

# East Central Florida Corridor Evaluation Study



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## **INTRODUCTION**

Successful project management efforts involve the right mix of planning, monitoring, and controlling to ensure the project is completed on time, on budget, and with high quality results. This Project Management Plan will outline the process to assist the Florida Department of Transportation (FDOT) with contract management, administration, and execution of the East Central Florida Corridor Evaluation Study (ECFCES). The Project Management Plan (PMP) provides the strategic direction to advance the recommendations of the East Central Florida Corridor Task Force (Task Force) and is designed to evolve over the course of the study.

This PMP contains the management approach and critical schedule needed to complete the tasks / activities for this project. The PMP includes the following:

- Project Management Approach
- Project Work Plan / Schedule
- Project Communications Plan
- Quality Assurance / Quality Control

## **PROJECT BACKGROUND**

As part of Florida's Future Corridors Initiative, FDOT District Five is conducting the Evaluation Study for the second phase of the East Central Florida pilot project. The overall vision of Future Corridors is to efficiently move people and goods by providing multiple transportation modes and corridors where all the components act in concert with each other to maximize mobility. In 2013, the Task Force was charged with developing consensus recommendations for future transportation corridors in East Central Florida critical to the state's economic competitiveness and quality of life over the next 50 years. The ECFCES will advance the recommendations, action plan, and guiding principles of the Task Force as outlined in its December 2014 report to the Governor.

## **PROJECT SCOPE**

The main objectives of this study is to identify, evaluate, and prioritize transportation investments that, if implemented over time by FDOT and other partners, would lead to the regional transportation network most consistent with the 21 "Recommended Guiding Principles for Planning the Future of East Central Florida's Transportation Corridors" that the Task Force adopted as part of its Final Report. Maximizing the multimodal potential of existing corridors and identifying possible new corridors for the next 40-60 years is required to sustain the economic viability of the region and protect significant investments being made today. The scope of this project includes data collection, existing conditions analysis, travel demand forecasting, planning and engineering analysis, alternatives development, and stakeholder outreach to advance the recommendations of the Task Force.

The proposed action plan calls for the evaluation of nine multimodal corridor alternatives. Five alternatives emphasize improvements to existing corridors and the remaining four include potential study areas for new multimodal corridors.

The scope of this Evaluation Study also includes the development of the Regional Transit System Plan to be managed by the Central Florida Metropolitan Planning Organization Alliance (CFMPOA). The Hanson team will act as an extension of FDOT staff to develop a realistic, feasible, and potentially fundable project to meet future mobility needs. This includes identification of demand centers and internal/external travel routes between those centers for the ten-county area. The study will also identify phasing of improvements, the use of future technologies such as automated / connected vehicles, freight movement, coordination on major new developments, updating of existing facilities that will likely be bike, pedestrian and complete street oriented, developing/brokering stakeholder agreements that are win-win for all parties, and strategically locating new assets (i.e., mobility hubs, in-land ports, and rail stations) to complement existing and new infrastructure.

### **PROJECT SCOPE MANAGEMENT PLAN**

Scope management for the study will be the responsibility of the Consultant Project Manager (CPM), who will coordinate very closely with the FDOT Contract Manager (FCM). The scope for this project is defined by the Scope of Services and Work Plan / Schedule. The Management Team will establish and approve documentation for measuring the project scope which includes quality checklists.

### **PROJECT MANAGEMENT APPROACH**

The CPM, Jeff Bowen, has the overall authority and responsibility for managing and executing this project. The CPM carefully assembled a team that has the qualifications, expertise, and education credentials to provide the highest quality, comprehensive, and technically advanced deliverables to the FDOT. Each team member has a proven track record of providing state-of-the-practice research, engineering, consulting, and development to our customers at the state and district level. Team members have successfully worked together previously with excellent results and are uniquely qualified to address the scope and specific issues of this project.

The CPM will provide the FDOT with a seamless and transparent organization—a philosophy that takes on added importance for contracts of this nature. The full integration of team members will ensure that the FDOT benefits from the most skilled staff on each assignment. The project team will consist of personnel from the Transportation Planning group, Transit group, Engineering group, Environmental group, and Financial group. As illustrated in the Organizational Chart (see Appendix A), the CPM is responsible for communicating with organizational managers on the progress and performance of each task.

### **WORK PLAN / SCHEDULE**

The work plan / schedule was derived from the Scope of Services with input from the project management team. The schedule will be maintained as an Excel matrix. If there is a change proposed to the schedule, the CPM and team members will determine the impact of the change on the schedule, cost, resources, scope, and risks. If it is determined that the change(s) will significantly impact the deliverables schedule then the change will be forwarded to the FCM

for review and approval. If the change is approved then it will be implemented by the CPM who will update the schedule and all documentation and will communicate the change to all stakeholders / team members. The project will be tracked using MS-Excel and will be included in the monthly progress presentation. The Work Plan / Schedule is provided in Appendix B.

## MILESTONE LIST

The table below lists the major milestones for this project. The table is comprised solely of project milestones, such as completion of a project phase or major deliverable. There may be other milestones which are not included in the list but are included in the Work Plan / Schedule. If there are any scheduling delays which may impact a milestone or delivery date, the CPM must be notified immediately so proactive measures may be taken. Any approved changes to these milestones or dates will be communicated to the project team by the CPM.

Milestone	Description	Date
Project Advisory Group (PAG) Kickoff Meeting	The PAG serves as a special advisory resource to the Project Team that will review and provide input into the study's key deliverables. This Kickoff meeting was held to introduce the project to the PAG and provide an overview of work to be performed and participation required throughout the course of the study.	June 9, 2016
Project Management Plan	Final project management plan that includes the work plan, schedule, milestone / deliverables list, communications and coordination, and quality assurance / quality control.	July 2016
Partner and Public Involvement Plan	Overview of the process to be taken to ensure the appropriate level of public involvement is performed for this project.	July 2016
Existing Conditions Analysis	High-level evaluation of existing safety, environmental, and geometric / traffic concerns.	January 2017
Evaluation Approach and Criteria	Approach and criteria designed to help rank / prioritize conceptual alternatives. Evaluation Criteria will be driven by the goals and objectives of the study to ensure recommendations are aligned with the Task Force Guiding Principles. Development of Evaluation Criteria will follow a two-phased approach. The first phase will follow the Existing Conditions Analysis. The second phase to finalize the Evaluation Criteria will follow the Future Conditions Analysis.	January 2017 & January 2019
Purpose and Need	Designed to set the framework for the development of alternatives to address the transportation need for nine (9) study corridors.	November 2017
Alternatives Analysis	Develop and submit the final technical report to the FCM.	November 2018
Future Conditions Analysis	Develop the projected future traffic demand on the corridors recommended by the Task Force and identify potential capacity deficiencies and additional needs for the corridor through 2060. The results of this analysis will be used to define the corridor needs and develop potential improvement alternatives.	November 2018

Regional Transit System Plan	Transit assessment and vision for a 10-county regional study area.	January 2018
Amend Local and Regional Plans	Amend existing local and regional plans, as appropriate, to include the corridors and conceptual alternatives to ensure consistency with Task Force Guiding Principles.	December 2018
Develop Local and Regional Agency Agreements	Develop agreement among local governments, MPO / TPO, transportation authorities, water management districts, and other entities to strengthen consistency among future transportation, land use, and water supply plans.	December 2018
Develop Methods / Tools to facilitate Implementation	Develop planning tools, incentives, compensation approaches, and legal instruments to preserve and protect rights-of-way to support implementation of the corridors / conceptual alternatives.	December 2018
Funding / Financing	Identify and assess funding sources / opportunities to recommend investment strategies that will finance project implementation.	January 2019
Project Documentation	Prepare and finalize project documentation.	February 2019
Partner / Agency / Stakeholder Outreach	Several coordination meetings will be conducted with major stakeholders and project partners.	On-going / As needed

*Note: All dates are based on the Work Plan / Schedule dated July 2016.*

## **CHANGE MANAGEMENT PLAN**

Any team member or stakeholder may submit a change request for the project. All change requests will be tracked whether approved or not. The following steps comprise the change control process for the project:

### **Step #1: Identify the need for a change (Any Stakeholder)**

Requestor will submit a completed change request form to the CPM.

### **Step #2: Conduct an evaluation of the change (CPM, Project Team, Requestor)**

The CPM will conduct an evaluation of the impact on cost, risk, schedule, and scope. Proposed changes will be vetted with the FCM.

### **Step #3: Implement change (CPM)**

If a change is approved, the CPM will update and re-baseline project documentation as necessary as well as ensure any changes are communicated to the team / stakeholders.

## **COMMUNICATIONS MANAGEMENT PLAN**

This Communications Management Plan sets the communications framework for this project. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of the project team members as it pertains to communications. It includes a communications matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. A project team directory is also included to

provide contact information for all primary stakeholders directly involved with the management of this project.

The CPM will take the lead role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrix below. The Communications Matrix will be used as the guide for what information to communicate, who is to perform the communicating, when to communicate it, and to whom to communicate.

Communication Type	Description	Frequency	Format	Participants/ Distribution	Deliverable	Owner
Monthly Status Report	Email summary of project status	Monthly	Email	Contract Manager	Status Report	CPM
Monthly Review Meeting	Present status and progress to team and FCM	Monthly	In Person / Telecon	Contract Manager, Project Team, and Stakeholders	Status and Metric Outline	CPM
Weekly Project Team Meeting	Meeting to review action items and status	Weekly	In Person / Email / Telecon	Project Team	Updated Action List	CPM
Task Force Coordination	Provide status update	As Needed	Email / Telecon	Task Force and Agency Staff	Status Report / Newsletter	CPM
SharePoint	Project website	On-going	Email	Project Team	Web update	CPM
Partner / Stakeholder Outreach	Outreach and coordination	As Needed	In Person / Email / Telecon	Project Team and Stakeholders	Based on meeting	CPM
Technical Design Meetings	Review of any technical designs or work associated	As Needed	In Person / Telecon	Project Team	Technical Design Package	CPM

Throughout the course of the study, a number of Project Advisory Group (PAG) meetings will be conducted. The table below outlines the proposed meeting dates. Please note that the dates / timelines for specific meetings are approximate and subject to change.

No.	Meeting Date	PAG Meeting Purpose
1	June 9, 2016	Kick-off meeting to provide an overview of the ECFCES
2	September 2016	Review and discuss the Evaluation Criteria
3	November 2016	Project Update Meeting
4	January 2017	Review and discuss the Existing Conditions Analysis and Evaluation Criteria
5	March 2017	Review and provide feedback on the overall Project Documentation
6	June 2017	Project Update Meeting or Email
7	August 2017	Review and discuss the results of the Future Conditions Analysis
8	November 2017	Review and discuss Purpose and Need
9	February 2018	Project Update Meeting or Email
10	May 2018	Project Update Meeting or Email
11	August 2018	Review and discuss the preliminary assessment and Alternatives Analysis
12	October 2018	Review and discuss Funding and Financing
13	January 2019	Review and discuss the final Evaluation Criteria
14	February 2019	Final project presentation

Project team directory for all communications is listed below. A Study Mailing and Email List is provided in Appendix C.

	Name	Role	Email	Office Phone	Cell Phone
FDOT	John Zielinski	FDOT Contract Manager	<a href="mailto:john.zielinski@dot.state.fl.us">john.zielinski@dot.state.fl.us</a>	407-482-7868	407-260-1284
CFMPOA	Virginia Whittington	Transit Study Project Manager	<a href="mailto:vwhittington@metroplanorlando.com">vwhittington@metroplanorlando.com</a>	407-481-5672	407-497-1536
Hanson	Jeff Bowen	Consultant Project Manager	<a href="mailto:JBowen@hanson-inc.com">JBowen@hanson-inc.com</a>	904-423-5353	904-607-2622

### ***Communications Conduct***

#### Meetings:

The CPM will distribute a meeting agenda at least 1 day prior to any scheduled meeting and all participants are expected to review the agenda prior to the meeting. During all project meetings the timekeeper will ensure that the group adheres to the times stated in the agenda. It is imperative that all participants arrive to each meeting on time and all cell phones should be turned off or set to vibrate mode to minimize distractions.

#### Email:

All email pertaining to the project should be professional, free of errors, and provide brief communication. Email should be distributed to the correct project participants in accordance with the communication matrix above based on its content. If the email is to bring an issue forward then it should discuss what the issue is, provide a brief background on the issue, and provide a recommendation to correct the issue.

#### Informal Communications:

While informal communication is a part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the CPM so the appropriate action may be taken.

### **RISK MANAGEMENT PLAN**

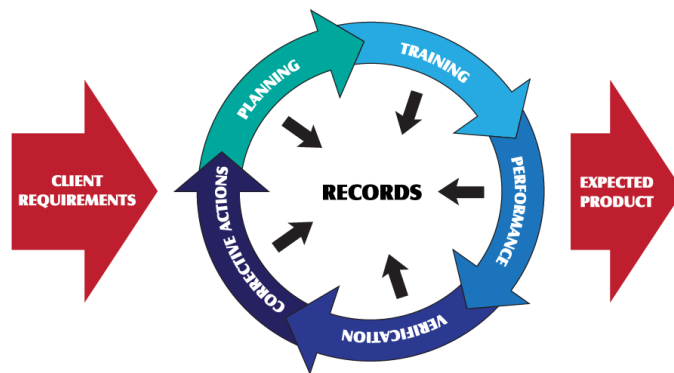
The approach for managing risks for the project includes a methodical process by which the project team identifies the various risks with the objective of minimizing the impact of the risk (if encountered) on the project objectives and outcome. Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy from the project's onset.



## QUALITY ASSURANCE / QUALITY CONTROL

Hanson is attuned to FDOT's emphasis on Quality Assurance and Quality Control (QA/QC), particularly during project documentation activities. The Hanson Corporate Quality Assurance / Quality Control Program (the Program) provides the means by which the quality of our services is achieved and verified. The Program is based on the basic requirements of American National Standard AMSE NQA-1, modified by Hanson to focus on the engineering and planning services offered to our clients for this project.

Quality at Hanson begins with qualified personnel applying proven planning and engineering principles to meet the challenges of transportation projects. The Program provides a planned and systematic approach for the accomplishment of work consisting of five (5) elements or components that include: planning, training, performance, verification and corrective action. As illustrated below, the input into the system consists of Client Requirements and the output is the client's Expected Product. The activities of each element are documented in records to provide evidence of implementation and completion.



The hierarchy of documents making up the Program consists of two tiers or levels:

- Tier 1 – The Quality Assurance Manual (QAM) that provides the eighteen (18) basic requirements of the program, each of which is associated with one or more of the five Program elements illustrated above, and
- Tier 2 – Quality Assurance Procedures (QAPs) consisting of step-by-step instructions for carrying out the basic requirements given in the QAM. Standardized forms are included in the QAPs for documenting project team compliance with the QAM requirements.

Hanson's corporate quality assurance officer (CQAO) has been granted authority by the president to conduct internal audits and surveillances of project team activities, including those of their subcontractors, to verify compliance with the Program requirements. Hanson's certified lead auditor schedules and conducts all internal audits and surveillances. Should the client have special requirements for quality not specifically covered by the Program, Hanson's quality assurance personnel will develop any supplemental quality controls needed.

Quality at Hanson is not considered a separate function, but a way of doing business that is an essential part of everyone's job. At Hanson, quality is not just a policy or process, but an integral part of the company's culture. Our goal is to do the job right the first time.



**FDOT CONTRACT MANAGER ACCEPTANCE**

Approved by the FDOT Contract Manager

  
\_\_\_\_\_  
John Zielinski  
FDOT District Five SIS Administrator

Date: 7/18/16

# Appendix A

## Organizational Chart



**Project Manager**  
John Zielinski

- HAN Hanson Professional Services
- AEC AECOM
- O9 Osiris 9 (DBE)
- PI Planning Innovations
- TSC Transystems Corporation
- TRI TriSect
- IFR I. F. Rooks (SBE)
- CON Connetics Transportation Group (DBE)
- SCI Selim Consulting Inc.

**Assistant PM**  
Jan Everett, P.E. AEC

**Project Manager**  
Jeff Bowen, P.E. HAN

**QA/QC**  
James Messmore, P.E. HAN  
Imran Ghani, PE, AICP O9  
Andy Nicol, AICP TSC

## CONCEPT DEVELOPMENT

## MULTIMODAL PLANNING AND OPERATIONS

## PROJECT DELIVERY AND PRIORITIZATION

**Concept Road Design/  
Capital Cost**

Mike Holland, P.E. HAN  
Brian Lemieux, P.E. HAN  
Davy Palmer, P.E., CFM HAN  
Jeff Cunningham, P.E. HAN  
Thomas Havenar, P.E., S.E. HAN  
Chris Rizzolo, P.E. AEC  
Mike Phillips, P.E. AEC  
David Anderson, PE O9

**Utility Planning**

Randy Downing, P.E. HAN  
Corey Bowden, P.E. HAN  
Rick Ferrin TSC

**GIS/Mapping**

Darryl Labranche HAN  
Jimmy Kuehnel HAN  
Kathy O'Sullivan AEC  
Kristin Benbow AEC  
Ike Rooks IFR

**Drainage/Permitting**

Chantal Bowen, P.E. HAN  
Justin Dewey, P.E., CFM HAN  
Clint Smith, P.E., CFM HAN

**Concept Rail Design/  
Capital Cost**

John Redden, P.E. HAN  
George Gault, P.Eng AEC  
David Burwell, P.E. AEC

**Travel Demand Forecasting**

Mansoor Khuwaja HAN  
David Schmitt, AICP CON  
Jamie Snow, E.I. AEC  
Elizabeth Safranski HAN  
Becca Wagner, E.I. HAN  
Andrew Ladage, E.I. HAN  
Imran Ghani, PE, AICP O9

**Traffic Operational Analysis**

Bikram Wadhawan, P.E., PTOE HAN  
Zia Haq, P.E., PTOE HAN  
Nabeel Akhtar, P.E., PTOE, PMP HAN  
Todd Artz, P.E., PTOE HAN  
Andrew Ladage, E.I. HAN  
Imran Ghani, PE, AICP O9

**ITS/Future Technologies**

Kurt Bialobreski, P.E. PTOE HAN  
Alex Mousadi, P.E. AEC  
Joe McConnell AEC

**Transit System Planning**

Andy Nicol, AICP TSC  
Greg Kern, AICP TSC  
Mike Lev, PE TSC  
Derek Crider, P.E. AEC  
David Schmitt, AICP CON  
Monty Selim SCI

**SIS Facilities, Hubs,  
& Connectors**

Lori Sellers, AICP HAN  
Bikram Wadhawan, P.E., PTOE HAN  
Julieta Rivero-Manoso, P.E. HAN  
Charles Snowden, AAE, CFM  
Rick Ferrin TSC  
Monty Selim SCI

**NEPA Strategy**

Jeff Easley, P.E. HAN  
Dennis Lord HAN  
Tim Deuerling HAN  
Lori Sellers, AICP HAN  
Marty Peate AEC

**Public & Partner  
Involvement/Coordination**

Jeff Bowen HAN  
Lori Sellers, AICP HAN  
Tim Palermo, AICP AEC  
Shelley Lauten TRI  
Mark Hardgrove PI

**Partnerships  
& Agreements**

Jeff Bowen HAN  
Mansoor Khuwaja HAN  
Jan Everett, P.E. AEC  
Mark Hardgrove PI

**Investment, Benefits,  
& Revenue**

Dr. Toni Horst, PhD AEC  
Jamie Snow, E.I. AEC  
Carey Barr, P.E. AEC  
Andrew Komendantov AEC  
Mark Hardgrove PI

**Financial Planning  
& Funding Alternatives**

Scott Baker AEC  
Victor Zhong AEC  
Alfiya Mirsagalyamova AEC  
Mark Hardgrove PI

**Phasing/Staging**

Mansoor Khuwaja HAN  
Bikram Wadhawan, P.E., PTOE HAN  
Jeff Easley, P.E. HAN  
Tom Percival O9  
David Schmitt, AICP CON  
Mark Hardgrove PI  
Monty Selim SCI

ALTERNATIVES



EVALUATION/ANALYSIS



IMPLEMENTATION

# Appendix B

Work Plan / Schedule



# Appendix C

Project Contact List

<b>Project Advisory Group</b>				
<b>Organization</b>	<b>Name</b>	<b>Address</b>	<b>Phone</b>	<b>E-Mail</b>
<b>Florida Department of Transportation – District Five</b>	<b>John Zielinski, SIS Coordinator</b>	FDOT Urban Office 133 S. Semoran Blvd. Orlando, FL 32807	407-482-7868	John.Zielinski@dot.state.fl.us
<b>Florida Department of Transportation – Central Office</b>	<b>Dana Reiding, Administrator, Intergovernmental Programs</b>	FDOT Central Office 605 Suwannee St. Tallahassee, FL 32399	850-414-4719	Dana.Reiding@dot.state.fl.us
<b>Florida Department of Transportation – Central Office</b>	<b>Huiwei Shen, Systems Planning Office Manager</b>	FDOT Office of Systems Planning 605 Suwannee St	850-414-4719	Huiwei.Shen@dot.state.fl.us
<b>Florida Department of Transportation – District Five</b>	<b>Brenda Young, Passenger Operations Manager</b>	FDOT Urban Office 133 S. Semoran Blvd. Orlando, FL 32807	386-943-5411	Brenda.Young@dot.state.fl.us
<b>Florida's Turnpike Enterprise</b>	<b>Jennifer Stults, Intermodal Systems Development Director</b>	Mile marker 263 Florida's Turnpike, Turkey Lake Plaza	407-264-3041	jennifer.stults@dot.state.fl.us
<b>MetroPlan Orlando</b>	<b>Harry Barley, Executive Director</b>	250 S. Orange Ave. Suite 200 Orlando, FL 32801	407-481-5672	HBarley@metroPlanOrlando.com
<b>MetroPlan Orlando</b>	<b>Virginia Whittington, Director of Regional Partnerships</b>	250 S. Orange Ave. Suite 200 Orlando, FL 32801	407-481-5672	vwhittington@metroplanorlando.com
<b>Space Coast TPO</b>	<b>Bob Kamm, Executive Director</b>	2725 Judge Fran Jamieson Way, Bldg. B, Room 105 Melbourne, FL 32940	321-690-6890	BobKamm@brevardcounty.us



<b>Central Florida Expressway Authority</b>	<b>Joe Berenis, Deputy Executive Director</b>	4974 ORL Tower Road, Orlando, FL 32897	407-690-5000	joseph.berenis@cfxway.com
<b>Orange County</b>	<b>Jon Weiss, Director of Community, Environmental, &amp; Development Services</b>	4200 S. John Young Pkwy, 2 <sup>nd</sup> Floor Orlando, FL 32939	407-836-5312	jon.weiss@ocfl.net
<b>Orange County</b>	<b>Alissa Torres, Chief Planner</b>	4200 S. John Young Pkwy, 2 <sup>nd</sup> Floor Orlando, FL 32939	407-836-5312	Alissa.Torres@ocfl.net
<b>Osceola County</b>	<b>Jeff Jones, Director of Strategic Initiatives</b>	1 Courthouse Square #4500, Kissimmee, FL 34741	407-742-4200	jeff.jones@osceola.org
<b>Brevard County</b>	<b>John Denninghoff, Director of Public Works</b>	2725 Judge Fran Jamieson Way, Suite 201-A Melbourne, FL 32940	352-303-1940	John.Denninghoff@brevardcounty.us
<b>East Central Florida Regional Planning Council</b>	<b>Hugh Harling, Executive Director</b>	309 Cranes Roost Blvd, Suite 200, Altamonte Springs, FL 32701	407-262-7772	hharling@ecfrpc.org

<b>Project Partners</b>				
<b>Organization</b>	<b>Team Member</b>	<b>Role/Title</b>	<b>Phone</b>	<b>E-Mail</b>
<b>FDOT District Five</b>	<b>John Zielinski</b>	FDOT District Five Contract Manager	407-482-7868	John.Zielinski@dot.state.fl.us
<b>FDOT Central Office</b>	<b>Dana Reiding</b>	FDOT Central Office Administrator	850-414-4719	Dana.Reiding@dot.state.fl.us
<b>MetroPlan Orlando MPO</b>	<b>Harry Barley</b>	Executive Director	407-481-5672	HBarley@MetroPlanOrlando.com
<b>Space Coast TPO</b>	<b>Bob Kamm</b>	Executive Director	321-690-6890	BobKamm@brevardcounty.us
<b>Brevard County</b>	<b>John Denninghoff</b>	Public Works Director	352-303-1940	John.Denninghoff@brevardcounty.us
<b>Orange County</b>	<b>Jon Weiss</b>	Director of Community, Environmental and Development Services	407-836-5312	jon.weiss@ocfl.net
<b>Osceola County</b>	<b>Jeff Jones</b>	Growth Management Director	407-742-4200	jeff.jones@osceola.org
<b>Central Florida Expressway Authority</b>	<b>Joe Berenis</b>	Deputy Executive Director	407-690-5000	joseph.berenis@cfxway.com
<b>Florida Turnpike Enterprise</b>	<b>Jennifer Stults</b>	Intermodal Systems Development Manager	407-264-3041	jennifer.stults@dot.state.fl.us
<b>East Central Florida Regional Planning Council</b>	<b>Hugh Harling</b>	Executive Director	407-262-7772	hharling@ecfrpc.org

<b>Project Management Team</b>				
<b>Organization</b>	<b>Team Member</b>	<b>Role/Title</b>	<b>Phone</b>	<b>E-Mail</b>
<b>FDOT District Five</b>	<b>John Zielinski</b>	FDOT District Five Contract Manager	407-482-7868	John.Zielinski@dot.state.fl.us
<b>FDOT Central Office</b>	<b>Dana Reiding</b>	FDOT Central Office Administrator	850-414-4719	Dana.Reiding@dot.state.fl.us
<b>Hanson Professional Services</b>	<b>Jeff Bowen</b>	Consultant Project Manager	904-423-5353	jbowen@hanson-inc.com

<b>Hanson Consultant Team</b>				
<b>Organization</b>	<b>Team Member</b>	<b>Role/Title</b>	<b>Phone</b>	<b>Email</b>
<b>AECOM</b>	<b>Jan Everett</b>	Sub-Consultant	407-992-4335	jan.everett@aecom.com
<b>Connetics Transportation Group</b>	<b>David Schmidt</b>	Sub-Consultant	407-302-5131	dschmitt@ctgconsult.com
<b>Osiris 9 Consulting, LLC</b>	<b>Imran Ghani</b>	Sub-Consultant	352-317-6131	imran.ghani@osiris9.com
<b>Planning Innovations, Inc.</b>	<b>Mark Hardgrove</b>	Sub-Consultant	497-340-0062	wrgasmh@aol.com
<b>Selim Consulting, Inc.</b>	<b>Monty Selim</b>	Sub-Consultant	904-210-4071	selimm@bellsouth.net
<b>TranSystems Corporation</b>	<b>Greg Kern</b>	Sub-Consultant	407-875-8900	gakern@transystems.com
<b>triSect, LLC</b>	<b>Shelley Lauten</b>	Sub-Consultant	407-924-5498	shelley@trisectinnovates.com
<b>IF Rooks</b>	<b>Ike Rooks</b>	Sub-Consultant	813-752-2113	iker@ifrooks.com



East Central Florida Corridor  
**Evaluation Study**

