



Request for Proposals | #RFP 12093-885

# FEDERAL TRANSIT ORIENTED DEVELOPMENT (TOD) PLANNING SERVICES

Prepared for:  
**City of Fort Lauderdale**  
Procurement Services Division  
100 N. Andrews Avenue, 6th Fl, Suite 619  
Fort Lauderdale, FL 33301

Prepared by:  
**Kittelson & Associates, Inc.**  
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Fort Lauderdale, FL 33301  
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## HOW THIS PROPOSAL IS ORGANIZED

This proposal is organized to help you easily review the Kittelson Team's outstanding qualifications and innovative approaches to various tasks outlined in the solicitation.

## EXECUTIVE SUMMARY

Overview of the Kittelson Team and key elements of the SOQ.

## EXPERTISE RELATED TO SCOPE OF SERVICES

Learn about Kittelson's background and areas of expertise, what our firms stand for, who comprises the Kittelson Team, and how we can best support the City of Ft. Lauderdale.

## APPROACH TO SCOPE OF WORK

See how our Team will address project management and tasks, as well as how we propose to incorporate innovative research, and resources into these tasks.

## WHO TO CONTACT ABOUT US

Find out who to contact about our previous work performance.

## ABILITY TO MEET MINORITY/WOMEN (M/WBE) PARTICIPATION REQUIREMENTS

Kittelson is passionate about including Minority/Women Owned Enterprises.

## TEAMING PARTNERS

Learn about our subconsultants and their areas of expertise.

## ADDITIONAL REQUIRED INFORMATION

Proposal Certification, Cost Proposal, Non-Collusion Statement, Non-Discrimination Certification Form, E-Verify Form, Sample Insurance Certificate, and Business License

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**The Kittelson & Associates (Kittelson) Team** is delighted to submit our response to solicitation 12093-885 for Federal Transit Oriented Development Planning Services. We have organized a project team that has the breadth of experience, depth of expertise, and innovative thinking necessary for completing this exciting initiative.

The City's Press Play Fort Lauderdale Strategic Plan 2018 demonstrates a strong commitment by the City to continue taking assertive steps toward achieving Premier Multimodal City status and becoming "The City You Never Want to Leave". This effort will also directly address Infrastructure Objective 1 in the City's strategic plan, which is to "improve transportation options and reduce congestion by working with agency partners." Within this

objective, Strategic Initiative 3 specifically calls for TOD ordinances.

Kittelson has been standing alongside City Staff for over 20 years helping take steps towards achieving the Vision and is very excited to present the following outstanding team to help create a transit supportive environment

Kittelson provides comprehensive transportation engineering, planning, and research services to government and private organizations. As an Oregon Subchapter S Corporation founded in 1985, and incorporated in 1988, Kittelson employs more than 200 professionals across 23 offices.

*// We recognize that healthy, sustainable societies depend on efficient, active, and safe multimodal transportation that is cost-effective to manage, operate, enhance, and use over time. //*



## THE KITTELSON TEAM

The Kittelson Team consists of the following experienced and knowledgeable firms:

- » **Kittelson & Associates, Inc. (Kittelson)** In addition to overall management, Kittelson will be leading key components such as the Public & Stakeholder Engagement, Transportation Demand Management Plan (TDM), TOD Best Practices Research, and Streetcar Connections and Multimodal LOS tasks. Kittelson will be working closely with the team members throughout this effort on all the task components to ensure a seamless, meaningful, and productive process.
- » **Plusurbia** will be a major contributor to the TOD best practices research and TOD zoning and development regulations tasks and will work closely with Kittelson and other team members to evaluate TOD barriers. Plusurbia will also support the stakeholder engagement tasks and the development of future street cross sections for the streetcar influence area.
- » **Strategic Economics** will be providing their market and economics expertise in various sections of this contract. They will be leading the gap and market analysis tasks for the live/work/play needs assessment, and will be working closely with other team members to support the TOD best practices research, stakeholder engagement, housing strategy, and development of TDM strategies.
- » **Zimmerman & Volk** will be leading the housing strategy and analysis task with the support of Strategic Economics.
- » **Infinite Source Communications Group** will be supporting the public and stakeholder engagement efforts throughout the life of the contract.
- » **Marlin Engineering** will be providing their expertise and local knowledge to support the development of the transportation demand management plan, the review process integration process, and the evaluation and infrastructure needs assessment. They will also assist with the public and stakeholder engagement efforts.
- » **TischlerBise** will work closely with Kittelson and other team members to support the multimodal metrics and modal priority methodology task, specifically leading the mobility fee component.

*//We have conducted transit corridor studies for more than 34 projects throughout the country, of which 16 have been funded and are either in construction or are in operation today. //*

## LOCATION OF OFFICE TO BE HANDLING CITY ACCOUNT:

Kittelson & Associates, Inc.  
200 SW 1st Ave #1070  
Fort Lauderdale, FL 33301  
P 954.828.1730

Web address: [www.kittelson.com](http://www.kittelson.com)

Responsible Staff e-mail:

[jljm-yap@kittelson.com](mailto:jljm-yap@kittelson.com)



- » **Planactive Studio** will be providing their regulatory expertise to support the team through the evaluation of development barriers as well as the TOD zoning and development regulations tasks. They will also offer some support through the public and stakeholder engagement efforts.
- » **Connor Associates** will work closely with Kittelson and Strategic Economics to support the team with the analysis that looks at potential existing market for transit and active transportation-accessible charter school and daycare facilities within the study area.

The Kittelson Team shares the vision crafted by the City of Fort Lauderdale and its partner agencies for advancing transit's role in community building. Our team is passionate about Transit-Oriented Development planning and we care deeply about the future of the Wave Streetcar and its influence area. We live, work, and shop along the project study area. We strongly believe that a sustainable and livable community needs a progressive transit system to thrive and we have dedicated much of our professional endeavors to advocating for the role of transit and for a holistic mobility system. With this philosophy and commitment, Kittelson Team members have successfully led some of the Country's most forward-thinking transit agencies in advancing transit improvements and TOD planning projects that not only brings improved mobility but supports community development and redevelopment.

The Kittelson Team has the full array of transit-oriented planning, transportation, land use planning, urban design, and communication skills and experiences necessary to successfully support FTA's Pilot Program for Transit-Oriented Development (TOD) Planning. Our team members have proven track records in offering solutions that integrate transportation and TOD knowledge, sound land use planning, and urban design creativity with real and practical regulatory and implementation strategies. Based on past performance, our team is confident



it can successfully deliver the project and strives to exceed the City of Fort Lauderdale and partner agencies expectations.

As shown in this proposals content, the Kittelson Team offers unparalleled local knowledge and experience within the Wave Streetcar influence area. Our extensive knowledge comes from having worked on the Wave Streetcar project and with the City, neighborhoods, and partner agencies for several years. We have the best appreciation for where the Corridor is headed in the future and how transit can help achieve its potential.

## TOD Expertise

Our team members are at the forefront of North America in advancing initiatives for cities where transit is a catalyst for realizing TOD, sustainability, development, and social objectives. Individually, our team members have supported various transit agencies planning for some of the most progressive regions throughout the United States and Canada.

The Kittelson Team has strong communication skills. Our Team understands that good communication is key in developing a comprehensive TOD planning study, and more importantly, proactive and active communication is key in getting the planning study to advance to the next stage of implementation. Our Team members have gained national reputations in resolving some of the most contentious planning issues and bringing together community champions to rally behind ambitious visions. We have the expertise in the full range of communication tools necessary for this planning study; from developing the compelling imaging and visuals, to effective presentation techniques, and to innovative and grassroots public outreach and communication strategies.

*// Our team is passionate about Transit-Oriented development planning and we care deeply about the future of the Wave Streetcar and its influence area. //*

## KEY STAFF AND LOCATIONS

STAFF	COMPANY	TITLE	LOCATION
Jane Lim Yap, AICP, LEED AP	Kittelson	Associate Planner	Orlando, FL
Fabian De La Espriella, AICP	Kittelson	Senior Planner	Ft Lauderdale, FL
Yolanda Takesian, AICP, PTP	Kittelson	Associate Planner	Baltimore, MD
Jessica Josselyn	Kittelson	Associate Planner	Ft Lauderdale, FL
Alia Awwad, PE	Kittelson	Senior Engineer	Ft Lauderdale, FL
Mary Raulerson	Kittelson	Senior Principal Planner	Orlando, FL
Juan Mullerat , Assoc. AIA, APA, NCI, CNU	Plusurbia	Principal Planner	Miami, FL
Maria Bendfeldt	Plusurbia	Senior Planner	Miami, FL
Tara Salmieri, AICP, FBCI	Planactive Studio	Principal Planner	Orlando, FL
Dena Belzer	Strategic Economics	Principal Planner	Berkeley, CA
Sujata Srivastava	Strategic Economics	Senior Planner	Berkeley, CA
Laurie Volk	Zimmerman& Volk	Principal Planner	Clinton, NJ
Carson Bise	TischlerBise	Principal Planner	Bethesda, MD
Monica Diaz	Infinite Source	Public Outreach Officer	Miami, FL
Mike Connor	Connor Associates	Principal Planner	Sacramento, CA

Summarized below is our Team's overall understanding and commitment to this important project.

### TO ACHIEVE PREMIER MULTIMODAL CITY STATUS, THE CITY.

.has taken bold, proactive steps grounded in objective, reliable analysis and continues to do so.

.has committed significant time and resources to learning about community desires and maintaining discourse with the community as solutions are developed and implemented.

.has proactively approached partners to explore and develop opportunities for implementation and will continue to do so.

### THE KITTELSON TEAM WILL SUPPORT THE CITY.

.by providing timely analyses and ideas informed by our local knowledge, our nationwide exposure to best practices and emerging trends, and our ongoing involvement in state and national transportation research projects.

.by integrating state-of-the-practice and advance the state-of-the-art.

.by speaking to the City's needs

.by providing a foundation upon which City staff and officials can confidently make decisions.

»»» Our analyses and ideas will be innovative yet pragmatic, so that you can confidently rely on our work as you continue to take those bold and proactive steps.

.by carefully designing, organizing, facilitating, participating in, and developing materials for public meetings and other stakeholder outreach activities.

.by being clear, inviting, targeted, informative, educational, and comprehensive in our roles as providers and receivers of information so the community will see the value in our interactions.

»»» We understand that City staff's work and our own work are undertaken ultimately for the benefit of the community.

.by understanding your needs and interests and your partners' needs and interests.

.by combining our knowledge of all parties' processes and resources, and our analysis and research credentials to facilitate discussions, the mutual exploration of concepts and ideas, and the development of consensus about solutions.

»»» We are very adept at customizing and tailoring analytical methodologies to objectively assess new ideas and answer questions.





*//The Kittelson Team is exceptionally qualified to assist the City with integrating quality public transportation to enhance and support the community's quality of life //*

At Kittelson, our transportation planning practice is focused on planning and designing infrastructure in which pedestrians, bicyclists, transit riders, trucks and emergency vehicles and motorists are partners in mobility – where transportation enhances and supports, rather than burdens, a community's quality of life. Transit facilities and their context play a critical role in defining the character of a community. They determine the potential for development, the character of community, and they provide access and dictate the arrangement and interaction of land uses. In short, transportation systems are more than just ways to get from point A to point B as quickly as possible – they establish the functional structure of the urban, suburban and rural fabric. That means striking the optimum balance between moving traffic efficiently and building sustainable communities. It means exploring context sensitive design recommendations and policies to support a broader community vision; and taking a people-oriented approach to transportation design that places transit systems, streets, and highways firmly within the context of the larger community.

It also means leveraging the infrastructure investment so that all modal needs are included and all interests are addressed. Kittelson staff has provided planning and engineering services for a wide variety of communities in various stages of maturity and sustainability, and bring this knowledge to addressing the City of Fort Lauderdale's TOD planning project.

The Kittelson Team was formed in a manner that comprehensively addresses the scope of services and meets the needs of the City so that the goals and objectives identified in the ***Fast Forward Fort Lauderdale 2035 Vision*** and ***Press Play Fort Lauderdale Strategic Plan 2018*** can be best achieved. Provided in this section are the individual firm's background and qualifications, project examples, ability to meet time and budget requirements, sustainability practices, and business structure information as well as qualification statistics (i.e., the number of project managers and licensed engineers on the Kittelson Team).

## KITTELSON

Kittelson has provided transportation engineering, planning, and research services to government and private organizations for over 30 years. As an Oregon Subchapter S Corporation founded in 1985, and incorporated in 1988, Kittelson now employs more than 200 employees, 22 offices in 13 states, plus Washington DC. Our skilled professionals and national experts produce progressive research, technological innovation, and industry-leading

# BACKGROUND INFORMATION

## Office location that will service this contract



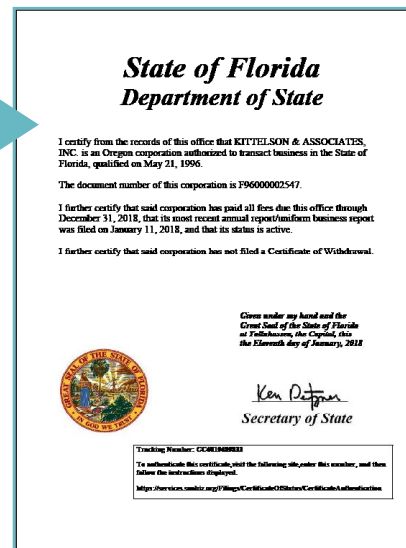
**Kittelson & Associates, Inc**  
Transportation Engineering & Planning

200 SW 1st Avenue, Suite 1070  
Fort Lauderdale, FL 33301  
P: 954.828.1730  
www.kittelson.com

## Licensed in the State of Florida



Kittelson & Associates, Inc. is **qualified to do business in the state of Florida** as of May 21, 1996. Our Business Certificate is found to the right of this paragraph and included, in Section 7 - Required Forms



**Specialty:** Transportation Engineering & Planning

**Years in Business:** 32

**Business Structure:** Corporation

**Total Staff:** 209

**Offices:** Anchorage, AK; Phoenix and Tucson, AZ; Boise, ID; Boston, MA; Sacramento, Oakland, San Francisco, and Orange County, CA; Washington, DC; Miami, Ft. Lauderdale, Orlando, Tallahassee, and Tampa FL; Baltimore, MD; Philadelphia, PA; Cincinnati, OH; Portland and Bend, OR; Reston, VA; and Wilmington and Charlotte, NC



**Jane Lim-Yap, AICP, LEED AP**

Associate Planner

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jlim-yap@kittelson.com



## Contact Person



### STAFF TYPE:

### No. of Staff Firmwide

Managers	122
Professional Engineers	87
Planners	30
Designers	54
GIS Specialists	1
Surveyors	0
Public Involvement	8
Graphic Designers	4
Office Support	8



## Staff Breakdown



## Kittelson Overview

## SUSTAINABLE BUSINESS PRACTICES

The Kittelson Team has incorporated sustainable best practices at the firm level and project level. Kittelson's examples of our continued commitment to sustainability include:

- » Our office locations are in central business district locations, providing our staff with the opportunity to more easily use active transportation or transit options to reduce single-occupancy vehicle travel. Visiting staff are encouraged to use the bicycles available at our office apartments or offered easy access to our Zipcar accounts in cities where the service is available. We implemented this practice starting with the placement of our initial office in downtown Portland in 1985.
- » All Kittelson offices participate in local recycling programs and include desk-side paper recycling boxes in each office, as well as a variety of recycling bins and sorters throughout the office. The default settings of all copier/printers are set to print double-sided in black and white. We implemented this practice in 2011.
- » We use high-tech video conferencing to communicate between offices, thus saving money and reducing environmental impacts associated with travel whenever possible. We implemented this practice in 1998.
- » The Fort Lauderdale, FL and Oakland, CA offices lease space in LEED certified buildings.
- » We started offering a Bike Commute Benefit in 2013, which includes incentives up to \$240 per year to staff who commute to work by bike. In addition, Kittelson participates annually in Bike Commuter Challenges and offers transit passes through our Flexible Spending Account (FSA) programs.
- » Creating environmentally friendly innovations such as the flashing yellow arrow protected-permissive traffic signal display
- » Continuing work on innovative mixed-use development projects that promote multimodal opportunities and community development
- » Peer reviewing the North American Sustainable Transportation Council (STC) Sustainable Transportation Access Rating System (STARS) Pilot Project Application Manual
- » Producing national research on walking, bicycling, and transportation demand management, and helping communities implement these sustainable activities.
- » Working with colleges and institutional clients to implement sustainable transportation practices.

As a firm we also participate in several sustainability-related organizations including the following:

- » North American Transportation Sustainability Council (based in Portland)
- » Panel member for revision of Sustainability Tracking, Assessment & Rating System™ (STARS) (Jan – June 2013)
- » Kittelson staff actively participates in the League of American Bicyclists events throughout the country.



*Kittelson outing on their rented Broward B-cycle bikes.*

## PROJECT EXAMPLES

Kittelson has provided transit-oriented planning services to clients throughout the country. Our work spans the breadth of projects, from planning through project development, and to funding and implementation. Our staff has conducted transit planning studies (including major investment studies, alternative analyses, Environmental Impact Studies) for several projects that are currently operational, including the Euclid Corridor BRT (now operating as the HealthLine), North Shore Connector in Pittsburgh, Second Avenue Subway in New York, the Ybor City Streetcar, and the Washington DC Streetcar. The Kittelson Team members have a proven track record of conducting transit corridor studies that conclude with projects that are both supported locally and competitive nationally. We have conducted transit corridor studies for more than 34 projects throughout the country, of which 16 have been funded and are either in construction or are in operation today.

Kittelson prides itself in developing context-based transit solutions that consider the optimal interactions of various transportation modes and users. Kittelson specializes in advancing Complete Streets through all our projects, and in incorporating innovative and industry-leading traffic and transportation analysis that evaluates the benefits and trade-offs of complex transportation and transit alternatives.



## Bicycle, Pedestrian, and Bus Connectivity to SunRail



**CLIENT:**  
Florida Department of  
Transportation, District 5

**LOCATION:** Ft. Lauderdale, FL

**COMPLETION DATE:**  
September 2016

**COST:** \$275,000

**ROLE:** Subconsultant

*As part of the connectivity assessment for the Phase II SunRail Stations, Kittelson reviewed potential land use approaches that can help support a more multimodal station area. Above is a rendering of potential TOD near the Kissimmee SunRail Station*

### SunRail Connectivity Assessments

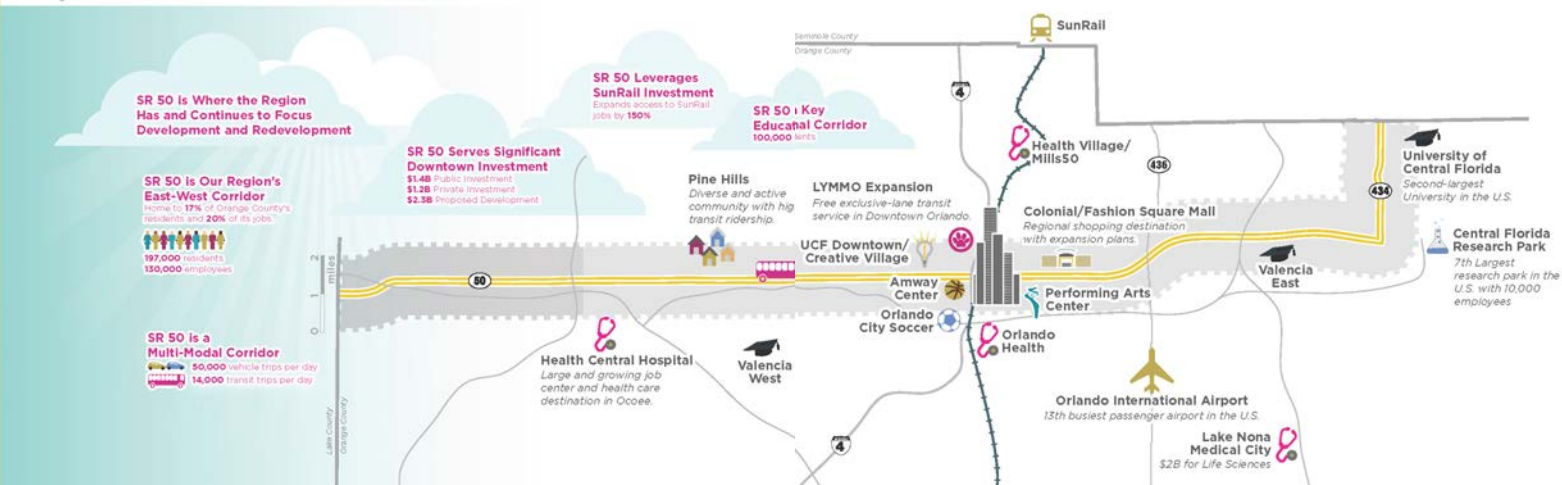
Kittelson brings a unique background to planning for bicycling and pedestrian connectivity to transit due to our previous and ongoing involvement with SunRail efforts. Kittelson conducted a study to assess and provide recommended improvements for pedestrian and bicycle connectivity around the Phase I and Phase II SunRail stations. This effort involved coordination with local government agencies across three counties and eight cities, field reviews to observe operation and safety characteristics, and identification potential solutions. Critical pedestrian and bicycling facility projects were organized in an implementable list of short, mid, and long-term projects. Kittelson advanced a number of the projects through concept development and coordinated with FDOT work program and maintenance staff to implement the projects. Throughout this effort, Kittelson gained the unique perspective of engaging station area opportunities and challenges for the Altamonte Station and other stations along SunRail.

### TSP Evaluation for SunRail Feeder Routes

In addition, Kittelson led the planning and initial TSP design for LYNX routes connecting to all suburban SunRail stations (including the Altamonte Springs SunRail station) and prioritized routes which experienced high ridership, showed poor on-time performance along their route and at SunRail station transfers. This work included the technical analysis of on-time performance and loading using LYNX Automatic Passenger Count (APC) and Automatic Vehicle Location (AVL) data, identification of priority corridors for TSP implementation, and final design for TSP implementation. These routes were slated for implementation in three phases over three years. This provided Kittelson with an enhanced understanding of transit performance conditions along LYNX routes along and connecting to the SR 436 corridor such as LINK routes 436N, 28, 29, and 1.

# SR 50/UCF Connector Alternatives Analysis & Health Impact Assessment

## Synthesis of the SR 50 Corridor Needs and Context



**CLIENT:**  
 LYNX (SR 50/UCF AA)  
 MetroPlan Orlando (SR 50 HIA)

**LOCATION:** Orange County, FL

**COMPLETION DATE:**  
 September 2016

**COST:** \$1,163,000

**ROLE:** Prime Consultant

Kittelson led the multidisciplinary team in conducting the SR 50 / UCF Connector Alternatives Analysis. The SR 50 Corridor between the western county line to SR 434 and up to UCF forms a key economic life line of the region, with 130,000 jobs and several activity centers. It serves the country's second largest university (UCF), Orlando's Downtown, a growing college, other business centers, regional malls, and a hospital. SR 50 is also a key regional transportation link serving the highest performing transit routes and connecting to the new SunRail Commuter Rail.

Through this project, the Kittelson team not only gained an understanding of the transit environment and potential in the Orlando region, but integrated the needs of existing transit users (largely transit-dependent) with the needs of future transit riders and the goals of communities and private sectors. This study became a catalyst for energizing an emerging neighborhood of young professionals and pioneer developers (Mills50 group) and challenged transit as a key factor of re-inventing an aging suburban corridor. It prompted challenging yet necessary dialogues among LYNX, FDOT, and the municipalities, about balancing

the vehicular capacity to accommodate transit, and pedestrian and bicycling mobility. The study provided a clear understanding of the transit demand, the range of potential solutions, and concluded with a proposed Bus Rapid Transit (BRT) line as the locally preferred solution for addressing the corridor's transit needs.

The Kittelson Team worked with LYNX to balance all the needs along the Corridor and to think outside the box on short-term and implementable solutions for a growing Corridor. This project will prepare the region for the eventual BRT expansion to UCF (connecting it to downtown Orlando) and further the momentum of premium transit in the region. At the same time, the Kittelson team planned a very cost effective first segment of the project from Powers Drive to Goldenrod Road, having a projected ridership of 14,300 riders/day, costing \$36 million in capital cost, \$2 million/year in operation and maintenance cost, and saving 7 minutes per average trip.

Following the successful completion of the SR 50 AA and the selection of BRT as a locally preferred alternative, Kittelson was contracted by MetroPlan Orlando to conduct the first transportation Health Impact Assessment (HIA) in the region. The goal of the SR 50 HIA was to help inform decision makers, planners, community members, and other stakeholders about the likely health, social, economic and environmental impacts associated with the proposed SR 50 BRT service. Kittelson directly connected the goals and outcomes of the SR 50 AA to potential health-related outcomes through a research-



driven process, partnering with UCF to research the linkages between health and multimodal planning. The study included analyses of the potential changes in community physical activity levels, job access, housing and transportation costs, traffic safety, education access, and access to healthy foods. The Study concluded with a list of policy, system, and corridor-level recommendations for various public agencies and community organizations to implement in the short and long-term.

During the SR 50 AA and the SR 50 HIA, the Kittelson team used innovative grassroots public outreach approach which included immersing the Study team in the corridor through neighborhood and community meetings, and popular local destinations (i.e. Bravo Supermarket and Florida Career College on the SR 436 corridor) to gather feedback and disseminate information about the studies.

#### Existing Conditions



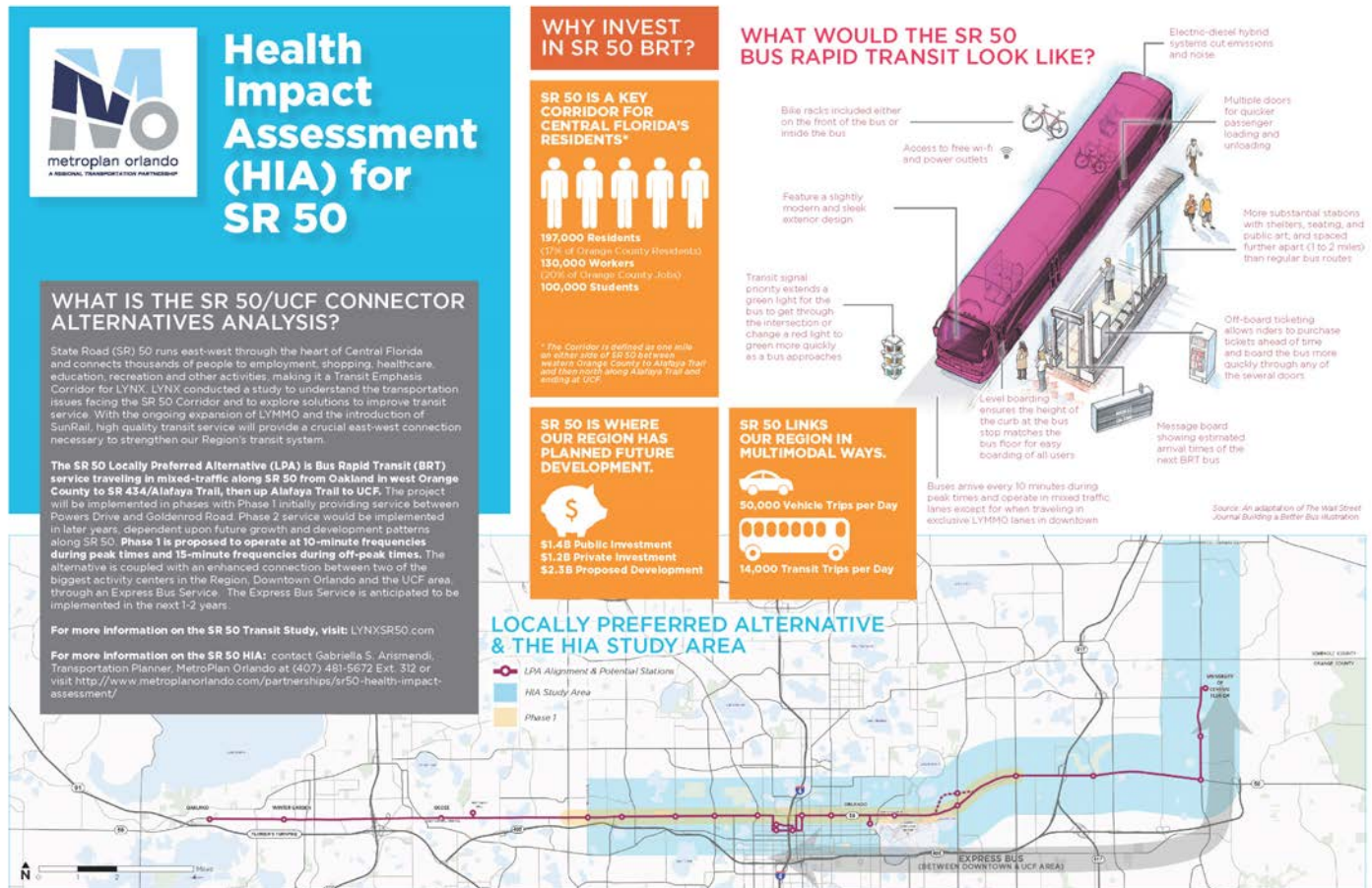
#### Illustrative Concept of Short-Term Potential



#### Illustrative Concept of Long-Term Potential



Illustrative concept for the potential SR 50 BRT station at the Mills50 District with a vision of potential future transit-oriented development around the station.





# FDOT District Five Multi-Modal Corridor Planning Guidebook

**CLIENT:**

Florida Department of Transportation, District 5

**COMPLETION DATE:**

March 2013

**LOCATION:** Central Florida

**COST:** \$114,250

**ROLE:** Prime

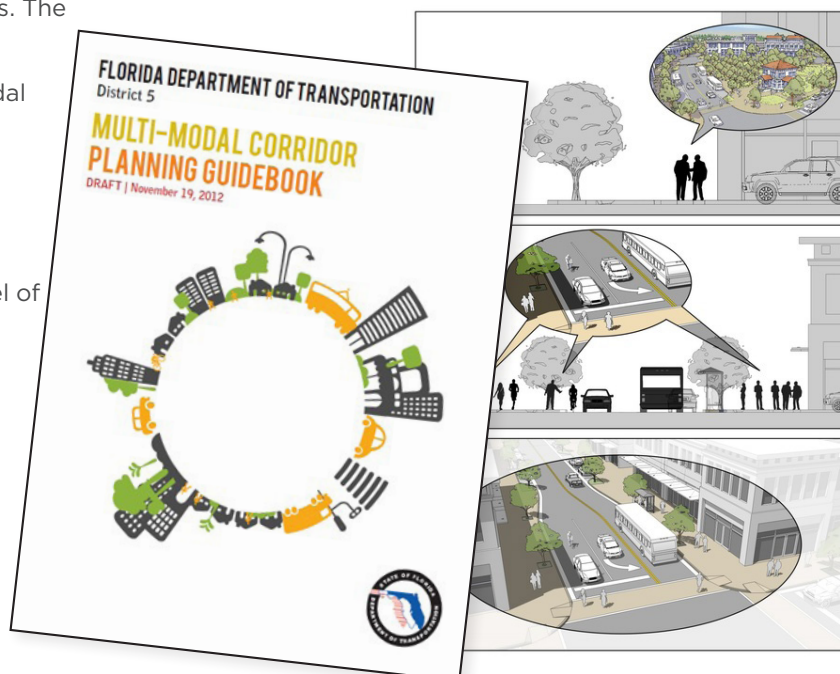
Kittelson led the development of FDOT District 5's first guide on multi-modal corridor planning. The Guidebook is a result of FDOT's initiative to strengthen its planning phase, both internally and in partnership with local municipalities and MPOs.

The Guidebook is based on the premise that today's changing financial, environmental, social, and economic realities are requiring DOTs around the Country to rethink the previous approach towards transportation planning and decision-making. As outlined in the "Florida Transportation Vision for the 21st Century", the DOT is being challenged to "do more with less", to streamline project delivery, and to develop project solutions that address both the multimodal mobility and economic development needs of a community. FDOT District 5 recognizes that effective and efficient planning can lead to better defined problems, exceptional project development and delivery, more streamlined and stable work program, and eventually to implemented projects that are supported by community stakeholders. The Planning Guidebook:

- » Defines a consistent approach for multimodal corridor studies
- » Defines the elements needed for planning solution (or set of solutions) that can be delivered to the PD&E and Design phases (well-defined problem, range of solutions, understanding of costs, schedules, and level of community support)

The Guidebook also explores the various roles of transportation facilities, including providing local and regional mobility, and supporting economic revitalization. Transportation facilities exist within rural, urban and suburban contexts, and function as main streets, arterials, collectors, and interstates within each of these land use contexts. The Guidebook is intended to help transportation and land use planners, engineers, and designers, elected officials, who plan transportation facilities understand how stronger planning can help streamline the project development process and develop alternatives that are more fiscally realistic and community acceptable, before these are even put on a priority list or programmed.

Kittelson has conducted internal FDOT training and workshops on the Guidebook. The series of interactive workshops walks through the planning process with participants, enabling them to fully understand a transportation problem before programming a solution to the problem. Workshop participants learn how land use and transportation strategies should be integrated to sustainably address future multimodal mobility needs while meeting local community goals. Participants also learn about innovative planning tools and techniques available to understand issues, synthesize information, and engage stakeholders.



## Livable Claiborne Communities



**CLIENT:**  
City of New Orleans

**COMPLETION DATE:**  
September 2016

**LOCATION:** New Orleans, LA

**COST:** \$2,095,901

**ROLE:** Prime Consultant

*Kittelson utilized the travel demand model to understand the trade-offs of various land use scenarios, transportation investments, and economic response to both of these.*

Kittelson led the Livable Claiborne Communities study in New Orleans, Louisiana. The study was a comprehensive effort to understand current trends in housing, jobs, and workforce training and economic development, as well as to understand the dynamics of transportation in New Orleans and the Claiborne Avenue corridor's role in accommodating them. The study considered ways to improve transit service; connect housing to jobs, schools, and healthcare; manage soil and water in the interest of reducing flooding; and promote vibrant, livable communities through new housing opportunities, jobs, and businesses that support and enhance the area's distinctive cultural traditions. It recognizes the important inter-parish connection that Claiborne offers for the New Orleans region, and has been structured to closely link other major planning and development initiatives underway in New Orleans to new opportunities that the study will explore.

Key to the study's development is the linkage between infrastructure investment and economic and land development. This is an important dynamic, as existing programs intended to promote economic development, workforce development, and address neighborhood blight have practical limitations to their ability to catalyze

revitalization. Further investment in infrastructure and other physical assets for the City offers a means of leverage to extend the Claiborne corridor's potential for adding jobs, increasing value in neighborhoods, and promoting community stability.

We used this innovative approach on the Livable Claiborne Communities project to determine the full range of mobility, community and economic benefits and impacts of removing an elevated freeway from the highway network. This analysis provided the counter-intuitive conclusion that removal of some ramps would improve overall traffic performance at the system and at the corridor level.

Key deliverables were produced at each stage of the project. The DataBook was a critical document that was produced early on in the study to maximize its capability to inform future work; it served as an ongoing resource for the remainder of the project, up to and including the development and analysis of alternatives. The complete list of project deliverables can be seen at: <http://www.nola.gov/livable-claiborne-communities/>



# Maryland Transit Oriented Development Guidebook

**CLIENT:**

Maryland Transit  
Administration

**COMPLETION DATE:**

December 2013

**COST:** \$133,852

**LOCATION:** Statewide Maryland

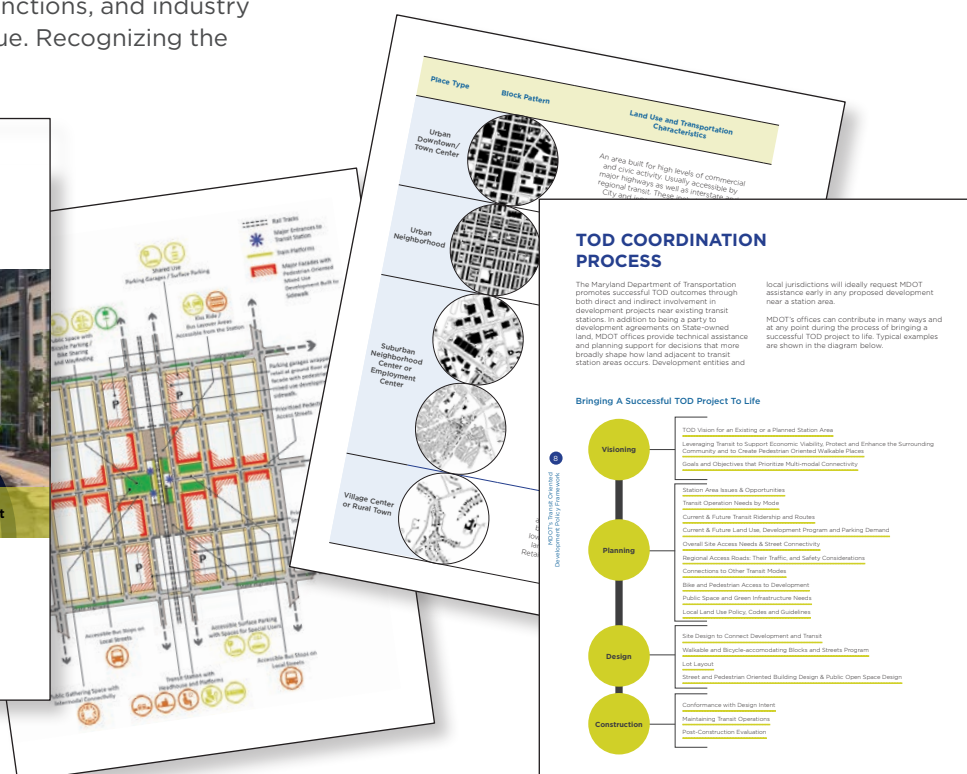
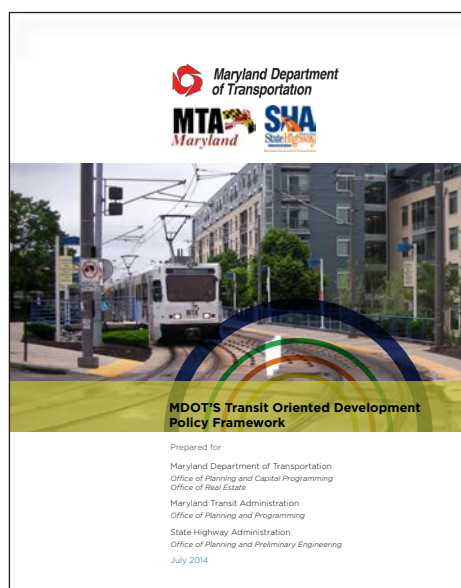
**ROLE:** Joint Venture

Working with the Maryland Transit Administration and DOT staff, Kittelson the created a transit-oriented development (TOD) design guide targeted to local governments and private developers. The principal audience, the development team, is provided with a highly visual document that explains the physical and operating aspects of rail transit stations and development decisions that can affect parcel assembly, site planning and design, development phasing and post development operations. It was prepared to fully leverage a site's proximity to rail transit in response to very mixed results from early joint development and TOD in Maryland.

Recognizing that the presence of high value transit assets are a major market attribute of the site, the guide helps designers understand and integrate transit market considerations, transit operating functions, and industry best practice to maximize their value. Recognizing the

incremental nature of TOD infill development, the guide helps users assess area context features and planned changes; transit's physical and service characteristics including rail type (commuter, light rail, Metrorail/Metro) and related span of service and frequency; access conditions including transfer activity and track crossing characteristics; parking needs for different station conditions (i.e. terminal stations versus mid-point stations, etc.), to improve design decisions for critical TOD elements including area, station and cross-track circulation, public realm and place making, parking and drop-off needs, opportunities and costs. The guide works to protect the operator's provision of essential services and costs for providing that service (i.e. walk-up vs. driving transit patron) while inviting opportunities for new ridership through increased housing and jobs near the station.

Kittelson facilitated communications between MDOT staff in a variety of disciplines to bring real examples of issues and best practices into the product, and to raise awareness and discussion of policy issues affecting TOD design.



# ABERDEEN PLANNING & PROJECT DEVELOPMENT

Kittelson has worked with the City of Aberdeen on three major planning & project development initiatives during the past five years. In 2008, Kittelson prepared an update of the Transportation Element and Major Thoroughfare Plan for the City of Aberdeen's Comprehensive Plan. As part of this effort Kittelson reviewed existing transportation conditions within the context of existing land use patterns and proposed growth, and expansion/annexation plans, including proposed BRAC-related growth at the Aberdeen Proving Ground, MARC commuter rail expansion plans, and future traffic conditions. Kittelson worked with the City of Aberdeen planning staff and an agency advisory committee in a series of work sessions to identify needs, opportunities, and future improvement priorities.

Major elements:

- » Build on the existing street network to create a more connected and multimodal system
- » Fill gaps in connectivity between existing streets
- » Ensure major development builds connections between arterial roads
- » Identifies a city- street based bicycle network
- » Creates street types and intersection designs to improve pedestrian safety

Short-, mid-, and long-term transportation improvements were identified including those needing financial or technical support by partner agencies including Harford County and the Maryland State Highway Administration. The plan was approved by the Planning Commission, and adopted by the Aberdeen City Council in 2011. Kittelson also led a multidisciplinary team to develop a Transit-Oriented Master Plan for the Aberdeen Amtrak MARC Station Area in support of a collaboration between the Maryland Department of Transportation, the City of Aberdeen and Harford County. The State-designated Transit-Oriented Development came behind a series of station location, market and transit service studies and provided a vision for the station as an extension of downtown Aberdeen. The concept, with support from agency and community interactions and workshops, developed a reorientation of major station infrastructure reducing the barrier that the station and crossing created between the east and west sides of historic Aberdeen. The TOD Master Plan was adopted by Aberdeen City Council and was identified by Harford County Executive as one of the County's highest transportation priorities in its annual letter to the Maryland Secretary of Transportation. Kittelson has continued to support the project into its 1st implementation phase, a feasibility analysis of the "Station Square" concept in preparation for engineering design.

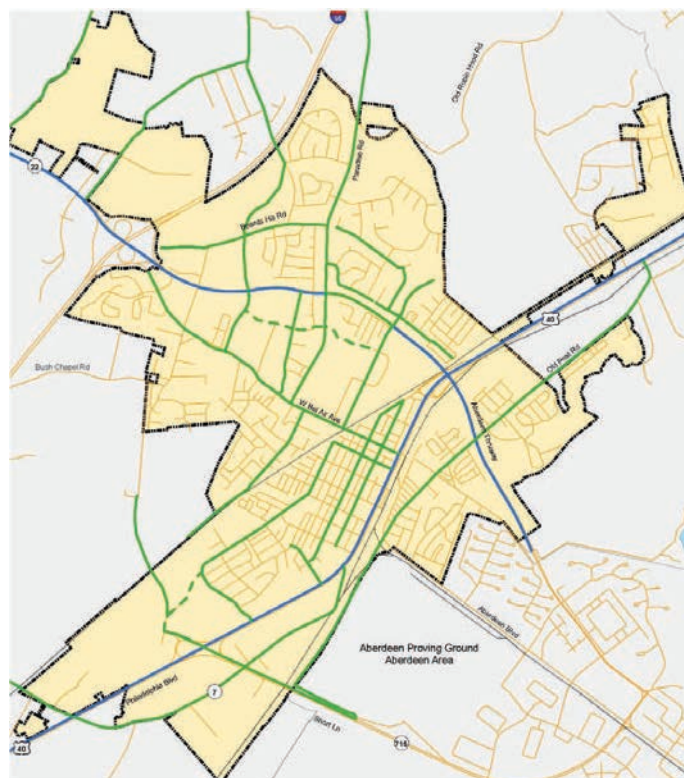
**CLIENT:**  
City of Aberdeen

**LOCATION:** Aberdeen, MD

**COMPLETION DATE:**  
May 2012

**COST:** \$130,000

**ROLE:** Prime Consultant



# Southeast Florida Regional Contract

Kittelson has been the lead consultant for the Southeast Florida Transportation Council since 2008. Funded by the Palm Beach, Broward, and Miami-Dade MPOs, Kittelson has completed and/or is working on ten different projects including: (1) the TRIP Prioritization Process; (2) the 2035, 2040, and 2045 Regional Range Transportation Plans; (3) Regional Performance Measures; (4) the Southeast Florida Passenger Rail Evaluation; (5) the Regional Transit Network Assessment; (6) Meeting support and attendance (she has attended over 200 SEFTC, RTTAC, and RTTAC Modeling Subcommittee meetings); (7) SEFTC Website upgrade and maintenance; (8) Plan amendments (as needed); (9) the SR 7 Common Vision (via Broward and Palm Beach MPO); and (10) the MPO Coordination Assessment (via FDOT D4 and MPOAC). Regional documentation can be found at [www.seftc.org](http://www.seftc.org).

**CLIENT:**

Palm Beach TPA, Broward MPO, and Miami-Dade TPO

**COMPLETION DATE:**

Ongoing

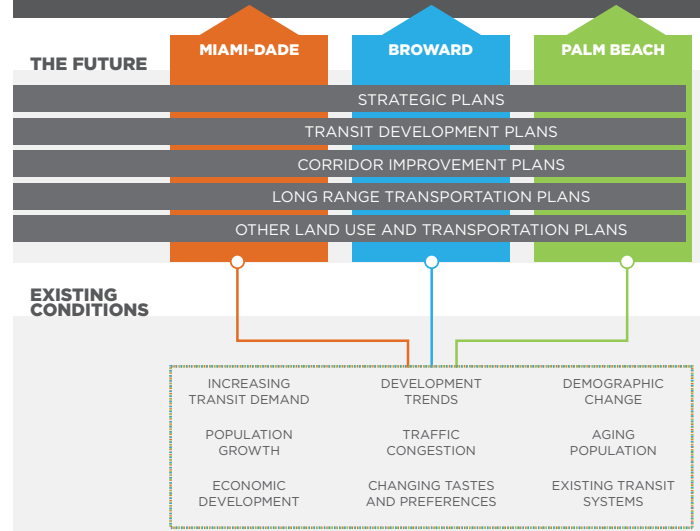
**LOCATION:** Miami-Dade, Broward, and Palm Beach Counties, FL

**COST:** \$1,500,000

**ROLE:** Prime Consultant

**THE VISION**

**SOUTHEAST FLORIDA 2040**  
REGIONAL TRANSPORTATION PLAN  
Miami-Dade • Broward • Palm Beach





## City of Hialeah's Transit Oriented Development

PlusUrbia, in collaboration with the City of Hialeah's Planning Department created a master plan and regulations for Transit Oriented Development (TOD) around the Market District and Transfer rail stations in Hialeah. The master plan and regulations were unanimously approved by City Council in October 2016. The design proposes compact, mixed-use development around rail connectivity while calibrating the development to incentivize re-investment in the TOD areas.

Affordable housing cuts household costs dramatically by being within walking distance of rail transit that connects to all of Miami-Dade County's major job centers.

The Market Station District covers +140 acres where stakeholders are interested in creating space for artists, events, restaurants and retail. Transfer Station has +170 acres that can support increased density, open space and a vibrant lifestyle connected to Metrorail and Tri-Rail.



## Wynwood Neighborhood Revitalization District

The Wynwood NRD is a set of zoning regulations that enhances the pedestrian experience, promotes diverse housing and funds open space and centralized parking in a mixed-use, 24-hour neighborhood that retains the world-renowned Wynwood character. The plan preserves unique street art and industrial characteristics while creating a framework for a dense, walkable urban development with new housing, retail and open space in an arts district.

The plan covers 273 urban acres and supports creative industries with walkable streets, transit corridors and green space. The NRD creates more residential development while also allowing for smaller units to serve millennials and artists with affordable apartments and live-work units. A Transfer of Development Rights program allows warehouse owners to sell the development rights to their buildings – in the interest of preserving legacy structures.

The Wynwood Neighborhood Revitalization District has been honored with four major awards and two proclamations, including the 2017 American Association of Planners National Economic Development Plan Award. It also has been lauded in media stories as a template for successful conversion of warehouse-industrial areas into dense, mixed-use, art and innovation hubs.





## Marlin

## Protected Bike Lanes Master Plan

Safety and convenience are major factors in a person's decision to use a bicycle for transportation. MARLIN is leading the development of the Miami-Dade TPO Protected Bike Lanes Master Plan. Protected bike lanes (also known as separated bike lanes and cycle tracks) will create a county-wide low-stress bikeway network connecting existing bike facilities, population centers, employment areas, educational facilities, recreational facilities, other civic institutions to existing and planned transit facilities including the Strategic Miami Area Rapid Transit (SMART) Plan corridors. The study will identify two pilot projects for fast-track implementation.



## Village of Palmetto Bay Downtown Study

This project was awarded the 2015 Florida Planning and Zoning Board "Outstanding Plan Study". A proposed project consisting of 6,000 new residential and 400,000 SF retail/office land uses, to be built in three development phases occurring in 2025, 2035 and 2045.

The proposed redevelopment included a significant densification of the existing downtown area introducing new mixed use developments. Tasked with analyzing and documenting the results of existing and phased future transportation impacts of the proposed downtown redevelopment including how trips could be internalized between complementary land uses. This study analyzed the transportation corridor segments and intersections in accordance with the Village requirements and approved methodology, which specified an analysis of existing conditions and future conditions without the downtown project (background traffic) and future conditions with the downtown project (total traffic).

The results of the study recommended the development of a new local street to support a grid network, signal network and intersection cycle lengths were optimized for future total traffic conditions along with some geometric improvements and a series of improvements to promote use of public transportation as well as promoting bicycling and walking, including: installation of on-site bicycle racks or parking stations; provide transit information stations within the site including route schedules and maps; Transit-oriented amenities; design/construct the site in a bicycle/pedestrian-and transit-friendly fashion.

MARLIN managed the study to document the traffic and transportation needs of the proposed downtown redevelopment plan. We analyzed and documented the results of existing and phased future transportation impacts including how trips could be internalized between complementary land uses. Our traffic engineers and planners recommended the development of a new local street to support a grid network, signal network and intersection cycle lengths were optimized for future total traffic conditions along with some geometric improvements and a series of improvements to promote use of public transportation as well as promoting bicycling and walking. The study included road closures, proposed traffic circles and traffic counts.



# Strategic Economics

## Funding Affordable Housing Near Transit in the Bay Area

The San Francisco Bay Area region faces a challenge in producing sufficient very low income (VLI), low income (LI) and moderate income (MODI) housing units to meet current demand. On average, the Bay Area only produces one third of the housing needed to keep up with population and job growth. Lack of funding, limited development sites zoned for housing, and inadequate public support are some of the major barriers to developing affordable units. In response to the region's housing affordability crisis, two of the region's major transit agencies – BART (Bay Area Rapid Transit) and VTA (Santa Clara Valley Transportation Authority) – have recently established ambitious targets for building lower income housing on their transit lands. Achieving the transit agencies' objectives will require raising additional local funding, in addition to coordinating closely with local jurisdictions to enable higher-density housing on transit properties.

The San Francisco Foundation's Great Communities Collaborative initiative retained Strategic Economics to write a white paper that would assist funders, community groups, and transit agency partners to accelerate affordable housing development near transit. The white paper addresses the following key issues:

- » Measuring the funding gap at the regional scale required to meet the demand for very low and low income housing in the region.
- » Identifying the local funding gaps and policy changes that would facilitate meeting the affordable housing goals established by BART and VTA on transit lands.
- » Identifying new potential funding sources at the federal, state, regional, and local level to promote the production of new affordable housing units in the Bay Area overall, and near transit.
- » Describing the role of local land use policies in incentivizing market-rate developers to provide housing for MODI households, which are not served by most subsidy programs.



## Northwest Indiana West Lake Corridor TOD Planning

Strategic Economics was part of a team led by Farr Associates tasked with developing concept plans and zoning for future station areas along the proposed "West Lake" commuter rail corridor in Lake County, Indiana. The West Lake corridor rail service will create a fast, convenient link from the Indiana communities of Dyer, Munster, and Hammond to Downtown Chicago. These communities and the Northwest Indiana Regional Development Authority sought to develop station area plans that leverage new transit-oriented development and economic development opportunities that will be generated by the new rail service.

Strategic Economics prepared a market study to measure demand for transit-oriented household and employment growth in the corridor, and to assess the unique assets and opportunities that can be leveraged in each proposed station area to accelerate investment based on the presence of new transit service. The market analysis found that the rail service's connection to employment in Downtown Chicago will generate significant new demand for housing near future station areas, which in turn will provide support future retail and

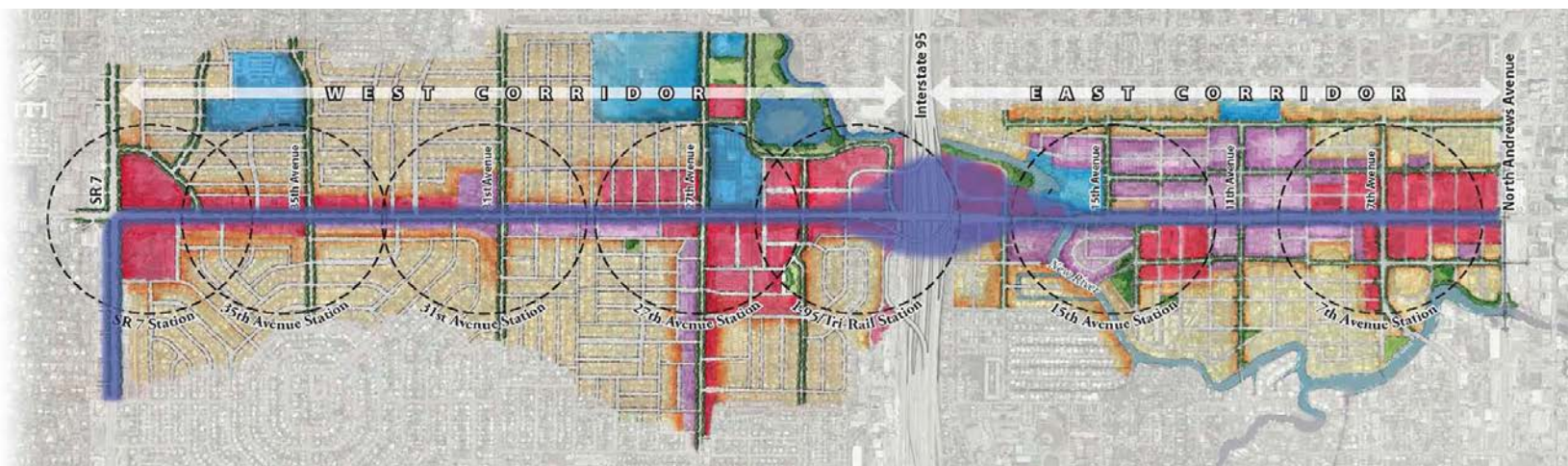
mixed-use development opportunities. The rail service also creates an opportunity for future employment growth and commercial development potential in response to the new multimodal access offered by the rail line and local street improvements.

Farr Associated used the Market Study findings as the bases for preparing station area vision plans. Then, Strategic Economics prepared a "market accelerator" implementation strategy for each station area that leverage local assets combined with the new transit driven development opportunities. This strategy also identified the appropriate funding and financing mechanisms to assist in implementing each station area vision. Finally, Strategic Economics prepared a pro forma analysis to test the feasibility for six different TOD product types including different uses, densities, and parking solutions. These pro formas demonstrated that transit will make a significant impact in helping to transition these areas from auto-oriented places to more walkable and mixed-use districts.



# Planactive

## Broward Boulevard Corridor Study (AA) Phase one and Phase two



The Broward Boulevard Corridor Study encompassed two phases:

- 1) Broward Boulevard between SR 7 and NW 22nd Avenue, and
- 2) NW 22nd Avenue to Andrews Avenue, within the area between the New River and NW 4th Street.

One of the primary objectives along Broward Boulevard was to encourage and shape future development and land use patterns for: Broward County, Ft. Lauderdale, Plantation, and Lauderdale Lakes.

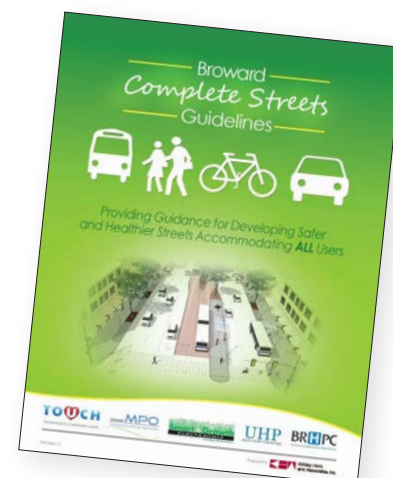
Three key issues addressed by the E/W AA study: east/west mobility, economic development, and intermodal connectivity.

The Corridor Studies concentrated on:

- » Corridor Analysis - which documented the physical features and issues within the corridor, policy evaluation;
- » Redevelopment Framework - that illustrated a redevelopment strategy utilizing a three lens approach::Retain and Reinvest, Revitalize and Redevelop;
- » Station Analysis - for location of stations, the number of stations and the identification of the type of stations located within the corridor by illustrating transit design options; and
- » Next Steps - that provided recommended strategies, implementation and changes for an enhanced New Starts report that highlighted City initiatives and FDOT next steps.

## Broward County Complete Streets

StreetsSmart Growth Partnership (SGP), a non profit organization, hired Planactive to serve as the program manager of a Center for Disease Control Grant with a charge to create healthy and safe places in Broward County. In September of 2012, The Broward County MPO endorsed the "Broward County Complete Streets Design Guidelines". As part of this initiative, Tara has completed land use/transportation policy audits for 11 municipalities in Broward County. The policy audits evaluated the strengths and weakness of policies in the local jurisdictions Comprehensive Plan, Zoning Ordinance and Engineering Standards as it relates to Smart Growth and Complete Streets. Through this initiative each municipality has also adopted a smart growth complete streets resolution and/or proclamation that was developed by Tara Salmieri in support of Smart Growth and Complete Streets.



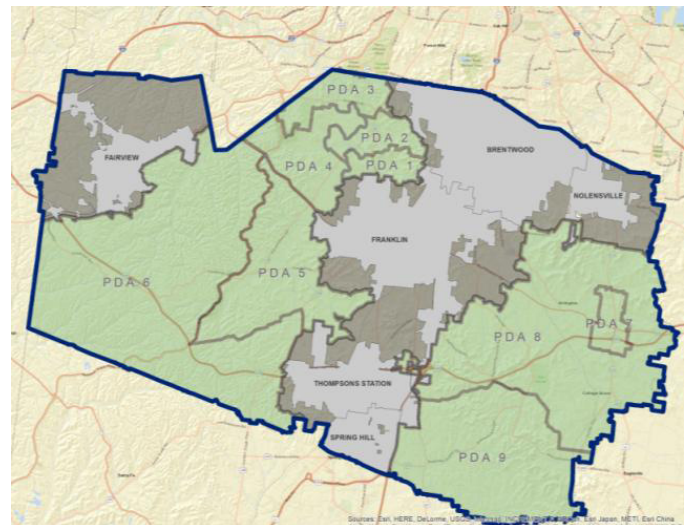
## City of Edmond, Oklahoma – Transit Funding Strategy

The City of Edmond contracted with TischlerBise, Inc., to evaluate potential revenue enhancement opportunities for Citylink, the City's public transportation service. Edmond's Citylink public transportation service began almost seven years ago and includes four local routes, one express route to and from Oklahoma City that run 12 times per day, and an on-demand paratransit service. This program has been very successful, as total ridership has increased by almost 300% since service began. The total ridership in 2012 was over 235,000. However, the cost of providing public transportation services continues to go up with the increased demand, and the City did not know where additional funding will come from. To date, the City has successfully used grant funding to help leverage the total program costs. However, grant programs that are relied upon are now being targeted for elimination or having their federal allocations significantly reduced over the next couple years.

In our experience with revenue enhancement strategies across the country, a creative and diverse set of funding sources was needed. To that end, seven different types of revenue sources were evaluated for the City of Edmond's public transit service, Citylink. These revenue sources were evaluated on fiscal criteria (yield, start-up cost, and predictability) as well as applicability criteria (public acceptance, administrative ease, and legal status.) The revenue sources that were evaluated include the following: advertising, farebox revenue, vehicle rental fee, vehicle registration fee, a regional transit authority, contracts for service, and parking pricing.

## Williamson County, Tennessee – Rural Road Funding Strategy

TischlerBise prepared a rural road funding strategy for this fast-growing suburban County in the Nashville Metropolitan Area. TischlerBise evaluated numerous funding options and prepared five potential funding scenarios that assumed a variety of countywide and unincorporated county options. This process included an extensive public engagement process





# Zimmerman - Volk

## Downtown Baltimore, Maryland

Initial market analysis (2001) and five-year updates (2006, 2012, and most recently, 2017) that provide a detailed analysis of residential conditions within Downtown Baltimore, a study area covering the Downtown Statistical Area (DSA), a one-mile radius from the intersection of Pratt and Light Streets in the core Downtown. The study determined the market potential for newly-introduced housing units (both new construction and adaptive re-use) that could be leased or sold in the Downtown study area over the following five years.

For the initial study, a series of interviews were conducted with various stakeholders knowledgeable about housing in general to understand their perspective, their assessments of current housing demand, and their understanding of the barriers to new developments within Downtown Baltimore.



## Greater Downtown Detroit, Michigan

Initial market analysis (2002) and subsequent updates (2010, 2014, and most recently, 2017) that provide a detailed analysis of residential conditions within Greater Downtown Detroit, a study area that includes the core Downtown, Midtown, New Center, and several surrounding in-town neighborhoods. The study determined the market potential for newly-introduced housing units (both new construction and adaptive re-use) that could be leased or sold in the Downtown study area over the following five years, including the impact of the Q Line, a new light-rail line extending along Woodward Avenue from Downtown through Midtown to the New Center.

For the initial study, a series of interviews were conducted with various stakeholders knowledgeable about housing in general to understand their perspective, their assessments of current housing demand, and their understanding of the barriers to new developments within Greater Downtown Detroit.









## 03 APPROACH TO SCOPE OF WORK

### UNDERSTANDING OF THE CITY'S NEEDS, GOALS AND OBJECTIVES

The City of Fort Lauderdale's vision and commitment to creating a fully multimodal City is evident through its proactive and deliberate steps that are taking place to create a competitive and connected transportation network that serves all users. Coupled with a process that fully engages the community, businesses, and partner agencies, the City's goal to achieve excellence in improving safety and mobility has been nationally recognized, including ranking as third by Smart Growth America for Best Complete Streets Policies of 2013. The tireless efforts towards creating a truly multimodal environment is also what led to the City being awarded the Federal Transit Administration's (FTA) Transit-Oriented Development (TOD) award.

The Kittelson Team understands the City's vision and recognizes that healthy, sustainable societies depend on efficient, active, and safe multimodal transportation that is cost-effective to manage, operate, enhance, and use over time. We are at the forefront in the country in outlining urban design strategies to create transit supportive development patterns, preparing station area plans for

transit systems, and developing transportation solutions to enhance transit station areas. Our creative urban design and context sensitive solutions, combined with our strong technical transit operations and engineering experience, allows us to provide station area and TOD planning solutions that are grounded with technical and operational realities and can be advanced to implementation. We are also well-versed in applying this knowledge to enhance the connectivity and accessibility of fixed guideway transit stations to the rest of the community.

Kittelson staff has provided training courses on behalf of FTA and authored numerous Federal, statewide, and local guidelines and policies to advance the integrating of land use and transit, and the implementation of quality transit infrastructure. The firm authored both editions of TRB's [Transit Capacity and Quality of Service Manual (TCQSM),] which offers guidance on evaluating bus and rail operations. Additionally, Kittelson's TOD experience includes a diverse portfolio of TOD master plans, station area plans, and TOD-friendly neighborhood plans. Examples include developing TOD guidelines for the Maryland Transit Administration, the Braddock Metro Station Neighborhood Plan, and the Howard Street TOD in downtown Baltimore.

For over 30 years Kittelson has successfully managed contracts for agencies that involve the services and stakeholder coordination similar in scale and complexity as the ones required for successfully completing the

City of Fort Lauderdale's Federal Transit Oriented Development (TOD) Planning Services effort. We will organize, control and monitor staff assignments to ensure efficient and timely delivery of outcomes and products that support sound decision-making. We have identified several key management techniques that will guide the management of this Study in a way that exceeds the expectations of the City and meets the existing and emerging requirements of the Federal Transit Administration (FTA) and FAST Act; and is completed on time and within budget. Good communication is intrinsic to the success of any contract; therefore, the Kittelson Team will operate with a high degree of coordination and regular interaction with the City and key stakeholders.

## OVERALL APPROACH TO ACCOMPLISHING THE PROJECT

### Task 1 – Project Management Plan & Study Area Definition

Kittelson is committed to delivering a quality product on schedule and within the project budget. Our commitment to schedule is achieved through regular and open communication with project staff and the client on issues to overcome, deliverables to be completed, and upcoming tasks. Through open and on-going communication style, all project team members understand goals, schedule, and needs; therefore, the interest of the client is first and foremost.

The Kittelson management team consists of professionals that have a proven track record of effective management and TOD planning and implementation experience. Our project manager, Jane Lim-Yap, AICP, LEED AP, has over 20 years of experience in helping various communities, transit agencies, and state agencies develop successful plans for redeveloping urban and suburban corridors, town centers, and transit station areas. In addition, Ms. Lim-Yap is also involved in state-level policy initiatives to align transportation and land use planning and decisions. Yolanda Takesian will serve as project principal, and Fabian De La Espriella will be the deputy project manager.

### QUALITY ASSURANCE/QUALITY CONTROL

Kittelson is committed to meeting and exceeding the needs of the City on this contract. Kittelson Quality Assurance/Quality Control (QA/QC) principles require a quality check of every product/report before submitting to the client. We have designated a QA/QC manager identified in our organizational chart. Our project principal, Yolanda Takesian, will be responsible for overseeing and managing the QA/QC procedures for the overall project. Ms. Takesian has over 20 years of experience linking transportation solutions to the cultural, economic, and civic goals of communities, which ultimately benefit from transportation investments.

The three basic steps will be followed:

1. Each staff member working on a task conducts a quality review. If changes are needed revisions are made until acceptable.
2. The Project Manager also conducts a quality review following the same process discussed above. Once acceptable the document is submitted to the QA/QC manager for final review.
3. The QA/QC manager will conduct the final review following the process discussed above. Once the document is acceptable, it will be submitted to the City.

### Project Management Plan (PMP) Approach

Hinging on a solid management and quality control approach, The Kittelson Team will develop a Project Management Plan (PMP) that will ensure timely and efficient deliverability. The PMP will lay out the specific timeline and deliverable of each task, and will describe the interrelations of the different tasks. Additionally, the PMP will include a schedule of coordination meetings with City staff and stakeholders to ensure input is gathered at all critical milestones.

## PROJECT SCHEDULE

Kittelson proposes the following scheduling methodology (timeline) to ensure scope items are executed by August 2019.

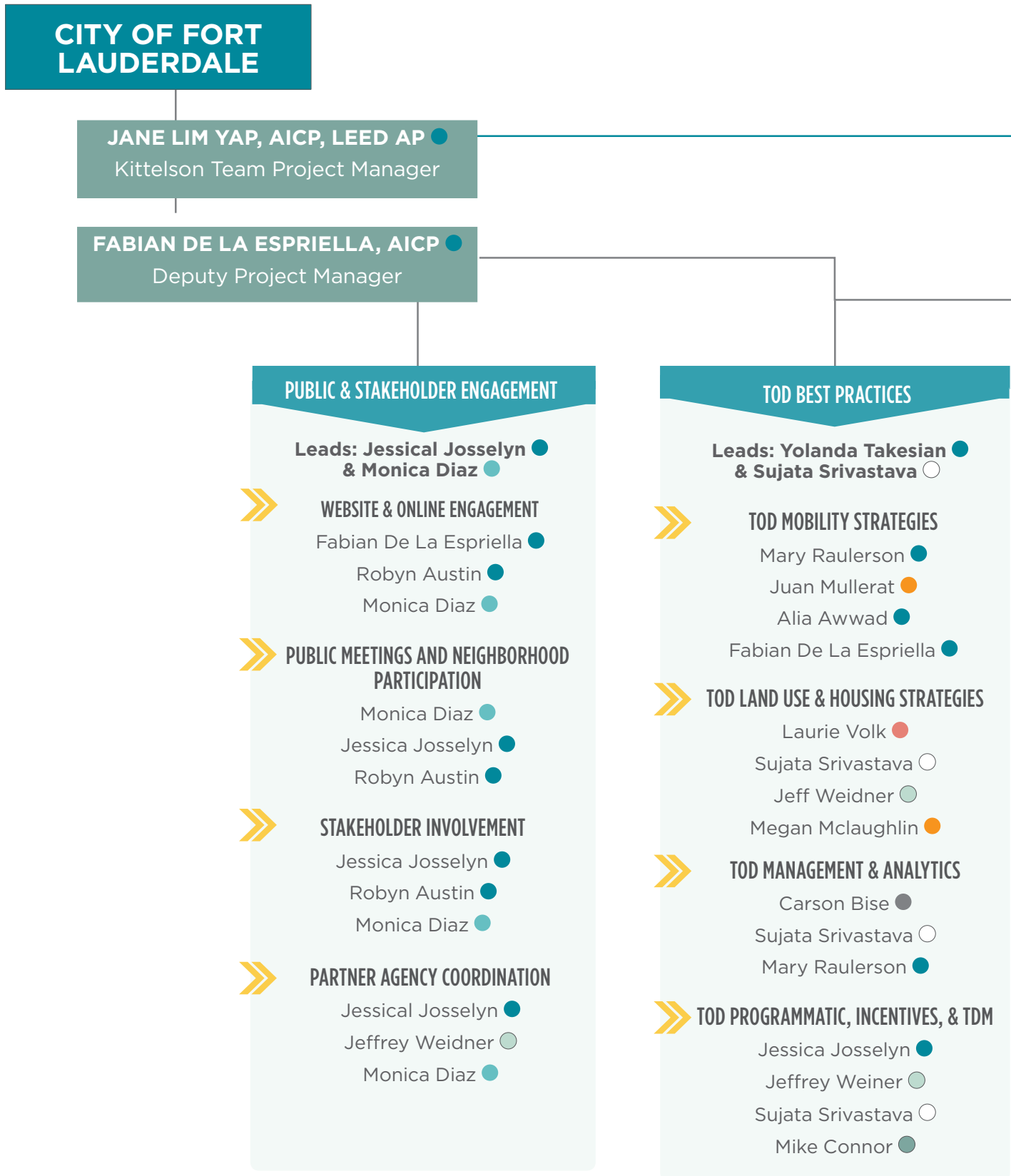
Task #	Deliverable Days from NTP (Apr 1st 2018)	2018										2019							
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
		30	60	90	120	150	180	210	240	270		300	330	360	390	420	450	480	510
1a	Project Management Plan																		
1b	Defining Study Area																		
2a	TOD Best Practices Tech Memo																		
3a	Project website																		
3b	2 Public Meetings per Neighborhood Association																		
3b	2 Community Workshops																		
3c	Mock Development Review Workshop																		
3d	Stakeholder Online Survey																		
3e	Public Online Survey																		
4a	Regulatory TOD Barriers Tech Memo																		
5a	TOD Housing Strategies Tech Memo																		
6a	Gap Analysis																		
6b	Market Analysis Tech Memo																		
6c	Presentations to Governing/Advisory Boards (4 covering tasks 1-6)																		
7a	TDM Plan																		
8a	TOD Guideline and Code Updates																		
8b	County/State Process Review and TOD Policy Integration																		
8c	Presentations to Governing/Advisory Boards (4 covering tasks 7-8)																		
9a	Meetings with the State, County, and MPO (2 within 400 days)																		
9b	MMLOS Methodology Tech Memo																		
9c	Cross Sections																		
9d	Final TOD Workshop																		
9e	Infrastructure Assessment Tech Memo																		
10a	Final TOD Report (no later than 540 days from NTP)																		
10b	Presentations to stakeholders on results (up to 4 covering task 9)																		

Meetings/workshops/public engagements

Task or Deliverable 30-Day Final Submittal Period

## KEY PERSONNEL THAT WILL BE INVOLVED IN THE PROJECT

Below is the Kittelson Team's organizational chart showing the firms involved by task and their key staff members.



**YOLANDA TAKESIAN** ●

Principal-In-Charge/  
QA/QC Officer

Key

- Kittelson & Associates
- Plusurbia
- Planactive Studio
- Marlin Engineering
- Zimmerman & Volk
- TischlerBise
- Infinite Source
- Connor
- Strategic Economics

**PLANNING & REGULATIONS**

**Leads: Alia Awwad ● & Juan Mullerat ●**

» **EVALUATION OF  
DEVELOPMENT BARRIERS**

Megan McLaughlin ●  
Alia Awwad ●  
Tara Salmieri ○  
Maria Bendfeldt ●

» **TOD ZONING & DEVELOPMENT  
REGULATIONS**

Juan Mullerat ●  
Tara Salmieri ○  
Alia Awwad ●  
Maria Bendfeldt ●

» **DEVELOPMENT REVIEW  
PROCESS INTEGRATION**

Maria Bendfeldt ●  
Tara Salmieri ○  
Alia Awwad ●  
Jeffery Weidner ●

**MARKET & ECONOMICS**

**Leads: Yolanda Takesian ● & Dena Belzer ○**

» **AFFORDABLE HOUSING STRATEGY**

Dena Belzer ○  
Laurie Volk ●

» **GAP ANALYSIS**

Dena Belzer ○

» **MARKET STUDY  
(CHARTER SCHOOLS AND DAYCARES)**

Laurie Volk ●  
Alia Awwad ●  
Dena Belzer ○  
Mike Connor ●  
Sujata Srivastava ○

**MULTIMODAL TRANSPORTATION  
STRATEGIES**

**Lead: Mary Raulerson ●**

» **TRANSPORTATION DEMAND  
MANAGEMENT**

Sujata Srivastava ○  
Phillip Worth ●  
Jeffery Weidner ●

» **MULTIMODAL METRICS & MODAL  
PRIORITY METHODOLOGY**

Carson Bise ●  
Yolanda Takesian ●

» **CONTEXT SENSITIVE DESIGN**

Fabian De La Espriella ●  
Juan Mullerat ●  
John Paul Weesner ●

» **EVALUATION & INFRASTRUCTURE  
ASSESSMENT**

Constanza Suarez ●  
Jeffery Weidner ●



## STAFFING AND BUDGET ADHERENCE

Kittelson staff is focused on developing creative, cutting-edge transportation solutions within the project scope, schedule, and budget. To achieve this goal, Project Managers have access to real-time project budget reports to gauge the progress of work activities. This report reflects total project spending to date as compared to the total project budget. In this manner, the Project Manager has current budget information to relay to the consultant team and client at any time. Therefore, project scope, schedule, and budget are regularly discussed and incorporated into project planning as appropriate. Further, if project needs should vary from the original scope, this is identified and discussed early on with the client. Project Managers also integrate our in-house, on-line, real-time scheduling system with their project planning activities. This allows Project Managers to schedule staff in advance of work activities and be assured that staff is available when the project begins. In addition, should the project unexpectedly require additional staff, this tool makes it possible for Kittelson Project Managers to quickly respond to the situation and unexpected project needs.

## ISSUES/ACTION LOGS

The Kittelson Team will develop and maintain a spreadsheet of issues raised during the study, strategy for resolving the issues, actions taken, and the outcome of each. This tool will be used during our coordination meetings with the City to guarantee that issues are identified and resolved through project activities.

## Task 2 – TOD Best Practices Research

The City's vision in creating a livable, walkable environment is evident in the multiple initiatives that promote multimodal transportation and supportive land uses. Through serving on numerous efforts, the Team understands the challenges that face the City in achieving its goals and strategies from an agency coordination and policy perspective. The team will draw from its experience with the City as well as gather input from City staff and will develop a cohesive and pragmatic approach to integrating TOD strategies into the current policy framework. This approach will build upon both the local and national knowledge in transformative recommendations that help influence and enhance coordination between partner agencies. The team will also ensure that the TOD strategies proposed through this study include recommendations for any needed policy changes at the County and state levels.

The Kittelson Team will advise on optimal TOD strategies that cover all elements of sound TOD planning; including mobility, land use, housing, and economic development strategies. The team will review existing policies, plans, regulations, and will develop transit-supportive

recommendations based on proven national best practices. These recommendations will include guidance on creating the appropriate mix of attainable and market rate housing, formulating appropriate land use densities, and reducing on-site parking requirements through incentives. The Kittelson Team is assembled of national experts that will provide first-hand expertise to craft and recommend TOD best practices as part of this effort.

The TOD best practices task will document TOD mobility strategies such as enhancing first/last mile connectivity, devising appropriate land use and housing policies and thresholds, right-sizing parking standards, supporting "Urban Living Infrastructure", and recommending developer incentives conducive to a transit-supportive development framework. The TOD Best Practices research task will be undertaken with the recognition that it is not a 'one size fits all' approach, and will draw from successful TOD policy implementations to devise a TOD plan for the City that addresses challenges and capitalizes on opportunities. The research will be comprehensive and will inform the subsequent analysis tasks in order to create cohesive and sound recommendations.

## Task 3 – Public & Stakeholder Engagement

The team proposes an outreach program based on innovative engagement and a strong tie between process and outreach to ensure that the right questions are asked of the public and stakeholders at the right time in order to be incorporated into the final product. To ensure a comprehensive public engagement process, the Public and Stakeholder Outreach Task will consist of all of the key members of the Kittelson Team. The Team has extensive experience planning and implementing public outreach associated with planning and design efforts, allowing us to ensure a tight connection between the planning process and the outreach process, and working with the City and its partners.

Our Public and Stakeholder Outreach process be led by Jessica Josselyn. Jessica has extensive experience successfully involving and engaging local and regional constituents and stakeholders by creating, leading and implementing public involvement programs in support of comprehensive planning projects.

Our team believes that strong community involvement is necessary to create an achievable vision. It has been our experience that transit planning projects that lead to implementation are those in which local champions, including residents and business owners are actively involved and take ownership of the vision. We believe that a successful TOD Study should be "planned with" the community and not "planned for" the community. The TOD Study represents an opportunity for the City and its partner agencies to engage a broad spectrum of the community throughout a dynamic and transparent public



## STAFF AVAILABILITY

Kittelson	Jane LimYap, AICP, LEE AP	Project Manager	<div><div></div></div>	60%
	Yolanda Takesian, AICP, PTP	Principal-In-Charge	<div><div></div></div>	30%
	Fabian De La Espriella, AICP	Deputy Project Manager	<div><div></div></div>	80%
	Jessical Josselyn	Associate Planner	<div><div></div></div>	40%
	Robyn Austin	Public Involvement Specialist	<div><div></div></div>	60%
	Mary Raulerson	Senior Principal Planner	<div><div></div></div>	30%
	Alia Awwad, PE	Senior Engineer	<div><div></div></div>	60%
	Phillip Worth	Principal Planner	<div><div></div></div>	25%
	John Paul Weesner, PLA	Urban Planner	<div><div></div></div>	30%
	Constanza Suarez, PE	Senior Engineer	<div><div></div></div>	40%
	Susan Mah	Art Director	<div><div></div></div>	30%
	Alex Reasbeck	Urban Planning Analyst	<div><div></div></div>	80%
Subconsultants	Juan Mullerat Assoc. AIA, APA, NCI, CNU	Principal Planner	<div><div></div></div>	20%
	Megan McLaughlin (Plusurbia)	Planner	<div><div></div></div>	30%
	Manuel De Lemos (Plusurbia)	Urban designer	<div><div></div></div>	30%
	Maria Bendfeldt (Plusurbia)	Planner	<div><div></div></div>	30%
	Tara Salmieri, AICP, FBCI (Planactive Studio)	Principal Planner	<div><div></div></div>	50%
	Jeffrey Weidner, MSP (Marlin Engineering)	Senior Planner	<div><div></div></div>	40%
	Lisa W. Maack, AICP (Marlin Engineering)	Strategic Planner	<div><div></div></div>	40%
	Eric R. Katz, AICP, CNU-A (Marlin Engineering)	Strategic Planner	<div><div></div></div>	50%
	Laurie Volk (Zimmerman & Volk)	Principal Planner	<div><div></div></div>	25%
	Carson Bise (TischlerBise)	Economic Planner	<div><div></div></div>	50%
	Monica Diaz (Infinite Source)	Principal	<div><div></div></div>	30%
	Jeannette Lazo (Infinite Source)	Communications Manager	<div><div></div></div>	40%
	Mike Connor (Connor Associates)	President	<div><div></div></div>	30%
	Sujata Srivastava (Strategic Economics)	Senior Planner	<div><div></div></div>	50%
	Dena Belzer (Strategic Economics)	Principal Planner	<div><div></div></div>	30%

## FIRM'S ABILITY & CAPACITY TO COMPLETE TASKS WITHIN SPECIFIED TIMEFRAME

We know how to deliver services on time, no matter what. The Kittelson Team understands the implications and the absolute necessity to meet project schedules. We know that the schedule is often determined by the City Commission and committees, and that there is little or no flexibility. We will be responsive, insightful, objective, and budgetconscious, while producing technically reliable analysis and documentation. Our Project Manager, Jane Lim-Yap, will coordinate all the resources to ensure that our Team:

» Provides timely responses to requests for assistance;

- » Handles issues and concerns quickly and effectively as they arise;
- » Ensures that solutions are developed that are technically correct and consistent with the needs of the City;
- » Informs and shares with the City state-of-the art tools, processes, and innovations that can improve the efficiency of the Team; and
- » Builds a strong working relationship with the City staff, based on mutual trust and professionalism.

process. The opportunity here is to not only understand the needs of the existing and future users of transit, but also to inform and share ideas on how transit can be a true community asset, and a feature that residents, workers, and visitors will be excited about. The public process will attract and actively engage existing and future potential transit riders, residents, and elected officials, as well as landowners and business leaders, assuring the “buy-in” from local stakeholders that is critical to the ultimate success of actions resulting from the Study.

We also know from experience when people are engaged in an informative, transparent, and collaborative decision-making process with state and regional agencies innovative solutions can be developed and championed by all parties. Since the study area for the Wave Streetcar includes a multi-jurisdictional street network, our team will be focused on engaging partner agencies, including Broward County, the Broward Metropolitan Organization, and the Florida Department of Transportation from the project’s inception will keep them engaged to create win-win solutions that satisfy the goals and objectives of this Study. Our strategies will streamline and coordinate the partner agency communication efforts and will seek to leverage the full value of infrastructure investments and regulatory decisions made by all entities.

Facilitating engagement opportunities for all members of the public to provide input is critical to building project awareness and community trust as well as making sure that the plans reflect the needs and desires of the community. Within this context, The Kittelson Team proposes a full menu of innovative public outreach tools that builds upon active community participation, buy-in, and ownership throughout the planning process. The public outreach strategies utilized throughout the study will facilitate early dialogue, continuous information flow, and meaningful engagement. The program of strategies will be designed to accommodate traditional and innovative stakeholder communication methods that reflect the diversity of stakeholders in the study area.

Our approach includes:

- » Community Briefings: These are more targeted presentations and discussions with neighborhood and civic associations at their regularly scheduled meetings.
- » Presentations to the City and Partner Agencies: These will include presentations to the City Commission, CRA Boards, Broward County, FDOT, and the Broward MPO Board.
- » Targeted Workshops with the development community to understand the challenges and opportunities that business owners and land developers face and envision.

Our project timeline will be central in establishing a process that informs and encourages feedback from the community members and stakeholders to take ownership and responsibility of a common vision and implementation of this vision. To accomplish this purpose, our process will build on the current City public relations efforts, use existing communication channels wherever possible, and then provide additional strategies that focus on grass roots public input.

We understand that it is critical to the success of a project that our outreach is tailored to address the various demographic groups within the study area. We will tailor these methods based on feedback from the City. Our Team has successfully implemented these methods on similar projects, including:

- » Grass Roots (face-to-face meetings with stakeholders, attendance at already organized community events and regularly scheduled meetings)
- » Public Meetings, Public Hearings, Open Houses (formal and informal)
- » Attendance/participation at active HOAs and business organizations
- » Online Surveys
- » Project Website
- » Mobile App
- » Crowdsourcing
- » Pop-up workshops
- » Social Media (Twitter, Facebook, YouTube)
- » Project collateral (informational brochures, newsletters, handouts, etc. – Plain Language)
- » Visualizations (Google Goggles/360 view, videos, boards, etc.)

The Kittelson Team has applicable knowledge and experience in the various communities along the project corridor. We understand the “political landscape” and know that a variety of factors will determine the tone and success of any public meeting. Accordingly, the Team will engage the development community throughout the Study process and will conduct the Mock Development Review workshop to capture the nuances of development and barriers to TOD development within the City of Fort Lauderdale. Our team will weave in empirical data and examples from around the country of similar projects that illustrate true real world impacts of various transit technologies, and will involve direct contact with business leaders who will help shape the future of the TOD environment. This process will provide an invaluable method, small group discourse, to engage and

educate and ensure the business community is an ally and champion of new transit service.

In addition, the Kittelson Team has the in-house capabilities to produce any visual materials required for the meeting, and can produce a variety of collaterals including graphic display boards, sign-in sheets, fact sheets and newsletters, all branded to identify with the Study. The project website is a crucial component of this effort and will serve as an important link for dissemination of project information. With the rise of smart phone technology and social media, search engines are often the first place many people will look for information about a project; visibility is key to the website's success. Information on the website will be accurate, easy to access and regularly updated. Website visitors will be able to subscribe to the newsletters, e-blasts and other project-related information. Project information and public meeting materials will also be organized and made available online. Visitors will be able to submit comments, make inquiries, and obtain direct contact information.

Additionally, online and digital engagement will be an essential part of our public outreach strategy. The public outreach team will work with the City to set up the most appropriate online interactive engagement and outreach tools. The Kittelson Team routinely works with software providers such as MetroQuest to collect data and comments from the public. These digital tools allow the City to “continue the conversation” by offering non-traditional methods for sharing project information and news and collecting opinions and feedback outside the confines of a public meeting. MetroQuest for example, is a commonly used online platform for planning and engineering projects. The Kittelson team would customize the software to guide participants through the process of learning about the project and providing input. The screens are interactive and customizable so Kittelson can ask for participants to rank priorities, allocate virtual budgets, complete a survey, or rate a scenario. An online comment form or survey provides an innovative and engaging way for the public to participate without having to attend a public meeting. These surveys and questionnaires will be used to gather input from the public on key topics such as the TOD regulatory structure and to gauge public perceptions about the application of TOD and their tradeoffs.

## Task 4 – Evaluation of Development Barriers

The Kittelson Team is intimately familiar with the challenges and opportunities that face the City and its stakeholders in implementing a multimodal City, and understands the steps that need to be undertaken to enhance mobility and accessibility. Since regulations and compact development go hand in hand with providing for adequate multimodal infrastructure; it is critical to engage the private development community from the onset of

this TOD planning effort to develop a holistic framework that removes barriers to development patterns that are congruent with a TOD environment.

Our team has the expertise and relationships to work with our local, state, and regional partners to review, identify, and recommend policies that would help enhance the TOD development process. Planactive Studio has worked with stakeholders in Broward County through the Smart Growth Partnership to recommend revisions to land development regulations that support TOD policies. Ms. Salmieri alongside other members of our team authored the Broward Boulevard Corridor Study that was aimed at encouraging and shaping future development and land use patterns along the corridor across the cities of Fort Lauderdale, Plantation, and Lauderdale Lakes. The study focused on developing a redevelopment framework to accommodate a transit supportive environment along the corridor.

Strategic Economics has experience working in a variety of regions, including high-cost places similar to Broward County, such as Denver, Los Angeles, Phoenix, and Honolulu, to prepare land use regulations that can capitalize on new transit investments. Ms. Srivastava often works with cities to evaluate market conditions at the corridor and station area scales, and to establish market-based land use regulations to remove barriers to TOD.

In collaboration with the City, the Team will evaluate the current development processes including policy, regulatory elements, and fee payment structures to analyze and create a development framework that is aimed at catalyzing economic development within the TOD study area. The assessment will result in policy recommendations that will harmonize zoning, development requirements, and fee assessments to encourage adaptive re-use, mixed-use, and compact development that fosters a TOD environment. These recommendations typically reduce the requirements for on-site parking, which reduces car dependency while reducing the cost of housing to allow for a greater socio-economic range of workers and residents.

## Task 5 – Affordable Housing Strategy

The high cost of housing in Fort Lauderdale and Broward County has been cited by public officials and community leaders as one of the region's top challenges. The City has been advancing an affordable housing strategy for the downtown area and the proposed new transit corridor could provide a mechanism for addressing the County's affordable housing needs – specifically by reducing a household's total cost burden of housing and transportation. At the same time the region (and many others nationwide) are facing affordability challenges, it is becoming increasingly difficult to solve the challenge using traditional tools such as low-income housing tax credits.



Affordable housing strategies must align with the housing needs of the community and market conditions. Too often best practices from one community are transplanted wholesale into another community where they are not financially viable or fail to meet the actual needs of residents. Efforts to promote affordability must respond to the local market conditions, and tools that may be appropriate for one market may in fact hinder development and reduce affordability by constricting new supply in another. The team will ensure to engage the private sector in evaluating and developing the appropriate real estate market strategy to capture an economically competitive target income housing plan.

To achieve the study objectives and establish the framework for analysis, the Kittelson Team will determine the depth and breadth of the potential market for the City of Fort Lauderdale and for the Transit-Oriented Study Areas—including rehabilitation/renovation or adaptive re-use of existing structures as well as new construction—through target market analysis of households in the draw areas through household classification by market group, qualification of area households by relevant criteria, and identification of households with the potential to move within or to the City of Fort Lauderdale and to the Transit-Oriented Study Areas over the next five years. Target market data and supply-side data, as well as existing conditions, constraints and opportunities of the study area will be correlated and analyzed in order to determine the optimum residential mix for the study area. In contrast to conventional supply/demand analysis—which is based on existing housing stock dynamics and baseline demographic projections—target market analysis establishes the optimum market position for new housing based on the housing and lifestyle preferences and financial capabilities of households in the draw areas that have the potential to move within or to the study area. Derived from target household housing and lifestyle preferences and financial capabilities, the optimum residential mix will cover tenure, housing unit types and sizes, and annual market capture over 10 years (absorption forecasts).

Our team includes national experts in developing housing strategies that match TOD policies. Zimmerman/Volk Associates has a national reputation for innovative market analysis based on its proprietary target market methodology and specializes in the analysis of compact and sustainable development; mixed-income, mixed-tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. Zimmerman/Volk Associates is recognized by the leading practitioners of the New Urbanism as the national expert on the residential market feasibility of New Urbanist communities and urban redevelopment.

Additionally, the team includes Strategic Economics, a nationally recognized urban economics consulting firm specializing in TOD planning and implementation. Ms. Belzer, the firm's President, was one of the founders of the Center for Transit-Oriented Development, a national research and policy collaborative focused on TOD. In addition to its TOD expertise, Strategic Economics is well-known for developing innovative housing policies and funding strategies at the citywide and regional scales throughout the United States. Strategic Economics works extensively with transit agencies, community development financing institutions, and foundations to develop innovative tools that encourage housing development for lower income and workforce households.

Strategic Economics will work very closely with Zimmerman/Volk Associates to analyze the state of the residential housing market in Fort Lauderdale and the surrounding region, understand the development challenges and gaps, and assist with implementation strategies to encourage the development of affordable housing in the Wave corridor influence area. Given the diminishing role of the federal government in affordable housing, and the significant reduction in tax credit equity for low-income housing, the strategies will focus on identifying potential opportunities to work with private-sector and non-traditional partners to achieve affordability goals. This may include strategies to leverage market-rate development to provide inclusionary affordable units (e.g., inclusionary housing policies); reducing the cost of housing construction by removing barriers and providing land use incentives (e.g. parking reductions and density bonuses); and developing innovative financing tools for transit-oriented housing development with CDFIs (e.g. structured funds for TOD).

Recently, Strategic Economics conducted research to measure the regional funding gap for low income housing in the Bay Area, under the current federal tax credit program, and with the anticipated reductions in tax credit values. Strategic Economics has worked with transit agencies and metropolitan planning organizations to develop realistic affordable housing targets in TOD station areas, and has researched best practices. Additionally, for the City/County of Honolulu, Strategic Economics conducted a financial feasibility study that helped to inform the development on a new inclusionary housing policy along the new rail corridor, which was tailored to consider the specific market conditions of different station areas. The team will bring a similar combination of experience with affordable housing best practices and market and financial analysis to select and adapt best practices to fit the needs of each neighborhood along Fort Lauderdale's Wave route.

## Task 6 – Live/Work/Play Needs Assessment

The City of Fort Lauderdale is seeking to foster a live/work/play mixed use environment in the Wave corridor study area. The market analysis that our Team will conduct shall examine the optimal mix of uses to realize these goals at each of the proposed nodes in the corridor.

The Team views market analyses as a tool to implement an ambitious yet feasible program. The Team will develop an analysis that will allow the City to proceed with the necessary information to prioritize policies and strategies and meet the economic development goals of the TOD study and Wave Streetcar efforts. The team will assess market trends and incorporate geographically-specific findings into a broader community vision, resulting in an implementation playbook to create vibrant station areas that offer retail and entertainment options in a way that is grounded in market realities.

The team will conduct this assignment on several parallel tracks that incorporate an analysis of analytical data, extensive stakeholder outreach, on-the-ground investigation and inventorying, supporting and building on the results of the research on best practices nationwide for TOD development. We have structured our approach to this engagement as an iterative process in which we gather information, showcase feasible development concepts, seek feedback, and refine the plan to meet the needs and vision of the community. The City of Fort Lauderdale, area residents, and selected stakeholders will all have an important role to play in the process. The information gathered during the public meetings will help to contextualize the results of our market studies which will include information gathered from third-party data sources, one-on-one interviews with real estate brokers and developers as well as national case study findings. These findings, along with data on individual parcels and buildings will assess the unique assets and opportunities that can be leveraged in each proposed station area to accelerate investment based on the presence of new transit service.

Understanding the impact that transit can have on future development potential in any transit corridor is a function of the specific accessibility benefits provided by the transit investment, and the existing land use and market contexts into which the transit will be inserted. The live/work/play needs assessment will evaluate the demographic and employment trends; characterize the market for office, retail, and entertainment uses, interview developers and brokers with recent experience in the region, and estimate the potential for increased market capture for office, retail, and entertainment uses in the corridor based on the enhanced access offered by the Wave.

The introduction of a new high-quality streetcar in Fort Lauderdale potentially widens the opportunity for commercial office spaces, retail and entertainment. However, for retail and entertainment uses, it will be important to consider any new development opportunities in light of the constantly evolving retail industry. Strategic Economics firm conducted an extensive literature review for the City of San Francisco to understand national trends that are affecting retail, restaurant, and personal services industries, and how that could affect existing businesses, as well as the market for new retail spaces. Some notable trends include: closures of major retail “formula” stores; the rapid growth of online retail sales, with Amazon accounting for nearly half of those sales; the integration of brick-and-mortar and online sales strategies by businesses; and the consumer shift away from objects and towards experiences (dining, health/beauty, and entertainment). Within this context, many communities are finding that they must rethink the location of retail centers away from traditional suburban corridors and towards walkable, urban locations that are attractive to “experiential” retailers. The market analysis for retail and entertainment uses will carefully consider how these national patterns, combined with local market conditions, will influence the type and amount of retail and entertainment uses along the new streetcar corridor.

With this analytical foundation, our Team goes further to understand what tools and strategies could be implemented in the TOD planning process to create a robust retail environment where the transit presence reinforces retail and where retail uses align with placemaking and urban design strategies to create activated nodes along the corridor.

To respond to the City’s interest in developing an analysis that looks at potential existing market for transit and active transportation-accessible charter school and daycare facilities within the study area, our Team includes national experts in predictive modeling and forecasting for educational institutions. Mike Connor, of Connor Associates Strategic Services, is co-author of the National Association of Independent Schools’ (NAIS) book, *Marketing Independent Schools in the 21st Century*. His white paper, *It’s What’s Inside That Counts: Maximizing Internal Marketing*, has been digitally published by NAIS and many state, regional, provincial, and international independent school associations. Connor Associates Strategic Services, LLC has worked with over 450 independent, faith-based, and charter schools in the United States, Europe, Africa, and China since 1998.

Predictive modeling and forecasting is essentially an enrollment feasibility study. It goes far beyond demographics by using sophisticated market segmentation to identify those most likely to respond to your school or potential school. Psychodemographic research differs from geo-demographic research in that

it is a way of classifying households in your trade area by lifestyles, buying habits, and what they value. When coupled with a market profile of the mission, appropriate families and major donors, it is an effective way to identify prospective families and donors who share your potential school's values, interests, and priorities. After eight years of development and testing, Connor Associates is on the leading edge of this education feasibility research nationally.

## Task 7 – Transportation Demand Management (TDM) Plan

The Kittelson team's experience in Transportation Demand Management (TDM) includes devising implementable TDM policies at the national and local levels. Devising an effective TDM plan is largely dependent on understanding existing resources, analyzing opportunities and deficiencies, and collaborating with partner agencies and private entities to maximize utilization. Kittelson uses strong transportation planning and engineering expertise, combined with experience developing plans that utilize a wide range of TDM and intelligent transportation system techniques to reduce and spread demand over all available mode choices. Kittelson's work in Transportation Demand Management includes developing an active TDM analysis methodology for the preparation of a TDM Action Plan for the Highway Capacity Manual, preparing a TDM Action Plan for the San Joaquin Council of Governments, and working with the Transit Resource Center to develop a Transportation System Management/TDM Plan for the City of Alameda.

A key element of developing the TDM Plan will be to disseminate parking resources and impacts within the study area. This will include reviewing the existing parking inventory, development pipeline information, and the results of the Citywide parking study to identify shared parking opportunities, as well as recommend parking reduction waivers within the study area to catalyze transit-oriented development. The TDM plan will include a market-based approach to parking requirements that evaluates development applications in light of area-wide shared parking resources, including an assessment of how such an approach could influence, or be affected by, common development and lending practices.

Shared parking strategies are specifically called out in the scope. Our Team has extensive experience in shared parking. Shared parking is a supply management strategy that refers to parking supply that is jointly available for use by several demand generators that have separate and distinct peaks in parking demand. Parking demand will be estimated for the different generators in the study area and will be clustered based on walking distance to parking and then analyzed for opportunities for sharing.

The team also has local experience with partner agencies that will help facilitate the implementation of the TDM Plan and utilize existing resources such as the FDOT South Florida Commuter Services (SFCS) program to develop employer and residential program incentives. Policy recommendations such as Employee Transportation Coordinators, carpool and vanpool preferred parking perks, transit fare subsidies, air-conditioned transit stops, wellness benefits, wayfinding, and shared parking are just some of the tools the team will explore to develop a comprehensive plan. Our approach will also leverage information and recommendations from the University of Florida Impact of Parking Supply and Demand Management on CBD Traffic Congestion, Transit Performance and Sustainable Land Use for FDOT in 2011 which includes the downtown Ft. Lauderdale CBD. The Downtown Ft. Lauderdale data will be updated based on new development and expanded to meet the boundaries of the study area.

MARLIN Engineering will be a key contributor to the development of a TDM plan for the study area. They have outstanding experience in transit, pedestrian/bicycle, express bus, park and ride lot, parking and transportation demand management strategies as well experience in coordination with Broward County Transit (BCT), Tri-Rail, the Downtown Ft. Lauderdale Transportation Management Association (Sun Trolley) and with the Florida East Coast Railroad (FECI) All Aboard Florida Team.

## Task 8.1 – TOD Zoning & Development Regulations

The team is well versed in implementing TOD master planning and code recommendations locally and nationally. At the local level, Plusurbia, a Miami-based firm, collaborated with the City of Hialeah to produce a TOD master plan for the Market District in the City, where the compact, mixed-use development was proposed while calibrating re-investment incentives in the TOD areas. Additionally, they created the Wynwood Neighborhood Revitalization District plan, which earned national, statewide and regional awards from the American Planning Association – including the 2017 APA National Gold Achievement Award for Economic Development Planning. Planactive Studio, who will also be supporting this task, focuses on integrating land use, transportation and urban design into local policies, regulations and area plans in order for them to be adopted and supported in each community. Planactive Studio is certified by the Form-Based Code Institute and through their technical analysis and understanding of land use policies and regulations, they inform the community, staff and elected officials of potential conflicts to their long-term goals.



Once TOD best practices and specific TOD components are analyzed, the Team will compile the results for the purpose of informing the City's existing zoning and Unified Land Development Regulations (ULDR) code. The Team is intimately familiar with the current land development regulations, and will utilize this knowledge, coupled with the community and stakeholder engagement efforts undertaken as part of this study, to craft recommendations to specific sections of the code to make it more TOD-friendly. This includes making recommendations to the traffic and parking sections of the ULDR, updating the TOD Guidelines, and establishing guidelines for development thresholds that can be applied to multiple policy and implementation processes at the City, such as the development review process, master plan updates, multimodal transportation implementation, and capital improvement project prioritization.

The TOD recommendations to policy and regulations will include form-based code related criteria, where proper height, setback, frontage, lot coverage and other elements of an urban infill district served by premium transit can be calibrated. Taller, denser activity can be centered on the transit hub, and then tapered down as development decreases in intensity as it addresses surrounding existing land use. Innovative tools such as Transfer of Development Rights within the TOD district can also be applied to protect protected buildings while unlocking the value of the land they occupy. A bonus concept, allowing developers to purchase slightly more height or density – in the most intense core area is another option. Those funds are then used to purchase, develop and maintain park, civic and open space. These strategies are some of the tools that will be employed to craft a comprehensive TOD regulatory framework for updating the existing TOD guidelines and ULDR.

## Task 8.2 – Presentations to Governing/ Advisory Bodies

The Kittelson's team has a long-standing relationship with the Wave Streetcar Partnership and will build upon our intimate knowledge of the history and planning background of the system to foster these relationships for the purpose of executing a collaborative TOD development process. This would ensure a more cohesive approach to developing TOD guidelines that would fit the context of the City and enable its applications. Additionally, it will be critical to engage governing agencies in the identification of development barriers to TOD policy, as multiple levels of standards affect their implementation.

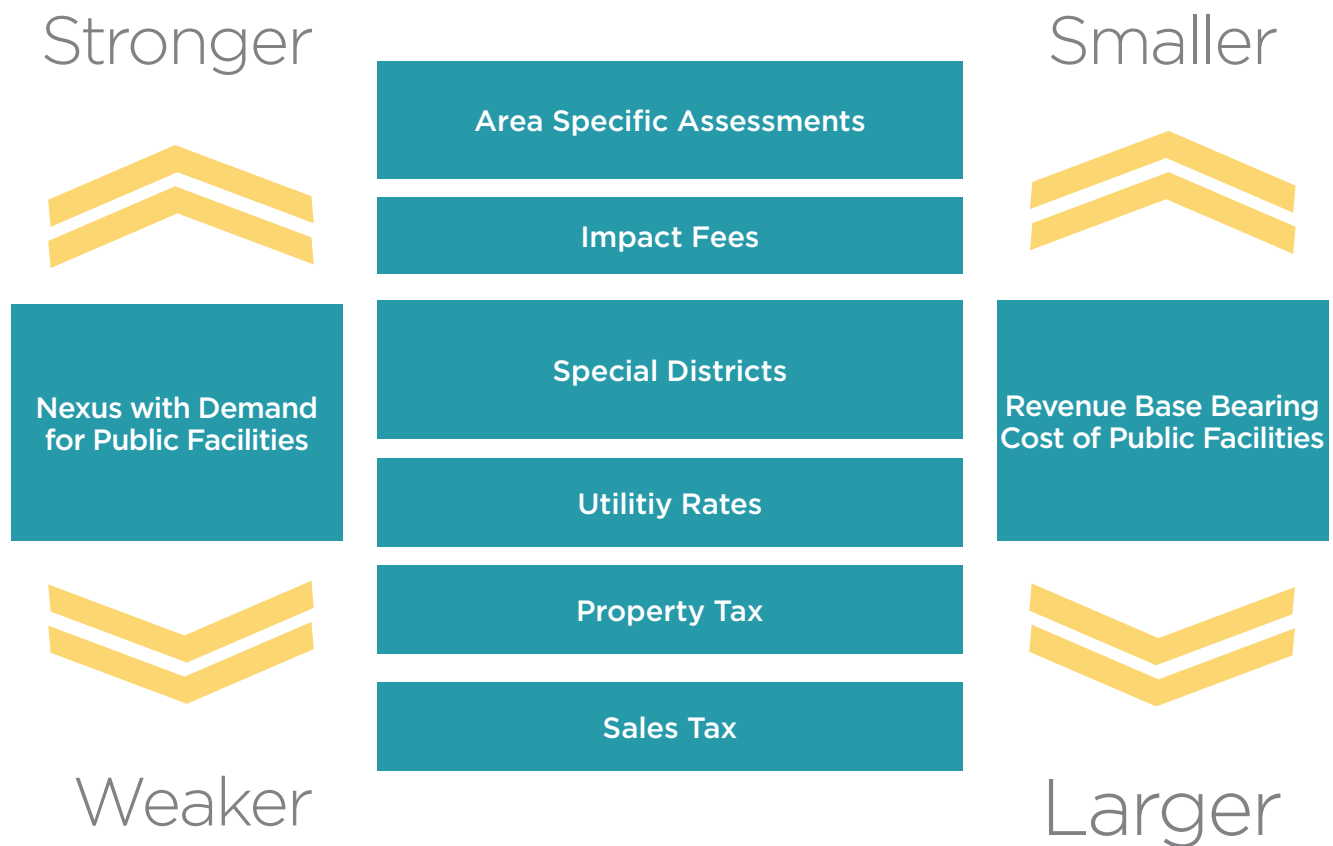
## Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)

The Kittelson Team will identify and evaluate existing multimodal infrastructure within the study area for the purpose of developing a prioritized list of transit-supportive improvements that will create an economically-thriving environment for the Wave Streetcar. The existing infrastructure inventory will include a review of the study area's bicycle and pedestrian network, lighting and shade conditions, accessibility, connectivity to adjacent transit and greenway networks, and bicycle and car sharing programs. The full list of amenities that will be explored will be vetted by City staff, and will serve to create a comprehensive database aimed at establishing the foundation for the Wave Streetcar in a way that motivates the different types of riders.

Kittelson's understanding that there is a need to support all users within a "complete" network of streets, building on each street's existing and desired future context, is congruent with the City's applications of its street grids as one of its best assets. To support that, the Kittelson team is well equipped to develop a multimodal level of service (MMLOS) methodology that will help identify the appropriate mix of modes within the context of the City's urban and neighborhood streets. Kittelson's background in MMLOS analysis and context-sensitive and lane elimination guidance provides the appropriate expertise and tools that will help create a comprehensive approach to analyzing all travel modes.

In addition to developing the Complete Streets Handbook and the Lane Elimination Guidance for the Florida Department of Transportation, Kittelson has conducted MMLOS corridor analysis that examined modal priorities and recommended multimodal improvements based on documented levels of impacts on the competing modes. Locally, we worked on a project along NE 125th Street in North Miami, where a lane elimination was proposed to improve the multimodal environment and support the proposed downtown master plan. The corridor is an FDOT facility, and the city proposed to take over it to fulfill its vision. Our Team has the expertise to identify urban development impacts and make traffic mitigation recommendations that aim at shifting the focus from exclusive auto operational improvements to offset vehicular trip impacts.

The Kittelson Team's approach to developing a MMLOS tool as part of this task will focus on drawing from our intimate knowledge of the challenges and opportunities that face the City in prioritizing its streets, and also from the depth and breadth of expertise in MMLOS analysis. In addition, our team includes national experts on impact fee programs and structures. Mr. Carson Bise, AICP, of TischlerBise is a leading national figure in impact fees,



having completed over 250 impact fees nationwide. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. His most recent publications are Next Generation Transportation Impact Fees and Fiscal Impact Analysis: Methodologies for Planners, both published by the American Planning Association, a chapter on fiscal impact analysis in the book Planning and Urban Design Standards, also published by the American Planning Association, and the ICMA IQ Report, Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled The Economics of Density.

Additionally, it is important to note that a successful transit funding strategy must consider the variation in transportation costs and the potential funding that may be available for each cost factor. Various transit options, such as buses and streetcars, require operating revenue in addition to the user charges collected from patrons. As shown in the diagram below, the evaluation of infrastructure funding options forces decision makers to wrestle with a dynamic tension between two competing desires. Area-specific assessments are based on known capital costs in a specific location and are paid by

those directly benefiting from the new infrastructure. In contrast, general tax revenue may be used by the City to fund infrastructure with very little, if any, connection between those paying the tax and the need for capital improvements. Unfortunately, the funding options with the closest nexus to the demand for public facilities also have the smallest demand base to bear the cost of the public facilities (see the right side of the diagram). Given these relationships, there is often political pressure to "cast a broad net" and collect a relatively small amount of revenue from a large tax base rather than ask a small group to make a large contribution of funds. To select the "best" funding strategy for transportation, decision makers will have to consider two key questions: "Who pays?" and "How much?"

## Task 10 - Final TOD Report

The project will culminate in a comprehensive TOD Report that will summarize the analysis, provide informative graphics, and outline actionable recommendations to implement the TOD plan within the Study area within the short-, mid-, and long-term range. The Kittelson Team understands that effective communication relies on visually compelling documents, and will utilize its nationally recognized resources to develop a user-friendly document that can concisely convey the key points of the TOD Study. Additionally,

the Team will engage stakeholders and advisory groups towards the completion of the TOD Study, to ensure their input for the recommendations are captured and documented in the final report.

## Task 11 – Miscellaneous Support

The Kittelson Team is committed to assisting the City in effectively accomplishing the purpose of the TOD Study, and is available to serve as meeting support and provide outreach documentation as needed within the identified community and stakeholder outreach opportunities identified in the scope. The Team's thorough approach and local resources will help facilitate the dynamic aspect of this Study, and will ensure that the final product was built on an inclusive and technically solid foundation.

Additionally, the Team's expertise in implementing station area concepts will be utilized to develop a representative station area concept plan for the Tri-Rail Coastal Link corridor. Our Team, including Plusurbia, who are experts in urban design, is a strong advocate of context sensitive design for both urban planning and architectural design. The Tri-Rail Coastal Link station's architecture can be modern, traditional, or attribute homage to Fort Lauderdale's history and heritage. What matters is that its scale needs to match the Transit Oriented District around it. The City of Fort Lauderdale will benefit most from a transit station that is welcoming, open and well-linked to its surroundings. Once zoning is in place, development on the immediate area around the transit hub will likely take place in phases. That is why it is important to emphasize pedestrian and bicycle connectivity from the station to the adjacent land uses.



## APPROPRIATE RESOURCES (HARDWARE/SOFTWARE/ LICENSES)

Kittelson has long been a proponent of leveraging computer systems, advanced, stable and secure technologies and video systems to provide the very best service to our clients. Kittelson employs “State of the Industry” system technologies based on the highest quality components available in the market today. The Kittelson Team also has all of the in-house hardware and software to support any of the technical services needs that the City may anticipate. Team members have extensive, hands on software experience, and are proficient in the use of transportation planning, modeling analysis, and



### Team Communication

Kittelson has a longstanding commitment to advanced staff connectivity. Each Kittelson staff person has their own dedicated audio conference bridge number, video conference bridge, and collaborative presentation bridge systems, allowing up to 40 participants from multiple locations or different firms at the same time. In today's fast moving world, the ability to be connected and stay connected is of paramount importance to timely and efficient results. To efficiently communicate and share large files with external partners—such as clients or subconsultants—Kittelson relies on cutting-edge, cloud-based solutions that are intuitive and hassle-free to use.

### Interactive Mapping

Kittelson has developed online interactive maps to share planning information with the public. These maps are used to enable citizens to easily see which projects in a long range plan will impact their neighborhoods. These interactive maps allow public input on preferred locations for improvements. The ability to “like” comments expands the volume of input and enables a more fine-grained data analysis. Many of our staff are conversant in SQL Server, Postgres and other online web mapping services.

### CAD Resources

Our technical services group works in both AutoCAD and Microstation and currently utilize AutoCAD Map 2013 and AutoCAD Civil 3D 2015. We construct aerial images of extensive areas of land using georeferencing information contained in digital aerial photography (GeoTIFF and GeoSPOT files). We make frequent use of specialized software such as AutoTurn and Guidsign for engineering design development. We have also internally developed specialized software to enable us to automatically generate traffic report figures in AutoCAD with data from Traffix and Synchro.

### Word Processing and Graphics Software

We own the basic and specialty software tools for effectively communicating complex information in easy to understand graphics, texts, and tables. Aside from Microsoft Office, Kittelson has licenses for Adobe Creative Suite, SketchUp, and BlueBeam Revu.

## Desktop GIS and Customization

Our network facilities are equipped with ESRI ArcMap 10.1 desktop, complete with Network Analyst, Spatial Analyst, 3D Analyst and an active subscription to ESRIs Developer Network. Our technical staff is capable of working with spatial data across platforms and formats to provide an integrated map product regardless of the original data format. We currently provide desktop GIS and spatial referencing services for both public and private clients across the United States. Kittelson keeps a broad library of GIS base data and Kittelson's GIS staff is familiar with many sources of free data to save our clients time and money.

Kittelson has the ability to expand “out of the box” GIS capabilities through software application development and customization. Our software tools range from safety analysis and network screening through traffic data visualization and transit system performance measurement. Our technical support staff is comfortable in a wide range of programming environments and operating platforms. Tools range in scale from embedded analytical functions within ArcGIS to stand alone applications with unique input and output options.

## Web Tools and Web-Based Database Development

Kittelson staff is well-versed in developing web tools. We often develop and integrate state-of-the-art engagement, evaluation, and educational tools into our work, as we have found that such tools enhance collaboration, analysis, and reporting. Kittelson staff include IT analysts, programmers, and software engineers who have built numerous web-based database tools and other types of web-based applications. We have a highly qualified and talented Chief Information Officer, and our subsidiary firm Digiwest is a full-service IT provider. Kittelson can also host web tools for clients, if they desire.

## Specialized Transportation Equipment and Software

The Kittelson Team has, in-house, virtually every commercial transportation analysis software package and experts experienced applying them, including Cube, Vistro, Vissim, Visum, Paramics, Aimsun, TransCAD, CORSIM, SimTraffic, Synchro, HCS, SIDRA, FSUTMS, LOSPLAN, HISAFE, FREQ, FREEVAL, EMFAC, DTA Lite, Cube Avenue, Remix, CompleteStreetsLOS, TURNS, and DynusT.

## Big Data Analytics

The Kittelson Team strongly believes that there are insights to be distilled from data small, medium, and large. We help cities, MPOs, and state DOTs make more informed decisions based on real data. Kittelson brings experience and expertise with most transportation data sources—from crash data to multimodal probe data to custom solutions based on popular APIs. However, our key differentiator is that we can filter out the noise and distill the insights that our partners need.

The Kittelson Team has experience and expertise with a large variety of data analytics tools, from Excel to R to Tableau. The Kittelson Team has used these tools to analyze and visualize data ranging from simple tube counts to millions of rows of travel time data from Google Maps API and the FHWA's National Performance Measurement Research Data Set (NPMRDS).

## Project Websites and Team Share Sites

A customizable <http://sites.kittelson.com> website service is available for each project or project phase. This website can provide a variety of service features in minutes, including a customizable home landing page, announcements, photos, maps, videos, document sharing, document checkout, rosters and much more. In addition to the public websites, Kittelson develops password-protected project management web portals for project team access. This area of the site includes the project schedule, interim team deadlines, a project calendar for team and project meetings, and file storage for document sharing and file transfer. All team members have the ability to upload and download project materials and tailor their notifications from the site to suit their respective needs. This greatly reduces the amount of project team e-mail with large attachments and ensures that the most recent version of any document is always accessible by all members of the team.



## JANE LIM-YAP, AICP, LEED AP

### Project Manager

**COMPANY:** Kittelson

**EDUCATION:** BS in Architecture from University of the Philippines  
MS in Regional Planning, Civil Transportation from Georgia Institute of Technology

**YEARS OF EXPERIENCE:** 20

**AWARDS:** Lake-Sumter MPO 2012 Horizon's Awards for Exemplary Planning Project, SR 50 Multimodal Corridor Study; President's Award, Florida Redevelopment Association, 2008, for the Downtown Orlando Community Venues Master Plan; 1st Coast Chapter FPZA Best Planning Effort Award, 2008, City of Jacksonville Beach Vision Plan

Jane draws from her broad experience and training in architecture, urban design, traffic engineering, and transportation planning, in creating holistic solutions for a more livable and sustainable built environment. As an urban designer and transportation planner, she has twenty years of experience in helping various communities, transit agencies, and state agencies develop successful plans for redeveloping urban and suburban corridors, town centers, and transit station areas. In addition, Jane is involved in state-level policy initiatives to align transportation and land use planning and decisions. Jane is frequently asked to facilitate and develop programs for interactive work sessions with community and agency leaders, public officials and staff, and industry professionals.

Jane has led and been involved in more than 30 transit corridor and station area planning initiatives throughout the US. She was the project manager for the Northeast Corridor Station Area Planning in Charlotte, NC. The project involves station location, station area planning, and land use evaluation for the LYNX Blue Line Extension, as well as understanding station potential, specific zoning and land use changes, infrastructure investments, and transit oriented development opportunities for all 13 stations along the corridor. As part of the project, Jane helped redirect a \$50 million planned interchange near two proposed stations. Jane worked with stakeholders, the City, and the transit agency to develop a solution that reduced overall costs, expanded the roadway network, providing access to some of the largest underutilized properties adjacent to the proposed stations.

Jane was the lead planner for the recently concluded SR 50/UCF Connector Alternatives Analysis (AA), which crystallized a vision for mixed traffic bus rapid transit (BRT) along one of the highest transit ridership corridors in Central Florida. Jane worked with MetroPlan Orlando to advance the SR 50 BRT through the MPO's first HIA.

Jane co-wrote the Maryland Transit Administration (MTA) and Maryland DOT Guidebook to support transit-oriented development around station areas. The Guidebook specifically addresses the needs of developers and property owner partners as they navigate the development process, leveraging both MTA and the private sector's resources to optimize TOD potential. Jane also led the station location analysis and selection for the Naval Station Norfolk Extension Study (Norfolk, VA). Jane worked with the FDOT on evaluating and programming pedestrian and bicycling connectivity projects on SunRail commuter rail stations, as well as evaluating TOD potential on the future SunRail phase 2 stations. Other transit efforts that Jane was involved in include the Hillsborough Area Rapid Transit (HART) East-West Corridor station area plans, Broward Boulevard Corridor Study (Ft. Lauderdale, FL), evaluation of case studies on TOD and TOD guidelines for TransLink (Vancouver, BC), and station area planning for the Sawgrass Mills Gateway Hub (Sunrise, FL).

On behalf of FDOT, Jane led the award-winning multimodal corridor plan for State Road 50 in Clermont, Florida. The plan sets the stage for changing the development patterns of a rapidly suburbanizing corridor and outlines actionable land use and transportation strategies to support more multi-modal travel patterns. Other recent corridor studies that Jane played a significant role in include US 1 in Volusia County and South Orange Avenue in Orange County.

Jane also conducted a number of corridor studies for the New Jersey DOT, including an integrated transportation and land use plan for 30 miles of Route 9 in Ocean County, New Jersey. The study looked at how land use, transportation, and community design and planning can be better integrated and included the redevelopment of catalyst sites, an expanded roadway network, a model land development ordinance, and roadway redesign.



## FABIAN DE LA ESPRIELLA, AICP

### Deputy Project Manager

**COMPANY:** Kittelson

**EDUCATION:** BS in Architecture from Pontificia Universidad Javeriana

MA in Urban & Regional Planning from University of Florida

**YEARS OF EXPERIENCE:** 13

Fabian has managed or played a key role in a number of transit corridor and area planning initiatives focused on creating frameworks that integrate land use, urban design, and transportation interventions with policy and market realities. These efforts often result in establishing an urban design direction and clear transportation objectives. Projects range from downtown visioning plans to neighborhood traffic calming strategies. He was involved in several efforts related to the development of the Northeast Corridor Station Area Planning in Charlotte, NC. Fabian played a key role on the Central Broward East-West Transit Study in Fort Lauderdale, FL. Also served as project coordinator and lead designer for a TOD master plan study for Eastlake Station in the city of Thornton, CO. These projects involved analysis of station locations, developed station area plans, and assessed the TOD potential of properties along the corridor. These efforts included coordination with various municipalities and agencies, and a strong community engagement component.

## YOLANDA TAKESIAN, AICP, PTP

### Principal-In-Charge

**COMPANY:** Kittelson

**EDUCATION:** BS in Business Administration from Mt. St. Mary's College

MS in City Planning, Civil Transportation from University of Pennsylvania

**YEARS OF EXPERIENCE:** 27

Yolanda links transportation solutions to the cultural, economic, and civic goals of the communities who will benefit from transportation improvements. For over 20 years, she has successfully integrated transportation solutions with appropriate land use outcomes. Her experience has included leading the planning efforts for the Maryland Department of Transportation Smart Growth initiative; designing the Maryland State Highway Administrative "Thinking Beyond Pavement" community

planning process; conducting "context sensitive solutions" training throughout the US; and preparing the transportation framework elements of urban design guidelines that will create transit supportive and bicycle friendly development. She facilitates exchanges of perspectives and knowledge among multiple parties to create technically, financially, and politically achievable transportation and revitalization solutions. Yolanda's particular focus on community-based transportation modes and understanding of needs from the user and place-making perspectives is informed by applied experience in pedestrian and bicycle system planning, premium transit service and communications design, transit oriented and mixed-use project development, transportation leveraging growth plans, and multimodal policy and strategy initiation.

## JESSICA JOSSELYN

**COMPANY:** Kittelson

**EDUCATION:** BS in Civil Engineering from Rensselaer Polytechnic Institute

**YEARS OF EXPERIENCE:** 14

Jessica is a key contributing Associate Planner at Kittelson with 14 years of experience. Although she was trained as a civil engineer, Jessica discovered a passion for planning several years into her career. Her multifaceted expertise in both engineering and planning has made her a valuable, unique addition to project teams. Jessica has been working with the City of Fort Lauderdale for years as a Contract Manager for the on-call contracts. Some of her work examples include multiple Neighborhood Mobility Master Plans and the SE 17th Street Mobility Plan. Through her working with the City and partners in the region, she understands the current community desires, the City Commission's mission, and the overall strategic plan for Fort Lauderdale. Because of this in-depth understanding combined with strong communication skills, she instinctively knows how to successfully turn technical information into products decision-makers and the general public can easily understand. Her approval track record with decision-makers is 100%.

## MARY RAULERSON

**COMPANY:** Kittelson

**EDUCATION:** BS Biology, University of Central Florida

**YEARS OF EXPERIENCE:** 27

Mary Raulerson has over 27 years of experience in land use and transportation planning, policy planning, and multimodal project implementation with special expertise in developing livable transportation solutions for small- and large-scale communities. She has a proven track record of developing planning projects that are supported by the communities they serve and are funded and implemented. Over 95% of the projects for which she has completed the planning phase are serving transit riders, pedestrian and cyclists today. Mary has worked extensively throughout the country on a variety of transportation modes and projects, including rail systems, bus rapid transit lines, highways, national parks, scenic highways, and historic bridges. She has recently worked with the Florida and Pennsylvania State Departments of Transportation (DOTs) to develop integrated land use and transportation programs and multimodal complete streets policies and programs.

## ALIA AWWAD, PE

**COMPANY:** Kittelson

**EDUCATION:** BS in Civil Engineering from University of Minnesota, MS in City & Regional Planning from Georgia Institute of Technology

**YEARS OF EXPERIENCE:** 12

Alia is a transportation engineer who has been instrumental in recommending multimodal transportation analysis methods and implementation improvements on local and regional transportation systems. Her background in multimodal transportation planning, design, and analysis is applied to develop conceptual, preliminary, and final design; analyze performance measures; conduct safety planning; complete regional-, city-, and corridor-level planning studies; prepare traffic impact studies; and manage districtwide on-call contracts and major capital improvement projects. While serving as the City of Fort Lauderdale's traffic engineer, she reviewed and approved traffic impact studies for development, led the traffic analysis for land use planning amendments, and recommended policy and code changes. Alia was the lead safety planner at the Atlanta Regional Commission, where she established a regional performance-based safety planning and analysis process.

## SUSAN MAH

**COMPANY:** Kittelson

**EDUCATION:** BA in Graphic Design - Fine Arts from University of Central Florida

**YEARS OF EXPERIENCE:** 24

Susan Mah is a talented graphic artist and art director with experience in corporate identity, packaging, print collateral, and advertising. She is highly motivated, creative, and versatile, as well as comfortable with information architecture, project management, and business development. Through leadership, communication, and initiative, Susan is accomplished at incorporating the desires of the client with a superior design solution. She places special emphasis on conceptual design and communication goals, as well as high attention to detail. Through exceptional collaborative and interpersonal skills, she is a dynamic team player when working with team members and subordinates. Her inventive creativity is evident in her extensive layout and design work. She has a passion for designing products that satisfy the client and directly relate to the target market. In a marketing capacity, Susan coordinates, assembles, and produces various types of marketing materials, including letters of interest, requests for proposals, and professional organization presentations. Susan is proficient in Adobe Creative and Microsoft Office Suites, as well as CorelDraw and Dreamweaver software.

## ROBYN AUSTIN

**COMPANY:** Kittelson

**EDUCATION:** BS in Public Policy from Boise State University

**YEARS OF EXPERIENCE:** 10

Robyn is a public involvement specialist who excels at supporting complex transportation and planning projects. She specializes in leading public involvement programs for transportation projects where consensus building, stakeholder engagement, and multiagency coordination are critical elements. She regularly develops and implements plans that blend an array of online and in-person tools and techniques to properly inform the public and provide stakeholders with relevant information so they can provide constructive input. Robyn has developed public involvement plans throughout the Northwest, including Montana, Idaho, Oregon, and Alaska. She understands that the participatory process for planning efforts requires integrating input from multiple stakeholders, city staff and officials, and the public at large. Robyn is the volunteer social media manager for International Association of Public Participation (IAP2) and was recently appointed to the Transportation Research Board's Public Involvement Committee.

## JOHN PAUL WEESNER, PLA

**COMPANY:** Kittelson

**EDUCATION:** PhD Studies “Social Media, Public Engagement, and the Design Process,” University of Florida, MS Landscape Architecture, Harvard University, 2000 BS Landscape Architecture, University of Florida, 1998

**YEARS OF EXPERIENCE:** 17

Mr. Weesner is a practicing Urban Designer and Landscape Architect. He provides urban design solutions for integrating the built environment with implementable projects that are walkable and livable, as well as financially and socially sustainable. Mr. Weesner has over 17 years of experience designing and planning the urban environment, including transit-oriented developments, streetscapes, infill development, and downtown master plans. He is a proponent and student of livable communities, walkable environments, and smart transportation initiatives. Currently, Mr. Weesner is completing his Doctorate of Philosophy at the University of Florida. His research is focused upon the cultural landscape and its relationship to urban design and planning. By concentrating on qualitative aspects of the public mindset, he is investigating ways to integrate public engagement and the design and planning process through new innovative tools based in social media technology.

## MARIA BENDFELDT

**COMPANY:** PlusUrbia

Maria Bendfeldt is a planner with 15 years of experience in urban design, form-based codes, and planning with world-renowned architects and urban designers working on projects of different scales, both in the public and private sector.

At PlusUrbia, Bendfeldt served as the primary author of the Wynwood NRD. Her key role in the intense public involvement helped build consensus for the award-winning project. Bendfeldt also served as the project manager and primary author for the Village of El Portal Form-Based Code and Comprehensive Plan amendments. Maria served as project manager for the APA Florida award-winning Hialeah Transit-Oriented Development Districts Zoning Regulations, a master plan and companion land use regulations for 313 acres of dense urban development served by rail and unanimously approved by the City Council.

## MANUEL A. DE LEMOS

**COMPANY:** PlusUrbia

Manuel A. De Lemos is an urban and architectural designer with more than a decade of experience in planning and real estate development. He has managed private and public urban design workshops for clients. His portfolio includes the design of a multifamily adaptive re-use project and single-family villas developments in his native Puerto Rico. Manuel’s expertise includes formulating the project’s program, conceptualizing the design, and preparing the detailed master plans and building codes for real estate developers. He has designed a wide range of projects in North, South and Central America, as well as Spain and Oman.

Manuel also has real estate appraisal expertise that has been instrumental in performing development valuations for private and public sector clients.

## MEGAN MCLAUGHLIN, AICP

**COMPANY:** PlusUrbia

Megan McLaughlin, AICP; has been a member of the American Institute of Certified Planners (AICP) since 2010. She has over 10 years of professional experience in municipal planning, zoning review, and the creation of zoning code updates and form-based codes.

Megan worked at the City of Miami Planning Department for over four years in both the Urban Design Division and the Historic Preservation Division, where she gained experience in plans review, learning the direct relationship between zoning and other land development regulations and the architectural designs that follow. As City Planner for the City of Coral Gables, McLaughlin worked on numerous Zoning Code studies and amendments, including the North Ponce community Planning initiative and the subsequent zoning updates.

Since joining PlusUrbia in January 2017, McLaughlin was instrumental in leading the Village of El Portal Form-Based Code through the adoption process, where it was unanimously adopted by the Village Council.

## JUAN MULLERAT, ASSOC. AIA, APA, NCI, CNU

### **COMPANY:** PlusUrbia

Juan Mullerat (Assoc. AIA, APA, NCI, CNU) is the Founding Principal of Plusurbia Design – a firm that specializes in value added contextual design methods. As a designer with over 20 years of experience, Mullerat has worked on numerous successful revitalization projects around the world, including the Wynwood Master Plan, recipient of the American Planning Association's 2017 National Economic Planning Award, and Hialeah's Transit Oriented Developments and Complete Districts, recipient of the 2017 Merit Award from the Florida APA.

Juan was educated in Europe and the US, receiving dual Masters in Architecture and Urban Design. He has led design and planning workshops for highly-acclaimed public and private projects. Mullerat is highly skilled at visualization exercises, from concepts created during public workshops to overseeing renderings for final reports.

He is currently working with the National Trust for Historic Preservation and several municipalities on urban interventions at a variety of scales. He is part of the team for the Miami-Dade County SMART Plan – the largest mass transit corridor study in the history of Greater Miami. Mullerat frequently lectures and publishes on urban revitalization, place making, healthy design, zoning, form-based codes, transportation corridors and safe streets.

## MONICA DIAZ

### **COMPANY:** Infinite Source

Ms. Diaz, Principal of Infinite Source Communications, is a bilingual communications professional, experienced in public involvement (PIO), public relations, print journalism and integrated marketing communications. She has 14 years of professional experience including managing staff, communications budgets of over \$1 million and overseeing national marketing campaigns. Ms. Diaz works with agencies such as the Florida Department of Transportation (FDOT), Miami-Dade Transportation Planning Organization (TPO), the City of Miami Beach, and Broward County Public School District. She personally managed outreach for more than 60 roadway projects throughout South Florida, serving as the lead spokesperson for FDOT District Six Construction and City of Miami Beach. She is capable of managing high profile public involvement/public relations projects, building public consensus, communicating with key stakeholders and media, and executing marketing and design efforts for

multiple clients. She also has the ability to handle numerous tasks quickly and successfully, ensuring goals are being attained and most importantly, that the quality assurance/quality control of the overall directed work is managed successfully. Through her years of experience on various transportation and community outreach projects, Ms. Diaz has built and fostered a variety of key stakeholder relationships and actively works with communities to develop a clear understanding of transportation related matters and municipal development.

## JEANNETTE LAZO

### **COMPANY:** Infinite Source

Ms. Lazo serves as ISC's Communications Manager and has 15 years of diverse experience that includes public relations, advertising, and marketing in the South Florida area and an extensive background in non-profit outreach programs and education. She is a skilled communicator, able to express herself clearly and concisely through both written word and public speaking. Ms. Lazo has managed various Planning, PD&E, Design, and Construction projects for the Florida Department of Transportation (FDOT) as well as projects with private entities. Ms. Lazo also has experience working with the media. She is an excellent researcher and an adept coordinator of many activities including meetings, programs and events. Ms. Lazo is detail-oriented, and is skilled in working with diverse communities, clients, and affected public to initiate communication and foster relationships to benefit all parties involved with professionalism. She has the ability to multi-task and manage various assignments on time and within the established budget. Additionally, she serves as the in-house media buyer for all advertising campaigns.

## JEFFREY WEIDNER, MSP

### **COMPANY:** Marlin Engineering

Mr. Weidner serves as the senior planner for multimodal projects including freight, seaport, intermodal, transit, transportation demand management, pedestrian/bicycle and complete streets. As part of the Executive Leadership Team, Mr. Weidner provides direction for achievement of the Company's objectives and initiatives.

## LISA W. MAACK, AICP

### **COMPANY:** Marlin Engineering

Ms. Maack has 25 years of planning and environmental experience and is responsible for managing the firm's



transit and multi-modal disciplines and expansion of M/TPO, policy planning, and environmental disciplines across the state including the Miami, Fort Lauderdale, West Palm Beach and Tallahassee, Florida offices. Lisa is also responsible for managing projects including multi-modal corridor analyses, complete streets projects, transportation demand management and greenways and trails projects.

## ERIC R. KATZ, AICP, CNU-A

**COMPANY:** Marlin Engineering

Eric is experienced in developing sensible transportation strategies that meet the needs of all transport users, and considers environmental, safety, fiscal, and land-use factors. Eric studies, analyzes, and evaluates existing and proposed infrastructure, and determines areas of need and improvement for various transportation modes including highways, rail systems as well as bicycle and pedestrian facilities. An analytical person by nature, he also designs transportation surveys, makes use of statistical data to assess travel patterns, and evaluate efficiency of each system. Eric has strong communications skills which allow him deliver clear and informative presentations and reports illustrating both analytical data and improvement recommendations. Additionally, his excellent writing skills helped him secure many government and foundation grants, improving the quality of life for numerous communities.

## TARA SALMIERI, AICP, FBCI

**COMPANY:** Planactive Studio

Tara L. Salmieri, AICP, FBCI, has over 17 years of experience in both public sector planning and private consulting. Tara began her career focused on integrating land use, transportation and urban design into local policies, regulations and area plans that were easily adopted and supported in each community.

Tara provides technical analysis and understanding of each municipalities land use policies, regulations that inform the community, staff and elected officials of potential conflicts in their regulations, provides solutions that are easy to understand and develops an implementable strategy to meet the vision of each community. Tara has led over 60 training workshops, walking audits, charrettes, and stakeholder initiatives that integrate a strong public engagement process that is carried throughout the project. Tara is leading the effort to provide all of Broward County's 31 municipalities the necessary tools in developing and transforming their cities into healthy, active, livable communities with a focus on Transit

Oriented policies for corridor's and districts to support the future FEC initiatives and smart growth policy initiatives. Tara is a certified from the Form Based Code Institute on form based coding , a member of the American Institute of Certified Planners past Chairperson of the Board of Zoning Adjustment for the City of Orlando.

## L. CARSON BISE, II, AICP

**COMPANY:** TischlerBise

Carson Bise has twenty-four years of fiscal, economic and planning experience and has conducted fiscal and infrastructure finance evaluations in thirty-six states, including the State of Florida. Mr. Bise has developed and implemented more fiscal impact models than any other consultant in the country. The applications developed by Mr. Bise have been used for evaluating multiple land use scenarios, specific development projects, annexations, urban service provision, tax-increment financing, and concurrency/adequate public facilities monitoring. In his seven years as a planner at the local government level, he coordinated Capital Improvement Plans, conducted market analyses and business development strategies, and developed comprehensive plans. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. His most recent publications are *Next Generation Transportation Impact Fees and Fiscal Impact Analysis: Methodologies for Planners*, both published by the American Planning Association, a chapter on fiscal impact analysis in the book *Planning and Urban Design Standards*, also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*. Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and recently Chaired the APA's Paying for Growth Task Force. He was also recently named an Affiliate of the National Center for Smart Growth Research & Education.

## JULIE HERLANDS, AICP

**COMPANY:** TischlerBise

Julie Herlands is a Principal with TischlerBise and has 17 years of planning, fiscal, and economic development experience. Prior to joining TischlerBise, Ms. Herlands worked in the public sector in Fairfax County, Virginia for the Office of Community Revitalization and for the private sector for the International Economic Development Council (IEDC) in their Advisory Services and Research Department. For IEDC, she conducted a number of consulting projects including economic and market feasibility analyses and economic development

assessments and plans. Her economic, fiscal impact, and impact fee/infrastructure finance experience includes a wide-range of assignments in over 15 states. She is currently the Immediate Past Chair of the Economic Development Division of the APA and recently chaired the APA Task Force on Planning and Economic Development.

## LAURIE VOLK

**COMPANY:** Zimmerman - Volk Associates

Laurie Volk is principal in charge of Zimmerman/Volk Associates' market studies and is the firm's primary analyst of demographic, market, and lifestyle trends. Volk has been directly involved with every market study completed by Zimmerman/Volk Associates since the company's founding in 1988. Volk's development of the target market methodology—analytical tools to determine the market potential for downtown and transit-oriented housing; for mixed-income, mixed-tenure re-population and stabilization of fragile inner-city neighborhoods, and for new mixed-use, pedestrian-oriented traditional neighborhoods—has been instrumental in bringing Zimmerman/Volk Associates into national prominence. Volk has conducted more than 115 downtown and transit-oriented development studies across the country, in cities ranging in size from Petersburg, Virginia (population 32,400) to Detroit, Michigan (population 713,000).

## CHRISTOPHER VOLK-ZIMMERMAN

**COMPANY:** Zimmerman - Volk Associates

Christopher Volk-Zimmerman, director of data systems analysis, has responsibility for data compilation and processing and has served in support of every ZVA assignment since joining the firm full-time in 2010. In this role, he continuously refines the algorithms underlying ZVA's proprietary target market methodology improving the methodology's accuracy and efficiency. Since mid-2013, he has been head of the firm's West Coast office.

## MIKE CONNOR

**COMPANY:** Connor Associates Strategic Services

Mike Connor is widely known and respected as an expert in predictive psychodemographic modeling to identify and enroll mission-appropriate full-pay families, five-year forecasting of demographic trends which enable schools to "skate to where the puck is heading" in order to secure and diversify the composition of their enrollment, internal marketing image audits and marketing assessments, confidential external perceptual (image) audits and alumni surveys, approaches to

enhancing the value proposition, brand and website development and outcomes based messaging, forensic financial research, strategic planning, and his engaging workshops that result in getting the entire school community involved in raising enrollment, retention, and philanthropy. With an M.A. in Political Behaviour from the University of Essex, England, Connor has spent nearly 34 years in public, charter, and independent K-12 schools and colleges. He has a 360° perspective from a variety of positions.

## SUJATA SRIVASTAVA

**COMPANY:** Strategic Economics

Sujata Srivastava has over 17 years of experience in urban economics consulting. She specializes in real estate market analysis, development feasibility analysis, and economic development strategies, especially in infill settings and transit areas. Ms. Srivastava has completed affordable housing financing and community benefits strategies for communities and regions with new or expanding transit systems. Ms. Srivastava has a Master's Degree in City and Regional Planning from the University of California, Berkeley. She is a fluent Spanish speaker, and is proficient in Portuguese.

## DENA BELZER

**COMPANY:** Strategic Economics

Dena Belzer is the founder and President of Strategic Economics. Ms. Belzer has over 30 years of experience working on urban economic issues ranging in scale from regional growth management strategies to individual development projects. Ms. Belzer's specializations include transit-oriented development, economic development, infrastructure funding and financing, and project implementation. Ms. Belzer was a founding member of the Center for Transit Oriented Development and is a nationally recognized thought leader in the urban economics field, having served as an advisor and/or key speaker at activities sponsored by various groups including the Urban Land Institute, the American Planning Association, the U. S. Environmental Protection Agency, The U.S. Department of Housing and Urban Development, and the Mayors Institute for City Design.



## SR 50/UCF CONNECTOR ALTERNATIVES ANALYSIS & HEALTH IMPACT ASSESSMENT

Carleen M. Flynn, AICP  
Senior Project Manager  
CDM Smith (formerly LYNX Manager of Connectivity and Customer Experience)  
flynnm@cdmsmith.com, (407) 660-6423

### DESCRIPTION OF WORK:

The SR 50/UCF Connector Alternatives Analysis (AA) Study crystallized the regional transit vision for one of the highest transit ridership corridors in the Region. The Study focused on identifying the issues, opportunities, and multimodal mobility and livability improvements along a 37-mile stretch of SR 50 in Orange County

COMPLETION DATE: September 2016    COST: \$898,000/\$1,163,000

## Maryland TOD Guidebook

Pat Keller  
Assistant Secretary for Planning Services (formerly MTA Deputy Chief Statewide Services)  
pat.keller@maryland.gov, (410) 767-0901

### DESCRIPTION OF WORK:

Working with the Maryland Transit Administration and DOT staff, Kittelson the created a transit-oriented development (TOD) design guide targeted to local governments and private developers. The principal audience, the development

team, is provided with a highly visual document that explains the physical and operating aspects of rail transit stations and development decisions that can affect parcel assembly, site planning and design, development phasing and post development operations. It was prepared to fully leverage a site's proximity to rail transit in response to very mixed results from early joint development and TOD in Maryland.

COMPLETION DATE: December 2013    COST: \$133,852/ \$133,852

## BICYCLE, PEDESTRIAN, & BUS CONNECTIVITY TO SUNRAIL

Brenda Young  
FDOT Project Manager  
brenda.young@dot.state.fl.us, (407) 482-7852

### DESCRIPTION OF WORK:

Planning and initial TSP design for LYNX routes connecting to all suburban SunRail stations and prioritized routes which experienced high ridership, showed poor on-time performance along their route and at SunRail station transfers. Work included the technical analysis of on-time performance and loading using LYNX Automatic Passenger Count (APC) and Automatic Vehicle Location (AVL) data, identification of priority corridors for TSP implementation, and final design for TSP implementation.

COMPLETION DATE: November 2013    COST: \$ 224,802/\$275,000







## 05 MINORITY/WOMEN (M/WBE) PARTICIPATION

Kittelsohn is not certified by the state of Florida as an MBE, or WBE, but consistently partners with Offices of Minority, Women and Emerging Small Business above and beyond minimum requirements set by most public agencies. Additionally, our consultant team includes the following certified firms.

### INFINITE SOURCE COMMUNICATIONS

7270 NW 12 Street  
Miami, FL 33126

**Description of Work:**

Infinite Source will assist with project website and online engagement, public meetings, the stakeholder workshop, agency meeting support, presentations to Governing Bodies, and developing the final report.

**Dollar Amount:** \$55,392

### PLANACTIVE STUDIO

3708 Pelican Lane  
Orlando, FL 32803

**Description of Work:**

Planactive Studio will assist with the summary of applicable best practices, stakeholder and online engagement, updating and codifying existing TOD

guidelines, identifying action items for better integrating County and State review processes into the development review process, presentations to Governing Bodies, and developing the final report.

**Dollar Amount:** \$48,600

Written confirmation from the firms can be found on the following pages.

### MARLIN ENGINEERING

1700 NW 66th Avenue  
Plantation, FL 33313

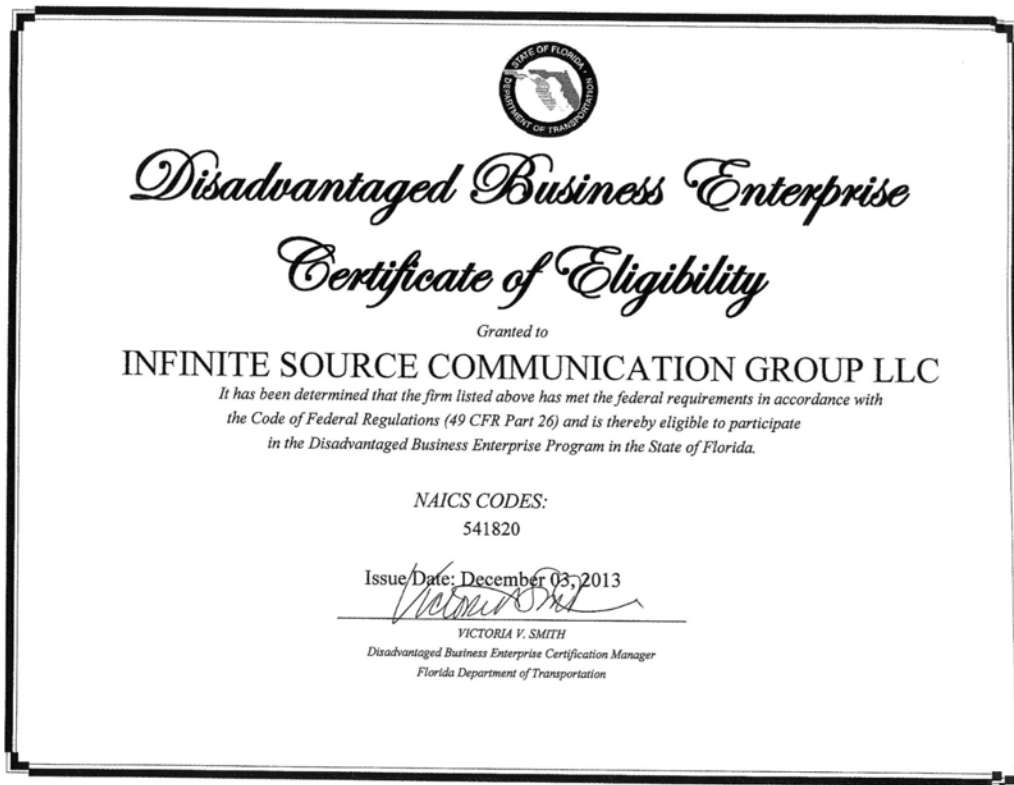
**Description of Work:**

Marlin Engineering will assist with, public meetings, the stakeholder workshop, developing the Transportation Demand Management Plan, identifying action items for better integrating County and State review processes into the development review process, and developing the final report.

**Dollar Amount:** \$65,773.62

**Additional team members are MBE/WBE/DBE certified, but are located outside of Florida.**

*// The Kittelson Team includes three M/WBE firms and will exceed the 14.77% MBE goal for this project. //*



**Florida UCP DBE Directory****Number of Records Returned:** 1**Selection Criteria:**

Vendor : MARLIN ENGINEERING INC

**Vendor Name:** [MARLIN ENGINEERING INC](#)**DBE Certification:** CERTIFIED**MBE Certification:** Certified**DBA:****Former Name:**

Business Description: ENGINEERING AND SURVEYOR AND MAPPER SERVICES

**Mailing AddressJ:** 15600 SW 288 ST #208  
MIAMI, FL 33033-**Contact Name:** RAMON SORIA**Phone:** (305) 477-7575**Fax:** (305) 477-7590**Email:** [RSORIA@MARLINENGINEERING.COM](mailto:RSORIA@MARLINENGINEERING.COM)**ACDBE Status:** N**Statewide Availability:** Y**Certified NAICS**

541330 Engineering Services

541370 Surveying and Mapping (except Geophysical) Services







## 06 SUBCONTRACTORS

*// We have assembled an outstanding team of subconsultants rich in Transit Oriented Development expertise and local understanding//*

### PLUSURBIA

PlusUrbia Design is an award-winning, Miami-based studio with expertise in urban design, transit-oriented development, land-use planning, multimodal mobility, walkability, public engagement, zoning code creation, complete streets and corridor master planning.

Our studio applies context-sensitive solutions to a full range of public and private sector projects in North, South and Central America as well as China and the Middle East.

Firm founder Juan Mullerat, Assoc. AIA, APA, NCI, CNU, was awarded the Urban Designer of the Year by the Miami Chapter of the American Institute of Architects. The boutique studio currently is on the team studying mobility and transit oriented development on the East-West corridor of the Miami-Dade County TPO's SMART Plan. The firm also has been recognized for its Little Havana Revitalization Plan, which grew out of its acclaimed advocacy for a redesign of the Calle Ocho corridor into a safe, pedestrian-friendly complete street.

PlusUrbia is certified as a Miami-Dade County Small Business Enterprise under the 21.0 - Land Use Planning technical certification of the Architectural and Engineering category (SBE/AE Tier 2).

### INFINITE SOURCE COMMUNICATIONS

Founded in 2009, Infinite Source Communications, (ISC) brings a unique mix of expertise, experience and skills to provide communications services to various industries. As a DBE/MBE/SBE certified firm, ISC has earned a solid reputation for providing high quality services to our clients in South Florida. ISC has worked on over 100 transportation projects specializing in Planning, Project, Development and Environmental (PD&E), Design-Build, Design and Construction. Our staff has extensive experience working for the Florida Department of Transportation Districts Four and Six. Currently in FDOT District Six, ISC serves as the in-house consultants for the Districtwide Miscellaneous Public Information contract. They are responsible for providing public outreach on all in-house Design transportation projects.

Through their local relationships and outreach expertise, we are able to successfully implement the required public involvement tasks on any given contract, such

as collateral development, public meeting preparation and execution, mass mailers, stakeholder briefings, media outreach and meeting coordination. We use innovative outreach methods such as social media messages (Facebook, Instagram, Twitter and YouTube videos), electronic notifications and targeted outreach. In addition design and produce collaterals in English and Spanish including, stakeholder/elected official databases, project newsletters, brochures, media kits, speeches and talking points.

## STRATEGIC ECONOMICS, INC.

Strategic Economics, Inc. is a nationally recognized urban economics consulting firm. We provide economic analysis and advisory services for cities, developers, community groups, and non-profits to create sustainable, high-quality places for people to live and work. Strategic Economics widely recognized for our strength in addressing complicated projects requiring innovative analysis and cross-disciplinary teamwork. Our staff brings extensive expertise in many disciplines including urban planning, economics, public policy and finance, and real estate development. We combine depth of technical knowledge with an understanding of “the big picture,” and excel at translating our work into materials that are accessible to any audience.

The firm is well-known for developing innovative TOD strategies at the citywide and regional scales throughout the United States. We work in rapidly growing regions with robust economies (Bay Area, Denver, Phoenix, and Charleston), as well as slower growing places (Memphis, Kansas City, and Hartford). We also work extensively with communities to develop innovative tools that encourage housing development for lower income and workforce households.

Founded in 1998, Strategic Economics is based in Berkeley, California. The firm is a certified Women-Owned, Small Business, Alameda County Small Local Business, and California Small Business Enterprise.

## MARLIN ENGINEERING

MARLIN was established in Miami in 1991 by Ramon Soria and Sergio Alfonso, Jr. MARLIN is a full service multi-disciplinary planning and engineering firm that has taken on some of the largest and complex transportation projects in the State of Florida. MARLIN combines the breadth of expertise and resources of larger firms with the specialized expertise, customer service and knowledge of communities and neighborhoods offered by smaller companies.

MARLIN is a certified MBE and DBE with offices located in Miami, Fort Lauderdale, West Palm Beach, Tallahassee

and San Juan, Puerto Rico. We serve the entire state of Florida as well as projects in adjoining states, assisting public and private clients in their efforts to build, improve, expand and modernize existing transportation facilities. MARLIN staff is passionate about developing sustainable communities that embrace live, work, play development patterns with multiple transportation options.

They take a multi-modal approach to planning and developing modern transportation systems for Florida's diverse and growing population. Their staff ensures that all site plans and transportation studies comply with local, State and Federal regulations.

## PLANACTIVE STUDIO

PlanActive Studio, LLC, is a certified Women Owned Business recognized with the State of Florida, Orange County, FL, City of Orlando, and Florida Department of Transportation providing services in land use analysis, policy implementation, small area plans, community building, public engagement, and training for professionals, citizens, and local officials.

Founded in 2011, Owner, Tara Salmieri, AICP has over 17 years of experience helping local government agencies ranging from small cities with no professional staff to large government agencies. PlanActive Studio is located in Orlando, Florida and is committed to helping local municipalities develop long range, implementable policies to benefit the health and longevity of their community. Tara has been certified by the Form Based Code Institute since 2008, and has successfully led the adoption of Form Based Code's in the State of Florida. Most recently City of St Pete Beach unanimously adopted a Form Based Code for the historic area of Pass-a-Grille, February 2017 and Bay City, Texas adopted the first zoning in the city as a form-based code, April 2016.

## TISCHLERBISE

TischlerBise is a fiscal, economic, and planning consulting firm specializing in fiscal/economic impact analysis, impact fees, market feasibility, infrastructure financing studies and related revenue/infrastructure finance strategies. Our firm has been providing consulting services to public agencies for over thirty years. In this time, we have prepared over 700 fiscal/economic impact evaluations and over 900 impact fee/infrastructure financing studies – more than any other firm. Through our detailed approach, proven methodology, and comprehensive product, we have established TischlerBise as the leading national expert on revenue enhancement and cost of growth strategies.

TischlerBise, Inc., was founded in 1977 as Tischler, Montasser & Associates. The firm became Tischler

& Associates, Inc., in 1980 and TischlerBise, Inc., in 2005. The firm is a Subchapter (S) corporation, is incorporated in Washington, D.C., and maintains offices in Bethesda, Maryland and Bradenton, Florida. The firm employs six land use economists/fiscal analysts and one administrative position.

## ZIMMERMAN - VOLK ASSOCIATES

Zimmerman/Volk Associates, Inc. is a state-certified WBE (Women's Business Enterprise) and a C-Corporation incorporated in the State of New Jersey with offices located in Clinton, New Jersey and San Diego, California (Federal I.D. 22-3028941). The company has been operating continuously since 1988 and there are currently four professional personnel.

The company has a national reputation for innovative market analysis based on its proprietary target market methodology and specializes in the analysis of compact and sustainable development; mixed-income, mixed-tenure redevelopment; mixed-use urban revitalization; and traditional neighborhood developments. Zimmerman/Volk Associates is recognized by the leading practitioners of the New Urbanism as the national expert on the residential market feasibility of New Urbanist communities and urban redevelopment.

The company's clients range from small builders and developers to the subsidiaries of Fortune 100 firms, as well as city, regional and state government agencies.

## CONNOR ASSOCIATES STRATEGIC SERVICES (LLC)

Connor Associates Strategic Services (LLC) was founded in 1998 by its President Mike Connor, and is and registered in El Dorado, California, near Sacramento/Lake Tahoe. Connor Associates includes ten partners with skill sets based in best educational practice, client relations, qualitative and quantitative market research, planning, data analytics, financial modeling, and brand development. Connor Associates is a national expert in predictive modeling and forecasting for educational institutions. With an M.A. in Political Behavior from the University of Essex, England, Connor has spent nearly 30 years in public, charter, and independent K-12 schools and colleges. He has a 360° perspective from a variety of positions. Mike Connor has presented sessions and workshops nearly every year over the past two decades at national and international conferences. He is also co-author of the National Association of Independent

Schools' (NAIS) book, *Marketing Independent Schools in the 21st Century*. His white paper, *It's What's Inside That Counts: Maximizing Internal Marketing*, has been digitally published by NAIS and many state, regional, provincial, and international independent school associations. His articles on strategic planning, integrated marketing, and international programs appeared in *CASE Currents* and *Independent School* magazine. His work establishing the first international exchange program between private boarding schools in China and the United States earned the attention of the *Washington Times*, the *Los Angeles Times*, and *Education Week*. Connor Associates Strategic Services, LLC has worked with over 450 national and international schools and associations in the United States, Europe, Africa, and China since 1998.







## 07 REQUIRED FORMS

### Required Forms

The following forms are included:

- » Proposal Certification
- » Cost Proposal
- » Non-Collusion Statement
- » Non-Discrimination Certification Form
- » E-Verify
- » Sample Insurance Certificate
- » Business License

## 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) Kittelson & Associates, Inc. EIN (Optional): \_\_\_\_\_

Address: 200 SW 1st Avenue, Suite 1070

City: Fort Lauderdale State: FL Zip: 33301

Telephone No. 954.828.1730 FAX No. 954.828.1787 Email: jlim-yap@kittelson.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): \_\_\_\_\_

Total Bid Discount (section 1.05 of General Conditions): \_\_\_\_\_

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): MBE \_\_\_\_\_ WBE \_\_\_\_\_

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

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>1/8/18</u>	_____	_____	_____	_____
<u>2</u>	<u>1/9/18</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.**

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:

Jessica Josselyn  
Name (printed)

1/24/18

Date:

  
Signature

Associate Planner  
Title

**SECTION VI - COST PROPOSAL PAGE****Proposer Name:** Kittelson & Associates, 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	161	\$25,725.63
Task 2 – TOD Best Practices Research	378	\$63,733.78
Task 3 – Public & Stakeholder Engagement	2213	\$309,567.70
Task 4 – Evaluation of Development Barriers	364	\$58,091.60
Task 5 – Affordable Housing Strategy	349	\$57,529.52
Task 6.1 – Live/Work/Play Needs Assessment	540	\$90,512.80
Task 6.2 – Presentations to Governing/Advisory Bodies	108	\$16,971.02
Task 7 – Transportation Demand Management (TDM) Plan	286	\$41,847.28
Task 8.1 – TOD Zoning & Development Regulations	572	\$93,327.20
Task 8.2 – Presentations to Governing/Advisory Bodies	111	\$16,854.64
Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)	631	\$102,655.48
Task 10.1 – Final TOD Report	420	\$68,963.72
Task 10.2 – Presentations to Governing/Advisory Bodies	96	\$15,682.14
Task 11 – Miscellaneous Support	260	\$38,237.64
<b>TOTAL</b>	<b>6,489</b>	<b>\$999,699.93 .</b>

**Submitted by:**

Jessica Josselyn

Name (printed)

1/24/18

Date



Signature

Associate Planner

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 or 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 person; or have a financial interest in the business of the 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.**

**NAME**

**RELATIONSHIPS**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**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.**



**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.

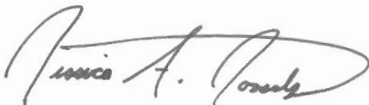
Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- (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

\_\_\_\_\_  
Jessica Josselyn, Associate Planner  
Print Name and Title

1/24/18  
\_\_\_\_\_  
Date

**ATTACHMENT "A"**  
**E-VERIFY AFFIRMATION STATEMENT**

RFP/Bid /Contract No: 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.

Kittelson & Associates, Inc.

Firm/Contractor/Proposer/Bidder Company Name



Authorized Company Person's Signature

Associate Planner

Authorized Company Person's Title

1/24/18

Date

ACORD™

Client#: 763494

KITTEASC

## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

12/26/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer any rights to the certificate holder in lieu of such endorsement(s).

PRODUCER <b>USI Kibble &amp; Prentice PR</b> <b>601 Union Street, Suite 1000</b> <b>Seattle, WA 98101</b>	CONTACT NAME:	
	PHONE (A/C, No, Ext): <b>206 441-6300</b>	FAX (A/C, No): <b>610-362-8528</b>
INSURED <b>Kittelson &amp; Associates, Inc.</b> <b>851 SW 6th Avenue, Suite 600</b> <b>Portland, OR 97204</b>	E-MAIL ADDRESS: <b>PL.CertRequest@usi.com</b>	
	INSURER(S) AFFORDING COVERAGE	
	INSURER A : Hartford Casualty Insurance Company	
	INSURER B : XL Specialty Insurance Company	
	INSURER C :	
	INSURER D :	
INSURER E :		
INSURER F :		
NAIC #		
<b>29424</b>		
<b>37885</b>		

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	X	X	52UUNPT3504	01/01/2018	01/01/2019	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY	X	X	52UUNPT3504	01/01/2018	01/01/2019	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$10000 <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE	X	X	52XHUVK9377	01/01/2018	01/01/2019	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	52WEAB7923	01/01/2018	01/01/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
B	Professional Liability			DPR9920670	01/01/2018	01/01/2019	\$2,000,000 per claim \$4,000,000 annl aggr.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## EVIDENCE OF INSURANCE

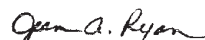
## CERTIFICATE HOLDER

## CANCELLATION

FOR INFORMATION PURPOSES ONLY

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



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ACORD 25 (2016/03) 1 of 1  
#S22181664/M22150980

The ACORD name and logo are registered marks of ACORD

MXTJU

**CAM #18-0268**  
**Exhibit 3**  
**Page 67 of 87**

# *State of Florida*

## *Department of State*

I certify from the records of this office that KITTELSON & ASSOCIATES, INC. is an Oregon corporation authorized to transact business in the State of Florida, qualified on May 21, 1996.

The document number of this corporation is F96000002547.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on January 11, 2018, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Eleventh day of January, 2018*



*Ken Detmer*  
*Secretary of State*

Tracking Number: CC4019409033

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

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



# Appendix 1 KEY RESUMES



## JANE LIM-YAP, AICP, PP, LEED® AP

### Associate Planner

Jane draws from her broad experience and training in architecture, urban design, traffic engineering, and transportation planning, in creating holistic solutions for a more livable and sustainable built environment. As an urban designer and transportation planner, she has twenty years of experience in helping various communities, transit agencies, and state agencies develop successful plans for redeveloping urban and suburban corridors, town centers, and transit station areas. In addition, Jane is involved in state-level policy initiatives to align transportation and land use planning and decisions. Jane is frequently asked to facilitate and develop programs for interactive work sessions with community and agency leaders, public officials and staff, and industry professionals.

#### Education

Master of City and Regional Planning and MS (Civil) Transportation, Georgia Institute of Technology

BS, Architecture, University of the Philippines

#### Years of Experience

18

#### Licenses & Certifications

AICP, NJPP, LEED® AP

#### Affiliations

American Planning Association, Congress for New Urbanism, Florida American Planning Association

#### Awards

Lake-Sumter MPO 2012 Horizon's Awards for Exemplary Planning Project, SR 50 Multimodal Corridor Study

President's Award, Florida Redevelopment Association, 2008, for the Downtown Orlando Community Venues Master Plan

1st Coast Chapter FPZA Best Planning Effort Award, 2008, City of Jacksonville Beach Vision Plan

Charlie Brown Urban Design Fellowship Award, 2001

#### Publications

USDOT Livability in Transportation Guidebook (lead contributor)

FDOT District 5 Multimodal Corridor Planning Guidebook (lead author)

## Select Experience

### TRANSIT PLANNING & TRANSIT-ORIENTED DESIGN

Jane has led and been involved in more than 30 transit corridor and station area planning initiatives throughout the US. She was the project manager for the Northeast Corridor Station Area Planning in Charlotte, NC. The project involves station location, station area planning, and land use evaluation for the LYNX Blue Line Extension, as well as understanding station potential, specific zoning and land use changes, infrastructure investments, and transit oriented development opportunities for all 13 stations along the corridor. As part of the project, Jane helped redirect a \$50 million planned interchange near two proposed stations. Jane worked with stakeholders, the City, and the transit agency to develop a solution that reduced overall costs, expanded the roadway network, providing access to some of the largest underutilized properties adjacent to the proposed stations.

Jane was the lead planner for the recently concluded SR 50/UCF Connector Alternatives Analysis (AA), which crystallized a vision for mixed traffic bus rapid transit (BRT) along one of the highest transit ridership corridors in Central Florida. Jane worked with MetroPlan Orlando to advance the SR 50 BRT through the MPO's first HIA.

Jane co-wrote the Maryland Transit Administration (MTA) and Maryland DOT Guidebook to support transit-oriented development around station areas. The Guidebook specifically addresses the needs of developers and property owner partners as they navigate the development process, leveraging both MTA and the private sector's resources to optimize TOD potential. Jane also led the station location analysis and selection for the Naval Station Norfolk Extension Study (Norfolk, VA). Jane worked with the FDOT on evaluating and programming pedestrian and bicycling connectivity projects on SunRail commuter rail stations, as well as evaluating TOD potential on the future SunRail phase 2 stations. Other transit efforts that Jane was involved in include the Hillsborough Area Rapid Transit (HART) East-West Corridor station area plans, Broward Boulevard Corridor Study (Ft. Lauderdale, FL), evaluation of case studies on TOD and TOD guidelines for TransLink (Vancouver, BC), and station area planning for the Sawgrass Mills Gateway Hub (Sunrise, FL).

### COMPLETE STREETS POLICY

Jane has played key roles in developing state and local policies that are guiding an on-going shift in the way communities think about transportation and land use decisions. Jane supported Florida DOT District Five's Complete Streets approach to Corridor Planning by writing and implementing the District's Multimodal Corridor

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Planning Guidebook. She led more than 10 interactive workshops and training sessions on the Guidebook, internal to FDOT staff as well as to municipal and agency partners. The District has since adopted the Guidebook as an approach on how Complete Streets principles can be consistently applied throughout Central Florida.

Jane is currently working with FDOT Central Office in advancing a statewide Complete Streets initiative, including developing a statewide Handbook. The Handbook will address complex issues and challenges linked to implementing Complete Streets, such as enhancing the planning phase of project development, expanding performance measures beyond auto-oriented LOS, and incorporating multimodal data and analysis into all stages of project development. Jane is also supporting MetroPlan Orlando in developing the MPO's Complete Streets Program and in integrating AirSage Mobile Device Tracking Data (MDTD) in understanding regional travel patterns and trip-making. She has worked with MetroPlan Orlando staff to incorporate Complete Streets-oriented measures to inform the MPO's project assessment process.

Jane was also a lead planner for the PennDOT Smart Transportation initiative, a cultural and organization shift to align transportation and land use planning. She helped craft strategic policy and program changes and facilitated extensive internal and external communications and training programs. Jane co-authored the US DOT Livability in Transportation Guidebook. The Guidebook showcases how various transportation projects applied livability principles through changes in design, process, partnership, organizational structure, and other livability "tools."

#### Complete Streets Implementation

Jane has been involved in a number of transportation projects that apply principles of Complete Streets. These projects result in approaches that support community goals, cater to the access and mobility needs of all users, and are financially and economically sound. Some examples include streetscape plans for Huntersville and Mooresville in North Carolina, Hampton, Virginia, the Inner Harbor district in Baltimore, Maryland, Fells Parkway in Boston, and the City of Jacksonville Beach in Florida. Jane led a corridor planning study along Robinson Street in Orlando, Florida that concluded with a Complete Streets approach involving a lane elimination and addition of a cycle track. Jane led a team that used various data sources, including probe data to assess travel patterns along the corridor and inform decisions on re-allocating existing street space to better accommodate all users.

## CORRIDOR/AREA PLANS

Jane managed a number of downtown redevelopment plans; all focused on integrating land use, urban design, and transportation interventions with policy and market realities. Jane was the project manager for the Downtown Orlando Community Venues Master Plan, an effort that is guiding one of the largest redevelopment efforts reshaping the City's downtown. The plan established the land use, transportation, and urban design frameworks for the billion dollar initiative towards a new Performing Arts Center, a new Events Center, and the renovation of the Florida Citrus Bowl. Jane was lead designer or project manager for various other successful vision plans supporting downtowns and activity centers throughout the Country; including Jacksonville Beach, North Miami Beach, and Winter Park in Florida; Charlotte and Mooresville in North Carolina; and Stockton and Ocean County in New Jersey. Strategies from the plans consider not just the physical needs of a downtown that incorporate urban design, land use, and transportation aspects, but also actionable policies, programs, and projects, many of which have been successfully implemented with built projects on the ground.

On behalf of FDOT, Jane led the award-winning multimodal corridor plan for State Road 50 in Clermont, Florida. The plan sets the stage for changing the development patterns of a rapidly suburbanizing corridor and outlines actionable land use and transportation strategies to support more multi-modal travel patterns. Other recent corridor studies that Jane played a significant role in include US 1 in Volusia County and South Orange Avenue in Orange County.

Jane also conducted a number of corridor studies for the New Jersey DOT, including an integrated transportation and land use plan for 30 miles of Route 9 in Ocean County, New Jersey. The study looked at how land use, transportation, and community design and planning can be better integrated and included the redevelopment of catalyst sites, an expanded roadway network, a model land development ordinance, and roadway redesign.



## MARY T. RAULERSON

### Principal Planner

Mary Raulerson has over 27 years of experience in land use and transportation planning, policy planning, and multimodal project implementation with special expertise in developing livable transportation solutions for small- and large-scale communities. She has a proven track record of developing planning projects that are supported by the communities they serve and are funded and implemented. Over 95% of the projects for which she has completed the planning phase are serving transit riders, pedestrian and cyclists today. Mary has worked extensively throughout the country on a variety of transportation modes and projects, including rail systems, bus rapid transit lines, highways, national parks, scenic highways, and historic bridges. She has recently worked with the Florida and Pennsylvania State Departments of Transportation (DOTs) to develop integrated land use and transportation programs and multimodal complete streets policies and programs.

#### Education

BS Biology, University of Central Florida

#### Years of Experience

27

#### Affiliations

Transportation Research Board's Management and Productivity Committee (ABC 20), Member

Women's Transportation Seminar, Member and past officer of Orlando and Philadelphia Chapters

New Starts Working Group, Washington, DC

#### Publications

Planning and Building Livable Communities with Complete Streets – Transportation Educational Seminar, Orlando, FL, Portland, OR, and Anchorage, AK 2010

FHWA Planning Excellence Award – Smart Transportation Guidebook to plan and design livable communities, 2008

Putting the Puzzle Pieces Together to Implement Smart Transportation – Transportation Research Board, 2012

### Select Experience

#### TRANSIT PLANNING

Mary has led complex, large-scale transportation projects and programs from concept through construction, including the US 202 Parkway in Philadelphia and the HealthLine Bus Rapid Transit line in Cleveland, Second Avenue Subway in New York, North Shore Connector in Pittsburgh, Anacostia Waterfront Transit Demonstration project in Washington, Tampa Regional Rail Study, Grand Rapids Transit Systems Plan, Central Florida Commuter Rail, Broward County University Boulevard Transit Study, and the SR 50/UCF Connector Alternatives Analysis.

Mary worked closely with the Federal Transit Administration (FTA) to obtain NEPA, New Starts, and Small Starts approvals and funding on behalf of numerous transit agencies. She also worked as a contractor to the FTA and conducted New Starts reviews for a variety of transit projects. Mary also had the role of Project Principal on several southeast Florida transit studies including Broward Boulevard, University Drive, and the SFECC MPO-related assessment.

#### POLICY DEVELOPMENT AND IMPLEMENTATION

Mary has developed transportation policy for the Pennsylvania, New Jersey, and Florida Departments of Transportation, and several transit agencies. The focus of these policies is integrating land use and transportation decisions and investments. Mary's representative policy work includes the *Multimodal Planning Guidebook* for Florida DOT District Five, *The Innovative DOT: A Handbook of Policy and Practice* for the State Smart Transportation Initiative and Smart Growth America, the *Livability in Transportation Guidebook* for US Department of Transportation, and the *Smart Transportation Guidebook* for the Pennsylvania and New Jersey DOTs – all of which focus on the integration of land use and multi-modal transportation planning and decision-making. Mary is currently working with FDOT on their statewide Complete Streets Handbook.

#### COMMUNITY, AGENCY, AND INSTRUCTOR ENGAGEMENTS

Mary has developed interactive and effective community and agency engagement programs for a wide variety of projects, and understands that the successful completion of any project is efficient and effective engagement of key stakeholders. She developed award-winning engagement programs that led to the implementation of 95% of the projects for which she conducted planning and PD&E/NEPA activities. Mary was the instructor responsible for co-developing and delivering the National Transit Institute course entitled Managing the Environmental Process for Federal Transit Projects. This course was offered to transportation agency managers and practitioners throughout the country.



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## CORRIDOR PLANNING

Mary conducted livable transportation and integrated land use/transportation projects for the Florida, Pennsylvania and New Jersey Departments of Transportation, as well as for the Cities of Philadelphia and New Orleans. These projects focus on developing context-sensitive solutions that support community goals and future visions, are affordable, and provide sound economic development opportunities. Mary's notable experience includes the implementation of an Urban Trails and Bikeways system in Philadelphia, Marshalls Creek Traffic Relief Project in the Poconos; Route 202 Parkway in Philadelphia region, Route 9 in Ocean County, NJ, and preservation of more than 20 historic bridges.

Mary served as project principal for an interdisciplinary team study for the City of New Orleans using a federal Sustainable Communities grant funded jointly by US HUD and FHWA. The team developed future land use/transportation scenarios and refined short term investment and program strategy and implementation plans for the area surrounding the 4-mile Claiborne Avenue Corridor, including an elevated section of Interstate 10. Among Mary's contributions to the study, were the team work sessions that she organized and facilitated during the discovery and alternatives development stages of the study. These sessions were designed to ensure full integration of the knowledge, experience and study area findings by all team members of important and related project elements. This work was key to the success of the study to fully engage and respond to a varied range of interests, from the study area's residential neighborhoods and the Central Business District to those primarily concerned with the proposed removal of a section of I-10, including the Port of New Orleans and commuters from suburban city neighborhoods and adjacent parishes.

## COMPLETE STREETS

Mary has worked on complete streets projects for a variety of transportation agencies, including state transportation departments in Florida, Pennsylvania, Washington, DC and New Jersey. These projects focus on developing multi-modal context-sensitive solutions that support community goals and future visions of both the community they serve and the transportation agency.

Mary has developed state, regional and municipal Complete Streets policies and has advanced projects from concept through construction. Representative projects include Route 50 in Lake County, Florida; the Route 202 Section 700 Parkway in Bucks and Montgomery Counties, Route 41 in Chester County, and Route 23 in Lancaster County, Route 9 in Ocean County, NJ; and numerous historic bridges and multi-use trails in the Philadelphia area.

As project principal, Mary led the team for the Philadelphia Mayor's Office of Transportation and Utilities development of the Complete Streets Handbook to update the City's street design policies and standards to incorporate best practices for accommodating pedestrians, bicyclists, transit, and motor vehicles. The project included extensive research and stakeholder outreach to identify existing barriers to developing Complete Streets, local facility needs and preferences, as well as national/international best practices.

## ENVIRONMENTAL PLANNING AND NEPA

Mary prepared over 25 National Environmental Policy Act (NEPA) documents including Environmental Impact Statements (EIS), Environmental Assessments (EA) and Categorical Exclusions (CE) for more than \$8 billion dollars of public investment. Clients have included the Washington Metropolitan Area Transit Authority, New York City Transit, Port Authority of Allegheny County, Interurban Transit Partnership, the Greater Cleveland Regional Transit Authority, the Florida Department of Transportation, and the National Park Service.



## YOLANDA A. TAKESIAN

### Associate Planner

Ms. Takesian links transportation solutions to the cultural, economic and civic goals of her clients and their communities. Ms. Takesian's knowledge of the tools to create walkable, bike-safe, transit-friendly transportation systems and her experience with public process and successful implementation strategies engages decision makers and community members to bring about technically, financially, and politically achievable solutions. Prior to Kittelson, her experience includes work leading project planning of Maryland's Department of Transportation's Smart Growth initiative and capital improvement and town center planning in Anne Arundel County. Ms. Takesian has designed effective planning processes, including Maryland State Highway Administration's "Thinking Beyond the Pavement" approach to project development. Her focus includes pedestrian and bicycle systems, transit service and communications, transit-oriented and mixed use environments, and leveraging transportation to support reinvestment in existing communities.

#### Education

MS City Planning, University of Pennsylvania

BS Business Administration, Mt. St. Mary's College

#### Years of Experience

27

#### Licenses & Certifications

AICP, NJPP, LEED® AP

#### Affiliations

TRB Pedestrian Committee,  
Member Research Sub-Committee

American Planning Association,  
Member

Congress for the New Urbanism,  
Member

Urban Land Institute, Member

### Select Experience

#### CONTEXT SENSITIVE SOLUTIONS (CSS) TRAINING

Ms. Takesian has presented transportation design, context-sensitive solutions and "complete streets" techniques for clients, public agencies, and communities. She recently assisted PennDOT in revising its project development processes to better integrate transportation solutions with appropriate land use outcomes as part of its Smart Transportation initiative. She also collaborated with the University of California Davis and the Local Government Commission to prepare and conduct a three day course on CSS for Caltrans planners. Each class provides an overview of and orientation to CSS principles, applications, and approaches, along with an interactive group process. Ms. Takesian has presented to practitioners at the University of Maryland's Center for Smart Growth, Transportation Research Board (TRB), American Institute of Architects (AIA), and American Planning Association (APA) national conferences.

#### COMMUNITY-BASED CORRIDOR PLANNING

Ms. Takesian completed the transportation component of the Central Annapolis Road Sector Plan for The Maryland National Capital Park and Planning Commission. She led agency work sessions to coordinate land use elements of the sector plan with station area location plans for the proposed Glenridge Purple Line station and introduction of a multi-way conversion of the study segment of MD 450. Ms. Takesian also designed and led a transportation & urban design Improvement Strategy for the 12-mile US 1 Corridor. This collaboration between Howard County and Maryland State Highway Administration focused on corridor operations with three commuter rail stations on the MARC CSX line, regional and local bus routes, distribution warehousing and employment centers, and historic and new communities. The project identified private and public actions to promote walkable and bicycle-friendly mixed use patterns. She facilitated public participation and sessions with State and County planners, development reviewers, transportation system designers, and public works staffs. Ms. Takesian prepared pilot guidelines for a joint initiative of the Oregon DOT and Portland Metro to implement the region's 2040 Corridors & Centers Plan, calling for the retrofit of established suburban corridors with multimodal and connected development patterns. She prepared the transportation component of a multidisciplinary analysis to bring about an urban form to enhance transit, pedestrian, and bicycle access and circulation.

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## PHILADELPHIA COMPLETE STREETS HANDBOOK (PHILADELPHIA, PA)

Kittelsohn led an effort for the Philadelphia Mayor's Office of Transportation and Utilities to develop a Complete Streets Handbook to update the City's street design policies and standards to incorporate best practices for accommodating pedestrians, bicyclists, transit, and motor vehicles. The project included extensive research and stakeholder outreach to identify existing barriers to developing Complete Streets, local facility needs and preferences, as well as national and international best practices. The Handbook is an easy-to-use manual that provides the Streets Departments (and other public agencies), designers, and the development community with a practical guide for implementing Complete Streets solutions that effectively serve all modes.

## FAR NORTHEAST LIVABILITY STUDY: WASHINGTON, DC

As the first of 3 Livability Studies for the District Department of Transportation (DDOT), the Far Northeast study helped to define program parameters and community engagement policy for this new study orientation related to community-oriented transportation decision-making. The study evaluated automobile, bicyclist, and pedestrian traffic operations to proactively manage congestion and mitigate potential conflicts between multimodal users in the neighborhood. Ms. Takesian identified, prioritized, and developed concept plans for a range of projects to build a more complete bicycle network, calm neighborhood traffic on collector streets, reduce cut through traffic on local streets, and enhance pedestrian crossing safety at intersections through design and operations. An intensive community engagement led to the creation of a Solutions Toolbox to help residents learn and identify the types of interventions possible and preferable to their priority concerns. This project won the American Planning Association National Capital Chapter Award for Innovative Community Involvement.

## DC STREETCAR LAND USE MASTER PLAN: WASHINGTON, DC

Ms. Takesian worked with the DC Office of Planning to develop the District's Master Land Use Plan for a 37-mile network of modern streetcar service. This plan required identifying catalyst sites for transit-oriented development, developing alternatives to best support neighborhood mobility, and implementing land use strategies to support the streetcar system.

## MARYLAND DOT & TRANSIT ADMINISTRATION ON-CALL SERVICES

Ms. Takesian assists the Maryland Department of Transportation (MDOT) and the Maryland Transit Administration (MTA) on an on-call basis with strategies and project support to advance Transit-Oriented Development (TOD) and Multimodal Transportation within the state. She is leading the preparation of Transit Oriented Development design and review guidelines merging the responsibilities of program oversight of MDOT with implementation responsibilities of the MTA and Maryland State Highway Administration. She helped to lead the preparation of MDOT's 2013 statewide Bicycle and Pedestrian Masterplan, a policy and best practice document engaging local governments and advocacy interests. She designed a major TOD community education event, New Links Baltimore, to raise awareness of TOD best practices for resident committees working with Red Line station area designers. Working with ZGF Architects and PES Economists, Ms. Takesian also prepared the transportation component of the plan for the Howard Street Light Rail Corridor. She also led a team to prepare a TOD Plan for the Aberdeen MARC/AMTRAK Station area.

## CLAIBORNE LIVABLE COMMUNITIES STUDY (NEW ORLEANS, LA)

Ms. Takesian managed an interdisciplinary team for the City of New Orleans and supported by a federal Sustainable Communities grant funded jointly by US HUD and FHWA. The team developed future land use/transportation scenarios and refined short term investment and program strategy and implementation plans for the area surrounding the 4-mile Claiborne Avenue Corridor, including an elevated section of Interstate 10. Ms. Takesian's efforts included developing complete and green streets proposals to protect and enhance cultural traditions that use streets and "neutral grounds" for parades and public gatherings, affordable and historic housing prone to flooding, and affordable transportation access to existing and emerging job and training centers. The project engaged a varied range of interests, from the study area's residential neighborhoods and the Central Business District to those primarily concerned with the proposed removal of a section of I-10, including the Port of New Orleans and commuters from suburban city neighborhoods and adjacent parishes.



## JESSICA JOSSELYN

### Associate Planner

Jessica's experiences cover a vast array of projects across the Country, with a strong focus in Florida, particularly with Metropolitan Planning Organizations (MPO). She has been the lead consultant to the three MPOs in South Florida since 2008, and has led the development of two Regional Transportation Plans, a Transit Vision, a Performance Measurement System, a Prioritization Process, a Regional TIP, and multiple corridor and network studies. She is also working in a supporting role with MetroPlan and Space Coast Transportation Planning Organization. Outside of Florida-based work, Jessica co-authored FHWA's Advancing Metropolitan Planning for Operations Desk Reference in 2009, where she had the opportunity to work with dozens of MPOs across the Country. Since that time she has been actively implementing operations and congestion management into metropolitan planning processes. Jessica is seen as an expert statewide in MPO Planning - she has presented to the Florida MPO Advisory Council and individually to MPOs throughout the state on regional planning and planning for operations.

#### Education

BS Civil Engineering, Rensselaer Polytechnic Institute

#### Years of Experience

14

#### Affiliations

South Florida Women's Transportation Seminar, President (Present)

South Florida WTS, Vice President (2010-2012), Treasurer (2009-2010)

WTS (2010), Chapter Leadership Training

APA Member

### Select Experience

#### PROJECT MANAGEMENT

Ms. Josselyn is one of the firm's most successful project managers in terms of quality, client service, and consensus building. She has been managing projects from early in her career and has successfully executed small and large scale multimillion-dollar contracts and studies. Examples of task order-based contracts include the City of Fort Lauderdale Traffic and Transportation Engineering Consultant Services Continuing Contract, the FDOT D6 Growth Management Contract, the North Miami General Engineering Consultant Support On-call Contract, and the Southeast Florida Transportation Council Regional Support Contract. Because of Jessica's natural ability to serve our clients well, she has been an acting Project Manager for the firm for over 10 years developing strong, dependable and effective skillsets in managing contracts.

#### CITY OF FORT LAUDERDALE TRAFFIC AND TRANSPORTATION ENGINEERING CONTRACT

Ms. Josselyn is managing the City of Fort Lauderdale Transportation and Mobility (TAM) Department on-call contract that is focused on advancing the City's strategic plan initiatives. As part of each task orders, Ms. Josselyn is responsible for the scope, schedule and budget adherence. She has successfully been able to execute multiple task orders at one time due to her ability to effectively manage resources across the firm and Fort Lauderdale office. Her track record has been very positive and some of the products have become the example template for future similar work. Below is a sampling of task orders:

Coral Ridge Country Club Neighborhood Mobility Masterplan, Palm Aire Village West Neighborhood Mobility Masterplan, and Twin Lakes Neighborhood Mobility Masterplan: As part of these Masterplans, Ms. Josselyn managed a team of planners and engineers on the following activities: data collection, multimodal existing conditions analysis, traffic calming strategy development, cost estimation, prioritization, and public involvement. The result of these efforts will be an adopted Neighborhood Masterplan for each community that will be implemented over time as funding becomes available.

17th Street Corridor Mobility Masterplan: Ms. Josselyn will be managing the multimodal improvement corridor study along the 17th Street. Activities will generally address transportation, mobility, and access issues and potential solutions along SE 17th Street, including but not limited to: analyzing existing and future traffic conditions; analyzing current access management measures; inventorying and



addressing transportation issues such as pedestrian connectivity, bicycle facility gaps, and enhanced transit options; and developing a prioritized, time-constrained list of implementable recommendations that includes short-, mid-, and long-term strategies and solutions to address community concerns and existing issues.

**Wayfinding:** Ms. Josselyn is managing the development of the Wayfinding system in Fort Lauderdale. This fast-paced task will result in a final set of sign messages and locations that will be ready for fabrication and installation.

**Road Diet Analyses:** Ms. Josselyn has managed a road diet analysis for the City to determine the impacts from a peak-period perspective and daily perspective.

## 2035 AND 2040 SOUTHEAST FLORIDA REGIONAL TRANSPORTATION

With efforts led by Kittelson, Southeast Florida adopted their first Regional Long Range Transportation Plan in the Spring of 2010. The 2035 plan created a regional vision that united three individual MPO long-range plans into one, and allowed the region to be better prepared for receiving and applying funds to regionally-significant highway and transit facilities. To achieve a successful adoption, Kittelson facilitated the coordination and collaboration of more than ten agencies across the region (including the Broward, Miami-Dade, and Palm Beach MPOs, the Florida Department of Transportation (FDOT) Districts Four and Six, the region's planning councils, local transit agencies, and expressway and tollway authorities). To accomplish this regional effort technically, the following activities were undertaken over a two year period: a consistency/compatibility review of local, regional, and statewide plans; the creation and adoption of regional goals, objectives and measures of effectiveness; public involvement activities conducted in conjunction with local LRTP public involvement activities; the completion of a regional travel demand model that was applied at the regional and local plan analysis level; the development of a regional transportation network; the development of both a regional needs and cost feasible plan; a review and summation of regional revenues and finances; and, lastly a regional transit quality of service assessment for origin-destination pairs of regional significance.

Kittelson also led the development of the 2040 Regional Transportation Plan, which was adopted October 2015. The plan expanded on the elements listed above for the 2035 plan; key components include: a revised Regional Transportation Network, a new Regional Transit Vision, and last-mile pedestrian and bicycle critical priorities areas by County. More can be found at [www.SEFTC.org](http://www.SEFTC.org)

## SR 7 COMMON VISION

Ms. Josselyn led the development of the State Road 7 Common Vision – A Collaborative Effort to Address Mobility in Northern Broward and Southwest Palm Beach Counties for the Palm Beach and Broward MPOs, in coordination with FDOT District 4 and associated cities along the corridor. This report presents a common vision for how SR 7 (between Sample Road in Broward County and Glades Road in Palm Beach County) can become part of a transit-oriented corridor that provides better mobility and access options for local residents and businesses, while preserving the corridor's function as a major north-south transportation facility linking Miami-Dade, Broward, and Palm Beach Counties.

## BROWARD MPO BICYCLE/PEDESTRIAN SAFETY ACTION PLAN

Ms. Josselyn is managing the Broward MPOs Bicycle and Pedestrian Safety Action Plan. As part of this study, Ms. Josselyn is leading a team to analyze countywide safety data in which the results will be used to identify trends and issue areas. Field reviews and detailed crash analysis will be performed for five sample locations. The team will develop a toolbox of countermeasures, at the countywide and site specific location level, for the MPO to program, design and implement over time.

## UNIVERSITY DRIVE (SR 817) MOBILITY IMPROVEMENTS PLANNING STUDY

The 2035 Broward Long Range Transportation Plan (LRTP) and the 2009 Broward County Transit Comprehensive Operational Analysis (COA) identified University Drive as one of the most critical north-south transportation corridors in Broward County. The Broward MPO received a grant from the Federal Transit Administration (FTA) to explore alternatives to improve transit service along this critical corridor. For the study, the Broward MPO, Florida Department of Transportation (FDOT), Broward County Transit (BCT), Miami-Dade Transit (MDT), and thirteen municipalities partnered to evaluate premium transit improvements for University Drive. In March 2015, a prioritized series of projects identified to help achieve livability and mobility goals were approved by the MPO Board. As Project Manager, Ms. Josselyn was critical to seeing this adoption through and ensuring that all partners were in agreement with the outcome.



## FABIAN DE LA ESPRIELLA, AICP

### Senior Planner

Fabian is a senior planner with over twelve years of experience focusing on urban design and livable transportation projects that create community supported, context-sensitive design solutions for redeveloping suburban and urban environments. He has worked on some very unique and relevant projects in both the public and private sector bringing a broad experience and understanding in the planning and implementation of multimodal complete streets programs. He has led or collaborated on projects in Florida as well as across the country. Through an integrated land use-transportation approach, he's become very knowledgeable in projects involving pedestrian issues and walkability, street design, traffic calming, urban redevelopment and revitalization, and transit station area design and planning. Most of the projects he's worked on serve transit riders, pedestrians and cyclists. As a professional with a design and planning background, he is interested in advancing initiatives to make cities better places to live..

### Education

MA Urban and Regional Planning, University of Florida, 2005

Professional Degree Architecture, Pontificia Universidad Javeriana, 2002

### Years of Experience

12

### Licenses

AICP - American Institute of Certified Planners

### Awards

Carl Feiss Urban Design and Environmental Award; 2005; University of Florida College of Design, Construction & Planning

President's Award for the Downtown Orlando Venues Master Plan; 2008; Florida Redevelopment Association

FLASLA Award of Excellence for Biscayne Green; 2017; American Society of Landscape Architects Florida Chapter

IDA Award of Excellence for Biscayne Green, Public Space Category; 2017; International Downtown Association

## Select Experience

### COMPLETE STREETS

Mr. De La Espriella has been involved in a number of Complete Streets projects for a variety of agencies and the state transportation departments in Florida and New Jersey. These projects focused on developing multi-modal context-sensitive solutions that support community goals, cater to the access and mobility needs of all users, and are financially and economically sound. Mr. De La Espriella recently led the concept development and implementation of a Complete Streets pilot project featuring the first bus-only lane and dedicated bicycle lane in Downtown Miami. Representative projects include Route 29 in Trenton, NJ, Fremont Avenue in South Pasadena, CA, Scaleybark Road in Charlotte, NC, Route 22/231 in Keswick, VA, Corrine Drive in Orlando, FL, and SE/SW 1st Street in Miami, FL.

### INTEGRATED LAND USE & TRANSPORTATION PLANNING

Mr. De La Espriella has managed or played a key role in the development of transit corridor and area planning initiatives throughout the US focused on creating frameworks that integrate land use, urban design, and transportation interventions with policy and market realities. These efforts often result establishing an urban design direction and clear transportation objectives. Project range includes downtown visioning plans, station area plans, and neighborhood traffic calming strategies. Representative projects include Downtown Falls Church Transportation Framework Plan in Falls Church, VA; Central Broward East-West Transit Study in Fort Lauderdale, FL; TOD Master Plan study for Eastlake Station in the city of Thornton, CO; Downtown Sanford Urban Design Plan and Land Development Code Update in Sanford, FL; Downtown Plan for Howell, MI; and the Downtown Community Venues Master Plan in Orlando, FL. These efforts included coordination with various municipalities and agencies, and a strong community engagement component.

### COMMUNITY ENGAGEMENT AND DESIGN WORKSHOPS

Mr. De La Espriella frequently facilitates and develops engagement programs for government agencies, community members, public officials and staff, and industry professionals. Activities often include facilitated walking audits, workshops, and public meetings, or outreach strategies for entire projects. He has coordinated and facilitated charrettes/workshops, conducts one-on-one interviews, and applies both hand-drawn graphics and digital media to engage community members to communicate ideas, and solicit input and discussion. Mr. De la Espriella recently led the engagement and communication strategy for Biscayne Green, a demonstration project on Biscayne Boulevard that created a temporary public space in the heart of Downtown Miami. He also led the outreach and communication strategy for the recently completed Complete Streets Pilot Project along SE/SW1st Street. His work included developing project goals, targeted messaging, an outreach strategy, a project website, a social media campaign, and working together with City and County staff to coordinate work on the ground and a public reveal event to launch the project once it was completed.



## ALIA AWWAD, PE

### Senior Engineer

Ms. Awwad is a transportation engineer and planner with a background in roadway and traffic signal design, traffic impact analysis, and local and regional transportation planning. Specifically, Ms. Awwad has been involved in conceptual, preliminary, and final design; performance measures analysis; traffic impact review and analysis; safety analysis; as well as regional-, city-, and corridor-level planning studies and plans. Ms. Awwad joined Kittelson and Associates, Inc. in January 2017, and has been involved in districtwide contracts, corridor studies, and major capital improvement projects throughout the south Florida region.

#### Education

Master City and Regional Planning, Georgia Institute of Technology

BS Civil Engineering, University of Minnesota

#### Years of Experience

11

#### Licenses

PE: FL, GA, AL

#### Awards

Institute of Transportation Engineers (ITE), Member

National Cooperative Research Program (NCHRP), Project 17-63, Guidance for the Development and Application of Crash Modification Factors, Panel Member

NCHRP, Project 03-112, Operational and Safety Considerations in Making Lane Width Decisions on Urban and Suburban Arterials, Panel Member

### Select Experience

#### FDOT DISTRICT 4 GENERAL PLANNING CONTRACT

Ms. Awwad is currently the Project Manager for the districtwide general planning contract for FDOT's District 4. Responsibilities include serving as in-house consultant; managing right-of-way, interchange, traffic analysis, and development of regional impact reviews; as well as other tasks as needed, including lane elimination and mobility performance measures tasks.

#### CITY OF FORT LAUDERDALE'S TRAFFIC ENGINEER

Prior Experience: Ms. Awwad served as the City's traffic engineer at the City of Fort Lauderdale. At the City, responsibilities included reviewing and approving traffic impact studies for development and redevelopment efforts, serving as the traffic analysis lead for land use planning amendments, and recommending policy and code changes.

#### ATLANTA REGIONAL COMMISSION'S SAFETY PLANNER

Prior Experience: Ms. Awwad served as safety planner for the Atlanta Regional Commission. Key responsibilities included establishing a performance-based safety planning process, conducting crash analysis and preparing safety reports, prioritizing transportation projects, coordinating with stakeholders, presenting analysis results, and developing safety policies. Ms. Awwad was also involved in performance measures analysis, including managing environmental justice and public health performance measures.

#### MANAGED LANES FEASIBILITY STUDY

Prior Experience: Ms. Awwad was involved in the managed lane feasibility study for the major interstate highway systems in the metropolitan Atlanta region. Ms. Awwad was tasked with providing conceptual cost estimates for managed lane scenarios as part of the benefit-cost feasibility analysis.

#### INTERSECTION SAFETY IMPROVEMENT PROJECTS

Prior Experience: Ms. Awwad was involved in the design of multiple safety intersection improvement projects in the Atlanta region. Specific responsibilities included roadway and traffic signal design, including concept, preliminary and final design, as well as conducting field reviews and attending public meetings.



**JUAN MULLERAT** (Assoc. AIA, APA, CNU, NCI) is an urban planner with 20 years of experience. As founder and principal of PlusUrbia Design, he has completed numerous form-based code, land-use planning, land development regulation, design guideline, transit oriented development, concept diagram and zoning code projects around the world including North and South America, Europe, Asia and the Middle East. Mullerat excels at leading public workshops that have resulted in award-winning master plans, development projects and land use policies on a variety of scales.

His work strives to create and capture the essence of places, transcending style and celebrating local culture. It is Mullerat's belief that a society can be understood by the nature of its streets and public spaces. His vision has resulted in several awards both as an individual and as leader of PlusUrbia. Mullerat frequently lectures on context-sensitive, healthy and transit oriented design. His projects have been published in dozens of books, magazines, newspapers and websites.

## PROFESSIONAL EXPERIENCE

PlusUrbia Design	Principal
Miami, FL	2009 - present
University of Miami - Architecture	Professor
Miami, FL	2010 - present

## EDUCATION

University of Miami	
Master of Architecture	2004
Master of Urban Design	2004
University of North Carolina at Charlotte	
Bachelor of Arts in Urban Studies	2000
Bachelor of Arts in Architecture	1999

## AWARDS

APA National Economic Development Plan Award	
Wynwood Neighborhood Revitalization	2017
APA Florida Award of Merit	
Hialeah Transit Oriented Development Plan	2017
Dade Heritage Trust Annual Preservation Award	
Little Havana National Treasure	2017
PlusUrbia Design Day - Miami City Commission	
Calle Ocho Corridor Revitalization Initiative	2015

## AFFILIATIONS

American Institute of Architects (AIA)	
Associate Member / Miami Chair of Urban Design	
APA Gold Coast Chapter	
Board Member	
American Planning Association (APA)	
Member	
Congress for New Urbanism (CNU)	
Member	

## PUBLICATIONS + EXHIBITIONS

South Florida Regional Transportation Authority	
Speaker - Complete Districts and TOD	2017
The Atlantic Monthly's CityLab	
Redesigning Miami's Iconic Thoroughfare	2016

## SELECTED PROJECTS

Wynwood Neighborhood Revitalization District	
Miami, FL.....	273 AC

Crafted a national model for urban zoning codes to support creative industries, mixed-use, transit-supportive development, proper urban scale and green space. Created policies for preservation, affordable housing, centralized parking, transfer of development rights, walkability and complete streets.

Village of El Portal Form-Based Code	
El Portal, FL.....	256 AC

Creation of a visual, user friendly and easy to review form-based zoning code. Recommendations focus on a mixed-use Town Center and corridor legislation that will generate new revenue sources and provide a destination for the Village.

Coconut Grove Village Core Master Plan	
Miami, FL.....	150 AC

The plan provides the tools to improve identity and character, open space, mobility, land use & form, community and resiliency with the village core. Extensive stakeholder input drove this action plan to guide proper growth that positively impacts both economic development and quality of life.

Little Havana Revitalization Action Plan	
Miami, FL.....	1,700 AC

Master plan for connectivity that will preserve the authenticity of Little Havana while providing policy recommendations for proper growth and development of historic neighborhood. Revitalization plan includes design for complete streets, multimodal transportation, economic vitality and healthy living.

Hialeah Complete Streets & TOD Plan	
Hialeah, FL.....	19.7 square miles

Complete Streets plan created to ensure rail transit in two TODs is connected to wide sidewalks, safe street crossings, bike lanes and public transit. Design guidelines applied citywide to ensure dense, mixed-use districts will be served by multimodal mobility.





Years of Experience: 36

#### AREAS OF EXPERTISE

Transportation Planning  
Freight and Logistics Planning

#### EDUCATION

MS Planning  
Urban & Regional Planning  
Specialization-Transportation  
Florida State University, 1981

BS Government  
Minor-Computer Science  
Florida State University, 1983

#### AFFILIATIONS

President Broward Section, 1993  
American Planning Association  
Section Board Member  
1989-1993

#### WORK HISTORY

Marlin Engineering, Inc.  
10/2014-Present

Director of Freight Logistics &  
Passenger Operations

FDOT District 4 Office of Modal  
Development (OMD)  
1998-2014  
Strategic Development Manager

PAB Consultants  
1997-1998  
Project Manager

Frederic R. Harris, Inc.  
1991-1996  
Director of Transportation  
Planning

## Jeffrey Weidner, MSP

Vice President, Project Manager

Mr. Weidner serves as the senior planner for multimodal projects including freight, seaport, intermodal, transit, transportation demand management, pedestrian/bicycle and complete streets. As part of the Executive Leadership Team, Mr. Weidner provides direction for achievement of the Company's objectives and initiatives.

**US 1 Enhanced Bus Transit Operations Plan | Kittelson & Associates/Palm Beach MPO /Task Manager:** Managing the development of enhanced bus service for the Palm Tran Route 1 and The Bolt limited stop service operating on US 1 in Palm Beach County. The Bolt, has very low recognition and ridership and Mr. Weidner is managing the development of operations plan to improve ridership through GIS analysis of ridership using APC data and proposing days of week, span of service, headways and routing alternatives for enhanced services as well as branding and marketing. Deliverables will identify a preferred alternative operations plan including BRT style buses, 32 bus station pairs with costs estimates for capital, operations and maintenance.

**Martin County Railroad Grade Separation Study | Martin MPO | Project Manager:** Managed study to vet 28 railroad crossings to identify, evaluate and select potential roadway and non-motorized grade separation crossings over the FEC Rail Line throughout Martin County. Study developed conceptual plans for 2 crossings for highway/railroad grade separation and for 2 crossings for pedestrian/non-motorized uses.

**US-1 SW 152<sup>nd</sup> Street to I-95 Master Plan | Kittelson & Associates/FDOT District 6 | Project Manager:** Manages the transit, bicycle, pedestrian, MetroRail and Busway Station access and freight elements of a 13 mile corridor action plan on a FDOT SIS facility. Mr. Weidner's responsibilities are to identify current and future deficiencies and to develop and analyze improvements to address station access and park and ride and truck/intermodal improvements.

**SR 80 from US 27 to I-95 Action Plan | Kittelson & Associates/FDOT District 4 | Project Manager:** Manages the transit, bicycle, pedestrian and freight elements of a 45 mile corridor action plan on a FDOT SIS facility. Mr. Weidner's responsibilities are to identify current and future deficiencies and to develop and analyze improvements to address regional transit and park and ride and truck/rail/intermodal improvements.

**Hollywood Blvd/SR 7 Mobility Hub Project | HNTB Corp/Broward MPO | Project Manager –** Managed the development of a project to improve pedestrian/bicycle mobility and transit access at the intersection of SR 7 and Hollywood Blvd. Mr. Weidner coordinated a team of design engineers and pedestrian/bicycle professionals to develop an improvement that included signature stamped concrete at 10 intersections and 6 crosswalks, wrapped 9 utility boxes, implemented a median pedestrian barrier incorporating the City's new logo, protected bike lanes, pedestrian scale lighting and green bike lanes at keyholes. The proposal is moving to programming and implementation.

**SW 10<sup>th</sup> Street Consensus Building Livability Planning | Broward MPO | Project Manager:** Managed a community outreach effort to bring together regional and adjacent community groups to concur and collaborate on a transportation project that has been delayed for over 25 years. Included the development of a project brand, website and collateral material and 46 local meetings to inform the public and to share opportunities for future. Resulted in a 17-1 vote at MPO Board to move forward.

**FDOT DISTRICT 4-OFFICE OF MODAL DEVELOPMENT (OMD) | STRATEGIC DEVELOPMENT MANAGER | 1998 - 2014:** Mr. Weidner managed the District Transit, Transit Oriented Development, MPO, Intermodal, Express Bus, Pedestrian/Bicycle, Commuter Services and Freight Programs as well as managing the Office-wide Work Program ranging between \$140 M to \$195 M/year. Responsibilities included the development and supervision of a high performing team, communicating the Mission and Vision of the Department and fostering the skill sets to implement multimodal and intermodal facilities in Southeast Florida. Managed the programs required constant coordination between Offices and Divisions in the District, with Central Office and with 5 MPOs, 6 Transit Agencies, 3 Deepwater Ports and 2 Railroad Agencies.



## L. Carson Bise, AICP

### EDUCATION

M.B.A., Economics, Shenandoah University

Bachelor of Science, Geography/Urban Planning, East Tennessee State University

Bachelor of Science, Political Science/Urban Studies, East Tennessee State University

### EXPERIENCE

Carson Bise has twenty-five years of fiscal, economic and planning experience and **has conducted fiscal and infrastructure finance evaluations in thirty-six states, including the State of Florida.** Mr. Bise has developed and implemented more fiscal impact models than any other consultant in the country. The applications developed by Mr. Bise have been used for evaluating multiple land use scenarios, specific development projects, annexations, urban service provision, tax-increment financing, and concurrency/adequate public facilities monitoring. **Mr. Bise is also a leading national figure in the calculation of impact fees, having completed over 250 impact fees** for the following categories: parks and recreation, open space, police, fire, schools, water, sewer, roads, municipal power, and general government facilities. In his seven years as a planner at the local government level, he coordinated Capital Improvement Plans, conducted market analyses and business development strategies, and developed comprehensive plans. Mr. Bise has also written and lectured extensively on fiscal impact analysis and infrastructure financing. His most recent publications are *Next Generation Transportation Impact Fees* and *Fiscal Impact Analysis: Methodologies for Planners*, both published by the American Planning Association, a chapter on fiscal impact analysis in the book Planning and Urban Design Standards, also published by the American Planning Association, and the ICMA IQ Report, *Fiscal Impact Analysis: How Today's Decisions Affect Tomorrow's Budgets*. Mr. Bise was also the principal author of the fiscal impact analysis component for the Atlanta Regional Commission's Smart Growth Toolkit and is featured in the recently released AICP CD-ROM Training Package entitled *The Economics of Density*. **Mr. Bise is currently on the Board of Directors of the Growth and Infrastructure Finance Consortium and recently Chaired the APA's Paying for Growth Task Force. He was also recently named an Affiliate of the National Center for Smart Growth Research & Education.**

### SELECTED TRANSPORTATION IMPACT FEE AND INFRASTRUCTURE FUNDING EXPERIENCE

- Tempe, Arizona – *Multimodal Impact Fee Study*
- Boulder, Colorado – *Multimodal Impact Fee Study*
- Coral Gables, Colorado – *Multimodal Impact Fee Study*
- Vail, Colorado – *Multimodal Impact Fee Study*
- Boca Raton, Florida – *Transit Funding Strategy*
- DeSoto County, Florida – *Impact Fee Study*
- Manatee County, Florida – *Road Impact Fee Study*
- Coral Gables, Florida – *Impact Fee Study*
- Miami, Florida – *Impact Fee Study*
- North Miami, Florida – *Impact Fee Study*
- South Miami, Florida – *Impact Fee Study*
- Islamorada, Florida – *Impact Fee Study*
- Pasco County, Florida – *School Impact Fee Study*



## Dena Belzer President



### Education

Master of City Planning  
University of California, Berkeley

Bachelor of Arts, Psychology  
Pitzer College

### Professional Experience

Principal, Bay Area Economics  
(1987-1998)

Associate Planner, Sedway Cooke  
Associates  
(1983-1987)

### Memberships and Distinctions

Lambda Alpha International

Urban Land Institute (ULI)

American Planning Association  
(APA)

President, Board of Directors for  
Community Economics, Inc.

Mayor Institutes for City Design

### Selected Publications

*Transit and Regional Economic  
Development*, 2011

*TOD and Employment*, 2011

*CDFI's and TOD*, 2010

### Contact

(510) 647-5291 x 108  
dbelzer@strategiceconomics.com

Dena Belzer is the founder and President of Strategic Economics. Ms. Belzer has over 30 years of experience working on urban economic issues ranging in scale from regional growth management strategies to individual development projects. Ms. Belzer's specializations include transit-oriented development, economic development, infrastructure funding and financing, and project implementation. Ms. Belzer was a founding member of the Center for Transit Oriented Development and is a nationally recognized thought leader in the urban economics field, having served as an advisor and/or key speaker at activities sponsored by various groups including the Urban Land Institute, the American Planning Association, the U. S. Environmental Protection Agency, The U.S. Department of Housing and Urban Development, and the Mayors Institute for City Design.

## Selected Projects

### **TOD Market Analysis, Puget Sound Regional Council, Seattle, WA**

Ms. Belzer directed a transit-oriented market study analyzing the potential for development along four high-capacity transit corridors in the Puget Sound Region. She oversaw the analysis of demographic, employment, and market analysis at the regional and corridor level. She guided the team in creating a quantitative "market strength index" to evaluate each station area's potential to attract transit-oriented development in the future

### **SANDAG TOD Policy, San Diego County, CA**

Ms. Belzer served as a national expert for the San Diego regional TOD strategy. She provided a review of best practice strategies and tools that regional and local governments can use to encourage and facilitate development near transit.

### **Assessing the Potential Development Impacts of BART Silicon Valley Phase II, City of San Jose; 2016**

Ms. Belzer provided an assessment of development potential for three proposed BART Phase II station locations in the City of San Jose. This assessment including identifying potential development sites in each station area, including all publicly owned property, existing real estate market conditions, and demographic and employment trends.

### **Northwest Indiana, Proposed West Lake Commuter Rail Corridor, Indiana; 2017**

Ms. Belzer prepared a real estate market analysis for strategies for four proposed station areas along the proposed West Lake commuter rail corridor in NW Indiana. She also prepared an implementation/market accelerator strategy for each station area based on a financial feasibility analysis for six TOD project types.

### **Preservation of Naturally Occurring Affordable Housing in the Bay Area, Enterprise Community Partners and Low Income Investment Fund; 2015-2016**

Ms. Belzer worked with Enterprise Community Partners and the Low Income Investment Fund to identify strategies for preserving naturally affordable, market-rate housing in a variety of neighborhood contexts. Strategic Economics identified potential opportunities for acquiring and rehabilitating (or otherwise preserving) relatively affordable, market-rate housing in Bay Area neighborhoods.



LAURIE VOLK is principal in charge of Zimmerman/Volk Associates' market studies and is the firm's primary analyst of demographic, market, and lifestyle trends. Volk has been directly involved with every market study completed by Zimmerman/Volk Associates since the company's founding in 1988.

Volk's development of the target market methodology—analytical tools to determine the market potential for downtown and transit-oriented housing; for mixed-income, mixed-tenure repopulation and stabilization of fragile inner-city neighborhoods, and for new mixed-use, pedestrian-oriented traditional neighborhoods—has been instrumental in bringing Zimmerman/Volk Associates into national prominence.

Volk has conducted more than 115 downtown and transit-oriented development studies across the country, in cities ranging in size from Petersburg, Virginia (population 32,400) to Detroit, Michigan (population 713,000).

Volk currently serves on the Board of the Congress of the New Urbanism and the Advisory Board of the Remaking Cities Institute. She was a founding board member, now emeritus, of the National Charrette Institute, and served for more than a dozen years on the Board of Governors of the Seaside Institute. She also served as a member of the Technical Advisory Group for Location and Planning of the U.S. Green Building Council. Volk was recipient of a 2002 Knight Fellowship in Community Building, and has been an instructor on market analysis for the Center for Urban Redevelopment Excellence at the University of Pennsylvania.

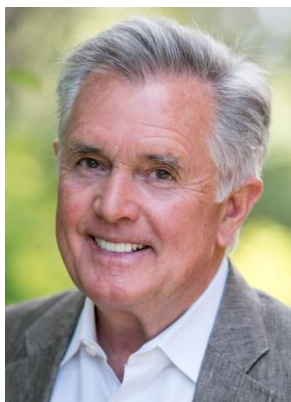
Volk and her partner, Todd Zimmerman, are the recipients of the 2015 Seaside Prize, which is presented annually to an individual or organizations that have made significant contributions to the quality and character of communities.

She is a graduate of Duke University, with a Bachelor of Arts degree.





## MICHAEL CONNOR, PRESIDENT



With an M.A. in Political Behaviour from the University of Essex, England, Connor has spent nearly 30 years in public, charter, and independent K-12 schools and colleges. He has a 360° perspective from a variety of positions. He is an experienced teacher, counselor, academic dean, admission director, development director, director of communications, director of advancement, and an education marketing and advancement consultant. Mike is often called upon to conduct onsite school leadership retreats for trustees, administrators, and teachers.

Connor has presented sessions and workshops nearly every year over the past two decades at national and international conferences. He was the keynote speaker at the national Educational Records Bureau (ERB) Conference in San Diego in October 2012. Connor was the keynote speaker at the national 2013 Conference for the Association of Independent School Admission Professionals (AISAP) in Nashville, TN, held at Vanderbilt University.

Mike Connor is co-author of the National Association of Independent Schools' (NAIS) book, *Marketing Independent Schools in the 21st Century*. His white paper, *It's What's Inside That Counts: Maximizing Internal Marketing*, has been digitally published by NAIS and many state, regional, provincial, and international independent school associations. Connor Associates Strategic Services, LLC has worked with over 450 independent, faith-based, and charter schools in the United States, Europe, Africa, and China since 1998.

In January 2017, he delivered a full-day advancement, enrollment, and retention management workshop in Bangkok for 70 of Thailand's 139 International Schools. He is also slated to offer a similar workshop to the Virginia, North Carolina, and Pennsylvania Associations of Independent Schools this year.

Psychodemographic Enrollment Feasibility and Five-Year Forecasts • Admission and Marketing Communications Assessment • Internal and External Market Research • Brand Development  
Lead and Inquiry Development • Website Development and Marketing Collateral • Communicating Value • Institutional Strategic Planning • Professional Development and Coaching

4582 El Dorado Road, El Dorado, CA 95623 • 925.330.8876 • [connor-associates.com](http://connor-associates.com)

Tara Salmieri, AICP, FBCI  
Principle  
PlanActive Studio, LLC



#### Education

Bachelor of Arts, Urban Growth Management, Planning and Politics: Rollins College (1999)

#### Professional Registrations

Conflict Resolution, July 2000  
American Institute of Certified Planners, #0200636  
Form Based Code Certified, 2008

#### DBE/WBE Certifications

Orange County, Florida, WBE  
State of Florida, OSD  
City of Orlando, WBE  
FDOT DBE

#### Affiliations

Florida Planning and Zoning Association, Board Member 2000-2006  
American Planning Association, Local Chapter; Board Member 2014-Current  
Society of Practitioners of Health Impact Assessment 2012-current

#### Publications + Technical Papers

"Revitalization of Suburban Corridors and Strategies for Redevelopment," American Planning Association Urban Design Publication

#### Presentations

Rollins College, Guest Lecturer Policy  
"Smart Growth and Land Use", Florida Planning and Zoning Conference 2014  
"Smart Growth Land Use Case Studies" Florida Redevelopment Conference 2013  
"VISION PLANNING - Getting from Conception to Groundbreaking", Florida Redevelopment Conference 2012  
"Planning for safety and mobility a Form Based Code approach", FSITE 2012  
"Codes on the Road," interactive course for multiple cities in Central Florida, April – September 2009, Local American Planning Association  
"Aging Corridors," Florida Redevelopment Association, 2007  
"Ideas about the Future of our Cities Form Based Code," October 2009, presenter Florida Redevelopment Association Conference  
"Is there a Place for Placemaking in Planning's Economy," panelist, October 2009, Urban Land Institute

#### Professional History

2011 – Present  
PlanActive Studio LLC  
President/Owner

2009 – 2012 (February)  
**Design + Planning at AECOM**  
Associate Principal/ Studio Leader

2000 – 2009  
Glatting Jackson Kercher Anglin, Inc. Orlando, Florida  
Senior Associate

1999 – 2000  
Herbert Halback Inc  
Planner

1999 City of Belle Isle, Florida

#### Project Experience

##### Land Development Regulations

Coral Springs, Florida Downtown Form Based Code  
Webster Zoning District Reform  
Ocoee 429 Zoning Ordinance  
Apopka Zoning Ordinance Update  
River Park Overlay, St Lucie County  
Bay City, Texas; Downtown Form Based Code  
St Pete Beach, Pass-a-grille; St Pete Beach, FL  
Winter Garden Arts District, Winter Garden, FL  
Town Of Oakland Gateway Corridor Overlay, Oakland, FL  
Merritt Island, FL Policy Analysis and LDR  
Ocoee Utilities Ordinance, Ocoee, FL  
Gateway Corridor Zoning Overlay, Town of Oakland, FL  
Parramore Proposed Transect, Orlando, FL  
Cocoa Beach, Form Based Code, Cocoa, FL  
Martin County, FL 7 CRA's Land Development Framework Form Based Code  
Ypsilanti Citywide Form Based Code, Ypsilanti, MI  
Palm Beach Gardens Mixed Use Zoning Ordinance  
City of Eustis, Form-Base Code Land Development Regulations, Eustis, FL  
Maitland Westside, Citywide code updates, Maitland, FL  
Jacksonville Beach, CBD Vision Plan and Form Based Code Jacksonville Beach, FL,  
Lakeland Design Framework, FBC Lakeland, FL  
Sanford Riverfront/Downtown Regulations. Sanford, Florida  
Riverside Avondale Zoning District, Jacksonville, Florida  
Unified Land Development Code, City of Leesburg, Leesburg, FL  
Sarasota County, 2050 Land Development Regulations  
Village, Hamlet, Conservation Subdivisions, Economic Development Overlays, Sarasota, FL  
SR 50, Overlay Standards, Winter Garden, FL  
Baldwin Park Village Center, Sign Standards, Orlando, FL

##### Transportation/Land Use Policy Implementation

City of Tallahassee, Multi Modal Policy Analysis  
Sulphur Springs, TX Comprehensive Plan Update  
Bonita Springs, FL Corridor Plan, Policy Analysis  
NW Cape and 7 Islands, Cape Coral, FL  
SR Healthy Impact Analysis, Land Use and Health  
LYNX, SR 50 Alternative Analysis, Land Use  
Ocoee Evaluation and Appraisal Amendments, FL  
University Boulevard, Broward MPO, AA- Land Use Program Manager, Smart Growth Partnership, TOD policies, complete streets, 11 Cities in Broward County.  
Broward Boulevard Corridor Study, Ft Lauderdale, FL, Phase One East  
Broward Boulevard West Corridor Study, Ft. Lauderdale, FL  
Model Transit Oriented Corridor and Station Area Regulations, Rockhill/York County, Fort Mill. Charlotte Blue Line Extension.  
PENNDOT, Land use training for Smart Transportation Pennsylvania  
US 17/92 Corridor Strategy Plan, Seminole County, FL (included 5 municipalities and the county)  
Route 9 Integrated Land Use and Transportation Plan, Ocean County, NJ. (13 municipalities)



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