

Citywide Vision

City of Fort Lauderdale, Florida

October 20, 2010

Technical Proposal



In Association With

Hurley-Franks & Associates
Dickey Consulting Services, Inc.
Peter Katz
PlaceMakers
FAU Broward County Design Collaborative





October 20, 2010

Kirk W. Buffington, CPPO, C.P.M., MBA
Director of Procurement Services
City of Fort Lauderdale
100 N. Andrews Avenue, Suite 619
Fort Lauderdale, FL 33301

Re: Technical Proposal / Citywide Vision / City of Fort Lauderdale, Florida

Dear Selection Committee:

On behalf of the ACP Visioning+Planning (ACP) team, I would like to thank you for the opportunity to submit our proposal and qualifications for assisting Fort Lauderdale with its citywide vision.

At this stage in the selection process, there is usually one thing that leads clients to select one team over the others: your trust in the team and its people to deliver the best possible outcome. We hope that our team will have the opportunity to demonstrate our competence and ultimately earn your trust to become a partner to the City and the Fort Lauderdale community in this important effort.

I greatly appreciate your consideration of our proposal.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gianni Longo'.

Gianni Longo,
Principal

Citywide Vision

City of Fort Lauderdale, Florida

Technical Proposal

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Proposal
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BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: It is preferred that bids/proposals be submitted electronically at www.bidsync.com, unless otherwise stated in the bid packet. If mailing a hard copy, it will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Department, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

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

Submitted by: [Signature] (signature) 10.20.2010 (date)

Name (printed) Jamie A. Greene Title: Principal

Company: (Legal Registration) American Communities Partnership Ltd. (ACP)

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit http://www.dos.state.fl.us/).

Address: 1269 Grandview Avenue

City Columbus State: OH Zip 43212

Telephone No. 614/586-1500 FAX No. 614/586-1515 Email: jgreene@acp-planning.com

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

Payment Terms (section 1.03): Total Bid Discount (section 1.04):

Does your firm qualify for MBE or WBE status (section 1.08): MBE WBE

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

Table with 2 columns: Addendum No. (ad 1, ad 2, ad 3, ad 4) and Date Issued (9/22, 9/28, 9/23, 9/28)

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.

Variations:

2

Statement of Qualifications

2. Statement of Qualifications

This chapter describes the ACP Team’s understanding of the project, the critical issues and opportunities related to the project, and the Team’s unique qualifications with profiles of each ACP Team member.

UNDERSTANDING THE PROJECT

The ACP Team understands that the City of Fort Lauderdale and the Visioning Committee, appointed to spearhead the initiative, want to conduct an inclusive vision for the future the community. The effort is aimed at achieving four deliverables:

- » A process that attracts broad based community involvement—a civic dialogue made up of many conversations by multiple groups
- » An Existing Conditions Report that captures essential data about the city and benchmarks it with communities of similar size and character
- » A narrative that captures critical issues and concerns from the public and that organizes them in a transparent manner around core themes and “drivers”
- » A vision statement that portrays what the community has the potential of becoming by the year 2035 supported by an action plan that spells out goals, specific strategies, and steps to turn that vision into reality

UNDERSTANDING

THE TEAM

The ACP Team has tremendous strength in the fields of public engagement and visioning, local outreach, best practices, communication, and vision implementation.

- » *ACP Visioning+Planning* (ACP) is a pioneer and national leader in helping communities articulate their unique visions and implementing them.
- » *Hurley-Franks & Associates* (HFA) has mastered a tremendous toolbox of public engagement techniques to be integrated in the vision process—from consensus building to conflict resolution.
- » *Dickey Consulting Services, INC.* (DCS) has been active in the Fort Lauderdale community for more than 25 years and brings to the table a deep and passionate understanding of the community.
- » *Peter Katz* is a renowned author and consultant with extensive familiarity with national and international planning and smart growth best practices.
- » *PlaceMakers* will create an interactive web portal to help the public construct a durable, compelling and coherent narrative to guide the community next 100 years.
- » *FAU Broward County Design Collaborative* (FAU-BCDC) will integrate students in the visioning process.

The team has the skills necessary to address the two key challenges presented by this effort: the complexity inherent to a community of the size and metropolitan location as Fort Lauderdale, and the issues related to conducting a transparent and legitimate vision process that not only delivers a vision, but also the tools to implement it.

Our expertise goes one step further... The Team's qualifications reveal that each member has a profound commitment and know-how in helping envision, plan, and design better places and better communities. This unique skill set and sensitivity to place and smart growth issues is integral to our team and will be placed at the service of the vision, if the vision requires it.

UNDERSTANDING

UNDERSTANDING THE PLACE

By all accounts Fort Lauderdale is a progressive community with a strong character and identity within the larger urbanized area of southern Florida. A review of recent press reveals a community coping with the effect of the economic recession and a slowing of the growth that has marked the area for many years. It reveals controversy related to issues of growth and development. It depicts a city engaged in the preservation of natural resources and open space. It shows a community willing to preserve its physical qualities and values as it diversifies its economy. While specific to Fort Lauderdale, these are issues encountered throughout the country.

The desire to develop the Citywide Vision, debated in the community for a few years, shows that leaders and residents of Fort Lauderdale are willing to come together and develop a clear and agreed upon road map for the future. The fact that 2011 marks the centennial of the City's founding add a symbolic dimension to the effort and make developing a vision for the future a compelling and timely activity.

The team has extensive knowledge of local and regional issues as well as of national practices and solutions. The combination of in depth local knowledge and national perspective will be critical in sorting issues, in interpreting ideas, and in conducting an innovative public process that involves the public in new and interactive ways.

UNDERSTANDING THE CHALLENGES OF THE CITYWIDE VISION

The parameters set for the Citywide Vision are high.

“Implementing a true grass roots visioning activities.”

A process that is “extensive and sustained.”

“Encouraging face to face dialogue among stakeholders.”

“Utilizing a blend of approaches.”

“Reaching out to those who might not or cannot otherwise participate.”

These parameters will require a process that successfully addresses the following three challenges:

1. Achieving Balanced and Inclusive Participation

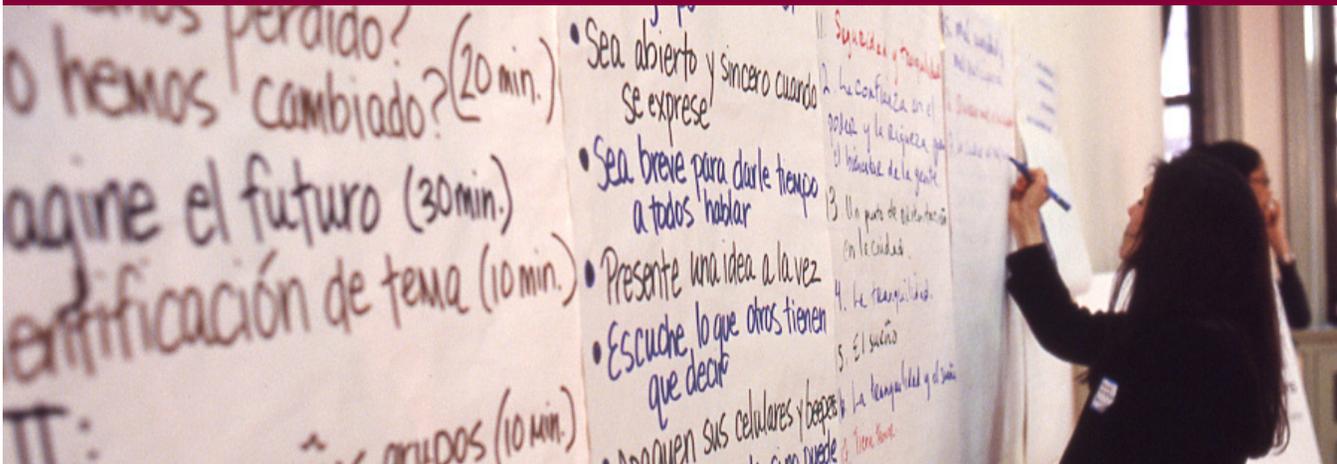
There are recognized barriers to achieving inclusiveness in visioning. Some of those barriers include disenfranchisement, meeting fatigue, lack of clarity as to the purpose of the process, the perceived complexity of the issues, and general apathy.

The key to achieving balanced and inclusive participation rests in a thorough outreach effort that relies both on high speed, real-time communication capabilities of tools such as a web site and on traditional face-to-face





In the past, the ACP team has successfully incorporated multi-lingual outreach and workshops targeting non-English speaking groups. For example, a vision process designed by ACP in the Washington DC region was used as a model in the report *A System that Serves Everyone: Attracting Nontraditional Participants into the Regional Transportation Planning Process* focused on tools to engage groups less likely to participate to a process like the Citywide Vision.



UNDERSTANDING

mobilization. A thorough outreach effort gives the plan legitimacy, makes the Plan the “citizens’ plan,” and provides impetus for implementation.

The Team recommends using a branded website as the place where the story of the vision is told completely and transparently, where all the ideas brought by the public are posted and organized, and where anyone interested in the vision will find the motivation and the inspiration to get involved. The Team also recommends a face-to-face approach that focuses on: geographic outreach to attract participation from all geographic areas and neighborhoods of the City; demographic outreach that focuses on ensuring that participants mirror the demographics of the community in terms of gender, ethnicity, income, and age; and organizational outreach that focuses on those organizations that function citywide in terms of interest, areas of expertise, scope and activities. The combination of these two efforts will engage the diverse group of participants identified in the RFP.

2. Conducting a Flexible Process

A multifaceted effort such as the one outlined in the RFP requires convening the community together in a neutral and open way that is conducive to creative thinking and unconstrained dialogue. It also requires reaching out through small meetings to special interest groups, stakeholders, public sector officials, not-for-profits etc. to bring their knowledge and expertise into vision.

In our approach we recommend using large meetings as the bookends of the process—at the beginning to create a foundation of ideas upon which to build the vision and at the end to ratify the vision. In between, the Team offers to the Visioning Committee a complex menu of techniques that will be applied to small conversations taking place throughout the City. The Team will work together with the Committee to match targeted groups with specific meeting techniques enabling a whole range of results, from creative thinking to conflict resolution.

3. Integrating Public Input and Existing Conditions Data

Experience with other communities shows that the integration of public involvement and solid technical analysis leads to visions that, while bold and imaginative, are concretely anchored in the reality of their community. The combination leads to public understanding and ownership of the vision and that translates into support in implementation. The deliverable of an Existing Conditions report is the tool to support the public’s vision with technical findings.

The Team recommends linking major themes from the vision as the “drivers” of the technical analysis gathering effort. That way, technical data will complement the strategic components of the vision’s action plan. To further reinforce that link, the Team will use public involvement techniques that integrate technical findings and intuitive responses, relate findings to place, and enable participants to make informed decisions.

WHY THIS TEAM

WHY THIS TEAM

The next section of this chapter highlights the experience and skills of each team member. In addition to its well-tested expertise and technical competency, the team brings to the Citywide Vision four unique qualities:

Direct principal involvement

Firm principals and senior level staff will be directly involved in the plan development. We believe this is a precondition for success in view of the project timeline that will require swift and timely decision-making.

Consistent, principled approach

The team offers a principled approach to the planning process with an emphasis on inclusiveness and transparency, the integration of public vision and technical analysis, and the commitment to implementation. Our principles are consistent with the intent of the City as expressed in the RFP, and will guide the design and execution of the Citywide Vision.

Successful planning within compressed time-frames

The Team knows how to meet this vision's timeline. We can rely on our expertise with public processes to move quickly and thoughtfully from start to finish. In Imagine New York, a public process conducted after the 9/11 attacks, ACP conducted 253 meetings throughout the New York Metropolitan Area in a period of eight weeks, engaging over 4000 participants. The Columbus 2012 process that included extensive focus group-like stakeholder meetings, was completed in six months. Vision 2020 in the ten-county Northeast Indiana region began on January 15, 2010 and concluded in June with a Regional Economic Summit attended by over 1000 participants.

Track record of implementation

The visions that ACP has facilitated throughout the nation have a strong record of implementation success due to the public's continued involvement as stewards of the vision and the identification of favorable trends and opportunities. Principal Longo's work in Chattanooga, Tennessee is a classic example of the profound impact an ACP visioning effort can have on a community. There, *Vision 2000* resulted in the implementation of 253 initiatives with **investments of over \$1 billion** in the community that can be traced to the vision's original 40 goals. They include construction of a \$45 million Tennessee Aquarium, the renovation of the Tivoli Theater, the construction of a major cultural and performing arts center, as well as numerous projects such as an award-winning renovation of a downtown park. Likewise, a recent ACP-led visioning effort in Fort Wayne, Indiana has already manifested as positive change for that City in projects such as the development of IDA-award winning Harrison Square, a mixed use project that includes a minor league baseball park, a new hotel, retail, a parking structure, and residences within the downtown core.

WHY THIS TEAM

Team's Principles

One of the distinctive characteristics of the ACP Team is our principled approach to developing a plan. Through over 25 years of experience, the Team has identified six principles to guide a planning process. These principles transcend place. They will guide our design of the vision process and will inform the dialogue between the Team, the Visioning Committee, and staff. These principles are:

1. Inclusive

The team believes that no stone should be left unturned in reaching out to all possible interests in a community, including those groups and residents that might not normally become involved in a vision.

2. Transparent

Citizens and stakeholders should be involved in all phases of a vision and critical decisions, from the preparation of the program to its implementation.

3. Intuitive and Informed

In a public involvement process each meeting should achieve the right balance of creative visioning and reality. Meetings are designed to integrate the public's intuitive knowledge with technical information.

4. Transformative

Public involvement should create the momentum for tangible implementation that can transform a community. This implies consideration of ambitious as well as "nuts and bolts" ideas.

5. Strategic

The Plan should be structured to compel strategic action supported by the public.

6. Implementable

The team believes that the goodwill of community leaders, elected officials, special interest groups, and citizens must be harnessed and sustained during implementation and that the vision represents an opportunity and a tool to identify future leaders and stewards in the community.

UNDERSTANDING

THE OPPORTUNITY

The decision to engage the community in developing a vision for the future comes at a propitious time, the City's Centennial in 2011. Once in a lifetime celebrations like a centennial are opportunities for taking stock of accomplishments, focusing on opportunities for the future, and engaging the community in thinking big. They are events that are inspiring, motivating, and consistent with the symbolism of envisioning the future.

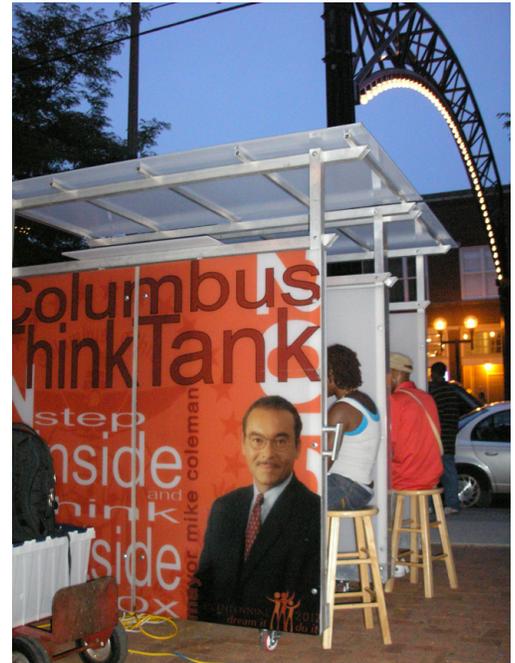
The Team sees the Citywide Vision as an integral part of the Centennial festivities. The Team is committed to linking the vision to the Centennial activities, with an understanding that doing so will energize participants and encourage them to look beyond what is expedient in the short term toward imagining broad possibilities for the future. ACP was recently (and continues to be) deeply involved in *Columbus 2012* in Columbus, Ohio, a vision for that City designed to start celebrations for the City's Bicentennial and to establish a civic agenda for the future. The initial visioning effort engendered an unprecedented level of engagement, culminating in ***citizen approval a \$1.2 billion bond to support implementation***. This effort is further described in this chapter under ACP's relevant experience.

Do we want to make the hard choice to take a different track... to pursue hope, to fulfill dreams, to make good on our great city's enormous promise? My answer is yes!

— E. Gordon Gee, president, The Ohio State University, co-chair Columbus 2012

Come 2012 our City will be 200 years old and I want 2012 to be the first year of our renaissance... our golden age.

— Columbus Mayor Michael Coleman



TEAM QUALIFICATIONS

ACP VISIONING+PLANNING

ACP VISIONING+PLANNING

ACP Visioning+Planning (ACP) was founded in 1994 by Principals Gianni Longo and Jamie Greene, AIA, AICP to improve the livability of communities through the integration of visioning, strategic and physical planning, and urban design. ACP's core belief is that inclusive plans create better places. We place citizens at the heart of planning, helping diverse interests and stakeholders find a common path toward community improvement.

Pioneers in visioning and public engagement

ACP's citizen-based approach to planning was born out of the pioneering *Vision 2000* in Chattanooga, Tennessee, a first-of-its-kind effort led by Principal Gianni Longo to involve citizens in citywide planning. The firm has since innovated methods to involve the public in planning efforts of every scale—regions, counties, cities, and districts—as well as throughout a range of services—visioning, strategic planning, comprehensive planning, urban design and development regulations.

Linking visioning with physical planning

Both of ACP's principals are trained as architects and urban designers. The linking of physical planning (with emphasis on character and design) and public involvement is a natural outgrowth of the principals' commitment to creating better places in which to live and respect the community's character and heritage. By linking the two, ACP has been able to develop plans that are grounded in the physical, environmental, socio-economic, and historic reality of the communities involved, and also deeply reflect the aspirations and vision of their residents.

Unmatched experience with regions

ACP has been called upon by some of the most complex regions across the country—Columbus, Charlotte, Kansas City, New York, Montgomery, Birmingham, Washington, and Baltimore—to facilitate visioning and strategic planning processes. ACP's work has been repeatedly recognized by local APA chapters and warranted the creation of a new national APA award in 2003, the *American Vision Award*, for the firm's work in designing Imagine New York following the September 11, 2001, events.

Relevant Experience

The following projects were selected by ACP to demonstrate our firm's rich history in designing and conducting visions across the nation. These projects were selected for one or more key relevancies to the Fort Lauderdale vision project, including similarity of place and applicability of processes.

Expanded List of ACP Visioning Efforts:

Vision for Aiken County, South Carolina
 Vision for the Baltimore, Maryland Region
 Vision for the Birmingham, Alabama Region
 Vision for Champaign County, Illinois
 Vision for the Charlotte, North Carolina Region
 Vision for Chattanooga, Tennessee
 Vision for the Cincinnati, Ohio Region
 Vision for Columbia, Missouri
 Vision for Columbus, Ohio
 Vision for Dublin, Ohio
 Vision for Fort Wayne, Indiana
 Vision for Franklin, Tennessee
 Vision for Hamilton County, Ohio
 Vision for Houston, Texas
 Vision for Kansas City, Missouri
 Vision for the Knoxville, Tennessee Region
 Vision for Kona, Hawaii
 Vision for Lakeland, Florida
 Vision for Lower Manhattan and the World Trade Center Redevelopment
 Vision for Manatee County, Florida
 Vision for the Montgomery, Alabama Region
 Vision for Staten Island, New York
 Vision for Upper Arlington, Ohio
 Transportation Vision for the Washington D.C. Region
 Vision for Yellow Springs and Miami Twp., Ohio



ACP visions are designed to be highly-inclusive with a focus on implementation.



TEAM QUALIFICATIONS

ACP VISIONING+PLANNING

Dream it. Do it. 2012 Bicentennial Vision, Columbus, Ohio

The year 2012 will mark the 200th anniversary for Columbus, the 15th largest city in the nation, Ohio's capitol and home for The Ohio State University and businesses such as Limited Inc. and Nationwide Insurance. In celebrating Columbus' history the City launched an ambitious process to envision the City's future, including establishment of goals and specific priority projects and programs.

ACP was selected by the City to facilitate a transformational vision project that challenged the 700,000+ residents to think big and think creatively about the future of the 225 square mile City and its neighborhoods. The initiative, called *Dream it Do it*, will reach consensus on projects that can be built or initiated by 2012 (based on 13 topical areas) and develop a list of neighborhood-based capital improvements. Extensive public involvement, including a Youth Meeting, College Symposium, Citizen Summit and Neighborhood Meetings added to over 11,000 "Think Tank" ideas gathered from citizens throughout the Summer of 2007. Over 1,600 participants registered for the Columbus Bicentennial Citizen Summit in advance and 250 people registered on-site the night of the ACP-facilitated event, marking the largest community meeting ever to take place in the City of Columbus. The event, which utilized Turning Point keypad response technology, brought a broad cross-section of the public together to think big and think creatively about the future of the 225 square mile City and its neighborhoods.

Priorities of *Dream it. Do It.* were ultimately supported with a \$1.2 billion-bond package, the first step to ensure the projects and capital initiatives developed through the vision become a reality. It is fully expected that the public investment will leverage significant private investment in Columbus.

ACP continues to support implementation of the Vision as the project manager for advancing the Bicentennial celebration and initiatives.



“Last night’s Citizen Summit was amazing... to keep 2,000 people actively engaged and productive for two-and-a-half hours is a remarkable feat. The program was interesting and substantive, the conversations were enthusiastic, and the (keypad response) technology was waaaaay cool... I didn’t want to let another minute go by without saying thank you for your hard work and expertise.”

—Participant, Columbus 2012 Visioning Summit

TEAM QUALIFICATIONS

ACP VISIONING+PLANNING

The Northeast Indiana project demonstrates how to tap into the leadership and assets of a community, in this case a region, to establish a strategic and proactive guide to improving quality of place, quality of life and infrastructure elements.

Vision for Northeast Indiana

Confronted by a steady decline in per capita income—a fall from 99 percent to 78 percent of the national average since 1972—a diverse group of leaders from throughout the ten-county Northeast Indiana business, education, and environmental communities came together to identify specific ways to improve the regional economy.

An assessment of a number of other communities with similar challenges and the realization that they lacked consensus on how to act and function regionally, led the group to develop a deliberate vision process to give the region an identity that will shape the vitality of the regional economy.

The vision process, *Vision 2020*, focused on two major components: development of the vision itself and development of the implementation structure.

The vision was organized in series of steps designed to go from a general understanding of conditions and attributes in the region, to the engagement of ten counties through public meetings through the work of six topical groups made up of a mixture of stakeholders. The discussions were organized around five “pillars” of a successful regional vision: a competitive business climate, 21st Century talent, quality of life, infrastructure and entrepreneurship.

The resulting vision can be defined by two characteristics: its boldness—with a few, strategic “high-impact” strategies—and the identification of a specific implementation structure, including a major restructuring of how the business community and government will interact.



“Be **Outrageous!**” read buttons worn in corporate boardrooms and City Halls from Bluffton in Wells County to Fort Wayne in Allen County, from Angola in Steuben County to St. Joe in De Kalb County, all in Northeast Indiana. Hundred of signatures were collected under a “Declaration of Outrageous” that states among other things...

“We pledge to be Outrageous, to take Bold action to reinvent our regional community, and to hold one another accountable to creating a vibrant, progressive, innovative community that is full of opportunity.”



TEAM QUALIFICATIONS

ACP VISIONING+PLANNING

Kona, Hawaii Community Development Plan

Kona is located on the Big Island of Hawaii and constitutes a region of abundant natural resources and beauty, rich agricultural lands, diverse cultural interests, world-renown beaches and tourist destinations. As the tourism industry and the population continues to grow (including year-round residents and second homeowners), the Kona region sought a Community Development Plan (CDP) that would guide this growth while preserving the qualities that make Kona special. The Kona CDP was the first to be enacted under the County of Hawaii General Plan and was designed to be a model for CDPs to be prepared for other regions of the island.

ACP, as a part of the Wilson Okamoto Corporation Team, helped to develop a process to create the CDP for North and South Kona. ACP facilitated an extensive public involvement process to ensure that the CDP not only embodies the community's vision in decisions related to policy and public investments, but also defines how the community wants to manage future growth and garner support for implementation. Over 100 small public meetings were held throughout Kona from November 2005 through January 2006; the meetings were offered on-demand and targeted to ensure balanced participation of residents. Over 3000 ideas were gathered during these meetings, and were databased and categorized. These ideas formed the foundation of the community vision and were used in developing the goals and strategies for the CDP.

The Kona Community Development Plan (CDP) won the 2009 Outstanding Planning Award from the American Planning Association's Hawaii Chapter.



TEAM QUALIFICATIONS

HURLEY-FRANKS & ASSOCIATES

HURLEY-FRANKS & ASSOCIATES

Hurley-Franks & Associates (HFA) is a planning and urban design firm whose goal is to develop creative solutions to the challenges of community development and re-development. HFA's work is guided by three things: (1) design of the built environment, (2) facilitating group decision-making, and (3) delivering professional excellence.

HFA's physical design activity is guided by an understanding of urban issues and the programming of spaces and activities. The firm seeks to resolve the physical constraints and programming needs in a manner that addresses not only individual buildings and environmental elements, but also contributes to the larger physical environment and urban context.

HFA's work process seeks to engage key stakeholders in defining the problem, identifying the goals, developing options, analyzing information, and building understanding and agreement for action. By going through these steps in collaboration with end-users and decision-makers, HFA builds support for the eventual solution in parallel with developing the solution. Involving all stakeholders improves the quality of the solution and also secures the political commitment.

HFA employs the profession's best practices and strives to apply the highest standards, quality, and competence in our work. The firm aims to develop positive working relationships with our clients and to ensure satisfaction. Where needed, HFA follows up on our planning and urban design work with architectural services, either directly or through an associated firm: Philip Franks Architects, as provided by state regulations.

HFA is a certified WDBE through the Pennsylvania Unified Certification Program.

Relevant Experience

Berkeley-Charleston-Dorchester Regional Plan

As a subconsultant to HNTB, HFA is working on a two-year public process to prepare a regional plan for the three counties surrounding Charleston, SC. As a core team member, HFA played a critical role in creating and drafting the full work program. HFA provides primary support for two tracks of the program, public involvement and placemaking. HFA created a "Great Places Workshop" to solicit, through small group discussions of visual images, key placemaking principles for the region. HFA supported the 300-person full day Regional Forum, assisting with program development and serving as Floor Manager. Throughout the project, HFA will provide support and facilitation for large public forums and smaller public workshops, facilitation of urban design charrettes, and integration of the placemaking elements into the larger planning program.



TEAM QUALIFICATIONS

HURLEY-FRANKS & ASSOCIATES

Central Delaware River Waterfront Master Plan

The Delaware River Waterfront Corporation (DRWC) is undertaking a master plan for over five miles of Philadelphia's central Delaware River waterfront between Allegheny and Oregon Avenues. HURLEY-FRANKS & ASSOCIATES (HFA) is leading the public outreach and involvement effort as a subconsultant on the Cooper Robertson Partners team. In collaboration with the DRWC's project manager, as well as the Pennsylvania Horticultural Society (PHS), HFA will complete stakeholder interviews, facilitate three sets of civic cluster meetings and deliver three large-scale, citywide public meetings that will present the Master Plan objectives, findings, and recommendations.

Winnipeg City Building Charrette

HFA worked with PlaceMakers to develop the program and run a three-day City Building Charrette as part of Imagine Your Winnipeg, a two-year process to develop the OurWinnipeg Plan, a new comprehensive plan for the city of Winnipeg. HFA provided key program design, facilitation, and report writing assistance. For the intense public involvement effort, HFA developed three different interactive workshops: (1) a storytelling session to spark thinking and discussion about what Winnipeggers value in the current built and natural environment, (2) a vision dialogue workshop to engage Winnipeggers in intimate discussion about their placemaking values, and (3) an asset mapping workshop to develop action ideas and working committees. HFA facilitated all of the public sessions and drafted key portions of the final report.



TEAM QUALIFICATIONS

DICKEY CONSULTING SERVICES, INC.

DICKEY CONSULTING SERVICES, INC.

Dickey Consulting Services (DCS) is an economic development, government relations, project management and communications consulting firm. The organization and its associates provide services to public and private enterprises, coordinating, implementing and promoting projects related to economic and community development, government relations, business development, housing, public relations, public involvement, and other marketing initiatives.

Sheryl A. Dickey, owner, is a community and economic development professional with more than 25 years of experience and a track record of success in these areas. She and her staff bring a high level of energy and the ability to participate in a leadership or team member role to ensure successful completion of a project.

DCS provides staffing for invoicing, accounting, documents control, small disadvantage business enterprise coordination, contract administration civil-CAD, construction inspections, and communications assistance. The firm also provides administrative support for budgeting, planning, management, and purchasing.

Government Relations

DCS provides guidance on development of effective partnerships and achieving collective objectives, working closely with administrators and elected officials to create, implement and promote community/economic development programs, and initiate public involvement, public relations and marketing programs.

DCS acts as a liaison on behalf of government officials, negotiating partnerships with legislators, lobbying agenda items and presenting proposed client initiatives.

Public Involvement

DCS coordinates funding for economic and social policy issues, facilitates involvement and participation in programs to ensure maximum business opportunities for minority and female-owned businesses. The firm coordinates public involvement and public relations programming with various community/civic groups and public officials.

Economic Development & Community Revitalization

DCS provides business retention, expansion and recruitment assistance to agencies and the community. The organization implements economic development plans and marketing strategies for domestic and international businesses, including small and minority entrepreneurs.

DCS assists small, medium, and large-sized businesses looking to expand or relocate into the region. This includes financial packaging

TEAM QUALIFICATIONS

DICKEY CONSULTING SERVICES, INC.

assistance and other developmental tools available from federal, state, and local economic development agencies.

DCS plans, develops and implements activities such as infrastructure improvements, housing construction and rehabilitation, commercial, and industrial development.

International Trade and Development

DCS coordinates and participates in business trade missions to the Caribbean Islands, West Africa, China, and other countries for small and minority entrepreneurs. The organization recruits businesses to participate and arranges assistance through international trade offices and agencies to develop agendas and research potential products and services for export by businesses. Additionally, the firm will act as liaison to various consulates and embassies in the United States and in the respective countries.

Housing

DCS plans, coordinates, and implements the construction of single-family homes for purchase by low to moderate income persons. The organization provides assistance in implementing housing rehabilitation projects by obtaining funding from federal, state and local government agencies. The firm negotiates financing for new construction and rehabilitation of existing homes, as well as low interest mortgage loans for prospective buyers with local lending institutions.

Focus Group Facilitator

DCS assists in the development and implementation of a strategic planning process of data parameters pertaining to particular groups for analysis. DCS identifies and organizes information targeting specific groups of individuals for analysis. DCS will conduct and facilitate focus groups or personal interviews to obtain input from these specialty groups. DCS collects, analyzes and provides compiled information into a final report.

TEAM QUALIFICATIONS

PETER KATZ

PETER KATZ

Peter Katz is a strategic planning consultant to government, public agencies and private-sector clients as well as a nationally-renowned urban theorist and author. Katz is a founding member of the Congress for New Urbanism, a national nonprofit organization that promotes walkable, compact urban neighborhoods as an alternative to sprawl. He wrote the seminal book that initially defined the movement, *The New Urbanism: Toward an Architecture of Community*. More details about Mr. Katz can be found in Chapter 5, Assigned Staff.

Relevant Projects

Sarasota County

Implementing Suburban Mixed-Use Infill

Among Florida counties, Sarasota County has repeatedly distinguished itself as a leader in planning, land conservation and sustainability. Such policies are one reason why Sarasota County is now among the state's most desirable, and least affordable regions.

Responding to concerns related to the high cost of housing, county planners identified 25 "village and commercial activity centers" in already urbanized locations that were seen as prime locations for affordable housing. Once identified, however, county staff found it difficult to get to the next stage of formulating plans and/or creating development regulations for the parcels, which ranged in size from 10 to 120 acres. Finding the right balance between government action, oversight and private sector initiative also proved challenging. Working with senior county staff, Peter Katz helped to facilitate a conversation among elected leaders that was able to move the process forward. By showing that current mixed-use regulations were either too restrictive, and thus unable to generate private-sector action, or too loose, enabling development that could be potentially offensive to neighbors, Katz made the case for a new form-based regulatory approach.

At Katz's suggestion, Bill Spikowski, a Florida-based planner and code writer was retained by the County to create a model regional formbased code "template" for the targeted sites. In less than a year, the code went from rough concept to adoption by a unanimous vote of the County Board of Commissioners.



TEAM QUALIFICATIONS

PETER KATZ

A Plan for the BCD Region

Taking Planning and Placemaking to Scale

Berkeley, Charleston and Dorchester Counties comprise a region that is larger than the combined area of Delaware and Rhode Island. The region includes the historic city of Charleston, SC, for centuries a major center for banking, global trade, arts and culture.

The Berkeley-Charleston-Dorchester Council of Governments (BCD COG) has taken up the challenge of creating a new plan to guide the region's growth. As the area's designated metropolitan planning organization, BCD COG focuses on issues of shared interest. The new regional concept plan will inform the next long-range transportation plan for the Berkeley, Charleston and Dorchester county region. Additionally it will establish standards for regionally appropriate placemaking to be enforced by participating local governments.

Within the process, a wide range of options are under consideration. This includes choices related to the form and structure of neighborhoods, transportation systems, and the provision of key public services. Plan scenarios will also contrast various approaches to land preservation and conservation.

This initiative was paused in early 2009 due to state funding problems. It remains a priority project for the BCD COG and completion is expected once appropriate funding is restored.



TEAM QUALIFICATIONS

PLACEMAKERS

PlaceMakers U.S. LLC is based at 516 West College Avenue, Decatur, Georgia 30030. Their Canadian corporation is based at 1136 8th Ave. SW, Calgary, Alberta T2P 1J5. Hazel Borys, Managing Principal, is point of contact for this job, (204) 989-0217 direct, (204) 960-0100 cellular, hazel@placemakers.com. The organization has been in business since March of 2003.

PLACEMAKERS

PlaceMakers distinguishes itself by its full scope of place making, from point-of-origin to point-of-implementation. We are committed to producing inspiring plans and codes, but we are even more committed to seeing them realized. So we shape our approaches to broaden support for the project as it evolves. That means inclusive outreach efforts with substantial PR and Web support leading into a collaborative charrette. We are pioneers, in fact, at integrating all the components of a collaborative process: Pre-charrette workshops, Web communications, media relations, charrette planning and staging, and implementation training. PlaceMakers can be found throughout North America, in Calgary, Alberta; Winnipeg, Manitoba; Montgomery, Alabama; Atlanta, Georgia; Franklin, North Carolina; Albuquerque, New Mexico; and San Diego, California.

In the seven-year history of the firm, PlaceMakers has:

- » Written 30 Form-Based Codes in 2 Canadian provinces and 11 U.S. states.
- » Implemented Smart Growth by designing 13 master plans under adopted Form-Based Codes, plus many more as PUDs and for illustrative purposes.
- » Launched the popular SmartCode Workshop program that has trained some 1,650 professionals in 13 seminars since 2003 (www.SmartCodeWorkshop.com), SmartCode@Work webinar series, along with the more diadictic blog, www.PlaceShakers.com and Code Study.
- » Partnered in landmark charrettes, such as the Mississippi Renewal Forum in the wake of Hurricane Katrina (www.MississippiRenewal.com), Mountain Landscapes Initiative in North Carolina (www.MountainLandscapeNC.org) and Coastal Recovery Commission after BP Oil spill (crcalabama.org).
- » Pioneered comprehensive program of charrette communications, maximizing the potential for success in the public process through outreach and education methods built on proven marketing models. The icharrette is the first online charrette mechanism designed as a tool of persuasion rather than an information clearinghouse (www.fitchburgzoning.com).
- » Co-Founded the Transect Codes Council (TCC), an advisory board to the Center for Applied Transect Studies (CATS). The mission of the TCC is to support CATS in the expansion of the use of its open source transect-based codes and modules, for planning and regulating the built environment as part of the natural environment (www.transect.org).

TEAM QUALIFICATIONS

FAU BROWARD COUNTY DESIGN COLLABORATIVE

FAU Broward County Design Collaborative

The Broward Community Design Collaborative (BCDC) was created in January 2004 by the Department of Urban and Regional Planning (DURP) and the School of Architecture (SoA) at Florida Atlantic University. The mission the Broward Community Design Collaborative (BCDC) is to build interdisciplinary collaboration to develop smart urban design oriented solutions at multiple scales, with the objective to address the global challenges of climate change, help build healthy communities in south Florida that are walkable, livable, and equitable. While the focus of the BCDC's efforts is on the local context, the geographic center of a metropolitan region with a population of approximately 6 million, our academic mission is to look at sustainable design solutions within an urban and suburban sub-tropical setting.

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Preliminary Scope of Services

Chapter Organization

1. Preparation
2. Grassroots Outreach
3. Community Dialogues
4. Existing Conditions Report
5. Community Vision Statement
6. Preliminary Schedule

3. Preliminary Scope of Services

This chapter outlines the proposed scope of work and schedule for the Fort Lauderdale Citywide Vision. The scope of work is organized into five sections that track the project deliverables:

1. Preparation
2. Grassroots Outreach
3. Community Dialogues
4. Existing Conditions Report
5. Community Vision Statement

Each section explains basic tasks the Team will implement and how those tasks relate to the process as a whole. It is assumed that a final scope, list of tasks, and timeline will be determined following interactions between the Visioning Committee, staff liaison, and consultants.

The scope of work is followed by a suggested 6-month schedule to complete the work as described.

1. PREPARATION

The Preparation section includes all the tasks that lead to finalizing the program and establishing critical dates, deliverables, communication protocols, and modes of interface between the Visioning Committee, staff liaison, and the consultant team. Preparation takes place in a compressed period of time prior to and including the first Team visit to Fort Lauderdale. This section includes the following tasks:

GRASSROOTS OUTREACH

Meeting with the Visioning Committee

The ACP Team will meet with the Visioning Committee. The focus of this first meeting is to engage the Visioning Committee in identifying critical issues and concerns and to initiate a dialogue on community outreach tools.

Tour of the City

Staff will lead a tour attended by the Team and by Visioning Committee members to visit selected areas of the city. The participation of Committee members is highly recommended to establish a shared understanding of the community. Following the tour the participants will conduct a debriefing session on the tour discoveries.

Debriefing and Information Gathering

Staff and City department heads will meet with the consultant team to provide a critical synopsis of relevant conditions, trends, data sources, and available documents.

2. GRASSROOTS OUTREACH

This section focuses on ensuring the balanced and inclusive attendance of stakeholders, residents, and special interests in the vision. It starts with the creation of a distinctive graphic identity to amplify make the vision as a “conversation of civic importance,” relevant even to those who are not direct participants in the process; it continues with a targeted geographic, demographic, and organizational outreach effort, and it includes the extensive use of a custom-designed web portal consistent with the graphic identity. This multifaceted outreach approach is a prerequisite to later conducting of the all inclusive “community-wide public dialogue” specified in the RFP. This phase includes the following tasks:

Developing an Identity

Unlike the branding of a commercial product, the branding of a vision process requires a public dialogue. The focus of that dialogue will be a one-day workshop lead by team member PlaceMakers to bring together all three partners in the process—the City, the public, and the consulting team—for a facilitated discussion to identify key communication issues and goals. The outcome of that workshop will enable the development of a graphic identity, a messaging strategy, the vision website customization, and the development of preliminary website content. It will also lead to the development of collateral and promotional materials.

GRASSROOTS OUTREACH

Targeted Outreach

Face-to-face contact remains a key element of an outreach campaign. The Team will rely on the expertise of DCS and their knowledge of the community to:

- » Engage neighborhood organizations, homeowners associations, churches, and local influential leaders (the “Mayors of Main Street”) within targeted geographic areas.
- » Tap the networking capabilities of organizations representing minorities, senior citizens, immigrant groups, people with special mobility needs, low-income persons, and other groups that are traditionally underrepresented in planning processes.
- » Activate networks of organizations that function citywide in terms of scope and activities (e.g. The League of Women Voters, business organizations, etc.).

Representatives of those groups will be invited to participate to the public activities of the Citywide Vision. The targeted outreach effort will use printed and digital collateral to inform the community about the vision process as a whole, to invite them to both large and small meetings, and to communicate progress. This effort will be closely coordinated with the Visioning Committee and the City.

Media and Public Relations

The Team makes a distinction between the community outreach described above and a broader media and public relations component. The former is more focused on delivering participants to the Community Dialogues. The latter is more focused on creating a general awareness of the Citywide Vision. A media and public relation effort will be launched that will rely on the project-branded Web site described below and will engage media outlets to support and assist with the process of disseminating information.

Web Tools

Team member PlaceMakers will design and launch a branded project website that will become a permanent element in the City planning toolkit. The portal will become the heart of the Citywide Vision’s communications package. The site will serve as the process official voice in near-real time. During the Community Dialogues the site will provide a critical editorial perspective and ongoing content that frames issues as they emerge making the proceedings accessible to everyone with some level of interest. It will also provide a critical content feed for media covering the event—including an ever-building list of news stories already generated. Finally, the site will invite online comment on posted ideas and allows for expanding the



In Early County, Georgia, PlaceMaker’s iCharrette site let former residents, still emotionally attached to the area, follow the proceedings and share their views.

COMMUNITY DIALOGS

circle of participants. Such interactive capability is an invaluable resource and a key means of quantifying the public support necessary for successful implementation.

The level of service for this task can change by the addition of respectively: two additional trips to cover workshops in Ft. Lauderdale in the “moderate” level of service, and five additional trips in the “comprehensive” level of service. This expansion of the reporting will result in an increased level and depth of web coverage and postings.

3. COMMUNITY DIALOGUES

This section describes how the ACP Team recommends conducting a truly inclusive public engagement process that leads the community to a bold yet implementable vision for its future. The process outlined is consistent with the deliverables identified in the RFP and will provide a close integration between public input and the existing conditions analysis. ACP and HFA will lead the Community Dialogues and will work closely to design the overall process, identifying the specific meeting techniques that will be used, training facilitators, facilitating the process, and tracking and analyzing the information. They will be supported by DCS and by FAU-BCDC.

The Team has divided the Community Dialogues into four phases:

- a. Listening
- b. Analyzing the vision and developing the action plan
- c. Deliberating
- d. Reporting

At the completion of the Listening phase the Team will conduct a workshop with the Visioning Committee to reconcile (if necessary) and finalize the list of core “drivers.” The final list of “drivers” will inform the Existing Conditions analysis and the benchmarking/best practices element of that report.

The four phases of the Community Dialogues are described below.

Phase 1: Listening

This phase includes interviews with stakeholders and the implementation of four citywide Big Meetings. The outcome of these activities will generate a solid foundation of ideas gathered from a diverse cross-section of the public upon which the Citywide Vision will be built. The ideas, once analyzed, will in turn provide a clear indication of the themes and “drivers” that strongly resonate with the public. This phase of the Community Dialogues includes the following tasks:

COMMUNITY DIALOGS

Stakeholder Interviews

The Team will conduct up to 12 individual or group-interviews with key area stakeholders and community representatives. The purpose of these interviews is to understand prevailing attitudes and “hot buttons” as well as to identify critical issues in the community. The interviews will be conducted using a structured interview guide. The team will work with the Visioning Committee to identify stakeholders for the interviews. Every effort should be made to ensure that the interviews cover a broad cross-section of interests. The Team will coordinate with City staff to schedule the interviews.

The World Café

Concurrently with the stakeholder interviews the Team will conduct two World Café discussion and listening sessions. The methodology of the World Cafés is explained in the box below. Their purpose is to initiate the Community Dialogues in a less structured and more imaginative format, beginning the process of building relationships among members of the community and identifying key issues.

Big Meetings

The Team will conduct four Big Meetings in different quadrants of the City at locations that are strategically selected to facilitate and maximize participation. Unlike typical large public meetings, these will be conducted by organizing participants into facilitated small groups. This format maximizes input and minimizes grandstanding. The purpose of the



THE WORLD CAFÉ

The activity takes place in a very informal setting: a room with several small tables. Through a series of questions discussed in very small groups that split up and reform with each question, participants consider each other's ideas and perspectives and build a shared understanding of the topic. The very small groups (3 to 5 people) give everyone the opportunity to participate actively and encourage those who are uncomfortable in a larger setting. Since people sit wherever they want to start, that means that the first discussion will begin with their friends. Mixing the groups up between each question makes people relate to everyone, not just their friends, and helps build a sense of cohesion about the vision. Self-facilitating groups put the sense of responsibility on the participants rather than the consultants, sending the message early that successful implementation of the vision will depend on local efforts.

COMMUNITY DIALOGS

meetings is to bring the community together in an unprecedented way: not to respond to a proposal but to envision a desirable future for the city. The coming together of citizens from all walks of life and from all parts of the community will help built trust in the Citywide Vision process and will signal its openness and transparency. The small group facilitation ensures the creation of a safe environment conducive to creativity.

The Team will design the Big Meetings to include three activities: 1)unconstrained brainstorming; 2) the Image Dialogues exercise (described in the box below); and 3) general reporting to make all participant aware of the big picture. Team member PlaceMakers will report on the meeting and post commentary, visuals, and videos on the project website.

- » **Recruiting and Training Facilitators** – The Team will work with DCS and with FAU-BCDC in recruiting and training facilitators for the Big Meetings.
- » **Databasing Results** – The Team will record the results, sort them into major themes and post them on the Vision website.
- » **Finalizing Core “Drivers” and Vision Statements** – The Team will facilitate a workshop with the Visioning Committee to review the results of this phase’s meetings, develop a final list of core “drivers” and prepare a set of preliminary vision statements using the ideas generated in this phase.

THE IMAGE DIALOGUE EXERCISE

This technique uses a set of images as the focal point for raising and discussing critical questions. The image sets engage a different part of the brain than words, encouraging creativity and openness to new ideas. They also give participants a jumping-off point to talk about their “vision” in very concrete terms, and help engage those participants less willing to engage in more abstract concepts.



COMMUNITY DIALOGS

Phase 2: Analyzing the Vision and Developing the Action Plan

This phase expands the Community Dialogues through specifically designed small conversations that reach targeted segments of the community. The purpose of the small conversations is to engage the community beyond brainstorming into a more specific and focused review of issues and identification of solutions and to enable the transition from broad vision statements to specific recommendations for the action plan. It is the Team's experience that residents who participate in this type of strategic conversation are likely to remain engaged in the implementation of the vision. This phase of the Community Dialogues includes the following tasks:

Targeting Small Conversations

Following the completion of the Listening phase the Team will facilitate a workshop with the Visioning Committee to determine how many small conversations are needed, what their focus should be, and what groups should be targeted. There are a number of conditions that can trigger the need for a small conversation. They include, for example, reaching out to groups that did not participate to the large public events, analyzing specific issues and "drivers" in more depth, and addressing discrepancies between the public vision and technical findings.

Conducting Small Conversations

The Team believes that several small conversations are needed to meet the expressed desire to conduct a truly broad-based community dialogue. Because it is impossible at this time to determine exactly how many conversations will be needed, the Team recommends using the tiered level of service approach encouraged in the RFP.

The Team will conduct up to 15 small conversations as part of the "basic" level of services for this task. Additional conversations can be added at the "moderate" and "comprehensive" levels of service if the Visioning Committees finds them necessary. The additional conversations will be budgeted on a per-meeting basis giving the Committee great flexibility in determining their total number.

The Team will use various facilitations techniques to meet each conversation's focus and desired outcome, see the box on the following page. These techniques can: enable creative brainstorming, focus participants on a given "driver," address issues related to specific geographical areas of the City (a neighborhood, for example, or a district), or focus on policy recommendations to be included in the vision's action plan. The flexibility of those techniques will give the Visioning Committee a menu of choices to establish the appropriate mix of small conversations in response to what the Citywide vision needs.

COMMUNITY DIALOGS

Menu of Workshops

Image Preference Dialogue – This format combines the image dialogue with an image preference survey, where people use dots to identify images that represent their vision of the future and images that do not represent their vision of the future. This variation works best with topics related to placemaking and the built and natural environment. The dot survey gives some quantitative information about people's preferences and shows very clearly areas of consensus and areas of conflict, while the notes from the dialogue provide a rich tapestry of information about why people like or dislike an image.

Neighborhood Structure Workshop – This workshop gets people engaged in analyzing their neighborhood in physical terms. By working in small groups to color a series of features on neighborhood maps, including pedestrian space, gardens, buildings, and space for cars, people develop an understanding of the patterns on the ground and how those patterns relate to places people love and places that are distressed. Once participants add markers for special features, strengths, and weaknesses, the maps will provide a rich set of information about existing conditions.

Asset-Based Program and Policy Development Workshop – In the later phases of a project, we can help move the community along the implementation path with a program and policy development workshop designed from the concepts of asset-based community development, an approach to community development that recognizes and builds on the benefits and amenities already existing within a community. While focusing on problems can be depressing and exhausting, identifying and organizing around assets provides a firm foundation to release new ideas and energy. Participants will brainstorm community assets (personal, institutional, financial, physical, etc.) and then work together to combine assets to develop actions that can move the community toward the vision. At the end of the workshop, participants will be asked to join working groups to implement actions and help guide the subsequent policy and program changes.

Strong Places Weak Places – This exercise is a variation of the well-established SWOT (strengths, weaknesses, opportunities and threats) procedure. It uses a map of the area targeted for enquiry and asks participants to identify on the map specific locations that represent strong places, weak places and places of opportunity. The identification of strong places leads to an understanding of what makes those places strong. The identification of weak places leads to an exploration of why those places are weak. Places of opportunity orient participants toward identifying solutions. This technique is very useful to link participants' thinking to the physical reality of a community.

Critical Questions – The critical questions format is used to explore issues and ideas in more depth. As questions come up in the course of the vision they are addressed in a small group format. The group that address the question includes participants that are passionate and informed about the issue being discussed. They address the specific questions as a proxy to the community at large. The process does not force agreement and consensus, rather it provides a snapshot of responses. If consensus emerges it is noted. If the dialogue reveals specific areas of disagreement those are noted as well. The same format can be used to test specific discrepancies that may exist between what the community wants and the findings of the technical analysis.



EXISTING CONDITIONS REPORT

- » **Recruiting and Training Facilitators** – The Team will work with DCS and with FAU-BCDC in recruiting and training facilitators for the Big Meetings.
- » **Databasing Results** – The Team will record and organize the results of all small conversations.
- » **Developing Draft Recommendations** – The Team will use the outcome of the small conversations to develop a framework of recommendations for the vision’s action plan in preparation of the Citywide Vision Summit.

Phase 3: Deliberating

This event is the culmination of the Community Dialogues. It represents an opportunity to finalize and celebrate the vision for the future of Fort Lauderdale. It is a Centennial event that will bring citizens together to envision what the City has the potential of accomplishing and how they can play a vital role in realizing that future. It will create momentum for implementation. ACP has conducted a number of these events throughout the country. Notably, it conducted the Columbus Summit (Columbus, Ohio) attended by over 1,700 residents that served as the launch of that City’s Bicentennial celebration.

The Citywide Vision Summit

The Team, working with the City, will schedule and convene the Citywide Vision Summit. Preparation for the Summit will start concurrently with Phase 2. The Summit will achieve three objectives: it will present the totality of the vision for the first time to the city; it will provide an opportunity for additional input and comment; and it will initiate a dialogue on implementation of next steps. The program will include facilitated activities in small groups and general assembly review periods. Keypad polling will help measure understanding and support of the vision and further refine it.

The Summit will bring together the public, special interest groups, not-for-profits, business leaders, agencies, elected and appointed officials, regional and state representatives, educational and planning officials. It will be structured as a day-long event and will require a targeted outreach effort to achieve the desired extensive and inclusive participation.

Phase 4: Reporting

The Team will report the Community Dialogues in the following formats:

- » **Web based Commentary and Reporting** – This is a real-time reporting through the web posting that will link people and activities throughout the process. It will create the vision “story”, it will form the context that sets expectations and invites participation, it will inspire and inform.

EXISTING CONDITIONS REPORT

- » **Interim Reports** – These are reports for each one of the phases of the Community Dialogues that give an account on what the public is saying, highlight themes and key aspects of the dialogues, and summarize results.
- » **Process Report** – This is a report on the evolution of the vision from the attitudes, issues, and concerns identified early on, to the ideas generated in the creative brainstorming, to the identification of themes, to the transformation of those themes into goals and strategies, to the quantitative data gathered at the Summit to ratify the vision.

4. EXISTING CONDITIONS REPORT

One of the hallmarks of the ACP team is its exceptional focus on plan implementation. We strongly believe that the course that is charted for Fort Lauderdale through this project must be bold, yet grounded in reality and able to be implemented. To accomplish effective implementation, the Team recommends organizing the existing condition analysis and report around the themes and “drivers” that emerge from the public process. The benefit of this approach is that the data collected and the benchmarks and best practices identified are linked directly to what is needed to create an implementable vision and action plan. ACP will take the lead in the analysis of existing conditions supported by HFA and Peter Katz. Tasks in this section include:

Developing an Outline

Following confirmation of the core “drivers” the Team will work with the Visioning Committee to finalize an outline of the data to be included in the existing conditions report. This outline will include basic available data as well as data needed to support the core “drivers.”

Mapping and Baseline Information

The Team will begin by updating basic demographic data and prepare illustrative GIS based maps that will be utilized for the analysis of conditions that can be mapped.

The Fact Book

ACP will prepare a draft of the existing conditions report in the form of a “Fact Book” structured and organized in an easily understandable way, according to three key areas:

- » **People** (population, housing, educational resources and other socio-economic characteristics);

COMMUNITY VISION STATEMENT

- » **Place** (facilities, infrastructure, waterways, neighborhoods, natural environment, landmarks, community appearance, etc.); and
- » **Prosperity** (jobs, housing affordability and economic development issues).

The Fact Book will contain narrative, graphs, charts, maps and photographs whenever possible, that will be used as reference throughout the process, and will be posted on the web as a reference.

Benchmarks and Best Practices

The Fact Book will also contain a section on benchmarking indicators and best practice. The Team will identify benchmarking indicators to monitor implementation progress through the public process. The best practices report will focus on the vision's recommendations and will describe how communities similar to Fort Lauderdale have addressed them. Some of the examples will be used in the Community Conversations to stimulate creative thinking. Team member Peter Katz will lead the best practice report.

5. COMMUNITY VISION STATEMENT

The Community Vision Statement is the final distillation of the six-month Citywide Vision effort and the glue to hold together the other reports previously described in this proposal. The Team sees this as an inspirational and action oriented document that provides a blueprint for the City future. It sees it as a stand-alone manifesto—a focused summary of the vision that highlights critical take-away steps of the vision in an illustrated, fast reading format, even a poster, that can be widely distributed throughout the community as a “keeper” as likely to be found in people’s living rooms as in corporate boardrooms.

5.1 The Community Vision Statement

The Team will organize this report in three sections:

- 1. The Vision for Fort Lauderdale** – A narrative looking back from the future of what Fort Lauderdale will be like in the year 2035 as a result of the actions implemented following the Citywide Vision. The narrative will highlight what was needed to implement the vision: the critical policy decisions made, the coalitions and partnerships created, and the major physical improvements implemented.
- 2. Goals and Strategies** – A description of the goals for each “driver” that establishes what the community wants to accomplish and the strategies that define how the community will accomplish them.

3. Sustaining the Vision – Recommendations about how to jump start implementation and sustain the good will and momentum created by the vision overtime.

6. PRELIMINARY SCHEDULE

The proposed schedule illustrates the scope of work graphically, indicating key events and milestones in the process. It is anticipated that this schedule will be refined along with the scope of work in consultation with staff.

PHASE / TASK	Months					
	1	2	3	4	5	6
Preparation						
Finalizing scope	█					
Meeting with the Committee	█					
Tour of the City	█					
Debriefing and Info Gathering	█					
Grass Roots Outreach						
Developing an Identity	█					
Targeted Outreach		█	█	█	█	
Media and Public Relations		█	█	█	█	
Web Tools	█	█	█	█	█	█
Community Dialogues						
Listening						
Stakeholder Interviews	█	█	█			
The World Cafes		█	█			
Big Meetings		█	█			
Analyzing and Developing the Action Plan						
Targeting Small Conversations		█	█			
Small Conversations		█	█	█		
Deliberating						
The Citywide Vision Summit			█	█	█	
Reporting						
Interim Reports			█	█	█	
Analysis of Existing Conditions						
Developing an Outline	█	█	█			
Mapping and Baseline	█					
The Fact Book		█	█	█	█	
Benchmarks and Best Practices			█	█	█	
Community Vision Statement						
Draft Report				█	█	█
Final Report					█	█
Ongoing Meetings						
Visioning Committee / staff meetings	█	█	█	█	█	█

4

Years
Experience

4. Experience

Outlined below are the years of experience for each member of the ACP Team.

ACP Visioning+Planning

ACP Visioning+Planning has been helping to improve the livability of communities through the integration of visioning, strategic and physical planning, and urban design since 1994. Principal Gianni Longo brings over 31 years of experience in architecture, visioning and strategic planning.

31+
Years

Hurley-Franks & Associates

Hurley-Franks & Associates has been developing creative solutions to relevant planning problems since 1997. Principal Jennifer L. Hurley, AICP, CNU-A, PP, has over 15 years of professional experience facilitating public involvement in planning and development issues. Principal Philip E. Franks, AIA, AICP, has more than 40 years of professional experience.

40+
Years

Dickey Consulting Services, Inc.

Sheryl A. Dickey, President of DCS, is a community and economic development professional with more than 25 years experience and a track record of success in the social, economic and political revitalization of neighborhoods, cities and communities. She and her staff bring a high level of energy, and the ability to participate in a leadership or team member role, to ensure successful completion of a project.

25+
Years

PlaceMakers

PlaceMakers and its principals have spent the last seven years leading form-based code initiatives, designing master plans, and developing the policy and community engagement efforts to support their design work. PlaceMakers Principal Ben Brown has more than 20 years experience as a journalist, author, and communications consultant, giving him unrivaled experience as an “explainer.” Principal Scott Doyon is a communications and marketing veteran with 20 years of professional experience who excels at illuminating the benefits of well-crafted urbanism.

20+
Years

Peter Katz

Peter Katz is Director of Smart Growth & Urban Planning for Sarasota County, Florida. In addition, he has been providing planning, design, and development consulting services to a range of public- and private-sector clients for more than 15 years.

15+
Years

FAU, Broward County Design Collaborative

The Broward Community Design Collaborative (BCDC) was conceptualized in January 2004 by the Department of Urban and Regional Planning (DURP) and the School of Architecture (SoA) at Florida Atlantic University (FAU). Anthony J. Abbate, AIA, LEED AP joined the FAU faculty in 1996 and serves as Director of the BCDC. He has been researching, teaching, and providing professional and volunteer consultation on sustainable design and construction practices for more than 14 years.

14+
Years

5

Assigned Staff

5. Assigned Staff

This section contains resumes for each of the key staff members who would have a role on the city vision project. The team staff are listed below.

ACP Visioning+Planning

Gianni Longo (Principal) — Project Manager
 Jamie Greene, AIA AICP (Principal) — Engagement, Process Design
 Michael Curtis (Planner) — GIS and Technical Analysis Support

Hurley-Franks & Associates

Jennifer L. Hurley, AICP, CNU-A, PP (Principal) — Design and Facilitation of Small Conversation, Training
 Angela Dixon, AICP (Associate Planner) — Public Involvement and communications
 Nicole Brown Ozdemir (Planner) — Communications and Databasing

Dickey Consulting Services, Inc.

Sheryl A. Dickey (President & CEO) — Local Project Coordination and Outreach

Peter Katz — Best Practices

PlaceMakers

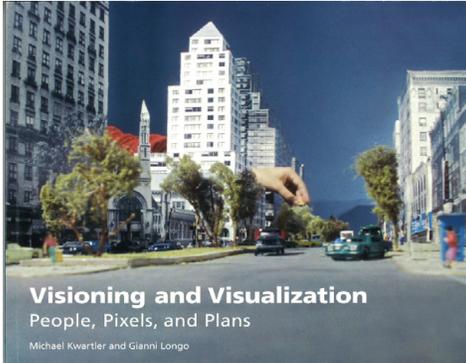
Ben Brown (Principal, Director of Client Public Relations) — Web Portal Design and Reporting
 Scott Doyon (Principal, Marketing Services Director) — Outreach and Marketing

FAU Broward County Design Collaborative

Anthony J. Abbate, AIA, LEED AP (Director, Associate Professor)
 The FAU Broward County Design Collaborative will assist the team with research, background data and local outreach.

ACP VISIONING+PLANNING

Gianni Longo, Principal



Publications by ACP Principal Gianni Longo include *Visioning and Visualization: People, Pixels and Plans*, which was named one of the top ten books for 2009 by Planetizen.

Gianni Longo holds a Masters in Architecture and Urban Design from the Istituto Superiore di Architettura, Venice, Italy

Mr. Longo is a founding Principal of ACP. For the past two decades, he has pioneered the development of programs designed to involve citizens in planning and urban design projects and has developed expertise in visioning and strategic planning that has physical and economic development implications.

Mr. Longo conceived and developed Vision 2000, a program of community goal-setting in Chattanooga, Tennessee. This program, at the time the first of its kind, is credited with stimulating over a billion dollars in development projects in that community. Subsequently, Mr. Longo has assisted, through training and direct involvement, communities and institutions throughout the country in developing their unique version of a “vision” process, including:

- » *Imagine New York: Giving Voice to the People’s Visions*, an APA award-winning effort to bring together people throughout the New York City region to share their ideas and vision for rebuilding downtown and memorializing the World Trade Center tragedy;
- » Public involvement program for the Kona, Hawai’i Community Plan;
- » Vision for Northeast Indiana;
- » *Blueprint Houston*, a vision for Houston, Texas;
- » *CONNECT*, a vision to establish a framework to address growth, environment and economy for the Charlotte, North Carolina region;
- » *Envision 2020*, a vision for the Montgomery, Alabama region;
- » *Nine Counties. One Vision.*, a vision for the Knoxville, Tennessee Region;
- » *Region 2020*, a vision for the Birmingham, Alabama region;
- » *Vision 2030: Shaping the Future of the Baltimore Region*, a regional vision plan for the future of the five county Baltimore area;
- » Vision Plan for Metropolitan Washington, D.C.;
- » Downtown and North River Plan for Fort Wayne, Indiana;
- » Comprehensive Plan and Growth Strategy for Lancaster County, Pennsylvania; and many others.

Mr. Longo also facilitated the Mid-America Regional Council’s Creating Quality Places. This project was designed to foster a higher quality of life in communities throughout the Kansas City region through improved land use and urban design. The program initiated a regional dialogue on quality land use practices, identified land use principles that local municipalities could embrace, and identified tools – model codes, ordinances, and plans – to help implement those principles.

Mr. Longo is an architect by training and has strong physical planning and design expertise. He has been involved in numerous comprehensive planning projects and has been published widely.

Jamie Greene, AIA AICP Principal

ACP VISIONING+PLANNING

Mr. Greene is a founding Principal of ACP Visioning+Planning with over 20 years of diverse planning experience managing and providing technical assistance for visioning, planning and urban design projects.

Mr. Greene has significant experience with leading public involvement efforts of all scales. Specific examples include:

- » *Dream It Do It*, a vision for the city of Columbus, Ohio;
- » *Imagine Manatee*, a vision and strategic plan for Manatee County, Florida;
- » *Franklin Tomorrow*, the vision for Franklin, Tennessee;
- » *Guiding the Future for a Lasting Lowcountry*, the public involvement and Comprehensive Plan for Charleston County, South Carolina;
- » *Where Do We Grow From Here?* the region-wide visioning process focused on land use and transportation in Greater Cincinnati for the Ohio-Kentucky-Indiana Regional Council of Governments;
- » *Regional Connections*, the regional vision and Conceptual Development Framework for the Mid-Ohio Regional Planning Commission;
- » *Together Aiken County*, a vision and strategic plan for Aiken County, South Carolina;
- » *Plan-It Allen*, a joint vision and comprehensive plan for Fort Wayne and Allen County, Indiana;
- » Vision, Community Plan and area plans for the City of Dublin, Ohio;
- » *Community COMPASS*, a vision for a comprehensive plan for Hamilton County/Cincinnati, Ohio; and
- » *Making Connections*, a land use and transportation vision for western Montgomery County, Ohio.

Mr. Greene has presented the work of ACP at many national, regional and local conferences, including: American Planning Association (APA), CommunityMatters, Society of College and University Planners, Managing Change Coalition, and Common Destiny. He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University since 1999. Among other professional and civic activities, Mr. Greene serves on Walkable and Livable Communities Institute Board of Advisors.

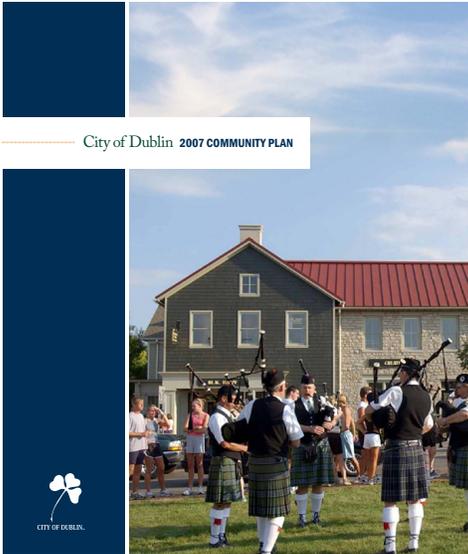
He holds a Masters of Urban and Environmental Planning from the University of Virginia and a Bachelor of Science in Architecture, cum laude, from The Ohio State University.



As a part of the ACP-managed Columbus 2012 project, pictured above, Mr. Greene led the Citizen Summit—the largest public event in the City's history and one of the largest in the nation.

ACP VISIONING+PLANNING

Michael Curtis, Planner



Michael Curtis contributed planning and design support to the City of Dublin, Ohio's 2007 Community Plan Update.

Mr. Curtis is a planner with a broad background including print and interactive graphic design, development plan review and comprehensive planning at the local and regional government levels.

Mr. Curtis brings award-winning communication graphics and technical expertise to ACP's planning efforts through the use of electronic visualization tools, Geographic Information Systems (GIS) and graphic design. With a background in graphic design for the Internet, he has an active interest in improving the communication of planning and public participation efforts through the use of new media and tools such as online collaboration. Recent highlights of Mr. Curtis' experience include:

- » *Dream It, Do It.*, Columbus 2012 Bicentennial Project;
- » *Guiding the Future for a Lasting Lowcountry*, the public involvement and Comprehensive Plan for Charleston County, South Carolina;
- » Vision, Community Plan and area plans for the City of Dublin, Ohio;
- » *Muncie Action Plan*, a vision and strategic plan for the city of Muncie, Indiana;
- » Vision for Yellow Springs and Miami Township, Ohio;
- » Strategic Plan for the Mid-Ohio Regional Planning Commission;
- » *Surface Transport Master Plan*, A Vision for Connecting Abu Dhabi for the Abu Dhabi Department of Transport;
- » Vision and Comprehensive Plan Update for Oxford, Ohio; and
- » The Rockville Pike Corridor and Neighborhood Plan for Rockville, Maryland.

Prior to joining ACP as a planner, Michael worked for the City of Dublin, Ohio where he provided long-range planning support, GIS mapping and oversaw all design components of the City's 2007 Community Plan Update. As a member of a planning team from the Ohio State University he developed long-range neighborhood plans for Harrison County, Mississippi following Hurricane Katrina. As a graphic designer, he has created printed marketing, promotional videos, and developed interactive, database-driven websites for national clients.

Jennifer L. Hurley, AICP, CNU-A, PP, Principal

HURLEY-FRANKS & ASSOCIATES

Ms. Hurley holds a Master of Regional Planning from the University of North Carolina at Chapel Hill and a Bachelor of Arts in Anthropology from Bryn Mawr College. Drawing on her background in conflict resolution, Ms. Hurley has over fifteen years of professional experience facilitating public involvement in planning and development issues, including the following projects:

- » *Central Delaware River Waterfront Master Plan* for Philadelphia, Pennsylvania;
- » *Mt. Holly Form-Based Code* for Mt. Holly, New Jersey;
- » Cool Spring Reservoir Facilitation in Wilmington, Delaware;
- » Fitchburg SmartCode for Fitchburg, Wisconsin;
- » International Programs Group “Facilitating for Change” Training, World Vision US in Washington, DC;
- » *Winnipeg City Building Charrette* for Winnipeg, Canada;
- » Integrated Programs Retreat, World Vision in Washington, DC;
- » Comprehensive Plan, Zoning Code, and Subdivision Regulations for Long Beach, Michigan;
- » Form-Based Code Charrette for Hutto, Texas;
- » Berkeley-Charleston-Dorchester Regional Plan for the BCD Region, North Carolina; and
- » Ingleside Neighbors Mediation in Wilmington, Delaware.

Ms. Hurley has been active in the new urban movement for ten years, working on numerous charrettes for regional planning, downtown revitalization, traditional neighborhood development, and form-based zoning. She wrote one of the first articles chronicling the implementation of New Urbanist zoning codes, is a regular speaker with the SmartCode Workshop, and has taught in the Bryn Mawr College Growth and Structure of Cities Program. She is a past fellow of the Knight Program in Community Building at the University of Miami School of Architecture, and is a National Charrette Institute Certified Charrette Planner™. She currently serves on the board of the Congress for the New Urbanism and the Transect Codes Council.

Philip E. Franks, AIA, AICP, Principal

Mr. Franks is a graduate of the University of Pennsylvania's Graduate School of Fine Arts, where he earned master's degrees in both Architecture and City Planning in 1967. He has more than 40 years of professional experience, beginning as Project Planner at the Philadelphia City Planning Commission. Before starting his own firm in 1997, he was a full partner in another Philadelphia firm for 27 years, including five years as managing partner. Mr. Franks has developed a dual focus on both complex infrastructure projects and the renovation and expansion of educational facilities. Highlights of Mr. Frank's experience include:

- » Sports Complex Special Services District (SCSSD), Philadelphia, Pennsylvania
- » Hoopes Reservoir Facilitation, Wilmington, Delaware
- » Lower Manhattan Development Corporation (LMDC) Public Outreach, World Trade Center Master Planning Competition, New York City, New York
- » Delaware Art Museum Expansion, Public Outreach Program, Wilmington, Delaware
- » SR26 Mainline Improvement Project, Sussex County, Delaware
- » DART First State, Dover Hybrid Transit Project, Public Information Program, Dover, Delaware
- » Delaware I-95 Reconstruction Project, Portion between Wilmington, Delaware and Pennsylvania State Line
- » Public Outreach for the Public-Private Partnership Initiatives Program, State of Delaware
- » Cross-County Corridor Major Investment Study (MIS)/Draft Environmental Impact Statement (DEIS) and Cross-County Metro Feasibility Study, Chester, Bucks, Montgomery, and Philadelphia Counties, Pennsylvania
- » Comprehensive Transportation Study, Sussex County, Delaware
- » Route 144 Improvement Studies: Route 202, Rockland Road, and the Tyler McConnell Bridge, Wilmington, Delaware
- » Harristown Development Project, Urban Design and Planning, Harristown, Pennsylvania

Angela Dixon, AICP, Associate Planner

HURLEY-FRANKS & ASSOCIATES

Ms. Dixon is an Associate Planner at Hurley~Franks & Associates. She holds a Master of City Planning degree from the University of Pennsylvania. Her graphic design skills help HFA involve citizens in important decisions and educate the public about project impacts. As Project Manager of public involvement projects, Ms. Dixon has experience with inter-agency communication. Her planning interests center on community revitalization, public involvement, and project communications. Highlights of Ms. Dixon's experience include:

- » *422plus* Project for the US-422 Corridor, Southeast Pennsylvania
- » Central Delaware River Waterfront Master Plan, Philadelphia, Pennsylvania
- » Water Main Replacement & Rehab, Wilmington, Delaware
- » Sports Complex Special Services District (SCSSD), Philadelphia, Pennsylvania
- » Cool Spring Reservoir Facilitation, Wilmington, Delaware
- » NW Montgomery County Strategic Transit Plan, Montgomery County, Pennsylvania

Cool Spring Reservoir Facilitation

Since the late 1800's, the Cool Spring Reservoir in Wilmington, Delaware has provided clean, safe drinking water to its residents and businesses. Beginning in 2001, the City of Wilmington began the exciting challenge of transforming the historic open-air reservoir into a modern water facility and park plaza. Nine years later, the Reservoir continues to thrive as a landmark and popular destination for both residents and visitors.

- 2007 Project of the Year Award (DelawareSection of the American Society of Civil Engineers)
- 2008 Drinking Water State Revolving Fund (DWSRF) for Sustainable Public Health Protection Award (U.S. EPA).

Nicole Brown Ozdemir, Planner

HURLEY-FRANKS & ASSOCIATES

Ms. Ozdemir is a Planner at Hurley~Franks & Associates. While completing her Master of City Planning at the University of Pennsylvania, she focused on community and economic development in both classes and practical studios. For two summers, Nicole interned at HFA, honing her skills in graphic design and community outreach. She also completed a semester of courses at the Bartlett School of Planning, University College London, where she studied urban revitalization and European property development. Highlights of Ms. Ozdemir's experience include:

- » Mayor's Green City Program, Wilmington, Delaware
- » Downspout Disconnect Project, Wilmington, Delaware
- » Wilmington Initiatives, Wilmington, Delaware
- » Sports Complex Special Services District (SCSSD), Philadelphia, Pennsylvania
- » Water Main Replacement & Rehab, Wilmington, Delaware
- » Cool Spring Reservoir Facilitation, Wilmington, Delaware

Downspout Disconnect Project

As part of a larger effort to reduce Combined Sewer Overflows (CSOs) the City of Wilmington decided to take a green approach to the problem in the area of the Rockford Road Combined Sewer. The Project works with individual homeowners to develop state-of-the-art green solutions to disconnect homeowners' downspouts from the combined sewer system. Through applying site-specific engineering and landscape design, the Project develops appropriate, individually-designed green solutions for each downspout. Solutions range from the most simple – disconnecting the downspout to run onto a lawn – to the more complex, such as creating rain gardens or green roofs. The City-sponsored project pays for and manages both design and construction.

DICKEY CONSULTING SERVICES, INC.

Sheryl A. Dickey, President & CEO**Highlights of Ms. Dickey's profile include:**

- Community and Business Development Expert
- Public Engagement Specialist
- Collaborative Change Agent
- Longtime Broward County Business Owner

Sheryl A. Dickey is a community and economic development professional with more than 25 years of experience and a track record of success in these areas. She serves as President and CEO of Dickey Consulting Services, Inc., an economic development, project management, public relations consulting firm. The company and its associates provide services to public and private enterprises, coordinating, implementing and promoting projects related to economic and community development, project management, international trade/business development, housing, public relations, public involvement, and other marketing initiatives. Ms. Dickey is certified as a Charrette Planner and Public Meeting Facilitator through the National Charrette Institute. Recent examples of Ms. Dixon's experience include:

- » *Water Works 2011* for the City of Fort Lauderdale, Florida — Consultancy and oversight of the project management, sewer connection facilitation, public communication and public outreach services for the \$690M water and wastewater capital improvement program which includes sanitary sewer and water main construction and infrastructure improvements.
- » *Neighborhood Improvement Projects* for Broward County, Florida — Consultancy and professional public awareness program support for the \$600M water and wastewater capital improvement program. Managed services that include the development and dissemination of collateral material; extensive database development; spokesperson role at various neighborhood, business and civic meetings; and construction coordination.

For more than a decade, Sheryl A. Dickey served in a number of executive level community and economic development positions within the public and private sectors including Director of Economic and Community Development for Blockbuster Entertainment Corp (1994); Economic Development Department Director for City of Fort Lauderdale (1992-1994); Deputy Director of Economic Development for Toledo/Lucas County Port Authority (1990-1992); Director of Small and Developing Business Division of the State of Ohio Department of Development (1986-1990); Industrial Development Specialist for the State of Ohio Department of Development (1983-1986); and Assistant Director and Planning/Budget Manager for Portsmouth Inner City Development Corp (1980-1982). Dickey also served on the Portsmouth City Council as a City Council Member (1982-1983).

Peter Katz, Consultant

PETER KATZ

Mr. Katz is director of Smart Growth / Urban Planning for Sarasota County, Florida. In addition he provides consulting services to a range of public- and private-sector clients. Mr. Katz is an associate member of the Citistates Group, a national network of speakers under the leadership of syndicated columnist Neal Peirce. He is also the founding president of the Form-Based Codes Institute, a national alliance advancing an emerging approach to development regulation. As strategic consultant to government he has played a key role in shaping and implementing a range of nationally significant community design and development projects.

Such projects include the master plan and codes for the recently completed transit village at Contra Costa Center (Walnut Creek, CA) where Katz served as lead advisor to Contra Costa County. Prior to his involvement, that \$375 million-dollar development was stalled due to NIMBY opposition for almost 20 years. Other recent projects where Katz acted in an advisory role include the Columbia Pike corridor redevelopment in Arlington, VA and the Upper Rock district in Rockville, MD.

As a thought leader and advocate for better community planning, Peter Katz played a catalytic role in launching the New Urbanism, a movement that The New York Times called “the most important phenomenon to emerge in American architecture in the post-Cold War era.” He wrote the seminal book that initially defined the movement, *The New Urbanism: Toward an Architecture of Community*. In 1991, Katz convened the founding board members of CNU (Congress for the New Urbanism) to plan the organization and its initial series of “congresses.” He was later asked by CNU’s board to serve as the organization’s first Executive Director. During Katz’s tenure, CNU adopted its charter, obtained its first grant funding, began a strategic partnership with the US Department of Housing and Urban Development and convened its first international congress. In 1991, on behalf of the Local Government Commission, Mr. Katz initiated and co-edited *The Ahwahnee Principles*, one of the earliest statement of principles and policies related to sustainable community-building practices. It has been adopted by over 120 cities and counties in the western United States.

Before his involvement with New Urbanism, Mr. Katz was a principal of Stratagem Consultants, a San Francisco-based real estate marketing consultancy. In that role he directed projects for clients such as the Port of Oakland, Alford Homes and the InterPacific Group. Mr. Katz was founding partner of New York-based Whitehouse & Katz, a marketing and graphic design firm where he directed numerous signage, exhibit, and publication programs for clients such as Columbia University, IBM Corporation, The Prudential Realty Group, and Lincoln Center for the Performing Arts.

Mr. Katz studied architecture and graphic design at The Cooper Union for the Advancement of Science and Art in New York. He received a Bachelor of Fine Arts degree and the Royal Society of Arts (London) Honor Award upon graduation in 1976.

Ben Brown, Principal / Director of Client Public Relations

After more than two decades as a staff editor and reporter on major newspapers and national magazines, Ben has unrivaled experience as an “explainer.” He provides hands-on communications support for clients, working directly with media contacts and supplying accessible content for project websites and marketing pieces. A book author, media consultant, and certified charrette planner and facilitator, Ben brings to projects expertise in shaping both process and product to achieve community-building success at the highest levels. Highlights of Mr. Brown’s experience include:

- » Coastal Recovery Commission of Alabama, Alabama Gulf Coast
- » SmartCode, City of Bellevue, Kentucky
- » City of Winnipeg City Building Charrette, Winnipeg, Manitoba, Canada
- » Unified Development Bylaw, City of Revelstoke, British Columbia, Canada
- » Mountain Landscapes Initiative (Lawrence Group): Charrette Communications, Western North Carolina
- » SmartCode Calibration Charrette Facilitation, City of Winter Park, Florida
- » Rhya: Infill TND (DPZ) Charrette Communications Windcrest, Texas
- » SmartCode Calibration Charrette Communications, Town of Taos, New Mexico
- » SmartCode Calibration Charrette Communications, City of Lawrence, Kansas
- » Florence Gardens: Greenfield Conservation TND Brand Marketing Support, Gulfport, Mississippi
- » Leytham: Greenfield TND Charrette Communications / Brand Marketing Support, Omaha, Nebraska
- » Mississippi Renewal Forum: Post-Katrina Charrette Communications, Biloxi, Mississippi
- » Sanctuary Village: Infill TND Marketing Communications, Franklin, North Carolina

Scott Doyon, Principal / Marketing Services Director

PLACEMAKERS

Scott makes *sense* of place, translating the technical issues of traditional urbanism into plain English, then employing the necessary messaging strategies and graphic executions to maximize engagement and buy-in. He's a communications and marketing veteran, schooled from 11 years with global branding powerhouse J Walter Thompson, and excels at illuminating the benefits of well-crafted urbanism. His work addresses the communications challenges associated with public process as well as brand marketing initiatives for traditional neighborhood developments. Highlights of Mr. Doyon's experience include:

- » Coastal Recovery Commission of Alabama, Alabama Gulf Coast
- » SmartCode, City of Bellevue, Kentucky
- » Form-based code, three subsequent master plans under adopted code, City of El Paso, Texas
- » Unified Development Bylaw, City of Revelstoke, British Columbia, Canada
- » City of Winnipeg City Building Charrette Communications, Winnipeg, Manitoba, Canada
- » Mountain Landscapes Initiative (Lawrence Group): Charrette Communications, Western North Carolina
- » SmartCode Calibration Charrette Communications, City of Winter Park, Florida
- » Rhya: Infill TND (DPZ) Charrette Communications, Windcrest, Texas
- » SmartCode Calibration Charrette Communications, Town of Taos, New Mexico
- » Florence Gardens: Greenfield Conservation TND Brand Marketing Support Gulfport, Mississippi
- » Leytham: Greenfield TND Charrette Communications / Brand Marketing Support Omaha, Nebraska
- » Early County 2055: 50 Year Plan Charrette Communications, Blakely, Georgia
- » Mississippi Renewal Forum: Post-Katrina Charrette Communications, Biloxi, Mississippi
- » Hedgewood Properties: NU Developer Brand Marketing, Atlanta, Georgia
- » The Reynolds: Vertical Mixed-Use Infill Brand Marketing, Atlanta, Georgia
- » Trussville Springs: Infill TND (DPZ) Charrette Communications, Trussville, Alabama

Anthony J. Abbate, AIA, LEED AP, Director / Associate Professor

Anthony Abbate joined the FAU faculty in 1996. He is currently a member of the university graduate faculty and director of the Broward Community Design Collaborative. He teaches materials and technology courses and architectural design. A native of Fort Lauderdale, Florida, he received a Master of Architecture from Washington University in St. Louis and a Bachelor of Science degree in Architecture from The Catholic University of America.

His research examines historical and contemporary sustainable design and construction practices in the hot-humid climate zones of the tropics and subtropics at two scales: the macro/urban and the micro/detail. In connection with this line of inquiry, and in the context of the built environment of the contemporary city, the deeper unresolved tensions between globalization and regionalism are explored as they relate to sense of place and sustainability.

He has traveled extensively, participating at conferences and lecturing at universities in Australia, Mexico, and Colombia. He has contributed to various proceedings of the Centre for Subtropical Design, the International Network for Tropical Architecture, and Association of Collegiate Schools of Architecture. He was featured in Smart City with Carol Coletta on National Public Radio and on Australia Talks Back with Paul Barclay on the Australian Broadcasting Corporation's Radio National, and is on the editorial board of the Instituto de Arquitectura Tropical in San Jose, Costa Rica.

A registered architect and practicing professional, he is accredited by the US Green Building Council in Leadership In Energy and Environmental Design, and has received 20 awards for design excellence from the American Institute of Architects for architectural and urban design.

He is serving an appointment to the Broward Cultural Council, the area's central coordinating agency for the arts, serving as liaison between cultural organizations, government agencies and the private sector. He also served as Vice-Chairman for State of Florida Department of Education Building Construction Advisory Committee, and is a past-president of the Fort Lauderdale Chapter of the American Institute of Architects. He has also served on the Board of Adjustment for the City of Fort Lauderdale and is a member of the Fort Lauderdale Downtown Rotary.

Highlights of Mr. Abbate's project experience include:

- » County-wide Community Design Guidebook, Broward County, Florida
- » Portals to the Sea, Lauderdale By The Sea
- » Subtropical Sustainable, the Transit Housing Oriented Redevelopment Pilot Study, Broward Metropolitan Planning Organization

6

Client References

6. Client References

The following are three client references for ACP Visioning+Planning from similar projects completed in the previous three years.

1. *Dream it. Do it.*, 2012 Bicentennial Vision, Columbus, Ohio

Reference

Ty Marsh
 Chair, Organizing Committee
 (614) 225-6917
 ty_marshall@columbus.gov

Project Duties

Project design, project
 management, facilitation, logistics

Completion Date

June 2008

City of Columbus
 City Hall 2nd Floor
 90 West Broad Street
 Columbus, OH 43215

2. *Vision 2020, the Vision for Northeast Indiana*

Reference

Mark Becker
 Director of Regional Development
 and Executive Director of the
 Northeast Indiana Foundation
 (260) 469-3479
 mark@northeastindiana.org

Project Duties

Project design, project
 management, facilitation, logistics

Completion Date

July 2010

300 East Main Street, Suite 210
 Fort Wayne, Indiana 46802

3. Community Involvement, Kona, Hawaii Community Development Plan

Reference

Nancy Pisicchio
Project Manager
(808) 322-3118
npasicchio@hawaii.rr.com

Hawaii County
78-7240 Kuakini Hwy
Kailua-Kona, HI 96740

Project Duties

Designed and executed the public participation process

Completion Date

July 2008

7

Cost of Services

7. Cost of Services

The Fee Matrix below shows the ACP Team fee for the Basic level of services. There are minor differences between Basic, Moderate, and Comprehensive levels of service. This is due to the Team's belief that the Basic level should deliver a complete visioning process consistent with the requirements of the RFP. The differences in products and fee for the three levels of service are listed below.

The Matrix also indicates the total budget and estimated expenses for the project. The three fees, inclusive of expenses for the three levels of services, are listed below, as required by the RFP.

Basic Level of Service **\$343,131**

Moderate Level of Service **\$365,631**

This level of service includes the following additional items:

- » Five additional small conversations. The additional conversations will be budgeted on a per-meeting basis (\$2500 per meeting) giving the Committee great flexibility in determining their total number. (\$12,500)
- » The development of a proactive electronic tool: email newsletters. E-newsletters expand the impact of the public relations effort by pushing information out to people, driving traffic back to the project website. (4,500)
- » Two additional reporting session for the website (\$5,500)

Comprehensive Level of Service **\$388,131**

This level of Service includes the following additional items:

- » Five additional small conversations (\$12,500)
- » Five additional reporting trip to cover the vision step in their entirety (\$10,000)

For each Team member, the Matrix shows individual hourly rates, number of hours by task and by phase, and total fee by individual for each phase. The one exception is the fee for the FAU-BCDC: the desire to engage students in this unique activity could not be broken down on an hourly basis. It was estimated as a lump-sum.

Firm	ACP			HFA		
Member	Gianni Longo	Jamie Greene	Michael Curtis	Jennifer Hurley	Angela Dixon	Nicole Brown
Professional Pay Hourly Rates	175	150	90	162	129	98
Preparation						
Finalizing scope	10			6		
Meeting with the Visioning Committee	6			6		
Tour of the City	6			6		
Debriefing and Information Gathering	10			10		
Total Hours	32	0	0	28	0	0
Subtotal	\$5,600	\$0	\$0	\$4,536	\$0	\$0
Grass Roots Outreach						
Developing an Identity	4			12		
Targeted Outreach	12					
Media and Public Relations	6					
Web Tools	4			12	32	
Total Hours	26	0	0	24	32	0
Subtotal	\$4,550	\$0	\$0	\$3,888	\$4,128	\$0
Community Dialogues						
Listening						
Stakeholder Interviews	12			26		
The World Cafes	12			30		24
Big Meetings	24		\$24	38		40
Analyzing the Vision and Developing the Action Plan						
Targeting Small Conversations	10			12		
Implementing Small Conversations	18			69		
Deliberating						
The Citywide Vision Summit	24		24	18		
Reporting						
Writing Community Dialogues Interim Reports	24	12	48	16		
Total Hours	124	12	96	209	0	64
Subtotal	\$21,700	\$1,800	\$8,640	\$33,858	\$0	\$6,272
Analysis of Existing Conditions						
Developing an Outline	12					
Mapping and Baseline Information	6	12	20	5		
The Fact Book	24	24	40	5		
Benchmarks and Best Practices	8			5		
Total Hours	50	36	60	15	0	0
Subtotal	\$8,750	\$5,400	\$5,400	\$2,430	\$0	\$0
Community Vision Statement						
Draft Report	20		20	4		
Final Report	12		20			
Total Hours	32	0	40	4	0	0
Subtotal	\$5,600	\$ -	\$3,600	\$648	\$ -	\$0
Visioning Committee						
Steer Committee staff meetings	24			12		
Bi-Monthly conference Team Meeting (2hours)	24			12		
Total Hours	48	0	0	24	0	0
Subtotal	\$8,400	\$0	\$0	\$3,888	\$0	\$0
Totals						
Total Fee by Staff	\$54,600	\$7,200	\$17,640	\$49,248	\$4,128	\$6,272
Total Number of Hours						
Total Fee			\$79,440			\$59,648
Expenses						
Price Quote BASIC						

DCS				PlaceMakers		PK	FAU		
Sheryl Dickey	Traci Pollock	Qiana Hooker	Patrick Dadaille	Ben Brown	Scott Doyon	Peter Katz			
205.23	139.4	71.12	67.42	150	150	250			
									Hours
									Fee
4	2					10			32
8	8					6			34
8	8			10		4			42
6	6			5		4			41
26	24	0	0	15	0	24			149
\$5,336	\$3,346	\$0	\$0	\$2,250	\$0	\$6,000			\$27,068
32	32	72	56		23	10			49
				17		0			204
						0			23
					40	0			88
32	32	72	56	17	63	10			364
\$6,567	\$4,461	\$5,121	\$3,776	\$2,550	\$9,450	\$2,500			\$46,990
						0			38
						0			66
16	16	24	24	30		\$0			236
									0
4	4	12	12						54
20	20	24	24						175
									0
32	32	56	56	10		6			258
									0
10	8								118
82	80	116	116	40	0	6			945
\$16,829	\$11,152	\$8,250	\$7,821	\$6,000	\$0	\$1,500			\$123,822
4	4					0			20
						0			43
						0			93
						20			33
4	4	0	0	0	0	20			189
\$821	\$558	\$0	\$0	\$0	\$0	\$5,000			\$28,359
4	2					10			60
4	2					10			48
8	4	0	0	0	0	20			108
\$1,642	\$ 558	\$0	\$0	\$0	\$ -	\$5,000			\$17,047
12	6	6				15			75
12	6	6		12	12	12			96
24	12	12	0	12	12	27			171
\$4,926	\$1,673	\$853	\$0	\$1,800	\$1,800	\$6,750			\$30,090
									0
\$36,120	\$21,746	\$14,224	\$11,596	\$12,600	\$11,250	\$26,750	\$25,000		
									1926
			\$83,687		\$23,850	26750	\$25,000		\$298,375
									\$44,756
									\$343,131

