



Southeast Florida's Regional Vision and Blueprint for Economic Prosperity

SOQ #6

Statement of Qualifications



prepared for
South Florida Regional Planning Council
July 22, 2011

CAMBRIDGE
SYSTEMATICS

July 21, 2011

South Florida Regional Planning Council
3440 Hollywood Boulevard, Suite 140
Hollywood, FL 33021

Re: RVB Consultant, SOQ #6

To whom it may concern:

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

We have assembled an outstanding team who will work with the Partnership as staff to develop the RVB, combining our national expertise in visioning and strategic planning with our long track record of successful on-the-ground experience in Southeast Florida. Our team is ready on day one to serve as staff for the Partnership committees and work groups; to develop and execute public engagement, leadership development, and technical activities; and to serve as a strategic partner with the Partnership Executive Committee and project management team to direct this unprecedented process.

We are committing senior staff to direct this project, including **John Kaliski** as Project Director and **Peter Haliburton** as Project Manager. Our team includes Florida-based and national experts in economics, land use, housing, community development, urban design, natural resources, water, climate change, equity, outreach, public policy, and other disciplines, including a national faculty of experts who will provide peer review throughout the process.

Members of the CS team have been privileged to support the Partnership over the past year in developing the region's successful application for Federal funding and in establishing the work plan and processes to implement the grant. We are excited about the opportunity to help manage the work not only to produce the RVB, but also to establish a lasting Partnership.

We have enclosed one original and 10 copies of our SOQ, as well as two CDs with a PDF version. This SOQ is expressly subject to CS' reservation of the right to negotiate contractual terms and conditions that are mutually acceptable to the parties and will remain valid for 120 days.

Please contact Peter Haliburton at 954-315-3817, or phaliburton@camsys.com, if you have any questions about this SOQ. We look forward to the opportunity to present our approach and qualifications to the Technical Review Committee and to the opportunity to continue to support the Partnership.

Sincerely,

CAMBRIDGE SYSTEMATICS, INC.



Brad Wright
President

1.0 Qualifications

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

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Team Members

Cambridge Systematics, Inc.
Kimley-Horn & Associates, Inc.
Renaissance Planning Group
AECOM Technical Services
Collins Center for Public Policy
Content Creators, LLC
Dickey Consulting Services, Inc.
The Firefly Group
Media Relations Group, LLC
Florida Atlantic University
Florida International University
Mark Buchbinder
James Carras
Jean Scott
Jonathan Barnett
Robert Grow

1.1 Statement of Qualifications and Project Understanding

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

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

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

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

Southeast Florida region does not yet have a shared vision to address these and other challenges and opportunities. A well-developed vision and blueprint will provide the basis for coordinated action, leveraged resources, proactive investments, and a unified voice at the state and Federal levels – positioning the region for future prosperity, livability, and sustainability.

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

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

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

Our Approach

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

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

Figure 1.1 Conceptual Approach and Logic Model



- **Economy** – High unemployment is Southeast Florida's most pressing short-term issue and industry mix, workforce skills, and distressed communities remain among the region's most significant long-term challenges. The RVB must balance short-term actions to create jobs with long-term strategies to transform the region's economy and position the region globally. Economic competitiveness requires a highly skilled workforce, an entrepreneurial spirit, global connectivity, efficient regulatory processes, and a high quality of life. The recommendations proposed in the RVB – from infrastructure investments to land use patterns, from educational programs to design decisions – must be assessed through the lens of whether they will contribute to a globally competitive, prosperous, and resilient economy.
- **Environment** – The RVB must identify, preserve, and enhance the natural and built environment that makes Southeast Florida unique. The RVB also must develop strategies to ensure future supply of water, energy, and other natural resources, so that these resources guide rather than limit future economic growth. With a geography surrounded by hurricane-prone waters and a low-lying fresh water environment, the RVB also must establish a process to assess the risks from sea-level rise, storm surge, and other climate events and develop long-term adaptation strategies to help the region prepare for these risks. These resources and risks must help frame the recommendations proposed in the RVB.
- **Equity** – Southeast Florida's most critical asset may be the diversity of its population. The recession has re-exposed the dramatic differences in economic opportunity and quality of life experienced by residents within the region. The RVB must place unprecedented emphasis on equity, from three perspectives: an *equitable process* that gathers input and feedback from all aspects of the community, including traditionally underrepresented populations; *equitable decision-making* that expands leadership structures to ensure broad representation in the decision-making process; and *equitable outcomes* through which future plans and investments as a group positively impact all segments of the region.

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

Our Role as Consultant

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

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

1. Partnership Support and Policy Development

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

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

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

2. Leadership and Capacity Building

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

We will draw upon the full resources of our team members as subject matter experts, trainers, and mentors. CS has helped develop and implement regional leadership academies in Central, Northeast, and Southwest Florida and we have designed and delivered a variety of training courses for state and federal agencies on topics such as transportation/land use coordination. **Jean Scott**, **Mark Buchbinder**, and **James Carras** have long track records in leadership development and collaboration in Southeast Florida. **KHA**, **RPG**, **AECOM**, **Collins Center**, **FAU**, and **FIU** provide a deep bench of experts with relevant experience in the region.

We also will create a “national faculty” who will be available as expert resources and mentors to guide Partnership and Consortium members. This national faculty will include **Jonathan Barnett** (University of Pennsylvania—urban design); **Susan Binder** (CS—federal policy); **Robert Grow** (Envision Utah—regional stewardship); **John McNamara** (AECOM – global cities); and **John Talmage** (former chief executive officer of Social Compact-equity). We also have invited PolicyLink and the Brookings Institution to serve on the national faculty. If selected, we will work with Partnership staff to identify additional representatives of federal or state agencies or visioning groups in other regions to serve on the faculty.

3. Outreach and Engagement

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

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

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

4. Data, Tools & Technical Analysis

The RVB must be driven by policy and supported by data and sound technical analysis. Our approach will ensure that the discussion of the Partnership committees and work groups, the regional capacity programs, the public outreach and engagement activities, and the RVB drafting

process are enriched by meaningful information and thoughtful analyses presented in a highly visual, easy to understand manner.

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

- **Economics Development** -- CS has worked with other Florida agencies and RPCs to apply econometric models to evaluate alternative scenarios and infrastructure investments.
- **Land Use** – RPG created and maintains its signature scenario planning and land use allocation tool, CorPlan, which has evolved to address sustainability goals such as reducing greenhouse gas (GHG) emissions and vehicle-miles traveled (VMT), as well as implementation modules covering fiscal impacts, form-based codes, and urban design guidelines.
- **Transportation** – CS has applied the Southeast Regional Planning Model and helped develop and update the Greater Treasure Coast Regional Planning Model. Team members have applied multimodal model applications to address transit, pedestrian, and bicycle needs.
- **Natural Resources** – CS, KHA, and AECOM are experienced with statewide environmental resource databases and KHA and AECOM have developed many of the region's natural systems resource and brownfield plans.
- **Water** – KHA staff are skilled at using the latest tools to simulate impacts of water withdrawal scenarios and using three-dimensional groundwater modeling (and finite-difference groundwater modeling software).
- **Air Quality, Energy, and Climate Change** -- CS developed the Florida Department of Transportation's (FDOT) process for linking the Environmental Protection Agency's (EPA) MOVES model to the state's travel demand modeling structure to estimate air quality and GHG emissions. FAU is forecasting the potential sea-level rise impacts to transportation infrastructure using geographic information system (GIS) and satellite techniques.
- **Equity** – The Collins Center, through its partnership with Social Compact and its work in Overtown and the Lake Okeechobee region, has developed innovative methods to collect and analyze values population and income data for underserved communities.

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

We also will guide the Partnership and Consortium through an interactive process of developing and assessing future scenarios. Each scenario should tell a viable story of a possible future using

words, numbers, and pictures. It should become a virtual world that is real enough to allow people to “kick the tires” and comparison shop before they buy into the future of the region.

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

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

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

5. Project Management

Finally, we will help work with the Partnership project management team and RPC staff to manage the overall RVB process and administer the HUD grant. We will serve as back up to the Partnership project management team and assist as needed with the many moving parts of this process, such as managing consultants, Partnership and Consortium members contributing in-kind and other assistance, and Consortium subgrantees; coordinating with regional partners, other regions, and state and federal agencies; documenting the process; and reporting to HUD. The **CS** team has assisted the Partnership in this role for the past year and we have played similar management support roles for other regional visioning efforts. **CS** is experienced with managing large, on-call, multidisciplinary contracts comprising teams of consultants, including more than 10 years with FDOT and more than 20 years with the U.S. DOT. We can help the Partnership design processes to meet all federal requirements while also providing flexibility to address its evolving needs.

We also will work with the Partnership to identify and apply for additional sources of federal, state, local, private sector, and nonprofit funding to expand its work plan and transition to implementation. For example, we helped the *How Shall We Grow?* and *New Cornerstone* efforts identify and leverage funding sources to significantly expand their initial project budgets, in both cases providing greater detail, more relevant products, and a head start on implementation.

Our Products

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

1.2 Overview and Form of Organization

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

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

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



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

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

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

Organization:	Corporation	Yrs in Business:	39	Employees:	260
Office Locations:	Fort Lauderdale and Tallahassee, FL; 11 full service offices nationwide				

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



Organization:	Corporation	Yrs in Business:	44	Employees:	1587
Office Locations:	Arcadia, Boca-Delray, Destin, Fort Lauderdale, Jacksonville, Lakeland, Miami, Ocala, Orlando, Port Charlotte, Sarasota, St. Lucie, Tallahassee, Tampa, Vero Beach, Volusia County, and West Palm Beach, FL; 42 other offices nationwide				



RPG was formed in 1999 with the mission of providing integrated land use and transportation planning services to public clients. RPG has completed innovative planning projects, starting with the nationally recognized Eastern Planning Initiative for the Thomas Jefferson Planning District Commission. The firm has conducted numerous scenario planning projects, several of which have been nationally recognized (Central Florida and Binghamton) and many of which have successfully guided regional and local planning efforts. RPG has completed multimodal and transit planning studies, including the development of the Destin Multimodal Transportation District, the first adopted in Florida. For FDOT District 6, the firm was one of the first in Florida to develop corridor and subarea plans balancing mobility and livability goals.



Organization:	Corporation	Yrs in Business:	12	Employees:	36
Office Locations:	Delray Beach, Orlando, Tampa, Tallahassee, FL; Washington, DC; Charlottesville, VA				

AECOM Technical Services, Inc. AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water, and government. The professionals of Glatting Jackson became part of AECOM Design + Planning in December 2009, continuing their 25 years of focus on planning and designing livable communities. Tim Jackson and David Barth will provide their expertise in integrated transportation, land use, and natural resource planning, and John McNamara will provide a linkage to AECOM Global Cities Institute, which draws on the company's fully integrated planning, design, engineering, and management capabilities to help make cities globally competitive .



Organization:	Corporation	Yrs in Business:	40	Employees:	45,000
Office Locations:	Ft. Lauderdale, Pompano Beach, West Palm Beach, Miami, Coral Gables, Sunrise, Palm City, Fort Myers, Fort Pierce, Sarasota, Tampa, Orlando, Jacksonville, and Destin, Florida; 252 offices nationwide				



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

Organization:	Nonprofit Corporation	Yrs in Business:	23	Employees:	44
Office Locations:	Miami, Tallahassee, St. Petersburg, Tampa, and Sarasota, FL				

CC is a company founded by journalists from South Florida's leading newspapers. Individually, staff are writers, photographers, and web designers with experience covering poverty, education, criminal justice, immigration, and other issues. Collectively, CC is a full service communications agency that provides a seamless digital experience to its clients. CC speaks the languages of South Florida and understand its communities. CC has provided website design or redesign, content, or communications services for many websites, including sites for the University of Florida's Bob Graham Center for Public Service site; University of Miami's Hussman Institute for Human Genomics Genetics Awareness project; the Guatemalan-Maya Center in Lake Worth; and the Women's Fund of Miami-Dade County.

Organization:	Limited Liability	Yrs in Business:	2	Employees:	7
Office Locations:	Boca Raton, FL				





DCS is a communications consulting and government relations firm. The organization provides services to public and private enterprises, coordinating, implementing, and promoting projects related to economic and community development, government relations, business development, public relations, public involvement, and other marketing initiatives. DCS provides staffing for communications assistance, document control, and administrative support.

Organization:	Corporation	Yrs in Business:	16	Employees:	8
Office Locations:	Fort Lauderdale and Miami, FL and Atlanta and Lawrenceville, GA				



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

Organization:	Corporation	Yrs in Business:	8	Employees:	7
Office Locations:	Palm City, FL				

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



Organization:	Limited Liability	Yrs in Business:	11	Employees:	8
Office Locations:	Palmetto Bay, FL				



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

Organization:	Public Research University/Minority Serving Institution	Yrs in Business: (FIU, FAU, CAKE)	50 46 5	Employees: (FIU, FAU, CAKE)	1,100 7,200 38
Office Locations:	FIU: University Park, Biscayne Bay, and Downtown Miami Campuses FAU: Fort Lauderdale, Boca Raton, Jupiter, and Port St. Lucie, FL CAKE: Miami and Boca Raton, Florida				

Individual Consultants. The CS team also contains several individual consultants, including:

- **Mark Buchbinder** has worked in the fields of community and economic development, human services, housing, education, and the arts, including serving as president/CEO of the Alliance for Human Services, community builder with HUD, and program director for the Sadowski Legal Fellowships in Community Development. He has facilitated several regional efforts, including the Governor's Commission for a Sustainable South Florida.
- **James Carras** has is recognized nationally for creating and expanding more than 50 development financial institutions and community investment initiatives. He led initiatives to create the Broward Housing Partnership and the South Florida Community Land Trust. and has facilitated similar efforts in Miami-Dade and Palm Beach counties.
- **Jean Scott** specializes in building collaborative partnerships strategic planning and policy analysis, and synthesizing complex planning issues. She has worked with a range of nonprofit civic organizations, universities, and local, regional, and state governments and agencies in the region.
- **Jonathan Barnett** is a professor of City and Regional Planning and Director of the Urban Design Program at the University of Pennsylvania. He has worked around the globe, including research studios covering Central Florida, the Tampa/Orlando superregion, and the entire State of Florida.
- **Robert Grow** is the current chair and the founding chair emeritus of Envision Utah, a private/public partnership founded in 1997. Envision Utah is widely recognized as one of the country's most successful public involvement efforts for the development of a broad-based, long-term growth strategy for a major metropolitan area.

2.0 Project Organization

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

The project management team will comprise three CS staff:

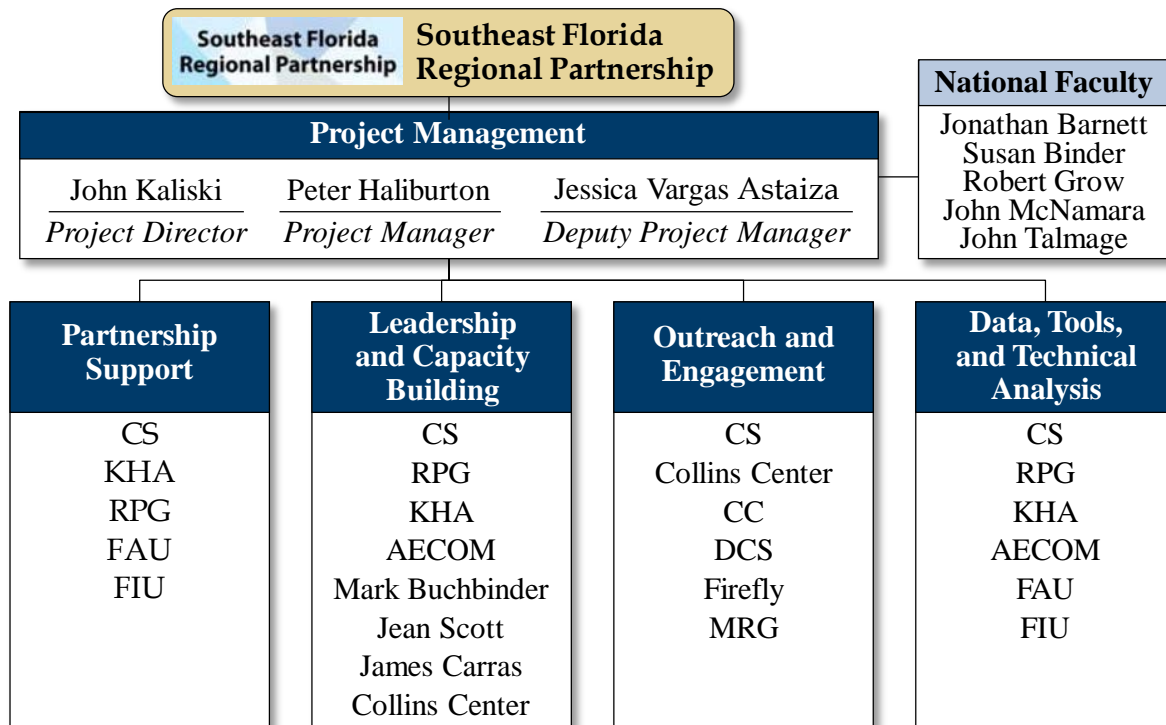
- **John Kaliski** will serve as Project Director, with overall responsibility for guiding project strategy. John has directed CS' work in support of *How Shall We Grow?*, *Heartland 2060*, *Six Pillars/New Cornerstone*, *2060 Florida Transportation Plan*, and other long range visions and plans in Florida

- **Peter Haliburton** will serve as Project Manager, with responsibility for day to day technical direction and management of the CS staff and subconsultants. Based in Fort Lauderdale, Peter has managed dozens of planning studies for a variety of public and private clients in South Florida over the past 15 years in the areas of urban redevelopment, personal and vehicular mobility and safety, and economic development.
- **Jessica Vargas Astaiza** will serve as the Deputy Project Manager, working closely with Peter to coordinate project administration, subconsultant activities, stakeholder participation, and data collection and analysis. Jessica has 10 years of experience in the areas of community outreach, market research, and multimodal transportation.

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

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

Figure 2.1 Organizational Chart



3.0 Qualifications and References

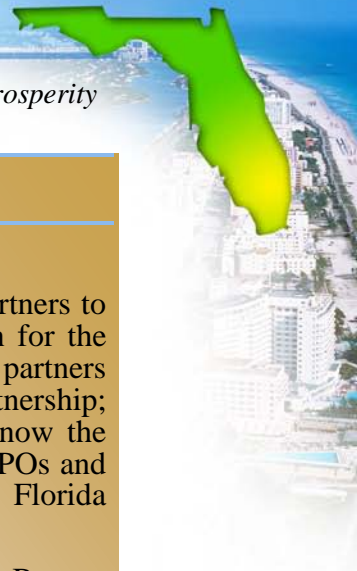
The following portfolio provides three examples of completed work performed by the CS team.

Table 2.1 Team Matrix

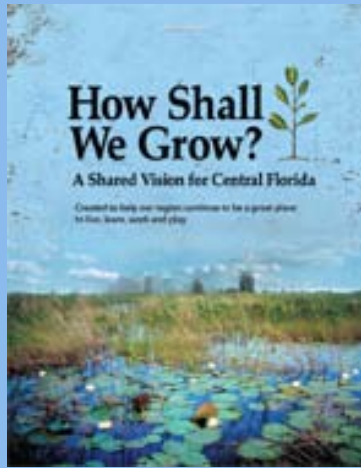
Name and Title	Location and Years w/Firm	Degrees	Overall Experience
<i>Cambridge Systematics, Inc.</i>			
John Kaliski Project Director	Cambridge, MA 16 years	BA	Strategic planning and visioning, economic development and impact analysis, transportation planning and policy
Peter Haliburton, C Eng Project Manager	Fort Lauderdale, FL 7 years	MS, BSCE	Urban redevelopment, personal and vehicular mobility and safety, economic development
Jessica Vargas Deputy Project Manager	Fort Lauderdale, FL 3 years	MSURP, BA	Community outreach, market research, multimodal transportation
Paula Dowell Principal	Atlanta, GA 2 years	PhD, MA, BBA	Economic development, trade and transportation economics, benefit/cost and economic impact analysis
Evan Enarson-Hering Associate	Cambridge, MA 4 years	MPP, BA	Policy analysis, economic analysis, indicators and communications
Christopher Porter Principal	Cambridge, MA 14 years	MCP, MS, BCE	Transportation and land use, air quality and greenhouse gas (GHG) analysis, economic development, performance measurement
Joanne Potter Principal	Bethesda, MD 15 years	MCP, BA	Strategic planning, program development and evaluation, climate change
Elizabeth Sanford Senior Associate	Atlanta, GA 4 years	MCP, BA	Livability and sustainability, environmental planning, meeting facilitation/consensus building, outreach and public involvement
Michael Williamson Principal	Fort Lauderdale, FL 18 years	BS	Freight and logistics, commercial vehicle operations, intelligent transportation systems, transportation planning
<i>Kimley-Horn and Associates, Inc.</i>			
Stewart Robertson, P.E. Engineer	Fort Lauderdale, FL 10 years	MSCE, BSCE	Transportation planning and engineering, multimodal planning and design
Greg Kyle, AICP Planner	Fort Lauderdale, FL 11 years	MSUP, MBA, BS	Traffic forecasting and impact studies, corridor studies, environmental planning, long-range transportation planning, transit planning
Mike Kiefer Senior Project Manager	Vero Beach, FL 24 years	BS	Environmental analysis, planning, and design; environmental permitting
Fred Schwartz, P.E. Engineer	Chicago, IL 18 years	MBA, BSCE	New urbanism, transportation planning, context-sensitive design solutions

Name and Title	Location and Years w/Firm	Degrees	Overall Experience
<i>Renaissance Planning Group</i>			
Christopher Sinclair, AICP, President	Orlando, FL 12 years	MSURP, BA	Master plans, transportation and fiscal impact studies, comprehensive plan, long-range transportation planning, impact fee ordinances
Karen Kiselewski, AICP, Project Manager	Delray Beach, FL 3 years	MSURP, MSCS	Municipal issues; comprehensive planning and policy; growth management; intergovernmental and agency coordination; public engagement
Clarence Eng, AICP Principal	Tampa, FL 6 years	MUD, MS, BS	Transit-oriented development (TOD), economic revitalization, sustainable development, strategic planning, public involvement, urban design
<i>AECOM</i>			
Tim Jackson, P.E., AICP, Principal	Orlando, FL 25 years	MSURP, MCP	Community planning and design, urban design, visioning, context-sensitive solutions, strategic advisory services
David Barth, ASLA, AICP, CPRP, Principal	W. Palm Beach, FL 24 years	MS, BS	Community visioning and strategic planning, natural systems planning
John McNamara, AIA, FAICP, Principal	Phoenix, AZ 8 years	BA	Community development and revitalization, economic development, transit planning/design, land use, growth management
<i>Collins Center for Public Policy</i>			
Phil Bacon Vice President	Miami, FL 9 years	MBA, BA	Economic, community, and small business development
Tony Carvajal Vice President	Tallahassee, FL 1 year	MPA, BA	Community organization collaboration and development, long-range and strategic planning, economic development
Tim Center Vice President	Tallahassee, FL 5 years	JD, BS	Sustainable development, collaboration, education, convening
Steve Seibert Sr. Vice President	Tallahassee, FL 3 years	JD, BA	Innovative leadership and dispute resolution, growth management
John Talmage Consultant	Fort Meyers, FL <1 year	MA, BA	Market research, community development, economic development, housing and land use, demographic issues
<i>Content Creators, LLC</i>			
Tim Collie Principal	Boca Raton, FL 2 years	MA, BA	Writing, editing, research, social media, strategic planning, reporting
Jodie Knofsky Managing Director	Miami, FL 1 year	BA	Marketing, public relations, communication

Name and Title	Location and Years w/Firm	Degrees	Overall Experience
<i>Dickey Consulting Services, Inc.</i>			
Sheryl A. Dickey President/CEO	Fort Lauderdale, FL 16 years	BA	Economic development, strategic planning, regional transportation planning and policy
<i>The Firefly Group</i>			
Stacy Ranieri President	Palm City, FL 8 years	MS, BS	Community outreach and advocacy building, public engagement, media relations, marketing and communications, strategic planning
<i>Media Relations Group, LLC</i>			
Alicia Gonzalez Principal	Palmetto Bay, FL 11 years	BS	Public involvement program coordination, media relations (both Spanish and English media)
<i>Florida International University</i>			
Atorod Azizinamini Chair, CEE Department	Miami, FL 6 months	PhD, CE, MS, BS	Research program management, bridge engineering
Naphtali Rishé Director CAKE	Miami, FL 24 years	PhD, MS, BS	Computer science database management, high performance computing
<i>Florida Atlantic University</i>			
Leonard Berry Director and Professor	Jupiter, FL 24 years	PhD	Natural resource management and environmental education, wetland restoration/conservation, coastal development, ecological indicators
Borko Furht Chairman CEC, Professor	Boca Raton, FL 19 years	PhD	Coastline security technology, multimedia systems and applications
<i>Individual Consultants</i>			
Mark Buchbinder	Miami, FL 41 years experience	MSURP, JD, BA	Housing and community development law, urban/regional planning, strategic planning and visioning, public policy, group facilitation
James Carras	Fort Lauderdale, FL 26 years experience	MPA, BA	Community and economic development, community redevelopment, affordable housing, economic development finance
Jean Scott	Boca Raton, FL 35 years experience	MA, BA	Building collaborative partnerships, strategic planning, policy analysis
Jonathan Barnett	Philadelphia, PA 38 years experience	MArch, MA, BA	Urban design, regional alternative development, scenario planning and visualization
Robert Grow	Salt Lake City, UT 35 years experience	JD, BS	Law, regional visioning, regional stakeholders facilitation



Central Florida Regional Growth Vision



Client Name and Address

myregion.org
75 South Ivanhoe Boulevard
Orlando, FL 32802

Period of Performance

August 2006-May 2009

Contract Amount

\$250,000

Client Project Manager

Shelley Lauten, President
(407) 835-2444

Key Personnel

John Kaliski
Peter Haliburton
Evan Enarson-Hering
Branner Stewart
Jonathan Barnett

Project Web Link

<http://www.myregion.org>

Description

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

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

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

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

Related Projects

CS has provided policy and technical support for the Heartland 2060 regional visioning process in South Central Florida and provided support to myregion.org and its partners in exploring the potential for how Central Florida and Tampa Bay will grow into a "superregion" over time. Dr. Barnett conducted a similar design studio for the superregion.



Florida Chamber Foundation New Cornerstone/Six Pillars

**Client Name and Address**

Florida Chamber Foundation
136 South Bronough Street
Tallahassee, FL 32302

Period of Performance

August 2000-present

Contract Amount

\$1,073,000

Client Project Manager

Dale A. Brill, President
(850) 521-1000

Key Personnel

John Kaliski
Evan Enarson-Hering
Branner Stewart
Michael Williamson
Juan Zorrilla

Project Web Link

<http://flcc.harvestmanager.net/mx/hm.asp?id=home>

www.thefloridascorecard.com

Description

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

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

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

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

Related Projects

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



Transit Concept for 2050



Client Name and Address

Hillsborough County
Metropolitan Planning
Organization
601 East Kennedy Boulevard
Tampa, FL 33602

Period of Performance

November 2006-
December 2007

Contract Amount

\$950,000

Client Project Manager

Ray Chiamonte,
Executive Director
(813) 273-3774, ext. 316
rayc@plancom.org

Key Personnel

Chris Sinclair
Clarence Eng
Peter Haliburton
Robert Schiffer

Project Web Link

http://www.hillsboroughmpo.org/pubmaps/pubmaps_folder/s/public-transit-plans-studies/mpo-transit-concept-for-2050/?searchterm=

Description

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

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

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

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

Related Projects

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

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

Appendix A

Resumés

Cambridge Systematics, Inc.

John Kaliski

Principal

Cambridge Systematics, Inc.

Areas of Expertise:

Strategic Planning and Visioning
Governance and Leadership
Economic Development
Transportation Policy

Professional Experience

Mr. Kaliski has more than 20 years of experience working with states and regions to develop long-range visions and plans addressing economic competitiveness, infrastructure, and sustainability. He received a Bachelor's degree in Government from Dartmouth College.

Regional Vision Development and Implementation. Mr. Kaliski has supported the Southeast Florida Regional Partnership over the past year in the development of its application for funding under the U.S. Department of Housing and Urban Development's Sustainable Communities Grant Program. He also worked with the Partnership to establish its organizational structure and decision-making protocols. He has worked with the Central Florida Regional Planning Council and its partners to launch and manage the Heartland 2060 regional visioning initiative for seven counties in South Central Florida and helped prepare that region's successful application for Sustainable Communities funding. Previously, Mr. Kaliski provided policy and technical support to myregion.org and its partners for developing the "*How Shall We Grow?*" vision for the East Central Florida region and he directed the region's progress report, "*Where in the World Are We?*" Mr. Kaliski served as the Principal-in-Charge for a National Academy of Sciences project to develop a framework for linking the results of community visions to transportation investment decisions and he helped direct a 2040 vision for the 16 state I-95 Corridor Coalition.

Economic Development. Mr. Kaliski is directing consultant support for the Florida Chamber Foundation's initiative to develop a 2030 statewide strategic plan organized around the "Six Pillars" of Florida's future economy. This includes the development of the Florida Scorecard, an on-line tool to track indicators in these pillars. Previously, Mr. Kaliski served as Project Manager for *New Cornerstone*, the Foundation's 10-year blueprint for Florida's economic competitiveness. He has led economic development planning initiatives for Enterprise Florida, Workforce Florida, Space Florida, the Tampa Bay Partnership, and the Palm Beach County Economic Development Research Institute, as well as for clients in Mississippi, Kansas, and other states.

Transportation Policy. For the Florida Department of Transportation (FDOT), Mr. Kaliski is Project Manager for the development and implementation of the *2060 Florida Transportation Plan* the first 50-year plan in State history. Previously, he managed the development of the *Strategic Intermodal System*, the statewide network of transportation facilities important to Florida's economy. He also served as the Project Director for the *Florida Trade and Logistics Study*, a collaborative effort among Florida Chamber Foundation, FDOT, and public and private partners statewide to position Florida as a major global hub for trade and investment.

Professional Affiliations

International Economic Development Council

Transportation Research Board, Committee on Statewide Multimodal Transportation Planning and Committee on Freight Planning and Logistics

Peter Haliburton, CEng

Principal

Cambridge Systematics, Inc.

Areas of Expertise:

Project Management
Multidisciplinary Planning
Team Leadership
Transportation and Transit Planning
Civil Engineering

Professional Experience

Peter Haliburton, CEng, is a Principal with Cambridge Systematics and has led dozens of planning and engineering studies for a variety of public and private clients in South Florida over the past 15 years in the areas of urban redevelopment, personal and vehicular mobility and safety, and economic development. His experience includes all aspects of work, including technical analysis, project management, team coordination, and public outreach. He has maintained a focus on multimodal and nonmotorized transportation for sustainable communities. Mr. Haliburton received a Master's degree in Transportation Engineering and a Bachelor's degree in Civil Engineering from the University of Natal, South Africa.

Southeast Florida Regional Long-Range Transportation Plan. For the South Florida Transportation Council, Mr. Haliburton provided support in assessing revenue forecasts for the three-county region and developing project priorities consistent with available funds for implementation. The project included assessing potential new revenue sources to supplement existing revenues for transit capital and operating expenditures.

ARC Plan 2040 Transit Concept. Mr. Haliburton currently serves as the Project Manager supporting the Regional Transit Committee of the Atlanta Regional Commission (ARC) in defining the regional transit vision for 2040 for a 20-county area. The project integrates many regional planning issues and will provide an on-line interactive planning tool for regional travel.

FDOT District 4 Transit Corridors Contract. Mr. Haliburton serves as the Project Manager for District 4's District-Wide Transit Corridors contract, supporting planning studies for future rail projects, including The Wave downtown Fort Lauderdale streetcar, the Central Broward Transit light-rail corridor, and the South Florida East Coast Corridor commuter rail study. Tasks have included project management, land use evaluation, station area planning, and review of environmental documents on the Department's behalf.

FDOT District 4 SR 710 PD&E Freight and Transit Feasibility. Mr. Haliburton recently managed this visioning study to examine the feasibility of shifting future demand for passenger and freight travel on the state highway to the parallel CSX rail corridor, which is underutilized. He coordinated between multiple project teams, government jurisdictions, local community groups, and private interests to identify a long-term vision for the corridor to guide ongoing planning and engineering project efforts.

I-95 Express Project Evaluation. Mr. Haliburton worked with the FDOT District 6 Planning office to evaluate the I-95 Express lanes project within the Federal Highway Administration's National Evaluation Framework for Urban Partnership Agreement program recipients, and developed a summary of lessons learned in the implementation of the first phase of the project for use around Florida.

Jessica Vargas Astaiza

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Community Outreach

Market Research

Transit Planning

Multimodal Transportation Planning

Professional Experience

Ms. Vargas Astaiza is an Associate with Cambridge Systematics with 10 years of experience in the areas of community outreach, market research, and multimodal transportation with particular focus on transit planning. She has supported statewide, regional, and local short- and long-term planning studies while coordinating stakeholder participation, data collection efforts, and evaluation studies. Prior to joining Cambridge Systematics, Ms. Vargas Astaiza served with the Chicago Transit Authority where she managed technical projects and contributed to long-range service planning, infrastructure assessment, ridership forecasting, market research initiatives, and capital project improvements analysis. She received a Master's degree in Transportation from the Massachusetts Institute of Technology and a Bachelor's degree in Civil Engineering from the University of Puerto Rico. Ms. Vargas Astaiza is fully bilingual in English and Spanish.

2035 Southeast Florida Long-Range Transportation Plan (LRTP). Ms. Vargas Astaiza served as the Deputy Project Manager and led the regional funding analysis that identified the available resources for the regional network of transportation facilities as well as assessing potential new revenue sources to supplement existing revenues for transportation capital and operating expenditures. The project combined the Metropolitan Planning Organization (MPO) LRTPs for Miami-Dade, Broward, and Palm Beach and identified future mobility needs.

SFRTA Golden Glades Operations and Maintenance Analysis Study. For the South Florida Regional Transportation Authority (SFRTA), Ms. Vargas Astaiza is the Project Manager helping to determine operations and maintenance costs of a planned New Golden Glades Transit Facility in Miami-Dade County.

2060 Florida Transportation Plan (FTP). Ms. Vargas Astaiza served as part of the team leading all aspects of the FTP development, including support for a Steering Committee and its four advisory groups, extensive partner and public involvement, and development of goals, objectives, and strategies for Florida's multimodal transportation system over the next 50 years. Ms. Vargas Astaiza coordinated and supported the Community Livability, Environmental Stewardship, and Mobility Advisory Group, which recommended goals, objectives, and strategies to the Steering Committee.

Florida Strategic Intermodal System (SIS) 2010 Comprehensive Update. Ms. Vargas Astaiza was part of the team supporting the first comprehensive update of the SIS Strategic Plan, revising all SIS designation criteria and thresholds, goals, objectives, and policy guidance related to identifying and setting priorities on statewide multimodal investments needs. She coordinated and supported the Urban Issues Breakout Group, which recommended new designation criteria and thresholds for passenger terminals and urban fixed guideway corridors to the Steering Committee.

Sarah Adams

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Multimodal Transportation
Planning and Policy

Professional Experience

Ms. Adams has five years of experience in transportation planning. She has supported the Florida Department of Transportation (FDOT) in the update and implementation of multiple statewide plans, including most recently the 2060 Florida Transportation Plan. She has been extensively involved in the planning and implementation of Florida's Strategic Intermodal System (SIS). Ms. Adams received an M.S.P. and Bachelor's degrees in Finance and Accounting from Florida State University.

2060 Florida Transportation Plan. For FDOT, Ms. Adams is the Deputy Project Manager for developing and implementing the 2060 FTP. She is part of the team leading all aspects of implementation for this plan, including continuing the extensive process for involving partners and the public concerning implementation, coordinating with statewide partners to solicit support for implementation, and other tasks necessary for the successful implementation of the plan. Previously, Ms. Adams provided support to FDOT and the 29-member steering committee developing the 2060 FTP, which outlines a 50-year vision and goals for Florida's transportation system to guide future investments by FDOT and its partners.

FDOT SIS Strategic Plan. For FDOT, Ms. Adams is providing support for implementation of the 2010 SIS Strategic Plan. She is assisting FDOT in multiple facets of implementation, including updating this plan for consistency with the 2060 FTP; developing and holding meetings related to the plan; continuing the process for involving and communicating with partners and the public with regard to implementation; refining policies, criteria, and processes used to determine which facilities and services should be included on the SIS; and other technical support for SIS implementation. Previously, Ms. Adams led the effort for updating of all SIS designation criteria and thresholds. She also managed the annual SIS Data and Designation Update.

South Florida Inland Port. At the request of the Port of Palm Beach, FDOT District 4 examined the feasibility of developing a new freight transportation/distribution hub that could serve the Southeast Florida region. Ms. Adams was a part of a team examining the concept of an inland port complex with surrounding industrial development and transportation connections.

Professional Affiliations

Women's Transportation Seminar

Jie Bian

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Transportation Planning
Intelligent Transportation Systems
Geographic Information Systems

Professional Experience

Dr. Bian is an Associate of Cambridge Systematics with four years of experience in transportation planning and engineering, traffic operations, ITS, transportation safety studies, and geographic information systems (GIS).

FDOT District 4 Interregional Transportation Infrastructure Needs. Dr. Bian is assisting the Florida Department of Transportation (FDOT) District 4 in evaluating the interregional transportation infrastructure needs associated with proposals to develop “inland ports” or logistics centers in Palm Beach County and the Treasure Coast region.

FDOT District 4 Transportation System Management and Operation (TSM&O). Cambridge Systematics is assisting FDOT District 4 in developing a program to use advanced technologies and management strategies to improve the safety and efficiency of the District’s transportation system. As part of this effort, Dr. Bian is providing on-site support to the FDOT project manager on various tasks, including project management, review of technical products, and assistance with internal and external coordination.

FDOT School Zone Safety Study. Cambridge Systematics conducted a School Zone Safety Study for the FDOT Traffic Operations Office. Dr. Bian assisted in designing, distributing, and analyzing the results of on-line surveys; interviewing school zone safety professionals; conducting and analyzing the results of school site field surveys; analyzing crash data; and evaluating school sites. She currently is assisting in drafting the report for this study.

FDOT District 6 I-95 Express Managed Lanes Monitoring Evaluation Framework. Cambridge Systematics assisted FDOT District 6 on the evaluation of the I-95 Express Managed Lanes project by identifying data collection capabilities and requirements and methods for data storage, analysis, and reporting. Dr. Bian’s primary responsibility was to assist in drafting the evaluation plan.

FDOT District 4 DRI Review and Corridor Traffic Impact Studies. Cambridge Systematics is assisting FDOT District 4 in the review of various development of regional impacts (DRI) and corridor traffic impact studies. Dr. Bian helped review the Riverbend DRI, U.S. 441 Corridor Feasibility Study, I-95 Broward County Interchange Assessment Report, the Treasure Coast Intermodal Campus, and SR 80 traffic studies.

Professional Affiliations

Women’s Transportation Seminar, Member

Institute of Transportation Engineers, Gold Coast Chapter, Member

Susan J. Binder

Senior Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Public Administration
Economics and Public Finance
Transportation Policy
Legislative Development and
Execution

Professional Experience

Ms. Binder joined Cambridge Systematics one year ago as a Senior Associate after actively serving in the Federal public policy arena for 36 years, concentrating on transportation. She has a long and distinguished career, holding senior positions in the Federal Highway Administration (FHWA), as well as serving as professional staff to Committees in both the U.S. Senate and the House of Representatives and the Office of Management and Budget. Ms. Binder received a Master's degree in Transportation and a Bachelor's degree in Consumer Economics.

Legislative Experience. In professional staff capacities, Ms. Binder has served in both Houses of the U.S. Congress, first with the House Public Works and Transportation Committee during the development of the Intermodal Surface Transportation Efficiency Act (ISTEA) and most recently on the Senate Committee on Environment and Public Works to help develop the successor to the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). She also served from 1998 to 2008 as FHWA's Director, Office of Legislative and Governmental Affairs. In this capacity, she directed multidisciplinary staff in the development and analyzes of alternative Federal transportation programs, policies, and legislative proposals; managed the development of FHWA's national strategic planning initiatives; and conducted Congressional and government relations activities.

National Surface Transportation Policy and Revenue Study Commission. From 2005 to 2008, Ms. Binder served as Deputy Associate Administrator for Policy and Governmental Affairs, the senior career staff in the policy capacity for the FHWA. Concurrently, she served as the Executive Director of the National Surface Transportation Policy and Revenue Study Commission, culminating with the submission of the Commission's Report to Congress in January 2008. She led the staff in support of this 12-person, Congressionally mandated Commission, chaired by the Secretary of Transportation, responsible for policy analysis, logistics, and external communications.

Economic Analysis. Ms. Binder worked with the Office of the Secretary and across U.S. Department of Transportation (DOT) modes as the U.S. Chair of the North American Free Trade Agreement standards harmonization delegation dealing with truck size and weight issues. As Chief of FHWA's Industry and Economic Analysis Branch, she created and led a research program to address the relationship between infrastructure investment and economic productivity.

Maryland Division Administrator. From 1994 to 1998, Ms. Binder served as the FHWA's Maryland Division Administrator. Her involvement spanned the surface transportation modes and motor carrier safety issues and included local governments through the Baltimore and Washington, D.C. metropolitan planning organizations. In that role, she supervised an office of 30 professionals. Ms. Binder was the first woman in the nation to hold a Division Administrator post for the FHWA.

Matthew Click, AICP

Senior Associate
Cambridge Systematics, Inc.

Areas of Expertise:

Transportation Finance
Public-Private Partnerships
Congestion Pricing
Tolling

Professional Experience

Mr. Click leads Cambridge Systematics' national Tolling and Transportation Finance practice, which includes traffic and revenue forecasting, tolling, managed lanes, congestion pricing, all electronic tolling, public-private partnerships, and policy. He has 15 years of experience, including 12 years of tolling and transportation finance experience. Prior to joining Cambridge Systematics, Mr. Click served with the Florida's Turnpike Enterprise (FTE) for nine years with his most recent role as Director of Government Affairs reporting directly to the CEO.

Project Experience

FDOT Managed Lanes Policy. For the Florida Department of Transportation (FDOT), Mr. Click is supporting FDOT in their continued investigation and development of a Statewide Managed Lanes Policy. This policy identifies Department Vision and sets forth a process for identifying and testing viable managed lane projects statewide.

I-405 Managed Lanes, Investment Grade Traffic and Revenue Study. For the Washington State Transportation Commission, Mr. Click is assisting in conducting an investment grade traffic and revenue study for the 40-mile managed lane project in Bellevue, Washington. Cambridge Systematics is using industry leading modeling methods to forecast future demand and operational characteristics of the managed lane project.

MnPASS Managed Lanes System Study, Phase 2. For the Minnesota DOT, Mr. Click assisted in preparing an update to the MnPASS System Study previously completed in 2005. Phase 2 included filtering criteria by which to identify viable MnPASS managed lane projects; a prioritized list of candidate MnPASS lanes that can be implemented in the near-term (1 to 5 years) and mid-term (6 to 10 years); a financial analysis; and a review of the technological, policy, financial, and institutional issues and barriers that will need to be addressed to ensure successful implementation of the recommended system.

All Electronic Tolling Market Research. For the Port Authority of New York & New Jersey, Mr. Click assisted in developing an understanding of customer responses to All Electronic Tolling in terms of the potential increase in E-Zpass utilization and estimates of remaining non-E-Zpass customers that will be left as video transactions.

FDOT I-95 Express Lanes (2007). Mr. Click worked as a team member on the FDOT's grant application for Federal funding of the I-95 Express Lanes in Miami via the U.S. DOT's Urban Partnership program. Mr. Click participated as the tolling expert and was one of a handful selected to present the application to Secretary Peters of the U.S. DOT.

Tara Crawford

Professional

Cambridge Systematics, Inc.

Areas of Expertise:

Transportation Planning, Research
and Analysis
Transit Governance
Geographic Information Systems

Professional Experience

Ms. Crawford has experience in the areas of transportation planning, transportation research and analysis, and transit governance and organization. She has experience working on a variety of multimodal transportation projects and initiatives, including the Florida Statewide Air Service Report Update, the Florida Waterway System Plan, the Florida Seaport System Plan, and the 2010 Florida Rail System Plan. Ms. Crawford received a Master's degree in Transportation Planning from Florida State University and a Bachelor's degree in Public Management from Florida A&M University.

FDOT District 4 Model Data Collection Coordination Services. Ms. Crawford is providing ongoing technical support on a coordination effort to provide a better understanding of the data collection, sharing, and other related practices among the transit agencies in South Florida. Ms. Crawford has facilitated coordination meetings and outreach among the transit agencies to assist in the development of a transit database for the District.

FDOT District 4 Planning Services. Ms Crawford has provided technical support and research on special projects involving the standardization of the process and sequence concerning the procurement procedures and requirements of the Federal Transit Administration (FTA) and Federal Highway Administration (FHWA); and assisted in the creation of alternative analysis, environmental impact statement, and preliminary engineering copies, budgets, and staff hour estimate templates for the Department.

Jacksonville Transportation Authority Planning Services. Ms. Crawford provided research to develop a framework for a Regional Transportation Authority in the northeast region of Florida covering a seven-county area, a study fulfilling the requirement of House Bill 1213 in 2009. She reviewed the powers and duties, governance, coordination of work plans, local comprehensive plans, and revenue sources necessary to recommend a framework for a regional transportation authority in northeast Florida. She contributed written portions for the final report, the Northeast Florida Regional Transportation Agency Study.

Central Indiana Regional Transportation Authority (CIRTA) Planning Services. Ms. Crawford, as part of a team, provided assistance with a study to develop a high-level policy framework on how best to deliver regional transit services. She assisted in the review of transit governance models, agency powers, funding sources, and coordination with rural operators of selected peer regions, and completion of the draft report.

Professional Affiliations

Toastmasters, President of Toast of Las Olas
Women's Transportation Seminar

Josh DeFlorio, AICP, LEED AP

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Economic Planning and Analysis
Sustainable Development

Professional Experience

Mr. DeFlorio is an Associate with five years of experience in economic planning and analysis, with a subspecialty in environmentally sustainable development. He has worked with national research agencies and state, regional, and local governments on a variety of economic analyses and planning exercises focusing on transit, goods movement, asset management, performance measurement, renewable energy, and climate change resiliency. Prior to joining Cambridge Systematics, Mr. DeFlorio served with the New York City Economic Development Corporation (NYCEDC), most recently as a Senior Project Manager. He received a M.C.P. and a B.A.

NCHRP Climate Change and the Highway System: Impacts and Adaptation Approaches. Cambridge Systematics is part of a team charged with providing guidance and tools for mitigating the risks of climate change on the nation's highway systems and intermodal facilities. Mr. DeFlorio currently is supporting the development of a project prioritization tool, with special emphasis on calculating the potential cost-effectiveness of adaptation strategies.

Rockland County Department of Public Transportation MTA Benefit/Cost Analysis. Mr. DeFlorio recently led an economic analysis of regional transit services provided by the Metropolitan Transportation Authority (MTA) to Rockland County, New York. This project defined potential financial, legal, regulatory, and operating barriers to withdrawal as well as financial resources and mechanisms that could be adapted to maintain current transit service levels to and from Rockland County.

GTC Transportation Strategies for Freight/Goods Movement in the Genesee-Finger Lakes Region. For Genesee Transportation Council (GTC), Mr. DeFlorio conducted an assessment of the Genesee-Finger Lakes regional economy and industries in the context of the region's recent demographic shifts and concurrent changes in global supply chains and logistics.

New York City Economic Development Corporation. Prior to joining Cambridge Systematics, Mr. DeFlorio served with NYCEDC as a Senior Project Manager. He participated in a variety of real estate, sustainability, and transportation initiatives, including management of the Sustainability Feasibility Study for Willets Point, a 60-acre redevelopment project in Queens.

Professional Affiliations

American Institute of Certified Planners, American Planning Association

Leadership in Energy and Environmental Design Accredited Professional, U.S. Green Building Council

New York Academy of Science, Member

Paula Dowell, Ph.D.

Principal

Cambridge Systematics, Inc.

Areas of Expertise:

Regional Economic Development
Trade and Transportation
Economics
Benefit/Cost and Economic Impact
Analysis

Dr. Dowell leads Cambridge Systematics' national economics practice. She has more than 15 years of experience in regional economic and fiscal analysis, and is a recognized leader in multimodal, multijurisdictional planning. She brings a combination of economic development, trade and transportation planning expertise that provides an integrated transportation planning and economic development perspective to unique planning projects. Previously, she served as a Post Doctorate Research Associate for the Center of Business and Economic Research at the University of Tennessee, Knoxville. She has worked with more than 30 states as well as numerous international locations. Dr. Dowell received both a Ph.D. and an M.A. in Economics from the University of Tennessee, Knoxville and a BBA from East Tennessee State University.

Return on Investment of the Twin Cities 2030 Transit Master Plan. Dr. Dowell serves as the Project Manager for a project commissioned by the Itasca Project, a virtual organization of private sector CEOs, to evaluate the return on investment of the Twin Cities region's transit master plan. The study is being conducted in support of the combined Department of Housing and Urban Development's sustainability and ULI Livable Cities grant programs and includes metrics such as to quantify the sustainability and livability effects of transit investment as well as traditional transportation-related benefit metrics.

FHWA Impact of Transportation Investments on Labor Markets and Productivity. For the Federal Highway Administration (FHWA) Office of Policy, Dr. Dowell is serving as the Principal Investigator for a study examining transportation system improvements on labor market access, wage rates, and labor productivity. The study is using Longitudinal Employer Household Dynamics data from the U.S. Census Bureau to examine changes in housing, employment, and income relative to changes in the transportation system.

HART Economic Impact of Transit in Hillsborough County. For Hillsborough Area Regional Transit (HART), Dr. Dowell was the Project Manager for a study examining the impacts of HART's services. The study included examining the impacts of existing service in terms of affordable mobility, congestion relief, and enterprise benefits.

Northeast CanAm Connections Study. Dr. Dowell managed this study commissioned by five Eastern Canadian Provinces and four Northeastern U.S. states to conduct a comprehensive assessment of the relationship between the sufficiency of multimodal transportation infrastructure and economic conditions and opportunities occurring within the North Atlantic region.

Professional Affiliations

International Economic Development Council, member

Transportation Research Board, Transportation Economics, Transportation and Economic Development, and Urban Goods Movement Committees

Evan Enarson-Hering

Policy Analyst

Cambridge Systematics, Inc.

Areas of Expertise:

Integrated Planning and Vision

Policy Analysis

Economic Analysis

Indicators and Communications

Professional Experience

Mr. Enarson-Hering has supported states and regions in efforts to integrate concepts of sustainability, livability, and competitiveness into strategic initiatives. Mr. Enarson-Hering earned a Master's degree in Public Policy from the Gerald R. Ford School at the University of Michigan in 2007 and a Bachelor's degree in Political Economy from Colorado College in 2004.

SHRP Community Visioning Approach to Support the Collaborative Decision-Making Framework for Transportation Investments. Mr. Enarson-Hering assisted in the development of a strategic framework to encourage community visioning in support of transportation by enabling broad vision outcomes to link to the structured transportation planning processes. This project produced a technical report documenting case studies, best practices, lessons learned, and benefits of visioning, as well as an interactive web site to assist practitioners in the preparation, creation, and implementation of effective visioning processes.

Florida Chamber Foundation, The Florida Scorecard. Mr. Enarson-Hering is the Project Manager working with the Foundation to launch an on-line "Florida Scorecard," which tracks progress on core indicators within six key pillars of Florida's economy.

Heartland 2060. Mr. Enarson-Hering has provided support to the Central Florida Regional Planning Council and its partners conducting a 50-year visioning process in a seven-county rural area of South Central Florida. This stakeholder-driven effort addresses issues of transportation, land use, economic development, community resources, and environmental stewardship. Mr. Enarson-Hering has provided strategic management and technical assistance to this effort, including coordinating regional workshops, since 2007.

Gulf Coast Community Foundation of Venice, Regional Scan. Mr. Enarson-Hering has supported two regional environmental scanning processes intended to enable the Foundation's Board of Directors to better understand existing conditions and emerging trends in areas of economic vitality, arts and culture, natural resources, and health and wellness.

myregion.org, Central Florida Regional Progress Report. Mr. Enarson-Hering developed a framework of regional indicators to report progress on the implementation of the Central Florida Regional Growth Vision. The report measured progress in the region within six priority areas of economic leadership, education, environment, smart growth, quality of life, and regional cooperation. The final report "Where in the World Are We?" included key benchmark measures and regional and international comparative indicators of success and was designed to communicate and appeal to regional business, civic, and political leaders in the region.

FDOT 2060 Florida Transportation Plan (FTP). For the FTP Update, Mr. Enarson-Hering supported a Steering Committee of public and private leaders, provided technical assistance, and developed long-term goals, objectives, and policy guidance in support of the planning process. He also worked on the design, development, and maintenance of the plan's web site.

Mary Frasca

Meeting Facilitator

Cambridge Systematics, Inc.

Areas of Expertise:

Meeting and Workshop Planning
Contract Administration/Invoicing
Project Coordination
Office Administration

Professional Experience

Ms. Frasca has six years of experience providing logistical and meeting planning support. Since joining Cambridge Systematics, she has played an intricate role in planning meetings and workshops for the Florida Department of Transportation (FDOT), Federal Highway Administration, and ITS Florida. Ms. Frasca also is responsible for invoicing for several major projects and is involved in daily contract management. In addition, her responsibilities include outreach, data collection, and data entry. Ms. Frasca received a B.A. from Flagler College.

Florida Impaired Driving Coalition. For this project, Ms. Frasca maintains the file transfer protocol site; schedules quarterly meetings, reserves meeting facilities, negotiates hotel room rates and books rooms for members; organizes annual video conference meeting sites throughout Florida; provides on-site meeting support and produces meeting notes; and assists in invoicing and contract management.

FHWA Tribal Transportation Safety Summits. For this project, Ms. Frasca participates in biweekly planning committee teleconferences and provides meeting notes for Summits across the nation. She also assists in coordinating efforts among planning committee members and developing Save-the-Date notices, meeting invitations, and on-line registrations, as well as collecting and tracking on-line registration.

Alaska Strategic Highway Safety Plan Update. For this project, Ms. Frasca secures meeting facilities and hotel room blocks in Juneau, Fairbanks, Anchorage, and Soldotna. She also prepares name badges and sign-in sheets, reserves audio visual equipment, organizes working lunch for 50 participants, and assists in phone interviews and note-taking.

Florida Traffic Records Assessment. For this project, Ms. Frasca distributes individualized pre-assessment questionnaires and track/collect responses and schedules interview sessions for 60 interviewees. She coordinates with hotel to secure meeting location; negotiates the copier lease with local vendor and coordinates equipment delivery; and coordinates the Team's travel arrangements and stipends. Ms. Frasca also assists with invoicing and contract management.

FDOT Florida Transportation Plan Update/Seaport System Working Group/Rail Stakeholder Advisory Committee. For these projects, Ms. Frasca negotiates meeting room and guest room rates for meetings throughout Florida, creates meeting room diagrams, reserves audio visual equipment, and provides on-site registration and general meeting support. In addition, she coordinates working lunches and no-host evening socials.

FDOT FSUTMS Modeling Training Series Workshops and Program. Ms. Frasca negotiates meeting room and guest room rates, produces meeting room diagrams, reserves audiovisual equipment, and creates display boards, meeting materials, and notebooks. She also contacts metropolitan planning organization and district coordinators to gauge interest in upcoming modeling training opportunities.

Nathan R. Higgins, AICP

Associate
Cambridge Systematics, Inc.

Areas of Expertise:

Visualization
Indicators
Regional Planning

Professional Experience

Mr. Higgins has more than seven years of experience in local, regional, state, and national planning. He has significant experience turning complex economic, land use, environmental, and transportation data into simple to read visuals, including maps and charts. He is playing a lead role in visualizing the congestion on the nation's freight and passenger railways for the Association of American Railroads (AAR); has developed visuals for lay people and executives that indicate Florida's competitive position in the global economy; and has worked extensively with geographic information systems to combine complex and disparate data sources in interesting and informative ways. Mr. Higgins received an M.C.P. and a B.S.C.E.

2060 Florida Transportation Plan. For the Florida Department of Transportation (FDOT), Mr. Higgins supported the development of the 2060 Florida Transportation Plan (FTP). He collected, curated, analyzed, and visualized economic competitiveness and climate change data to inform executive-level decision-making. He also considered measures that impact all goal areas of the FTP based on current socioeconomic and regional trends, including the emergence of Florida as an integrated "megaregion," anticipated growth in global trade, diversification of Florida's economy, and aging of Florida's population.

AAR National Rail Capacity Study. For AAR, Mr. Higgins assessed the long-term capacity expansion needs of the continental United States freight railroads. He crafted simple visualizations that would eventually become critical portions of Transportation for Tomorrow: *Report of the National Surface Transportation Policy and Revenue Study Commission*, a report by a specially convened Commission, including detailed recommendations for creating and sustaining a preeminent surface transportation system.

Florida Strategic Intermodal System (SIS) Strategic Plan Update. For FDOT, Mr. Higgins combined and analyzed multimodal, geographic, and economic datasets, including education, military, and industry data, census Urban Areas, the Office of Management and Budget's economic regions, and nationally and regionally important highway networks. The results of his analysis will define strategic roadways, railroads, economic centers, and freight terminals that will connect key activity centers in Florida and its neighboring states. Mr. Higgins created hundreds of maps to effectively communicate the spatial relationships among the data indicators.

Massachusetts Analysis of Existing State and Federal GHG Policies. Mr. Higgins is the Deputy Project Manager providing strategic and analytical support for the implementation of the Massachusetts Global Warming Solutions Act. Activities include transportation greenhouse gas (GHG) strategy development and coordination as well as modeling and simulation of GHG reductions, costs and benefits, and economic impacts for transportation land use strategies. The project is supporting policy-making by working groups representing multiple state agencies.

Keli P. Kemp, AICP

Senior Associate
Cambridge Systematics, Inc.

Areas of Expertise:

Air Quality
Climate Change
Long-Range Transportation Plans

Professional Experience

Ms. Kemp has 13 years of experience in air quality conformity analyses; metropolitan and regional transportation planning; travel demand forecasting; and training. She received a Master's degree in Urban and Regional Planning from Texas A&M University and a Bachelor's degree in Political Science from Florida State University.

Chattanooga-Hamilton County/North Georgia Transportation Planning Organization (TPO) Air Quality Support. Ms. Kemp has assisted the TPO with managing its air quality conformity process since its designation as a PM_{2.5} tri-state nonattainment area in 2005. She led the development of all five Conformity Determination Reports and has participated regularly in the Interagency Consultation Committee process providing policy and modeling guidance to the TPO. Currently, Ms. Kemp is managing the update of the air quality postprocessor to reflect MOVES2010, greenhouse gas (GHG), and ozone emissions.

Hillsborough County MPO Greenhouse Gas Emissions Support. For the Hillsborough County Metropolitan Planning Organization (MPO), Cambridge Systematics, as part of a team, updated the MPO's Long-Range Transportation Plan, including recommending greenhouse gas (GHG) reduction strategies and analyzing of GHG impacts of alternative plan scenarios. Ms. Kemp recently managed the calculation of GHG emissions using MOVES emissions factors as a result of the transit-oriented development scenario being evaluated by the MPO.

FDOT Central Office Modeling Support: Air Quality Postprocessor and Training. For the Florida Department of Transportation (FDOT), Ms. Kemp managed the development of the first air quality postprocessor in Florida within the statewide transportation modeling framework that calculates both ozone and GHG emissions using the Environmental Protection Agency's (EPA) MOVES model. She also has participated in the interagency consultation process between regional, state, and Federal partners and in the development and delivery of training courses.

Professional Affiliations

Transportation Research Board Transportation and Air Quality Committee, Friend
American Institute of Certified Planners and American Planning Association, Member
Big Bend Florida Chapter Institute of Transportation Engineers, Past President

Michael Peacock

Senior Professional

Cambridge Systematics, Inc.

Areas of Expertise:

Geographic Information Systems
Transportation Planning
Environmental Analysis

Professional Experience

Mr. Peacock is a Senior Professional of Cambridge Systematics with 10 years of experience in the field of geographic information systems (GIS). He is experienced with ArcView 9.3 (ArcMap, ArcCatalog, ArcToolbox, ArcScene); Cube Voyager; TransCAD; and Microsoft Office. Mr. Peacock received a Master's degree in Urban and Regional Planning from Florida State University and a Bachelor's degree in Environmental Studies from Florida State University.

Florida Rail System Plan. For the Florida Department of Transportation (FDOT), Cambridge Systematics developed the Investment Element of the 2010 Florida Rail Plan by identifying the rail capital needs of all of the agencies and organizations within the State for passenger and freight operations. Mr. Peacock provided GIS support by revising a linear referencing system, maintaining an accurate GIS database, and producing detailed maps.

Ohio DOT Futures Plan. The Go Ohio Transportation Futures Plan is a comprehensive evaluation of Ohio's transportation systems, policies, and decision-making processes, with the aim to link the State's future transportation and economic strategies. The project includes a data-driven analysis of the State's transportation system and identifies opportunities to leverage significant investment to support economic prosperity. Mr. Peacock has been involved in the data collection effort and provided GIS analysis and cartographic mapping.

FDOT District 4 Evaluation of Alternative Methods for Travel Time Data Collection. For FDOT, Cambridge Systematics is evaluating alternative methods for travel time data collection. Mr. Peacock has been involved in providing GIS support, including the maintenance of an accurate GIS database, data analysis, and mapping.

FDOT Strategic Intermodal System (SIS). Mr. Peacock has helped FDOT develop its enterprise GIS database to support designation and management of the SIS. The database integrates multiple sources of transportation, economic, community, land use, and environmental data.

Florida Department of Environmental Protection. Prior to joining Cambridge Systematics, Mr. Peacock served as an Engineering Technician with the Florida Department of Environmental Protection. Most recently, he provided on-site support to the Beaches and Shores Resource Center at Florida State University. In this role, he was responsible for providing analytical and technical assistance to the research analysis and policy section staff and performing specialized scientific and engineering activities. He assisted the GIS Manager in the development, implementation, and maintenance of the GIS work plan. In addition, Mr. Peacock developed a standard map series required by the bureau and produced user maps. In his earlier position, he was responsible for the input of collected field survey data into computer-aided design programs in order to plot at various scales.

Christopher D. Porter

Principal Cambridge Systematics, Inc.

Areas of Expertise:

Transportation and Land Use
Air Quality and Greenhouse Gas
Analysis
Economic Development
Performance Measurement

Professional Experience

Mr. Porter is a Principal of Cambridge Systematics with 15 years of experience in transportation and land use, economic development, air quality and greenhouse gas (GHG) analysis, and performance measurement. Mr. Porter has extensive familiarity with the Federal Transit Administration's (FTA) New Starts process, having supported the analysis of land use, economic development, and environmental impacts associated with New Starts projects for more than 13 years. He received an M.S. in Transportation and an M.C.P. from the University of California at Berkeley and a B.C.E. from the University of Minnesota.

Transit Cooperative Research Program Assessing and Comparing Environmental Performance of Major Transit Investments. Mr. Porter is the Principal Investigator of this project to present, evaluate, and demonstrate criteria, metrics, and methods for assessing and comparing the environmental performance of major transit investments, including FTA 5309 New Starts and Small Starts projects. The results will offer a basis for assessing and comparing these transit projects and will present project sponsors with methods for assessing transit projects with regard to environmental performance. Metrics address energy and GHG emissions; air quality and public health; ecology, habitat, and water quality; and agency sustainability practices.

FTA Economic Benefits of Proposed New Starts Projects. Mr. Porter led research for the FTA to develop methodologies for assessing the economic benefits of transit projects applying for Section 5309 New Starts funds. The research included reviewing and analyzing historical development patterns and indicators related to transit system investment, using parcel-level land use data; assembling an expert panel to discuss the most methods for measuring the economic development impacts of transit investment; and developing criteria for incorporating economic development effects within the New Starts process.

NHI Transportation and Land Use Course Development. For Federal Highway Administration's (FHWA) National Highway Institute (NHI), Mr. Porter led the development of a three-day training course entitled *Transportation and Land Use*. The goal of this course is to help practitioners develop a multimodal transportation system that supports desired land uses and to shape land uses to support the transportation system. The course covers a range of topics, including regional, corridor, and project-level planning, municipal planning, roadway and streetscape design, and transit-oriented development.

Toolkit for Integrating Land Use and Transportation Decision-Making. For the FHWA, Mr. Porter developed a toolkit of methods that can be used to integrate transportation and land use planning at the regional, state, and local levels. The toolkit includes descriptions of pedestrian master plans and pedestrian and bicycle design guidelines and practices.

Joanne R. Potter

Principal
Cambridge Systematics, Inc.

Areas of Expertise:

Climate Change
Integrated Environmental/
Transportation Planning
Sustainable Development
Interdisciplinary Planning

Professional Experience

Ms. Potter specializes in interdisciplinary approaches to transportation, climate change, and sustainability – working with Federal, state, and multisponsor clients to integrate complex environmental issues into transportation decisions to achieve sustainable solutions. She has been actively engaged in climate change analysis and policy development since 1997. Ms. Potter worked with U.S. Department of Transportation (DOT) staff to create the U.S. DOT Center for Climate Change and Environmental Forecasting. Her work addresses both the potential impacts of climate change on transportation and strategies to reduce greenhouse gas (GHG) emissions from mobile sources. She received an M.C.P. from the Massachusetts Institute of Technology and a B.A. from the University of Massachusetts.

U.S. DOT Report to Congress. Ms. Potter was the Project Manager for the *U.S. Department of Transportation Report to Congress on Transportation's Impact on Climate Change and Solutions* (April 2010). She led a multimodal technical and policy team that addressed technology, fuel, operations, and travel activity approaches to reduce GHG emissions.

Moving Cooler. Ms. Potter was the Project Manager for *Moving Cooler: An Analysis of Transportation Strategies for Reducing Greenhouse Gas Emissions* (2009), a national multisponsor study assessing the cost and effectiveness of transportation activity strategies to reduce GHGs. Strategies evaluated include pricing, modal shifts, land use, operational improvements, freight, and regulatory approaches.

Gulf Coast Study on Climate Impacts. Ms. Potter was a lead and editing author of *"The Impacts of Climate Change and Variability on Transportation Systems and Infrastructure: Gulf Coast Study Phase I"* (March 2008), a joint study of the U.S. DOT and the U.S. Geological Survey that integrated environmental trend data and climate projections with transportation system data, assessed impacts of climate stressors, and identified a range of adaptation options.

Regional Climate Impacts Analysis. Ms. Potter is the Project Manager for a climate change risk assessment of transportation infrastructure in New Jersey, for a partnership of state agencies and MPOs funded by the Federal Highway Administration. This analysis will provide assessments of a coastal and an inland region of the State. Ms. Potter also is the Principal-in-Charge for a California DOT project preparing a guidebook for regional planning authorities to incorporate climate impacts into regional transportation plans.

NCHRP Integrated Transportation and Conservation Planning/Sustainability Performance Measures. Ms. Potter was the Principal Investigator of a study examining DOT and resource agency practices in integrating environmental and transportation planning through collaborative approaches. Currently, she is supporting a project to assist DOTs in identifying sustainability objectives and to select performance measures to track the agencies progress toward these goals.

Virginia Smith Reeder, AICP

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Livability and Sustainability
Performance Measurement
Community Visioning

Professional Experience

Ms. Reeder has 10 years of experience in the fields of transportation planning, environmental planning, and performance measurement. She has experience in livability, sustainability, land use coordination, and community visioning. Ms. Reeder received a M.C.R.P. from Rutgers University and a B.A. from Wesleyan University.

District of Columbia DOT Transportation Planning Manual Sustainability and Livability Chapter. For the District of Columbia Department of Transportation (DOT), Cambridge Systematics is developing a Transportation Planning Manual. Ms. Reeder is assisting with the Sustainability and Livability chapter, organized around the six livability principles identified by the Department of Housing and Urban Development (HUD)-DOT-Environmental Protection Agency (EPA) Partnership for Sustainable Communities. It will showcase best practices that illustrate how these strategies can assist with meeting multiple goals and objectives.

FHWA Performance-Based Management of Federal-Aid Highway Program. For the Federal Highway Administration (FHWA), Cambridge Systematics identified and evaluated options for implementing a performance-based Federal-aid highway program. The Livability Addendum explored the ways in which performance measures currently are being used to measure livability and provided guidance and requirements for additional research to further the agenda of a national-level program. Ms. Reeder provided technical expertise to the Final Report.

SHRP Community Visioning Approach to Support the Collaborative Decision-Making Framework for Transportation Investments. For the National Academy of Sciences, Ms. Reeder was the Deputy Project Manager for a project studying how effective visioning processes may best support transportation decision-making. Case studies of existing visioning processes were developed to better understand the range of visioning efforts and to further explore integration with transportation planning. This project produced a practitioner's guidebook that identifies practical models and lessons for visioning and establishes linkages between visioning outcomes and transportation planning processes.

Maryland State Development Plan. For the Maryland DOT, Cambridge Systematics provided support in the development of Maryland's first State Development Plan to help guide the growth and development patterns for the State. Ms. Reeder reviewed work from state agencies addressing issues such as housing, transportation, and conservation of natural resources, and provided input on how the State's transportation and land use patterns have created current conditions and growth trends.

Professional Affiliations

2004 Eno Transportation Foundation Fellow

2003 Louis Berger Fellow

Elizabeth Lyn Sanford

Senior Associate
Cambridge Systematics, Inc.

Areas of Expertise:

Integrated Planning, Livability,
and Sustainability
Meeting Facilitation and Consensus
Building
Stakeholder Outreach
Public Involvement

Professional Experience

Ms. Sanford is a Senior Associate and Director of our Atlanta Office. She leads Cambridge Systematics' livability and sustainability initiative, bringing 25 years of experience as a project leader across all transportation modes, as well as extensive expertise in public involvement, stakeholder engagement, and communication. Representative achievements are highlighted below. Ms. Sanford received a M.C.P. from Georgia Institute of Technology and a B.A. from Colgate University.

Public Involvement and Stakeholder Engagement. Ms. Sanford has developed and implemented more than 50 stakeholder engagement programs throughout the United States, many for controversial projects. She also has designed and facilitated advisory committees and visioning processes to develop consensus and promote unified action. Earlier in her career, Ms. Sanford developed an award winning public involvement program for the Atlanta Regional Commission at the advent of the Intermodal Surface Transportation and Efficiency Act of 1991.

DCDOT Planning Manual. For the District of Columbia Department of Transportation (DOT), Ms. Sanford currently is drafting the chapter of livability and sustainability, including the development of appropriate performance measures.

SHRP 2 Capacity Program, Integrating Community Vision into Collaborative Decision-Making Framework for Transportation. Ms. Sanford served as the Principal Investigator for this Federal research, which focused on best practices for effective collaboration between community leaders and transportation officials. The research highlighted visioning and included case studies on successful vision applications, a model vision process, and a web tool for practitioners.

As a follow-on project, Ms. Sanford's applied research will result in communication tools that target transportation agency decision-makers, environmental resource agency leaders, and elected officials and present the benefits of working within an integrated, collaborative framework for decision-making.

FHWA Performance-Based Aid Project. Ms. Sanford recently led efforts to develop an addendum of livability performance measures to support a performance-based aid program. The work focused on the development of effective performance measures to capture the breadth of livability and sustainability outcomes.

NCHRP 20-36 Task 37(g). Ms. Sanford led the development of livability and environmental performance measures for this national research project. Specific measures were identified and research focused on what additional work is needed to deploy these measures at transportation agencies.

Robert G. Schiffer, AICP

Principal

Cambridge Systematics, Inc.

Areas of Expertise:

Travel Demand Model Development
and Validation
Long-Range Transportation Plans
Corridor and Subarea Land Use and
Transportation Studies

Professional Experience

Mr. Schiffer is a Principal and the Southeast Regional Manager for Cambridge Systematics' travel demand forecasting business line. He has 27 years of experience in travel demand model development and validation, multimodal long-range transportation plan (LRTP) updates, major corridor travel demand feasibility studies, and subarea land use impact studies. Mr. Schiffer received a M.S. in Urban Planning from Florida State University.

Transit Modeling. Mr. Schiffer is leading transit on-board surveys and forecasting for the San Juan (Puerto Rico) Light-Rail Transit Environmental Impact Study and oversaw travel demand modeling for the Alternatives Analysis and Preliminary Feasibility phases of this project. He also supported recent transit on-board surveys in Palm Beach County; led transit modeling on a Waterborne Transportation Study for the Jacksonville area; and served as Senior Advisor on transit and ferry studies for the Hillsborough County Metropolitan Planning Organizations (MPO) and Pinellas County MPO Clearwater Beach Transit Guideway Study. In addition, he directed modeling during the Tampa Bay Strategic Regional Transit Needs Assessment.

Model Validation and Long-Range Transportation Plan (LRTP) Studies. For the Southeast Florida 2035 Regional LRTP, Mr. Schiffer is coordinating travel demand modeling among the Broward, Miami-Dade, and Palm Beach MPOs. He was the Project Manager on the 2030 LRTPs for the Broward County MPO; Capital Region Transportation Planning Agency in Tallahassee, Florida; First Coast MPO/North Florida TPO in Jacksonville; and Polk County TPO in Lakeland, Florida. In addition, he was the Project Manager for the Northeast Florida Regional Planning Model Year 2000 Model Validation Study and Polk County Model Validation Study.

Modeling for Subarea Transportation Studies. Mr. Schiffer is leading travel demand modeling on the Southwest Area Transportation Plan for the Nashville (Tennessee) MPO. He previously directed or provided guidance on travel demand modeling for the Town of Jupiter Comprehensive Plan Transportation Element; the Hillsborough County Corridor/Buildout Study; the Rockdale County (Georgia) Comprehensive Transportation Plan (CTP); the DeKalb County (Decatur, Georgia) 2030 CTP; the East Edisto-Charleston (South Carolina) Master Plan; and the Chickamauga-Chattanooga National Military Park (Georgia) Transportation Subarea Plan.

Professional Affiliations

American Planning Association: American Institute of Certified Planners, Member; Transportation Planning Division, Member; and Florida Chapter, Member

Institute of Transportation Engineers: Fellow; Transportation Planners Council Member; and Florida Section Member

Transportation Research Board: Committee on Transportation Planning Applications Member; Statewide Travel Forecasting Joint Subcommittee, Member

Branner Stewart, AICP

Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Regional Economic Analysis
Economic Development Planning
Economic Impact Analysis

Professional Experience

Mr. Stewart has 19 years of experience in regional economic analysis, economic impact analysis, and strategic planning for economic development. Since joining Cambridge Systematics, he has managed or been a key staff member on a number of economic development projects and projects linking transportation improvements to economic competitiveness. Mr. Stewart led a significant portion of the research conducted for the Florida Chamber Foundation's *New Cornerstone* and Enterprise Florida's Rural Economic Catalyst Project and has played vital roles on statewide economic development efforts in Mississippi and Kansas. Prior to joining Cambridge Systematics, Mr. Stewart worked as the Manager of Economic Research at the Texas Department of Economic Development. He received a M.C.R.P. from University of Texas at Austin and a B.A. from Colby College.

Enterprise Florida Rural Economic Development Catalyst Project. For Enterprise Florida, Mr. Stewart led research to identify target industry clusters as part of a strategic initiative to increase economic opportunities in Florida's three designated Rural Areas of Critical Economic Concern (RACEC). The target industry selection process included an intensive data-driven analysis of potential growth industries validated through interviews and working sessions with local stakeholders. Each RACEC region then assessed site and marketing needs to further develop the targeted industry clusters in their areas.

Economic Development Research Institute Compass Reports. For the Economic Development Research Institute (EDRI), Cambridge Systematics developed two comprehensive "Compass Reports," the *Palm Beach County Navigator* and *Southeast Florida Economic Trends*, to serve as baselines for evaluating economic progress, opportunities, and issues in Palm Beach County and the Southeast Florida region. Mr. Stewart led the data analysis, benchmarking, and best practice case studies for both of these reports, which included detailed comparisons with competitor regions located throughout the country.

Tampa Bay Regional Transportation Blueprint. For the Tampa Bay Partnership, Mr. Stewart served as the Project Manager examining transportation's role in supporting the economic competitiveness of the Tampa Bay region; identifying transportation challenges facing the region; and recommending infrastructure, operations, and policy options/strategies to help the region achieve economic goals. The study profiled regional economic trends; identified transportation issues; analyzed transportation funding needs, deficiencies, and alternatives; identified transportation strategies; and included a detailed final report.

Professional Affiliations

American Planning Association

Audrey Wennink

Senior Associate

Cambridge Systematics, Inc.

Areas of Expertise:

Communications and Outreach
Transportation Planning and Policy
Freight Planning

Professional Experience

Ms. Wennink has experience working with stakeholders and the public on a range of planning projects. She has managed public and stakeholder meetings and developed surveys and communications materials, including fact sheets, press releases, brochures, and web site content. Prior to joining Cambridge Systematics, Ms. Wennink was a vice president at an international public relations firm. She received a M.U.P. from the University of Illinois at Chicago and a B.A.

Ohio DOT Transportation Futures Plan. For the Ohio Department of Transportation (DOT), Cambridge Systematics developed a Transportation Futures Plan considering how the transportation system interrelates with other important aspects of Ohio's future, such as land use, economic development, environmental sustainability, and other issues. Ms. Wennink managed the public and stakeholder involvement elements, including stakeholder and public meetings and outreach to the business community via regional meetings and an electronic survey. She also oversaw the development of the web site and all communications materials.

Chicago Region Environmental and Transportation Efficiency (CREATE) Program. For the City of Chicago, Cambridge Systematics provides advocacy, policy, and program management support for the CREATE program of 70 projects to improve greater Chicago passenger and freight rail efficiency and reduce traffic congestion. Ms. Wennink has provided ongoing support for national and regional coalition building, policy development, project benefits development, data analysis, stakeholder advocacy, and communications. Tasks have included developing a comprehensive web site, developing communications materials, building e-mail distribution lists, distributing announcements, and communicating via social media.

Chicago Metropolitan Agency for Planning (CMAP) Regional Freight Plan. For CMAP, Cambridge Systematics developed a multimodal plan of recommendations for improving freight mobility in the region. Ms. Wennink led the outreach effort to freight stakeholders, including individual and group interviews and an electronic survey.

Cheyenne MPO – Transportation Safety Management Plan. For the Cheyenne Metropolitan Planning Organizations (MPO), Ms. Wennink managed the development of the region's first Transportation Safety Management Plan, including a Transportation Safety Summit. For the past three years, she has been managing the implementation of the Transportation Safety Management Plan, including branding the initiative and facilitating six emphasis area teams. Efforts have included coordinating a legislative briefing, a special program targeting teen safety belt use, designing a workshop targeting safety belt enforcement, branding and promoting an alternative transportation program to reduce DUI, and conducting briefing and group transit ride to help seniors use fixed-route transit.

Professional Affiliations

Women's Transportation Seminar

Michael T. Williamson

Principal
Cambridge Systematics, Inc.

Areas of Expertise:

Freight and Logistics
Commercial Vehicle Operations
Intelligent Transportation Systems
Transportation Planning

Professional Experience

Mr. Williamson is a Principal of Cambridge Systematics with more than 18 years of experience in the areas of freight and intermodal planning, commercial vehicle operations, and transportation planning. He has led or supported freight studies for most of the large metropolitan planning organizations (MPO) in Florida, including Broward, Miami-Dade and Palm Beach. Work has included comprehensive freight studies, identifying freight mobility needs, and developing recommendations to guide public sector freight investment strategies to better compete for global trade. Mr. Williamson also has supported the Florida Department of Transportation (FDOT) on numerous freight efforts, including the development of the South Florida Regional Freight Plan, the South Florida Virtual Freight network, and the State's first Seaport System Plan. Mr. Williamson received a B.S. from Northeastern University.

Broward County Freight/Goods Movement Program. For the Broward MPO, Mr. Williamson managed the Freight and Goods Movement Study followed consecutively by the Intelligent Transportation Systems Intermodal Plan. These two projects formed the foundation of Broward County's freight program, providing input to both the 2025 and 2030 Long-Range Transportation Plan Updates. Mr. Williamson also managed the Urban Freight/Intermodal Mobility Study, which included development of recommendations for freight system improvements.

Miami-Dade MPO Freight Program Support. For the Miami-Dade MPO, Mr. Williamson has supported a variety of freight projects. He is leading a study documenting the impacts of the freight industry in Miami-Dade County. He supported a comprehensive truck parking study, evaluated freight access alternatives for the Port of Miami, and developed recommendations to improve and enhance the management of truck traffic in the greater Miami metropolitan area.

Palm Beach Freight and Goods Movement Study. For the Palm Beach MPO, Mr. Williamson managed a freight study, which addressed guiding policies, defined a regional freight profile, identified key needs, built community support, and recommended strategies for program development. Stakeholder interviews provided industry input.

FDOT District 4 Freight Program Development. Mr. Williamson has provided ongoing support to the development of a district-wide freight program. Projects have included periodic regional freight stakeholder summits, guidelines to develop a district-wide freight program, and the South Florida Regional Freight Plan. In addition, he has supported feasibility studies for an intermodal logistics center and a new rail corridor along the U.S. 27, as well as initial work to develop a South Florida Virtual Freight Network.

Florida Statewide Trade and Logistics Study. For the Florida Chamber Foundation, Mr. Williamson managed a trade and logistics study. The objectives of this study included documenting existing trade flows, projecting future trade flows, identifying opportunities to better compete in the global marketplace, and identifying strategies.

Christopher Wornum

Principal Cambridge Systematics, Inc.

Areas of Expertise:

Economic Analysis
Financial Analysis
Regional and Statewide Planning

Professional Experience

Mr. Wornum has more than 26 years of consulting experience in the private and public sectors. He has worked with the state legislatures, metropolitan planning organizations, private industry leaders, and other stakeholders in more than a dozen states to prepare funding plans for state and regional transportation infrastructure. He has analyzed the role of transportation investments on economic growth for more than a dozen regions, including the economic analysis of major trade corridors throughout the Pacific Northwest, New York, the Midwest, and California. Mr. Wornum received two Master's degrees from the Massachusetts Institute of Technology and a Bachelor's degree in Political Economics from the University of California at Berkeley.

Economic Benefits of Industrial Development. Mr. Wornum managed two projects for a developer of massive logistic centers located in Illinois and Virginia. He quantified the role of these very large-scale industrial developments in the regions' economic growth, including the impacts on job creation, average personal income levels, and economic development. Mr. Wornum also forecast the fiscal revenues to local governments from fees, taxes, and property assessments.

Regional Transportation Plan Performance Assessment. For the Metropolitan Transportation Commission (MTC) and the Association of Bay Area Governments (ABAG), Mr. Wornum is the Project Manager for the development of the Sustainable Communities Strategy and Regional Transportation Plan. He is developing a performance-based approach to inform regional decisions about land use, transportation policy, and specific transportation investments. In addition, Mr. Wornum is analyzing alternative land use policies and transportation investments, including the economic impact of transportation and land use on the Bay Area's economy and specific industry sectors.

Los Angeles County Metropolitan Transportation Authority Nexus Study. Mr. Wornum is serving as the Project Manager for a team of consultants advising MTA on a countywide congestion mitigation fee program. He developed web-based software used by the 88 jurisdictions to evaluate transportation projects and land use forecasts. He also is working with each of the subregions to estimate economic benefits of funding transportation improvements.

California Transportation Investment for Economic Development. Mr. Wornum was the Project Manager developing a role for the California Department of Transportation to expand its role in regional economic development. He demonstrated how to foster long-term economic development of the State or specific regions; assessed how transportation investments benefit economically depressed regions of the State; and assessed the potential benefits brought to congested areas and the State as a whole by business relocations from congested, overcrowded areas to less congested, economically depressed areas.

Peng Zhu, P.E., Ph.D.

Transportation Analyst

Cambridge Systematics, Inc.

Areas of Expertise:

Data Management and Analysis
Transportation Planning
Traffic Operational Analysis
Traffic Simulation

Professional Experience

Dr. Zhu has more than five years of experience in data management and analysis, transportation planning, traffic operational analysis, and traffic simulation. He has direct experience working with city, county, district, state, and national agencies on planning, operations, and research studies. Dr. Zhu has extensive experience in data analysis, data manipulation, statistical analysis, database management, maintenance, and update.

Dr. Zhu received a Doctorate in Civil Engineering (Transportation) from Florida International University and a Bachelor's degree in Civil Engineering (Structural) from Southeast University.

FDOT District 4 Strategic Intermodal System (SIS) Program Support. For the Florida Department of Transportation (FDOT), Dr. Zhu provided key support for various tasks, including SIS connector and hub assessment, bike lane and pedestrian sidewalk facility inventory evaluation and gap analysis, multimodal corridor planning, and work program database analysis. His main role included database maintenance, manipulation, and update; geo-analysis and mapping; and designing and developing decision support systems of multiple levels.

Southeast Florida Road User Cost Calculator. Dr. Zhu provided technical support for designing and implementing a series of spreadsheet tools, which recommends vehicle operating costs and road user travel time values for different markets within Southeast Florida, the state of Florida, and the nation based on a variety of data and market research.

FDOT District 4 Oakland Park Boulevard Transit Corridor Operation Improvement and Transit Signal Priority. For this FDOT District 4 project, Dr. Zhu is serving as the Deputy Project Manager. His responsibilities include the data collection plan, data verification and data warehouse management, team maintenance and management, traffic operational analysis, traffic signal evaluation and optimization, transit analysis, microsimulation modeling, advanced intelligent transportation system simulation modeling, alternative analysis, documentation, and presentation.

Professional Affiliations

Texas Board of Professional Engineers
Institute of Transportation Engineers

Juan C Zorrilla

Associate
Cambridge Systematics, Inc.

Areas of Expertise:

Freight and Logistics
Economic Impact Analysis
Transportation Planning

Professional Experience

Mr. Zorrilla is an Associate of Cambridge Systematics with more than six years of experience in the areas of freight and intermodal planning, economic analysis, and transportation planning. He has supported freight studies for most of the large metropolitan planning organizations (MPO) in Florida, including Broward, Miami-Dade and Palm Beach. Mr. Zorrilla also has supported the Florida Department of Transportation (FDOT) on numerous freight efforts, including the development of the Seaport Investment Framework, the Florida Rail Plan, and the South Florida Regional Freight Plan. He received an M.S. from Rensselaer Polytechnic Institute and a B.A. from Manhattanville College.

FDOT Statewide Freight and Goods Mobility Plan. For FDOT, Mr. Zorrilla was the Lead Freight Analyst for this project, which developed data and tools to support the implementation of the freight processes being developed as part of the freight plan. He was in charge of developing the commodity flow analysis.

Palm Beach Freight and Goods Movement Study. For the Palm Beach MPO, Mr. Zorrilla was the Lead Freight Analyst for this project, which addressed guiding policies, defined a regional freight profile, identified key needs, built community support, and recommended strategies for program development. Stakeholder interviews provided industry input.

Florida Strategic Seaport Investment Framework. For the FDOT Seaport Office, Cambridge Systematics developed a framework to promote an analytical seaport investment process, including guidelines and tools to enhance the project identification and evaluation process, focusing on statewide and regional public benefits. Mr. Zorrilla was responsible for developing the benefit/cost methodology and application anchoring the Framework.

Broward County Freight/Goods Movement Program. For the Broward MPO, Cambridge Systematics led a series of projects which formed the foundation of Broward County's freight program, providing input to both the 2025 and 2030 Long-Range Transportation Plan Updates. Mr. Zorrilla was a key analyst working with transportation and economic data to assess current and future conditions in the region.

FDOT District 4 Freight Program Development. Mr. Zorrilla has provided ongoing support to the development of a district-wide freight program. Projects have included periodic regional freight stakeholder summits, guidelines to develop a district-wide freight program, and the South Florida Regional Freight Plan. In addition, he has supported feasibility studies for an intermodal logistics center and a new rail corridor along the U.S. 27.

Florida Statewide Trade and Logistics Study. For the Florida Chamber Foundation Trade and Logistics Study, Mr. Zorrilla assisted in the development of the baseline and forecast freight flow data.

Kimley-Horn and Associates, Inc.

Stewart Robertson, P.E.

Engineer

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Transportation Planning and
Engineering
Multimodal Planning and Design
Analysis

Professional Experience

Mr. Robertson has 12 years of diverse transportation planning and engineering experience with an emphasis in multimodal planning and design. His particular areas of interest and expertise include conducting livable communities studies, reducing reliance on automobiles, enhancing accessibility to public transit and nonmotorized transportation, and conducting coordination and outreach activities. Mr. Robertson holds both a Master's degree and a Bachelor's degree in Civil Engineering

Southeast Florida Regional Partnership SCI Grant, Florida DOT District Four.

Mr. Robertson served as project manager for the Kimley-Horn team retained by the Florida Department of Transportation to assist the Southeast Florida Regional Partnership in preparing the grant application for the U.S. Department of Housing and Urban Development (HUD) Sustainable Communities Initiative (SCI) Program. Working in close coordination with the South Florida Regional Planning Council (SFRPC) and Treasure Coast Regional Planning Council, Mr. Robertson and the Kimley-Horn team provided assistance that included organizational activities, meeting facilitation, and collecting transportation accessibility data for the HUD Rating Factor Form. The Regional Planning Councils and the Southeast Florida Regional Partnership were awarded \$4.25 million from the HUD SCI Program to conduct the Southeast Florida Regional Plan for Sustainable Development.

Martin-St. Lucie 2035 LRTP, Treasure Coast Regional Planning Council, Stuart, Florida.

Mr. Robertson served as project manager for the Kimley-Horn team that provided technical consultant services to the Treasure Coast Regional Planning Council for preparing the 2035 Martin-St. Lucie Long-Range Transportation Plan (LRTP). Kimley-Horn's responsibilities included developing socioeconomic data, travel demand modeling, Needs Plan development, financial resources analysis, and developing the Cost Feasible Plan. Mr. Robertson frequently gave presentations at project steering committee meetings, metropolitan planning organization (MPO) committee meetings, and MPO Board meetings. Kimley-Horn's responsibilities also included developing the 2035 Transit Network and the 2035 Pedestrian, Bicycle, and Greenways Network. Kimley-Horn's recommendations included flexing future transportation revenue that is typically used for roadway construction in favor of transit, nonmotorized transportation, and livable communities initiatives.

Professional Affiliations

American Society of Civil Engineers
Institute of Transportation Engineers
National Society of Professional Engineers

Poorna Bhattacharya, AICP, LEED® AP

Planner

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Local Government Policy Planning
Land Development Regulations
Comprehensive Plans
Land Development Regulations

Professional Experience

Ms. Bhattacharya has more than seven years of experience in transportation planning, land use planning, community planning, and geographic information systems (GIS) applications. Ms. Bhattacharya has successfully worked on and managed several transportation studies, transportation master plans, transit-oriented development feasibility studies, project development and environment (PD&E) studies, travel demand models, comprehensive plans, evaluation and appraisal reports, concurrency management plans, and GIS mapping projects. Ms. Bhattacharya holds a Master's degree in Urban Planning and a Bachelor's degree in Architecture.

District-Wide Planning and GIS Support, Florida DOT District 5, Florida.

Ms. Bhattacharya is serving as task manager for the Kimley-Horn team involved in performing growth management reviews for all FDOT District 5 submittals. Her responsibilities include reviewing comprehensive plan amendments, including future land use changes, transportation concurrency exception areas, transportation concurrency management areas, multimodal transportation districts, evaluation and appraisal reports and developments of regional impacts in accordance with the Florida Statutes and the Florida Administrative Code. Currently, a significant effort is identifying guidance for implementing new growth management requirements and updating District 5 review guidelines (previously developed by Kimley-Horn) for various growth management efforts.

Green Jobs and Innovation District Planning Charrette, St. Lucie County, Florida.

Ms. Bhattacharya served as project manager on the Kimley-Horn planning team that teamed up with another consultant to conduct a planning charrette and prepare a visioning plan for a 4,000-acre planning area in western St. Lucie County. The County was looking to develop a vision for the approximately the area around the Treasure Coast Research and Education Park (1,600 acres) through a collaborative public involvement process. The planning process was designed to inform the community, debate ideas, and propose solutions and strategies to guide future policy decisions about land use, capital projects, and general development issues. The planning process involved conducting one-on-one stakeholder meetings leading up to an intensive one-day planning charrette that included residents, property owners, developers, and public officials to identify a future development plan for the planning area.

TOD Feasibility Study, North Miami, Florida. Ms. Bhattacharya served as planning analyst on the Kimley-Horn team that developed potential locations for transit-oriented development (TOD) within the City of North Miami. Responsibilities included the analysis of existing and future traffic conditions, modes of transportation, and socioeconomic characteristics of the City to identify areas within the City that have the potential to support transit.

Michael Kiefer, Jr.

Senior Project Manager

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Environmental Analysis, Planning,
Permitting, and Design
Alternatives Analysis
Secondary and Cumulative Impact
Assessments
Public Interest Evaluations

Professional Experience

Mr. Kiefer has 26 years of experience in environmental analysis, planning, and design, environmental permitting, and construction phase services in/near environmentally sensitive areas throughout Florida. He serves as a project manager and senior environmental professional specializing in solving issues typically encountered related to construction activities in, on, over or adjacent to surface waters, including rivers and streams, estuaries, lakes, wetlands, the Atlantic Ocean, and the Gulf of Mexico. Mr. Kiefer is regularly involved in providing alternatives analysis and secondary and cumulative impact assessments, public interest evaluations, Use of State Lands approvals, assurance for antidegradation of water quality, benthic studies, including seagrass assessments, hydrographic studies, and threatened and endangered species coordination and monitoring. Mr. Kiefer received a Bachelor's degree in Oceanographic Technology.

Environmental Permitting, Various Locations, Florida. Mr. Kiefer has been responsible for more than 250 projects conducting natural resource assessments; threatened, endangered, and protected species studies; coordination; wetland mitigation design; alternatives analysis of project impacts; secondary and cumulative impact assessments; public interest evaluations; and state and Federal permit negotiation.

Waters at Peppertree Pointe, Fort Myers, Florida. Mr. Kiefer was responsible for the conceptual planning, coordinating the numerical modeling (hydrodynamic), environmental regulatory permitting (Florida Department of Environmental Protection and U.S. Army Corps of Engineers), coordinating the shoreline profile and bathymetric survey, sediment and water quality sampling, tidal measurements, and habitat assessment/delineation.

Blackburn Point Park, Osprey, Florida. Mr. Kiefer provided final design and coordination of the environmental permitting for this waterfront park. Responsibilities included the supplemental conceptual planning, coordinating the shoreline profile and bathymetric survey, habitat assessment/delineation, and sediment and water quality sampling. Kimley-Horn was responsible for the final design and preparation of construction plans and bid documents. The project consists of three separate areas connected by Blackburn Point Road. The project proposes to add fishing piers, nonmotorized and motorized boat ramps, and a kayak launch. Stormwater design includes the use of bioswales/ponds. Environmental permitting considers sovereign and submerged land easements, and impacts to mangroves, wetlands, seagrass, and water course buffers. On-site wetlands are being restored as part of the mitigation efforts.

Professional Affiliations

Marine Industries Association of Florida, Past President, Board of Directors, Government Affairs

Lynn Kiefer, PWS

Environmental Scientist

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Collection and Analysis of
Environmental Data
Environmental Impacts Statements
Environmental Assessments
Categorical Exclusions (CE)
Project Development and
Environment (PD&E) Documents

Professional Experience

Ms. Kiefer is a senior environmental scientist with 21 years of experience. She leads a team of environmental scientists in the collection and analysis of environmental data and in the preparation of various National Environmental Policy Act (NEPA) documents. She has prepared wetland evaluation reports, endangered species biological assessments, contamination screening assessments, air quality reports, essential fish habitat assessments, and Supplementary Environmental Impact Reports. Ms. Kiefer has also led environmental evaluations and permitting for a variety of projects and has had extensive experience in mitigation design and listed species permitting, coordination, and documentation. Ms. Kiefer has a M.S. in Coastal Zone Management/Oceanography and a B.S. in Marine Biology.

West Palm Beach Tri-Rail and Palm Tran Station Improvements, SFRTA, Florida. For the South Florida Regional Transportation Authority (SFRTA), Ms. Kiefer was the environmental task manager responsible for the preparation of a documented CE for the proposed expansion on the Tri-Rail/Palm Tran, which was accepted by the Federal Transit Administration. Services included field reviews to evaluate effects to local communities and natural and physical resources in the area, public involvement, environmental justice review, and coordination of the improvements with the State Historic Preservation Officer for the historic station.

U.S. 301 Action Plan, Florida Department of Transportation Districts 2 and 5, Florida. Ms. Kiefer was an environmental scientist on one of the first and largest action plans in Florida, U.S. 301 from I-95 in Nassau County to SR 326 in Marion County, a corridor of more than 100 miles. The purpose was to protect the integrity of the roadway, a part of the Florida Interstate Highway System. Extensive public involvement and interagency coordination were included.

Renaissance Trails DRI, Sumter and Lake Counties, Florida. Ms. Kiefer served as lead environmental scientist for this proposed Development of Regional Impact (DRI). Renaissance Trails is a proposed approximately 2,300-acre DRI in rural Sumter and Lake Counties. Environmental services included detailed habitat mapping, wetland delineation, detailed listed species surveys, preparation of the DRI Application for Development Approval, preparation of an extensive Habitat Management Plan for protection of several listed species on-site. Extensive coordination has occurred with Florida Fish and Wildlife Conservation Commission regarding the Habitat Management Plan and with U.S. Fish and Wildlife Service to minimize impacts to the Florida scrub jay.

Professional Affiliations

Society of Wetland Scientists
Florida Ornithological Society

Gregory S. Kyle, AICP

Planner

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Multimodal Transportation
Planning
Travel Demand Forecasting
Roadway Capacity Analysis
Traffic Operations Analysis

Professional Experience

Mr. Kyle has 18 years of diverse statewide experience in transportation planning and traffic operations serving public agencies throughout Florida. As a project manager and planner, Mr. Kyle has played a key role in the successful completion of high-profile projects. His particular areas of interest and expertise include traffic forecasting, corridor studies, project development and environment studies, areawide and long-range transportation plans, traffic calming, traffic impact studies, transit planning, and neighborhood traffic management. He has expertise in the presentation of transportation projects to transportation policy decision-makers and the general public. Mr. Kyle holds a MBA, a M.S. in Urban Planning, and a B.S. in Political Science.

Transportation Enhancement Strategies for Downtown Miami, Miami, Florida. Mr. Kyle served as the Project Manager for the Miami Downtown Development Authority's evaluation of the City's existing transportation system and development of potential improvement strategies. An efficient and robust transportation system is vital to sustain and underpin the planned growth. A major emphasis area was to identify mass transit options to relieve traffic congestion and support sustainable growth in Downtown Miami. A transit-oriented and pedestrian-friendly transportation system that minimizes automobile dependency is desired to enhance the environment and culture of Downtown Miami. This effort summarized several potential transportation projects to achieve these objectives.

SR 7 Livable Communities Corridor Study, Miami Gardens, Florida. Mr. Kyle assisted in conducting this study, which is a partnership between the City and the Florida Department of Transportation (FDOT). Services included a multimodal analysis of existing transportation conditions; developing corridor mobility goals; conducting public outreach activities; and developing an improvement plan that seeks to balance the needs of residents, businesses, and other corridor stakeholders with FDOT's goal of maintaining the mobility function of SR 7.

South Miami Hometown Intermodal Transportation Study, South Miami, Florida. Mr. Kyle managed the development of a multimodal mobility plan consistent with the City of South Miami's vision for a transportation system that reduces vehicular trips and congestion by providing attractive alternatives to single-occupant vehicles. The study area represents a major activity center on the Metrorail corridor that is in need of multimodal transportation solutions. Short- and long-term strategies to maximize the efficiency of the multimodal transportation system were identified, evaluated, and prioritized. A detailed implementation plan was prepared to outline the desired course of action, including costs and priority levels.

Professional Affiliations

American Planning Association, Transportation Planning Division

Frederick Schwartz, P.E.

Engineer

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Urban Redevelopment
Traffic Calming and Redesigning
City Streets

Professional Experience

Mr. Schwartz has 30 years of experience in serving local municipalities and is a nationally recognized expert in new urbanism, transportation planning, and context-sensitive design solutions. He is a traffic engineer by education and a planner by practice, skill, association, and interest. Mr. Schwartz is a nontraditional engineer with experience in transportation planning, urban redevelopment, streetscape planning, traffic calming, downtown master planning, parking studies, and public involvement projects. He is highly accomplished in developing and implementing public involvement programs for several consensus building sessions, charrettes, and focus groups. Mr. Schwartz holds a MBA and a B.S. in Civil Engineering.

Planning for Transit-Friendly Development around Four Chicago El Stations (formerly Three Chicago El Stations), Chicago, Illinois. Mr. Schwartz was project planner for this urban planning project focused on four neighborhoods within Chicago. Neighborhood and transit plans were brought to the public, neighborhood stakeholders, and City Alderman in public workshops to allow the interested persons to provide meaningful input to the planning process. For each area studied, the public outreach effort began with an organized visioning session, followed by collaborative concept development, and concluding with a final working session to collect comments and additional ideas. A total of 16 meetings were organized and facilitated, involving the public, City and regional officials, elected officials, and special interests.

CTA Station Area Typology Study, Chicago, Illinois. Mr. Schwartz managed Kimley-Horn's work as a subconsultant to lead a planning initiative to create a typology or hierarchy for station areas around each of the 145 Chicago Transit Authority (CTA) stations. The objective is to establish a model by which planning and design of transit-oriented development projects can occur in these station areas and to identify incentives to these development projects through zoning, funding, and public private partnerships. Numerous consensus building workshop meetings were conducted along with several one-on-one meetings with elected officials and open house presentations with the public.

Central Florida Regional Planning Council, Bartow, Florida. For 15 years Mr. Schwartz served as the Region's consultant responsible for a variety of transportation-related assignments, including the review of Developments of Regional Impact (DRI) projects. This involved a technical review of the DRI document and coordinating with other state and local agencies to write a recommended development order for the project and testimony at public hearings and acting as the Region's representative in transportation-related meetings.

Professional Affiliations

Congress for the New Urbanism
Institute of Transportation Engineers
American Planning Association

Jason Sheasley, P.G., CHMM

Hydrogeologist

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Water Resources

Hydrogeology

Contaminant Hydrogeology

Geology

Professional Experience

Mr. Sheasley has 19 years experience involving water resources, hydrogeology, and geology. He has managed geologic and hydrogeologic investigations for the characterization of subsurface contamination at commercial and industrial sites nationwide. His experience includes due diligence; Phase I and Phase II environmental site assessment reporting; the development of Brownfield sites and environmentally impacted properties; and environmental compliance under the Resource Conservation and Recovery Act; Comprehensive Environmental Response, Compensation, and Liability Act; and state hazardous waste programs. Mr. Sheasley holds a B.S. in Earth and Environmental Science

Consumptive Use Permitting, Various Locations, Florida. Mr. Sheasley has a broad range of experience in water well and consumptive use permitting throughout Florida. This includes preparing needs assessment summaries and summaries of the current hydrogeologic conditions for the corresponding site. Mr. Sheasley has overseen the collection and reviewed the relevant geologic and hydrogeologic data used in the corresponding permit submittals. He also has developed well construction plans for industrial, irrigation, and public supply wells. Additionally, he has prepared the corresponding permit submittal packages for each facility.

Groundwater Monitoring at Miscellaneous Sites, Various Locations, Florida. Mr. Sheasley developed various site-specific geographic information systems (GIS) for contaminated sites throughout Florida for private-sector clients. The project-specific GIS are used to manage and evaluate spatial data relative to groundwater contamination and long-term groundwater monitoring. The GIS are used to generate groundwater contour and isoconcentration maps for submittal to various state and local agencies.

Civil Engineering Services, Water Use Permitting, Mulberry, Florida. Mr. Sheasley prepared and submitted a 3.0-MGD water use permit for a proposed 6,500-unit residential development within the Southwest Florida Water Management District's (SWFWMD) Southern Water Use Caution Area. He prepared justification for the necessary and beneficial use of groundwater withdrawn from the Upper Floridan Aquifer and impact analysis using the SWFWMD's District-Wide Regulation Model using the MODFLOW pre- and post-process Groundwater Vistas to simulate potential impacts to sensitive environmental features and legal users of the groundwater resource. He also developed beneficial reuse options to be implemented as part of the planned residential development, and prepared an environmental monitoring plan to monitor groundwater withdrawals and potential impacts to sensitive wetlands, surface water bodies, and legal uses of the Floridan Aquifer.

Professional Affiliations

National Ground Water Association

Florida Association of Professional Geologists

William Waddill, RLA, AICP

Planner and Landscape Architect

Kimley-Horn and Associates, Inc.

Areas of Expertise:

Land Development
Community Redevelopment
Site and Land Use Planning
Landscape Architecture
Streetscape and Urban Design
Public Involvement

Professional Experience

Mr. Waddill has 26 years of project experience ranging from major residential, commercial, and mixed-use land development projects to municipal urban design, parks, and roadway corridors. In addition, Mr. Waddill has extensive public involvement experience and has facilitated diverse groups of participants in consensus-building workshops throughout Florida. His principal areas of expertise include land development consulting and project management, site and land use planning, landscape architecture, streetscape and urban design, and public involvement. Mr. Waddill holds a B.S. in Landscape Architecture

CRA Master Redevelopment Plan, Wauchula, Florida. Mr. Waddill is principal-in-charge of a team leading the first comprehensive update to the Wauchula Community Redevelopment Agency (CRA) Master Plan. Examining CRA boundary appropriateness, identifying catalyst site and programs to renew economic and community interest in the Wauchula downtown and surrounding business areas, the team has been charged with leading stakeholder engagement and facilitating community leadership dialogue on desired and feasible directions for renewal for the core community assets. The effort also involves collaborating with CRA and Planning staff to identify changes to the City's comprehensive plan and land development regulations to replace regulatory barriers to redevelopment with incentives to encourage mixed uses.

Heritage District Master Plan, Bonham, Texas. Mr. Waddill was public involvement specialist on this multidisciplinary effort, which incorporated urban planning, landscape architecture, streetscape design, transportation planning, signing, hardscape design, park planning, and public participation activities as part of an overall revitalization program in Bonham. The primary goals were to create an aesthetically pleasing, planned "corridor" through Bonham's downtown and historic districts and provide distinctive, recognizable urban elements that will serve to unify all of the corridor's key landmarks. The extensive public involvement program included hearings, small-group sessions, newsletters, and other information activities.

Urban Lakefront and Economic Revitalization Study, Winter Haven, Florida. Mr. Waddill is serving as landscape architect and public involvement specialist on the team providing urban planning, urban design, community consensus building, landscape architecture, economic development, and multiagency coordination to create a redevelopment plan for the City's lakefronts. Techniques to interconnect the lakes with the rest of the community include enhancing street connections, extending the rails-to-trails bike path to the lakefront, creating pedestrian connections, and developing visual vistas.

Professional Affiliations

American Society of Landscape Architects
American Planning Association
American Institute of Certified Planners

Renaissance Planning Group

Chris Sinclair, AICP

President

Renaissance Planning Group

Areas of Expertise:

Master Plans
Scenario Planning and Visioning
Transportation Studies
Impact Fee and Concurrency
Ordinances
Fiscal Impact Studies

Professional Experience

Chris Sinclair has more than 25 years of experience managing a variety of land and transportation planning projects. As the firm's founding owner and current president, he has served as the visionary leader committed to advancing the state of planning practice through the integration of transportation planning and urban design. He has developed unique technical methods, including the creation of the firm's land use allocation tool – CorPlan. Mr. Sinclair received a Master's degree Urban and Regional Planning and a Bachelor's degree in Urban Affairs.

Jefferson Area Eastern Planning Area Initiative (EPI). Mr. Sinclair managed EPI, one of the first regional scenario planning projects developed in the country and highlighted as a “best practice” example by both the Environmental Protection Agency (EPA) and the Federal Highway Administration (FHWA). He developed a spreadsheet scenario planning tool, later to become CorPlan, to create four scenarios for the region. The adopted Nodal scenario became the blueprint for the metropolitan planning organizations (MPO) long-range transportation plan and the comprehensive plans for each of Thomas Jefferson Planning District Commission's jurisdictions. Mr. Sinclair also participated in a scenario planning roundtable hosted by the FHWA and has provided training nationally for the FHWA and EPA.

Martin and St. Lucie Counties Regional Land Use Study. Mr. Sinclair managed this project that included updates to local plans and zoning codes, design guidelines, and development review procedures to support a regional vision, also developed by RPG, which calls for a network of compact, mixed-use, transit-oriented communities.

RPCGB Regional Alternatives Analysis. For the Regional Planning Commission of Greater Birmingham (RPCGB), Mr. Sinclair managed the scenario planning portion of this transit alternatives analysis for six major corridors in the Birmingham region. Three scenarios were developed and the RPCGB has used the adopted transit-oriented development (TOD) scenario as the framework for more detailed corridor plans and development projects. Mr. Sinclair also managed the development of TOD guidelines for the RPCGB.

FDOT District 6 Livable Communities Contract. This project balanced the Florida Department of Transportation's (FDOT) mobility objectives with livable community goals and was the first of its kind in Florida. Mr. Sinclair served as the Project Manager and his assignments included corridor studies that added livability features on state roads such as the 79th/82nd Street corridor.

Professional Affiliations

American Planning Association, Member
American Institute of Certified Planners, No. 06012

Karen Kiselewski, AICP

Project Manager

Renaissance Planning Group

Areas of Expertise:

Comprehensive Planning
Transportation Planning
Public Engagement
Intergovernmental Coordination

Professional Experience

Ms. Kiselewski is a project manager responsible for providing professional services on a variety of transportation, land use, community visioning, and planning projects. Her project experience is in municipal issues, comprehensive planning, long-range transportation planning, growth management, public participation, and special studies. Ms. Kiselewski possesses strong analytical skills, including data collection, analysis, and problem solving for complex issues and her excellent communication skills assist in the establishment of community consensus and effective public policy. She received a M.U.P., a Master's degree in Computer Science, a Master's degree in Math, and a Bachelor's degree in Math.

FDOT District 4 Local Government Technical Assistance and Metropolitan and Regional Planning Support. As Project Manager, Ms. Kiselewski has assisted the Florida Department of Transportation (FDOT) District 4 during outreach and coordination with local governments, metropolitan planning organizations (MPO), and Regional Planning Councils. Tasks have included supporting the Southeast Florida Regional Partnership's sustainable communities grant application and a public involvement best practices workshop for the south Florida MPOs.

Boca Raton Multimodal and Comprehensive Planning. Ms. Kiselewski was the technical lead assisting the City of Boca Raton in the preparation of the Evaluation and Appraisal Report-based amendments to the City's Comprehensive Plan. Other tasks included revisions to the City's land development code implementing multimodalism.

FDOT District 4 Northern Broward and Southwestern Palm Beach Counties SR 7 Land Use and Transportation Studies. Ms. Kiselewski serves as the convener/facilitator of the ad hoc SR 7 coordinating committee, which consists of multiple FDOT District 4 departments, two MPOs, two regional planning councils, two county and several municipal governments, two transit agencies, and a university.

St. Cloud/Osceola County Sector Planning. Ms. Kiselewski is serving as the Deputy Project Manager preparing a Joint Sector Plan for area within the City/County joint planning area boundaries. This plan includes development guidelines illustrating the application of Smart Growth principles and includes processes and protocols for the coordination of development in the unincorporated area slated for annexation in the City.

Professional Affiliations

American Institute of Certified Planners, 2005, No. 019557
American Planning Association
WTS, President South Florida Chapter

Clarence Eng, AICP, CNU

Principal, Design/Planning Renaissance Planning Group

Areas of Expertise:

Urban Design
Transit-Oriented Development
Urban Regeneration, New Towns,
and Livable Communities

Professional Experience

Mr. Eng serves as a practice leader for design and planning. He is a senior project manager with extensive experience directing complex land use, transportation, and economic revitalization projects in urban and large redevelopment areas; coordinating multidisciplinary teams; and conducting extensive direct client relations. He is a National Charrette Institute certified charrette leader with 12 years of experience conducting design charrettes. Mr. Eng has received numerous national awards, including a Congress for New Urbanism Charter Award for a transit-oriented development (TOD) plan in the Washington, D.C. region. He is a regular speaker at national conferences on community planning and urban design for Main Street revitalization, smart growth, new town plans, small areas plans, brownfields, and corridor planning. Mr. Eng received a Master's degree of Planning and of Urban Design, and Bachelor's degree of Landscape Architecture.

Twinbrook and Shady Grove Transit Villages Master Plans. Mr. Eng was the Charrette Leader for two award-winning transit village master plans in Montgomery County, Maryland. He prepared master plans, transportation measures, economic analysis, policy review, and implementation action strategy. The charrette engaged community leaders, stakeholders, and developers to design and plan a mixed-use, high-density transit village around each Metro station. The plan and projects received a Maryland Chapter American Planning Association (APA) Plan of the Year Award, a National Capital APA award for the Charrette Process, and a 2005 Congress for New Urbanism Charter Award.

Denver 16th Street Mall. Mr. Eng served as Design/Planning Advisor on the Urban Land Institute (ULI) Technical Advisory Service Panel for Denver's 16th Street Mall. He was responsible for developing the connectivity framework recommendations, including mobility, transit, a street hierarchy with Great Primary and Secondary Streets, green infrastructure, and defining a mixed-use urban village for downtown to enable a renaissance as Denver, Colorado's premier Great Street and its downtown core.

FDOT District 4, TOD Handbook. The Florida Department of Transportation (FDOT) and Department of Community Affairs prepared a TOD design handbook to assist in transit planning and growth management. Mr. Eng served as Resource Principal and Senior TOD Advisor.

Professional Affiliations

American Planning Association (APA)
American Institute of Certified Planners, No. 015595
National Charrette Institute Charrette Leader
Congress for New Urbanism
Urban Land Institute

AECOM

Tim Jackson, P.E., AICP

Managing Principal

AECOM Technical Services, Inc.

Areas of Expertise:

Transportation Engineering
Comprehensive Planning
Multimodal Planning
Urban Design
Regional Planning
Visioning

Professional Experience

Mr. Jackson serves as Managing Principal of the South Region of the Design + Planning group of AECOM.

He has more than 30 years of experience in community planning and design and in transportation engineering for public and private clients, including: master planning, comprehensive planning, multimodal planning, urban design, regional planning, visioning, context-sensitive solutions, and strategic advisory services. Mr. Jackson holds Master's degrees in Urban and Regional Planning, and City Planning, and a Bachelor's degree in Civil Engineer,

Pennsylvania DOT Smart Transportation. Mr. Jackson is the Principal-in-Charge of this multi-year assignment that is advancing the principles of Smart Transportation and incorporating them into the day-to-day operations of the Pennsylvania Department of Transportation (DOT). Key focus areas include outreach to local governments, communities and other partners; "right-sizing" planned projects; livable transportation, training, and design guidelines; and context-sensitive solutions.

Poarch Band of the Creek Indians Community Plan. Mr. Jackson was the Principal-in-Charge of this plan that evaluated the social and economic needs of this sovereign tribe, and recommended investments in social services, community facilities, economic development, and education to sustain this tribe of over 3,000 members.

Sarasota County 2050 Comprehensive Plan. Mr. Jackson is the Principal-in-Charge and Project Manager for planning services, the core of which are existing neighborhood enhancement and natural systems. This incentives-based Plan implements a 50 vision to preserve rural and natural lands by trading development rights for land preservation, and to develop/redevelop in a compact, sustainable community form.

Alachua County Corridor Design Manual. Mr. Jackson was the Principal-in-Charge for this manual identified appropriate design elements and cross-sections for roadway corridors throughout the County based on each unique community context and vision.

Connect Atlanta. Mr. Jackson is the Principal-in-Charge working on the City's first Comprehensive Transportation Plan. This plan identifies transportation investments that will lead the city to be more livable through transit, pedestrian, bicycle, and local street networks and through recapturing land currently dedicated to "overdesigned" highways and interchanges.

Professional Affiliations

American Society of Civil Engineers, Co-Chair, Environmental Issues Committee, 1993-present; Co-Chair CSS Specialty conferences, 1999, 2007; Steering Committee, Green Streets & Highways, 2010; American Planning Association; Congress for the New Urbanism; Urban Land Institute

David Barth, ASLA, AICP, CPRP

Principal
AECOM Technical Services, Inc.

Areas of Expertise:

Community Visioning and Strategic Planning
Sustainability
Needs Assessments
Public Realm

Professional Experience

Mr. Barth specializes in community visioning and strategic planning to create more sustainable communities.

He has been a leading national advocate for “harnessing the power of the public realm to create more economically, socially, and environmentally sustainable communities. He has more than 30 years of experience working at all scales of community planning and design, from regional visioning to detailed design and construction. He regularly lectures and writes regarding sustainability, visioning, needs assessments, levels of service and other topics dealing with sustainable communities and the public realm. Mr. Barth has a Master’s degree in Organizational Leadership and a Bachelor’s degree in Landscape Architecture.

Parks and Open Space Master Plan, Miami-Dade County, FL. Mr. Barth was Principal-in-Charge of “A 50 Year, Unifying Vision for a Livable, Sustainable Miami-Dade County – Through the Parks Window”. The five elements of the plan included great parks; great public spaces; great natural and cultural areas; great greenways and blueways; and great streets. The planning process included a lifestyle/demographics analysis; analysis of the existing system; neighborhood, community and countywide vision plans; benchmarking and economic analysis; public involvement; and the development of a Countywide Open Space vision.

Martin County Sustainable Communities Vision, Martin County, FL. Mr. Barth was Project Manager of a countywide visioning process to develop a consensus based vision for a sustainable Martin County. He coordinated a visioning process with a project steering committee, county commissioners, and a staff and planning team, resulting in a draft “vision plan,” preliminary “guiding principles,” and indicators for sustainability. The plan and principles were then presented at seven public workshops throughout the County for review and comment.

Norfolk, Recreation Master Plan, Norfolk, VA. Mr. Barth was Principal-in-Charge for the long range Citywide Recreation, Parks and Open Space Master Plan for the City of Norfolk, including an existing system analysis; needs assessment; long range vision; and implementation strategy. The highlight was a three day visioning charrette, involving staff, consultants, and community stakeholders, to develop long-range visions for nine elements of the system: parks, community centers, therapeutic recreation, athletic fields, bikeways and trails, beach and water access, public art and community character, programs, and operations and maintenance.

Professional Affiliations

American Society of Landscape Architects, American Planning Association, National/Florida Recreation and Parks Associations, Florida Public Officials Design Institute, South Florida Environmental Art Project

John McNamara, AIA, FAICP

Vice President/Principal
AECOM

Areas of Expertise:

Community Development and
Revitalization
Economic Development
Transit Planning /Design
Land Use Inter-Relationships
Growth Management

Professional Experience

Mr. McNamara serves as the firm's National Planning Technical Excellence Manager and has more than 37 years of experience working in community and economic development. He is a nationally recognized expert in the planning and design of high capacity transit systems and specializes in the land use inter-relationships with such investments, including devising strategies to address regional urban form, growth management, and community revitalization. His work has focused on working with public officials, community groups, and major land owners/asset managers to plan and develop communities that exhibit the principles of smart growth, mixed land use, environmental sustainability, multimodal circulation, and quality of life. He received a Bachelor's degree in Architecture. Mr. McNamara recently was honored with the *2008 Arizona APA Historic Planning Pioneer Award*.

AECOM Global Cities Institute: Sun Corridor, Future Corridor, A Global Megaregion in the 21st Century; Joint Planning Advisory Council. The AECOM Global Cities Institute partners with cities and regions around the world to understand their most pressing issues and develop solutions that will enhance urban quality of life. At the direction of the Joint Planning Advisory Council, made up of the three metropolitan planning organizations/councils of government in the core of the Sun Corridor, Mr. McNamara led the Institute's pilot project to explore three major issues: the need for economic engines to diversify the State's economy and drive the Sun Corridor, the importance of regional sustainability to the Sun Corridor's future and how to incorporate those planning and development practices moving forward, and the rise of U.S. megaregions and the Sun Corridor's identity and competitive position. The final document pulled together answers to these questions and laid out a series of actions that can be undertaken to further the success of the Sun Corridor. These recommendations served as the foundation for several studies initiated in the Sun Corridor in the last six months.

Arizona DOT Statewide Transportation Planning Framework Program. For the Arizona Department of Transportation (DOT), Mr. McNamara served as Principal-in-Charge and Project Director for this ambitious planning process to develop Arizona's multimodal transportation vision for 2050. This planning endeavor is the first to consider all surface modes on an equal footing; the first to include city and county as well as state systems, and the first to fully integrate principles of smart growth, environmental stewardship, responsible economic growth, and tribal participation. AECOM assembled the results into three alternative future multimodal scenarios, coordinated with planning efforts in bordering states, refined and evaluated these scenarios, and ultimately formulated a comprehensive 2050 transportation framework for the entire State. This project received the *APA Best Regional Project Award – 2010*.

Phoenix-Tucson Intercity Rail AA/EIS. For the Arizona DOT, Mr. McNamara is AECOM's Project Manager identifying alternatives for operating intercity passenger rail service between Phoenix and Tucson with transportation, land use, and community involvement strategies.

Jay Exum, Ph.D.

Principal Ecologist

AECOM Technical Services, Inc.

Areas of Expertise:

Conservation Planning
Threatened and Endangered Species
Habitat
Wetland Issues
Environmental Permitting

Professional Experience

Dr. Exum has been crucial in the facilitation of policy decisions, including Comprehensive Plans for counties and regional conservation strategies for natural resource agencies. He has given expert witness testimony for litigation on conservation planning, threatened and endangered species habitat, wetland issues, and environmental permitting. Dr. Exum holds a Ph.D. in Wildlife Ecology, a M.S. in Wildlife Biology, and a B.A. in Zoology.

Lake Toho Environmental Working Group, Osceola County, FL. Dr. Exum was hired by the East Central Florida Regional Planning Council to facilitate the Working Group in the review of six large-scale development projects and the future network of roads that would serve them. He convened numerous workshops to assess the potential for impacts, created design alternatives to minimize impacts, and created a cohesive plan for all six large-scale developments.

Strategic Plan Facilitation. Dr. Exum is frequently asked to preside over technical groups charged with developing long-term strategic plans. As chairman of the advisory board for the Forestry Wildlife and Fisheries Department at the University of Tennessee, he worked closely with the chairman of the department and the advisory board to comment on the Department's five-year strategic plan. As President of the Florida Chapter of the Wildlife Society, Dr. Exum facilitated the five-year strategic plan through meetings with the executive board and through workshops with all the members of the professional organization.

Open Space Plan, City of Aiken, SC. Dr. Exum participated as Principal Ecologist in the development of a comprehensive open space plan for the City. Dr. Exum facilitated meetings with stakeholders, the open space advisory board, and the public in order to prepare an implementation for each of these types of open space along with a map depicting its highlights. A comprehensive strategy for connecting all of these open spaces was developed and a vision for long-term open space was developed.

Lake Hancock Land Use and Resource Management Plan, Southwest Florida Water Management District Brooksville, FL. Dr. Exum led a team to develop a natural resource management and recreation plan for conservation lands around Lake Hancock. This assessment involved coordination with resource agency personnel, environmental groups and local governments in the vicinity. The team conducted a recreation needs assessment which included interviews, baseline assessments of existing facilities, and a demographic analysis for the region.

Professional Affiliations

American Ornithologists Union, Society for Conservation Biologists, Society for Wetland Scientists, The Wildlife Society

Collins Center for Public Policy

Philip Bacon

**Vice President – Community and
Regional Development
Collins Center for Public Policy**

Areas of Expertise:

Economic, Community, and
Small Business Development

Professional Experience

Mr. Bacon has more than 20 years experience in economic, community, and small business development. He has direct experience in planning and implementing community development strategies and analyzing results. Prior to joining the Collins Center, Mr. Bacon was the director of economic development and manager of the Northwest Progresso Community Redevelopment Agency for the City of Fort Lauderdale, Florida. Since joining the Collins Center, Mr. Bacon has led strategic and comprehensive revitalization strategies in Overtown and currently is the project manager for the highly regarded Lake Okeechobee Regional Initiative (LORI), a rural economic development project. Mr. Bacon currently serves as Vice President for Neighborhood and Regional Initiatives for the Collins Center.

Mr. Bacon has a M.B.A., and received a Bachelor's degree in Political Science.

Project Experience

Mr. Bacon has worked with a variety of state and Federal community development initiatives, including Empowerment, HUB, and Enterprise zones. Armed with an array of thoughtful and measured initiatives, Mr. Bacon and team were responsible for bringing \$679 million in new investments to a previously disinvested areas.

Mr. Bacon has led teams that have been engaged in assessing housing priorities and has worked in depth in community organizing and convening's designed to establish neighborhood priorities and access to transportation, economy, and quality of life issues.

A number of these priorities have been adopted by the Southeast Overtown Park West Community Redevelopment Agency under an agency known as "The Overtown Civic Partnership."

Tony Carvajal

**Vice President – Community and
Regional Development
Collins Center for Public Policy**

Areas of Expertise:

Community Organization
Collaboration and Development
Long-Range and Strategic Planning
Economic Development

Professional Experience

Tony Carvajal is the Director of State Policy Coordination for the Collins Center for Public Policy and manages the visioning and scenario planning projects of the Our Florida, Our Future, initiative, a program focused on engaging four million Floridians in a conversation about the future of Florida in 2030 and beyond.

Over the last five years, Mr. Carvajal has worked on a number of long-range planning initiatives, including the Florida Department of Transportation's Horizon 2060 and the Strategic Intermodal System report; the Florida Chamber Foundation's Six Pillars; Enterprise Florida's Strategic Roadmap; the Century Commission's Critical Lands and Water Inventory Project; the State's Cooperative Conservation Blueprint; Florida's Science, Technology, Engineering and Math (STEM) plan, and various regional visioning initiatives.

Mr. Carvajal also has worked extensively with nonprofit organizations across the country, including the faculty at the U.S. Chamber's Institute for Organization Management, Executive Director of the Florida Psychological Association, Account Executive with Harris Management Group, and Director of Continuing Education for the Florida Pharmacy Association.

Mr. Carvajal received a Master's in Public Administration, and a Bachelor's in Communications and Psychology.

Professional Affiliations

Mr. Carvajal's civic accomplishments include the Volunteer Florida Foundation Disaster Recovery Fund, Leadership Florida, Leadership Tallahassee, the Mission San Luis Executive Committee, Leadership Miami, and various boards and commissions.

Tim Center

Vice President of Sustainability Initiatives Collins Center for Public Policy

Areas of Expertise:

*Sustainable Development
Collaboration
Education, Convening*

Professional Experience

In his capacity as Vice President, Mr. Center serves as the Director of Sustainable Florida, an alliance of private and public partners committed to promoting sustainable development through collaboration and education. He also serves as the Executive Director of the Century Commission for a Sustainable Florida – a governmental body charged with helping envision the State on a 50-year planning horizon.

An attorney, Mr. Center has worked for the Florida Legislature, Florida Home Builders Association, Florida Chamber of Commerce, and the Florida Department of Juvenile Justice.

A graduate of Leadership Florida and Leadership Tallahassee, Mr. Center has worked with many organizations, including Wal-Mart, Darden Restaurants, JM Family Enterprises, and Perry Ellis International on their sustainability efforts.

Mr. Center is a J.D. and received a B.S. in Communications and Political Science.

Professional Affiliations

Mr. Center is a member of the International Society of Sustainability Professionals.

Jon DeVries

**Senior Vice President for
Communications, Marketing,
and Development
Collins Center for Public Policy**

Areas of Expertise:

Communications
Development
Branding
Marketing

Professional Experience

Mr. DeVries coordinates communications, development, branding, and marketing efforts for the Collins Center. Mr. DeVries also manages Collins Community Information division, which produces informational and educational programs based on journalism models, such as the Constitutional amendments web site, www.flamendments.org.

Mr. DeVries joined the organization in 2007 as the first Collins Fellow of Gulf Coast Community Foundation of Venice, and was named VPSD in 2008. He brings a strong media background to the Collins Center, having spent 17 years helping readers at three daily newspapers in Florida make sense of the issues that matter to them.

Before joining Collins, Mr. DeVries spent 14 years at the Sarasota Herald-Tribune (H-T), the last five as one of the first Readership Editors in the country. In that role, he worked with the newsroom and all departments on developing strategies, tactics, and products to drive readership of the paper, viewership of the H-T's 24-hour cable news station, and usage of its web site. Prior to joining the H-T, Mr. DeVries worked at The Ledger in Lakeland, Florida, and the Leesburg, Florida, Daily Commercial.

Mr. DeVries received a B.A. in Journalism.

Leda Perez, Ph.D.

Vice President for Health Initiatives

Collins Center for Public Policy

Areas of Expertise:

Public Policy
Health Decision-Making
Community Development

Professional Experience

Leda M. Perez is the Vice President of Health Initiatives at the Collins Center for Public Policy where she leads efforts to improve decision-making on state and national public policies relating to health. Dr. Perez also consults for the British government's Department for International Development Medicines Transparency Alliance (MeTA), providing support for Peru, one of seven pilot countries around the world engaged in MeTA.

Dr. Perez also directed Community Voices Miami, part of a national initiative launched by the W.K. Kellogg Foundation to improve access to health care for the uninsured and underserved. Before her leadership of Community Voices Miami in early 1999, Dr. Perez was executive coordinator for Global Education Associates, focusing on Latin American higher education. She also assisted the North-South Center in researching and writing on Latin American issues.

Dr. Perez earned her Ph.D. in International Studies with concentrations in Inter-American Affairs and Development from the Graduate School of International Studies at the University of Miami in 1996.

Steve Seibert

Senior Vice President for Strategic Visioning Collins Center for Public Policy

Areas of Expertise:

Innovative Leadership
Dispute Resolution
Growth Management

Professional Experience

Mr. Seibert currently heads the Collins Center's Our Florida, Our Future initiative. This project is a multiyear effort to envision the future of the State of Florida with the intent of engaging four million Floridians in a civic discussion of the State they wish to create.

Prior to joining the Collins Center, Mr. Seibert was elected to the Pinellas County Commission in 1992, and in that capacity, served as its Chairperson twice, as Chair of the Tampa Bay Regional Planning Council, the metropolitan planning organization (MPO), the Agency on Bay Management, as a charter member of the region's water supply authority (Tampa Bay Water), and as a member of the Tampa Bay National Estuary Board.

After reelection in 1996, he was tapped to head Florida's Department of Community Affairs (DCA) in 1999, and he served in that capacity until 2003. As Secretary of DCA, Mr. Seibert was a member of numerous statewide bodies, including the Florida Housing Finance Corporation, the Governor's Growth Management Study Commission, and the Florida Community Trust Governing Board.

Mr. Seibert is a J.D. and received a B.A. in Philosophy and International Affairs.

Professional Affiliations

Mr. Seibert currently is a member of the Board of Directors of The Mosaic Company (NYSE: MOS). He also is a member of the Board of Trustees of the Florida Humanities Council and the Association of Professional Futurists.

John Talmage

Collins Center for Public Policy

Areas of Expertise:

Market Research
Community Development
Economic Development
Housing and Land Use
Demographic Issues

Professional Experience

John Talmage served as Social Compact's Chief Executive Officer (CEO) until 2010, and he remains in an advisory role. Under Mr. Talmage's leadership, Social Compact greatly expanded its DrillDown market research program, which documents the market strengths of communities throughout the United States. In response to the challenges facing underserved urban markets around the country and abroad, John continues to coordinate the development of Social Compact's next generation of DrillDown tools and practices that contribute to innovation in the community development field. John is transitioning out of the CEO role, and remains as an advisor to Social Compact.

Prior to joining Social Compact, Mr. Talmage served as the Deputy Director for Economic Development for the City of New Orleans. He focused on business development issues for the city, including workforce development, international trade, and business recruitment and retention.

Before joining the mayor's staff in New Orleans, Mr. Talmage was in New York City, working primarily for the city council. While in New York, John collaborated with communities throughout North Brooklyn to address economic development, housing, and land use matters.

Mr. Talmage is a frequent speaker at numerous conferences nationwide and has been frequently asked to testify at various congressional committees, specifically on demographic issues. He has been recognized for his work in Community Development as the recipient of over 45 awards for his innovative work.

Mr. Talmage received a Master's degree in Latin American Studies and has a Bachelor's degree in Political Science.

April Young, Ph.D.

**Vice President for Justice Initiatives
and Business Development
Collins Center for Public Policy**

Areas of Expertise:

Community Development
Public Housing
Health Policy
Social Research

Professional Experience

Dr. April Young is Vice President for Justice Initiatives and Business Development at the Collins Center. She designed the recent assessment of senior and disabled residents of Chester Housing Authority's Chester Towers HOPE VI redevelopment. She currently leads the Collins Center team working closely with Chester Housing Authority (Pennsylvania) on strategic philanthropic and entrepreneurial efforts to secure supportive services for the Chester Towers HOPE VI population and other public housing residents. She designed the *Overtown Men's Health Study*, gathering extensive data on residents of the distressed Miami neighborhood. In addition to research on the social determinants of poor men's health and eHealth and mHealth solutions to under-service, Dr. Young works on related issues of juvenile justice, school-to-jail pipeline policy reform, adult incarceration, and community reentry. She also provides program evaluation and technical assistance to public housing agencies.

Dr. Young is a social anthropologist who has worked extensively on questions of community change in urban areas. She joined the Collins Center in August 2003 as Director of Community Development for The Growth Partnership, an initiative of the Collins Center for Public Policy, working to revitalize distressed South Florida neighborhoods and to empower residents.

Dr. Young's *Overtown Men's Health Study* (2006) has received international attention as a rare empirical data set on urban residents, men, and health. She works globally on men's health policy and programs, emphasizing social determinants of health, especially poverty and incarceration. Prior to joining the Collins Center, she directed the Community-University Roundtables Project at Stanford University. The Roundtables Project initiated applied research and provided technical assistance in urban California communities on topics ranging from police racial profiling to senior women's health to equitable technology access. Dr. Young has administered Federal and state rental housing subsidy programs in Boston. She provided housing policy analysis and delivered technical assistance in the Housing, Income Security, and Employment group of Abt Associates, the social science research company headquartered in Cambridge, Massachusetts.

Dr. Young has a Ph.D. in Social Anthropology from Harvard University. She conducted doctoral research on institutionalized violence, surveillance, and women's experience in a mixed-income residential community. She has an A.B. from Princeton University's Woodrow Wilson School of Public and International Affairs.

Content Creators LLC



Tim Collie

Managing Member/Founder

Content Creators

Areas of Expertise:

Writing
Editing
Research
Social Media
Strategic Planning
Reporting

Professional Experience

Content Creators Founder Tim Collie is a writer and editor who has been covering urban and foreign policy issues in the Sunshine State since the mid-1980s. Mr. Collie has written for The Detroit News, The Tampa Tribune, the South Florida Sun-Sentinel, Chicago Tribune, Newsday, and Florida Health News, among other publications. He has worked extensively in South America, Europe, the Middle East, and Asia.

Mr. Collie holds a MA in Journalism and a BA in Journalism and English Literature.

Project Experience

Mr. Collie oversees all of the company's projects including:

- A complete redesign of the web site of the Bob Graham Center for Public Service at The University of Florida and its regular maintenance, including providing it with a regular diet of content. Most recently, the site featured a unique "Balance the Florida Budget" on-line app that challenged visitors to the site to reduce Florida's budget deficit by choosing which items should be cut using an interactive graphic on a webpage that also featured interviews and information about the budget process.
- Working with the Hussman Institute for Human Genomics' cutting-edge staff of researchers and outreach specialists, Mr. Collie and the Content Creators team designed and implemented a web site for the Institute's Genetics Awareness Project. It is actually three web sites in one – a version in English, Creole, and Spanish.

Professional Affiliations

Center for Advanced Knowledge Enablement (CAKE) at Florida International University
Greater Miami Chamber of Commerce
Knight Digital Entrepreneur Fellow
American Society of News Editors
Society of Professional Journalists

Awards and Recognition

Overseas Press Club Award, 2003
Inter-American Press Association Feature Writing Award, 2002
Florida Press Club, 1st Place, Explanatory Writing, 2004
Florida Society of Newspaper Editors, 1st Place, Explanatory Writing, 2007
NABJ Writing Excellence Award, 2007
Multiple Pulitzer Prize Nominations for Foreign Reporting

Jodie Knofsky

Managing Director

Content Creators

Areas of Expertise:

Administration
Fund Raising and Funds
Management
Writing
Community Relations
Contract Management

Professional Experience

Content Creators Managing Director Jodie Knofsky is a veteran nonprofit administrator, with 15 years of experience in Miami-Dade County as an executive director, grant writer and administrator, fundraiser, and service provider, specifically in communities that are often underserved.

As the company's business and project manager, she is responsible for all contracts and manages the workflow for the company's projects. Ms. Knofsky has a degree in Marketing from Michigan State University and worked for many years in marketing, public relations, and communications both in Los Angeles and South Florida.

Project Experience

Prior to joining Content Creators, Ms. Knofsky served as the executive Director of the South Florida After School All Stars, a 501 (c) 3 serving more than 5,000 middle school students in 25 locations yearly with comprehensive after school and summer camp programs. She raised more than \$25 million dollars through grant writing and fundraising during her 10 years with the organization.

As Content Creators' Managing Director, Ms. Knofsky she has produced videos for the Women's Fund of Miami-Dade, the Palm Beach County Medical Society, and the Donors Forum of South Florida and manages the company's marketing and client relations efforts.

Ms. Knofsky and her colleagues have provided in-kind support to the consortium partnership with the South Florida Regional Planning Council since the grant was awarded last fall.

Professional Affiliations

Greater Miami Chamber of Commerce
Women's Leadership – United Way of Miami-Dade
Donor's Forum of South Florida

Andrew Innerarity

Photographer/Videographer

Content Creators

Areas of Expertise

Still Photography
Videography
Editing
Live Streaming

Professional Experience

Pulitzer Prize-winning photographer and video documentarian Andrew Innerarity has covered wars, political upheaval, and natural disasters in more than a dozen countries in the Middle East, Latin America, and Europe. A member of a team that won a Pulitzer for the Miami Herald, Mr. Innerarity's portfolio includes traditional photojournalism, video, portraiture, and adventure travel assignments.

Mr. Innerarity's subjects range from opium farmers in Afghanistan's Oruzgan Province to U.S. presidential candidates and portraits of the U.S. Olympic hopefuls. His current professional emphasis is bringing his years of experience in photojournalism and stylized portraiture to digitized multimedia presentations mingling graphics, video, and still imagery. Mr. Innerarity has a Bachelor's degree in European History.

Project Experience

Mr. Innerarity leads all of the company's visual imagery work. All of the photography and video for the Bob Graham Center for Public Service at the University of Florida as well as the trilingual video project at the Hussman Center for Human Genomics are his work.

In addition, Mr. Innerarity created the Company's videos for the Community Foundation of Broward and Women's Fund of Miami-Dade.

Mr. Innerarity also manages all aspects of the Company's technical work, including live streaming of events from the Bob Graham Center.

As a photographer, Mr. Innerarity has worked with the Miami Herald, the South Florida Sun-Sentinel, the Houston Chronicle, the St. Petersburg Times, AP, and Reuters.

Corey Siegel

Lead Web Designer

Content Creators

Areas of Expertise

Web Design

Coding and Programming

Professional Experience

Corey Siegel is Content Creators' lead designer and manages a team that includes programmers and coders as well as designers. At only 24, Mr. Siegel has done more than most designers with significantly older careers.

Mr. Siegel has written for Smashing Magazine (most popular web site for designers), partnered and opened his own design firm and has done projects for several very high end clients and record labels. He is considered a top level designer and specializes in the Drupal framework.

Mr. Siegel studied Graphic Design at Florida International University.

Project Experience

Mr. Siegel and his team are responsible for the redesign and maintenance of all of the Company's web site projects. In addition, they have built more than 150 web sites ranging from restaurants to nonprofits to public policy and education organizations.

Dickey Consulting Service, Inc.

Sheryl A. Dickey

President/CEO

Dickey Consulting Services, Inc.

Areas of Expertise:

Communications Consulting
Economic Development
Government Relations
Public Relations/Public Involvement

Professional Experience

Ms. Dickey, Founder and President/Chief Executive Officer of Dickey Consulting Services, Inc., is a community and economic development professional with more than 30 years of experience in the areas of economic development, strategic planning, and transportation planning and policy. She received a Bachelor's degree in Social Work.

Broward County MPO 2030 Long-Range Transportation Plan (LRTP) Update and 2035 LRTP. Ms. Dickey developed a draft public involvement plan for the LRTP Update and worked with the Broward County Metropolitan Planning Organization (MPO) to get the plan finalized and approved by the MPO committees. She and her staff developed a project mailing list and materials for the project web site. In addition, they arranged meetings and workshops with elected and agency officials, the public, and civic associations.

I-95 HOV Downtown Fort Lauderdale Connection. Ms. Dickey assisted with the development, coordination, and implementation of a Public Involvement Plan for I-95 High-Occupancy Vehicle (HOV) Downtown Fort Lauderdale Connection project. She coordinated informational meetings with City and County Commissioners, relevant City and County Staff, Chamber of Commerce, Downtown Development Authority, and other key stakeholders and provided economic and community development/redevelopment planning services.

Central Broward East-West Transit Alternatives Analysis. The Florida Department of Transportation, District 4 is conducting a study to determine the most feasible transit investment to serve east-west travel in Central Broward County. Ms. Dickey provides public involvement/public outreach services for the project and meets with County officials and stakeholders to provide information with regard to the project and to generate support for the project.

Broward B-cycle. Ms. Dickey provides public outreach and marketing services for the Broward B-cycle program, a new form of public transportation that allows people who make short trips to check out a bicycle at a bike station for a small fee and return it to another station. The bike sharing system will cover several cities across Broward County, including Hollywood, Fort Lauderdale, and Pompano Beach.

Professional Affiliations

Women's Transportation Seminar
American Public Transportation Association
Conference of Minority Transportation Officials
Public Relations Society of America
The Association for Women in Communications
Greater Fort Lauderdale Chamber of Commerce
Florida Redevelopment Association

Traci Y. Pollock

Project Manager
Dickey Consulting Services, Inc.

Areas of Expertise:

Strategic Planning
Program/Project Closeout
Transition Training

Professional Experience

Ms. Pollock is a communications professional with more than two decades of integrated communications experience within both the public and private sectors. Her experience ranges various industries with focused concentration on public relations, media relations, marketing communications, special event planning, program development and implementation, and government affairs. Ms. Pollock received a Master's degree in Business Administration; a Master's degree in Public Administration, and a Bachelor's degree in Journalism.

Pompano Beach Boulevard Streetscape and Dune Revitalization. Ms. Pollock developed and implemented successful consensus-building techniques that informed key stakeholders and garnered support for the streetscape improvement project. She also coordinated and facilitated focus groups and assisted City staff and project consultant with public meetings.

Sistrunk Boulevard Streetscape Enhancement. Ms. Pollock provides public relations/public outreach services for the City of Fort Lauderdale capital improvement project. She attends regular meetings with City staff, business owners, and residents in the project area. Ms. Pollock also develops FAQs and other forms of communication and disseminates the collaterals to key stakeholders and distributes weekly traffic impact reports to update businesses and property owners along the corridor during construction.

Central Broward East-West Transit Alternatives Analysis. The Florida Department of Transportation District 4 is conducting a study to determine the most feasible transit investment to serve east-west travel in Central Broward County. Ms. Pollock provides public involvement/public outreach services for the project and attends working groups.

Broward B-cycle. Ms. Pollock provides public outreach and services for the Broward B-cycle program, a new form of public transportation that allows people who make short trips to check out a bicycle at a bike station for a small fee and return it to another station. The bike sharing system will cover several cities across Broward County, including Hollywood, Fort Lauderdale, and Pompano Beach.

The Firefly Group

Stacy W. Ranieri

President and Founder

The Firefly Group

Areas of Expertise:

Community Outreach and
Advocacy Building
Public Engagement
Media Relations
Marketing and Communications
Strategic Planning
Project Management

Professional Experience

Ms. Ranieri's involvement in sustainable community visioning dates back to 1998. She helped found the Sustainable Martin Alliance, a nonprofit organization with a mission of serving as a neutral and credible resource for information to educate citizens about creating a more sustainable community. The framework uses a four systems approach including the natural and built environments, the economy, and social elements.

In 2004, Ms. Ranieri was appointed by Governor Bush to serve on the Committee for a Sustainable Treasure Coast (CSTC), a 36-member group that met for 18 months and produced a Final Report detailing Principles, Recommendations, and Action Steps needed to create a more sustainable region focusing on natural systems, rural lands, the built environment, social systems, and the economy. She then served as a founding member of Sustainable Treasure Coast, Inc. – the nonprofit spinoff of CSTC – in order to continue the work of the Committee. Amongst her awards, in 2010, Ms. Ranieri was honored with statewide recognition from the Collins Center and Sustainable Florida as the recipient of their Best Practices Leadership Award.

Ms. Ranieri coordinated a comprehensive community outreach campaign for AgTEC, a new land use for a 1,750-acre property in western Martin County owned by King Ranch/Consolidated citrus. The public engagement effort included stakeholder education and advocacy building, community outreach through an active speaker's bureau, communication tools including a content-rich web site, e-communications, and media relations. Despite the complexity and controversy that surrounded the plan, it was ultimately adopted by Martin County because of its clear sustainability components.

Since 2008, Ms. Ranieri has served as Project Director for outreach and education on the Farnton Local Plan, a 50-year sustainable vision for a 59,000-acre tree farm in Volusia and Brevard counties, including three years of public meeting coordination, stakeholder engagement, media relations, and on-line and print collateral materials development. The Plan was adopted in 2010, and recently won the Sustainable Florida Best Practices Partnership Award and Florida Planning and Zoning Association Innovation Award. As project manager for the Indian River BioEnergy Center, Ms. Ranieri developed a comprehensive public outreach and education effort to garner broad-based goodwill and support for the construction of this world-changing facility that will take woody and vegetative waste and turn it into clean bioethanol. The effective public engagement and a proactive public communications effort resulted in a unanimous approval from County Commissioners.

Ms. Ranieri has a Bachelor's degree in Marketing and International Business from New York University's Stern School of Business and a Master's degree in Environmental Resource Management from Florida Institute of Technology.

Nancy McCarthy, APR

Senior Public Relations Strategist

The Firefly Group

Areas of Expertise:

Public Relations Project Planning
Comprehensive Community
Outreach Strategic Planning, Media
Relations, Marketing, Copywriting,
and Event Management

Professional Experience

Nancy McCarthy is known as the Glowing Results Director at the Firefly Group. Her conventional title is Senior Public Relations Strategist. Prior to joining The Firefly Group, Ms. McCarthy honed her skills at Lee County Electric Cooperative in Southwest Florida. There, she quickly developed a talent for strategic planning, media relations, employee communications and public relations project management. Her 10 years of public relations experience are backed by a formal education and her Accredited in Public Relations (APR) designation. In addition, she has won numerous local, state, and national awards for her work.

As the Project Manager for the Manatee Pocket Dredging Project, Ms. McCarthy assists Martin County Coastal Engineering and their project team with community outreach, including three years of public outreach coordination, web site management, media relations, collateral materials development, and event management. The project's web site and the outreach campaign both won Image Awards from the Florida Public Relations Association for effectiveness in public education, and the Judges' Award for achieving maximum results using minimum funding. Outreach efforts were recognized with a Gold ADDY® Award from the Advertising Federation.

Ms. McCarthy also plays a key coordination role for outreach efforts on behalf of the Oyster Reef Restoration Program, a project funded through a \$4 million grant from National Oceanic and Atmospheric Administration with the goal to restore oyster habitat in the St. Lucie and Loxahatchee Estuaries. The comprehensive outreach plan included media relations, collateral materials and web site development and management, event coordination, stakeholder engagement and implementation efforts, and public engagement. As a result, the project has maintained a smooth track record of effective communication between citizens and government.

Ms. McCarthy played a major role in the outreach efforts for the Indian River BioEnergy Center, a world-changing facility that will take woody and vegetative waste and turn it into clean bio-ethanol. Through effective public engagement and a proactive public communications effort the plans for the center received widespread community and business support, engaged stakeholders through multiple communication vehicles, earned positive worldwide media coverage, and resulted in a unanimous approval from Indian River County Commissioners.

Ms. McCarthy's projects and clients at The Firefly Group include: Alternate Electrodes; Oyster Reef Restoration Project; Dickerson Florida; Guy, Yudin & Foster; Harbor Branch Oceanographic Society; Hibiscus Children's Center; INEOS New Planet BioEnergy; Keep Martin Beautiful; Martin County Bathtub Beach Dune Restoration; Martin County Manatee Pocket Project; and TetraTech.

Ms. McCarthy has a Bachelor's degree in Advertising with an outside concentration in Psychology from the University of Florida.

Jennifer Whiting

Public Relations and Marketing Specialist

The Firefly Group

Professional Experience

Jennifer Whiting is known as the Buzz Builder at the Firefly Group, although her conventional title is Public Relations and Marketing Specialist. Known for her ability to manage complex projects and inspire community involvement, her clients range from small businesses and nonprofits to landowners with complex comprehensive plans undergoing public review. Prior to joining The Firefly Group, Ms. Whiting worked in an advertising agency developing public relations, marketing, and advertising campaigns for resorts and master-planned communities in the U.S., Caribbean, and European markets. She is an award-winning public relations professional at the local and state levels.

Since 2009, Ms. Whiting has been the project manager for the Treasure Coast Intermodal Campus. She is responsible for all aspects of community outreach and education, media relations, neighborhood meeting coordination, stakeholder engagement, collateral materials development, web site development and content management and electronic communications. The project's media relations and community outreach won the 2010 Grand All Image Award. Ms. Whiting also has played a crucial role in the community outreach campaign for AgTEC, a new land use for a 1,750-acre property in western Martin County owned by King Ranch/Consolidated Citrus. The public engagement effort included stakeholder education and advocacy building, community outreach through a speaker's bureau of over 30 organizations, and communication tools including a content-rich web site, e-communications, and media relations. Despite the complexity that surrounded the plan, it was ultimately adopted by Martin County because of widespread community support for its clear sustainability components: economic diversification combined with continuing agriculture operations and environmental restoration.

Since 2008, Ms. Whiting has assisted with the Farnton Local Plan, a 50-year sustainable vision for a 59,000-acre tree farm in Volusia and Brevard counties, including three years of public meeting coordination, stakeholder engagement, media relations, and on-line and print collateral materials development. The Plan was adopted in 2010, and recently won the Sustainable Florida Best Practices Partnership Award and Florida Planning and Zoning Association Innovation Award. Ms. Whiting's other projects and clients at The Firefly Group include: Evans Properties; Florida Ranches Calendar – 2008-2012; Guy Yudin & Foster; Hooks Construction; Humane Society of the Treasure Coast; Martin County – Manatee Pocket Dredging; Martin County – Oyster Reef Restoration; Pink Tie Friends of the Treasure Coast; Piper's Landing Yacht and Country Club; Sustainable Martin Alliance; Treasure Coast Intermodal Campus; and Tykes and Teens.

Ms. Whiting holds a Bachelor of Arts in Public Communication with minors in Advertising and Finance from Florida Atlantic University.

Areas of Expertise:

- Community Outreach and Education
- Public Meeting Coordination
- Media Relations
- Marketing and Collateral Materials Development
- Copywriting
- Web Site Development
- Video Production

Media Relations Group, LLC

Alicia Gonzalez

Principal

Media Relations Group, LLC

Areas of Expertise:

Public Involvement
Media Placement in Local,
National, and International Press
for Clients
Gaining Consensus
Working with Elected Officials

Professional Experience

Ms. Gonzalez is a public relations professional specializing in public involvement programs for infrastructure projects. She has served as a Principal of Media Relations Group, LLC, since its inception in 1999. Ms. Gonzalez successfully has executed public involvement campaigns for the Florida Department of Transportation's (FDOT) Districts 4 and 6 and the Florida's Turnpike Enterprise for the past 18 years at all phases, including PD&E, Design, Design-Build, and Construction. She has extensive experience in media relations working with both Spanish and English media in the South Florida area for more than 11 years. Ms. Gonzalez received a Bachelor's degree in Telecommunications. Selected project experience includes:

Broward County MPO 2035 Long-Range Transportation Plan. For the Broward County Metropolitan Planning Organization (MPO), Ms. Gonzalez oversaw the coordination and staffing of five successful public workshops and various other meetings for the Long-Range Transportation Plan project. In addition, she participated in a series of team meetings to develop targeted public outreach strategy.

FDOT District 4 I-75 PD&E Study. For FDOT District 4, Ms. Gonzalez assisted in the preparation of the Public Involvement Plan (PIP) and prepared the elected official briefing strategy for Broward and Miami-Dade County officials. As the Public Involvement Manager for the project, she successfully managed two Public Kickoff Meetings, one Elected Official/Agency Kickoff Meeting, two Concepts Workshops, one Public Alternatives Workshop, and a Public Hearing. Ms. Gonzalez also oversaw the production and translation of the project newsletter and ads into Spanish.

FDOT District 4 I-595 Corridor Design Consultant. Ms. Gonzalez oversees all public information strategy in coordination with the District's Public Information Office as part of this project. She also is responsible for all Quality Assurance/Quality Control measures for public outreach materials, including the interactive web site as well as extensive coordination with the media. Ms. Gonzalez has developed the elected official strategy and conducted many elected official briefings with the affected municipalities. She manages the in-house Senior Public Information Officer, who serves as the day-to-day contact on the project. Ms. Gonzalez also led the coordination of the numerous community Noise Workshops, Project Information meetings, and the Industry Forum.

David Ramil

Public Information Officer

Media Relations Group, LLC

Areas of Expertise:

Handling Questions and Requests
from Elected Officials, the Media,
and Community
Staffing Events and Coordinating
Public Meetings
Project Management and
Maintaining Team
Communication

Professional Experience

Mr. Ramil is a public information specialist who brings years of experience in the fields of transportation and community outreach and has been a key team member on projects of global significance. In the last year, he has become the section leader for MRG's Design and Design-Build projects. His background in transportation has allowed him to serve as the liaison between the Florida Department of Transportation (FDOT), elected officials, and the general public on a variety of projects and he has coordinated many public meetings and public information campaigns for FDOT District 6. Mr. Ramil received a Bachelor's degree in Journalism. Selected project experience includes:

FDOT District 6 SR 826/836 Interchange Reconstruction Project. As the Assistant Public Information Specialist for this project, Mr. Ramil's duties include the scheduling, coordination, and participation in meetings, presentations, and briefings, as well as the development of collateral materials and web site content and maintaining document control. He also has developed several partnerships with other agencies and community partners to increase outreach opportunities and maximize existing resources.

FDOT District 6 SR 5/Brickell Avenue Safety Project. For FDOT District 6 SR 5/Brickell Avenue Safety Project, Mr. Ramil's activities included the coordination of public meetings; production of a fact sheet and meeting notification; development of invitation letters, press releases, and meeting materials; and creation and update of the Community Awareness Plan (CAP) and project binder for final submission.

FDOT District 6 SR 112/Arthur Godfrey Road/W 41 Street Repaving Project. For FDOT District 6 SR 112/Arthur Godfrey Road/W 41 Street Repaving Project, Mr. Ramil's led all public involvement activities, including coordinating a public meeting, preparing all collateral materials, serving as the community liaison for this project and coordinating outreach efforts with municipal staff.

FDOT District 6 SR 986/SW 72 Street/Sunset Drive/Marjory Stoneman Douglas Drive Historic Road Resurfacing, Restoration and Rehabilitation Project. For this FDOT District 6 project, Mr. Ramil's activities have included the coordination of several public meetings; production of fact sheets and other collateral materials; development of invitation letters, press releases, and meeting materials; and maintenance and update the CAP and project binder for final submission.

Florida Atlantic University

Leonard Berry, Ph.D.

Director, Florida Center for Environmental Studies and the Climate Change Initiative Florida Atlantic University

Professional Experience

Dr. Leonard Berry has worked on environmental and development training programs, is principal investigator on a project assessing the impacts of sea level rise on transportation infrastructure, and is creating a climate change task force. His other research interests include effective information systems for natural resource management and environmental education, renewable energy, and sustainability issues. Dr. Berry has worked on hydrological issues in Africa, South America, and the United States. He is a core member of the Inter American Water Resources Network, The Southeast Florida Regional Climate Change Compact's sea level rise technical working group, and chairs the board of the WaterWeb Consortium, an international water information group. Dr. Berry has a Ph.D.

Project Experience

- Interdisciplinary Collaborative Climate and Energy Initiative, Florida Atlantic University – Director – Coordinating cross-institution multidisciplinary research (basic and applied) on climate change mitigation and adaptation in Southeast Florida.
- Principal Investigator on the Florida Department of Transportation funded project, “Development of a Methodology for the Assessment and Mitigation of Sea Level Rise Impacts on Florida’s Transportation Modes and Infrastructure.”
- Principal Investigator on “An SUS climate change task force: Science addressing the needs of Florida agencies, industry, and citizenry.”
- Center for Ocean Energy Technology, Florida Atlantic University – Lead Environmental Scientist – Analysis of environmental impacts of ocean energy technology.
- Florida Center for Environmental Studies – Director – Collection, analysis, research and promotion of scientifically sound information concerning tropical and subtropical freshwater, estuarine, and coastal ecosystems.

Select Publications

- Berry, L., Gritzner, J., and G. Milan. *The Earth Restoration Project. An Overview* in Stanley D. Brunn, ed., *Engineering Earth: The Impacts of Mega-Engineering*. Springer Science. In Press.
- Berry, L. *Impact of Climate Change on American International Aquifers*. Chapter in forthcoming book. *International Aquifers in the Americas*. UNESCO Paris, France.
- Berry, L. *The Implications of Climate Change for Coastal Cities*. Victoria, Brazil. October 2008.
- Berry, L., J. Jolley. *Climate Change Workshop Summary: Practical Issues Related to Climate Change in Florida*. January 12-13, 2006.

Areas of Expertise:

Information Systems
Wetland Restoration and Conservation
Agro-Ecology
Environmental Management
Ecology Environmental Science
Climate Change

Borko Furht, Ph.D.

Professor and Chairman, Department of Computer Science and Engineering

Florida Atlantic University

Areas of Expertise:

Coastline Security Technology
Multimedia Systems and Applications
Mobile Systems

Professional Experience

Dr. Furht's current research is in multimedia systems, video coding and compression, 3D video and image systems, video databases, wireless multimedia, and Internet computing. Dr. Furht has been Principal Investigator (PI) and Co-PI of several multiyear, multimillion dollar projects – on Coastline Security Technologies, funded by the Department of Navy, Industry and University Cooperative Research Program (I/UCRC) funded by National Science Foundation (NSF), One Pass to Production funded by Motorola, NSF Partnership for International Research and Education (PIRE) project on Global Living Laboratory for Cyber Infrastructure Application Enablement, and High-Performance Computing grant from NSF. Dr. Furht is a founder and editor-in-chief of the *Journal of Multimedia Tools and Applications*. He has consulted for many high-tech companies and various colleges and universities and has been an expert witness for Cisco and Qualcomm. He has also served as a consultant to various colleges and universities. Dr. Furht has a Ph.D.

Project Experience

- Director of the NSF-funded Industry/University Cooperative Research center for Advanced Knowledge Enablement, Florida Atlantic University Site.
- One of the PIs in a Federal Earmark Research Project on Center for Coastline Security Technologies.
- Co-PI in NSF funded project on A Global Living Laboratory for Cyberinfrastructure Application Enablement.
- PI of the High-Performance Computer Equipment Grant, National Science Foundation
- PI and Co-PI of the Motorola's Project on "One Pass to Production."
- Founder and Editor in Chief of the *Journal of Multimedia Tools and Applications*.
- Consulting Editor for the Book Series on Multimedia Systems and Applications (Springer).
- Consulting Editor for the Book Series on Telecommunications (CRC Press, Taylor & Francis Group).
- Editor-in-Chief of *Multimedia Security Handbook* (with D. Kirovski, Microsoft Research), CRC Press, 2005.
- Editor-in-Chief of *Encyclopedia of Wireless and Mobile Communications*, Online Version, Auerbach Publishing, Taylor & Francis Group, 2008.
- Editor-in-Chief of *Handbook of Mobile Broadcasting* (jointly with Syed Ahson), CRC Press, Taylor & Francis Group, 2008.
- Editor-in-Chief of *Handbook of Long Term Evolution of the 3GPP Radio Technology*, (jointly with Syed Ahson), CRC Press, Taylor & Francis Group, 2008.
- Editor-in-Chief of *Encyclopedia of Multimedia*, 2nd Edition, Springer, 2008.
- Editor-in-Chief of *Handbook of Digital Media in Entertainment and Arts*, Springer, 2009.

Hari Kalva, Ph.D.

Associate Professor

Department of Computer & Electrical
Engineering and Computer Science
Florida Atlantic University

Areas of Expertise:

Computers
Digital Audiovisual
Communication Systems
Homeland Security
Mobile Multimedia
Content Adaptation

Professional Experience

Dr. Kalva is an expert on digital audiovisual communications systems with over 17 years of experience in multimedia research, development, and standardization. He has made key contributions to the MPEG standards, particularly, the MPEG-4 Systems standard. His current research activities include pervasive media delivery, content adaptation, multiview and 3D video coding, video analysis, and multimedia communications. He has worked on multiformat transcoding technologies with transcoding to/from MPEG-2, H.263, MPEG-4, H.264/AVC, Real10, VC1, and VP6. His publication record includes 2 books, 7 book chapters, 28 journal papers, 70 conference papers, 8 patents issued, 12 patents pending, 26 proposals/contributions to international standards bodies (DAVIC and MPEG). One of his patents has been determined essential to the implementation of ATSC/Digital TV receivers and this technology is implemented in all Digital TVs and set top boxes. He is a recipient of the 2008 Florida Atlantic University (FAU) Researcher of the Year Award and the 2009 American Society for Engineering Education (ASEE) Southeast New Faculty Research Award. Dr. Kalva has a Ph.D.

Project Experience

- Associate Professor, Department of Computer and Electrical Engineering and Computer Science, Florida Atlantic University, Boca Raton, Florida.
- Assistant Professor, Department of Computer Science and Engineering, Florida Atlantic University, Boca Raton, Florida.
- Research Consultant, Mitsubishi Electric Research Labs, Murray Hill, New Jersey.
- Co-Founder and V.P. Engineering, Flavor Software, New York, New York.
- ASEE Southeast New Faculty Research Award (2nd place), American Association for Engineering Education, Southeast Section, USA.
- 2008 Researcher of the Year (Assistant Professor Level), Florida Atlantic University, Boca Raton, Florida.

Selected Publications

- J.B. Lee and H. Kalva, *The VC-I and H.264 Video Compression Standards: For Broadband Video Service*, Springer, February 2009.
- H. Kalva, A. Colic, A. Garcia, and B. Furht, *Parallel Programming for Multimedia Applications*,” Multimedia Tools and Applications, v. 51 n. 2, p. 801-818, January 2011.
- V. Adzic, H. Kalva, and B. Furht, *A survey of Multimedia Content Adaptation for Mobile Devices*, Multimedia Tools and Applications, v. 51 n. 1, p. 379-396, January 2011.

Jaap Vos, Ph.D.

Associate Professor and Chair
Department of Urban and Regional
Planning, Florida Atlantic University

Professional Experience

Dr. Vos' main interests include environmental planning, environmental justice, and sustainable development. He has published articles about community participation, environmental justice, and equity in planning. Currently, he is focusing his research on the relationship between Everglades' restoration and urban development in southeast Florida. Dr. Vos has a Ph.D.

Areas of Expertise:

Urban Redevelopment Environment
Sustainable Development
Gentrification
Environmental Planning
Environmental Justice
Sustainable Development

Project Experience

- Responsible for the administration of all departmental affairs, including budget, fundraising, advising of all students, scheduling, curriculum, recruitment, admissions, faculty hiring, accreditation, and internal and external relations.
- Taught core courses in undergraduate and graduate programs and was responsible for graduate environmental specialization. Conducted research on environmental justice and outreach issues.
- Taught core courses in graduate program and was responsible for graduate environmental specialization. Conducted research on environmental justice and outreach issues.
- Conducted research on the role of minorities in environmental planning, concentrating on the role of blacks in solid waste management in Illinois.
- Developed undergraduate program in Environmental Studies. Taught courses in environmental planning and management, environmental science, and environmental health for both environmental studies majors and nonmajors. Developed environmental specialization for business school.

Selected Peer Review Publications

- Ann-Margaret Esnard, Anthony Abbate, Aron Temkin and Jaap Vos (2007), *Interoperable Three-Dimensional GIS: Urban Modeling with ArcGIS 3-D Analyst and Sketchup*, Arcuser, January-March 2007.
- Jaap Vos (2004), *The Everglades: Where Will All the Water Go?*, In: Mark Lappen and Owen Furuseth, Big Places, Big Plans, Perspectives on Rural Policy and Planning, pages 97-114, Ashgate Publishing.
- Jaap Vos (2003), *The Comprehensive Everglades Restoration Plan: The Missing Link with Land Use*, Natural Resources and Environmental Administration, Volume 24, Number 1, pages 1-4.
- Jaap Vos (2002), *Segregation, Restoration, and Gentrification on the North Fork: Can Participation Prevent Another Injustice*, Projections, the MIT Journal of Planning, Volume 3, pages 133-156.

Elizabeth Wojtisek

Research Assistant

Florida Atlantic University Center for Environmental Studies

Areas of Expertise:

Technology
Business
Environment
Climate Change

Professional Experience

Ms. Wojtisek collaborates with staff and faculty on sustainability, climate change and alternative energy project research, outreach, and education. Ms. Wojtisek collaborates with staff and faculty to develop proposals and has extensive experience in technology and business. Ms. Wojtisek has experience in project management and organizational development providing technical consultation and support on business information systems in diverse environments. Ms. Wojtisek is skilled at software/hardware implementation and testing, network design and administration, and database development. Ms. Wojtisek has experience in the private sector, nonprofit, and higher education organization. She has a Master's in Business Administration.

Project Experience

- Provide research assistance to the Florida Center for Environmental Studies for Center for Ocean Energy Technology projects.
- Assist in the writing of an Environmental Research Plan to be used for the Center for Ocean Energy Technology project initiatives and climate change initiatives.
- Design, develop, and maintain databases such as the Ocean Energy International Conference and Climate Change Experts databases.
- Assist with various events including the Sea Level Rise Workshop and the Offshore Ocean Energy Dialogue.
- Provide extensive research in various topics
- Collate materials and information, and incorporate findings into working documents and reports.
- Utilize writing skills in science and technology to assist the team to prepare reports, materials, publications, and presentations.
- Help with the review and edits of grant proposals.
- Provide technology assistance to office faculty and staff.

Professional Affiliations

- Phi Kappa Phi National Honor Society, Member
- Upsilon Pi Epsilon, Member
- Beta Gamma Sigma, Member
- Psi Chi – The National Honor Society in Psychology

Florida International University

Atorod Azininamini, Ph.D., P.E.

**Chairperson, Civil and Environmental
Engineering Department
Florida International University**

Areas of Expertise:

Bridge Engineering

Dr. Azininamini is known nationally and internationally in the bridge engineering area. He is a Principal Investigator for a Federally funded project to develop the most comprehensive world-wide document devoted to preserving the life of new and existing bridges. He has published 200 technical papers on bridge engineering and routinely gives keynote talks in the bridge engineering field. Dr. Azininamini has a Ph.D. in Civil Engineering.

Professional Experience

12/2010-Present	Chairperson, Civil and Environmental Engineering Department, Florida International University
7/1998-12/2010	Funding Director, National Bridge Research Organization, University of Nebraska-Lincoln
1/2008-12/2010	Distinguished College of Engineering Professor, University of Nebraska-Lincoln
4/2000-1/2008	Professor, Civil Engineering Department, University of Nebraska-Lincoln.
5/1995-4/2000	Associate Professor, Civil Engineering Department, University of Nebraska-Lincoln
8/1989-5/1995	Assistant Professor, Civil Engineering Department, University of Nebraska-Lincoln
10/1985-8/1989	Structural Engineer with Construction Technology Laboratories, Structural Development Section, Skokie, Illinois
10/1978-8/1980	Structural Design Engineer, R.P. Hucks Engineering, Inc., Charleston, South Carolina
Registration	Registered Professional Engineer in Nebraska and Montana

Select National Awards

American Institute of Steel Construction, Special Achievement Award for developing folded-plate girder systems for short-span bridges and bringing the concept to market, December 2010.

University Endowed Professorship, January 2008.

Partnership in Excellence Award for contribution to accelerated bridge construction technology transfer, given by Federal Highway Administration, May 26, 2006.

2005 Prize Bridge Competition Merit Award in recognition of outstanding design in structural steel, medium span category, presented by American Institute of Steel Construction, 2005.

Naphtali David Rishe

**High-Performance Database Research
Center, School of Computing
and Information Sciences
Florida International University**

Areas of Expertise

Computer Science Database
Management
High-Performance Computing

Professional Experience

Dr. Rishe has more than 27 years of experience in the areas of computer science database management and high performance computing. He is the author of three books on database design and geography; editor of five books on database management and high performance computing; inventor of four U.S. patents on database querying, semantic database performance, Internet data extraction, and computer medicine; author of 300 papers in journals and proceedings on databases, software engineering, geographic information systems, Internet, and life science.

Dr. Rishe has been awarded over \$40 million in research grants by Government and Industry, including the National Aeronautics and Space Administration, National Science Foundation (NSF), IBM, U.S. Department of the Interior, and U.S. Geological Survey. He has been the architect of major industrial projects – both prior to his academic career, and as a consultant since. He holds a Ph.D. in Computer Science.

Dr. Rishe is the Founder and Director of the High Performance Database Research Center (HPDRC) at Florida International University (FIU). He also serves as Director of the NSF Center for Research Excellence in Science and Technology (CREST) at FIU and of the NSF International FIU-Florida Atlantic University-Dubna Industry-University Cooperative Research Center for Advanced Knowledge Enablement (I/UCRC). Dr. Rishe is the mentor of 70 post-docs, Ph.D.s, and M.S.s students and the inaugural FIU Outstanding University Professor.

Dr. Rishe's principal projects include: TerraFly – a 40 TB database of aerial imagery and Web-Based Geographic Information Systems; Semantic Wrapper of Relational Databases and Application of SQL for Concise Semantic Querying; Semantic Database Management; Medical Informatics. His TerraFly project has been extensively covered by worldwide press, including the New York Times, USA Today, NPR, Science and Nature Journals, and FOX TV News.

Edward (Ned) Peter Murray, Ph.D., AICP

**Associate Director, Metropolitan Center
Florida International University**

Areas of Expertise:

Affordable Housing
Economic Development
City Planning and Development

Professional Experience

Dr. Murray is the Associate Director of the Florida International University (FIU) Metropolitan Center. He is a leading expert on economic development and housing market issues in South Florida. He has authored many of the landmark affordable housing studies completed in South Florida in the past five years, including the leading studies for Miami-Dade, Palm Beach, Broward, and Monroe Counties. Dr. Murray also the Principal Investigator on the Broward County Housing Linkage Fee Nexus Study and Rental Housing Study for Palm Beach and Martin Counties. Dr. Murray has recently completed and presented Housing Market Updates and Municipal Scorecard studies for Palm Beach and Broward Counties and the South Florida Workforce Housing Needs Assessment. Dr. Murray developed the “Municipal Scorecard for Affordable Housing Delivery[®]” model which was used to evaluate affordable housing performance in Palm Beach and Broward Counties.

Dr. Murray also has served as Principal Investigator on a number of high profile economic development studies including the Economic Development Implementation Plan for Miami-Dade County, the Florida East Coast (FEC) Railway Corridor Strategic Redevelopment Plan, City of Miami Targeted industry Study and Miami River Marine Industry Economic Assessment. Dr. Murray’s work on the FEC Railway Corridor Strategic Redevelopment Plan and subsequent Community Redevelopment Area Finding of Necessity Study led to the development of “Midtown Miami,” the largest mixed-use, urban infill development in the country.

Dr. Murray is a former city planning and development director, a member of the American Institute of Certified Planners (AICP), and former editor of the American Planning Association (APA) Economic Development Division’s News and Views. Dr. Murray’s years as editor at APA’s Economic Development Division has allowed him to bring to the table many examples of economic development “best practice” from around the United States and abroad.

Dr. Murray has authored and presented numerous papers on economic development, affordable housing, and urban planning, including published articles in Economic Development Quarterly the Economic Development Journal, the Journal of Public Affairs Education, and the Council for Urban Economic Development’s Commentary. He holds a Ph.D. in Urban and Regional Planning with a concentration in Economic Development from the University of Massachusetts-Amherst.

Zhaohui J. Fu
Founding Director
Library GIS Center
Florida International University

Areas of Expertise:

Geo-Spatial Web Database
Implementation

Professional Experience

Ms. Fu is the founding director of the Library Geographic Information Systems (GIS) Center and has 18 years of experience in implementing geo-spatial web databases for a variety of different areas including urban planning, transportation planning, and public involvement strategies. She also is an Affiliate Professor in the Department of Earth and Environment. Ms. Fu received a Master's degree in Information Science.

Project Experience

- Principal Investigator, Tech Fee Grant – BBC GIS Expansion, \$270,000, 2010-2013
- Principal Investigator, Quantum Foundation, Palm Beach Community Indicator Portal Planning, \$25,000, 2009-2010
- Principal Investigator, Miami Dade County Metropolitan Planning Organization (MPO), Safe Routes to School, \$75,000, 2011
- Principal Investigator, Miami Dade County MPO Integrated Transportation Information System (ITIS), Community Characteristic Program (CCP), \$120,000, 2010-201
- Principal Investigator, Broward County MPO ITIS CCP for Broward County, \$119,900, 2010-2012
- Principal Investigator, Palm Beach MPO ITIS, \$121,107, 2008-2011
- Principal Investigator, Broward County MPO, Bicycle Knowledge Explorer, \$148,500, 2008-2010
- Co-Principal Investigator, Miami Dade County MPO, BiKE, \$60,000, 2010
- Subcontractor, Florida Department of Transportation District 6 District-Wide Transportation System Data Development and Mapping, 2008-2013
- Co-Principal Investigator, An Interactive Mapping Application for Sampling Data Retrieval of Regional Environmental Monitoring Assessment Program (REMAP), funded by National Parks Service, \$60,000, 2000
- Co-Principal Investigator, \$3.7 million U.S. Agency for International Development-funded Global Water for Sustainability Program, 2004
- Principal Investigator, Institute of Museum and Library Services, National Leadership grant, \$239,000, 2004-2006
- Principal Investigator, Miami Dade County Planning Organization, Community Characteristics Program, \$360,000, 2003-2010

Individual Consultants

Mark Buchbinder

Consultant

Areas of Expertise:

Housing and Community
Development Law
Urban/Regional Planning
Strategic Planning and Visioning
Public Policy, Group Facilitation

Professional Experience

Mark Buchbinder has sought opportunities in the public, private, or nonprofit sector to create, develop, and implement programs and policies for the betterment of the community. He has had a varied career of experiences that harmonizes with a personal philosophy of approaching issues in a holistic fashion. He has a proven track record as a catalyst and facilitator who creates opportunities that involve others in a collaborative manner which moves issues and projects forward. Advancement of a livable community for ALL has been a goal that he has striven for in a lifetime of professional and personal work. Mr. Buchbinder currently serves as a consultant on human services, community building, and related public policy issues.

Mr. Buchbinder has served as President/CEO of the Alliance for Human Services, which served as the countywide agency in Miami, Florida responsible for the development of the community's Social Services Master Plan, distribution of funding for community-based organizations, and management and facilitation of cross-systems and public/private human services issues.

In 1998, Mr. Buchbinder was selected as a Community Builder Fellow for the Department of Housing and Urban Development (HUD) and continued working for HUD in the Community & Planning division for an additional three years. At HUD, he facilitated partnerships between Federal, state, and local government and private and nonprofit entities; designed and implemented workshops and conferences on a variety of housing and community development issues and governmental programs; researched and developed responses to meet constituent concerns both individual and organizational; and supervised and led cross programmatic teams which addressed and resolved community needs.

In 1995, Mr. Buchbinder was hired by LISC to develop the Sadowski Fellowships in Community Development program which was a legal *Pro Bono* program which involved law firms and law students in community development issues. In this capacity, he also designed and taught workshops for attorneys and community development professionals and volunteers on legal and organizational issues, structured and conducted conferences on public policy issues, and coordinated and facilitated the development of policy issues and strategies.

In 1993, Mr. Buchbinder set up the South Florida Regional office for the Florida Conflict Resolution Consortium which, as part of the state university system, examined public policy issues and developed mechanisms for resolution through mediation, public participation facilitation, and other dispute resolution techniques.

In addition to being an attorney admitted to the Florida Bar, Mark Buchbinder is a mediator, urban and regional planner, and has been an adjunct instructor in the University of Miami School of Architecture and Florida International University.

Mr. Buchbinder received a Juris Doctor from Columbia Law School and an M.U.R.P. and B.A. from the University of Miami.

James Carras

Principal

Carras Community Investment, Inc.

Areas of Expertise:

Community and Economic
Development Strategic Planning
Program Development
Development Finance

Professional Experience

For more than 20 years, as Principal of Carras Community Investment, Inc., Mr. Carras has concentrated on designing and implementing responses and solutions for community and economic development opportunities. Assignments have ranged from influencing national policy on community investment, affordable housing, and community economic development (Fannie Mae's "*White Paper on Affordable Housing Context*") to creating local financing and funding partnerships (Massachusetts Housing Investment Corporation, Delaware Community Investment Corporation). Mr. Carras is recognized nationally for the creation and expansion of more than 50 development financial institutions and community investment initiatives. Most recently, he led initiatives to create the Broward Housing Partnership and the South Florida Community Land Trust, Inc. and has provided facilitation services to similar efforts in Miami-Dade and Palm Beach Counties.

Mr. Carras has significant teaching and research experience, including graduate seminars at Harvard University's John F. Kennedy School of Government's Institute of Politics, Tufts University Department of Urban and Environmental Policy and Experimental College, the Massachusetts Institute of Technology's Department of Urban Studies and Planning, and, most recently, as a Visiting Professor at Florida Atlantic University's Department of Urban and Regional Planning. He has written six publications on the Community Reinvestment Act and financing partnerships as numerous articles on related topics. Mr. Carras received a Master's degree in Public Administration and a Bachelor's degree in Urban Sociology.

Mr. Carras' previous experience includes serving as cofounder and first Executive Director of the National Association of Affordable Housing Lenders, former advisor to the Mayor of Boston on community development policy, and Executive Director of the Massachusetts Urban Reinvestment Advisory Group, where he was awarded the John Hay Whitney Fellowship. He also served as a Governor-appointed representative to the Boston Mortgage Review Board as well as the first Chairman of the Neighborhood Development Corporation of Jamaica Plain.

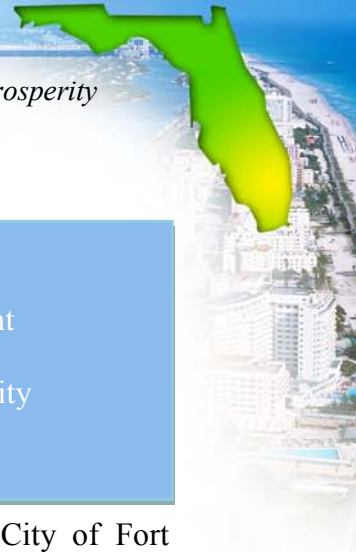
Project Experience

Mr. Carras, through Carras Community Investment, has led related consulting assignments, such as the City of Opa-Locka's Community Redevelopment Agency Plan, Miami-Dade County's Economic Development Implementation Plan, the City of Miami's Affordable Housing Trust Fund, and the Florida Black Business Investment Board's Strategic Plan. In addition, he has facilitated the Recertification Process for Black Business Investment Corporations.

Professional Affiliations

Lincoln Institute, Certificate in Facilitation and Strategic Planning

National Development Council, Certificate in Economic Development Finance (October 2011)



Rebecca J. Walter, AICP LEED AP

Associate

Carras Community Investment, Inc.

Areas of Expertise:

Sustainable Development
Affordable Housing
Economic and Community
Development
Urban Planning

Professional Experience

Ms. Walter has eight years of experience specializing in technical writing, research, grant writing, and curriculum development for underserved communities. She currently serves on the City of Fort Lauderdale's Affordable Housing Advisory Committee and on the Sustainability Advisory Board. Ms. Walter is an LEED AP and Sustainable Florida Associate and has been trained in the international sustainability ISIS Accelerator Toolkit. She currently is working on her Ph.D. in Geosciences with a specialization in urban geography. Ms. Walter holds a Master's degree in Urban and Regional Planning from Florida Atlantic University and a Bachelor's degree in Economics from the University of New Hampshire.

Project Experience

Introduction to Green Building for Sustainable Development (Instructor's Guide).

Ms. Walter was the Lead Project Manager on this six-module instructor's guide that was prepared for the Department of Labor and Urban League of Broward County's YouthBuild Program.

Riverwalk 2020 Sustainability Framework. Ms. Walter served as Cochair on the task force that led the Riverwalk Sustainability Framework project. The Riverwalk 2020 Sustainability Framework is a visioning document that outlines a strategy to improve the sustainability of events and capital improvements in Downtown Fort Lauderdale's Riverwalk Park.

Practical Strategies for CRAs to Address the Foreclosure Crisis. Ms. Walter was the Lead Author and Researcher for this publication that analyzes the ongoing foreclosure crisis and provides tools and resources to promote neighborhood stabilization.

Affordable Housing Tools at a Glance. Ms. Walter was the Lead Author and Researcher for this report that analyzes how community redevelopment agencies can meet the Florida Statute requirement for providing affordable housing.

A Feasibility Study for a Business Improvement District. Ms. Walter was the Lead Author and Researcher for this feasibility study.

Professional Affiliations

Association of American Geographers
International Society of Sustainability
Professionals
American Planning Association
Florida Trust for Historic Preservation

U.S. Green Building Council South Florida
Chapter
Florida Housing Coalition
Planning and Zoning Association
Fort Lauderdale Historical Society
Urban Land Institute

Jean Scott

Owner/Managing Member
**Strategies for Livable Communities/
SLC, LLC**

Areas of Expertise:

Synthesizing Complex Issues and Policies
Strategic Planning and Policy Analysis
Building Collaborative Partnerships among Diverse Interests

Professional Experience

Ms. Scott has 35 years of experience in building collaborative partnerships among diverse interests, conducting strategic planning and policy analysis, and synthesizing complex planning issues and policies into language that is easy to understand and provides a foundation for action. Scott brings the unique perspective of someone who has worked at the local, state, and Federal levels of government in the areas of planning, housing, and community and economic development and directed a civic- and business-led organization that convened a 7-county regional visioning process in central Kentucky and facilitated vision implementation. She also worked as a consultant to Vanderbilt University to establish a similar organization for the 10-county Nashville, Tennessee, metropolitan region.

In the area of visioning and public education, Scott's projects include an evaluation of the Committee for a Sustainable Treasure Coast's regional visioning process and its lessons learned related to regionalism and the peer-reviewed *The Florida Planning Toolbox*, a comprehensive guide to sustainable development and public involvement tools (both for Florida Atlantic University's Center for Urban and Environmental Solutions [CUES] and the Florida Department of Community Affairs). The Jackson County, Florida, visioning process for which Scott planned and managed the outreach elements earned a Commission for a Sustainable Florida Promising Practices Award. She also prepared a toolbox and related public education workshops on agricultural planning options for the St. Lucie County western lands study and visioning project.

Her projects for the University of Miami's School of Architecture include preparing an evaluation of the lessons learned from the Knight Program in Community Building's five community charrettes. At the regional level, Scott prepared an article on South Florida demographic trends (for CUES and the Urban Land Institute [ULI]); for CUES, she developed reports that analyzed how to connect the region's research capacity to pressing issues. For the South Florida Regional Planning Council, she prepared a report synthesizing the findings of the 2003 conference on strategies for regional collaboration, and, for the Treasure Coast Regional Planning Council, a report on its 2003 symposium on the future of the region's countryside.

At the state level, Scott prepared the final report for ULI's Florida initiative on regionalism, the 2002 and 2005 *Guidebooks to New Urbanism in Florida*, and, for the Florida Fish and Wildlife Conservation Commission, a report on the potential impacts of climate change on wildlife and their habitat. For the Funders' Network for Smart Growth and Livable Communities, Scott prepared a report analyzing successful state land use and growth management practices and lessons learned. Her work has been featured in presentations to groups such as the American Planning Association, the Florida Chamber of Commerce Short Course on Growth Management and Environmental Permitting, and the Florida Chapter of the American Planning Association.

Jonathan Barnett, FAIA, FAICP

Consultant

Professional Experience

Jonathan Barnett is a professor of practice in City and Regional Planning and director of the Urban Design Program at the University of Pennsylvania. He has directed three research studios at PennDesign concerned with Central Florida in 2005, the entire State of Florida in 2007, and the Tampa/Orlando Super Region in 2010. Each of these research studios used advanced computer-aided techniques to prepare alternative scenarios of potential future development, and also provided detailed visualizations of development in specific locations.

Areas of Expertise:

Urban Design
Regional Alternative Development
Scenarios

As a consultant in private practice, Mr. Barnett has been an advisor to the cities of Charleston, SC, Cleveland, Kansas City, Miami, Nashville, New York City, Norfolk, Omaha, and Pittsburgh in the U.S. and Xiamen and Tianjin in China. He has also been an advisor to several U.S. Government agencies, including the National Park Service, the Department of Housing and Urban Development, the National Endowment for the Arts, and the National Capitol Planning Commission.

Mr. Barnett's recent work on large-scale urban development and redevelopment projects includes a 2,500-hectare planned community in Cambodia, an urban design plan for the whole city of Omaha, Nebraska and a transit-oriented design plan for the City of Xiamen in China, as well as a resort plan in Busan, Korea and a plan for the Cumberland riverfront in downtown Nashville. His earlier work includes reuse plans for the Philadelphia Naval Shipyard, the Treasure Island Naval Station in San Francisco, and for the former air force base in Myrtle Beach, South Carolina. He has also helped prepare re-use plans for former railway yards in Philadelphia and Sacramento, California. Mr. Barnett has been the urban designer for studies of the Ocean View Avenue corridor in Norfolk, the Highway 111 corridor plan for Indian Wells, California, and the Euclid Corridor transportation plan in Cleveland.

Mr. Barnett's work on suburban development includes prototypes for the Third Regional Plan for New York; the urban design for Daniel Island, a 4,500-acre planned community near Charleston, South Carolina and the master plans for the Village of Irvington, New York; Wildwood, Missouri; and Brookfield, Wisconsin.

A magna cum laude graduate of Yale, Mr. Barnett also holds an M.A. degree from the University of Cambridge and an M. Arch from Yale. He is a fellow of the American Institute of Architects and also a fellow of the American Institute of Certified Planners.

He has been the William Henry Bishop visiting professor at Yale, the Eschweiler Professor at the University of Wisconsin, the Kea Distinguished Visiting Professor at the University of Maryland, and the Sam Gibbons Eminent Scholar at the University of South Florida.

Jonathan Barnett was awarded the Dale Prize for Excellence in Urban Design and Regional Planning. He also received the Athena Medal from the Congress for the New Urbanism.

Robert J. Grow

President

Robert Grow Consulting

Areas of Expertise:

Regional Visioning
Comprehensive Planning
Land Use Law
Infrastructure Finance

Professional Experience

Mr. Grow holds degrees in engineering and law and has had a diverse career, including practicing law, leading and supporting regional visioning processes, being president of a large manufacturing company, and chairing a national trade association. Robert is the current chair and the founding chair emeritus of Envision Utah, a private/public quality growth partnership founded in 1997. Envision Utah is widely recognized as one of the country's most successful public involvement efforts for the development of a broad-based, long-term growth strategy for a major metropolitan area, having received the Urban Land Institute's Award for Excellence, the Alliance for Regional Stewardship's Gold Recognition Award, and the American Planning Association's Daniel Burnham Award. For his role in helping shape the strategy for the Salt Lake region's future transportation system, Robert received the American Public Transportation Association's (APTA) Distinguished Service Award in October 2003. He has been invited to present the Envision Utah approach to balanced sustainability and smart growth in more than 75 metropolitan regions in the last eight years.

San Diego. Mr. Grow is leading the team of consultants helping The San Diego Foundation conduct a regional visioning process for the greater San Diego region. Multiple scenarios will be generated and taken to the public to allow the public to choose its own future. These scenarios will include strategies related not only to land use and transportation, but also housing, cost of living, education, arts and culture, community amenities, and other issues.

Superstition Vistas. Superstition Vistas encompasses 275 square miles of state trust land and lies in the path of the expanding Sun Corridor "super region" – an area that includes Phoenix and Tucson and is projected to grow significantly by the year 2060. From 2008 to 2011, Robert Grow led a team of consultants to create a vision for a thriving and sustainable community integrating distinct desert neighborhoods with high-quality job providers – a global model for the 21st century.

Envision Laie. On the windward side of the island of Oahu in Hawaii sits the community of Laie. Facing potential crises involving unaffordable and insufficient housing stock and a lack of high-quality jobs, the community launched the Envision Laie process in 2009. Robert Grow led the team of experts to conduct a visioning exercise that involved tremendous public participation through workshops and other means.

Professional Affiliations

Founding Chair Emeritus and Current Chair, Envision Utah
Member, Utah Bar Association

Appendix B

*Principals, Officers, and Directors of
Project Team Firms*

Firm principals, officers, and directors for CS team members are listed below.

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John Kaliski
Susan A. Krabbe
Daniel Krechmer
David Kurth
Samuel Lawton
Kenneth Leonard
Hugh Louch
Richard Margiotta
George Mazur
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William Morris
Lance Neumann
Steven Pickrell
Christopher Porter
Joanne Potter
Kimon Proussaloglou
Arlee Reno
Thomas Rossi
Douglas Sallman
Robert Schiffer

Barbara Sloan
Jennifer Strasser
Candace Tobin
Anita Vandervalk
Nicholas Vlahos
Kenneth Voorhies
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Eric Chen
Christina Ching
Raul Cruz

Paul Cyril
Régis Damour
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Paul J. Gennaro
Stephen M. Kadenacy
Nancy Laben
Gary Lawrence
Ian R. MacLeod
Bob Pell
Glenn R. Robson
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Alex Dickey
Irene Dickey
Steve Dickey





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Rob Ranieri
Nancy McCarthy

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Alicia Gonzalez
Oscar Gonzalez

Florida Atlantic University

Mary Jane Saunders, President

Florida International University

Mark Rosenberg, President

NFS CAKE

Naphtali Rishe
Borko Furht

