



**University Transportation Research Center  
RFP Cover Sheet**

**Title: Long Island 2035: Building Public Consensus around a Sustainable Future, Phase I**

Proposal Number: C-07-51

Sponsors: NYMTC, NYSDOT

Date Issued: June 5, 2007

Pre-Proposal Meeting Date: None

Draft Budget Due at UTRC: July 9, 2007 (send to [ckamga@utrc2.org](mailto:ckamga@utrc2.org))

Final Proposal Due at UTRC: July 10, 2007 (send to [ckamga@utrc2.org](mailto:ckamga@utrc2.org), cc: [ethor@utrc2.org](mailto:ethor@utrc2.org))

RFP Closing Date: July 11, 2007

**If you plan to apply:**

Please contact Ellen Thorson at [ethor@utrc2.org](mailto:ethor@utrc2.org) to let us know you are planning to submit a proposal. We will make sure you receive any additional information that becomes available about this proposal.

**Proposal submission guidelines:**

Please submit your proposal electronically to UTRC. We will confirm that the proposals make comparable budget assumptions and we will deliver the proposals to the sponsoring agency by the closing date.

**Funding available:**

Up to \$500,000 (\$350,000 from NYMTC; \$100,000 from NYSDOT (SPR funds); and \$50,000 from USDOT/UTRC). To the extent possible, we request that PIs identify sources of in-kind funding from their home institution (e.g., tuition waiver/reductions, overhead cost-sharing, faculty release time, etc.) or other sources of matching funds.

**For questions about this proposal, please contact:**

Gerry Bogacz, (212) 383-7260, [gbogacz@dot.state.ny.us](mailto:gbogacz@dot.state.ny.us)

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## REQUEST FOR PROPOSALS C-07-51

The New York Metropolitan Transportation Council (NYMTC) is soliciting bids for a university-led team to undertake a multi-year study effort that will be implemented in stages as detailed below.

**Project Goal:** Create a receptive environment for new approaches to regional planning with an emphasis on integrating transportation planning and land use. Develop a broader public consensus for a shared vision of where the next generation of residents should be housed, the transportation systems needed to support these settlements, and the institutional actions required to insure that prosperity is broadly and equitably shared.

### Overview

A number of recent efforts have created a receptive environment for new approaches to regional growth and development. On Long Island, projects such as the Long Island Index have generated a widespread recognition and discussion of common problems and potential solutions. In the larger New York region, the New York Metropolitan Transportation Council's (NYMTC) recently announced Shared Goals and related action strategies for the region are a welcome effort to improve the integration of transportation planning with land use, economic and environmental objectives. Long Island 2035 would assist in this effort by developing broader public consensus for a shared vision of where the next generation of residents should be housed, the transportation systems needed to support these settlement patterns, and the institutional actions required to insure that prosperity is broadly and equitably shared. Beginning in Long Island, the initiative would launch a regional planning effort similar to projects in metropolitan regions across the United States that have used new technologies and an inclusive public process to successfully develop and implement regional action strategies.

The New York metropolitan region is at a critical juncture. Following 50 years of sprawling development that has hollowed out many of its cities, isolated many low-income communities and devoured open space, the region is about to run out of the land and transportation capacity necessary to sustain growth into the 21<sup>st</sup> Century. With forecasts by NYMTC indicating the potential for up to 4 million new residents by 2030, there is a serious question of how the region will be able to accommodate this growth at all, much less in a manner that simultaneously achieves economic, environmental and social equity goals.

Long Island, as the nation's first postwar suburb, is leading this transformation. With the exception of the east end of Suffolk County, nearly the entire island is covered with homes, stores, office buildings, roads and other buildings and infrastructure. The Long Island Regional Planning Board (LIRPB) estimates that there are only 74,000 acres of undeveloped, unprotected open space remaining on the Island, and these will almost certainly be nearly depleted soon, either through development or open space preservation. Already, the inability to build enough new housing at prices that young families and low-income workers can afford is threatening Long Island's way of life. According to the National Low Income Housing Coalition, Long Island is one of the ten least affordable regions for low-income households in the entire country. Meanwhile, commuting times and the number of cars and trucks on the road continue to rise, creating major impediments to both quality of life and economic growth.

## **Study Overview**

The Long Island 2035 initiative is a multi-year effort that will be implemented in stages. The initial geographic scope will focus on Long Island, where a coalition of organizations has been active in shaping this effort for the last year. Building on this foundation, the initiative consists of three phases and will serve as both a working example that can be used to build support for a larger effort throughout the tri-state region.

### **Phase I is a 12-month process that will achieve the following outcomes:**

- ❖ Statement of guiding principles and evaluation benchmarks.
- ❖ Maps, projections and narrative reports to demonstrate the implications of current trends.
- ❖ Design of a public education strategy.
- ❖ Evaluation tools for assisting local planning efforts.
- ❖ Recommendations from region-wide consensus building workshop.

### **Phase II is a 12-month effort that will launch a broad public dialogue and produce the following:**

- ❖ An extensive public education campaign that includes media outreach, public forums and web-based communication.
- ❖ A series of public workshops that will facilitate a dialogue on choices for future growth and development.
- ❖ A Preferred Vision and Growth Strategy that would include identification of targeted development and redevelopment locations.
- ❖ An action plan outlining steps for implementation.

### **Phase III will be an ongoing effort that will move the initiative from the planning stage to implement the following:**

- ❖ Demonstration projects in a set of willing communities to implement model zoning codes, redevelopment projects and other actions.
- ❖ Integrated transportation-land use strategies for selected corridors and areas.
- ❖ Reforms in state policies that to provide incentives and a regulatory framework that facilitates implementation of the preferred growth scenario.

## **Completed Tasks**

The Long Island 2035 initiative has existing momentum from a number of actions and products completed in 2005. These actions, listed below, build on Long Island's extensive accomplishments in planning, benchmarking and community visioning projects. Together, these provide a foundation of research and consensus-building that will allow Long Island to begin the process with a full head of steam.

### **Analyzed regional visioning initiatives from around the U.S.**

**Conducted extensive outreach to get input on the project, including large stakeholder meetings in April and December:** Stakeholder meetings in April and December 2005 included

presentations by national experts in visioning initiatives, obtained feedback on whether and how a visioning initiative should proceed, and developed a working consensus for next steps. These meetings were attended by approximately 30 and 40 participants, respectively, representing a cross-section of Long Island's civic, business and government leaders. Each of these meetings was preceded by extensive discussions with project partners, invitees and participants. The outcome of the April meeting was to form a working group to develop a detailed prospectus for consideration by this larger group of stakeholders. The December meeting reached consensus on the phased approach for public participation described in this request for proposals.

**Formed an ad hoc working group with business, government and civic representation:**

After the April meeting, an ad hoc working group was formed to develop a detailed prospectus and plan for a follow-up meeting with a larger group of stakeholders. The working group includes the Long Island Association, Sustainable Long Island, Vision Long Island, the Nassau County Planning Department, EOC of Nassau County, the Long Island Builder's Institute, Regional Plan Association, ERASE Racism, Long Island Neighborhood Network, and the Citizens Campaign for the Environment. The group has continued to revise the proposed program and outreach strategy based on research and input from the larger stakeholders group.

**Compiled, analyzed and mapped existing plans:** A consistent theme of the feedback from stakeholders was the need to avoid "reinventing the wheel" and insuring that the effort adds value to existing initiatives, such as the SEEDS initiative, county projects and local visioning efforts. As a result, the working group was able to identify consistent themes and persistent problems, establish an information base, and clarify how the initiative can support the goals of these collective efforts.

**Created a base land use map:** Using available tax parcel maps, zoning data and satellite images, a detailed base map was created as the starting point for discussing alternative growth scenarios. In addition to mapping basic land uses, it also created a place typology and coded each parcel using a methodology developed by Fregonese Calthorpe Associates and used in a number of other visioning projects.

**Developed and tested a scenario-testing model:** The process included evaluating several scenario testing software packages and purchasing one; testing projection formulae for different benchmarks; creating a model structure; and constructing and testing two hypothetical scenarios. A working model is now in place, but will require technical refinements, enhancements and peer review of underlying assumptions before it can be used in a full-scale public workshop to achieve consensus.

## **Scope of Work**

The overall work program will take place in three phases over several years. Information on all three phases appears below. However, this RFP is seeking proposals only for Phase I.

### ***Phase I***

#### **Task 1(a): Kick-Off and Steering Committee Formation**

The project team will meet with NYMTC Project Manager and steering committee to develop a work plan for the project.

The team will organize a formal steering committee to guide the initiative and insure that all major constituents—business, government, environment, labor, civic—fully participate in the initiative. The committee will include representatives of the public entities that would most likely be involved in implementing the vision as well as non-governmental organizations representing different constituencies. To keep governance manageable, the size of the committee will likely be about 10-15 members. Meeting frequency will vary, but will probably average one every two months.

#### Subtasks

**i - Recruit Members:** Members will be drawn largely from the ad hoc working group, with a few additional members to represent key constituencies.

**ii - Staff Meetings:** This will include scheduling, drafting agendas, and maintaining internal communications.

### **Task 1(b): Establish Guiding Principles and Evaluation Benchmarks**

The goal of this task is to obtain consensus on core values, guiding principles and evaluation benchmarks. It would draw from Long Island's extensive history with goal-setting, attitudinal polling and local visioning initiatives to revise and sharpen the Guiding Principles, Goals and Outcomes contained in the prospectus that emerged following the April 2005 stakeholder meeting. This task will also establish measurable benchmarks that can evaluate progress, such as acres of undeveloped land consumed or protected percent of new homes affordable to buyers at the region's median income, or amount of new development located near transit.

#### Subtasks

**i - Prepare a Draft Statement of Principles and Benchmarks:** This draft will be based on the goals and benchmarks developed for the Long Island Index. These goals were based on extensive polling, focus groups and deliberation by a broad-based Advisory Committee. These will need to be adapted to the purpose and method of the visioning initiative. In particular, the benchmarks will need to be measurable outcomes that could emerge from alternative growth scenarios.

**ii - Validate Statement:** Conduct focus groups or meetings with several stakeholder groups (civic associations, business leaders, environmental organizations, etc.) to validate and revise the statement. Approximately 10-15 meetings are anticipated.

**iii - Issue Revised Statement:** A revised statement will be issued based on testing and feedback from the outreach and further consideration by the Steering Committee.

### **Task 1(c): Design Public Education Strategy**

This task will take place continuously throughout the initiative and will develop a multi-tiered communication strategy to convey the project to a wide audience. The first goal will be to generate broader public awareness and support for the project. As the initiative unfolds, the goals will shift to encouraging participation, explaining findings, and finally to selling the vision and recommendations that emerge.

#### Subtasks

**i - Develop overall communications strategy, including key messages and themes:** This will include creating a graphic identity for the effort to be used throughout the project, and content that communicates the core values, key objectives and potential for change that the initiative represents.

**ii - Organize initial outreach to key constituents and decision-makers:** including public officials, agency heads, business leaders and representatives of civic and community groups.

**iii - Develop media strategy:** including news and editorial outreach, radio, television and newspaper ads. In Phase I, this is likely to be focused on insuring that reporters and editorial boards understand the goals and actions of the initiative, and generating media stories at a few key junctures.

### **Task 1(d): Complete Baseline Analysis and Projections**

The research team will use a scenario-testing model to construct the visual and quantitative outcomes of the alternative futures that are at the heart of the visioning process. Products will include GIS maps, 3-D visuals and results for the evaluation benchmarks defined in the previous task. Model construction will define the underlying assumptions and quantify relationships between land use, economic, socio-demographic, transportation and other variables. These will be based on data, analysis and projections currently available from the LIRPB, the two counties, NYMTC, LIA and RPA.

#### Subtasks

**i - Refine the land use base map** created for the December 2005 meeting using available tax parcel data.

**ii - Complete baseline**, or “business as usual,” projections to 2035 for population, employment and land use. These projections will be based on the population and employment forecasts of NYMTC and the LIRPB. These two sets of forecasts are similar but use different geographic units below the county level (LIRPB’s are by town and NYMTC’s are by transportation analysis zones (TAZs) that are based on Census tract boundaries). Land use projections will be at a finer-grained scale than either of these forecasts to correspond to the base map.

**iii - Refine output model** to improve estimates for evaluation benchmarks.

**iv - Generate base case projections** for the evaluation benchmarks identified in Task 1.B. Some variables can be generated directly from the model. Others, such as tax revenue projections, will require the use of supplemental models, data collection and formulas.

**v - Review data, assumptions and baseline projections** with planning, transportation, economic development, civic and environmental agencies and organizations. To the extent possible, this review will be synchronized with the stakeholder meetings described in Task 1.B. to review core principles and evaluation benchmarks.

### **Task 1(e): Develop Additional Tools to Evaluate Feasibility of Alternatives**

The scenario-testing model will generate outcome indicators to show how well alternatives are likely to achieve desired objectives. However, choosing an alternative also requires consideration of costs and feasibility. In particular, two issues —the costs of redeveloping areas in town

centers, highway corridors, etc, and the implications for transportation and other large-scale public infrastructure investments—will need to be analyzed.

#### Subtasks

i - **Estimate re-use potential of already developed land** by estimating costs, revenue stream and the impact of regulatory policy on redevelopment. A model developed for other regions by Fregonese Calthorpe Associates will be adopted for Long Island, initially by identifying five prototypical redevelopment sites and estimating the costs for a hypothetical reuse proposal.

ii - **Define transportation-land use-economic relationships** for use in visioning workshops, such as transportation needs and options for major corridors under different land use and economic assumptions. The research team will work closely with NYMTC staff to make use of the Best Practices Model and tools for testing the transportation impacts of land use changes and transportation investments. This task will run a few simulations for possible alternatives along major corridors to demonstrate its use in testing scenarios that will be developed later in the process.

#### **Task 1(f): Conduct Stakeholder Visioning Workshop**

A one-day workshop will be held with representatives of public agencies and business, civic and environmental associations to create a platform for the large-scale public visioning workshops described in Phase II. The workshop will challenge participants to decide where new growth should go, the form that it should take, and what type of transportation investments and other policies are needed to support it. Participants will work hands-on to place projected population and employment growth in particular locations and in particular types of development. The outcome will be a set of alternative scenarios that can be tested for their impact on evaluation benchmarks.

In addition to the many insights that will occur during Phase I, an important by-product will be a vastly expanded network of stakeholders who understand the goals and structure of the larger exercise, and who can help with education and outreach to a larger group. The members of this larger group will play an important role in Phase II by educating new or recent participants to the workshops. Essentially, they become co-facilitators.

#### Subtasks

i - **Refine workshop design based on feedback** from the December 2005 meeting and input from project consultant, Fregonese Calthorpe Associates, who has advised several regional visioning projects around the United States. Develop invitation list and location with Steering Committee, send invitations and track responses.

ii - **Convene two working sessions** with a core group of Steering Committee members and other experts to refine and clarify the definition of development pattern types used in the growth allocation exercise, review and refine the base maps, and refine the map of various state, county and local plans, especially with regards to new transportation and open-space initiatives.

iii - **Produce workshop materials**, including printing base maps, hand outs, digital presentations, etc.

iv - **Recruit facilitators and hold training session.**

v - **Conduct and manage workshop**, recording results in maps, sketches and notes from each table of participants and from the group as a whole, outlining the components of major alternative growth scenarios that emerge from the discussions.

### **Task 1(g): Construct and Evaluate Workshop Scenarios**

The output of the workshop will be synthesized into two or more alternative scenarios that depict the range of development patterns selected by participants and that can be assessed using the evaluation benchmarks. The results will provide a range of information that can both inform current policy and planning debates and set the stage for a public visioning exercise: a clearer delineation of areas of consensus and disagreement, probable impacts of alternatives on affordable housing, traffic congestion, open space and a range of other variables, and trade-offs in terms of costs, economic benefits and social and environmental impacts.

#### Subtasks

i - **Produce a summary of proceedings** with maps and visual output noting major areas of consensus and disagreement.

ii - **Synthesize output into two or more alternative scenarios** organized around major themes that emerged (e.g., centered vs. dispersed, mixes of development types, etc.) as well as different growth corridors, centers, preservation areas and transportation investments. These will be both representative of the range of opinions expressed during the workshop and delineated clearly enough to lead to contrasting outcomes and policy implications.

iii - **Produce benchmark projections, maps, narrative and** visuals describing each scenario.

### **Task 1(h): Complete Phase I Report**

The findings of Phase I will be summarized in a report that will have multiple uses. First, it will provide a graphically-rich documentation of the output, including scenarios, development types and policy tools that can be used by public agencies and private entities irrespective of any additional actions. This will include the baseline analysis, scenario-testing model and reuse model. Second, it will include recommendations developed by the Steering Committee for the next phase of the initiative. Third, it will be the primary public education tool for launching Phase II.

#### Subtasks

i - **Produce first report draft.**

ii - **Secure comments from Steering Committee.**

iii - **Issue final report.**

## ***Phase II***

Phase II will be a 12 month effort to launch a broad public dialogue and produce:

### **Task 2(a): Implement Public Education Strategy**

Phase II must hit a new high water mark of public participation, both to encourage attendance at the public workshops and to generate support for its goals and implementation. Compelling graphic products in different media will be created based on the messages and designs completed in Phase I. Interactive media will allow for broader participation beyond the workshops and events. Newspaper articles and other media will help to insert the initiative's actions and findings into the public policy debate, along with wide dissemination of reports through both electronic and print media.

#### Subtasks

- i - **Create and maintain a website** that will be the central repository of digital maps, reports, events and information about the initiative.
- ii - **Develop several products using the new graphic identity:** post cards or flyers for mailings/hand-outs, posters for display at public locations, newspaper ads, etc.
- iii - **Implement comprehensive outreach for public events** through targeted mailings, public advertisements, email blasts, etc.
- iv - **Issue an e-newsletter at regular intervals** to track progress, generate discussion and keep momentum throughout the initiative.
- v - **Issue press releases and generate coverage** for major events and reports.

### **Task 2(b): Implement Public Education Strategy**

One-day workshops will be held throughout Long Island with objectives, format and outcomes similar to the Stakeholder Workshop described in Task I.E. 5-6 one-day workshops will be held in different parts of the Island. Each workshop will distribute growth for the Island as a whole, but will also identify issues and priorities particular to each sub-area. A key decision will be whether to use the alternative scenarios developed in Phase I as a starting point for discussion, or to start with a "blank slate" for this wider audience. Both have advantages that will be weighed and decided before the public launch of the effort.

#### Subtasks

- i - **Identify locations and key constituents for 5-6 workshops** that cover different sub-areas of Nassau and Suffolk counties. Although each workshop will allocate growth for the entire region, the particular challenges of each sub-area will be identified and discussed at these sessions.
- ii - **Consult with local officials and civic associations** in each subarea to refine agendas, identify issues for discussion and identify key individuals to recruit for the event.
- iii - **Develop and send targeted mailings** in addition to public announcements and electronic advertisements and compile responses.
- iv - **Produce workshop materials**, including printing base maps, hand outs, digital presentations, etc. Recruit and train additional facilitators as needed.

v - **Conduct and manage workshop**, recording results in maps, sketches and notes from each table of participants and from the group as a whole, outlining the components of major alternative growth scenarios that emerge from the discussions.

### **Task 2(c): Construct and Evaluate Alternative Scenarios**

The output of the workshops will be synthesized into a number of alternative scenarios and evaluated against benchmark indicators as in Task I.D. The results will be disseminated in a number of media—report, interactive website, presentations—to elicit further public input. A final island-wide workshop will be held to narrow differences and reach consensus on the elements of a preferred vision.

#### Subtasks

i - **Produce a summary of proceedings for each workshop** with maps and visual output noting major areas of consensus and disagreement.

ii - **Synthesize the output from the different workshops** into a range of scenarios that represent the ideas, preferences and growth allocations of the different workshops. As with the Stakeholder workshop, these will be represent the range of opinions expressed and clearly delineate contrasting outcomes and policy implications.

iii - **Identify major investments, zoning changes and public policies** that would be needed to implement each scenario, including ballpark cost estimates.

iv - **Estimate reuse potential, costs and revenues for centers and corridors** that emerge as leading candidates for a preferred growth scenario using the redevelopment model developed and tested in Phase I.

v - **Develop transportation impacts of major investments** identified in the workshop using the NYMTC Best Practices Model.

vi - **Produce benchmark projections, maps, narrative and visuals** describing each scenario.

vii - **Issue draft report of workshop proceedings and scenario evaluations.** Incorporate comments from Steering Committee and technical reviewers.

viii - **Release revised report and disseminate** in both hardcopy and electronically for public comment.

### **Task 2(d): Conduct an Island-wide Forum to Synthesize Findings**

Participants from the sub-area workshop will be invited to an Island-wide workshop to discuss alternatives and public feedback. The objective will be to reach as much agreement as possible on a preferred vision and growth strategy, narrowing differences, and noting the implementation costs and actions required for different choices.

#### Subtasks

i - **Develop agenda, secure venue and speakers.**

ii - **Mail invitations and compile responses.**

iii - **Produce workshop materials**, including printing base maps, hand outs, digital presentations, etc.

iv - **Conduct and manage workshop.**

### **Task 2(e): Develop Preferred Growth Vision and Strategy**

The findings of the final workshop will be shaped into a preferred growth vision and strategy with recommendations for implementation. This will include additional analysis and testing to determine a growth strategy that best fits the initiative’s objectives, and identification of actions by both public and private entities to implement this strategy. The publication of the Vision and Strategy will mark the culmination of the public visioning component of the initiative and begin the implementation phase.

#### Subtasks

i - **Draft a Vision Statement for Long Island** that reiterates the goals, guiding principles and objectives of the project, summarizes the major points of agreement from the workshops and public input, and portrays a 2035 vision in maps, 3-d visualizations, statistics and narrative comparison to the future under “business as usual” conditions.

ii - **Develop a preliminary growth strategy and recommendations for implementation** with the Steering Committee, public officials, planning agencies and other key constituents.

iii - **Draft report of Vision Statement and Action Strategy**, obtain comments from Steering Committee and other public, private and civic leaders.

iv - **Develop a “roll-out” strategy** that will include an event to release the report, dissemination, media outreach and follow-up with decision-makers to encourage and track implementation.

v - **Issue Vision Statement and Action Strategy**

**Phase III** will be an ongoing effort to move the visioning initiative from the planning stage to implement:

1. Demonstration projects in willing communities to implement model zoning codes
2. Integrated transportation-land use strategies for selected corridors and areas; and
3. Reforms in state policies to provide incentives and a regulatory framework that facilitates implementation of the vision.

### **SPECIAL NOTES**

• Proposals should specify how Phase I will be implemented in a 12-month timeframe. Specific plans for Phases II and III should not be included.

Funding for Phase I includes up to \$350,000 from NYMTC; up to \$100,000 from NYSDOT (SPR funds); and up to \$50,000 from USDOT (through UTRC). Teams submitting proposals are encouraged to seek and identify other sources of matching funds.

## Long Island 2035: Building Public Consensus around a Sustainable Future, Phase I

- Principal investigators should be familiar with and follow the requirements of New York State (the Compliance Procurement Lobbying Law of 2005) with regard to consultant contract procurement. Information can be found on the NYSDOT web site ([www.NYS DOT.gov](http://www.NYS DOT.gov)) under “Business Center,” then “Consultants,” then “Non-Architectural Engineering,” then “Active Solicitations.”

In particular, please note that communications between Contractors, Consultants/Principal Investigators, and Vendors with the Department are restricted during the period of time when services for more than \$15,000 have been requested (Request for Proposals issued), up until the time when the Consultant is selected. During this time communications, where a reasonable person would infer that the communication was intended to influence the procurement, should be limited to Department staff identified in the solicitation as “designated contacts.” Any communication with an employee, who is not a designated contact which is intended to influence the solicitation, could result in the outside party being prohibited from competing for the solicitation. A second violation will ban the Consultant/Principal Investigator from competing for any Department solicitation for four years.

The designated contacts for this solicitation are:

Gerry Bogacz, (212) 383-7260, [GBogacz@dot.state.ny.us](mailto:GBogacz@dot.state.ny.us)

Copy to: Ismet Apdiroglu, [iapdiroglu@dot.state.ny.us](mailto:iapdiroglu@dot.state.ny.us)

- Proposals should indicate direct and indirect costs, hourly rates and hours by task, travel costs, and material costs to assist NYMTC in understanding how the total cost for the work was estimated. The winning proposal will result in a fixed cost contract based on details provided.

This RFP is only open to teams led by Principal Investigators affiliated with the University Transportation Research Center and the Transportation Infrastructure Research Consortium.