Places, Healthy People: Technical Assistance Program- US EPA, Office of Sustainable Communities

In 2016, Renaissance helped EPA develop a technical assistance program with an emphasis on integrating smart growth strategies with additional efforts to improve public health outcomes. In addition to addressing built environment dynamics to support more active living, this program highlights best practices in engaging and leveraging health care providers as economic catalysts and key partners in holistic community development and livability. This new technical

assistance program is currently serving ten communities in 2017. Caroline assisted with researching case studies and best practices that informed the design of the technical assistance toolkit and she is leading or assisting with the facilitation deliveries in Waterville, Maine; Powell County, Kentucky; and Los Angeles, California.

Districtwide General Planning Consultant Technical Assistance & Coordination – Florida Department of

Public Transportation Division Statewide Strategic Plan – North Carolina Department of Transportation (NCDOT)

Caroline is serving as Project Manager for Renaissance's role in NCDOT's update of their Statewide Strategic Plan for public transportation. Renaissance is assisting the prime contractor with facilitating feedback and developing recommendations generated by the North Carolina "Land Use Community," including city planners, developers, chambers of commerce and economic development officials. The goal of this group is to explore how changes in state law or policy may support transit oriented development. Caroline is providing overall project management and quality control for Renaissance's task responsibilities and she will be the primary author of the plan's land use recommendations chapter. Caroline will also be assisting with documentation and reporting during the plan development process.

Creedmoor Forward Strategic Plan – City of Creedmoor, North Carolina

Renaissance prepared a strategic plan identifying the best public investments and policy decisions to catalyze development in the city and create a stronger quality of life for the city's residents. The project included strategic positioning based on an economic analysis and community profile, a land suitability analysis, development regulations recommendations and a capital improvement program of community facilities and infrastructure investments. As well as serving as the plan's primary author, Caroline supported the development of priority action recommendations for this plan and facilitated community and stakeholder engagement.



MATTHEW PLEASANT
PLANNER

Matthew will serve as **multimodal accessibility support**. Matthew is a planner at Renaissance and has provided writing, data collection and GIS support for multiple projects, including the creation of Hillsborough County's Vision Zero action plan and Tampa's Riverwalk and Selmon Greenway annual performance measurement. His studies focus on a mix of transportation, land use and community development. Matthew brings nine years of journalism experience to Renaissance. As a reporter in South Louisiana, he covered the 2008 hurricanes Gustav and Ike and the Deepwater Horizon oil spill. He also covered law enforcement and reported enterprise stories in Lakeland, Florida. He most recently worked as a web producer for a Tampa news station, coordinating daily content and online breaking coverage.

Education: Currently completing Master of Urban and Regional Planning at the University of South Florida; Bachelor of Arts in English, USF

Vision Zero Action Plan – Hillsborough County Metropolitan Planning Organization

As part of an on-call contract, Renaissance is leading the development of a short-term action plan to move the county towards zero traffic deaths. Renaissance is supporting the creation of the final Action Plan, planning and facilitating four workshops, leading communications and engagement, developing website content, creating an interactive map to share safety concerns, and developing the communications materials. Matthew has assisted by providing writing support, data analysis and map creation for the action plan. He also created online forms to gather Vision Zero pledges and personal narratives from those impacted by vehicle crashes.

Tampa Riverwalk and Selmon Greenway Performance Measures – City of Tampa, Florida

Renaissance is supporting the City of Tampa in their administering of the TIGER grant funds awarded to complete the Tampa Riverwalk and construct the Selmon Greenway. As required by FHWA, the City is tracking performance measures annually over the course of five years following construction of each project to evaluate the impact of these projects. Matthew has assisted by gathering user surveys and analyzing data related to vehicle crashes and land use near these public amenities.

Southeast Florida Human Services and Veterans Transportation Summit – Florida Department of Transportation, District Four

Renaissance is helping to plan and facilitate the Human Services Transportation Summit workshop for the seven-county region of South Florida. The summit brings together Transportation Disadvantaged service providers, sponsoring and coordinating agencies, and other interested parties to strengthen regional coordination. Matthew has assisted by gathering details on potential venues for the next summit.



Brad Lonberger LEED AP, CNU-A

Vice President



Brad is a Principal with Gateway Planning Group, a town design firm focused on value-creation and driving development through market-based design and implementation strategies. He focuses on regional planning, economic and environmental sustainability, mixed-use development, multi-family residential and green infrastructure. Brad joined Gateway Planning in 2010 from the Los Angeles office of an architecture and urban design firm headquartered in Washington, D.C. With this firm he managed various digital modeling productions within the Los Angeles office, including projects in Leander and Round Rock, Texas, Ventura, California and Honolulu, Hawaii. He has worked on a variety of projects involving military-housing planning and affordable housing for workforce and senior living.

Education

M.A RCH., Architecture and Urban Design, University of Miami, Coral Gables, Florida
B.ARCH., Architecture, University of Miami, Coral Gables, Florida

Professional and Civic Organizations

National Town Builders' Association, Board Member
Leadership Fort Worth - Class of 2016
Community Design Studio of Fort Worth - Board Member
Congress for the New Urbanism, Member, CNU-Accredited, 2013
US Green Building Council, Member, LEED Accredited Professional, 2008
American Planning Association, Member
Urban Land Institute, Member

Professional Experience

- D-O LRT TOD/Value Capture Plan, GoTriangle, North Carolina
- Fort Worth HSR Station Area Analysis Initiative - Fort Worth, TX
- Experience El Paso Implementation Plan, Russellville, Arkansas
- Dallas CityMAP Downtown Highway Assessment Initiative, Dallas, Texas
- Metroplan Imagine Central Arkansas - Jump Start Initiative
 - Heart of Bryant, Arkansas
 - Markham Street, Conway, Arkansas
 - 12th Street Core, Little Rock, Arkansas
 - Levy, North Little Rock, Arkansas
 - Park Hill, North Little Rock, Arkansas
 - Downtown Mayflower, Arkansas
 - Town Center, Vilonia, Arkansas
- Northeast Eco-Zone Corridor Initiative, Saint Lucia, West Indies
- Downtown Rogers Initiative Plan + Development Code, Rogers, Arkansas
- Central Avenue CSS/BRT Corridor Plan, Albuquerque, New Mexico
- Main Street Implementation Plan, League City, Texas
- HUD CATS Urban Rail TOD Analysis, Austin, Texas
- Trinity Lakes Master Plan, Form-Based Code and TIRZ, Fort Worth, Texas
- CityLine/State Farm Mixed-Use Development + Form-Based Code, Richardson, TX
- Padre Blvd + Entertainment District Plan and Form-Based Code, South Padre Island
- Volcano Heights Master Plan, BRT strategy and Code, Albuquerque, New Mexico
- MidTown Brackenridge Redevelopment and TIF Plan, City of San Antonio, Texas
- Camp Bowie Boulevard Plan and Form-Based Code, Fort Worth, Texas

Awards and Publications

2014 Midwest Texas APA Project Planning Award - Trinity Lakes Mixed-Use Development
2012 Texas APA Award Current Planning – Camp Bowie Redevelopment Code, Fort Worth, Texas and Bush Central TOD Form-Based Code, Richardson, TX



Kelsey Berry CNU-A, NCI

Principal



Kelsey has a passion for urban design and planning. She has lived and worked in Texas since 2010 with the intent to support the urban growth and momentum occurring in the region. Kelsey has led numerous downtown revitalization projects across the United States as well as multiple public engagement initiatives. Public engagement is the foundation to a successful project and community cultivation requires a unique specialization she is proud to bring to Gateway Planning. Her work in the Dallas-Fort Worth region has won the Texas Midwest APA Award in 2012 and 2013.

Education

Master of City and Regional Planning, University of Texas at Arlington, Arlington, Texas
Bachelor of Arts, Journalism Mass Communication and English, University of Iowa, Iowa City, Iowa
Urban Retail Planning for Towns and Commercial Centers, Harvard School of Design
NCI Charrette System Training Certification, National Charrette Institute

Professional and Civic Organizations

The Real Estate Council, 2015 (Professional Services Committee; R&D Committee)
Urban Land Institute (ULI), Associate Member
North Central Texas APA, Board Member
National Town Builder's Association (NTBA), Member
Congress for the New Urbanism, Accredited Member, 2014

Professional Experience

- TIRZ #3 Planning and Transportation Analysis - Corpus Christi, Texas
- D-O LRT Value Capture + Development Initiative - Durham/Chapel Hill, North Carolina
- Fort Worth High Speed Rail Analysis, Fort Worth, Texas
- Propelling Downtown Forward Master Plan, Fort Smith, Arkansas
- PlanSachse Comprehensive Plan and Rezoning Initiative, Sachse, Texas
- North Beach Redevelopment Initiative + Vision, Corpus Christi, Texas
- Downtown Overlay District + Catalytic Project Initiative, Melissa, Texas
- Downtown Odessa Master Plan Initiative, Odessa, Texas
- Dallas CityMAP Downtown Highway Assessment Initiative, Dallas, Texas
- Metroplan Imagine Central Arkansas - Jump Start Initiative
 - Old Town Bryant, Arkansas
 - Markham Street, Conway, Arkansas
 - 12th Street Core, Little Rock, Arkansas
 - Levy, North Little Rock, Arkansas
 - Park Hill, North Little Rock, Arkansas
 - Downtown Mayflower, Arkansas
 - Town Center, Vilonia, Arkansas
- Saint Lucia Economic Initiative Development, Saint Lucia, West Indies
- Downtown Rogers Initiative Plan + Development Code, Rogers, Arkansas
- Fourth Street Revitalization Corridor, Village of Los Ranchos, New Mexico
- Trinity Lakes Master Plan, Form-Based Code and TIRZ, Fort Worth, Texas
- Little Elm Downtown Configuration and Mixed-Use Development, Little Elm, Texas
- Simsbury and The Hartford, Form Based Code and Redevelopment Plan, Connecticut
- Richardson-Main Street Central, Richardson, Texas (HOK)
- Realize Rowlett 2020 Phase II, Rowlett, Texas (HOK)

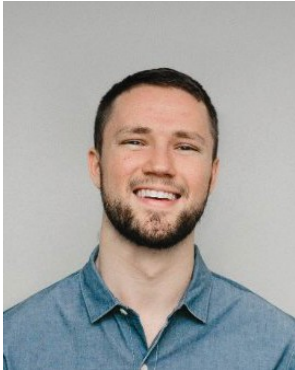
Awards

Midwest Section APA Award for Outstanding Student Project 2012, Arlington, Texas
Transecting the Metropolis: A New Urbanism Approach to Mid-City Revitalization
Midwest Section APA Award for Outstanding Student Project 2013, Arlington, Texas
Knox Street and the Complete Streets Initiative: A Comparative Analysis of Complete Street Implementation in the City of Dallas
Comprehensive Plan Development Award, 2017, Arkansas Chapter American Planning Association
Propelling Downtown Forward, Fort Smith Arkansas



Blake Young

Urban Designer | Associate



Blake is an associate Urban Planner at Gateway Planning and focuses on placemaking, urban design, and value creation to promote sustainability within each project. Blake joined the firm in 2016 and is a current member of the National Town Builders Association (NTBA).

While at the University of Cincinnati, Blake obtained his Urban Planning degree from the DAAP program in 2016 and is dedicated to reducing urban issues through policy and creative design. He believes that every city, town and neighborhood can have its own unique character and sense of community that grows success within all of its residents. Blake has experience in urban planning and design, commercial and residential construction, property management, and community engagement.

Education

University of Cincinnati, Bachelors of Urban Planning, 2016

Professional Organizations

National Town Builders Association (NTBA), Member

Professional Experience

- Durham-Orange LRT TOD and Value Capture Initiative, GoTriangle, North Carolina
- Fort Worth Station Area Planning Analysis - NCTCOG, Fort Worth, Texas
- Mixed-Use Rezoning Initiative, Mansfield, Texas
- TIRZ #3 Planning and Transportation Analysis - Corpus Christi, Texas
- PlanSachse Comprehensive Planning Initiative - Sachse, Texas
- Village at Carillon (Mixed-Use Entertainment/Hotel/Restaurant Village) - Southlake, Texas
- Conceptual Master Planning and Downtown Design Initiative - Van, Texas
- Major and Malinda Cheney Family Museum Concept Plan - Fort Worth, Texas
- Propelling Downtown Forward Master Plan, Fort Smith, Arkansas
- North Beach Redevelopment Planning Initiative - Corpus Christi, Texas
- Experience El Paso Implementation Plan, Russellville, Arkansas



GREGG LOGAN

MANAGING DIRECTOR

P: (407) 515-4999 | E: GLOGAN@RCLCO.COM | W: RCLCO.COM/GREGG-LOGAN

Gregg Logan is an RCLCO Managing Director based out of the Orlando, Florida office. With over 35 years development and consulting experience, Gregg has worked with real estate developers, land owners, cities and counties, private investors, builders, and legal and accounting firms. Gregg's consulting work has included market and financial evaluations, fiscal impact assessment, economic impact evaluations, economic development strategies, valuations, and litigation support for a wide range of real estate product types.

Gregg has conducted and supervised real estate consulting assignments throughout the U.S. and abroad, including projects throughout Florida. His international work includes projects for clients in the Caribbean, Central and South America, as well as Europe and the Middle East.

Gregg is a member of the Urban Land Institute (ULI) and a past Chairman of the Central Florida District Council. He has chaired several ULI district and product councils. He is a contributing author of several ULI books, including *Transforming Business Districts* and *Housing for Niche Markets*. He published a white paper for the U.S. EPA titled *The Market for Smart Growth*. Gregg participated as a market specialist to help create ULI's *Ten Principles for Developing Successful Town Centers*. He served as a chair for the ULI Advisory Services Panel, Regional Cooperation for Florida's Future.

Education

University of California,
Los Angeles

Affiliations

Association of Florida
Community
Developers
Urban Land Institute

Quoted In

Atlanta Business
Chronicle Builder
Real Estate Today
San Francisco Examiner
The Atlanta
Constitution
The New York Times
The Wall Street
Journal
The Washington Post
UrbanLand
Where to Retire

**Recent Speaking
Engagements**

ULI Fall Meeting: 2017
Large Land Owners
Forum
IMN Real Estate and
Private Equity Forum
on Land,
Homebuilding, and
Condo Development
(East)
Orange County (FL)
Regional Affordable
Housing Summit

Sample Project Experience:

- » FLAGLER DEVELOPMENT; *Project Director*: Market Analysis of the Fort Lauderdale All Aboard Florida Station; Fort Lauderdale, Florida
- » LITTLEJOHN ENGINEERING ASSOCIATES; *Project Director*: Market Analysis of the Debarry Transit-Oriented Development; Debarry, Florida
- » AVMED; *Project Director*: Analysis and Recommendations Regarding Alternatives and Next Steps for the Transit-Oriented Development, Santa Fe Village; Alachua County, Florida
- » FLAGLER DEVELOPMENT; Market Analysis and Development Recommendations for Transit Oriented Developments in Southeast Florida; Florida
- » FARMLAND RESERVE, INC; Determining Economic Impact of Connection to Melbourne; Osceola County, Florida
- » SAUSSY BURBANK; *Project Director*: Pricing Strategy for New For-Sale Transit-Oriented Residential Units in NoDa; Charlotte, North Carolina
- » FARMLAND RESERVE INC; *Project Director*: Consultation relative to FEC Rail Corridor Impact to Deseret Ranch; Osceola, Florida
- » MILLER SELLEN CONNER & WALSH; *Project Director*: North Jacksonville Master Plan: Dunn Avenue & Main Street Corridor Revitalization Plan; Jacksonville, Florida
- » CITY OF MILTON; *Project Director*: Economic Development for Highway 9 Corridor and Associated Study Area; Milton, Georgia
- » CITY OF CLEARWATER/HDR ENGINEERING; *Project Director*: Economic Development, Market Analysis, & Public Outreach for the US 19 Corridor Redevelopment Plan; Clearwater, Florida
- » RCP COMPANIES; *Project Director*: Strategic Market Analysis for Jodeco Road; Henry County, Georgia
- » CITY OF ST. PETERSBURG/HKS ARCHITECTS; *Project Director*: Tropicana Field Site Masterplan; St. Petersburg, Florida



KELLY MANGOLD

VICE PRESIDENT

P: (240) 669-5638 | E: KMANGOLD@RCLCO.COM | W: RCLCO.COM/KELLY-MANGOLD

Education

University of Pennsylvania
Harvard University

Affiliations

The American Institute of Architects
USGBC
Urban Land Institute

Kelly Mangold is a Vice President based in RCLCO's Washington, DC, office. Since joining the firm in 2013, Kelly has worked with a wide variety of clients in the public and private sectors to guide development and planning decisions. She excels at identifying key market opportunities and strategic positioning for complex projects, and has experience compiling highest and best use analyses, downtown and corridor revitalization studies, and regional growth analyses. Kelly thrives while collaborating with team members and clients, always expertly communicating the methodology behind her findings.

Kelly is a licensed architect and LEED Accredited Professional. Prior to joining RCLCO, she worked as an architect at Kohn Pedersen Fox in New York City where she worked on large mixed-use projects in the United States and abroad. Kelly holds a Bachelor of Arts in Architecture from the University of Pennsylvania and a Master of Architecture from Harvard University, with a focus on Real Estate and Urban Planning. Her studies concentrated on design and economics on the built environment. She is a member of the Urban Land Institute (ULI), The American Institute of Architects, and the USGBC in Washington, D.C.

Sample Project Experience:

- » TERWILLIGER PAPPAS; Project Manager: Strategic Market Analysis and Product Definition for South Village apartment Development at Scaleybark Station; Charlotte, North Carolina
- » SAUSSY BURBANK; Project Manager: Pricing Strategy for New For-Sale Transit Oriented Residential Units in NoDa; Charlotte, North Carolina
- » BRAMBLETON GROUP; *Project Manager*: Market and Fiscal Impact Analysis for a Site between the Future Ashburn and Loudoun Gateway Stations; Loudoun County, Virginia
- » THE BOZZUTO GROUP; *Project Manager*: Fiscal Impact Study for a Residential and Retail Project next to the North Quincy Red Line Station; Quincy, Massachusetts
- » PRINCIPLE GROUP; *Project Manager*: Economic Impact of Green Line Expansion and Zoning Code Overhaul; Somerville, Massachusetts
- » CITY OF RICHARDSON; *Project Manager*: Market Analysis and Strategic Implementation Recommendations for Three Targeted Redevelopment Nodes Along Central Expressway; Richardson, Texas
- » THE UNIVERSITY OF TEXAS AT DALLAS; *Project Manager*: Market Analysis for a Proposed Housing Development Adjacent to the University of Texas at Dallas; Richardson, Texas
- » LAFAYETTE ECONOMIC DEVELOPMENT; *Project Manager*: Market Analysis for Residential and Retail Use at the University Commons Property at the University of Louisiana; Lafayette, Louisiana
- » PRINCIPLE GROUP; *Project Manager*: Economic Impact Analysis of "Somerville by Design" Neighborhood Planning; Somerville, Massachusetts
- » REDEVELOPMENT AGENCY OF PROVO CITY; *Project Manager*: Provo City Center Block Redevelopment, Including Downtown Revitalization, Market Opportunity Analysis, Public Outreach, & Economic Development; Provo City, Utah
- » ENVISION UTAH; *Primary Analyst*: Wasatch Front Regional Growth 2015-2050; Salt Lake City, Utah
- » FRHI HOTELS & RESORTS; *Project Manager*: Market Feasibility Analysis Update for Resort Residential Uses at the Fairmont Grand Del Mar Hotel; Del Mar, California

John L. Renne, Ph.D., AICP

Principal

The TOD Group Consulting, LLC
710 Sunset Road
West Palm Beach, Florida 33401
jrenne@thetodgroup.com



BIOGRAPHY

Dr. John L. Renne, AICP is the Founder and Principal of The TOD Group Consulting, LLC. He is the co-editor of the book *Transit Oriented Development: Making It Happen*. Dr. Renne is also the Director of the Center for Urban and Environmental Solutions (CUES) and Associate Professor in the School of Urban and Regional Planning at Florida Atlantic University. Dr. Renne is an Honorary Research Associate in the School of Geography and the Environment at Oxford University. Dr. Renne has been practicing as a professional transportation and land use planner for a focus on TOD for 20 years. Dr. Renne worked extensively on projects for local governments in Australia, Colorado, Florida, Louisiana, and New Jersey. Dr. Renne is on the Board of the Palm Beach Planning Congress, serves as the Chair of the Mobility Committee for the Urban Land Institute, SE Florida/Caribbean Council, and is active in the American Planning Association. Dr. Renne is also the Chair of the Transportation and Land Development Committee of the Transportation Research Board.

EDUCATION

Rutgers University, New Brunswick, New Jersey, 2005 | PhD in Urban Planning and Policy Development
University of Colorado at Denver, 2000 | Master of Urban and Regional Planning (Outstanding Student)
University of Colorado at Boulder, 1999 | Bachelor of Environmental Design (with Honors)

ACADEMIC EXPERIENCE

Florida Atlantic University, Boca Raton, FL, 2016 – Present
Director, Center for Urban and Environmental Solutions
Coordinator, Undergraduate Programs, School of Urban and Regional Planning
Associate Professor, School of Urban and Regional Planning
University of Oxford, Oxford, UK, April 2013 – Present | Honorary Research Associate, Transport Studies Unit, School of Geography and the Environment
University of New Orleans, New Orleans, LA, 2005 – 2015 | Associate Provost
Director, Merritt C. Becker Jr. University of New Orleans Transportation Institute
Associate Director, LSU-UNO Gulf Coast Research Center for Evacuation and Transportation Resiliency
Associate Professor, Department of Planning and Urban Studies

PROFESSIONAL EXPERIENCE

TOD Index, 2014 – Present | Creator and Director
The TOD Group Consulting, LLC, 2012 – Present | Principal | Transportation and land use planning consulting
The TOD Group, LLC & Denver TOD Fund, LLC, April 2007 – Present | Managing Director | Real estate investment and management firm
EG Funds Management, August 2004 – July 2005 | Perth, Western Australia | Associate Director | Real estate investment and management firm
Charlier Associates, Inc., May 1998 - August 2000 | Land Use and Transportation Planner
New York State Department of Environmental Conservation, Summer 1999 | Environmental Educator

SELECTED PUBLICATIONS

John Renne, Shima Hamidi and Reid Ewing. Transit Commuting, the Network Accessibility Effect, and the Built Environment in Station Areas across the United States. *Research in Transportation Economics*. Research in Transportation Economics. Vol. 60, pp. 35-43, 2016.

Deborah Matherly, Neeli Langdon, Brian Wolshon, Pamela Murray-Tuite, John Renne, Roberta Thomas, Jane Mobley and Kelly Reinhardt. A Guide to Regional Transportation Planning for Disasters, Emergencies and Significant Events. NCHRP Report 777. Washington, D.C.: Transportation Research Board, 2014.

John Renne and Billy Fields (Eds.) *Transport Beyond Oil: Policy Choices for a Multimodal Future*. Washington, DC: Ashgate, 2013.

John Renne, Keith Bartholomew and Patrick Wontor. "Transit Oriented Development and Joint Development: Legal Issues and Case Studies," *Legal Research Results Digest 36*, Washington, D.C.: Transit Cooperative Research Program, Transportation Research Board of the National Academies, 1-38, 2011.

Carey Curtis, John Renne and Luca Bertolini (Eds.) *Transit Oriented Development: Making It Happen*. Surrey, UK: Ashgate, 2009.



EDUCATION

Master of Urban Planning; University of Kansas, Lawrence
Bachelor of Science, Civil Engineering; University of Colorado, Boulder

SPECIALTIES

- TDM data and program analysis
- TDM program development
- Stakeholder input collection/analysis
- GIS analysis

PROFESSIONAL AFFILIATIONS

American Planning Association
Member since 2001

American Institute of Certified Planners (AICP)
TRB TDM Committee
Friend of the committee

Matthew Kaufman is the Director of Planning Services and has 15 years of experience developing transportation plans and programs that reduce vehicle trips, improve public health, and support smart land use. His project portfolio spans the United States and Canada and includes the creation of numerous TDM plans for redevelopment sites, shopping centers, urban corridors, office developments, and municipalities. He has extensive experience in the collection of stakeholder input through surveys, focus groups and community events.

Mr. Kaufman has extensive experience gathering and analyzing large quantities of demographic, travel behavior, land use and other data for planning purposes. His skills allow him to deliver data-driven and metric-based recommendations, plans, and assessments.

Destination Medical Center Study; Rochester, MN. Working with the city of Rochester to identify TDM strategies to reduce vehicle trips to its downtown. The city is currently undertaking a massive planning and economic development effort that aims to almost double employment in its downtown over a 20-year period. Coordinating with the city's parking planning team to identify strategies to reduce parking demand. Work includes stakeholder involvement that includes interviews with key stakeholders, surveys of area employers, and a series of facilitated meetings to educate and obtain feedback from employers, government agencies, transit providers, and other key stakeholders; analysis of current and future conditions; analysis and an associated feasibility assessment of options for delivering TDM services to area employers and employees; development of recommendations regarding what TDM services should be delivered to employees and employers; creation of a TDM work plan; and assistance with the implementation and measurement of a pilot TDM program. Additionally, working with the city to develop land use regulations that will encourage employers to implement TDM strategies that reduce vehicle trips associated with new development.

RTD First/Final Mile Study; Denver, CO. Project Director for a first-final mile study for the Denver Regional Transportation District that will develop a toolkit to guide investments designed to increase access to RTD stations and stops. The planning effort includes a review of up to 20 RTD stations and the identification of infrastructure, service, and TDM strategies that are applicable to the stations along with an estimate of resources needed to implement the strategies and their likely impact on transit ridership. Results from the analysis will be used to develop station-area typologies that are applicable to all stations and major stops in the region. The typologies will be incorporated into a toolkit/report that can be used by local governments, developers and RTD to guide station-area investments.

Boulder Access Management and Parking Strategy, Boulder, CO. Assisted the city of Boulder with a review of its TDM policies as they relate to land use development. Assistance includes a broad review of developer-focused TDM regulations and policies throughout North America and the subsequent identification of best practices that are applicable to Boulder. Additional efforts included the development of a parking cash out guide to encourage city employers to implement cash-out programs and assistance to employers that participated in a city-sponsored cash-out pilot.

Atlanta Airport TNC Pilot; Atlanta, GA. Lead planner for the development and implementation of a TNC pilot program for the Atlanta Airport. Many current and potential employees live south of the airport, an area that is generally not well served by transit. Matthew is helping identify best practices in TNC programs and apply the lessons learned to create a pilot program that will utilize TNCs to increase employee access to the airport. The program will target employees who are clustered in areas poorly served by transit or with poor connections to regional rail stations. Incentives will be offered to decrease transportation costs and test the viability of providing long-term transportation options via TNCs, regularly scheduled shuttle service or on-demand shuttle services. The pilot includes the creation and implementation of an evaluation plan and the identification of next steps to improve employee access and mobility.

Additional Projects Include: Halton Region Developer TDM Guidelines: Halton Region, ON; US 36 TDM Construction Mitigation Plan; Louisville, CO; MassRIDES Shared Mobility First/Final Mile Analysis; Boston, MA; I-805 South Corridor ATDM Plan; San Diego, CA.



EDUCATION

Master of City Planning;
Massachusetts Institute of
Technology, Cambridge
Bachelor of Science, Business
Administration; University of
Redlands, Redlands

SPECIALTIES

- TDM planning
- TDM program evaluation
- Bicycle planning
- GIS mapping and analysis
- Institutional planning

PROFESSIONAL AFFILIATIONS

American Institute of Certified
Planners (AICP)
American Planning Association
Association of Bicycle and
Pedestrian Professionals
Women’s Transportation
Seminar

Ulla Hester is the Planning Manager at UrbanTrans. She has more than a decade of experience in transportation and urban planning and specializes in assisting public and private sector clients with the development of transportation demand management and active transportation plans and policies, including developer TDM regulations, construction mitigation TDM and program impact evaluations and studies. Prior to joining the Denver office in 2015, Ms. Hester spent more than six years on district-wide planning and implementation of transportation, sustainability and other projects in the Longwood Medical and Academic Area in Boston. Her broad experience includes planning and implementing bicycle infrastructure, analyzing transit agency budgets, fare policy and performance measures and providing analysis for shuttle rerouting and consolidation projects.

Destination Medical Center Transportation Study; Rochester, MN. Assisting the city of Rochester with identification of land use policies and regulations that will result in developers implementing TDM strategies as a way to mitigate vehicle trips associated with the new development. Recommendations are designed to align with existing land use requirements and integrate TDM strategies with parking requirements to support the city's goal of decreasing private parking and increasing shared parking downtown. Completed a comprehensive report detailing best practices from cities and counties across North America that face similar challenges and have successfully implemented developer TDM regulations or policies.

Monterey AT/TDM Plan; Monterey, CA. Assisting the City of Monterey with the development and implementation of an Active Transportation and TDM program. A popular tourist destination that is also host to several academic and military institutions, Monterey is looking for ways to decrease single occupant vehicle travel and reduce seasonal congestion by developing targeted strategies aimed at residents, in-commuting workers and students. Leading the existing conditions analysis and GIS mapping and assisting with stakeholder outreach. Next steps include a TMA feasibility assessment and a detailed implementation plan, followed by program launch activities.

North Vaughan TMP; Vaughan, ON. Contributed active transportation and TDM recommendations to the North Vaughan Transportation Master Plan, which covers a predominantly rural area of the

City of Vaughan and includes several blocks identified for development to accommodate projected population growth. Assisted with the development of an active transportation network for the study area, updating the city-wide Bicycle and Pedestrian Master Plan by incorporating more recent regional and provincial plans and visions, new guidelines, and new facility types. The plan is designed to provide a framework for incorporating active transportation into existing and new infrastructure, including transit stations. Work completed also included a TDM plan aimed at taking advantage of and mitigating the impacts of new development in the area and identifying partnership opportunities for future program implementation

Boulder Access Management and Parking Strategy; Boulder, CO. Assisted the City of Boulder with the creation of a developer focused TDM program that accomplishes trip reductions aligned with the city’s transportation master plan and greenhouse gas emissions goals. Conducted an evaluation of fourteen development site to identify whether TDM strategies developers committed to during the approval process were implemented during and post construction. Developed a step-by-step parking cash out guide for employers to support a parking cash out pilot.

PCIDs Construction Mitigation TDM Plan; Atlanta, GA. Led the development of a comprehensive TDM plan to mitigate the impacts of the I-285/GA-400 interchange construction project on one of the largest employment centers in the southeast. Modeled trip and VMT reduction impacts of proposed strategies and prepared implementation strategies and cost estimates. Recommendations included financial subsidies and incentives to shift commuters to alternative modes or off-peak travel times, the creation of fixed vanpool routes in key corridors, personalized travel planning, and innovative approaches to promoting the TDM measures. Ongoing support of implementation and program evaluation.

Additional Projects Include: Golden Mile TMP, Toronto, ON; Town of Jackson/Teton County TDM Plan; Jackson, WY; Greater Golden Horseshoe Multi-Modal Transportation Planning Study, ON; MassRIDES TDM Program Assessment; Boston, MA; Club Ride Program Evaluation; Las Vegas, NV.

EDUCATION

Master of City and Regional Planning; Georgia Institute of Technology, 2015

Bachelor of Arts; Georgia State University, 2006

SPECIALTIES

- Neighborhood Transportation Planning
- Travel Survey Program Analysis
- Health Impact Assessment
- CID Formation Support
- Employer Individualized Marketing
- Outreach and Employee Engagement

PROFESSIONAL AFFILIATIONS

American Planning Association

Member since 2013

Urban Affairs Association

Member since 2014

Kate Wilson has over seven years of transportation demand management (TDM) experience. She creates actionable TDM plans designed to achieve measurable and sustainable results that are focused on community engagement and healthy outcomes. She received her Master of City and Regional Planning with a specialization in Transportation from the Georgia Institute of Technology.

During her time at UrbanTrans she has co-created a pilot project aimed to increase electric vehicle use in low income households; authored a neighborhood transportation study; contributed to the Atlanta Regional Commission's Transportation Technical Policy Update; managed AERO, the Hartsfield Jackson Atlanta International Airport TMA; created, analyzed, and generated reports for statistically significant surveys across North America; developed a bicycle infrastructure plan for a large-scale mixed use development; assisted with the management of the Georgia Transit Authority; and provided recommendations for a suburban county-level transportation plan to effectively incorporate TDM.

Southern Company Electric Vehicle Pilot Study; Atlanta, GA. Researched and created a pilot plan to increase electric vehicle use in low and middle-income households across the Atlanta region. Led local stakeholder outreach with thought leaders and community organizers to gain initial support for first phase of the pilot.

Cabbagetown/Reynoldstown Neighborhood Transportation Plan; Atlanta, GA. Project coordinator to create a transportation visioning statement and prioritization plan for the neighborhoods of Cabbagetown, Reynoldstown, and North Grant Park. The project involved a neighborhood prioritization survey as well as two workshops designed to solicit feedback on the future of transportation in the neighborhoods.

Regional Transportation Technical Policy Update: Overview of Trends and Policy Implications, Atlanta Regional Commission; Atlanta, GA. Co-author policy document on upcoming technology trends affecting transportation. Conducted expert interviews, attended advisory committee meetings, and drafted recommendations for next steps.

Parking Policy Evaluation, Federal Highway Authority, D.C. Provide support to a project team examining the potential impacts that various parking policies, including cash-out and commuter choice programs, would have on vehicle travel, greenhouse gas emissions, congestion and other negative externalities in cities through the United States. Assisted in the development of a literature review document used to estimate the impacts of various scenarios and those scenarios to be modeled. Collected city-specific parking related data to be used for modeling.

AERO; Atlanta, GA. Program Manager for AERO, the Hartsfield-Jackson Atlanta International Airport TMA formed in 2015. Work with the ATL Ecodistrict to develop start up plans and implemented initial employer and employee outreach across the Ecodistrict, serving the 63,000 employees working at the airport. Form an Advisory Committee made up of airline, concessionaire, and administrative airport representatives. Promote and manage annual property-wide, statistically significant commute survey.

Access Cherry Creek; Denver, CO. Created an 18-month outreach startup plan for Access Cherry Creek, a Transportation Management Association serving primarily retail and service employees. Developed best practice guidelines for targeted types of employers and made recommendations on which employers to initially develop and pilot outreach campaigns for.

Atlantic Station Bicycle Infrastructure Plan, Atlanta GA. Researched and collected information on bicycle commuting trends and key infrastructure improvements. Ms. Wilson provided recommendations to improve bicycle infrastructure at a large-scale mixed-use development to increase bicycle commuting while providing safe bicycle options.

Atlantic Station Travel Survey; Atlanta, GA. Collect and analyze data for an annual survey at Atlantic Station designed to determine the travel behavior of residents and employees. The information is used to determine Atlantic Station's compliance with EPA mandated trip rates and mode split goals and to develop TDM services that are applicable to residents and employees. Ms. Wilson collected and verified data reliability and analyzed large amounts of survey data to obtain statistically significant results about the travel behavior of Atlantic Station employees and residents.

Additional Projects Include: Atlanta Regional Commission (ARC) On Call Planning Services, Atlanta GA; Coca-Cola Commuter Profiles; Atlanta, GA; Fulton Industrial Boulevard CID Expansion; Fulton County, GA; Stone Mountain CID Formation; DeKalb County, GA; I-20 (CID) Formation; DeKalb County, GA; Atlantic Station Access and Mobility Program; Atlanta, GA



RELEVANT PROJECT EXPERIENCE

Wave Streetcar: The Wave is a 2.8-mile light rail streetcar circulator that will serve downtown Fort Lauderdale and is part of a planned regional transportation system. It will integrate with a full spectrum of mobility options including rail, commuter and community buses, rideshare services, biking and walking. Cynthia serves as a public relations and communications outreach specialist for this project, developing social media strategy for the Wave Streetcar and supporting Communications Committee initiatives. She is responsible for social media platform management and coordination with FDOT, ensuring that all content is approved and follows the FDOT Social Media Guidelines.

FDOT District 5 Mobility Week: Mobility Week is a month-long initiative during which counties, cities and transportation agencies host events to promote safe and sustainable transportation choices through the nine-county Central Florida region. Cynthia serves as the Project Manager and developed an enhanced Community Engagement and Integrated Media strategy for the client. She manages project staff, schedules, and deliverables to successful completion.

Metropolitan Planning Organization (MPO) Hillsborough County: The Hillsborough County Metropolitan Planning Organization (MPO) has engaged The Valerin Group as a subconsultant to Kittelson, Inc. to develop a Public Engagement Strategy (PES) to support their 2045 Long Range Transportation Plan (LRTP). Cynthia serves as a marketing/communications and public engagement strategist for the project and is a key member of the PES team.

Metropia Mobile App Pioneer Program - Texas Department of Transportation (TDOT), El Paso, Texas: As the Marketing and Public Relations Director for Metropia, Cynthia developed and managed the marketing and community outreach strategy and execution for the *El Paso Metropia Beta/Pioneer Data Collection Program* (Pioneer Program) and public launch of Metropia's mobile application in El Paso, Texas. Cynthia developed and managed launch strategy, timeline and deliverables. She also managed partner/vendor contracts, tasks and deliverables including a public relations firm, graphic design firm and internal Metropia resources. The launch garnered extensive local media coverage and exceeded the program user and data acquisition goals. Partners in this initiative included CDM Smith, Texas Department of Transportation and The City of El Paso.

Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App Launch. Cynthia was retained as a consultant to lead the marketing and communications strategy and execution for the Metropia Mobile App launch in Austin, Texas. In conjunction with sponsoring partner The Mobility Authority (CTRMA) she developed the integrated marketing strategy, managed the partner/vendors including graphic design and public relations firms. She led the overall strategy and execution of the launch media event that included a Transportation Roundtable with city and community leaders and a "partner expo" highlighting the Metropia ecosystem of community partners. The mobile app launch received substantial local and national media coverage resulting in exceeding the mobile app downloads goal.

Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App at SXSW 2016: South by Southwest (SXSW) is an annual, 11-day interactive film and music festival attracting over 150,000 attendees. Cynthia developed and executed a budget friendly, multi-layered, strategic communications program designed to help client Metropia and the CTRMA reach this influential, tech savvy audience surrounding the 2016 USDOT Smart City Challenge Grant winner announcement at SXSW. The integrated marketing strategy included event sponsorship, innovative paid and earned media partnerships and a strategic alliance with The City of Austin. The project garnered over 1,000,000 media impressions and exceeded set goals.

OTHER RELATED EXPERIENCE

President, McGrail Marketing Group, Austin, TX & Fort Lauderdale, FL

Director of Marketing & Public Relations, Metropia, Tucson, AZ

Director of Marketing, Gemini School of Visual Arts, Cedar Park, TX

Director of Marketing & Client Service, Big Sesh Studios, Cedar Park, TX



RELEVANT PROJECT EXPERIENCE

Jacksonville Transit Study, Jacksonville Transportation Authority, Jacksonville, FL: Kelly provided public involvement services for this project - a multiple-corridor transit (Bus Rapid Transit/Transit Oriented Development) study which involved the greater Jacksonville area. This project included numerous workshops and public hearings.

SR A1A Arterial Investment Study in Duval and St John Counties, FDOT District Two, Atlantic, Neptune, Jacksonville and Ponte Vedra Beaches (1996 to 1998): This was a comprehensive study spanning multiple jurisdictions was undertaken to determine possible improvements to a vital commercial and commuter corridor. As part of the consultant team, Kelly provided study report graphics and handled various segments of public involvement, including a project newsletter for providing regular information and updates.

Districtwide Community Awareness Consultant Contract, FDOT District Five: Valerin served as the prime for the contract from 2014 to 2017, and was recently reselected for another three-year contract to provide public involvement and community engagement services for in-house design projects, including safety and access management. Kelly is responsible for coordination and handling of all public involvement and outreach activities for district projects, as assigned by task work orders.

SR 9/I-95 from SW 10th Street to Hillsboro Boulevard, FDOT District Four, Broward County, FL: This is an on-going PD&E study which provides for improvements to the I-95 partial cloverleaf interchanges at SW 10th Street and Hillsboro Boulevard; and along I-95, from just south of the SW 10th Street interchange to just north of the Hillsboro Boulevard interchange – spanning the distance of approximately 1.8 miles, excluding the length of the ramps - in Broward County, Florida. This project also proposes improvements along both SW 10th Street and Hillsboro Boulevard in the vicinity of I-95. The logical termini along SW 10th Street extend from just west of Military Trail, and east to SW Natura Boulevard. Along Hillsboro Boulevard, the improvements extend from Goolsby Boulevard east to SW Natura Boulevard. Kelly is responsible for public involvement and outreach efforts, including the preparation and implementation of a detailed Public Involvement Plan (PIP), as well as coordination and preparation for Agency and Public Kick-off Meetings, Alternatives Public Meetings, and Public Hearings.

Broward Mobility Hollywood/Miramar (off system), FDOT District Four, Broward County, FL: The purpose of this project is to construct sidewalk and widen pavement for bicycle lanes for North 64th Avenue from Hollywood Boulevard to Sheridan Street; SW 56th Avenue from Pembroke Road to Stirling Road; and SW 62nd Avenue from County Line/ SW 41st Street to Johnson Street in the cities of Hollywood and Miramar. Kelly has prepared a Level 2 CAP, and will compile stakeholder and property owner mailing lists, as well as make preparations for a public meeting.

Broward Mobility 14th Avenue from Atlantic Shores Boulevard to Sheridan Street (off system), FDOT District Four, Broward County, FL: This project has two main corridors with various segments that are not contiguous. The first segment generally runs along NE 14th Ave, S 14th Avenue, and N 14th Avenue in the Cities of Hallandale Beach and Hollywood, between Atlantic Shores Boulevard and Sheridan Street. The second segment runs along Polk Avenue from N 17th Avenue to N 14th Avenue. The project will provide a combination of sidewalks, shared use paths and bike lanes or sharrows to increase pedestrian and bicyclist mobility. This project, which Kelly prepared a Level 2 CAP is nearly complete.

SR 9/I-95 at Copans Road, FDOT District Four, Broward County, FL: An interchange modification design project to eliminate deficiencies by combining the two NB entrance ramps into a single entrance ramp, physically separated from the SR-9/I-95 general purpose lanes. Similarly, the two SB entrance ramps are to be combined. Kelly has prepared and submitted a Level 4 Community Awareness Plan (CAP) and will be responsible for updating the CAP periodically. She will also be responsible for creating the elected and appointed official email lists, the adjacent property owner mailing lists, and coordinating a public information meeting which is tentatively scheduled for Spring 2018.

SR 5/US 1 at SW Joan Jefferson Way Planning Study, FDOT District Four, Martin County, FL: A planning study is currently underway which will address operational deficiencies related to congestion, safety and pedestrian, bicycle and transit access. The study will develop proposed improvements particularly for the southbound left turn lane to address existing and future traffic demands at the intersection. Valerin is coordinating outreach activities with the Project Advisory Team (PAT), local business owners, and the project team.

SR 76 (Kanner Highway) Design Build Reconstruction from SW Lost River Road to South of SR 714 (SE Monterey Road) Design-Build Project, FDOT District Four, Martin County, FL); I-95/I-595 Master Plan, FDOT District 4, Broward and Palm Beach Counties, FL; SR 44/US 441 at Fern Drive and Waterman Way/Nightingale Lane, FDOT District Five, Lake County; SR 426 (Aloma Avenue at North Goldenrod Road, FDOT District Five, Orange County, FL; SR 464 at SE 53rd Avenue, FDOT District Five, Marion County, FL; SR 15, FDOT District Five, Orange County, FL.



RELEVANT PROJECT EXPERIENCE

The Wave Streetcar, Fort Lauderdale, FL: The Wave is a 2.8-mile light rail streetcar circulator that will serve downtown Fort Lauderdale and is part of a planned regional transportation system. It will integrate with a full spectrum of mobility options including rail, commuter and community buses, rideshare services, biking and walking. Chuck was tasked with redesigning the project website, updates and maintains website, develops graphics and route maps, and creates project collateral such as project fact sheets and newsletters, and implements social media channels.

Southern Boulevard (SR 80) Bridges Replacement Project, FDOT District Four, West Palm Beach, FL: For this \$93M project, which consists of replacing the Southern Boulevard bascule bridge and tide relief bridge over the Intracoastal Waterway and Lake Worth Lagoon between the Town of Palm Beach and City of West Palm Beach, Chuck provides graphic design services in the development and creation of project collateral, to include emergency repair notifications, as well as public meeting and outreach materials such as fliers, fact sheets, and other supporting collateral.

FDOT District Five /ASHA Planning Consultancy Mobility Week Creative Services, Orlando, FL: For this month-long initiative during which counties, cities and transportation agencies host events to promote safe and sustainable transportation choices through the nine-county Central Florida region, Chuck was tasked with creating multiple digital and *traditional* Mobility Week newsletters and e-blasts. He also set-up, designed and developed a Mobility Week website for District Five.

Creative Services Contract for "Alert Today, Alive Tomorrow" Safety Campaign, Center for Urban Transportation Research (CUTR)/Florida Department of Transportation (FDOT), Statewide, FL: As project manager and creative director for this safety initiative, Chuck created a full campaign, which included 24 unique safety concepts; focus group testing; and creation and design of final campaign collateral. These included :15 and :30 television spots, print collateral, outdoor advertising, and a comprehensive media distribution plan.

I-75/University Parkway Diverging Diamond Interchange, FDOT District One, Sarasota, FL: For this project - the first diverging diamond interchange project to be constructed in the state of Florida and one of the largest in the nation - Chuck created and is responsible for maintaining a project website consistent with guidelines as set forth by the FDOT. The website, which was created using HTML coding, contains ten pages, one of which links to on-site streaming cameras auto-refresh every 60 seconds. The website contains up-to-date project information and allows for text alerts, which serve to enhance the public's awareness of the project's status and other related information.

US 41 Roundabouts, FDOT District One, Sarasota, FL: This project is part of an effort by the FDOT and City of Sarasota to create a Downtown-Bayfront Connection through reconstruction of the signalized intersections along US 41 at 10th and 14th Streets and replacement of these with roundabouts. The project also entails widening of the roadway between these intersections, to include bike lanes, turn lanes, a 10-foot shared use path along the west side, and a 6-foot sidewalk along the east side. Chuck created the HTML FDOT project website as well as maintains the website. He also created display boards and collateral for public meetings for the project.

LYNX SR 436 Transit Corridor Study, Orlando, FL: LYNX and its partners are conducting a transit corridor study on SR 436—also known as Semoran Boulevard or Altamonte Drive. The focus of this study is the segment of SR 436 between SR 434 in Altamonte Springs and Orlando International Airport's South Terminal. SR 436 is a state-operated arterial that serves regional and local travel, and is also the "gateway" into Central Florida for many of the area's 60 million annual visitors. For this initiative, Chuck created signage, developed and provided graphics for use in social media, public meetings, and other public outreach programs; and designed a newsletter template.

Hillsborough Area Regional Transit (HART) Transit Development Plan (TDP), Hillsborough County, FL: This Transit Development Plan (TDP) was undertaken to serve as a strategic guide for improving public transportation in Hillsborough County over the next 10 years. The TDP included funded and unfunded needs, service and capital priorities, and implementation and financial plans. HART is required to perform an annual update of the plan to receive State Public Transit Block funds from the Florida Department of Transportation, with a major required every five years. The HART FY 2018 TDP update was a major update and included a Comprehensive Operations Analysis (COA) of the HART system. In support of this project, Chuck designed and developed all public meeting collateral and boards; created the PowerPoint presentation template used at the meetings; and graphic design for social media fliers, and survey forms.

Additional Projects Include Fort Hamer Bridge Construction Project, Manatee County, FL; CTfastrak Creative Services, Connecticut Department of Transportation (CTDOT), Hartford, CT; Anna Maria Island Sewer Pipe Replacement, Anna Maria Island, FL; FDOT District 6 Districtwide Public Information, Miami-Dade and Monroe County, FL; Georgia Department of Transportation Aviation Economic Impact Study, Statewide, GA

THUHA NGUYEN LYEW, PE, PTOE

BIOGRAPHY Ms. Thuha Nguyen Lyew has participated in a variety of transportation engineering and planning projects that span transportation planning, traffic operations, safety analysis, travel demand modeling, multi-modal planning, and research. With a strong commitment to quality work, professional development, and client service, together with her academic background in traffic operations and many years of practice in transportation planning, Thuha focuses on the big picture while understanding critical issues and how they impact solutions to transportation challenges.

OFFICE OF MODAL DEVELOPMENT SUPPORT Under the previous Districtwide Office of Modal Development's contract, Thuha has been leading a number of multi-modal planning and transit related special projects, including: the bi-annual HOV Monitoring Project along I-95, Broward County Downtown Terminal passenger survey, Bus Signal Priority evaluation for the Broward County Transit Agency, the Downtown Fort Lauderdale parking study and Wayfinding, and the Lauderdale Terminal Site Plan and Conceptual Design. As part of the *Transit Level of Service* development and enhancement team, Thuha participated in the generation of various alternatives for training purposes.

COMPLETE STREETS Serving as an extension of Planning & Environmental Management (PEM) staff, Thuha has been an active member of the Lane Elimination review team. She participated in the revision of FDOT D4 Lane Elimination process improvement, has been reviewing each and every one of the applications and supported documents. She's also working on the primavera lane elimination review schedule and assisting with the candidate identification task.

PROJECT DEVELOPMENT SUPPORT Serving as an extension of FDOT D4 PEM staff, Thuha participated in the evaluation of University Drive segment along the northern Broward and southern Palm Beach. The study focused on the evaluation of various transit alternatives along the University Drive corridor, which required a great deal of sensitivity as the corridor crosses multiple municipalities. Earlier on in her professional career, Thuha participated in the Broward County Transit "Bridge" project. This study investigated transit alternatives to better serve the Broward and Miami-Dade Counties, following the Federal Transit Administration's *Small Starts* guidelines. She was involved with the data collection process, existing and future multimodal analyses, safety analysis, and public involvement.

RESEARCH SUPPORT Thuha was the key analyst for the Broward County Transit Quality of Service (TQoS) evaluation and Transit Level of Service (TLOS) project. The main project objective was to provide a benchmark evaluation of the transit system for Broward County. Her responsibilities included documenting service frequency and hours of service, determining transit vs. auto travel time, and updating TLOS software. Thuha also participated in the development of the NCHRP *Highway Capacity Manual Applications Handbook*. This guidebook uses case studies to demonstrate ways to properly apply HCM methodologies and recommends other more sufficient methods when appropriate. Thuha's role involved providing material for case study development and coordinating between professors and the project team.

DATA COLLECTION AND ANALYSIS SUPPORT Thuha has participated in multiple projects wherein transportation data collection and performance measurement have been important tasks. For example, she participated in a data collection effort supporting the development of the *Highway Capacity Manual Applications Guide*. This guide uses case studies to demonstrate the proper application of *Highway Capacity Manual* (HCM) methodologies, and it recommends alternative methods where appropriate. For MAP-21 compliance, Thuha is recently working with District 4 PEM Office with reporting automobile mobility performance measures. For the Office of Modal Development contract, Thuha completed origin-destination surveys, HOV monitoring surveys, on-board BCT surveys, as well as those completed for the PalmTran TDP development effort. As a part of the PEM on-site support staff, Thuha reviews and interprets data to support the travel demand forecasting validation and projections.

ON-SITE SUPPORT Thuha has been providing on-site support to the District Four Systems Planning Office continuously since 2005. This opportunity provides her the insights into the intra-office coordination required for successful project completion and implementation among the District's various offices. As an extension of the Department staff, Thuha represented the Department in coordination with local agencies, assisted with the daily logistics of review management as well as provided technical support to the Systems Planning staff.

PUBLIC INVOLVEMENT SUPPORT Thuha has participated in numerous public involvement activities ranging from neighborhood outreach efforts, community engagement workshops, townhome meetings, to public hearings, as a part of the developments of Transit Development Plan, traffic calming plans, Long Range Transportation Plan, and PD&E studies. Her roles include: meeting organizer, technical presenter, newsletters reviewer, team leader, and workshop facilitator. Thuha's ability to solicit and interpret public's input, propose compromised solutions, and ultimately build consensus is key to many projects' successes.

EXPERIENCE **PRINCIPAL ENGINEER, VIA PLANNING, INC. – JULY 2014 - PRESENT**
ASSOCIATE ENGINEER, KITTELSON & ASSOCIATES, INC. – MAY 2001 TO JUNE 2014

EDUCATION/ LICENSE ME in Transportation Engineering, 2001, University of Florida; BS in Mechanical Engineering, cum laude, 1999, University of Florida
Professional Engineer (Florida); Professional Traffic Operations Engineer (PTOE)

AWARDS LEADERSHIP Florida Section, ITE 2010 "Young Transportation Engineer of the Year"; Florida Section ITE, Vice President; ACEC Emerge Leaders Forum, Founding Member, 2012; South Florida Chapter, Women in Transportation Seminar, 2014-2015 Mentorship Program Chair; Women Leading Broward Leadership Program

SHING TSOI, PE, PTOE, IMSA II

BIOGRAPHY Shing is a well-rounded engineer experienced in various aspects of traffic engineering and transportation planning. He has participated in projects covering areas such as transportation modeling, design traffic, corridor planning studies, general planning activities, traffic engineering studies, traffic operations analyses, signal systems, signal timing, intelligent transportation systems, and geometric designs. He has practical knowledge in multiple transportation-related software packages and documents including Synchro, SimTraffic, Highway Capacity Software, the Highway Capacity Manual, the Manual of Uniform Traffic Control Devices (MUTCD), and AASHTO A Policy on Geometric Design of Highways and Streets.

CITY OF FORT LAUDERDALE TRAFFIC ENGINEERING SERVICES Shing has provided support for City of Fort Lauderdale Transportation and Mobility Department on various traffic engineering analyses and review services. Shing conducted a traffic operation analysis to evaluate the operations under various scenarios including a road diet on NE 13th Street in Fort Lauderdale. Shing also provided recommendations on signal operations improvements on adjacent roadways for the Palm Aire Mobility MasterPlan for a residential community. In addition, Shing provided traffic review services for developments in Fort Lauderdale including residential development Morgan on 3rd Avenue, hotel development 299 N Federal, and mixed-use development 100 East Las Olas.

CITY OF HALLANDALE BEACH TRAFFIC STUDY REVIEW Shing has been the project manager and worked side-by-side with City of Hallandale Beach staff to provide traffic study review support on multiple development projects. Shing provided support in traffic methodology development, site plan review, traffic circulation review, parking supply review, and consideration of multi-modal facilities near the development. One of City of Hallandale Beach's transportation goals is to maintain a safe, convenient and efficient multi-modal transportation system which will meet the needs of residents and businesses. His professional engineering opinions have directed the developers to prepare traffic studies with mitigation measures which are consistent with City's goals. These included the use of alternative transportation mitigation strategies such as transportation system and demand management strategies, and improvements on multi-modal facilities, etc.

FDOT DISTRICT 4 GENERAL PLANNING CONTRACT AND ON-SITE SUPPORT Shing has reviewed a number of interchange proposals under the FDOT District 4 General Planning Contract (GPC), including the I-95 Areawide Mobility Study, I-95 at Orange Avenue Interchange Operation Analysis Report (IOAR), and Oslo Road Interchange Justification Report (IJR) Methodology Letter of Understanding (MLOU), etc. Under the District 4 GPC contract, Shing also provided on-site support to directly work with District 4 PLE&M staff on other tasks such as model support, design traffic preparation, lane elimination support and reviews, and DRI reviews, etc.

UNIVERSITY DRIVE MOBILITY IMPROVEMENTS CORRIDOR PLANNING STUDY Shing participated in the University Drive Mobility Improvements Corridor Planning Study to develop congestion management strategies and explore transit alternatives on the 23-mile stretch of University Drive in Broward County. Shing led the traffic analysis portion of the project, developed future traffic volumes, and identified near-term and long-term improvements such as signal retiming, phasing changes, turn lane elimination, etc. in support of the pedestrian, bicycle and transit focus of the corridor. With Shing's technical experience in transit signal priority, Shing also provided inputs to the project team regarding the corridor's readiness to implement transit signal priority. This project was completed successfully and approved by Broward MPO in March 2015.

OPERATIONAL ANALYSIS AND OPERATIONS MODEL DEVELOPMENT Shing has extensive experience in conducting operations analyses in wide varieties of design projects and traffic studies at both intersection and corridor levels. Shing completed a traffic analysis for FDOT District 4 at four interchanges along I-95 in Palm Beach County using Synchro to assist with the concept development. Shing also conducted numerous reviews for FDOT on interchange reports focusing on the geometric and operations components. Shing has prepared transportation impact analyses for developments in both Broward County and Palm Beach County. He is knowledgeable in various operations analysis software used for intersection and arterial analyses such as Highway Capacity Software (HCS) and Synchro/SimTraffic, and has been involved in all aspects of traffic operations analyses.

SIGNAL TIMING STUDIES Shing has been the project manager and lead analyst of multiple signal timing studies including Jacksonville Lem Turner Road Signal Retiming, Longview Signal Timing Studies, and Portland Metro Signal Retiming. Shing led the signal retiming project on Lem Turner Road in Jacksonville as part of Jacksonville Transportation Authority (JTA)'s Bus Rapid Transit (BRT) project, and achieved 5%-10% travel time reduction and improved reliability consistently across all time periods. In the regional-wide Portland signal retiming project, Shing has retimed six major corridors in the Portland Metro area, with each corridor having vastly different characteristics, ranging from busy retail land uses to suburban corridors with residential houses, and corridors with at-grade railroad crossings. Shing analyzed field conditions, developed timings using Synchro, and implemented new timings for various agencies with different signal systems.

EXPERIENCE **SENIOR PROJECT ENGINEER, VIA PLANNING, INC. – MAY 2016 - PRESENT**
ENGINEER, KITTELSON & ASSOCIATES, INC. – SEPTEMBER 2007 TO MAY 2016

EDUCATION/ LICENSE & AFFILIATIONS MS Transportation Engineering, University of California Berkeley; BEng Civil Engineering, Hong Kong University of Science and Technology; Professional Engineer (Florida); Professional Traffic Operations Engineer (PTOE); International Municipal Signal Association Traffic Signal Field & Bench Technicians Level II
Institute of Transportation Engineers, Member; Gold Coast Chapter Institute of Transportation Engineers, Vice President

REFERENCES

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

REFERENCES

The Renaissance team has strong working relationships providing similar services with clients. The table below highlights references that can validate our effective work. The references mirror the information also submitted via the online BidSync form for this bid.

CLIENT CONTACT	PROJECT INFORMATION
<p>Wilson Fernandez, Program Manager (P) 305.375.1886 wilson.fernandez@mdtpo.org Miami Dade TPO 111 NW 1st St., STE 920 Miami, FL 33128</p>	<p><u>Project & Description:</u> Miami Dade SMART Plan Corridors – Renaissance is helping to achieve community goals through the integration of transportation land use planning and strategies. <u>Completion:</u> Ongoing <u>Cost:</u> 410K (estimated & actual)</p>
<p>Lois Bush, Office of Modal Development (P) 954.777.4654 Lois.Bush@dot.state.fl.us FDOT, District Four 3400 W. Commercial Blvd. Fort Lauderdale, FL 33309</p>	<p><u>Project & Description:</u> FDOT D4 D/W General Planning Consultant Technical Assistance – Renaissance is managing this on-call contract, which involves a variety of ongoing tasks including TOD assistance. <u>Date:</u> Ongoing <u>Cost:</u> 400K (estimated & actual)</p>
<p>Craig Holland (P) 407.518.2140 cholland@kissimmee.org City of Kissimmee 101 Church Street Kissimmee, FL 34741</p>	<p><u>Project & Description:</u> Kissimmee General Planning Services - Renaissance has worked with the City on various planning projects through multiple contracts over the last 12 years. <u>Date:</u> Ongoing <u>Cost:</u> \$1.5M, multiple contracts (estimated & actual)</p>
<p>Thomas Chatmon, Executive Director (P) 407.246.3361 thomas.chatmon@cityoforlando.net Downtown Dev. Board, City of Orlando 400 S. Orange Ave. Orlando, FL 32801</p>	<p><u>Project & Description:</u> Project DTO Advancing Downtown Orlando – Renaissance led the award-winning 10-year Vision Plan and CRA Plan update. <u>Date:</u> 2015 <u>Cost:</u> \$600K (estimated & actual)</p>
<p>Amy Inman, Senior Administrator - Multimodal Transportation and Strategic Planning (formerly Virginia DPRT) (P) 804.646.5871 Amy.inman@richmondgov.com City of Richmond 900 E. Broad Street Richmond, VA 23219</p>	<p><u>Project & Description:</u> DRPT Multimodal System Design Guidelines – Renaissance developed award-winning guidelines, providing a process for holistic multimodal planning at regional, local, and corridor scales. <u>Date:</u> 2013 <u>Cost:</u> \$500K (estimated & actual)</p>
<p>Joe Bitar, FCCM, Project Manager (P) 407.482.7881 Joe.Bitar@dot.state.fl.us FDOT, District Five 133 S. Semoran Blvd. Orlando, FL 32807</p>	<p><u>Project & Description:</u> FDOT D5 Volusia County Transit Connector Study TOD Readiness – Renaissance reviewed the study team’s TOD readiness analysis for station areas and identified strategies to increase the potential for TOD at 10 different station areas. <u>Date:</u> 2016 <u>Cost:</u> 75,000 (estimated & actual)</p>

CLIENT CONTACT	PROJECT INFORMATION
<p>Patrick McDonough (P) 919.485.7455 pmcdonough@gotriangle.org GoTriangle 4600 Emperor Blvd. Suite 100 Durham, NC 27703</p>	<p><u>Project & Description:</u> GoTriangle D-O LRT TOD + Value Capture Plan – Gateway lead the planning, economic analysis, urban design and station area engineering process for the station areas. <u>Date:</u> 2018 <u>Cost:</u> \$1.7M (estimated & actual)</p>
<p>Ken Newell (P) 817.589.9386 kenneth@kbnewell.com Trinity Lakes 2550 S. Precinct Line Rd. Fort Worth, TX 76118</p>	<p><u>Project & Description:</u> Fort Worth, Texas Trinity Lakes TOD and Development Code – Gateway developed the master plan and code for the TOD station. <u>Date:</u> Ongoing <u>Cost:</u> \$400K (estimated & actual)</p>
<p>Charles Teal, CEO (P) 704.945.1515 Charles.Teal@saussyburbank.com Saussy Burbank 3730 Glen Lake Dr., STE125 Charlotte, NC 28208</p>	<p><u>Project & Description:</u> Pricing Strategy for New For-Sale Transit-Oriented Residential Units in Charlotte – RCLCO analyzed the townhome market and recommended prices for the development. <u>Date:</u> 2017 <u>Cost:</u> \$17,500 (estimated & actual)</p>
<p>Kenneth Aducci, SVP (P) 571.327.5800 Kenneth.Aducci@hdrinc.com HDR Engineering 2650 Park Tower Drive, Suite 400 Vienna, VA 22180</p>	<p><u>Project & Description:</u> Financial Analysis of Streetcar Lines in Washington DC – RCLCO modeled the impact that the streetcar network could have on property values proximate to the alignments. <u>Date:</u> 2013 <u>Cost:</u> \$71,273 (estimated & actual)</p>
<p>Kristin Sullivan, Director, Community and Economic Development (P) 720.523.6857 ksullivan@adcogov.org Adams County, Colorado 4430 S. Adams County Pkwy Brighton, CO 80601</p>	<p><u>Project & Description:</u> Clear Creek Transit Village, 21-acre site rezoning – The TOD Group Consulting supported the 21-acre site rezoning. <u>Date:</u> Ongoing <u>Cost:</u> Representing Investors/Land Owners, billed hourly</p>
<p>Angelo Bianco (P) 561.447.1810 abianco@crockerpartners.com Boca Raton, Florida 201 W. Palmetto Park Rd. Boca Raton, FL 33432</p>	<p><u>Project & Description:</u> Boca Raton TOD – The TOD Group Consulting is providing ongoing consulting services related to rezoning of major TOD site. <u>Date:</u> Ongoing <u>Cost:</u> Representing Developer, billed hourly</p>
<p>Byron Rushing (P) 404.463.3345 BRushing@atlantaregional.com Atlanta Regional Commission 40 Courtland St NE Atlanta, GA 30303</p>	<p><u>Project & Description:</u> ARC Regional Bike Parking Guidelines and Plan – UrbanTrans led the development of a best practice guidebook. <u>Date:</u> 2017 <u>Cost:</u> (Subcontract to Alta Planning + Design) \$24,129 (estimated & actual)</p>
<p>Chris Hagelin (P) 303.441.1832 hagelinc@bouldercolorado.gov City of Boulder 1101 Arapahoe Ave Boulder, CO 80302</p>	<p><u>Project & Description:</u> Boulder AMPS - UrbanTrans assisted with review of existing developer TDM regulations and parking cash-out planning <u>Date:</u> 2016 <u>Cost:</u> (Subcontract to Kimley-Horn) \$61,400 (estimated & actual)</p>

CLIENT CONTACT	PROJECT INFORMATION
<p>Kathleen “Kathy” Enot, Consultant PM (P) 386.943.5149 Kathleen.Enot@dot.state.fl.us FDOT 719 S. Woodland Blvd., MS-542 DeLand, FL 32720-6834</p>	<p><u>Project & Description:</u> Districtwide Community Awareness TWO Contract – Valerin provided public involvement services for in-house design projects, including safety and access management. <u>Date:</u> 2017 <u>Cost:</u> \$400K (estimated) \$242K (actual)</p>
<p>Thomas Rawls, PE, Project Manager (P) 813.270.9742 Rawlst@HCFLGov.net Hillsborough County 601 E. Kenney Blvd. Tampa, FL 33602</p>	<p><u>Project & Description:</u> Dale Mabry Wastewater Diversion Design-Build Projects – Valerin provided public involvement services for the county. <u>Date:</u> 2017 <u>Cost:</u> \$232K (estimated) \$192K (actual)</p>
<p>Chon Wong (P) 954.777.4659 Chon.Wong@dot.state.fl.us FDOT District 4 3400 W. Commercial Blvd., Fort Lauderdale, FL 33309</p>	<p><u>Project & Description:</u> FDOT D4 D/W General Systems Planning Support – Via provided technical planning support to FDOT District 4 staff <u>Date:</u> 2017 <u>Cost:</u> \$1,500,000 (estimated & actual)</p>
<p>Susan Hess Krisman (P) 954.344.1041 skrisman@coralsprings.org City of Coral Springs 2730 University Dr. Coral Springs, FL 33065</p>	<p><u>Project & Description:</u> City of Coral Springs Traffic Engineering Support – Via assisted City staff with various traffic engineering and transportation planning activities (<i>staff experience w/ previous employment</i>). <u>Date:</u> 2012 <u>Cost:</u> \$400,000 (estimated & actual)</p>

MINORITY/WOMEN (M/WBE) PARTICIPATION

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

MINORITY/WOMEN (M/WBE) PARTICIPATION

Renaissance Planning Group is a **certified small business** with unique TOD expertise and personnel well-suited to complete the required scope of services. As a professional consulting firm, we regularly seek qualified M/W/DBE firms to participate in our contracts. As a small business ourselves, we understand and rely on working with other small businesses and DBE's on many of our projects. For example, we have similar experience working on large scale DOT contracts in Florida in particular where we are responsible for utilizing DBE firms on our contracts and reporting on it regularly.

Per section 2.48.11 of the RFP, our team participation will meet the 14.77% contract goal.

Our team includes the following M/WBE firms: **Via Planning**, **UrbanTrans**, and **Valerin**. If awarded, Renaissance Planning and the listed subconsultants will supply written confirmation of participation in the contract.

FIRM	SERVICES TO BE PROVIDED	ESTIMATED PARTICIPATION
Via Planning, Inc. ◆ 2101 W Commercial Blvd., STE 3200 Fort Lauderdale, FL 33309 MBE/WBE/DBE *	parking analysis and multimodal transportation support	5% \$49,130.00
UrbanTrans North America ◆ 1543 Champa St., STE 201 Denver, CO 80202 WBE/DBE *	TDM and shared mobility	2% \$19,906.00
The Valerin Group, Inc. ◆ 2598 E. Sunrise Blvd., 210A Fort Lauderdale, FL 33304 SBE/WBE/DBE*	Public engagement support	12% \$118,360.00

* copies of certificates can be made available upon request.

SUBCONTRACTORS

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

SUBCONTRACTORS

Our team covers the critical skills needed to conduct this project. Renaissance Planning has complemented our team with the following subcontractors, bringing along area expertise in engineering, multimodal planning, real estate/market advisory, zoning, TDM and more.



Gateway Planning (Gateway) is a planning and development strategies firm, integrating planning, urban design, public policy, infrastructure finance and facilitation. Gateway creates value by matching transportation and infrastructure with land use and development, a growing need as our suburban regions evolve into more complex mixed-use nodes that are ever more connected by a broad array of mobility options. Gateways work earned the inaugural national Driehaus Form-Based Code Award for best form-based code. [Gateway will be providing zoning and development support.](#)



More than 20 years ago, **RCLCO Real Estate Advisors (RCLCO)** pioneered premium analyses for emerging transit cores, estimating potential future values that took into account demographic shifts, lifestyles, and real estate trends. Today, RCLCO has programmed countless TOD planning areas, underwritten TOD projects, and authored some of the nation's leading research on the economic, financial, and fiscal ROI of transit investments. RCLCO is developing innovative methodologies to find ways for private sector land owners to pay for the capital/operating expense of transit while continuing to reap significant returns on their investment. [RCLCO will be providing TOD market analysis support.](#)



The TOD Group Consulting is a sole-proprietor consulting firm of Dr. John L. Renne, a global TOD expert. The TOD Group Consulting has worked on TOD projects for public agencies and private developers across the United States and Australia. The firm specializes on all aspects of TOD planning, policy and implementation, including zoning, financing, and transportation planning. The TOD Group Consulting, LLC is affiliated with several other firms founded by Dr. Renne, including the TOD Group, LLC, which is a master development firm in Denver, Colorado, redeveloping of a 21-acre site, the Denver TOD Fund, LLC, which is a private-equity investment firm in Denver, and the TOD Index, LLC, which is a technology company that focuses on TOD data nationally. [The TOD Group Consulting will be providing local TOD experience and value capture strategies.](#)



URBANTRANS NORTH AMERICA **UrbanTrans North America (UrbanTrans)** is a *woman operated and owned* urban and transportation planning and social marketing firm. *UrbanTrans is also a certified DBE in the State of Florida.* The firm specializes in innovative solutions, with a focus on active transportation and multimodal planning, demand management programs, market-based policies and stakeholder outreach. UrbanTrans has prepared and implemented numerous TDM plans and policies for municipal and regional government and is currently working on multiple first and last mile studies. [UrbanTrans will be providing TDM, parking and first/last mile support.](#)



The Valerin Group, Inc. (Valerin), is an *SBE/WBE/DBE certified* communications firm specializing in public involvement, community engagement, marketing, graphic, website and digital media design, multimedia, media and government relations, event planning, and bilingual services. Valerin's communications professionals have worked on over 500 projects for public sector clients. Valerin currently serves as FDOT's Community Outreach Specialist for the Wave Streetcar project in Downtown Fort Lauderdale. [Valerin will be providing public involvement support.](#)

via planning, inc. **via planning, inc. (Via)** is *women/minority owned and a certified DBE* based in southeast Florida. Via specializes in traffic engineering and transportation planning, providing services in design traffic, traffic analysis, growth management, and stakeholder engagement and community outreach. Via's staff are experts in various traffic analysis methodologies and tools, and have been providing technical planning support, including review of TOD plans from various jurisdictions, to FDOT District 4 staff for over a decade. [Via will be providing transportation engineering support.](#)

ADDITIONAL SUPPORT



Hopping Green & Sams is a firm of governmental lawyers, serving clients throughout Florida and the Southeast, specializing in the issues that arise in the ownership or development of real estate, including due diligence and transactional work, land use approvals and entitlements, zoning and site plan review, natural resource permitting, endangered species protection, public facility concurrency, special districts, infrastructure financing, and ad valorem and sales taxation. [Hopping Green & Sams will support the team with legal review support as needed.](#)

REQUIRED FORMS

REQUEST FOR PROPOSALS (RFQ) # 12093-885:
FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES
CITY OF FORT LAUDERDALE, FLORIDA

REQUIRED FORMS

The required forms for the Renaissance Planning team are included on the following pages.

A. PROPOSAL CERTIFICATION

B. COST PROPOSAL

Our proposal cost per task sheet is included in the following pages and is valid for 120 days from submission.

C. NON-COLLUSION STATEMENT

D. NON-DISCRIMINATION CERTIFICATION FORM

E. E-VERIFY

F. SAMPLE INSURANCE CERTIFICATE

G. BUSINESS LICENSE

STATEMENT OF AUTHORIZATION

Per Section 4.1.4 of the RFP document, a signed statement indicating Board of Directors' authority to bind this proposal and a copy of Renaissance Planning's 2018 Board of Directors table, listing Katherine Ange, is included.

BID/PROPOSAL CERTIFICATION

Please Note: If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Renaissance Planning Group, Inc. EIN (Optional): 59-3594725

Address: 121 South Orange Avenue, Suite 1200

City: Orlando State: FL Zip: 38201

Telephone No. 407.487.0061 x500 FAX No. 407.487.6658 Email: kange@ciesthatwork.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): Delivery of services will be completed within 540 calendar days in accordance with the Scope of Services which states a completion date by September 2019.

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE N/A WBE N/A SBE: Yes

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>	<u>Addendum No.</u>	<u>Date Issued</u>
<u>1</u>	<u>01/08/18</u>	_____	_____	_____	_____
<u>2</u>	<u>01/09/18</u>	_____	_____	_____	_____

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDS SYNC you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Katharine Ange, AICP
Name (printed)


Signature

01/17/2018
Date:

Vice President
Title

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Renaissance Planning Group, Inc.

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Firm shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted. Additional lines have been provided for you to include any costs not listed.

TASK	ESTIMATED HOURS	COST NOT TO EXCEED
Task 1 – Project Management Plan & Study Area Definition	268	\$40,936.00
Task 2 – TOD Best Practices Research	314	\$42,224.00
Task 3 – Public & Stakeholder Engagement	2006	\$255,704.00
Task 4 – Evaluation of Development Barriers	290	\$53,884.00
Task 5 – Affordable Housing Strategy	324	\$46,868.00
Task 6.1 – Live/Work/Play Needs Assessment	604	\$90,430.00
Task 6.2 – Presentations to Governing/Advisory Bodies	136	\$24,052.00
Task 7 – Transportation Demand Management (TDM) Plan	284	\$37,903.00
Task 8.1 – TOD Zoning & Development Regulations	296	\$51,818.00
Task 8.2 – Presentations to Governing/Advisory Bodies	152	\$25,310.00
Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)	1106	\$170,655.00
Task 10.1 – Final TOD Report	480	\$75,210.00
Task 10.2 – Presentations to Governing/Advisory Bodies	284	\$45,123.00
Task 11 – Miscellaneous Support	92	\$14,426.00
Travel and Other Direct Costs		\$25,000.00
TOTAL	6636	\$ 999,543.00

Submitted by:

Katharine Ange, AICP

Name (printed)

01/23/2018

Date



Signature

Vice President

Title

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
<u>N/A</u>	<u>N/A</u>
_____	_____
_____	_____
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Katharine Ange, AICP | Vice President  01/17/2018

**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- (a) Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.


Authorized Signature

Katharine Ange, AICP | Vice President
Print Name and Title

01/17/2018
Date

ATTACHMENT "A"
E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: RFP # 12093-885

Project Description: Federal Transit Oriented Development (TOD) Planning Services


Firm/Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Firm/Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Renaissance Planning Group, Inc.

Firm/Contractor/Proposer/Bidder Company Name



Authorized Company Person's Signature

Katharine Ange, AICP | Vice President

Authorized Company Person's Title

01/17/2018

Date

State of Florida

Department of State

I certify from the records of this office that RENAISSANCE PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on August 12, 1999.

The document number of this corporation is P99000073599.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on April 11, 2017, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Eleventh day of April, 2017*



Ken DeFoner
Secretary of State

Tracking Number: CC4410180878

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



**RENAISSANCE
PLANNING**

January 25, 2018

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

**RE: STATEMENT OF AUTHORIZATION - FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD)
PLANNING SERVICES - RFP # 12093-885**

To whom it may concern,

As Vice President and officer of the firm, I am authorized to bind this proposal (RFP No. 12093-885) its contents, all of which are valid for 120 days from submission. Attached is a chart of Renaissance Planning Group's 2018 Board of Directors, listing the authorized officers of the firm.

Sincerely,

Katharine Ange, AICP | Vice President
RENAISSANCE PLANNING
kange@ciesthatwork.com
(P) 407.487.0061 x500

121 S. ORANGE AVE, SUITE 1200 | ORLANDO, FL 32801 | 407.487.0061
ciesthatwork.com



RENAISSANCE PLANNING

BOARD OF DIRECTORS

(Renaissance Planning Group, Inc. – January 1, 2018)

NAME	OFFICER POSITION	LOCATION
Christopher Sinclair	President	Orlando, FL
Katharine Ange	Vice President	Arlington, VA
Daniel Hardy	Secretary	Arlington, VA
Jessica Romeo	Treasurer	Orlando, FL
Frank Kalpakis	Director	Tampa, FL
Franco Saraceno	Director	Tampa, FL

121 S. ORANGE AVE, SUITE 1200 | ORLANDO, FL 32801 | 407.487.0061

citiesthatwork.com



WWW.CITIESTHATWORK.COM