



Project Management Plan
**TRANSIT-ORIENTED
DEVELOPMENT (TOD)
PLANNING STUDY**

April 30, 2018





Fort Lauderdale TOD Planning Services Project Management Plan

This document outlines the Fort Lauderdale Transit-Oriented Development (TOD) planning Study (Study) goals, Study Team member roles, Study deliverables, Study area, schedule, public involvement strategy, frameworks for decision-making, and overall project management approach.

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INTRODUCTION

This Project Management Plan outlines the Study goals and identifies responsibilities within the Study Team to meet them. The Study Team is made up of:

- City of Fort Lauderdale Project Management Team
- Consultant Team (Kittelson & Associates, Inc. and sub-consultants)

This document also includes team contact information and outlines the task leaders and support for each scope task. A live, dynamic schedule to track progress throughout the Study is considered part of this plan. The team will use this schedule to set deliverable targets and plan out status meetings with City of Fort Lauderdale, the Technical Working Group, and other key stakeholder groups. Milestones and major deliverables are clearly identified in the schedule and will help prioritize resource allocation for the timely completion of both the immediate needs and long-term completion goals.

STUDY GOALS

The goals for the Fort Lauderdale TOD planning Study include:

- Identify and document TOD best practices at a national and international level to establish solid references as guidance.
- Engage the community and key stakeholders through a participatory process to obtain meaningful input.
- Understand the existing regulatory and process related challenges and barriers related to TOD to provide recommendations for TOD to be more attractive and feasible.
- Develop a TOD-supportive housing strategy that maximizes housing affordability impacts and supports a range of income groups within the Study area.
- Assess market conditions to identify the needs and strategies to develop other community services including charter schools to support a sustainable live/work/play environment.
- Analyze and understand the impact and viability of various multimodal mobility strategies, programs, and incentives aimed at management of transportation demand.
- Understand the relationship between transit and existing and proposed land uses.
- Inform the City's land development regulatory framework to support TOD.
- Analyze and understand the transportation infrastructure needs to transition to a transit-supportive community.
- Develop a modal priority methodology that helps determine modal hierarchy and decision making.

The following sections describe how the Study Team can work together and—with the input and participation of stakeholders—achieve these goals.

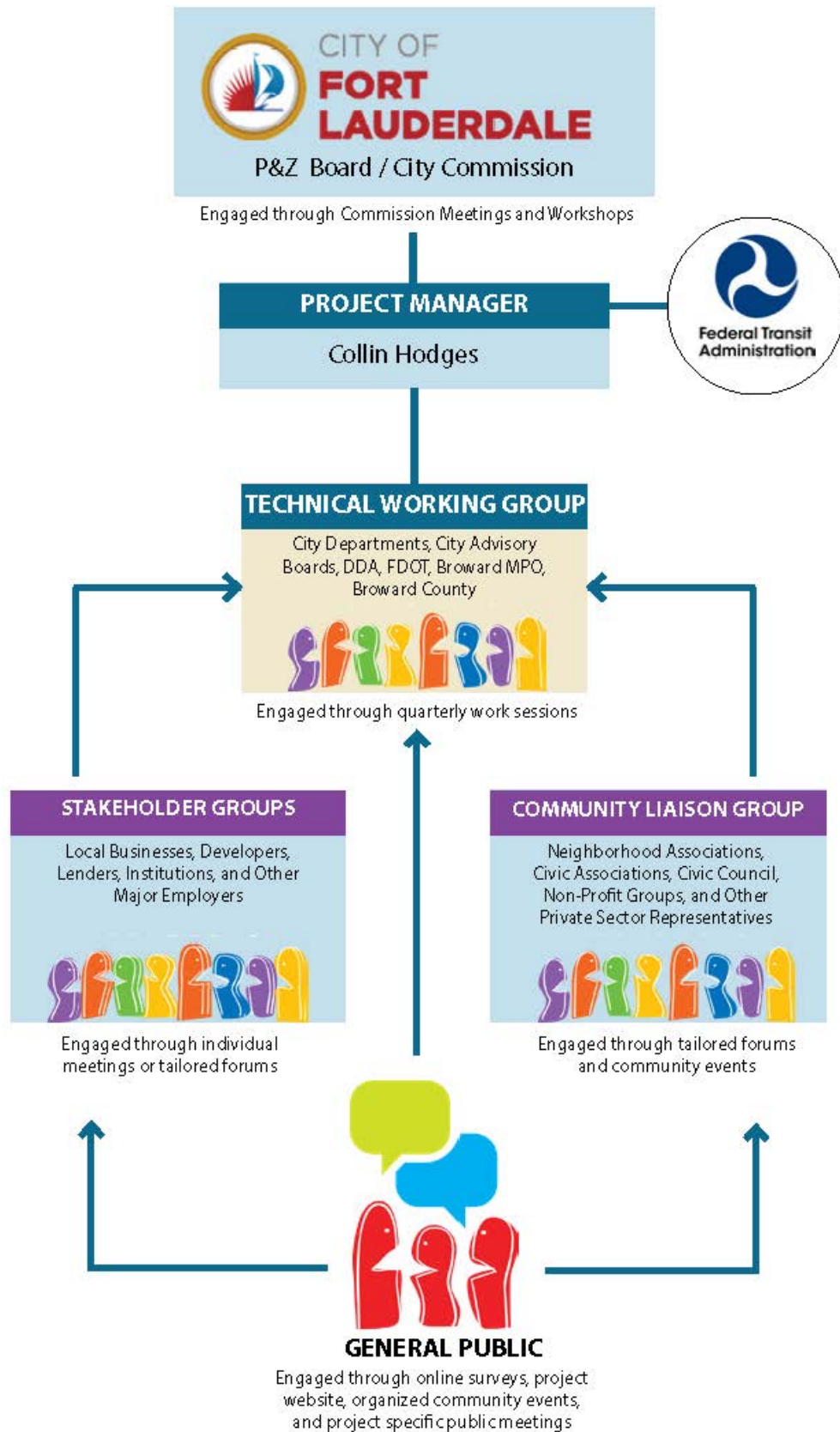
DECISION-MAKING FRAMEWORK

In partnership with the City of Fort Lauderdale Project Management Team, the consultant team will facilitate decision-making throughout the duration of the Study based on the framework illustrated in Figure 1.

Key public stakeholders of the Fort Lauderdale TOD Study will be organized under a **Technical Working Group (TWG)**. The TWG will serve to advise City of Fort Lauderdale and the consultant team on the needs, interests, and opportunities along the Study corridor. The TWG will consist of key partner agencies who will be utilized for higher-level vetting of project items and implementation approaches. The TWG will include the City of Fort Lauderdale, Broward County, the South Florida Regional Planning Council (SFRPC), FDOT District Four Planning and Environmental Management Office (PLEMO) and Modal Development Office, Broward Metropolitan Planning Organization (MPO), Federal Transit Administration (FTA) Region 4, and South Florida Regional Transportation Authority (SFRTA).

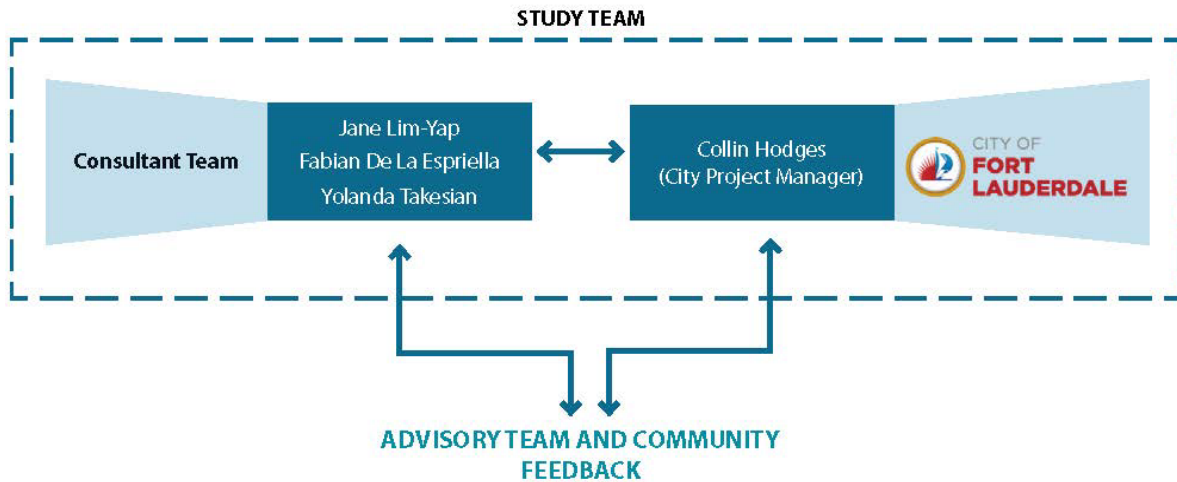
In addition to engaging the TWG, the consultant team will conduct stakeholder interviews with a broad group of local businesses, developers, lenders, and other major employers. In addition, the consultant team will perform more tailored discussions (such as interactive forums, focus group meetings, and education series) with a subset of stakeholders that can make up the **Community Liaisons Group (CLG)**. The CLG may include major employers, neighborhood and civic associations, and non-governmental organizations with interests in the transit and redevelopment around transit.

Figure 1: Illustration of Decision-Making Framework



To aid in making full use of the decision-making framework, the communication protocol depicted in Figure 2 will be followed. Jane Lim-Yap, Fabian De La Espriella, Yolanda Takesian, from the consultant team, and Collin Hodges from the City of Fort Lauderdale will be primarily responsible for internal coordination and collaboration. They will also—through their participation at TWG, CLG, and public meetings—be the primary recipients of stakeholder feedback.

Figure 2: Communication Protocol



STUDY TEAM RESPONSIBILITIES

CONSULTANT TEAM

This section explains the roles and responsibilities of key individuals within the consultant team. The consultant team organizational structure is shown in Figure 3.

The consultant team has established a project management team that consists of the Principal, the Project Manager, and a Deputy Project Manager, who will work closely to manage the internal team as well as coordinate and communicate with the City of Fort Lauderdale and thereby ensure that the team delivers high-quality service and products in a timely and efficient manner.

- In addition to overall management, **Kittelson & Associates, Inc.** will be leading key components such as the Public & Stakeholder Engagement, Transportation Demand Management Plan (TDM), TOD Best Practices Research, and Streetcar Connections and Multimodal LOS tasks. Kittelson will be working closely with the team members throughout this effort on all the task components to ensure a seamless, meaningful, and productive process.

- **Plusurbia** will be a major contributor to the TOD best practices research, TOD zoning and development regulations tasks, and will work closely with Kittelson and other team members to evaluate TOD barriers. Plusurbia will also support the stakeholder engagement tasks and the development of future street cross sections for the streetcar influence area.
- **Strategic Economics** will be leading the gap and market analysis tasks for the live/work/play needs assessment, and will be working closely with other team members to support the TOD best practices research, stakeholder engagement, housing strategy, and development of TDM strategies.
- **Zimmerman & Volk** will be leading the housing strategy and analysis task with the support of Strategic Economics.
- **Infinite Source Communications Group** will be supporting the public and stakeholder engagement efforts throughout the life of the contract.
- **Marlin Engineering** will be supporting the development of the transportation demand management plan, the review process integration process, and the evaluation and infrastructure needs assessment. They will also assist with the public and stakeholder engagement efforts.
- **TischlerBise** will work closely with Kittelson and other team members to support the multimodal metrics and modal priority methodology task, specifically leading the mobility fee component.
- **Planactive Studio** will be supporting the team through the evaluation of development barriers as well as the TOD zoning and development regulations tasks.
- **Connor Associates** will work closely with Kittelson and Strategic Economics to support the team with the potential existing market analysis for transit and active transportation-accessible charter school and daycare facilities within the Study area.

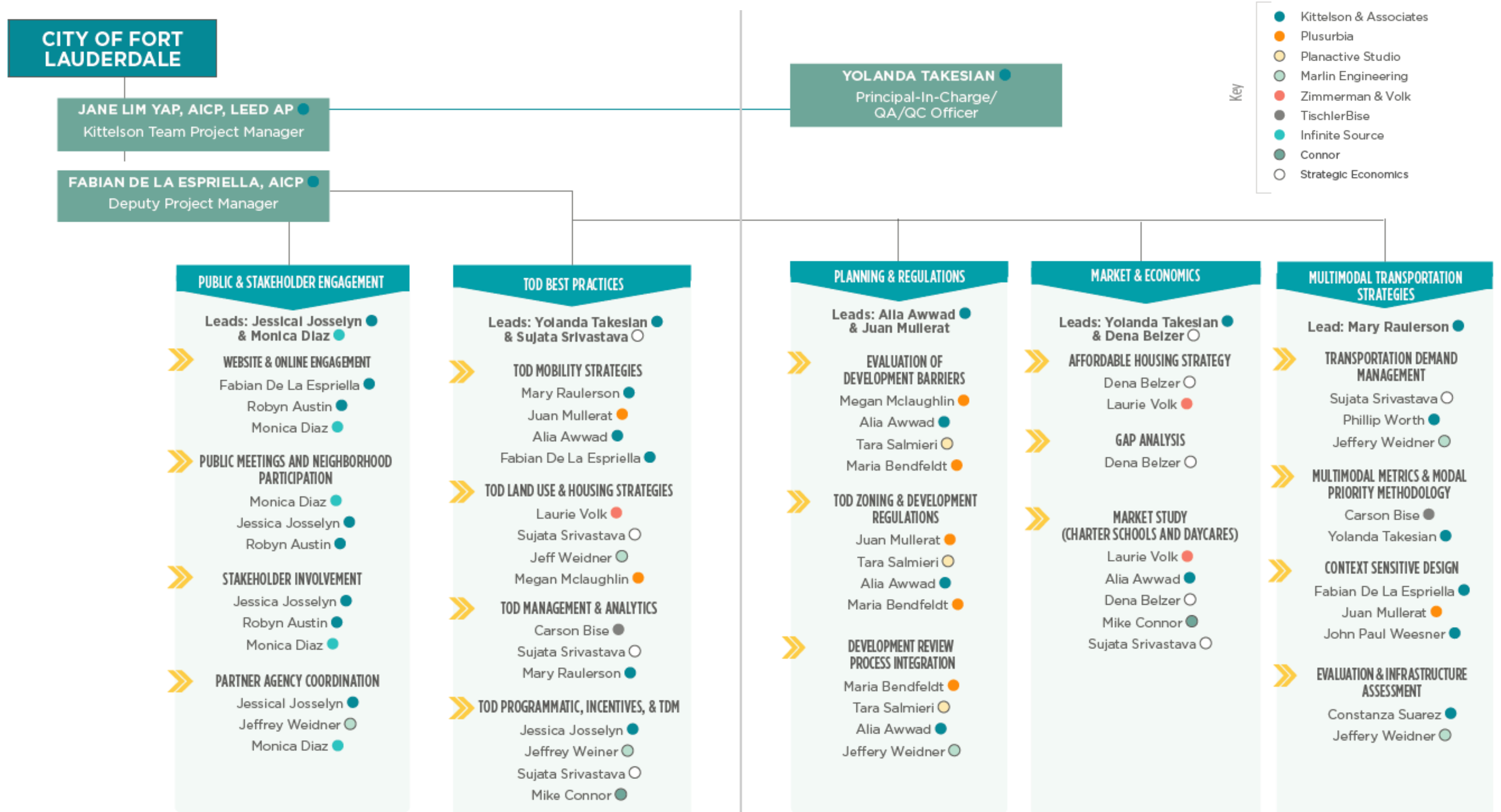
The consultant project management team is comprised of Jane Lim-Yap, project manager and Fabian De La Espriella, deputy project manager with strong support from the task leaders in each of the critical skills areas identified in the scope of work.

CITY OF FORT LAUDERDALE TEAM

The City of Fort Lauderdale team consists of its project manager, Collin Hodges, and other City of Fort Lauderdale staff. It is expected that Mr. Hodges will be the primary point of contact at City of Fort Lauderdale for the consultant team.

The City of Fort Lauderdale will provide consistent and timely direction throughout the duration of the Study. Any draft work products submitted by the consultant team to City of Fort Lauderdale will be reviewed by Mr. Hodges and other City of Fort Lauderdale staff and comments will be provided through Mr. Hodges to adhere to the scheduled delivery of final products (see Project Milestones and Schedule section).

Figure 3: Team Organizational Chart



CONSULTANT TEAM CONTACTS

Table 1 presents a list of KAI project leaders, along with their contact information.

Table 1: Project Contact List

Name	Phone Number	Email
KITTELSON & ASSOCIATES		
Fabian De La Espriella	786-766-7370	fdelaespriella@kittelton.com
Jane Lim-Yap	407-373-1113	jlim-yap@kittelton.com
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Jessica Josselyn	954-653-5622	jjosselyn@kittelton.com
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PLANACTIVE STUDIO		
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STRATEGIC ECONOMICS		
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TISCHLERBISE		
Carson Bise	240-401-4031	carson@tischlerbise.com
CONNOR ASSOCIATES		
Michael Connor	925-330-8876	mike@connor-associates.com
INFINITE SOURCE		
Monica Diaz	305-984-2715	monica@iscprgroup.com

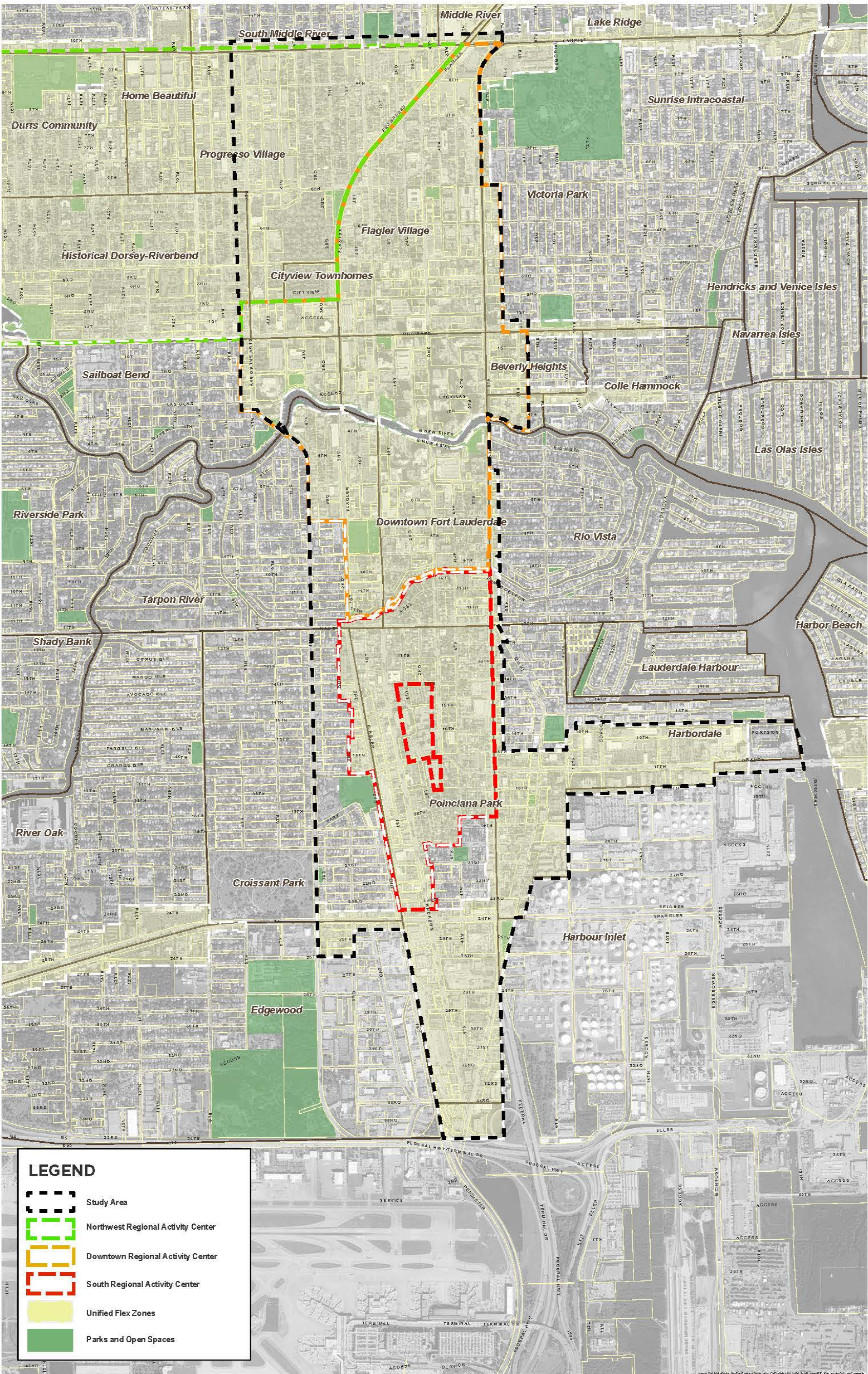
PROJECT DELIVERABLES

The consultant team will deliver all products as outlined in the scope of work (see Appendix).

STUDY AREA

The Study generally covers the area immediately surrounding the proposed Wave Streetcar Phase I, SE 17th Avenue Extension (Phase II), and Airport Extension alignments. The Study Area was defined considering a 1,000-meter walk shed from potential stations (per Institute for Transportation & Development Policy (ITDP) guideline), and the boundaries of the core area of Downtown Fort Lauderdale and the Unified Flex Zones and Regional Activity Center.

Figure 4 Study Area



PROJECT MILESTONES AND SCHEDULE

The project schedule below is a preliminary document presented on April 12, 2018. The Study Team will maintain a dynamic project schedule to adapt to necessary minor changes along the process. However, the end date of the study will remain unchanged to conform with the FTA grant requirements.

Federal TOD Planning Services
Project Schedule (04.12.2018)

Project Milestones & Schedule	2018										2019							
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	
Days from signed contract (April 6, 2018)																		
Task 1: Project Management Plan & Study Area Definition																		
Kickoff Meeting and Coordination Meetings																		
1A. Project Management Plan	•																	
1B. Defining Study Area	•																	
Task 2: TOD Best Practices Research																		
2A. TOD Best Practices Tech Memo		•																
Task 3: Public & Stakeholder Engagement																		
3A. Project website	•																	
3B.2 Public Meetings per Neighborhood Association		①	①										②	②				
3B.2 Community Workshops						①					②							
3C. Mock Development Review Workshop				①														
3D. Stakeholder Online Survey																		
3E. Public Online Survey																		
Advisory Team Meetings		①			②			③				④						
Task 4: Evaluation of Development Barriers																		
4A. Regulatory TOD Barriers Tech Memo					○	•												
Task 5: Affordable Housing Strategy																		
5A. TOD Housing Strategies Tech Memo								○	•									
Task 6: Live / Work / Play Needs Assessment																		
6A. Gap Analysis																		
6B. Market Analysis Tech Memo								○	•									
6C. Presentations to Governing/Advisory Boards (4 presentations covering Tasks 1-6)										①②	③④							
Task 7: Transportation Demand Management (TDM) Plan																		
7A. TDM Plan									○	•								
Task 8: TOD Zoning & Development Regulations																		
8A. TOD Guidelines and Code Updates																		
8B. County/State Process Review and TOD Policy Integration																		
8C. Presentations to Governing/Advisory Boards (4 presentations covering Tasks 7-8)													①②	③④				
Task 9: Streetcar Connections & Multimodal Level of Service (MMLOS)																		
9A. Meetings with State, County, and MPO (2 presentations)											①		②					
9B. MMLOS Methodology Tech Memo														•				
9C. Cross Sections																		
9D. Final TOD Workshop																①		
9E. Infrastructure Assessment Tech Memo														○	•			
Task 10: Final TOD Report																		
10A. Final TOD Report																○	•	
10B. Presentations to Stakeholders on Results (4 presentations covering Task 9)																	①②③④	
Task 11: Miscellaneous Support																		
11A. Meeting Support from project management-level staff																		
11B. Meeting/outreach support from junior-level staff																		
11C. Graphic support																		
11D. Development of concept plan for 1 (one) station pair along proposed Tri-Rail Coastal Link corridor (station location and timing TBD by City staff)																		

Legend

Meetings (numbered) - ① | Major Draft Deliverable - ○ | Major Final Deliverable - •

QUALITY ASSURANCE/QUALITY CONTROL PLAN

The consultant team will ensure product quality through a robust internal review and critique procedure. Yolanda Takesian and Jane Lim-Yap, serving as the consultant QA/QC manager and project manager (respectively), will review and critique the assumptions, procedures, plans, estimates, and drawings. The ongoing nature of review activities results in technically sound and quality products through:

- Independent review of all products by a team member that did not author the product.
- Detailed review of both the technical information and the copy editing and review of the style/tone of the product to ensure that it is understandable by non-technical stakeholders.
- The integrated team approach brings key team members that are engaged with all activities of the project—both the land use and transportation components—at all times. This maximizes opportunities for critical review, feedback, and best possible outcomes. It should be emphasized that each important Study activity and milestone will continue to be the responsibility of a single team member, so accountability can be maintained. However, this approach of keeping everyone involved in every stage of the Study ensures that the full strength of the team’s collective experience and capabilities will be brought to bear on every aspect of the Study.
- Each team member firm has its own strong internal capabilities for technical/editorial review and input, and each has its own internal protocols for quality assurance/quality control. These capabilities and protocols will further benefit the Study.

The consultant team is committed to delivering a quality product on schedule and within the project budget. The team’s commitment to schedule is achieved through regular and open communication with project staff and the client on issues to be overcome, deliverables to be completed, and upcoming tasks. Through this communication, all Study Team members understand goals, schedule, and needs.

PUBLIC INVOLVEMENT STRATEGY

Public involvement is identified as a priority throughout the TOD planning project. Facilitating engagement opportunities for all members of the public to provide input is critical to building project awareness and community trust as well as making sure that the plans reflect the needs and desires of the community. Going above and beyond public meetings, the Study will incorporate a wide variety of innovative engagement methods that utilize both in-person and digital formats. The objective is to guide the City through the engagement phases of the TOD planning project and make sure they are hearing from the right people at the right time. All the public engagement will be conducted with the following goals in mind:

1. Maximize community participation.
 2. Ensure a diversity of participants.
-

3. Facilitate meaningful and informed dialogue.
4. Collect actionable data on community member preferences.

A collaborative and context-sensitive public engagement process is proposed as part of this project. The City is committed to a public engagement effort that strives to achieve the following:

- **Maximize Opportunity for Engagement:** Provide residents, visitors, and interested stakeholders with a variety of opportunities to participate in all phases of the public involvement process, including engaging members of the community that have traditionally not been well represented in the transportation decision-making process.
- **Continuous and Open Communication:** Provide community members, visitors and interested stakeholders with clear, timely, and accurate information related to the development of the various studies/tasks as they progress;
- **Appropriate Techniques:** Use a variety of techniques to gather input from diverse groups within the community; and
- **Evolve and Refine:** Continually review and improve strategies and techniques to ensure efforts are effective in meeting the engagement goals.

In addition to reaching out directly to residents and workers, the TOD project will extensively engage private stakeholders, public agencies, nonprofit organizations, the City Commission, and relevant City advisory boards / committees. A preliminary list of potential stakeholders is listed below:

- City of Fort Lauderdale
 - Advisory Boards
 - Central City Community Redevelopment Area
 - Department of Sustainable Development
 - Downtown Development Authority
 - Department of Economic Development
 - Housing Authority
 - Department of Public Works
 - Department of Engineering
 - Department of Transportation and Mobility
 - Department of Urban Design and Planning
 - Department of Parks and Recreation
- Broward County
 - Broward County Planning Council
 - Planning & Development Management Department
 - Environmental Planning & Community Resilience
 - Environmental Protection & Growth Management
 - Transit Department
 - Highway Construction & Engineering Department

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- Transportation Department
 - Public Works Department
 - Planning & Environmental Management Department
 - Housing Finance & Community Redevelopment Department
 - Broward MPO
 - FDOT
 - Office of Transit & Modal Development
 - Office of Planning & Environmental Management
 - Federal Transit Administration
 - FTA Region 4 Office
 - Schools
 - Broward County Public Schools
 - Virginia Shuman Young Montessori
 - Chambers of Commerce
 - Greater Fort Lauderdale Chamber of Commerce
 - Broward County Black Chamber of Commerce
 - Puerto Rican Chamber of Commerce of Broward County
 - Improvement Districts
 - Las Olas Association, Inc
 - Property Owners of Las Olas
 - Flagler Village Improvement Association
 - Historic Districts
 - Sailboat Bend Historic District
 - The Stranahan House District
 - Neighborhood & Civic Associations
 - Middle River Terrace Neighborhood Association
 - Home Beautiful Park Civic Association
 - Durrs Community Association, Inc.
 - Progresso Village Civic Association
 - Historical Dorsey-Riverbend Civic Association, Inc
 - City View Townhomes Association
 - Flagler Village Civic Association
 - Victoria Park Civic Association
 - Lake Ridge Civic Association, Inc.
 - Sailboat Bend Civic Association
 - Beverly Heights Association, Inc.
 - Downtown Fort Lauderdale Civic Association
 - Tarpon River Civic Association
 - Rio Vista Civic Association
 - Poinciana Park Civic Association
 - Croissant Park Civic Association
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- Harbordale Civic Association, Inc.
- Harbour Inlet Association
- Edgewood Civic Association
- Broward County Convention Center
- Fort Lauderdale/Hollywood International Airport
- All Aboard / Brightline
- South Florida Regional Planning Council
- South Florida Regional Transportation Authority
- Broward County Health Department
- Community Centers
- Private Sector Partners
 - Crush Law
 - Stiles Residential Group
 - Tripp Scott - Attorneys at Law
 - Berger Singerman LLP
 - Lochrie and Chakas
 - Greenberg Traurig
 - Cadence Landscape Architects
 - Glavovic Architecture Studio
 - Keith & Associates
 - Flynn Engineering Services
 - Ken Stapleton & Associates
 - Kimley-Horn & Associates
 - Tindale-Oliver & Associates
 - Keith & Schnars
 - E-Sciences
 - Gunster (Michael Marshall)
 - FAU / Broward College
 - Holland & Knight
 - Colliers International (Bradley Arendt)

Community Engagement Tools & Methods

The team has laid out an outreach program based on innovative engagement and a strong tie between process and outreach to ensure that the right questions are asked of the public and stakeholders at the right time in order to be incorporated into the planning as it evolves over the course of the study.

The project team believes that strong community involvement is necessary to create an achievable vision. TOD planning projects that lead to implementation are those in which local champions, including residents and business owners are actively involved and take ownership of the vision. The team will ensure success of this TOD Study by “planning with” the community rather than “planning for” the community. The opportunity here is to not only understand the needs of the existing and future users

of transit, but also to inform and share ideas on how transit can be a true community asset, and a feature that residents, workers, and visitors will be excited about. The public outreach strategy for this project will attract and actively engage existing and future potential transit riders, residents, and elected officials, as well as landowners and business leaders, aiming to get “buy-in” from local stakeholders, which is critical to the ultimate success of actions resulting from the Study.

The project’s approach to public involvement will not rely on a single strategy. Rather, it will incorporate a full menu of innovative public outreach tools that builds upon active community participation and ownership throughout the planning process. The program of strategies are designed to accommodate traditional and innovative stakeholder communication methods that reflect the diversity of stakeholders in the Study area. The approach includes a variety of tools and methods including, but not limited to, the efforts detailed below:

Project Website: An interactive, mobile-friendly website will provide information such as project milestones, important project documents, links to surveys and survey results, meeting announcements, and information on TOD best practices. A shareable link to the website will be included in email correspondence as well as on social media to generate traffic back to the website. The project website is a crucial component of this effort and will serve as an important link for dissemination of project information.

Timing: 5/2018 through 9/2019

Social Media: Social media will be used extensively to provide project information to specific communities, promote public events and encourage participation in the planning process. Posts can be shared in real time and include a call to action to drive traffic to the project website and survey tools. Using consistent hashtags such as #nextstopFTL, #FTLmovesforward, #destinationFTL will help amplify the message across multiple platforms. Paid social media may be used to reach a more specific audience with messaging that will increase engagement arounds key milestones and survey participation.

Timing: 6/2018 through 9/2019

Interactive Online Survey: Online and digital engagement will be a key component of the public outreach strategy. Two thoughtfully designed, mobile-friendly surveys will be designed and promoted to obtain quantifiable feedback from neighbors regarding what aspects of TOD they consider appealing (e.g. opportunities), and what aspects they consider unappealing (e.g. challenges). These surveys will gather input from the public on key topics such as the TOD regulatory structure and to gauge public perceptions about the application of TOD and their tradeoffs. The survey will be available in English and Spanish and will be promoted through paid social media and print advertising, in addition to outlets such as Nextdoor and Neighborhood Associations, to boost survey participation. While a survey vendor has not yet been chosen, one possibility is MetroQuest (<http://metroquest.com/>) given their emphasis on intuitive, visually appealing surveys that typically attract a high volume of responses.

Timing: The survey will be live for at least thirty days in June or July 2018.

Community Briefings: These are targeted presentations and discussions with neighborhood and civic associations at their regularly scheduled meetings. The team aims to meet twice with each association throughout the life of the project to provide project status updates and gather input.

Timing: 6/2018 through 6/2019

Citywide Open Houses: Regardless of extent of the official Study area, transit accessibility impacts the entire City of Fort Lauderdale. Therefore, at least two citywide open houses/workshops will be held to solicit feedback from neighbors and neighborhoods including those that do not necessarily fall within the Study area.

Timing: Two citywide open houses. Exact dates TBD, however the first open house may be held at the beginning of the Study to inform its direction, and the second may be held later in the Study to gather feedback on deliverables.

Technical Working Group (TWG) Meetings: The Study Team will assemble during the initial phase of the project a Technical Working Group in order to maintain continuous engagement with key City of Fort Lauderdale staff and representatives from partner agencies. The Study Team will meet with the TWG five times at key milestones throughout the course of the Study. These meetings will help in providing direction and getting feedback and input on preliminary ideas and function as an additional communication channel between the Study Team, stakeholders, the general public, and governing boards.

Timing: Exact dates TBD, however the first TWG may be held sometime in June, and subsequent meetings will be scheduled every two to three months thereafter.

Stakeholder Interviews: One-on-one interviews will be conducted with key Study area stakeholders to inform the Study's issues and opportunities, and lay the foundation for relationships between the Study and individuals and groups with strong connections to neighborhoods, business interests, and resources that will be important to the Study's accuracy about current conditions and its value to all that may have a role in using it to guide change. The interviews will be conducted during the first phase of the Study (understand the issues, opportunities, and objectives). The Study Team will gather input on the stakeholder list from the Technical Working Group.

Timing: Approximately 20-25 total meetings scheduled beginning between June and July 2018.

Community Liaisons Group (CLG) Meetings: Following the initial stakeholder interviews, the project team will lead tailored discussions (focus groups, town hall-style meetings, pop-up events/tables, workshops, and TOD project team participation in existing planned events) with members of local groups. These meetings will provide the opportunity to review the corridor planning process and Study objectives, and issues and opportunities identified from stakeholder interviews and data collection and analysis, and to vet the goals and objectives of the Study. This strategy will enable the Study Team to take the project information directly to the people to educate them about the project and their role in its development, and obtain critical public input to inform the Study's decision-making processes. This group may include major employers, neighborhood and civic associations, and non-governmental organizations with interests within the Study area.

Timing: Exact dates TBD, however most likely following stakeholder interviews, and per direction of the TWG.

Mock Development Review Workshop: This is a targeted session with the development community to understand the challenges and opportunities that business owners and the development community anticipate when faced with going through the development approval process with the City of Fort Lauderdale and partner agencies. Recognizing the competitive and proprietary nature of development decisions, the specific approach to this workshop will be refined at the conclusion of the stakeholder interviews.

Timing: Exact dates TBD, however the workshop will be held during the initial months of the project to provide relevant input to subsequent project tasks.

Presentations to governing/advisory bodies: The Study Team will lead various meetings with committees and governing boards at key project milestones. Three instances have been identified throughout the course of the Study to cover specific project tasks. The first round of presentations will cover tasks 1 through 6, with special emphasis in the identification of development barriers, market analysis and housing strategy. The second round of presentations will focus on tasks 7 and 8, with special emphasis on the transportation demand management plan and the TOD zoning and proposed development regulations. The third round of presentations will focus on tasks 9, with special emphasis on the multimodal LOS methodology, proposed street cross sections, and infrastructure assessment.

Timing: Exact dates TBD, however tentative months for presentation have been identified. First round of presentations are planned for the months of December 2018/January 2019; second round of presentation are planned for the months of May and June 2019; and third round of presentations are planned for the months of August 2019.

PROJECT MANAGEMENT APPROACH

This section outlines the project management protocols and strategies to be used throughout the duration of the Study.

PROGRESS SHARING

Progress on the Study will be primarily communicated through monthly progress reports submitted by the consultant team to Collin Hodges. Biweekly coordination meetings will be used to expand upon or answer questions about task related action items, in addition to other project-related matters. In addition to the progress reports, the consultant team will maintain a dynamic log of issues and actions.

REVIEW PROTOCOL

It is expected that the TWG —which includes agencies as listed in the Decision-Making Framework section (Page 2) —will review all major Study deliverables. Collin Hodges, as the City of Fort Lauderdale team’s project manager, will gather, compile, and submit comments from the TWG to the consultant

team. After one (1) round of TWG review and consultant team revisions, final versions of the deliverables will be made available to the TWG and other stakeholders.

This review protocol will be clearly described during the first TWG meeting. During these meetings, expectations will be set regarding the timing, quantity, and granularity of input that will be requested from each TWG subgroup.

DATA MANAGEMENT AND VERSION CONTROL

Due to the complex nature and lengthy duration of the project, it is critical to set ground rules regarding data sharing. The consultant team is looking to make full use of collaborative, online, cloud-based solutions that streamline communications and file-sharing. To the extent possible, email attachments will be discouraged in favor of collaborative project folders—particularly for the delivery and review of draft work products.

MANAGING POTENTIAL CHALLENGES

The consultant team will manage the Study to identify potential challenges in order to minimize impacts to Study decision-making, schedule, budget, and quality of work products. This section explains how potential challenges are identified, how contingency strategies are devised, and how those strategies are applied should any identified potential challenge become a reality. Potential challenges and Study management responses are outlined in Table 2.

Table 2: Potential Challenges and Responses

Potential Challenges	Project Management Responses
Extended review periods	Teleconference with City of Fort Lauderdale and TWG representatives to walk them through the deliverable, identifying critical and less critical content in the deliverable.
Potential conflicting comments on work products among TWG members	Addressing key issues clearly during TWG working meetings, documenting major directions from the meetings, and sharing timely draft and final meeting notes. Working sessions and meetings to review comments and resolve conflicting directions before integrating comments into final products.
Stakeholder misinformation on the goals and objectives of the Study	Consistent management of information shared with the public regarding the project by directing TWG members to utilize and link to Study communication materials and channels. Clear, open, and well-documented communication of Study purpose, potential outcomes, and key decisions.

Potential Challenges	Project Management Responses
Lack of agreement among reviewers regarding desired outcome of the TOD Study	The consultant team will work with the TWG to identify conflicts and develop procedures for addressing them, resolving them, or identifying them as topics for future studies.
Lack of agreement among decision-makers regarding desired outcome of the TOD Study	<p>The Study Team—including City of Fort Lauderdale—will re-affirm the purpose of the Study to decision-makers early in the Study. In addition to asking what decision-makers want out of the TOD Study, the Study Team will also ask what they <i>do not</i> want out of the Study. The team will document buy-in at that time.</p> <p>If disagreement arises further down the line, the team will refer to the agreed-upon purpose of the Study and develop revisions to the scope of the Study, if needed based on the TWG’s direction.</p>
Change(s) in the consultants’ staffing	The consultant team will always have two to three staff involved or aware of all aspects of the project. Should staff changes occur, transition of task responsibilities to other staff will be relatively smooth.
Change(s) in City of Fort Lauderdale’s project staffing	The City of Fort Lauderdale team will always have two to three staff involved or aware of all aspects of the project. Should the project manager(s) step down, transition of task responsibilities to other staff will be relatively smooth.
Projects or plans performed by other agencies undermine the effectiveness of the TOD Study	<p>At the onset of the project, the consultant team will gather information from the TWG regarding any reasonably foreseeable studies or projects that could affect the effectiveness of the TOD Study. These studies and their expected products or projects will be accounted for as part of the TOD Study.</p> <p>The TWG will also be asked to communicate with the Study Team as soon as studies or projects that may have an impact on the TOD Study are initiated.</p>
The Wave Streetcar does not advance to implementation	Coordination with key City leadership, TWG and the Study Team to re-visit and gain consensus on assumptions for transit investments along the proposed corridor as well as a clear public messaging of the purpose and goals for the TOD Study.
High number of stakeholders interested in participation	The consultant team will develop a public website to facilitate participation by a large number of stakeholders (100+).

FINAL REPORT DRAFT FRAMEWORK

This project will culminate in a TOD Final Report that threads together all the work completed throughout the life of this project. The document will provide informative graphics, outline actionable recommendations to implement the TOD plan within short-, mid-, and long-term timeframes, and allow current and future City staff to reference the results efficiently. A high-level and preliminary outline is as follows; this framework will be refined as tasks are completed and analysis are conducted.

- Introduction / Background
 - Study Process
 - TWG Engagement
 - CLG Engagement
 - Public Engagement
 - Planning Context
 - Previous Plans
 - Existing Conditions
 - Issues and Opportunities
 - TOD Best Practices
 - Development Barriers
 - Housing Strategies
 - Live/Work/Play Needs Assessment
 - TOD Plan
 - Transportation Demand Management Plan
 - TOD Zoning & Development Regulations
 - Multimodal Connections to Transit
 - Implementation
 - Short-Term and Long-Term
 - Funding
 - Phasing
-

APPENDIX

SCOPE OF WORK

City of Fort Lauderdale

Bid 12093-885

SECTION III - TECHNICAL SPECIFICATIONS/SCOPE OF SERVICES

3.1 Introduction

The City of Fort Lauderdale (City) has been awarded a grant under the Federal Transit Administration's (FTA) Pilot Program for Transit-Oriented Development (TOD) Planning. This grant is a Section 5309 Capital Improvement Grant (CIG) that is intended to fund TOD planning activities that are supportive of a major transit investment associated with an FTA Core Capacity, New Starts, or fixed-guideway Small Starts project. In this case, the major transit investment is the Wave Streetcar, and the TOD grant is broadly intended to advance the following goals in conjunction with the deployment of Wave Streetcar service and a transit-oriented core:

- A. Enhance economic development and ridership;
- B. Facilitate multimodal connectivity and accessibility;
- C. Increase non-motorized access to stations;
- D. Enable mixed-use development;
- E. Identify infrastructure needs associated with the Wave Streetcar and a transit-oriented core;
- F. Include private sector participation.

Addressing these goals will also move the City forward in achieving its number one infrastructure goal of being "a pedestrian friendly, multi-modal City" that allows neighbors to move "seamlessly and easily through a safe transportation system where the pedestrian is first." These goals are described in more detail in both the City's current vision plan and active strategic plan. This effort will also directly address Infrastructure Objective 1 in the City's strategic plan, which is to "improve transportation options and reduce congestion by working with agency partners." Within this objective, Strategic Initiative 3 specifically calls for TOD ordinances.

The Scope of Work in Section 3.2 outlines the City's proposed approach to addressing the goals above stated, in addition to the objectives in other applicable guiding documents like the City's Comprehensive Plan. **Proposer shall review the specifications for completeness and the ability to perform. Any additional scope of work or information required to achieve the City's objective should be included in the proposal.**

Work under this grant must be completed by September 2019, and the total project budget is \$1,000,000.

3.2 Scope of Work

Task 1 – Project Management Plan & Study Area Definition

The consultant shall develop a project management plan and work with City staff to finalize the project study area.

Deliverable 1a: Concise project management plan that outlines, at minimum:

1. Schedule of project management meetings with City staff.
2. Stakeholder list that includes all relevant public, private, and nonprofit groups.
 - a. **Public** stakeholder examples include (but are not limited to) City of Fort Lauderdale departments, advisory boards, State/County professionals, neighborhood associations, Council of Fort Lauderdale Civic Associations, and relevant public authorities.
 - b. **Private** stakeholder examples include (but are not limited to) local businesses, developers, lenders, insurance providers, and land use attorneys.
 - c. **Nonprofit** stakeholder examples could include (but are not limited to) any educational institutions or nonprofits within the City of Fort Lauderdale that have vested interests in

affordable housing, public transportation, public health, urban planning, or general transportation issues.

3. Project timeline and timeline graphic.
4. Public involvement schedule.
5. Schedule of meetings with the Commission and relevant boards and advisory groups.
6. Proposed structure of final report that synthesizes all applicable deliverables.

City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final Project Management Plan.

Due: No later than 30 calendar days after notice to proceed.

Format:

- Two printed copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. Word, InDesign, or similar)

Deliverable 1b: Refinement of the project study area that defines an overall "streetcar influence area" for both the core Wave alignment and extensions (see Context Map in section 3). Relevant plans and existing regulatory boundaries influencing the potential study area shall be consulted, including but not limited to Regional Activity Center boundaries, existing zoning district / TOD guideline boundaries, and unified flex policy areas. Appropriately-scaled subdivisions of the resultant study area shall be created for the purpose of geographically organizing subsequent tasks wherever necessary.

The study area shall be finalized in consultation with City staff, and shall ultimately be a reflection of both the area likely to be affected by the Wave Streetcar and the area within which policy changes consistent with TOD could be implemented.

Due: No later than 30 calendar days after notice to proceed.

Format:

- PDF copy
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

Task 2 – TOD Best Practices Research

Consultant shall document U.S. and international TOD best practices in a technical memo that will inform work in all subsequent tasks. The primary goal is to compile a list of easily-referenced best practices that is concise and legible. Images, maps, and references shall be included where necessary.

This task shall also identify public-private partnerships that have been successful in other cities that the City of Fort Lauderdale could consider cultivating locally.

Deliverable 2a: A concise technical memo summarizing applicable best practices both in the U.S. and internationally. The memo shall include a suitable contact for each best practice that City staff can communicate with in the future as needed. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

The following topics shall be considered, but may be refined according to the advice of the consultant and the needs of City staff:

- **TOD Mobility Strategies**

Examples include:

1. Multi-Modal Level of Service (MMLOS) methodologies;
2. Modal priority ranking systems;
3. Bicycle/streetcar integration plans;
4. Optimal loading/unloading zone placements;
5. Vision Zero coordination;
6. Transportation network companies (TNC) integration best practices, especially related to efficient passenger loading/unloading, and strategies to decrease "circling" while waiting for fares;
7. Integration of automated vehicle technology;
8. Pedestrian Priority Zone implementation and tactical urbanism demonstrations;
9. Maintenance of traffic and special event protocol; and
10. Truck routing

- **TOD Land Use & Housing Strategies**

Examples include:

1. TOD-supportive land uses vs. incompatible uses that should be eliminated;
2. Quantification of housing costs when reduced transportation expenditures are taken into account;
3. Affordable housing strategies;
4. Reduced rent for tenants that do not own vehicles, or charging for parking;
5. Streamlined approval processes for TOD area projects;
6. Public-private partnership opportunities for TOD, parking facilities, K-12 public or charter education facilities, and college/university housing;
7. Development mitigation measures;
8. Additional development requirements such as transportation demand management (TDM) and traffic circulation plans;
9. Parking management districts;
10. Active design requirements; and
11. Tiered incentive programs for green design and construction to developers and public sector project managers, including seal/certification programs.

- **TOD Management & Analytics**

Examples include:

1. Methodology for quantifying benefits from TOD and increased utilization of multi-modal transportation (e.g., economic impacts, quality of life impacts, etc.); and
2. Evaluation metrics and reporting systems.
3. Multimodal concurrency/impact fee structures.

- **TOD Programmatic, Incentives, and TDM**

Examples include:

1. Innovative parking standards that are based on area-wide market conditions and demand, rather than site-specific ratios;
2. Incentives to developers in return for creating new public open space, "breaking the block," offering tenant programs for car sharing memberships, bike share memberships, and/or subsidized transit passes;
3. Transportation impact fees and concurrency fees;
4. Examination of applicable public-private partnerships
5. Charter school (or similar) integration with TOD project areas;

6. City partnership opportunities for programming/operations (e.g., car sharing programs, retailer incentive programs for alternative modes of travel, development incentives to incorporate transit/car sharing);
7. Flexible work schedules or employer service programs (e.g. alternative benefits packages for employees in urban core);
8. "Last mile" options including policies, incentives, and advertising/promotions to maximize reach of existing multi-modal options;
9. Using parking and other restricted use funding for transportation activities; and
10. General governance of TOD areas (e.g., policies and fundraising, etc.).

Due: No later than 60 calendar days after notice to proceed.

Format:

- Two printed copies
- PDF copy
- Copy of document and all document components in original format (e.g. Word, Excel, InDesign, or similar)

Task 3 – Public & Stakeholder Engagement

Collect actionable data regarding TOD outcomes preferred by the community and stakeholders through surveys, interviews with elected officials, the private sector, relevant City/County/State departments, and other key stakeholders. This process shall strive for high participation rates that result in meaningful consensus from both the stakeholder and public processes, and shall incorporate innovative engagement methods.

Deliverable 3a: Consultant shall develop all materials for a regularly-updated project website, which will include all project milestones and documents, links to surveys and survey results, public meeting announcements, and information on TOD best practices from Task 2. The project website shall coordinate with the Design & Construction Manual¹ team to include relevant information from that project. The consultant shall develop all materials necessary for inclusion on the project website. It is preferred that the project website be integrated into the City's existing website, and City staff will update the website using materials created by the consultant.

Due: Project website shall be live and accessible by the public no later than 45 calendar days after notice to proceed.

Format:

- Live, visually-oriented website

Deliverable 3b: Lead up to 2 public meetings, open houses, workshops, walkshops, or similar format in each Neighborhood Association that falls fully or partly within the immediate project study area. In addition, at least two city-wide public open houses, workshops, walkshops, or similar shall be held. The consultant shall attend each meeting with City staff to provide supportive services, including but not limited to development and printing of meeting materials, assistance addressing questions during and after event, walkshop route identification and narration, and setup/breakdown.

Due: Meeting schedule to be determined in consultation with City staff.

¹ *Fast Forward Fort Lauderdale: Design and Construction Manual for a Sustainable and Resilient Community and Cohesive Public Realm* is a parallel effort funded under the same grant. It will establish a manual of sustainable, climate-responsive public realm designs and treatments for City staff to reference during project development.

Format:

- Meeting format to be finalized in consultation with City staff.
- Consultant to create, format, and print all necessary meeting materials.
- Consultant to take meeting minutes and/or create meeting summary.

Deliverable 3c: Consultant shall work with City staff to develop and execute a “Mock Development Review” workshop with relevant stakeholders. The goal of the workshop will be to bring a mock development proposal through the existing development review process, and use the workshop as a forum for open dialogue between stakeholders that identifies challenges and opportunities.

Due: Workshop schedule, content, and invitees to be determined in consultation with City staff.

Format:

- Consultant to create, format, and print all necessary workshop materials.
- Consultant to summarize the results of the workshop in written and/or graphic form.
- PDF copy of results summary
- Copy of results summary in original format(s) (e.g. InDesign, Illustrator, or similar)
- If applicable:
 - GIS map file (.MXD or similar)
 - File geodatabase containing all data referenced in the GIS map file

Deliverable 3d: The consultant shall implement an appropriate online survey that obtains quantifiable feedback from professional public, private, and nonprofit stakeholder groups regarding what types of code changes, policy changes, incentives, data-sharing, City partnerships, review process modifications, etc. could make transit-oriented development more attractive and feasible within the study area. The survey shall be easily accessible from the project website, and the consultant shall publicize the survey to all stakeholders identified in Deliverable 1a. Survey content shall be developed in partnership with City staff. Consultant shall tabulate results and summarize as a one-sheet infographic.

Due:

- Survey live no later than 90 calendar days after notice to proceed.
- Survey closed no later than 30 calendar days after survey goes live.
- Tabulation of survey results and infographic completed no later than 7 calendar days after close of survey.

Format:

- Raw data from survey provided to City staff
- Synthesized data from survey provided to City staff
- PDF copy of results infographic
- Copy of infographic in original format (e.g. InDesign, Illustrator, or similar)
- If applicable within infographic:
 - GIS map file (.MXD or similar)
 - File geodatabase containing all data referenced in the GIS map file

Deliverable 3e: Consultant shall develop and administer a visually-oriented, interactive survey using a survey vendor chosen in partnership with City staff. The goal of the survey shall be to obtain quantifiable feedback from the public and relevant representative organizations regarding what aspects of TOD they consider appealing (e.g. opportunities), and what aspects they consider unappealing (e.g. challenges). This survey shall also be intended to educate on the tradeoffs inherent to developing a transit-oriented

downtown, while simultaneously collecting feedback. Results from previous deliverables should be cited in the survey if appropriate.

The survey shall be easily accessible from the project website, and the consultant shall publicize the survey to all public contacts and relevant organizations identified in Deliverable 1a. A budget for paid social media, online, and print advertisements to assist in publicizing the survey shall be developed and utilized. Survey content shall be developed in partnership with City staff, and the consultant shall provide a Spanish language translation of the survey that will be administered in conjunction with the English version. Consultant shall tabulate results and summarize as a one-sheet infographic.

Due:

- Survey live no later than 90 calendar days after notice to proceed.
- Survey closed no later than 30 calendar days after survey goes live.
- Tabulation of survey results and infographic completed no later 7 calendar days after close of survey.

Format:

- Raw data from survey provided to City staff
- Synthesized data from survey provided to City staff
- PDF copy of infographic
- Copy of infographic in original format (e.g. InDesign, Illustrator, or similar)
- If applicable within infographic:
 - GIS map file (.MXD or similar)
 - File geodatabase containing all data referenced in the GIS map file

Task 4 – Evaluation of Development Barriers

Evaluate existing City Development processes, design guidelines, codes, ordinances, parking standards, and governing processes that impact TOD in the study area. County and State review processes shall also be examined. Feedback from stakeholders and the public, including survey results, shall be incorporated into the analysis.

Where applicable, any identified real estate market needs and trends that may be affected or otherwise intertwined with development barriers shall cite recent studies, stakeholder interviews, or other relevant sources. An evaluation of existing financial constraints to TOD shall be included.

Deliverable 4a: A concise technical memo identifying barriers to best-practice TOD projects in the project study area. Primary areas of focus shall be determined in consultation with City staff, and will include an examination of issues such as regulatory inconsistencies, concurrency fees, design guideline clarity, barriers to the development of affordable/workforce housing, impacts of Broward County Trafficways Plan requirements, excessive uncertainties in review processes, inconsistencies between current plans, the effect of zoning regulations such as parking requirements on the intended vs. actual massing of buildings, and financial constraints including but not limited to factors such as lender practices/requirements and development costs. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 180 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy

- Copy of document and all document components in original format (e.g. Word, InDesign, or similar)

Task 5 – Affordable Housing Strategy

Considering best practices from Task 2 and feedback from Task 3, the consultant shall develop and justify a target income range for affordable workforce housing that is specific to the study area. The target income threshold shall incorporate TOD-related transportation cost savings that impact housing affordability.

With the goal of increasing the supply of affordable housing for the resultant targeted income range, a toolkit of innovative, TOD-supportive workforce housing funding and implementation strategies shall be developed that includes private sector programs and incentives, public sector policies, and cross-sector partnerships. These strategies must also address the affordable/workforce housing barriers identified in Task 4.

Deliverable 5a: A technical memo that analyzes potential TOD housing cost efficiencies and utilizes those findings in conjunction with the results of Tasks 2 and 3 to arrive at, and provide a contextual social and economic rationalization for, a workforce housing income range that is specific to the study area. The targeted income threshold shall include all necessary household and individual income ranges, in addition to distinguishing between how those income ranges relate to the existing cost of both rental and for-sale housing units.

With an emphasis on increasing the supply of affordable workforce housing that targets the income range identified in the first part of this technical memo, the consultant shall develop a toolkit of innovative, TOD-supportive workforce housing funding and implementation strategies that include public/private programs, partnerships, and incentives. Such strategies shall also consider, but shall not be limited to, relevant lender and developer practices such as Location Efficient Mortgages, micro units, reduced rent in lieu of parking, transit pass provision/fare subsidization, and TNC/taxi credits. The consultant shall also develop strategies for addressing the affordable/workforce housing barriers identified in Task 4, and where applicable carry over any TDM-related strategies to Task 5. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 240 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format (e.g. Word, Excel, InDesign, or similar)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

Task 6.1 – Live/Work/Play Needs Assessment

In order to minimize travel costs and fully capitalize on the TOD-related transportation efficiencies of the study area as defined in Task 5, a range of services need to be reasonably accessible without the use of a private vehicle. While some of these services may develop organically with increased population and employment density, it is important to understand what services may be required for zero- or single-vehicle households to thrive in the study area.

Deliverable 6a: A gap analysis that identifies contextual retail, service, and entertainment needs within the study area. The focus shall be on identifying facilities in those general categories that are needed to provide a complete "live/work/play" environment within the study area, and assessing the market / demographic

conditions that would be required to support those facilities. The gap analysis should combine accessible data visualization with a concise narrative. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 240 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format (e.g. Word, Excel, InDesign, or similar)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

Deliverable 6b: A technical memo that analyzes the potential existing market for transit- and active transportation-accessible charter school and daycare facilities within the study area. If the existing market is insufficient, the memo shall identify the threshold at which an adequate market for charter schools and daycare facilities could be necessary to facilitate growth while minimizing household transportation costs. Market criteria to be considered shall be selected in consultation with City staff. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 240 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. Word, Excel, InDesign, or similar)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

Task 6.2 – Presentations to Governing/Advisory Bodies

Deliverable 6c: Up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission (up to two readings of any resulting ordinance(s)). The presentations shall focus on Tasks 1 through 6 in addition to the anticipated trajectory of the project.

Due: Presentation schedule to be determined in consultation with City staff in Task 1.

Format:

- Consultant-led presentations, with City staff support. Format may differ slightly between meetings, and will be developed in consultation with City staff.
- Copy of presentation and all presentation components in original format(s) (e.g. PowerPoint or similar).

Task 7 – Transportation Demand Management (TDM) Plan

An effective streetcar-supportive TDM strategy is integral to this project and should draw on the results of all prior tasks, while also incorporating the data and findings of the Citywide Parking Study. The Citywide Parking study will evaluate the City's existing parking demand, supply, and the utilization of existing parking facilities.

In particular, this task shall focus on approaches such as the development of shared parking facilities, car sharing integration and signage allowances, taxi and Transportation Network Company (TNC) pick-up/drop-off zones, bike share station integration, and incentives aimed at influencing travel behavior, and consideration of the potential effect of autonomous vehicles and other new transportation technologies on parking and mobility strategies. For those driving single-occupancy vehicles to destinations within the streetcar influence area, the goal should be a "park once" downtown that makes multimodal travel desirable.

The TDM plan shall also include a market-based approach to parking requirements that evaluates development applications in light of area-wide shared parking resources, including an assessment of how such an approach could influence, or be affected by, common development and lending practices.

Deliverable 7a: Develop an actionable TDM plan for the study area that focuses on two elements: recommended requirements/incentives for private developments, and recommended City/County/State strategies.

For each element of the TDM plan, the focus shall be refined in consultation with City staff and shall include elements such as the development of shared parking facilities, use of convertible parking structures, a market-based, area-wide approach to parking requirements for public and private projects, car sharing integration, bicycle share and bicycle parking integration, TNC/taxi accommodations, and recommendations for proactively addressing the potential effects of autonomous vehicles and other relevant future transportation technologies on parking requirements and travel demand patterns. Consideration of the results of Tasks 2 through 6 will be extremely important.

The TDM plan shall allow for up to two site-specific feasibility studies for shared parking facilities. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final TDM plan.

Due: No later than 300 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components and all document components in original format(s) (e.g. Word, InDesign, or similar)

Task 8.1 – TOD Zoning & Development Regulations

Drawing heavily on the results of Tasks 2 through 7, the existing TOD Guidelines shall be updated. The new guidelines shall be codified in the Unified Land Development Regulations (ULDR) and incorporated into relevant governing documents wherever necessary, in addition to being fully integrated into the development review process.

For all applicable County and State review processes identified in Task 4, consultant shall provide action items that will enable the City to integrate those external processes in a way that could provide more consistency and predictability for development applications.

Deliverable 8a: Utilizing the best practices and results of Tasks 2 through 7, update and codify the existing TOD Guidelines while expanding them to conform to this project's study area. The update shall include mixed-use TOD zoning districts where applicable, and consider form-based code solutions. Successful completion of this deliverable shall require updates to all applicable governing documents and regulations, including but not limited to the ULDR, the Downtown Master Plan, and the South Andrews Master Plan.

For parts of the study area that fall outside of the jurisdiction of those plans, or for TOD-supportive elements that are not appropriate for inclusion in the governing documents, the ULDR and/or any other relevant documents shall be modified to ensure implementation of the updated TOD guidelines. For large parts of the study area that are outside of existing master plan boundaries, special overlay districts corresponding to areas identified in Deliverable 1b shall be considered as an implementation/overlay framework. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final TOD guidelines and implementation documents.

Due: No later than 390 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. InDesign or similar)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in GIS map files contained in the document.

Deliverable 8b: A technical memo that identifies action items for better integrating County and State review processes into the development review process. This deliverable shall focus on addressing the barriers identified in Task 4 related to County/State review processes, and incorporate best practices from Task 2 and feedback from Task 3. City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 390 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. InDesign or similar)
- If applicable within memo:
 - GIS map file (.MXD or similar)
 - File geodatabase containing all data referenced in GIS map files contained in the document.

Task 8.2 – Presentations to Governing/Advisory Bodies

Deliverable 8c: Up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission (up to two readings of any resulting ordinance(s)). The presentations shall focus on Tasks 7 and 8 in addition to the anticipated trajectory of the project.

Due: Presentation schedule to be determined in consultation with City staff in Task 1.

Format:

- Consultant-led presentations, with City staff support. Format may differ slightly between meetings, and will be developed in consultation with City staff.
- Copy of presentation and all presentation components in original format(s) (e.g. PowerPoint or similar).

Task 9 – Streetcar Connections & Multimodal Level of Service (MMLoS)

Safe and comfortable mobility for non-motorized traffic to and from the Wave Streetcar will be crucial to its success, particularly within the project study area. Transit connections to other modes will also be extremely

important. To move toward this goal, the consultant shall analyze existing conditions, draw on all prior tasks in this project, and consider all relevant existing plans and policies to develop a prioritized list of non-motorized and transit mobility infrastructure that is needed to support the Wave Streetcar. All identified mobility infrastructure projects shall be consistent with other adopted plans and projects.

In order to measure the success of these and future mobility projects, the consultant shall also develop an appropriate Multimodal Level of Service (MMLOS), or similar measure, that incorporates the comfort of non-motorized modes as one of its metrics. The consultant shall develop a modal priority methodology in conjunction with the MMLOS, with the goal of using a transferable methodology to determine a complete hierarchy of modes for each street segment in the study area. The resultant hierarchy will be used to prioritize the right-of-way when it is limited and unable to provide a satisfactory MMLOS for all modes.

Best practices from Task 2 shall be considered, and coordination with County, State, and Broward MPO stakeholders shall be conducted throughout this task in order to reach consensus where necessary.

Deliverable 9a: Up to two meetings with relevant FDOT and Broward County transportation engineering staff, and relevant Broward MPO staff. The goal of these meetings will be to present the results of the project to date and update FDOT, Broward County, and MPO staff on the City's approach to developing mobility recommendations and strategies in this task. The meetings will also be intended to identify major TOD challenges within County/State rights-of-way, and to further clarify review processes if necessary. Pertinent results of all prior tasks shall be drawn upon heavily.

Due:

- Meeting #1 to be held no later than 400 calendar days after notice to proceed.
- Meeting #2, if required, to be held no later than 415 calendar days after notice to proceed.

Format:

- Meeting format to be finalized in consultation with City staff.
- Consultant to provide meeting minutes, consensus items, and required follow-up actions.
- Consultant to create, format, and print necessary workshop materials.

Deliverable 9b: A technical memo that develops and justifies a suitable methodology for calculating an MMLOS, or similar measure, for streets and intersections within the study area. The MMLOS methodology shall be replicable, utilize easily-understandable inputs, and incorporate non-motorized traffic comfort. The Broward MPO developed an MMLOS metric in 2013, and Broward County plans to develop an MMLOS in 2018 for the purpose of analyzing Land Use Plan Amendments (LUPA's). The consultant shall coordinate with each of these MMLOS efforts, and shall also to coordinate with the Zonar team to ensure that inputs and outputs of their software's Traffic Impact Analysis Module are consistent with the results of this deliverable.

One of the purposes of the MMLOS will be to provide a rational basis for potential future multimodal impact fees. In this memo the consultant shall build upon the results of Task 4 where necessary to evaluate existing impact fees within the study area, and provide recommendations for changes if needed.

The firm shall also develop a replicable modal priority methodology with easily comprehensible inputs as part of this memo, and apply the methodology to streets within the study area to rank modal priority for each street segment. The ultimate purpose of this modal priority methodology shall be to develop a quantifiable way to assign modal priorities when right-of-way is limited and ideal street cross-sections cannot be achieved. Coordination with the Broward MPO's Urban Streets Guidelines shall occur at all steps of this deliverable.

City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 450 calendar days after notice to proceed.

Format:

- Two printed color copies of methodology description and justification.
- PDF copy
- Copy of methodology in original format (e.g. Word, InDesign, or similar)

Deliverable 9c: Within the streetcar influence area, a package of future "ideal" street cross section graphics shall be developed for representative roadway segments within the study area. City shall be given draft cross sections for review at least two weeks in advance of the anticipated completion of the final cross sections.

Due: No later than 450 calendar days after notice to proceed.

Format: Graphic format to be determined in consultation with City staff.

- Two printed color copies of package.
- PDF copy
- Copy of graphics in original format(s) (e.g. Illustrator, Photoshop, SketchUp, or similar)

Deliverable 9d: A final TOD partner agency meeting for this task with Broward County, FDOT, and Broward MPO partners that were engaged in Deliverable 9a. The goal shall be to present the results of, and justification for, Deliverables 9b and 9C. Any remaining issues anticipated in review processes or project development will be identified, and a course of action will be developed to address those issues.

Due:

- Final TOD Workshop to be held no later than 460 calendar days after notice to proceed.
- Consultant to provide meeting minutes, consensus items, and required follow-up actions.

Format:

- Meeting format to be finalized in consultation with City staff.
- Consultant to create, format, and print necessary workshop materials.

Deliverable 9e: A technical memo that maps, lists, and prioritizes non-motorized traffic and transit infrastructure projects that are necessary to allow safe and comfortable access to and from the WWave Streetcar alignment in the study area, taking into account the results of all prior deliverables in this task in addition to existing plans and priorities (both internal to the City and from external organizations). City shall be given a draft for review at least two weeks in advance of the anticipated completion of the final technical memo.

Due: No later than 480 calendar days after notice to proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. Word, InDesign, or similar)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

Task 10.1 – Final TOD Report

All deliverables from previous tasks shall be compiled, indexed, and narrated where appropriate. An executive summary shall be included. This task will result in a TOD Report that threads together all of the work completed for this project and allows current and future City staff to reference the results efficiently.

Deliverable 10a: Final TOD Report that meets all criteria stated above and includes a concise executive summary. City shall be given a draft for review at least three weeks in advance of the anticipated completion of the final report.

Due: No later than 540 calendar days from Notice to Proceed.

Format:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s) (e.g. Word, InDesign, or similar)

Task 10.2 – Presentations to Governing/Advisory Bodies

Deliverable 10b: Up to four presentations to relevant neighborhood and business groups, the Planning and Zoning Board, and the City Commission (up to two readings of any resulting ordinance(s)). The presentations shall focus on Task 9 in addition to the Final TOD Report itself.

Due: Presentation schedule to be determined in consultation with City staff in Task 1.

Format:

- Consultant-led presentations, with City staff support. Format may differ slightly between meetings, and will be developed in consultation with City staff.
- Copy of presentation and all presentation components in original format(s) (e.g. PowerPoint or similar).
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Task 11 – Miscellaneous Support

For tasks that involve City staff work, including but not limited to outreach activities and stakeholder meetings, the consultant will be expected to provide support. This task defines the support that shall be required.

Deliverable 11a: Up to 20 hours of on-site meeting support from project management-level staff, as appropriate.

Deliverable 11b: Up to 20 hours of on-site meeting/outreach support from junior-level staff, as appropriate.

Deliverable 11c: Up to 20 hours of support developing graphic materials at desired points in the project.

Deliverable 11d: A conceptual plan for one (1) station pair along the proposed Tri-Rail Coastal Link corridor. The station location for the concept shall be determined by City staff.

DUE: To be determined during Task 1a.

FORMAT:

- Two printed color copies
- PDF copy
- Copy of document and all document components in original format(s)
- GIS map file (.MXD or similar)
- File geodatabase containing all data referenced in the GIS map file

PROJECT BUDGET SUMMARY

City of Fort Lauderdale

Bid 12093-885

SECTION VI - COST PROPOSAL PAGE

Proposer Name: Kittelson & Associates, Inc.

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Firm shall quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted. Additional lines have been provided for you to include any costs not listed.

TASK	ESTIMATED HOURS	COST NOT TO EXCEED
Task 1 – Project Management Plan & Study Area Definition	161	\$25,725.63
Task 2 – TOD Best Practices Research	378	\$63,733.78
Task 3 – Public & Stakeholder Engagement	2213	\$309,567.70
Task 4 – Evaluation of Development Barriers	364	\$58,091.60
Task 5 – Affordable Housing Strategy	349	\$57,529.52
Task 6.1 – Live/Work/Play Needs Assessment	540	\$90,512.80
Task 6.2 – Presentations to Governing/Advisory Bodies	108	\$16,971.02
Task 7 – Transportation Demand Management (TDM) Plan	286	\$41,847.28
Task 8.1 – TOD Zoning & Development Regulations	572	\$93,327.20
Task 8.2 – Presentations to Governing/Advisory Bodies	111	\$16,854.64
Task 9 – Streetcar Connections & Multimodal Level of Service (MMLOS)	631	\$102,655.48
Task 10.1 – Final TOD Report	420	\$68,963.72
Task 10.2 – Presentations to Governing/Advisory Bodies	96	\$15,682.14
Task 11 – Miscellaneous Support	260	\$38,237.64
TOTAL	6,489	\$999,699.93 .