



**August 23, 2010**

**South Florida Regional Planning Council  
U.S. HUD Sustainable Communities Planning Grants Program  
Category I - \$ 5,000,000**

**Tel: 954.985.4416**

## **FACTOR FORM NARRATIVE**

### **Rating Factor 1:**

a. Organizational Capacity and Qualifications. The Southeast Florida Regional Partnership (Partnership) will develop a Regional Plan for Sustainable Development (RPSD) within the next three years using: a logical and transparent organizational structure; a broad and numerous general membership and supporting organizations (194 entities and growing); expertise of the expected subcontractors, consultants, sub-recipients, community-based organizations (see appendix for list of Partners and organizational chart); and, the commitment of the members of the consortia to the project as evidenced by this proposal. These Southeast Florida relationships were developed over several decades and represent a significant body of human capital, brought together for this regional undertaking.

Regional planning efforts will include open and frequent discussions with people who live and work in the many neighborhoods of in Southeast Florida and experts who are experienced and knowledgeable in the relevant planning subject matters (the expert community). Such discussions will involve factors and analysis that already exists, new information that will need to be produced for this planning effort, and the improvements that will allow Southeast Florida to grow based on the six Livability Principles. The Partnership has added a seventh Livability Principle: enhance community resiliency to the impacts of climate change through the development of mitigation and adaptation strategies.

With continuing expert community and neighborhood input, accurate data collection, rigorous analysis by subject matter experts and scientists, the planning activities will be undertaken through the prism of these Livability Principles. Subcontractors, consultants, sub-recipient, community-based organizations and members of the consortia ("planning team") will be selected based upon their objectivity, knowledge of the region, and expertise in planning and the subject matters being considered during the planning process per HUD procurement guidelines. Key Consortium Members include two regional planning councils, the region's major transportation planning organizations, institutions of higher education, numerous counties and major cities, as well as non-profit partners. The Consortium Members are well-established organizations with significant planning, budgeting, sustainability, convening and implementation expertise. All are committed to this effort. Some of these Consortium Members are the agencies and jurisdictions responsible for implementing housing, transportation, and related infrastructure decisions. All have well-documented expertise such plans, but this is the first effort to plan in a regionally comprehensive fashion. The Human Services Coalition, the Liberty City Trust, Collins Center and local housing authorities are skilled partners in reaching out to the underserved and at risk populations.

The planning team will develop action plans to describe how to engage the expert community and neighborhoods in discussions and develop a RPSD. Discussions will occur in the seven counties and in the traditional principle cities located within the boundaries of the Southeast Florida Region and in such other areas as are identified by the Executive Committee as underserved or likely to be in special need of attention in order to adapt to current and changing conditions. Discussions will need to optimize input so the RPSD is consistent with the Livability Principles and desired outcomes. Regional meetings will address the service delivery systems that cross local boundaries. Care will be taken to reach into underserved neighborhoods. As activities in the action plans are undertaken, periodic reports of the expert community and neighborhood discussions and of the data collection and analysis will be presented to the Consortium Committees as *Southeast Florida Livability Reports and Recommendations* on various topics. Electronic and print media and innovative communications will be used for wide distribution of activities and information.

This RPSD, as approved and revised from time to time, will need to be approved by the local or regional governmental entities within the Southeast Florida Region as to those matters that require action within their jurisdictional powers. All resource allocations, goals setting, dispute settlements among Consortium Members will be resolved by the Executive Committee after input is received through the Consortium Committee structure and opportunities are given for expert community and neighborhood comments to be received. The Executive Committee provides policy and planning guidance to the Project Manager, appoints Consortium Committee members, and approves all agreements with Consortium Members regarding work assignments and such other matters that need to be decided, except where it delegates to the Project Director and Program Manager activities and decisions that are appropriate for the job descriptions and duties.

The Executive Committee will be initially comprised of 17 persons. It will be balanced by geography, by subject matter issue, and socio-economic segments. It will include both private and public sector members. An early and continuing assignment of one of the Consortium Committees (to be referenced as the Governance and Social Equity Committee) will be to recommend how the Executive Committee can be expanded to include a representative from the seven counties, from each of the six MPOs, from each of at least the twelve traditional principal cities, and from other segments of the region to make the Executive Committee more responsive to the needs of all citizens and businesses of the region as it develops the RPSD. Studies necessary to collect data and analyze these governance matters will be undertaken by the Governance and Social Equity (G&SE) Committee and will be further explored and acted upon by the Executive Committee pursuant to the recommendations of the G&SE Committee, pursuant to reports commissioned to seek out governance and social equity recommendations, or otherwise.

**The initial ten members of the Executive Committee shall be:**

1. Carolyn Dekle, Executive Director of the South Florida Regional Planning Council (SFRPC)
2. Michael Busha, Executive Director of the Treasure Coast Regional Planning Council (TCRPC)
3. Tom Gustafson, Director of Government and Transportation Policy, Florida International University's Lehman Center for Transportation Research (designee of Michael Busha)
4. James Murley, Assistant Dean and Senior Advisor for Energy and Climate Change at Florida Atlantic University (designee of Carolyn Dekle)
5. James Wolfe, the Florida Department of Transportation District 4 Secretary or his designee.
6. Gus Pego, Florida Department of Transportation District 6 Secretary or his designee.
7. Chair of the SFRPC
8. Vice Chair of the SFRPC
9. Chair of the TCRPC
10. Vice Chair of the TCRPC

**The seven remainder members will be selected by the first ten members as follow:**

11. The Chairman of the Executive Committee.
12. A person from the SFRPC knowledgeable about economic growth, jobs creation, job training and job placement.
13. A person from the SFRPC knowledgeable about equitable and affordable housing.
14. A person from the TCRPC who is knowledgeable about economic growth, jobs creation, job training and job placement.
15. A person from the TCRPC who is knowledgeable about equitable and affordable housing.
16. A person from the Southeast Florida/Caribbean Chapter of the Urban Land Institute (ULI).
17. A person knowledgeable about the water management in the Southeast Florida Region.

The SFRPC Executive Director shall serve as the Interim Chair. The Executive Committee Chair when selected shall serve for up to a six year term and an election of the replacement Chair shall occur whenever a vacancy occurs or when a 2/3 majority of the total Executive Committee membership chooses to elect a replacement. Partnership By-Laws will be approved by the Executive Committee consistent with this proposal within 120 days after the award of this grant. The Consortium Members will suggest to the Executive Committee planning activities they might initiate under this grant within 120 days of award so that formal Consortium Agreements can be executed with approval of the Executive Committee that describe each Consortium member's specific activities under the program efforts. The Partnership will use the SFRPC staff until the Project Director, Program Manager, and Partnership staff is hired by 160 days after the grant award or they may continue to use SFRPC and TCRPC staff per terms as agreed upon.

The Consortium Committees will be established so all subject matters relevant to the Livability Principles are addressed by at least one committee and so that the administrative, leadership development, strategic communications, and governance and social equity, public policy development, planning and livability, outreach, measurable results, program evaluation, infrastructure, science, and other necessary functions can be addressed in a relevant committee before recommendations are made to the Executive Committee. Committees will be filled with identified Consortium Members volunteering to serve and thereafter committees will be filled pursuant to a discussion and motions that are approved by the majority vote of the Executive Committee. Committees should be the balanced regionally and have people knowledgeable in the subject matter of the committee. One-third of all Consortium Committee members should be from general membership or supporting organizations to the extent possible.

**Consortium Members Capacity and Relevance:** Additional details about how each Consortium member will support the work of this grant is included on the Factor 1 Rating form. Consortium Members include:

- Since 1969, the SFRPC, with TCRPC in 1976, have planned and developed public policy for the Southeast Florida Region and been engaged in economic development activities.
- Since 1986, 1000 Friends of Florida, as a non-profit membership organization has been dedicated to promoting smarter growth and is positioned to addresses Climate Change.
- Since 1936, the Urban Land Institute (ULI), as a member supported, nonprofit education and research institute has provided leadership in creating and sustaining communities.
- Since 1988, the Collins Center for Public Policy, as a statewide non-profit organization, has sought creative, non-partisan solutions for Florida's toughest issues and responsive changes in public policy.
- Since 1972, Florida International University has provided research and public higher education in South Florida and is now one of the 25 largest universities in the United States.
- Since 1964, Florida Atlantic University has provided research and public higher education in South Florida with campuses spanning from Broward County to St. Lucie County.
- Since 1961, St. Thomas University, a private Roman Catholic university, has provided research and higher education in South Florida and community leadership development.

- Since 1960, Miami Dade College has provided public open-access community college education; with eight campuses, it is the largest minority-serving institution in the Nation.
- Since 1998, the Shimberg Center for Housing Studies at the University of Florida has provided housing data and technical assistance in support of safe, decent affordable housing and community development.
- Since 2006, the Housing Leadership Council of Palm Beach County has been identifying solutions that address workforce housing for workers at all income levels.
- Since 1995, the Human Services Coalition, using best practices, sought access to: healthcare; decent/affordable housing; quality education programs; and economic self-sufficiency.
- Since 2006, the Liberty City Trust has facilitated/overseen the revitalization plan for affordable housing, full employment, commercial/economic development, and safety.
- Since 2002, the Regional Business Alliance, a regional group of CEOs, has worked across jurisdictional lines with top business leaders and other decision makers to address regional problems and opportunities.
- Since 1997, The Resource Innovation Group (TRIG) is an independent 501(c)3 non-profit social science-based global climate change research and technical assistance organization.
- Since 1999, the City of Lauderdale Lakes CRA developed the Community Redevelopment Plan and Update to revitalize the CRA area (Concept Plan, Capital Improvements, and Implementation).
- Since 1938, the West Palm Beach Housing Authority has provided safe, decent, and affordable housing and services to persons and families with limited financial resources.
- For 25 years, the South Florida Cultural Consortium and/or its member cultural agencies have provided public sector cultural investment in non-profit arts and cultural organizations.
- Since tax increment financing enabling legislation in 1977, the Florida Redevelopment Association has supported revitalization efforts of Community Redevelopment Agencies.
- Cities in Southeast Florida which will help establish a RPSD are: Key West, Homestead, Miami, Miami Beach, Fort Lauderdale, Pompano Beach, Boca Raton, Delray Beach, West Palm Beach, Port St. Lucie, Vero Beach, and Sebastian.
- Counties in Southeast Florida which will help establish a RPSD are: Monroe, Miami-Dade, Broward, Palm Beach, Martin, St. Lucie, and Indian River counties.
- Southeast Florida's six MPOs and TPO, along with Monroe County, will help establish a RPSD with help from the Southeast Florida Transportation Council and the Treasure Coast Transportation Council in building a regional consensus.
- The four transportation entities in the Southeast Region supporting these regional planning efforts are: Florida Department of Transportation (FDOT) District IV; FDOT District VI; Miami-Dade Expressway Authority; and the South Florida Regional Transportation Authority.

**Capability and Qualifications of Key Personnel.** The Partnership will use that capacity of experts, citizens, and business owners from around the region to lead the effort to create the RPSD. Key personnel will be needed to provide leadership and staffing for the regional planning effort. The overall Project Director and the day-to-day Program Manager will be selected by the Executive Committee based upon demonstrated knowledge and experience in the development of Sustainable Communities and the planning efforts within the Southeast Florida Region. A high-level, technical staff working group from the membership of the Partnership will provide support, data and information, and technical assistance to the Consortium and Executive Committee. (See appendix for resumes.)

The Project Director and Program Manager candidates will be recruited through an open search process and the most qualified candidate will be approved by the Executive Committee. A national search for a Project Director and Program Manager will be undertaken by the SFRPC and the TCRPC Executive Directors. Their search will begin before and conclude immediately after the HUD notice of the grant

award in order to schedule candidates for selection interviews with the Executive Committee within 30 days of the award notice. Job qualifications for Project Director candidates and the selection criteria will be based upon who best demonstrates knowledge and experience with the citizens and business within the Southeast Florida Region and who has the direct experience in the management of up to five other large and complex planning activities that involved land use, transportation, economic development, water infrastructure planning, environment issues, or other related activities. Job qualifications for the candidates for Program Manager candidates and the selection criteria will be based upon who best demonstrates knowledge and experience of the proposed day-to-day program management and direct experience in the management of at least two other large and complex planning activities that involved land use, transportation, economic development, water infrastructure planning, environment issues, or other related activities.

Before being hired, the Administration Committee shall recommend to the Executive Committee a job description for both the Project Director and the Program Manager and that job description or some variation of it will be approved by the Executive Committee before the approval of the persons to fill those positions. Upon being hired, the Project Director and Program Manager will assemble and recommend to the Executive Committee a staffing plan to undertake development of the RPSD, a Consortium Committee structure, and the work can be undertaken by members of the Consortium compared to subcontractors, consultants, sub-recipients, and community-based organizations.