

A PROPOSAL FOR THE

# FORT LAUDERDALE VISION ACTION PLAN



Submitted to: **City of Fort Lauderdale**

Submitted by: **Wallace Roberts & Todd | PlaceMatters | ETC Institute**







Planning & Design

October 20, 2010

Procurement Services Department  
100 N. Andrews Avenue, Suite 619  
Fort Lauderdale, FL 33301

Re: ***Proposal to Prepare a Vision Statement and Vision Action Plan***

Dear Sir or Madam:

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Philadelphia  
Dallas  
Lake Placid  
Miami  
San Diego  
San Francisco

On behalf of **Wallace Roberts & Todd, LLC (WRT)** and our exceptional team of professionals, we are pleased to convey our qualifications, our approach, and our enthusiasm for the opportunity to assist the City of Fort Lauderdale and its citizens on such an important assignment for the City's future.

WRT is a leading interdisciplinary planning and design firm based in Philadelphia with offices around the country, including a well established presence in South Florida. WRT's leadership position in visioning, comprehensive planning, and sustainable development traces to the firm's commitment to what we call **values-driven planning**—an approach that acts upon the values and aspirations of each community, challenging citizens and community leaders to become engaged and take ownership of the challenge of imagining and charting their community's future. This approach is especially well-suited for a large and diverse community such as Fort Lauderdale, which seeks innovation and effectiveness in raising the bar for public dialog aimed at designing a sustainable future of prosperity and enhanced quality of life.

Examples of our track record in conducting successful visioning and community-wide planning efforts include the award-winning **Civic Vision for the Central Delaware** (Philadelphia, PA); the **Greensboro Connections 2025** (NC) Vision and Plan; and the **Destination Portsmouth** (VA) Vision and Plan. In Florida, WRT led the process that produced a Vision Statement which updated WRT's **Sanibel Plan**, recipient of the 2007 Landmark Plan Award from the American Planning Association and a national model for sustainable development. WRT also led the effort that produced the **2020 Vision Plan** for the Village of Key Biscayne—a process that nurtured community-wide consensus and enthusiasm for bold initiatives to improve community character and quality of life. Currently, WRT is leading two of the most ambitious vision planning exercises currently underway in the nation: **Imagine Austin** for the Texas state capital city; and **Albany 2030**, the vision and plan that will guide the next two decades if initiatives to re-invigorate the capital city of New York. Both efforts employ state-of-the-art techniques to engage all citizens and to develop and test future scenarios for measures of sustainability and quality of life.

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<b>Wallace Roberts &amp; Todd, LLC</b>	215.732.5215
1700 Market Street, 28 <sup>th</sup> Floor	<a href="http://www.wrtdesign.com">www.wrtdesign.com</a>
Philadelphia, PA 19103	fax 215.732.2551



October 20, 2010

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As documented in our qualifications materials, we are pleased to be joined by two outstanding collaborative firms, both of which are leaders in their respective fields. **PlaceMatters** is a non-profit corporation dedicated to advancing the state-of-the-art of community visioning and planning. Emerging technologies developed and applied by the firm to interactively engage the public include *AnyWare Brainstorming*, as well as tools to design, visualize, and compare future scenarios (such as *CommunityViz*). **ETC Institute** is one of the largest and most technologically advanced community survey and research firms in the nation. From their own in-house survey call center, they have interviewed over a million persons in 46 states, including recent surveys conducted in and for Broward County. WRT has a well established working relationship with both PlaceMatters and ETC Institute on community visioning efforts comparable in scale to Fort Lauderdale.

We are confident that our team has the skills, the local knowledge, and the track record of professionalism and success in community visioning and planning that the City of Fort Lauderdale should expect from its consultant team on a project of such importance to its future. We look forward to the opportunity to present our ideas and our approach in person.

Sincerely,

A handwritten signature in black ink that reads 'John E. Fernsler'.

John E. Fernsler, AIA  
Principal-in-Charge

A handwritten signature in black ink that reads 'Ferdinando Micale'.

Ferdinando Micale, FAIA, AICP, PP  
Contracting Principal

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A Civic Vision for the Central Delaware | Philadelphia, PA



**BID/PROPOSAL SIGNATURE PAGE**

**How to submit bids/proposals:** It is preferred that bids/proposals be submitted electronically at [www.bidsync.com](http://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: Ferdinando Micale (signature) 10/13/10 (date)

Name (printed) Ferdinando Micale, FAIA, AICP, PP Title: Contracting Principal

Company: (Legal Registration) Wallace Roberts & Todd, LLC

**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: 1700 Market Street, 28th Floor

City Philadelphia State: PA Zip 19103

Telephone No. 215-732-5215 FAX No. 215-732-2551 Email: nmicale@ph.wrtdesign.com

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

Payment Terms (section 1.03): N/A Total Bid Discount (section 1.04): N/A

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:

Addendum No.

Date Issued

**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:

N/A



City of Fort Lauderdale • Procurement Services Department  
100 N. Andrews Avenue, #619 • Fort Lauderdale, Florida 33301  
954-828-5933 FAX 954-828-5576  
[purchase@fortlauderdale.gov](mailto:purchase@fortlauderdale.gov)

## ADDENDUM NO. 4

RFP 705-10541  
CONSULTING SERVICES FOR VISIONING PROJECT

ISSUED September 28, 2010

1. Part III, Section 19 Insurance, Professional Liability is changed to read:

Professional Liability (Errors & Omissions)

Consultants

Limits: \$500,000 per occurrence \$2,000,000 aggregate with defense costs in addition to limits.

2. Part VI – Requirements of the Proposal is changed to read:

Proposers must submit an identified original plus eleven (11) copies of the proposal including any attachments, as well as a CD copy.

The above requirement totals twelve (12) paper copies of your proposal and one electronic copy submitted on a CD.

3. All other terms, conditions, and specifications remain unchanged.

Kirk W. Buffington, CPPO, C.P.M.  
Director of Procurement Services

Company

Name: Wallace Roberts & Todd, LLC  
(please print)

Bidder's  
Signature: 

Date: October 19, 2010



# STATEMENT OF QUALIFICATIONS

Branch Village HOPE VI Community Presentation and Workshop | Camden, NJ



## Project Understanding

As the City of Fort Lauderdale prepares to kick off the celebration of its Centennial Year with a new 25-year Vision Plan, it is instructive to begin from the perspective of what has been accomplished over the past 25 years, particularly the vision plan initiatives of 1985 and 1995.

Set in motion by former Mayor Robert Dressler and City Manager Connie Hoffman, the “Best City of Its Size By 1994” Vision produced public consensus behind a massive bond issue in 1986 that funded bold initiatives which were then expeditiously “fast-tracked.” One such realized initiative was the redevelopment of a beach long in decline from years of disinvestment and Spring Break excesses. In addition, another area once viewed as a pocket of blight in the region was transformed into a thriving Arts and Science District, complete with a new Performing Arts Center, Discover Center Science Museum, and a riverfront enlivened with an Esplanade Park connected to the CBD with a scenic Riverwalk. Combined, these successfully built projects created synergy and changed the community’s self-image, elevating Fort Lauderdale’s “brand” within the South Florida region and the nation.

As this first round of projects was being completed, the City lost no time in embarking on a second initiative: “NEW CENTURY – NEW CITY” in 1995, which was vastly different in organization and composition from the first initiative, ultimately achieving very different results. The “Best City of Its Size” Vision focused on a select few compelling, “shovels in the ground” revitalization projects which created immediate, tangible results and a momentum of positive change. However, some members of the community viewed the investments as disproportionately benefitting tourism, downtown, and beach business interests at the expense of Fort Lauderdale’s neighborhoods, particularly in the distressed Northwest.

By contrast, the “NEW CENTURY – NEW CITY” Vision Plan was a compendium of 255 discrete actions organized around seven themes, including several that addressed the shortcomings identified of the earlier vision initiative (Education, Public Safety, Economic Development, Waterways and Beaches, Intergovernmental Relations, Quality Neighborhoods, and Infrastructure). The proposed action items ranged broadly in scale and specificity, from “address

the homeless problem” to the proliferation of newspaper vending machines; from undergrounding utilities to elevating bridges. While a few projects moved forward and showed results, such as the redevelopment of Sistrunk Boulevard, most did not due to a lack of “big picture” strategic directions, and too many targets lacking prioritization, specificity, resources, or assigned responsibilities; in short, the absence of an actionable agenda.

The new Vision Action Plan should learn from the successes and challenges of the original visions in order to become both a vehicle to entertain bold new ideas for the future, as well as a method to integrate recent, on-going, and upcoming plan initiatives, including:

- The update of the Downtown Master Plan
- The form-based code being developed for the South Andrews Avenue Master Plan
- Davie Boulevard Corridor Master Plan
- North US-1 Urban Design Plan
- Riverside Park Neighborhood Character Plan
- Central Beach Master Plan / Las Olas Gateway Plan
- The 2012 Comprehensive Plan Evaluation and Appraisal Report (for which the Vision Plan can establish priority initiatives for the revision of the Comprehensive Plan)



Sanibel Island Comprehensive Plan | Sanibel Island, FL | WRT

This convergence of initiatives creates a window of opportunity for the citizens of Fort Lauderdale with the Visioning Committee and other community leaders to embark on designing a new future. The WRT Team believes that to best seize this opportunity and “get it right,” an approach is needed that will ensure that the vision planning process meets four key measures of success.

- First: all community constituencies in every neighborhood, downtown, and the beach must be given a voice to express aspirations for the future. This defining **VISION** of sustainability, livability, and prosperity is what will motivate and unite us—it will be the “**destination**” for the “roadmap” which will be defined in the Vision Action Plan.
- Second: after defining where we seek to go, we must soberly assess **where we are now, and where we are headed**, identifying our shortcomings and the challenges we must overcome to get us on track.
- Third: we must carefully choose our battles and identify a manageable number of **bold, transformational strategic initiatives**, with an equitable balance of benefits to Fort Lauderdale’s neighborhoods, businesses, downtown, and beach tourism. These initiatives must be backed by the will of the people and their leaders and capable of taking us from where we are to where we seek to be in our Vision.
- Finally: we must be aggressive in **capacity-building** for implementation over the long term, recognizing the level of commitment and investment that will be required, and understanding that the Vision will not be a self-fulfilling prophecy. The Action Agenda must have built-in accountability with assigned resources, responsibilities, and timetables for results and benchmarks to measure progress.

Outlined in the Scope of Work in the following section is a carefully structured vision planning process, incorporating incremental decision milestones and leading to the adoption of a Vision Action Plan that is visionary, yet practical and actionable.

## Team Qualifications

The WRT team is composed of three firms with the skills, vision, strategic planning, and community outreach capabilities needed to help the City of Fort Lauderdale achieve a strong and effective 25-year vision. Described in more detail below, WRT will lead the visioning initiative with critical leadership from PlaceMatters in the development of decision-making processes. ETC Institute will also participate as a value-added team member if the Moderate or Comprehensive options are selected, assisting with market research and data collection.

### Wallace Roberts & Todd

Wallace Roberts & Todd, LLC (WRT) is a multi-disciplinary planning, urban design, architecture, and landscape architecture firm based in Philadelphia with offices around the country. Founded in 1963, WRT is a recognized national leader in community planning and has pioneered the development and application of the principles of smart growth and sustainable development.

#### **Community visioning is at the core of WRT's planning practice.**

The firm has led many successful visioning efforts, often as part of larger comprehensive planning processes, that connect community vision and values to action. To ensure that the issues and concerns most important to the community are effectively addressed, WRT uses what we call a **"values-based" planning process** to guide the development of shared community visions and plans that focus on action. This process depends on a sound understanding of community values and aspirations, obtained through early and continuous citizen involvement, as a basis for strategic decision-making. WRT has successfully applied a variety of tools—carefully tailored to local circumstances—to generate active citizen participation in communities ranging in size from small towns to major metropolitan areas.

As the planning process shifts from vision ("what do we want to be as a community?") to action ("what do we do to achieve our vision?"), **WRT has extensive experience and expertise in devising creative implementation techniques.** We have helped our client communities craft tools ranging from broad growth management and reinvestment strategies to specific

development regulations, economic development initiatives, and capital improvement programs that bring the plan vision and goals into reality.

WRT's success in community planning and visioning is based on our tradition of excellence and innovation, our leadership in planning and design, and our commitment to sustainability.

Our plans are designed to address the unique concerns of each community, through a process and resulting product that gains widespread acceptance, reflects citizens' aspirations, and serves as a guide for action by decision-makers.

## PlaceMatters

PlaceMatters is a nationally recognized organization that helps communities become sustainable and vibrant through better decision-making. PlaceMatters works with their partners to create tailored decision-making processes that are **collaborative, inclusive, and informed by robust local information**. As a non-profit, PlaceMatters shares their experiences with other practitioners and advances the state of the art by developing new tools and techniques for improving decision-making.

PlaceMatters' Sustainable Solutions Group has extensive experience developing decision-making processes with communities and agencies doing complex land use, sustainability, and transportation planning. The group employs a variety of high- and low-tech civic engagement tools and techniques that are user-friendly, engaging, efficient in their use of stakeholders' limited time and varied expertise, and capable of handling complex, multidimensional problems. **PlaceMatters also facilitates the use of impact analysis, spatial mapping, visualization, and modeling tools** to allow decision-makers and citizens to better understand tradeoffs. The firm focuses on capacity building to ensure that partners can maintain high quality civic engagement and decision-making processes.

While PlaceMatters is unique in their extensive knowledge of the range of tools and methods that assist in outreach, discussion, and feedback, **they also understand the importance of face-to-face interaction** and the

identification of formal and informal networks for outreach. PlaceMatters tailors their approach to each unique situation, using this varied expertise to ensure that communities make informed decisions that lead to a sustainable, vibrant future.

### ETC Institute

ETC Institute specializes in the design and administration of market research for governmental organizations. Their major areas of emphasis include customer satisfaction surveys, community planning surveys, strategic planning surveys, transportation surveys, employee surveys, voter opinion surveys, parks and recreation surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for more than 700 communities in 46 states and has designed and administered more than 1,000 statistically valid surveys. Their professional researchers have moderated more than 1,000 focus groups and 2500 stakeholder meetings. **ETC Institute has conducted research for more major US cities than any other firm.** Recently, ETC has conducted survey work for Comprehensive Plans and other related projects in the following locations:

- Austin, Texas (2009)
- Broward County, Florida (2006)
- Cherry Hills, Colorado (2007)
- City of Portsmouth, Virginia (2008)
- Hilton Head Island, South Carolina (2008)
- Ft. Lauderdale, Florida (2007)
- Ft. Worth, Texas (2004-2008)
- Mecklenburg County, North Carolina (2007-08)
- Miami, Florida (2006)
- Miami-Dade County, Florida (2006) (2007) (2009)
- New Orleans, Louisiana (2008)
- Platte County, Missouri (2008)
- Tyler, Texas (2006)
- Wichita, Kansas (2006)



Village of Key Biscayne  
2020 Vision Process  
Key Biscayne, FL



Concurrent to preparing Commercial District Development and Design Regulations for Key Biscayne, WRT facilitated a Village effort to prepare a Vision Statement and accompanying strategic plan. The Vision Plan process was led by a residents' advisory committee, and has involved extensive public participation. The Vision Statement, which emphasizes the retention of the community's small-town, laid-back island character; the need for expanded recreational opportunities; the need to sustain small local-oriented businesses and services; and the desire to improve traffic flow and opportunities for alternative modes of transportation, has been completed. In ongoing tasks, WRT is assisting the Steering Committee in defining, evaluating, and prioritizing a series of projects derived from the Vision Statement and community input.





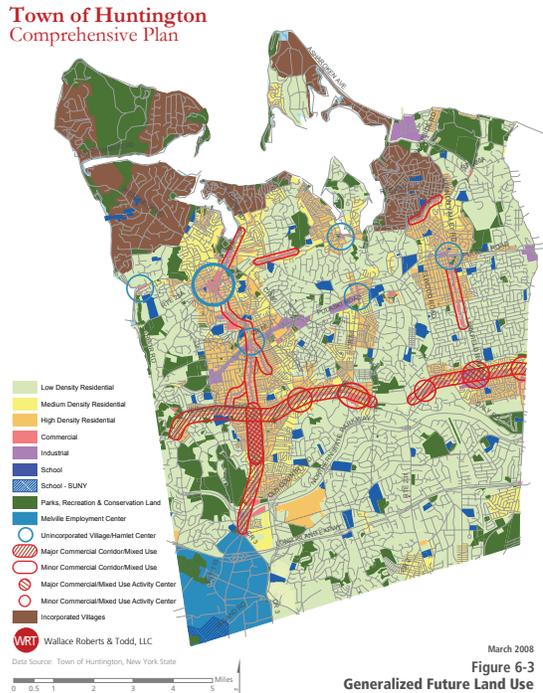
## Imagine Austin Comprehensive Plan Austin, TX



WRT is leading this planning process for the City of Austin—one of the largest efforts currently underway in the US. Working with a 30-person citizen task force, the process to date has involved over 5,000 participants in community forums, “meetings-in-a-box,” and web-based interactions, leading to the articulation of a Vision Statement which details what sustainable Austin looks like. With regional growth pressures projected to double the city’s population to 1.5 million over 20 years, a major focus of the planning process is on growth management to curb the city’s wasteful suburban sprawl, and foster instead higher density and mixed-use centers. Following a series of community-based “chip” exercises, a series of alternative growth scenarios have been developed and are undergoing testing for their fiscal, energy, mobility, and environmental measures of sustainability and livability.



# Horizons 2020: Huntington Community Visioning and Comprehensive Plan Huntington, NY



WRT led a major update to the Town of Huntington's Comprehensive Plan. Located in Suffolk County on Long Island, Huntington is a large and diverse suburban town that has undergone a transformation over the last two decades to a mature, built-out community. In the first phase of work WRT led a community visioning process which established "common ground" on a range of contentious issues. This phase included numerous opportunities for public input, including focus group meetings, community forums, and citizen surveys. The end product of this phase was a Vision Statement and five strategic initiatives identified as priorities for action by town government to implement the vision. The strategic initiatives address traffic congestion, open space, affordable housing, development quality, and the appearance and viability of commercial corridors.

In subsequent phases of work WRT worked with the Town and a citizens advisory committee to "activate" the community-based vision and strategic initiatives by developing goals, strategies, and actions for the various plan elements. Through the course of this work "Sustainable Huntington" emerged as a sixth strategic initiative that is expressed in the plan elements through measures to conserve energy, reduce carbon emissions, and promote a healthy environment.



# Coyote Valley Vision San Jose, CA



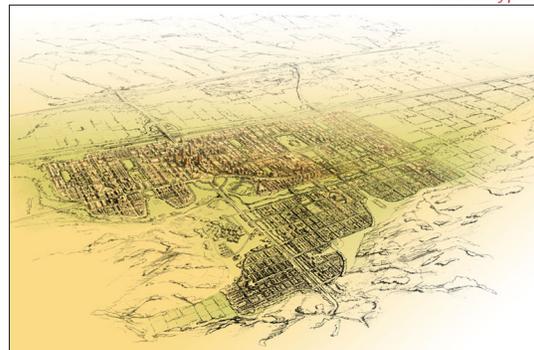
*Land Use Map*



*Block types*

Coyote Valley includes 6,800 acres of primarily agricultural lands along Highway 101 between the cities of San Jose and Morgan Hill. San Jose has plans for a minimum of 50,000 campus industrial jobs and 25,000 residential units for the Valley, and a portion of the area already includes entitlements for a controversial industrial campus development by Cisco Systems.

WRT prepared a Smart Growth alternative vision that balances environmental, social equality, and economic objectives, and presents a more efficient and responsible use of the land. The vision was developed on behalf of Greenbelt Alliance, which was awarded a Packard Foundation grant as part of its Conserving California Landscapes Initiative.



*Axonometric view*

City of St. Augustine Beach  
 Beach Boulevard Corridor Vision Plan  
 St. Augustine Beach, FL



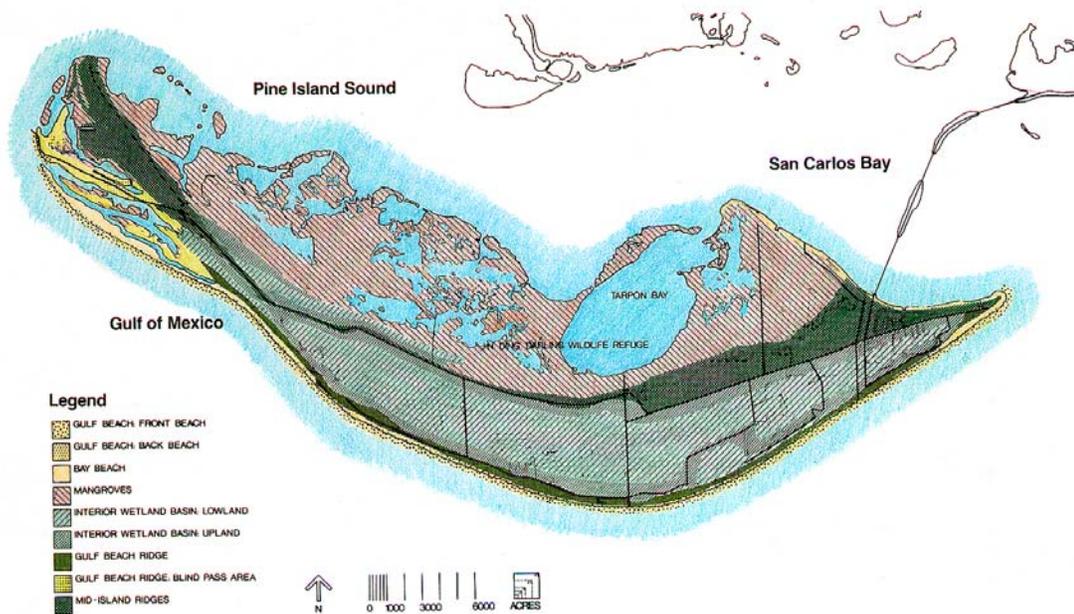
*City parks are designed to serve as “green oases” for the pedestrian, and are linked to one another and to civic and commercial destinations through a consistent thematic streetscape design*

WRT was retained to prepare a “vision plan” for the main artery in St. Augustine Beach, in north Florida, after the construction of A1A channeled traffic away from the historic corridor. Working closely with a citizens’ panel, WRT facilitated a sequence of meetings which defined consensus on values, aspirations, and a long-term vision for the corridor. The process resulted in the development of a framework for the organization, use, and appearance of public spaces and private development along the roadway; concepts for the streetscape and for each of the City-owned parks that dot the corridor; and identification of strategic actions for implementation of the Vision Plan. A main focus in the development framework was to concentrate commercial uses around two mixed-use “nodes,” to promote compact, pedestrian oriented, activity centers for residents and visitors to gather at key locations. The City parks are designed as “green” oases, providing shelter from the sun and the heat, and are linearly connected through the use of a consistent landscape palette, special sidewalk paving, and signature crosswalks, all of which tie together the appearance of the corridor.



*“Before” photo (top) and “after” rendition (bottom) of “Town Center”*

# Sanibel Island Comprehensive Plan Sanibel Island, FL



Ecological map for the city of Sanibel Island indicates the performance standards that govern development in each zone.

Sanibel Island is regarded as one of Florida's most scenic and environmentally sensitive barrier-island residential resort communities. The comprehensive plan, prepared by WRT, was one of the first in the state of Florida to introduce principles of sustainability and environmental carrying capacity. The development pressures that once threatened the island's sensitive habitats have been minimized and effective guidelines have improved the quality and pattern of development.

The island has retained and restored its wetland systems, natural beach, and shoreline edges, and as a result, Sanibel is a leading destination for eco-tourism. Known worldwide among shell collectors, Sanibel is also home to the Ding Darling Nature Preserve and the Sanibel-Captiva Conservation Foundation, which actively promotes restoration of native habitats.

On the twentieth anniversary of the adoption of the WRT plan, the firm was again retained to lead a visioning process to update and expand upon principles and policies of this landmark framework for sustainable coastal development.

*This project received the National Landmark Planning Award in 2007 from the American Planning Association.*



## Portsmouth Comprehensive Plan Portsmouth, VA



Neighborhood Revitalization Concept

WRT led the preparation of a comprehensive plan for Portsmouth, a historic waterfront city located in the Virginia Tidewater region. Plagued by decades of socio-economic decline, in recent years downtown Portsmouth and its in-town neighborhoods experienced increased investment due to the historic community identity, coupled with bold leadership.

WRT worked closely with a citizen's steering committee throughout a two-year planning process. The process began with a vision statement defining Portsmouth's strategic position in the region and articulating citizen aspirations to "raise the bar" for quality of life, community character and economic prosperity. Policies and action strategies were then developed to address priority issues including education, economic development, and neighborhood revitalization. The plan builds on the momentum of recent successes in downtown by targeting public actions to leverage private investment in key focus areas. Upon plan adoption, WRT was retained to assist in plan implementation with a detailed strategy to transform the City's priority focus area, Midtown/Frederick Boulevard, as a Regional Activity Center with commercial and mixed-use development.



Downtown Portsmouth



## City of Albany Comprehensive Plan Albany, NY



WRT is working with Albany, New York's state capitol, to prepare the first comprehensive plan in the city's 400-year history. The plan is being developed with an extensive public outreach process that includes a project website, a multi-media campaign, targeted outreach to hard to-reach populations, stakeholder engagement, and community forums with keypad polling. The results of this process are being used to define a vision and action strategy to achieve an environmentally, economically, and socially sustainable future for Albany, a key goal set by the city for the plan. Derived directly from the public input, the vision calls for safe, livable neighborhoods; a model education system; a vibrant urban center at the heart of the dynamic capital region; a multi-modal transportation system; and a green, prosperous economy.





## A Civic Vision for the Central Delaware Philadelphia, PA



As the lead design consultant for this mayoral initiative, WRT created a new vision for seven miles of the Delaware River in Philadelphia. Currently cut off from the city by the intrusion of I-95, this riverfront is comprised of underutilized post-industrial land and big-box development, and is subject to unregulated residential speculation. The plan emphasizes the ecological and economic value of the waterfront and sets forth a framework that the city can follow to generate new, cohesive, and sustainable development. This new growth will be organized around parks and open space, providing access to the river and a new movement system, including the decking over of I-95 and a grand civic boulevard complete with public transit. For the ability of the plan to accommodate the future needs of the city and its people, this project has received many endorsements as well as multiple awards, including the Charter Award from the Congress for the New Urbanism and an Honor Award from The Waterfront Center.



## **ALBANY, NEW YORK COMPREHENSIVE PLAN**

Project website: [www.albany2030.org](http://www.albany2030.org)

PlaceMatters is working with Wallace, Roberts, and Todd to create Albany's Comprehensive Plan. We are providing the public engagement and decision-support for a comprehensive plan that will reflect the entire community's vision.



PlaceMatters is providing an engaging, informative public engagement process and interactive website. We have held three Community Forums, the first focusing on Albany's strengths, challenges, and vision for the future. The second Forum asked participants to provide strategies and actions to achieve the vision. In these first Forums, PlaceMatters used its tool, Brainstorm Anywhere, to gather the lists of ideas brainstormed in small groups. These lists were then synthesized, and the entire room prioritized the ideas submitted using keypad polling. The third Forum asked participants to prioritize, using keypad polling and a mock budget exercise, the plan Systems that had emerged from previous Forums. This dynamic planning process with feedback loops helps the public understand how their input is used, and maintains transparency.

In addition to the face-to-face meetings, PlaceMatters has designed an interactive website with more information, surveys, and a "Citizen Journal" for submitting photos, text and video. We have employed text messaging campaigns, and Albany 2030 Facebook and LinkedIn pages. PlaceMatters is working with the City to meet participants where they are, first by working with a citizen Comprehensive Plan Board, tasked with outreach to existing networks and hard to reach populations. In addition, the City is continuing their "stoop surveys" to collect feedback by going door to door in underrepresented neighborhoods.

PlaceMatters' work in Albany is an integrated approach that highlights our expertise in supporting a tailored face-to-face process with a well-designed online and multi-media campaign. In particular, we are focusing on hard-to-reach populations and maintaining trust and transparency.



## **DURANGO, COLORADO COMPREHENSIVE PLAN UPDATE**

Project website (now static): [www.durangocompplan2006.org](http://www.durangocompplan2006.org)

Durango, Colorado (pop. 15,614) sought to avoid the “anyplace syndrome” that is creeping into neighboring Colorado communities and the region as a whole. Residents saw the comprehensive plan update process as a critical opportunity to secure a long-term quality of life for the community, holding onto what was best about their community while envisioning and encouraging positive change.



PlaceMatters staff worked in partnership with the City of Durango and PlanningWorks, LLC to provide a public input process that would truly reflect the community’s vision for the future. The year-long public input process informed the public, helped them understand tradeoffs among various plan scenarios, and gathered feedback on preferences and concerns.

PlaceMatters pioneered new tool and process applications in Durango. For example, polling results were integrated with CommunityViz maps to analyze and display the results of spatial questions. In addition, the last public meeting was broadcast on the local cable station to allow for simultaneous online and live polling. This online polling paired with the cable broadcast reached citizens further from the City center who may not have otherwise participated. Finally, PlaceMatters created and maintained a website for the project that provided information on meetings, documents, maps, a listserv, surveys, and online feedback mechanisms such as email and interactive maps.

The Comprehensive Plan Update was passed with almost no resistance in April 2007. A city council person remarked, “the document was based on hundreds of hours of comment during public hearings that reflected well on a process based on open communication and trust.”



## PHILADELPHIA LANDVISIONS

Project Website: [www.landvisions.org/index.php](http://www.landvisions.org/index.php)

With over 40,000 vacant properties, Philadelphia has become a national case study of urban abandonment and extensive sprawl. The City Parks Association of Philadelphia (CPA) and the Pennsylvania Horticultural Society (PHS), in partnership with numerous other public and private organizations, including PlaceMatters, organized an international competition to generate new thinking about the future of Philadelphia's vacant inner city lands. PlaceMatters was integrally involved in four large meetings to solicit feedback from residents. The meetings were designed as eMeetings to gather feedback on priority concerns and innovative solutions. Participant opinions were captured with the help of keypad polling and networked laptops, which allowed for electronic collaboration among smaller working groups. During these four meetings, using these innovative tools and techniques, PlaceMatters:



- Helped residents understand how vacant lots are integrally connected to the ecological infrastructure of the region
- Created and facilitated a process for imagining innovative solutions
- Linked local input processes to the development of a regional strategy on vacant properties
- Held a key stakeholder meeting targeting businesses and leaders in the community who were unlikely to participate in the longer public session. The meeting included an overview of the educational component of the project and a roadmap for implementation.

The first vision gathering brought together over 400 people. PlaceMatters worked with the project team to provide two groups of school children with disposable cameras to document what they liked and disliked about their neighborhood, parks and open space. These images kicked off the conversation about the treasures and liabilities in the city and opportunities for change. The keypad polling results, lists of assets and liabilities, maps, hopes and wishes, and audio recordings of resident storytelling are available on the project website.

The LANDvisions process highlights PlaceMatters experience in including hard-to-reach populations in planning processes through online resources, art projects, and innovative face-to-face meetings. PlaceMatters can apply and tailor these techniques to any public engagement process, creatively integrating art, technology, and hands-on participation.



## ROUTT COUNTY VISION 2030

Project website: [www.vision2030routt.org](http://www.vision2030routt.org)

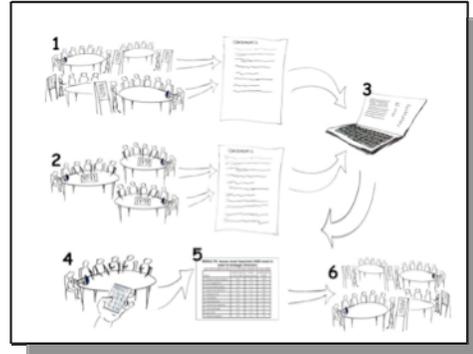
Vision 2030 was a collaborative citizens' effort to define the future of Routt County, Colorado. PlaceMatters worked with the Vision 2030 Citizens Committee to create a highly inclusive and participatory process to discover and capture those the "heart and soul" of Routt County, to ensure those traits and characteristics that make the place special are nurtured and strengthened to withstand impacts from future change.

The two-year update to the County's vision is based upon a collaborative process emphasizing inclusive and diverse participation, relationship building, and listening and learning. Vision 2030 had 5 phases:

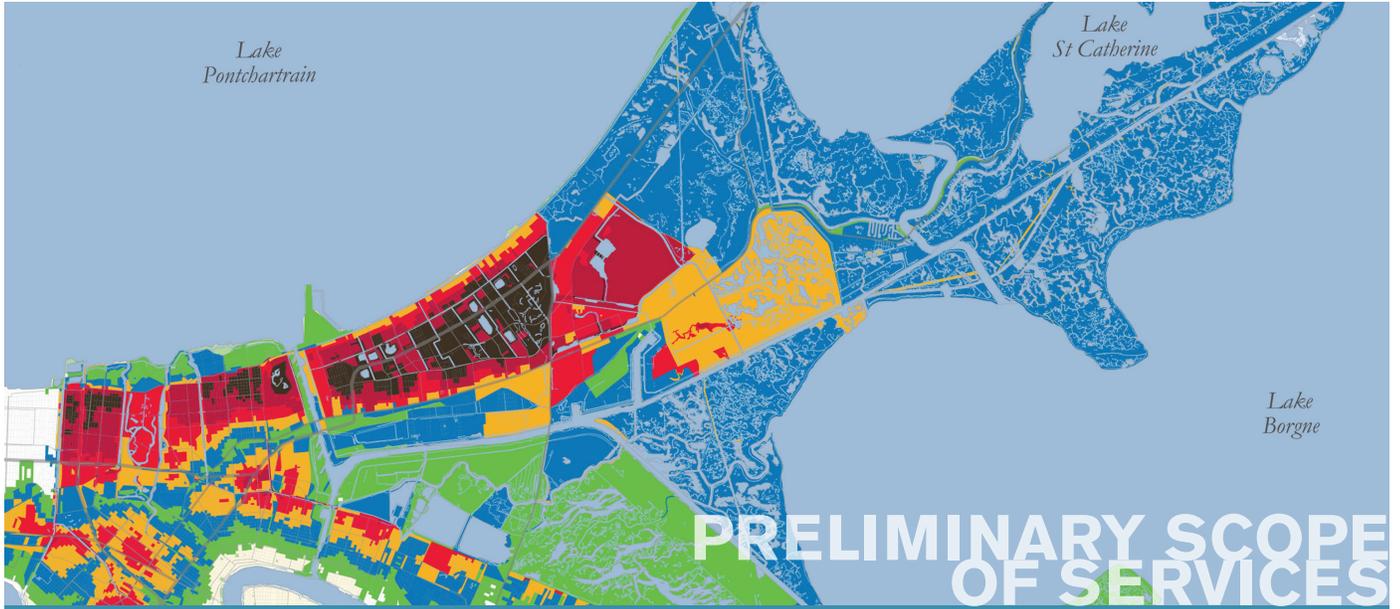
- 1) Community Outreach and Networking,
- 2) Public Workshops,
- 3) "What If?" Scenario Planning,
- 4) Creation of Recommended Actions, and
- 5) Ideas into Action for Implementation.

PlaceMatters provided the tools and expertise to support five workshops for the first two phases across Routt County that included keypad polling, a customized electronic flipchart platform to collect and prioritize roundtable input, student art projects, and technology to record and share digital stories.

Routt County Vision 2030 highlights PlaceMatters' experience with visioning processes, incorporating innovative uses of tools such as voice recording, student art projects, and polling to reach stakeholders of all kinds. This experience allows PlaceMatters to draw from a variety of tools, from high- to low-tech, in order to help citizens understand decisions and provide input. PlaceMatters is currently working in partnership with the Routt County Vision 2030 Steering Committee, Placeways, and the Orton Family Foundation in the shaping and implementation of the final phases of the project.







Action Plan to Build New Orleans | New Orleans, LA



## Preliminary Scope of Work (Comprehensive Approach)

The following scope of work reflects a comprehensive approach to the provision of services for the preparation of the Vision Plan. Tasks, activities, and tools that are considered optional are denoted as such. A matrix at the end of this section illustrates how the services described in this comprehensive approach may be scaled-back to fit a “moderate” or a “basic” approach, as requested in the RFP.

### Phase 1 – Mobilization

*Timeframe for Completion: 2 months from NTP*

The activities included in the mobilization phase are designed to allow the WRT team to 1) finalize the organizational details of the work program and schedule working with the City staff; 2) formally launch the visioning process through a series of high profile events, meetings, briefings, and activities directed to a variety of audiences; 3) start collecting the data necessary to prepare an Existing Conditions Report; and 4) start collecting input from representative stakeholder groups and community opinion leaders to prepare an initial scan of key issues.

Prior to the kickoff, it is recommended that a “Technical Staff Resource Team” (TSRT) be appointed to include senior staff representatives from key city departments, as well as representatives from other governmental entities which may have a role in supporting the City of Fort Lauderdale’s efforts, particularly in implementing the Vision (e.g., SFRPC, MPO, FDOT, Broward County Schools, etc.). In addition to being an invaluable source of information and data to the consultant team, this group will be asked to serve as a sounding board for the analytical tasks to ensure that the findings and results of these tasks are valid and appropriate to the goals of the project.

## 1.1 Project Kickoff

**1.1.1 Technical Staff Resource Team Meeting** – The consultant will meet with the TSRT to finalize definition of roles and responsibilities, schedule, etc., and discuss data needs / data collection efforts. The consultant will prepare a memo outlining the proposed organization and contents of a Data Book (optional, see below) which will provide the basis for the preparation of the Existing Conditions Report, a list of GIS layers for a base map, aerial photos, a list of other maps to be included in a Map Atlas (optional, see below), and a list of past and current relevant studies and plans.

**1.1.2 Visioning Committee Project Kickoff Meeting** – The consultant will meet with the Visioning Committee to officially jump-start the visioning process. During this meeting the consultant will go over the project process and schedule; review the distinct roles and responsibilities of the committee, the staff, the public officials, the consultant team, and the public; and lead a discussion for the purpose of defining project expectations and goals.

**1.1.3 Stakeholder / Opinion Leader Interviews** – The consultant will conduct a series of individual or small group interviews with community leadership and representatives from a variety of stakeholder groups, including, as appropriate, City Council members, representatives of key local and regional institutions, and representatives of civic, business, and neighborhood associations. These sessions will serve to personally acquaint the consultant with those individuals and groups likely to be instrumental in motivating community participation and building consensus, and to provide insight into the range of opinions among the community regarding the City's future. City staff, with support from the Visioning Committee and the consultant, will assemble the list of interviewees, coordinate the appointment schedule, and provide an appropriate location to conduct these approximately 1-hour interviews over consecutive days.

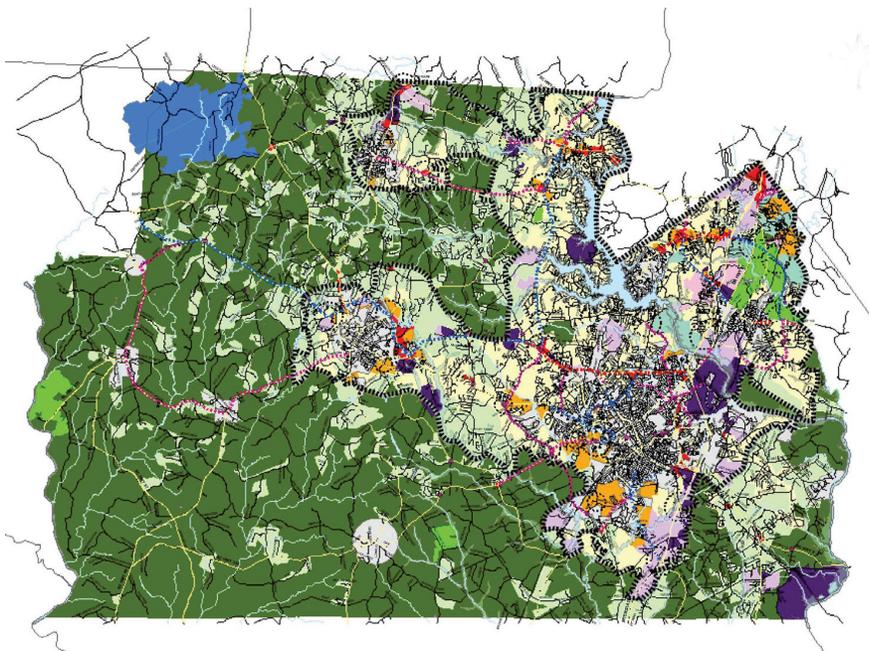
**1.1.4 Preliminary Stakeholder Issue Identification** – Using input collected in Subtask 1.1.3, the consultant will prepare a Preliminary Stakeholder Issue Identification Report, highlighting the salient issues, values, and concerns raised during the stakeholder interviews.

**1.1.5 City Commission Briefing (Optional Subtask)** – At the outset of the visioning process, it is important that elected officials have a comfort level with the process. To this end, the consultant will appear before the City Commission to introduce the project team, review the process and schedule, with particular emphasis on those milestones where they will have an opportunity to review, “sign off,” and influence the Vision Plan as it develops.

**1.1.6 Media Briefing (Optional Subtask)** – The local press (and editorial boards) will be invited to a briefing or briefings to ensure awareness of the process and solicit active participation in reaching out to and informing the public of the visioning process and its importance to the future of the City of Fort Lauderdale. City staff will initiate contact and set up a briefing or briefings (or press conference) to enlist media engagement.

## 1.2 City / Community Tour(s)

The consultant team and members of the Visioning Committee and TSRT will participate in a day-long community tour (or several shorter tours), to observe and map key elements of the community.



### 1.3 Data Collection

Working with the TSRT, the consultant team will collect, review, and assess the sufficiency of available maps, plans, studies, and other data necessary for the preparation of the Existing Conditions Report. The team will identify any critical gaps and recommend means to bridge those gaps.

Based on the consultant's experience, one effective way to assemble the information is in the form of a Data Book (Optional Format)—a loose leaf binder that organizes the available data by topic (e.g., Regional Context, Demographics, Land Use Patterns and Change, etc.). The Data Book is flexible, easily augmentable / updateable, and presented in an easily understood manner (e.g., tables, graphic charts, maps, bullet summaries). The Data Book will provide the factual basis for the elaborate analysis to be carried out in the Existing Conditions Report (see Phase 2).

### 1.4 Project Website (Optional Task)

The consultant team will develop, provide content, and maintain a dedicated Vision Plan website (linked to the City's website), for the purpose of providing access to current information, data, and project status; to announce events; collect input from citizens; and allow discussion of ideas.



Alternatively, the City may maintain a dedicated page on its website, and the consultant team will provide content for it.

**1.4.1 Social Networking (Optional Tools)** – Throughout the visioning process, the consultant team will provide informational and interactive input opportunities through social networking sites such as Facebook and Twitter, which will link back to the Vision Plan website. Additional communication tools may include blanket messaging, text messaging, and e-mail via cell phones and smart phone technology.

### **1.5 Public Open House(s)**

Hosted by the Visioning Committee and the consultant team, up to six (6) open houses (approximately ½-day each, held in different geographic areas of the City) will be held to launch the public participation process. Citizens will be invited to meet the project team (including the consultant team, key City staff, and Visioning Committee members); to review the project purpose, goals, process, and schedule; to learn about past and ongoing initiatives; to officially unveil the project website and social network sites; and to launch a project branding effort and a “My Community” amateur digital photo contest (see Task 1.6).

**1.5.1 Community Tours (Optional Subtask)** – A series of shorter community tours (approximately 2-hours) may be arranged to coincide with the public open houses and be open to the public.

### **1.6 Project Branding**

The city already has kicked-off a “project naming” effort. In addition to the City collecting name candidates, the consultant will collect logo ideas through the Open Houses and the web, as well as collect the “My Community” digital photo contest submittals. All the submittals will be posted on the website and set up for web-based voting, with the top vote-getters developed into the project “theme.”

## Phase 2 - Existing Conditions Report

*Timeframe for Completion: 3 months*

### 2.1 Existing Conditions Documentation and Analysis

Using the information collected in Task 1.2, the consultant will document and analyze existing conditions and trends around the following topics:

- Socioeconomic Profile
- Demographic Projections
- Land Use / Development
- Community Character / Image
- Housing and Neighborhoods
- Economic Sectors and Activities (including but not limited to transport (FLL, Port Everglades, etc.), tourism, housing and development, retail, marine industries, pharmaceutical industries, education, and government)
- Transportation
- Infrastructure
- Community Facilities (including but not limited to educational resources and governmental facilities)
- Public Safety
- Parks and Recreation
- Natural / Coastal Resources
- Cultural / Historic Resources

### 2.2 Identification / Research of Comparables

The consultant team, working with the TSRT and the Visioning Committee, will identify up to three (3) cities in the United States that can be used as comparables in the existing conditions analysis. Specific attention will be given to benchmarking the existing conditions to measures of livability and sustainability.

### 2.3 Draft Existing Conditions Report

The consultant team will compile the results of Tasks 2.1 and 2.2 into a draft report, which will be submitted for review by the TSRT and the Visioning Committee.

### 2.4 Community Forum Series 1 – “Community Report Card” Open Houses

The consultant team will conduct up to six (6) open houses (approximately ½-day each, held in different geographic areas of the City) to present the findings of the existing conditions analysis and preliminary benchmarking in an informal setting, which will allow citizens one-on-one Q&A interaction with the consultant team and direct feedback opportunities. All materials presented at the open houses, including the draft Existing Conditions Report, will be posted on the project website (and made available for review and comment through the project’s social networking tools, if applicable).

### 2.5 Final Existing Conditions Report (Deliverable 1)

Based on the input received from the TSRT, the Visioning Committee, and the public, the consultant team will refine the draft report to create the final Existing Conditions Report. The consultant team will use the project website (and social networking tools, if applicable) to post / communicate the final document.

## Phase 3 – Vision Statement

*Timeframe for Completion: 5 months*

### 3.1 Quality of Life Survey (Optional Task)

The Quality of Life survey will help to build consensus for the development and implementation of the citywide vision, based on a statistically valid representation of community needs and priorities. The consultant team (specifically ETC Institute) will administer the survey using a combination of mail and phone (as well as an also optional web-based survey) to maximize the overall level of response. The survey may also be administered in both English and Spanish. Two levels are offered:

**Alternative A:** Under this alternative the consultant will administer and tabulate 600 surveys, providing a 95% level of confidence and a margin of error of +/-4%.

**Alternative B:** Under this alternative, the consultant will administer and tabulate 400 surveys, providing a 95% level of confidence and a margin of error of +/-5%.

Specific procedures that will be followed by the consultant team to administer the survey include:

**3.1.1 Survey Development** – Develop the questions to be included in the survey working in association with the TSRT and the Visioning Committee.

**3.1.2 Communication / Marketing Plan** – Work with the TSRT and the Visioning Committee to develop an appropriate communication / marketing strategy to announce, distribute, and conduct the survey, such as advance press releases, website / social networking, etc. The consultant team can provide sample press releases that can be used to notify the public about the survey (advance publicity can significantly enhance the response rate).

**3.1.3 Conduct the Survey** – Mail a copy of the survey instrument and a postage-paid return envelope to each of the selected households. On the face of the survey will be a copy of a letter on City of Fort Lauderdale letterhead explaining the purposes of the survey. The cover letter will also list a phone number to call for questions.

**3.1.4 Make Follow-Up Calls** – Four days after the survey is mailed, follow up calls will be made in the evening hours to each of the persons in the sample frame. Phone follow-ups significantly increase the response rate and reduce the probability that the results are affected by non-response bias. Persons who have not completed the survey yet will be given the opportunity to do so by phone.

**3.1.5 Post the Survey on the Internet via the Project Website (Optional Subtask)** – This option will open the survey to an even wider subject base. In addition, residents in the sample frame will be informed that they can complete the survey online in the letter that is sent with the mailed survey. The weblink, detailed instructions, and a phone number will be provided.

**3.1.6 Collect, Analyze, Summarize, and Report Results of the Survey** – The consultant team will collect, compile, and analyze the results of the survey. The results will be summarized in a report, and presented to the Visioning Committee, as well as posted on the project website (and communicated through social networking tools, if applicable).

### **3.2 Community Forum Series 2 – “Community Vision: Ideas and Aspirations”**

The consultant team will facilitate a series of up to six (6) public meetings (on successive days, in different geographic areas of the city) in the form of small group exercises geared toward gathering input into the development of a draft Vision Statement.

**3.2.1 Social Networking (Optional Tools)** – Social networking tools may be used both at the meetings and to facilitate “virtual” participation for those unable to attend the meetings in person.

Specific tools that may be used include:

- **eMeeting technology**, including networked laptops, keypad and online polling, text message polling, and social network integration.
- **AnyWare Polling**—a suite of tools developed by PlaceMatters—allows for dynamic brainstorming, drag-and-drop categorization and prioritization of ideas and concerns, and simultaneous cell phone and online polling. These tools, if chosen, would allow participation in public meetings from home and real-time compilation of all responses.

In addition, the consultant team may make available **“Meetings-in-a-Box.”** This tool allows residents to host their own meeting, in their own time, as a self-conducted small gathering of friends and neighbors to brainstorm ideas about the future of Fort Lauderdale. The “Meeting-in-a-Box” comes prepackaged with invitations, scripts, questions, and instructions for returning the results to the City or the consultant within a specified timeframe.

### **3.3 Key Issues and Challenges Report – Summary of Visioning (Deliverable 2)**

The consultant team will prepare a working paper that summarizes the input collected in Task 3.3, as well as Subtask 1.1.3 and Task 2.5. The working paper may include the following sections:

- Summary of Visioning Results
  - Areas of Consensus
  - Areas of Divergence
- Identification of Overarching Themes
- Summary of Key Issues and Challenges
- Preliminary Identification of Focal Areas / Topical Areas

### **3.4 Draft Citywide Vision Statement / Strategic Directions**

Using the input gathered from the public meetings, stakeholder group meetings, committee meetings, the Quality of Life Survey, and social computing tools / website input, the consultant team will develop a draft Vision Statement. The Vision Statement will set a framework of strategic directions for the City's future and a framework of criteria for defining actions and projects.

As an option, the Vision Statement document may also begin to identify smaller geographic areas within the City that the Vision Plan may want to focus on and address in greater detail. Focal Areas may consist of neighborhoods, groups of neighborhoods, or special areas such as downtown. If this option is chosen, the consultant team will prepare detailed visions for up to five (5) areas or topics, in accordance with the process outlined in Task 3.8.

### **3.5 Review and Refinement**

The consultant team will hold one or more meetings with the Visioning Committee to refine the draft Vision Statement.

### **3.6 Community Forum Series 3 - Vision Statement / Strategic Direction**

#### **Validation**

The consultant team will facilitate a second series of up to six (6) public meetings (on successive days, in different geographic areas of the city). The purpose of the meetings will be to present and obtain input on the draft Vision Statement and potential implementation strategies.

**3.6.1 Social Networking (Optional Tools)** – As with the first set of meetings, social networking and other tools may be used to enable citizens to participate from remote locations or hold meetings separately. Specific tools may include those identified under Subtask 3.2.1:

- eMeeting technology
- AnyWare Polling
- Meetings-in-a-Box

### **3.7 Citywide Vision Statement Presentation to City Council (Deliverable 3)**

After refining the draft Vision Statement based on the input received at the second series of community forums, the consultant team and members of the Visioning Committee will present the Vision Statement to the City Council for adoption.

### **3.8 Focal Area Visions (Optional Task)**

The following series of subtasks replicate the process described in Tasks 3.3 - 3.9, but at the focal-area scale. Working with the TSRT and the Visioning Committee, the consultant team will finalize the definition of up to 5 focal areas, based on the list of possible candidates preliminarily identified in Task 3.5. Then, working with specific stakeholders in meetings or focus groups, the consultant team will facilitate exercises leading to the articulation of detailed, focused visions, concepts, and strategies.

Specific procedures that will be followed by the consultant team to administer the survey include:

**3.8.1 Focal Area Workshops: “Digging Down”** – Working with small groups or focus groups, the consultant team will conduct up to five (5) workshops with focal area stakeholders to identify key issues unique to the proposed focal areas, to discuss how the citywide vision strategies may be applied more particularly to address those issues.

**3.8.2 Draft Focal Area Vision Statements** – Based on the results of the workshops, the consultant team will articulate a Vision Statement for each area.

**3.8.3 Review and Refinement** – The specific Vision Statements and concepts developed in Subtask 3.8.2 will be refined in collaboration with the Visioning Committee.

**3.8.4 Vision Statement Validations** – The consultant team will hold up to five (5) workshops with focal area stakeholders to secure support for the specific area Vision Statements.

**3.8.5 City Council Presentation** – The focal area Vision Statements will be presented to the City Council for endorsement / adoption.



Key West Historic Waterfront Concept Plan | Key West, FL | WRT

## Phase 4 – Implementation Strategy / Vision Plan Documentation

*Timeframe for Completion: 5 months*

### 4.1 Identification of Actions and Projects

Working with the TSRT and the Visioning Committee, the consultant team will use the strategic directions and criteria established in the Vision Statement to identify an initial menu of actions and projects to implement the vision or visions.

**4.1.1 Visualizations (Optional Subtask)** – The consultant team will prepare a series of visualizations (e.g., photo morphs, plan illustratives, 3-D renderings, or other appropriate graphic types) to show the potential implementation of specific actions or projects.

### 4.2 Funding Sources

The consultant team will work with the TSRT and the Visioning Committee in identifying a list of possible funding sources that may be available to implement actions and projects identified in Task 4.1.

### 4.3 Cost Estimates (Optional Task)

The consultant team will prepare ballpark or range estimates of cost for actions and projects identified in Task 4.1.

### 4.4 Prioritization (Optional Task)

The consultant team will work with the TSRT and the Visioning Commission to establish appropriate criteria and rating factors that may be used to set action and project priorities. Possible criteria may include scoring the degree to which an action or project:

- addresses health, welfare, public safety issues, or improves quality of life
- is consistent with the Comprehensive Plan
- complies with requirements imposed by others (e.g., federal and/or state agencies)
- may be completed in a short timeframe relative to other projects

- requires coordination with other projects
- equitably serves city residents (e.g., by a percentage of residents served by the project)
- may be completed with available funds, or can be efficiently phased to complete portions with available funds
- may obtain funding through outside sources.

#### **4.5 Community Forum Series 4: Consensus on Implementation Strategy**

The consultant team will facilitate a series of up to six (6) public meetings (on successive days, in different geographic areas of the city) to present and get consensus on the implementation strategy.

**4.5.1 Social Networking (Optional Tools)** – Social networking tools may be used both at the meetings and to facilitate “virtual” participation for those unable to attend the meetings in person. Specific tools may include those identified under Subtask 3.2.1:

- eMeeting technology
- AnyWare Polling
- Meetings-in-a-Box

**4.5.2 Prioritization (Optional Subtask)** – If the City chooses to conduct Task 4.4, the consultant team would also include prioritization exercises in this series of forums.

#### **4.6 Draft Vision Plan Document**

In this task, and based on the input collected on through the community forums, the consultant team will compile the Vision Statement (or Vision Statements, if applicable) and all the supporting documentation developed in Phase 4 into a graphically accessible, user-friendly format. The draft Vision Plan document may include the following sections:

- Executive Summary
- Introduction
  - Background
  - What is a Vision Plan?
  - Relationship to Other Plans and Studies
- Vision Plan Process
- Fort Lauderdale Today (summary of Existing Conditions Report)
- Fort Lauderdale Vision 2035
  - Communitywide Vision Statement
  - If applicable, focal area Vision Statements
  - Strategic Directions
- Description of Initiatives and Projects
- Implementation Strategy
  - Timeframes and Responsibilities for Implementation (including necessary Partnerships)
  - If applicable, Cost Estimates
  - Funding Sources
  - If applicable, Priorities
  - Protocol for Monitoring, Updating, and Amending



St. Charles 2030 Comprehensive Plan | St. Charles Parish, LA | WRT

#### **4.7 Public Draft Vision Plan Review**

The consultant team will submit the draft Vision Plan to the TSRT and the Visioning Committee for review and comment.

**Optional Element** – The draft document will also be posted on the project website (and made accessible through social networking tools if applicable) for public review and comment.

#### **4.8 Draft Vision Plan Refinement**

The consultant team will revise the draft document based on comments received from the TSRT and the Visioning Committee, as well as from the public via website (and networking tools, if applicable).

#### **4.9 Public Hearing(s) and Adoption**

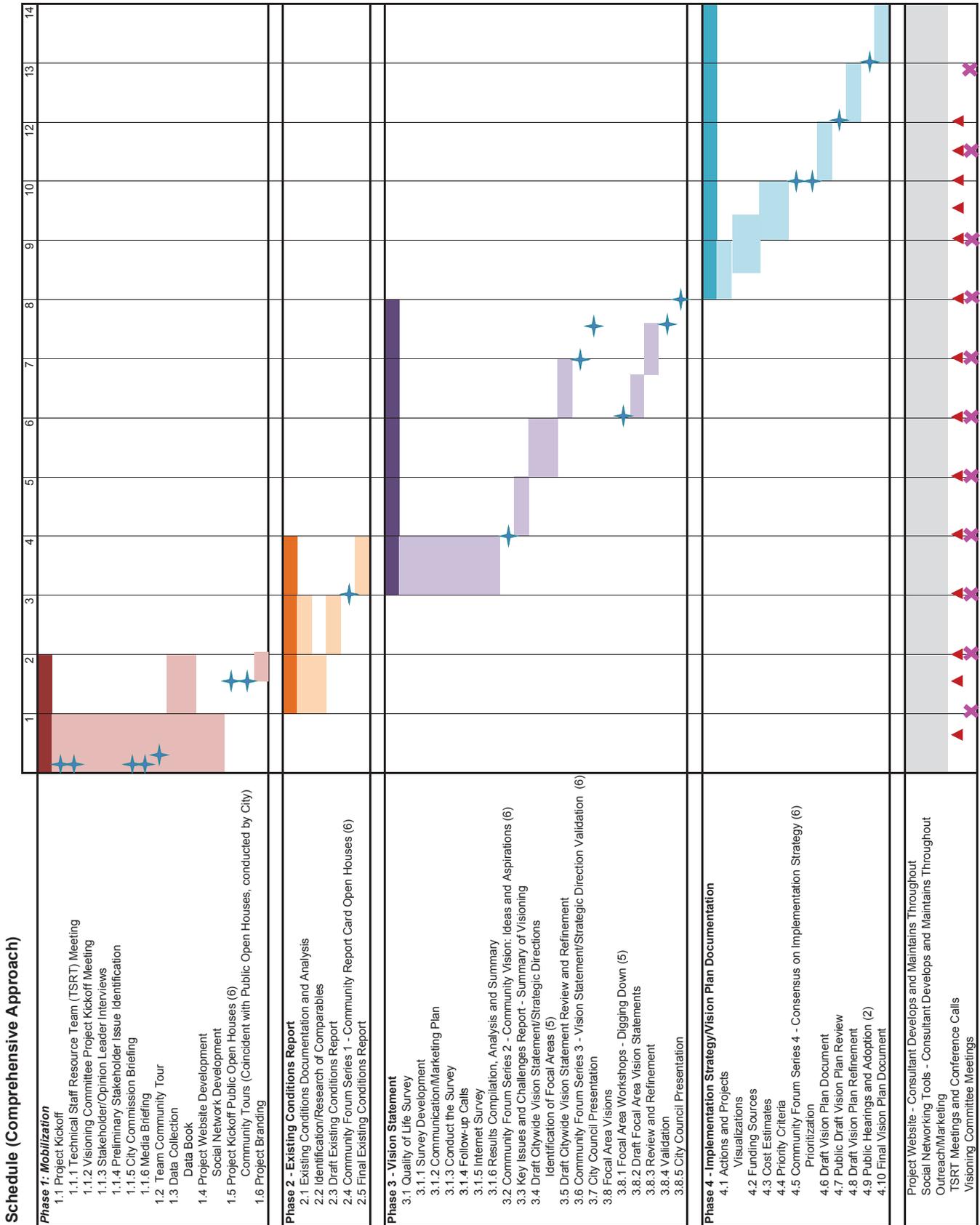
The consultant team, along with members of the Visioning Committee, will present the refined Vision Plan document for adoption at up to two (2) public hearings.

#### **4.10 Final Vision Plan Document (Deliverable 4)**

The consultant team will produce and submit the final document to the Visioning Committee. One reproducible hard copy and an electronic version of the report will be provided. The consultant team will also use the project website (and social networking tools, if applicable) to post / communicate the final plan document.

# Fort Lauderdale Vision Plan

Service	Comprehensive	Moderate	Basic
<b>Phase 1: Mobilization</b>			
1.1 Project Kickoff	X	X	X
1.1.1 Technical Staff Resource Team (TSRT) Meeting	X	X	X
1.1.2 Visioning Committee Project Kickoff Meeting	X	X	X
1.1.3 Stakeholder / Opinion Leader Interviews	X	X	X
1.1.4 Preliminary Stakeholder Issue Identification	X	X	X
1.1.5 City Commission Briefing	X	X	
1.1.6 Media Briefing	X	X	
1.2 City / Community Tour(s)	X	X	X
1.3 Data Collection	X	X	X
Data Book	X		
1.4 Project Website			
Consultant Develops and Maintains	X	X	
Consultant Only Provides Content for City Website			X
Social Networking			
Consultant Develops and Maintains	X		
Consultant Develops but City Maintains		X	
1.5 Project Kickoff Public Open Houses	<b>6</b>	<b>4</b>	<b>2</b>
Community Tours	Conducted by City	Conducted by City	Conducted by City
1.6 Project Branding	X	X	
<b>Phase 2 - Existing Conditions Report</b>			
2.1 Existing Conditions Documentation and Analysis	X	X	X
2.2 Identification / Research of Comparables	X	X	X
2.3 Draft Existing Conditions Report	X	X	X
2.4 Community Forum Series 1 - Community Report Card Open Houses	<b>6</b>	<b>4</b>	<b>2</b>
Social Networks Integration	X	X	
2.5 Final Existing Conditions Report	X	X	X
Social Networks Integration	X	X	
<b>Phase 3 - Vision Statement</b>			
3.1 Quality of Life Survey	<b>600</b>	<b>400</b>	
3.1.1 Survey Development	X	X	
3.1.2 Communication / Marketing Plan	X	X	
3.1.3 Conduct the Survey	X	X	
3.1.4 Follow-up Calls	X	X	
3.1.5 Internet Survey	X		
3.1.6 Results Compilation, Analysis, and Summary	X	X	
Social Networks Integration	X	X	
3.2 Community Forum Series 2 - Community Vision: Ideas and Aspirations	<b>6</b>	<b>4</b>	<b>2</b>
Social Networks Integration	X	X	
eMeeting Technology	X	X	
Anyware Polling	X	X	
Meetings in a Box	X	X	
3.3 Key Issues and Challenges Report - Summary of Visioning	X	X	X
3.4 Draft Citywide Vision Statement / Strategic Directions	X	X	X
Identification of Focal Areas	X	X	
3.5 Draft Citywide Vision Statement Review and Refinement	X	X	X
3.6 Community Forum Series 3 - Vision Statement / Strategic Direction Validation	<b>6</b>	<b>4</b>	<b>2</b>
Social Networks Integration	X		
eMeeting Technology	X	X	
Anyware Polling	X	X	
Meetings in a Box	X		
3.7 City Council Presentation	X	X	X
3.8 Focal Area Visions	X	X	
3.8.1 Focal Area Workshops - Digging Down	<b>5</b>	<b>3</b>	
3.8.2 Draft Focal Area Vision Statements	X	X	
3.8.3 Review and Refinement	X	X	
3.8.4 Validations	X		
3.8.5 City Council Presentation	X		
<b>Phase 4 - Implementation Strategy / Vision Plan Documentation</b>			
4.1 Identification of Actions and Projects	X	X	X
Visualizations	X		
4.2 Funding Sources	X	X	X
4.3 Cost Estimates	X		
4.4 Prioritization	X	X	
4.5 Community Forum Series 4 - Consensus on Implementation Strategy	<b>6</b>	<b>4</b>	<b>2</b>
Social Networks Integration	X	X	
eMeeting Technology	X	X	
Anyware Polling	X	X	
Meetings in a Box	X		
Prioritization	X	X	
4.6 Draft Vision Plan Document	X	X	X
4.7 Public Draft Vision Plan Review	X	X	X
Social Networks Integration	X	X	
4.8 Draft Vision Plan Refinement	X	X	X
Social Networks Integration	X	X	
4.9 Public Hearings and Adoption	<b>2</b>	<b>1</b>	
4.10 Final Vision Plan Document	X	X	X
Social Networks Integration	X	X	
Meeting Materials and Preparation	X	X	
Overall Marketing Materials and Outreach	X		
<b>Estimated Labor Costs</b>	\$ 375,540.00	\$ 295,160.00	\$ 189,250.00
<b>Estimate Direct Costs</b>	\$ 28,000.00	\$ 24,000.00	\$ 12,000.00
<b>Total Estimated Cost</b>	<b>\$ 403,540.00</b>	<b>\$ 319,160.00</b>	<b>\$ 201,250.00</b>



Note: Schedule is reflective of the Comprehensive scope only; the schedule is subject to adjustment to match the Moderate or Basic scopes, if selected.



City of Biloxi Comprehensive Plan | Biloxi, MS



## WRT Years of Experience

WRT has almost 50 years of experience in major visioning and master plan assignments. One of its earliest projects, WRT began master planning efforts for the Baltimore Inner Harbor in 1963. Since then, WRT has had the incredible opportunity to participate in over 100 implementation projects along the harbor to realize the original vision set out in the Master Plan, providing WRT with a long-term understanding of how visioning concepts translate into the test of time and growth.

Over the firm's history, WRT has led numerous towns, cities, and regions across the country through comprehensive, publicly active, successful visioning processes.



Baltimore Inner Harbor | Baltimore, MD | WRT





Albany 2030 Comprehensive Plan | Albany, NY





## John E. Fernsler, AIA

PRINCIPAL-IN-CHARGE / ARCHITECT, URBAN DESIGNER, PLANNER

An architect, urban planner, and urban designer, John leads WRT's nationwide comprehensive community planning "affinity group." He has extensive experience in community visioning and sustainable planning of urban, suburban, and rural areas at the sector, city-wide, county-wide, and regional scales. His work includes growth management strategies to prevent sprawl and retain community character in rapidly growing rural and suburban areas; plans for the revitalization of older communities; plans for the protection of quality of life among high quality, "special character" communities; plans for sustainable development in environmentally sensitive areas; and urban design and redevelopment strategies for town centers, downtowns, waterfronts, highway corridors and mixed-use urban centers. John has particular skill in facilitating consensus among competing interests and in communicating "Smart Growth" planning concepts to diverse audiences.

### EDUCATION

*Master of City Planning*  
University of Pennsylvania  
*Master of Architecture*  
University of Pennsylvania  
*Bachelor of Architecture*  
Tulane University

### PROFESSIONAL MEMBERSHIPS

American Planning Association  
The American Institute of Architects  
Florida Downtown Development Association

### VOLUNTEER EXPERIENCE

Habitat for Humanity of Greater Miami, Founding Board Member, 1989-2003

### HONORS & AWARDS

Jose Marti Park Design Competition, Miami, First Prize, 1989  
University of Miami Campus Master Plan International Competition, Grand Prize, 1986

### PUBLICATIONS / PUBLISHED WORK

"Smart Growth in the Coastal Zone." Third Annual National Smart Growth Conference, ULI / EPA, 1999  
"Managing Growth in the Florida Keys: Environmental and Economic Stress in the Conch Republic." National Conference on Environmental and Economic Balance: The 21st Century Outlook, U.S. Dept. of Energy, Green Building Council, 1997



Greensboro Connections 2025  
Comprehensive Plan  
Hilton Head Island Community Plan  
Chapel Hill Comprehensive Plan Update

**SELECTED PROJECTS**

# NUMBER OF AWARDS ● VISIONING PROCESS

**GROWTH MANAGEMENT / LONG-RANGE PLANNING / VISIONING**

- Albany 2030 Comprehensive Plan ●  
Albany, NY
- Bowling Green / Warren County Comprehensive Plan ●  
Bowling Green, KY
- Chapel Hill Comprehensive Plan Update ●  
Chapel Hill, NC
- Charleston County Comprehensive Plan  
Charleston County, SC
- Flower Mound Comprehensive Plan  
Flower Mound, TX
- Galveston Comprehensive Plan  
Galveston, TX
- Georgetown Comprehensive Plan ●  
Georgetown, TX
- Greensboro Connections 2025 ● ①  
Comprehensive Plan  
Greensboro, NC
- Hilton Head Island Community Plan  
Hilton Head Island, SC
- Imagine Austin Comprehensive Plan ●  
Austin, TX
- League City 2025 Comprehensive Plan  
League City, TX
- Monroe County Comprehensive Plan  
Florida Keys
- North Kingstown Vision Statement ●  
North Kingstown, RI
- Portsmouth Destination 2025 ●  
Comprehensive Plan  
Portsmouth, VA
- Sanibel Vision / Comprehensive Plan ● ①  
Sanibel Island, FL
- Town of Amherst Vision and Comprehensive Plan ● ①  
Amherst, NY
- Town of Huntington 2020 Master Plan ●  
Huntington, NY
- Village of Key Biscayne 2020 Vision Process ●  
Key Biscayne, FL

Winter Springs Rural Sector Plan  
Winter Springs FL

York County Comprehensive Plan ●  
York County, SC

**URBAN PLACES**

- Broad Creek Redevelopment Plan  
Norfolk, VA
- Capitol Center Master Plan  
Tallahassee, FL
- Downtown Master Plan  
Tacoma, WA
- Downtown Pensacola Waterfront  
Pensacola, FL
- Downtown Redevelopment Plan  
Delray Beach, FL
- Fort Lauderdale Arts & Science District  
Fort Lauderdale, FL
- Fort Myers Beach Redevelopment Plan  
Fort Myers Beach, FL
- Gaines Street Corridor Redevelopment Plan  
Tallahassee, FL
- Miami Beach (South Beach) Redevelopment Plan  
Miami Beach, Florida
- Midtown Focal Area Plan  
Portsmouth, VA
- NE 6th Street / Sistrunk Boulevard Streetscape Improvement Project and Urban Design Plan  
Fort Lauderdale, FL
- Seawalk Plaza and Pavilion  
Jacksonville Beach, FL
- University District Revitalization Plan  
Little Rock, AR
- Wards Corner Redevelopment Plan  
Norfolk, VA
- Waterfront Civic Center  
Sarasota, FL
- Waterfront Master Plan  
Gulfport, MS



## **David Rouse, ASLA, AICP, PP, LEED AP**

### **CONSULTING PRINCIPAL / LANDSCAPE ARCHITECT, PLANNER**

David is a certified planner and registered landscape architect with extensive experience in community planning, design, and implementation. He has led many of WRT's major planning projects for regions, counties, and municipalities, including comprehensive plans, park and open space plans, specific area plans, and zoning regulations and development standards. David has a special interest in planning and design for sustainability, community engagement in the planning process, and capacity-building for implementation. His commitment to innovation and creative problem-solving is reflected in the numerous awards won by his projects.

#### **EDUCATION**

*Masters of Landscape Architecture*

University of Massachusetts, Amherst

*Bachelor of Arts*

Harvard University

#### **PROFESSIONAL MEMBERSHIPS**

American Institute of Certified Planners

American Planning Association

American Society of Landscape Architects

Urban Land Institute

#### **PUBLICATIONS / PUBLISHED WORK**

"Funding Strategies for Green Community & Regional Development." New Green Economy Conference, National Council on Science and the Environment, 2010

"How Can Pennsylvania's Communities Plan for a Sustainable Future?" American Planning Association, Pennsylvania Chapter Annual Conference, 2009

"The Sustainable Comprehensive Plan." American Planning Association National Conference, 2009

"Planning for Green Infrastructure." New Partners for Smart Growth Conference, 2009; American Planning Association National Conference, 2008

"Shaping Growth, Protecting Resources." American Planning Association National Conference, 2007

"Next Generation Growth Management Plans." American Planning Association National Conference, 2006

"Form-Based Development Codes." Zoning Practice, June 2004

"Transportation and Community Values." American Planning Association National Conference, 2002

"Beyond Euclid: Integrating Zoning and Physical Design." Zoning News, October / November 2001

"Plan Implementation." American Planning Association National Conference, 2000

#### **TEACHING EXPERIENCE**

University of Pennsylvania, Graduate Department of City and Regional Planning, Adjunct Instructor, 2004-present



Atlanta's Project Greenspace  
 Biloxi Comprehensive Plan  
 Albany 2030 Comprehensive Plan

**SELECTED PROJECTS**

# NUMBER OF AWARDS ● VISIONING PROCESS

**CITY & REGIONAL PLANNING**

- Albany 2030 Comprehensive Plan ●  
Albany, NY
- Alexandria Landmark - Van Dorn Small Area Plan  
Alexandria, VA
- Annapolis Comprehensive Plan ①  
Annapolis, MD
- Biloxi Comprehensive Plan ●  
Biloxi, MS
- Chapel Hill Comprehensive Plan ●  
Chapel Hill, NC
- Cornerstone 2020 Comprehensive Plan  
Louisville and Jefferson County, KY
- Cumberland Comprehensive Plan  
Cumberland, MD
- Cumberland Sustainable Economic Development Strategic Plan  
Cumberland, MD
- Eastern Lancaster County Land Use Study  
Lancaster County, PA
- Floyds Fork Area Plan  
Louisville, KY
- FOCUS Kansas City Northland Plan ①  
Kansas City, MO
- Greensboro Connections 2025 ● ①  
Comprehensive Plan  
Greensboro, NC
- Hilton Head Island Community Plan  
Hilton Head Island, SC
- Imagine Austin Comprehensive Plan ●  
Austin, TX
- Irving Comprehensive Plan ①  
Irving, TX
- Monroe County Comprehensive Plan  
Florida Keys
- Town of Amherst Vision and Comprehensive Plan ●  
Amherst, NY
- Wake County Growth Management Plan  
Wake County, NC

**REGULATORY PLANNING**

- Greenville Land Use and Development Ordinance Revision  
Greenville, SC
- Philadelphia Zoning Code  
Philadelphia, PA
- Unified Development Code Revision  
Cary, NC

**HERITAGE AREA PLANNING**

- Annapolis, London Town, and South County Heritage Area Management Plan  
Anne Arundel County, MD
- Canal Place Management Plan ①  
Cumberland, MD
- Schuylkill River Valley National Heritage Area Management Plan  
PA

**PARK & OPEN SPACE PLANNING**

- Atlanta's Project Greenspace ●  
Atlanta, GA
- Cape May - Lewes Ferry Terminals Master Plan  
Cape May, NJ & Lewes, DE
- Commercial Township Wetland Restoration Site Public Access Plan  
Cumberland County, NJ
- Irving Open Space and Recreation Element  
Irving, TX
- Lancaster County Green Infrastructure Plan  
Lancaster County, PA
- Nashville and Davidson County Metropolitan Parks and Greenways Master Plan ●  
Nashville, TN
- Walnut Creek National Wildlife Refuge Master Plan and Environmental Impact Statement  
Jasper County, IA
- Wetland Mitigation, Greenbelt Station and Yard  
Prince George's County, MD
- Will County Land Resources Management Plan ①  
Will County, IL



#### **LANGUAGES**

Fluent in Spanish and Italian  
Proficient in French

## **Silvia E. Vargas, AICP, LEED AP**

### **PROJECT MANAGER / SENIOR ASSOCIATE / URBAN PLANNER**

Silvia's professional practice in national and international planning has been performed at a variety of scales, ranging from community-wide comprehensive plans to smaller-scale focal plans and site development plans. Silvia is a skilled project manager, with extensive public engagement experience and great sensitivity to the challenges of working with diverse stakeholders in the planning process. She has a special interest in issues related to the preservation of community identity and in the application of sustainable practices as part of a holistic approach to achieve balanced community development. One of Silvia's strengths as a planner is her familiarity with the workings of municipal government, stemming from her previous work as a Senior Development Review Planner in the Florida Keys (Monroe County, FL).

#### **EDUCATION**

*Master of Urban Planning*

University of Kansas

*Bachelor of Arts, Architectural Studies*

University of Kansas

*Bachelor of Arts, Italian Language & Literature*

University of Kansas

#### **PROFESSIONAL MEMBERSHIPS**

American Institute of Certified Planners

American Planning Institute

Urban Land Institute, Associate

APA Florida Chapter - Gold Coast Section, Board of Directors

USGBC Miami-Dade / FL Keys Branch, Board Secretary

#### **VOLUNTEER EXPERIENCE**

American Planning Association Florida Chapter Annual Conference, Host Committee Member, 2008

American Planning Association Florida Chapter Annual Conference, Mobile Workshop Coordinator: Miami Beach Art Deco and North Beach (MiMo) Historic Districts, 2008

Habitat for Humanity Volunteer

Hands on Miami Volunteer

Hands on Miami Day Project Coordinator, 2004-2006

#### **HONORS & AWARDS**

Monroe County Employee of the Month, September 1994

Honor Society for International Scholars (University of Kansas Chapter), Phi Beta Delta, inducted 1993

#### **PUBLICATIONS / PUBLISHED WORK**

"Platted Lands: Retrofitting Florida's Antiquated Subdivisions for Sustainability." Panel Session, APA FL Chapter Conference, Miami, FL, 2008

"Sustainable Tourism: Forming a Model in Marathon Key and the Middle Florida Keys." Florida Marine Science Education Association Conference, 1996



City of Palmetto Waterfront District Development Plan  
 Bowling Green / Warren County Comprehensive Plan  
 Florida Keys Carrying Capacity Study

**SELECTED PROJECTS**

# NUMBER OF AWARDS ● VISIONING PROCESS

**GROWTH MANAGEMENT / LONG-RANGE PLANNING / VISIONING**

Bowling Green / Warren County Comprehensive Plan ●  
 Bowling Green, KY

Bradfordville Sector Plan ●  
 Bradfordville, Leon County, FL

Chapel Hill Comprehensive Plan Update ●  
 Chapel Hill, NC

City of Celina 2008 Comprehensive Plan Update ●  
 Celina, TX

City of Georgetown 2030 Comprehensive Plan Land Use Element ●  
 Georgetown, TX

City of Palmetto Comprehensive Plan Evaluation and Appraisal Report  
 Palmetto, FL

Dublin Southwest Area Plan  
 Dublin, OH

Florida Keys Carrying Capacity Study ①  
 Florida Keys, FL

Galveston Comprehensive Plan  
 Galveston, TX

Greensboro Connections 2025 ● ①  
 Comprehensive Plan  
 Greensboro, NC

Lehigh Acres Comprehensive Planning Study: Retrofitting Platted Lands for Sustainability ● ①  
 Lee County, FL

Newport Context Analysis and Site Assessment  
 Northern Florida

Palm Beach Strategic Plan ●  
 Palm Beach, FL

Southwest Rock Island Sector Plan  
 Rock Island, IL

St. Charles Parish Comprehensive Plan ●  
 St. Charles Parish, LA

Strategic Urban Development Plan for the Metropolitan Areas of Panama City and the City of Colon  
 Panama & Colon Cities, Republic of Panama

Village of Key Biscayne 2020 Vision Process ●  
 Key Biscayne, FL

Village of Key Biscayne Master Plan Evaluation and Appraisal Report  
 Key Biscayne, FL

York County Comprehensive Plan ●  
 York County, SC

**REGULATORY PLANNING**

All Saints Development Regulations  
 Tallahassee, FL

City of Aventura Interim Planning Services  
 Aventura, FL

Crandon Boulevard Development and Design Regulations / Zoning  
 Key Biscayne, FL

NE 6th Street / Sistrunk Boulevard Site Development Standards and Building Design Guidelines ●  
 Fort Lauderdale, FL

Pompano Beach Zoning-Atlantic Blvd. Design Guidelines  
 Pompano Beach, FL

Pulaski County/Lake Maumelle Watershed Land Use Plan and Regulatory Controls  
 Pulaski County, AR

Unified Development Code Revision  
 Cary, NC

**URBAN PLACES**

Aventura Medical Office District Plan  
 Aventura, FL

Beach Boulevard Corridor Vision Plan ●  
 St. Augustine Beach, FL

City of Palmetto Waterfront District Development Plan ●  
 Palmetto, FL

Harbor Redevelopment / Preservation and Corridor Enhancement Plan ●  
 Stock Island, Monroe County, FL

NE 6th Street / Sistrunk Boulevard Streetscape Improvement Project and Urban Design Plan  
 Fort Lauderdale, FL

Station Area Aesthetics Design and Development  
 Miami-Dade County, FL



## Andrew Dobshinsky, AICP

### ASSOCIATE / URBAN DESIGNER, PLANNER

Andrew’s education in city and regional planning included concentrations in urban design and transportation. His background in digital media brings a unique perspective to his work as a planner. He is particularly interested in how geographic information systems (GIS) and other technologies can be used to better inform planning projects and clearly present planning concepts. Andrew has also worked on a number of projects that help advance the planning and implementation of green infrastructure.

#### EDUCATION

*Master of City Planning*

University of Pennsylvania, School of Design

*Certificate in Urban Design*

University of Pennsylvania, School of Design

*Summer Architecture Studio on Wayfinding in Chatham Square, Chinatown, NY - Participant*

Columbia University, Graduate School of Architecture, Planning, and Preservation

*Bachelor of Science in Engineering in Digital Media Design*

University of Pennsylvania, School of Engineering and Applied Science

#### PROFESSIONAL MEMBERSHIPS

American Institute of Certified Planners

American Planning Association

#### TEACHING EXPERIENCE

University of Pennsylvania, School of Design, Instructor (Jonathan Barnett Co-Instructor),

“Adaptation to Climate Change in the Delaware River Basin” (2009 AICP Student Project Award Winner), Fall 2008

University of Pennsylvania, School of Design, Instructor (Jonathan Barnett Co-Instructor), “An Alternative Future: Florida in the 21st Century,” Spring 2007

#### SELECTED PROJECTS

🏆 NUMBER OF AWARDS    ● VISIONING PROCESS

Action Plan to Rebuild New Orleans ●  
New Orleans, LA

Red Bank Waterfront Vision Plan ●  
Red Bank, NJ

Green Streets Modeling  
Philadelphia, PA

Tookany / Tacony - Frankford Vision ●  
Philadelphia, PA

GreenPlan Philadelphia  
Philadelphia, PA

Venice Biennale  
Venice, Italy

Lackawanna River Corridor Master Plan  
Scranton, PA

Lansdale Downtown Destination Plan and  
Revitalization Plan Update  
Lansdale, PA

North Coventry Township Zoning  
North Coventry, PA

114 CLARKS AVE, #2 • ST. JOHNSBURY, VT 05819  
PHONE (303) 506-0841 • E-MAIL JOCELYN@PLACEMATTERS.ORG

## JOCELYN HITTLE

### EXPERIENCE

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- 2007-present PlaceMatters. Director of Planning Solutions. [www.placematters.org](http://www.placematters.org)  
Public process design, meeting facilitation, communications and outreach, project management, human resources.
- 2005-2007 Orton Family Foundation. Program Associate. [www.orton.org](http://www.orton.org).  
Project management and support, meeting facilitation, process design.
- 2003-2005 Urban Resources Initiative, Yale University. Research Assistant.
- 2001-2002 Save San Francisco Bay Association. Conservation Fellow.

### EDUCATION

---

- 2005 Yale School of Forestry and Environmental Studies *Masters of Environmental Management*
- 2000 Princeton University *Bachelors of Arts in Ecology and Evolutionary Biology (cum laude)*,  
Certificate in Environmental Studies.

### PAPERS & PUBLICATIONS

---

- Hittle, J. and K. Snyder. 2009. "The Country in Overdrive: Land Use, Transportation, and Climate in the West" in *How the West Was Warmed*, B. Conover, ed. Fulcrum Publishing.
- Hittle, J. Spring 2009. "Using the Hyperlocal." *Planning & Technology Today*, Issue 94.
- Hittle, J. Fall 2008. "Tools Spotlight: Making Old Technology New Again." *Planning & Technology Today*, Issue 93.
- Hittle, J. and A. Shatzkin. Spring 2008. "Tools Spotlights: LEED ND Analysis." *Planning & Technology Today*, Issue 91.
- Hittle, J. and A. Shatzkin. 2004. "Comparing Energy Savings from Green Building Design and Location Efficiency: A Memo to the US Green Building Council."
- Hittle, J. 2005. "Greening the City: A Comparative Analysis of Approaches to Sustainable Practices at the Local Level." Memo to the Denver Mayor's Office.
- Williams-Derry, C. and J. Hittle. 2004. "Sprawl, Smart Growth, and Rural Land Use Loss in 15 U.S. Cities: 1990-2000." Sightline Institute report, poster at APA National Conference 2005.

### PROFESSIONAL AFFILIATIONS

---

- 2006-2009 Editor, *Planning & Technology Today*, the publication of the American Planning Association Technology Division.
- 2007-2009 Acting Conference Chair, American Planning Association Technology Division
- 2005-Present Member, American Planning Association
- 2000-Present Member, *Sigma Xi* Scientific Society
- 2008-Present Board Member, Canyon Concert Ballet Company, Fort Collins, Colorado

1536 WYNKOOP STREET SUITE 307 • DENVER, CO 80202  
PHONE (303) 964-0903 • E-MAIL KEN@PLACEMATTERS.ORG

## KENNETH R. SNYDER

### EXPERIENCE

---

- 2006-present PlaceMatters. CEO and President. [www.placematters.org](http://www.placematters.org)
- 2004-2006 Orton Family Foundation. Director of Planning Tools and the Planning CoLaboratory. [www.orton.org](http://www.orton.org).
- 2002-2004 PlaceMatters.com. Executive Director. [www.placematters.com](http://www.placematters.com)
- 1995-2001 US Department of Energy. Community Development Program Specialist.

### EDUCATION

---

- 1994 Yale School of Forestry and Environmental Studies *Master of Arts in Environmental Studies*
- 1988 Oberlin College *Bachelor of Arts*

### RESEARCH & GRANTS

---

- 2005–2009 Packard Foundation. Grant to create “Bridging the Divide” Initiative.
- 2002–2004 Surdna Foundation. Grant to establish PlaceMatters.com and cover operational budget.
- 2001–2002 German Marshall Fellowship. Award to travel throughout Europe and engage in professional peer exchange.

### PROFESSIONAL AFFILIATIONS

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- 2006–Present Board of the National Charrette Institute
- 2006–2009 Chair of the American Planning Association's Technology Division
- 1998–2008 Chief Event Organizer or co-organizer for past eight *Tools for Community Design and Decision Making*, *PlaceMatters*, and *CommunityMatters* conferences
- 2002–2006 Technical Advisory Board of CommunityViz
- 2003–2006 Union Station Advisory Board: to Develop a Master Plan for the Redevelopment of Union Station

### PAPERS & PUBLICATIONS

---

- Hittle, J. and K. Snyder. 2009. “The Country in Overdrive: Land Use, Transportation, and Climate in the West” in *How the West Was Warmed*, B. Conover, ed. Fulcrum Publishing.
- Snyder, K. July 2006. “Putting Democracy Front and Center” *APA Planning Magazine*
- Snyder, K. and J. Herman. 2006. Several section contributions to *Planning and Urban Design Standards*, American Planning Association/John Wiley & Sons.
- Snyder, K. July 2005. “Technology and Planning” American Planning Assoc. *Planning Magazine*
- Snyder, K. and J. Herman. November 2003, “Visualization Tool for Planning” *PAS Memo*
- Snyder, K. 2003. “Tools for Community Design and Decision Making”, in *Planning Support Systems in Practice*. Geertman and Stillwell ed.s. Springer Verlag, Heidelberg.
- Snyder, K. November, 2001. “Decision Support Tools for Community Planning” in *Public Management*, Vol. 83, No. 10. 5 pages.
- Henton, Nguyen, Bramson, Bernstein, Snyder, K., et al. April, 2001. *Empowering Regions: Strategies and Tools for Community Decision-Making*. Alliance for Regional Stewardship Monograph Series #2.

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PHONE (303) 964-0903 • E-MAIL JASON@PLACEMATTERS.ORG

## JASON LALLY

### EXPERIENCE

---

- 2008-Present PlaceMatters. Planning Technology Associate. [www.placematters.org](http://www.placematters.org)  
Build tools to integrate otherwise disparate planning analysis software programs. Prepare visualizations based on proposed plan documents for use in public process. Develop web-based online polling platform for regional visioning. Develop and maintain content management websites for planning and participation purposes.
- 2007-2008 Interface Studio. Planner/Urban Designer. [www.interface-studio.com](http://www.interface-studio.com)  
Prepared plans and supporting documents for neighborhoods and corridors. Used GIS to produce indicators of block and neighborhood health for Rochester, NY. Automated Illustrator and Photoshop tasks to save person hours on plan development. Developed analytical and diagramming scripts that work directly inside Illustrator.
- 2006 Orton Family Foundation. Graduate Intern. [www.orton.org](http://www.orton.org)  
Set up participatory planning sessions reaching about 400 people (utilizing keypad polling). Influenced the projection of future programs at Orton and future development of CommunityViz. Developed new ways to utilize Google Earth and other web tools in planning processes.
- 2004-2005 Centre County Coop Ext. Special Project Intern.  
Expanded a network of stakeholders from 10 members to 58 members to address local agricultural issues. Created website and marketing materials to promote "Local Foods Week" resulting in an increase in sales for local farmers during a typically depressed period in August.

### EDUCATION

---

- 2005-2007 University of Pennsylvania, Philadelphia *Master of City Planning*  
2001-2005 Penn State University *Bachelor of Science in Information Sciences & Technology*

### HONORS & AWARDS

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- Lewis Mumford Award for outstanding work in study of urbanization, 2007  
Pennsylvania Planning Association Outstanding Planning Student of the Year (Pitkin Award), 2006  
IST Student of the Year, 2005  
Schreyer Honors College Scholar Medal

### OTHER SKILLS

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- Extensive experience in mapping and GIS applications (*ArcGIS, worldKit, CommunityViz*); server-side programming (*PHP 4 and 5*); relational databases (*MySQL, IBM DB2, MS Access*); web development and desktop publishing (*Adobe Illustrator, Photoshop, InDesign, Dreamweaver*)  
Some experience in CAD (*AutoCAD*); 3D rendering (*SketchUp*); Animation (*Macromedia Flash*)



# REFERENCES

Imagine Austin Comprehensive Plan | Austin, TX



## WRT References

### Key Biscayne Vision Plan

**JUD KURLANCHEEK**

**Director of Building, Zoning, and Planning**

Village of Key Biscayne  
Village Hall, 88 West McIntyre Street  
Key Biscayne, FL 33149  
305.365.8908  
jkurlancheek@keybiscayne.fl.gov

### Imagine Austin Comprehensive Plan

**GARNER STOLL**

**Assistant Director**

City of Austin Comprehensive Planning  
505 Barton Springs Road, 5th Floor  
Austin, TX 78704  
512.974.2500  
Garner.Stoll@ci.austin.tx.us

### Huntington Vision & 2030 Comprehensive Plan

**ANTHONY ALOISIO**

**Director of Planning**

Town of Huntington  
Town Hall, 100 Main Street  
Huntington, NY 11743  
631.351.3196  
AAloisio@town.huntington.ny.us

### A Civic Vision for the Central Delaware

**HARRIS STEINBERG**

**Executive Director**

Penn Praxis  
409 Duhring Wing  
University of Pennsylvania School of Design  
Philadelphia, PA 19104  
215.573.8719  
harrisst@design.upenn.edu

## PlaceMatters References

### Albany 2030 Comprehensive Plan

**DOUGLAS MELNICK**

**Director of Planning**

City of Albany  
518.434.2532 x15  
melnickd@ci.albany.ny.us

### Durango (Colorado) Comprehensive Plan Update

**GREG HOCH**

**Director of Planning**

City of Durango, CO  
970.375.4859  
hochgs@ci.durango.co.us

### Philadelphia LANDvisions

**MAITREYI ROY**

Pennsylvania Horticultural Society  
Philadelphia, PA  
215.988.8873  
mroy@pennhort.org

### Philadelphia LANDvisions

**DEENAH LOEB**

City Park Association  
Philadelphia, PA  
215.843.8490  
deenah.loeb@verizon.net

### Routt County Vision 2030

**WILLIAM ROPER**

**CEO & President**

Orton Family Foundation  
Middlebury, VT  
802.388.6336  
wroper@orton.org

## ETC Institute References

### Miami-Dade County 2005-2008

#### Citizen Surveys

**RAY SCHERER**

**Manager, Office of Strategic Planning**

Miami Dade County

Stephen P. Clark Center

111 NW 1st Street, 17th Floor, Suite 202

Miami, FL 33128

305.375.5143

### City of Austin 2009 Customer

#### Satisfaction Survey

**MARK A. OTT**

**City Manager**

Austin City Hall

301 W. Second St., 3rd Floor

Austin, TX 78701

512.974.2200

### City of Tamarac, FL

**DIANNE PHILLIPS**

**Assistant City Manager**

City of Tamarac

7525 N.W. 88th Avenue

Tamarac, FL 33321

954.597.3510







## PROPOSAL PAGES - PART I COST INFORMATION

Total project cost including all expenses and travel. Responders are required to submit a tiered cost proposal that includes options for a basic, a moderate and a comprehensive approach for each of the four project deliverables. Each approach should demonstrate a progressively, more detailed level of service and vary according to amount of work and cost, i.e., a basic option for the existing conditions report (deliverable #1) should be less labor intensive and cost less than a comprehensive approach. The tiered cost proposal will allow the City to select deliverable options that suit their needs as well as available funding sources.

The proposal must contain a total cost for all fees for the visioning project. The proposal must also contain a detailed fee schedule that includes estimated hours and hourly rates, inclusive of costs. It must also contain a proposed timetable showing the estimated number of hours and subtotal of fees for each project deliverable.

\$ 201,250 Basic Total Project Cost (not to exceed)

\$ 319,160 Moderate Total Project Cost (not to exceed)

\$ 403,540 Comprehensive Total Project Cost (not to exceed)

**Fort Lauderdale Vision Plan - Cost Estimate**  
**October 13, 2010**

BASIC APPROACH	WRT						WRT	
	Principal in Charge	Consulting Principal	Project Director	Support Planner	Planning Staff	Admin./ Clerical	Hours by Task	WRT Costs by Task
Hourly Rates	200	200	150	125	100	75		
<b>Phase 1: Mobilization</b>								
1.1 Project Kickoff							4	\$ 700
1.1.1 Technical Staff Resource Team (TSRT) Meeting	2		2				6	\$ 1,000
1.1.2 Visioning Committee Project Kickoff Meeting	2		4				32	\$ 5,600
1.1.3 Stakeholder/Opinion Leader Interviews	16		16				36	\$ 4,700
1.1.4 Preliminary Stakeholder Issue Identification	4		12	4	16		16	\$ 2,800
1.2 Team Community Tour	8		8				42	\$ 5,100
1.3 Data Collection	2		12	4	24		16	\$ 2,800
1.5 Project Kickoff Public Open Houses (2) Community Tours (Coincident with Public Open Houses, conducted by City)	8		8				0	\$ -
1.6 Project Branding	2		4	8	16		30	\$ 3,600
Meetings with Visioning Committee, TSRT (see above)							0	\$ -
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		8		16		28	\$ 3,600
<b>Phase 1 Hours</b>	<b>48</b>	<b>0</b>	<b>82</b>	<b>16</b>	<b>72</b>	<b>4</b>	<b>222</b>	
<b>Subtotal Labor Phase 1</b>	<b>\$9,600</b>	<b>\$0</b>	<b>\$12,300</b>	<b>\$2,000</b>	<b>\$7,200</b>	<b>\$300</b>		<b>\$31,400</b>
<b>Phase 2 - Existing Conditions Report</b>								
2.1 Existing Conditions Documentation and Analysis	8	4	40	16	56		124	\$ 16,000
2.2 Identification/Research of Comparables	2	4	8	4	16		34	\$ 4,500
2.3 Draft Existing Conditions Report	2		16	24	64		106	\$ 12,200
2.4 Community Forum Series 1 - Community Report Card Open Houses (2)	8		8		8		24	\$ 3,600
2.5 Final Existing Conditions Report	4		8	12	16		40	\$ 5,100
Meetings with Visioning Committee, TSRT (4)	10		10				20	\$ 3,500
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		12		24		40	\$ 5,000
<b>Phase 2 Hours</b>	<b>38</b>	<b>8</b>	<b>110</b>	<b>56</b>	<b>184</b>	<b>4</b>	<b>400</b>	
<b>Subtotal Labor Phase 2</b>	<b>\$7,600</b>	<b>\$1,600</b>	<b>\$16,500</b>	<b>\$7,000</b>	<b>\$18,400</b>	<b>\$300</b>		<b>\$51,400</b>
<b>Phase 3 - Vision Statement</b>								
3.2 Community Forum Series 2 - Community Vision: Ideas and Aspirations (2)	12		16		8		36	\$ 5,600
3.3 Key Issues and Challenges Report - Summary of Visioning	16	4	32	16	40		108	\$ 14,800
3.4 Draft Citywide Vision Statement/Strategic Directions	16	4	16	4	16		56	\$ 8,500
3.5 Draft Citywide Vision Statement Review and Refinement	16		16		8		40	\$ 6,400
3.6 Community Forum Series 3 - Vision Statement/Strategic Direction Validation (2)	12		16		24		52	\$ 7,200
3.7 City Council Presentation	4		4				8	\$ 1,400
Meetings with Visioning Committee, TSRT (4)	10		10				20	\$ 3,500
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		12		24		40	\$ 5,000
<b>Phase 3 Hours</b>	<b>90</b>	<b>8</b>	<b>130</b>	<b>20</b>	<b>120</b>	<b>4</b>	<b>372</b>	
<b>Subtotal Labor Phase 3</b>	<b>\$18,000</b>	<b>\$1,600</b>	<b>\$19,500</b>	<b>\$2,500</b>	<b>\$12,000</b>	<b>\$300</b>		<b>\$53,900</b>
<b>Phase 4 - Implementation Strategy/Vision Plan Documentation</b>								
4.1 Actions and Projects	16	4	16	8	24		68	\$ 9,800
4.2 Funding Sources	2	2	8	2	12		26	\$ 3,450
4.5 Community Forum Series 4 - Consensus on Implementation Strategy (2)	8		8		24		40	\$ 5,200
4.6 Draft Vision Plan Document	16	4	24	8	48		100	\$ 13,400
4.7 Public Draft Vision Plan Review			2		6		8	\$ 900
4.8 Draft Vision Plan Refinement	4		16	4	24		48	\$ 6,100
4.10 Final Vision Plan Document	4		16		20		40	\$ 5,200
Meetings with Visioning Committee, TSRT (3)	8		8				8	\$ 2,800
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		12		16		32	\$ 4,200
<b>Phase 4 Hours</b>	<b>62</b>	<b>10</b>	<b>118</b>	<b>22</b>	<b>174</b>	<b>4</b>	<b>390</b>	
<b>Subtotal Labor Phase 4</b>	<b>\$12,400</b>	<b>\$2,000</b>	<b>\$17,700</b>	<b>\$2,750</b>	<b>\$17,400</b>	<b>\$300</b>		<b>\$52,550</b>
<b>Labor Phases 1-4</b>								<b>\$ 189,250</b>
<b>Direct Expenses (Reproduction, Travel, Shipping, etc.)</b>								<b>\$ 12,000</b>
<b>GRAND TOTAL</b>								<b>\$ 201,250</b>

Placematters				ETC Institute				Hours by Task	Cost by Task				
Director of President	Planning	Technology	Admin	Placematters Hours by Task	Placematters Costs by Task	Vice President	President			Phone/Mail Staff	Research	Placematters Hours by Task	Placematters Costs by Task
131	79	71	26			140	150	35	60				
				0 \$	-					0 \$	-	4	\$ 700
				0 \$	-					0 \$	-	6	\$ 1,000
				0 \$	-					0 \$	-	32	\$ 5,600
				0 \$	-					0 \$	-	36	\$ 4,700
				0 \$	-					0 \$	-	16	\$ 2,800
				0 \$	-					0 \$	-	42	\$ 5,100
				0 \$	-					0 \$	-	16	\$ 2,800
				0 \$	-					0 \$	-	0	\$ -
				0 \$	-					0 \$	-	30	\$ 3,600
				0 \$	-					0 \$	-	0	\$ -
				0 \$	-					0 \$	-	8	\$ 1,200
				0 \$	-					0 \$	-	4	\$ 300
				0 \$	-					0 \$	-	28	\$ 3,600
0	0	0	0	0	0	0	0	0	0	0	0	222	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$31,400

				0 \$	-					0 \$	-	124	\$ 16,000
				0 \$	-					0 \$	-	34	\$ 4,500
				0 \$	-					0 \$	-	106	\$ 12,200
				0 \$	-					0 \$	-	24	\$ 3,600
				0 \$	-					0 \$	-	40	\$ 5,100
				0 \$	-					0 \$	-	20	\$ 3,500
				0 \$	-					0 \$	-	8	\$ 1,200
				0 \$	-					0 \$	-	4	\$ 300
				0 \$	-					0 \$	-	40	\$ 5,000
0	0	0	0	0	0	0	0	0	0	0	0	400	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$51,400

				0 \$	-					0 \$	-	36	\$ 5,600
				0 \$	-					0 \$	-	108	\$ 14,800
				0 \$	-					0 \$	-	56	\$ 8,500
				0 \$	-					0 \$	-	40	\$ 6,400
				0 \$	-					0 \$	-	52	\$ 7,200
				0 \$	-					0 \$	-	8	\$ 1,400
				0 \$	-					0 \$	-	20	\$ 3,500
				0 \$	-					0 \$	-	8	\$ 1,200
				0 \$	-					0 \$	-	4	\$ 300
				0 \$	-					0 \$	-	40	\$ 5,000
0	0	0	0	0	0	0	0	0	0	0	0	372	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$53,900

				0 \$	-					0 \$	-	68	\$ 9,800
				0 \$	-					0 \$	-	26	\$ 3,450
				0 \$	-					0 \$	-	40	\$ 5,200
				0 \$	-					0 \$	-	100	\$ 13,400
				0 \$	-					0 \$	-	8	\$ 900
				0 \$	-					0 \$	-	48	\$ 6,100
				0 \$	-					0 \$	-	40	\$ 5,200
				0 \$	-					0 \$	-	0	\$ 2,800
				0 \$	-					0 \$	-	8	\$ 1,200
				0 \$	-					0 \$	-	4	\$ 300
				0 \$	-					0 \$	-	32	\$ 4,200
0	0	0	0	0	0	0	0	0	0	0	0	374	
\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$52,550

				\$	-					\$	-		\$ 189,250
													\$ 12,000
				\$	-					\$	-		\$ 201,250

**Fort Lauderdale Vision Plan - Cost Estimate**  
**October 13, 2010**

MODERATE APPROACH	WRT							WRT	
	Principal in Charge	Consulting Principal	Project Director	Support Planner	Planning Staff	Admin./ Clerical	Hours by Task	WRT Costs by Task	
Hourly Rates	200	200	150	125	100	75			
<b>Phase 1: Mobilization</b>									
1.1 Project Kickoff									
1.1.1 Technical Staff Resource Team (TSRT) Meeting	2		2				4	\$ 700	
1.1.2 Visioning Committee Project Kickoff Meeting	2		4				6	\$ 1,000	
1.1.3 Stakeholder/Opinion Leader Interviews	16		16				32	\$ 5,600	
1.1.4 Preliminary Stakeholder Issue Identification	4		12	4	16		36	\$ 4,700	
1.1.5 City Commission Briefing	2		2				4	\$ 700	
1.1.6 Media Briefing	2		2				4	\$ 700	
1.2 Team Community Tour	8		8				16	\$ 2,800	
1.3 Data Collection	2		12	4	24		42	\$ 5,100	
1.4 Project Website - Consultant develops and maintains			4				4	\$ 600	
Social Networks - Consultant develops and City maintains			4				4	\$ 600	
1.5 Project Kickoff Public Open Houses (4)	16		16				32	\$ 5,600	
Community Tours (Coincident with Public Open Houses, conducted by City)							0	\$ -	
1.6 Project Branding	2		4	8	16		30	\$ 3,600	
Meetings with Visioning Committee, TSRT (see above)							0	\$ -	
Project Management			12				12	\$ 1,800	
Administration						4	4	\$ 300	
Meeting Prep	4		8		16		28	\$ 3,600	
<b>Phase 1 Hours</b>	<b>60</b>	<b>0</b>	<b>106</b>	<b>16</b>	<b>72</b>	<b>4</b>	<b>258</b>		
<b>Subtotal Labor Phase 1</b>	<b>\$12,000</b>	<b>\$0</b>	<b>\$15,900</b>	<b>\$2,000</b>	<b>\$7,200</b>	<b>\$300</b>		<b>\$37,400</b>	
<b>Phase 2 - Existing Conditions Report</b>									
2.1 Existing Conditions Documentation and Analysis	8	4	40	16	56		124	\$ 16,000	
2.2 Identification/Research of Comparables	2	4	8	4	16		34	\$ 4,500	
2.3 Draft Existing Conditions Report	2		16	24	64		106	\$ 12,200	
2.4 Community Forum Series 1 - Community Report Card Open Houses (4)	16		16	8	8		40	\$ 6,400	
2.5 Final Existing Conditions Report	4		4	8	16		32	\$ 4,000	
Meetings with Visioning Committee, TSRT (4)	10		10				20	\$ 3,500	
Project Management			8				8	\$ 1,200	
Administration						4	4	\$ 300	
Meeting Prep	4		8		12		24	\$ 3,200	
<b>Phase 2 Hours</b>	<b>46</b>	<b>8</b>	<b>110</b>	<b>52</b>	<b>172</b>	<b>4</b>	<b>392</b>		
<b>Subtotal Labor Phase 2</b>	<b>\$9,200</b>	<b>\$1,600</b>	<b>\$16,500</b>	<b>\$6,500</b>	<b>\$17,200</b>	<b>\$300</b>		<b>\$51,300</b>	
<b>Phase 3 - Vision Statement</b>									
3.1 Quality of Life Survey (Sample of 400)							0	\$ -	
3.1.1 Survey Development	2		2				4	\$ 700	
3.1.2 Communication/Marketing Plan							0	\$ -	
3.1.3 Conduct the Survey							0	\$ -	
3.1.4 Follow-up Calls							0	\$ -	
3.1.6 Results Compilation, Analysis and Summary	1		2				3	\$ 500	
3.2 Community Forum Series 2 - Community Vision: Ideas and Aspirations (4)	16		20		12		48	\$ 7,400	
3.3 Key Issues and Challenges Report - Summary of Visioning	8	4	16	4	4		36	\$ 5,700	
3.4 Draft Citywide Vision Statement/Strategic Directions	8	4	16	4	8		40	\$ 6,100	
Identification of Focal Areas (3)	4	4	8		16		32	\$ 4,400	
3.5 Draft Citywide Vision Statement Review and Refinement	16		16				32	\$ 5,600	
3.6 Community Forum Series 3 - Vision Statement/Strategic Direction Validation (4)	16		16		8		40	\$ 6,400	
3.7 City Council Presentation	4		4				8	\$ 1,400	
3.8 Focal Area Visions							0	\$ -	
3.8.1 Focal Area Workshops - Digging Down (3)	12		12		8		32	\$ 5,000	
3.8.2 Draft Focal Area Vision Statements	8		16		4		28	\$ 4,400	
3.8.3 Review and Refinement	4		4				8	\$ 1,400	
3.8.4 Validation							0	\$ -	
3.8.5 City Council Presentation							0	\$ -	
Meetings with Visioning Committee, TSRT (6)	16		16				32	\$ 5,600	
Project Management			8				8	\$ 1,200	
Administration						4	4	\$ 300	
Meeting Prep	4		16		16		36	\$ 4,800	
<b>Phase 3 Hours</b>	<b>119</b>	<b>12</b>	<b>172</b>	<b>8</b>	<b>76</b>	<b>4</b>	<b>391</b>		
<b>Subtotal Labor Phase 3</b>	<b>\$23,800</b>	<b>\$2,400</b>	<b>\$25,800</b>	<b>\$1,000</b>	<b>\$7,600</b>	<b>\$300</b>		<b>\$60,900</b>	
<b>Phase 4 - Implementation Strategy/Vision Plan Documentation</b>									
4.1 Actions and Projects	16	4	16	8	4		48	\$ 7,800	
4.2 Funding Sources	2	2	8	2			14	\$ 2,250	
4.4 Priority Criteria	4	2	4	4			14	\$ 2,300	
4.5 Community Forum Series 4 - Consensus on Implementation Strategy (4)	16		16				32	\$ 5,600	
Prioritization	4	2	12	4	8		30	\$ 4,300	
4.6 Draft Vision Plan Document	16	4	24	8	48		100	\$ 13,400	
4.7 Public Draft Vision Plan Review			2		4		6	\$ 700	
4.8 Draft Vision Plan Refinement	4		16	4	24		48	\$ 6,100	
4.9 Public Hearings and Adoption (1)	5		5				10	\$ 1,750	
4.10 Final Vision Plan Document	4		16		20		40	\$ 5,200	
Meetings with Visioning Committee, TSRT (4)	12		12				24	\$ 4,200	
Project Management			8				8	\$ 1,200	
Administration						4	4	\$ 300	
Meeting Prep	6		12		8		26	\$ 3,800	
<b>Phase 4 Hours</b>	<b>89</b>	<b>14</b>	<b>151</b>	<b>30</b>	<b>116</b>	<b>4</b>	<b>404</b>		
<b>Subtotal Labor Phase 4</b>	<b>\$17,800</b>	<b>\$2,800</b>	<b>\$22,650</b>	<b>\$3,750</b>	<b>\$11,600</b>	<b>\$300</b>		<b>\$58,900</b>	
<b>Labor Phases 1-4</b>								<b>\$ 208,500</b>	
<b>Direct Expenses (Reproduction, Travel, Shipping, Marketing Materials, etc.)</b>								<b>\$ 10,000</b>	
<b>GRAND TOTAL</b>								<b>\$ 218,500</b>	

Placematters				ETC Institute				Hours by Task	Cost by Task		
President	Director of Planning	Technology	Admin	Placematters Hours by Task	Placematters Costs by Task	Vice President	President			Phone/Mail Staff	Research
131	79	71	26			140	150	35	60		
					0 \$ -					0 \$ -	4 \$ 700
					0 \$ -					0 \$ -	6 \$ 1,000
					0 \$ -					0 \$ -	32 \$ 5,600
					0 \$ -					0 \$ -	36 \$ 4,700
					0 \$ -					0 \$ -	4 \$ 700
					0 \$ -					0 \$ -	4 \$ 700
					0 \$ -					0 \$ -	16 \$ 2,800
					10 \$ 726					0 \$ -	52 \$ 5,826
24	40	160		224	17,664					0 \$ -	228 \$ 18,264
4	8	32		44	3,428					0 \$ -	48 \$ 4,028
					0 \$ -					0 \$ -	32 \$ 5,600
					0 \$ -					0 \$ -	0 \$ -
					0 \$ -					0 \$ -	30 \$ 3,600
4	4	4								0 \$ -	0 \$ -
	4			4	316					0 \$ -	16 \$ 2,116
			4	4	104					0 \$ -	8 \$ 404
2	4	8		14	1,146					0 \$ -	42 \$ 4,746
34	62	212	4	312		0	0	0	0	0	558
\$4,454	\$4,898	\$15,052	\$104		\$24,508	\$0	\$0	\$0	\$0		\$60,784

					0 \$ -					0 \$ -	124 \$ 16,000
					0 \$ -					0 \$ -	34 \$ 4,500
					0 \$ -					0 \$ -	106 \$ 12,200
					0 \$ -					0 \$ -	40 \$ 6,400
					0 \$ -					0 \$ -	32 \$ 4,000
					0 \$ -					0 \$ -	20 \$ 3,500
	4			4	316					0 \$ -	12 \$ 1,516
			4	4	104					0 \$ -	8 \$ 404
					0 \$ -					0 \$ -	24 \$ 3,200
0	4	0	4	8		0	0	0	0	0	400
\$0	\$316	\$0	\$104		\$420	\$0	\$0	\$0	\$0		\$51,720

					0 \$ -					0 \$ -	0 \$ -
					0 \$ -					24 \$ 3,360	28 \$ 4,060
					0 \$ -					2 \$ 280	2 \$ 280
					0 \$ -					32 \$ 1,120	32 \$ 1,120
					0 \$ -					32 \$ 1,120	32 \$ 1,120
					0 \$ -					64 \$ 5,120	67 \$ 5,620
32	32	72		136	11,832					0 \$ -	184 \$ 19,232
					0 \$ -					0 \$ -	36 \$ 5,700
					0 \$ -					0 \$ -	40 \$ 6,100
					0 \$ -					0 \$ -	32 \$ 4,400
					0 \$ -					0 \$ -	32 \$ 5,600
32	32	72		136	11,832					0 \$ -	176 \$ 18,232
					0 \$ -					0 \$ -	8 \$ 1,400
					0 \$ -					0 \$ -	0 \$ -
					0 \$ -					0 \$ -	32 \$ 5,000
					0 \$ -					0 \$ -	28 \$ 4,400
					0 \$ -					0 \$ -	8 \$ 1,400
					0 \$ -					0 \$ -	0 \$ -
					0 \$ -					0 \$ -	0 \$ -
4	4	4		12	1,124					0 \$ -	44 \$ 6,724
	8			8	632					0 \$ -	16 \$ 1,832
			4	4	104					0 \$ -	8 \$ 404
16	16	40		72	6,200					0 \$ -	108 \$ 11,000
84	92	188	4	368		42	0	64	48	154	913
\$11,004	\$7,268	\$13,348	\$104		\$31,724	\$5,880	\$0	\$2,240	\$2,880	\$11,000	\$103,624

					0 \$ -					0 \$ -	48 \$ 7,800
					0 \$ -					0 \$ -	14 \$ 2,250
					0 \$ -					0 \$ -	14 \$ 2,300
					0 \$ -					0 \$ -	160 \$ 16,864
					0 \$ -					0 \$ -	30 \$ 4,300
					0 \$ -					0 \$ -	100 \$ 13,400
					0 \$ -					0 \$ -	6 \$ 700
					0 \$ -					0 \$ -	48 \$ 6,100
					0 \$ -					0 \$ -	10 \$ 1,750
					0 \$ -					0 \$ -	40 \$ 5,200
8	8	8		24	2,248					0 \$ -	24 \$ 6,448
	4			4	316					0 \$ -	12 \$ 1,516
			4	4	104					0 \$ -	8 \$ 404
16	16	40		72	6,200					0 \$ -	98 \$ 10,000
56	60	112	4	232		0	0	0	0	0	612
\$7,336	\$4,740	\$7,952	\$104		\$20,132	\$0	\$0	\$0	\$0		\$79,032

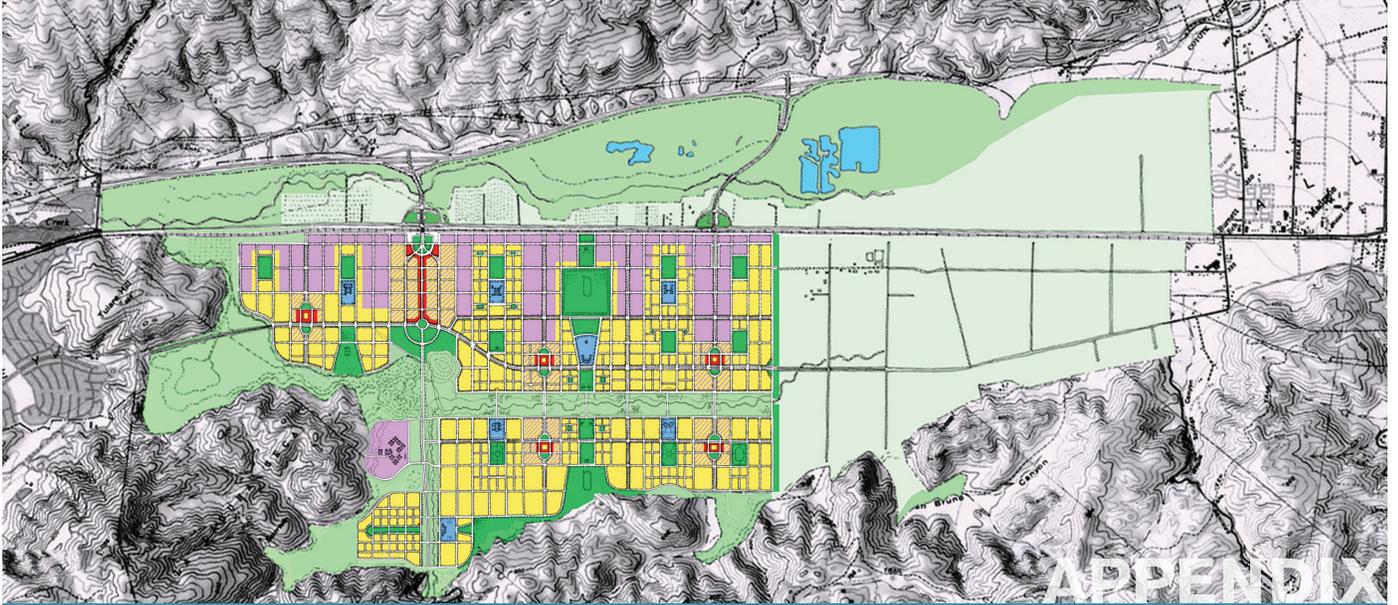
					\$ 76,784					\$ 11,000	\$ 295,160
					\$ 14,000						\$ 24,000
					\$ 90,784					\$ 11,000	\$ 319,160

Fort Lauderdale Vision Plan - Cost Estimate  
October 13, 2010

COMPREHENSIVE APPROACH	WRT						WRT Hours by Task	WRT Costs by Task
	Principal in Charge	Consulting Principal	Project Director	Support Planner	Planning Staff	Admin/ Clerical		
	200	200	150	125	100	75		
<i>Hourly Rates</i>								
<b>Phase 1: Mobilization</b>								
1.1 Project Kickoff							6	\$ 1,100
1.1.1 Technical Staff Resource Team (TSRT) Meeting	2	2	2				8	\$ 1,400
1.1.2 Visioning Committee Project Kickoff Meeting	2	2	4				32	\$ 5,600
1.1.3 Stakeholder/Opinion Leader Interviews	16		16				38	\$ 5,100
1.1.4 Preliminary Stakeholder Issue Identification	4	2	12	4	16		4	\$ 700
1.1.5 City Commission Briefing	2		2				4	\$ 700
1.1.6 Media Briefing	2		2				4	\$ 700
1.2 Team Community Tour	8	8	8				24	\$ 4,400
1.3 Data Collection	2		8		16		26	\$ 3,200
Data Book			8	4	32		44	\$ 4,900
1.4 Project Website - Consultant Develops and Maintains			4				4	\$ 600
Social Networks - Consultant Develops and Maintains			4				4	\$ 600
1.5 Project Kickoff Public Open Houses (6)	24		24				48	\$ 8,400
Community Tours (Coincident with Public Open Houses, conducted by City)							0	\$ -
1.6 Project Branding	2		4	8	16		30	\$ 3,600
Meetings with Visioning Committee, TSRT (see above)							0	\$ -
Project Management			12				12	\$ 1,800
Administration						4	4	\$ 300
Meeting Prep	4	4	8		16		32	\$ 4,400
<b>Phase 1 Hours</b>	<b>68</b>	<b>18</b>	<b>118</b>	<b>16</b>	<b>96</b>	<b>4</b>	<b>320</b>	
<b>Subtotal Labor Phase 1</b>	<b>\$13,600</b>	<b>\$3,600</b>	<b>\$17,700</b>	<b>\$2,000</b>	<b>\$9,600</b>	<b>\$300</b>		<b>\$46,800</b>
<b>Phase 2 - Existing Conditions Report</b>								
2.1 Existing Conditions Documentation and Analysis	8	4	40	16	56		124	\$ 16,000
2.2 Identification/Research of Comparables	2	4	8	4	16		34	\$ 4,500
2.3 Draft Existing Conditions Report	2		16	24	64		106	\$ 12,200
2.4 Community Forum Series 1 - Community Report Card Open Houses (6)	24		24	8	8		56	\$ 9,200
2.5 Final Existing Conditions Report	4		8	8	24		44	\$ 5,400
Meetings with Visioning Committee, TSRT (4)	12		12				24	\$ 4,200
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		8		16		28	\$ 3,600
<b>Phase 2 Hours</b>	<b>56</b>	<b>8</b>	<b>124</b>	<b>52</b>	<b>184</b>	<b>4</b>	<b>428</b>	
<b>Subtotal Labor Phase 2</b>	<b>\$11,200</b>	<b>\$1,600</b>	<b>\$18,600</b>	<b>\$6,500</b>	<b>\$18,400</b>	<b>\$300</b>		<b>\$56,600</b>
<b>Phase 3 - Vision Statement</b>								
3.1 Quality of Life Survey (Sample of 600)							0	\$ -
3.1.1 Survey Development	2		2				4	\$ 700
3.1.2 Communication/Marketing Plan							0	\$ -
3.1.3 Conduct the Survey							0	\$ -
3.1.4 Follow-up Calls							0	\$ -
3.1.5 Internet Survey							0	\$ -
3.1.6 Results Compilation, Analysis and Summary	1		2				3	\$ 500
3.2 Community Forum Series 2 - Community Vision: Ideas and Aspirations (6)	24		28		12		64	\$ 10,200
3.3 Key Issues and Challenges Report - Summary of Visioning	8	4	16	4	4		36	\$ 5,700
3.4 Draft Citywide Vision Statement/Strategic Directions	8	4	16	4	8		40	\$ 6,100
Identification of Focal Areas (5)	4	4	8		24		40	\$ 5,200
3.5 Draft Citywide Vision Statement Review and Refinement	16		16				32	\$ 5,600
3.6 Community Forum Series 3 - Vision Statement/Strategic Direction Validation (6)	24		28		8		60	\$ 9,800
3.7 City Council Presentation	4		4				8	\$ 1,400
3.8 Focal Area Visions							0	\$ -
3.8.1 Focal Area Workshops - Digging Down (5)	18		18		8		44	\$ 7,100
3.8.2 Draft Focal Area Vision Statements	8		16		4		28	\$ 4,400
3.8.3 Review and Refinement	4		4				8	\$ 1,400
3.8.4 Validation	16		16				32	\$ 5,600
3.8.5 City Council Presentation	4		4				8	\$ 1,400
Meetings with Visioning Committee, TSRT (8)	20		20				40	\$ 7,000
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	4		16		16		36	\$ 4,800
<b>Phase 3 Hours</b>	<b>165</b>	<b>12</b>	<b>222</b>	<b>8</b>	<b>84</b>	<b>4</b>	<b>495</b>	
<b>Subtotal Labor Phase 3</b>	<b>\$33,000</b>	<b>\$2,400</b>	<b>\$33,300</b>	<b>\$1,000</b>	<b>\$8,400</b>	<b>\$300</b>		<b>\$78,400</b>
<b>Phase 4 - Implementation Strategy/Vision Plan Documentation</b>								
4.1 Actions and Projects	16	4	16	8	4		48	\$ 7,800
Visualizations	2		8	2	60		72	\$ 7,850
4.2 Funding Sources	2	2	8	2			14	\$ 2,250
4.3 Cost Estimates	4	4	8	8	16		40	\$ 5,400
4.4 Priority Criteria	4	2	4	4			14	\$ 2,300
4.5 Community Forum Series 4 - Consensus on Implementation Strategy (6)	24		28		4		56	\$ 9,400
Prioritization	4	2	8	4	4		22	\$ 3,300
4.6 Draft Vision Plan Document	16	4	24	8	48		100	\$ 13,400
4.7 Public Draft Vision Plan Review			2		4		6	\$ 700
4.8 Draft Vision Plan Refinement	4		18	4	28		54	\$ 6,800
4.9 Public Hearings and Adoption (2)	10		10				20	\$ 3,500
4.10 Final Vision Plan Document	4		16		20		40	\$ 5,200
Meetings with Visioning Committee, TSRT (6)	16		16				32	\$ 5,600
Project Management			8				8	\$ 1,200
Administration						4	4	\$ 300
Meeting Prep	8		16		8		32	\$ 4,800
<b>Phase 4 Hours</b>	<b>114</b>	<b>18</b>	<b>190</b>	<b>40</b>	<b>196</b>	<b>4</b>	<b>562</b>	
<b>Subtotal Labor Phase 4</b>	<b>\$22,800</b>	<b>\$3,600</b>	<b>\$28,500</b>	<b>\$5,000</b>	<b>\$19,600</b>	<b>\$300</b>		<b>\$79,800</b>
<b>Labor Phases 1-4</b>								<b>\$ 261,600</b>
<b>Direct Expenses (Reproduction, Travel, Shipping, Marketing Materials, etc.)</b>								<b>\$ 12,000</b>
<b>GRAND TOTAL</b>								<b>\$ 273,600</b>









### **Signatory Statement**

The signer of this document declares that the only person(s), company, or parties interested in the proposal as principals are named herein (see attached list of principals). Furthermore, the proposal is made without collusion with any other person(s), company, or parties submitting a proposal, and is in all respects fair and in good faith, without collusion or fraud. The signer of this proposal has full authority to bind the principal proposer.



Ferdinando Micale, FAIA, AICP, PP  
Wallace Roberts & Todd, LLC  
Contracting Principal

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

<u>NAME</u>	<u>RELATIONSHIPS</u>
_____	_____
_____	_____
	_____
	_____

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

  
Ferdinando Micale, FAIA, AICP, PP  
Wallace Roberts & Todd, LLC  
Contracting Principal

# ACORD™ CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
10/07/2010

**PRODUCER**  
Business Insurance Corporation  
21 East 5 th Avenue  
Suite 205  
Conshohocken, PA 19428

**INSURED**  
Wallace Roberts & Todd, LLC  
1700 Market Street  
28 th Floor  
Philadelphia, PA 19103

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

INSURERS AFFORDING COVERAGE	NAIC #
INSURER A: Hartford Ins. Co. Of the Midwest	37478
INSURER B: Hartford Casualty Ins. Co.	29424
INSURER C: Hartford Underwriters Ins. Co.	30104
INSURER D: Beazley Insurance Company, Inc	37540
INSURER E:	

## COVERAGES

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

INSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS	
A	GENERAL LIABILITY	72UUNUS6012	07/18/2010	07/18/2011	EACH OCCURRENCE	\$ 1,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY				DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 300,000
	<input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> OCCUR				MED EXP (Any one person)	\$ 10,000
	GEN'L AGGREGATE LIMIT APPLIES PER:				PERSONAL & ADV INJURY	\$ 1,000,000
<input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC					GENERAL AGGREGATE	\$ 2,000,000
					PRODUCTS - COMP/OP AGG	\$ 2,000,000
B	AUTOMOBILE LIABILITY	72UUNUS6012	07/18/2010	07/18/2011	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
	<input type="checkbox"/> ANY AUTO				BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS				BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> SCHEDULED AUTOS				PROPERTY DAMAGE (Per accident)	\$
<input checked="" type="checkbox"/> HIRED AUTOS					AUTO ONLY - EA ACCIDENT	\$
<input checked="" type="checkbox"/> NON-OWNED AUTOS					OTHER THAN AUTO ONLY: EA ACC	\$
					AUTO ONLY: AGG	\$
B	GARAGE LIABILITY	72XHUUS5927	07/18/2010	07/18/2011	EACH OCCURRENCE	\$ 5,000,000
	<input type="checkbox"/> ANY AUTO				AGGREGATE	\$ 5,000,000
	EXCESS/UMBRELLA LIABILITY					\$
	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS MADE					\$
<input type="checkbox"/> DEDUCTIBLE		\$				
<input checked="" type="checkbox"/> RETENTION \$ 10,000		\$				
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	72WENP2811	07/18/2010	07/18/2011	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED?				E.L. EACH ACCIDENT	\$ 1,000,000
	If yes, describe under SPECIAL PROVISIONS below				E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
					E.L. DISEASE - POLICY LIMIT	\$ 1,000,000
D	OTHER	V15WA9100201	10/01/2010	10/01/2011	Limit Per Claim	\$ 2,000,000
	Professional Liability				Annual Aggregate	\$ 2,000,000
					Ded. Per Claim	\$ 125,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

## CERTIFICATE HOLDER

Wallace Roberts & Todd, LLC  
1700 Market Street  
28 th Floor  
Philadelphia, PA 19103

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL 30 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES.

AUTHORIZED REPRESENTATIVE

*Edmund J. [Signature]* EJJS





**Wallace Roberts & Todd**

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with a holistic approach to designing with nature,  
context, and culture.

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