

**Southeast Florida Regional Partnership
Miami-Dade County Project Idea**

Partnership Member General Information:

- **Partnership Member (Name of Organization):** Miami-Dade County
- **Membership Status:** Consortium Member
- **Address:** 111 N.W. 1st Street, Miami, FL 33128
- **Main Contact Name:**
Eric Silva, Chief of Community Planning, Department of Planning and Zoning
- **Telephone:** (305) 375-2842 or (305) 375-3565
- **Email:** silvae@miamidade.gov -
Website: <http://www.miamidade.gov/planzone/>
- **Are you part of proposed Consultant Team responding to the SOQ?** No

Name of Director / Officers:

Carlos Gimenez, Mayor

Marc LaFerrier, Director, Department of Planning and Zoning

- **Number of years in business:** N/A

Overview and Form of Organization:

Miami-Dade County will assist and support the South Florida Regional Planning Council's (SFRPC) effort to create a seven county sustainability plan. The Miami-Dade County Department of Planning and Zoning will be the lead department for the tasks listed below.

Miami-Dade County will provide a staff person to act as point of contact and coordinator to the SFRPC and local government partners in Miami-Dade County.

The following Miami-Dade County Departments are anticipated to contribute to the *Southeast Florida Regional Vision and Blueprint for Economic Prosperity*: Planning and Zoning, Sustainability, Environmental Resources Management, Cultural Affairs, Housing and Community Development, Housing Finance Authority, Public Housing Agency, Metropolitan Planning Organization, Transit, Economic Development and International Trade, Parks, Water and Sewer and Public Works.

Statement of Qualifications and Project Understanding:

Over the past 20 years, Miami-Dade County has made a concerted effort to implement smart growth principles with the purpose of furthering a more compact and efficient urban form. The concept of smart growth has been incorporated into the Comprehensive Development Master Plan (CDMP), Strategic Plan and Code of Ordinances. The CDMP is a long range comprehensive plan that provides the County's growth management framework. The Strategic Plan provides a roadmap for allocating resources, improving overall performance and ensuring results. The Code of Ordinances codifies the scope and process for planning around transit centers. More recently the County has integrated sustainability concepts into departmental work programs through the implementation of the GreenPrint Sustainability Plan.

General description of the proposed project, including desired outcomes and identification of responsibilities of key personnel:

Miami-Dade County and other local governments should participate in all aspects of the planning process. Participation early in the process will ensure successful implementation of the plan. County staff's extensive experience with scenario planning, sustainability initiatives, transit oriented developments and other aspects of smart growth make them vital participants in the regional planning process. Below is a description of proposed work tasks based on the Housing and Urban Development (HUD) approved work plan. Unless otherwise noted below the information, data and analysis and other work tasks described below are specific to Miami-Dade County.

Overall Governance and Management

- Miami-Dade County will assist the SFRPC with the expansion of the four county *Southeast Florida Climate Change Compact* to seven counties

Task 1 – Build Collaborative Partnerships

- Lead or assist with leading a working group

Task 2 – Regional Scorecard

- Inventory and analyze smart growth policies in local government comprehensive plans and zoning codes
- Inventory and analyze local government sustainability plans and practices
- Inventory infrastructure, economic, cultural and recreational assets for climate resiliency
- Conduct Geographic Information Systems analysis and mapping
- Identify data gaps for measures
- Provide studies and data for the Regional Resources Library and Data Warehouse
- Assist with developing the Virtual Present (baseline)
- Assist with developing the Trend Scenario
- Compare municipal comprehensive plans and Miami-Dade County's Comprehensive Development Master Plan to document similarities and reconcile discrepancies for input into the Virtual Present, Trend Scenario and Alternative Scenarios
- Provide the following information for input into the Virtual Present, Trend Scenario and Alternative Scenarios: population projections; demographic data; infrastructure maps; housing data; transportation facilities; water service; wastewater service; historic, cultural and ethnic assets; sustainable development practices; healthy communities characteristics; natural systems and climate change / sea level rise adaptation plans

Task 3 – Participate in Public Outreach and Engagement

- Provide outreach and education to residents typically under represented
- Utilize existing public outreach network to inform and educate the community
- Include Regional Vision and Blueprint for Economic Prosperity message in GreenPrint messaging tools and events
- Quarterly updates to boards and elected officials to build support for plan acceptance and implementation (BCC, MPO, local governments, etc.)
- Participate in regional summits, visioning and scenario workshops
- Create Educational Materials - Best Practices and Case Studies
 - Share success stories, such as the county's codified Area Plan process, which promotes urban infill at urban centers. County staff manages the entire process from charrette to community based master plan and rezoning to administrative site plan approval and construction (e.g., Downtown Kendall and Brownsville Transit-Oriented Development)
 - Current projects occurring during the grant period, such as, Palmer Lake Charrette adjacent to Miami Intermodal Center, corridor planning, urban design manual update and Community Health and Design Element of the Comprehensive Development Master Plan

Task 4 – Enhance Regional Leadership and Technical Capacity

- Identify Miami-Dade County leaders to build support for the Regional Vision and Blueprint
- Assist with social asset mapping

Task 5 – Regional Vision

- Provide data and assist with developing the Alternative Future Scenarios
- Assist with the Regional Scorecard evaluation, interpreting the results and development of the Preferred Scenario and Regional Vision

Task 6 – Regional Blueprint

- Assist with the conversion of the vision into specific goals, objectives and implementation strategies
- Assist with the implementation matrix
- Assist with developing strategies to integrate blueprint elements into local plans

Task 7 – Begin Implementation

- Assist with developing the sustainable development toolbox
- Conduct a demonstration project
- Explore opportunities to fund demonstration projects
- Provide a compendium of successful sustainable development projects and programs in Miami-Dade County
- Assist with implementation of the Regional Vision through the County’s GreenPrint Implementation Teams and Transit / Land Use Working Group

Key Personnel (Attached are resumes of key team members.)

Staff	Department	Title	Partnership Role
Marc LaFerrier	Planning and Zoning	Director	Quality Assurance
Eric Silva	Planning and Zoning	Chief	Manager and Primary Point of Contact
Mark Woerner	Planning and Zoning	Chief	Comprehensive and Long Range Planning
Manual Armada	Planning and Zoning	Chief	Demographics and Economic Development
Gianni Lodi	Planning and Zoning	Supervisor	Sustainability Planning and Zoning
Shailendra Singh	Planning and Zoning	Supervisor	Urban Design and Community Outreach
Gilberto Blanco	Planning and Zoning	Supervisor	Urban Design and Zoning
Debbie Griner	Environmental Resources Management	Supervisor	Sustainability Planning and Air Quality

The partners who would need to be involved for the project to achieve success:

Local governments and implementing state, regional and local agencies.

The tools and /or resources that would be needed to support the project: The tools and resources needed to support the project are dependent on tasks assigned.

Portfolio:

Implementation of Urban Center Concepts in the Miami-Dade County Comprehensive Development Master Plan (CDMP)

Since the early 1960's Miami-Dade County has averaged over 30,000 new residents per year to make it the most populous county in the State of Florida and one of the fastest growing counties in the country. Today's population of 2.5 million people is confined to less than 25 percent of the County's 2,000 square mile land area. Further urban expansion is limited by the CDMP, which establishes an urban growth boundary known as the Urban Development Boundary (UDB). The UDB works in conjunction with smart growth policies towards the development of a more compact and efficient urban form, particularly along urban transportation corridors.

The County's primary tool for implementing smart growth is through the adoption of urban center regulations. Urban center regulations are a set of form based land development regulations developed to implement a community vision. The transformation of traditional zoning to a form based code provides for implementation through detailed plans for land use, density, building heights, open space, streets and bicycle routes. The community's vision for these centers is developed through a stakeholder steering committee, week-long charrette workshop, public hearings and media to educate, involve and collaborate with the public.

Since its inception in 1999, seventeen urban center area plans (15,704 acres) have been completed and eight urban center district regulations (3,376 acres) adopted. Two zoning ordinances (1,651 acres) are currently under review. Over 7,500 dwelling units with an average density of 35 units per acre and 1.3 million square feet of non-residential uses have been approved through the streamlined administrative review process. These densities are considerably higher than the majority of development in the County, which typically occurs at suburban densities of four to five units per acre.

South Miami-Dade Watershed Study and Plan

In 2007, Miami-Dade County completed a comprehensive scenario planning study for the southern half of the county. The scope of work for the South Miami-Dade Watershed Study and Plan was very similar to the work plan for the *Southeast Florida Regional Vision and Blueprint for Economic Prosperity*. Below is a brief description of each Watershed task.

Task 1: Establishment of Baseline Conditions - This included an analysis of population projections and inventories of development features, water resources, and natural communities. In addition, a wide-ranging series of parameters and thresholds for assessing the impacts of various land use scenarios were developed in Task 1. The 21 parameters included water quality, development patterns, transportation, parks, agricultural lands, flood protection, economics, infrastructure and wetlands.

Task 2: Land Use Scenarios - Potential development opportunities and constraints were defined and mapped. A baseline map was created depicting land uses, water resources and other features. The final step in Task 2 was the development of hypothetical test land use scenarios based on three different land use policy directives. Both 2025 and 2050 population projections were utilized, resulting in six test land use scenarios.

Task 3: Scenario Assessment - The impacts of the six test land use scenarios were assessed against the 21 parameters and thresholds developed in Task 1, and compared to the baseline condition. This evaluation included an assessment of the impacts of each scenario on water resources, agriculture, natural resources, community character, employment, economy and infrastructure.

Task 4: Preferred Scenario - Task 4 involved the development of a draft preferred land use scenario. The development of the draft preferred scenario was informed by the results of the test scenario assessments completed in Task 3. The draft preferred scenario was refined based on input from the citizen advisory committee, stakeholders, the public, and the technical review committee. The revised draft preferred scenario was then assessed against the same 21 parameters and thresholds used in Task 3.

Task 5: Implementation - Implementation Strategies for the preferred land use scenario were developed to mitigate for impacts of growth on the County and Biscayne Bay. These strategies include site development standards, best management practices for protecting water quality, and land preservation techniques, including regulatory incentives.

GreenPrint Sustainability Plan

The Miami-Dade County Board of County Commissioners (Board) has, throughout the years, made serious commitments to prepare the County for a sustainable future. By committing to the U.S. Cool Counties Program, the County has agreed to pursue the regional goal of reducing greenhouse gas (GHG) emissions by 80 percent from 2008 levels by 2050. The Board also supports the state's goal of achieving 20 percent of Florida's energy from renewable sources by 2020. Those are just two of the more than 100 actions taken by Miami-Dade County government related to sustainability, environmental protection and climate change.

Now, for the first time ever, Miami-Dade County has one roadmap, the GreenPrint Sustainability Plan, to achieve these ambitious and aggressive goals. GreenPrint culminates in the County's first Climate Action Plan. There are 137 separate initiatives outlined in GreenPrint, many of which will directly contribute to a reduction in GHG emissions. It is estimated that these initiatives will result in a reduction of 1.5 million metric tons of GHG emissions and an avoidance of 3.1 million metric tons over the next five years, and move us toward even deeper reductions in the future. These are our first collective and comprehensive steps to address climate change and to creating a resilient Miami-Dade County of tomorrow.

Resume of Key Team Members:

Attached are resumes of key team members.

PROFESSIONAL EXPERIENCE:

Director of Planning and Zoning

Miami-Dade County: Department of Planning & Zoning

Miami, FL May 2008 to present

Responsible for the management and administration of planning, zoning, community health planning, economic development and historic preservation staff and activities. The Department of Planning and Zoning's annual budget is \$18.1M, with a fulltime staff of 162 persons.

- Directed the department's staff and activities responsible for urban and regional planning, smart growth, land development regulation, economic development, historic and environmental resource planning and preservation and community health planning; including:
 - Metropolitan Planning: update and implement the Comprehensive Development Master Plan-a state approved long range growth management plan;
 - Community Planning: community based plans, regulations and projects for neighborhoods, urban centers, transit oriented developments and major attractions;
 - Planning Research: demographic, geographic and economic reports and analysis;
 - Zoning hearings and administration: Development Impact Committee, public hearings, code amendments and administration, and area-plan regulation;
 - Zoning permitting and inspections: zoning, landscape, and certificates of use;
 - Historic and Archeological Preservation: historic and archeological surveys and studies, historic designations and regulation, tax exemptions and permitting;
 - Administration: personnel, budget, procurement, GIS, and information technology.
- Key staff member in the development and implementation of Green Print Sustainability Plan and County-wide Business Plan;
- Recognized with several awards from the National Organization of Counties (NACO) for innovation in planning and administration; and from the American Planning Association and the 1000 Friends of Florida for Area-wide Plans;
- Monitored, evaluated and managed staff, projects and programs to ensure completion of key assignments, compliance with regulations and achievement of objectives;
- Staff advisor and administrator to the Planning, Advisory Board, Agricultural Practices Board, Historic Preservation, Shoreline Committee, Development Impact Committee, Social and Economic Development Council and ten (10) local Community Zoning Appeals Boards.

Community Service Director

City of Lake Worth: Community Services Department

Lake Worth, FL January 2008 to May 2008

Responsible for the management and administration of planning, zoning, growth management, code compliance, historic preservation and community development staff and activities. Community Services Department's annual budget is \$2.1M with a full staff of 22 persons.

- Combined and re-organized several departments and activities to improve accuracy, efficiency and accountability;
- Community Services Department responsibilities included: urban planning and design, current planning, zoning, long range planning, historic preservation, housing, HUD Block Grant projects/programs and supervised building code review, permitting, inspections and, licensing.

Planning and Zoning Director

City of Fort Lauderdale: Planning, Zoning and Community Development

Fort Lauderdale, FL

September 2004 to September 2007

Responsible for the management and administration of planning, zoning, growth management and community development staff and activities. The Planning and Zoning Department's annual budget is \$17.4M with a full time staff of 52 persons.

- Directed City's department staff and activities in urban planning and design, current planning, zoning, long range planning, housing and HUD Block Grant projects/programs; including:
 - Urban Planning and Design: area wide master plans, design guidelines, design review team, historic preservation and public architecture;
 - Current Planning: Development Review Committee and code amendments;
 - Zoning: zoning, structural and landscape plan review and inspections;
 - Long Range Planning: growth management, Comprehensive Plan, Evaluation and Appraisal Report, GIS, and annexations;
 - Housing Programs: administration of HUD, SHIP and HOME funded programs, County-wide housing for people with AIDS program and fair housing compliance;
 - HUD Block Grants: Annual CDBG plan, housing and economic development programs and capital projects.
- Developed and administered department and consultant work programs and budgets;
- Monitored, evaluated and managed staff, projects and programs to ensure completion of assignments, compliance with regulations, and achievement of objectives;
- Key member of the City's Executive Management Team;
- Advisor to the City Commission, Planning & Zoning Board; Board of Adjustment, Historic Preservation Board, and Development Review Committee;
- Represented the City and Department in the Emergency Operation Center;
- Served as City representative to numerous intergovernmental organizations and agencies.

Planning and Development Services Director

Keith and Schnars, P.A.: Planning and Development Services

Fort Lauderdale, FL

June 2001 to August 2004

Responsible for the management of one of the firm's key departments. Scope of services included municipal planning, landscape architecture, regional planning, land development services and public involvement.

- A full range of planning and land development services for private and public sector clients, specializing in urban and regional planning, landscape architecture and community redevelopment;
- Managed and represented Community Redevelopment Agencies (CRA), Development of Regional Impacts (DRIs), land development projects, and park and streetscape plans;
- Participated in the firm's leadership, business development and marketing programs as a key member of the Executive Committee;
- Managed and represented several large scale and significant area-wide plans.

City Development Director

City of Stuart: City Development Department

Stuart, FL

July 1999 to June 2001

Responsible for the management and administration of the City's planning, zoning, redevelopment, growth management and community development staff and activities. The department included a 17 person staff with an annual budget of \$3.6M.

- Directed the operations of a “One-Stop-Shop” with urban planning, zoning, engineering, building permits and inspections. In addition, comprehensive planning, intergovernmental coordination, CDBG programs and projects, economic development and code enforcement;
- Advisor to the City Commission, Local Planning Agency, Community Redevelopment Agency (CRA), Housing Authority, Regional Planning Council, and CDBG Committee;
- Directed the City’s redevelopment and Main Street programs, economic development projects, and protection/rehabilitation environmental projects;
- Developed and administered department and consultant work programs and budgets;
- Monitored, evaluated and managed staff, projects and programs to ensure completion of assignments, compliance with regulations, and achievement of objectives;
- Managed RFP and negotiations of City owned properties for a downtown redevelopment project;
- Supervised building code review, inspections and code enforcement staff and activities.

Planning Manager

City of Lynnwood: Community Development Department

Lynnwood, WA

May 1991 to July 1999

Managed the planning staff and activities in the growth management, comprehensive planning, plan implementation, GIS, and capital facilities planning.

- Prepared and administered department and consultant work programs and budgets;
- Led community outreach programs and policy-making processes;
- Supervised the preparation and adoption of a \$149M Six-Year Capital Facility Plan, level of service standards and concurrency programs;
- Key staff member in the City’s Operating and Capital Budget processes, and policy programs;
- Project manager for area-wide master plans involving land use, redevelopment, urban design, capital plans, and EIS;
- Managed urban growth area planning and annexation programs;
- City representative to intergovernmental planning organizations.

Division Chief: Land Development Planning

Keith and Schnars, P.A.: Planning Department

Fort Lauderdale, FL

September 1988 to May 1991

Managed planning and engineering professionals responsible for the design and approval of land development projects with local, regional and state agencies.

- Managed and monitored project budgets and profits;
- Managed and represented multi-disciplinary staff responsible for large-scale projects;
- Interacted effectively with local boards and commissions throughout South Florida.

Development Review Committee Chair – Planner II

City of Fort Lauderdale: Community Development Department

Fort Lauderdale, FL

September 1986 to May 1988

Established and administered the City’s land development review processes and regulatory activities as Chair of the City’s Development Review Committee (DRC).

- Created and implemented enabling policies, regulations, and programs for the DRC. The DRC has design review and permitting responsibility for all land subdivisions, site plans, DRIs, and other land development projects;
- Served as staff advisor to the Planning and Zoning Board to Broward County DRC, Florida DOT and the South Florida Regional Planning Council;

- Prepared studies and conducted presentations on downtown housing, neighborhood planning, and development regulations.

Zoning Administrator

City of Coral Springs: Building Department

Coral Springs, FL

September 1984 to August 1986

Supervised the staff responsible for the review, permitting and inspection of land development applications and plans for new and existing developments for compliance with the City's zoning and occupational licensing regulations

- Developed and implemented neighborhood preservation and enhancement programs;
- Directed and managed Code Enforcement staff and activities;
- Prepared and administered the division's budget and work programs;
- Advisor to the Board of Adjustment and Code Enforcement Board.

EDUCATION:

CITY UNIVERSITY, SEATTLE, WASHINGTON

Graduate studies in Public Administration

Eastern Michigan University, Ypsilanti, Michigan

Bachelor of Science in Geology/Geography and Political Science

PROFESSIONAL CERTIFICATIONS AND ASSOCIATIONS:

American Institute of Certified Planners

Congress for the New Urbanism

American Planning Association

PROFESSIONAL EXPERIENCE:

Miami-Dade County Department of Planning and Zoning February 2009 – Present
Chief (February 2009 - Present)

Management of the Department's Community Planning Section. Oversee the development of small area plans, rezonings and other implementation measures to facilitate the development of mixed-use, transit orientated development.

City of Fort Lauderdale April 2006 – February 2009
Principal Planner (April 2006 – February 2009)

Supervise comprehensive plan and geographic information systems staff. Project manager for the City of Fort Lauderdale Central Beach Master Plan, a community based plan for public improvements and zoning revisions. Program manager for issues related to water supply, school concurrency and developments of regional impact (DRI).

Keith and Schnars P.A. June 2001 – April 2006
Director of Planning (August 2004 – April 2006)

Responsible for the Planning Division within a multi-disciplinary consulting firm. Duties included marketing, supervising staff work related to land development regulations, comprehensive plan amendments, community redevelopment area studies, community master plans, DRIs and other land development applications. Extensive work with planning in Miami-Dade County, including the South Miami-Dade Watershed Study and Plan, community redevelopment area studies, DRIs, and comprehensive planning. Provided oversight as the Project Manager for the development of a Master Plan (a citywide community based redevelopment plan) and land development regulations for the City of Marathon.

South Florida Regional Planning Council March 1995 – June 2001
Senior Planner/Development of Regional Impact Coordinator

Management of the DRI Program. Duties included the review and assessment of large scale development projects (e.g. regional malls, airports, sports facilities, marinas, residential developments, etc.); the coordination of project reviews among the Council, local, state and regional governmental agencies, and private/public development teams; the negotiation of development order conditions to mitigate project impacts; and the presentation of Council staff's impact assessment reports and local development orders to the Regional Planning Council Board. Disseminated information on Chapter 380, Florida Statutes, Rules 9J2 and 28-24, Florida Administrative Code and other aspects of the DRI process through the Council's Website, the publication of the *SFRPC's Guide for Developments of Regional Impact*, presentations to local governments and other interested parties, as well as, daily information requests from the public. Issue management in the area of coastal and marine resources.

Regional Planner

Responsibilities included the review of local government comprehensive plans; seaport master plans; evaluation appraisal and reports; and US Army Corps of Engineers and South Florida Water Management District permit applications. Designed and maintained World Wide Web pages for the Council's Internet web site. Developed maps for geographic analysis and incorporation into the "*Eastward Ho! Revitalizing Southeast Florida's Urban Core*", several Broward Coordinating Council reports and other Council projects. Facilitated discussions at visioning workshops for government entities and special interest groups.

Planning Technician

Collected, analyzed and manipulated GIS data for incorporation into Florida's Marine Resource Information System, a grant project under the Florida Coastal Management Program and the

National Oceanic and Atmospheric Administration. Assisted in writing the final report and map production.

Rhode Island Department of Environmental Management May 1993 - August 1993
Internship with the Division of Fish, Wildlife and Estuarine Resources

Collected data on shell fishing in Narragansett Bay, through field research and interviews with fisherman, scientists and regulators. Conducted a statistical analysis of the shell fishing industry, in order to develop a successful shellfish management plan for the state.

United States Federal District Court January 1992 - May 1992
Rhode Island State Government Internship Program

Assisted judicial staff, law enforcement officials and attorneys in processing the court's cases. Executed the daily procedures of the court, including data gathering, information management and trial preparation.

ADVISORY COMMITTEES:

Biscayne Bay National Park General Management Plan
Biscayne Bay Partnership Initiative
Florida Governor's Ocean Committee
Florida Keys Carrying Capacity Study
Marine Industries Association of South Florida Marine Master Plan
Statewide Ocean Resources Inventory

EDUCATION:

Master of Arts in Marine Affairs (June 1996)
Rosenstiel School of Marine and Atmospheric Science
University of Miami, Miami, Florida 33149

Bachelor of Arts, double major in Marine Affairs and Political Science (May 1993)
University of Rhode Island, Kingston, Rhode Island 02881

MEMBERSHIPS:

American Institute of Certified Planners
National, Florida and Broward County Chapters of the American Planning Association
PADI Open Water Certified Diver

PROFESSIONAL SKILLS:

Experience with the following software packages: Microsoft Office (Word, Excel, PowerPoint, Access, etc.), Microsoft Front Page, Corel Draw, Atlas GIS and ESRI's ArcGIS, ArcView and ArcInfo.

ADDITIONAL EDUCATIONAL EXPERIENCE:

Field study in coastal cultures (spring 1995) Cat Island, Bahamas. Studied at the *University of Liverpool* (fall 1992) and worked as a sales representative for Allsports (winter 1994) in Liverpool, England. Participation in the following undergraduate organizations: Study Abroad Advisory Committee, Pre-Law Society and Marine Affairs Undergraduate Association.

PROFESSIONAL EXPERIENCE:

**Miami-Dade County Department of Planning and Zoning
Miami, Florida**

- 2007-2008 **Acting Assistant Director for Planning:** Responsible for planning, directing and coordinating the preparation, interpretation, recommendation and implementation of comprehensive development plans for Miami-Dade County. Principal duties include: managing the preparation of special planning projects, developing planning programs, coordinating planning programs and activities with other planning agencies and organizations, providing staff support for Planning Advisory Board activities, and supervising a variety of administrative functions including the preparation and administration of planning budget and monitors fiscal operations.
- 2002 - Present **Chief, Metropolitan Planning Section:** Responsible for managing and supervising the day-to-day activities of the Metropolitan Planning Section and responsible for the conduct of Miami-Dade County's long-range comprehensive planning program, and environmental and transportation planning projects. Principal duties include: preparation, update, amendment, maintenance of compliance with Chapter 163, Part II, Florida Statutes and Florida Administrative Code (FAC), and implementation of the Miami-Dade County Comprehensive Development Master Plan (CDMP), overall management of the semi-annual process to amend the CDMP in accordance with State and County law, management of land use and transportation planning related work projects conducted as part of the Metropolitan Planning Organization's (MPO) Unified Planning Work Program, and formulation of work programs, and oversight and execution of projects to accomplish responsibilities of the Section.
- 1987 - 2002 **Planning Section Supervisor:** Responsible for coordinating the comprehensive planning activities of the Metropolitan Planning Section in the Department of Planning and Zoning. Principal duties include: acted as assistant to Chief of the Metropolitan Planning Section; project manager for the preparation of all plan elements for the update of the County's Comprehensive Development Master Plan (CDMP); prepared the transportation and infrastructure elements of the CDMP; prepared all transportation analyses and staff recommendations for amendments to the CDMP; analyzed proposed state planning legislation and rules and prepared comments; coordinated County review comments on the Regional Policy Plan Update; analyzed and prepared comments on all municipal comprehensive plans and plan amendments; assisted in drafting the County's concurrency management system ordinance; coordinated all transportation planning activities for the Department; served as Department representative on various technical committees of the Metropolitan Planning Organization; and supervise and directed the activities and assignments of ten professional planners.

**Sarasota County Planning Department
Sarasota, Florida**

- 1985 - 1987 **Chief Planner:** Responsible for directing work program and daily operation of the Long-Range Planning Division. Principal duties: project manager for the preparation and development of the evaluation and appraisal report (EAR) and preparation of the update of the Sarasota County Comprehensive Plan (Apoxsee) according to Florida Statutes and FAC; processed and analyzed all applications to amend the County's comprehensive plan; coordinated grant activities associated with Chapter 9J-16, FAC; reviewed land development regulations for consistency with the comprehensive plan; developed citizen participation procedures; developed comprehensive plan amendment semi-annual process; and supervised and directed the activities of four professional planners.
- 1984 - 1985 **Senior Planner:** Responsible for coordinating the comprehensive planning functions of the Planning Department. Principal duties: processed and analyzed all applications to amend the comprehensive plan; assisted in the review and analysis of the Developments of Regional Impact; served as County representative on various technical advisory committees; and developed special area planning studies as required.
- 1982 - 1984 **Long Range Planner:** Responsible for providing technical support for the maintenance of the comprehensive plan and for other long-range planning activities through research, analysis, and report writing. Principal duties: assisted in review and analysis of numerous Developments of Regional Impact; prepared countywide socio-economic and land use projections for the Sarasota-Manatee Area Transportation Study Year 2000 Plan update; assisted in developing a "growth phasing" ordinance to control the timing and sequence of urban development in the unincorporated areas of the County; served as staff planner assigned to the Englewood Are Citizens Advisory Committee; reviewed proposed land development ordinances for consistency with the comprehensive plan; acted as public information specialist; reviewed all airport planning activities of the Sarasota-Bradenton Airport; served as County representative on the Sarasota-Manatee Area Transportation Study (SMATS) Technical Advisory Committee (TAC) and various TAC subcommittees; and developed special reports as required.

Montgomery-Greene County Transportation Coordinating Committee Dayton, Ohio

- 1980 - 1982 **Transportation Planner:** Responsible for providing technical assistance for multi-model long and short-range planning activities through data collection, analysis, and report writing. Principal duties: assisted in preparation of the Regional Transportation Plan report; prepared a comprehensive listing of regional transportation goals, objectives, and policies; assisted in the coordination and preparation of an analysis of transportation alternative in the I-675 corridor; prepared a policy position paper concerning labor protection requirements under Section 13 (c) of the Urban Mass Transportation Act of 1964, as amended; and developed a work program and budget to study alternative transit modes in the North Main Street Corridor.

1978 - 1980

Transportation Planning Technician: Responsible for providing research assistance for short range planning activities through surveys, data collection and report writing. Principal duties: coordinated and assisted in the preparation of the Final I-675 Environmental Impact Statement; assisted in the preparation of the Transportation Improvement Program (TIP); conducted regional inventories and projections of mobile source hydrocarbon emissions for State Implementation Plan for Air Quality; conducted annual Dayton Central Business District parking facilities and rate structure inventory; and quantified air quality emission benefits of transportation control measures.

EDUCATION:

1981

Master of Public Administration, University of Dayton, Dayton, Ohio

1976

B.A. in Urban Studies/Sociology (emphasis in Urban Planning), Wright

State University, Dayton, Ohio

PROFESSIONAL AFFILIATIONS:

American Institute of Certified Planners
American Planning Association
Florida APA Chapter

PROFESSIONAL EXPERIENCE:

Miami-Dade County, Miami, Florida

*Department of Planning & Zoning, Community Planning Section, **Urban Design Center***

Planning Section Supervisor, October 2002 – Present

Involved in numerous neighborhood design initiatives within unincorporated Miami-Dade and helped craft overlay zoning ordinances that would allow implementation of master plans resulting out of these visioning sessions.

Charrette Area studies include:

Naranja, North Central Miami-Dade, Old Cutler Road, Cutler Ridge, Perrine, Palmetto Bay Franjo Triangle, Princeton, Leisure City, Model City/Brownsville, Country Club/Palm Springs North, Landmark property, Schenley Park, East Kendall, Bird Road Corridor Study, Richmond Heights, Coral Villa Estates, Palmer Lake, 215th Street TOD.

Correa Valle Valle, Inc. Coral Gables, Florida

Town Planner, July 1999 – October 2002

Worked as the lead urban designer and **project manager** of several planning projects. Participated in numerous Design **workshops/Charrettes**, Designed the urban plan layouts, plans, elevations, renderings, diagrams, illustrations, etc.

Prepared various *architectural design codes* and created pattern books

Attended meetings with clients, developers, public officials, engineers, etc.

Coordinated changes to *Architectural Construction Documents*

EDUCATION:

University of Miami, School of Architecture, Coral Gables, Florida

Masters of Architecture, Suburb and Town Design, August 1999

Institute of Environmental Design, Gujarat, India

Bachelor of Architecture, August 1994

COMPUTER SKILLS:

Proficient in AutoCAD, Sketchup, Adobe Photoshop, In-Design, Illustrator, Quark Express, PageMaker, Acrobat, Microsoft Word, PowerPoint, Excel and Outlook

HONOR AND ACTIVITIES:

Recipient of University of Miami, School of Architecture's *2011 Faculty Award for **Outstanding Contribution*** to the **Profession**, Keynote speaker on Charrette initiatives to the *American Planning Association's Florida Chapter*, City of Surfside, District 4 of the *Florida Department of Transport (FDOT)*, and University of Miami, School of Architecture's *Knight Program for Community Building*. Worked on urban planning projects with the *Center for Community and Urban Design* of University of Miami, Participated in over 30 Planning Charrettes as urban designer with *Treasure Coast regional Planning Council*, Volunteer Design Expert for the *Florida Public Officials Design Institute* at **Abacoa**, Attended and critiqued numerous design-presentations by students as an external juror at **University of Miami School of Architecture**, Assistant professor on **Graphics** to the undergraduates' class of 2000.

PROFESSIONAL EXPERIENCE:

Miami-Dade County Department of Planning and Zoning, Miami, Florida

3/2011 – Present

Section Supervisor

- Conduct small area plans/charrettes with the purpose of implementing the County's comprehensive plan with the community's vision and approval.
- Develop implementation strategies including land use amendments to the comprehensive plan or land development regulations.
- Develop transit-oriented and infill development land development regulations.

6/1999 – 3/2011

Principal Planner

- Contribute to the update of the County's comprehensive plan and its amendment process.
- Prepare annexation and incorporation reports and recommendations.
- Development of miscellaneous code regulations.
- Member of the County's GreenPrint (sustainability plan) core team and lead of the land use and transportation section.
- Board member of the County's Community Advisory Board.
- Contributor to the Community Image Advisory Board projects such as the One Million Tree campaign.
- Participate in the development review process.
- Conduct or assist in conducting special projects for the Department.

2/1993 - 6/1999

Senior Planner

- Contributed to the analysis of the yearly updates to the County's comprehensive plan.
- Maintained the followings elements of the comprehensive plan: traffic circulation, mass transit, Port of Miami and Port of Miami River.
- Contributed in the development of the comprehensive plan's evaluation and appraisal report as mandated by the State of Florida,
- Contributed to the review of development of regional impacts.
- Participated in mediation processes for the Homestead Air Force base Reuse Plan and for the Virginia Key Working Group.

Loggi Enterprises, Miami, Florida – Pardo y Asociados, Caracas, Venezuela.

2/1989 - 11/1992

Consultant

Consultant in the area of airport planning for the Venezuelan Ministry of Transportation and Communications. Work based in Miami, Florida and Caracas, Venezuela.

City of Sarasota Department of Planning and Development, Sarasota, Florida.

8/1986 - 1/1989

Senior Planner

- Contributed to the development and maintenance of the City's comprehensive plan - land use, traffic circulation, mass transit, park and recreation, and aviation components.
- Conducted review of development proposals and zoning hearing items
- Established and participated in the development review committee.
- Represented the Department in the Sarasota County's Metropolitan Planning Organization.

EDUCATION:

1986 University of Florida, Gainesville, Florida
Urban and Regional Planning (School of Architecture)
Master of Arts Degree

1983 University of Florida, Gainesville, Florida
Civil Engineering
Bachelor of Science Degree

LANGUAGES:

Fluent in English and Spanish

EDUCATION:

University of Miami
Masters of Architecture (Suburb and Town Design) - 1996

University of Miami
Bachelor of Architecture -1990
Minor in Landscape Architecture -1990
Minor in History -1990

University of Florida
LEED AP training course
LEED Professional - 2008

PROFESSIONAL EXPERIENCE:

Miami-Dade County Department of Planning and Zoning

Principal Planner
2006 – Present
Community Planning Section

Responsible in the collaboration and creation of form-based architectural and site planning standards and zoning districts implementing neighborhood vision plans for Miami-Dade's designated metropolitan/community urban centers and major corridors; developed zoning standards and site plan review criteria for Metrorail transit-oriented development; and developed zoning standard regulations implementing affordable and workforce housing policies mandated by the County's adopted Comprehensive Development Master Plan Land Use and Housing Elements. Currently working on the Bird Road Charrette report, indicating existing zoning and land use information and propose options for land use, zoning, open space, building placement and design development for parcels within the boundaries of the study. Participated and/or collaborated in the following Charrette area vision plans: Downtown Kendall Metropolitan Urban Center (Summer 1998), Schenley Park (October – 2006), East Kendall (November – 2006), Wynwood Redevelopment Area (City of Miami Fall – 1995), Virginia Key Redevelopment Area (City of Miami Spring – 2007)

Work closely with the Department's Director to provide architecture and site plan design and policy review of proposed development and redevelopment within unincorporated Miami-Dade County's zoning districts, assuring said developments are: compatible with surrounding uses; consistent with the goals and policies of the CDMP; conforming with regulations and site review standards of the Zoning Code (Chapter 33); meeting Subdivision regulations (Chapter 28); applying Landscape Code (Chapter 18A) requirements; and incorporating principles of good urban design. Assist General Services Administration, County Commissioners, and Office of Community and Economic Development staff, among others, in the development of architectural and site plan renderings, zoning and land use studies indicating how using good building practices and urban design create efficient and attractive affordable housing models and other development types on County owned properties. Working with County Departments in the implementation of various Countywide objectives and goals in the form of studies providing recommendations on how to achieve desired goals.

Government Facilities: Responsible for the coordination and administrative process pertaining to Board of County Commission land use and facility construction approvals for government facilities within unincorporated Miami-Dade County. Currently, developing a new process that

will expedite land use approvals for the establishment of new government facilities, and provide a process by which new government buildings are developed as community focal points.

Principal Planner
1998-2006
**Development Planning Section and
Zoning Evaluation Section:**

Director's representative in County Committees and Boards such as Development Impact Committee, Rapid Transit Development Impact Committee, Shoreline Committee, Governmental Facilities Committee, and in more than ten Zoning Appeals Boards. During committee meetings, served as the Department's liaison providing information pertaining to a development's site planning, architecture and landscape architecture strengths and deficiencies against the Zoning Code, CDMP, neighborhood studies, and Board of County Commission accepted review manuals. Reviewed and provided the Department's Director written recommendation for project approval or denial presented to these committees. Analysis ascertained a project's legal consistency with the Comprehensive Development Master Plan (CDMP), compatibility with surrounding land uses, site design and zoning code conformance.

Co-Author of the Board of County Commission accepted Miami-Dade County Urban Design Manual. The urban design guidelines and principles reflect the guidelines for urban form and other policies of Miami-Dade County's Comprehensive Development Master Plan (CDMP) pertaining to community land use and housing patterns and design. These guidelines illustrate ways to accomplish the land use and housing patterns and design objectives encouraged by policies of the CDMP, and as a supplement to standards of the Zoning Code for the site plan review process provided for in the Code.

Provided input and urban design assistance to staff, developers, architects, community council members, furthering the goals and objectives of the Urban Design Manual principles and CDMP policies, thereby ensuring good planning principles, including new urbanism guidelines, were included in the site planning and architecture proposed for development and redevelopment. Methods of furthering these goals were achieved through education and creation of site plan and architecture design concepts. Assisted Department staff in the implementation and site plan and architectural review procedures for County adopted form-based codes, including Downtown Kendall Metropolitan Urban Center, Leisure City Community Urban Center District and Model City/Brownsville Urban Center.

Senior Planner
Junior Planner
1991-1997
Metropolitan Planning Section

Creation and drafting of illustrations used in the adopted Miami-Dade County Landscape Manual. The purpose of the manual is to illustrate and augment the criteria included in Chapter 18A (Landscape Code) with the basic objective of using xeriscape principles to reduce water consumption, increase tree canopy through the use of native species and promote energy conservation. Assisted principal planners with CDMP text amendments and cyclical amendments to the Land Use Plan map, providing research backing proposed CDMP text changes and justifications for approvals or denials of land use amendments.

Consultant:
Bell David Planning Group
2007 – 2009

Participated and collaborated in two charrettes and three workshops for the cities of Deltona and West Melbourne in Florida. Urban design concepts were provided for a number of properties indicating how building placement and open space allocation can positively change the character of existing, but improperly planned neighborhoods. A report summarizing proposed urban design concepts and applied principles accompanied the illustrations.

Consultant
Duany Plater-Zyberk and Company

1989 – 1991

Site plan design and construction documents for residential and institutional developments located in the City of Miami and unincorporated Miami-Dade County.

Consultant
Albert Perez and Associates
Rosenberg Design Group

1989 – 1991

Landscape and site plan design, landscape construction documents for numerous projects including the Miami Downtown Metromover Station, golf courses, custom made residences, and civic institutions.

LANGUAGES:

Fluent in English and Spanish

PROFESSIONAL EXPERIENCE:

2/02 to Present

Miami-Dade County Department of Environmental Resources Management (DERM)

Air Quality Management Division - Environmental Resources Project Supervisor

Core team member in the development of the County's first community-wide sustainability plan, *GreenPrint – Our Design for a Sustainable Future (December 2010)*

- Co-led the development of the Responsible Land Use and Smart Transportation Goal Area
- Implementation facilitator for the Climate Action Plan component of *GreenPrint*
- Southeast Florida Regional Climate Compact - a four-county partnership working collaboratively to mitigate emissions and incorporate adaptation considerations into a regional climate action plan.
 - Alternate Steering Committee Member for Miami-Dade County
 - Transportation Work Group – support staff member facilitating the development of priority issues and policies to address adaptation and mitigation
- Transportation Planning Council – Advisory Committee Representation
 - Transportation Improvement Program Development Committee; Long Range Transportation Plan Development Committee; Unified Plan Work Program Development Committee; and Municipal Grant Program Committee
- Development of the annual budget for the Air Quality Management Division
- Coordinate the application, administration, and reporting of several state and federal air pollution funding agreements
- Assist county departments with project design and proposals for grant applications
 - 2005 - \$150,000 for “Clean Diesel in South Florida” Retrofit Program: 20 buses from Elderly Services, Head Start, and Parks Department Leisure Access Programs ; 2 library bookmobiles, 3 library box truck delivery vehicles; and 18 construction vehicles
 - 2008 - \$750,000 for 7 Transit Hybrid Bus Purchases
 - 2009 – \$2 million: Agriculture Irrigation Pump Replacement Rebate Program –244 diesel engines
 - 2010 – \$1.5 million for electrification of 4 Port of Miami gantry cranes and retrofit of tenant vehicles
 - 2011 - \$1.5M for the purchase of 15 Automated Hybrid Hydraulic Refuse Vehicles

Pollution Control Inspector II - 8/99 to 2/02

Air Quality Management Division, Air Facilities Section

- Supervised two Pollution Control Inspector 1 positions within the Air Toxics Program
- Produced the 2000 VOC, NOx, and CO Emissions Inventory for Miami-Dade County, a comprehensive report on point and area source air emissions

Pollution Control Inspector I - 12/96 to 7/99

Air Quality Management Division, Air Facilities Section

- Performed compliance inspections of facilities with County, Florida State, Title V General, and Title V Major Air Pollution Source Permits and served as Pollution Prevention (P2) and Public Outreach Representative

EDUCATION:

Bachelor of Science Degree, 1996
Florida International University - Miami, Florida
Major: Environmental Studies, Minor: Biology

Manuel A. Armada

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mav@miamidade.gov

PROFILE

Planner with more than 30 years experience in Planning. Experience has been varied and includes economic analysis, forecasting, fiscal impact analysis, cost-benefit analysis, modeling, and computer applications. Management experience includes supervising the Economic Unit of the Research Section for the last 14 years. Currently, serving as Chief of the Research Section of the Department of Planning & Zoning.

EXPERIENCE

Chief of Planning Research

2006 to Present

Miami-Dade Department of Planning and Zoning, Miami, Florida - In Charge of the Research Planning Section supervising 13 Professional Planners, Economists, and Geographers.

Principal Planner

1992 to 2006

Miami-Dade Department of Planning and Zoning, Miami, Florida - Supervisor in charge of the Economic Unit of the Research Section. Responsible for all economic studies and analysis and collection of data, housing, and the demand/supply of commercial and industrial land.

- Conducted an Economic Impact Analysis, using the REMI model, of the proposed medical school at FIU.
- Conducted an Economic Impact study of the creation of wells in south Miami-Dade County by the Water & Sewer Department
- Completed an analysis on the location, parcel size, supply, and demand of Industrial land in Miami-Dade County.
- Instrumental in incorporating Impact Fee data (real Time) into our land depletion analysis for Residential, Commercial, and Industrial land.
- Revised the methodology to estimate and project the demand & supply of Commercial and Industrial land.
- Assisted in the collection and analysis of data used in the Affordable Housing Study.
- Supervised the data collection and analysis of Housing and Land Use elements of the CDMP (EAR process).
- Contributed to completion of the Economic Element of the CDMP.
- Responsible for the analysis of data and the process to select the areas that were included in the most recent Enterprise Zone.
- Conducted an analysis of Census data and produced a report with alternative configurations that resulted in an expansion of existing and the creation of new Neighborhood Rehabilitation Area.
- Conducted the analysis that resulted in configuration of the Urban Task Force areas.
- Collaborated in the production of profiles for the Urban Task Force Areas and the NRSAs.
- Conducted the statistical analysis that was the foundation for the County's small business set aside program.
- Produced reports on the status of women and minority owned businesses in Miami-Dade County.
- In conjunction with the Demographic Unit Supervisor, Analyzed and produce numerous reports and profiles using Census (1990 and 2000) files.
- Responsible for developing the employment variables used by the MPO in transportation planning
- Responsible for developing employment projections for the County.

Senior Planner

1980 to 1992

Dade County Planning Department, Miami, Florida - Responsible for the acquisition, collection, analysis, and projection of a number of variables to be used for transportation modeling. Land use analysis and computer applications.

- Streamlined the process of acquiring, geocoding and TAZ assignment of the ES202 file.
- Adapted a process to estimate and project the number of autos available to households by using Census ratios and geocoding the State auto tag file.
- Started the change from using cards to digital files for the Department's land use data.
- Initiated the use of SAS for the analysis and report generator of the land use file.
- Developed, with ETSD, a procedure to facilitate the acquisition and update of the Property Appraiser's Real Property File.
- Participated in the digitizing of the County using AutoCAD,

Junior Planner

1976 to 1980

Dade County Planning Department, Miami, Florida - Junior member of a two person unit in charge of all economic studies and analysis conducted by the Planning Department.

- Developed a FORTRAN program that analyzed the fiscal impact of projects reviewed by the Developmental Impact Committee.
- Collected the data and produced the analysis for the Housing Assistance Program of the Office of Community and Economic Development.
- Participated in a study on the feasibility of agriculture in Miami-Dade County.
- Assisted in a study of the location and availability of industrial land in Miami-Dade County
- Performed a fiscal impact analysis of residential development for the East Everglades Study.
- Participated in an 'ease of entry' study which identified those areas that would be the easiest to start a business.

EDUCATION

M.A., Economics

1976

University of Miami, Coral Gables, Florida - concentration was in general theory, econometrics, and economic development.

B.A., Psychology

1973

University of Miami, Coral Gables, Florida - Took 21 credits in Economics, concentrating in general theory, labor and economic development.

REFERENCES

Available upon request