

RESOLUTION NO. 15-026

A RESOLUTION OF THE CAROLINE STREET CORRIDOR AND BAHAMA VILLAGE COMMUNITY REDEVELOPMENT AGENCY (CRA), APPROVING THE COMMITTEE RANKING OF FIRMS SUBMITTING RESPONSES TO REQUEST FOR PROPOSALS (RFP) NO. 003-14: BAHAMA VILLAGE COMMUNITY REDEVELOPMENT AGENCY VISIONING AND CAPITAL PROJECTS WORK PLAN; AUTHORIZING STAFF TO NEGOTIATE A CONTRACT FOR APPROVAL BY THE COMMUNITY REDEVELOPMENT AGENCY; PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, on July 31, 2014, the City issued a request for Proposals for firms capable of providing services set forth in RFP No. 003-14; and

WHEREAS, the City Clerk opened five proposals and a committee comprised of City staff and members of the public convened at a properly noticed meeting conducted consistent with the "Sunshine Law" on October 6, 2014, and ranked the respondents to the RFP, and determined a short list of three eligible firms based upon the ranking criteria; and

NOW, THEREFORE, BE IT RESOLVED BY THE CAROLINE STREET CORRIDOR AND BAHAMA VILLAGE COMMUNITY REDEVELOPMENT AGENCY, AS FOLLOWS:

Section 1: That the top three responses to RFP No. 003-14 for the Bahama Village CRA Visioning and Capital Projects Work Plan are hereby ranked and approved by the CRA as follows:

- (1) Zyschovich Architects

(2) Bermello Ajamil and Partners

(3) PMG Associates

Section 2: That City staff is authorized to negotiate a contract starting with the first-ranked firm, and each firm thereafter if necessary, until an acceptable agreement is reached. The City Manager is directed to bring the contract before the Community Redevelopment Agency for final approval.

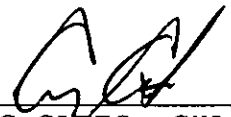
Section 3: That this Resolution shall go into effect immediately upon its passage and adoption and authentication by the signature of the presiding officer and the Clerk of the Agency.

Passed and adopted by the Caroline Street Corridor and Bahama Village Community Redevelopment Agency at a meeting held this 6th day of January, 2015.

Authenticated by the presiding officer and Clerk of the Agency on January 7, 2015.

Filed with the Clerk January 7, 2015.

Chairman Craig Cates	<u>Yes</u>
Vice Chair Mark Rossi	<u>Yes</u>
Commissioner Teri Johnston	<u>Yes</u>
Commissioner Clayton Lopez	<u>Yes</u>
Commissioner Billy Wardlow	<u>Yes</u>
Commissioner Jimmy Weekley	<u>Yes</u>
Commissioner Tony Yaniz	<u>Yes</u>



CRAIG CATES, CHAIRMAN

ATTEST:



CHERYL SMITH, CITY CLERK

EXECUTIVE SUMMARY
Community Redevelopment Agency



To: Community Redevelopment Agency

Through: Sarah Hannah-Spurlock, Assistant City Manager and
Kevin Bond, AICP, Acting Planning Director

From: Donald Leland Craig, AICP, Consulting Planner

Meeting Date: January 6, 2015

Re: Consideration of the City Manager-appointed committee's recommended ranking and short-listing of consulting firms in response to Request for Proposals (RFP) #003-14 Bahama Village CRA Visioning and Capital Projects Work Plan.

Action Statement: Requesting Community Redevelopment Agency approval of recommended ranking and short-listing of RFP #003-14 respondents.

Background:

The City of Key West Planning Department is seeking a consultant to prepare the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan. The Work Plan shall be for a 25-year planning horizon (2015-2040) and based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea. The Work Plan shall include a capital projects prioritization, and a long-range spending and implementation plan for the subarea with respect to the annual property tax increment finance (TIF) generation and potential available monetary leveraging methods. This Work Plan shall also provide, in a separately identified section inclusive of but not limited to a highest and best use analysis for the remaining 3.2 acres of the Truman Waterfront Parcel. The highest and best use analysis shall consider economically viable alternatives that create the highest additional tax increment for the site. This analysis shall be in a form and content such that the City may easily identify an alternative as the target for an RFQ or RFP for implementation and construction. As part of both the 2010 CRA Plan and the City's 2011 Strategic Plan, the adoption of a Capital Projects Work Plan is required.

The BVCRSA is a culturally significant historic district that is mostly built out. The BVCRSA is comprised primarily of residential development interspersed with churches and community facilities. Petronia Street, a mixed use/commercial corridor runs through the BVCRSA and connects the City's main commercial artery, Duval Street, to 3.2 acres of the vacant Truman Waterfront Parcel that is located immediately adjacent to the City's future 28-acre Truman Waterfront Park. The parcel is the largest vacant lot in the CRA and presents a unique opportunity for new development that will generate tax increment growth and provide the residents of the BVCRSA economic and cultural connectivity to the activity generated at Truman Waterfront Park.

Requirements

The proposal is specific to the Bahama Village Redevelopment Subarea (BVRSA). The Visioning and Capital Project Work Plan shall be based on the Objectives of the BVRSA within the Community Redevelopment Plan considering current and projected tax increment revenue for the district. The Work Plan shall also be consistent with the City's Comprehensive Plan, the Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district.

Scope of Work

The successful proposal will demonstrate the firm's expertise in public participation visioning processes and describe a proven track record of working with CRA's, as well as a thorough understanding of land use needs analysis. The firm awarded the contract will be expected to complete the following tasks:

- A. Visioning Process / Public Meetings** – Up to six (6) public participation meetings expected through adoption of the Work Plan. It is anticipated that the visioning process will require up to four (4) of these six (6) meetings.

- B. Deliverables** –
 - 1. Audit – Land Use and Programs**
 - a. Audit/Analysis of BVCRA Plan goals and objectives and Finding of Necessity achievements/progress to date and what still remains to be complete.
 - b. Identification of specific properties that remain to be redeveloped based on CRA Plan and Finding of Necessity.
 - c. A mechanism/product for recording, monitoring and measuring progress incrementally throughout the planning period.
 - 2. Highest and Best Use with Cost Benefit Analysis**
 - a. Highest and best use analysis of public, vacant and underutilized properties within the district with special emphasis on projects that further the objectives of the CRA Plan.
 - b. Highest and best use analysis for the Truman Waterfront Parcel.
 - c. Possible necessary Future Land Use Map and Zoning Amendments.
 - 3. Capital Projects and/or Programs Priorities List**
 - a. Identify and recommend projects within the BVCRA with highest potential to alleviate/eliminate blight throughout the BVCRA.
 - b. Alternatives - Provide a prioritization list that has three (3) total alternative courses of action including alternative strategies, methods and schedules for achieving the goals and objectives.
 - 4. Implementation Program**
 - a. A 25-year financial plan including preliminary budgets to implement the Capital Projects and/or Programs using the limited tax increment (CRTF) fund.
 - b. Recommend innovative monetary leveraging opportunities through the planning period to implement the Capital Priorities list.
 - 5. Policy Recommendations**
 - a. Identify any new essential policies to implement the existing Plan and/or update the Plan.

6. Final Report

a. Preparation of Final Draft Report shall include:

- i. Items 1-5 above.
- ii. Description of the relationship between Work Plan and other local plans.
- iii. A revision and update schedule for the Work Plan.
- iv. Maps indicating properties to be served.
- v. Performance Criteria – a monitoring program to track performance measures using specific criteria.
- vi. Recommendations for incorporating relevant new information and methodologies into the CRA Plan.
- vii. Presentation of Findings – Findings presented to BVRAC and CRA with relevant recommendations to be included on the final draft report.

b. Final Reporting and Adoption

- i. The Consultant shall present the report and findings to the CRA Board in a public meeting.

Purpose and Justification

The City received four proposals for RFP #003-14. The respondents were evaluated by the City Manager-appointed selection team at a publicly advertised meeting on October 6, 2014. The team was comprised of Planning Director, Donald Craig; Planner II, Nicole Malo; Attorney and BVRAC Vice Chair Patricia Eables; Property Manager, Marilyn Wilbarger; Engineer, Devon Steckley; former Commissioner and BVRAC Chair, Carmen Turner; and former Assistant City Manager, Mark Finigan. The evaluation team ranked the proposals into a short list of three respondents for CRA consideration. The selection team evaluated the respondents based on the following criteria and point system:

- Past performance on similar projects: 20 points
- Approach and understanding of the project: 25 points
- Experience of key personnel: 15 points
- Demonstrated community engagement experience: 20 points
- Cost proposal: 10 points
- References: 10 points

Staff ranked the responding firms in the following order:

<u>Respondent:</u>	<u>Cost Proposal:</u>	<u>Average Score:</u>
1) Zyschovich and Associates	\$155,750	79
2) Bermello Ajamil	\$140,000	75
3) PMG Associates	\$123,550	70
4) Kane, Balmer and Berkman	\$106,250	59

After checking references, the short list created by staff consists of the following top three respondents in ranked order.

<u>Respondent:</u>	<u>Total Score:</u>
1) Zyschovich and Associates	86
2) Bermello Ajamil	83
3) PMG Associates	78

Copies of the short-listed proposals are attached. The respondents have been informed that if the Commission desires to hear presentations, the item will be postponed and they will be invited to the subsequent CRA meeting to be held January 21, 2015. Once consultant selection is made by the CRA, a final contract, including detailed scope and fee, must be negotiated and then approved by the CRA. Funds from the Community Redevelopment Trust Fund have been authorized to pay for the Visioning and Capital Projects Work Plan by the Bahama Village Redevelopment Advisory Committee at a meeting held June 26, 2014 and by the CRA at a meeting held August 19, 2014 through Resolution No. 14-228. The Visioning and Capital Projects Work Plan is consistent with the Community Redevelopment Plan, specifically Section 6.03.

Options:

Option 1: Rank the short-listed firms in order of most qualified first. Direct staff to negotiate a contract with the first-ranked firm. If negotiations are not satisfactorily concluded, then staff will negotiate with the second-ranked firm.

Option 2: Reject all proposals and re-advertise RFP.

Option 3: Request that additional presentations be made at the next CRA meeting.

Financial Issues:

Approving staff rankings will not incur any financial impact to the City. A contract will be presented to the CRA at a subsequent meeting date pursuant to F.S 163.370.

Recommendation:

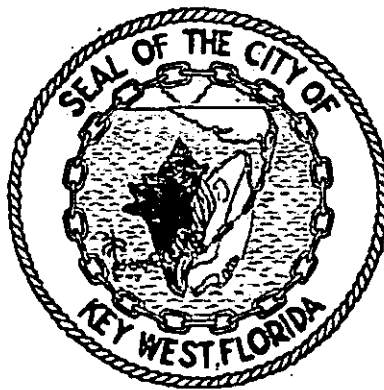
Staff recommends approval of Option 1.

Attachments:

Attachment A:	RFP # 003-14
Attachment B:	Ranking Committee forms, response summary and reference check
Attachment C:	Zyschovich and Architects
Attachment D:	Bermello Ajamil
Attachment E:	PMG Associates
Attachment F:	Correspondence with proposers

REQUEST FOR PROPOSALS

**Bahama Village Community Redevelopment Area
Visioning and Capital Projects Work Plan
City of Key West RFP #003-14**



Mayor: Craig Cates

Commissioners:

Teri Johnston

Clayton Lopez

Jimmy Weekley

Mark Rossi

Billy Wardlow

Tony Yaniz

Prepared By:
City of Key West
Community Development Services and Planning Department



SUBJECT: CITY OF KEY WEST
REQUEST FOR PROPOSALS 003-14

ISSUE DATE: July 31, 2104

RESERVATIONS FOR MANDATORY PRE-SUBMITTAL CONFERENCE: August 15, 2014
Via electronic mail to nmalo@keywestcity.com. Any person with ADA concerns should notify the city so that accessibility concerns for the tour can be assessed.

MANDATORY PRE-SUBMITTAL CONFERENCE: August 22, 2014 at 1:00 P.M.
MLK Pool
306 Catherine Street
Key West, FL 33040
Note: The prime respondent's proposed Project Manager must attend the pre-bid meeting.

EMAIL QUESTIONS BY: September 9, 2014
NO LATER THAN NOON

MAIL OR DELIVER RESPONSES TO: City Clerk
City of Key West
3126 Flagler Avenue
Key West, FL 33040

RESPONSES DEADLINE DATE: September 17, 2104
NO LATER THAN 3:30 PM

ARTICLE 1 - INTRODUCTION

1.1 Purpose

This RFP is designed to provide firms with the information necessary for the preparation of competitive responses. The RFP process is for the City's benefit and is intended to provide the City with competitive information to assist in the selection process. This RFP is not intended to be a comprehensive list of all work and materials necessary to complete the project or supply goods and services. Each firm is responsible for determining all factors necessary for submission of a comprehensive response.

The Consultant shall provide services that involve expertise in community redevelopment land use planning and leveraging of limited economic development funds and assets. The Consultant is responsible for providing technical expertise, a public participation component and deliverables.

1.2 Executive Summary

The City of Key West Planning Department is seeking a consultant to prepare the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan. The Work Plan shall be for the 2014 - 2040/25 year planning horizon and based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea. The Work Plan shall include a capital projects prioritization, and a long range spending and implementation plan for the subarea with respect to the annual property tax increment finance (TIF) generation and potential available monetary leveraging methods. This Work Plan shall also be in a separately identified section inclusive of but not limited to a highest and best use analysis for the remaining 3.2 acres of the Truman Waterfront Parcel. The highest and best use analysis shall consider economically viable alternatives that create the highest additional tax increment for the site. This analysis shall be in a form and content such that the City may easily identify an alternative as the target for an RFQ or RFP for implementation and construction. As part of both the 2010 CRA Plan and the City's 2011 Strategic Plan the adoption of a Capital Projects Work Plan is required.

The Bahama Village Community Redevelopment Subarea (BVCRSA) is a culturally significant historic district that is mostly built out. The BVCRSA is comprised primarily of residential development interspersed with churches and community facilities. Petronia Street, a mixed use/commercial corridor runs through the BVCRSA and connects the City's main commercial artery (Duval Street) to 3.2 acres of the vacant Truman Waterfront Parcel that is located immediately adjacent to the City's future, 28 acre, Truman Waterfront Park.

RFP #003-2014

Bahama Village Community Redevelopment Area Capital Projects Work Plan

The parcel is the largest vacant lot in the CRA and presents a unique opportunity for new development that will generate tax increment growth and provide the residents of the BVCRSA economic and cultural connectivity to the activity generated from/at the Truman Waterfront Park.

1.3 History of the BV TIF

The Community Redevelopment Trust Fund (CRTF) for Bahama Village was established for 30 years in 1992 and extended in 2010 for another 30 years. The Bahama Village CRTF is mostly unencumbered except minor debt service. In 2009, in response to a need for spending oversight, the Bahama Village Community Redevelopment Advisory Committee (BVCRAC) was created to oversee an annual public application process for the use of the CRTF. Since then, the limited Trust Fund has been used to fund small capital projects and a few programs throughout the district. Although, to date projects funded by the CRTF have contributed towards the goal of alleviating blighted conditions, a comprehensive review has not been completed as to how the Objectives identified in the CRA Plan have been accomplished and to what extent specific properties identified in the Finding of Necessity have been improved.

ARTICLE 2 - WORK PRODUCT

2.1 Requirements

The proposal is specific to the Bahama Village Redevelopment Subarea (BVRSA). The Visioning and Capital Project Work Plan (Capital Plan) shall be based on the Objectives of the BVRSA within the Community Redevelopment Plan considering current and projected tax increment revenue for the district. The Visioning and Capital Plan shall also be consistent with the local City Comprehensive Plan, the Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district.

2.2 Scope of Work

The successful proposal will demonstrate the firm's expertise in public participation visioning processes and describe a proven track record of working with CRA's, as well as a thorough understanding of land use needs analysis. The firm awarded the contract will be expected to complete the following tasks:

Visioning Process / Public Meetings - Up to six (6) public participation meetings expected through adoption of the Capital Plan. It is anticipated that the visioning process will require up to four (4) of these six (6) meetings.

Deliverables -

1. Audit – Land Use and Programs

- a. Audit/ Analysis of BVCRA Plan goals and objectives and Finding of Necessity achievements/progress to date and what still remains to be complete.
- b. Identification of specific properties that remain to be redeveloped based on CRA Plan and Finding of Necessity.
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2. Highest and Best Use with Cost Benefit Analysis

- a. Highest and best use analysis of public, vacant and underutilized properties within the district with special emphasis on projects that further the objectives of the CRA Plan.
- b. Highest and best use analysis for the Truman Waterfront Parcel.
- c. Possible necessary Future Land Use Map and Zoning Amendments.

3. Capital Projects and/or Programs Priorities List

- a. Identify and recommend projects within the BVCRA with highest potential to alleviate/eliminate blight throughout the BVCRA.
- b. Alternatives - Provide a prioritization list that has three (3) (total) alternative courses of action including alternative strategies, methods and schedules for achieving the goals and objectives.

4. Implementation Program

- a. A 25-year financial plan including preliminary budgets to implement the Capital Projects and/or Programs using the limited tax increment (CRTF) fund.
- b. Recommend innovative monetary leveraging opportunities through the planning period to implement the Capital Priorities list.

5. Policy Recommendations

- a. Identify any new essential policies to implement the existing Plan and/or update the Plan.

6. Final Report

- a. **Preparation of Final Draft Report shall include:**

- i. Items 1-5 above.
- ii. Description of the relationship between Capital Work Plan and other local plans.
- iii. A revision and update schedule for the Capital Work Plan.
- iv. Maps indicating properties to be served.
- v. Performance Criteria - a monitoring program to track performance measures using specific criteria.
- vi. Recommendations for incorporating relevant new information and methodologies into the CRA Plan.
- vii. Presentation of Findings - Findings presented to BVRAC and CRA with relevant recommendations to be included on the final draft report.

b. Final Reporting and Adoption

- a. The Consultant shall present the report and findings to the CRA Board in a public meeting.

2.3 Existing Supporting Documentation available at www.keywestcity.com/CRA/RFP003-14

- 2010 CRA Plan and Finding of Necessity;
- Updated BVCRA Map;
- 1995 and 1998 CRA Plans;
- 2004 Redevelopment Strategy Report for the Truman Waterfront Parcel;
- List of recommended projects that was presented to the BVRAC in 2012 and the resulting priority list;
- 2010 Bahama Village Connectivity Master Plan;
- Spreadsheet of projects funded to date;
- Annual Tax Increment available in the CRTF since inception;
- Debt Service records (till 2019);
- 2010 CRA Plan and 2009 Finding of Necessity;
- 2010 Joint Workshop Summary Report and associated Resolution 10-265;
- Truman Waterfront Park adopted Master Plan;
- Past agendas, minutes and supporting documentation for the projects that have been funded by the TIF can be found at <https://keywest.legistar.com/Calendar.aspx>.

ARTICLE 3 - RESPONSE INFORMATION

3.1 Response Information

The evaluation of the RFP will be based on a respondent's aptitude, experience, proposed cost and approach to tasks as identified herein by the City.

All respondents must attend a mandatory pre-submittal conference and associated tour of the project area. The prime contractor's Project Manager must be in attendance at the mandatory pre-submittal conference and tour.

Responses should be submitted to the submittal address by the date and time listed in the submission details. The City will not be responsible for submittals that are delinquent, lost, mismatched, sent to an address other than that given above, or sent by mail or courier service. The City reserves the right, after opening the submittal, to reject any or all responses, or to accept the response(s) that in its sole judgment is (are) in the best interest of the City.

All questions from any Proposer regarding the RFP or matters relating thereto must be submitted in writing to Nicole Malo, at nmalo@keywestcity.com no later than **noon on Tuesday, September 9, 2014**. Each question must identify the section number in this RFP for which clarification is being requested. Key West Planning Department will respond to all properly submitted questions at least four (4) business days prior to the date that the Proposals are due. All responses will be sent via email to all persons who have requested a copy of this RFP and furnish Key West Community Development Services and Planning Department with a correct email address.

3.2 Submission Details:

1. **Submit to:**
City Clerk
City of Key West
3126 Flagler Avenue
Key West, FL 33040
2. **Date/Time:** September 17, 2014 by 3:30 PM
3. **Identification of Responses:**

Responses shall be submitted in a two (2) sealed envelopes, one within the other, each clearly marked on the outside: "Request for Proposals # 003-14 / Bahama Village Community Redevelopment Subarea Visioning and Capital Projects Work Plan" the due date, and the respondent's name.

Project Title: Bahama Village Community Redevelopment Subarea Visioning and Capital Projects Work Plan

Due Date: September 17, 2014

Company: *Company Name*

3.3 Number of Copies:

Applicants shall submit one response marked "Original"; and one (1) copy marked "Copy", and two (2) flash drives, each with PDF file(s) of the full Request for Proposal, including items listed on the cover letter. All contents of a Proposer's submittal shall remain the property of the City.

3.4 Preparation Costs:

The costs of response preparation for both steps in the process are not reimbursable. Response preparation costs are the applicant's total responsibility.

3.5 Authorized Signature:

The initial response must contain the signature of a duly authorized officer or agent of the proposer's company empowered with the right to bind the respondent to the RFP. The respondent must provide evidence of the authority of the officer or agent to bind the respondent.

3.6 License Requirements:

At the time the proposal is submitted, the Contractor must show satisfactory documentation of state licenses (if applicable). Please note that the selected respondent will also be required to obtain and maintain a City of Key West Business Tax Receipt for the duration of the work.

3.7 Post Contractual Restriction:

Each prospective proposer should be aware that the resulting awardee shall be required to execute a Post Contractual Restriction understanding with the City of Key West, to include the selected firm as well as all subconsultants. The provision will restrict the selected firm, and subconsultant(s), from representing itself or clients before the City of Key West City Commission, its agents, boards and committees on all planning related matters during the agreement/contract period of performance and for one (1) year following final approval of the Capital Projects Work Plan.

3.8 Insurance /Indemnification:

The Consultant shall keep in full force and effect at all times during the effective period of any resulting agreement and durations identified within, and at its own cost and expense the following insurance with insurance companies authorized in the State of Florida, with an A.M. Best rating of A or higher and shall provide evidence of such insurance to the City of Key West. The policies or certificates shall provide thirty (30) days prior to cancellation notices of same shall be given to the City by registered mail, for all of the required insurance policies stated below. All notices shall name the Consultant and identify the contract number. The City of Key West, all Departments, Agencies, Boards and Commissions, its officers, agents, servants and employees are to be named as "Additional Insureds" as their interests may appear on all policies. All policies are to include a "Waiver of Subrogation" in favor of the City of Key West. Attached hereto as Exhibit A.

3.9 Cone of Silence:

Pursuant to Section 2-773 of the City of Key West Code of Ordinances, as amended, a "Cone of Silence". A cone of silence shall be in effect during the course of a competitive solicitation. Cone of Silence Affidavit is attached hereto under Exhibit B.

3.10 Response Evaluation:

Responses should provide a straightforward and concise presentation adequate to satisfy the requirements of the RFP. Emphasis should be on: completeness and clarity of content; consultant's or consultant team's past performance on similar projects; approach; cost estimate; understanding of the project; experience of key personnel; and demonstrated community engagement experience as these issues relate to the consultant or consultant team's aptitude in completing a Community Redevelopment Area Capital Projects Work Plan as the principal basis for evaluation. Evaluation Form, attached hereto as Exhibit C.

3.11 Response Selection:

All complete and responsive submittals will be evaluated by a City Manager appointed selection team at a publicly noticed meeting. The City of Key West reserves the right to ask questions, seek clarification of any or all Proposers as part of its evaluation. Evaluation and ranking will be accomplished using the Consultant Ranking Form. Only the three (3) highest rated Responses as determined by the City Manager appointed selection team will go forward to the City Commission in ranked order. Each short-listed respondent may be required to make an approximately fifteen minute presentation to the City Commission; the exact length of the presentation is up to the discretion of the Commission and will be determined by them in advance of the scheduled hearing. Final award will be made by the

City Commission, based solely on that response which, in their opinion is in the best interest of the City of Key West, all factors considered, irrespective of the City Manager appointed selection team ranking.

A final contract, including a detailed scope and fee, must be negotiated and then approved by the City Commission. The City reserves the right, without qualification, to exercise discretion and apply its judgment with respect to any responses submitted, as well as to reject all responses.

3.12 Response Content:

The City requires the Proposer to submit a concise response clearly addressing all of the requirements outlined in this RFP. Responses must include, at a minimum, the following sections in the order indicated.

1. *Cover Letter* - No more than two pages
2. *Information Page* - Include project name, name of firm (prime) submitting the response, contact information for the person who will act as project manager and contact information for the person who has authority to make representations for the firm, including name, title, address, telephone and fax numbers and email addresses.
3. *Organization Chart* - Show prime consultant, sub-consultants, key personnel, areas of responsibility and location of personnel
4. *Company Information* - Background information about the company and each subcontractor and the services each provides.
5. *Methodology and Approach* - Descriptions which enable the City to assess the proposer's capability to conduct the Visioning and Capital Projects Work Plan in a structured and efficient manner. At a minimum this should include: Project understanding; approach; a scope of services including tasks, deliverables and schedule integrated as part of the technical scope of work.
6. *Cost* - A detailed cost estimate on a task by task basis.
7. *Personnel* - Resumes of the principals(s) assigned to the project and staff personnel, and resumes of the sub-consultants available to support the proposed efforts.
8. *Qualifications* - Description of relevant experience for the prime contractor and each subcontractor connected with providing project work. Experience of team members working successfully together on other similar projects should be included.

9. *Representative Community Redevelopment and Long Range Fiscal Plan Projects and Client References* - Submit descriptions of similar assignments which were conducted by the consultant, including other agency/client's contact name and telephone number.
10. *References* - The Consultant shall provide three references for Community Redevelopment Planning work which have been completed within the last seven years.

Exhibit A
Insurance and Indemnification

Insurance and Indemnification

The Consultant shall keep in full force and effect at all times during the effective period of any resulting agreement and durations identified within, and at its own cost and expense the following insurance with insurance companies authorized in the State of Florida, with an A.M. Best rating of A or higher and shall provide evidence of such insurance to the City of Key West. The policies or certificates shall provide thirty (30) days prior to cancellation notices of same shall be given to the City by registered mail, for all of the required insurance policies stated below. All notices shall name the Consultant and identify the contract number. The City of Key West, all Departments, Agencies, Boards and Commissions, its officers, agents, servants and employees are to be named as "Additional Insureds" as their interests may appear on all policies. All policies are to include a "Waiver of Subrogation" in favor of the City of Key West.

The Consultant shall maintain limits no less than those stated below:

1. **Worker's Compensation** - Statutory - in compliance with the Compensation law of the State of Florida. In addition, the Consultant shall obtain Employers' Liability Insurance with limits of not less than:
 - Five Hundred Thousand (\$500,000.00) Dollars Bodily Injury by Accident
 - Five Hundred Thousand (\$500,000.00) Dollars Bodily Injury by Disease, Policy Limits
 - Five Hundred Thousand (\$500,000.00) Dollars Bodily Injury by Disease, each employee

2. **Commercial General Liability** including but not limited to bodily injury, property damage, contractual liability, products and completed operations (without limitation) and no more restrictive than ISO form CG 20 37 (07 04) shall be in an amount acceptable to the City of Key West but not less than One Million (\$1,000,000.00) Dollars Combined Single Limit per occurrence and Two Million (\$2,000,000.00) Dollars aggregate. The coverage must include:
 - Commercial Form
 - Premises/Operations
 - Products/Completed Operations
 - Independent Consultants (if any part of the Work is to be subcontracted)

- Broad Form Property Damage
 - Personal Injury
3. **Business Automobile Liability** Insurance with a minimum limit of liability of One Million (\$1,000,000.00) Dollars each occurrence covering all worked performed under this contract. This insurance shall include for bodily injury and property damage the following coverage:
- Owned automobiles
 - Hired automobiles
 - Non-owned automobiles
 - Location of operation shall be "All Locations"

In the event Consultant does not own automobiles, Consultant agrees to maintain coverage for Hired & Non-Owned Auto Liability, which may be satisfied by way of endorsement to the Commercial General Liability policy or separate Business Auto Liability policy. If private passenger automobiles are used in the business, they must be commercially insured.

4. **Excess/Umbrella Liability** shall have a minimum limit of Two Million (\$2,000,000) Dollars per occurrence with an annual aggregate of Two Million (\$2,000,000) Dollars. This coverage is to be following form and include the Commercial General Liability and Automobile Liability Policies.
5. **Professional Liability/Errors & Omissions** Insurance with minimum limits not less than One Million (\$1,000,000.00) Dollars for professional services rendered in accordance with this contract. The Consultant shall maintain such insurance for at least two (2) years from the termination of this contract and during this two (2) year period the Consultant shall use his/her best efforts to ensure that there is no change of the retroactive date on this insurance coverage. If there is a change that reduces or restricts the coverage carried during the contract, the Consultant shall notify City Risk Management within thirty (30) days of the change
6. **Scope of Insurance and Special Hazards**

The insurance requirement contained in the foregoing Paragraphs are a minimum to provide adequate protection for the Consultant, respectively, against damage claims which may arise from operations under this contract, whether such

operation be by the insured or by anyone directly or indirectly employed by the insured and, also against any of the special hazards which may be encountered in the entity's operation under this contract. The insurance required herein and approval of the Consultant's insurance by the City of Key West shall not relieve or decrease the liability of the Consultant hereunder.

Insurance requirements itemized in this contract and required of the Consultant shall be provided on behalf of all sub-contractors to cover their operations performed under this contract. The Consultant shall be held responsible for any modifications, deviations, or omissions in these insurance requirements as they apply to sub-contractors.

7. Certificates of Insurance

Certificates of Insurance shall be filed and maintained throughout the life of any resulting Agreement with the City of Key West, P.O. Box 1409, Key West, FL 33041-1409 evidencing the minimum limits of the insurance cited above prior to commencement of work. All insurance certificates shall be received by City Clerk and Department of Risk Management before Consultant will be allowed to commence or continue work (all insurance carriers must have their corresponding AM Best carrier ID listed on the COI) All policies shall provide that they may not be terminated or modified without the insurer providing the City of Key West at least thirty (30) days of advance notice. Additionally, the Consultant shall immediately notify the City of any cancellation of such insurance. The City of Key West reserves the right to review, at any time, coverage, form, and amount of insurance.

8. Indemnification Agreement

The following shall be made a provision of any resulting agreement:

To the fullest extent permitted by law, the DESIGN PROFESSIONAL expressly agrees to indemnify and hold harmless the City of Key West, their officers, directors, agents, and employees (herein called the "indemnitees") from liabilities, damages, losses and costs, including, but not limited to, reasonable attorney's fees and court costs, such legal expenses to include costs incurred in establishing the indemnification and other rights agreed to in this Paragraph, to persons or property, to the extent caused by the negligence, recklessness, or intentional wrongful misconduct of the DESIGN PROFESSIONAL, its Subcontractors or persons employed or utilized by them in the performance of the Contract. Claims

by indemnities for indemnification shall be limited to the amount of DESIGN PROFESSIONAL's insurance or \$1 million per occurrence, whichever is greater. The parties acknowledge that the amount of the indemnity required hereunder bears a reasonable commercial relationship to the Contract and it is part of the project specifications or the bid documents, if any.

The indemnification obligations under the Contract shall not be restricted in any way by any limitation on the amount or type of damages, compensation, or benefits payable by or for the DESIGN PROFESSIONAL under workers' compensation acts, disability benefits acts, or other employee benefits acts, and shall extend to and include any actions brought by or in the name of any employee of the DESIGN PROFESSIONAL or of any third party to whom DESIGN PROFESSIONAL may subcontract a part or all of the Work. This indemnification shall continue beyond the date of completion of the work.

POLICY NUMBER:

COMMERCIAL GENERAL LIABILITY
CG 20 10 07 04

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – OWNERS, LESSEES OR
CONTRACTORS – SCHEDULED PERSON OR
ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Location(s) Of Covered Operations
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by:

1. Your acts or omissions; or
2. The acts or omissions of those acting on your behalf;

in the performance of your ongoing operations for the additional insured(s) at the location(s) designated above.

B. With respect to the insurance afforded to these additional insureds, the following additional exclusions apply:

This insurance does not apply to "bodily injury" or "property damage" occurring after:

1. All work, including materials, parts or equipment furnished in connection with such work, on the project (other than service, maintenance or repairs) to be performed by or on behalf of the additional insured(s) at the location of the covered operations has been completed; or
2. That portion of "your work" out of which the injury or damage arises has been put to its intended use by any person or organization other than another contractor or subcontractor engaged in performing operations for a principal as a part of the same project.

POLICY NUMBER:

COMMERCIAL GENERAL LIABILITY
CG 20 37 07 04

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – OWNERS, LESSEES OR
CONTRACTORS – COMPLETED OPERATIONS**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):	Location And Description Of Completed Operations
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury" or "property damage" caused, in whole or in part, by "your work" at the location designated and described in the schedule of this endorsement performed for that additional insured and included in the "products-completed operations hazard".

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**EARLIER NOTICE OF CANCELLATION
PROVIDED BY US**

Number of Days Notice 30

For any statutorily permitted reason other than nonpayment of premium, the number of days required for notice of cancellation is increased to the number of days shown in the Schedule above.

If this policy is cancelled by us we will send the Named Insured and any party listed in the following schedule notice of cancellation based on the number of days notice shown above.

Schedule

Name of Person or Organization

Mailing Address

POLICY NUMBER:

COMMERCIAL GENERAL LIABILITY
CG 24 04 05 09

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Person Or Organization:

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The following is added to Paragraph 8. Transfer Of Rights Of Recovery Against Others To Us of Section IV – Conditions:

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement
Insured

Effective Policy No.

Endorsement No.
Premium

Insurance Company

Countersigned by _____

Exhibit B
Affidavits

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: _____

Sworn and prescribed before me this _____ day of _____, 20____

NOTARY PUBLIC, State of Florida

My commission expires:

SWORN STATEMENT PURSUANT TO SECTION 287.133(3) (A)

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to

by _____
(print individual's name and title)

for _____
(print name of entity submitting sworn statement)

whose business address is _____

and (if applicable) its Federal Employer Identification Number (FEIN) is

_____ (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime: or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However,

there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

(SIGNATURE)

(DATE)

STATE OF _____

COUNTY OF _____

PERSONALLY APPEARED BEFORE ME, the undersigned authority _____
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this
day of _____, 20__

NOTARY PUBLIC

My commission expires: _____

LOCAL VENDOR CERTIFICATION

Pursuant to City of Key West Code of Ordinances Section 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

- a. *Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.*
- b. *Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.*
- c. *Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.*

If you qualify, please complete the following in support of the self-certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name: _____

Phone: _____

Current Local Address (P.O Box numbers may not be used to establish status):

Email: _____

Length of time at this address: _____

Signature of Authorized Representative Date

STATE OF _____

COUNTY OF _____

The foregoing instrument was acknowledged before me this _____ day of _____, 20__.

By _____, of _____
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)

or has produced _____ as identification. (type of identification)

Print, Type or Stamp Name of Notary Signature of Notary

Title or Rank

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF _____)

: SS

COUNTY OF _____)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of _____ have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

_____ day of _____, 20__.

NOTARY PUBLIC, State of _____ at Large

My Commission Expires: _____

Sec. 2-773. Cone of Silence.

(a) *Definitions.* For purposes of this section, reference to one gender shall include the other, use of the plural shall include the singular, and use of the singular shall include the plural. The following definitions apply unless the context in which the word or phrase is used requires a different definition:

- (1) *Competitive solicitation* means a formal process by the City of Key West relating to the acquisition of goods or services, which process is intended to provide an equal and open opportunity to qualified persons and entities to be selected to provide the goods or services. Competitive solicitation shall include request for proposals ("RFP"), request for qualifications ("RFQ"), request for letters of interest ("RFLI"), invitation to bid ("ITB") or any other advertised solicitation.
- (2) *Cone of silence* means a period of time during which there is a prohibition on communication regarding a particular competitive solicitation.
- (3) *Evaluation or selection committee* means a group of persons appointed or designated by the city to evaluate, rank, select, or make a recommendation regarding a vendor or the vendor's response to the competitive solicitation. A member of such a committee shall be deemed a city official for the purposes of subsection (c) below.
- (4) *Vendor* means a person or entity that has entered into or that desires to enter into a contract with the City of Key West or that seeks an award from the city to provide goods, perform a service, render an opinion or advice, or make a recommendation related to a competitive solicitation for compensation or other consideration.
- (5) *Vendor's representative* means an owner, individual, employee, partner, officer, or member of the board of directors of a vendor, or a consultant, lobbyist, or actual or potential subcontractor or sub-consultant who acts at the behest of a vendor in communicating regarding a competitive solicitation.

(b) *Prohibited communications.* A cone of silence shall be in effect during the course of a competitive solicitation and prohibit:

- (1) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the city's administrative staff including, but not limited to, the city manager and his or her staff;

- (2) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and the mayor, city commissioners, or their respective staff;
 - (3) Any communication regarding a particular competitive solicitation between a potential vendor or vendor's representative and any member of a city evaluation and/or selection committee therefore; and
 - (4) Any communication regarding a particular competitive solicitation between the mayor, city commissioners, or their respective staff, and a member of a city evaluation and/or selection committee therefore.
- (c) *Permitted communications.* Notwithstanding the foregoing, nothing contained herein shall prohibit:
- (1) Communication between members of the public who are not vendors or a vendor's representative and any city employee, official or member of the city commission;
 - (2) Communications in writing at any time with any city employee, official or member of the city commission, unless specifically prohibited by the applicable competitive solicitation.
 - (A) However, any written communication must be filed with the city clerk. Any city employee, official or member of the city commission receiving or making any written communication must immediately file it with the city clerk.
 - (B) The city clerk shall include all written communication as part of the agenda item when publishing information related to a particular competitive solicitation;
 - (3) Oral communications at duly noticed pre-bid conferences;
 - (4) Oral presentations before publically noticed evaluation and/or selection committees;
 - (5) Contract discussions during any duly noticed public meeting;
 - (6) Public presentations made to the city commission or advisory body thereof during any duly noticed public meeting;

- (7) Contract negotiations with city staff following the award of a competitive solicitation by the city commission; or
- (8) Purchases exempt from the competitive process pursuant to section 2-797 of this Code of Ordinances;

(d) *Procedure.*

- (1) The cone of silence shall be imposed upon each competitive solicitation at the time of public notice of such solicitation as provided by section 2-826 of this Code. Public notice of the cone of silence shall be included in the notice of the competitive solicitation. The city manager shall issue a written notice of the release of each competitive solicitation to the affected departments, with a copy thereof to each commission member, and shall include in any public solicitation for goods and services a statement disclosing the requirements of this ordinance.
- (2) The cone of silence shall terminate at the time the city commission or other authorized body makes final award or gives final approval of a contract, rejects all bids or responses to the competitive solicitation, or takes other action which ends the competitive solicitation.
- (3) Any city employee, official or member of the city commission that is approached concerning a competitive solicitation while the cone of silence is in effect shall notify such individual of the prohibitions contained in this section. While the cone of silence is in effect, any city employee, official or member of the city commission who is the recipient of any oral communication by a potential vendor or vendor's representative in violation of this section shall create a written record of the event. The record shall indicate the date of such communication, the persons with whom such communication occurred, and a general summation of the communication.

(e) *Violations/penalties and procedures.*

- (1) A sworn complaint alleging a violation of this ordinance may be filed with the city attorney's office. In each such instance, an initial investigation shall be performed to determine the existence of a violation. If a violation is found to exist, the penalties and process shall be as provided in section 1-15 of this Code.

- (2) In addition to the penalties described herein and otherwise provided by law, a violation of this ordinance shall render the competitive solicitation void at the discretion of the city commission.
- (3) Any person who violates a provision of this section shall be prohibited from serving on a City of Key West advisory board, evaluation and/or selection committee.
- (4) In addition to any other penalty provided by law, violation of any provision of this ordinance by a City of Key West employee shall subject said employee to disciplinary action up to and including dismissal.
- (5) If a vendor is determined to have violated the provisions of this section on two more occasions it shall constitute evidence under City Code section 2-834 that the vendor is not properly qualified to carry out the obligations or to complete the work contemplated by any new competitive solicitation. The city's purchasing agent shall also commence any available debarment from city work proceeding that may be available upon a finding of two or more violations by a vendor of this section.

(Ord. No. 13-11, § 1, 6-18-2013)

Exhibit C
Consultant Ranking Form

CONSULTANT RANKING FORM

Project Name: Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan

Project Number: RFP 003-14

Firm _____

Date _____

SELECTION CRITERIA	POINTS ALLOWED	POINTS EARNED
Past Performance on Similar Projects	20	
Approach and Understanding of Project	25	
Experience of all personnel and subconsultants involved	15	
Demonstrated Community Engagement Experience	20	
Cost Proposal	10	
Sub-Total Points	90	

References	10	
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Total Points	100	
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Exhibit D
Notice of Advertisement

NOTICE OF ADVERTISEMENT - REQUEST FOR PROPOSALS

NOTICE is hereby given to prospective proposers that responses will be received by the CITY of KEY WEST, FLORIDA by the office of the City Clerk, 3126 Flagler Avenue, Key West, Florida 33040 until 3:30 p.m. on **Wednesday, September 17, 2014** for the **"Request for Proposals 003-14 / Bahama Village Community Redevelopment Area Capital Projects Work Plan"** in the Office of the City Clerk. Any responses received after the time announced will not be considered.

Scope of Services and Response Documents may be obtained from DemandStar by Onvia at www.demandstar.com/supplier or at www.keywestcity.com/CRA/RFP003-14. One (1) original and one (1) copy of the responses are to be enclosed in two (2) sealed envelopes, one within the other, each clearly marked on the outside: **"Request for Proposals 003-14 Bahama Village Community Redevelopment Area Capital Projects Work Plan"**, the due date, and the respondent's name, addressed and delivered to:

CITY CLERK, CITY OF KEY WEST, FLORIDA

CITY HALL, 3126 FLAGLER AVENUE

KEY WEST, FLORIDA 33040

At the time of the proposal, the successful Contractor must show satisfactory documentation of state licenses (if applicable).

Any permit and/or license requirement and subsequent costs are located within the response documents. The successful Responder must also be able to satisfy the City Attorney as to such insurance coverage, and legal requirements as may be demanded by the response in question. The City may reject responses: (1) for budgetary reasons, (2) if the responder misstates or conceals a material fact in its response, (3) if the response does not strictly conform to the law or is non-responsive to the response requirements, (4) if the response is conditional, or (5) if a change of circumstances occurs making the purpose of the response unnecessary, (6) if such rejection is in the best interest of the City. The City may also waive any minor formalities or irregularities in any response.

Sue Snider, Purchasing Agent

RFP #003-14 Selection Committee Findings				
Bahama Village Redevelopment Subarea Visioning and Capital Projects Work Plan				
October 6, 2014				
	Zyschovich	Bermello Ajamil	PMG	KB&B/Marston
C. Turner	72	84	76	57
M. Finigan	79	78	70	69
N. Malo	90	65	65	75
D. Craig	85	71	59	50
P. Eables	69	86	77	49
D. Steckley	75	64	72	62
M. Wilbarger	85	78	70	52
<i>Subtotal:</i>	555	526	489	414
<i>Average:</i>	79	75	70	59
<i>References:</i>	8	8	8	10
<i>Total</i>	86	83	78	69

Ranking:

1. Zyschovich
2. Bermello Ajamil
3. PMG
4. KB&B/ Marston

**Bahama Village Redevelopment Area Visioning and Capital Projects Work Plan
RFP 004-14
Reference Questions**

We have asked for competitive responses for a Capital Projects Work Plan for the City's Community Redevelopment Area. Specifically a spending plan for the Redevelopment Trust Fund and capital projects priority list.

1. Has *consultant firm* done something similar for you based on an estimated annual budget?
2. Did consultant help amend the CR Plan?
3. Did consultant demonstrate to you thorough understanding of CRA law?
4. How would you rank their public participation process? What methodologies did they use? Was it successful?
5. On a scale of 1-10 how would you rank the project manager on being responsive and easy to work with?
6. How satisfied were you with the project outcome?

B&A

Joseph Corradino, Homestead. Hist. downtown Master Plan.

Homestead CRA. Tweaking LDR in downtown district. Had good interaction with public that worked well. Standard stakeholder meetings, walking neighborhood to talk with neighbors, and stakeholder meetings. Great graphics. Resulted in form based code and economic development recommendations that led to a \$20m bond. Brought in Lambert and Alfredo Sanchez. Concepts were good but editing needed. Lambert and B&A work well together.

Mr. Danovich, Pompano, CRA Engineer.

B&A has provided services to the agency (and the City) for a number of years and on a number of projects. They have been retained to plan, design and provide professional recommendations in a variety of disciplines such as civil, structural, mechanical, electric engineering, planning, architecture and landscape architecture, to name a few. In recent past, B&A helped re-design a public parking facility; a segment of roadway (perhaps the most crucial) connecting to our beach; a beach kiosk; a public library; and, a historical building, to name a few, with design costs varying from a few to several thousand dollars and construction costs in the millions. We know them to be very familiar and have a great working relationship with most State of Florida, County and Municipal government agencies. Other than delays caused by us, B&A has been on time with their services and has helped us keep our budgets in check with sound designs. Staff members are very good at communicating with us and staying in touch with our contractors. Recently, the CRA renewed the continuing services contract and extended it until 2015. We would have no qualms about retaining B&A for future services and feel very comfortable working with B&A Staff.

Mr. Rick Ammirato, CRA Director, Planning Services - 305-224-4401

Master plan and economic development analysis. No updates were required to the CRP and no CRA law needed. Band A was good at managing the Public input process and would rank the

project manager as really easy to work with. The project was complicated and they did a great job.

Lambert

Niydia Rafois-Sallaberry, Hallandale Beach, Dep. City Manager

Lambert conducted a similar project for Hallandale Beach CRA. He was critical in the cities negotiation with the owners of a big project DA negotiation, asses tax revenues over the life of the CRA. Executed an ROI, or end point where TIF is out dated. Economic benefit analysis. He is on retainer for annual revenue and tax review. Also a consultant for the City for a natural gas facility feasibility analysis. Attempted to create an economic proposal that can work with private partnership. Fair and on time. Innovative!!! Easy to work with. Provided options. Great negotiator. Would recommend them and work with them again! Very approachable.

Zyschovich

John Jacobsen (John@intergraphic.com), Cape Coral

Thinks Zyschovich is FABULOUS. Conscious about what is actually possible related to the context of the location. They understand how to design code and build things. Lambert is excellent and will supplant the economic development and real estate needs.

Jaye Epstein, Hollywood CRA: Andrea Windigt, Assistant Director

No amendments to CRP. They did LDR, public participation, and design. Legal consistency and testing strong. Would work with them again.

Ana Maria Aponte, Jacksonville Planning Director

Not a capital improvements plan but a zoning code and update the downtown master plan. 8 of 10 pts they are responsible. Would recommend them.

Kane, Balmer and Berkman

City of Imperial Beach – Jennifer Lyon, CA

Called back several times in order to give a reference for KBB. KBB has assisted Legal Department as CRA specialists for City. Kendall is phenomenal, consistent and thorough about providing the facts in how to move forward with an agreement and development. Incredibly responsive, prompt advice. Depth in the firm with a lot of capital projects and public private partnerships and CRA law. All very high quality. Premier firm in CA for Redevelopment. Has helped with disillusionment and helped the city keep assets and everything they needed to keep as CRA dissolved so the City is very thankful with the service. Can't say enough good things about them and feel lucky to have this legal expertise including public attorney experience as former city attorney.

City of La Mesa - Bill Chopyk, CD director

KM is a long term financial analyst and real-estate specialist that are still working with City. KBB is an incredible attorney helping the City's deal with the CRA dissolution and bond issues. They make a dynamo team that will facilitate any plan amendment and support it with financial feasibility facts. Are the top performing companies with most experience in California and come HIGHLY recommended.

City of El Centro – Kris Becker

Advice on dissolution of RA for bond issuance. Recommended against legislation. Extremely responsive, knows what they are talking about. Noticed that they were very accurate and responsible with spending. Kendall gets a 10 for responsiveness and knowledge of CRA Law.

City of Coronado - Blair King

KBB comes Highly recommended as experts in CRA law. They are currently retained by the City of Coronado. They are incredibly responsive and a pleasure to work with. Excellent service and are on the winning side of litigation. Further, their fees are reasonable and responsible.

Kyser Marston

City of Buena Park – Scott Riordan

Has worked with Kyser Marston for 25 years. Km has been doing CRA analysis of affordable housing evaluations and negotiations as well as commercial and cash flow analysis and have tremendous experience. Are one of 2 best CRA firms in Southern California. Have a great team that has well rounded specializations. Very good at what they do. Are highly recommended with experience in Plan amendments and feasibility studies. The products are always well done, take the time to give you a complete project without any babysitting

City of Culver City – Sol Blumenfeld

Has done feasibility study for large TIF projects that were successful. Has completed 30 redevelopment scenarios for multiple transit oriented development projects in a small community with height restrictions and affordable housing needs and parking analysis. Great working relationship. Has done several additional complex agricultural market analysis needs including rent structures for types of tenants desired. Analyzed mixed use development ordinance and AH projects and deed restrictions, theatre and several planning projects. All successful projects. Feels VERY lucky to have KMA to rely on and Highly recommends them as the top redevelopment council in the state. Lots of credibility with commission and decision makers.

Also highly recommends KBB. – Get counseling as opposed to a bill!

City of La Mesa – Yevon Garret

Has worked with KM for 14 years on various projects. They are excellent at financial analysis and negotiations of deals and projects for the city. Cannot recommend them enough. Would not have been as successful in developments without them and cannot recommend them enough.

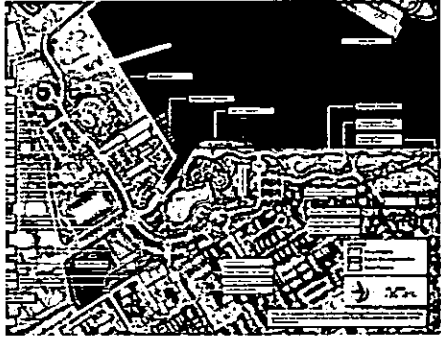
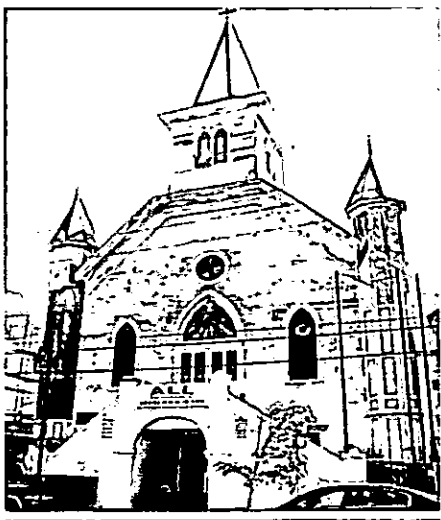
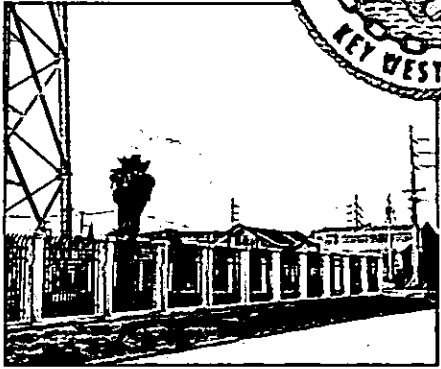
PMG Associates

Delray Beach - Diane Colonna.

Are under continuing contract of development services for 8 years with City. PMG evaluates proposals and analyses what types of jobs and increment and feasibility will be possible. Analyze grant projects and economic incentive programs. Very reliable and timely. Nice people to work with. No experience with them doing visioning. No price gauging, very reasonably priced. No arguing for services no rendered.

City of Casselberry – Sandra Smith

PMG worked with City extend the CRA Plan that was successful despite little support from the county. Put together a work plan based on existing programing with funding needs analysis. Did a great job providing supporting documentation in order to justify a 2 year and 10 yr. extension based on needs of county and CM needs. Very responsive and easy to work with. Reached out to county council and were well received. Would work with them again and rank them an 8.75 based on scope changes by the City that



**BAHAMA VILLAGE COMMUNITY
REDEVELOPMENT SUBAREA VISIONING
AND CAPITAL PROJECTS WORK PLAN**

COPY | RFP #003-14
September 17, 2014

ZYSCOVICH
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100 N. BISCAYNE BLVD. 27TH FL
MIAMI, FL 33132
T 305.372.5222
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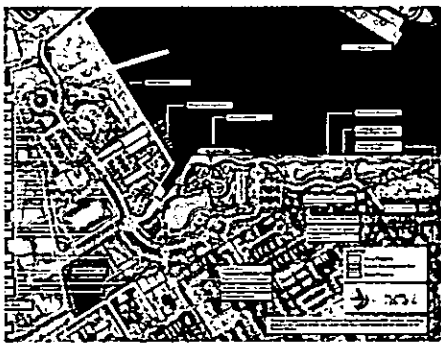
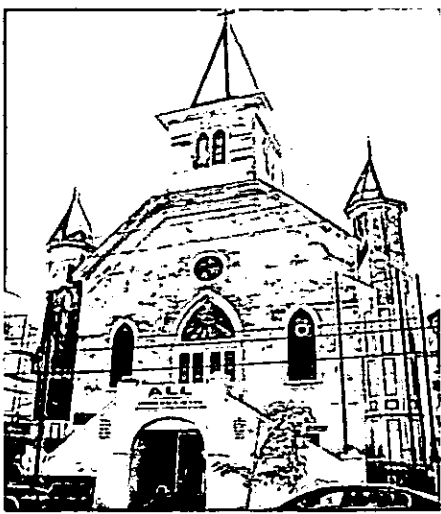
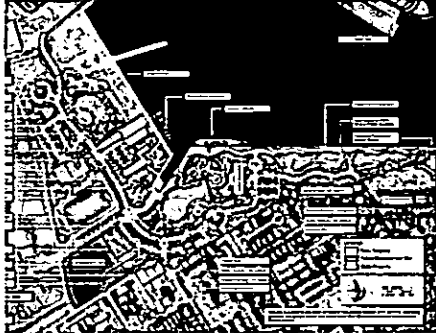
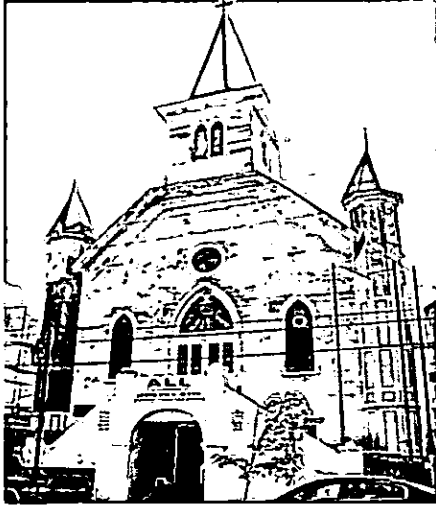
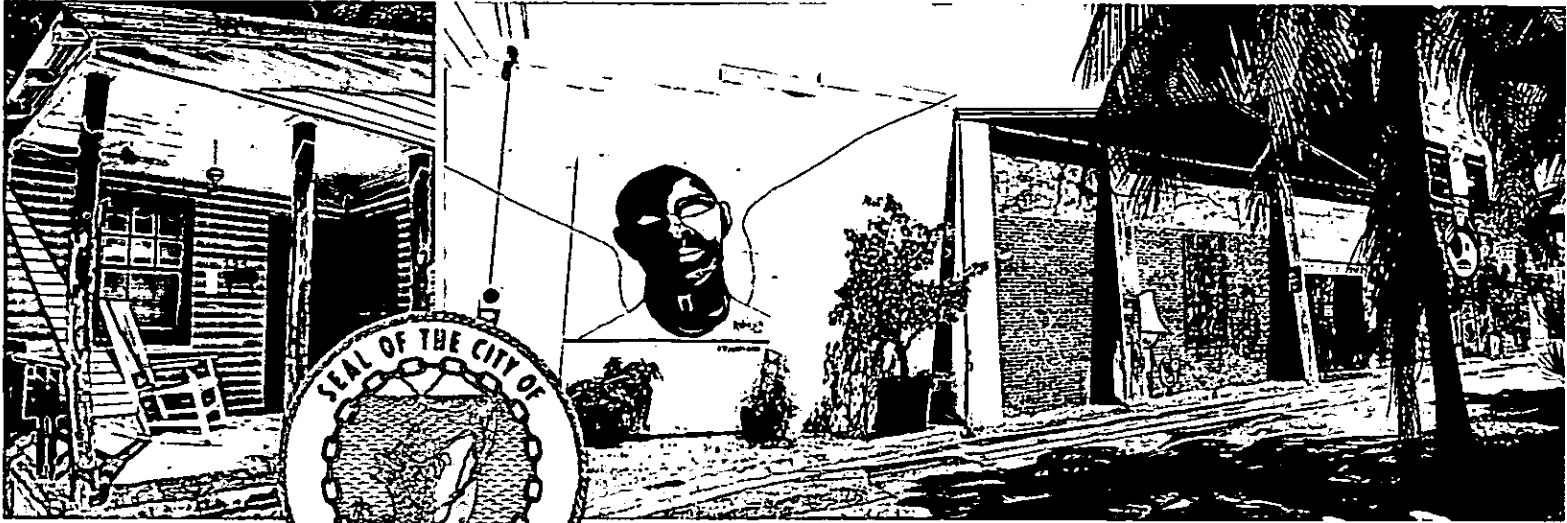


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1 COVER LETTER

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ARCHITECTS

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e info@zyscovich.com
w www.zyscovich.com

• MIAMI • NEW YORK

September 17, 2014

City Clerk
City of Key West
3126 Flagler Avenue
Key West, FL 33040

Re: Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan
City of Key West RFP No. 003-14

Dear Members of the Selection Committee:

ZYSCOVICH ARCHITECTS is pleased to submit our qualifications to the City of Key West to prepare the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea. Zyscovich, a 90+ person integrated planning, architecture and interior design firm headquartered in Miami with additional offices in Orlando, New York City, and Bogotá, has been known since 1977 for its award-winning master plans and urban designs. Zyscovich's professional staff is composed of some of the most creative and innovative urban designers in the country, and our Team's enthusiasm for placemaking is embedded in our projects. This process begins in our design studio and ends in the field, where the majority of our planning and redevelopment work is implemented. Our vast experience in both private and public sector planning and our understanding of building construction and market feasibility help to ensure that our final plans can be realized. For over 37 years, our firm has developed creative solutions to stimulate and implement high quality redevelopment while protecting neighborhoods. We have been recognized for this level of dedication and expertise in planning by the American Planning Association and the American Institute of Architects, and will bring this same enthusiasm to Bahama Village.

Our team is genuinely excited about the potential of Bahama Village and the challenge of assisting the City, the Bahama Village Community Redevelopment Advisory Committee (BVCRAC), and the community in the visioning and preparation of the BVCRSA Visioning and Capital Projects Work Plan. In fact, it is hard for us to imagine a place that is a better fit for our fundamental approach to community redevelopment, land use planning and urban design. Throughout our history, Zyscovich has created plans that capitalize on the unique historic, economic, cultural, and design attributes which make places special. We have created master plans in more than 30 different municipalities. Similarly, our economic consultant, Lambert Advisory, has provided community redevelopment services specializing in affordable housing, hospitality, retail, public/private partnerships, and major grant funding for more than 30 entities. Our approach is deeply rooted in a discovery process focused on an understanding of the history and uniqueness of a particular place—its people, its built and natural environment, and its evolution over time. We couple this historical education with a deep and realistic understanding of the present physical, economic, and socioeconomic conditions through conversations with the community and thoughtful economic and market analysis. Our process is a contextual and layered approach to creating plans that serve to conserve and enhance the historical, physical, economic, and social framework of neighborhoods and communities. This contextual approach also means that we are highly flexible and sincerely interested in customizing a process and providing deliverables that will produce the most successful results.

The work plan for the BVCRSA must imagine and define specific and market-based redevelopment opportunities that will reinforce a sense of place and begin the transformation of the Bahama Village into a highly performing area. The successful plan will develop these opportunities into actionable items within a framework of accountability while generating real enthusiasm and support among the City's leaders, the community, local businesses and potential developers. This combination of accountability, enthusiasm and widespread support, along with economic motivation, is critical to effectuating change and realizing Bahama Village's potential.

ZYSCOVICH

ARCHITECTS

Our approach integrates physical planning solutions with economic development, capital improvements, and community input. We will use stakeholder input and past planning efforts to understand the community issues and concerns and transform this content into a cohesive and viable Vision and Master Plan. Our design process considers all aspects of a place—past and present development patterns, population characteristics, local needs for better communities, history and culture, and economic obstacles and opportunities—to create an authentic environment specific to each location. Also, as the authors of numerous design standards and regulations, we bring a very specific understanding of these dynamics as they apply to Bahama Village.

Our approach to all public planning processes is based on the idea of community participation. We have vast experience building consensus by listening to the community and presenting ideas which motivate all residents and stakeholders to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops and presentations and can offer this expertise, along with our proven ability to work with existing developers and to attract and secure additional developers, to the BVCRAC for this project.

We have assembled a talented team of professionals to provide the best possible service to the City of Key West and the BVCRAC. The Zyscovich-Lambert Team has a proven track record, having worked together to successfully complete more than 25 master plans and master plan updates for various cities and CRAs. Additionally, our proposed project manager, Grace Perdomo, has aided numerous communities in the development of master plans for the revitalization of former public housing sites in a number of cities across the country. Grace has extensive community outreach and public housing redevelopment experience, and is not only experienced with the various state and federal funding sources available for implementation, but most importantly, with HUD's new Choice Neighborhoods program vision and requirements to successfully obtain HUD Choice Neighborhoods (CN) Planning and Implementation Grants as demonstrated in the recently awarded Albany, Georgia, and Tampa, Florida, Choice Neighborhoods grant funding. Her efforts have brought approximately \$380 million in federal grant funds to various cities and represent over \$1.5 billion dollars of current and/or proposed investments across the country.

LAMBERT ADVISORY GROUP, LLC, an economic development firm specializing in creative redevelopment solutions, has provided economic development services to over 30 local, national, and international public and private entities. Lambert and Zyscovich will collaborate to provide an economic audit and analysis of the Bahama Village community in relation to the BVCRA Plan goals and objectives, as well as a highest and best use cost-benefit analysis, implementation, and funding plan. They will also identify business, hotel, retail, office and housing development potential, strategies for attracting and securing developers, and standards to promote investment. Together we will identify and recommend opportunities and design standards with the highest potential to alleviate and eliminate blight and to create investment opportunities. Our team will work closely with the City of Key West, the BVCRAC, and the community to ensure that Bahama Village remains an asset to the community and to develop clear and implementable strategies for change without compromising the history of the area.

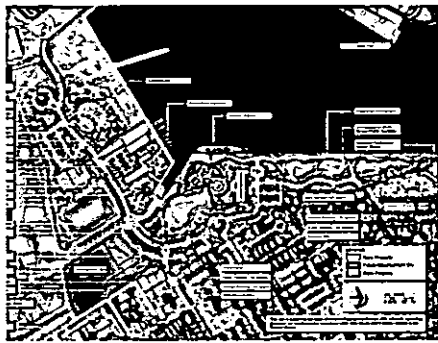
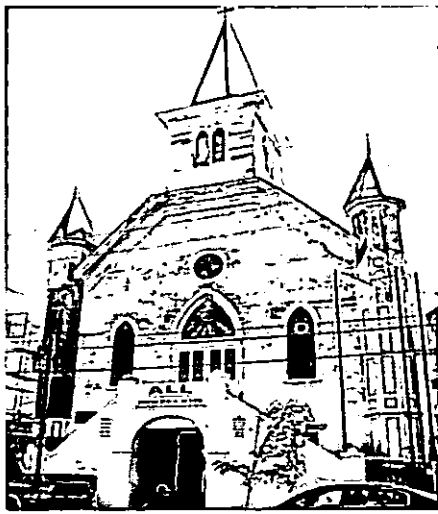
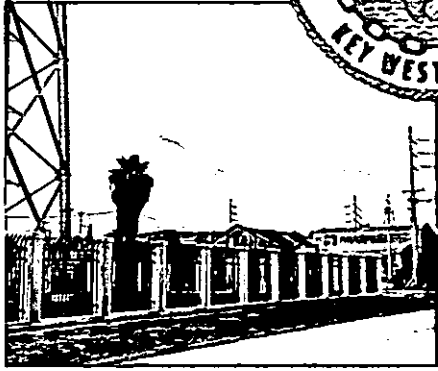
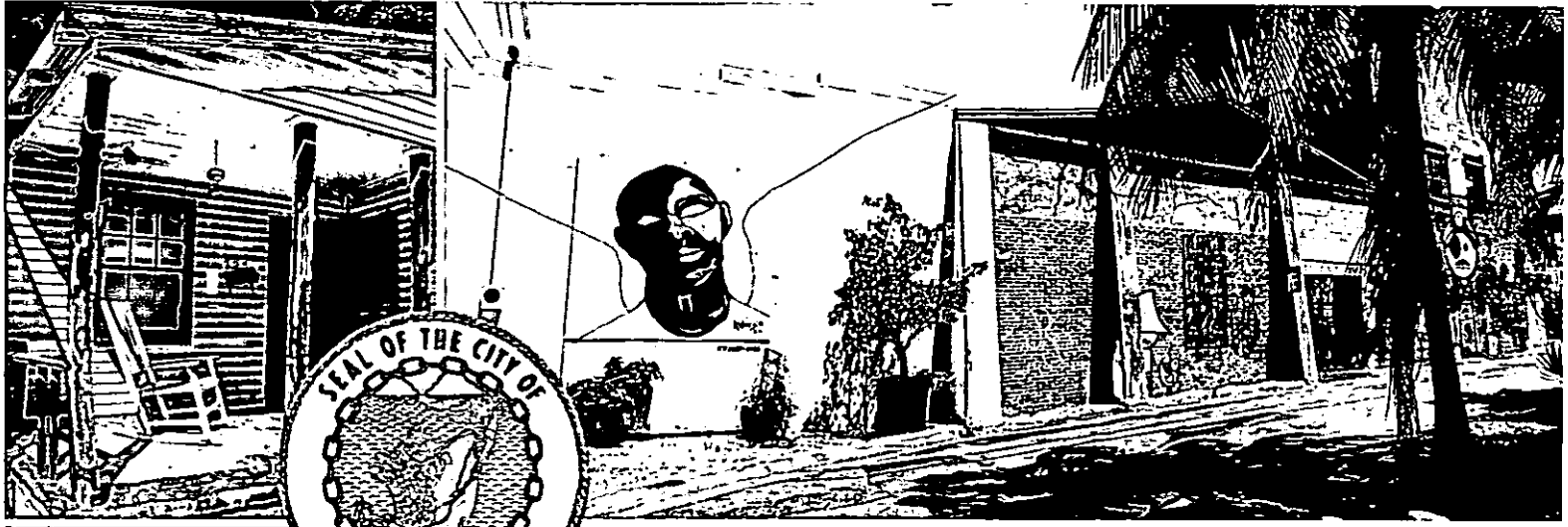
The following document briefly describes our experience and explains why our team is best suited to lead the City of Key West and the BVCRAC through this effort to create the BVCRSA Visioning and Capital Projects Work Plan. It demonstrates our experience in developing sound master plans and market-based solutions which reinforce a high quality of life and sense of place while adding value for our clients. We look forward to the opportunity to work with the City of Key West, the BVCRAC, and the Bahama Village community and stakeholders on this important project.

Sincerely,

ZYSCOVICH ARCHITECTS



Bernard Zyscovich, FAIA
President & Managing Principal



2 INFORMATION PAGE

INFORMATION PAGE

PROJECT NAME: Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan

PRIME FIRM NAME: Zyscovich, Inc. d/b/a Zyscovich Architects

PROJECT MANAGER: Grace Perdomo, Assoc. AIA; Senior Urban Designer

ADDRESS: 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

TELEPHONE: 305.372.5222

EMAIL: gperdomo@zyscovich.com

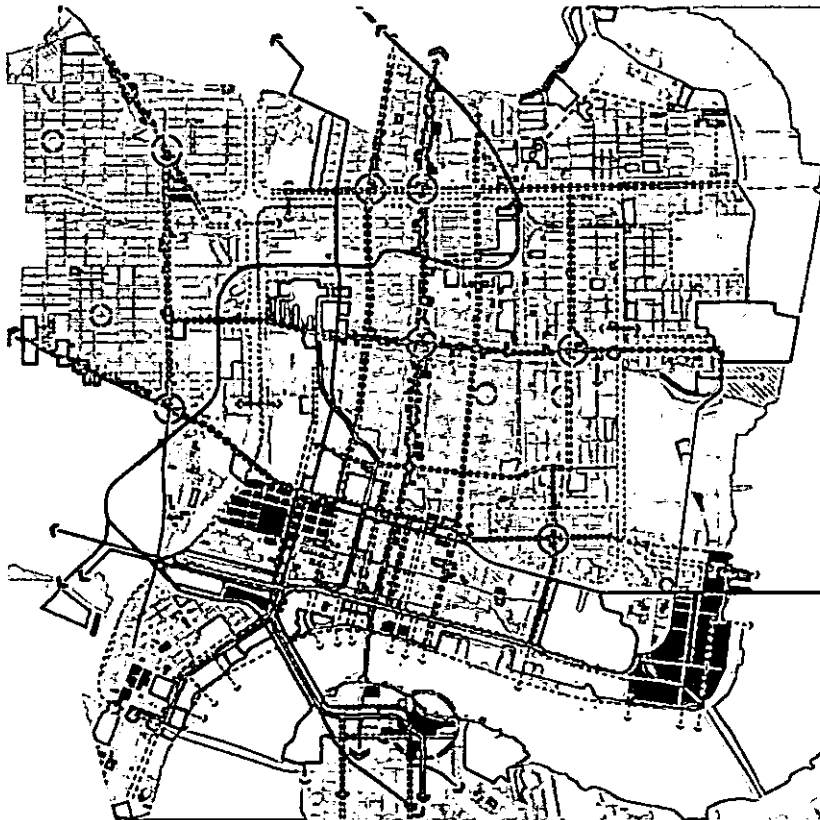
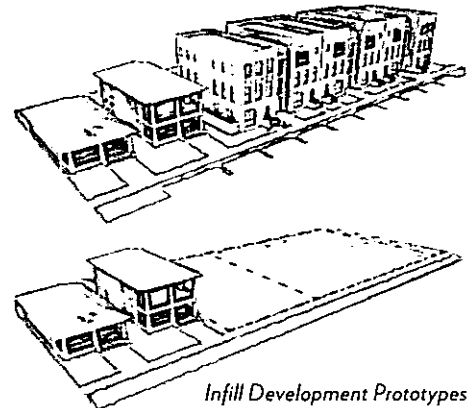
PRINCIPAL CONTACT NAME: Bernard Zyscovich, FAIA; President

ADDRESS: 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

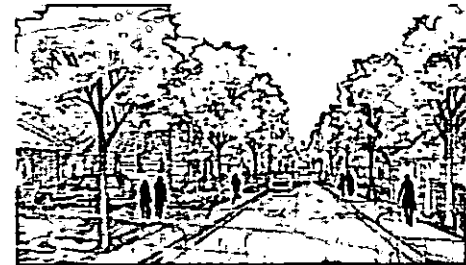
TELEPHONE: 305.372.5222

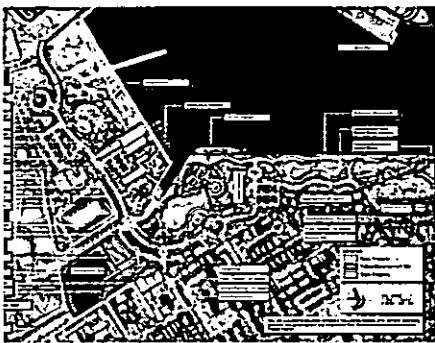
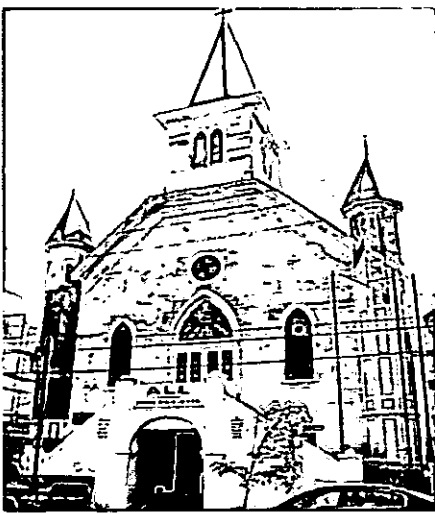
FAX: 305.577.4521

EMAIL: bernard@zyscovich.com



City of Jacksonville Vision Plan and Future Land Use Element





3 ORGANIZATIONAL CHART

ORGANIZATIONAL CHART



ZYSCOVICH ARCHITECTS

**COMMUNITY ENGAGEMENT, CRA VISIONING,
COMMUNITY REDEVELOPMENT, LAND USE
PLANNING & URBAN DESIGN**

Miami, FL

BERNARD ZYSCOVICH, FAIA

Principal-in-Charge

SURIA YAFFAR, ASSOC. AIA, LEED AP

Principal; Director of Design

GRACE PERDOMO, ASSOC. AIA

Project Manager; Sr. Urban Designer

TRENTON BAUGHN, RA, AICP, LEED AP

Director of Urban Design

THORN GRAFTON, AIA, LEED AP BD+C

Historic Preservation Architect & Director of Sustainable Initiatives

ANA BENATUIL, ASSOC. AIA, LEED AP BD+C

Jr. Urban Designer & Graphics Specialist



**ECONOMIC ASSESSMENT, CAPITAL PLAN
DEVELOPMENT & IMPLEMENTATION PROGRAM**

Miami, FL

PAUL LAMBERT

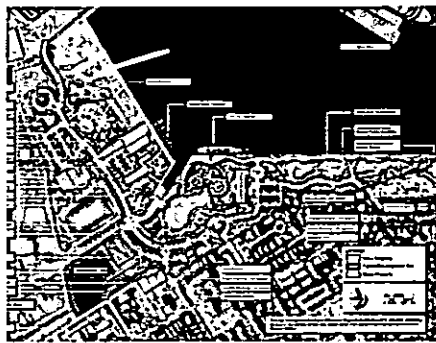
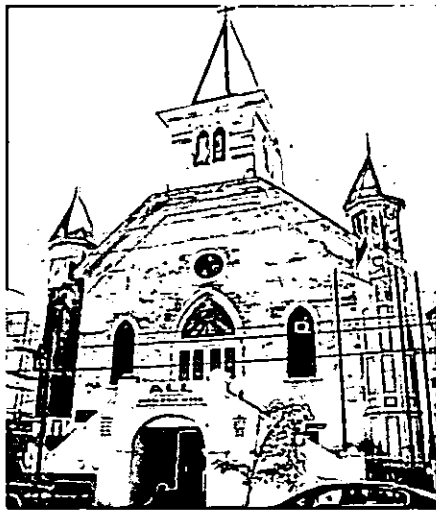
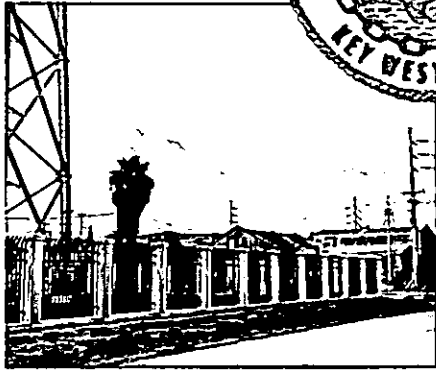
Principal-in-Charge

ERIC LIFF

Principal

DORIEN ROWE

Senior Advisor



4 COMPANY INFORMATION

ZYSCOVICH
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ZYSCOVICH ARCHITECTS FIRM PROFILE

Zyscovich Architects is a 90+-person integrated Urban Design, Architecture and Interior Design firm headquartered in Miami with additional offices in Orlando, West Palm Beach, New York City, and Bogotá. Zyscovich Architects, a Florida-based corporation, was formed in 1977 and incorporated in 1986. The major principals of the firm include:

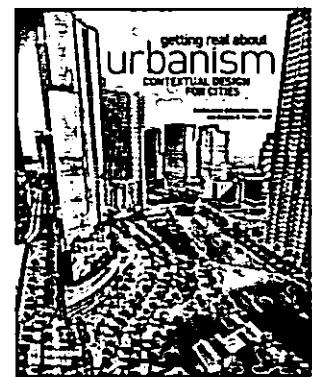
- Bernard Zyscovich, FAIA, Founding Principal, President
- Jose Murguido, AIA, REFP, CEF, Principal, Vice President
- Anabella Smith, ID, Principal, Director of Interior Architecture
- Suria Yaffar, Assoc. AIA, LEED AP, Principal, Director of Design
- Mario Suarez, Assoc. AIA, LEED AP, Principal, Director of International Affairs
- Larry Rosenbloom, AIA, Managing Principal New York
- Michael McGuinn, AIA, LEED AP BD+C, Principal
- Michael Ehrling, Principal

The firm has garnered a national reputation for its expertise in the area of market-based design solutions, as well as for the creative and implementable strategies it brings to complex redevelopment master plans and urban design projects. Over the past 37 years, the firm has produced numerous master plans and urban design regulations that successfully integrate visioning and design concepts with the needs of the local economy and the desires of the community. We have provided these services to both the public and private sectors—locally, nationally and internationally.



SERVICES AND EXPERTISE: As a firm that has produced varied scales of urban designs and master plans in diverse cities throughout the country, Zyscovich brings a breadth of knowledge on current effective processes and creative tools that can shape the public realm through carefully crafted guidelines. Our team has in-depth knowledge and a solid understanding of urban planning, code writing, municipal code implementation, and how to effectively integrate multiple districts, agencies, institutions and priorities into a coherent vision. This experience, combined with our considerable in-house resources as well as that of our sub-consultant, Lambert Advisory, for Economic Assessment and Capital Plan Development, Prioritization and Implementation, will allow us to expeditiously complete the proposed work.

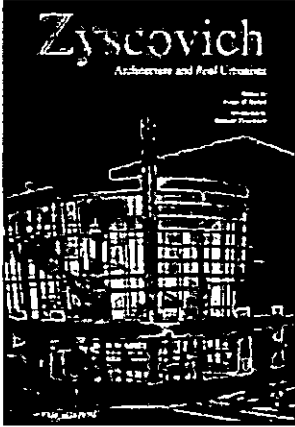
A CUSTOMIZED APPROACH TO CREATING VALUE: We approach urban planning and design projects by identifying opportunities to capitalize on past and present characteristics of a particular place. We have termed this design philosophy *Real Urbanism*®. *Real Urbanism*® is a concept that supports sustainable development by understanding how a city or neighborhood came to be and considers past and present development patterns, local needs for better communities, and economic obstacles and opportunities. Our focus is on merging economic development opportunities with appropriate design solutions. Solutions reflect the community stakeholders' needs and desires and match the cultural aesthetic which is inherent in the community, with special attention to scale, character, and preservation. This design philosophy is featured in two books published by the firm's Managing Principal, Bernard Zyscovich: *Getting Real About Urbanism: Contextual Design for Cities* and I'ARCAEDIZIONI's Monograph *Zyscovich Architecture and Real Urbanism*®, featuring Zyscovich projects with a preface by Frank O. Gehry.



Getting Real About Urbanism: Contextual Design for Cities

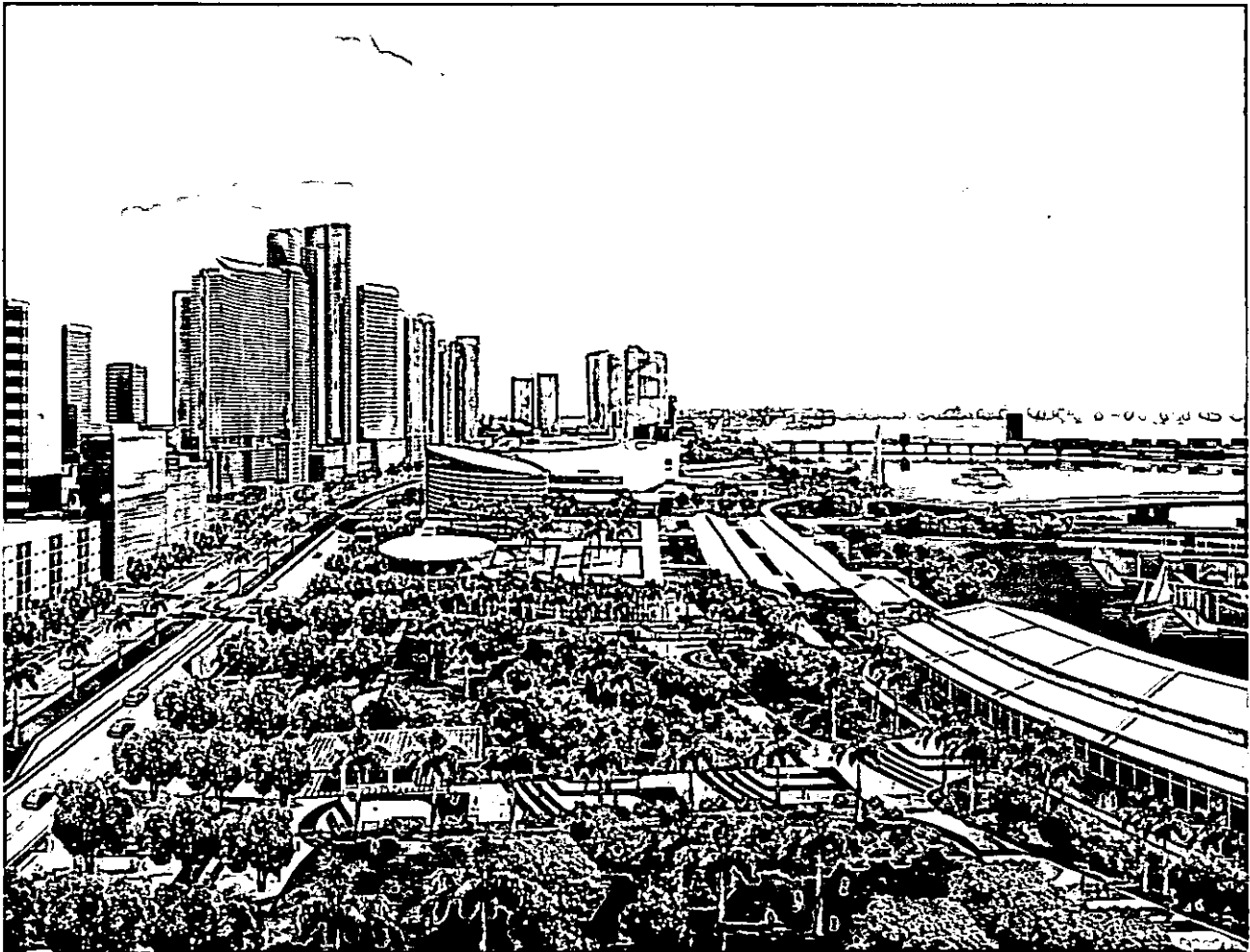
WORKING WITH MULTIPLE STAKEHOLDERS: Zyscovich has specific and extensive experience working with city officials and key stakeholders to develop clear Visions and implementable Master Plans. By collaborating with stakeholders and City staff, and forming a true partnership, we are able to identify the most important issues in a community and to develop realistic and feasible solutions to those issues. As part of our master planning and visioning

efforts, we favor building consensus by presenting ideas which motivate the community to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops, and presentations.



Zyscovich: Architecture and Real Urbanism

NATIONAL EXPERTISE AND RECOGNITION BY OUR PEERS: Many of our projects have been published in national periodicals, including *Urban Land Magazine*. Mr. Zyscovich has served on the City of Miami Urban Development Review Board, the Miami Beach Design Review Board, and is a Past Chairman of the Miami Design Preservation League, the historic preservation group responsible for establishing the Art Deco District of Miami Beach. Our Director of Design, Suria Yaffar, Assoc. AIA, LEED® AP has been honored as the Urban Designer of the Year by AIA Miami. Zyscovich's staff includes more than 20 LEED Accredited Professionals who also bring a wealth of knowledge and experience in the realm of Sustainable Design. Some of our relevant awards include: AIA Florida's Firm of the Year; the APA Florida Award of Excellence for the City of West Palm Beach Planning and Zoning; the AIA Florida Unbuilt Honor Award for the Downtown Miami DDA Master Plan Study; the AIA Florida Unbuilt Honor Award and the APA Outstanding Urban Design Project or Study for Midtown Miami.



Miami DDA Master Plan: Bayfront Park Capital Improvement Projects

CORPORATE CHARTERS, PROFESSIONAL LICENSES AND CERTIFICATIONS

Attached are the current corporate licenses, registrations with the Department of State and specialty certifications for our team.

ZYSCOVICH ARCHITECTS

*State of Florida
Department of State*


I certify from the records of this office that ZYSCOVICH, INC. is a corporation organized under the laws of the State of Florida, filed on October 30, 1986, effective October 30, 1986.

The document number of this corporation is M40936.

I further certify that said corporation has paid all fees due this office through December 31, 2013, that its most recent annual report/uniform business report was filed on January 3, 2013, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

Given under my hand and the Great Seal of the State of Florida at Tallahassee, the Capital, this is the Third day of January, 2013



Ken Raftery
Secretary of State

Authentication ID: CC9659715848

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://files.sosflda.org/certificates.html>

AC# 705211

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

DATE	BATCH NUMBER	LICENSEE NAME	TYPE
12/19/2012	120245092	AR0002410	AR

The ARCHITECT CORPORATION
Named below IS CERTIFIED
Under the provisions of Chapter 481, FS
Expiration date: FEB 28, 2015

ZYSCOVICH, INC.
100 W BISCAYNE BLVD FL 27
MIAMI FL 33132

RICK SCOTT GOVERNOR KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW

AC# 701656

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

DATE	BATCH NUMBER	LICENSEE NAME	TYPE
12/19/2012	120245092	AR0002410	AR

The ARCHITECT CORPORATION
Named below IS LICENSED
Under the provisions of Chapter 481, FS
Expiration date: FEB 28, 2015

ZYSCOVICH, BERNARD
ZYSCOVICH, INC.
100 W BISCAYNE BLVD 27TH FLOOR
MIAMI FL 33132

RICK SCOTT GOVERNOR KEN LAWSON SECRETARY

DISPLAY AS REQUIRED BY LAW

AC# 707481

STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION
BOARD OF ARCHITECTURE & INTERIOR DESIGN

DATE	BATCH NUMBER	LICENSEE NAME	TYPE
12/19/2012	120247987	AR01111	AR

The ARCHITECT
Named below IS LICENSED
Under the provisions of Chapter 481, FS
Expiration date: FEB 28, 2015

BAJONES, TREMPION CRASS
35 SW 34TH ROAD
MIAMI FL 33133

RICK SCOTT GOVERNOR KEN LAWSON SECRETARY

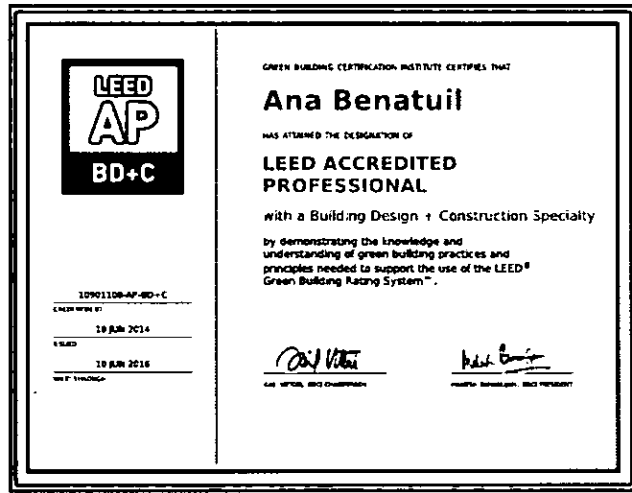
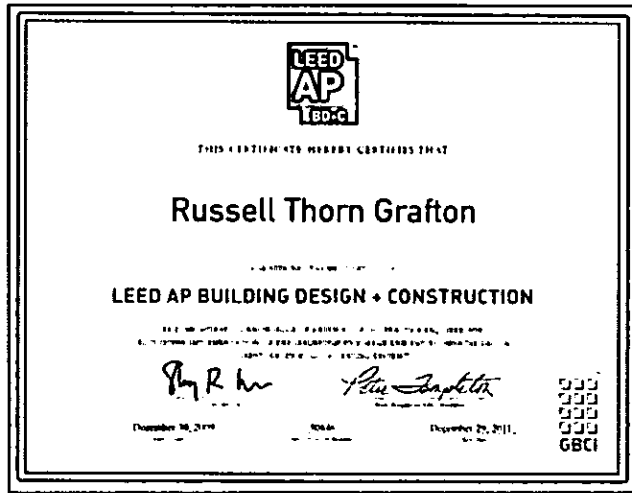
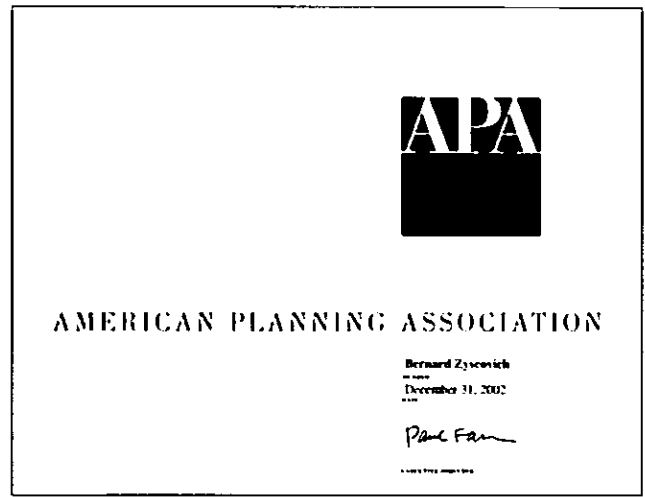
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STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

AR0008200 ISSUED: 02/05/2013

ARCHITECT
GRAFTON, R. THORN

IS LICENSED under the provisions of Ch. 481, FS
Expiration date: FEB 28, 2015



LAMBERT ADVISORY FIRM PROFILE



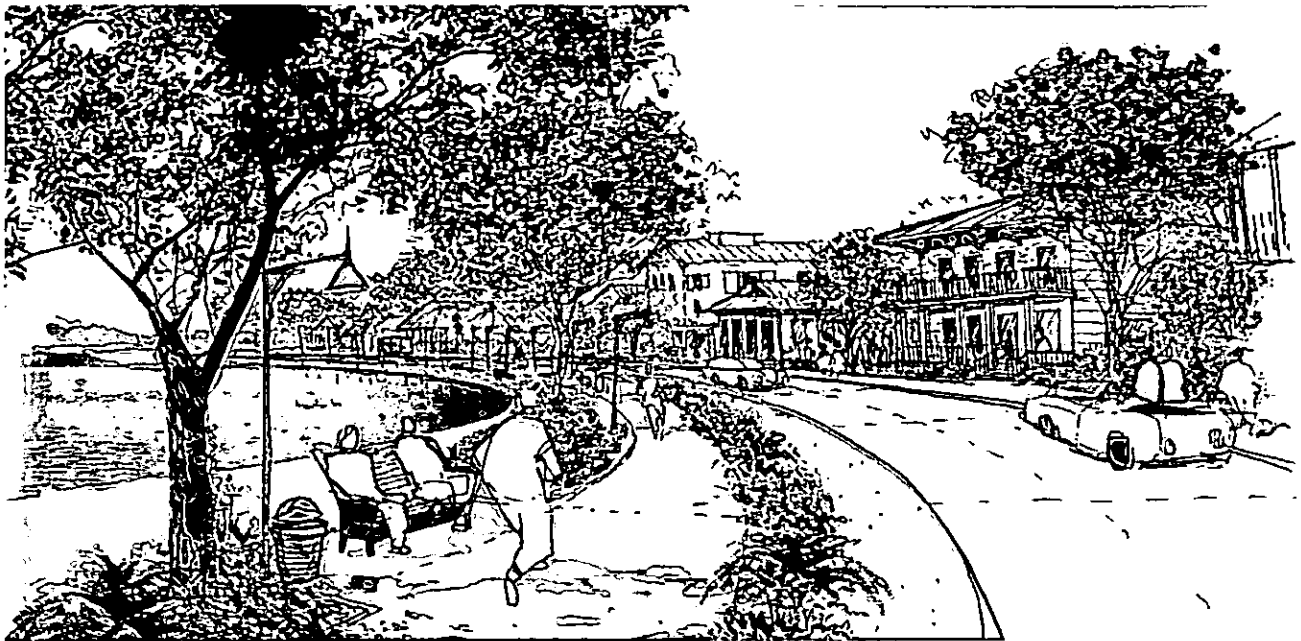
Since 1995, Lambert Advisory has built a diverse client base, providing a broad range of economic advisory services throughout the world. Our clients—government agencies, multinational corporations, developers and not-for-profit organizations—seek and return to us for many reasons: the consistent quality and breadth of our knowledge, high level of senior staff involvement in our projects, fresh perspective, and ability to get all necessary parties engaged and focused on the opportunities a specific project presents.

Lambert Advisory is based in Miami, Florida. The members of our senior management team have diverse backgrounds, ranging from commercial real estate and urban planning to industry sector analysis and economic impact analysis. Specifically, Lambert has built a practice dedicated to economic, market and financial analysis for economic development agencies with a particular focus on development districts, downtowns, corridors and/or neighborhood planning initiatives. As detailed in following sections of this proposal, Lambert has considerable experience as advisors to both the public and private sector, in Florida, across the United States, and all over the world.

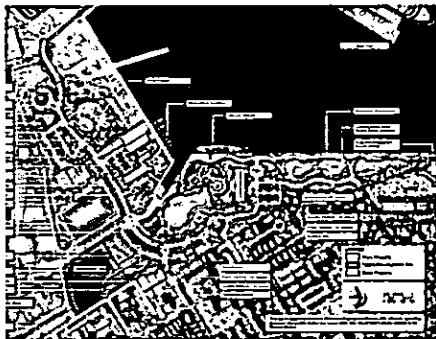
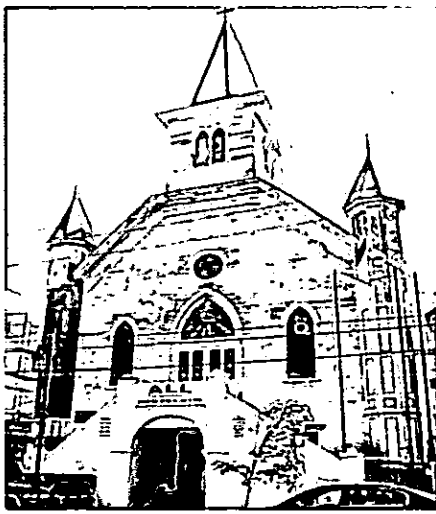
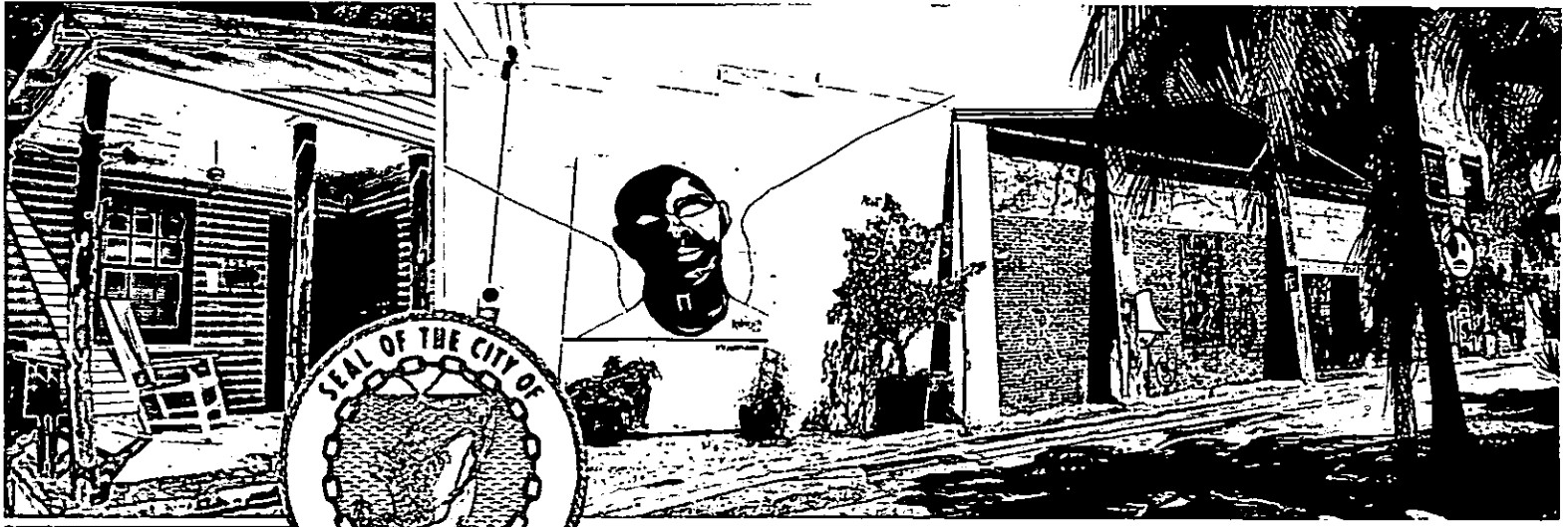
FIRM CAPABILITIES

Lambert Advisory has provided economic development services to more than twenty municipalities and/or community development entities during the past few years in Florida alone including but not limited to: City of Miami, City of Tampa, City of Fort Lauderdale, City of St. Hollywood, City of Jacksonville, City of Pensacola Beach, City of West Palm Beach, and City of Pompano Beach. Importantly, Lambert has considerable experience within the City of Key West including work specifically associated with Truman Annex, the Port of Key West and the City’s core retail district. In all of these areas, Lambert has worked collectively with the City, planning team, and community to help make the community redevelopment a collective process that is based in economic realities. Accordingly, as the objective of many of these studies focused on redevelopment within areas having substantial private ownership, Lambert was directly involved in public-private development structuring including economic/financial incentive-based planning aimed at business expansion.

As noted, a very important aspect to our operating model is the high level of senior involvement in each project, which we are confident our clients will affirm. Lambert’s qualifications and experience provided herein adequately addresses our experience in a broad range of consulting services needed for this engagement, including direct involvement in economic and feasibility analysis, strategic planning and financial structuring.



New Orleans Neighborhood (Post-Katrina) Redevelopment Plans



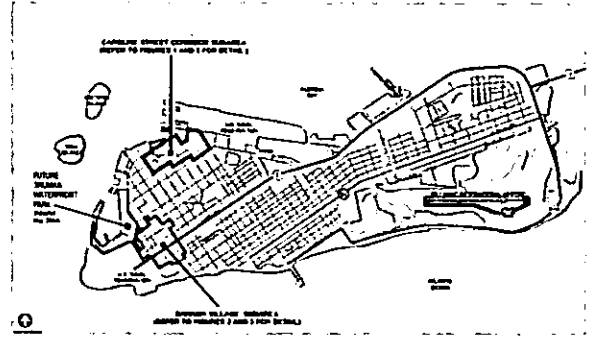
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METHODOLOGY & APPROACH

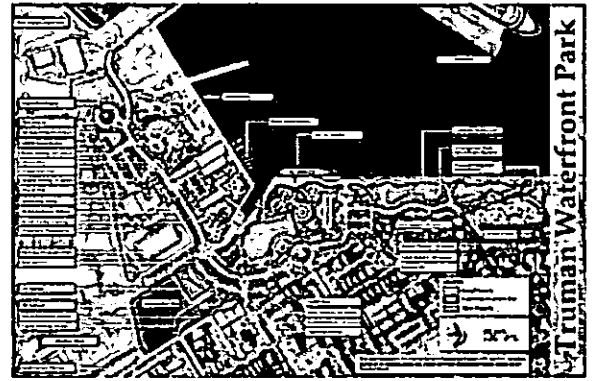
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PROJECT UNDERSTANDING

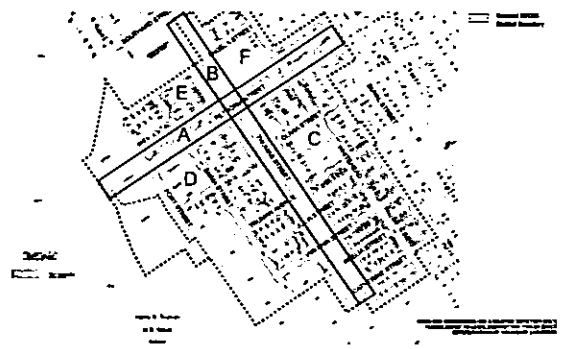
Bahama Village is a community rich in history that enjoys a special geographical relationship to the City's most intense commercial street, Duval Street, to the adjoining Naval Air Station, and to the City's future Truman Waterfront Park. This prime location within an area that is poised for change amidst unique historic and community characteristics holds tremendous potential for both residential and non-residential revitalization and redevelopment that can enhance the overall quality of life of its residents. Today, Bahama Village faces the multi-faceted challenge of embracing and capitalizing on its assets to overcome decades of disinvestment and neglect while preserving its culturally significant historic attributes and once again become a unique neighborhood within the City of Key West—a re-connected and vibrant neighborhood with an appropriate mix of uses, excellent connectivity and mobility, and a quality sense of place that manifests its history.



Our team is genuinely excited about the potential of Bahama Village and the challenge of assisting the City, the Bahama Village Community Redevelopment Advisory Committee (BVCRAC), and the community in the visioning and preparation of the Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan. In fact, it is hard for us to imagine a place that is a better fit for our fundamental approach to community redevelopment, land use planning and urban design. Throughout our 37 year history, Zyscovich has created plans that capitalize on the unique historic, economic, cultural, and design attributes which make places special. We have created master plans in more than 30 different municipalities. Similarly, Lambert Advisory has provided community redevelopment services specializing in affordable housing, hospitality, retail, public/private partnerships, and major grant funding for more than 30 entities. Our approach is deeply rooted in a discovery process focused on an understanding of the history and uniqueness of a particular place—its people, its built and natural environment, and its evolution over time. We couple this historical education with a deep and realistic understanding of the present physical, economic, and socioeconomic conditions through conversations with the community and thoughtful economic and market analysis. As illustrated in our relevant project examples in Section 9 of this proposal, our process is a contextual and layered approach to creating plans that serve to conserve and enhance the historical, physical, economic, and social framework of neighborhoods and communities. This contextual approach also means that we are highly flexible and sincerely interested in customizing a process and providing deliverables that will produce the most successful results.



The Bahama Village Community Redevelopment Subarea (BVCRSA) Visioning and Capital Projects Work Plan will establish a roadmap for short and long term redevelopment to reinvigorate the CRA and to stimulate positive change over the 2015-2040, 25-year planning horizon. The Capital Projects Work Plan shall be based on the new vision of the CRA Plan and its specific objectives for the Bahama Village Subarea as extracted from the Amended and Restated 2010 CRA Plan. To date, the Community Redevelopment Trust Fund (CRTF) for Bahama Village, established in 1992 and extended for another 30 years, has been used to fund small capital projects and a few programs



throughout the district which have contributed to alleviating blighting conditions. Today, this study analysis and planning process presents a unique opportunity to undertake a comprehensive review as to how the objectives identified in the CRA Plan have been accomplished and to what extent specific properties have been improved and, more specifically, will fulfill the requirement for adoption of a Capital Projects Work Plan as part of both the 2010 CRA Plan and the City's 2011 Strategic Plan.

Most importantly, the visioning for Bahama Village and the resulting Capital Projects Work Plan must be developed in the context of a neighborhood increasingly under pressure to change and gentrify given the particularly strong real estate market in the core of Key West. While the highest-and-best-use for any particular property within the BVCRSA may be a question given the neighborhood as it exists today, there is little question as to the ability of the neighborhood overall to take advantage of market trends to realize reinvestment and redevelopment given the right conditions.

In this context, a critical question will be at the core of the visioning and planning process: How does the City take advantage of strong market dynamics to revitalize Bahama Village to the benefit of the current residents of Bahama Village? In other words, it is easy to understand or plan for how the geographic Bahama Village Community Redevelopment Subarea (BVCRSA) area attracts reinvestment; it is much more difficult to understand how that improvement is leveraged for current residents within that geographic boundary while avoiding broad scale displacement. Our scope of work to assist the community in arriving at an answer to this and other critical questions associated with the Bahama Village vision plan follows.



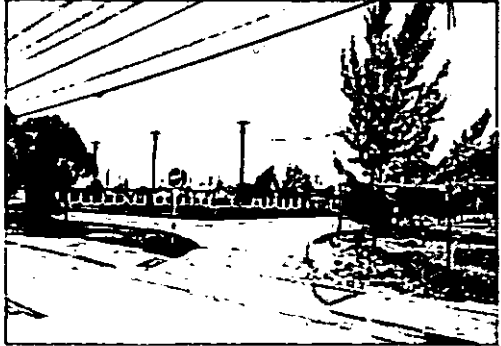
After careful review of the RFP, we understand that the City of Key West is seeking a BVCRSA Visioning and Capital Projects Work Plan that:


- **Provides a Vision** that is unique to the Bahama Village neighborhood and will serve as a road map for its revitalization. The Vision must preserve the historical, architectural and cultural character of Bahama Village while providing for revitalization and redevelopment through future capital projects that will reverse and remove blighting trends within the CRA. In addition to addressing residential, retail, entertainment, institutional and commercial employment opportunities that may result from the CRA Vision and Capital Plan, it is envisioned that there will be an emphasis on:
 - o increasing and refurbishing affordable housing stock; encouraging new affordable and work-force housing;
 - o commercial development that is respectful of the scale and character of the community and provides quality goods and services to the neighborhood;
 - o a high level of mobility and connectivity for pedestrians, cyclists, and automobiles alike;
 - o quality public spaces, including pocket parks, greenways and recreational corridors, open view corridors and waterfront access that are interconnected; and
 - o capitalizing on the neighborhood's location and assets to connect Bahama Village to the Truman Waterfront Park, other destinations in the City and surrounding environs.
- **Provides an Economic Development and Capital Projects Work Plan** that strikes a balance between Bahama Village's unique history, its present conditions and future development expectations. An important goal will be to capitalize on residential and non-residential redevelopment opportunities in a manner particularly sensitive to the needs and desires of the Bahama Village community, its residents and business proprietors. It will also consider strategies that ensure a well-integrated and viable mixed use environment that can serve as an economic, recreational and cultural destination for the immediate area.



With careful planning, the Bahama Village redevelopment will serve as a catalyst for on-going investment and revitalization within the broader City of Key West

- Addresses Transportation and Multi-Modal Connectivity** as a key component of the planning effort by establishing a hierarchical framework for neighborhood streets. This structure should focus on pedestrian, bicycle and vehicular traffic patterns and acknowledge the differentiating characteristics of Petronia Street and a portion of Emma Street, as main commercial/mixed-use corridors, and their cross-streets. Physical and visual connectivity to the future Truman Waterfront Park and surrounding areas should be developed, as well as moments within the framework that can act as neighborhood greenways, gateways and way-finding devices to enhance, protect and connect adjacent areas and amenities. A comprehensive parking strategy is also required to ensure the neighborhood is prepared for new residents, businesses, and visitors.


- Defines Urban Design Strategies** that address the expectations of new development and redevelopment from the perspective of historic preservation and adaptive reuse; permitted uses; connectivity; scale transitions; building street presence; and architectural style. As architects, we are uniquely qualified to craft realistic strategies that are applicable, implementable and ensure compatibility with existing neighborhood patterns. Given our extensive knowledge in creating zoning and design guidelines, we understand that redevelopment and any necessary future land use map changes or zoning amendments need to be respectful of existing property rights; need to strike a balance between predictability and flexibility; and ultimately need to provide incentives to the private development community to invest in the neighborhood.


- Provides a Framework for Conserving, Restoring and Preserving** the natural, cultural, historic and architectural assets of the Bahama Village community. The principle of conservation should be applied to the built environment as well as to the natural environment by, for example, seeking opportunities for conserving water resources while creating urban landscaping opportunities.
- Addresses Sustainable Community Redevelopment** by identifying strategic partnerships, funding and delivery of programs that can address and support, over the long term, the social and economic development needs and opportunities unique to the Bahama Village community.



PROJECT APPROACH AND METHODOLOGY

Our approach integrates visioning and physical planning solutions with economic development, capital improvements, and community input. We will use stakeholder input to understand the community issues and concerns and transform this content into an agreed upon Vision. We will evaluate how revitalization and redevelopment can be integrated in a sensitive manner; how public spaces and streetscapes contribute to and define a unique neighborhood identity and sense of place; and how the street network can provide efficient and safe mobility for all users. We will consider how parks and cultural institutions can benefit the neighborhood and assess how assets can be harnessed to benefit the greater community. This analysis will be supplemented with additional data research related to market opportunities for private and public investment, capital improvements, potential incentives, and social conditions to establish a baseline of community needs.

The overall approach to visioning and planning requires effective communication skills: a combination of experience in site-specific redevelopment, neighborhood and housing revitalization; experience in commercial redevelopment and business expansion; and a keen sense of how to integrate economic development with planning and urban design. In Bahama Village, it also requires dedication to the neighborhood's physical and social history. Our team has vast local and national experience in this regard from past work with housing authorities and neighborhood redevelopment efforts across the country: from New Orleans neighborhoods in the wake of Hurricane Katrina and Albany, Georgia's recent HUD Choice Neighborhoods planning efforts, to Miami Beach's Lincoln Road and Art Deco District and Jacksonville, Florida's Urban Core and Springfield/Warehouse District, to smaller communities such as Atlantic Beach, South Carolina and Hollywood, Florida's Historic Young Circle and Beach neighborhoods. Each of these communities has their own unique history and challenges that were met with unique and sensitive solutions. In the end, the goal is the creation of a Vision that is respectful of the past, aspirational for the future, and realistic for those charged with implementation.



New Orleans Neighborhood Rebuilding Plans Districts

PROJECT SCOPE OF WORK: VISIONING AND PLANNING METHODOLOGY

Visioning in and of itself is an opportunity. It is an opportunity to genuinely understand a community and its past accomplishments, current conditions, and future potential. It is a process that involves observation, technical analysis, imagination, and careful listening to and continuous dialogue with the community and its numerous stakeholders. Our experience has taught us that no plan can be successful without the community's support coupled with thorough research and analysis.

The scope of work below describes the process and tasks for developing the Bahama Village CRA Vision and Capital Plan over a nine-month time period. During the course of this work, it is our understanding that the CRA will consider how the proposed implementation strategies may affect the Land Development Regulations work being developed under a separate RFP, as well as any necessary Future Land Use Map and Zoning Amendments, as applicable. The BVCRSA Vision and Capital Plan will be consistent with the local City Comprehensive Plan, the Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district. We understand that as part of both the 2010 CRA Plan and the City's 2011 Strategic Plan, the adoption of a Capital Projects Work Plan is required.



TASK 1: COMMUNITY ENGAGEMENT

One of our primary roles is to work with the community to understand the strengths, weaknesses, opportunities and threats of Bahama Village and its surrounding environs. Community stakeholders play a vital role in this process and effective communication and coordination is paramount. Our team is capable of employing any combination of community engagement techniques customized to meet the specific needs and goals of the Bahama Village Redevelopment Advisory Committee (BVRAC), the City, and the project’s stakeholders. While we will remain flexible in this regard, our approach is intended to maximize participation in the process, and we propose Group and Individual Stakeholder Interviews, a series of Community Workshops, and a final CRA Board presentation in a public meeting for adoption of the BVCRSA Visioning and Capital Plan.

- Group and Individual Stakeholder Interviews:** We have found that group and individual stakeholder interviews are an extremely effective way to begin the Visioning process, and we therefore utilize this methodology in one form or another on all of our projects. Not only do these informal conversations allow the specific group or individual the freedom to focus on their particular concerns and aspirations, they are an excellent way for our team to gain detailed insight from specific experiences and a variety of vantage points and to develop an intimate knowledge of the community. In the wake of Hurricane Katrina, our firm was privileged to be tasked with developing rebuilding plans for five of the thirty neighborhoods which were flooded. This was our most challenging public involvement project to date—because of the deeply embedded level of distrust and anger due to years of neglect and neighborhood deterioration. After more than 50 interviews in six months, in three states to accommodate displaced residents, with large neighborhood groups, neighborhood committees, individual stakeholders and community leaders, our team was able to effectively address residents’ concerns and thus build the trust required to obtain unanimous support for the redevelopment plans. Our prioritized capital implementation plans were subsequently used as the basis for federal funding.



For smaller neighborhoods such as Bahama Village, we typically conduct these meetings during the kick-off stage of a project and schedule them in an efficient series over the course of two or three days. The meetings should include government officials; neighborhood leaders; corporate leadership; property and business owners; the Housing Authority; Social Service Agencies; the Chamber of Commerce. We will work with the BVRAC and City staff to identify the specific participants.

Deliverable: Summary Memorandum outlining key discussion topics

- Community Workshops:** Community workshops are an opportunity to listen to the community-at-large and gain further knowledge of their values and desires. They are also where our team will have the opportunity to share and test our observations of existing conditions and economic research, as well as the development of specific concepts and the overall direction of the Vision and Capital Plan. We propose four (4) community workshops, to include:



Community Workshop 1: The initial workshop will focus on the strengths, weaknesses, opportunities and threats, as well as identify initial goals and objectives of the CRA Visioning and Capital Projects Work Plan planning efforts.

Community Workshops 2 and 3: The second and third workshops will focus on soliciting public input on the team’s research and findings and on the development and refinement of the CRA Vision.

Community Workshop 4: The last workshop will be a presentation of the draft BVCRSA Vision and Capital Plan for public input.

We will also assist BVRAC and the City in developing and organizing content for their website and, if utilized, a social media campaign, which may include Twitter, Facebook, LinkedIn, Flickr, YouTube, Google Local, etc.

Deliverables: Presentations for each Community Workshop / Summary Memorandum outlining key discussion topics and input.

- **Public/CRA Board Meeting:** Following the conclusion of the community workshops and the draft preparation of the Vision and Capital Plan, we will present the final report and findings to the CRA Board in a Public Meeting for adoption of the BVCRSA Visioning and Capital Plan.

Deliverable: Power Point Presentation summarizing the BVCRSA Vision and Capital Plan for adoption.

TASK 2: EXISTING CONDITIONS ANALYSIS

In a parallel effort to the Community Engagement process, our initial approach will be to first develop an understanding of the relationships and role of the neighborhood and its connectivity to the surrounding community. This entails developing an awareness of the function and physical make-up of the broader area, which will then provide a foundation for the visioning and economic analysis that evaluates opportunities and challenges that need to be addressed. We will complete a thorough research and analysis that will enable our team to:



- Understand the **existing conditions** of the BVCRSA as they relate to the market, community, history, relevant trends, public realm, urban design and previous and on-going studies;
- Understand the **opportunities and constraints** to redeveloping and revitalizing the BVCRSA and assess the potential for improvements. This initial assessment and observations will inform the guiding principles and begin to identify strategies and tools to apply to the CRA;
- These evaluations will provide a **starting point for building the CRA Vision Plan recommendations** and will be confirmed by input from the BVRAC and the community.

TASK 2.1: REVIEW AND ANALYSIS OF EXISTING PLANS

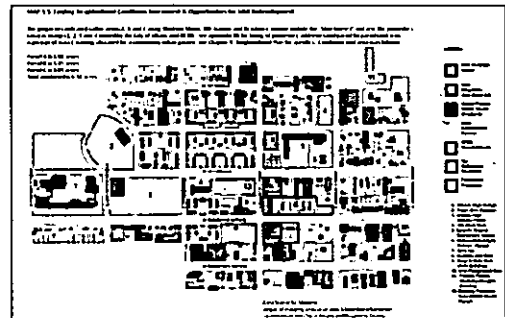
We will review relevant studies, plans, and projects and analyze how they may influence the direction or findings of the Visioning effort, including the 2010 CRA Plan and local City Comprehensive Plan, the City’s 2011 Strategic Plan, the Capital Improvements Plan and budget, and other budgeted improvements and plans for the district.

Deliverable: Summary Memorandum outlining key issues that may influence the Vision Plan.

TASK 2.2: DATA COLLECTION, MAPPING AND SITE VISITS

Developing an intimate knowledge of Bahama Village and its surrounding environs is a fundamental prerequisite to developing an effective Vision and Capital Plan. Our approach to “getting to know the place” is a collaborative process that begins first with an understanding of the area’s history. We will research and map available historical data to develop an understanding and appreciation for the origins of the neighborhood and its initial development and evolution over time.

Because it is critical to understand not only the physical character of the area, but also its activity patterns, members of our team will spend an extended period on-site to observe patterns during business hours, during the early evening and night, as well as during the weekend. These observations, which go beyond a simple mapping of the physical context, reveal neighborhood characteristics that help develop a true working knowledge of the area.

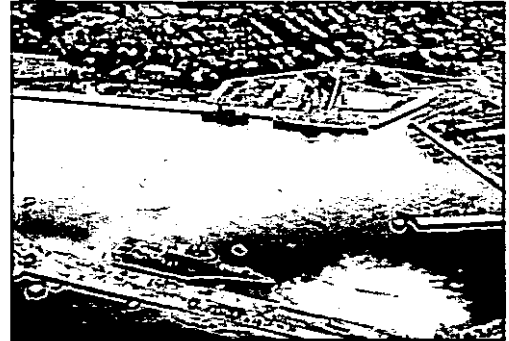


Using GIS mapping (with data provided by the City), our site visits, and knowledge gained from stakeholders, we will produce a comprehensive map or series of maps that describe the evolution and present physical framework of Bahama Village. The map(s) will account for existing urban characteristics and will demarcate evident transitions in urban form, land uses and the transportation network.

Deliverable: Photographic survey/Existing Conditions maps and diagrams; Preliminary Goals and Guiding Principles to draft and define the overall intent of the CRA Vision Plan. Community Workshop 2 summarizing data collection and synthesis.

TASK 3: ECONOMIC ASSESSMENT AND CAPITAL PLAN DEVELOPMENT

The Bahama Village CRA Visioning and Capital Projects Work Plan is an opportunity to reflect on past accomplishments and set goals for future achievements. While some of the areas of the district may have thrived, others have sat dormant or offer new opportunities for targeted investment. Clearly there is a need to continue to support redevelopment within the CRA and to generate more TIF. Our plan will develop strategies and recommendations to reflect the diverse needs and issues and to capitalize on existing assets and future opportunities. The importance of conducting thorough research and economic analysis as an integral part of the Vision cannot be overstated and is absolutely critical to understanding the area's economic environment, physical characteristics and redevelopment needs.



TASK 3.1: ESTABLISH THE BASELINE

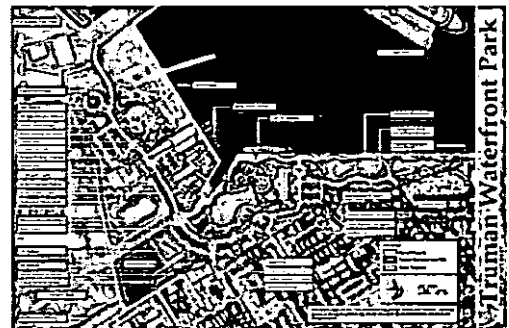
At the outset, we will establish the baseline of where the Bahama Village subarea of the CRA is today and what it has accomplished in relation to the Finding of Necessity and current CRA plan. Specifically, we will complete the following:

- Abstract the Finding of Necessity and CRA Plan to create a list of blighting conditions identified and planned accomplishments within each of the documents;
- Conduct a detailed demographic and economic analysis to determine to what extent, if any, blighting conditions with regard to socioeconomic status of neighborhood residents have been ameliorated or mitigated;
- Review CRA expenditure reports/audits to determine what improvements or programs have been completed or put in place;
- Conduct a neighborhood field survey and interview CRA and City staff to determine what physical improvements have been completed and the current status/condition of those improvements; and
- Identify the properties which are opportunities for development/redevelopment including but not limited to properties owned by the City and housing authority.

TASK 3.2: HIGHEST & BEST USE ANALYSIS

We will complete a highest and best use analysis of underutilized properties in the CRA with specific emphasis on the Truman Waterfront property.

The baseline analysis set forth above will provide the basis for evaluating redevelopment opportunities for Bahama Village, including housing, office, hotel and retail uses. In an effort to assess the supply and demand conditions impacting the real estate market, we will evaluate market conditions based upon research obtained through industry publications and 3rd party source research. However, a very important component to the real estate analysis is our participation in direct field research. For this, we will profile comparable/competitive developments with regard to for-sale and rental residential development, retail, office and hospitality within the subject's immediate



market area. This will include an overview of select representative comparable competitive developments to obtain an understanding of the variety of product that is being offered, the current market conditions facing those projects, and how to position any new for-sale or rental housing, commercial or mixed use development within Bahama Village. The following provides an overview of the key aspects of field research by use:



Housing: For the housing analysis, we will gather and analyze the information on the following:

- Assess the housing market conditions in Bahama Village and surrounding area in terms of single family sales trends, condominium sales trends and foreclosure activity that is still lingering from the economic downturn;
- Determine the extent of affordable and assisted housing in the Target Market Area by collecting information on public housing developments, Section 8 voucher holders, LIHTC and other assisted properties (i.e. Section 202, HOPWA funded projects, public housing, etc.);
- Detail physical characteristics of surveyed developments (size, unit mix, location);
- Absorption/occupancy and sale price/rental rate trends;
- Unit sizes and unit features;
- Price premiums;
- Buyer/renter profile;
- Facilities/amenities (e.g. recreation);
- Parking ratios;
- Other pertinent characteristics as identified.

In addition to projects that are currently in the marketing or development phase, we will also identify proposed new projects and profile the developments within our analysis to assess the potential timing and competitiveness of these new additions to the market.

Commercial Market Overview: We will complete an assessment to determine the level of market support for retail, related uses such as restaurants/entertainment establishments, and office in Bahama Village. The demand for retail and entertainment uses will be primarily driven from three primary sources: local residents, Target Market Area workers, and visitors to the area. In order to determine the level of demand from each segment, we will conduct a supply and demand assessment based upon the following:

- Local population and income trends;
- Visitor trends and expenditure broken down by cruise vs. non-cruise;
- Income profile of population;
- Office employment trends;
- Profile and scale definition of Bahama Village workers; and,
- Expenditure profile by type of good.

As part of our retail demand analysis, we will analyze the demand for retail utilizing the Lambert Advisory Retail Trade Model. The model will indicate total demand and growth in Bahama Village as well as the square feet of retail space (by merchandise category) that can be justified in the area over the next several years.



In addition to the demand assessment, we will collect data on select notable existing retail/entertainment and office projects/space to develop information to the extent relevant and available:

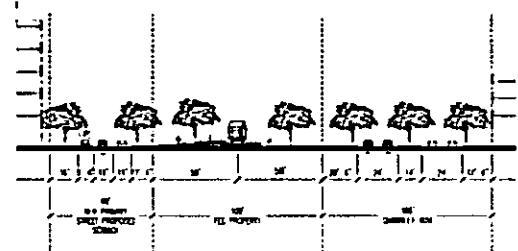
- Year built (as relevant);
- Size of center, district, or building;
- Mix of stores or office tenants;
- Size of anchor stores and office tenants, if any;
- Occupancy rate;
- Rental rates per square foot; and,
- Sales per square foot for retail.

Hotel Overview: In addition to the commercial market overview, we will summarize market supply and demand characteristics as they relate to the potential for hotel development, including utilization of event/meeting space and complimentary uses. We propose to summarize such characteristics as:

- type/size of hotel product opportunity (i.e. select service, full service)
- origin of market demand;
- seasonality;
- average length of stay;
- required accommodations, amenities and services;
- average daily rate (ADR) and occupancy trends;
- pricing premium and criteria; and
- price sensitivity.

Estimates of Demand by Use and Potential Redevelopment Opportunities: Based upon our assessment of the residential, retail/entertainment, office, and hotel markets as set forth above, we will prepare estimates of demand by use over a 5 and 10 year time period.

Once we have established estimates of demand, along with the assessment of current and prospective market conditions, we will identify the real estate investment opportunities from a market perspective which could be realized within the Bahama Village broadly and the Truman Waterfront parcel specifically. Importantly, the economic and market analysis can help guide the investment and redevelopment process by identifying the market demand for for-sale and rental housing, office, and retail/entertainment while at the same time highlight the economic and/or financial challenges associated with developing these uses. This will enable the City and CRA to develop strategies through the vision and capital plan based upon a strong market understanding and foundation to effectively promote investment and redevelopment within Bahama Village.

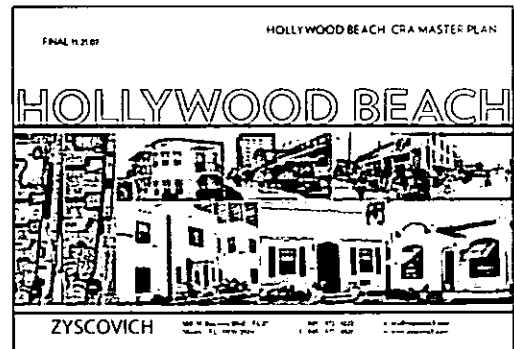


West Palm Beach Zoning Diagram Illustrating Additional Height & FAR for Increased Setback

TASK 3.3: CAPITAL PROJECTS AND PROGRAMS PRIORITIES LIST AND IMPLEMENTATION PLAN

In Task 3.3, and partially based upon the findings of Task 3.2 above, we will develop a very specific capital projects program priorities list within a matrix which includes the following information:

- Project name and description;
- Tranche projects into Critical, Mid-Term, and Long Term categories based upon their level of importance to the redevelopment of the area;
- Project/program estimated preliminary cost; and,
- Potential funding source(s).



The capital and program priority matrix is probably the most important output of the entire process and while the matrix needs to be weighted based upon the viability, relative impact, and importance of certain investments, it cannot be developed by the planning team alone. The priority matrix and the organization and prioritization of projects on the matrix must have full community buy in. This is the only way that the matrix becomes a living document which the community can and will organize around to insure that the investments on the matrix occur in a reasonable time frame.

Based upon the priorities matrix, we will develop an implementation plan and budget which ties a projection of sources of funding including CRA funding and other funding sources to uses over a 25 year term. While a 25 year budget is helpful for long term planning purposes, we strongly recommend that the CRA institute a process of a formal revisiting of the budget every 5 years given that markets and funding sources/availability, particularly at the State and Federal levels, can change dramatically over a 5 year period. For the first 5 years of the budget in particular we will make specific recommendations of non-CRA funding sources that should be able to be leveraged in the near term.

TASK 4: VISIONING, GUIDING PRINCIPLES AND RECOMMENDATIONS

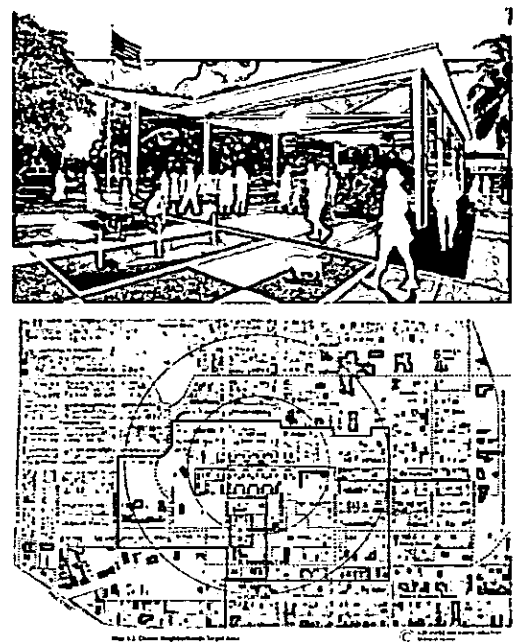
Based on the outcome of the initial Community Workshops, we will further define the vision, goals, guiding principles and objectives of the CRA Vision Plan and begin refining the assessment of properties from both urban design and economic perspectives. Our approach to urban design and land use is to evaluate how the built form can address community needs, shape and improve the aesthetic quality of the public realm, and accommodate specific uses which are confirmed by the economic analysis.

The main purpose of this task is to evaluate new land use potentials in relation to existing land use distribution within the context of economic development potential, mobility opportunities, sustainable design, and redevelopment needs. In addition, recommendations will reflect the parking and space needs of targeted uses identified by the economic study and the community goals and objectives. These observations will coalesce into a CRA Vision and Capital Projects Work Plan with targeted urban design strategies and redevelopment recommendations. More specifically we will:

- Identify private, public and public/private opportunities;
- Identify relationships to other proposed vision and urban planning objectives;
- Identify uses and feasibilities;
- Prioritize development objectives;
- Evaluate redevelopment opportunities for vacant and/or underutilized land; and
- Create appropriate illustrations of preliminary design plan and concepts.

Major tasks will include the following:

- Refining the preliminary vision, goals and guiding principles to describe the overall intent of the BVCRSA Visioning and Capital Plan and to reflect the findings from the existing conditions analysis. They will address issues relating to enhancing Bahama Village's sense of place to create more distinctive and livable areas with viable commercial and redevelopment opportunities. This will form the basis of the BVCRSA Visioning and Capital Plan.
- Targeted urban design strategies, development program alternatives, and redevelopment recommendations focusing on the ideal growth and build-out scenario(s), both in terms of uses and open space, based on the economic review. This will include an analysis of the regulatory framework and suggest potential modifications to support the CRA Vision Plan recommendations.



- Testing urban design strategies for targeted areas as they relate to scale, height, density and use, and general guideline recommendations for new development in terms of its impact on the public realm. All recommendations will be tested for applicability and consistency with the existing blocks and parcels.

Deliverable: Draft vision, goals, guiding principles and objectives of the BVCRSA Visioning and Capital Plan as well as ideal development build-out scenario, redevelopment recommendations and design strategies; Community Workshop 3 presentation summarizing the draft BVCRSA Visioning Plan including relevant graphics, diagrams, plans, and sketches (2D & 3D).

TASK 5: DRAFT VISIONING AND CAPITAL PROJECTS WORK PLAN

Based on the work developed under Tasks 3 and 4, we will provide an outline of the Visioning Plan Strategies and Capital Plan Program Recommendations including major policy considerations. Major tasks will include the following:

- Development of priorities and program alternatives for the CRA which address steps for implementing planning initiatives as a continuation of previous economic and urban design tasks. These will include a list of capital projects and policy considerations for the next twenty five years. (See also Task 3.3 above).
- Specific urban design projects and strategies for implementation.
- Draft presentation of economic development and capital plan program development, policy, funding and implementation recommendations through 2040.
- An implementation and funding plan with particular focus on economically viable alternatives for the remaining 3.2 acres of the Truman Waterfront parcel.

NEIGHBORHOODS REBUILDING PLAN ST BERNARD AREA IMPLEMENTATION PRIORITY MATRIX						
	CRITICAL (1) - HIGH PRIORITY	HIGH	MEDIUM	LOW	NEIGHBORHOOD SCALE	OTHER DEVELOPMENT & INFRA
Early Action Plan						
Capital Projects						
Streets / sidewalks / street lighting / storm drainage - repair / reconstruction	0	0	0	0	0	\$15,800,000
Landscape rehab / replacement - JOH & neutral grounds	0	0	0	0	0	\$500,000
Re-open Methodist Elderly Care facility - improve open plaza on St Bernard Ave	0	0	0	0	0	1250
Subtotal: Capital Projects						\$16,300,000
Mid Term Plan						
Capital Projects						
Add marked bicycle lanes on key roadways, where space permits	0	0	0	0	0	\$30,000
Install 1610 Acoustical buffering	0	0	0	0	0	\$2,000,000
Rehabilitate Union Baptist Theological Seminary or new use for property	0	0	0	0	0	1250
Subtotal: Capital Projects including Infrastructure and Other Projects						\$2,030,000
Long Term Plan						
Capital Projects						
Re-use small scale commercial spaces from St. Bernard housing development	0	0	0	0	0	
Subtotal: Capital Projects						

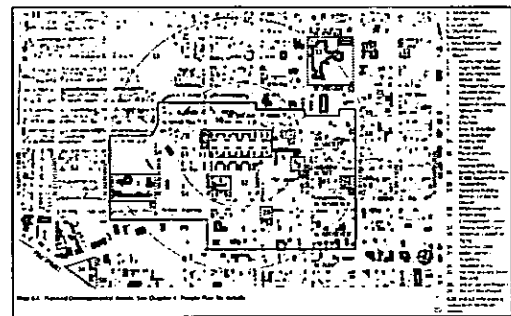
New Orleans Neighborhoods Rebuilding Plan Tremé 6th Ward / Lafitte Implementation Priority Matrix

Deliverables: Major policy recommendations to implement the ideal development build-out scenario(s); List of recommended capital projects and planning priorities. This will include both public and private development opportunities to reflect a comprehensive approach to the CRA's redevelopment. Community Workshop 4 presentation summarizing the final draft of the CRA Vision and Capital Plan strategies and program development.

TASK 6: FINAL DELIVERABLES AND PRESENTATIONS

This final task will present the study findings and synthesis of the team's technical analysis, recommendations and task deliverables based on stakeholder and community input and City and BVRAC guidance and will include narrative and graphic representation of economic and urban strategies. The preparation of the final draft report shall include the deliverables outlined under Tasks 1 through 5 above and the following:

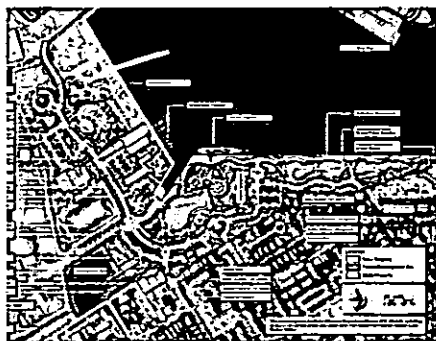
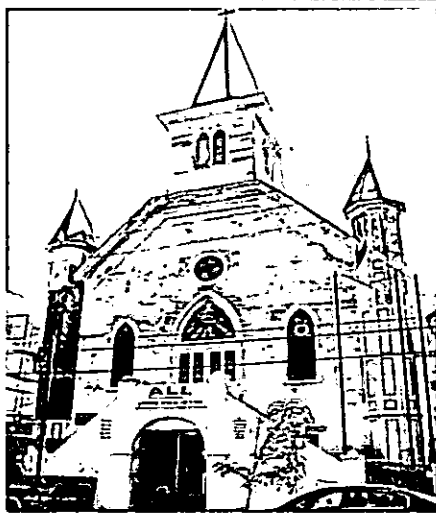
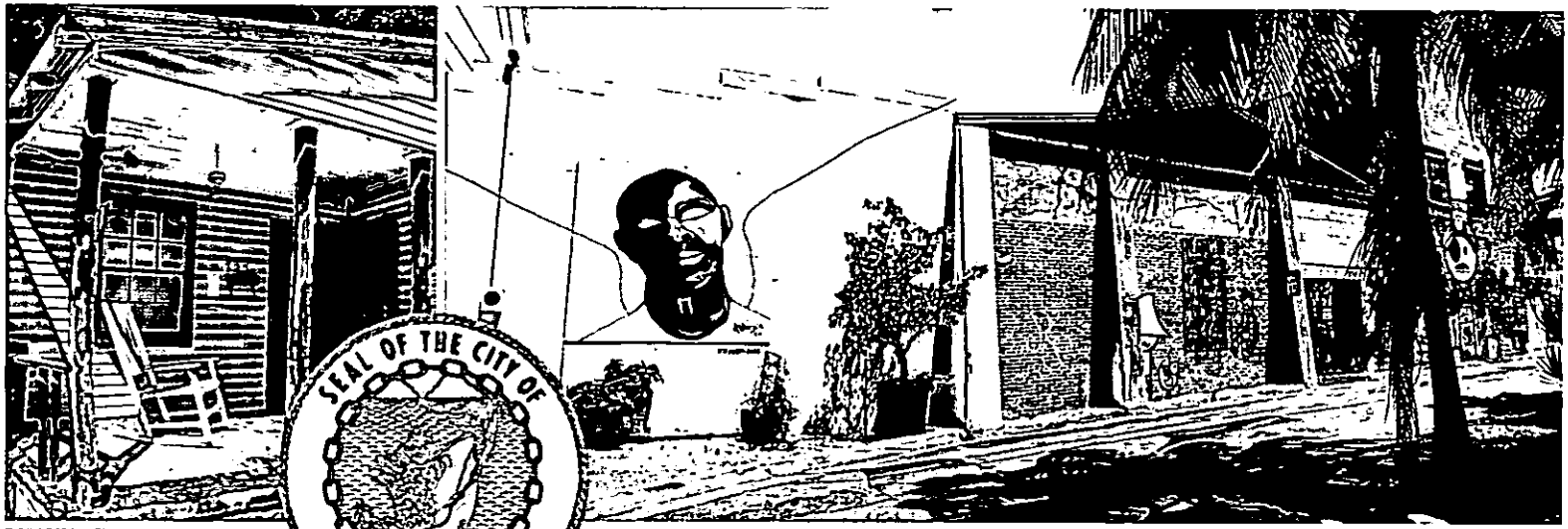
- Description of the relationship between Capital Work Plan and other local plans.
- A revision and update schedule for the Capital Work Plan.
- Maps indicating properties to be served.
- Performance Criteria: a monitoring program to track performance measures using specific criteria.
- Recommendations for incorporating relevant new information and methodologies into the CRA Plan.
- Presentation of Findings: Findings presented to BVRAC and CRA with relevant recommendations to be included on the final draft report.



Deliverables: Draft BVCRSA Vision and Capital Plan; Final BVCRSA Vision and Capital Plan; Final Public Presentation to the CRA Board for adoption.

ESTIMATED PROJECT TIMELINE

Bahama Village CRA Visioning and Capital Projects Work Plan: Estimated Schedule																																				
Month	1				2				3				4				5				6				7				8				9			
Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Proposal Submittal																																				
Contract Negotiations/Notice to Proceed																																				
VISIONING AND CAPITAL PLAN DEVELOPMENT																																				
Project Initiation / Kick-off Meeting																																				
Task 1: Community Engagement																																				
Group and Individual Stakeholder Meetings																																				
Community Workshops																																				
Public Presentation / CRA Board Meeting																																				
Task 2: Research and Analysis: Existing Conditions																																				
Review and Analysis of Existing Plans																																				
Data Collection, Mapping and Site Visits																																				
Task 3: Economic Assessment & Capital Plan Development																																				
Establishing the Baseline																																				
Highest and Best Use Analysis																																				
Capital Projects and Programs Priorities List																																				
Task 4: Visioning, Guiding Principles and Recommendations																																				
Refining Vision, Goals and Guiding Principles																																				
Urban Design Strategies and Program Alternatives																																				
Regulatory Framework Analysis																																				
DRAFT PLAN																																				
Task 5: Draft CRA Visioning and Capital Projects Work Plan																																				
Priorities and Program Alternatives																																				
List of Capital Projects and Policy Considerations																																				
Urban Design Projects & Strategies																																				
Implementation and Funding Plan																																				
Task 6: Final Deliverables and Presentations																																				
Draft CRA Vision and Capital Plan Submittal																																				
Comment Period																																				
FINAL PLAN																																				
Final Visioning and Capital Plan for Adoption																																				
Final Submittal																																				
Plan Adoption (See Task 1: Public Presentation)																																				

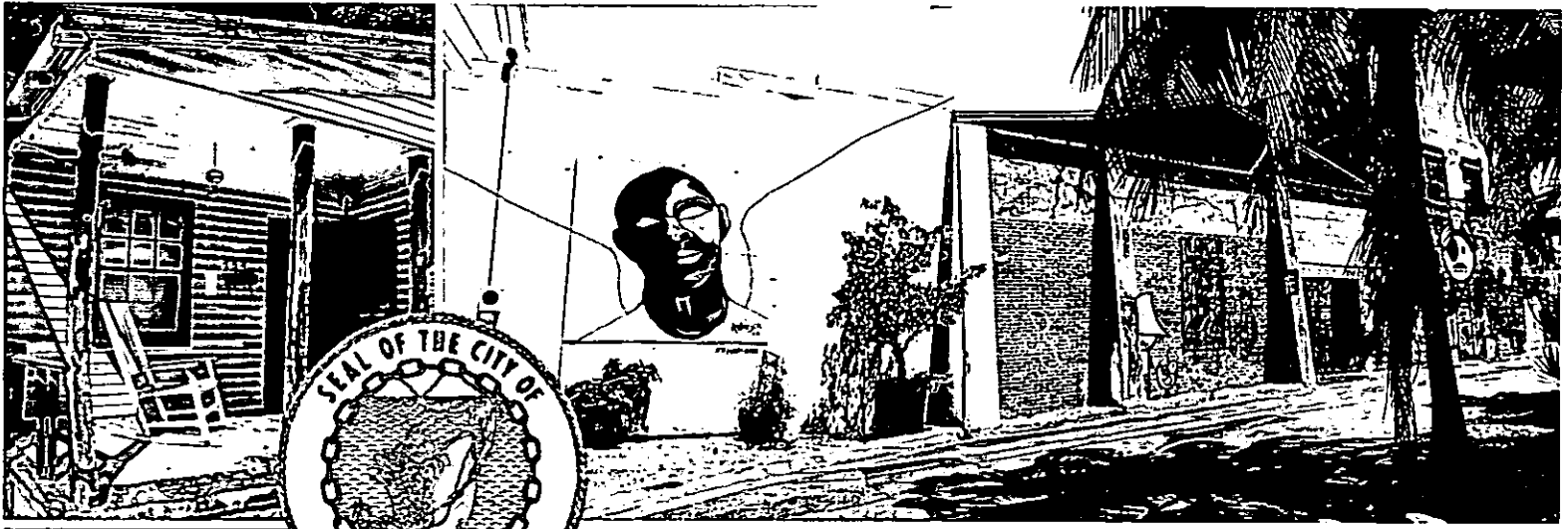


6 COST PROPOSAL

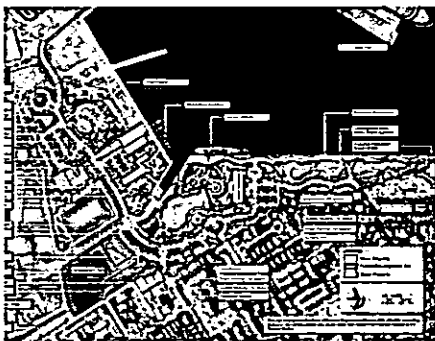
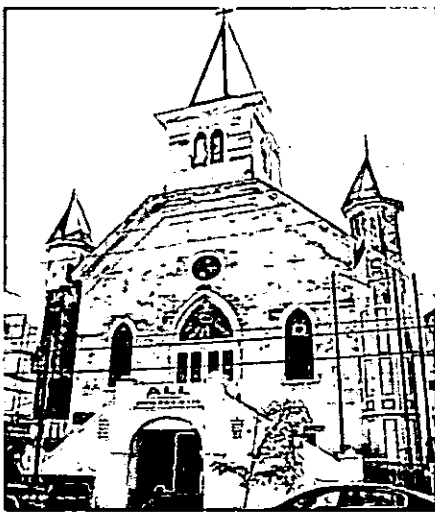
COST PROPOSAL

Bahama Village CRA Visioning and Capital Projects Work Plan: Cost		
	TASK	FEES BY TASK
VISIONING AND CAPITAL PLAN DEVELOPMENT		
Task 1: Community Engagement	1	\$ 16,640.00
Group and Individual Stakeholder Meetings Community Workshops Public Presentation / CRA Board Meeting		
Task 2: Research and Analysis: Existing Conditions	2	\$ 9,360.00
Review and Analysis of Existing Plans Data Collection, Mapping and Site Visits		
Task 3: Economic Assessment & Capital Plan Development	3	\$ 57,200.00
Establishing the Baseline Highest and Best Use Analysis Capital Projects and Programs Priorities List		
Task 4: Visioning, Guiding Principles and Recommendations	4	\$ 24,960.00
Refining Vision, Goals and Guiding Principles Urban Design Strategies and Program Alternatives Regulatory Framework Analysis		
DRAFT PLAN		
Task 5: Draft CRA Visioning and Capital Projects Work Plan	5	\$ 22,880.00
Priorities and Program Alternatives List of Capital Projects and Policy Considerations Urban Design Projects & Strategies Implementation and Funding Plan		
Task 6: Final Deliverables and Presentations	6	\$ 12,480.00
Draft CRA Vision and Capital Plan Submittal Comment Period		
FINAL PLAN		
Final Visioning and Capital Plan for Adoption		\$ 6,240.00
Final Submittal Plan Adoption (See Task 1: Public Presentation)		

SUB TOTAL LABOR = \$ 149,760.00
Estimated Reimbursables (Travel & Direct Expenses at 4%) = \$ 5,990.40
TOTAL FEES = \$ 155,750.40



7 PERSONNEL

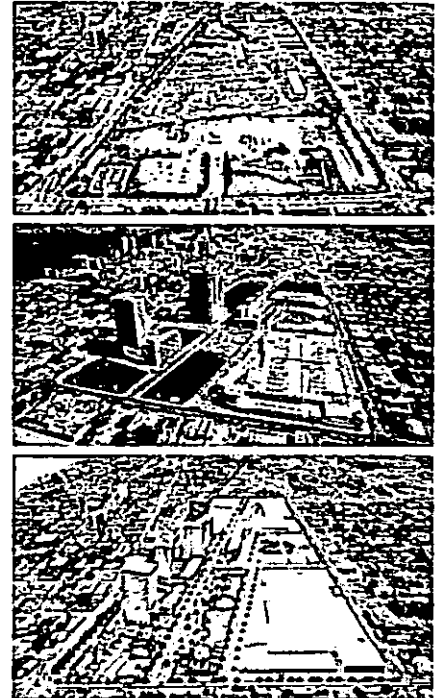


ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

PERSONNEL

Zyscovich is a large planning and architecture firm, employing over 90 professionals with vast experience and technical expertise. The planners, urban designers and architects proposed for this project have extensive experience in visioning, urban design, master plan updates, land use, redevelopment improvements, economic development and rehabilitation, contemporary planning codes, and capital project planning, prioritization and implementation, as well as regulating plans for multi-modal transportation and storm water infrastructure for municipalities throughout the country. This team has worked together on a number of similar projects, the majority of which have been implemented. Their expertise includes community workshops, education and engagement and presenting reports and information to elected officials, stakeholders and the community.

Our vast experience in both private and public sector planning and the importance of market feasibility help to ensure that our plans can be realized. For over 37 years, our firm has developed creative solutions to stimulate and implement high quality redevelopment while protecting neighborhoods. We have been recognized for this level of dedication and expertise in planning by the American Planning Association and the American Institute of Architects and will bring this energy to the City of Key West and the Bahama Village CRSA. The staff assigned will be with the project from its inception through its successful completion. Additional staff can and will be assigned as necessary to meet the budget, schedule and objectives of the project. The following pages contain resumes for our key personnel as follows:



Midtown Miami: Existing Conditions, Implementation (2007) & Proposed Build-out

BERNARD ZYSCOVICH, FAIA, Principal-in-Charge, will have overall responsibility and accountability for the performance of the entire Zyscovich team, including sub-consultants. He will ensure that the team is staffed correctly and adequately.

SURIA YAFFAR, ASSOC. AIA, LEED AP, Principal and Director of Design, will help lead the urban design effort to successfully achieve the vision and design requirements.

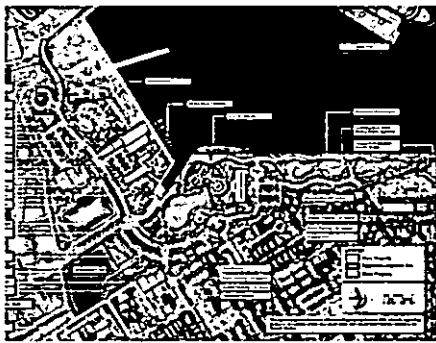
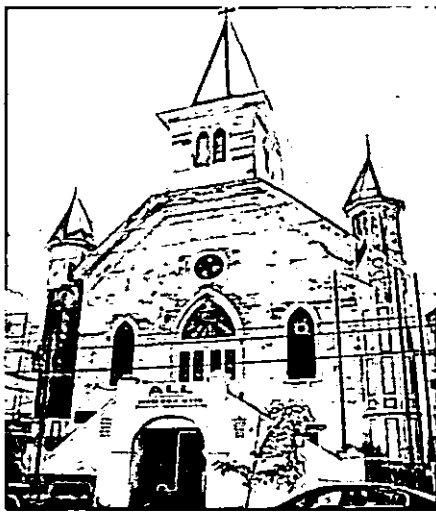
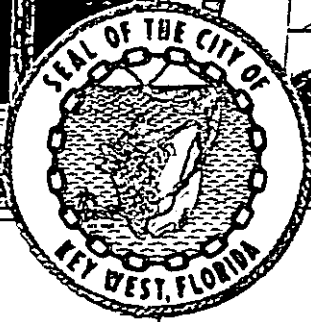
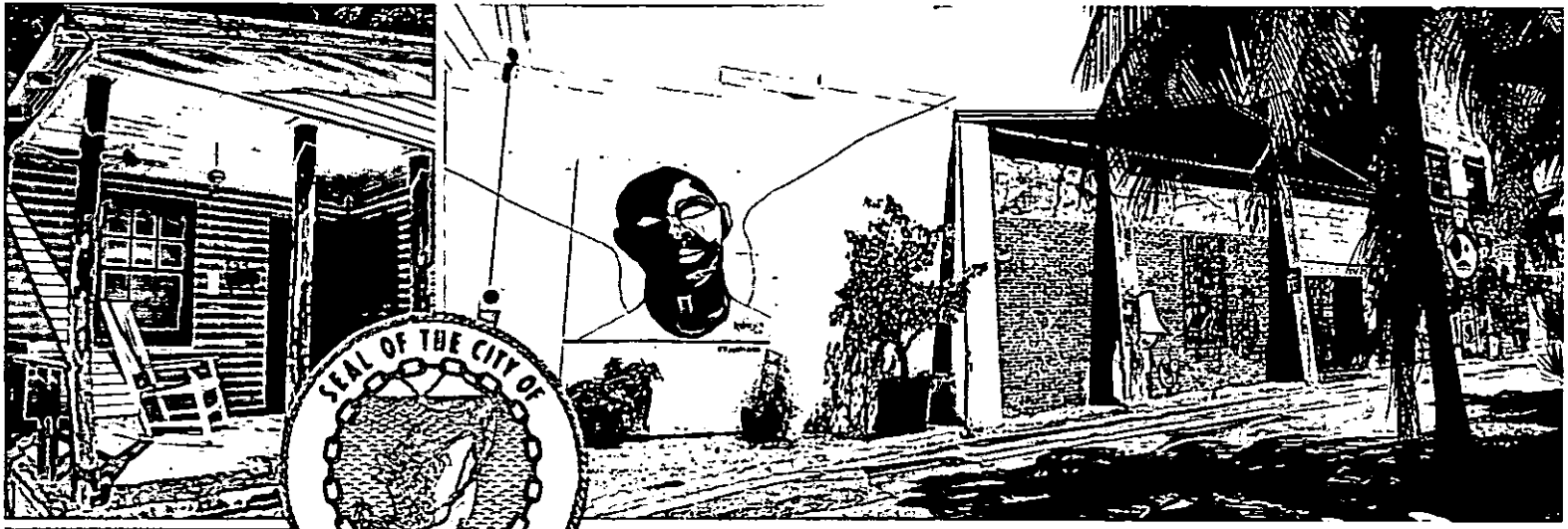
GRACE PERDOMO, ASSOC. AIA, Project Manager and Sr. Urban Designer, will be responsible for the management of the project and the day-to-day communication between all team members. She will work closely with City staff, the Bahama Village Redevelopment Advisory Committee (BVRAC), and assigned staff to create the Visioning Master Plan and Capital Work Plan.

TRENTON BAUGHN, RA, AICP, LEED AP, Director of Urban Design, will work closely with the Project Manager to provide planning services involving visioning, redevelopment, design guideline/code development, community engagement and zoning analysis.

THORN GRAFTON, AIA, LEED AP, Historic Preservation Architect and Director of Sustainable Initiatives, will bring his knowledge and expertise in the areas of historic preservation and sustainable design to the project.

ANA BENATUIL, ASSOC. AIA, LEED AP BD+C, Jr. Urban Designer and Graphics Specialist, will serve as support staff and will create graphic diagrams.

LAMBERT ADVISORY GROUP, LLC, an economic development firm specializing in creative solutions to redevelopment, will provide an economic assessment of the area, as well as a capital plan prioritization, implementation and funding plan. They will also identify business, retail, office and housing development potential, strategies for attracting and securing developers, and standards to promote investment. The firm has provided economic development services to over 30 local, national and international public and private entities, many of which were completed in conjunction with Zyscovich.



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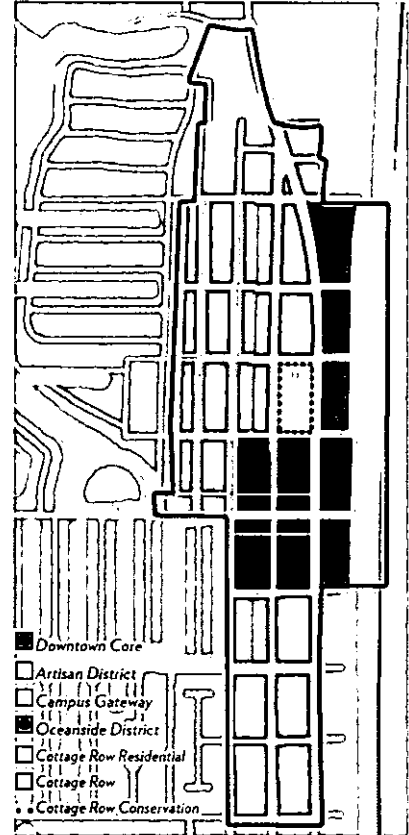
QUALIFICATIONS

ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

QUALIFICATIONS

Zyscovich Architects is a 90+-person integrated Urban Design, Architecture and Interior Design firm headquartered in Miami with additional offices in Orlando, West Palm Beach, New York City, and Bogotá. The firm has garnered a reputation for its significant urban planning and design work and for the creative solutions it brings to complex redevelopment master plans and urban design projects for Community Redevelopment Agencies (CRAs). Over the past 37 years, the firm has produced numerous master plans and urban design regulations that successfully integrate visioning and design concepts with the needs of the local economy and the desires of the community. We have provided these services to both the public and private sectors—locally, nationally and internationally.

As a firm that has produced varied scales of urban designs, visions and master plans in diverse cities throughout the country, Zyscovich brings a wealth of knowledge on transportation and pedestrian circulation, economic analysis, zoning codes and public participation to the Bahama Village Community Redevelopment Area Visioning and Capital Projects Work Plan project, as well as on current effective processes and creative tools that can shape the public realm through carefully crafted guidelines. Our team has a solid understanding of how to effectively integrate multiple districts, agencies, institutions and priorities into a coherent vision. This experience, combined with our team's intimate knowledge of Key West gained through projects such as the Peary Court Master Plan and Architectural Design project and the Higgs Beach Master Plan, will allow us to expeditiously complete the proposed work. Additionally, one of our primary services is zoning evaluation and code writing. We also specialize in redevelopment and are highly skilled at translating a client's vision into a regulatory framework. This often includes design standards which explore more specific language and imagery related to building image, design and character. We have developed codes and zoning recommendations for more than 25 municipalities and agencies. We recently completed a zoning overlay and design standards for Downtown Cocoa Beach in coordination with their redevelopment plan. We provided similar services for the entire Downtown West Palm Beach, as well as for Cape Coral, Florida and Downtown Hollywood. All three were developed in coordination with a vision and master planning process which preceded the zoning rewrite.



City of Cocoa Beach
Proposed Downtown Districts

COMMUNITY ENGAGEMENT AND WORKING WITH MULTIPLE STAKEHOLDERS

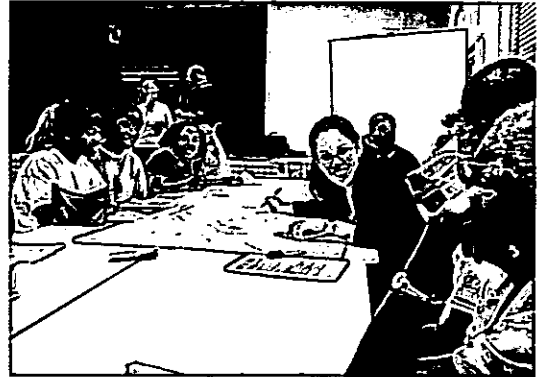
The Zyscovich Team's approach is to facilitate the process from a project's conception through its successful completion.



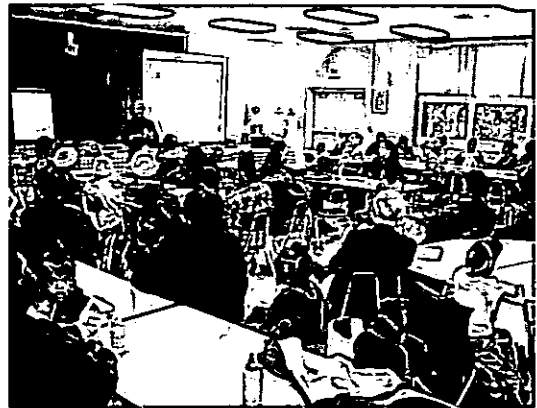
City of West Palm Beach Downtown Zoning and Master Plan Update Advisory Board Meeting

We begin our comprehensive approach to the scope of services by partnering with the client, consultants, and community to develop solutions that will be thoroughly integrated with their vision. Our team is highly experienced in establishing productive and successful relationships with City staff, lay committees and other key stakeholders. This ability to cultivate effective relationships has led to the successful completion and, more importantly, implementation of numerous high-quality vision and redevelopment plans. We have specific and extensive experience working with city officials and key stakeholders to develop clear Visions and implementable Master Plans for CRAs. By collaborating with City and CRA staff, and forming a true partnership, we are able to identify the most important issues and to develop realistic and feasible solutions to those issues.

The Zyscovich Team’s proposed Project Manager and key personnel are all extremely proficient at making clear and effective public presentations and facilitating public meetings. We have successfully implemented numerous public outreach and educational campaigns related to redevelopment efforts. As part of our master planning and visioning efforts we favor building consensus by presenting ideas which motivate the community to embrace a comprehensive vision. We have successfully conducted thousands of stakeholder meetings, community workshops, and presentations. While every project is different, we have a toolbox of proven techniques for engaging the community, its leaders and key players who will champion the final vision, to include Stakeholder Meetings, Workshops and Charrettes, Neighborhood Surveys, Online Surveys and Forums, Panel Discussions and Advisory Boards. We will assist the City and Bahama Village Community Redevelopment Advisory Committee in developing and organizing content for their website and, if utilized, a social media campaign, which may include Twitter, Facebook, LinkedIn, Flickr, YouTube, Google Local, etc.



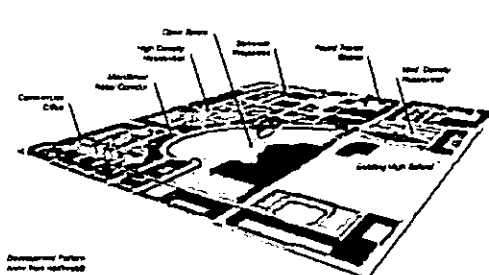
Zyscovich considers the process of community engagement, public outreach and stakeholder involvement important components in the development of a sustainable planning framework with special attention paid to the planning of a process that addresses the practical issues of time frames, resources and achievable outcomes. All must be implemented, evaluated, and most likely, modified as needed. One of the first decisions city officials will need to make is how to approach and how best to organize for community and stakeholder engagement. Larger cities might establish a citizen committee to shape community involvement procedures across all sustainability program matters. In smaller cities, a steering committee or task force specifically assigned to sustainability might be more effective. In either case, the committee should represent the demographics and geography of the entire community.



Community workshops are an opportunity to listen to the community-at-large and gain further knowledge of their values and desires. They are also where our team will have the opportunity to share and test our observations of existing conditions and economic research, as well as the development of specific concepts and the overall direction of the Vision.

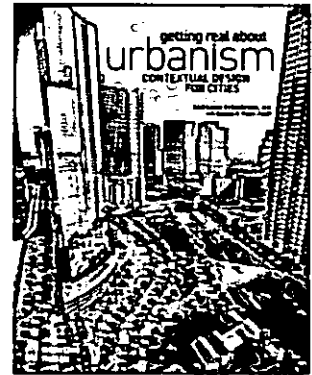
SUSTAINABLE PLANNING AND DESIGN

Zyscovich Architects has a long tradition of expertise in sustainable design, with a commitment to projects that fit their locations, perform their functions well and are designed to last. Our sustainable project approach incorporates an analysis of three key project components: the project program, project budget, and sustainable objectives. Our sustainable design methodology involves a highly integrated design approach incorporating all key team members from the project’s inception.



Sustainable community frameworks attempt to give form and direction to the environmental, social, and economic activities of a locality. Across the nation and around the world, communities are taking on the task of both defining sustainability and identifying the requisite actions needed to get them there. A good Sustainability Plan is the first step towards creating a more sustainable city. By providing a framework that breaks down what could otherwise be an overwhelming list of issues and linkages into manageable pieces, it conveys a vision for the future, sets realistic targets, and a plan for measuring progress and achieving community goals.

We approach urban planning and design projects by identifying contextual opportunities to capitalize on past and present characteristics of a particular place and to help frame issues and evaluate the effectiveness of different approaches. Understanding a community's vision of where it wants to be is critical. We have termed this design philosophy *Real Urbanism*®. *Real Urbanism*® is a concept that supports sustainable development by understanding how a city came to be and considers past and present development patterns, local and environmental needs for better communities, and socio-economic obstacles and opportunities. Our focus is on merging the economic development opportunities, based on our economist's market assessment, with appropriate design solutions. Solutions reflect the community stakeholders' needs and desires and match the cultural aesthetic which is inherent in the community, with special attention to scale, character, and preservation. This design philosophy is featured in two books published by the firm's Managing Principal, Bernard Zyscovich: *Getting Real About Urbanism: Contextual Design for Cities* and I'ARCAEDIZIONI's Monograph *Zyscovich Architecture and Real Urbanism*®, featuring Zyscovich projects with a preface by Frank O. Gehry.



Getting Real About Urbanism: Contextual Design for Cities

In all of our planning work, our focus is on developing guiding principles, goals and objectives collectively to define community scale sustainability, and present a vision of how communities can become more healthy, inclusive, and prosperous across specific categories. These guiding principles, goals and objectives provide a much needed vocabulary that local governments and their communities can use to more effectively strategize, to define their sustainability planning efforts and to identify responsible entities, benchmarks and output targets. Resulting solutions match the issue of sustainability within the larger quality-of-life framework of the community, with special attention to issues of scale, character, and preservation. Unlike prescriptive planning approaches, *Real Urbanism*® cultivates uniqueness, addressing the origins, history, climate, natural elements, specific needs and future evolution of a place.

LAND USE AND DEVELOPMENT

Land Use is the most visible of the sustainability planning components. Cities with sustainable land use create an obvious balance of environmental preservation, commerce and livability as well as enhanced systems of connectivity between land use and transportation. We understand that improving the interaction between economic systems, ecological systems, and societal needs and taking a holistic view of all the systems necessary for a sustainable city often identifies opportunities to increase efficiencies, lessen impacts, and provide greater livability. The regulation of land use and development shape issues such as infill development, neighborhood master plans, transportation, housing, economic development, and zoning.



Under Land Use and Development, our approach is focused on key planning and design components generally defined by the following focus areas:

- **Strong Sense of Place:** Decisions about land use and development should reflect and celebrate what is unique about a community's people, culture, heritage, and natural history.
- **Integration of Sustainable Community and Building Features:** Sustainability planning should integrate a variety of residential, commercial, recreational, and civic facilities essential to the daily life of residents of differing demographic profiles and at the same time, emphasize green building and low impact development.
- **Multimodal Connectivity:** Communities should emphasize bicycle and pedestrian-oriented mobility, with daily needs situated within easy and enjoyable walking distance of each other. To promote this access, residential, commercial, recreational, and civic uses should be connected by both public and private transportation options.
- **Open Space:** The City of Key West is graced with a distinctive tree canopy and a variety of parks and recreation programs. A plan to contain, preserve and/or expand the ample supply of open green spaces designed to encourage consistent active and passive use can help further shape the direction of the City's environmentally sustainable goals.

ADDED VALUE

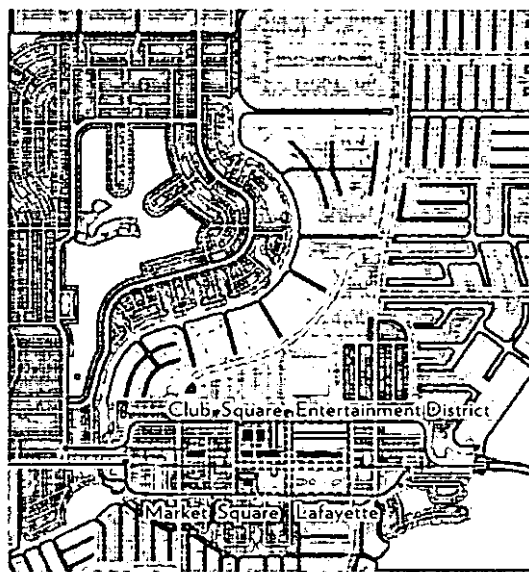
Zyscovich is motivated to add value to our projects that goes beyond our commitment to quality planning, design and construction. This has included an awareness of multiple funding augmentation opportunities that may be available to projects that use integrated sustainable design in the enhancement of their critical mission. We have engaged in the following initiatives:

- Pursue high level sustainable certifications and target awards programs that will bring greater awareness of the project;
- Identified portions of projects that can be successfully targeted for community fund-raising after the project is complete;
- Have retained funding consultants to create targeted funding campaigns for public projects through 501c 3 “Friends Of...” organizations;
- Investigated opportunities to bundle performance contracting for several expensive building features into one managed energy and water saving program, allowing projects to move forward when capital budgets are insufficient; and
- We collaborate with a local economist who is aware of emerging opportunities in the field of municipal finance as well as local and national federal funding sources.

A TESTED TEAM

We have worked with Lambert Advisory on more than 25 master plans for various cities and CRAs. Our team is tested and will be able to hit the ground running due to our exceptional, long-standing working relationship. Since 1995, Lambert Advisory has built a diverse client base, providing economic development, real estate and housing advisory services throughout the world. Their clients—governmental agencies, not-for-profit organizations, developers, and multinational corporations—seek and return to them for many reasons: the consistent quality and breadth of their knowledge, high level of senior staff involvement in their projects, fresh perspective, and an ability to get all parties engaged and focused on the opportunities a specific project presents.

The members of their senior management team have diverse backgrounds, ranging from planning and development to economic impact and partnership structuring. This range of experience is a distinguishing factor in their ability to serve clients from idea to implementation. Lambert Advisory’s senior management has considerable experience as real estate financial advisors to both the public and private sectors. Their experience ranges from redevelopment plans and economic development strategies for public entities. As a matter of fact, Lambert Advisory has worked with more than 20 community redevelopment agencies (CRAs) in Florida during the past five years alone. Accordingly, Lambert has completed development strategies for internationally recognized private sector groups such as Samsung, Swire Properties, Kimco, and Carnival Corporation.



Cape Coral CRA Visioning and Zoning Master Plan

COMMUNITY DEVELOPMENT AND STRATEGIC SERVICES

Lambert Advisory has a specific practice dedicated to assisting community redevelopment agencies and/or other related community/economic development organizations. They have a particular focus on assisting public agencies in strategic redevelopment, ranging from the development of a single asset, to the creation of a broader master redevelopment plan for mixed-use projects. The firm provides these services to CRAs, cities, public housing authorities, states, and the federal government. Importantly, an effective community development plan often times requires a multitude of

disciplines including economic/market and feasibility analysis, financial advisory services (including Tax Increment Financing (TIF)), property acquisition, economic impact analysis, joint development structuring and general physical planning and design. Lambert Advisory has considerable experience working with land planning and design firms helping to link economic market realities with physical planning initiatives.

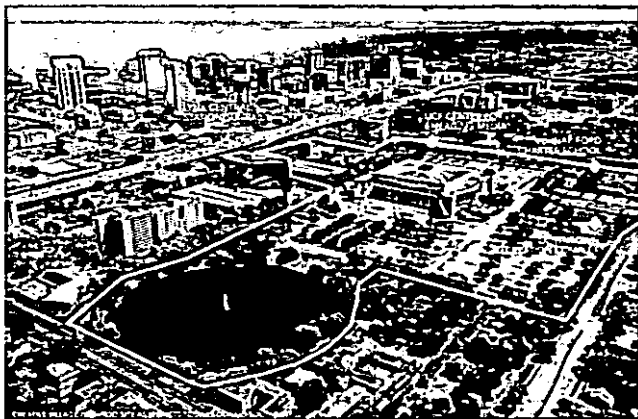
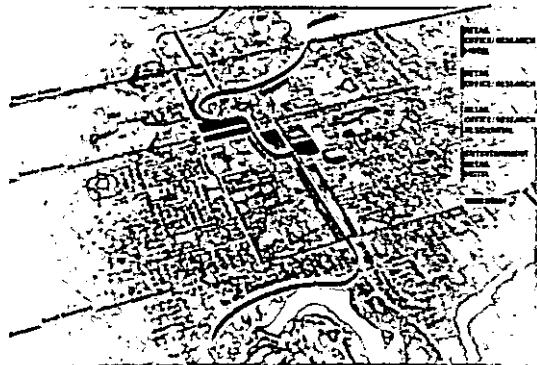
MARKET AND FEASIBILITY ANALYSIS

A rigorous, independent feasibility analysis—one which ensures that development projects are optimally positioned—substantially reduces the risk for owners and investors. This includes experience among a wide range of real estate uses including: retail/entertainment; office; housing; marina; hotel; industrial; and, cultural/civic. They provide more than an indication of achievable rents and absorption. Each of their studies includes in-depth perspectives on the marketplace and detailed design guidelines for architects and planners. In cases where plans already have been drawn up or projects built but require repositioning, they offer a constructive critique about how to make the project more marketable and manageable. Successful projects, whether single use or major mixed use programs, are responsive to fluid market conditions and financial requirements. Lambert Advisory is adept at bringing these elements together in a coherent guidebook for developers and owners. They position their clients to realize the maximum economic potential of a project.



PUBLIC/PRIVATE PARTNERSHIP STRUCTURING

The firm provides services to public and private institutional clients such as large corporations, foundations, and universities which require a variety of assistance with their real estate holdings. Private institutional clients over the past several years have included the Queen Emma Foundation (Honolulu), Harvard University, University of Pennsylvania, Odebrecht and Hyatt. Lambert Advisory provides public/private partnership (P3) services to numerous municipalities including recent engagements with Miami Dade County, City of Fort Lauderdale, City of Hallandale Beach, City of New Orleans, The Port of Corpus Christi, and the Government of Honduras, among others. Despite Lambert’s long term experience working for private and not-for-profit clients associated with deal evaluation and structuring, Lambert exclusively provides P3 advisory services to governmental agencies to avoid potential conflicts of interest, real or perceived.



Creative Village: Current Development Implementation



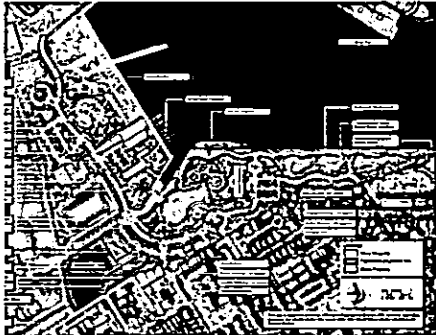
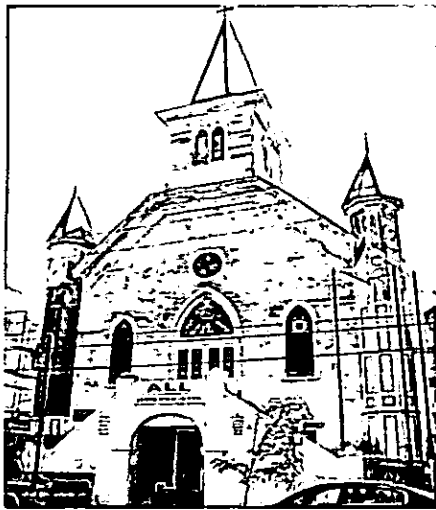
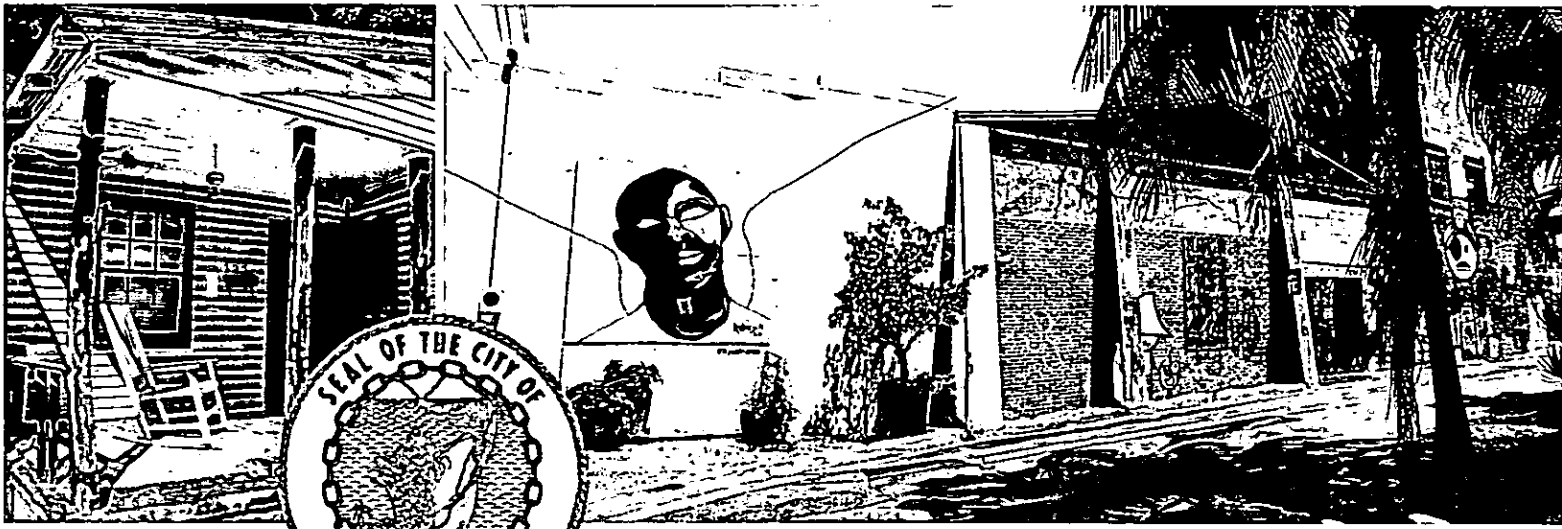
Proposed Development Build-out

EXPERIENCE SUMMARY

The following table summarizes the relevant work experience for our team include in Section 9 of this proposal. We have divided our project experience into three sections for ease of the committee’s review: 1.) Representative Community Redevelopment & Long Range Fiscal Plan Projects, as requested in the RFP; 2.) Additional Independent Projects of Proposed Project Manager Grace Perdomo, Assoc. AIA; and 3.) Capital Implementation Projects, demonstrating our experience with not only planning capital improvements, but designing and implementing them.

PROJECT NAME	VISIONING PROCESS	AUDIT OF LAND USE AND PROGRAMS	HIGHEST AND BEST USE & COST BENEFIT ANALYSIS	FUTURE LAND USE MAP	ZONING	CAPITAL PROJECTS AND/OR PROGRAMS PRIORITIES LIST	IMPLEMENTATION PLAN OR PROGRAM	TIF OR INNOVATIVE MONETARY LEVERAGING	POLICY RECOMMENDATIONS	COMMUNITY ENGAGEMENT	WATERFRONT	LAMBERT ADVISORY
Cape Coral CRA Visioning and Zoning Master Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
City of Miami Omni Area Community Redevelopment Plan & Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
17th Street/Convention Center District Redevelopment Plan & Update	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Cocoa Beach CRA Downtown Vision and Zoning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Downtown Hollywood (Young Circle) CRA Master Plan & Update	✓	✓	✓	✓	✓	✓		✓	✓	✓		
Hollywood Beach CRA Vision and Zoning Master Plan	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	
New Orleans Neighborhood (Post-Katrina) Redevelopment Plans	✓	✓	✓	✓		✓	✓	✓	✓	✓		✓
Town of Atlantic Beach Master Plan	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	
Downtown Lafayette Parish Comprehensive Plan	✓	✓	✓	✓	✓				✓	✓		✓
Coconut Creek Development Plan and Design Guidelines	✓	✓	✓	✓	✓				✓	✓		
Downtown West Palm Beach Zoning and Master Plan Update	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
City of Jacksonville Vision Plan and Future Land Use Element	✓	✓	✓	✓	✓	✓			✓	✓	✓	
Peary Court, Key West Master Plan & Architecture	✓				✓			✓		✓		
RELEVANT EXPERIENCE OF LAMBERT ADVISORY												
Truman Annex Park Tourism Impact Study		✓	✓								✓	✓
City/Port of Key West Economic Impact Analysis Cruise Port Development		✓	✓			✓		✓	✓		✓	✓
Trust for Public Land and City of Key West Redevelopment, Market, Financial & Business Structure			✓			✓	✓				✓	✓
Port Miami World Trade Center Miami Economic, Market & Strategic Analysis			✓				✓				✓	✓

PROJECT NAME	VISIONING PROCESS	AUDIT OF LAND USE AND PROGRAMS	HIGHEST AND BEST USE & COST-BENEFIT ANALYSIS	FUTURE LAND USE MAP	ZONING	CAPITAL PROJECTS AND/OR PROGRAMS PRIORITIES LIST	IMPLEMENTATION PLAN OR PROGRAM	TIF OR INNOVATIVE MONETARY LEVERAGING	POLICY RECOMMENDATIONS	COMMUNITY ENGAGEMENT	WATERFRONT	LAMBERT ADVISORY
Neighborhood Housing Services of South Florida: CRA Target Market area Economic Market & Strategic Plan						✓		✓				✓
City of Hallandale Beach CRA/TIF Funding Strategy & Public/Private Development Negotiation Services for Villages of Gulfstream Park			✓			✓	✓	✓				✓
City of Hallandale Beach City-wide Economic Development Strategy						✓	✓					✓
City of Newport Richey Highest and Best Use Analysis HCA Community Hospital			✓									✓
St. Petersburg Pier Strategic Planning for Pier Redevelopment		✓				✓	✓					✓
City of Miami Business Improvement District (BID) Initiative		✓				✓	✓					✓
City of Plantation Gateway Catalytic Investment Strategy		✓	✓				✓	✓				✓
City of Tampa, FL Drew Park CRA & East Tampa CRA: Community Redevelopment Strategic Plan		✓	✓				✓	✓				✓
Santa Rosa Island Authority Economic, Market & Funding Analysis	✓	✓					✓	✓				✓
Broward Boulevard Gateway Corridor Economic/Market Assessment	✓	✓				✓	✓					✓
RELEVANT INDEPENDENT EXPERIENCE OF PROPOSED PROJECT MANAGER GRACE PERDOMO, ASSOC. AIA												
Downtown Albany: The Oaks at North Intown Choice Neighborhoods Transformation Plan	✓					✓	✓	✓	✓	✓	✓	
Ashley Station: Central Columbus Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Arbor Point: A South Columbus Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Booker T. Washington Apartments: A Liberty District Neighborhood Revitalization Plan	✓					✓	✓	✓	✓	✓		
Phenix City Downtown Riverfront Master Plan	✓					✓	✓	✓	✓	✓	✓	
Creative Village Strategic Planning and Funding Feasibility	✓		✓			✓	✓	✓	✓	✓		✓
Boulevard Homes Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Park Place Revitalization Plan in Downtown Birmingham	✓				✓	✓	✓	✓	✓	✓		
McCallie Homes / Alton Park Neighborhood Revitalization Plan	✓				✓	✓	✓	✓	✓	✓		
Rosedale Court Neighborhood Revitalization Plan	✓					✓	✓	✓	✓	✓		
Councill Courts Revitalization Strategy Analysis	✓					✓	✓	✓	✓	✓		



9 REPRESENTATIVE COMMUNITY REDEVELOPMENT & LONG RANGE FISCAL PLAN PROJECTS

ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

CAPE CORAL CRA VISIONING AND ZONING MASTER PLAN

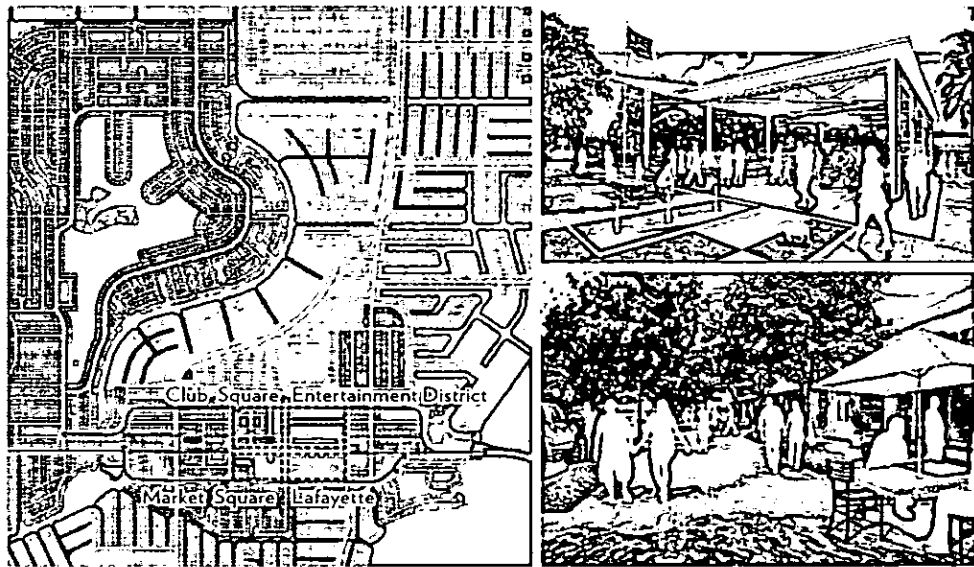
Cape Coral, FL

Zyscovich created a comprehensive Vision Plan for Cape Coral's downtown—The South Cape CRA. The City of Cape Coral began as a land-sales subdivision in the late 1950's and has grown rapidly as a bedroom community to nearby Ft. Myers and Naples. Today the city is 120 square miles, making it the third largest city in Florida and the largest city in Southwest Florida. While less than 50% of that land area has been developed, the population already exceeds 150,000 residents and is projected to exceed 400,000. The vast majority of the City is developed with single-family residential uses and, unfortunately, the original development of the City failed to plan for adequate commercial land uses. Today the City possesses no true commercial center and relies heavily on suburban strip commercial patterns to support commercial growth. However, the original downtown area, the South Cape, possesses the framework to re-establish itself as the City's only true downtown district. Established in 1986, the Community Redevelopment Agency was created to address issues that directly impact the future development and quality of the South Cape.

The Vision Plan establishes a strategic road map for the CRA to manage the future development of the South Cape with a focus on major transportation corridors and major areas of the city that are currently undeveloped or underdeveloped, and on opportunities and strategies for the inclusion of neighborhood amenities such as parks and open space, neighborhood gateways, improved connectivity, and appropriate transitions to nearby commercial and industrial areas. The Vision defines and reinforces the South Cape's unique characteristics and develops a viable economic strategy for revitalization. The process of creating the Vision involved close communication with the CRA Board, numerous City agencies and stakeholders to ensure a coordinated, viable and practical approach to promoting the South Cape as a vibrant downtown district. The Vision Plan established redevelopment strategies, created long- and short-term goals, and identified and prioritized attainable capital improvement projects. Later phases of the project will include adjusting land development processes and regulations to streamline revitalization efforts. As part of the implementation of the vision plan, Zyscovich was hired to do a zoning regulations analysis which led to the firm handling the update to the CRA's zoning regulations.

KEY FEATURES

- Community Redevelopment
- Redevelopment Incentives
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Long Term Visioning
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Land Use/Market Study
- Future Land Use Map
- Zoning: Unid Form-based Zoning Code
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Graphic Depictions of Plans
- Urban, Large-Scale, Multi-block District Redevelopment
- District-based Plan
- Created New Regulatory Framework
- Physical Planning Recommendations
- Market Based Solutions
- Vehicular Circulation
- Infrastructure Needs Assessment
- Parcel Profiles
- Traffic Analysis
- Streetscapes
- Open Space and Bicycle Network
- Commercial Facade Incentives



Overall Vision/ District Diagram

CLIENT CONTACT

Cape Coral Community Redevelopment Agency
 1231 Cape Coral Parkway
 Cape Coral, FL 33094
 John Jacobsen, Former CRA Director
 239.677.0039

CITY OF MIAMI OMNI AREA COMMUNITY REDEVELOPMENT PLAN & UPDATE

Miami, FL

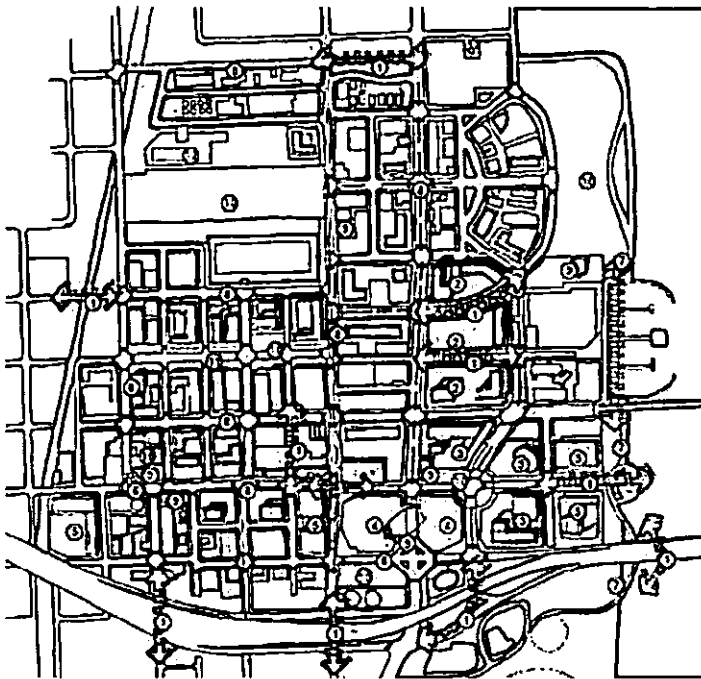
Zyscovich was hired by the City of Miami Community Redevelopment Agency to update the Omni neighborhood redevelopment plan. This included a thorough analysis of existing infrastructure, urban form, economics, and housing to form design recommendations and redevelopment opportunities.

In addition to the creation of a redevelopment plan report, Zyscovich produced an analysis of existing conditions. The report outlines over 20 strategies and projects to promote a cohesive redevelopment plan for the area.

The plan was updated in 2009 and adopted by the Miami Dade County Commission in January of 2010.

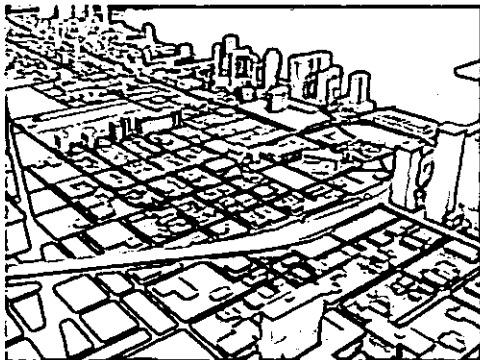
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Community Engagement
- Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Market Study & Future Land Use Map
- Zoning & Design Guidelines/Regulations to Protect Neighborhoods and Special Areas
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF, Innovative Monetary Leveraging, Alternative Funding & Public Private Financing
- Facilitated Financial Plan
- Attracting and Securing Developers
- Policy Recommendations
- Waterfront Planning
- Focus on Downtown
- Master Planning
- Multi-block District Redevelopment
- Graphic Depictions of Plans
- Community-based Plans
- Slum & Blight Analysis and Finding of Necessity
- CRA Ordinance
- Service Delivery (Public Safety and Utilities)
- Growth Management and Smart Growth Initiatives
- Urban & Environmental Standards
- CLIENT CONTACT**
- OMNI / Midtown CRA
- 1401 North Miami Ave. Upstairs
- Miami, FL 33136
- Pieter A. Bockweg
- Executive Director
- 305.679.6868
- pbockweg@miamigov.com



Overall Vision Diagram

1. Improved Connectivity
2. Omni Mall Redevelopment
3. Miami Herald and Surrounding Properties Redevelopment
4. Performing Arts Center
5. Area Capture Parking
6. Media/Entertainment District
7. Baywalk
8. Streetscapes
9. Historic Preservation
10. Neighborhood Greenspace
11. Variety of Housing
12. Neighborhood School



Existing Zoning

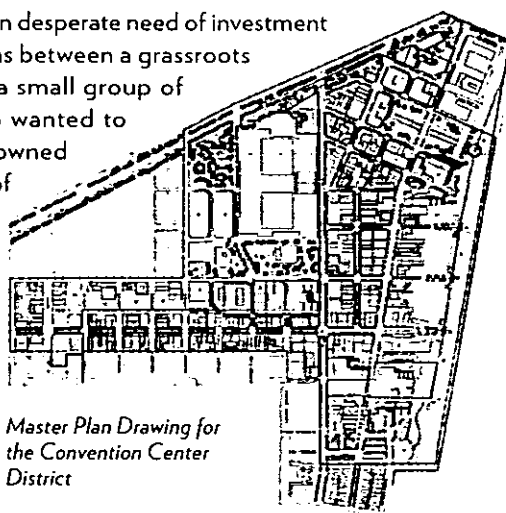


Proposed Zoning

17TH STREET/CONVENTION CENTER DISTRICT REDEVELOPMENT PLAN & UPDATE

Miami Beach, FL

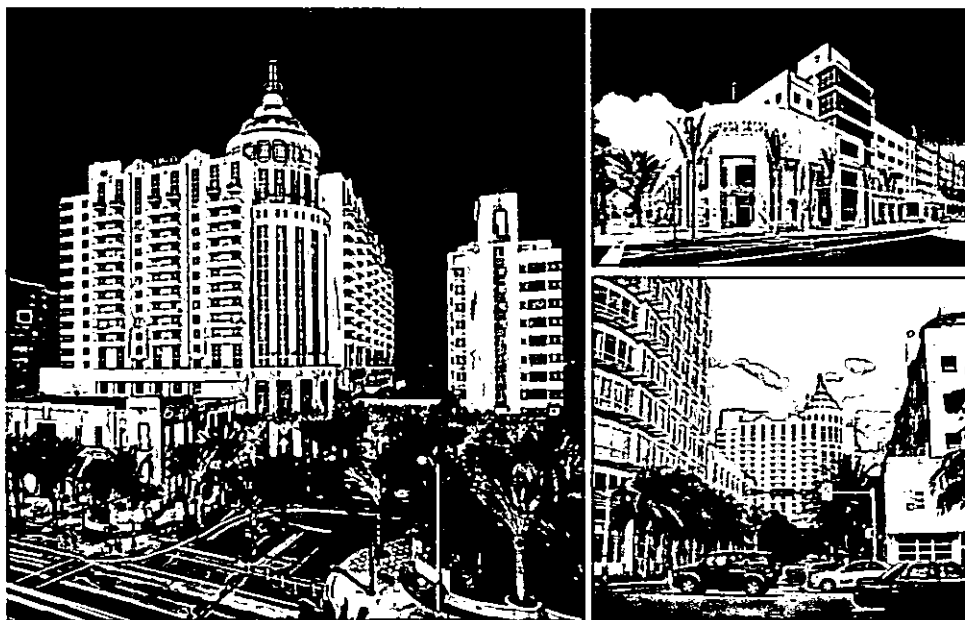
In the early 1990s, South Miami Beach was in desperate need of investment and creativity. What began as negotiations between a grassroots community group seeking to preserve a small group of 1950s hotels and the City's Mayor who wanted to develop a convention hotel on publicly owned land, launched this small district into one of the more popular tourist markets in the world. As part of the team developing the hotel project, Zyscovich prepared the district's master plan and CRA plan.



Master Plan Drawing for the Convention Center District



Condition of South Beach Convention Center District before Construction



After Construction Images: Loews Hotel Complex, Anchor Shops and 16th Street

AWARDS

- APA Florida Gold Coast Section 2003 Outstanding Urban Design Study
- APA Florida Gold Coast Section 2001 Planning Award for Outstanding Architectural Project, Convention Center Hotel Complex-16th Street
- APA Florida Gold Coast Section 2001 Planning Award for Outstanding Historical Renovation Project, St. Moritz
- AIA Miami 1999 Honor Award of Excellence in Urban Design
- FAPA Gold Coast Section 2001 Planning Award for Outstanding Historical Renovation Project
- APA 2001 Planning Award for Outstanding Architectural Project

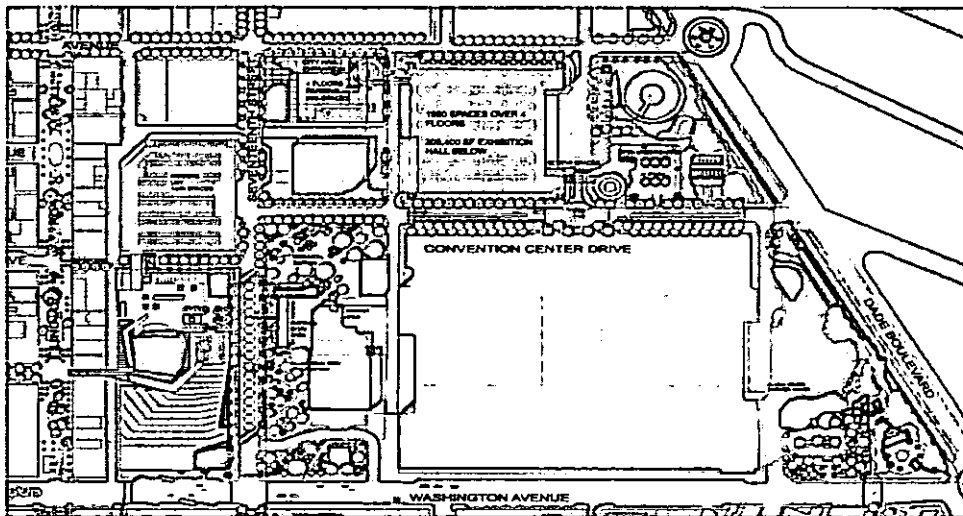
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Community Engagement
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Identified Improvements as Catalysts for Redevelopment
- Established the Mechanism to Fund these Improvements through the CRA
- Public-Private Partnership
- Master Planning & Urban Design
- Site Planning, Platting, Urban Block Creation, Zoning & Regulations
- Economic Redevelopment

Ten years later, Zyscovich was hired to update the master plan. These three efforts together played a major role in revitalizing South Beach with the following outcomes:

- Construction of the Loews Hotel convention center complex and specifically design of the St. Moritz Hotel and Anchor Shops with structured parking
- Design of the 16th Street roadway extension to connect with the convention hotel
- Revitalization of the eastern end of Lincoln Road
- Design and construction of the Lincoln Cinema to anchor the western end of Lincoln Road
- A renewed cultural campus including a Regional Library, Ballet Center, and renovated art museum
- Master plan for soundscape park framed by an expanded New World Symphony building and Wallcast

- Revenue Generation
- Public and Private Financing
- Attracting and Securing Developers
- Development Phasing
- Programming
- Iconic Design
- Destination Place Making
- Multiple Stakeholder, Agency, Jurisdictional Consensus & Approvals
- Mixed-Use Development
- Trade & Tourism
- Coastal Community
- Multimodal, TOD & Parking Planning and Design
- Retail & Commercial
- Hotels & Restaurants
- Exhibit & Conference Space
- Business Service Center
- Civic & Open Green Spaces
- Pedestrian Connectivity & Wayfinding
- Sustainability/LEED Planning & Design
- Contextually Appropriate Design



Convention Center District Redevelopment Plan Update



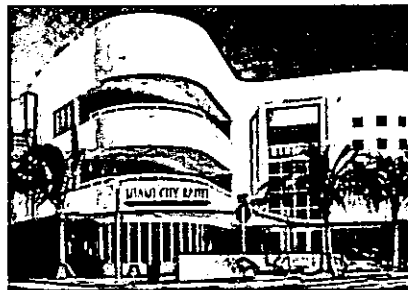
New World Symphony Wallcast



Lincoln Road Pedestrian Mall



Lincoln Cinema



Miami City Ballet by Arquitectonica

CLIENT CONTACT

City of Miami Beach
1700 Convention Center Drive
Miami Beach, FL 33139

Kent Bonde, Former
Redevelopment Coordinator
305.673.7295
kentbonde@miamibeachfl.gov

COCOA BEACH CRA DOWNTOWN VISION AND ZONING

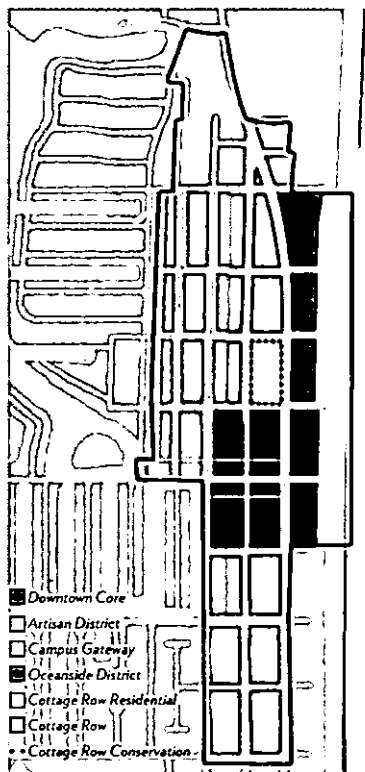
Cocoa Beach, FL

From its early boom years as a company town for NASA and the Space Coast, Cocoa Beach has maintained a quirky and uniquely identifiable character as a surfing town. With hundreds of tourists traversing its downtown main street to reach major destinations to the north, the Cocoa Beach Design Standards Manual offers an opportunity to strengthen the downtown's image and its ability to capture high quality tourist traffic by improving the building stock and quality of development.

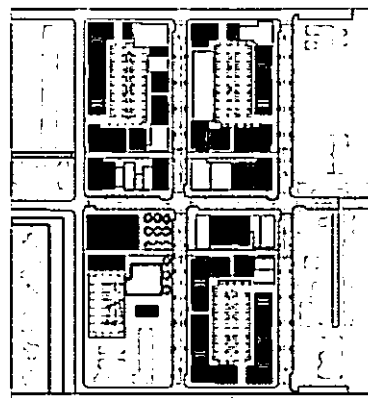
The Cocoa Beach Design Standards Manual achieved this by first defining a vision for future improvements and development in the Downtown Area to enhance and augment the existing character and by then creating a character driven and design-based standards manual to be used as a regulatory framework to implement the vision. This project established a planning vision by identifying issues, opportunities and major principles for moving forward with the character driven and design-based Design Standards Manual and included input from the community at large. Through an extensive review of existing development patterns, existing regulations and previous planning studies, the design team evaluated how a new Design Standards Manual could reinforce and improve the existing character of this beachfront community.

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Land Use/Market Study
- Graphic Depictions of Plans
- Urban, Large-Scale, Multi-block District Redevelopment
- Public Outreach & Educational Campaigns
- Community-based Plans
- Building and Enhancing the Existing Character of Cocoa Beach through the Development of Design Standards
- Creating Unique Districts
- Formalizing the Existing Alleys to Being Active Pedestrian Streets
- Density through Infill
- Creating a More Cohesive Pedestrian-friendly District



Proposed Downtown Districts



Downtown Infill: Creating density through infill, intensifying the commercial area of the downtown through formalized pedestrian alleys and wider active sidewalks helps protect and enhance the existing character of the area.



Streetfair Rendering



Downtown Cross Section: Formalized pedestrian alleys open to a new plaza at the corner of Minutemen Causeway & Orlando Avenue with a proposed Historical Museum and active storefronts lining the open space.

CLIENT CONTACT

City of Cocoa Beach
 2 South Orlando Avenue
 P.O. Box 322430
 Cocoa Beach, FL 32932
 Tony Caravella, Development Services Director
 321.868.3297
 tcaravella@cityofcocoa.com

DOWNTOWN HOLLYWOOD (YOUNG CIRCLE) CRA MASTER PLAN & UPDATE

Hollywood, FL

Amidst a burgeoning real estate boom, the City of Hollywood found itself unequipped to negotiate development agreements with three different downtown developers for lack of a clear vision and plan. While the City was designing a new Arts Park in the impressive 900 foot diameter Historic Young Circle traffic circle, no plan existed for the buildings surrounding the park, the streetscape, the transit line or the historic retail corridor. The ensuing vision provided a more bold downtown which used the park as its focal point to synthesize and enhance energies between the retail areas across the street and those within the Circle. New buildings must follow the curve of the Circle to frame the space and concentrate height along the main street, away from the adjacent residential neighborhoods. Additional zoning recommendations for the commercial corridors included increased height and density within a half mile radius of the downtown. Six years later in 2009, the City hired our firm to translate the plan into a zoning code and update the plan. Working in conjunction with our economist to assess the economic situation and identify and redevelopment opportunities, we developed goals and objectives which enable the City, property owners, and residents to make informed strategic decisions about future development and public improvements.

In addition to numerous stakeholder workshops and community presentations, the revised master plan resulted in the following outcomes:

- Incentives for historic preservation and infill development.
- Historic and Conservation Districts to protect the existing character.
- Sites and programs for potential public/private partnerships and pilot projects.
- Zoning Regulations and Standards to reinforce district character and sense of place.

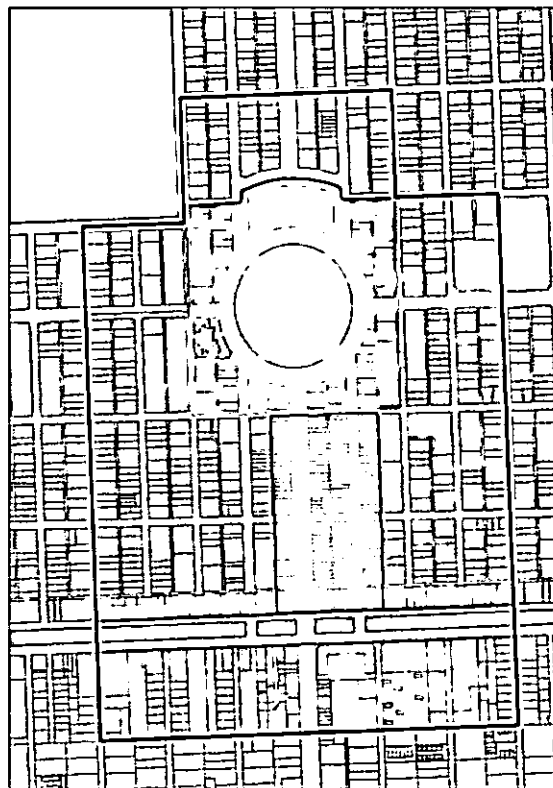
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Community Engagement
- Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning or Design Guidelines/Regulations
- Capital Projects and/or Programs Priorities List
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Focus on Downtown
- Master Planning
- Land Development Regulations
- Land Use/Market Study
- Multi-block District Redevelopment
- Graphic Depictions of Plans
- Creating Identity
- Community Involvement
- Roadway Improvements
- Public Realm Improvements
- Parking Strategies
- CRA Zone
- Arts and Cultural Uses
- Pedestrian Connectivity
- Coastal Community

CONTACT CLIENT

City of Hollywood CRA
2600 Hollywood Blvd.
Hollywood, FL 33020

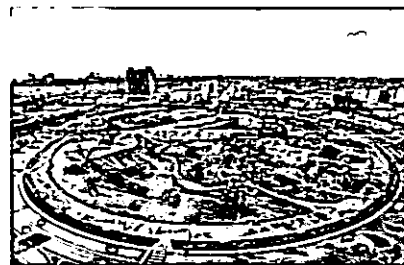
Jaye Epstein, Director
954.921.3471
jepstein@hollywoodfl.org



Master Plan



Before



After

- | | |
|---|--|
| <input type="checkbox"/> Mixed Use | <input type="checkbox"/> Retail Core |
| <input type="checkbox"/> Dixie Highway | <input type="checkbox"/> Young Circle |
| <input type="checkbox"/> North Downtown Office/Mixed-Use District | <input type="checkbox"/> North Parkside |
| <input type="checkbox"/> Golf | <input type="checkbox"/> Federal Highway |
| | <input type="checkbox"/> Transition to Lakes |

HOLLYWOOD BEACH CRA VISION AND ZONING MASTER PLAN

Hollywood, FL

Zyscovich created a new Vision and Zoning Master Plan for the Hollywood Beach CRA by focusing on strategies to preserve its historic buildings, finding solutions for FEMA's building requirements, upgrading the quality of the public realm, and supporting new development which is compatible with the existing building fabric.

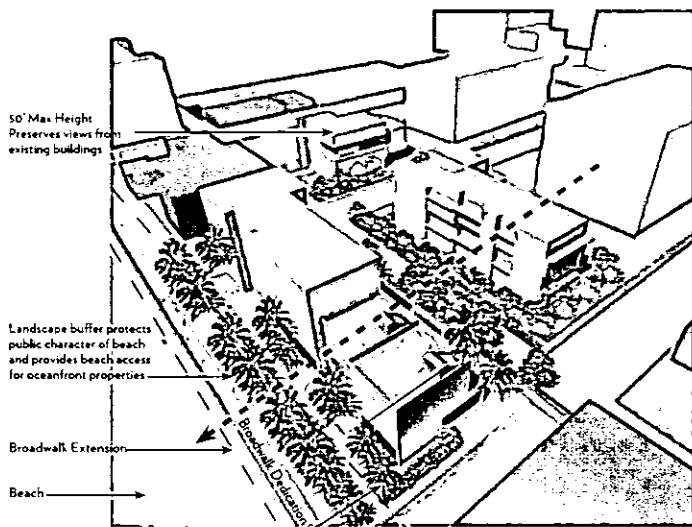
The plan established the Broadwalk as the premiere bicycling destination in Florida; created a new historic district, recommended a multi-use trail link at Hollywood Beach Boulevard; created a Beach Walk and Park in South Central Beach; created a Boardwalk along the Intracoastal Waterway; and implemented environmentally friendly streetscape. It also included a new zoning code to incorporate the realities of the development climate, the limitations of the parcels, and flood zone requirements, as well as a "green framework" with potential funding sources for nature-based recreation.

AWARDS

AIA Florida 2007, Unbuilt Merit Award

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning
- Capital Projects and/or Programs Priorities List
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Graphic Depictions of Plans
- Urban, Large-Scale, Multi-block District Redevelopment
- District-based Plan
- Site Planning, Platting, Urban Block Creation, Zoning & Regulations
- Economic Analysis
- Development Phasing
- Destination Place Making
- Mixed-Use Development
- Multimodal, TOD & Parking Planning and Design
- Civic & Open Green Spaces
- Pedestrian Connectivity & Wayfinding
- Historic Preservation
- Streetscape Standards
- Infill Development
- Public Realm Improvements

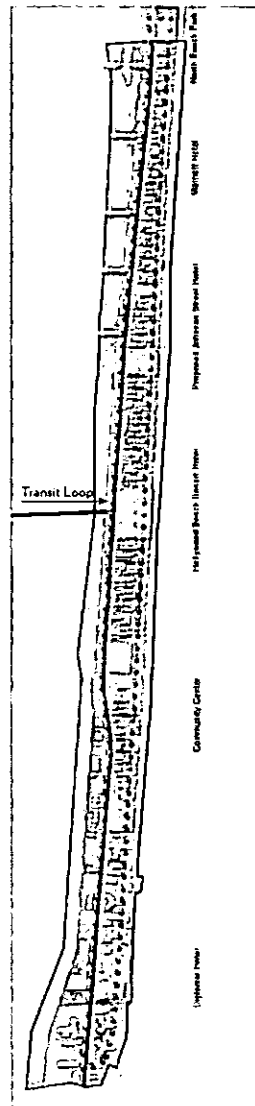


Proposed Massing

Maintain side setbacks to protect views to beach and public access for all residents and visitors



Broadwalk



Circulation Plan

CONTACT CLIENT

City of Hollywood CRA
2600 Hollywood Blvd.
Hollywood, FL 33020

Jaye Epstein, Director
954.921.3471
jepstein@hollywoodfl.org

NEW ORLEANS NEIGHBORHOOD (POST-KATRINA) REDEVELOPMENT PLANS

New Orleans, LA

Zyscovich was commissioned by the City Council of the City of New Orleans as part of Lambert Advisory's design team to prepare reconstruction plans for five of the 49 neighborhoods adjacent to the French Quarter. The three primary goals of the plans were to prioritize a broad range of community projects among historically divided neighborhoods, to return a sense of normalcy to the area as quickly as possible, and to create plans that addressed the overall deterioration which existed pre-Katrina. The final plans were the basis for the receipt of Federal funding and were a result of an intensive public involvement effort.

The final plan included the following elements:

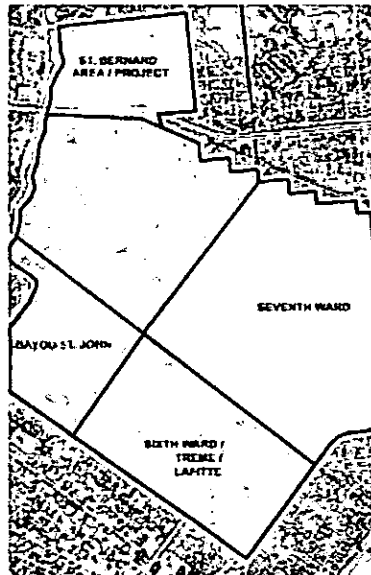
- Methodologies for enhancing local neighborhood pride while transcending the differences to achieve shared opportunities
- Identifying key corridors between neighborhoods to create a place where the communities can come together for new social and commercial use
- Creating networks that tie into the tourist economy
- Creating a dialogue with the community through public meetings and committees
- Communication strategies

KEY FEATURES

- Community Redevelopment
 - Long Range Fiscal Plan
 - Extensive Community Engagement, Public Outreach & Educational Campaigns
 - Visioning Process
 - Audit of Land Use and Programs
 - Highest and Best Use Analysis
 - Future Land Use Map
 - Capital Projects and/or Programs Priorities List
 - Implementation Program
 - TIF or Innovative Monetary Leveraging
 - Policy Recommendations
 - Focus on Downtown
 - Historic Preservation
 - Urban, Large-Scale, Multi-block District Redevelopment
 - Community-based Plans
 - Graphic Depictions of Plans
 - Land Use/Market Study
 - Neighborhood Planning
 - Created an Implementation Strategy with Funding Priorities
 - Public and Private Financing
 - Land Use Planning Recommendations
 - Redevelopment Plan Approval Process
 - Strategic and Action Plans
 - Strategies for New Residential Development and Housing Assistance
 - Urban Design
 - Urban Infill Planning
 - Economic Growth
- CLIENT CONTACT**
 Lambert Advisory, LLC
 1201 Brickell Avenue
 Suite 400
 Miami, FL 33131
 Paul Lambert, Managing Principal
 305.860.3715
 plambert@lambertadvisory.com



Proposed view of Moss Street in the Fauborg St. John neighborhood; Proposed View of a Key Corridor Along I-10 / Claiborne Corridor



Neighborhoods Aerial



Proposed "Heart of 7th Ward"

NEIGHBORHOODS REBUILDING PLAN ST BERNARD AREA IMPLEMENTATION PRIORITY MATRIX					
	CRITICAL (1) NEIGHBORHOODS	PLAN	CONTRACT	LOAN	CAPITAL PROJECTS
Early Action Plan					
Capital Projects					
Streets / sidewalks / street lighting / storm drainage - repair / reconstruct	0	*	*		\$15,800,000
Landscape rehab / replacement - ROW & neutral grounds	0		*		\$900,000
Re-open Methodist Elderly Care facility - improve open plaza on St. Bernard Ave	0	*	*	*	TBD
Subtotal: Capital Projects					\$16,200,000
Mid Term Plan					
Capital Projects					
Add marked bicycle lanes on key roadways where space permits	2		*	*	\$30,000
Install 1-810 Acoustical buffering	2		*	*	\$2,000,000
Rehabilitate Union Baptist Theological Seminary of new use for property	2	*	*	*	TBD
Subtotal: Capital Projects					\$2,030,000
Other					
Reinforce small scale commercial spaces from St. Bernard housing development	2		*	*	
Long Term Plan					
Capital Projects					
Subtotal: Capital Projects					

Neighborhoods Rebuilding Plan Treme 6th Ward / Lafitte Implementation Priority Matrix

TOWN OF ATLANTIC BEACH MASTER PLAN

Atlantic Beach, SC

The focus of the project was to create a master plan for the historic Town of Atlantic Beach. Working with an economic consultant, the design team investigated planning potentials, development opportunities, and appropriate planning and development standards. Applying this approach the design team evaluated existing and future land uses and tested existing and future zoning standards to provide a regulatory framework which is compatible with the Town's vision. The firm's services included:

- Preparation of a land use plan for the area
- Preparation of population density, land coverage and building intensities in the proposed development
- Preparation of a preliminary site plan
- Preparation of changes in street layouts and levels
- Preparation of several graphic renderings representative of the plan, depicting the various elements of the plan
- Preparation of estimated cost and method of financing redevelopment
- Preparation of an overall time line for all elements and participants within the schedule
- Coordination of all preparation of a complete plan document consistent with South Carolina State Law

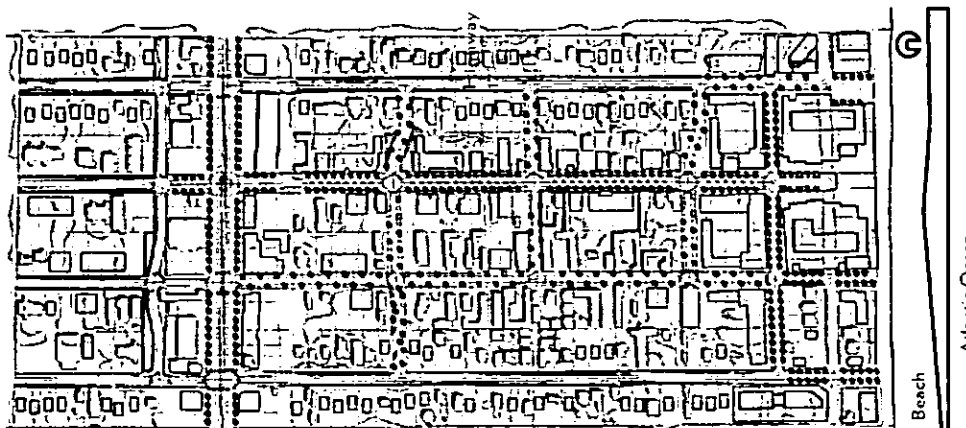
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning Recommendations
- Capital Projects and/or Programs Priorities List
- Implementation Program
- Policy Recommendations
- Waterfront Planning
- Focus on Downtown
- Master Planning
- Market Study
- Graphic Depictions of Plans
- Urban, Multi-block District Redevelopment
- Public and Private Financing
- Mixed-use
- Redevelopment Plan Approval Process
- Strategic and Action Plans

CLIENT CONTACT

Town of Atlantic Beach
717 30th Avenue South
Atlantic Beach, SC 29582

Contact is no longer with the Town



Master Plan

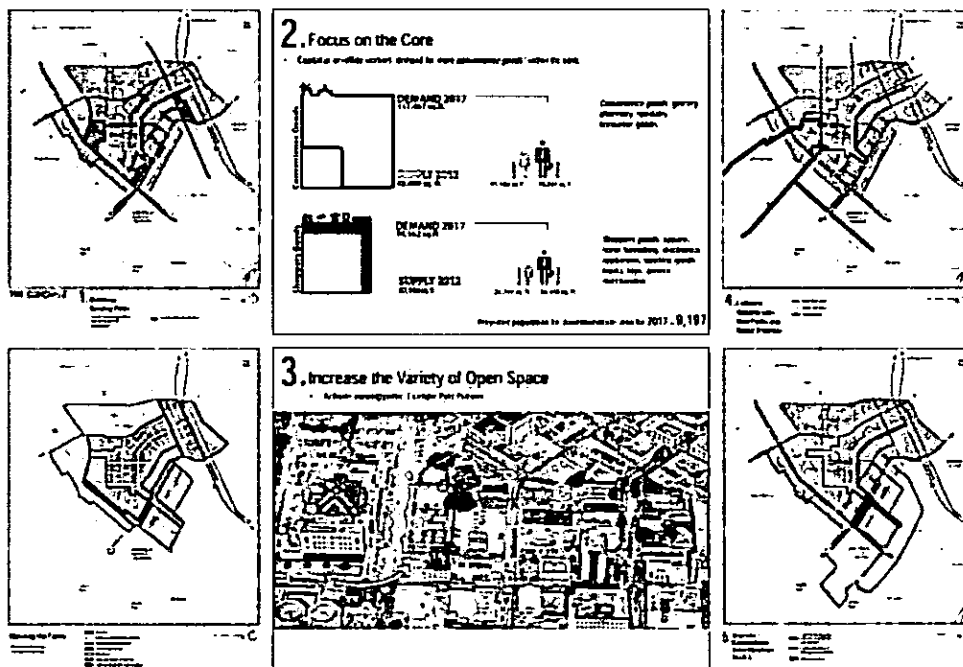
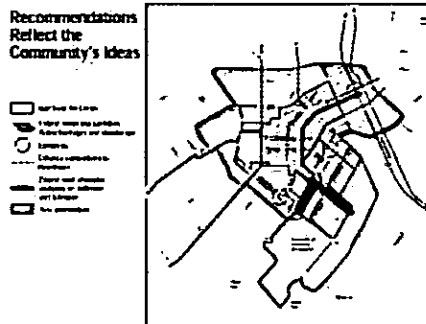
DOWNTOWN LAFAYETTE PARISH COMPREHENSIVE PLAN

Lafayette, LA

The team developed a strategy to weave together the various community ideas through the development of a district-based structure for downtown Lafayette. The team identified the physical barriers which hinder a connected urban fabric (both internally and externally) as one of the key issues to address in the plan of future downtown Lafayette. Recognizing the significance of that challenge, the team supplemented the recommended district structure with a series of strategic proposals that seek to mitigate those barriers including: the major thoroughfares which ring the downtown (Congress St., University Ave., Johnston St.); large blocks which weaken connectivity at the edges of the downtown, lack of high-quality and safe parking to attract new business to the area, and scattered vacant parcels and parking lots which create gaps in the urban fabric. The following five guiding strategies represent opportunities to overcome these physical barriers and reinforce the individual districts which comprise downtown Lafayette, and include: (1) Reinforcing existing paths; (2) Focusing on the Core; (3) Increasing the Variety of Open Space; (4) Enhancing Mobility with New Paths and Better Entrances; and (5) Improving Connections from Downtown to UL.

The proposed districts reinforce the downtown's diversity and accommodate the community recommendations related to use, intensity and character. The recommended districts are:

1. The Core-Center of Downtown
2. Mixed-use Transition Zones
3. Commercial Corridors
4. Residential Zones
5. University Related Residential
6. A District for Light Industrial and Supportive Uses



Lafayette Parish Comprehensive Plan Districts & Guiding Principles

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning
- Policy Recommendations
- Focus on Downtown
- Master Planning
- Market Study
- Urban, Multi-block District Redevelopment
- Graphic Depictions of Plans
- District-based Plans
- Identified Improvements as Catalysts for Redevelopment
- Public-Private Partnership
- Site Planning, Platting & Urban Block Creation
- Land Use Planning
- Economic Redevelopment
- Revenue Generation
- Mixed-Use Development
- Trade & Tourism

CLIENT CONTACT

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COCONUT CREEK DEVELOPMENT PLAN AND DESIGN GUIDELINES

Coconut Creek, FL

The City of Coconut Creek commissioned the firm to create a vision and development plan for 430 acres of predominantly undeveloped land which requires all buildings to be LEED® certified. Known as the Butterfly Capital of the World, Coconut Creek sought to transform this area into a downtown center, which would embody the uniqueness of the City. Following the County Mayor Kristin Jacob’s initiative to preserve natural resources and promote sustainable and green design, Zyscovich created a master plan which preserves the natural landscape and provides a blueprint for sustainable building design, while providing the first centralized mixed-use activity zone for the City’s residents. All buildings within the MainStreet District are required to be, at a minimum, LEED certified by the U.S. Green Building Council (USGBC) or certified by the Florida Green Building Coalition.

The master plan’s integrity relies on balancing the built environment with the natural environment by requiring that the architectural character of new development respond to South Florida climatic conditions. Additionally, buildings are required to contribute to vibrant urban streetscapes and to enhance and reinforce open space to achieve sustainability. Through sustainable design and green design features, Coconut Creek’s MainStreet will be the first sustainable downtown in Florida.

The public’s participation in this planning process helped build support for the final plan and build consensus.

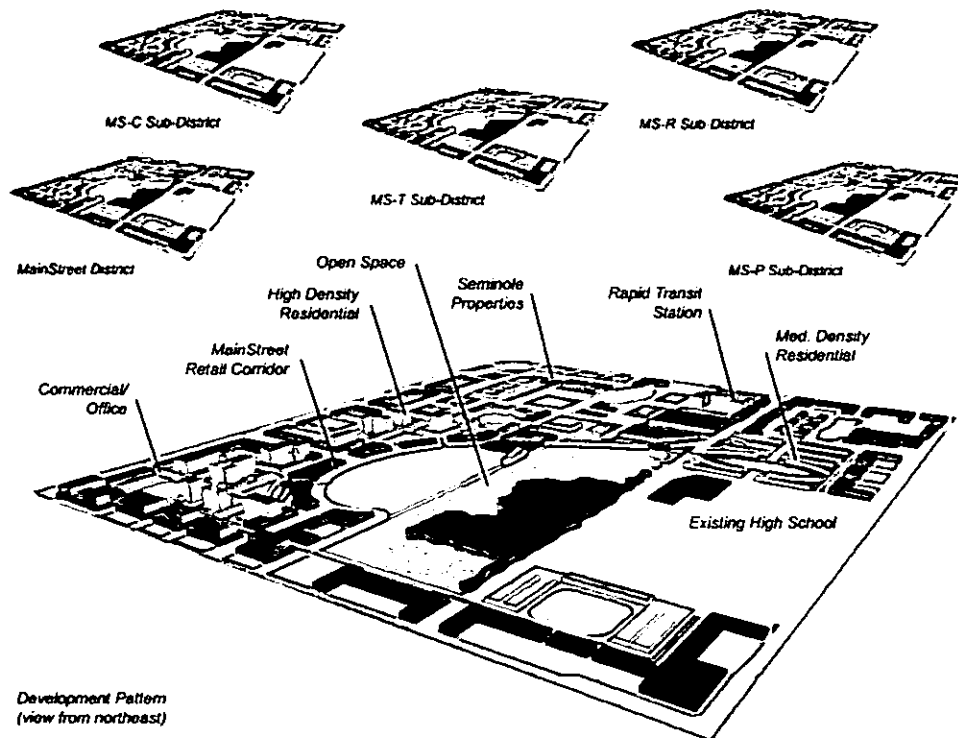
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement
- Long-Term Visioning
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning and Land Use Recommendations
- Design Standards
- Policy Recommendations
- Master Planning
- Green Infrastructure Needs Assessment
- Regulatory Analysis
- Physical Planning Recommendations
- Parcel Profile
- Public Outreach and Coordination
- Mixed-use Development

CLIENT CONTACT

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Coconut Creek Development Guidelines

DOWNTOWN WEST PALM BEACH ZONING AND MASTER PLAN UPDATE

West Palm Beach, FL

Despite its quirky main street and a successful mixed-use shopping center, West Palm Beach's traditional downtown had failed to thrive. Competing retail, a weak office district, poor connections to surrounding neighborhoods, a surplus of vacant land, and a code which did not work well resulted in a fragmented and under-performing downtown. Zyscovich worked with Lambert Advisory and a City appointed Advisory Board to investigate the major planning potentials and to create a new Vision for the downtown's redevelopment. The most significant outcomes included:

- Linking the two main retail centers with a new business district and creating development incentives to attract Class A office uses
- Adopting a new zoning code and land use plan based on 13 new neighborhood sub-districts with distinctive characteristics
- Designing zoning parameters for a range of lot sizes and street types
- Developing the zoning mechanism to return a defunct main street into a neighborhood shopping corridor
- Enabling adaptive reuse of an industrial district for arts, retail, and residential uses

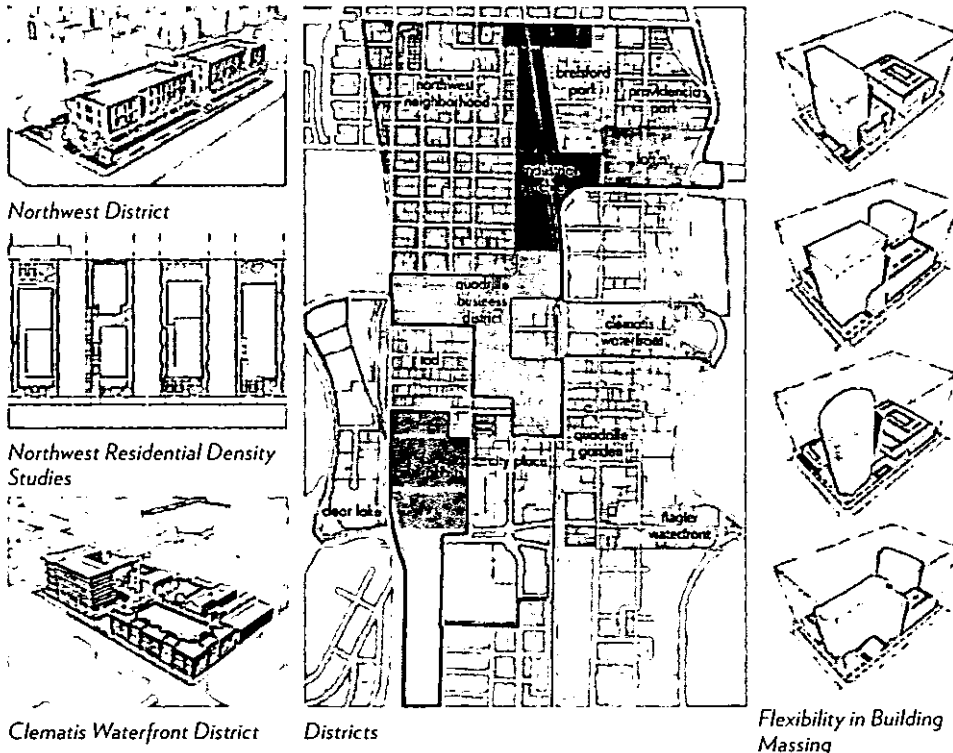
The Master Plan includes recommendations and new zoning provisions for the Northwest neighborhood, a historic African American neighborhood with many examples of Florida vernacular architecture. The recommendations and new regulations were focused on the preservation of the neighborhood for single family uses in the interior and to encourage commercial and multi-family on the perimeter streets. This was accomplished through the preservation of height limits, specific location-based use criteria, recommendations for street extensions to improve connectivity, the development of parks and cultural uses, and the protection of area churches through special parking provisions.

AWARDS

Florida American Planning Association Award of Excellence, 2008

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning: Unid Form-based Zoning Code
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Focus on Downtown
- Master Planning
- Urban, Large-Scale, Multi-block District Redevelopment
- Land Development Regulations
- Market Study
- Graphic Depictions of Plans
- District-based Plans
- Created New Districts Based on Distinct Characteristics
- Created New Land Development Regulations to Support District Initiatives
- Developed with the Community for Widespread Support
- Designed Development Incentives to Encourage a New Business District



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CITY OF JACKSONVILLE VISION PLAN AND FUTURE LAND USE ELEMENT

Jacksonville, FL

The City of Jacksonville embarked on a two plus year long planning study to develop Visions for Planning Districts 1: The Urban Core; 2: Greater Arlington/Beaches; and 3: The Southeast, plus a future land-use element for the entire city. The success of this grassroots effort was in great part due to the thoughtful and creative input from the community, engaged through a comprehensive Community Outreach Program. The purpose of the plans was to identify community goals, objectives, and planning potentials for growth.

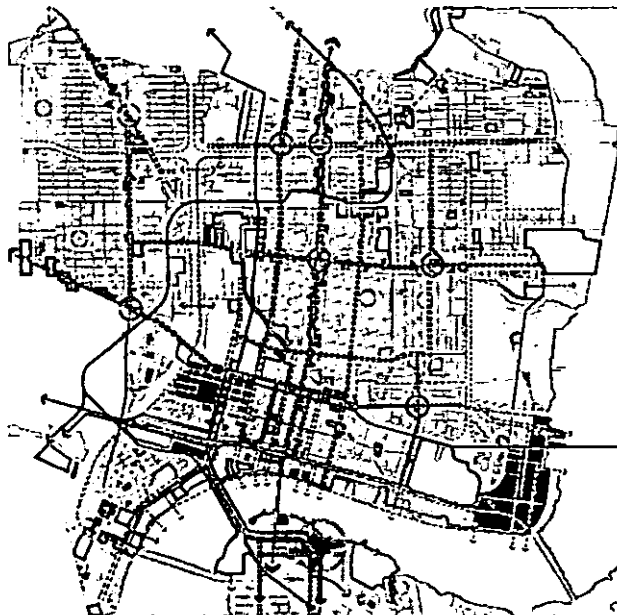
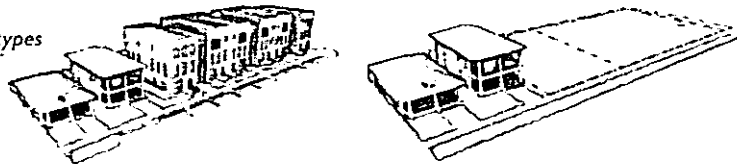
Now complete, the Vision Plans, together with the new Future Land Use Map and Future Land Use Element, provide a blueprint for future development throughout the entire city. The vision includes strategies for enhancing the quality of life by addressing neighborhood preservation, industrial preservation, and green infrastructure.

The vision and planning process included a public outreach process with a blog that allowed direct and real-time communication with the community. The development of the plans included community conversations and a steering committee for each district. The vision plans are framed by guiding principles developed as a result of the process.

The five guiding principles, which vary a bit from district to district, are:

1. Community Character/Uniqueness
2. Mixed Land Uses/Density/Redevelopment Infill
3. Improving Transportation Choice
4. Economic Growth
5. Open Space/Green Infrastructure

Infill Development Prototypes



The Vision for Future Land Uses Concentrates Density in Urban Centers, along Corridors and Nodes, with Limited Development in the Conservation Areas

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Future Land Use Map
- Zoning Recommendations
- Capital Projects and/or Programs Priorities List
- Policy Recommendations
- Waterfront Planning
- Focus on Downtown
- Master Planning
- Visioning
- Land Development Regulations
- Urban, Large-Scale, Multi-block District Redevelopment
- Graphic Depictions of Plans
- Approvals of Three District-wide Vision Plans
- Corridor and Nodal Plans
- Citywide Master Plan
- Transit-Oriented Development
- Future Land Use and Comprehensive Planning
- Sustainable Design Guidelines
- Multiple Stakeholder and Agency Coordination
- Local/Regional Transportation Analysis
- Targeted Neighborhood Strategies

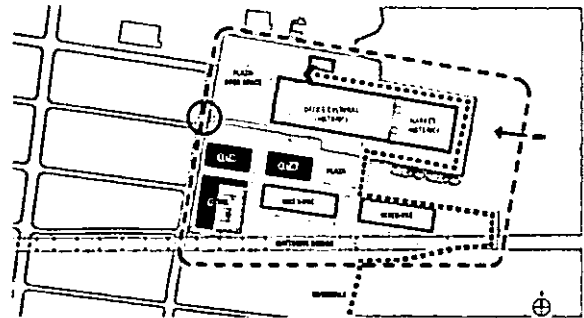
CLIENT CONTACT

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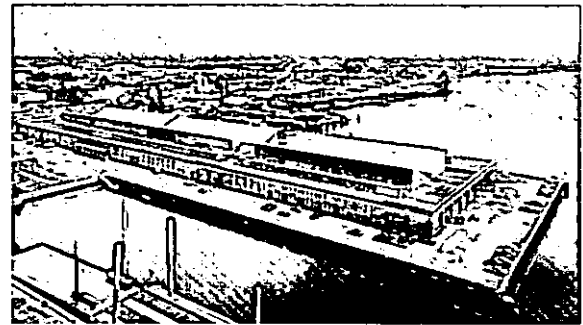
William Killingsworth
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Of particular interest is Jacksonville's historic center, the Urban Core. The plan promotes the protection and revitalization of this planning district's numerous historic assets through strategies for retaining, rehabilitating, and reusing these assets. Included in the recommendations are the identification of two new historic districts, one for the Central Business District and one for the Warehouse District adjacent the historic Springfield neighborhood. The Warehouse District was re-envisioned as a mixed-use arts and entertainment district that would serve to re-link this mostly vacant area to Springfield's Main Street. Additionally, the plan provides a vision for the adaptive reuse of the Old Ford Plant, designed by Albert Kahn in 1924 and sited along the bank of the St. Johns River. The vision includes utilizing the 165,000 square foot facility as a public market and also includes office and cultural uses.

In addition to Historic Districts and specific buildings, the plan lays out strategies for infill redevelopment aimed at preserve the existing neighborhood scale and character.



Plan Diagram of Potential Redevelopment



Historic Photo of the Ford Plant



Existing Conditions

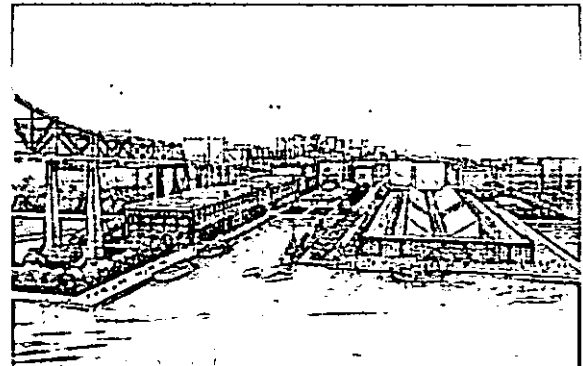


Illustration of Potential Redevelopment of the Old Ford Plant

PEARY COURT, KEY WEST MASTER PLAN & ARCHITECTURE

Key West, FL

Peary Court is a former Naval housing complex that is located across from a primary entrance to the largest historic district in the State of Florida, the Key West Historic District, known as Old Town. After the 28-acre site was sold to a private developer, the City of Key West passed an ordinance changing the zoning from Military to Historic Special Medium Density Residential District (HSMDR). Zyscovich Architects is working within the Historic Architectural Review Commission Design Guidelines to create new structures that are sensitive and harmonious to the existing historic urban context in proportion, scale and mass.

The scope of work includes the replacement of 160 non-contributing dwelling units and the addition of 48 affordable housing units. Based on the premise that architecture is a product of cultural evolution, Zyscovich Architects analyzed the local vernacular framing construction methods found in the historic district, and has reinterpreted them using new building techniques and the latest prefabricated-building technology. The result will be a mixture of human-scaled, single-story, one-and-one-half-story, and two-story duplex and triplex units that all face the street. To maintain harmony with the surrounding historic urban fabric, each unit will have a porch and will read as two full stories. Some units will have a three-foot tall picket fence with an arbores entry gate.



KEY FEATURES

- Master Planning
- Community Redevelopment
- Community Engagement & Design Charrette
- Visioning
- Zoning Analysis
- Affordable Housing
- Phased Development
- Sustainable Design
- Innovative Monetary Leveraging
- Targeting LEED Certification
- Historic Special Medium Density Residential District
- Sustainable
- Latest Prefabricated-Building Technology
- Urban Fabric Revitalization
- Single / Multi-Family
- Public Green Space

CLIENT CONTACT

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 Victor Ballestas
 305.774.0110

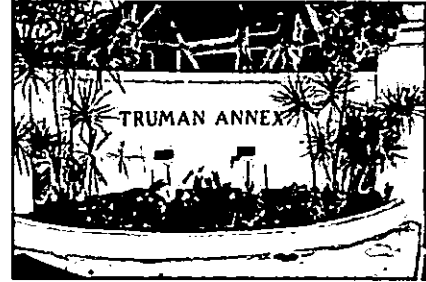


LAMBERT ADVISORY, LLC PROJECT EXPERIENCE

TRUMAN ANNEX PARK TOURISM IMPACT STUDY

Key West, FL

Lambert Advisory was recently engaged by Spottswood Companies to develop a tourism impact analysis of the development of the Truman Annex Park on tourism to Key West and corresponding expenditure. Truman Annex Park is currently in the planning stages of development for a world class park facility that will serve as one of the major venues in Key West similar to Grant/Millennium Park in Chicago. The tourism benefit, which is the basis for Lambert’s analysis, from the Truman Annex Park is driven by three primary sources: 1.) enhanced tourism and associated expenditure from attendance at existing and/or new performance venues; 2.) enhanced tourism and associated expenditure from maritime and non-maritime multi-day events (including the Super Boat International World Championship Off-shore Race); and, 3.) enhanced tourism and associated expenditure from longer length of tourist visit.



CITY/PORT OF KEY WEST ECONOMIC IMPACT ANALYSIS CRUISE PORT DEVELOPMENT

Key West, FL

The Port of Key West is one of the most active and desirable cruise ports in the United States. Yet it increasingly has difficulty accommodating the number and size of visiting cruise ships. In conjunction with a plan to convert the Naval Air Station in Key West to civilian use, Lambert Advisory analyzed the negative impact on the local economy of the base closure and the corresponding positive impact of a new cruise port along the base’s Truman Annex waterfront. We found that the repositioning of Truman Annex as a deep water cruise port will alleviate the majority of problems associated with accommodating large vessels, but not without associated costs. The City of Key West faces one of the most severe housing crises in the nation, and the additional jobs created by the new port-of call will only exacerbate this problem. Our recommendations to the City included ways in which increased port charges and fees could be tied to an affordable housing fund – a fund directed at reducing the housing cost burden on retail and service workers serving the growing number of cruise passengers.



TRUST FOR PUBLIC LAND AND CITY OF KEY WEST REDEVELOPMENT, MARKET, FINANCIAL & BUSINESS STRUCTURE

Key West, FL

Completed a market and financial assessment and program for the City of Key West in conjunction with the Trust for Public Lands to purchase and develop eighteen acres of waterfront dilapidated property in the heart of Key West, Florida. The analysis focused on developing a retail, resort, and marina oriented program for the site which would generate enough revenue to pay off debt associated with the purchase.

PORT MIAMI WORLD TRADE CENTER MIAMI ECONOMIC, MARKET & STRATEGIC ANALYSIS

Miami, FL

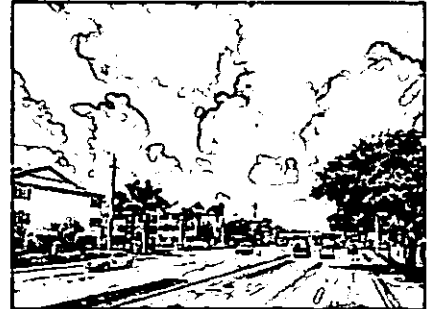
Lambert Advisory completed an economic, market and strategic analysis for a proposed World Trade Center within Port Miami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that “drive” demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property. Lambert also provided the strategic recommendations for implementation and related Port Miami initiatives.



NEIGHBORHOOD HOUSING SERVICES OF SOUTH FLORIDA: CRA TARGET MARKET AREA ECONOMIC MARKET & STRATEGIC PLAN

Miami, FL

Lambert Advisory is currently engaged as the economic, market and strategic advisor to the Neighborhood Housing Services of South Florida (NHSSFL) in conjunction with an economic development strategy for the N.W. 79th Street – CRA Target Market Area. The economic and market analysis will provide an in-depth understanding of housing and commercial market conditions that will be used to establish a strategic joint development analyses for multiple sites and provide recommendations for supporting and implementing viable opportunities, including tax increment financing (TIF) initiatives. However, an important component of the overall strategic evaluation will be to assess the opportunity to link potential redevelopment programs with transit services including Amtrak and Metrorail.



CITY OF HALLANDALE BEACH CRA/TIF FUNDING STRATEGY & PUBLIC/PRIVATE DEVELOPMENT NEGOTIATION SERVICES FOR VILLAGES OF GULFSTREAM PARK

Hallandale Beach, FL

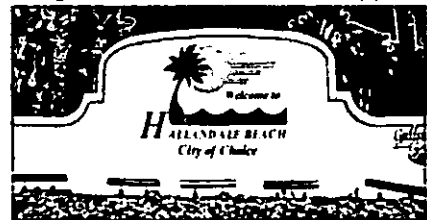
Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises and the development of a \$250 million retail/entertainment lifestyle center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the 300,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest its TIF dollars and recapture its investment dependent upon a complex evaluation of the development's success during a 20 year period. Lambert participated as facilitator during negotiations and provided the presentation of conclusions and recommendations to the City Commission that were used as the basis for approving the investment agreement.



CITY OF HALLANDALE BEACH CITY-WIDE ECONOMIC DEVELOPMENT STRATEGY

Hallandale Beach, FL

Lambert Advisory completed a city-wide economic development strategy for the City of Hallandale Beach with the primary focus aimed at delineating what the City can and needs to do within its budget constraints to attract, support, and cement the large scale private investment necessary to create jobs and future opportunities. The research and analysis included a comprehensive overview of demographic trends and forecast (at the census tract level), as well as a detailed supply and demand analysis for housing (rental and for-sale), office, retail, entertainment, industrial and hotel uses that will be targeted to support potential public/private joint redevelopment opportunities. The report also provided recommendations with regard to the City/CRA's role as it relates to economic development.



CITY OF NEWPORT RICHEY HIGHEST AND BEST USE ANALYSIS HCA COMMUNITY HOSPITAL

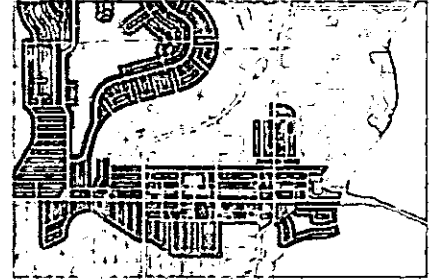
Newport Richey, FL

Lambert Advisory was engaged by URS Corporation to prepare a highest and best use (best fit) analysis associated with the relocation of HCA Community Hospital. The objective of this study is to identify potential redevelopment opportunities aimed to create employment, generate property taxes, and/or support existing businesses in the immediate area and citywide, while furthering the objectives of the New Port Richey Comprehensive Plan and New Port Richey Redevelopment Plan.

SOUTH CAPE CRA ECONOMIC, MARKET & STRATEGIC ANALYSIS FOR 2020 VISION PLAN

Cape Coral, FL

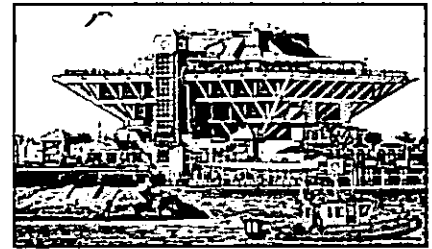
Lambert Advisory, as a sub-consultant to Zyscovich, provided economic, market and strategic analysis to support the South Cape 2030 Vision Plan. The primary goal of the economic and market analysis is to assess the market for residential, office, retail/entertainment, hospitality, cultural and government uses in the context of both the short opportunities and long-term visions for South Cape and its CRA district. An important component to Lambert's work effort is to identify the CRA's competitive positioning within the broader market to clearly understand viable redevelopment opportunities that will help guide the visioning process. Moreover, the analysis is proving to be a critical element to establishing community support for a redevelopment programming that had for a long time suffered from the community's skepticism.



ST. PETERSBURG PIER STRATEGIC PLANNING FOR PIER REDEVELOPMENT

St. Petersburg, FL

Lambert Advisory served as the economic, market and financial consultant to City of St. Petersburg's Pier Task Force associated with the redevelopment of the Pier facility. The research and analysis includes a combination of economic and demographic data analysis, review of third party studies regarding the St. Petersburg and Pinellas County real estate market, interviews with a variety of investors, owners and operators of real estate throughout the City and region, as well as interviews with meeting planners, entertainment venue developers, and performance promoters within and beyond the local market. Specifically, Lambert's research focused on determining how the Pier's redevelopment and under various configurations would support certain real estate and entertainment uses over the long term, including: retail/restaurant, entertainment attraction, dedicated performance venue, hotel, and marina



CITY OF MIAMI BUSINESS IMPROVEMENT DISTRICT (BID) INITIATIVE

Miami, FL

Lambert Advisory assisted the City of Miami in its effort to reach out to prospective BIDs throughout the City and provide insight into formation processes, organizational structures and planning goals. As part of the process, Lambert developed data and prepared detailed GIS-based maps, baseline revenue estimate and additional funding evaluations for each specific prospective BID to provide data necessary to identify geographic boundaries and budget (revenue) parameters. In addition, Lambert provided the City with guidance into its governance and management policies that should be considered as the BID initiative progresses. Lambert also provided the City's MIMO district with support in formulating a business plan, base-level of service documentation, and financial assessment.



CITY OF PLANTATION GATEWAY CATALYTIC INVESTMENT STRATEGY

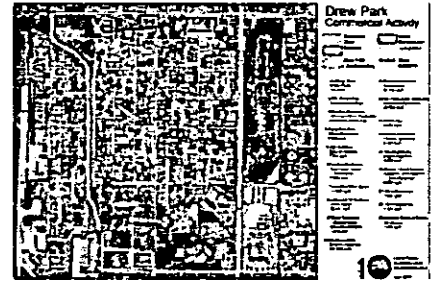
Plantation, FL

Project Description: Lambert Advisory was engaged in a market and financial assessment for the State Road 7 corridor, a designated CRA, in the City of Plantation. A key component to the analysis is aimed at guiding the City to the strongest redevelopment program from a "dollars and cents" perspective keeping in mind the broader goals of the City to effectuate the corridor's redevelopment, including housing development. Our objective was to test various cash flow scenarios including acquiring parcels and/or existing buildings and leasing them back to a third party for development. Based upon supply, demand, pricing, and capture analyses conducted in our in-depth market profile, we assessed financial feasibility and public funding requirements (if needed) on both an individual project basis and/or the redevelopment program as a whole.

CITY OF TAMPA, FL DREW PARK CRA & EAST TAMPA CRA: COMMUNITY REDEVELOPMENT STRATEGIC PLAN

Tampa, FL

Lambert Advisory, under a sub-consulting agreement with URS Corporation, currently serves as an economic and financial advisor to the City of Tampa on two independent community redevelopment initiatives: Drew Park CRA and East Tampa CRA. In both cases, Lambert completed comprehensive market research and analysis to identify demand for a broad range of uses including retail, office, industrial and residential (for-sale and rental). The demand estimates were used as the source for supporting long-term demand estimates within both CRA's, which in-turn became the basis for projecting incremental tax revenue growth within the districts. Lambert served as a financial advisor to the Plan responsible for analyzing historical tax revenue growth within the district, and forecasting incremental tax revenue growth used to support various funding options including tax increment financing (TIF), bond financing and/or Hillsborough County redevelopment funding initiatives.



SANTA ROSA ISLAND AUTHORITY ECONOMIC, MARKET & FUNDING ANALYSIS

Pensacola Beach, FL

Lambert Advisory, as a sub-consultant to the master planning team, completed an economic, market and financial analysis for the Pensacola Beach Master Plan. Lambert's primary objective was to coordinate local market and financial realities with the master planning effort. The economic, market and fiscal impact analyses relies heavily upon the compilation of comprehensive resident and visitor demographic data, as well as in-depth market research of various real estate uses including retail, hotel, entertainment, cultural and recreation. The analysis is utilized to support demand estimates for potential redevelopment within the study area as well as support recreation and eco-related activity programs the community strongly desires. Additionally, Lambert served as a financial advisor to the Plan responsible for analyzing historical tax, toll bridge and other revenue growth within impacting SRIA, and forecasting incremental revenue growth among these various sources to support alternative funding options including toll bridge revenue increment financing, bond financing and/or other local and State redevelopment funding sources.



CREATIVE VILLAGE (CREATIVE VILLAGE LLC, BANK OF AMERICA CDC & CITY OF ORLANDO) TIGER II GRANT STRATEGIC SERVICES

Orlando, FL

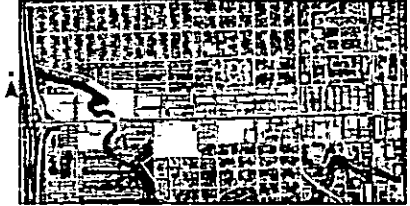
Lambert Advisory served as the lead economic, financial and strategic advisory to Creative Village LLC (in a joint effort with Bank of America CDC and its Consortium partners) in the preparation of a TIGER II Grant submission. Creative Village, located in Downtown Orlando within the Parramore Neighborhood area, is a master planned vision where high tech, digital media and creative companies integrate with residential, retail and academia. The initial grant submission is estimated to be in the \$70 million range, with additional sources of funding targeted to support the redevelopment effort. The planning and grant submission effort represents comprehensive and complex integration of disciplines between the private sector (master developer), City of Orlando, BACDC, Lynx, among others. Lambert's primary role is to provide the strategic vision and define the redevelopment focus in the context of grant submission as well as facilitate and coordinate interaction between the various Consortium partners.

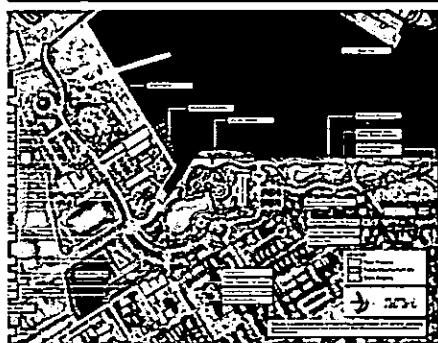
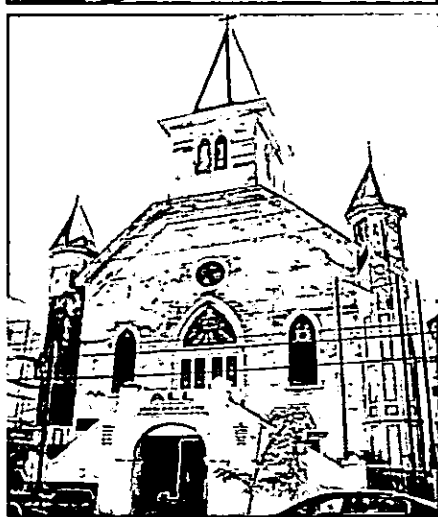


BROWARD BOULEVARD GATEWAY CORRIDOR ECONOMIC/MARKET ASSESSMENT

Ft. Lauderdale, FL

Lambert Advisory was engaged by the Treasure Coast Regional Planning Council (TCRPC) and is currently providing economic, market and strategic planning services associated with the Broward Boulevard Gateway Master Plan (Gateway). The objective of the Gateway master plan is to establish a vision and strategy for short and long term physical, regulatory and economic improvements for a corridor which extends more than two miles. Specific to the economic and market analysis, the analysis was intended to: identify the Gateway corridor's existing economic base; identify the market potential and demand for select real estate uses within the Gateway corridor; identify redevelopment strategies and investments that could act as catalysts for redevelopment along the corridor; and, make recommendations and delineate next steps based on the baseline data collected, including preliminary funding strategies to be considered for implementation phases.





9

INDEPENDENT EXPERIENCE OF
PROPOSED PROJECT MANAGER
GRACE PERDOMO

ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

DOWNTOWN ALBANY, GA: THE OAKS AT NORTH INTOWN MASTER PLAN

Albany, GA

The Albany Intown District, identified as a historic district in 1978, comprises an area of approximately 70 city blocks stretching west from the Flint River to Davis Street and south from West 4th Avenue to Mercer Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown. Located within the District and within a half mile from the Flint River and the City's Central Business District, is the newly named Oaks at North Intown neighborhood. This residential neighborhood developed during the 1840's to the north and west of the central downtown business district as a result of rapid growth and demand for additional residential development and is an extension of the original downtown grid plan for Albany. Both Old Northside and North Intown were initially developed for wealthy white residents but after construction of the rail line, the need for modest housing for railroad employees arose. As a result, the neighborhood gradually changed in character from a neighborhood consisting of large, elaborate dwellings to smaller single units of housing and craftsman style bungalows.

The Oaks at North Intown contains approximately 238 acres of land and 688 housing units in a wide variety of architectural styles and building types that date from the mid-nineteenth to the mid-twentieth century, occupying a basic grid of north-south and east-west city streets with large residential blocks (roughly 440' by 620'). Largely residential in nature, the area is home to several educational institutions including Albany High School and Lincoln Elementary Magnet School, as well as the vacant turn-of-the-century Mamie Brosnan Elementary School building and large employers including Phoebe Putney Memorial Hospital. A vast majority of residential uses are low density but there are also some medium and high density areas within the neighborhood.

Developed with funding from HUD, Grace Perdomo served as master planner and urban designer for the Albany Housing Authority's (AHA) neighborhood planning efforts. Ms. Perdomo assisted AHA and the City of Albany in creating a comprehensive community vision and master plan for the area. Based on extensive community outreach and participation, the Plan combines a comprehensive neighborhood redevelopment strategy with institutional, recreational, educational and infrastructure components designed to transform the neighborhood, and was crafted to align with the City's overall vision for the revitalization of downtown Albany. Emphasis includes goals to improve and expand housing opportunities and access to basic services such as retail and health; improve the quality of the local public schools; improve public assets including neighborhood parks and connectivity to nearby recreation areas; offer effective transportation alternatives; increase access to jobs and levels of employment; and strengthen public safety and reduce crime rates as well as the potential adaptive re-use of existing historic vacant buildings in the area including Mamie Brosnan Elementary; the former Coca Cola Building and the Queen's Wholesale Furniture Warehouse on Roosevelt.

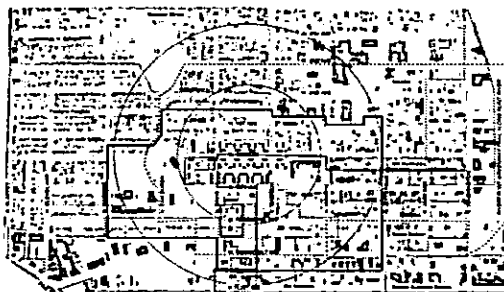
KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement & Partnership Development
- Visioning Process
- Capital Projects and/or Programs Priorities List
- Public Outreach & Educational Campaigns
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Focus on Downtown
- Master Planning
- Urban, Multi-block Neighborhood Redevelopment
- Market Study
- Graphic Depictions of Plans
- Developed with the Community for Widespread Support

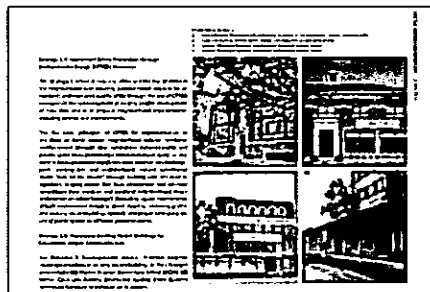
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Neighborhood Plan



Repurposing Historic Buildings

**Independent Experience of
 Proposed Project Manager
 Grace Perdomo*

HOUSING AUTHORITY OF COLUMBUS, GEORGIA PROJECTS

Three Locations, Columbus, GA

ARBOR POINT: A SOUTH COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

The Housing Authority of Columbus Georgia developed a strategy that enabled the former Baker Village public housing community to be revitalized as a new mixed-use, mixed-income neighborhood. The revitalization of this 590-unit public housing development covers an area of approximately 66 acres located in South Columbus, just two miles from Fort Benning. Today, the newly named Arbor Pointe is one of Columbus, Georgia's most popular apartment communities. Wallace + Perdomo's Revitalization Plan for Baker Village focused on key physical plan elements to create unique neighborhood areas within close proximity to retail and services. Interconnected by a new system of pocket parks and open green spaces and a new and existing system of streets and alleyways, the final physical plan and design is based on the following four principles:

- Recognize the highest and best uses for locating buildings on-site
- Promote use of a variety of housing and building types to create a true neighborhood character
- Reinforce Columbus South as a "Gateway" neighborhood into Columbus
- Make connections to a proposed citywide greenway belt at the southern portion of the site on the former railroad tracks.

Built in three phases, the redevelopment is replacing the existing public housing with 568 units of new multifamily rental and for-sale units in a combination of one-and two-story single family, duplex, townhouses and garden apartment configurations.

The architectural character of the new housing building types responds to the existing craftsman style vernacular found in the surrounding neighborhoods. Future commercial development, in the form of a new town center, is proposed on 5.4 acres of the site and a potential new elementary school on a portion of the Baker Village site (+/- 3.1 acres) and the existing Baker High School site. The overall development costs for the rental housing was estimated at \$26.5 million with proposed sources to include Housing Authority of Columbus funds, City of Columbus infrastructure funds, Low Income Housing Tax Credits, Affordable Housing Program funds (Federal Home Loan Bank), supportive services grant funds and first mortgage property debt.



KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Design Guidelines & Zoning Recommendations
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Neighborhood Redevelopment Plans
- Grant Writing & Program Management
- Master Planning
- Urban, Multi-block Neighborhood Redevelopment
- Market Study
- Developer Selection Process & Oversight for Plan Implementation
- Graphic Depictions of Plans
- Developed with the Community for Widespread Support

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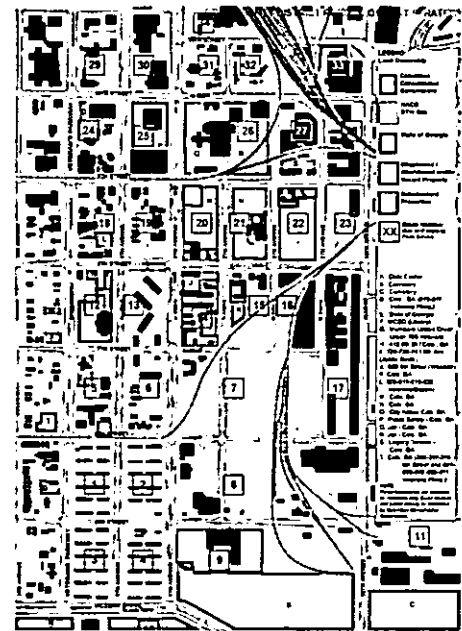
**Independent Experience of Proposed Project Manager Grace Perdomo*

BOOKER T. WASHINGTON APARTMENTS: A LIBERTY DISTRICT NEIGHBORHOOD REVITALIZATION PLAN

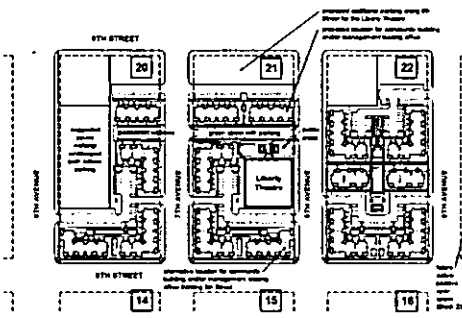
The Housing Authority of the City of Columbus Georgia’s Booker T. Washington Apartments (BTW) public housing site is located in the Liberty Theater District. Constructed in 1940, BTW is comprised of 392 housing units on 17+ acres of land at Victory Drive and Veterans Parkway in downtown Columbus. Ms. Perdomo assisted HACG with plans to create a neighborhood vision and seek ways to secure federal funding to achieve this extensive revitalization as well as engage the City of Columbus (City) and other strategic partners in a collective effort to implement a broader vision: a new mixed income community in a vibrant and thriving neighborhood filled with enhanced economic, educational, cultural, and recreational opportunities. Recognizing the significant challenges of overall neighborhood revitalization, this initial effort contemplated a one to three year timeline with other strategic long-term efforts to follow.

The Liberty Heritage Historic District, while offering revitalization opportunities, is characterized by deteriorated rental properties, large tracts of vacant land, low levels of homeownership, minimal retail services, and high levels of crime and poverty. Three initial areas of focus were considered critical to the short-term efforts to revitalize BTW and the Liberty Theater District: **Housing** - Increase the quality and diversity of the housing available and improve connections within the neighborhood; **Distress** - Address distressed residential and commercial buildings and abundance of vacant land through acquisition and/or improvements; and, **Sustainable Neighborhood** - Effectively incorporate economic development, educational programs, cultural experiences, and recreational opportunities into the community. A key component of neighborhood revitalization was the need to strengthen the fabric of the existing neighborhood fabric by working on fixing the basics—infrastructure, streets, schools, access to transportation, connection to open spaces, and by building on transformative opportunities and physical connections that expand these opportunities.

Ms. Perdomo’s detailed graphic plans include an extensive neighborhood assessment and property inventory. Opportunity sites were identified for new housing within the heart of the District immediately surrounding the existing Liberty Theater. These sites cover six city blocks and included most of the vacant parcels presently owned by the City within the district. In addition, the City’s proposed streetscape improvements along 8th and 9th Street, between 5th and 10th Avenue, will serve to support new infill housing as well as enhance both vehicular and pedestrian access and connectivity within this area of the district. Together, proposed redevelopment activities focused primarily on housing development to enhance connections to downtown and to existing surrounding activity centers (e.g. South Commons to the south, Columbus Riverwalk to the west), support key institutions and amenities (e.g. Liberty Theater, Ma Rainey House, and Spencer House), and strengthen needed commercial development (e.g. along Veterans Parkway and Victory Drive) and represent a holistic and sustainable approach to a multi-faceted endeavor.



Existing Conditions Plan

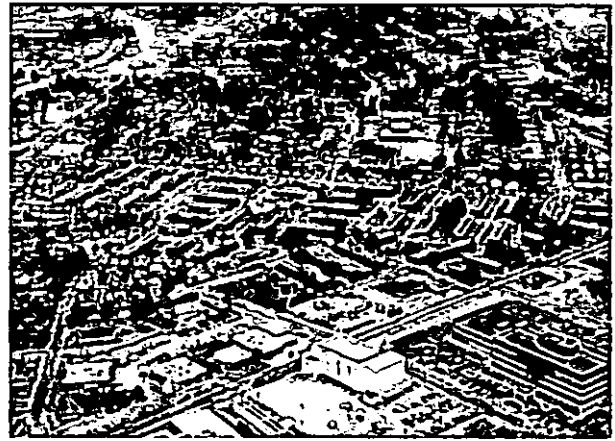


Proposed Neighborhood Block Plan



ASHLEY STATION: CENTRAL COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

Located in Central Columbus. Ashley Station replaces the Housing Authority of Columbus Georgia's (HACG) former Peabody Apartments, a 510-unit severely distressed public housing community, with a 367-unit mixed-income, mixed-use residential neighborhood in close proximity to the Columbus Regional Medical Center and the Waverly Terrace Historic District. The physical site plan is focused on reconnecting the site to the adjacent neighborhoods and developing a walkable, pedestrian friendly environment in close proximity to abundant employment, retail and cultural opportunities. This HACG-led planning effort represents a unique public-private collaboration to create a new gateway to downtown Columbus, taking advantage of a \$20 million 2002 HUD HOPE VI Grant and nearly \$140 million in collateral investments.



Former Peabody Homes Public Housing Site (2002)

As project director and urban designer, Ms. Perdomo's plan for the site created an internal system of new public streets, sidewalks and public spaces to replace the current layout with new city blocks created as extensions of the existing street grid of the Waverly-Terrace neighborhood to the north. A central feature of the plan is a new 62' wide boulevard, extending through the entire site (along the alignment of an existing trunk-line storm drain). This boulevard was developed as a central passive recreational open space for the community and is inspired by the broad boulevard and treelined "chain of parks" that exists today along Broadway in downtown Columbus. The architecture of the new community responds to the City of Columbus' Design Guidelines for historic districts and integrates the new buildings with the historic character of existing residential structures in the Waverly-Terrace and nearby Weracoba-St. Elmo neighborhoods.



Aerial of New Ashley Station during Construction

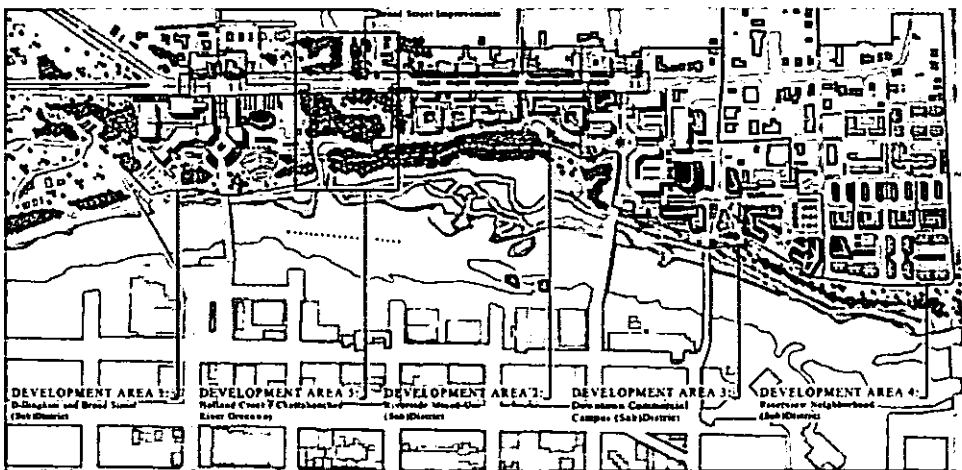
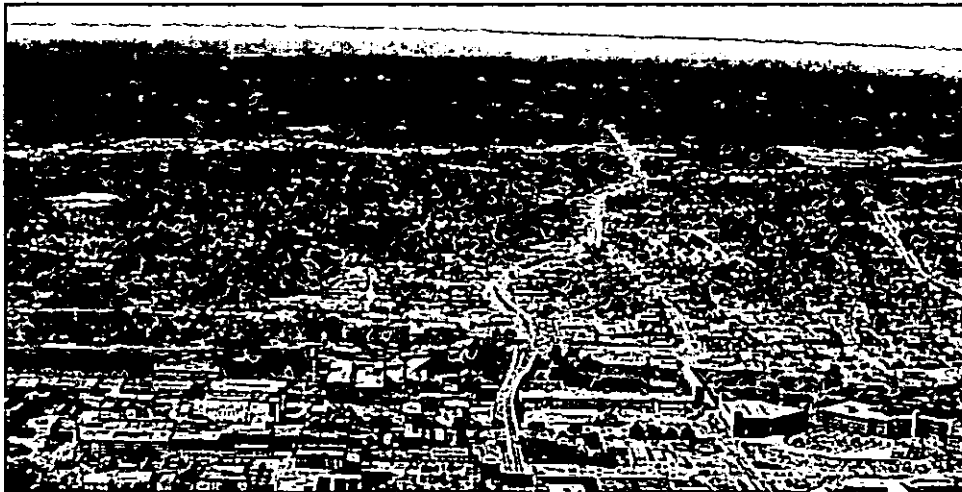


New Multi-family Housing

PHENIX CITY DOWNTOWN RIVERFRONT MASTER PLAN

Phenix City, AL

The Riverfront District Master Plan provides a compelling vision for the rebirth of the Phenix community (pop. 28,000) through the redevelopment of approximately 141 acres along the banks of the Chattahoochee River. Separating downtown Phenix from Columbus, Georgia, this unique urban resource is undergoing a comprehensive habitat restoration that will in turn promote a variety of outdoor activities, including hiking, whitewater rafting, canoeing and kayaking, and provides an exceptional setting for development and benefits to this growing metropolitan community. The planned mixed-use urban revitalization includes residential, retail, office, college and university campus facilities and hotel development with a total investment estimated at \$275 million (in 2005 dollars) over a twenty year period. Planning efforts were based on wide-ranging stakeholder interviews, extensive public consultation and pragmatic reviews of the prospects for revitalization. Phenix City was joined in this planning effort by the East Alabama Riverfront Development (EARD), a 501c3 non-profit, public/private partnership dedicated to the revitalization of downtown Phenix. Major components of the plan integrate key design elements with social, economic and environmental strategies and include the development of an interconnected system of public spaces, urban landscaping and a pedestrian system of streets and blocks to allow appropriately scaled new and infill development and strategies for implementation. The Plan was adopted by City Council in February 2005.



Phenix City Downtown Riverfront, Phenix City, AL

KEY FEATURES

Community Redevelopment & Long Range Fiscal Plan

Extensive Community Engagement, Public Outreach & Community Engagement

Visioning Process

Capital Projects and/or Programs Priorities List

Implementation Program

TIF or Innovative Monetary Leveraging

Policy Recommendations

Waterfront Planning

Conceptual Design for 141 Acres of Urban Riverfront Redevelopment

Development Program:

600 Hotel Rooms

238,240 SF Retail

186,000 SF Commercial-Office

593 Units of Housing

100,800 SF Courthouse

Expansion

150,000 SF College-University

Satellite Campus Use / Other

Uses

Focus on Downtown & Riverfront/Whitewater

Master Planning

Design Guidelines

Urban, Multi-block District Redevelopment

Market Study

Graphic Depictions of Plans

Development Area Plans

Created New Districts Based on Distinct Characteristics

CLIENT CONTACT

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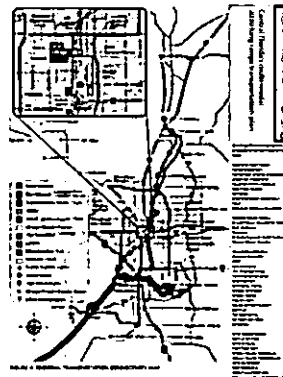
**Independent Experience of Proposed Project Manager Grace Perdomo*

CREATIVE VILLAGE STRATEGIC PLANNING AND FUNDING FEASIBILITY

Orlando, FL

Located in Downtown Orlando, Creative Village is an approximately 68-acre City-owned development uniquely positioned to enhance the Orlando region's position as a leader in education and cutting edge media innovation, as well as to support the region's corporate base, including the global family entertainment industry which brings in substantial foreign investment and international tourism. The City chose a team headed by the Banc of America Community Development Corporation, the nation's largest community development corporation among financial institutions, and Ustler Development, a pioneering and highly successful Orlando-based developer, to create this transit-oriented, knowledge-based, education and corporate mixed-use/mixed-income community targeting LEED-ND certification. Once infrastructure is in place, the development team has commitments to develop an 80,000 SF Digital Technology and Arts Program building for Valencia Community College (VCC), 100,000 SF of commercial office and retail space, and 30-50 units of mixed income for-sale housing by the end of 2014. At build out, the development is anticipated to have up to one million SF of office space, upwards of 500,000 SF of higher education facilities, up to 265,000 SF of retail, 150-200 hotel rooms, and as many as 1,500 units of mixed income housing. The project is being positioned and supported by major industry and educational institutions in the State to become the center for collaborative technology-based learning, research, and associated business activity in Central Florida over the next several decades. Harris Corporation (NYSE: HRS), an international leader in technology, is making a substantial monetary investment in the project to establish the technology framework for integrating all of the institutional and commercial entities.

The project includes the expansion of the LYNX LYMMO Bus Rapid Transit (BRT) system to provide direct connectivity to LYNX's Central Station. The Orlando regional MPO, METROPLAN ORLANDO and its 2030 Long Range Transportation Plan (LRTP), have designated LYNX Central Station as the primary hub for all transit in the Orlando region. When the expansion is completed, residents of the surrounding Parramore neighborhood will have the means to cost effectively, easily and quickly access jobs at all levels of skill and pay throughout the Orlando region while, in turn, the entire region can conveniently access jobs, education and the training opportunities within Creative Village. By 2030, the project is forecast to have net quantifiable benefits of \$349.4 million to the economy on a present value basis, or 3.6 times the project cost. Grace Perdomo in association with Lambert Advisory LLC assisted the City and LYNX Central Florida Regional Transportation Authority in submitting a successful 2010 TIGER II Discretionary Grant Program application to the U.S. Department of Transportation to fill a funding gap for the first phase of development.



Current Development Implementation



Proposed Development Build-out

KEY FEATURES

- Community Redevelopment
- Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Highest and Best Use Analysis
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Focus on Downtown
- Technology Focus
- Master Planning
- Land Use/Market Analysis
- Strategic Planning and Project Positioning
- Alternative Funding and Public Private Financing
- Facilitated Financial Plan and Partnership Development
- Service Delivery (Public Safety and Infrastructure)
- Transit-Oriented & Sustainability Planning
- Smart Growth Initiatives

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**Independent Experience of
 Proposed Project Manager
 Grace Perdomo*

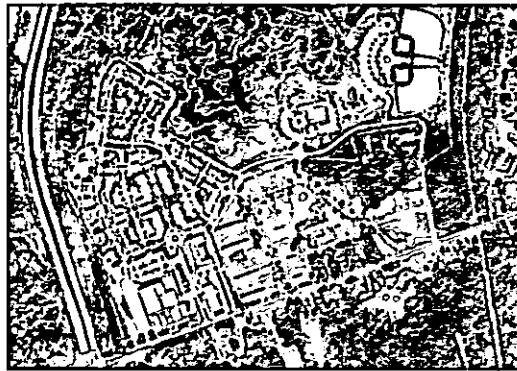
MULTIPLE PLANNING PROJECTS THROUGHOUT THE SOUTHEAST

Charlotte, NC; Tuscaloosa, AL; Chattanooga, TN; Huntsville, AL; and Birmingham, AL

BOULEVARD HOMES NEIGHBORHOOD REVITALIZATION PLAN

Charlotte, North Carolina

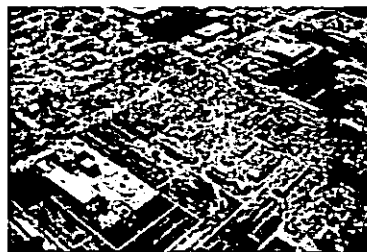
Boulevard Homes is located approximately five miles west of the Charlotte Central Business District near the Charlotte International Airport. The Plan is centered on an innovative educational campus that directly responds to the needs of the children and residents of Boulevard Homes, connects and builds on the existing neighborhood strengths of the West Boulevard Corridor, and addresses the severe physical distress of the community while serving as a catalyst for broader community change. The Educational Campus incorporates a new model kindergarten through eighth grade school, a NAEYC-accredited early childhood development center, and a cohesive, services-rich mixed income community built to LEED and Enterprise Green Communities standards with direct linkages to the nearby community college, recreational center, and activated parks. This unique Educational Campus creates both a physical and social environment to enable residents and their children to thrive and succeed. Ms. Perdomo provided master planning and urban design services to The Boulevard Group and the Charlotte Housing Authority to transform the Boulevard Homes public housing development into a sustainable mixed-income community.



ROSEDALE COURT NEIGHBORHOOD REVITALIZATION PLAN

Tuscaloosa, Alabama

In April 2011, about a third of Rosedale Court residents were rendered homeless by the tornado that swept through the county laying waste to much of Rosedale Court, a federally subsidized apartment complex operated by the Tuscaloosa Housing Authority (THA) between 10th and Greensboro avenues. Of the 188 units, 100 were destroyed or left uninhabitable. On Monday, Shaun Donovan, secretary of U.S. Housing and Urban Development, toured the devastated Rosedale Court and pledged support. HUD took immediate steps to waive some restrictions on federal grants to free up \$10 million for recovery in Tuscaloosa and Birmingham. The rebuilding plan for Rosedale Court resulted in THA's newest mixed-income community. The new master-planned site has rejuvenated the neighborhood by realigning and reconnecting public streets and has served as a catalyst for redevelopment following the tornado's path of devastation. The plan is today a new pedestrian oriented community with interconnected walking paths and greenspaces as well as amenities for residents including a new leasing office with a fitness and business center. Ms. Perdomo served as master planner and designer for the project.



KEY FEATURES

- Community Redevelopment & Long Range Fiscal Plan
- Extensive Community Engagement, Public Outreach & Educational Campaigns
- Visioning Process
- Zoning
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Focus on Downtown
- Master Planning
- Land Use/Market Study
- Multi-block District Redevelopment
- Graphic Depictions of Plans
- Community-based Plans
- Alternative Funding including Public Private Financing & Grant Writing
- Facilitated Financial Plan
- Attracting and Securing Developers

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**Independent Experience of Proposed Project Manager Grace Perdomo*

MCCALLIE HOMES / ALTON PARK NEIGHBORHOOD REVITALIZATION PLAN

Chattanooga, Tennessee

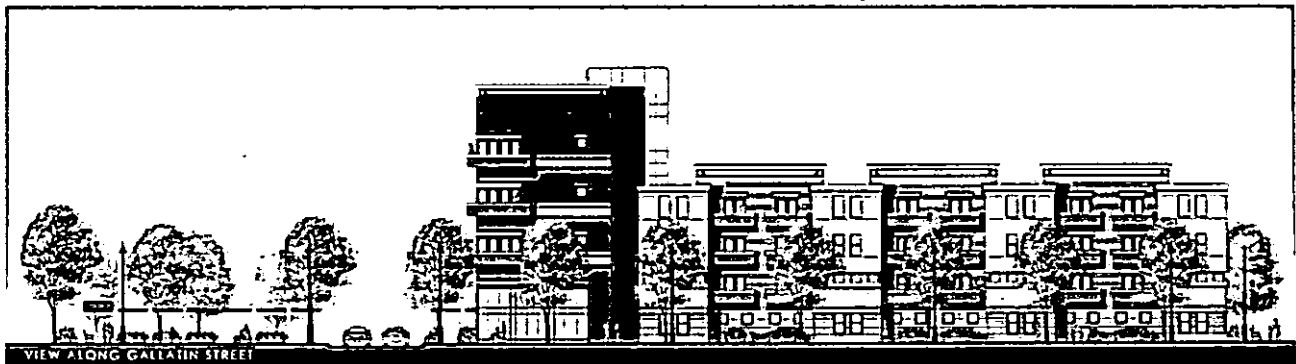
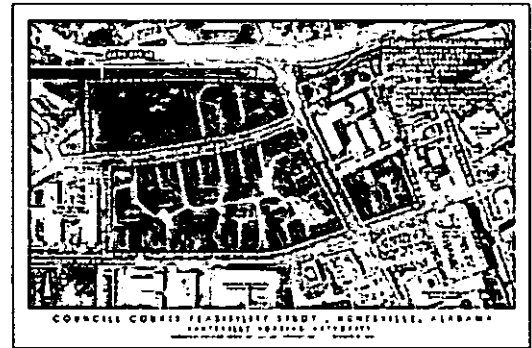
Located within two miles of the vibrant downtown core of Chattanooga, Alton Park was historically an industrial workers' village. The City of Chattanooga's revitalization strategy for the larger Alton Park community and the community's Vision Statement describes the neighborhood as a "town within a town". Such a vision incorporates not only the functional elements necessary to sustain itself and grow as a community - but also that its proximity to, and interaction with, the City of Chattanooga gives the neighborhood much of its character and appeal. The physical plan restores the fabric of this community and replaces the institutional public housing with Craftsman-style architecture that is consistent with its context of 19th century worker's homes in both on-site, and as off-site infill. The plan recognizes the highest and best uses for the McCallie Homes public housing site and stabilizes existing residential areas by reestablishing connections with the surrounding Alton Park community. In addition, the plan promotes the creation of a new mixed-income and mixed-use neighborhood.



COUNCILL COURTS REVITALIZATION STRATEGY ANALYSIS

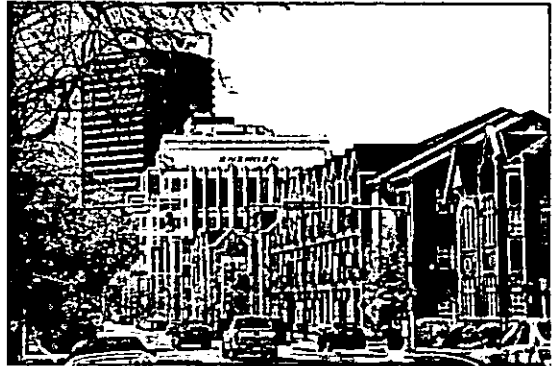
Huntsville, Alabama

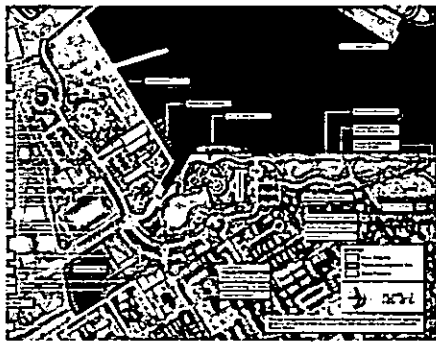
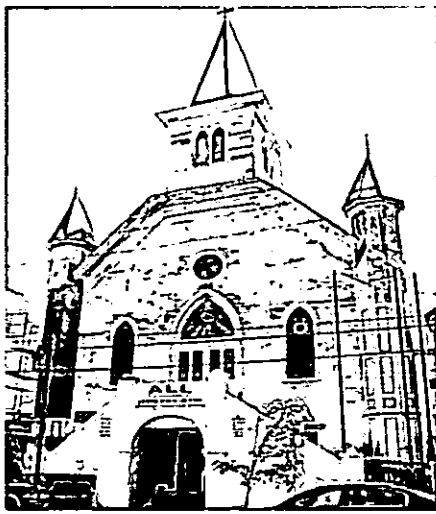
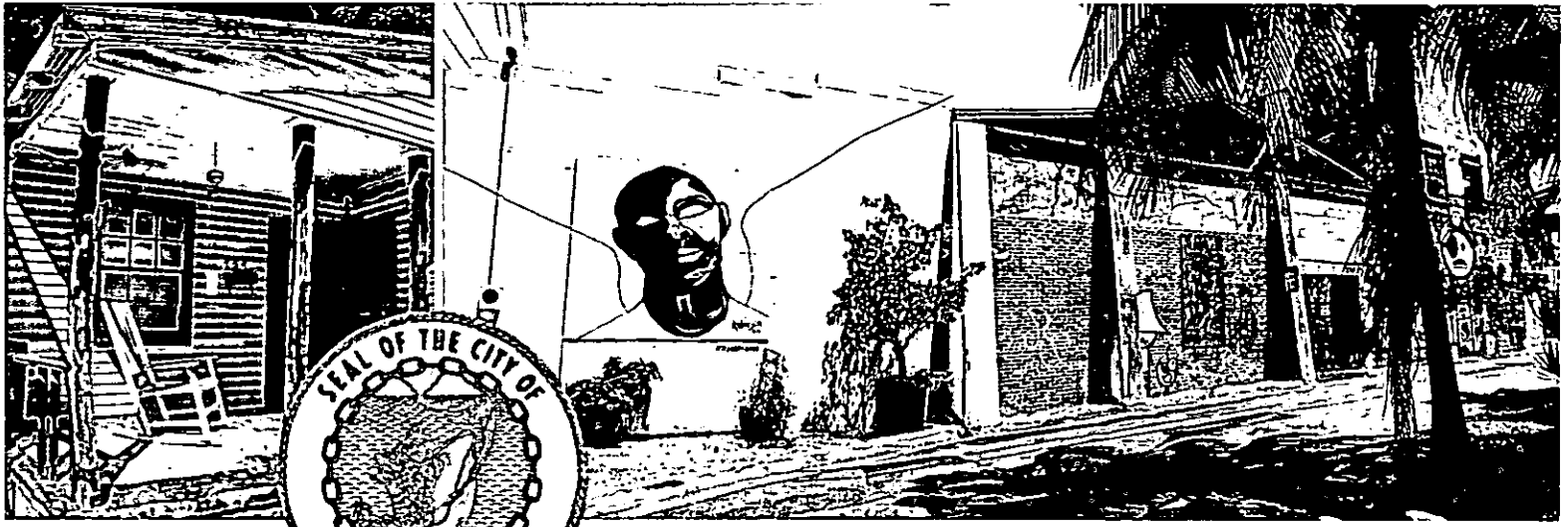
Reflective of the historic context of Huntsville's downtown neighborhoods, the Councill Courts Revitalization is focused on the analysis and preparation of several development scenarios for consideration by the Huntsville Housing Authority and its Board of Commissioners. Grace Perdomo in association with the Boulevard group was asked to research and prepare a conceptual layout for the development of a mid-rise elderly facility on the Councill Courts site. The placement of the building considered the following factors: commercial land values so as to make the most of the site's potential while maximizing the opportunity to achieve full market value of the remaining land proposed for sale, access to the existing Hospital facilities, market and marketability of the site as a whole, access to existing transportation and existing floodway levels along Fagan Creek. The proposed senior building responds to the client's desire to create a unique urban setting within a walkable downtown Huntsville. The proposed building forms, massing, height and architectural details incorporate regional and local influences. The predominant use of traditional materials, facade articulation and roof forms contribute to the overall balance and composition of the surrounding downtown streetscapes.



PARK PLACE REVITALIZATION PLAN IN DOWNTOWN BIRMINGHAM*Birmingham, Alabama*

Park Place was developed as an urban infill project on 12 blocks of downtown Birmingham, in the Central Business District. The new community features a vibrant, attractive, mixed-use neighborhood in close proximity to abundant employment, retail and cultural opportunities. Residential blocks feature an entry plaza into pedestrian-scaled residential streets and inner block parking courts with city street access. Extensive new infrastructure was created to develop the neighborhood city block street pattern for the new community and to strengthen linkages and create continuity with the adjacent downtown core. An important feature of the plan is the introduction of a series of new pedestrian-friendly "green" streets which connect the former public housing site with three downtown city parks—Linn, Kelly Ingram and Marconi Park—and the "Birmingham Green". A mix of townhouses, live/work units and direct entry apartments are proposed to be reflective of the historic context of Birmingham's 19th century neighborhoods with the use of materials and designs that incorporate regional and local influences to create a unique community identity. Ms. Perdomo served as project director and designer of this HUD-funded planning and implementation effort.





9 REPRESENTATIVE CAPITAL IMPLEMENTATION PROJECTS

ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

BAYFRONT PARK CONCEPTUAL PLAN

Miami, FL

The conceptual plan for Bayfront Park and Biscayne Boulevard was developed as part of the Downtown Master Plan for Miami. The plan reinforces the connection of the city's signature public space to the neighborhood and addresses the need for the park to better serve Downtown Miami's new residential population. Realignment of Biscayne Boulevard is proposed to replace existing median parking lots with a shade tree-lined promenade. The realignment narrows the street to improve accessibility for downtown residents and creates 12 additional acres of useful recreational space with public parking below grade.

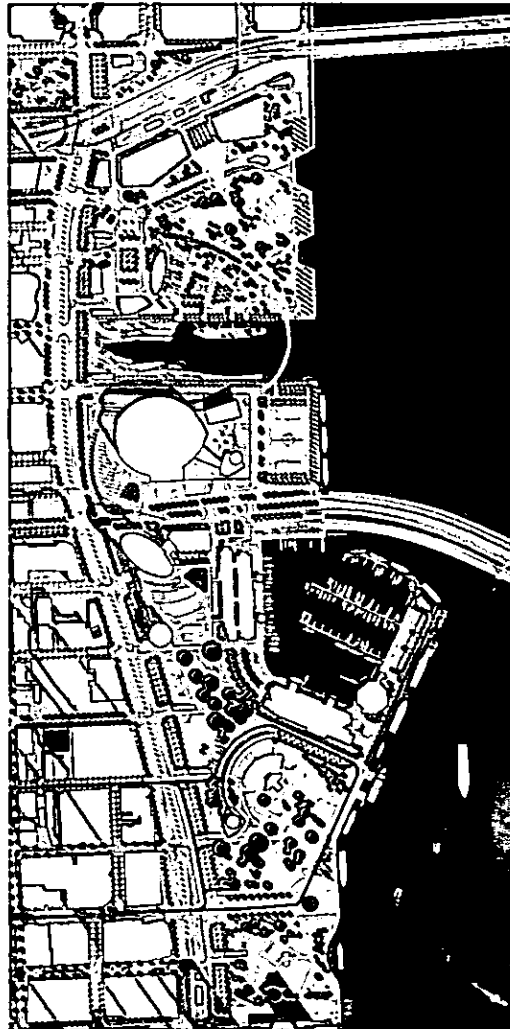
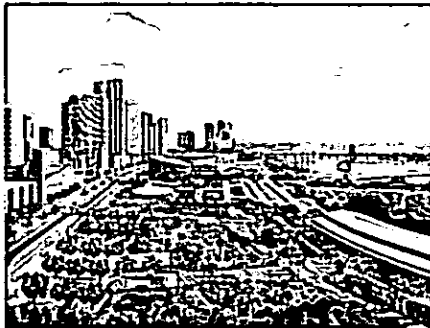
The promenade is punctuated by signature pavilions at each street end that reinforce the connection of the park to the neighborhood. The pavilions create beacons visible from downtown streets and serve as locations for outdoor cafes, education and entertainment. A bayside promenade is proposed to activate the waterfront with a wider range of daily uses: shaded waterfront seating, strolling paths, a bayside beach and dockage for day trippers and water taxis. The promenade spans a narrowed and improved Port Boulevard and is anchored by a 3-acre green roof atop a proposed new Bayside facility for parking, civic and commercial space. The plan was recognized with an honor award from the American Institute of Architects Florida Chapter for its innovation in planning the public realm.

AWARDS

ALA Florida 2007
Unbuilt Honor Award

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Land Use and Programs
- Capital Projects and/or Programs Priorities List
- TIF or Innovative Monetary Leveraging
- Policy Recommendations
- Waterfront Planning
- Public Spaces
- Public Involvement
- Cultural Arts Venues / Amenities
- Programming
- Management Methods
- Maritime Activities
- Park Concept Plan
- Urban Design
- Waterfront Design
- Recreation Design
- Streetscape Design
- Wayfinding
- Park Architecture



GIBSON PARK PLANNING STUDY & DESIGN GUIDELINES

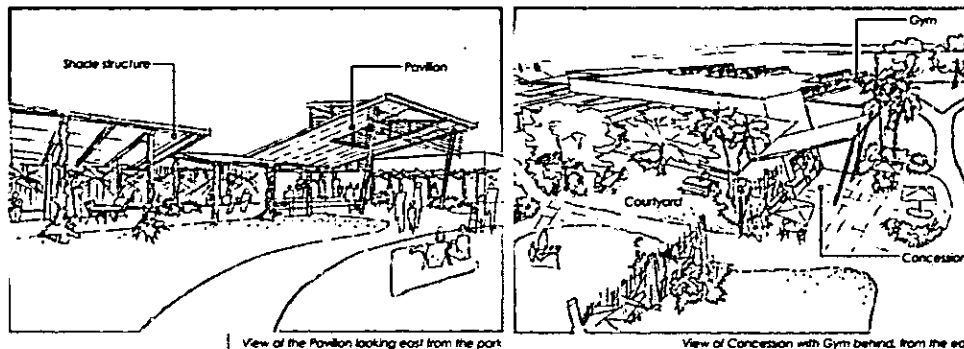
Miami, FL

Zyscovich was hired by the City of Miami to prepare a design criteria report for the renovations to Gibson Park, located in the center of Overtown, and situated to become a regenerative force in the community. The proposed project includes the renovation of the baseball field and football field, as well as the addition of a new gymnasium, community center, events pavilion, and concession stand. To fulfill the program requirement for the new community center, the project includes the adaptive reuse of the existing library building and a new 20,000 SF sports and activities building. The facilities will include a basketball gym, bowling alley, swimming pool, exercise facilities, weight room, and locker rooms. The NET office and Park office will both be incorporated into the community center, as well as classrooms, computer labs, meeting rooms, and additional multi-purpose space.

The design process for the guidelines included conducting a public forum aimed toward achieving public consensus regarding the programming and to discuss the phasing options for the project, as many of the facilities are currently in use. Following this community needs study, Zyscovich produced a report, which subsequently formed the basis for the design criteria that shall be utilized by the selected Design / Builder. The Design Report recommended such elements as LEED Silver design and strategic phasing to maximize continuity of use, allowing for both permanent and event parking opportunities. Zyscovich's recommendation to re-use the existing library building is a culturally significant decision, as this building is the canvas for a series of murals by renowned artist, Purvis Young. Therefore, the project has been able to meet the programmatic goals of the City while providing a cultural resource for the Overtown community.

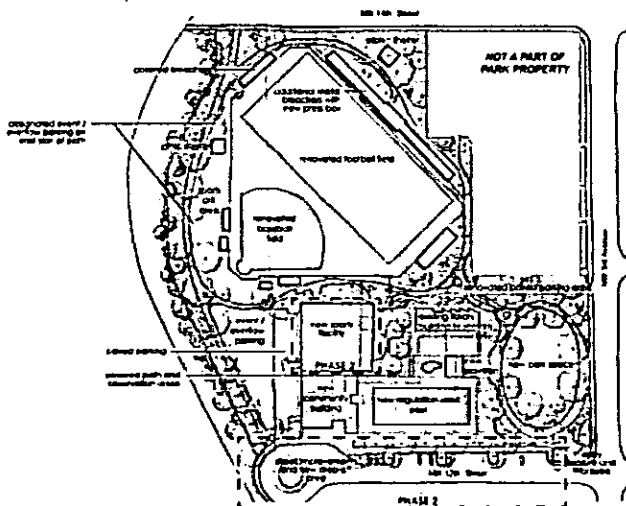
KEY FEATURES

- LEED Silver Design
- Master Planning & Programming
- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Community, Staff & Stakeholder Input
- Community Meeting Room
- Aerobics Room
- Multi-Purpose Room, Gymnasium & Sport Facilities
- Classrooms & Workshops
- Event Space
- Swimming Pool
- Administrative Offices
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Design Criteria
- Green Design Solutions
- Budget Analysis
- Adaptive Re-use
- Art Preservation



View of the Pavilion looking east from the park

View of Concession with Gym behind, from the east

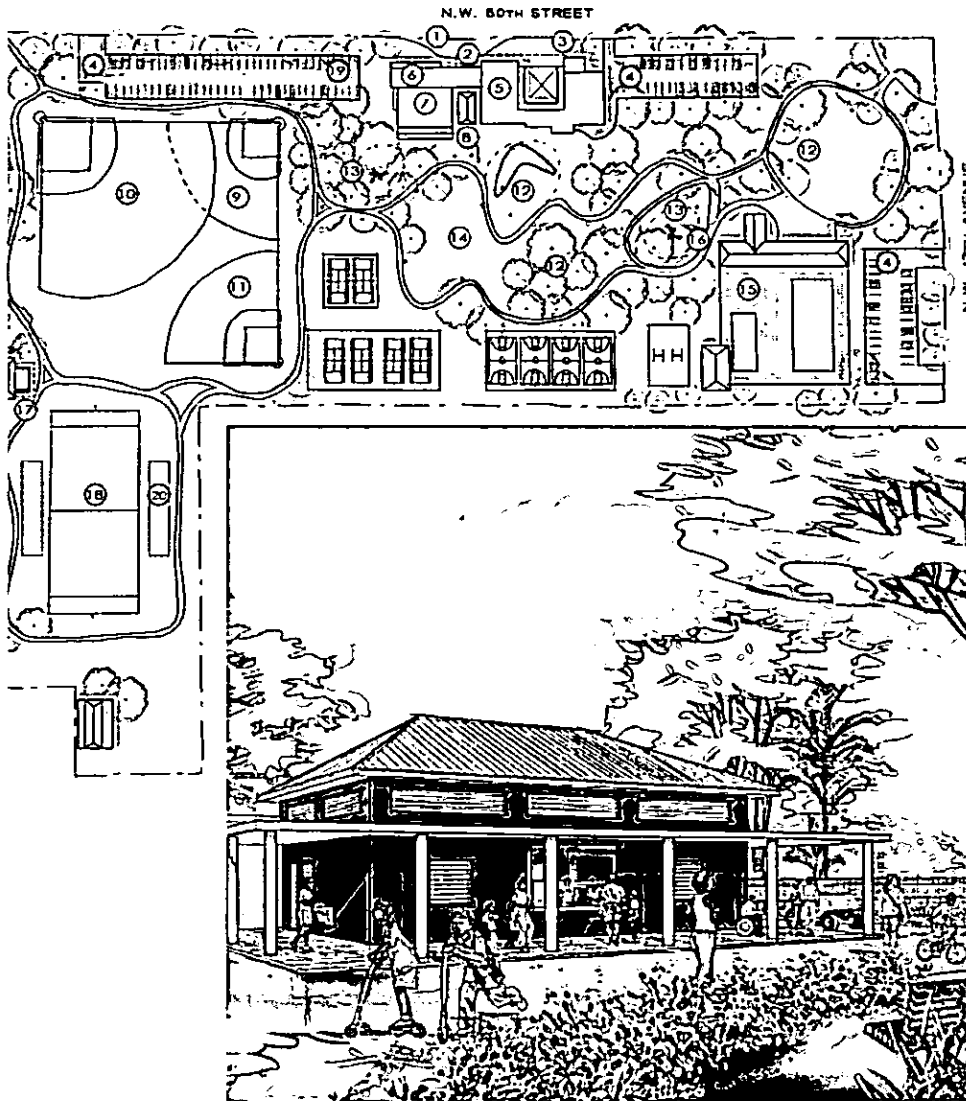


CHARLES HADLEY PARK MASTER PLAN

Miami, FL

As a result of the community meetings facilitated by Zyscovich, the first project to be implemented in Hadley Park is the Concession and Fieldhouse Building. Noted by the community as an immediate need due to the success of the Park's existing sports programs, the building was commissioned to Zyscovich under a continuing services contract. The City requested a modified re-use of the recently completed Community Building at the Little Haiti Soccer Park in an effort to expedite the project. Zyscovich re-programmed and re-designed the building and produced 100% construction documents in 6 weeks.

The 4600 sf facility contains public restrooms, equipment storage for the baseball and football programs, a field house for team meetings, offices, and a concession stand to serve the adjacent fields. Featured in the building are a large covered "front porch" to encourage gathering and activity around the concession area, outdoor seating, vitacourse access, and additional landscape for shade and screening from the adjacent residential neighborhood.



KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Master Planning & Programming
- Sports Facilities
- Community, Staff & Stakeholder Input
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment
- Fieldhouse & Outdoor Seating
- New Youth Center
- Activity Pavilion
- Indoor Basketball Court
- Walking & Exercise Trail/ Vita Course
- Aquatic Center
- Covered Bleacher Area
- Football Field, Regulation
- Baseball Field & Two Youth Baseball Fields
- New Concession Building
- Aquatic Center
- Renovated Skate Area

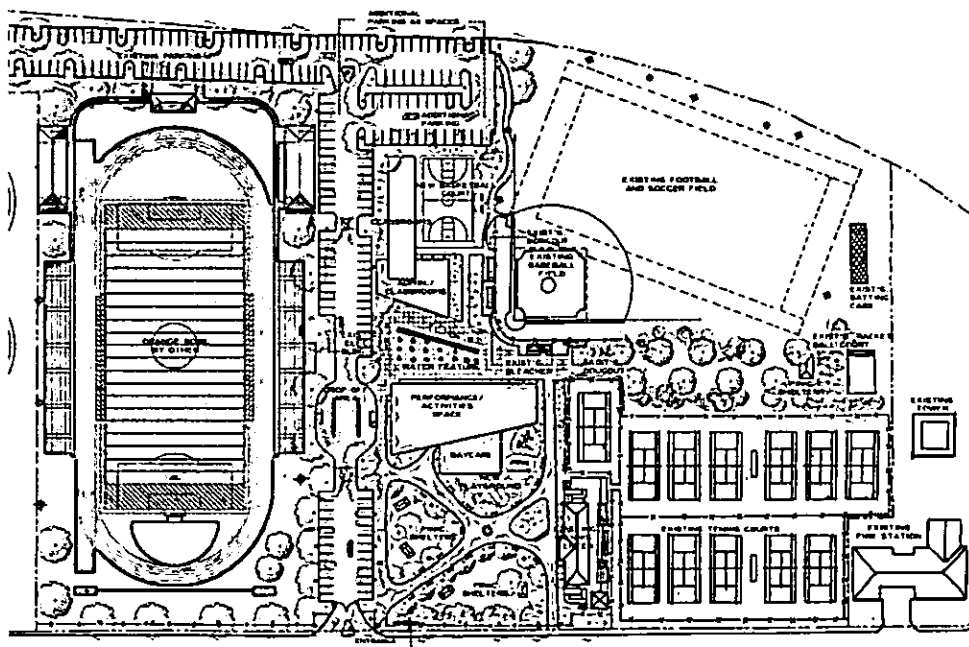
MOORE PARK MASTER PLAN & DESIGN CRITERIA PACKAGE

765 NW 36th Street Miami, FL 33127

Zyscovich provided a Conceptual Master Plan and the Design Criteria for Moore Park. This park contains a professional grade tennis center and a football field that is currently undergoing significant upgrades by the Orange Bowl Committee. In addition to athletics, this park provides academic programs, daycare, and social events services to the community. Zyscovich conducted a community needs study with community groups and the Parks Department and presented a plan to the neighbors and the City that provides a new performance space, an outdoor civic plaza with an interactive water feature, a new daycare, and a new educational building that will contain classrooms, art spaces, a recording studio, a media room, and administrative offices.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Implementation Program
- TIF or Innovative Monetary Leveraging
- Master Planning & Programming
- Scope & Program Verification
- Sports Facilities
- Community, Staff & Stakeholder Input
- Performance Space
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment
- Community Sports Facility



SEBASTIAN/ALHAMBRA PARKING LOT FACILITIES AND OCEANSIDE PARKING LOT FACILITY *Fort Lauderdale, FL*

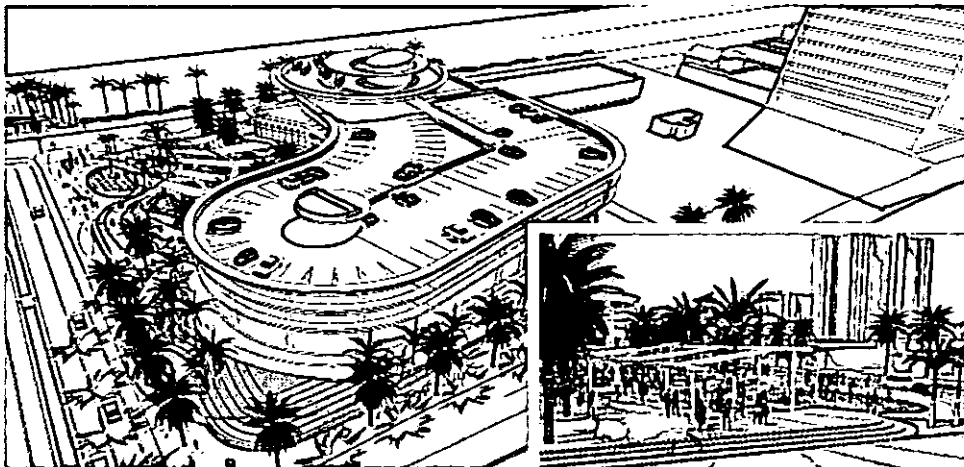
Zyscovich was commissioned to provide Feasibility Studies for three projects which included: a Garage, a Plaza, and a Garage with a Plaza, in addition to Concept Site Plan & Building Designs.

The Sebastian/Alhambra Parking Lot Facility and Oceanside Parking Lot Facility projects are to become a catalyst for economic activity. It is therefore critical that they integrate and synergize with the community, supplementing the already vibrant economic activities on Ft. Lauderdale Beach, and are financially sustainable themselves.

As part of the Ft. Lauderdale Master Plan Projects, the Oceanside Parking Lot Facility and Plaza project will provide an opportunity to amplify the significance of Las Olas Boulevard as a gateway and landmark with a series of integrated public spaces that connect the beach to the Intracoastal Waterway. Our vision is to create a financially sustainable garage which contributes to the vibrant beach community.

The creation of an active Oceanside Plaza from the existing surface parking lot adjacent to the new four-story parking structure will continue the pedestrian entertainment experience and become a focus point for off beach activities. This space can become a setting for outdoor performances, events, and outdoor markets or simply a place to meet friends. Drawing upon the sight lines from Las Olas Boulevard, the Oceanside Plaza will amplify the connection to the beach through bold, organizational geometry emphasizing the view to the ocean. The elevator for the parking facility will extend in a vertical tower for viewing the beach and will be an architecturally significant landmark attraction. Connecting Oceanside Plaza to the beach, the Las Olas Beach Plaza will be designed to reflect Oceanside Plaza and to create a gathering space on the beach to serve as a venue for art in public places and other community related installations

The Sebastian/Alhambra Parking Lot, located on the northern edge of the Beach CRA, will provide an opportunity to add parking for the Beach and to create a new park space. Redevelopment of the site will also improve the pedestrian experience along Seabreeze Boulevard and Sebastian Street. The six level parking structure could incorporate mixed-use activities, such as beach retail and restaurant space, to further the economic redevelopment of the area as well as provide the needed public restrooms and space for Ocean Rescue Operations. Redevelopment of the site will include exploring opportunities to partner with developers and landowners.



KEY FEATURES

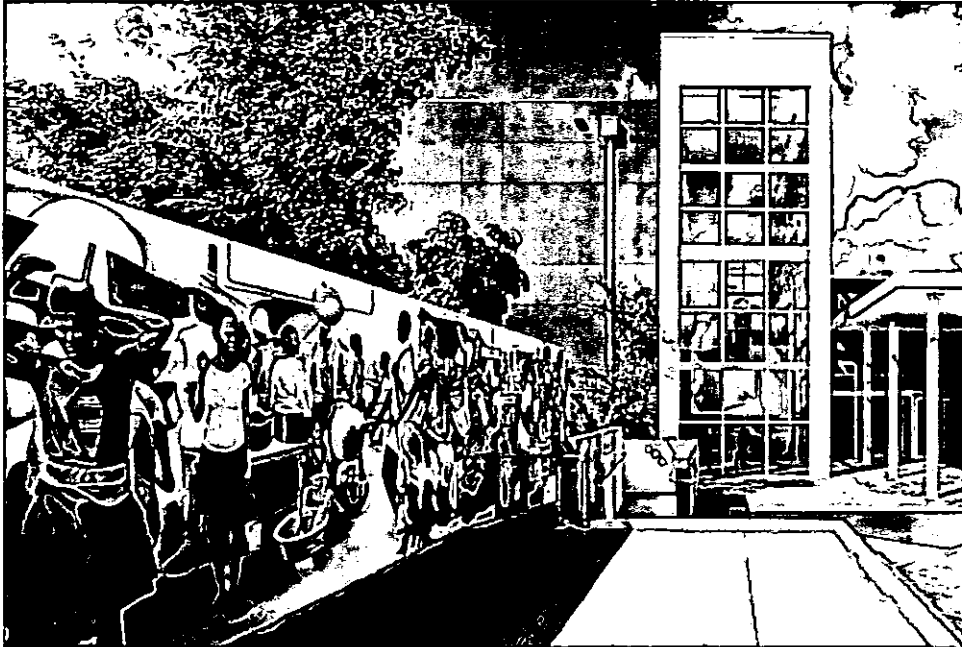
- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Land Use and Programs
- Highest and Best Use Analysis
- Capital Projects and/or Programs Priorities List
- TIF or Innovative Monetary Leveraging
- Waterfront Planning
- Master Planning & Programming
- Site Evaluation & Analysis
- Transit-Oriented Development
- Feasibility Studies
- Concept Site Plan
- Building Design
- Parking Garage
- Open Space & Plaza Design
- Sustainable Design
- Project Phasing
- Local/Regional Transportation Analysis
- Retail & Economic Market Analysis
- Multiple Stakeholder and Agency Coordination
- Community Enhancement
- Engagement of Exterior Environment
- Mixed Use
- Green Roofs
- Observation Deck

LITTLE HAITI CULTURAL CENTER

Miami, FL

Zyscovich was hired to create a new Little Haiti Cultural Campus at the site of the existing Caribbean Marketplace. The new community-use campus maintained the existing Caribbean Marketplace and added two new buildings. The program includes a 250-seat black box theater with dance, drama and music rehearsal halls and a Cultural Center with an art gallery, arts and crafts workshops, and community meeting rooms. A large open plaza designed to host outdoor community events joins the two new buildings. The design for the new Cultural Campus is a modern representation of traditional Caribbean art and architectural influences.

The Plan also included the Little Haiti Soccer Park, now complete, which connects to the Little Haiti Cultural Campus via street improvements to NE 2nd Avenue. Finally, the project also addressed the adaptive reuse of a church and a new community center. The church will be converted to a multi-purpose center with a theater element for community performances. The community center will have both administrative and recreational uses. The NET office and Park office will both be incorporated into the community center, as well as public restrooms, exercise facilities and an aerobics room which may also be used as a multi-purpose room.



AWARDS

2009 AIA Florida
Merit Award of Excellence

KEY FEATURES

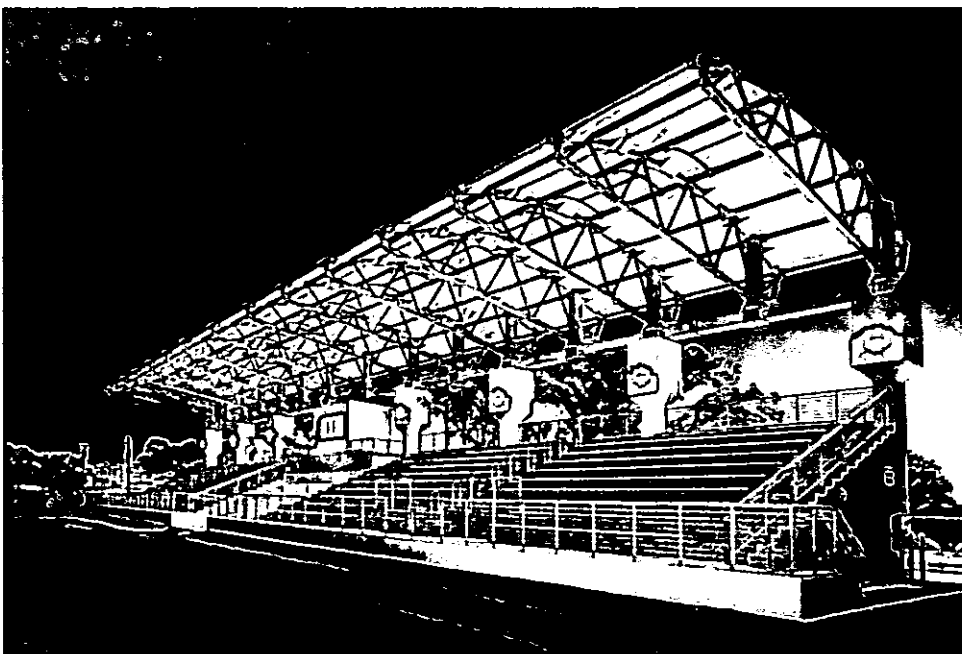
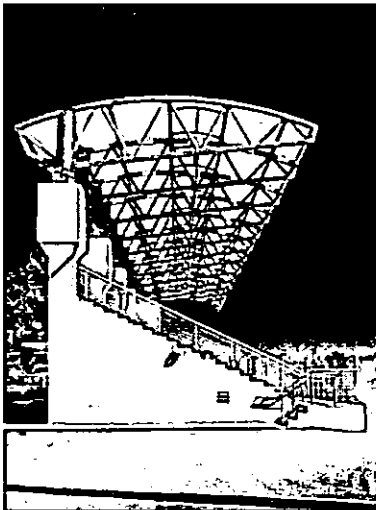
- Community Redevelopment
- Extensive Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs
- Master Planning
- Multi-Purpose Gym
- Sports Facilities
- Cultural Center
- Community, Staff & Stakeholder Input
- Reinforcement of Cultural Identity
- Unification of Sites via Architecture
- Administrative Service Departments
- Community Enhancement
- Gallery Exhibition Space
- Performance Space
- Site Planning
- Space Needs Analysis

LITTLE HAITI SOCCER PARK

Miami, FL

The Little Haiti Soccer Park was first identified as a potential neighborhood improvement project when the City hired Zyscovich to prepare a parks improvement plan for Little Haiti. One of two neighborhood parks, the Soccer Park connects to the Little Haiti Cultural Campus via street improvements along NE 2nd Avenue. The project includes a professional regulation soccer field, a practice field, and a 750-seat grand stand. Other features include a vita course, tot lot, water play area, and a domino park, as well as landscape improvements to create a more inviting environment.

The project was also planned to accommodate the addition of a second and third phase which will provide offices for parks and city employees as well as additional sports facilities. The first of these two phases is currently underway, with the other still planned for future development.



KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Master Planning
- Scope & Program Verification
- Sports Facilities
- Cultural Center
- Community, Staff & Stakeholder Input
- Community Meeting Rooms
- Administrative Offices
- Event Space
- Integration to Urban Environment
- Community Enhancement and Redevelopment
- Unification of Sites via Architecture
- Public Use
- Engagement of Exterior Environment

ARTHUR E. TEELE COMMUNITY CENTER

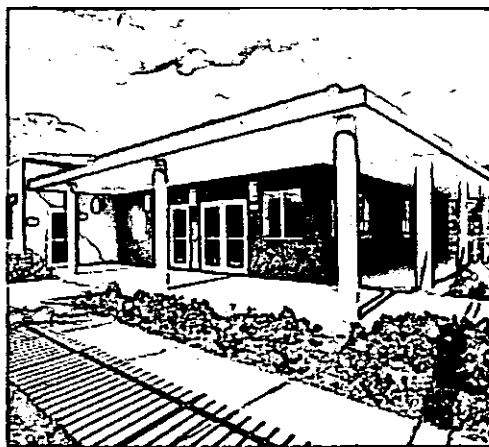
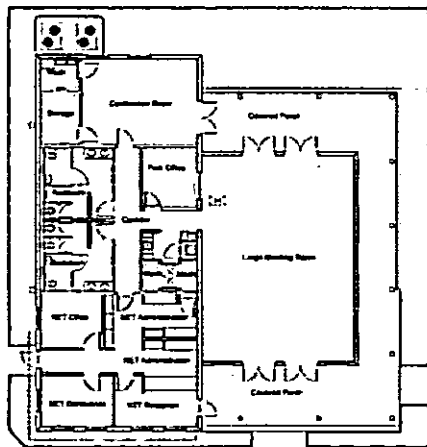
Miami, FL

Zyscovich designed the Arthur E. Teele Community Center as the second phase to the Little Haiti Soccer Park. A multi-purpose center with a theater element for community performances, the community center has both administrative and recreational uses. The building houses the City's local Neighborhood Enhancement Team offices, park offices, restrooms, a Community Meeting room, exercise facilities and a large aerobics room, which may also be used as a Multi-purpose room. Additionally, the project has covered, exterior space designed as complementary event space. The building is sited as to allow prominence on the street, while allowing for a future connection to a planned future activities building and providing direct access to the soccer park amenities.

In order to expedite the project, the City requested that Zyscovich provide a re-use of an existing City Park Building from another neighborhood. As part of the scope, Zyscovich provided services to modify the building's design so that it responded to the context of the Little Haiti Community, and in doing so, was able to better accommodate the neighborhood's programming needs. Zyscovich provided re-design services and produced 100% construction documents in just five weeks.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Innovative Monetary Leveraging
- Master Planning & Programming
- Scope & Program Verification
- Community, Staff & Stakeholder Input
- Community Meeting Room
- Exercise Facilities
- Aerobics Room
- Multi-Purpose Room
- Event Space
- Administrative Offices
- Integration to Existing Operational Site
- Integration to Urban Environment
- Community Enhancement
- Public Use
- Engagement of Exterior Environment



JOSE MARTI COMMUNITY GYMNASIUM AND PARK

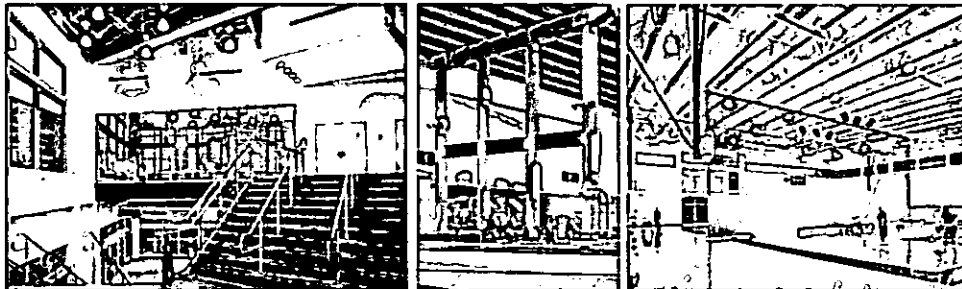
Miami, FL

Zyscovich was hired to design a community gymnasium facility as a part of Jose Marti Park, located in downtown Miami. The project was a challenging addition due to the tiny size of the site, which runs underneath an I-95 overpass, is bisected by a residential street and contains major utility hubs feeding the City of Miami and Dade County. As a unique solution to the site's size constraints and urban setting, Zyscovich elevated the building to span the street, avoiding the underground communication cables and water and sewer lines. This innovative move simultaneously saved the City money and created prominence for the facility.

The building itself is forward-looking in its architectural expression and is reflective of the new image being cultivated by the City of Miami—one of skyscrapers, glass and cosmopolitan living. The facility includes a gymnasium, a fitness center, an aerobics facility, locker rooms, administrative offices, storage areas and a seating area for 500 people, which provides an additional community meeting place for Miami residents. In addition, the master plan and siting of the building improves the park's connection to the Miami River at the southeast end of the park.

KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Programs
- Capital Projects and/or Programs Priorities List
- Master Planning
- Gymnasium
- Engagement of Exterior Environment
- Programming
- Space Planning
- Community Meeting Rooms
- Exercise Facilities
- Aerobics Room
- Multi-Purpose Room Event Space
- Administrative Offices
- Sports Facilities
- Unique Design Feature Spanning City Street



NORTHWEST GARDENS PHASES II & IV

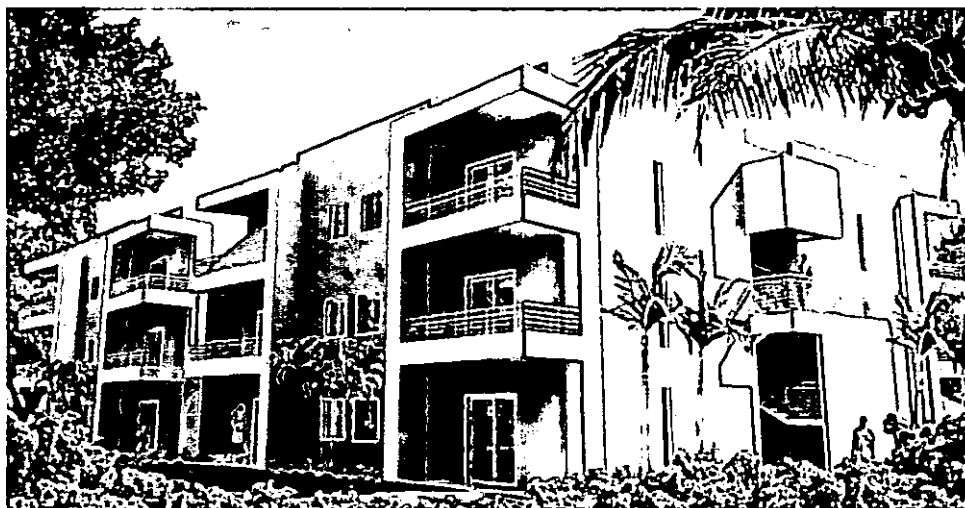
Fort Lauderdale, FL

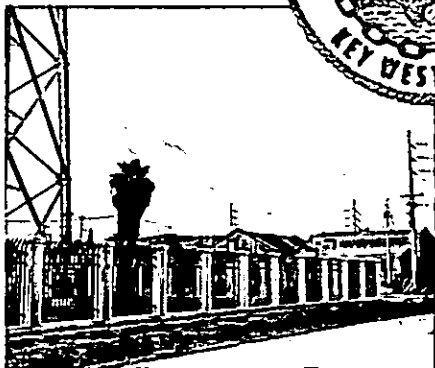
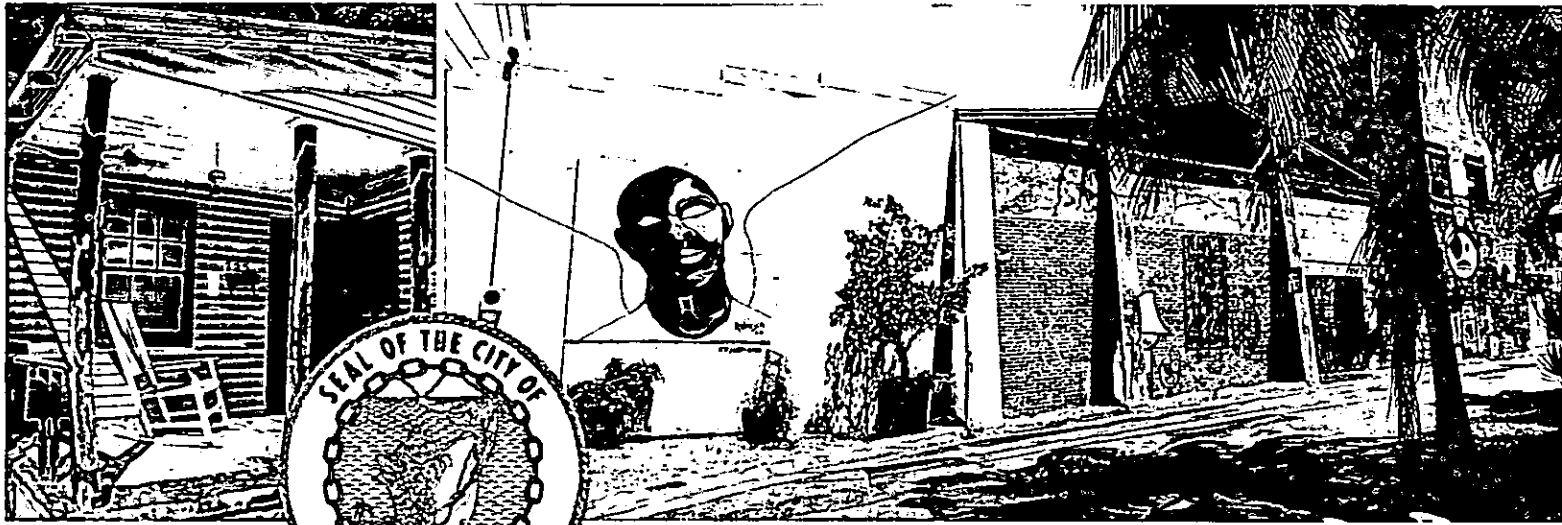
Northwest Gardens is a sustainable and affordable housing project that consists of 128 units of elderly housing and 138 units of family housing on adjacent sites not far from downtown Fort Lauderdale. The sites are part of a larger transit-oriented development that will be one of the first LEED ND certified neighborhoods in the United States. The project partners are transforming a neglected neighborhood into a safe and desirable community, complete with amenities such as community gardens, pedestrian-oriented streets and energy-efficient, environmentally-responsible design and construction. The completed project will be certified under the LEED for Homes Standard.

As the project had an extremely tight time schedule and budget, and an ambitious program including substantial site work both on and off-site, we designed highly efficient unit plans assembled into pleasant garden-style apartments with efficient open breezeways and courtyards. We designed bid alternates that were selected or not, funds permitting, with a basic design that would be successful were the alternates not selected.

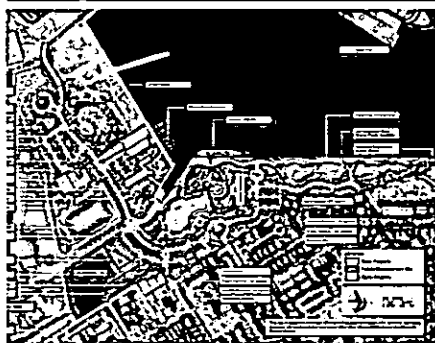
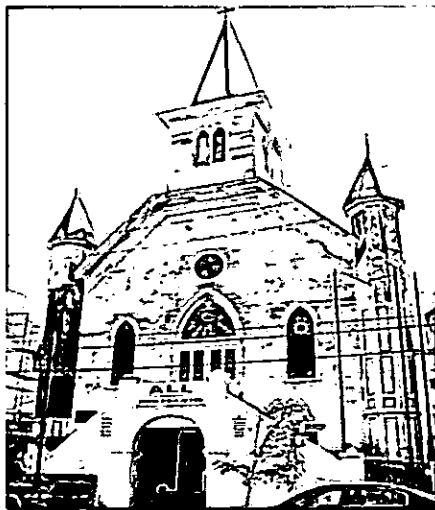
KEY FEATURES

- Community Redevelopment
- Community Engagement
- Visioning Process
- Audit of Land Use and Programs
- Zoning
- Capital Projects and/or Programs Priorities List
- Implementation Plan
- TIF or Innovative Monetary Leveraging
- 300,000 SF
- 266 Residential Units
- 3 Clubhouses
- Tax credits from the Florida Housing Finance Corporation





10 REFERENCES



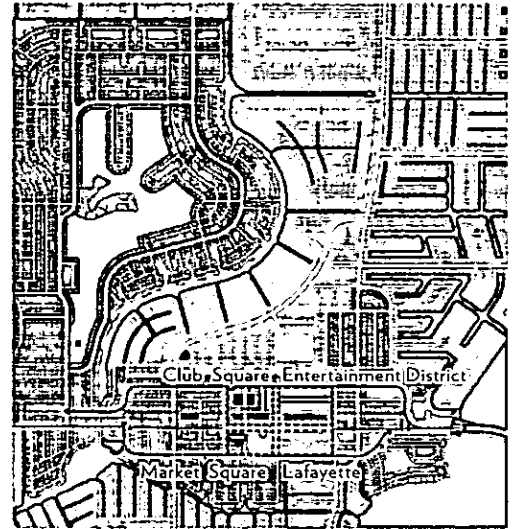
ZYSCOVICH
ARCHITECTS
WE MAKE PEOPLE PLACES

REFERENCES FOR ZYSCOVICH ARCHITECTS

We take pride in the work we do and our dedication to excellence is substantiated by numerous letters of recommendation from project managers, administrative staff, stakeholders and city officials. Please feel free to contact any of our team's references.

CAPE CORAL DOWNTOWN VISIONING AND ZONING MASTER PLAN

The Vision Plan establishes a strategic road map for the CRA to manage future development of the South Cape with a focus on major transportation corridors and areas of the city that are currently undeveloped or underdeveloped, and on opportunities and strategies for the inclusion of neighborhood amenities such as parks and open space, neighborhood gateways, improved connectivity, and appropriate transitions to nearby commercial and industrial areas. The Vision defines and reinforces the South Cape's unique characteristics and develops a viable economic strategy for revitalization. The Vision Plan established redevelopment strategies, created long- and short-term goals, and identified and prioritized attainable capital improvement projects. Zyscovich completed a zoning regulations analysis which led to the firm handling the update to the CRA's zoning regulations.



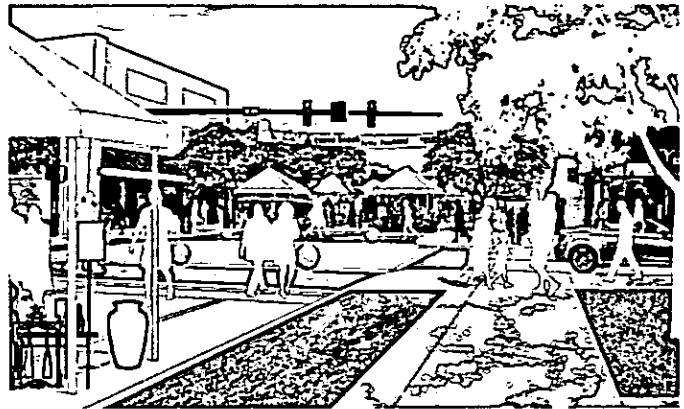
CLIENT: Cape Coral CRA

CONTACT: John Jacobsen, Former CRA Director

PHONE: 239.677.0039

COCOA BEACH CRA DOWNTOWN VISION AND ZONING

From its early boom years as a company town for NASA and the Space Coast, Cocoa Beach has maintained a quirky and uniquely identifiable character as a surfing town. With hundreds of tourists traversing its downtown main street to reach major destinations to the north, the Cocoa Beach Design Standards Manual offers an opportunity to strengthen the downtown's image and its ability to capture high quality tourist traffic by improving the building stock and quality of development. The Cocoa Beach Design Standards Manual achieved this by first defining a vision for future improvements and development in the Downtown Area to enhance and augment the existing character and by then creating a character driven and design-based standards manual to be used as a regulatory framework to implement the vision. This project established a planning vision by identifying issues, opportunities and major principles for moving forward with the character driven and design-based Design Standards Manual and included input from the community at large. Through an extensive review of existing development patterns, existing regulations and previous planning studies, the design team evaluated how a new Design Standards Manual could reinforce and improve the existing character of this beachfront community.



CLIENT: City of Cocoa Beach

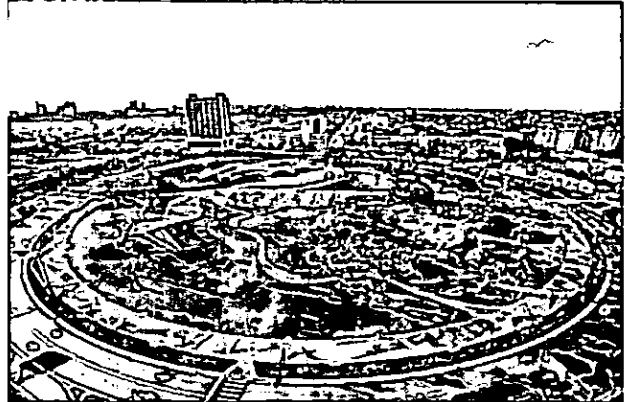
CONTACT: Tony Caravella, Development Services Director

PHONE: 321.868.3297

EMAIL: tcaravella@cityofcocoa-beach.com

DOWNTOWN HOLLYWOOD (YOUNG CIRCLE) CRA MASTER PLAN & UPDATE

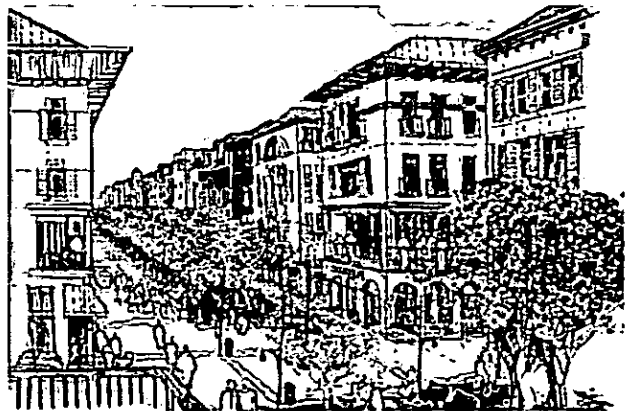
Amidst a burgeoning real estate boom, the City of Hollywood found itself unequipped to negotiate development agreements with three different downtown developers for lack of a clear vision and plan. While the City was designing a new Arts Park in the impressive 900 foot diameter Historic Young Circle traffic circle, no plan existed for the buildings surrounding the park, the streetscape, the transit line or the historic retail corridor. The ensuing vision provided a more bold downtown which used the park as its focal point to synthesize and enhance energies between the retail areas across the street and those within the Circle. New buildings must follow the curve of the Circle to frame the space and concentrate height along the main street, away from the adjacent residential neighborhoods. Additional zoning recommendations for the commercial corridors included increased height and density within a half mile radius of the downtown. Six years later in 2009, the City hired our firm to translate the plan into a zoning code and update the plan. Working in conjunction with our economist to assess the economic situation and identify and redevelopment opportunities, we developed goals and objectives which enable the City, property owners, and residents to make informed strategic decisions about future development and public improvements.



CLIENT: City of Hollywood CRA
CONTACT: Jaye Epstein, Planning Director
PHONE: 954.921.3471
EMAIL: jepstein@hollywoodfl.org

NEW ORLEANS NEIGHBORHOOD (POST-KATRINA) REDEVELOPMENT PLANS

Zyscovich was commissioned by the City Council of the City of New Orleans as part of Lambert Advisory’s design team to prepare reconstruction plans for five of the 49 neighborhoods adjacent to the French Quarter. The three primary goals of the plans were to prioritize a broad range of community projects among historically divided neighborhoods, to return a sense of normalcy to the area as quickly as possible, and to create plans that addressed the overall deterioration which existed pre-Katrina. The final plans were the basis for the receipt of Federal funding and were a result of an intensive public involvement effort.



The final plan included the following elements:

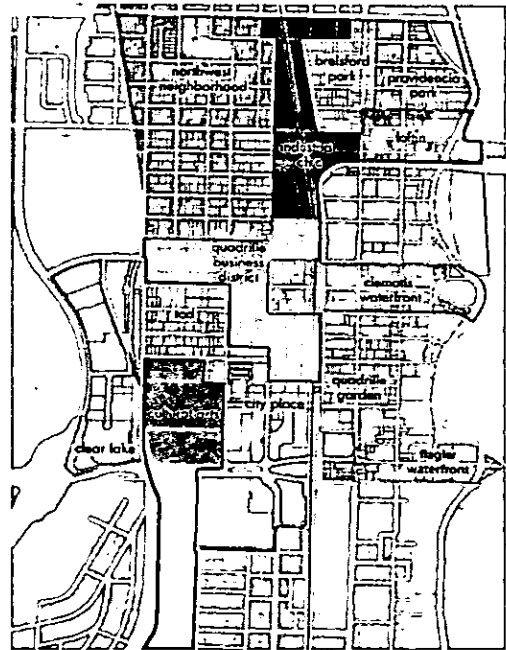
- Methodologies for enhancing local neighborhood pride while transcending the differences to achieve shared opportunities
- Identifying key corridors between neighborhoods to create a place where the communities can come together for new social and commercial use
- Creating networks that tie into the tourist economy
- Creating a dialogue with the community through public meetings and committees
- Communication strategies

CLIENT: Lambert Advisory, LLC
CONTACT: Paul Lambert, Managing Principal
PHONE: 305.860.3715
EMAIL: plambert@lambertadvisory.com

DOWNTOWN WEST PALM BEACH ZONING AND MASTER PLAN UPDATE

Despite its quirky main street and a successful mixed-use shopping center, West Palm Beach’s traditional downtown had failed to thrive. Competing retail, a weak office district, poor connections to surrounding neighborhoods, a surplus of vacant land, and a code which did not work well resulted in a fragmented and under-performing downtown. Zyscovich worked with Lambert Advisory and a City appointed Advisory Board to investigate the major planning potentials and to create a new Vision for the downtown’s redevelopment. The most significant outcomes included:

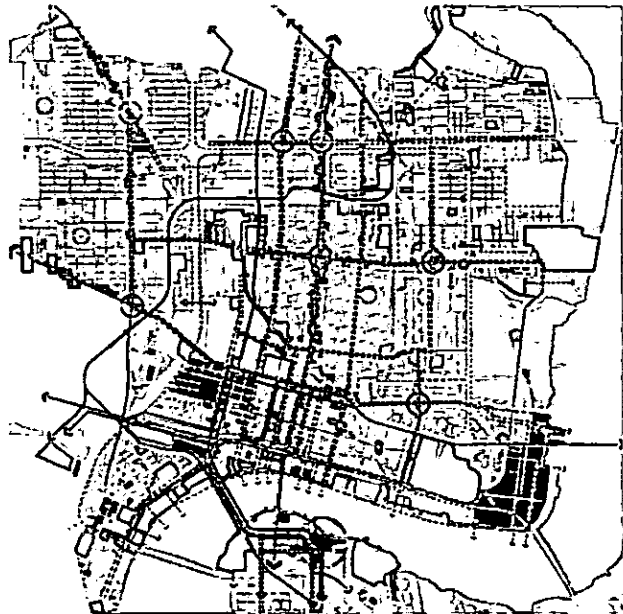
- Linking the two main retail centers with a new business district and creating development incentives to attract Class A office uses
- Adopting a new zoning code and land use plan based on 13 new neighborhood sub-districts with distinctive characteristics
- Designing zoning parameters for a range of lot sizes and street types
- Developing the zoning mechanism to return a defunct main street into a neighborhood shopping corridor
- Enabling adaptive reuse of an industrial district for arts, retail, and residential uses



CLIENT: City of West Palm Beach
CONTACT: Ana Maria Aponte, City Urban Designer
PHONE: 561.822.1439
EMAIL: aaponte@wpb.org

CITY OF JACKSONVILLE VISION PLAN AND FUTURE LAND USE ELEMENT

The City of Jacksonville embarked on a two plus year long planning study to develop Visions for Planning Districts 1: The Urban Core; 2: Greater Arlington/Beaches; and 3: The Southeast, plus a future land-use element for the entire city. The success of this grassroots effort was in great part due to the thoughtful and creative input from the community, engaged through a comprehensive Community Outreach Program. The purpose of the plans was to identify community goals, objectives, and planning potentials for growth. Now complete, the Vision Plans, together with the new Future Land Use Map and Future Land Use Element, provide a blueprint for future development throughout the entire city. The vision includes strategies for enhancing the quality of life by addressing neighborhood preservation, industrial preservation, and green infrastructure.

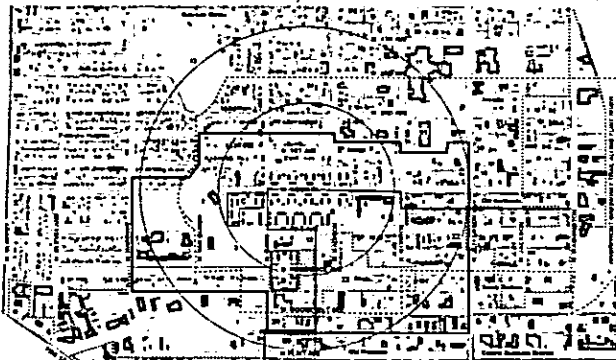


CLIENT: City of Jacksonville
CONTACT: William Killingsworth, Former Planning Director
PHONE: 904.630.2879
EMAIL: bill.killingsworth@deo.myflorida.com

REFERENCES FOR PROPOSED PROJECT MANAGER GRACE PERDOMO, ASSOC. AIA

DOWNTOWN ALBANY, GA: THE OAKS AT NORTH INTOWN MASTER PLAN

The Albany Intown District, identified as a historic district in 1978, comprises an area of approximately 70 city blocks stretching west from the Flint River to Davis Street and south from West 4th Avenue to Mercer Avenue. Radiating to the south, north and west are neighborhoods known as Old Westside, Old Northside, Arcadia, Rawson Circle and North Intown. Located within the District and within a half mile from the Flint River and the City's Central Business District, is the newly named Oaks at North Intown neighborhood. This residential neighborhood developed during the 1840's to the north and west of the central downtown business district as a result of rapid growth and demand for additional residential development and is an extension of the original downtown grid plan for Albany. Both Old Northside and North Intown were initially developed for wealthy white residents but after construction of the rail line, the need for modest housing for railroad employees arose. As a result, the neighborhood gradually changed in character from a neighborhood consisting of large, elaborate dwellings to smaller single units of housing and craftsman style bungalows.



CLIENT: Albany Housing Authority
CONTACT: Dan McCarthy, Executive Director
PHONE: 229.434.4500 x233
EMAIL: mccarthy@albanyhousingauthority.com

THREE HOUSING AUTHORITY OF COLUMBUS, GEORGIA PROJECTS

ASHLEY STATION: CENTRAL COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

Located in Central Columbus, Ashley Station replaces the Housing Authority of Columbus Georgia's (HACG) former Peabody Apartments, a 510-unit severely distressed public housing community, with a 367-unit mixed-income, mixed-use residential neighborhood in close proximity to the Columbus Regional Medical Center and the Waverly Terrace Historic District. The physical site plan is focused on reconnecting the site to the adjacent neighborhoods and developing a walkable, pedestrian friendly environment in close proximity to abundant employment, retail and cultural opportunities. This HACG-led planning effort represents a unique public-private collaboration to create a new gateway to downtown Columbus, taking advantage of a \$20 million 2002 HUD HOPE VI Grant and nearly \$140 million in collateral investments.



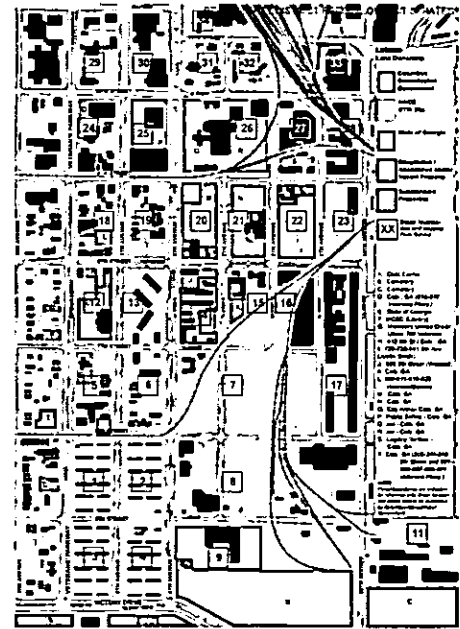
ARBOR POINT: A SOUTH COLUMBUS NEIGHBORHOOD REVITALIZATION PLAN

The Housing Authority of Columbus Georgia developed a strategy that enabled the former Baker Village public housing community to be revitalized as a new mixed-use, mixed-income neighborhood. The revitalization of this 590-unit public housing development covers an area of approximately 66 acres located in South Columbus, just two miles from Fort Benning. Today, the newly named Arbor Pointe is one of Columbus, Georgia's most popular apartment communities. Wallace + Perdomo's Revitalization Plan for Baker Village focused on key physical plan elements to create unique neighborhood areas within close proximity to retail and services. Interconnected by a new system of pocket parks and

open green spaces and a new and existing system of streets and alleyways. the final physical plan and design is based on the following four principles: Recognize the highest and best uses for locating buildings on-site; Promote use of a variety of housing and building types to create a true neighborhood character; Reinforce Columbus South as a "Gateway" neighborhood into Columbus; Make connections to a proposed citywide greenway belt at the southern portion of the site on the former railroad tracks.

BOOKER T. WASHINGTON APARTMENTS: A LIBERTY DISTRICT NEIGHBORHOOD REVITALIZATION PLAN

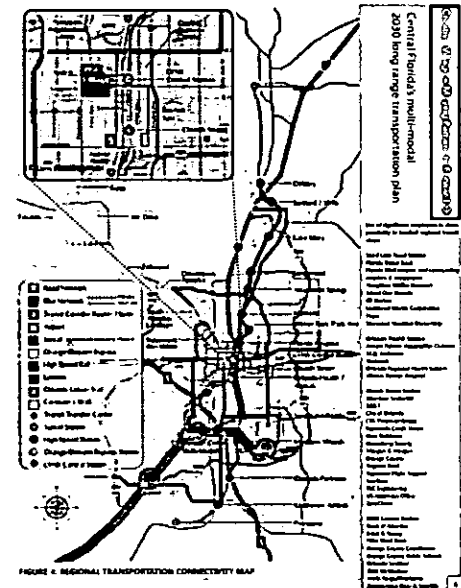
The Housing Authority of the City of Columbus Georgia's Booker T. Washington Apartments (BTW) public housing site is located in the Liberty Theater District. Constructed in 1940, BTW is comprised of 392 housing units on 17+ acres of land at Victory Drive and Veterans Parkway in downtown Columbus. Ms. Perdomo assisted HACG with plans to create a neighborhood vision and seek ways to secure federal funding to achieve this extensive revitalization as well as engage the City of Columbus (City) and other strategic partners in a collective effort to implement a broader vision: a new mixed income community in a vibrant and thriving neighborhood filled with enhanced economic, educational, cultural, and recreational opportunities. Recognizing the significant challenges of overall neighborhood revitalization, this initial effort contemplated a one to three year timeline with other strategic long-term efforts to follow. The Liberty Heritage Historic District, while offering revitalization opportunities, is characterized by deteriorated rental properties, large tracts of vacant land, low levels of homeownership, minimal retail services, and high levels of crime and poverty.



CLIENT: The Housing Authority of Columbus Georgia
CONTACT: Len Williams
PHONE: 706.571.2800
EMAIL: lwilliams@columbushousing.org

CREATIVE VILLAGE STRATEGIC PLANNING AND FUNDING FEASIBILITY

Located in Downtown Orlando, Creative Village is an approximately 68-acre City-owned development uniquely positioned to enhance the Orlando region's position as a leader in education and cutting edge media innovation, as well as to support the region's corporate base, including the global family entertainment industry which brings in substantial foreign investment and international tourism. The transit-oriented, knowledge-based, education and corporate mixed-use/mixed-income community is targeting LEED-ND certification. Once infrastructure is in place, the development team has commitments to develop an 80,000 SF Digital Technology and Arts Program building for Valencia Community College (VCC), 100,000 SF of commercial office and retail space, and 30-50 units of mixed income for-sale housing by the end of 2014. At build out, the development is anticipated to have up to one million SF of office space, upwards of 500,000 SF of higher education facilities, up to 265,000 SF of retail, 150-200 hotel rooms, and as many as 1,500 units of mixed income housing.

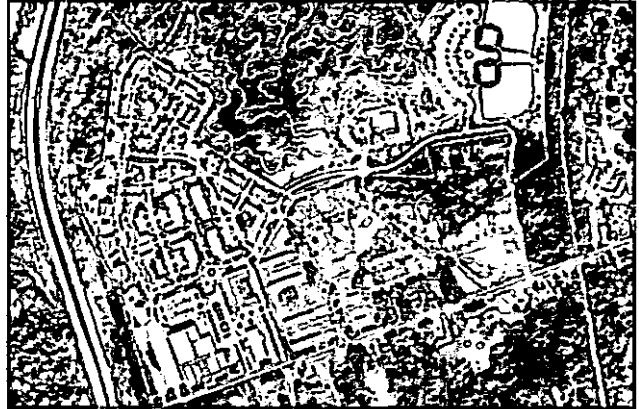


CLIENT: Lambert Advisory, LLC
CONTACT: Paul Lambert, Managing Principal
PHONE: 305.860.3715
EMAIL: plambert@lambertadvisory.com

BOULEVARD HOMES NEIGHBORHOOD REVITALIZATION PLAN

Boulevard Homes is located approximately five miles west of the Charlotte Central Business District near the Charlotte International Airport. The Plan is centered on an innovative educational campus that directly responds to the needs of the children and residents of Boulevard Homes, connects and builds on the existing neighborhood strengths of the West Boulevard Corridor, and addresses the severe physical distress of the community while serving as a catalyst for broader

community change. The Educational Campus incorporates a new model kindergarten through eighth grade school, a NAEYC-accredited early childhood development center, and a cohesive, services-rich mixed income community built to LEED and Enterprise Green Communities standards with direct linkages to the nearby community college, recreational center, and activated parks. This unique Educational Campus creates both a physical and social environment to enable residents and their children to thrive and succeed. Ms. Perdomo provided master planning and urban design services to The Boulevard Group and the Charlotte Housing Authority to transform the Boulevard Homes public housing development into a sustainable mixed-income community.



CLIENT: Boulevard Group, Inc.

CONTACT: Douglas S. Faust, Formerly with Boulevard Group; Currently Executive Director, Decatur Housing Authority

PHONE: 404.270.2101

EMAIL: dsf@decaturha.org

REFERENCES FOR LAMBERT ADVISORY, LLC

PORT MIAMI WORLD TRADE CENTER MIAMI ECONOMIC, MARKET & STRATEGIC ANALYSIS

Lambert Advisory completed an economic, market and strategic analysis for a proposed World Trade Center within Port Miami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that "drive" demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property.



CLIENT: Miami-Dade County

CONTACT: Kevin Lyskey, Assistant Port Director, Business Initiatives

PHONE: 305.329.4035

EMAIL: ktl@miamidade.gov

CITY OF HALLANDALE BEACH CRA/TIF FUNDING STRATEGY & PUBLIC/PRIVATE DEVELOPMENT NEGOTIATION SERVICES FOR VILLAGES OF GULFSTREAM PARK

Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises and the development of a \$250 million retail/entertainment lifestyle center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the 300,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest its TIF dollars and recapture its investment dependent upon a complex evaluation of the development's success during a 20 year period. Lambert participated as facilitator during negotiations and provided the presentation of conclusions and recommendations to the City Commission that were used as the basis for approving the investment agreement.



CLIENT: City of Hallandale Beach

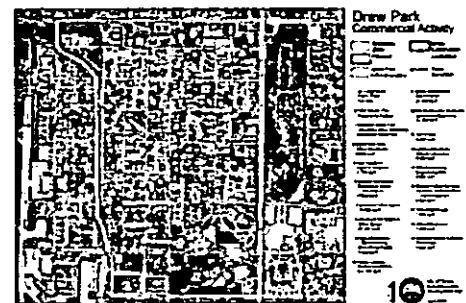
CONTACT: Nydia Rafols-Sallaberry, Deputy City Manager

PHONE: 954.457.1338

EMAIL: Nrafols@hallandalebeachfl.gov

CITY OF TAMPA, FL DREW PARK CRA & EAST TAMPA CRA: COMMUNITY REDEVELOPMENT STRATEGIC PLAN

Lambert Advisory, under a sub-consulting agreement with URS Corporation, currently serves as an economic and financial advisor to the City of Tampa on two independent community redevelopment initiatives: Drew Park CRA and East Tampa CRA. In both cases, Lambert completed comprehensive market research and analysis to identify demand for a broad range of uses including retail, office, industrial and residential (for-sale and rental). The demand estimates were used as the source for supporting long-term demand estimates within both CRA's, which in-turn became the basis for projecting incremental tax revenue growth within the districts.

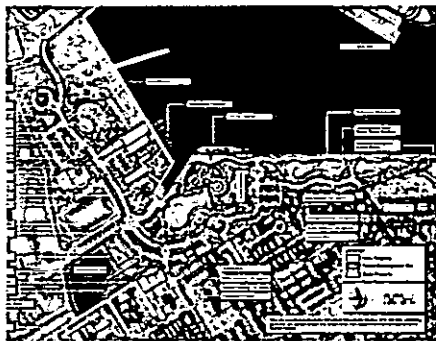
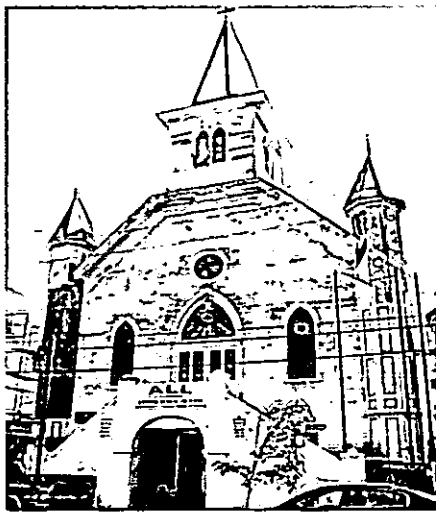
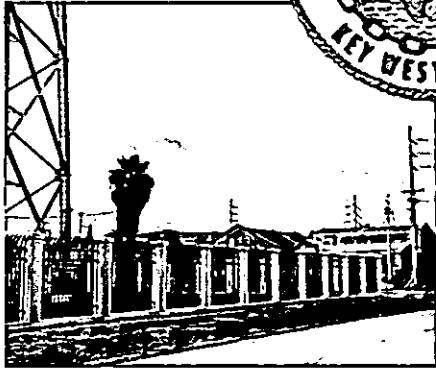
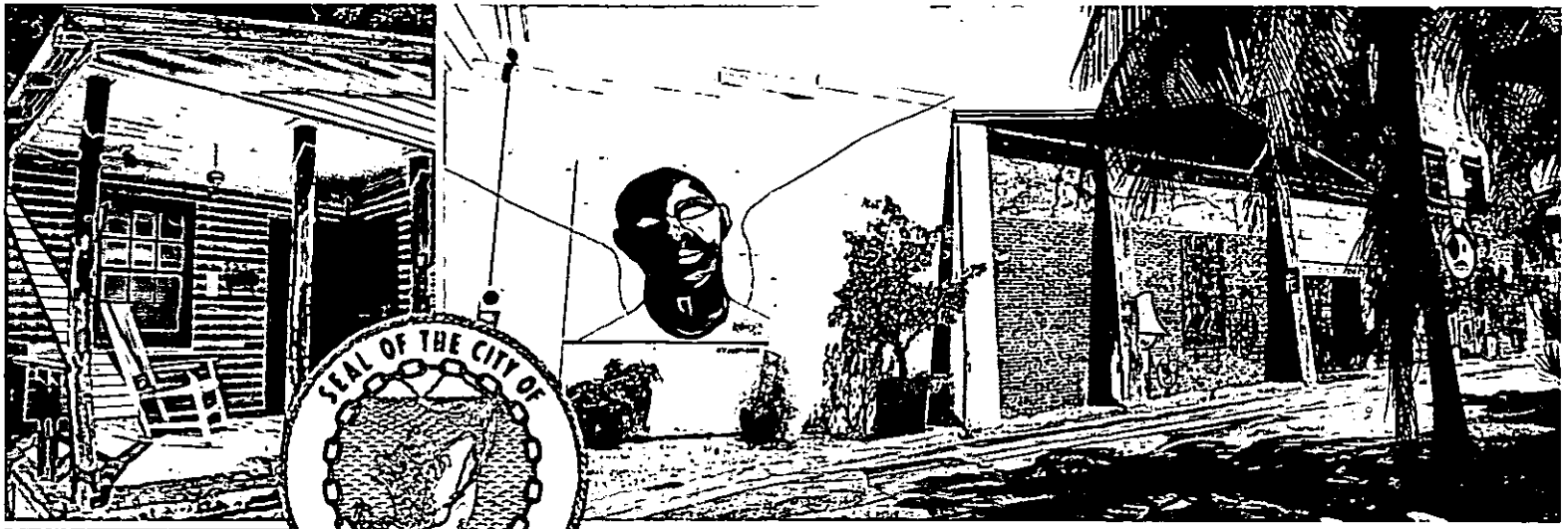


CLIENT: East Tampa CRA

CONTACT: Ed Johnson, Executive Director

PHONE: 813.274.3760

EMAIL: ed.johnson@tampagov.net



11 ADDITIONAL INFORMATION

Addendum Acknowledgement
Certificates of Insurance
Required Forms & Affidavits

ADDENDUM ACKNOWLEDGEMENT

**Addendum No. 1
City of Key West RFP#003-14
Bahama Village Community Redevelopment Area Visioning
and
Capital Projects Work Plan**

To all prospective proposers:

The following changes are hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

Exhibit A. Insurance and Indemnification

1. Delete in its entirety Exhibit A replace with the following:

PROFESSIONAL CONSULTANT is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for workers' compensation, public liability, and property damage liability insurance, and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall provide the minimum limits of liability insurance coverage as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Professional Liability	\$1,000,000	Per Claim / Aggregate
Additional Umbrella Liability	\$ 2,000,000	Occurrence / Aggregate

PROFESSIONAL CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies-excepting Professional Liability-on a PRIMARY and

NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11185) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. PROFESSIONAL CONSULTANT will maintain the Professional Liability, General Liability, and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall maintain complete workers' compensation coverage for each and every employee, principal, officer, representative, or agent of the PROFESSIONAL CONSULTANT who is performing any labor, services, or material under the Contract. Further, PROFESSIONAL CONSULTANT shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, PROFESSIONAL CONSULTANT's workers compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06 A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West. PROFESSIONAL CONSULTANT shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

PROFESSIONAL CONSULTANT's insurance policies shall be endorsed to give 30 days written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of

subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.

Additionally, the following addition is hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

2. Add in its entirety the attached six Liability Insurance Forms

All Proposers shall acknowledge receipt and acceptance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum fully executed may be considered non-responsive



Zyscovich Architects

Signature

Name of Business

CERTIFICATES OF INSURANCE

The schedules below document Zyscovich's current insurance coverage: Schedule A certifies our Commercial General Liability, Business Automobile Liability, Umbrella Liability and Professional Liability/ Errors and Omissions coverage and Schedule B confirms our Worker's Compensation policy.

SCHEDULE A

ACORD CERTIFICATE OF LIABILITY INSURANCE ZYSCOVICH-01 CBARTON

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURERS, AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: Zorabla Consultants, Inc. (704) 873-7800, 5250 Lake Noyes Road, Suite 200, Lake Park, FL 32034

INSURED: ZYSCOVICH, INC., 180 Broward Blvd # 270, Miami, FL 33132

COVERAGES:

TYPE OF INSURANCE	CLASSIFICATION	POLICY NUMBER	INSURANCE PERIOD	COVERAGE	LIMITS
General Liability	Commercial General Liability	000070016A	4/22/14 - 4/22/15	Each Occurrence: \$1,000,000 Aggregate: \$1,000,000 Medical Payments: \$10,000 Products & Completed Operations: \$1,000,000 Contractual Liability: \$1,000,000	
Professional Liability	Professional Liability	000070016A	4/22/14 - 4/22/15	Each Occurrence: \$1,000,000 Annual Aggregate: \$1,000,000	
Automobile Liability	Commercial Automobile Liability	000070016A	4/22/14 - 4/22/15	Each Occurrence: \$1,000,000 Annual Aggregate: \$1,000,000	
Umbrella Liability	Umbrella Liability	000070016A	4/22/14 - 4/22/15	Each Occurrence: \$1,000,000 Annual Aggregate: \$1,000,000	

CERTIFICATE HOLDER: City of Key West, P.O. Box 1400, Key West, FL 33641-1400

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

ACORD 25 (01/09/09) The ACORD name and logo are registered marks of ACORD.

SCHEDULE B

ACORD CERTIFICATE OF LIABILITY INSURANCE ZYSCOVICH-02 CBARTON

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURERS, AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: Automatic Data Processing Insurance Agency, Inc., 1400 Broward Blvd, Ft. Lauderdale, FL 33304

INSURED: ZYSCOVICH, INC., 180 Broward Blvd # 270, Miami, FL 33132

COVERAGES:

TYPE OF INSURANCE	CLASSIFICATION	POLICY NUMBER	INSURANCE PERIOD	COVERAGE	LIMITS
Worker's Compensation	Worker's Compensation	000070016A	4/22/14 - 4/22/15	Each Occurrence: \$1,000,000 Annual Aggregate: \$1,000,000	

CERTIFICATE HOLDER: City of Key West, P.O. Box 1400, Key West, FL 33641-1400

CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

ACORD 25 (01/09/09) The ACORD name and logo are registered marks of ACORD.

COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

OTHER INSURANCE – ADDITIONAL INSUREDS

The endorsement modifies insurance provided under the following
COMMERCIAL GENERAL LIABILITY COVERAGE PART

PROVISIONS
COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV), Paragraph 4. (Other Insurances), is amended as follows:

- The following is added to Paragraph 4. Primary Insurances:
However, if you specifically agree in a written contract or written agreement that the insurance provided to an additional insured under this Coverage Part must apply on a primary basis, or a primary and non-contributory basis, the insurance is primary to other insurance that is available to such additional insured which covers such additional insured as a named insured, and we will not share with that other insurance, provided that:
 - The "bodily injury" or "property damage" for which coverage is sought occurs; and
 - The "personal injury" or "advertising injury" for which coverage is sought arises out of an offense committed subsequent to the signing and execution of that contract or agreement by you.
- The first Subparagraph (2) of Paragraph 4. Excess Insurances regarding any other primary insurance available to you is deleted.
- The following is added to Paragraph 4. Excess Insurances, as an additional subparagraph under Subparagraph (1):
This is available to the insured when the insured is added as an additional insured under any other policy, including any umbrella or excess policy.

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COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ARCHITECTS, ENGINEERS AND SURVEYORS
XTEND ENDORSEMENT**

The endorsement modifies insurance provided under the following
COMMERCIAL GENERAL LIABILITY COVERAGE PART

GENERAL DESCRIPTION OF COVERAGE Provisions A, - I, and V, of this endorsement broaden coverage. Provisions II, and III, of this endorsement may limit coverage. The following listing is a general coverage description only. Limitations and exclusions may apply to these coverages. Read all the PROVISIONS of this endorsement carefully to determine rights, duties, and what is and is not covered.

A. Broadened Named Insured	B. Additional Insured – Architect, Engineer Or Surveyor
C. Incidental Medical Malpractice	C. Who Is An Insured – Newly Acquired Or Former Organizations
D. Reasonable Force – Bodily Injury Or Property Damage	F. Who Is An Insured – Limited Partnership Or Joint Venture – Errors
E. Non-Owned Motorists – Increased To Up To 75 feet	G. Per Project General Aggregate Limit
F. Aircraft Chartered With Crew	H. Knowledge And Notice Of Occurrence Or Other
G. Extension Of Coverage – Damage To Premises Rented To You	I. Unintentional Omission
H. Malicious Prosecution – Exception To Proving Violation Of Rights Of Another Exclusion	J. Waiver Of Transfer Of Rights Of Recovery Against Others To Whom Released By Contract Or Agreement
I. Medical Payments Limit	K. Amended Bodily Injury Definition
J. Increased Supplementary Payments	L. Amended Insured Contract Definition – Related Equipment
K. Additional Insured – Owner, Manager Or Lessor Of Premises	M. Amended Property Damage Definition – Tangible Property
L. Additional Insured – Lessor Of Lessor Equipment	N. Amended Property Damage Definition – Tangible Property
M. Additional Insured – State Or Political Subdivisions – Parents Relating To Practitioners	O. Additional Definition – Contract or Agreement Requiring Insurance

PROVISIONS

A. BROADENED NAMED INSURED

- The Named Insured in Item 1. of the Common Policy Declarations is amended as follows:
The person or organization named in Item 1. of the Common Policy Declarations and any organizations, other than a partnership, joint venture, limited liability company or trust, of which you are the sole owner or in which you maintain the majority ownership interest on the effective date of the policy. However, coverage for any such additional organization will cease as of the date, if any, during the policy period, that you no longer are the sole owner or maintain the majority ownership interest in such organization.

B. ADDITIONAL INSURED – ARCHITECT, ENGINEER OR SURVEYOR

- The Provision A. does not apply to any person or organization for which coverage is provided by another endorsement to this Coverage Part.

C. WHO IS AN INSURED – NEWLY ACQUIRED OR FORMER ORGANIZATIONS

- The following is added to Paragraph 1. Insuring Agreement of COVERAGE A BODY INJURY or "property damage" occurs, or the "personal injury" offense is committed.

D. WHO IS AN INSURED – LIMITED PARTNERSHIP OR JOINT VENTURE – ERRORS

- After you have entered into that contract or agreement.
- While that part of the contract or agreement is in effect, and
- Before the end of the policy period.

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COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**BLANKET ADDITIONAL INSURED
(ARCHITECTS, ENGINEERS AND SURVEYORS)**

The endorsement modifies insurance provided under the following
COMMERCIAL GENERAL LIABILITY COVERAGE PART

A. THE FOLLOWING IS ADDED TO WHO IS AN INSURED (Section IV):
Any person or organization that you agree in a "contract or agreement requiring insurance" to include as an additional insured on this Coverage Part, but only with respect to liability for "bodily injury", "property damage" or "personal injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- In the performance of your ongoing operations.
- In connection with premises owned by or rented to you or
- In connection with "your work" and related causes the "products-completed operations hazard".

Each person or organization does not qualify as an additional insured for "bodily injury", "property damage" or "personal injury" for which that person or organization has assumed liability in a contract or agreement.

The insurance provided to such additional insured is limited as follows:

- This insurance does not apply to any basis to any person or organization for which coverage is provided by another endorsement to this Coverage Part.
- This insurance does not apply to the rendering of or failure to render any "professional services".
- The limits of insurance afforded to the additional insured shall be the limits which you agreed in that "contract or agreement requiring insurance" to provide for that additional insured, or the limits shown in the Declarations for this Coverage Part, whichever are less. This endorsement does not increase the limits of insurance stated in the LIMITS OF INSURANCE (Section III) for this Coverage Part.

B. THE FOLLOWING IS ADDED TO PARAGRAPH 4 OF OTHER INSURANCES IN COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):
However, if you specifically agree in a "contract or agreement requiring insurance" that the insurance provided to an additional insured under this Coverage Part must apply on a primary basis, or a primary and non-contributory basis, the insurance is primary to other insurance that is available to such additional insured which covers such additional insured as a named insured, and we will not share with the other insurance, provided that:

- The "bodily injury" or "property damage" for which coverage is sought occurs, and
- The "personal injury" for which coverage is sought arises out of an offense committed after you have entered into that "contract or agreement requiring insurance", but this insurance will be excess over valid and collectible other insurance, whether primary, excess, contingent or on any other basis, that is available to the insured when the insured is an additional insured under any other insurance.

C. THE FOLLOWING IS ADDED TO PARAGRAPH 5. TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US IN COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):
We waive any rights of recovery we may have against any person or organization because of payments we make for "bodily injury", "property damage" or "personal injury" arising out of "your work" performed by you, or as your insured, under a "contract or agreement requiring insurance" with that person or organization. We waive these rights only where you have agreed to do so as part of the "contract or agreement requiring insurance" with such person or organization, entered into by you before, and in effect when, the "bodily injury" or "property damage" occurs, or the "personal injury" offense is committed.

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COMMERCIAL GENERAL LIABILITY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – CONTRACT OR AGREEMENT REQUIRING INSURANCE

The endorsement modifies insurance provided under the following
COMMERCIAL GENERAL LIABILITY COVERAGE PART

A. THE FOLLOWING IS ADDED TO PARAGRAPH 4. OTHER INSURANCES IN COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):
However, if you specifically agree in a "contract or agreement requiring insurance" that the insurance provided to an additional insured under this Coverage Part must apply on a primary basis, or a primary and non-contributory basis, the insurance is primary to other insurance that is available to such additional insured which covers such additional insured as a named insured, and we will not share with the other insurance, provided that:

- The "bodily injury" or "property damage" for which coverage is sought occurs, and
- The "personal injury" for which coverage is sought arises out of an offense committed after you have entered into that "contract or agreement requiring insurance", but this insurance will be excess over valid and collectible other insurance, whether primary, excess, contingent or on any other basis, that is available to the insured when the insured is an additional insured under any other insurance.

B. THE FOLLOWING IS ADDED TO PARAGRAPH 5. TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US IN COMMERCIAL GENERAL LIABILITY CONDITIONS (Section IV):
We waive any rights of recovery we may have against any person or organization because of payments we make for "bodily injury", "property damage" or "personal injury" arising out of "your work" performed by you, or as your insured, under a "contract or agreement requiring insurance" with that person or organization. We waive these rights only where you have agreed to do so as part of the "contract or agreement requiring insurance" with such person or organization, entered into by you before, and in effect when, the "bodily injury" or "property damage" occurs, or the "personal injury" offense is committed.

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ANTI-KICKBACK AFFIDAVIT

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: 
Bernard Zyscovich, FAIA, President

Sworn and prescribed before me this 11th day of Sept., 2014

NOTARY PUBLIC, State of Florida

My commission expires:





PUBLIC ENTITY CRIMES CERTIFICATION

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to

by Bernard Zyscovich, FAIA, President
(print individual's name and title)

for Zyscovich Architects
(print name of entity submitting sworn statement)

whose business address is 100 N Biscayne Blvd., 27th Floor Miami, FL 33132

and (if applicable) its Federal Employer Identification Number (FEIN) is

59-2754852 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "conviction" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

 X The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

 The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However,

there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Signature]
(SIGNATURE)

September 11, 2014
(DATE)

STATE OF Florida

COUNTY OF Dade

PERSONALLY APPEARED BEFORE ME, the undersigned authority Bernard Zyscovich, FAIA, President
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 11th
day of Sept., 20 14

NOTARY PUBLIC

My commission expires: September 4, 2018



[Signature: Lisette Marie Sierra]

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT


STATE OF Florida)

: SS

COUNTY OF Dade)

I, the undersigned hereby duly sworn, depose and say that the firm of Zyscovich Architects

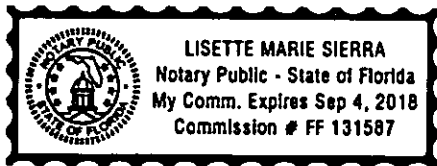
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By: 
Bernard Zyscovich, FAIA, President

Sworn and subscribed before me this 11th day of September 2014.

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: September 4, 2018





CONE OF SILENCE AFFIDAVIT

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF Florida)

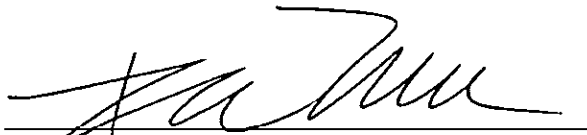
: SS

COUNTY OF Dade)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Zyscovich Architects have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

11th day of September, 2014.



Bernard Zyscovich, FAIA, President

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: September 4, 2018



**BAHAMA VILLAGE COMMUNITY REDEVELOPMENT
SUBAREA VISIONING AND CAPITAL
PROJECTS WORK PLAN
RFQ NO. 003-14**



CITY OF KEY WEST
RFQ NO. 003-14
SEPTEMBER 17, 2014



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Cover Letter





Bermello Ajamil & Partners, Inc.

Architecture
Engineering
Planning
Interior Design
Landscape Architecture

September 17, 2014

City Clerk
City of Key West
525 Angela Street
Key West, FL 33040

RE: Request for Qualifications (RFQ #003-14) Bahama Village Community Redevelopment Area Capital Projects Work Plan

Dear City Clerk and Selection Committee,

Bermello Ajamil & Partners, Inc. (B&A), along with our partnering sub-consultant Lambert Advisory LLC, is pleased to respond to the Request for Qualifications presented by the City of Key West for the Bahama Village Community Redevelopment Area Capital Projects Work Plan.

B&A will be the Prime Consultant for this proposed contract and is accompanied by a group of exemplary in-house and outside consultant professionals uniquely qualified to provide all of the services required to meet the RFQ inclusive of economic and market analysis, planning and urban design, community involvement specialists, landscape architects and engineers.

The professional team we have assembled for this proposal bring all of the necessary technical, management and creative skills needed to execute the scope of work anticipated under this contract in a manner that will provide the City of Key West Community Redevelopment Agency (CRA) and the Bahama Village Sub Area neighborhood with incisive analytical skills supported by superb design and planning skills.

Mr. Luis Ajamil will be the Principal in Charge of this project. His invaluable experience garnered throughout a career that spans more than 40 years developing projects worldwide will be invaluable to the project's success.

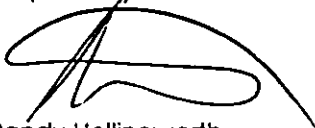
Mr. Alfredo Sanchez will be the Project Manager for this project and will be the direct contact between our team and the CRA for the duration of this contract. He will be responsible for ensuring that the City of Key West CRA's needs are met on a daily basis. B&A's Vice-President and Director of Public Involvement, Ms. Tere Garcia, will provide expert assistance in conducting the vision workshops. She brings over twenty-five years of successful work in community involvement and outreach. With over twenty years of experience, our in-house civil engineer, Ms. Maria Zapata, will provide her expertise in construction cost evaluation that will ascertain that project costs analyses are realistic. I, Randy Hollingworth, Director of Planning and Landscape Architecture, will provide my expertise in urban design and landscape architecture.

B&A's creative, methodical and community driven approach to planning has resulted in numerous successful planning projects locally, nationally and internationally. We believe the Bahama Village Community Redevelopment Area Capital Projects Work Plan requires the mix of substantive knowledge in economics and planning, creativity in design and community outreach acumen that the B&A Team can provide. From the preparation of city wide plans and neighborhood redevelopment plans to waterfront development plans, we have worked with CRAs' and other government agencies to formulate plans that have been successful in providing creative solutions and garnered community support for their implementation.

Our market and economic analysis consultant Lambert Advisory has provided economic development services to more than twenty municipalities and/or community development entities during the past years in Florida alone. Most importantly, Lambert has considerable experience within the City of Key West including work specifically associated with Truman Annex, Truman Waterfront Park, the Port of Key West, and the City's core retail district. In all of these areas, Lambert has worked collectively with the City, planning team, and community to help make the community redevelopment a collective process that is based in economic realities. B&A has a long standing working relationship with Lambert Advisory.

In the following response to the Request for Qualifications, we have provided detailed information that demonstrates our experience and capabilities for the key criteria to be evaluated for this contract. As such, we welcome the opportunity to present our proposal and we look forward to the opportunity to participate in the Bahama Village Community Redevelopment Area Capital Projects Work Plan. This is an important project to provide a new vision for the last remaining parcel of the original Base Reuse Plan and to further improve the Bahama Village area. We would be privileged to be a part of this effort.

Respectfully submitted,



Randy Hollingworth
Director of Planning, Landscape Architecture and Urban Design
Bermello Ajamil & Partners, Inc.



**BAHAMA VILLAGE COMMUNITY
REDEVELOPMENT SUBAREA VISIONING AND
CAPITAL PROJECTS WORK PLAN
Request for Proposals #003-14**

September 17, 2014

SUBMITTED BY

Bermello Ajamil & Partners Inc. (B&A)
2601 South Bayshore Drive
Suite 1000
Miami, FL 33133
Ph: 305.859.2050 Fx: 305.860.3700

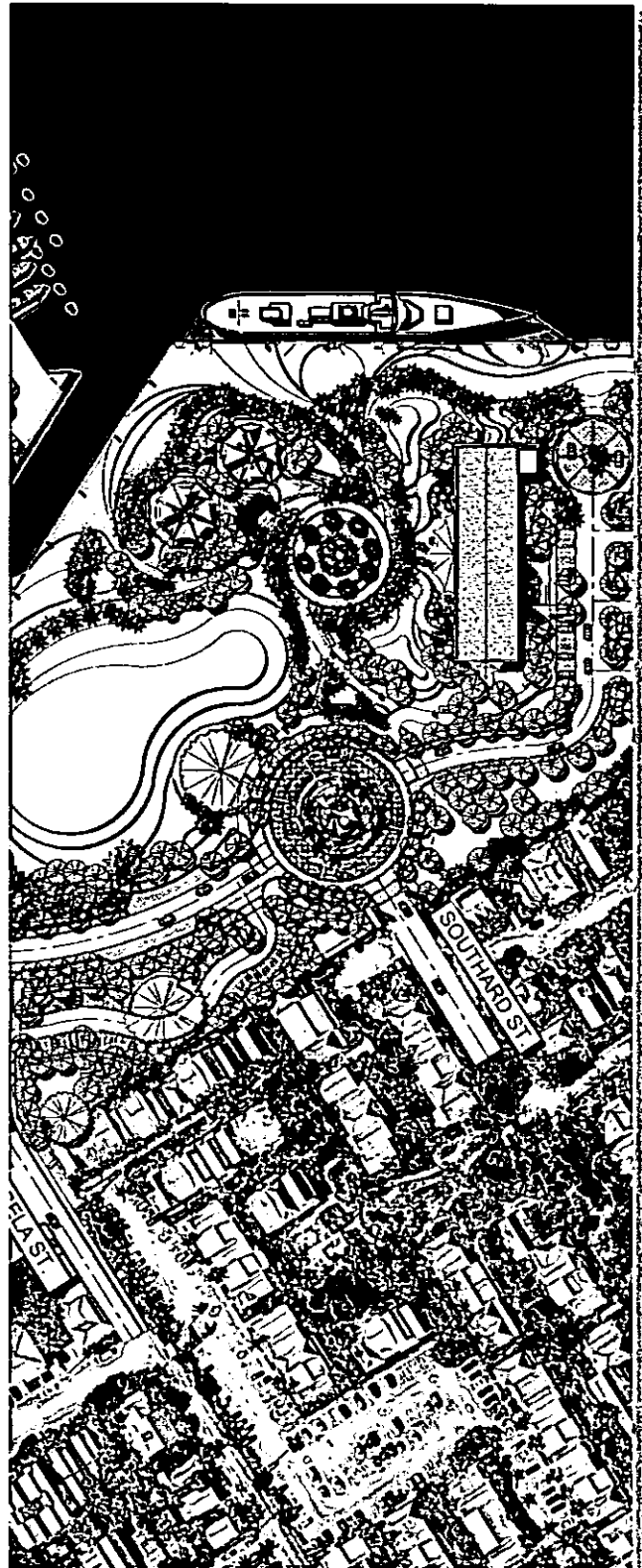
KEY TEAM MEMBERS

Project Manager

Alfredo Sanchez, AIA, AICP, LEED AP
Partner, Project Manager
ASanchez@bermelloajamil.com
Ph: 305.860.3711 Fx: 305.860.3700

Authorized Representative

Randy Hollingworth
Senior Associate, Vice President
RHollingworth@bermelloajamil.com
Ph: 305.860.3898 Fx: 305.860.3700



Harry S. Truman Presidential Park, Key West

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Organizational Chart





Prime Consultant
BERMELLO AJAMIL & PARTNERS

LUIS AJAMIL, P.E.
Principal in Charge

ALFREDO SANCHEZ, AIA, AICP, LEED AP
Project Manager

Planning & Urban Design
BERMELLO AJAMIL & PARTNERS

ALFREDO SANCHEZ, AIA, AICP, LEED AP
RANDY HOLLINGWORTH

Community Outreach
BERMELLO AJAMIL & PARTNERS

TERE GARCIA
PATRICIA SUAU

Cost Construction / Cost Evaluation
BERMELLO AJAMIL & PARTNERS

MARIA ZAPATA, P.E.

Landscape Architecture
BERMELLO AJAMIL & PARTNERS

KIRK OLNEY, RLA

Market & Economic Analysis
LAMBERT ADVISORY

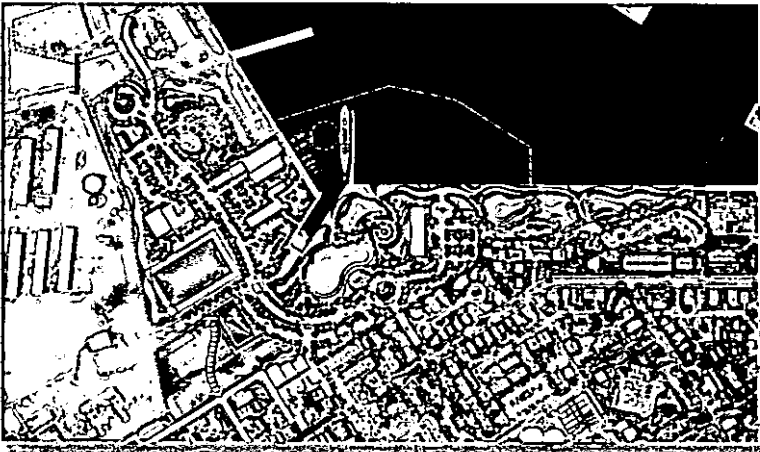
PAUL LAMBERT
ERIC LIFF
DORIEN ROWE

Company Information



B&A has experience working in the City of Key West specifically associated with the Harry S. Truman Presidential Park. Working with the City, planning team, the community, and adjacent neighborhoods, B&A developed an overall plan that will attract both local residents and visitors to this worldclass waterfront park.

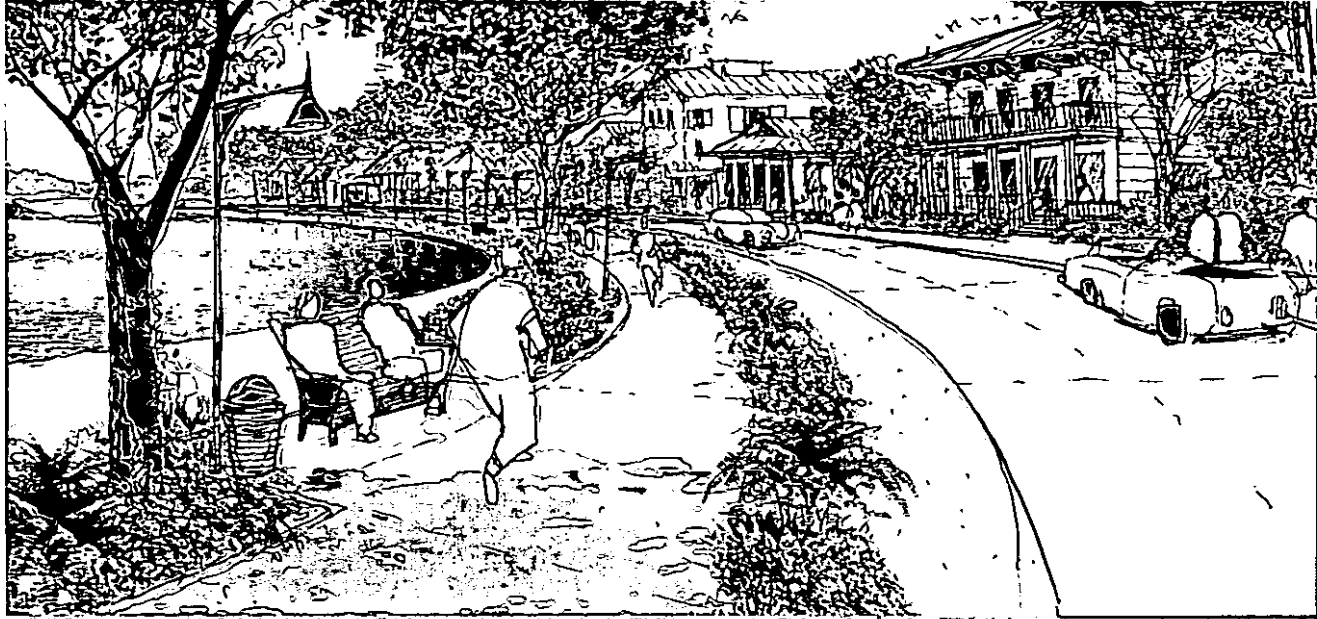
B&A has an extensive track record of providing similar planning and visioning services to numerous municipalities throughout South Florida.



Harry S. Truman Presidential Park, Key West

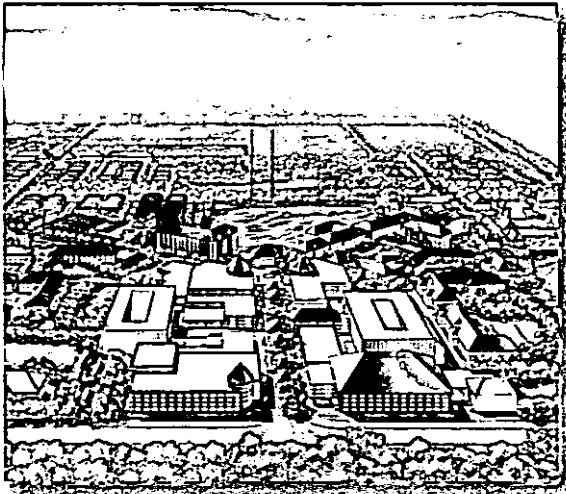
B&A's Planning and Urban Design Studio focuses on providing its Clients with innovative and sustainable design solutions that celebrate the environment. As conscientious designers, B&A's expert planners and designers possess a range of experience from neighborhoods to campuses and entire cities and towns. Whether we are preserving environmental resources, redirecting urban growth, or revitalizing cities and beaches, we undertake all of our projects with a keen understanding of the site's individual and unique considerations.

We conduct intense, on-site sessions to determine a project's impact with regard to its cultural, social, political, economic and environmental location and issues. On public projects, our planning team is strategic in establishing public participation to address and resolve the needs of its community. Working closely with other professionals in our office, the B&A planning group provides extensive expertise and capabilities in delivering attractive and environmentally sound master planning to locations throughout the world.

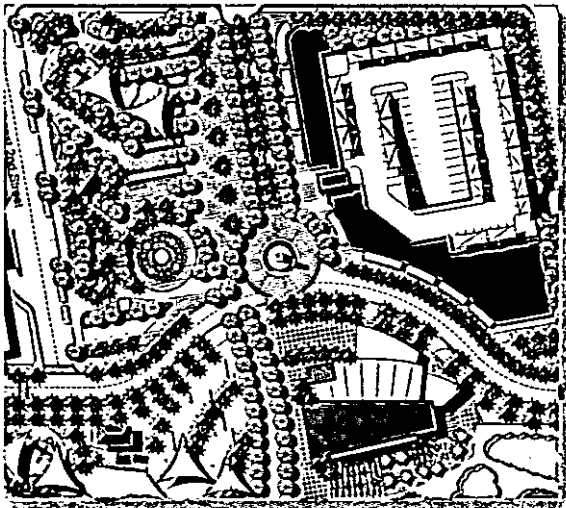


Neighborhoods Rebuilding Plan, New Orleans

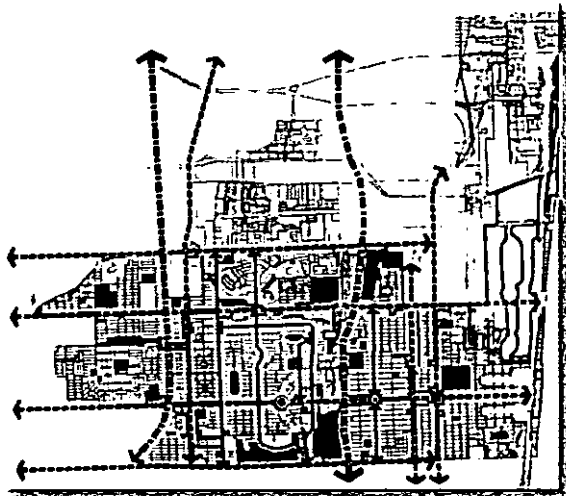




Town Center Master Plan, Coconut Creek



Pompano Beach Redevelopment Plan, Pompano Beach



City-Wide Master Plan, Hollywood

OVERVIEW

Bermello Ajamil & Partners Inc. (B&A) is an award-winning, local South Florida firm providing Planning, Architecture, Landscape Architecture, Engineering, Interior Design and Construction Services. We specialize in providing these services to municipalities and government agencies throughout Florida and we hold significant expertise in the planning and design of community redevelopment plans, city-wide master plans, and neighborhood development master plans.

B&A is a corporation headquartered in Miami and organized under the laws of the State of Florida. B&A was originally founded in 1939 as a small local architectural firm and incorporated in the City of Miami under its current name in 1992. We maintain a professional staff of over 70 talented individuals throughout all of our offices, that possess the necessary expertise to successfully execute and complete this project for the City of Key West.

POINT OF CONTACT

Alfredo Sanchez, AIA, AICP, LEED AP
 Partner, Project Manager
 305.860.3711
ASanchez@bermelloajamil.com

TYPE OF ORGANIZATION

Originally founded in 1939 as a small local architectural firm, B&A was incorporated in the City of Miami under its current name in 1992. B&A is a State of Florida corporation and is licensed, registered and certified to do business.

B&A IS AVAILABLE IMMEDIATELY

The B&A Team does not anticipate any difficulties handling the workload likely to result from this project. As demonstrated repeatedly with our previous work on similar projects, B&A is dedicated to commit its professional resources to insure the greatest workforce flexibility and responsiveness to the City. **WE ARE "ON-CALL" AS NEEDED.** The depth and strength of our experience allows us to perform successfully on all of our contracts, responding in a timely manner and keeping projects on schedule. We have a strong staff in-house with exceptional services from our subconsultant members.

The B&A Team is committed to exceeding your expectations on this project and is prepared to commit the necessary staff to meet the City's needs.



SERVICES

Planning, Urban Design & Landscape Architecture

- Master Planning, Analysis and Design
- Redevelopment Plans
- Environmental Planning
- Comprehensive Planning
- Neighborhood Planning
- Park and Recreation Planning & Design
- Streetscape Design
- Rezoning
- Permitting
- Feasibility and Peer Review Analysis
- Aesthetics Guidelines

Construction Services

- Project Management
- Cost Estimating & Scheduling
- Plans Processing and Permitting
- Construction Administration
- Construction Engineering & Inspection (CE&I)
- Post Evaluation Analysis
- Construction Administration

Engineering and Permitting

- Civil Engineering
- Land & Port Development
- Highway Design
- Marina Design
- Cruise Industry Services
- Aviation

Architecture

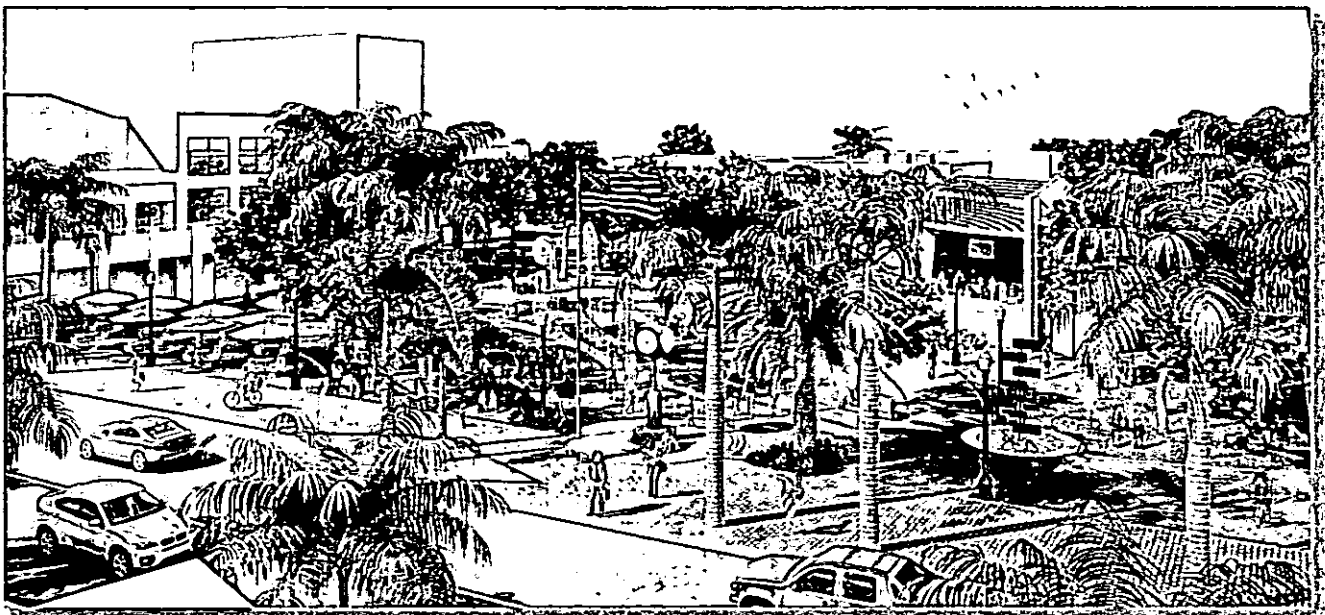
- Architectural Guidelines and Design
- Programming
- Existing Facilities Survey & Building Certification
- A.D.A. Surveys
- Zoning Analysis
- Site Planning
- Construction Phase Services
- Contract Documents & Permitting

Interiors

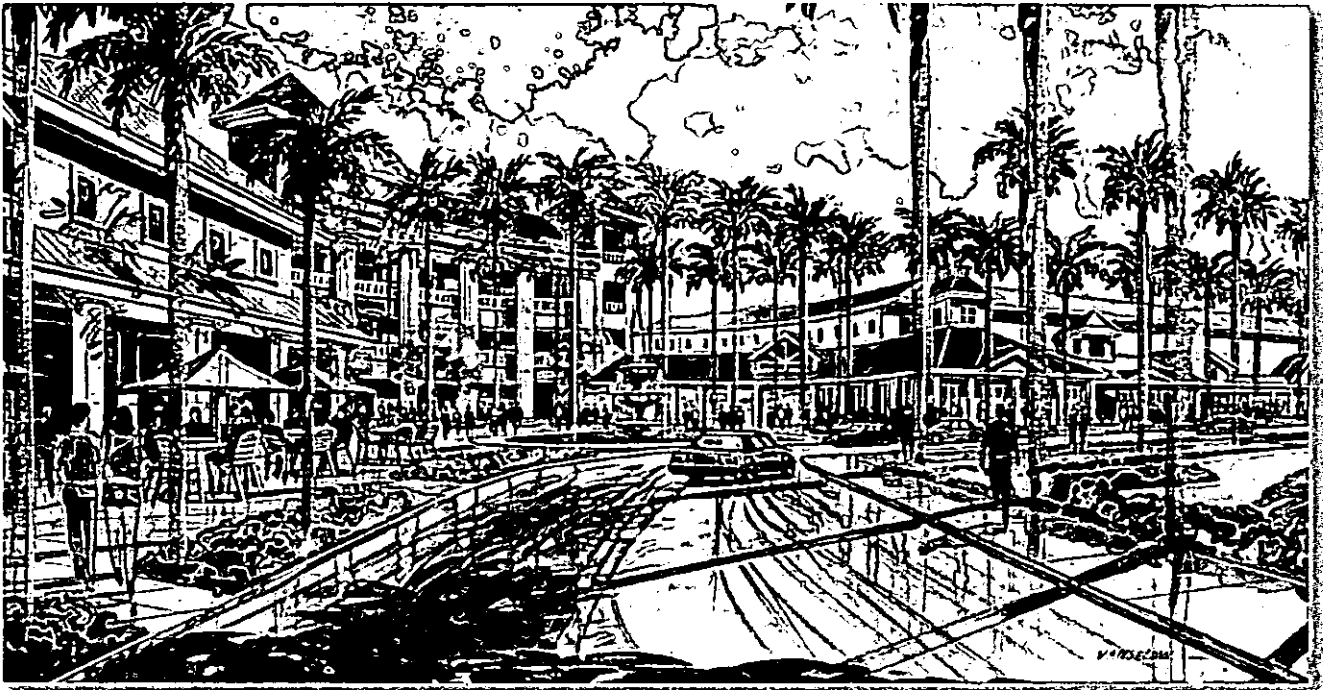
- Space Planning
- Interior Design
- Furniture & Custom Millwork Design
- FF&E Specifications & Pricing Packages
- Furniture Inventories
- Art Selection
- Way-finding Signage & Graphics
- Procurement
- Post ID Design Evaluation

Other Services

- Highest and Best Use Studies
- Community Development & Public Information
- Development of Regional Impacts (DRI)
- Redevelopment Plans
- Traffic & Transportation Planning



Losner Park, Historic Master Plan, Homestead



Historic Master Plan, Homestead

LOCATIONS

Miami (Headquarters)

2601 South Bayshore Drive, Suite 1000
 Miami, FL 33133
 Ph: 305.859.2050 Fx: 305.860.3700

Fort Lauderdale

900 S.E. Third Avenue, Suite 203
 Fort Lauderdale, FL 33316
 Ph: 954.467.1113 Fx: 954.467.1116

New York

915 Broadway, Suite 708
 New York City, NY 10010
 Ph: 212.334.2050 Fx: 212.334.4601

Europe

Gothersgade 11, 2tv
 1123 Copenhagen, Denmark
 Ph: +45.22210131

RECOGNITION

B&A has won numerous design awards and our projects have been rewarded by consistent commissions from local, county and state agencies. B&A has been consistently recognized for its design excellence by the Society of American Registered Architects, American Institute of Architects, American Planning Association, and Florida Institute of Consulting Engineers. B&A has enjoyed a place among the top businesses in South Florida. In 2009, B&A was recognized as one of the **Top 500 Design Firms** and in 2008 we were awarded the **Firm of the Year Award** by AIA Miami. Recently we were awarded the Grand Award in the **FICE 2013 Engineering Excellence Awards** for our project, "PortMiami 2035 Master Plan."



LAMBERT ADVISORY

Since 1999, Lambert Advisory has built a diverse client base, providing a broad range of economic advisory services throughout the world. Our clients – government agencies, multinational corporations, developers and not-for-profit organizations – seek and return to us for many reasons: the consistent quality and breadth of our knowledge, high level of senior staff involvement in our projects, fresh perspective, and ability to get all necessary parties engaged and focused on the opportunities a specific project presents.

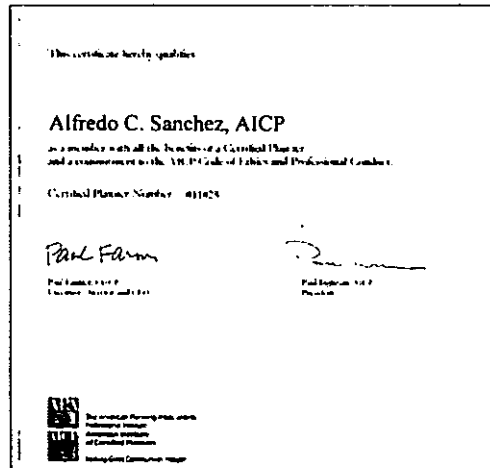
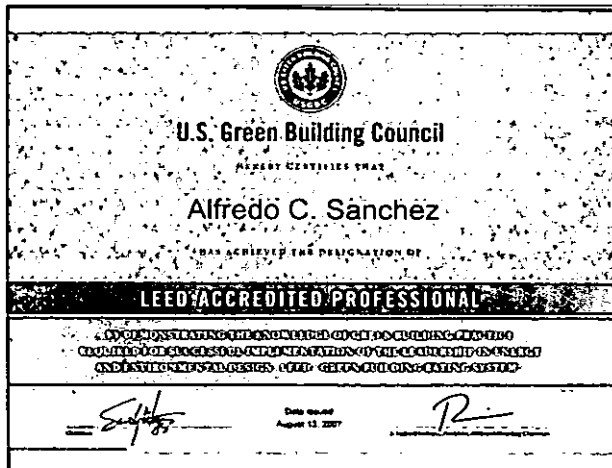
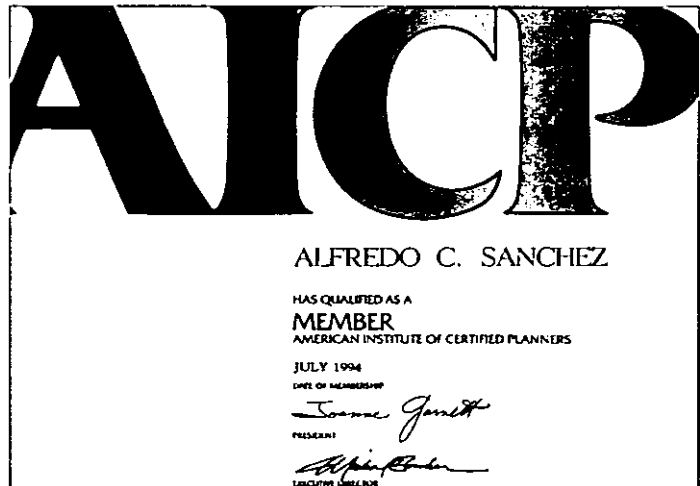
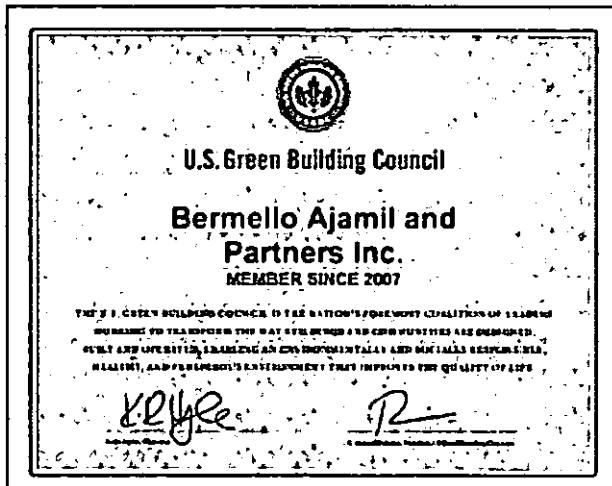
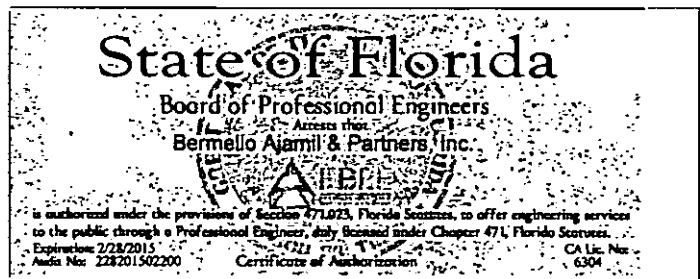
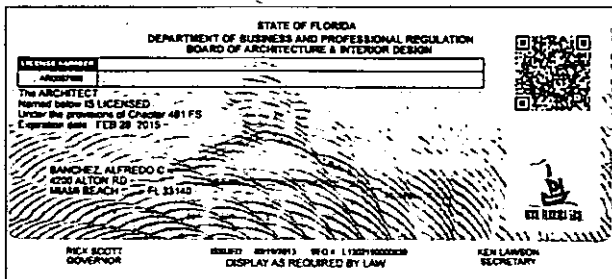
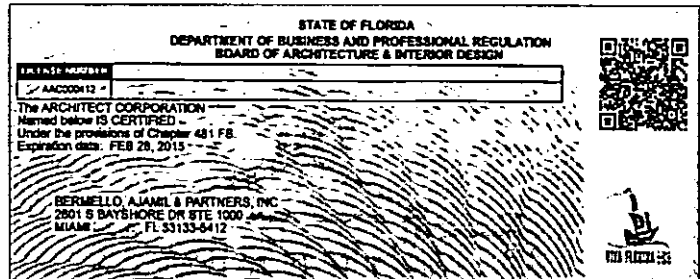
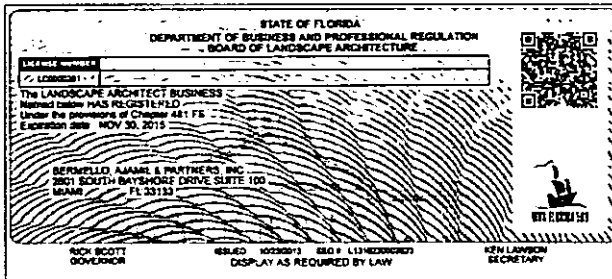
Lambert Advisory is based in Miami, FL. The members of our senior management team have diverse backgrounds, ranging from commercial real estate and urban planning to industry sector analysis and economic impact analysis. Specifically, Lambert has built a practice dedicated to economic, market and financial analysis for economic development agencies with a particular focus on development districts, downtowns, corridors and/or neighborhood planning initiatives. As detailed in following sections of this proposal, Lambert has considerable experience as advisors to both the public and private sector, in Florida, across the United States, and all over the world.

Firm Capabilities

Lambert Advisory has provided economic development services to more than twenty municipalities and/or community development entities during the past few years in Florida alone including but not limited to: City of Miami, City of Tampa, City of Fort Lauderdale, City of St. Hollywood, City of Jacksonville, City of Pensacola Beach, City of West Palm Beach, and City of Pompano Beach. **Importantly, Lambert has considerable experience within the City of Key West including work specifically associated with Truman Annex, the Port of Key West and the City's core retail district. In all of these areas, Lambert has worked collectively with the City, planning team, and community to help make the community redevelopment a collective process that is based in economic realities.** Accordingly, as the objective of many of these studies focused on redevelopment within areas having substantial private ownership, Lambert was directly involved in public-private development structuring including economic/financial incentive-based planning aimed at business expansion.

As noted, a very important aspect to our operating model is the high level of senior involvement in each project, which we are confident our clients will affirm. Lambert's qualifications and experience provided herein adequately addresses our experience in a broad range of consulting services needed for this engagement, including direct involvement in economic and feasibility analysis, strategic planning and financial structuring.

PROFESSIONAL LICENSES



STATE OF FLORIDA CORPORATE CHARTER

*State of Florida
Department of State*

I certify from the records of this office that BERMELLO, AJAMIL & PARTNERS, INC. is a corporation organized under the laws of the State of Florida, filed on February 28, 1977.

The document number of this corporation is 528526.

I further certify that said corporation has paid all fees due this office through December 31, 2014, that its most recent annual report/uniform business report was filed on January 2, 2014, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Second day of January, 2014*



Ken Detjen
Secretary of State

Authentication ID: CC0664936194

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

CORPORATE OFFICERS



Bermello Ajamil & Partners, Inc.

Architecture
Engineering
Planning
Interior Design
Landscape Architecture

RESOLUTION
Bermello, Ajamil & Partners, Inc.

Nominations for officers of Bermello, Ajamil & Partners, Inc. for the year commencing January 1, 2014

Willy A. Bermello	Chair of the Board
Luis Ajamil	President, Vice-chairman and CEO
Diana Garcia	Sr. vice-president, Chief Financial Officer (CFO)
Rai Fernandez	Sr. vice-president
Mark Ittel	Sr. vice-president
Tere Garcia	Sr. vice-president
Bernard Horovitz	Vice-president
Carlos Bonzon	Vice-president
Scott Bakos	Vice-president
Jorge Ferrer	Vice-president, Chief Quality Control Officer (CQO)
Mayra Cohen-Mora	Vice-president
Randy Hollingworth	Vice-president
Felipe Alespeiti	Vice-president, Information Officer

5

Methodology and Approach



PROJECT UNDERSTANDING

There are a number of objectives that underlie the Bahama Village Area Long Range Spending Plan. These objectives are:

- To create a neighborhood shared vision of how Bahama Village will redevelop so that there is total buy in from residents and the community at large;
- To identify investments that will create the greatest impact in order to improve the area and generate additional TIF funding; and in this context provide the highest and best use for vacant lands and the 3.2 Truman Parcel;
- To develop an underlying decision making process for the prioritization of project and program implementation that will provide the greatest benefit to reach the redevelopment goals of the Bahama Village Community;
- To meet the Bahama Village Redevelopment Plan Objectives through: the recognition of the unique characteristics of the community; improved transportation; improved visual connectivity and view corridors; advancement of the housing stock; support the historic social fabric; stimulate public and private participation; provide innovative development and use of public open space; and support community redevelopment and a clean environment;
- To provide an evaluation mechanism to assess future proposed projects, programs and investments in order to allocate funds to maximize community benefits in the short, mid and long term;
- To respond to the Bahama Village Community expectations desires and aspirations through a visioning process that is inclusive all;

The Long Range Spending Plan will address continued removal of slum and blight; land use; economic development; infrastructure improvements; affordable housing; and infrastructure improvements. In the process of area improvements, the plan will recognize the historic fabric of the community, and provide a shared vision that creates the greatest benefit for the residents of Bahama Village and the City of Key West at large.

As basically a neighborhood plan, the project requires that a neighborhood shared vision for the Bahama Village be created. A vision that is creative, responsive and rational. This shared vision and the improvements proposed must be neighborhood driven. What has been proposed before? What has been accomplished? What is the neighborhood vision for Bahama Village and how does the consultant team shape this vision? What are critical catalytic investments that will create the greatest impetus for neighborhood improvement? What are the costs of these improvements?

The vision plan for Bahama Village must be developed in the context of a neighborhood increasingly under pressure to change and gentrify given the particularly strong real estate market in the core of Key West. While the highest-and-best-use for any particular property may be a question given the neighborhood as it exists today, there is little question as to the ability of the neighborhood overall to take advantage of market trends to realize reinvestment and redevelopment given the right conditions.

In this context, a thorny question will be at the core of the vision plan: How does the City take advantage of strong market dynamics to revitalize Bahama Village to the benefit of the current residents of Bahama Village? In other words, it is easy to understand or plan for how the geographic CRA area attracts reinvestment; it is much more difficult to understand how that improvement is leveraged for current residents within that geographic boundary while avoiding broad scale displacement.

Our scope of work is to assist the community to arrive at an answer to this and other critical questions that will be associated with the Bahama Village vision plan. Following is our approach to the scope of work.

SCOPE AND APPROACH

TASK NO. 1 KICK-OFF MEETING/STAFF WORKSHOP

Kick off meeting with CRA and City staff to review project objectives, refine the schedule and organize the project process.

TASK NO. 2 AUDIT/ESTABLISHING A BASELINE – ANALYSIS OF EXISTING CONDITIONS

At the outset, we will establish the baseline of where the Bahama Village subarea of the CRA is today and what it has accomplished in relation to the Finding of Necessity and current CRA plan. Specifically, we will complete the following:

- Abstract the Finding of Necessity and CRA Plan to create a list of blighting conditions identified and planned accomplishments within each of the documents;
- Conduct a detailed demographic and economic analysis to determine to what extent, if any, blighting conditions with regard to socioeconomic status of neighborhood residents have been ameliorated or mitigated;
- Review CRA expenditure reports/audits to determine what improvements or programs have been completed or put in place;
- Conduct a neighborhood field survey and interview CRA and City staff to determine what physical improvements have been completed and the current status/condition of those improvements; and,
- Identify the specific properties which are opportunities for development/redevelopment including but not limited to properties owned by the City and housing authority;
- Review present regulatory environment including the Comprehensive Plan, Land Use, and Zoning;
- Carry out an Urban Design Analysis of the area to review: functional areas and distribution of uses; land use; surrounding context; connectivity and access both vehicular, pedestrian; image and architectural character; streetscapes; open space and recreation; parking; and other urban design elements as may be identified.

As part of establishing the baseline, we will have developed the format/structure for tracking each of the metrics that are measured within this task over time with a detailed description of the process of how the information should be collected and organized.

DELIVERABLES: *Technical Report No. 1 Base Line, Audit including: Demographic and economic analysis; Urban design analyses and maps; Maps of properties identified*

TASK NO. 3 ONE-ON-ONE STAKEHOLDER MEETINGS

At the onset of the project we will carry out one-on-one meetings with stakeholders to familiarize them with the Project Team; and in a personal and informal environment obtain their opinions, expectations, concerns, and preferences. We will carry out one-on-one meetings with: Bahama Village Community Redevelopment Advisory Committee members; Community stakeholders; and with other partnering agencies. We will record and summarize the results of these meetings through meeting minutes.

DELIVERABLES: *Minutes of One- On-One Stakeholder Meetings.*

TASK NO. 4 HIGHEST & BEST USE ANALYSIS

We will complete a highest and best use analysis of underutilized properties in the CRA with specific emphasis on the 3.2 Acre Truman Waterfront property.

The baseline analysis set forth above will provide the basis for evaluating redevelopment opportunities for Bahama Village, including housing, office and retail uses. In an effort to assess the supply and demand conditions impacting the real estate market, we will evaluate market conditions based upon research obtained through industry publications and 3rd party source research. However, a very important component to the real estate analysis is our participation in direct field research. For this, we will profile comparable/competitive developments with regard to for-sale and rental residential development, retail, office and hospitality within the subject's immediate market area. This will include an overview of select representative comparable competitive developments to obtain an understanding of the variety of product that is being offered, the current market conditions facing those projects, and how to position any new for-sale or rental housing, commercial or mixed use development within Bahama. The following provides an overview of the key aspects of field research by use:

Housing

For the housing analysis, we will gather and analyze the information on the following:

- Assess the housing market conditions in Bahama Village and surrounding area in terms of single family sales trends, condominium sales trends and foreclosure activity that is still lingering from the economic downturn;
- Determine the extent of affordable and assisted housing in the Target Market Area by collecting information on public housing developments, Section 8 voucher holders, LIHTC and other assisted properties (i.e. Section 202, HOPWA funded projects, public housing, etc.);
- Detail physical characteristics of surveyed developments (size, unit mix, location);
- Absorption/occupancy and sale price/rental rate trends;
- Unit sizes and unit features;
- Price premiums;
- Buyer/renter profile;
- Facilities/amenities (e.g. recreation);
- Parking ratios;
- Other pertinent characteristics as identified.

In addition to projects that are currently in the marketing or development phase, we will also identify proposed new projects and profile the developments within our analysis to assess the potential timing and competitiveness of these new additions to the market.

Commercial Market Overview

We will complete an assessment to determine the level of market support for retail, related uses such as restaurants/entertainment establishments, and office in Bahama Village. The demand for retail and entertainment uses will be primarily driven from three primary sources: local residents, Target Market Area workers, and visitors to the area. In order to determine the level of demand from each segment, we will conduct a supply and demand assessment based upon the following:

- Local population and income trends;
- Visitor trends and expenditure broken down by cruise vs. non-cruise;
- Income profile of population;
- Office employment trends;
- Profile and scale definition of Bahama Village workers; and,
- Expenditure profile by type of good.

As part of our retail demand analysis, we will analyze the demand for retail utilizing the Lambert Advisory Retail Trade Model. The model will indicate total demand and growth in Bahama Village as well as the square feet of retail space (by merchandise category) that can be justified in the area over the next several years.

In addition to the demand assessment, we will collect data on select notable existing retail/entertainment and office projects/space to develop information to the extent relevant and available:

- Year built (as relevant);
- Size of center, district, or building;
- Mix of stores or office tenants;
- Size of anchor stores and office tenants, if any;
- Occupancy rate;
- Rental rates per square foot; and,
- Sales per square foot for retail.

Estimates of Demand by Use and Potential Redevelopment Opportunities

Based upon our assessment of the residential, retail/entertainment, and office markets as set forth above, we will prepare estimates of demand by use over a 5 and 10 year time period.

Once we have established estimates of demand, along with the assessment of current and prospective market conditions, we will identify the real estate investment opportunities from a market perspective which could be realized within the Bahama Village broadly and the Truman Waterfront parcel specifically. Importantly, the economic and market analysis can help guide the investment and redevelopment process by identifying the market demand for for-sale and rental housing, office, and retail/entertainment while at the same time highlight the economic and/or financial challenges associated with developing these uses. This will enable the City and CRA to develop strategies through the vision and capital plan based upon a strong market understanding and foundation to effectively promote investment and redevelopment within Bahama Village.

TASK NO. 5. IDENTIFICATION OF ISSUES AND OPPORTUNITIES

Summarize the information gathered to present and portray the issues and opportunities that are present in Bahama Village.

TASK NO. 6 CITY OF KEY WEST STAFF PRESENTATION AND REVIEW

WE will carry out a presentation and workshop with City and CRA staff to review our work to date in order to obtain their input prior to Visioning Workshop No. 1.

TASK NO. 7 VISIONING WORKSHOP NO. 1 – COMMUNITY WORKSHOP

Presentation and Discussion of Findings: Audit /Analysis of Existing Conditions and Issues and Opportunities; and the Highest and Best Use Analysis. We will present at a Visioning Workshop the research carried out and the findings. We will present to share with the Bahama Village Neighborhood and the Community our understanding of how Bahama Village functions, our evaluation of the Plans and accomplishments, and what we see as the most pressing issues; we will present our preliminary ideas and our findings on the Highest and Best use.

TASK NO. 8 PROJECTS AND PROGRAMS IDENTIFICATION

From the information gathered, the analyses carried out including the highest and best use analysis, our professional experience and the input from Visioning Workshop 1 we will propose specific projects within Bahama Village.

TASK NO. 8.A PREPARE NEIGHBORHOOD CONCEPT MASTER PLAN AND CONCEPT DESIGNS FOR INDIVIDUAL PROJECTS – BASIS FOR CAPITAL PLAN

The Neighborhood Concept Plan will portray the neighborhood shared vision for Bahama Village and will form the basis for Capital Projects Plan. We will prepare Concept Designs for each of the proposed projects. Most important we will provide concept plans for the 3.2 acre Truman Waterfront Parcel to portray the different options for property development and provide cost opinions for each option. The Concept Plan will incorporate the work carried out in the CRA Plan and will address the Finding of Necessity (FON) findings.

We will provide costs opinions for projects identified in order to present these projects for evaluation, prioritization and eventual inclusion in the Capital Plan.

TASK NO. 8.B EVALUATION OF POTENTIAL REGULATORY CHANGES

The project will also entail updating of the Land Development Regulations to address needed changes for the highest and best use and the prioritization of investments. Including Land Use Map and Zoning Amendments as may be required.

TASK NO. 9 STAFF PRESENTATION AND REVIEW – VISION WORKSHOP 2

WE will carry out a presentation and workshop with City and CRA staff to review our work to date in order to obtain their input prior to Visioning Workshop No. 2.

TASK NO. 10 VISIONING WORKSHOP NO. 2 – COMMUNITY WORKSHOP VISION GENERATION AND PROJECTS AND PROGRAMS IDENTIFICATION

Carry out a Visioning Workshop to develop community consensus on the Vision Plan and projects to be implemented and the projects that may be identified by the Consultant.

TASK NO. 11 CAPITAL PROJECTS AND PROGRAMS PRIORITIES LIST

In Task 2 Audit, and partially based upon the findings of Task 4, Highest and Best Use, and Task 8 Projects and Programs Identification, we will develop a very specific capital projects program priorities list within a matrix which includes the following information:

- Project name and description;
- Tranche projects into Critical, Mid-Term, and Long Term categories based upon their level of importance to the redevelopment of the area;
- Project/program estimated preliminary cost; and,
- Potential funding source(s).

The capital and program priority matrix is probably the most important output of the entire process and while the matrix needs to be weighted based upon the viability, relative impact, and importance of certain investments; it cannot be developed by the planning team alone.

The priority matrix and the organization and prioritization of projects on the matrix must have full community buy in. This is the only way that the matrix becomes a living document which the community can and will organize around to insure that the investments on the matrix occur in a reasonable time frame.

B&A and Lambert Advisory have jointly carried out the evaluation Matrix in previous projects such as the South Dade Development Plan, the New Orleans Neighborhoods Rebuilding Plan.

TASK NO. 12 VISIONING WORKSHOP NO. 3 PROJECTS AND PROGRAMS PRIORITIZATION

Carry out a Visioning Workshop No. 3 with Bahama Neighborhood residents and others to present the findings of Tasks No. 7 Through Task No. 9: Projects and Programs Identification; Capital Projects. Provide a mechanism for the Visioning Workshop to jointly with the participation of the neighborhood prioritize the projects and programs presented. This may be done by providing the projects in boards and mounted on easels and allowing the participants to place dots to prioritize projects. The B&A Team will also make recommendations on prioritization. At the end of Workshop No. 3 we will have a Program Priorities List.

TASK NO. 13 IMPLEMENTATION PROGRAM

Based upon the priorities matrix, we will develop an implementation plan and budget which ties a projection of sources of funding including CRA funding and other funding sources to uses over a 25 year term. While a 25 year budget is helpful for long term planning purposes, we strongly recommend that the CRA institute a process of formal revisiting of the budget every 5 years given that markets and funding sources/availability, particularly at the State and Federal levels, can change dramatically over a 5 year period. For the first 5 years of the budget in particular we will make specific recommendations of non-CRA funding sources that should be able to be leveraged in the near term. We will provide a schedule for Capital Work Plan implementation

DELIVERABLES: *Revision and Updated Schedule of the Capital Work Plan; Capital and Program Priority Matrix*

TASK NO. 14 POLICY RECOMMENDATIONS

We will provide a series of Policy Recommendations that will identify long-term goals, guiding principles and policies for achieving the Bahama Village Redevelopment Area Long Range Spending Plan. The Policy Recommendations will provide a guide for redevelopment in order to achieve the optimal results from the CRA's investment. The Policy Recommendations will address: Prioritization of strategic investments; Project progress monitoring strategy; Affordable Housing; Transportation; Pedestrian connectivity; Commercial development; Urban design; Parking; Architectural design controls.

The Policy Plan incorporates the goals and policies necessary for the City to achieve its full Vision beyond what state law mandates.

DELIVERABLES: *Performance Criteria and Recommendations for incorporating relevant new information and methodologies into the CRA Plan.*

TASK NO. 15 VISIONING WORKSHOP NO. 4 IMPLEMENTATION PLAN AND POLICY RECOMMENDATIONS

Carry out a Visioning Workshop to develop community consensus on implementation and policy recommendations as may be identified by the Consultant.

TASK NO. 16 DRAFT PLAN PREPARATION

Preparation of a Draft Plan for presentation to City and CRA Staff. The Draft Plan will include all the items carried out as part of the project process.

TASK NO. 17 VISIONING WORKSHOP NO. 5 DRAFT PLAN PRESENTATION

Presentation of the Draft Plan to CRA Staff. Carrying out a workshop to present the Final Draft Plan and obtain community input and buy in.

DELIVERABLES: *Preparation of the Draft Plan to the Bahama Village Community in a Workshop environment. Presentation to the Bahama Village Redevelopment Advisory Committee (BVRAC) and the Community Redevelopment Agency Board.*

TASK NO. 18 PRESENTATION OF FINDINGS

Final presentation of Vision Plan and finding to the CRA Board. Delivery of the Final Report including in both physical and electronic format.

DELIVERABLES: *Presentation of the report and finding to the Community Redevelopment Board in a public meeting.*

SUMMARY OF DELIVERABLES

As indicated in the City of Key West Request for Proposals (RFP) #003-14, Bahama Village Redevelopment Area Long Range Spending Plan, our deliverables in the Final Report will include:

1. Audit – Land Use and Programs
2. Highest and Best Use with Cost Benefit Analysis
3. Capital Projects and/or Programs Priorities List
4. Implementation Program
5. Policy Recommendations
6. Relationship of Capital Program and other local plans
7. Revision and updated schedule for Capital Work Plan
8. Maps and site plans of properties to be served and where appropriate
9. Performance Criteria – monitoring program to track performance measures
10. Recommendations for incorporating new information and methodologies into CRA Plan
11. Presentation of Findings
12. Final Reporting and Adoption

SCHEDULE

BAHAMA VILLAGE REDEVELOPMENT AREA LONG RANGE SPENDING PLAN

PROJECT SCHEDULE*

No.	Task	Month		1		2		3		4		5		6		7	
		Weeks		2	4	6	8	10	12	14	16	18	20	22	24	26	28
1	KICK-OFF MEETING/STAFF WORKSHOP		★														
2	AUDIT/ESTABLISHING A BASELINE - ANALYSIS OF EXISTING CONDITIONS																
3	ONE-ON-ONE STAKEHOLDER MEETINGS																
4	HIGHEST & BEST USE ANALYSIS																
5	IDENTIFICATION OF ISSUES AND OPPORTUNITIES																
6	CITY OF KEY WEST STAFF PRESENTATION AND REVIEW																
7	VISIONING WORKSHOP NO. 1 - COMMUNITY WORKSHOP																
8	PROJECTS AND PROGRAMS IDENTIFICATION																
8.A	PREPARE NEIGHBORHOOD CONCEPT MASTER PLAN AND CONCEPT DESIGNS																
8.C	EVALUATION OF POTENTIAL REGULATORY CHANGES																
9	STAFF PRESENTATION AND REVIEW - VISION WORKSHOP 2																
10	VISIONING WORKSHOP NO. 2 - COMMUNITY WORKSHOP VISION																
11	CAPITAL PROJECTS AND PROGRAMS PRIORITIES LIST																
12	VISIONING WORKSHOP NO. 3 PROJECTS AND PROGRAMS PRIORITIZATION																
13	IMPLEMENTATION PROGRAM																
14	POLICY RECOMMENDATIONS																
15	VISIONING WORKSHOP NO. 4 IMPLEMENTATION PLAN AND POLICY																
16	DRAFT PLAN PREPARATION																
17	VISIONING WORKSHOP NO. 5 DRAFT PLAN PRESENTATION																
18	PRESENTATION OF FINDINGS																

*Exclusive of review periods. Extended review periods may increase project deliver period

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Cost



The B&A Team professional fee for the preparation of the Bahama Village Redevelopment Area Long Range Spending Plan is a lump sum of **ONE HUNDRED AND FORTY THOUSAND DOLLARS AND ZERO CENTS (\$140,000.00)**. Our professional fee includes all the items outlined in the scope of service and deliverables. All travel to the City of Key West for site visits and the outlined workshops is included in the professional fee.

We will provide a total of three (3) physical copies of all reports in either 8.5 X 11 or 11x 17 format. We will provide one (1) set of prepared drawings in 24 x 36 sizes.

All electronic files of reports and drawings will be provided to the Client in Compact Disk format. All drawings done in AutoCAD will be provided in the original format and in PDF.

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Personnel



Luis Ajamil, P.E.
Principal



Luis Ajamil is the President and CEO of Bermello Ajamil & Partners, Inc., among the top 200 International Planning, Architectural and Engineering firms in the world and the leading firm in the planning and design of major waterfront projects. Under his leadership, B&A has expanded its worldwide presence to become one of the preeminent firms in its field. Mr. Ajamil is a Planner and a Professional Engineer with an impressive portfolio of innovative master planning projects for Municipal, Maritime and Transportation clients.

RELEVANT PLANNING EXPERIENCE

Harry S. Truman Presidential Park, Key West, Florida - Principal in Charge for a 23-acre waterfront master plan. The park incorporates a 50-foot-wide waterfront promenade, an open air amphitheater, a Turtle Rescue Hospital, a 15,000-SF event plaza with tent structure, a renovated Navy Generator Plant to be reused for a restaurant and historical museum, a dockmaster facility, an interactive water feature, exercise trail, outdoor zoological exhibits, a ferry terminal, a 60+ boat marina, fishing pier and a new recreation complex for the adjacent residential community of Bahama Village.

Naval Base Re-Use Master Plan, Key West, Florida - Principal in Charge. Development of a reuse plan for the Naval Air Station Key West (NAS), reusing the surplus land and facilities while serving the needs of the Key West's homeless. Public meetings and focus groups helped identify community needs and priorities, including pertinent demographic, economic and environmental factors.

The World Islands Strategic Development Plan, Dubai, United Arab Emirates - Principal in Charge of one of the most innovative land reclamation and development projects ever attempted. Envisioned as a series of 300 independent islands, approximating the shape of a Mercator projection of the world map, it is surrounded by a series of breakwaters and reefs. B&A is the Master Planner for the entire project; responsible for all planning and development. B&A has also prepared all of the transportation modeling, DCR's, utility infrastructure planning, land pricing analysis, hub design.

Island Country of St. Lucia National Development Strategic Goals Plan, St. Lucia, Eastern Caribbean - Principal in Charge for the preparation of the national development strategic goals formulated to address the overall development of the island. Formulation of objectives and supporting strategic initiatives for the long term development growth for St. Lucia's development.

Principal in Charge of the following city-wide master plans, commercial, residential, communities, and park planning projects:

- City-wide Master Plan, Hollywood, FL
- Town Center Master Plan, Coconut Creek, FL
- Neighborhoods Rebuilding Plan, New Orleans, LA
- South-Dade Redevelopment Plan, Miami-Dade County, FL
- Palmetto Bay Downtown Master Plan, Village of Palmetto Bay, FL
- Downtown Historic District Master Plan, Homestead, FL
- City-wide Parks Master Plan, Hallandale Beach, FL
- City-wide Parks Master Plan, Pompano Beach, FL
- City-wide Parks Master Plans, Miami Beach, FL
- Beach Plaza Redevelopment & Public Beach Revitalization, Pompano Beach, FL

EDUCATION

Bachelor of Science in
Civil Engineering,
University of Florida, 1972

REGISTRATION

Registered Engineer
State of Florida, 1974
Reg. No. 0018420

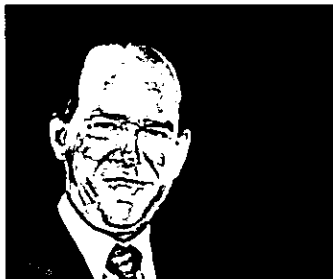
PROFESSIONAL AFFILIATIONS

Greater Miami Chamber
of Commerce

Leadership Florida American
Association of Port Authorities

Florida-Caribbean Cruise
Association, Platinum Member

Alfredo Sanchez, AIA, AICP, LEED AP
Partner, Project Manager



Alfredo Sanchez is a Florida-registered architect and AICP-certified planner with more than 35 years of experience in architecture and urban planning and design. Mr. Sanchez has directed a number of major planning studies and urban design plans in the Miami area and throughout the world. His project experience encompasses city wide master plans, corridor plans, major reconstruction efforts, pedestrian improvements, urban, retail and mixed-use development projects, land planning projects including redevelopment and design of new communities, and seaport master plans. Apart from his extensive experience, Mr. Sanchez's strength lies in his understanding of project methodology and approach. This solid foundation is complemented by his ability to understand all aspects of a project, from the initial economic feasibility analysis to the ultimate impact and image of the project architecture.

RELEVANT PLANNING EXPERIENCE

Key West Naval Base Reuse, Key West, Florida - Project planner for master planning of two of the affected properties in the Naval Base Reuse project, focusing on master planning and designing to fit the urban context. Projects included adaptive reuse of the 36-acre Poinciana residential area as affordable housing, and conversion of the 40-acre Truman Annex submarine base as mixed-use affordable housing, plus commercial uses, public marina and cruise seaport.

Downtown Master Plan, Village of Palmetto Bay, Florida - Project Manager. In its effort to create an urban center, the Village contracted B&A to develop a plan to create a new Downtown. As part of the B&A Team, Lambert Advisory prepared a market analysis to evaluate residential and commercial absorption within a ten-year timeframe. Mr. Sanchez prepared the Downtown Master Plan that is centered on the future Main Street. Large five-acre sites that face this street are proposed to be subdivided with internal streets to create a grid pattern that will allow permeability to these large sites and bolster interest in Main Street. Land use changes are proposed as part of the Master Plan. A Form Based Code is being prepared as part of the Master Plan to ascertain that the development will be carried out as intended in the overall urban design plan.

Historic Downtown Master Plan, Homestead, Florida - Project Manager for the preparation the Historic Downtown Master Plan and a form-based code (FBC) to address future development in the context of preserving the historic character of the area. A market analysis was prepared to evaluate the economic potential for commercial and residential activity, as well as the inherent benefits of bringing City Hall back to downtown. Other elements of the Master Plan proposed design controls as a FBC to establish the commercial integrity of the ground floor uses and facilitate organized growth of the downtown area.

DECOMAP Collier Neighborhood Development Master Plan, Pompano Beach, Florida - Project Manager. Development of a community driven master plan to serve as a roadmap for neighborhood improvements. The Master Plan addressed streetscape improvements, housing improvements, recreational facilities improvements and created a prioritized list of projects based on a neighborhood survey that expressed community needs and preferences.

Collier Neighborhood Development Master Plan, Pompano Beach, Florida - Senior Planner and Urban Designer of the Concept Master Plan for the Collier Neighborhood. Public involvement was a major component of the project scope. Scope was comprised of 4 deliverables: (1) assessment of existing conditions to include a functional analysis of the area; (2) assessment of issues and opportunities

EDUCATION

Master of Architecture,
University of Pennsylvania, 1978

Master of City Planning,
University of Pennsylvania, 1978

Bachelor of Architecture,
University of Florida, 1972

REGISTRATION

Registered Architect, State of
Florida, 1979
Reg. No. AR 0007969

Registered Architect, Colegio
Federado de Ingenieros y
Arquitectos, Costa Rica, 1985

American Institute of Certified
Planners, 1994

Certified General Contractor,
2004 (inactive)

CERTIFICATION

LEED AP Certification, 2007

PROFESSIONAL AFFILIATIONS

American Institute of Certified
Planners, 1994

AWARDS

Miami Chapter American
Institute of Architects
"Urban Planner of the Year"
2006

Alfredo Sanchez, AIA, AICP, LEED AP
Partner, Project Manager

present that affect the development of the neighborhood; (3) a list of recommendations and projects to include cost estimates and possible funding sources and (4) the delivery of the final Collier Neighborhood Development Concept Master Plan Report.

Urban Design Consultant, Homestead, Florida - Acted as the City's Urban Design consultant to the Planning and Zoning Board from 2002 to 2007. Mr. Sanchez was responsible for the urban design review of all new developments in the City which was mostly east of the Homestead Extension of the Florida Turnpike. Other City projects that Mr. Sanchez directed included:

- Commercial Development Regulations
- Signage Regulations
- Transportation Plan Urban Design Element
- Downtown Historic District Master Plan

South Dade Redevelopment Plan, Miami-Dade County, Florida - Project Manager and Director. An economic development plan for nine low-income neighborhoods in Miami-Dade County. Measured the economic life of these neighborhoods, their positioning versus major employment centers, competition for housing and area businesses from adjoining neighborhoods, and the degree to which their economic growth was affected by major problems related to housing, education and crime.

New Orleans Neighborhoods Rebuilding Plan-A Strategy for Reconstruction, New Orleans, Louisiana - Project Manager for the preparation of the project approach and directed the development of research, plans and community outreach. This complex planning effort involved planning for 48 different areas of one of the major metropolitan areas in the United States and one with historic significance. The Neighborhood Rebuilding Plan strategy for reconstruction

City Wide Master Plan, Hollywood, Florida - Carried out all the urban design analysis and is responsible for the development of the Urban Design Element of the Master Plan. Directed the urban design component of the city-wide master plan. Analysis of the different sectors that comprise Hollywood assessed the problems and opportunities in each area.

Town Center Master Plan, Coconut Creek, Florida - Project Manager for the Master Plan for 148 strategically located green field acres. The project addressed incorporating environmental analyses, roadway infrastructure requirements, identification of regulatory constraints, and the identification of market and economic trends that would influence the future development of the site. A market analysis was carried out by Lambert Advisory to define general demand for different uses, residential, commercial, office and civic uses. This process was carried out to also to define design parameters that should guide the commercial element of project development. From the program established, and in cooperation with the City of Coconut Creek Sustainable Development staff, B&A prepared a series of design options based on different development intensities. Two workshops were held with elected officials and residents to evaluate the development direction and establish consensus on the project.

Beach Plaza Redevelopment and Public Beach Revitalization Design, Pompano Beach, Florida - Project Manager for the planning and urban design of the Pompano Beach Boulevard beach front redevelopment. A controversial project that balanced the interests of the local residents, City and County access concerns in the redevelopment of Pompano Beach Boulevard and adjacent sites that are presently used for surface parking, a pump station to be relocated and a beach front restaurant that leads to the Pompano Beach Fishing Pier. The thrust of the design addresses the relocation of the previously mentioned uses and the bending of the Pompano Beach Boulevard to create an expanded beach front restaurant and pier access site, new park open space and a proposed parking structure to accommodate 500 vehicles and maintain public access to the beach. The project addressed numerous issues of waterfront development including engineering, sea turtle protection and beach dune restoration.

Guste Homes Hope VI, New Orleans, Louisiana - As part of the National Housing Group Team, developed the urban design plan and preliminary architectural schematics for the HOPE VI grant application of the Guste Homes project located in the urban core of the City of New Orleans, Louisiana. Responsible for planning and architectural analysis.

Alfredo Sanchez, AIA, AICP, LEED AP
Partner, Project Manager

New Haven Empowerment Zone Neighborhood Plan, New Haven, Connecticut - Developed neighborhood revitalization plans for two of the city's largest neighborhoods as part of the city's Empowerment Zone Plan. Arranged neighborhood meetings. An economic development plan incorporated job training programs for neighborhood residents.

Fischer Homes Hope VI, New Orleans, Louisiana - Project Manager for the urban design plan and preliminary architecture.

Central Park Village Hope VI, Tampa, Florida - Project Manager for the planning and redesign of the replacement of the existing housing with 141 townhouses, 490 rental apartments, and 100 elderly residential units.

St. Lucia National Development Strategic Goals Plan, St. Lucia, Eastern Caribbean - Project Manager for the preparation of the national development strategic goals formulated to address the overall development of the island. Formulation of objectives and supporting strategic initiatives for the long term development growth for St. Lucia's development.

St. George's Renaissance Project Strategic Development Plan, St. Georges, Grenada - Project Manager. The Strategic Plan provided a series of strategic project identified, and the preparation of concept development plans that included a new cargo port; the construction of major roadway infrastructure to connect rural areas to St. George's; the redevelopment of in-town areas for residential and tourism oriented uses.

Costa del Sol Master Plan, Panama - Project Manager for a comprehensive master plan for a satellite city built on over 850 hectares of available land, supports a diverse mix use commercial, residential and industrial uses.

Costa del Este Master Plan, Panama City, Panama - Project Manager for developing a long range master plan for an existing 700 acre development. This community, which was phased to market demand, includes residential, commercial and offices. Encompasses industrial warehouses, a regional shopping center, golf course and marina.

Cresthaven Community Center Site Identification and Evaluation Analysis, Pompano Beach, Florida - Project Manager. Working in close cooperation with City, B&A identified program needs for a future Cresthaven Community Center; identification of potential sites to house the facility; and an evaluation of the site characteristics with the formulation of an evaluation matrix for site selection and final preferred site recommendation.

2020 Long Range Master Plan, Miami-Dade Expressway Authority, Miami Dade County, Florida - Project Manager for B&A's urban planning and roadway projects identification component of the Master Plan. The project identified the extension of the 836 Expressway to from N.W. 137th Avenue to Kendall Drive as one of the highest priority projects for MDX future growth.

Naranja Lakes Redevelopment Master Plan, Miami, Florida - Project Manager for reconstruction master plan for a 200-acre, hurricane-ravaged community. The plan aimed at revitalizing the area using existing building types and introducing changes to correct previous deficiencies. It created a town center, residential areas, a commercial area, church, and neighborhood community center. Through addition of small sections of roads and bridges, plus a central access boulevard, the entire Naranja Lakes community would be tied together. Reconstruction of 800 homes.

Marina Point Residential Community, Miami, Florida - Project Manager. Land planning for a 95-acre residential subdivision for 530 single-family, zero-lot-line residences on 5,000-sf (average) lots. The community plan featured a main boulevard culminating in a circle and park at the community's lake. Neighborhoods are organized on each side of the main boulevard around a community park, and each has its own smaller park.

TIGER II (Transportation Improvements Generating Economic Recovery), 2010, PortMiami Intermodal and Rail Reconstruction Project, Miami, Florida - Mr. Sanchez was the lead writer and grant application coordinator for PortMiami's \$22.7 million grant award for TIGER II. This was the fifth largest TIGER II award in the country for the TIGER II 2010 cycle. Mr. Sanchez's ability to understand the multitude of factors, economics, engineering, urban planning and others that the grant involved allowed him to carry out research and coordination necessary to write the successful TIGER II Grant Application. He worked in close cooperation with the Port of Miami and the Florida East Coast Railway executive staff.

Randy P. Hollingworth

Senior Associate, Director of Planning and Landscape Design Studio



Randy Hollingworth has more than 30 years experience as an urban and landscape designer. His specialty is the design and development of mixed use projects and their integration within the urban fabric. With a comprehensive understanding of the needs and requirements of various land uses, Mr. Hollingworth has prepared development plans for a wide range of project types. He has developed master plans and design guidelines for commercial and retail areas, office parks and residential communities in numerous waterfront locations throughout Florida. In addition to his extensive urban design and planning experience, Mr. Hollingworth has worked on a wide variety of landscape design oriented projects.

RELEVANT EXPERIENCE

Harry S. Truman Presidential Park, Key West, Florida - Project Manager for a 23-acre waterfront master plan. The park incorporates a 50-foot-wide waterfront promenade, an open air amphitheater, a Turtle Rescue Hospital, a 15,000-SF event plaza with tent structure, a renovated Navy Generator Plant to be reused for a restaurant and historical museum, a dockmaster facility, an interactive water feature, exercise trail, outdoor zoological exhibits, a ferry terminal, a 60+ boat marina, fishing pier and a new recreation complex for the adjacent residential community of Bahama Village.

Beach Plaza Redevelopment and Public Beach Revitalization Design, Pompano Beach, Florida - Project Manager responsible for the landscape architectural design master plan associated with this project consisting of the redevelopment plan for the only beachfront area of the City. The project scope includes the planning and layout of public amenities and beachfront activities and streetscape and public open space design along Palm Beach Boulevard. The "New" Pompano Beach Boulevard and extension to Atlantic Boulevard will create dramatic gateways to the City's beach area. The City has subsequently retained B&A to further develop the landscape plans and construction drawings for the streetscape design of Atlantic Boulevard between Pompano Beach Boulevard and A 1A. The project entails a heavy public participation aspect regarding design concepts and input from residents of the area with several community workshops held to this effect.

Beautification Master Plan, Miami Lakes Florida - Project Manager. Prepared Town wide master plan vision for aesthetic and landscape improvements for the next fifty years.

South Creek Neighborhood Improvements Plan, Coconut Creek, Florida - Project Manager responsible for planning and design of the streetscape, signage, traffic calming, and general neighborhood landscape improvements. Mr. Hollingworth held neighborhood meetings which played a key role in gathering information about concerns and preferences from the community. The information will be used in the planning and design of the streetscapes, signage, traffic calming and general neighborhood landscape improvements. The City has commissioned a new design for the main roadway bordering South Creek and B&A will build on the improvements proposed in that plan to enhance the quality of the gateways into the neighborhood.

Redevelopment Plan, Clearwater, Florida - Project Manager responsible for creating an overall Redevelopment Plan for the downtown area including open space, mixed use and a comprehensive traffic plan. Work was conducted through a series of workshops utilizing a visual preference survey which allowed residents to actively participate in the planning process. The plan was approved and adopted and is now being implemented based on various components of the Master Plan.

EDUCATION

Master of Landscape
Architecture in Urban Design,
Harvard University, 1984

Bachelor of Landscape
Architecture, University of
Guelph, 1978

Randy P. Hollingworth

Senior Associate, Director of Planning and Landscape Design Studio

Kate Jackson Park, Tampa, Florida - Project Manager responsible for the development of a master plan covering the complete renovation of this park located in the historic residential neighborhood of Hyde Park in Tampa Florida. The program, which included a new interactive fountain, expanded playground and improved open space areas, was developed as per the City Mayor's Beautification Program in collaboration with neighborhood residents and the Parks and Recreation Department.

City Wide Parks Master Plan, Hallandale Beach, Florida - Senior Planner/Landscape Designer for the development of the City Wide Parks Master Plan for the City of Hallandale, Beach, Florida. The City Wide Master Plan consisted of a holistic analysis of City residents passive and active recreation needs. A rigorous recreation needs analysis was undertaken to provide the basis for park facilities improvements. An extensive community involvement program was undertaken to incorporate community needs and desires for park and recreation facilities and services. Specific park designs and improvement plans were provided for the each of the City's fourteen parks.

City Wide Parks Master Plan, Pompano Beach, Florida - Senior Planner/Landscape Designer for the development of the City Wide Parks Master Plan for the City of Pompano Beach, Florida. With forty-one park facilities and a population of nearly 100,000 inhabitants, the City of Pompano Beach contracted B&A and its sub-consultant team to carry out a needs analysis, evaluate existing park facilities and create a City Wide Parks Master Plan to address short and long term park improvements in the City.

Sullivan Park, Deerfield Beach, Florida - Project Manager. B&A has developed alternative master plan concepts for an existing 3 acre, underutilized waterfront park. With a significant historical background, the site offers an opportunity to educate the residents about the history of their community. A primary goal of the park master plan will be to provide an interpretive program for visitors. The program for the revitalized park includes two playgrounds, restrooms, picnic shelters, an interactive water feature, a 15 foot wide waterfront promenade and a new stair tower to connect the site to the bridge leading over to the City's beach front area.

Wittkop Park Master Plan, Homestead, Florida - Project Manager responsible for the development of a master plan covering the redevelopment of a 2.5 acre park located in the City of Homestead, Florida. The park will include two basketball courts, toddler and pre teen playground areas, two handball courts, a walking trail and restroom facilities.

James Archer Smith Park, Homestead, Florida - Project Manager responsible for the landscape design of this underutilized neighborhood park. Since the existing facilities were underutilized and in deteriorated condition, the park was completely redesigned with all new facilities. The new plan features multiple areas for recreation, both passive and active and a new feature in the park, a handicap accessible interactive water feature. Other amenities included additional on street parking, two dog parks, two playgrounds and multiple picnic areas.

George Brummer Park, Pompano Beach, Florida - Project Manager. Responsible for the conceptual and detail design for a new neighborhood park on the site of a former tennis center. The program was developed utilizing public workshops and numerous meetings with local neighborhood groups. Amenities within the five acre park include; tennis courts, a basketball court, a sand volleyball court, bocce courts, racquetball courts, two playgrounds, an outdoor exercise work out area, public restrooms and passive open space with picnic tables.

Bern's Park and DeSoto Avenue Streetscape, Tampa, Florida - Project Manager responsible for the development of a passive open space on an underutilized parcel of land at the gateway to the historic district of Hyde Park. In addition, Mr. Hollingworth developed a new streetscape program along DeSoto Avenue which focused on the preservation of existing oak trees while reducing the ongoing maintenance costs of the central median. Working with the neighborhood and City Public Works, the streetscape program has been implemented and successfully created a dramatic improvement to the visual quality of the neighborhood.

Altos de Cuervo Master Plan, Tequila, Jalisco, Mexico - Project Manager for the master plan of an 850-acre Greenfield site. B&A was charged with not only preparing the design master plan, but also defining the general program and theme for the project. The project is being developed in phases. Phase I addressed the development of the program and the overall site Master Plan. The site's exceptional location and views coupled with the town's unique tourism attraction formed the basis for program development and project phasing. The final selected Master Plan option proposes the development of a golf course, an equestrian center, single family homes, and tourism oriented facilities.

Kirk Olney, RLA
Landscape Architect



Mr. Olney is a Registered Florida Landscape Architect with extensive experience in managing landscape architectural and multi-disciplinary design, production and construction projects. Most of his career has been focused on the public realm providing his experience on the design and implementation of parks, streetscapes and roadway landscape design. Areas of practice include master planning, conceptual and detailed design, the production and management of construction documents, preparation of construction contract documents and construction services. Management experience includes scope of services preparation and negotiation, office management, scheduling and managing staff time, tracking utilization and project organization. Mr. Olney also has experience preparing and submitting applications to regulatory agencies and responding to comments accordingly to obtain required permits. His special area of interest and expertise is the use of tropical and subtropical plant material.

RELEVANT EXPERIENCE

Harry S. Truman Presidential Park, Key West, Florida - Landscape Architect. Assisted with design synthesis; worked with team to prepare development approval application and prepared landscape and hardscape construction drawings for a new passive recreation park.

Beautification Master Plan, Miami Lakes Florida - Landscape Architect. Performed analysis of existing infrastructure and tree canopy data; performed field visits and prepared Town master plan vision for aesthetic improvements for the next fifty years.

Intracoastal Park, Sunny Isles Beach, Florida - Project Manager. Two vacant, 1.5 acre parcels were developed in two new passive parks. Project included demolition of the existing landscape; the addition of a 5' tall concrete/CMU screen wall along the southern property line, decorative stone columns and an aluminum picket fence along the Intracoastal Waterway, benches and trash receptacles, picnic tables with umbrellas, bike racks, concrete walkways, site grading, lighting, landscaping and irrigation. Project also included park signage and art pieces provided by the City.

West Palm Beach Gateway & Beautification, West Palm Beach, Florida - Responsibilities included project manager reporting to City staff; overseeing data collection and base mapping by junior landscape architect; gateway design synthesis; landscape master plan for fifteen miles of roadway; public and City presentations.

North Flagler Parking, Homestead, Florida - Landscape Architect. Preparation of construction drawings and construction services for landscape and hardscape improvements for a new parking lot in a downtown urban area.

Arlen House Streetscape, Sunny Isles Beach, Florida - Project Manager. Right-of-way improvements project which included approximately 550 linear feet of roadway. B&A was requested to upgrade the existing ROW conditions to compliment other redeveloped areas. Improvements included an 8' wide specialty paver sidewalk with waving bands of concrete pavers, a new six foot tall buffer/retaining wall, decorative stone columns, a vehicular gate system for an adjacent condo parking area, a bus shelter, landscaping, landscape lighting and a complete upgraded irrigation system.

95th Street Streetscape Improvements, Surfside, Florida - Landscape Architect. Worked on design synthesis; prepared design development paving patterns; coordinated regulatory permitting through Florida Department of Environmental Protection and Florida Fish and Wildlife; and prepared landscape and hardscape construction drawings for street improvements.

EDUCATION

Bachelor of Science in
Landscape Architecture,
Ohio State University,
Columbus, Ohio 1995

REGISTRATION

State of Florida, Registered
Landscape Architect,
No LA0001705
Received on November, 2000

Kirk Olney, RLA
Landscape Architect

SW 4th Street Streetscape Improvements, Homestead, Florida - Landscape Architect. Professional responsibilities included preparation of construction drawings and construction services for landscape and hardscape improvements to one-half mile of roadway in an urban residential neighbor.

Lauderdale Lakes Streetscape Master Plan, Lauderdale Lakes, Florida - Responsibilities included management of junior landscape architects and over saw design synthesis for streetscape master plan including landscape and hardscape treatment within the right-of-way as well as gateway feature design.

Tamarac Downtown Streetscape, Tamarac, Florida - Activities included over seeing junior landscape architects to take a conceptual master plan, completed by others, and developing construction drawings for new main street streetscape including drainage improvements, new roadway and curbing, specialty roadway and pedestrian paving, site furniture, landscape and irrigation.

Broward County Greenways Corridor Design, Broward County, Florida - Prepared construction drawings from conceptual signage design; prepared bench, bike rack, bus shelter and trash receptacle layout plans; prepared landscape construction drawings for fifty mile multi-purpose greenway path.

B.F. James Park & Aquatic Facility, Hallandale Beach, Florida - Landscape Architect. This project encompassed the complete redevelopment of an underused existing neighborhood park through extensive public input and master plan development. B&A developed an extensive program for the new park including a new community swimming facility, basketball courts, picnic areas, exercise stations and an expanded playground. In addition, to meet City code requirements, the park and buildings were designed for LEED Certification. B&A managed the LEED Certification and led the design team through the certification process. B&A developed various architectural alternatives for the aquatic swim building. The architectural style of this facility will serve as the bases for the design of all public buildings in future City parks. Although relatively small, the new pool will serve the community's recreational needs and includes a beach entry feature and three lap lanes which can be modified for swim health classes. The park was designed utilizing numerous CPTED principles.

South City Beach Park, Hallandale Beach, Florida - Landscape Architect. Duties included site plan and design refinement and worked on team to prepare construction drawings for improvements to a six-acre active recreation beach front park.

Scavo Park, Hallandale Beach, Florida - Landscape Architect. Site plan and design refinement and worked on team to prepare construction drawings for improvements to a seven-acre passive recreation neighborhood park.

Hillsboro Inlet Park, Pompano Beach, Florida - Landscape Architect. Activities included site planning; tree relocation plan; preparation of hardscape and landscape construction drawings, and coordination with other design disciplines for a passive park along the Intracoastal waterway with walking path, parking lot, tot lot/playground, boardwalk/pier and restroom facility.

Catherine Strong Park, Delray Beach, Florida - Responsible for client review meetings, plant selection and specification; hardscape design, preparation of hardscape details, coordination with other design disciplines, preparation of opinion of probable cost and modifying design to keep proposed improvements within budget and preparation of bidding documents for a ten acre passive and active recreation park with walking path, picnic pavilions, seating, interactive water play, tot lot/playground, restroom building, parking and landscape.

Halpatiokee Regional Park, Martin County, Florida - Responsible for field verification of existing trees; coordination of civil sub-consultant; preparation of tree relocation plans; preparation of hardscape construction drawings including fencing and paving details; preparation of landscape construction drawings; provided construction observation services including supervision of tree relocation for a 200 acre active and passive recreation park with five softball fields, five soccer fields, ten tennis courts, cover roller hockey rink, preserved wetland areas, .5 mile nature trail, three restroom/concession buildings and parking.

Pompano Beach Public Safety, Pompano Beach, Florida - Landscape Architect. Responsibilities included bidding assistance for architectural, civil and landscape architectural renovations to an existing municipal building.

Teresita Garcia
Partner, Director of Public Involvement

**EDUCATION**

Master in Urban Planning,
University of Puerto Rico, 1979

Master in Architecture,
Tulane University, 1974

Bachelor of Architecture,
Tulane University, 1974

COMMUNITY INVOLVEMENT

Board of Governors Greater
Miami Chamber of Commerce

Greater Miami Chamber
of Commerce Executive
Transportation Committee

Carfour Supportive Housing,
Board immediate past Chair,
2009

Leadership Florida, Council of
Advisors, Past Regional Chair
and Board of Regents

Trust for Public Lands Policy
Advisory Council

St. Thomas the Apostle Building
Committee Chair

TEAMFL (Toll Expressway
Authorities Members of Florida),
Member

Tere Garcia has more than 25 years experience in the fields of planning, public participation, governmental and media relations. Eighteen of those years have been spent specifically in the public involvement field concentrating on transportation and infrastructure projects. B&A has provided public involvement services to governmental agencies such as the Miami-Dade Expressway Authority (MDX), the Florida Department of Transportation, Miami-Dade Transit Agency and Miami-Dade Water and Sewer Department. Ms. Garcia oversees all public outreach activities for planning and design projects for MDX including educational and informational efforts dealing with the implementation of Open Road Tolling in the MDX System. She has been an integral part of the visioning process used to perform the two updates to the MDX Long Range Master Transportation Plan and has delivered a successful program of public outreach for planning and design projects. Ms. Garcia has established the guidelines for public involvement followed by MDX designed after State requirements but tailored to the rapid pace and fast delivery of projects by MDX. She was Principal-in-Charge of FDOT District Six, Districtwide Public Involvement Contract which includes public involvement services for over 100 planning or design projects since the onset of the contract in 2006. Ms. Garcia is also the Principal-in-Charge of public involvement services for the Miami-Dade Transit MIC Earlington Heights Connector and the Reconstruction of SR 9 for FDOT District 4. Ms. Garcia directs all community and public outreach programs for public as well as private clients. She also acts as a liaison between B&A and Miami-Dade County and its municipalities in regulatory, permitting and public affairs matters.

RELEVANT EXPERIENCE

Pinecrest Community Center Master Plan, Miami-Dade County, Florida - Public Involvement Director. B&A was responsible for the logistics of community forums as well as the notification of property and business owners within the project area. The team designed all the written communications to the public.

Tampa Channelside Master Plan, Hillsborough County, Florida - Public Involvement Director. B&A prepared the written communications to the public, including drafting and designing all collateral. B&A managed the logistics for the public open house, and created the analysis report of the public opinion and preference on the Master Plan.

South Dade Neighborhood Development Concept Plans ("The Moss Plan"), Florida - Project Director. Strategic planning study for Miami-Dade County's Office of Community Development, won Florida Chapter of the American Planning Association Award of Merit. Addresses redevelopment of 14 neighborhoods in South Dade damaged as result of Hurricane Andrew. Working closely with County staff, successfully directed intense public participation campaign culminating in fifty meetings with neighborhood residents and community-based as well as religious organizations. The Moss Plan pointed informational efforts in the right direction while transferring ownership of the plan to the communities involved.

FDOT District 6, Districtwide Public Involvement, Miami-Dade County & the Keys - Project Manager. Oversaw 8 public involvement specialists charged with providing outreach services in relation to planning and design projects for FDOT. B&A successfully delivered public involvement programs for over 100 design projects for FDOT, District Six.

Broward County Office of Environmental Services Neighborhood Improvement Project, Florida - Public Involvement Project Manager. Responsible for the participation of four unincorporated Broward County neighborhoods - Franklin Park, Washington Park, St. George West and St. George East. Worked closely with the Design and Construction Team to effectively convey information to general public and special interest groups.

Teresita Garcia
Partner, Director of Public Involvement

Pump Station Improvement Program, Miami-Dade County, Florida - Directed the Development Community Coordination office within the Miami-Dade Water & Sewer Department Pump Station Improvement Program. This was used to reach out to inform builders, developers, realtors, lending institutions and potential investors on how WASD's improvement program would affect them.

Permitting Guidance / Assistance - Recognized for her work with local government particularly as it relates to building and zoning matters. While at the Greater Miami Chamber of Commerce authored the Guide to the Building Permit Process for the Unincorporated Areas of Metropolitan Dade County, which outlines the building permit process and presents a description of the permitting agencies responsibilities. This guidebook was prepared as a tool to facilitate the regulatory and permitting process to assist expanding companies and new firms relocating to the area.

Transportation Projects, Greater Miami Director of Planning Development and Transportation - Director for Planning Development and Transportation. Worked with economic development organizations in the review and analysis of local and state development regulations and acted as a liaison between regulatory agencies and the business community. Led the staff effort in the creation of broad-based business and community transportation coalitions and directed all committees of the transportation group. Instrumental in the planning and implementation of the first Transportation Summits established by the Chamber.

Greater Miami Chamber of Commerce Transportation Summit - Responsible for organization and coordination of the Summit and community outreach program. Encompassed setting up meetings with grassroots organizations throughout Miami-Dade County to present together with representatives from the Florida Department of Transportation, MPO, Miami-Dade County Public Works Department and Miami-Dade Transit Agency the specific projects that are planned for each area.

Miami-Dade Expressway Authority, Miami-Dade County, Florida - Public Involvement Director for General Engineering Consultant. Responsible for developing strategies and overseeing all public involvement and community awareness programs throughout the master planning and final design phases of MDX's projects. This has included strategic and extensive community awareness campaigns to reach the impacted communities using workshops, presentations to elected officials and Community Councils, open house, community meetings, speaker's bureaus, fact sheets, newsletters, website, PowerPoint presentations and public hearings.

Highlights of current and past efforts include:

MDX Long Range Master Transportation Plan (2025 and 2035 Update) - Every five years MDX updates their Long Range Transportation Plan and identifies new projects through a visioning process with its Board of Directors, transportation partners and the public. This update included the use of a new innovative preference survey technology (Turning Point) with the Board Members to gather and present live results of priorities for all presented projects. Initial tasks included working with the technical planning team on a needs assessment of transportation needs in Miami-Dade County and the identification on potential projects where MDX could be a catalyst in providing mobility to the region. Public outreach consists of providing public involvement and information through the concept planning phase including interagency coordination and outreach to stakeholders in the area.

MDX Project Development and Environment Studies (PD&E) - Ms. Garcia oversees or leads the public involvement programs for the following PD&E's, making sure that project activities are in compliance with all federal and state public involvement guidelines and assists with the public affairs programs for the projects. These studies include:

- SR 924/Gratigny Extension West to the Turnpike Project Development & Environment Study (PD&E)
- SR 874/Don Shula Ramp Connector to SW 128 Street State Environmental Impact Report (completed)
- SR 924/Gratigny Extension East to I-95 inclusion into the MPO 2030 Long Range Plan (PD&E)
- US 1 Express (Managed Lanes) PD&E
- SR 836 Improvements from NW 57th Avenue to 17th Avenue State Environmental Report (completed)

Patricia Suau
Public Information Specialist



Ms. Suau has over nine years of experience in the corporate sector, primarily providing product marketing and promotions. She is experienced in developing, organizing, and executing global multi-phase communication campaigns as well as establishing quality business relationships with people from diverse backgrounds and cultures. Responsibilities have included communications, project management, branding, and budget administration. She is an experienced researcher and is fully bilingual in English and Spanish.

RELEVANT EXPERIENCE

Pinecrest Community Center Master Plan, Miami-Dade County, Florida - As part of the Public Involvement team, Ms. Suau was responsible for the logistics of community forums as well as the notification of property and business owners within the project area. She designed all the written communications to the public.

Tampa Channelside Master Plan, Hillsborough County, Florida - Public Involvement specialist responsible for the written communications to the public, including drafting and designing all collateral. Ms. Suau managed the logistics for the public open house, and created the analysis report of the public opinion and preference on the Master Plan.

Miami-Dade Expressway Authority (MDX) - State Road (S.R.) 836/Dolphin Expressway Southwest Extension Project Development & Environment Study, Miami-Dade County, Florida - Ms. Suau is responsible for the portion of public involvement which involves drafting written communications for the public, as well as scheduling of meetings and follow up with residents and interested parties. As Public Information Specialist, Ms. Suau is responsible for the notification of property and business owners within the project corridor and the scheduling of briefings to elected and appointed officials as well as government and municipal agencies.

Miami-Dade Expressway Authority (MDX) - Final Design Phase for State Road (S.R.) 836/Dolphin Expressway Interchange Improvements at NW 87th Avenue, Miami-Dade County, Florida - As Public Information Specialist, Ms. Suau has been responsible for the portion of the design project dealing with noise barrier walls including the identification of benefited public, preference surveys and notifications as well as scheduling of meetings and follow up with residents. Ms. Suau is responsible for the notification of property and business owners within the project corridor and the scheduling of briefings to elected and appointed officials as well as government and municipal agencies.

Miami-Dade Expressway Authority (MDX) - State Road (S.R.) 874/Don Shula Expressway Mainline Improvements from Kendall Drive to the Palmetto Expressway Design-Build Project, Miami-Dade County, Florida - Public Information Specialist responsible for keeping the community informed of construction progress, which involves close coordination with the construction team, attendance to weekly progress meetings, preparation of lane/road closure advisories and other notices in English and Spanish, as necessary. She also conducts field visits to note construction impacts on the community and discuss any individual concerns with property owners.

EDUCATION

Bachelor of Arts in
International Relations
Florida International University,
Miami, FL, 2009

Bachelor of Arts in Fine Arts
Florida International University,
Miami, FL, 2010

Associate of Arts
Maryland Institute, College of Art
(Ranked Top 5th Art School in the
Nation), 2003-2004

Maria C. Zapata, P.E.
Cost Construction / Cost Evaluation



Maria Zapata is an Engineering Professional with over 25 years of experience. Her accomplishments and leadership are in multi-million dollar projects involving strategic planning, design and construction management of civil infrastructure, urban developments and industrial facilities. Ms. Zapata's experience includes project management, project development, consulting, water resources, entitlements and land development for commercial, residential and industrial facilities; water and wastewater infrastructure; and road projects.

RELEVANT EXPERIENCE

North Plantation Key Vacuum Sewer Improvements, IslaMorada, Village of Islands, Florida - Senior Civil Engineer. Evaluation and design. Project consisted of the replacement and upsizing of approx. 7,385 LF of vacuum main system; including installation of piping, valve pits and appurtenances.

Tomoka Golf Village, Ormond Beach, Florida - Senior Civil Engineer. Design and permitting of a planned residential development "Tomoka Golf Village" including residential homes, condominiums, club house, tennis center, and associated infrastructure.

Lowes, Homestead, Florida - Senior Civil Engineer. Construction of 170,000 SF store in City of Homestead, FL including rezoning, site plan approval, re-platting, and design & permitting of stormwater, utilities, signal improvements, offsite roadways improvements and relocation of high tension transmission FPL line.

Lowes, Kendall, Florida - Senior Civil Engineer. Reconfiguration of an existing site for the construction of a 115,500 SF store including design and permitting of associated infrastructure replacement and improvements.

SunTrust Banks, Various Locations throughout Florida - Senior Civil Engineer. Planning, design and permitting of several 4,000 SF banks located in South Florida. Services included agency research, site plan approval, civil design, project permitting, site construction observation and certifications.

Kohl's Department Store, Hialeah, Florida - Senior Civil Engineer. Demolition of existing building and construction of a 104,800 SF (2 stories) store in existing shopping center in Hialeah, FL; including utility, stormwater improvements and parking reconfiguration.

CVS Pharmacy, Florida - Senior Civil Engineer. Construction of a 15,198 SF store including site plan approval, and design and permitting of associated infrastructure to serve site. Permitting included utilities, stormwater, FOOT, water use and dewatering permits.

Fountain Square Shopping Center, Florida - Senior Civil Engineer. 340,000 SF shopping center with major anchor stores including Target, Publix and 155 residential units; roadway improvements; water and sewer extensions, a 4 acre lake fill and lift station.

EDUCATION

Master of Business Administration,
Kellogg School of Management,
Northwestern University,
Evanston, FL. 2011

Master of Science, Civil
Engineering, University of
Massachusetts, Amherst, MA,
1983

Bachelor of Science, Civil
Engineering, University of
Massachusetts, Amherst, MA,
1982

REGISTRATIONS

Registered Professional Engineer
State of Florida

Registered Professional Engineer
State of California

PROFESSIONAL AFFILIATIONS

Member of American Society of
Civil Engineers



Paul Lambert, *Managing Principal*

Paul Lambert founded Lambert Advisory in 1995, and his firm has provided corporate, not-for-profit, and governmental clients with a wide range of real estate advisory services since its inception.

Prior to starting Lambert Advisory, Lambert was with Arthur Andersen LLP and Goodkin Research Corporation where he was in charge of the firms' South Florida and Latin America real estate economic practice. Mr. Lambert appears before real estate industry groups and on national news programs to speak about the economy and real estate. Specific to the areas of retail, entertainment and tourism related services, some of Mr. Lambert's clients over the past several years have included Samsung Corporation, The Queen Emma Foundation, University of Pennsylvania, Honduras Ministry of Tourism, and the Cities of West Palm Beach, New York and New Orleans.

Mr. Lambert continues to advise a number of cities throughout the United States with regard to their housing and economic development programs and was a contributing author of "Public Housing Asset Management: A Handbook for Local Government" published by the Community Development Training Institute. He also served as a principal consultant to Harvard University's Public Housing Operating Cost Study.

Lambert holds a B.A. from Miami University in Ohio. As an undergraduate he also attended The London School of Economics as a Beaver Fellow to study British housing policy, and subsequently graduated from the Massachusetts Institute of Technology, where he received a Master's Degree in City Planning.

Eric Liff, *Principal*

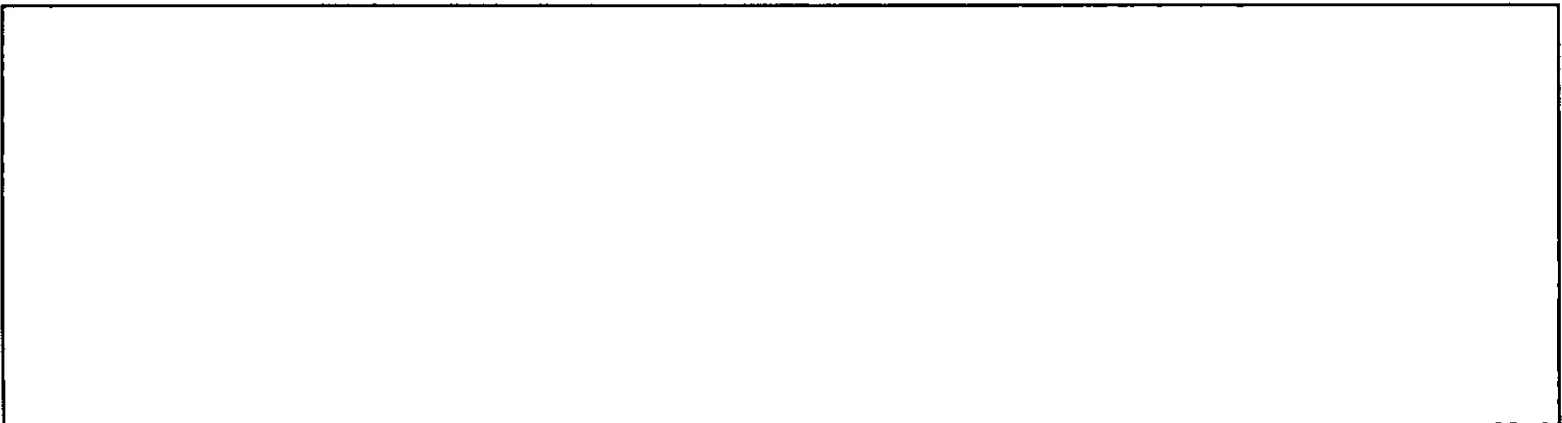
Eric Liff has over 20 years of experience providing advisory services to government agencies, financial institutions, and corporations both domestically and internationally. Prior to joining Lambert Advisory as a Principal in 1999, Mr. Liff was responsible for acquisition and development activity at WorldStar Resorts, an entity of Starwood Capital. His primary responsibilities included corporate and/or asset identification, deal structuring, due diligence and strategic positioning.

Before joining WorldStar, Mr. Liff provided real estate advisory services for two Big 5 accounting firms, servicing some of the largest real estate and hospitality firms and investment banks in the United States and Caribbean. As a Manager in the Real Estate Consulting Group of KPMG Peat Marwick and a Senior Consultant with the Real Estate Consulting Group of Arthur Andersen LLP, Mr. Liff was actively involved in acquisition, disposition, and underwriting engagements for firms such as CS First Boston, Morgan Stanley, Prudential, and Heller Financial. Additionally, Mr. Liff has managed a number of major workout transactions and litigation related support engagements.

Mr. Liff earned his Bachelor of Science degree with a concentration in real estate management and development at the University of Southern California in 1990. He is a member of the Urban Land Institute (ULI) and has been an active participant in the American Resort Development Association (ARDA).

Dorien Rowe, *Senior Advisor*

Dorien Rowe joined Lambert Advisory as a GIS Specialist and Market Research Analyst in 2012. He has worked on numerous projects since joining the firm, where he has employed his knowledge of GIS software to analyze demographic data along with commercial and real estate properties. Dorien has been and is an instrumental part of Lambert's field research effort both in the field and secondary sources of data. Dorien has a B.A. in Geography from Florida International University.



WHY THE B&A TEAM?

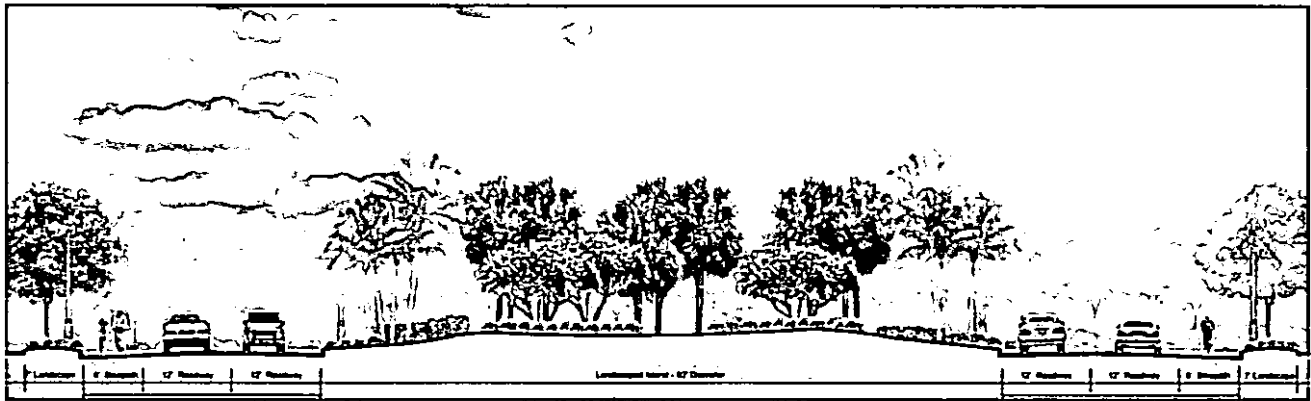
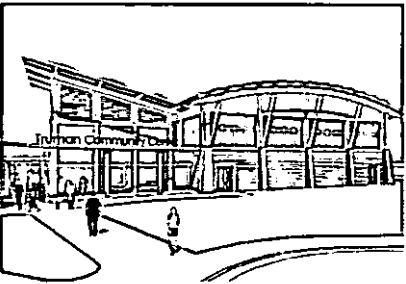
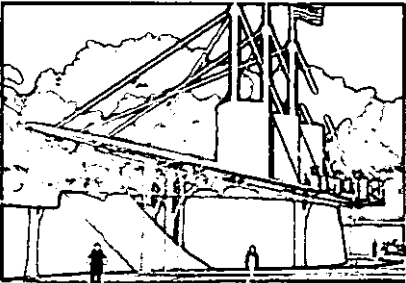
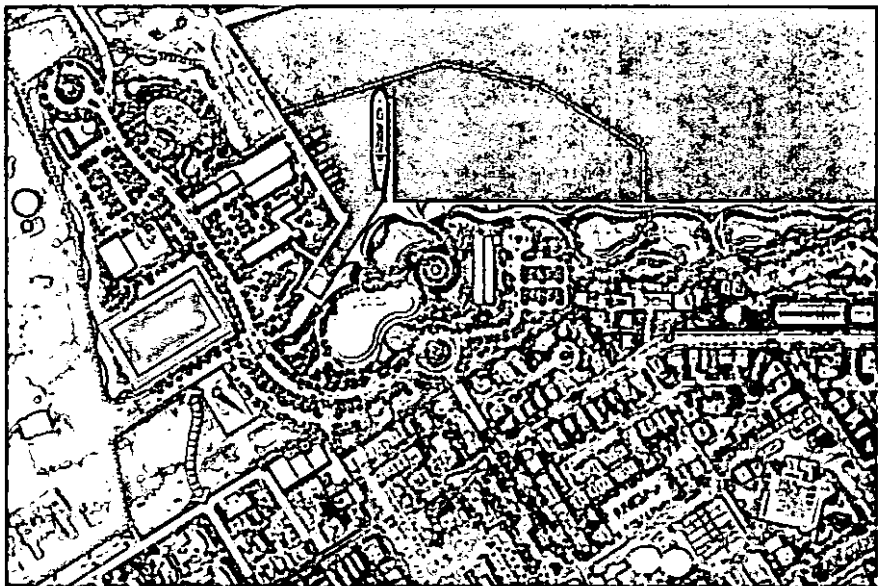
B&A meets and exceeds the requirements set in the RFP by:

- **We are intimately familiar with the Bahama Village Community and currently have a working relationship with the City of Key West**
- **Experience working on similar projects with local municipalities**
- **Experience working successfully together with Lambert Advisory on other similar projects**
- **Experienced in Community Outreach / Public Involvement** - B&A's personnel is experienced in providing a level of community involvement to address the most controversial of projects. We have conducted community engagements and outreach efforts to identify trends, needs and gather input from the public and stakeholders.
- **Seasoned Professionals** - The wide breadth and depth of experience of the professional staff of B&A makes it best qualified to perform the planning services required for this project. B&A's Planners have the experience and qualifications that can deliver projects of excellent quality and creative designs on time and on budget.
- **Emphasis on Methodology/Approach** - Our projects are developed following a well tried and practice process of approach that provides for a thorough understanding of existing conditions, client needs and preferences, community preferences, summary of issues and opportunities, alternative options and their evaluation; and the creative process of design; and the final implementation of the project.
- **Award Winning** - The quality of work we generate is superior; we are highly regarded by our peers; and we are recognized by other professionals in the industry.
- **Portfolio of Projects** - Our portfolio of successful projects in the field of planning attest to the ability of our professional staff and the depth of the commitment that these individuals bring to each project undertaken.
- **Responsiveness** - Our staff is responsive to our client needs and is always ready to answer questions, meet with the client, and address project issues as they may be presented.
- Being **headquartered in South Florida** means we have knowledge of local issues as well as understand local business development and are committed to you and the community you serve.
- **We are a local company with a global impact.**
- **We create great projects with great people.**

EXPERIENCE WORKING WITH OUR SUBCONSULTANT TEAM

B&A and Lambert Advisory has a professional relationship that spans over twenty years. As such we understand each other's work approach and can easily interphase the market analysis, economic feasibility, fiscal analysis with land use, urban design and the identification of capital investments. The projects in which B&A has collaborated with Lambert Advisory range from market analyses for redevelopment projects, neighborhood redevelopment and reconstruction projects, downtown redevelopment projects, large land development projects, marina master plans, and highest and best use studies of specific properties. The partial list of projects include:

- Village of Palmetto Bay Downtown Master Plan, 2014
- City of Homestead Historic Downtown Master Plan, 2012
- Tapia 400 Acres Property Highest and Best Use Development Plan, Republic of Panama, 2013
- Kuala Terengganu Waterfront Master Plan, Malaysia, 2012
- St. Petersburg Pier Master Plan, 2011
- Marassi Marina Master Plan, Marassi, Egypt, 2008
- New Orleans Neighborhoods Rebuilding Plan, Post Hurricane Katrina Reconstruction Effort, 2008
- Port of Roatan Privatization Plan, Honduras, 2006
- Ports of Honduras Atlantic Coast Feasibility and Design Plan, 2006
- St. Thomas HOPE VI, New Orleans, Louisiana, 2004
- Central Park Village Hope VI, Tampa, Florida, 2004
- Centro Soyapango Highest and Best Use Study, San Salvador, El Salvador, 2003
- Corpus Christi Port Facilities Highest and Best Use and Homeport Analysis, Texas, 2002
- Coconut Creek Downtown Master Plan, Florida, 2002
- Hollywood Intermodal Center, Market Study and Highest and Best Use, Hollywood, Florida 2001
- New Haven Neighborhoods Redevelopment Plan, 2000
- Ensenada Cruise Port Marina Master Plan, 1997
- South Miami-Dade Development Plan, Miami, Florida, 1994
- Port of Cartagena Commercial Center Master Plan, Cartagena, Colombia, 1995



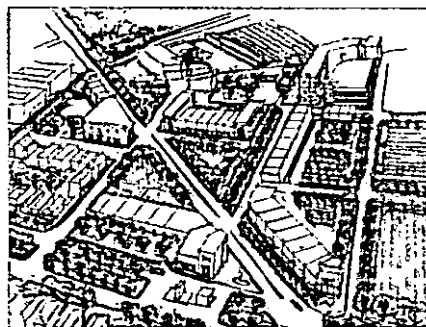
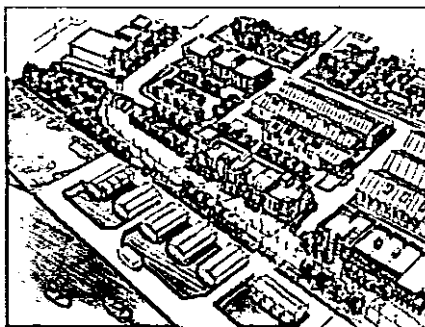
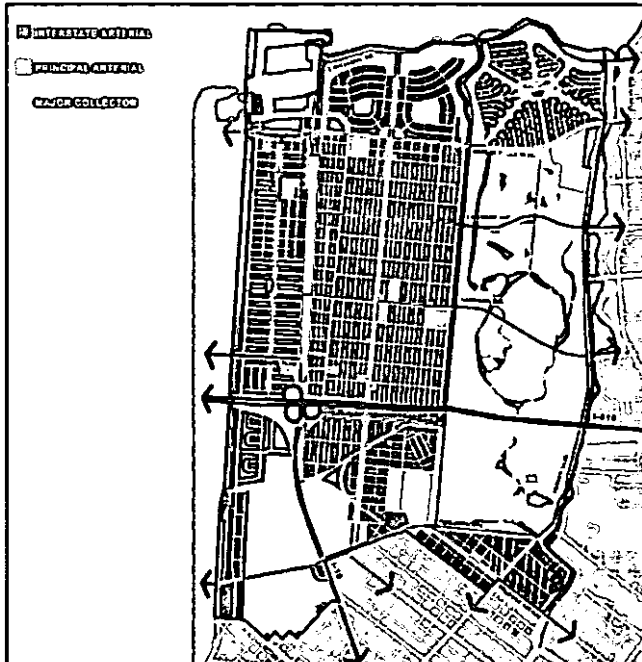
**Harry S. Truman Presidential Park
Master Plan**
Key West, Florida

Client: City of Key West

B&A was commissioned by the City of Key West to develop an overall master plan for this 23-acre waterfront site adjacent to the historic Fort Zachary Taylor Park and Naval Base. Working with the City, the community, and adjacent neighborhoods, B&A developed an overall plan which would attract both local residents and visitors to the waterfront.

The entire development of the Truman waterfront is envisioned as a water related, park-like environment where the City will enjoy revenue from various commercial components to assist in the expenses of maintaining a worldclass park. The park master plan incorporates a redesigned 50-foot-wide waterfront pedestrian promenade, a pedestrian bridge to span Admiral's Cut, an open air amphitheater with 200 fixed seats, a renovated Navy Generator Building to be reused as a restaurant, historical museum and public restrooms, an interactive water feature with two adjacent shaded playgrounds, an exercise trail with outdoor exercise stations, a 35,000-SF recreation center with an adjacent synthetic turf multi-purpose athletic and event field, and new horse stables for the Key West Police Department. B&A is presently developing a complete set of construction drawings for the first phase of the project which is expected to cost \$23 million and cover approximately 80% of the site's overall development.



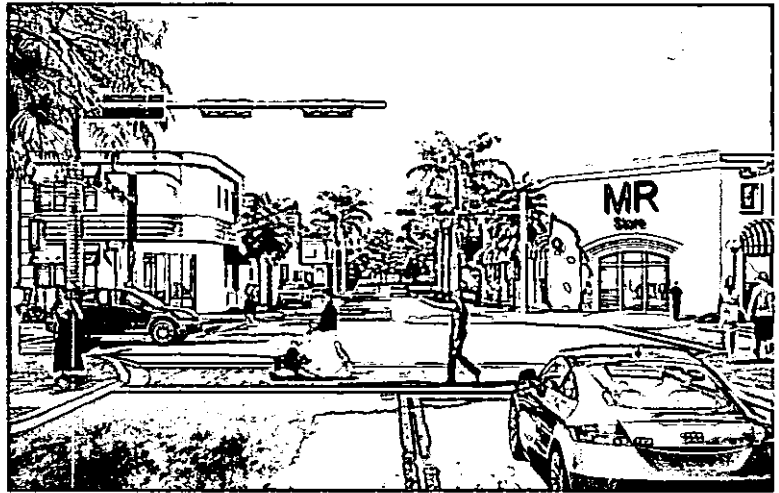
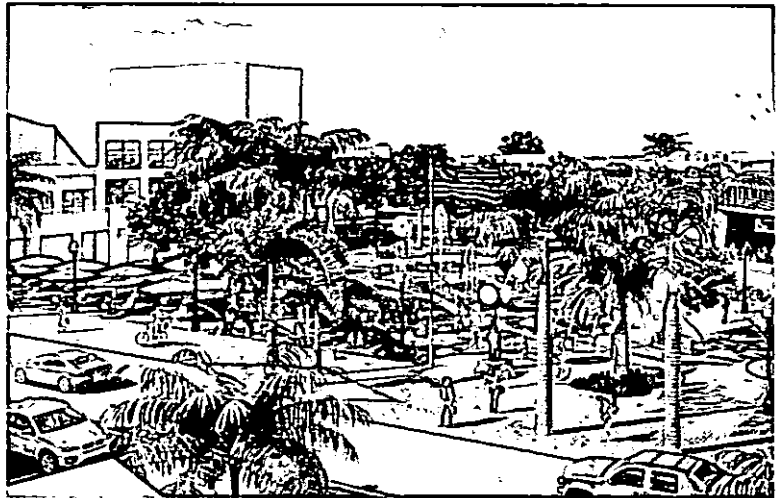
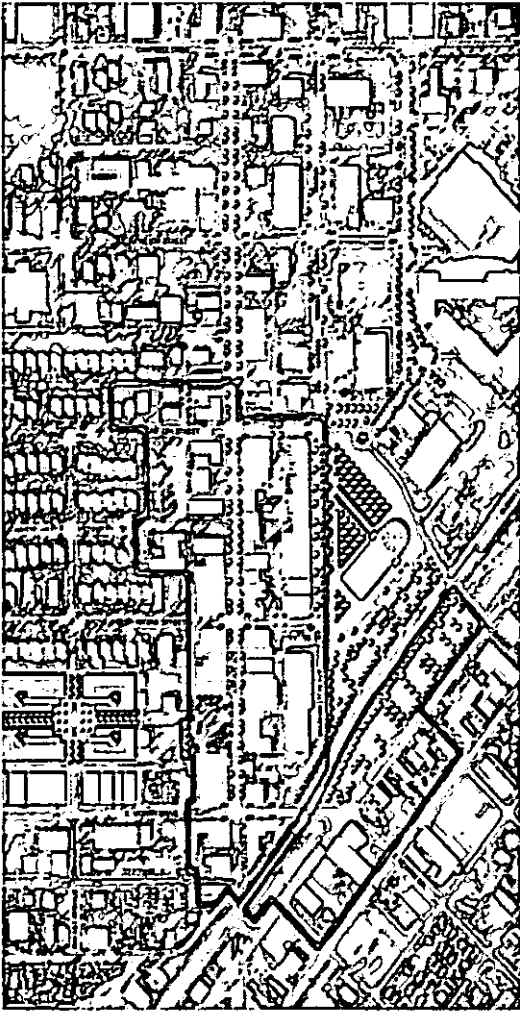


New Orleans Strategic and Neighborhood Rebuilding Plan
New Orleans, Louisiana

Client: City of New Orleans City Council

B&A led teams in the preparation of a 30,000 acre strategic reconstruction plan for the City of New Orleans, Louisiana after the vast majority of the City was destroyed by Hurricane Katrina. B&A prepared the project approach and directed the development of research, plans and community outreach.

This complex planning effort involved planning for 48 different areas of one of the major metropolitan areas in the United States and one with historic significance. The Neighborhood Rebuilding Plan strategy for reconstruction identified required investments through both research and community participation and provided a vehicle for the prioritization of specific investments and programs to address reconstruction of the neighborhoods. The plan addresses transportation issues, housing rehabilitation, community facilities, retail development and other urban related strategic reconstruction issues. The plan consolidated neighborhood-by-neighborhood plans in a unified, seamless format and provided a list of off-the-shelf projects for government and other appropriate funding resources.



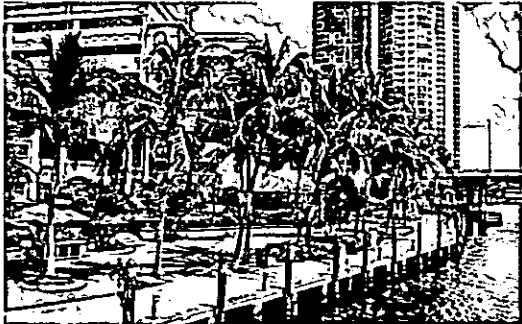
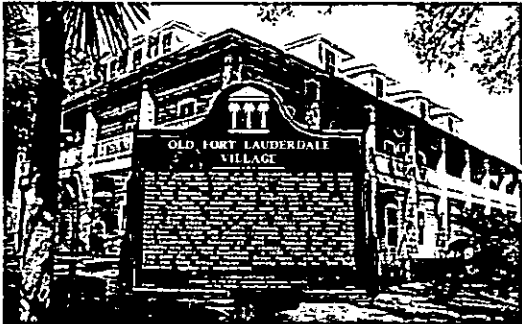
Historic Downtown Master Plan
Homestead, Florida

Client: City of Homestead

The civic significance of Homestead's Historic Downtown had diminished since its original development in the early 20th century. Suburban expansion and displaced commercial activity led to the relocation of City Hall in the 1960's.

B&A prepared the Historic Downtown Master Plan and a form-based code (FBC) to address future development in the context of preserving the historic character of the area. A market analysis was prepared to evaluate the economic potential for commercial and residential activity, as well as the inherent benefits of bringing City Hall back to downtown.

Other elements of the Master Plan proposed design controls as a FBC to establish the commercial integrity of the ground floor uses and facilitate organized growth of the downtown area.



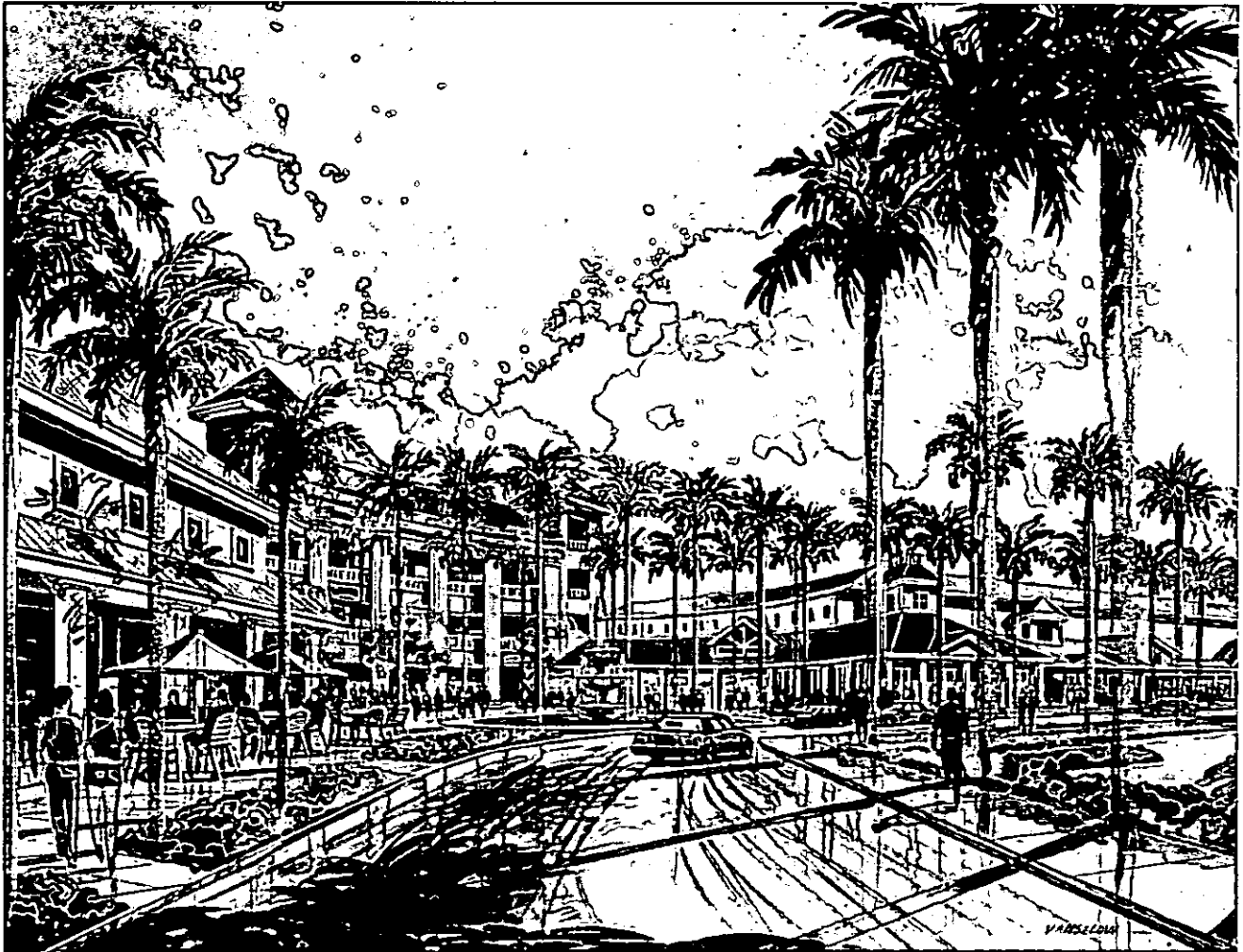
Historic District Master Plan
Fl. Lauderdale, Florida

Client: City of Fort Lauderdale

B&A created the master plan for the Fort Lauderdale Historic District, creating the basis of this successful entertainment venue.

The plan was based on a thorough analysis of existing conditions in the study area and surroundings, including building conditions and character, transportation and access, parking requirements, existing landscape treatments and required public improvements.

B&A identified required enhancements and guidelines for the restoration of private historic structures in addition to new infill construction. The area is now a growing tourist attraction with a selection of shops and restaurants filling the historic old buildings.

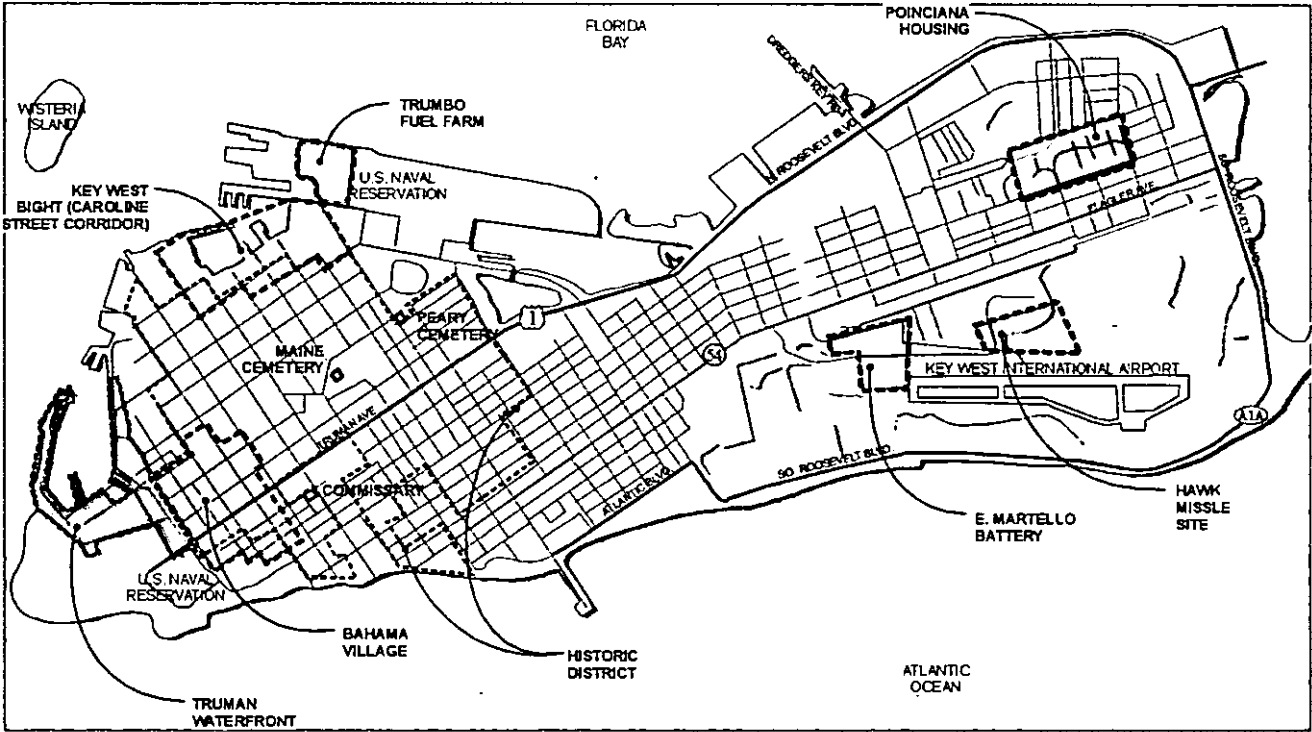
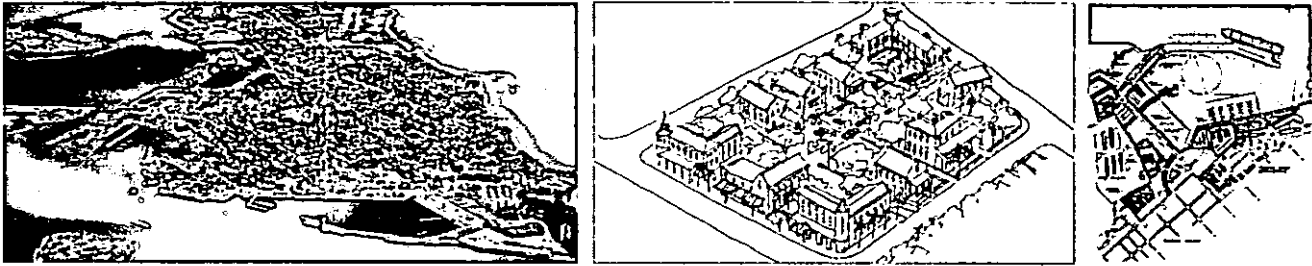


**City of Homestead
Urban Design & Planning
General Consulting Services**
Homestead, Florida

Client: City of Homestead

B&A acted as the City of Homestead's urban design consultant, reviewing all residential projects with a site area of 5 acres or over for compliance with the spirit of the city's urban design guidelines.

Additionally, B&A was responsible for recommending to the Planning and Zoning Board approval of administrative variances as deemed necessary to obtain the best residential design for the City. B&A staff sat as advisors to the Homestead Planning and Zoning Board during their meetings, reviewed site plans, met with developers and architects, and evaluated potential administrative variances.

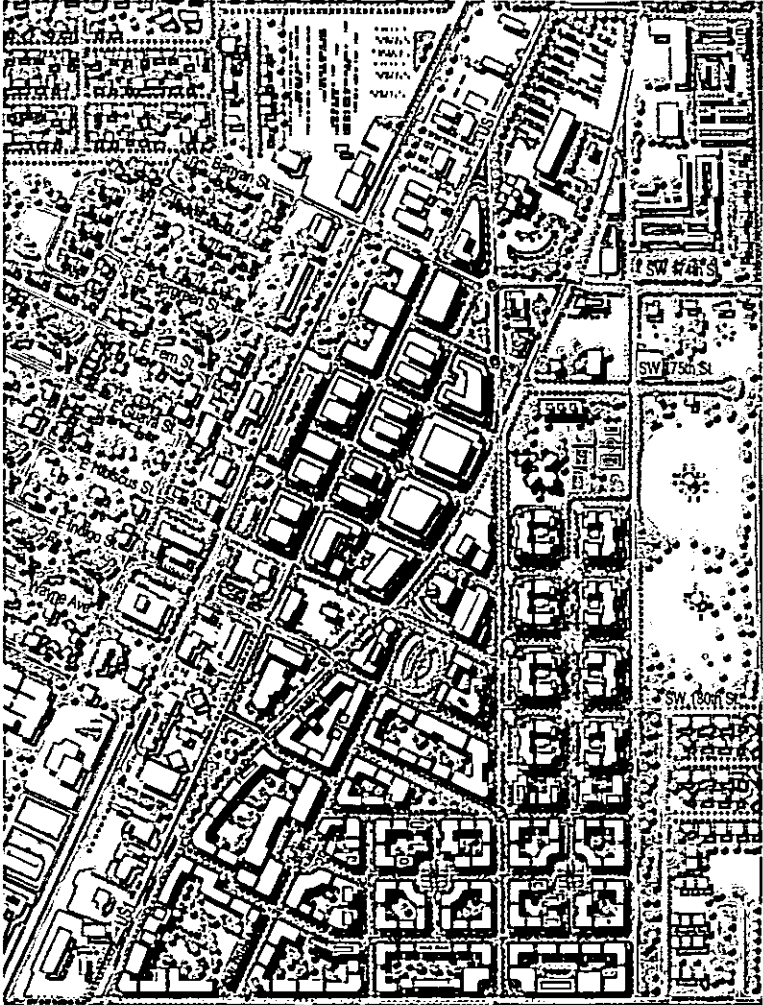
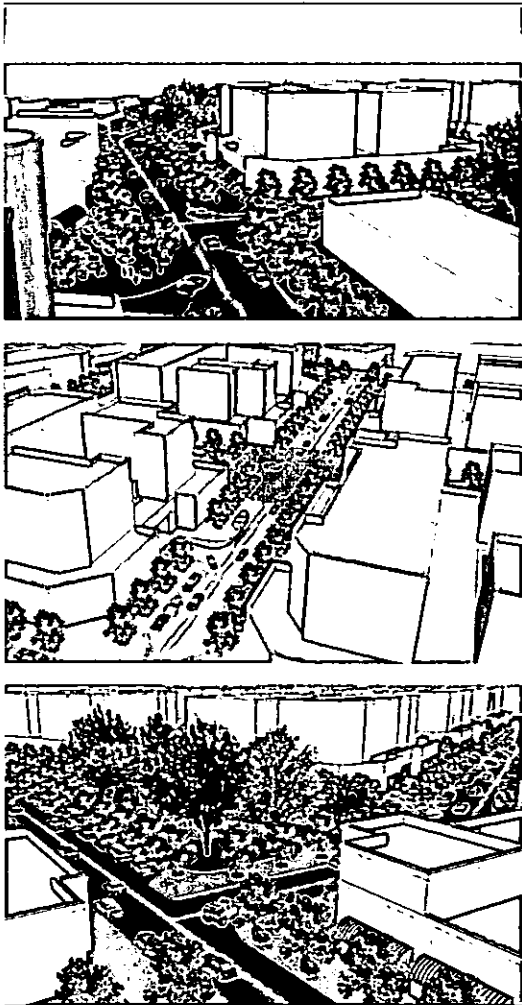


**Key West Military
Long Range Planning for
Naval Properties**
Key West, Florida

The Key West Military Base Reuse Plan was the second step in providing long-range planning for the naval properties designated for civilian use. The first step in this process was the preparation, adoption and approval of the federally required Base Reuse Plan.

The Key West Military Base Reuse Plan translated the community vision described in the federal-level plan into the city's growth management documents. The mechanism for accomplishing this important local effort is provided by Chapter 288, Florida statutes.

B&A prepared the plan. It summarized the community's vision for the reuse sites and assessed economic redevelopment opportunities.



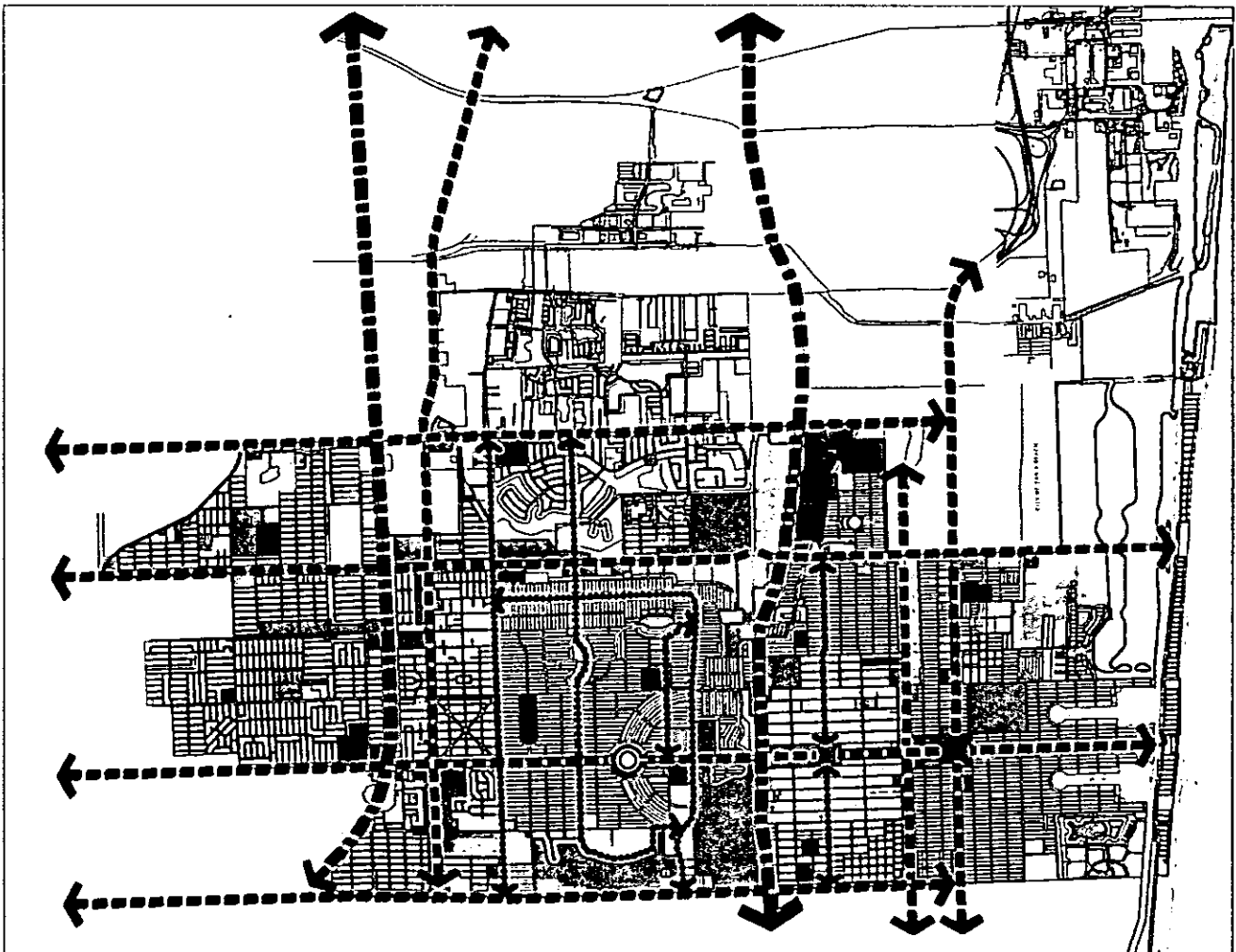
Downtown Master Plan
 Village of Palmetto Bay, Florida

Client: Village of Palmetto Bay

The Village of Palmetto Bay, a municipality incorporated in 2002, is a bedroom community in Miami-Dade County. US-1, a major thoroughfare and commercial corridor, is at the western boundary of the Village. Located on US-1, the Village Hall defines a civic core within this commercial corridor. Surrounding vacant sites and potential redevelopment sites are in the proximity of the Village Hall. The Village does not have a real "downtown" at present. In its effort to create an urban center, the Village contracted B&A to develop a plan to create a new Downtown. As part of the B&A Team, Lambert Advisory prepared a market analysis to evaluate residential and commercial absorption within a ten-year timeframe.

B&A prepared the Downtown Master Plan that is centered on the future Main Street (currently Franjo Road). Large five-acre sites that face this street are proposed to be subdivided with internal streets to create a grid pattern that will allow permeability to these large sites and bolster interest in Main Street. Land use changes are proposed as part of the Master Plan. A Form Based Code is being prepared as part of the Master Plan to ascertain that the development will be carried out as intended in the overall urban design plan.





Hollywood City-Wide Master Plan
Hollywood, Florida

Client: City of Hollywood

B&A assisted in the development of the City of Hollywood City-Wide Master Plan within an 18 month project schedule. As part of the team, B&A has carried out all the urban design analysis and is responsible for the development of the Urban Design Element of the Master Plan.

A city-wide analysis of the different sectors that comprise the City of Hollywood was undertaken to assess the problems and opportunities in each area as well as to gain an understanding of how the City of Hollywood functions in its totality. Major roadway corridors and proposed improvements by FDOT were analyzed to identify potential opportunities for redevelopment. Being a completely built-up city, the Master Plan identified the potential to increase development densities in opportune sections of the City, and at the areas and at the motor court area for taxis.

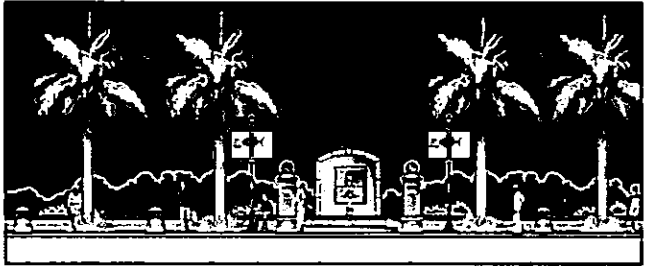
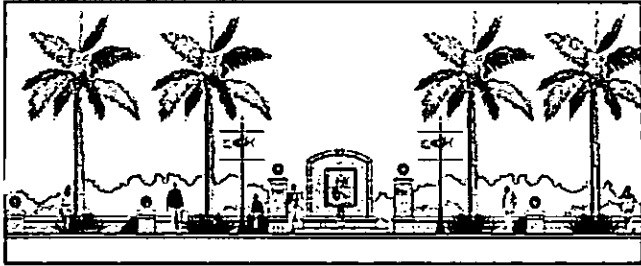
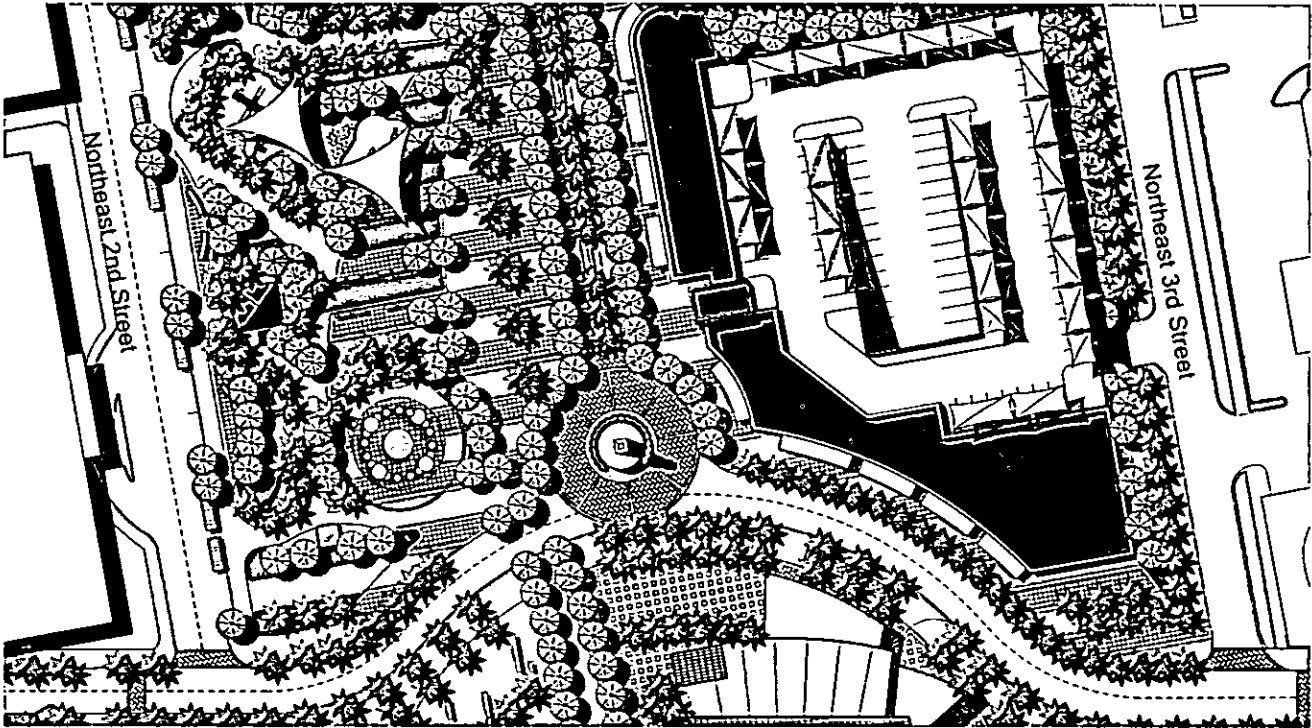


**Collier Neighborhood
Development Master Plan**
Pompano Beach, Florida

Client: Pompano Beach CRA

B&A has been retained to provide the Concept Master Plan for the City of Pompano Beach's Collier Neighborhood. The master plan is to be a community-driven effort that will serve as a roadmap for neighborhood improvements. As such, community input and participation will be essential to this endeavor and a critical component of this project Scope.

The Scope of Work is divided into several tasks with 4 major deliverables: (1) assessment of existing conditions to include a functional analysis of the area; (2) assessment of issues and opportunities present that affect the development of the Neighborhood; (3) a list of recommendations and projects to include cost estimates and possible funding sources; and (4) the delivery of the final Collier Neighborhood Development Concept Master Plan Report.

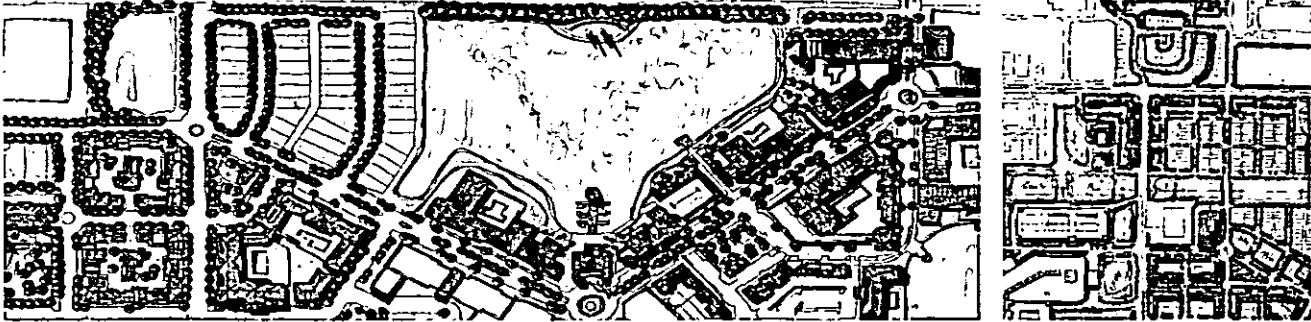
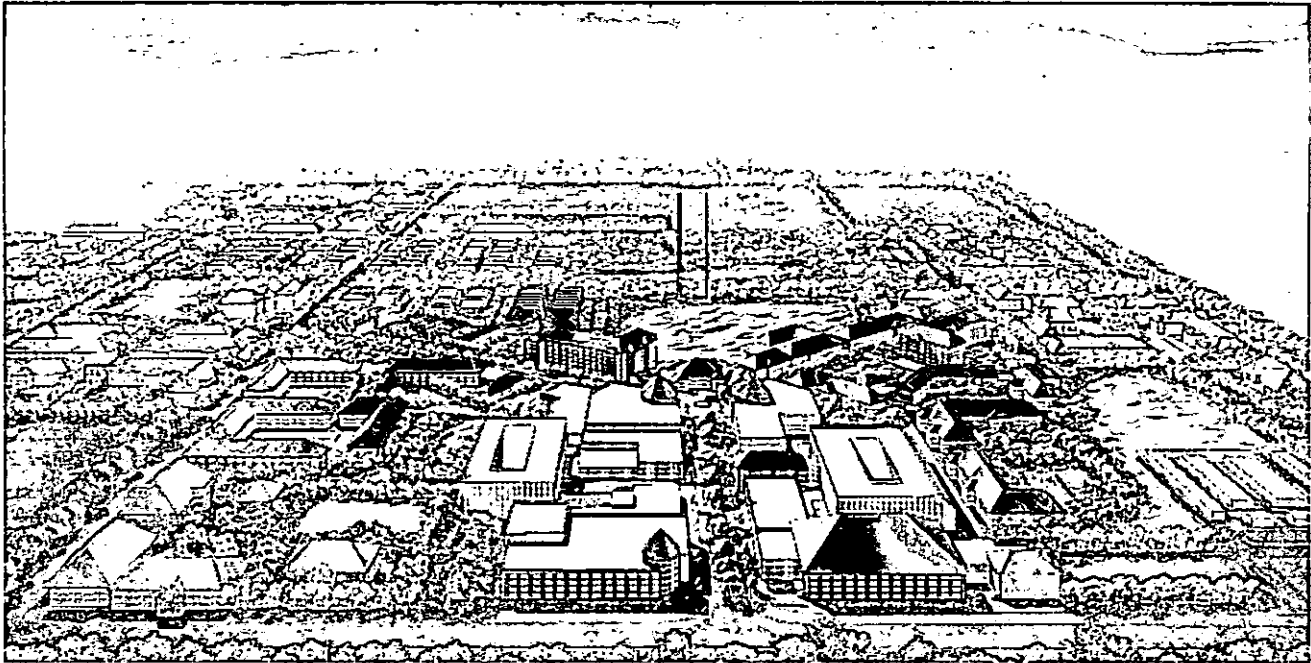


Pompano Beach Redevelopment
Pompano Beach, Florida

Client: City of Pompano Beach

B&A developed a master plan and landscape schematic design for the Pompano Beach Waterfront. As part of the development, B&A has undertaken an extensive public involvement process to build consensus as to the future of current parking areas. A mandate from the City and community was issued for the expansion of open space along the beachfront, most of which was occupied by parking on Pompano Beach Boulevard.

B&A performed parking and engineering studies to evaluate present and future parking demands and the potential to create open space in the area through the construction of a parking structure. An integral element of B&A's proposal was the curving the Boulevard itself, freeing up some of the area occupied by parking and expanding the waterfront to include a plaza and restaurant.

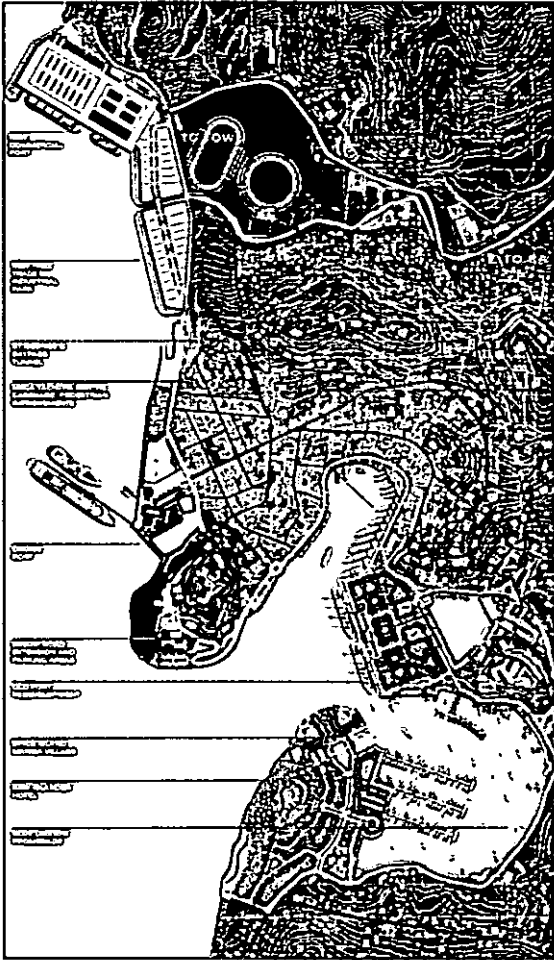


Main Street Master Plan
Coconut Creek, Florida

Client: City of Coconut Creek

The City of Coconut Creek contracted to prepare a Main Street/ Town Center Master Plan for a 145 acres in size centrally located vacant land parcel. Major recommendations of the master plan included land acquisition and consolidation, extending the city-wide greenway along the edges of the project and land use plan amendments.

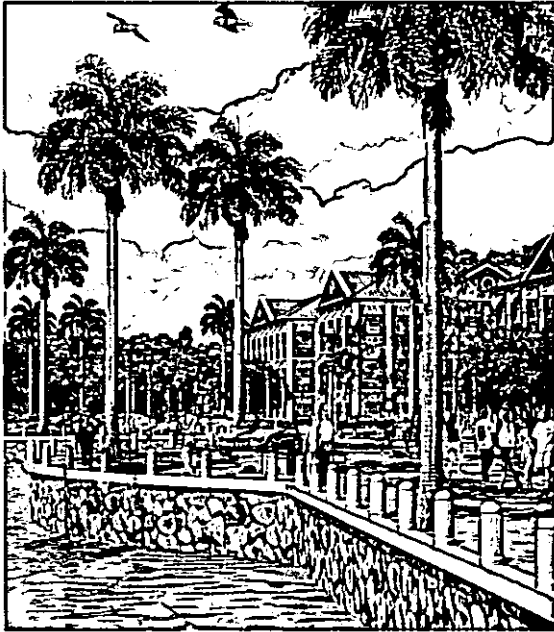
As part of the master plan process, the public involvement effort included workshops with the City Commission, the community, and interested parties.



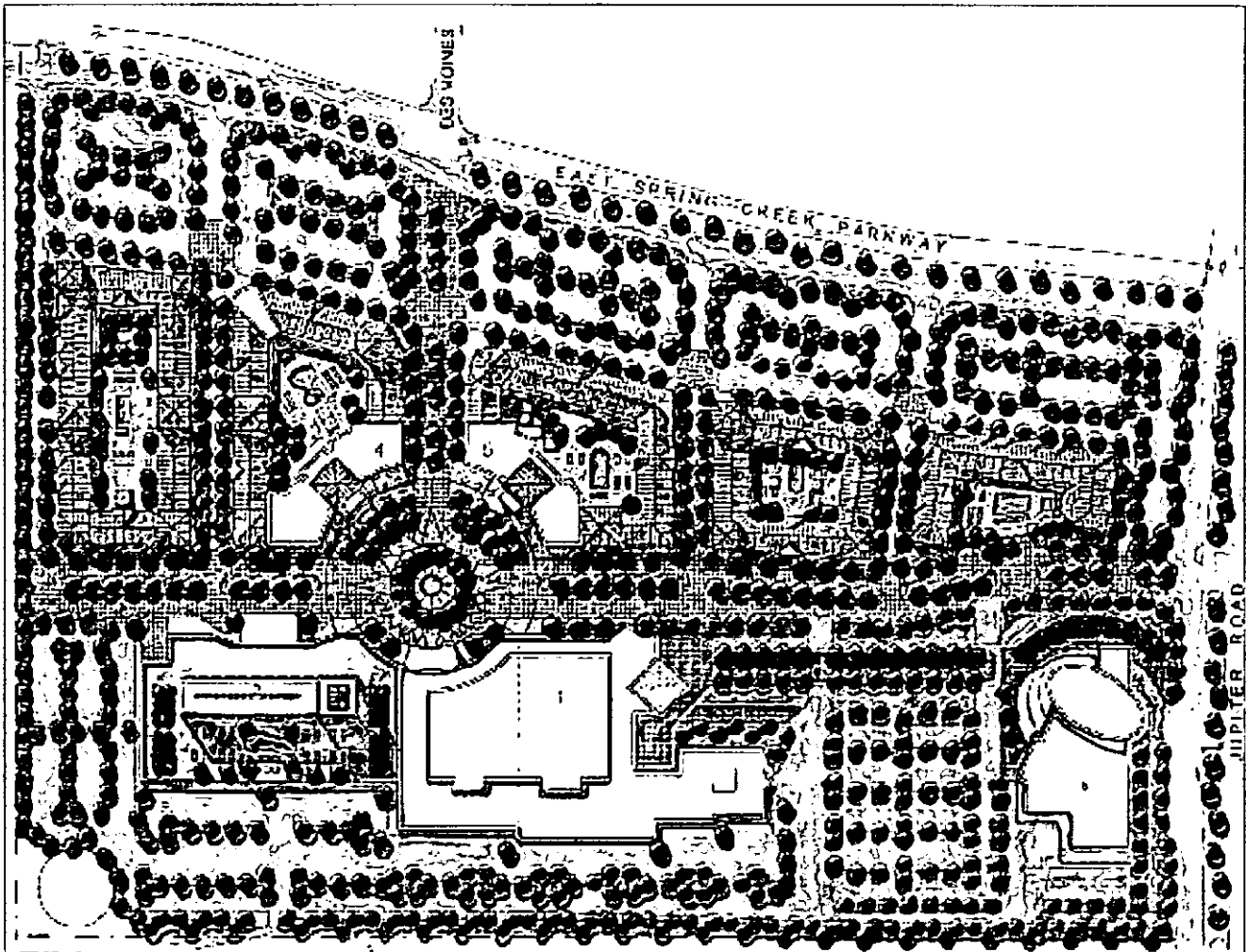
**Renaissance Project
Strategic Development Plan**
St. Georges

The Government of the Island of Grenada's policy is aimed at the reinforcement of the economy's infrastructure in order to achieve sustainable improvement in the employment and living standards of the people of Grenada. Working with the private sector as part of a PPP Concession, B&A provided planning services for the development of the St. George's Renaissance strategic plan that was conceptualized with the clear objective to improve the basic infrastructure in and around St. George's town with the following objectives:

- Invest on new tourism oriented projects
- Create areas and sites for commercial, residential and tourist attraction;
- Improve the environmental and living standards of St. George's residents through substantial investments in basic infrastructure;
- Provide for the sustainable restoration and preservation of the historical character of St. George's;
- Enhance the competitive position of St. George's among its peers in the Caribbean region.



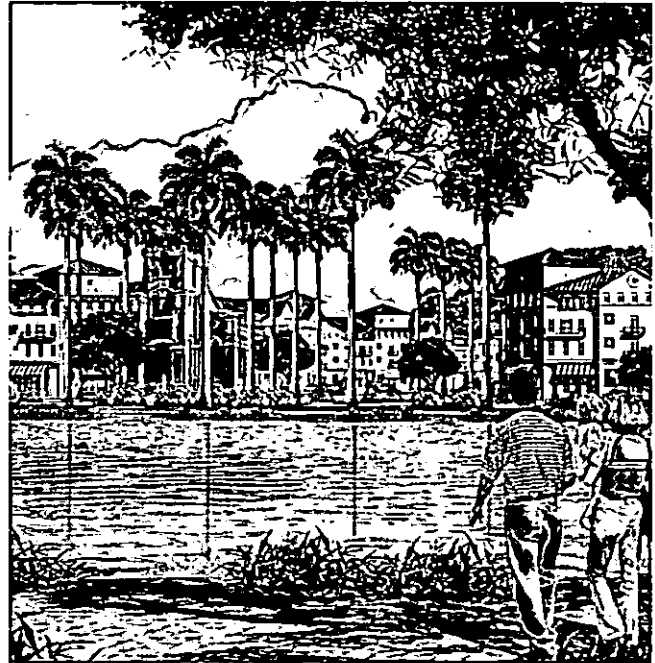
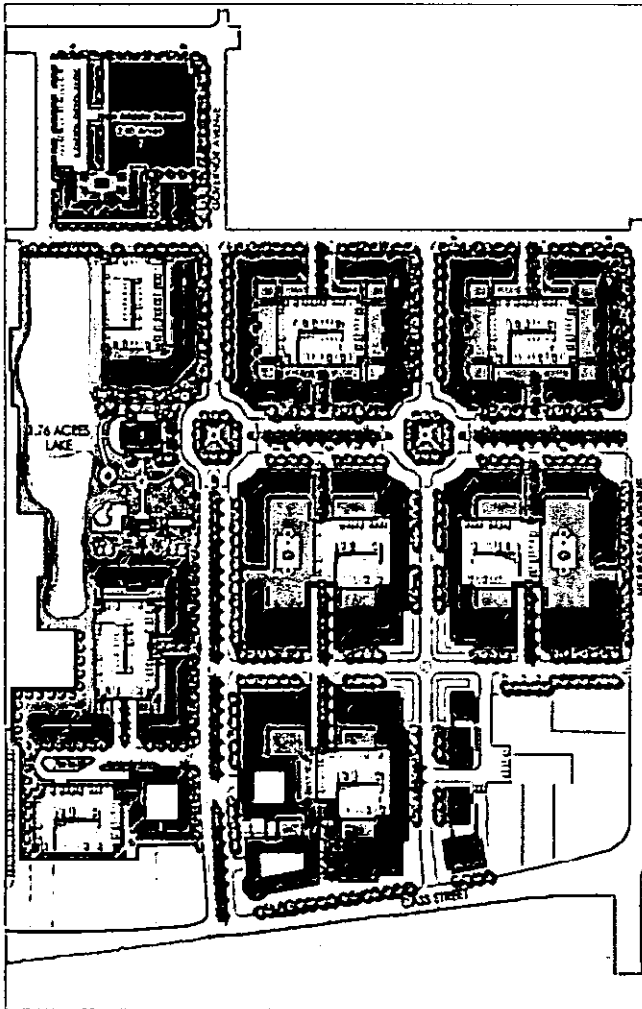
The project identified and provided concept development plans for the construction of a new cargo port; the construction of major roadway infrastructure to connect rural areas to St. George's; provide for the redevelopment of in-town areas for residential and tourism oriented uses. The total investments are estimated at US\$400 million — a sum which will create a significant boost in employment for local professional services and within the construction industry for the next decade, while simultaneously having a significant and sustainable impact on the economic infrastructure. Part of this project has already been executed.



**City of Plano Texas
Town Center Master Plan**
Plano, Texas

The 60 acres surrounding the Plano Convention Center site was designated by the City of Plano Texas as a mixed-use center. The program required a performing arts center, residential, office and commercial uses. The hotel and performing arts center anchor both ends of the main-street. A central motor plaza allows access to the Convention Center. Building setbacks around the motor plaza serve to create a pedestrian space that will be lined with restaurants and cafes.

The 800 residential units and support retail line the main street and connect to the future Performing Arts Center. Parking structures are lined with residential, office and retail components to create a street ambience. Surface parking will be provided on future development lands on the north of the property, to be used for Convention Center overflow parking.

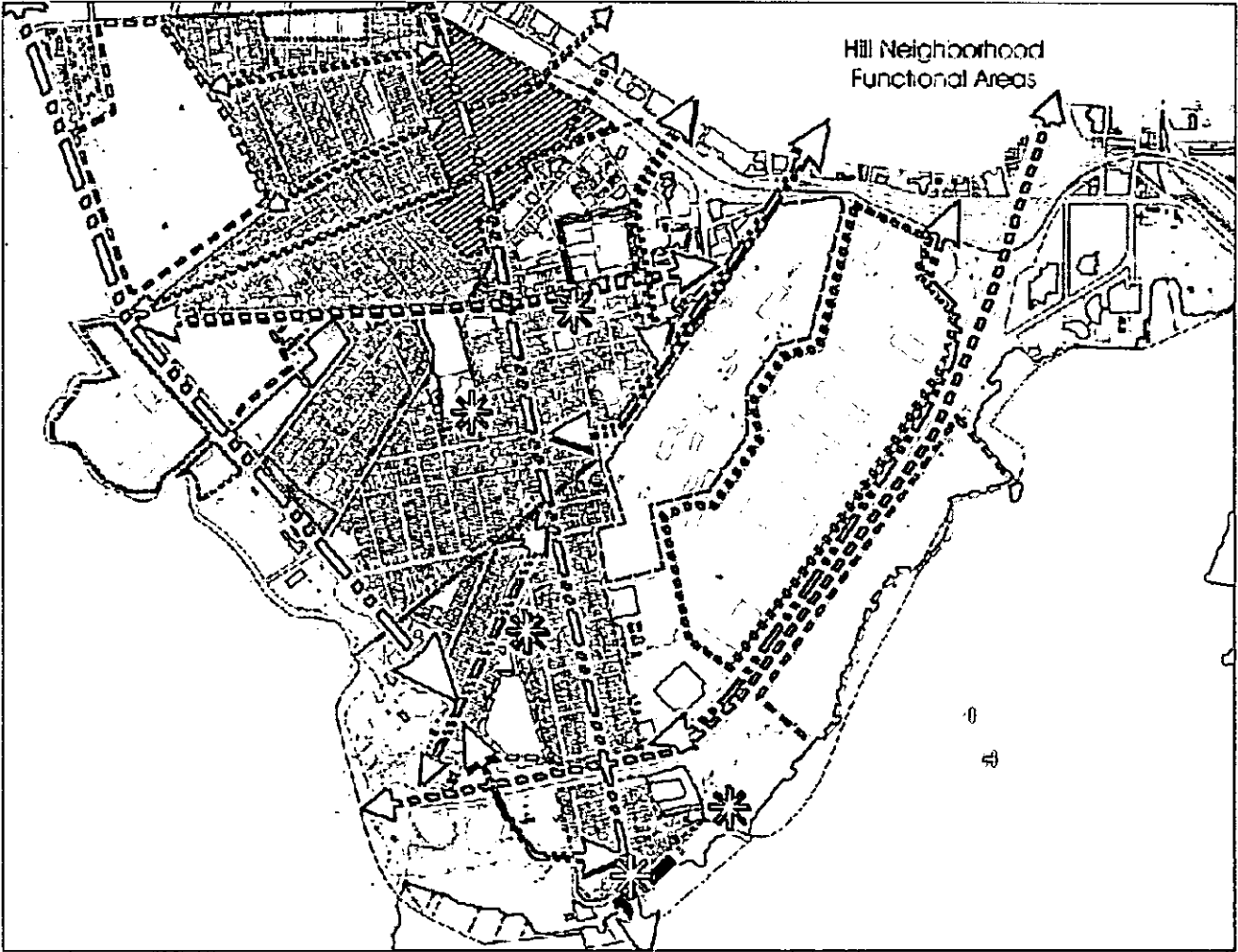


Central Park Village Hope VI
Tampa, Florida

Client: Tampa Housing Authority

B&A provided design services for the Tampa Housing Authority's Central Park Village 2004 HOPE VI application. As part of the HOPE VI team led by Lambert Advisory the firm carried out distress certification for the property, analysis of existing conditions and context, and all the site planning and architectural design.

Located in close proximity to Tampa Florida's Downtown, Central Park Village is an existing public housing project in need of revitalization. The proposed HOPE VI application redesign included the replacement of the existing housing with 141 town homes, 490 rental apartments, and 100 elderly residential units. The site plan design brought back into Central Park Village the city's grid with the purpose of creating a strong link to the surrounding community.

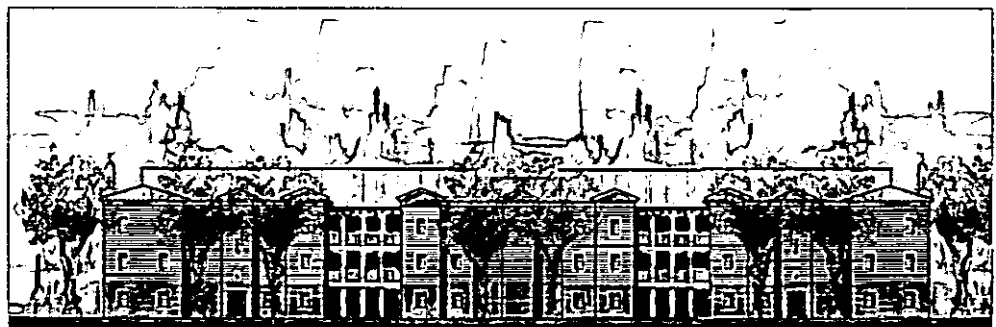
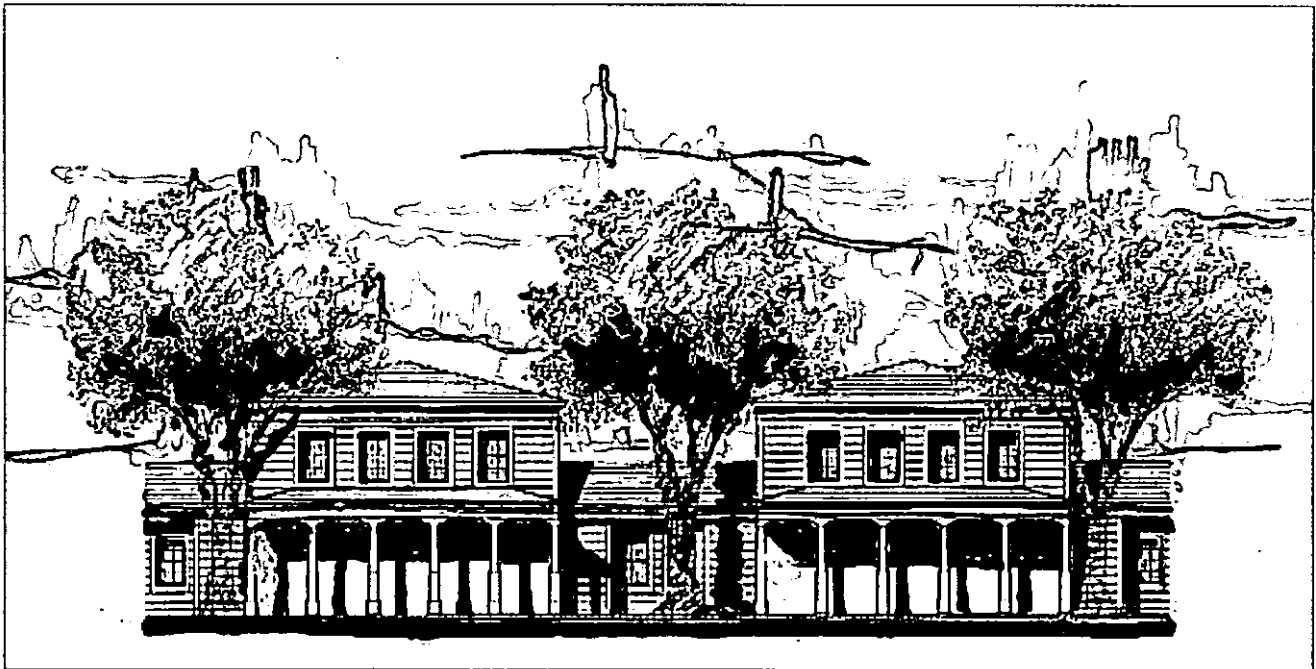


**New Haven Empowerment Zone
Neighborhood Plan**
New Haven, CT

Client: City of New Haven
Planning Department

B&A was commissioned by the City of New Haven Planning Department to conduct a neighborhood analysis and development plan for two of the city's largest communities, Hill and Fair Haven.

Both Hill and Fair Haven are historic districts that had served as gateways for arriving immigrants who often went to work in the prolific oyster beds found just off shore. As the oyster industry deteriorated, so did the area. B&A assisted in identifying the needs and opportunities that existed within the area, conducting analyses of the current conditions and presenting recommendations for potential redevelopment and land use opportunities.

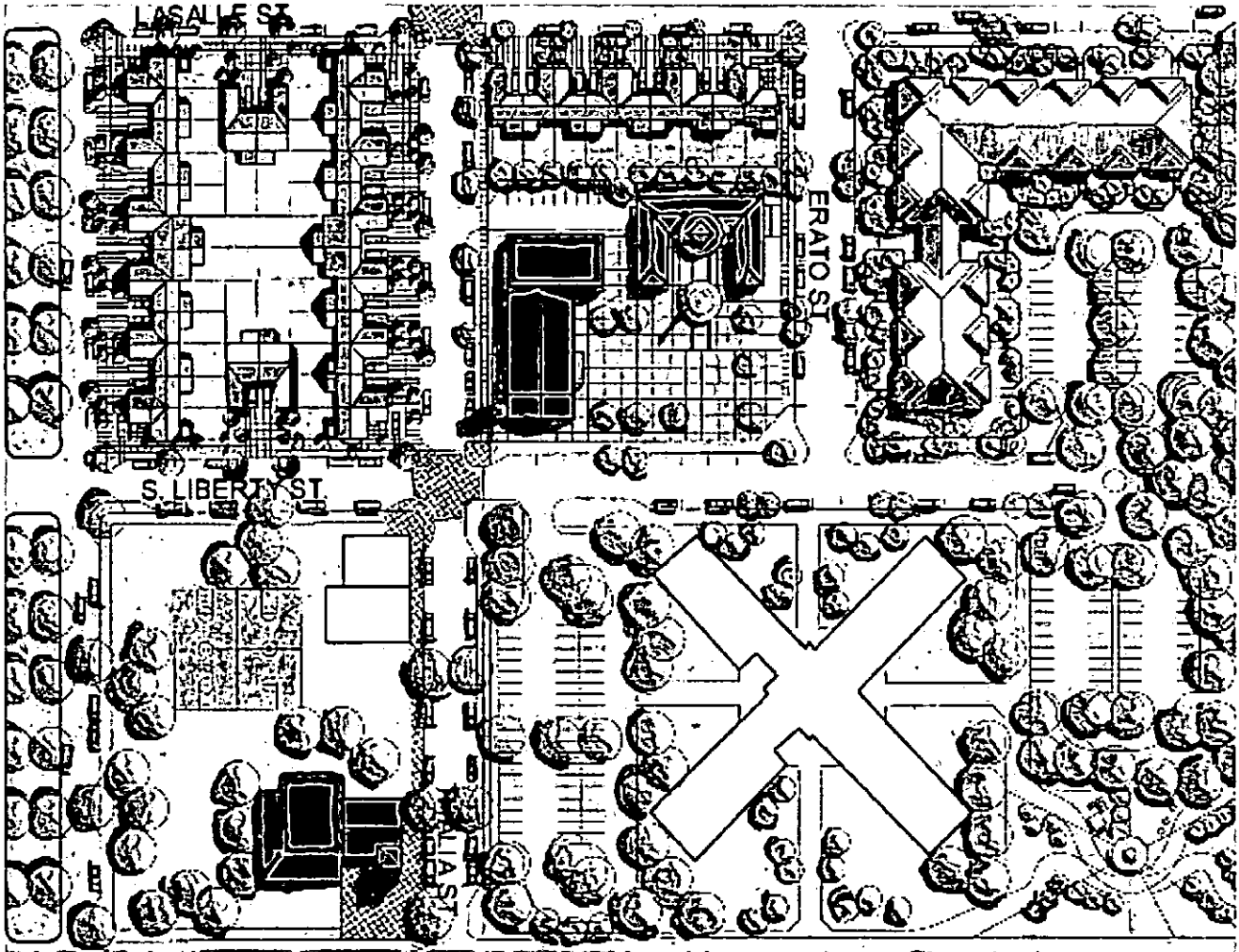


Fischer Homes Hope VI
New Orleans, Louisiana

Client: New Orleans Housing Authority

B&A, as part of the National Housing Group Team, developed the urban design plan and preliminary architectural schematics for the HOPE VI application for the Fischer Housing project which is located on the West Bank of the Mississippi River in New Orleans, Louisiana. B&A was responsible for the planning and architectural analysis required to establish need for revitalization. Our effort involved extensive site analysis, neighborhood analysis, context area analysis, and building conditions evaluation. Additionally B&A evaluated the architectural design typologies of the immediate neighborhood to establish the architectural character of the future project.

Based on New Urbanism concepts the site plan design is based on the extension of the city grid into the property to create easily identifiable and defensible space, while providing a sense of community. The program which consisted of 50 single family homes, 111 townhouse units, 169 apartments, for a total of 330 units.



Guste Homes Hope VI
New Orleans, Louisiana

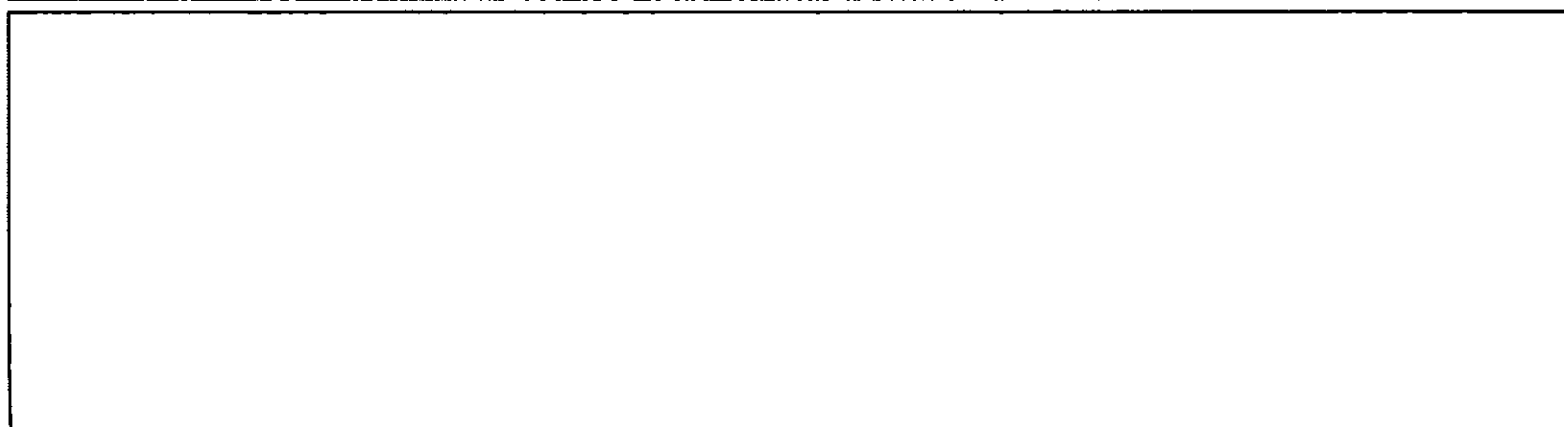
Client: New Orleans Housing Authority

As part of the National Housing Group Team, B&A developed the urban design plan and preliminary architectural schematics for the HOPE VI application of the Guste Homes project located in the urban core of the City of New Orleans, Louisiana.

B&A was responsible for the planning and architectural analysis required to establish need for revitalization. Efforts involved extensive site and neighborhood analysis, context area analysis, and building conditions evaluation. Additionally, B&A evaluated the architectural design typologies of the immediate neighborhood to establish the architectural character of the project.

The Union Bethel A.M.E. Church, a historic 130 year-old building at the edge of the development, was highlighted to act as a center of community activity and focus.

**Representative Community Redevelopment and Long Range Fiscal
Plan Projects and Client References**



LAMBERT ADVISORY EXPERIENCE

PortMiami - World Trade Center Miami (Miami, FL)

Economic, Market and Strategic Analysis

Lambert Advisory completed an economic, market and strategic analysis for a proposed World Trade Center within PortMiami. As the basis for evaluating development opportunities for a World Trade Center Miami, Lambert completed an assessment of general economic and demographic trends and forecasts for Miami-Dade County, and specifically Downtown Miami, inclusive of the Brickell and Omni areas. The economic profile focused on those primary variables that "drive" demand for proposed uses including office, hotel, and retail that support a phased development of the World Trade Center property. Lambert also provided the strategic recommendations for implementation and related PortMiami initiatives.

Reference: Mr. Kevin Lyskey, Assistant Director, Business Initiatives
1015 N. America Way, Miami, FL 33132
305.329.4035 KTL@miamidade.gov

City of Hallandale Beach, FL

CRA/TIF Funding Strategy & Public/Private Development Negotiation Services for Village of Gulfstream Park

Lambert Advisory was the primary consultant to the City of Hallandale Beach associated with its negotiation with Forest City Enterprises and the development of a \$250 million retail/entertainment lifestyle center. Lambert provided the financial structuring and deal terms associated with City of Hallandale Beach's CRA TIF funding used to support development of the 300,000 square foot multi-phase development. Lambert set forth the parameters by which the City would invest its TIF dollars and recapture its investment dependent upon a complex evaluation of the development's success during a 20 year period. Lambert participated as facilitator during negotiations and provided the presentation of conclusions and recommendations to the City Commission that were used as the basis for approving the investment agreement.

Reference: Ms. Nydia Rafols-Sallaberry, Deputy City Manager
400 Federal Highway, Hallandale Beach, FL 33009
954.457.1338 Nrafols@hallandalebeachfl.gov

City of Tampa (FL) - Drew Park CRA & East Tampa CRA

Community Redevelopment Strategic Plan

Lambert Advisory, under a sub-consulting agreement with URS Corporation, currently serves as an economic and financial advisor to the City of Tampa on two independent community redevelopment initiatives: Drew Park CRA and East Tampa CRA. In both cases, Lambert completed comprehensive market research and analysis to identify demand for a broad range of uses including retail, office, industrial and residential (for-sale and rental). The demand estimates were used as the source for supporting long-term demand estimates within both CRA's, which in-turn became the basis for projecting incremental tax revenue growth within the districts. Lambert served as a financial advisor to the Plan responsible for analyzing historical tax revenue growth within the district, and forecasting incremental tax revenue growth used to support various funding options including tax increment financing (TIF), bond financing and/or Hillsborough County redevelopment funding initiatives.

Reference: Mr. Ed Johnson, Executive Director
306 East Jackson Street, Tampa, FL 33602
813.274.3760

Truman Annex Park (Key West, FL)

Tourism Impact Study

Lambert Advisory was recently engaged by Spottswood Companies to develop a tourism impact analysis of the development of the Truman Annex Park on tourism to Key West and corresponding expenditure. Truman Annex Park is currently in the planning stages of development for a world class park facility that will serve as one of the major venues in Key West similar to Grant/Millennium Park in Chicago. The tourism benefit, which is the basis for Lambert's analysis, from the Truman Annex Park is driven by three primary sources: 1.) enhanced tourism and associated expenditure from attendance at existing and/or new performance venues; 2.) enhanced tourism and associated expenditure from maritime and non-maritime multi-day events (including the Super Boat International World Championship Off-shore Race); and, 3.) enhanced tourism and associated expenditure from longer length of tourist visit.

City/Port of Key West

Economic Impact Analysis – Cruise Port Development

The Port of Key West is one of the most active and desirable cruise ports in the United States. Yet it increasingly has difficulty accommodating the number and size of visiting cruise ships. In conjunction with a plan to convert the Naval Air Station in Key West to civilian use, Lambert Advisory analyzed the negative impact on the local economy of the base closure and the corresponding positive impact of a new cruise port along the base's Truman Annex waterfront. We found that the repositioning of Truman Annex as a deep water cruise port will alleviate the majority of problems associated with accommodating large vessels, but not without associated costs. The City of Key West faces one of the most severe housing crises in the nation, and the additional jobs created by the new port-of call will only exacerbate this problem. Our recommendations to the City included ways in which increased port charges and fees could be tied to an affordable housing fund – a fund directed at reducing the housing cost burden on retail and service workers serving the growing number of cruise passengers.

Trust for Public Land and City of Key West

Key West Redevelopment: Market, Financial, and Business Structure

Completed a market and financial assessment and program for the City of Key West in conjunction with the Trust for Public Lands to purchase and develop eighteen acres of waterfront dilapidated property in the heart of Key West, Florida. The analysis focused on developing a retail, resort, and marina oriented program for the site which would generate enough revenue to pay off debt associated with the purchase.

Neighborhood Housing Services of South Florida (Miami, FL)

CRA Target Market Area - Economic Market and Strategic Plan

Lambert Advisory is currently engaged as the economic, market and strategic advisor to the Neighborhood Housing Services of South Florida (NHSSFL) in conjunction with an economic development strategy for the N.W. 79th Street – CRA Target Market Area. The economic and market analysis will provide an in-depth understanding of housing and commercial market conditions that will be used to establish a strategic joint development analyses for multiple sites and provide recommendations for supporting and implementing viable opportunities, including tax increment financing (TIF) initiatives. However, an important component of the overall strategic evaluation will be to assess the opportunity to link potential redevelopment programs with transit services including Amtrak and Metrorail.

City of Hallandale Beach (FL)

City-Wide Economic Development Strategy

Completed a city-wide economic development strategy for the City with the primary focus aimed at delineating what the City can and needs to do within its budget constraints to attract, support, and cement the large scale private investment necessary to create jobs and future opportunities. The research and

analysis included a comprehensive overview of demographic trends and forecast (at the census tract level), as well as a detailed supply and demand analysis for housing (rental and for-sale), office, retail, entertainment, industrial and hotel uses that will be targeted to support potential public/private joint redevelopment opportunities. The report also provided recommendations with regard to the City/CRA's role as it relates to economic development including utilization and structuring tax increment funds (TIF). Beyond the research efforts associated with the Hallandale Beach market opportunities, Lambert met with numerous stakeholders in the community and City staff to receive their input related to this effort and has made a commitment to do provide follow up recommendations (as needed) based upon related feedback.

City of Newport Richey (FL)

Highest and Best Use Analysis – HCA Community Hospital

Lambert Advisory was engaged by URS Corporation to prepare a highest and best use (best fit) analysis associated with the relocation of HCA Community Hospital. The objective of this study is to identify potential redevelopment opportunities aimed to create employment, generate property taxes, and/or support existing businesses in the immediate area and citywide, while furthering the objectives of the New Port Richey Comprehensive Plan and New Port Richey Redevelopment Plan.

City of Cape Coral - South Cape CRA (FL)

Economic, Market and Strategic Analysis for 2020 Vision Plan

Lambert Advisory, as a sub-consultant to Zyscovich, provided economic, market and strategic analysis to support the South Cape 2030 Vision Plan. The primary goal of the economic and market analysis was to assess the market for residential, office, retail/entertainment, hospitality, cultural and government uses in the context of both the short opportunities and long-term visions for South Cape and its CRA district. An important component to Lambert's work effort was to identify the CRA's competitive positioning within the broader market to clearly understand viable redevelopment opportunities that helped guide the visioning process. Moreover, the analysis provided a critical element to establishing community support for a redevelopment programming that had for a long time suffered from the community's skepticism.

St. Petersburg Pier (St. Petersburg, FL)

Strategic Planning for Pier Redevelopment

Lambert Advisory served as the economic, market and financial consultant to City of St. Petersburg's Pier Task Force associated with the redevelopment of the Pier facility. The research and analysis includes a combination of economic and demographic data analysis, review of third party studies regarding the St. Petersburg and Pinellas County real estate market, interviews with a variety of investors, owners and operators of real estate throughout the City and region, as well as interviews with meeting planners, entertainment venue developers, and performance promoters within and beyond the local market. Specifically, Lambert's research focused on determining how the Pier's redevelopment and under various configurations would support certain real estate and entertainment uses over the long term, including: retail/restaurant, entertainment attraction, dedicated performance venue, hotel, and marina.

City of Miami (FL)

Business Improvement District (BID) Initiative

Lambert Advisory assisted the City of Miami in its effort to reach out to prospective BIDs throughout the City and provide insight into formation processes, organizational structures and planning goals. As part of the process, Lambert developed data and prepared detailed GIS-based maps, baseline revenue estimate and additional funding evaluations for each specific prospective BID to provide data necessary to identify geographic boundaries and budget (revenue) parameters. In addition, Lambert provided the City with guidance into its governance and management policies that should be considered as the BID initiative progresses. Lambert also provided the City's MIMO district with support in formulating a business plan, base-level of service documentation, and financial assessment.

City of Plantation (FL)

Gateway Catalytic Investment Strategy

Lambert Advisory was engaged in a market and financial assessment for the State Road 7 corridor, a designated CRA, in the City of Plantation. A key component to the analysis is aimed at guiding the City to the strongest redevelopment program from a "dollars and cents" perspective keeping in mind the broader goals of the City to effectuate the corridor's redevelopment, including housing development. Our objective was to test various cash flow scenarios including acquiring parcels and/or existing buildings and leasing them back to a third party for development. Based upon supply, demand, pricing, and capture analyses conducted in our in-depth market profile, we assessed financial feasibility and public funding requirements (if needed) on both an individual project basis and/or the redevelopment program as a whole.

Santa Rosa Island Authority (SRIA), Pensacola Beach (FL)

Economic and Market Analysis for Pensacola Beach Master Plan

Lambert Advisory, as a sub-consultant to the master planning team, completed an economic, market and financial analysis for the Pensacola Beach Master Plan. Lambert's primary objective was to coordinate local market and financial realities with the master planning effort. The economic, market and fiscal impact analyses relies heavily upon the compilation of comprehensive resident and visitor demographic data, as well as in-depth market research of various real estate uses including retail, hotel, entertainment, cultural and recreation. The analysis is utilized to support demand estimates for potential redevelopment within the study area as well as support recreation and eco-related activity programs the community strongly desires. Additionally, Lambert served as a financial advisor to the Plan responsible for analyzing historical tax, toll bridge and other revenue growth within impacting SRIA, and forecasting incremental revenue growth among these various sources to support alternative funding options including toll bridge revenue increment financing, bond financing and/or other local and State redevelopment funding sources.

Creative Village (Creative Village LLC, Bank of America CDC & City of Orlando) (FL)

TIGER II Grant - Strategic Services

Lambert Advisory served as the lead economic, financial and strategic advisory to Creative Village LLC (in a joint effort with Bank of America CDC and its Consortium partners) in the preparation of a TIGER II Grant submission. Creative Village, located in Downtown Orlando within the Parramore Neighborhood area, is a master planned vision where high tech, digital media and creative companies integrate with residential, retail and academia. The initial grant submission is estimated to be in the \$70 million range, with additional sources of funding targeted to support the redevelopment effort. The planning and grant submission effort represents comprehensive and complex integration of disciplines between the private sector (master developer), City of Orlando, BACDC, Lynx, among others. Lambert's primary role is to provide the strategic vision and define the redevelopment focus in the context of grant submission as well as facilitate and coordinate interaction between the various Consortium partners.

Broward Boulevard Gateway Corridor Master Plan (Ft. Lauderdale, FL)

Economic/Market Assessment

Lambert Advisory was engaged by the Treasure Coast Regional Planning Council (TCRPC) and is currently providing economic, market and strategic planning services associated with the Broward Boulevard Gateway Master Plan (Gateway). The objective of the Gateway master plan is to establish a vision and strategy for short and long term physical, regulatory and economic improvements for a corridor which extends more than two miles. Specific to the economic and market analysis, the analysis was intended to: identify the Gateway corridor's existing economic base; identify the market potential and demand for select real estate uses within the Gateway corridor; identify redevelopment strategies and investments that could act as catalysts for redevelopment along the corridor; and, make recommendations and delineate next steps based on the baseline data collected, including preliminary funding strategies to be considered for implementation phases.

10

References





Harry S. Truman Presidential Park, Key West

REFERENCES FOR BERMELO AJAMIL & PARTNERS

City of Homestead

Mr. Joseph Corradino

Interim Development Director

790 N. Homestead Boulevard

Homestead, FL 33030

305.224.4510

Jcorradino@cityofhomestead.com

Project Reference: Historic Downtown Master Plan

City of Pompano Beach CRA

Mr. Horacio Danovich

CRA Engineer

100 W. Atlantic Boulevard

Pompano Beach, FL 33060

954.786.7834

Horacio.Danovich@copbfl.com

Project Reference: Pompano Beach Redevelopment Plan



Historic Master Plan, Homestead

City of Homestead CRA

Mr. Rick Ammirato

Director

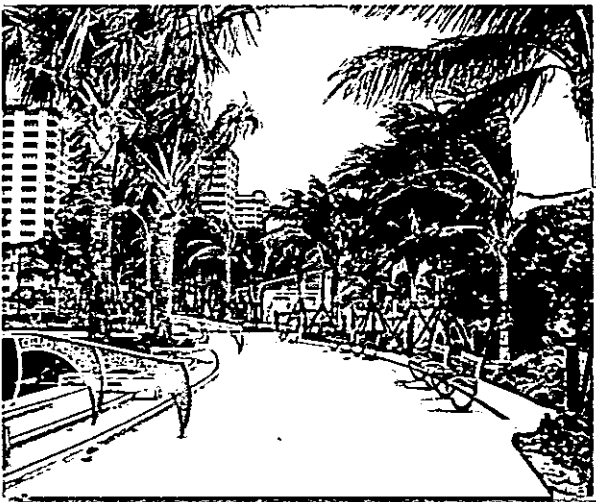
790 N. Homestead Boulevard

Homestead, FL 33030

305.224.4480

Rammirato@cityofhomestead.com

Project Reference: Planning Services



Pompano Beach Redevelopment, Pompano Beach

City of Key West

Mr. Donald Craig

Planning Director

3140 Flagler Ave

Key West, FL 33040

305.809.3720

Dcraig@keywestcity.com

Project Reference: Harry S. Truman Presidential Park

REFERENCES FOR LAMBERT ADVISORY**PortMiami****Mr. Kevin Lyskey**

Assistant Director, Business Initiatives

Port of Miami - Business Initiatives

1015 N. America Way

Miami, FL 33132

305.329.4035

Project Reference: World Trade Center

City of Hallandale Beach**Ms. Nydia Rafols-Sallaberry**

Deputy City Manager

400 Federal Highway

Hallandale Beach, FL 33009

954.457.1338

Project Reference: City-wide Economic Strategy; Villages of Gulfstream Park P3/TIF Structuring

East Tampa CRA**Mr. Ed Johnson,**

Executive Director

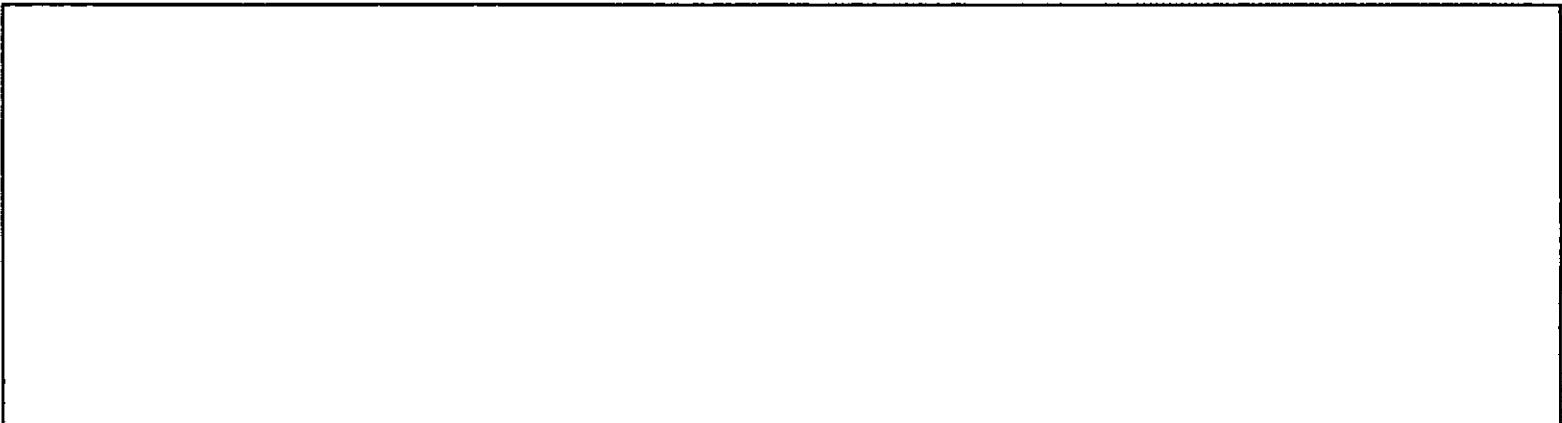
306 East Jackson Street

Tampa, FL 33602

813.274.3760

Project Reference: East Tampa CRA Strategic Plan

Certificate of Insurance



THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER USI Insurance Services, LLC-CL 200 West Cypress Creek Rd #600 Fort Lauderdale, FL 33309 954 607-4000	CONTACT NAME: Esther Garcia	
	PHONE (A/C, No, Ext): 954 607-4093	FAX (A/C, No): 610 362-8541
E-MAIL ADDRESS: Esther.Garcia@usi.biz		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	Hartford Casualty Insurance Com	29424
INSURER B:	Twin City Fire Insurance Compan	29459
INSURER C:	Continental Casualty Company	20443
INSURER D:		
INSURER E:		
INSURER F:		

INSURED
Bermello, Ajamil & Partners, Inc.
2601 S Bayshore Dr Ste 1000
Miami, FL 33133-5437

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR	WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	X	X	21UUNKK3709	11/11/2013	11/11/2014	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$300,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000 \$
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/>	X	X	21UUNKK3709	11/11/2013	11/11/2014	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10000	X	X	21XHUKK3260	11/11/2013	11/11/2014	EACH OCCURRENCE \$2,000,000 AGGREGATE \$2,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		X	21WBAG1371	11/11/2013	11/11/2014	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liab Claims Made			AEH288262231 Retro Date	11/11/2013 11/18/2006	11/11/2014	\$3,000,000 Per Claim \$3,000,000 Aggregate \$100,000 Deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

The City of Key West, all Departments, Agencies, Boards, Contractors and Commissions, its officers, agents, servants, and employees are included as Additional Insureds for General Liability and Auto Liability when required by written contract. General Liability, Auto, and Workers Compensation include Waiver of Subrogation when required by written contract. Umbrella Liability policy follows form and coverages of underlying General Liability, Auto, and Employers Liability. General Liability is primary and non (See Attached Descriptions)

CERTIFICATE HOLDER City of Key West P.O. Box 1409 Key West, FL 33041-1409	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Jany Morris</i>
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DESCRIPTIONS (Continued from Page 1)

contributory.

All policies contain 30 Day Notice of Cancellation, excepting 10 days for non-payment of premium.

12

Affidavits



ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

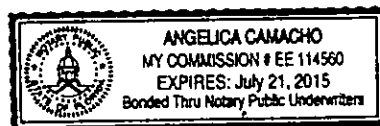
I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY:  _____
Randy Hollingworth, Vice President

Sworn and prescribed before me this 8 day of Sept, 2014

NOTARY PUBLIC, State of Florida

My commission expires: Jul 21, 2015





RFP #003-2014

Bahama Village Community Redevelopment Area Capital Projects Work Plan

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

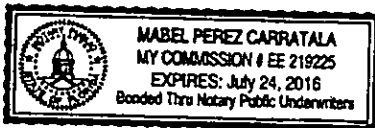
I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY: [Signature]
ERIC HOWARD LEE, F/L: L100-208-67-391-0

Sworn and prescribed before me this 27 day of August, 2014

County: Miami-Dade
NOTARY PUBLIC, State of Florida

My commission expires: July 24, 2016.



[Signature]
Mabel Perez Carratala
Personal Banking Officer
Coconut Grove Bank

SWORN STATEMENT PURSUANT TO SECTION 287.133(3) (A)

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to

by Randy Holingworth, Vice President

(print individual's name and title)

for Bermello Ajamil & Partners, Inc.

(print name of entity submitting sworn statement)

whose business address is 2601 S. Bayshore Drive, #1000, Miami, FL 33133

and (if applicable) its Federal Employer Identification Number (FEIN) is

59-1722486 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "conviction" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:

REF #003-2014

Bahama Village Community Redevelopment Area Capital Projects Work Plan

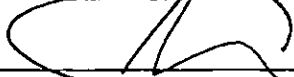
1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However,

there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.



(SIGNATURE)

9/8/14

(DATE)

STATE OF Florida

COUNTY OF Miami-Dade

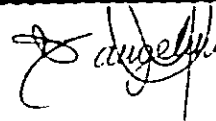
PERSONALLY APPEARED BEFORE ME, the undersigned authority Marty Hollingworth
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 8
day of Sept, 2014

NOTARY PUBLIC

My commission expires: Jul 21, 2015






EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF Florida)
 : SS
COUNTY OF Miami-Dade)

I, the undersigned hereby duly sworn, depose and say that the firm of _____

Bermello Ajamil & Partners, Inc.

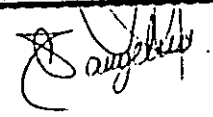
provides benefits to domestic partners of its employees on the same basis as it provides benefits to employees' spouses, per City of Key West Code of Ordinances Sec. 2-799.

By:  _____
Randy Hollingworth, Vice President

Sworn and subscribed before me this 8 day of Sept 2014.

NOTARY PUBLIC, State of Florida at Large





My Commission Expires: Jul 21, 2015

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

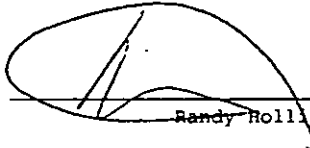
STATE OF Florida)

: SS

COUNTY OF Miami-Dade)

I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Bermello Ajamil & Partners, Inc have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

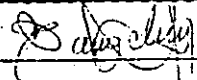
Sworn and subscribed before me this



Randy Hollingworth, Vice President

8 day of Sept, 2014.





NOTARY PUBLIC, State of Florida at Large

My Commission Expires: Jul 21, 2015

**Addendum No. 1
 City of Key West RFP#003-14.
 Bahama Village Community Redevelopment Area Visioning
 and
 Capital Projects Work Plan**

To all prospective proposers:

The following changes are hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

Exhibit A. Insurance and Indemnification

1. Delete in its entirety Exhibit A replace with the following:

PROFESSIONAL CONSULTANT is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for workers' compensation, public liability, and property damage liability insurance, and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall provide the minimum limits of liability insurance coverage as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Professional Liability	\$1,000,000	Per Claim / Aggregate
Additional Umbrella Liability	\$ 2,000,000	Occurrence / Aggregate

PROFESSIONAL CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies-excepting Professional Liability-on a PRIMARY and

NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11185) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. PROFESSIONAL CONSULTANT will maintain the Professional Liability, General Liability, and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall maintain complete workers' compensation coverage for each and every employee, principal, officer, representative, or agent of the PROFESSIONAL CONSULTANT who is performing any labor, services, or material under the Contract. Further, PROFESSIONAL CONSULTANT shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, PROFESSIONAL CONSULTANT's workers compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06 A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West. PROFESSIONAL CONSULTANT shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

PROFESSIONAL CONSULTANT's insurance policies shall be endorsed to give 30 days written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of

subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.

Additionally, the following addition is hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

2. Add in its entirety the attached six Liability Insurance Forms

All Proposers shall acknowledge receipt and acceptance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum fully executed may be considered non-responsive



Signature Randy Hollingworth
Vice President

Bermello Ajamil & Partners, Inc.

Name of Business



Bermello Ajamil & Partners, Inc.

Architecture
Engineering
Planning
Interior Design
Construction Services
Landscape Architecture

Acknowledgement of Addenda

Bermello Ajamil & Partners, Inc. (B&A) acknowledges that the following addendum and questions were received in regards to the City of Key West Request for Proposals (RFP) #003-14 Bahama Village Redevelopment Area Long Range Spending Plan.

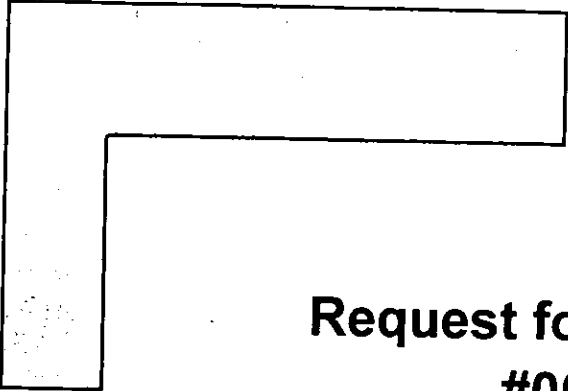
Addendum 1, September 11, 2014

Questions, September 11, 2014



WWW.BERMELLOJAMIL.COM

ARCHITECTURE | ENGINEERING | PLANNING | INTERIOR DESIGN | CONSTRUCTION SERVICES | LANDSCAPE ARCHITECTURE



**Request for Proposals:
#003-14**

**Bahama Village Community
Redevelopment Subarea Visioning
and Capital Projects Work Plan**

City of Key West, Florida

Due: September 17, 2014 — 3:30 PM



**PMG Associates, Inc.
3880 NW 2nd Court
Deerfield Beach, Florida 33442
(954) 427-5010**



PMG Associates, Inc.

Economic, Marketing and Management Consultants

Deerfield Beach, FL

Miami, FL

Hendersonville, NC

September 16, 2014

City Clerk
City of Key West, Florida
3126 Flagler Avenue
Key West, Florida 33040

Re: "Request for Proposals 003-14/ Bahama Village Community Redevelopment Area Capital Projects Work Plan"

PMG Associates, Inc. is pleased to submit this proposal to complete the Bahama Village Community Redevelopment Area Capital Projects Work Plan. This project includes conducting a Visioning Process and development of a Plan to guide the district to accomplishing their goals. We have assembled a Team that offers a comprehensive approach to addressing the needs of the CRA and the community.

PMG Associates, Inc. (PMGA) is an Economic and Management Consulting firm with extensive experience in the establishment, planning and operations of CRAs throughout the State of Florida. PMGA also has been responsible for the financial analysis of CRAs through the development of TIF projections, marketing programs and Cash Flow Analysis. Our firm has also conducted analyses for Affordable Housing through completion of Consolidated Plans, specific target population housing demand studies and overall housing market studies. All of these projects have included significant community input programs to solicit and implement the opinions and desires of the neighborhoods.

PLACE Planning and Design (PPD) is a Land Planning firm with experience throughout Florida completing analyses of Land Use and Zoning Regulations particularly their impact on redevelopment and affordable housing. The firm principal that will be assigned to this project, Corey O'Gorman is AICP registered and is also a former Executive Director of a CRA. His knowledge of the regulations affecting CRAs and the practical understanding of the operations will provide Key West with the skills required to produce a useable planning document.

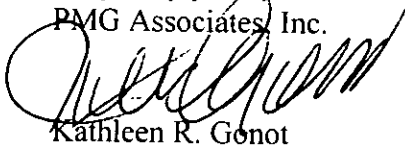
House Partners (HP) is an Architecture and Planning firm that has completed redevelopment projects throughout the United States. Jim Hill will be assigned to this project and he has extensive experience with CRAs in Florida including the development of Plans, Urban Design Criteria, Visual Preference Studies and overall CRA planning. Jim has worked closely with PMGA on CRA projects in Florida.

Chen Moore and Associates, Inc. (CMA) is an Engineering firm with experience throughout Florida in analysis and improvements of infrastructure. In addition, CMA is a leader in GIS analysis and mapping. The lead individual for CMA on this project will be James Barton, P.E., who is certified as an instructor for GIS. The experience of the firm in Findings of Necessity (FON) and other area-wide analysis has included the identification of existing conditions, recommendations for improvements and pricing for planning efforts.

All of the firms listed here have worked together including several current projects. The ability to effectively manage this Team has already been proven and each member of the Team brings a specific expertise to the engagement.

All of the information required in the RFP has been provided in the following submittal. We look forward to meeting with the CRA to further discuss this project.

Very truly yours,
PMG Associates, Inc.



Kathleen R. Gonot
President

2. INFORMATION PAGE

Project Name: Request for Proposals 003-14/ Bahama Village Community
Redevelopment Area Capital Projects Work Plan

Name of Firm: PMG Associates, Inc.

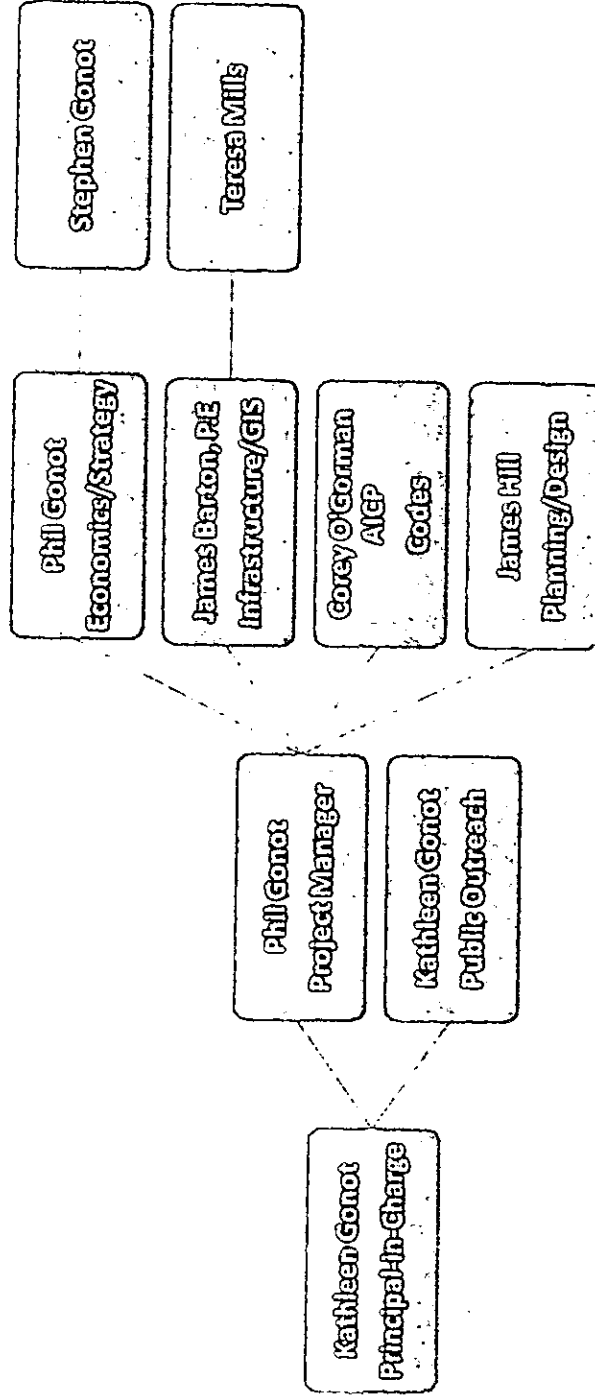
Contact Information Authority to make Representations:

Kathleen R. Gonot, President
PMG Associates, Inc.
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Project Manager:

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ORGANIZATION CHART



Location of Personnel:
Kathleen Gonot, Phil Gonot, Stephen Gonot - Decefield Bench
James Barton, Teresa Mills - Fort Lauderdale
Corey O'Gorman - North Palm Beach
James Hill - Houston, Texas

4. Company Information

PMG Associates, Inc. (PMGA) will be the Prime firm for this endeavor, with PLACE Planning, Chen and Associates, and House Partners acting as subcontractors. Each company will be responsible for various assignments for this project and all team members have been engaged in the successful completion of projects for many years.

Background Information:

PMG Associates, Inc. (PMGA) was incorporated in Florida in 1984. PMGA was established to provide consulting services to governmental and private clients who needed answers to economic and financial questions, in a cost effective manner. A detailed overview of PMGA follows in Section 8, where the primary markets served are outlined.

PMG Associates, Inc. (PMGA) has conducted and completed numerous assignments for CRA's and municipalities throughout Florida. These assignments have included; long range financial planning, development of CRA Findings of Necessity and CRA Plans, evaluations of infrastructure needs and their costs, revenue projections, identification of possible future funding sources, establishment of levels of service, identification of community support and presentations to the government officials, community leaders and Legislative Delegations.

PLACE Planning and Design (PPD) will have Corey O'Gorman, AICP assigned to this endeavor as his experience with CRA's is vast. He has served as a planning director and CRA executive director to several public agencies. He has also served numerous public, private and non-profit clients to conduct strategic planning efforts, obtain zoning and permit approvals, navigate the overall development process and administer grants. Given his unique perspective on the zoning and land development process, Mr. O'Gorman has successfully analyzed regulations and the regulatory process for a wide range of projects. He also has extensive experience with the public outreach and visioning process; the legal, organizational and operational aspects of CRA's; and the knowledge and skill to successfully guide a project from start to finish.

Chen Moore Associates (CMA), represented by James Barton, P.E. would be in charge of the examination of infrastructure and GIS in regards to this project. The main focus of his international experience includes engineering design and project management of water and sanitation programs, including water resources, infrastructure rehabilitation and GIS implementation. His domestic experience includes environmental engineering, utilities and road construction. Mr. Barton routinely integrates GIS technology with engineering. He is working with ESRI developing software tools to assist in detail design and is spearheading Chen Moore and Associates' efforts to implement GIS / GPS for construction field inspection.

House Partners (HP) will have Jim Hill, AIA, AICP, NCARB Certified, who specializes in community planning, visualization workshops and charrettes, codes and development regulations, TND planning, project management, mixed use and civic architecture. His specialization has had an emphasis in CRA work in Florida.

**KEY WEST
BAHAMA VILLAGE REDEVELOPMENT AREA LONG RANGE PLAN
PROJECT APPROACH**

Task 1. - Kick-off Meeting

The Consultant Team will meet with representatives of the CRA to discuss the parameters of the study and to establish time frames for public meetings. This meeting will also be used to collect any data not previously provided by the City. The particular elements of the meeting agenda follow. The Consultant will send a full data request and agenda to the City prior to the meeting.

- Study parameters
 - The focus of the study will be further defined and the specific aspects of what must be achieved will be discussed. The history of the CRA activities including motivation, success and expectations will also be addressed.
- Time frames
 - Prospective meeting dates for the public input, interviews and presentations will be established. These dates may be general timeframes or specific target dates.
- Data Collection
 - The City has provided a significant amount of information accessible on the City's website. Any additional information will be requested prior to the Kick-off meeting. Among the items will be GIS Base maps to be used in the analysis and presentations. It is understood that the full GIS capabilities are not currently available. However, the base should be provided.

Task 2. - Review previous plans

Previous documents available from the City will be reviewed to establish a history of the activities of the district and to understand any changes in scope and direction that occurred over the years. The previous studies will form a base for the future analysis. Those items that were successful will be noted and those that did not produce good results will be analyzed to ascertain what went wrong and what elements are appropriate for consideration. An analysis of goals and objectives of these previous plans will also be conducted to determine what should have been achieved.

Task 3. - Review previous projects/Inventory of conditions

This task will establish a baseline for the analysis by defining what has been accomplished and the resulting conditions in the area.

- Analysis of previous projects
 - Specific projects as well as general accomplishments have been defined in previous reports. A matrix will be prepared to list the projects and a notation regarding the level of completion added. This will form a "Scorecard" of the previous performance of the CRA.

- Of those projects that have not been completed, an analysis of the reasons for non-performance will be conducted to determine the suitability for future consideration.
- Inventory of existing properties
 - Using data from the Property Appraiser and other sources, a series of maps will be completed. These maps will include vacant properties, uses by type, physical conditions and any other appropriate designations.
 - Properties that may be suitable for redevelopment will also be identified and mapped. This analysis will focus on the comparison of Land Values to Building Values. Where Building Values are low in relationship to Land Values, the property may be ideal for redevelopment. The final list of properties will be discussed with City staff to determine if any issues occur that will not permit this redevelopment.
- Analysis of values
 - The mapping will include a map depicting the relative values of the property as determined by the Property Appraiser. This analysis will indicate the areas that have experienced an increase in value and the lowered valued areas.

Task 4. - Public Input

The project will include a significant public input element designed to inform the general public and to gain insight into their concerns and opinions.

- Public Meetings (minimum of 4). The Consultant Team will conduct meetings with the general public to gather input and to interact with the community to develop a plan that meets the needs of the area as well as the goals of the CRA. The City will provide a location, solicit attendance and assist in development of an agenda. The Consultant Team will prepare all required materials. Each meeting may have a particular focus or goal. Subject matter will include:
 - Discussion of missing businesses or services to gain an understanding of the needs of the community. The Consultant Team will prepare psychographic and demographic analysis to form the basis of the technical approach to this issue.
 - Identification of community needs and establishment of priorities.
 - Visual Preference Survey to identify the design aspects of the program
 - Presentation of draft plan
- Presentation to CRA Board and Public Hearing
 - The Consultant Team will present the plan to the CRA and participate in any Public Hearings held regarding the preparation, analysis and conclusions.

Task 5. - Infrastructure analysis

The impacts of the infrastructure on the potential for redevelopment will be determined and the results described and mapped for use in the analysis.

- Inventory of infrastructure capacity, condition and future needs will be identified by use of the previous work completed by the City, The Aqueduct Authority and any other agency with infrastructure responsibility. Photographic evidence of any deficits (where possible) will also be provided. A listing of desired improvements will be completed.

- General estimates of costs to complete the projects identified previously will be prepared. These costs will be general estimates used for planning purposes. Without specific design, more definitive costs cannot be provided.
- A discussion of the potential impacts of the infrastructure improvements on redevelopment will be included.

Task 6. - Highest and Best use

An analysis of Highest and Best Use will include market analyses as well as community interests and compatibility. The City has established a goal of additional Affordable Housing, which will be one focus of this analysis. Additional commercial and service needs will so be included. The market analysis will focus on four specific elements:

- Properties throughout the district.
 - An overall demand analysis will be completed to identify the needs of the population and the ability to support specific businesses and industries.
 - Vacant properties identified in Task 3 will be discussed along with potential uses of the property.
 - Parcels that may be suitable for redevelopment (identified in task 3) will also be discussed as to future uses.
 - Potential tenants will be identified by name
- The Truman Waterfront parcel will be specifically addressed with an analysis of the best possible use of the property. Alternative uses will also be identified with a comparison of the benefits derived from each option. The Highest and Best Use will provide the desired development scenario for the site. The other options will be presented to provide alternative choices.
- Land Use/Zoning Amendments that may be necessary to develop the Truman waterfront site and the remainder of the district will be offered. It is understood that the City is engaging a consultant to complete the Land Use and Zoning Codes. This effort will include potential language that can be incorporated into the larger analysis. The direction of the codes to be completed in this study will be confined to those necessary to facilitate and implement redevelopment.
- Marketing and Branding Program
 - An outline of a program to attract and retain businesses in the area will be provided. This outline will build on the current efforts in the City.

Task 7. - Recommended projects

The result of the analysis is a determination of the projects that will be the focus of the CRA in their future efforts. This listing will include those items that should be completed, programs supported and priorities.

- Identification of projects/programs
 - Those projects/programs identified in earlier tasks will be analyzed and a final list provided for inclusion into the Plan. These projects/programs will be based on the market analysis, community input, success of previous programs and availability of funding.

- Costs estimates
 - The cost of the projects/programs will be determined
- Impacts on Redevelopment
 - A discussion will be conducted that identifies the impacts of the project/program on redevelopment and meeting community needs.
- Final listing and priorities
 - A recommended list of projects with funding levels will be provided along with the priority of each project.

Task 8. - Develop Draft Plan

The analyses conducted in previous tasks will be incorporated into a Draft Plan for the CRA. Included in this analysis will be three (3) alternatives that offer distinct approaches to the overall redevelopment efforts. The Draft will include the description of the alternatives, analysis and graphic representations.

The analysis will include a comparison of the alternatives and their impact on redevelopment, community needs and market demand. The Draft Plan will include the Consultant Team's recommended alternative.

Task 9. - Funding/Financial Analysis

The potential funding of the Plan will be discussed and potential sources and uses of the resources available will be identified.

- TIF projections for the CRA based on historic revenue streams and future redevelopment efforts. This projection will replace the existing estimates from previous plans.
- Other sources including grants will be identified.
- Public/Private/Partnerships will be discussed
- A Pro Forma identifying revenue and expenditures will be completed.

Task 10. - Implementation

Implementation efforts will focus on the items necessary to achieve the desired goals of the CRA and the Plan. These items will include direction regarding the selection of a developer for the Truman Waterfront parcel, attraction of developers and businesses throughout the CRA, establishment of Affordable Housing and operational requirements to facilitate desired accomplishments.

The Implementation Element will include a review of the existing operations of the CRA. Current programs such as the Incentives will be examined. One of the final products will be a defined incentive program that provides the property owners with a full understanding of what incentives are available and how to qualify for the funding.

Task 11. - Policy Requirements

The CRA and City Commission, in their independent roles, will be required to enact specific policies to encourage and permit the necessary redevelopment efforts. The Consultant Team will prepare recommendations regarding the changes in policy, provide specific language for ordinance changes and analyze the impacts. These policy recommendations will consider the existing Codes and Ordinances, the current review of those regulations and Planning and Environmental Regulations imposed by the State of Florida. Policy areas will include:

- Land Use Regulation
- Zoning Changes
- Affordable Housing
- Incentives

Task 12. - Final Plan

After review and comment by staff, a Final Plan will be completed and presented for adoption by the CRA. The plan will include an electronic version as well as 12 hard copies of the document.

Task 13. – Presentation

The Final Plan will be presented to the CRA Board which may include a Public Hearing. The Consultant Team will provide all materials for the presentation and conduct the session. A preview of the presentation will be submitted to staff for review and comment prior to the meeting.

PROJECT FEES

PMG Associates, Inc. proposes to complete the assignment for a lump sum price of \$123,550. This fee covers all personnel costs and direct expenses.

A complete breakdown of the fee proposal by task and by job title is found on the following page.

PROJECT COST BY TASK AND ASSIGNMENT

Task Description	Project Manager		Management Analyst		Economist		Senior Planner		Architect		Senior Engineer		Engineer		Direct Expenses	Total
	Hours	Rate	Hours	Rate	Hours	Rate	Hours	Rate	Hours	Rate	Hours	Rate	Hours	Rate		
1 Kick-off	8	\$150	8	\$150	0	\$75	8	\$150	0	\$150	8	\$150	0	\$100	\$2,000	\$6,800
2 Review previous plans	20	\$150	12	\$150	0	\$75	20	\$150	20	\$150	12	\$150	10	\$100	\$0	\$13,600
3 Review previous projects	20	\$150	12	\$150	0	\$75	12	\$150	12	\$150	12	\$150	10	\$100	\$0	\$11,200
4 Public Input	32	\$150	32	\$150	0	\$75	32	\$150	16	\$150	0	\$150	0	\$100	\$4,800	\$21,600
5 Infrastructure																
Inventory	4	\$150	0	\$150	16	\$75	0	\$150	0	\$150	20	\$150	10	\$100	\$400	\$6,200
Costs	0	\$150	0	\$150	4	\$75	0	\$150	0	\$150	20	\$150	10	\$100	\$0	\$4,300
Impacts	16	\$150	0	\$150	10	\$75	0	\$150	0	\$150	0	\$150	0	\$100	\$0	\$3,150
6 Highest and Best Use																
District-wide	20	\$150	0	\$150	20	\$75	0	\$150	0	\$150	0	\$150	0	\$100	\$0	\$4,500
Truman Waterfront	20	\$150	0	\$150	20	\$75	0	\$150	0	\$150	0	\$150	0	\$100	\$0	\$4,500
Land use	4	\$150	0	\$150	0	\$75	40	\$150	0	\$150	0	\$150	0	\$100	\$0	\$6,600
Recommended	8	\$150	0	\$150	0	\$75	8	\$150	8	\$150	10	\$150	10	\$100	\$0	\$6,100
Draft Plan	8	\$150	0	\$150	0	\$75	8	\$150	16	\$150	0	\$150	0	\$100	\$0	\$4,800
Funding	20	\$150	0	\$150	20	\$75	0	\$150	0	\$150	0	\$150	0	\$100	\$0	\$4,500
Implementation	8	\$150	8	\$150	0	\$75	8	\$150	0	\$150	0	\$150	0	\$100	\$0	\$3,600
Policies	4	\$150	0	\$150	0	\$75	8	\$150	8	\$150	0	\$150	0	\$100	\$0	\$3,000
Final Plan	20	\$150	0	\$150	12	\$75	8	\$150	8	\$150	8	\$150	8	\$100	\$0	\$8,300
Presentation	16	\$150	16	\$150	0	\$75	8	\$150	8	\$150	8	\$150	0	\$100	\$2,400	\$10,800
	228		88		102		160		96		98		58		\$9,600	\$123,550

7. Personnel

The resumes of the individuals who will be working and assigned to this engagement follow this page. The resumes include the staff of the Prime Contractor and all subcontractors.

**PHILIP M. GONOT
PMG ASSOCIATES, INC.**

GENERAL OVERALL EXPERIENCE:

Over 41 years of experience developing research into cost analysis of projects to determine the benefits received and the costs incurred, capital cost assessments, economic feasibility, market analysis studies and impact considerations. Performs economic evaluations, along with projection of direct and secondary impacts of a variety of capital intensive projects. Determination of the proper budgetary allocations and the analysis of all fiscal aspects of the study.

EXPERIENCE:

The Casselberry CRA was to sunset in 2016 and PMGA was hired to study the possibility of extending the sunset date for another 5 or 10 years. The extension of the sunset date would need Seminole County approval.

Project Manager for the Finding of Necessity for the Naranja Lakes area of Miami Dade County. Included in this study was documentation of slum and blight for the new area being considered to be adopted into the existing CRA. Public meetings were held to disseminate the report and the analysis to the public.

Project Manager for the Economic Evaluations of twenty proposed "Fast Start" train stations throughout the South Florida Area. Duties include; outreach and meetings with elected officials and the staff of the municipalities to plan for proposed improvements to the FEC tracks, evaluation of land use and property appraiser data for a market area of ½ mile and impact on the region, assessment of potential new revenues with development at the proposed sites, and a baseline commercial and housing rate study for each area.

Project Manager for the Daytona Beach Midtown Strategic Plan. This project included a baseline study of this area, demographics, psychographics, spending of current and future residents, a gap analysis of spending of the project area and suggested possible firms for recruitment to the area. Workshops and interviews with stakeholders have taken place to gather perceptions and recommendations.

Currently part of the CRA Consulting Pool in Miami-Dade County duties include assisting the staff with Redevelopment Issues that occur throughout the State's most populated county.

Project Manager for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights Community Redevelopment Agency Area. Developed a market study that analyzed mixed-use (residential, retail, commercial/office) development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, "*Market-Based Community Economic Development*" as per the Community Redevelopment Agency's preference. Also included in the study were "catalyst project" opportunities for the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

Responsible for the Housing Market Assessment section of neighborhood housing demand study for the Evans and Rosedale Area in Fort Worth, Texas. Completed housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

Served as Project Manager for the Market Study for the Central Business District of Summerton, South Carolina. The characteristics of the community were identified including the physical, regulatory and human elements. Various factors such as; land use configuration, zoning ordinances and other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were addressed. The study entailed a market and economic examination of the City's trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported.

The specific strengths and weaknesses of the study area were identified that impacted the economic redevelopment in the area. Responsibilities for the North College Avenue redevelopment area of the City of Fort Collins, Colorado, included the generation a program that will bring the area back to previous levels of trade and livability. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for housing, commercial, office, industrial and residential uses.

Prepared a value determination of the Lauderdale Lakes Mall, an underutilized retail mall the City's Redevelopment Agency is seeking to purchase. Valuation was prepared through a review of existing lease revenue stream, existing use of space, a full property appraisal, the current cost of maintenance, and cost of needed demolition. Valuation was to be used to determine feasibility of purchasing the Mall for the redevelopment into a mixed-use project, including residential, office, and retail users.

Managed the research for the Redevelopment Plan, in conformance with F.S. 163 Part III, for Callaway, Florida. Held public involvement meetings and stakeholder interviews, reviews of existing plans and regulatory documents. The final plan included a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy.

Served as Project Manager for the Fort Lauderdale Middle River/South Middle River/Sunrise Blvd. Redevelopment Plan, Fort Lauderdale, Florida Community Redevelopment Plan. Tasks included an economic development plan that included input from residents, businesses, and public officials in order to attract new businesses and residents to the area. Also explored were incentive programs and types of housing that could flourish in this area. This area was a diverse minority community.

For the Community Redevelopment Plan for 7th Ave in Miami-Dade County, the main focus was to identify; the demographics of the area, the retail spending and the "gap" spending, new/different planning initiatives, transit and transportation integration and possible land acquisition. This new redevelopment plan was an outgrowth of the expansion of the original CRA. Public involvement with citizens, property owners and businesses in the minority community was a crucial part of this study.

Completed a Redevelopment Plan for the 79th Street area of unincorporated Miami-Dade County. Plan included an economic development strategy with incentive recommendations and the types of businesses to attract to various locations in the area. The plan also outlined an affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.

EDUCATION:

B.B.A. Economics

M.B.A. Finance

M.Acc. Accounting

REGISTRATIONS:

C.P.A. certification in Florida

MEMBERSHIPS:

International Council of Shopping Centers

**KATHLEEN R. GONOT
PMG ASSOCIATES, INC.**

GENERAL OVERALL EXPERIENCE:

Responsible for general management of the firm. Performs market analysis/research, stakeholder interviews/focus groups on projects ranging from housing and commercial activities to utility systems to economic impact analysis. Conducts research and evaluations of the economic impacts of capital projects for various municipal entities. Over 39 years' experience developing analytical studies of research and survey projects designed to determine public perceptions and to gather input for the development of programs for success.

EXPERIENCE:

As a consultant in the Miami-Dade County CRA Consultant Pool, completed the Finding of Necessity for the Naranja Lakes area. As there is an existing CRA, the assignment was to study the possible inclusion of additional areas to this CRA. Public meetings and a report was transmitted to the Board of Naranja Lakes, the County Staff and also the Board of County Commissioners.

Was part of the consulting team to analyze the possible 5 or 10 year extension of the City of Casselberry CRA. The CRA was due to sunset in 2016, but wanted to document the need for an extension due to the construction of a massive roadway interchange in the heart of the business district of the CRA and also the economic recession.

Was responsible for public input programs and workshops in the minority communities for the Redevelopment Plans for 79th Street and West Perrine in Miami-Dade County. Tasks included outreach to minority homeowner groups and business groups, economic development agencies, Houses of Worship, and governmental agencies.

Responsible for the business analysis for the 7th Avenue Community Redevelopment Plan in Miami-Dade County. This analysis included the delineation of the Primary and Secondary markets for the area and a "Gap Spending Analysis." Coordinated all Public Input workshops and programs in this diverse minority community.

In charge of project outreach for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights CRA Area. This engagement involved the involvement of minority stakeholders, both business and residents, in the planning of the market needs of the area. Conducted research and analysis of the demographics and psychographics of the population in the designated market area zone.

Concluded a market and economic environmental and market study for the City of Satellite Beach and the City's trade area. This study consisted of an evaluation of the current structure of the economy and its condition, the market demographics, a SWOT analysis of the area, an inventory of the types of businesses that are currently available, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial or change to residential and a review of the City's current Redevelopment Plan. Stakeholder interviews were an important part of this endeavor.

Completed the market analysis of the Fort Lauderdale Middle River/South Middle River/Sunrise Blvd. Community Redevelopment Plan for the City of Fort Lauderdale. Included in the reports were the business trends for the study area, stakeholder interviews and public input workshops. Facilitated the public workshops in minority community.

Responsible for a market plan for the redevelopment area of Mount Dora, Florida. This project included market research, demographics, census breakdowns of information, phone and intercept interviews with residents and visitors to ascertain their perceptions of the redevelopment area, interviews with stakeholders and presentation of the results to board members.

Assessed the neighborhood housing demand, the assessment of the neighborhood housing supply and housing market opportunities and the assets and liabilities of the Evans and Rosedale Area of Fort Worth. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

A market demand analysis of the Juno Beach area was undertaken for the Town which defined the market demand, existing inventory and prospects for the future. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for this market. The analysis also made recommendations regarding mixed use developments.

For the analysis of redevelopment of East Miramar, Ms. Gonot was required to analyze the potential attraction of business and the rehabilitation of the existing housing stock. The study area faced significant changes due to expansion of the highway (S.R. 7/US 441) and the modification of the business flow. Housing issues included the identification of substandard conditions and the impact on property evaluations. The plan was designed to address the deteriorating conditions and programs to revitalize the area.

During the analysis of the development and redevelopment options available for the South Dixie Highway Corridor neighborhood in the City of West Palm Beach, a number of economic facets were documented. The project included the evaluation of the housing and business sectors that are contained within the study area and those that impact the corridor from outside the target area. The analysis included the determination of the market demand for additional business, specific business for attraction and changes in evaluations of the property. Estimates of changes in the market were used to assist in determining financing options.

MEMBER OF:

Member-North Carolina Downtown Development Association
Past President-National Association of Women Business Owners
Past Chairman-Deerfield Beach Redevelopment Committee

EDUCATION:

B.S., Sociology; M.S., Sociology

**STEPHEN C. GONOT
PMG ASSOCIATES, INC.**

GENERAL OVERALL EXPERIENCE:

Over ten years' experience working on financial and economic consulting and has contributed to economic impact and fee analysis research reports. Experience includes projects in the areas of; fee and rates studies, governmental housing, demographics, surveys, feasibility and cost benefit analysis, and transportation projects.

EXPERIENCE:

Prepared and organized demographic, housing and other data for the Fort Lauderdale Middle River/South Middle River/Sunrise Boulevard. Community Redevelopment Plan for the City of Fort Lauderdale.

Organized all Property Appraiser Data for the three counties and over twenty municipalities that are currently involved in the "Fast Start" program being undertaken by the South Florida Regional Transportation Authority. Prepared all tables and data that is needed to undertake a revenue analysis and evaluation for each partner in the

Reviewed future plans for the City of Fort Lauderdale-Bahia Mar Hotel redevelopment project. Assisted in providing a comparative analysis of current industry standards and the existing lease for the Bahia Mar site. Provided comparative analysis of current municipal leases focusing on term, rent, and sub-leasing.

For the determination of market demand for the North College Avenue redevelopment area of the City of Fort Collins, Colorado examined the commercial, office, industrial and residential uses, as well as current and future land uses. Collected input from the community to determine the needs of the businesses and people in the target area. Identification of quality of life issues that the public found most significant was a primary duty.

Responsible for the organization and retrieval of data for all properties in the CRA of City of Lauderdale Lakes, which were later compiled into a report for the city.

Responsible for reorganizing data into tables which was part of the completion of the Economic Component of the Master Plan for Zebulon, North Carolina. This project included a demographic breakdown of the community and the surrounding area and also a market study.

Responsible for the research and competition elements for an elderly housing study in Royal Palm Beach, Florida. Collected demographics including income, attitudes towards multi-family living and possible assisted living, determined the market area for the proposed senior housing and assisted at the public meetings to gather input from the residents.

Assisted in developing a market analysis of the demand for housing in the Evans and Rosedale Project Area. This study took into consideration several factors that influence and measure the propensity to obtain housing in this neighborhood. Responsibilities included reporting past occupancy rates and predicting rates for the future. Research included contact with local county and city government personnel for planning and development requirements for future growth.

Completed research on the demographic, housing, AMI and special needs portion of the Consolidated Plan for Brevard County, Florida. This information is needed for the submission of the plan to the Housing and Urban Development Department for the 2011-2016 Plan.

Prepared the analysis of the demographic characteristics of the 79th Street Corridor Redevelopment Plan for Miami-Dade Florida. These duties included the determination of the review of the housing conditions and the examination of the population of the Study Area. Also analyzed the property value of the area and the changes that occurred particularly with the recent economic conditions.

Prepared housing demand analysis for Consolidated Plans and/or Analysis of Impediments to fair Housing Choice for the following communities:

- Miami-Dade County, Florida
- Collier County, Florida
- Brevard County, Florida
- Punta Gorda, Florida
- Port St. Lucie, Florida
- West Palm Beach, Florida
- Homestead, Florida

Completed joint project with the Alabama Department of Transportation and the Florida Department of Transportation on a study of future use of the soon to be completed US 231 Corridor Study. Researched future development trends, land uses, and planning requirements in the 16 panhandle counties of Florida and five southern rural counties of Alabama.

Completed work on the Housing Market Analysis for the Consolidated Plan for Spartanburg County, South Carolina. Examined the sales prices for housing units and availability of affordable housing in the study area. Was also responsible for the identification of the areas of low-income and minority concentrations. This report became part of the entire Spartanburg County, South Carolina Comprehensive Plan.

EDUCATION:

B.A., Economics

M.B.A., Economics, International Business



PLACE Planning & Design, Inc.

Corey W. O'Gorman, AICP



BACKGROUND & EXPERIENCE

Mr. O'Gorman's career spans over twenty years of public and private sector experience in community planning and zoning, real estate development, redevelopment and project management. He is a highly skilled planner and project manager with proficiency in research, technical writing, public presentations, administration, and organization, as well as management of personnel, consultants and general contractors. Mr. O'Gorman is big picture oriented with strong attention to detail, and is knowledgeable of the planning, design, regulatory, and construction principals of real estate development.

Private sector experience includes real estate development project management from concept through construction; site selection; comparative site analysis; due diligence studies; critical path scheduling; consultant, designer, and contractor selection and contract negotiation; rezonings, variances, and permitting; construction administration; budget preparation and monitoring; review and processing pay requests; and, final project punch-listing and close-out.

Public sector experience includes development coordination; site plan review; comprehensive plan amendments, rezonings and variances; redevelopment planning, implementation and CRA administration; planning, design and construction of parks and streetscapes; amendments and revisions to land development regulations; developer negotiations including agreements for disposition and development of public land; and project and program administration.

STUDIES & PROJECTS

Spartanburg Co., SC; barriers to affordable housing
Belle Glade, FL; affordable housing strategies
1736 2nd Avenue North, Lake Worth; due diligence analysis
St. Pete CRA; historic structures analysis
Enterprise Rent a Car; Zoning analyses & approvals
Falkner Farms; Due Diligence analysis
NE 6th Avenue, Delray Beach; Due diligence analysis
5205 Greenwood, West Palm Beach; Due diligence analysis
45th Street, West Palm Beach; Due diligence analysis
South Berry Avenue, Martin County; Due diligence analysis
Ludlom Street, Martin County; Due diligence analysis
Dixie Highway, Hobe Sound; Due diligence analysis
Lake Drive, Singer Island; Due diligence analysis
Bonaventure, Weston; Due diligence analysis
Riverside Drive, Palm Beach Gardens; due diligence analysis
Arbours, Cathedral City, CA; Due diligence, development analysis
Baron Signs; site selection, due diligence
Jupiter Medical Offices; Due diligence analysis
Midnight Sun-Coach USA; Site selection, due diligence
Riverwalk, Port St. Lucie; development analysis
Jupiter Inlet Village; development analysis
The Loft's of Melbourne, development analysis
Boynton Beach Town Square; strategic implementation plan
1927 High School Building, development analysis/solicitation
Lake Worth Beach & Casino, developer solicitation & negotiation
Lake Worth CRA Downtown Properties; developer solicitation
The Lucerne Condo; developer negotiation
Commerce Center; developer solicitation
Delray CRA; developer solicitation
Broward County; affordable housing availability (various)
East Fort Myers; zoning overlay

Margate, FL; CRA Plan Amendment
Downtown Tavares; mixed use zoning district
City of Boynton Beach; zoning code reorganization
Neighborhood Enhancement Program; strategic plan
Lake Worth CRA; CRA plan amendment
Downtown Lake Worth; Core area parking code
Park of Commerce; TIF analysis & Projections
Park of Commerce; CRA district blight study
Fifth Avenue-Pleasant Street; CRA plan amendment
Downtown Gainesville; CRA plan amendment
Downtown Gainesville; CRA district expansion TIF analysis
East Gainesville; TIF analysis
Adopt-a-Family Apartments; project management
In The Pines North; grant admin, bidding, project coord.
American Orchid Society Library-Lecture Hall; project mgt
Oaks at Shannon's Crossing; construction observation
Eden Gardens; construction observation
Little Manatee Village; project management
Pollywog Creek; project management
Orchid Gardens; project management
Begonia Gardens; project management
Lake Worth Municipal Pool; project management & grant admin
Howard Park Lighting; project management & grant admin
Washington Streetscape; project management & grant admin
Latona Ave Streetscape; project management & grant admin
American Orchid Society office-gardens; project management
Greater Yamaha; project management
St. Therese de Lisieux Catholic Church; project management
AHEPA Apartments; grant administration-project coord
DEEDCO Apts; grant administration-project coordination
Frostproof, FL; TIF Analysis & Projections
YWCA of PB County-Harmony House; Project Management

STRATEGIC PLANNING & PROJECT MANAGEMENT

Corey W. O'Gorman, A.I.C.P.
PLACE Planning & Design
784 US Highway One, Suite 22
North Palm Beach, Florida
33408

561 | 627-1041 Phone
561 | 626-8269 Fax
561 | 801.2461 cellular
corey@placepnd.com

James Douglas Hill, AIA, AICP, PLANNING Certified

Principal

Specialized Skills: Community Planning and Charrettes, Codes and Development Regulations, TND planning, Project management, mixed-use and civic architecture

During his career, Mr. Hill has been involved in all aspects of the practice of architecture and urban design. His experience includes a number of urban design and revitalization plans in established inner-city areas, as well as master plans for large, mixed-use developments. Recently, he has emerged as a recognized authority on land development regulations, with particular emphasis on promoting infill redevelopment and quality urban environments. His background in both engineering and architecture gives him the broad, multi-disciplinary skills crucial for success in large, complex urban design projects. He has extensive experience with project management, client and consultant coordination, and construction documents. Mr. Hill has written extensively and spoken publicly on planning and urban design issues, has been published in the *Houston Chronicle*, *Texas Architect*, *AIA Perspective*, and has appeared on several local radio and television stations. He has been an active member of the American Institute of Architects and an advocate for the organization's growing involvement in livable communities and smart growth issues.

Education and Certification

Bachelor of Science in Civil Engineering, Rice University, Houston, Texas, 1979

Master of Architecture, Rice University, Houston, Texas, 1983

Registered Architect, State of Texas, 1988

Certificate, National Council of Architectural Registration Boards, 1989

American Institute of Certified Planners, 2004

Professional Societies

American Institute of Architects, Houston Chapter

- President, 1999

- Board of Directors, 1997-2000

- Chairman, Urban Design Committee, 1995-1996

Texas Society of Architects - Vice President and Public Activities Commissioner, 2000-2001

Houston Architecture Foundation - Board of Directors, 2000-2006

American Planning Association

Congress for the New Urbanism

Urban Land Institute

Awards and Honors

Technical Advisory Committee for Houston Galveston Transportation Management Area, 2004-05.

President's Citation, AIA Houston, 1997.

Appreciation Award, Second Ward Task Force, 1996

Louis Sudler Prize in the Arts, Rice University, 1983.

John Crowder Traveling Fellowship, Rice University, 1981.

Recent Projects include:

- Central Plantation Master Plan and Zoning Regulations, Plantation, FL
- Community Redevelopment Agency Plan for Pompano Beach, Pompano Beach, FL
- Ybor City Vision Plan, Tampa, FL
- Hardy Railyards Redevelopment Master Plan, Houston, TX
- City of Cedar Key Community Redevelopment Plan, Cedar Key, FL
- Williams Drive Gateway Redevelopment Master Plan and Mixed Use Zoning Ordinance, Georgetown, TX
- Eria Master Plan and Pattern Book, Galveston, TX
- Delray Beach CRA, Delray Beach, Florida
- Stuart CRA Redevelopment Plan, City of Stuart, Florida
- West Gate/ Balvedere Homes CRA, West Palm Beach, Florida
- Southpoint, City of Miami Beach
- Golden Gate Redevelopment Plan, Martin County
- Cedar Key Redevelopment and Master Plan, Cedar Key, Florida

*James H Barton, PE, LEED AP
Branch Manager and Senior
Engineer*

Education

Bachelor of Science, Civil
Engineering, Queens
University (Canada), 1990

Registration

Professional Engineer,
Florida, 59257, 2003

Professional Affiliations

American Society of Civil
Engineers

American Water Works
Association

Florida Engineering Society

Urban and Regional
Information Systems
Association (URISA)

Certifications

ESRI Authorized Trainer
LEED Accredited
Professional

Mr. Barton is a Senior Engineer and West Palm Beach branch manager with 23 years of experience. His experience includes engineering design and project management of water and sanitation programs, including water resources, infrastructure rehabilitation and GIS implementation; and environmental engineering, utilities and road construction. Mr. Barton routinely integrates GIS technology with engineering. He is working with ESRI developing software tools to assist in detail design and is spearheading Chen Moore and Associates' efforts to implement GIS / GPS for construction field inspection.

Project Experience

Boca Raton - Phase I. Chen Moore and Associates provided GIS services to the City of Boca Raton as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report. T

City of Cocoa Annexation Study. Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to map and determine the condition of roadway and utility assets and estimate costs for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

City of Cocoa Beach Annexation Study - South Area. Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

TAZ Maps. Chen and Associates provided GIS services to PMG Associates for the production of large posted maps of 7 counties in North Florida. GIS was used to collect all data and produce the maps. The project was completed in August 2008 at a fee of \$2,750.

Brevard County Boundary Maps. Chen Moore and Associates provided GIS maps of Brevard County to PMG Associates.

Hillsboro Beach GIS. Chen Moore and Associates provided GIS maps/services for Hillsboro Blvd.

PMG County Maps. Chen Moore and Associates provided GIS maps for various Counties. Data sets were collected from various sources including County Data, City data and Census Data.

- Brevard County: Census data and baseline data was collected to create county wide demographic maps.
- Collier County: Census data and baseline data was collected to create county wide demographic maps.
- West Palm Beach: Census data and baseline data was collected to create city wide demographic maps. Data sets had to be adjusted to match City annexation areas.
- Miami Dade: Census data and baseline data was collected to create county wide demographic maps and bus route maps.
- Daytona Beach: Census data and baseline data was collected to create city wide demographic maps and bus route maps.

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

MS4 Permit & Stormwater Utility Fee. Mr. Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years. Each road sign was photographed using a GPS camera developed by Chen, which captured GPS coordinates along with the images. This allowed for a GIS map to be created for the City with hyperlinks to the sign photos. It also allowed for better photo management essential for accurate reporting. This low cost methodology used the latest technical developments of its time to produce the high quality report.

Islamorada Detailed Roads Condition Survey and GIS Mapping. Chen Moore and Associates provided GIS services to the Village of Islamorada, performing a roads inventory and conditional assessment for all roads in the Village. James Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS database. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. Each road segment was photographed using a GPS camera and software developed by Chen, which captured GPS coordinates along with the images. This low cost methodology used the latest technical developments of its time to produce a high quality report. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years.

Teresa L Mills
Associate Engineer

Education

Bachelor of Science, Ocean
Engineering, Florida Atlantic
University, 2010

Registration

N/A

Professional Affiliations

American Public Works
Association

American Society of Civil
Engineers

Florida Engineering Society

International Propeller Club
of the United States

Certifications

N/A

Ms. Mills recently joined Chen Moore and Associates as an associate engineer. Her skills include georeferencing, mapping and digitizing impervious areas in ArcGIS. She is currently using GIS to assist the City of North Miami Beach with determining billing for stormwater; evaluating pavement and road sign conditions throughout the City of West Palm Beach; and visiting site locations to gather asset information for updating GIS maps for the Solid Waste Authority of Palm Beach County.

Project Experience

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

Stormwater Utility Fee Assessment-Phase I. The City of Coral Springs intends to establish a Stormwater Utility, which will be directly responsible for the operations and maintenance of the City's stormwater management system. The City needs to establish the Stormwater Utility along with the associated revenue source via City Ordinance. The purpose of the Stormwater Utility is to focus on improving City's ability to meet a variety of stormwater management objectives, which include the following tasks:

- Capital Improvement Projects for Improved Flood Control
- Capital Improvement Projects for Water Quality Treatment
- Operations and Maintenance of Existing Stormwater Infrastructure
- Enhanced Maintenance for Improved Flood and Pollution Control
- Regulation and Enforcement Activities
- MS4 Permit Compliance
- System Planning

CMA completed this Stormwater Utility Fee Assessment to provide the basis for the establishment of the Stormwater Utility by the City. In general, the primary purpose of this Stormwater Utility Fee Assessment is to estimate the impact of stormwater runoff from each parcel within the City on the needs of the City's stormwater management system. This analysis allowed the City to fairly establish the stormwater utility fee structure which is correlated to the impact of stormwater runoff from each parcel. For example, parcels with high impervious ground coverage generate more stormwater runoff, which must be handled by the City's stormwater management system. CMA completed the necessary analysis to provide a numerical correlation of the impact of each parcel on the stormwater management system. This analysis allowed City to set the stormwater utility fee structure which based on the expected stormwater runoff to be generated from each parcel. CMA also reviewed the budget necessary for the Stormwater Utility to appropriately operate and maintain the existing stormwater management system and to

implement any future infrastructure improvements necessary to provide adequate flood control and water quality treatment.

GIS Record Drawings. Chen Moore and Associates updated the City Public Works Stormwater Atlas with information from As-Built record drawings. The record drawings were scanned, categorized and georeferenced in GIS. Both point and boundary polygon layers were created which hyperlinks to the scanned drawings. The stormwater GIS was updated with information from the drawings. An ArcGIS Online Map was created with different reference scales for the points and polygons, also hyperlinked to record drawings stored online. This gave the City the ability to view the stormwater CIP projects online and link to the drawings.

GIS Stormwater Structures-Atlas Updates. Chen Moore and Associates is responsible for visiting the City of Miami Gardens and mapping the location of all the stormwater structures in the right-of-way areas. CMA also is responsible for updating the GIS data and the stormwater atlas of which has been posted online.

Riviera Beach Utility Conversion-Marina District. Chen Moore and Associates is responsible for coordinating the utilities for the redevelopment of the Riviera Beach City Marina District. CMA is also responsible for assembling the service needs of the properties in the district, coordinating with FPL, Comcast, AT & T and Florida Public Utility to design services. The designs will be coordinated with the civil, roadway and infrastructure improvement project.

SWA Digital Utility Atlas. Chen Moore and Associates has been providing GIS service to the Solid Waste Authority of Palm Beach County since 2010. The main focus of activities has been updating the utility atlas and integrating GIS data into their operations.

The utilities at the landfill facility consisted of several components not typical of utility atlas creation. Different systems included leachate, gas, water, sewer, electrical and drainage. For each system, we completed the following tasks:

- Simple database schemas were created
- Data was migrated from CAD information
- Data was updated from as-builts
- Paper atlases were created and provided to SWA staff for verification
- Data sets were linked to engineering design, diagrams, specifications and maintenance reports
- Field verification included site visits and utility locates by contractors
- Site photos were taken with GPS and linked to features
- SWA operations staff were integrated into the project enhancing quality assurance
- Data Integration: The data was used to enhance the work flow for operations and environmental compliance divisions. Some of the integration projects included:
 - Confined spaces permit inventory
 - Gas surface emissions contouring and collection tracking
 - Gas well monthly monitoring mapping and analysis
 - Electrical system location and permanent identification
 - Leachate system maintenance tracking
 - 3-D surface and volumetric modeling over time
 - Engineering consultant and contractor coordination
 - Standardization of record drawing submittals
- Training: SWA staff are continually being trained to use GIS in their work programs.

Michael B Wood
Engineering Intern

Education

N/A

Registration

N/A

Professional Affiliations

N/A

Certifications

N/A

Mr. Wood serves as an engineering intern in our West Palm Beach office.

Project Experience

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

GIS Stormwater Structures-Atlas Updates. Chen Moore and Associates is responsible for visiting the City of Miami Gardens and mapping the location of all the stormwater structures in the right-of-way areas. CMA also is responsible for updating the GIS data and the stormwater atlas of which has been posted online.

Aerial Crossing Rehabilitations. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform the design and permitting for the rehabilitation of 12 aerial utility crossings and the replacement of one aerial water main crossing. These sites were selected based on a previous study of all aerial utility crossings in the City completed by CMA. The current project involves design of the pipeline rehabilitations, repairs and replacement including external coating, supports, fan guards, air release valves and isolation valves. Coordination with multiple drainage districts and regulatory agencies is necessary for the permitting of these improvements because of the various ownership of the canals.

Force Main Modeling and Design. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform modeling, design and permitting for force main improvements. The modeling is based on the previous models that CMA completed for the City and will evaluate two different options for connecting existing force mains. These connections will allow the City to direct the flow to their other wastewater treatment plant. In addition to the modeling, the project includes the design and permitting of over 2,600 LF of new force main and abandonment of over 1,000 LF of existing force main. The new force main design incorporates a directional drill under a City-owned canal.

C14 WM Canal Crossing. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform the design and permitting of water main improvements. The improvements include a directional drill under the SFWMD C-14 canal and over 2,000 LF of water main installation to provide redundancy in the service area. Permitting coordination is required with both SFWMD and the ACOE for special approvals.

SWA Digital Utility Atlas. Chen Moore and Associates has been providing GIS service to the Solid Waste Authority of Palm Beach County since 2010. The

main focus of activities has been updating the utility atlas and integrating GIS data into their operations. The utilities at the landfill facility consisted of several components not typical of utility atlas creation. Different systems included leachate, gas, water, sewer, electrical and drainage. For each system, we completed the following tasks:

- Simple database schemas were created
- Data was migrated from CAD information
- Data was updated from as-builts
- Paper atlases were created and provided to SWA staff for verification
- Data sets were linked to engineering design, diagrams, specifications and maintenance reports
- Field verification included site visits and utility locates by contractors
- Site photos were taken with GPS and linked to features
- SWA operations staff were integrated into the project enhancing quality assurance
- Data Integration: The data was used to enhance the work flow for operations and environmental compliance divisions. Some of the integration projects included:
 - Confined spaces permit inventory
 - Gas surface emissions contouring and collection tracking
 - Gas well monthly monitoring mapping and analysis
 - Electrical system location and permanent identification
 - Leachate system maintenance tracking
 - 3-D surface and volumetric modeling over time
 - Engineering consultant and contractor coordination
 - Standardization of record drawing submittals
- Training: SWA staff are continually being trained to use GIS in their work programs.<

Proposed FEMA Flood Maps-Analysis & Response. CMA assisted the City of West Palm Beach and the County at large in reviewing the preliminary flood maps issued by FEMA. The review included mapping changes throughout the County, performing GIS analysis of affected properties, reviewing FEMA model parameters, reviewing C-51 model parameters, reviewing existing LIDAR and DEM topographic data and performing hydrologic modeling of certain portions of the City. Corrections to the model were submitted to FEMA that will result in savings to the residents if adopted.

8. Qualifications

The relevant experience of all the firms is detailed below in this section. PMG Associates, Inc. (PMGA) will be the Prime firm for this endeavor, with PLACE Planning, Chen and Associates, Engineers and House Partners acting as subcontractors. Each company will be responsible for various assignments for this project and all team members have been engaged in the successful completion of projects for many years. All personnel of the Team have worked together on numerous redevelopment studies throughout the State of Florida and the United States.

Included in Section 9 (Representative Community Redevelopment and Long Range Fiscal Plan Projects and Client References) are project descriptions of similar assignments for all the firms.

PMG Associates, Inc.: (PMGA)

OVERVIEW OF THE FIRM

The basic business premise of **PMG Associates, Inc. (PMGA)** is to provide economic, management and marketing services to a variety of public and private clients. Our firm was founded in 1984 and has been serving clients throughout Florida, the Caribbean and Mexico since that time. **PMGA** is a Minority Business Enterprise (Woman Owned Business) which specializes in the financial and planning aspects of development.

PMGA strives to provide our clients with the most cost effective solution to the questions they face. Economic Impact analyses are performed not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they affect the complimentary industries. In the area of statistics and surveys, emphasis is placed on correct selection of the survey sample to avoid errors.

PMGA has assisted agencies and redevelopment areas throughout the State of Florida and the Country, in the financial evaluations of proposed projects in redevelopment areas, including the financial analyses of the development's impacts, projections of TIF and other revenues. The purpose of the analysis was to determine the total amount of revenues that were available to the municipality and or agency and the ability to fund the required infrastructure improvements. Other studies included; evaluations of housing and business sectors within redevelopment areas, estimates of market demand and Redevelopment Plans.

In addition to citizen surveys **PMGA** also provides municipal consulting services in the area of urban and redevelopment planning, infrastructure analysis, financial planning and economic evaluation. These additional services will enable us to fully understand the magnitude of the surveys to be conducted and provide better results. Other services include:

Economic Impact of projects is analyzed to determine the impact on the surrounding area including the economy, employment and other aspects of the business community.

Visioning Sessions/Focus Groups of projects and issues to secure community input, involvement and consensus building.

Public Participation including workshops and meetings to solicit and address community needs, perceptions and initiate goal setting strategies.

Statistics and Surveys address the current and future needs of individuals and populations to ascertain goals, marketing potential and trends.

Demographic Analysis and Projections are performed on many projects to identify the population expected and the characteristics of this group including income, age, housing and other factors.

Feasibility Studies, which examine the potential revenues as well as the costs of developing and operating the project.

Financial Planning, including an analysis of the return on investment, funding for the project and overall financial operation.

Infrastructure Requirements are addressed through an evaluation of the needs of the community and the subsequent capital projects required to meet these needs.

PLACE Planning: (PPD)

PLACE Planning and Design, Inc. (PLACE) was formed by principals Corey W. O'Gorman, AICP, and Robert M. Feild, AIA, LEED AP, to provide comprehensive real estate development and consulting services to public and private clients. PLACE strives to ensure that its clients receive the highest quality services taking into account client needs; the regulatory, political and physical environment; and energy and cost efficiencies. And, PLACE principals customize services to meet the unique needs of each client and project.

A graduate of Rollins College and certified planner since 1991, Mr. O'Gorman's nearly 30-year career includes serving as planning director and CRA executive director to several public agencies. He has also served numerous public, private and non-profit clients to conduct strategic planning efforts, obtain zoning and permit approvals, navigate the overall development process and administer grants. Given his unique perspective on the zoning and land development process, Mr. O'Gorman has successfully analyzed regulations and the regulatory process for a wide range of projects. He also has extensive experience with the public outreach and visioning process; the legal, organizational and operational aspects of CRA's; and the knowledge and skill to successfully guide a project from start to finish. Mr. O'Gorman is also a member of the Village of North Palm Beach Planning Commission.

Mr. Feild, a graduate of Yale University is a member of the American Institute of Architect's and a LEED AP. He has an extensive portfolio of projects that range from single-family to multi-family home designs, mixed use projects, commercial and industrial projects, and includes over 10 years of Main Street consultancies. Mr. Feild has conducted numerous community visioning sessions, prepared dozens of urban design studies and plans in various locations including those in conjunction with the Florida Main Street program. With a focus of his architecture practice in Baltimore, Maryland, Mr. Feild has considerable experience with buildings of a historic nature as well as those located in historic districts. Mr. Feild has participated with AIA as director of three professional committees, has been a member of the Hamden Village Main Street, and various other community and volunteer efforts.

PLACE's services include zoning representation and analysis, strategic planning, feasibility studies, architecture and urban design, revitalization and redevelopment consulting and project management services with the depth of experience necessary to ensure practical real-world solutions to the most complex projects. PLACE philosophy is that quality design brings together buildings, landscapes and streetscapes to create a sense of place. PLACE approach to projects emphasizes strategic planning, feasibility and project management to ensure that each step of the planning process is taken with implementation in mind.

Chen, Moore and Associates, Inc.: (CMA)

Chen Moore and Associates is a multi-discipline consulting firm that is a Florida State and locally certified small business enterprise firm with offices in Broward, Miami-Dade, Palm Beach, Martin and Alachua Counties. Founded in 1986, Chen Moore and Associates specializes in civil and environmental engineering; landscape architecture; planning; GIS analysis and mapping; transportation, streetscaping and traffic improvements; construction administration; wastewater collection, transmission, treatment, reuse and disposal; pump station design and rehabilitation; water supply, treatment, and distribution; stormwater system design and master plans; and modeling and permitting of drainage, water distribution, and sewer collection. Dr. Chen founded Chen Moore and Associates with a belief that relationships are the key to the planning, design and construction of successful projects. The firm is committed to providing responsive quality services while meeting the schedules and specific project needs of our clients.

The firm is active in various community organizations including Habitat for Humanity, Toys for Tots, the Cooperative Feeding Program, and OceanWatch, a non-profit group focused on cleaning and preserving South Florida's Beaches. Chen Moore and Associates has also participated in a clean-up of the Florida Everglades west of Homestead. The firm is active in several professional societies including the American Society of Civil Engineers, Florida Engineering Society and the Florida Water Environmental Association that sponsor community service events such as adopt a highway programs and outreach programs such as MathCounts, a yearly math competition in junior high schools to encourage interest in the engineering profession.

GIS Experience

Several of our team members' experience has focused on providing a variety of GIS services to many different municipalities. We routinely use GIS data, analysis and procedures for engineering planning studies, design, permitting and construction administration. As such, we have developed in-house scripts and procedures that enable us to gather and process GIS data efficiently.

All Chen Moore and Associates engineering and GIS staff completed an ESRI training program in 2009 called "Intro to GIS." Follow up training for advanced GIS applications included aerial interpretation, Lidar processing, surface model creation and quantity analysis. A GIS task force has been established with key users in each office to provide daily GIS support to engineers.

CMA has been on the cutting edge of GIS/engineering integration for over 10 years. All our engineers are trained and well-versed in GIS which is uncommon in most engineering firms. This is a powerful advantage over traditional firms that house engineering and GIS in different departments in that we understand the desired output and apply GIS tools to achieve it. We routinely use GIS data, analysis and procedures for engineering planning studies, design, permitting and construction administration. As such, we have developed in-house scripts and procedures that enable us to gather and process GIS data efficiently. Much of this development has been geared towards the design of utility drainage projects, which require building 3-D surface models to delineate drainage basins; extracting data on surface area and volumes; then extracting those results into pipe flow diagrams; and finally importing this information into stormwater models. We have built complicated geo-databases for numerous clients with varying criteria. We have applied these tools to single parcel clients to very large county projects. These tools were initially developed as full procedure tools, from start to finish at the click of a button, but over time they were broken out into components which proved to be more adaptive to varying client needs. One advantage of our small firm performing these complicated analyses is that we have developed these tools generically and can adapt the technology and procedures to any client of any size.

Chen Moore and Associates has extensive experience with the integration of GIS technology. The use of existing GIS data during the preliminary investigation stage is advantageous. The main benefit is that GIS data can be used for discussions and preliminary layouts before a field survey is complete. This takes survey out of the critical path of design, speeding up the overall project process. There are also other GIS functions which allow for analysis, modeling and conceptual design. The display capabilities of the technology allow for maps that are more easily understood by the community than traditional CAD maps, allowing for better communication with residents and City staff.

House Partners: (HP)

House Partners. has been involved in all aspects of the practice of architecture and urban design. The firm's experience includes a number of Urban Design and revitalization plans in established inner-city areas, as well a master plans for large, mixed-use developments. Recently, Jim Hill the principal who will be assigned to the Key West Project, has emerged as a recognized authority on land development regulations, with particular emphasis on promoting infill redevelopment and quality urban environments. HP's background addressing both engineering and architecture issues provides broad, multi-disciplinary skills crucial for success in large, complex urban design projects. HP has extensive experience with project management, client and consultant coordination, and construction documents. Mr. Hill has written extensively and spoken publicly on planning and urban design issues, has been published in the *Houston Chronicle*, *Texas Architect*, *AIA Perspective*, and has appeared on several local radio and television stations. He has been an active member of the American Institute of Architects and an advocate for the organization's growing involvement in livable communities and smart growth issues.

9. REPRESENTATIVE COMMUNITY REDEVELOPMENT AND LONG RANGE FISCAL PLAN PROJECTS AND CLIENT REFERENCES – PMG ASSOCIATES, INC.

PROJECT: 79th Street Redevelopment Plan, Miami-Dade County, Florida

DESCRIPTION: Currently in the process of completing a Redevelopment Plan for the 79th Street of unincorporated Miami-Dade County. Plan will include economic development strategy with incentive recommendations and types of business to attract to various locations in the area. Plan will also outline an affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.

Agency: Miami Dade County

Contact Name: Jorge Fernandez, Jr

Telephone Number: (786) 469-4100

PROJECT: West Perrine Community Redevelopment Plan, Miami-Dade County, Florida

DESCRIPTION: Completed a Redevelopment Plan for the West Perrine area of unincorporated Miami-Dade County. Plan included economic development strategy with incentive recommendations and types of business to attract to various locations in the area. Plan also included affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.

Agency: Miami Dade County

Contact Name: Jorge Fernandez, Jr

Telephone Number: (786) 469-4100

PROJECT: Naranja Lakes CRA Expansion

DESCRIPTION: Preparation of a Finding of Necessity to expand the boundaries of the existing CRA to address needs in the neighboring community. This expansion more than doubled the size of the CRA. The process included the determination of community needs, the identification of the characteristics of slum and blight, conducting a public meeting and presentations to the County Commission.

Agency: Miami Dade County

Contact Name: Jorge Fernandez, Jr

Telephone Number: (786) 469-4100

PROJECT: Delray Beach CRA Fiscal Analysis

DESCRIPTION: Completion of various projects for the CRA including the fiscal assessment of proposals to develop CRA owned properties. The evaluation determined the return to the CRA and the City and how well the proposals met established goals. Further services included the assistance with a Developer's Agreement and contract with elements such as lease terms and performance clauses.

Agency: Delray Beach CRA

Contact Name: Diane Colonna

Telephone Number: (561) 276-8640

PROJECT: Casselberry CRA Extension

DESCRIPTION: Completion of an analysis for the justification of a time extension of the Casselberry CRA. Seminole County is a Home Rule Charter County and has additional powers regarding the formation and operation of the CRAs within the jurisdiction. The CRA was severely impacted with the development of a roadway flyover at the busiest intersection in the District. The plans for the flyover took land with existing businesses and restricted use of a major shopping center. PMGA completed the analysis to receive the time extension. In addition, the Redevelopment Plan was amended to account for the additional time frame and changes in projects to be completed.

Agency: City of Casselberry

Contact Name: Sandra Smith

Telephone Number: (407) 262-7700, ext. 1108

PROJECT: Finding of Necessity for a CRA, Callaway, Florida

DESCRIPTION: Completed a Finding of Necessity for the creation of a Community Redevelopment Agency as outlined in F.S. 163 Part III. Researched physical conditions of structures, utilities and site amenities, police/fire/EMS statistics, reviewed local property values, lease rates and vacancy rates. Research included the gathering of statistics and preparation of a final study document with recommendations to create a redevelopment agency.

Agency: City of Callaway, Florida

Contact Name: Amanda Richardson

Telephone Number: (850)871-6000

PROJECT: Callaway Community Redevelopment Plan, Callaway, Florida

DESCRIPTION: Conducted research for, and completed, a redevelopment plan in conformance with F.S. 163 Part III. Process includes significant public involvement meetings and stakeholder interviews, review of existing plans and regulatory documents. Final Plan included; a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy as well as overall concept plan to revitalize the redevelopment area.

Agency: City of Callaway, Florida

Contact Name: Amanda Richardson

Telephone Number: (850)871-6000

PROJECT: Evaluation of a Proposed New Downtown Residential Incentive Program (RIP), City of West Palm Beach CRA, Florida

DESCRIPTION: The City had written major revisions to an incentive program for residential construction in the downtown area. The proposal, essentially an inclusionary housing ordinance, would have allowed developers to build an additional three stories above existing development rights if 10% of the units constructed were offered and maintained as attainable housing for moderate income persons. An evaluation was performed and feasibility of providing the required housing was determined based on a sample project. Further review was undertaken to show threshold levels of attainable housing for different heights, property costs and construction costs while maintaining economic viability of the project for the developer.

Agency: West Palm Beach CRA

Contact Name: Kim Jackson-Briesemeister

Telephone Number: (561) 822-1450

PROJECT: Valuation Determination for the Lauderdale Lakes Mall, Lauderdale Lakes CRA, Lauderdale Lakes, Florida

DESCRIPTION: Prepared a value determination of the Lauderdale Lakes mall, an underutilized retail mall the City's Redevelopment Agency is seeking to purchase. Valuation was prepared through a review of existing lease revenue stream, existing use of space, a full property appraisal, the current cost of maintenance, and cost of needed demolition. Valuation was to be used to determine feasibility of purchasing the Mall for redevelopment into a mixed-use project including residential, office, and retail users.

Agency: Lauderdale Lakes CRA

Contact Name: Gary Rodgers

Telephone Number: (954) 676-3660

PROJECT: Mount Dora CRA, Market Plan & Evaluation for Economic Development, Mount Dora

DESCRIPTION: As the "antique capital of Florida," Historic Mount Dora wanted to evaluate their current standing in the region and look towards the future for its marketing potential. Duties included; intercept surveys of residents and tourists to determine their perception of the CRA area, and also to determine what was missing in their retail/shopping experience, a telephone survey of the residents of the City, in-depth market analysis of the surrounding area, including spending patterns and demographics and future marketing strategies.

Agency: City of Mount Dora, Florida

Contact Name: Gus Gianikas

Telephone Number: (352) 752-7113 x 1705

PROJECT: Consolidated Plan for Housing, Miami-Dade County, Florida

DESCRIPTION: PMG Associates, Inc. was the Prime contractor in charge of the completion of the 2007-2008 Consolidated Plan for Miami-Dade County which includes the development of the housing strategy for the entire county. This project was developed according to HUD regulations for the content and required analysis. Final approval was required by HUD. Elements of the Plan included a market analysis of housing for the county with emphasis on demand for Affordable Housing. Another key segment was the inclusion of a program to address homeless conditions throughout the area. The Action Plan for the next five years for the development and completion of programs and projects to address the housing needs was also included. The last element was the development of specific neighborhood revitalization plans to address needs including housing. The public input portion of this project was essential for the approval process as well as development of a comprehensive plan. As one of the NRSAs (Model City) in Miami-Dade County, was responsible for the coordination of community input and required analysis for the Consolidates Plan.

Agency: Miami Dade County

Contact Name: Selena Williams

Telephone Number: (786) 469-4100

PROJECT: Feasibility Study of Senior Housing Facility, Royal Palm Beach

DESCRIPTION: Services included the determination of demand for a Senior Housing Facility to be developed by the Village of Royal Palm Beach. The project included the determination of demand, criteria for selection of a developer, amenities and public input.

Agency: Village of Royal Palm Beach

Contact Name: Ray Liggins, Village Manager

Telephone Number: (561) 790-5103

PROJECT: Evaluation of Tax Rolls for CRA, Boynton Beach, Florida

DESCRIPTION: Services consisted of research, analysis and document preparation to evaluate the changes in the Tax Rolls covering the CRA area for the 2007 and 2008 Tax Years. In addition, a spreadsheet was developed that permitted an annual update of the data and allowed for comparisons in future years. PMGA represented the CRA, and its interests, with the Palm Beach County Property Appraiser's Office and assisted in resolving any discrepancies between the two years of data. All discrepancies were identified and presented to the CRA and the Property Appraiser's Office. The primary purpose was to resolve these discrepancies with the Appraiser's Office. The data files were prepared in such a manner as to permit future years to be appended to the file to identify and evaluate changes in succeeding years.

Agency: City of Boynton Beach CRA

PROJECT: Lake Worth Park of Commerce Redevelopment Agency Plan

DESCRIPTION: Completed a Community Redevelopment Plan for the area know as the Park of Commerce (POC) in the City of Lake Worth. This plan was submitted and accepted as in conformance with F.S. 163 Part III. The POC would be a sub-area of the existing Lake Worth Community Redevelopment Agency. Final Plan included; a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy as well as overall concept plan to revitalize the redevelopment area.

Agency: City of Lake Worth

Contact Name: Joan Oliva

Telephone Number: 561-493-2550

PROJECT: Commercial/Retail/Housing Market Evaluation--Northwest/Progresso-Flagler Heights CRA Area

DESCRIPTION: Was responsible for the development of a market study that analyzes mixed-use, residential, retail, commercial/office development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, "*Market-Based Community Economic Development*" as per the CRA's preference. Also included in the study were "catalyst projects" opportunities in the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

Agency: City of Fort Lauderdale CRA

Contact Name: Albert Battle, CRA Director

Telephone Number: (954) 828-4514

PROJECT: City of Destin, Florida and Harbor CRAs, Revenue Pro Formas

DESCRIPTION: Responsibilities included the development of a credible revenue pro-forma based upon current and future tax increment revenue and other sources of revenue. An understanding of the Destin and regional real estate markets was essential. Duties include; gathering information on the historical trends in assessed value and adjusted taxable value for the Harbor CRA, compiling available information on the known near-term development occurring within the CRA, preparation of a tax increment revenue pro-forma analysis showing the anticipated tax revenue attributable to the Harbor CRA tax increment and the comparison with the projected operating expenses of the CRA to yield the net revenue available for debt service and demonstrate the anticipated ability of the CRA to support the issuance of debt and preparation of reports and presentations to Boards.

Agency: Destin CRA

Contact Name: Greg Kisela

Telephone Number: (850)837-4242

PROJECT: Economic Environmental Study, City of Satellite Beach CRA, Satellite Beach

DESCRIPTION: Economic environmental study was performed for the CRA. This project consisted of an evaluation of the current economy, the market demographics, the strengths and weaknesses of the area, an inventory of the types of businesses that are currently available vs. what the population wants, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial vs. change to residential and a review of the City's current Redevelopment Plan. Analysis was completed through data collection and research, public meetings and stakeholder interviews.

Agency: City of Satellite Beach, Florida

Agency: City of New Satellite Beach

PROJECT: CRA Financial Consultant, City of Fort Lauderdale, Florida

DESCRIPTION: Assists the CRA with evaluations of proposed projects in redevelopment area. Prepares the financial analyses of the impacts of developments including projections of TIF and other revenues. The purpose of the analysis was to determine the total amount of revenues that were available to the City and the CRA and the ability to fund the required infrastructure improvements. Completed market demand study for the CRA to determine the need for a Publix grocery store in the target area. Taken into consideration were completed and approved developments (housing and commercial) in a three mile radius. Thus, the CRA was able to present the findings of the study to the corporate offices of Publix to persuade them to locate in the CRA area.

Agency: City of Fort Lauderdale CRA

Contact Name: Albert Battle, CRA Director

Telephone Number: (954) 828-4514

PROJECT: Consultant to Miami-Dade County Florida Municipal Advisory Committees for Incorporation Projects

DESCRIPTION: Consultant to Miami-Dade County Florida Municipal Advisory Committees (MACs) for overall evaluation of County generated "Impact to Unincorporated Municipal Service Area (UMSA) Budget Statements" to areas studying potential incorporation. The Impact to UMSA Statement is an estimate of the cost of providing services to a proposed incorporation area and of the revenues generated. The Statements are limited to general revenues and expenses and do not include proprietary or grant-related revenues or expenses. So that Resolution No. R-130-05 which is a County policy requiring an independent budget and service impact analyses for proposed municipalities is met PMGA is the consultant who is act as the independent third party with expertise in government operations and finance.

Agency: Miami Dade County

Contact Name: Jorge Fernandez, Jr

Telephone Number: (786) 469-4100

PROJECT: Housing Market Analysis for the Spartanburg County, SC Consolidated Plan

DESCRIPTION: Completing the Spartanburg County, South Carolina Housing Market Analysis for inclusion into the County's 5-year Consolidated Plan. Responsibilities included: community and agency outreach and contact with the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly, documentation of public and assisted housing, documentation of the general housing characteristics of the County, including the supply, demand, condition and cost of housing.

Agency: Spartanburg County, South Carolina

Contact Name: Brenda Oglesby/Kathy Rivers

Telephone Number: (864) 595-5300

PROJECT: Hope VI Market Study for the Housing Authority of the City of Durham, NC

DESCRIPTION: The Durham Housing Authority planned to build a variety of housing products in certain areas of Durham. The goal of this project was; 1-to determine market demand and its capacity to absorb affordable housing units based on the types of units; 2- to determine what, if any subsidy, must be committed to each homeownership phase to make these projects work; 3- to design and locate housing units that will be absorbed into the market in 90 days or less of completion, and finally to determine what obstacles exist to homeownership and affordable rents among the targeted market segment.

Agency: Durham Housing Authority

Contact Name: Shannon Pittsman-McLean

Telephone Number: (919) 667-2125 X214

PROJECT: Housing Market Assessment- Evans and Rosedale Area, Fort Worth, Texas

DESCRIPTION: The project consisted of a neighborhood housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

Agency: City of Fort Worth, Texas

Contact Name: Patrina Newton

Telephone Number: (817) 392-8068

PROJECT: Bartow CRA Market Evaluation, Bartow

DESCRIPTION: As a municipality in Central Florida, Bartow, needed to evaluate the CRA and Historic Downtown Area market strengths and weaknesses. Having a unique "small" town flavor, the CRA decided to take a look at their current competition in the surrounding area and to develop a market plan for the CRA area. Consideration was given to other competitive "historic" market draw areas and how Bartow would compete in the market and region.

Agency/Client: Civic Design Associates/House Partners

Contact Name: Jim Hill

Telephone Number: (713) 522-0815

PROJECT: Economic Development, Marketing and Research, Town of Davie CRA, Florida

DESCRIPTION: Purpose of the project was to conduct analysis of the market demands for the Davie Road area and to prepare recommendations that would lead to an overall marketing program for the corridor. Also included in this assignment, was the issuance and marketing of a RFP for a one-acre CRA owned parcel. A demand and trend analysis, demographic profile of residents and shoppers and a local and regional growth sector were completed. An examination of potential future housing for the CRA area was also undertaken.

Agency: Town of Davie, Florida

Contact Name: Mr. Will Allen

Telephone Number: (954) 797-2087

PROJECT: CRA Consultant, City of New Smyrna Beach

DESCRIPTION: Project consisted of a market study for the Historic West Canal Street Market Area of New Smyrna Beach, Florida. Consultant inventoried businesses, identified current and projected square footage, identified shortfalls and analyzed the sustainability and the market demand of the area. Projections of TIF and other revenues were the result from the evaluation.

Agency: New Smyrna Beach CRA

Contact Name: Noleen Foster

Telephone Number: 386-424-2265

PROJECT: Economic and Market Analysis/Economic Development – Town of Juno Beach
DESCRIPTION: A market demand analysis of the Juno Beach area defining the market demand, existing inventory and prospects for the future was undertaken. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for the market. The analysis also made recommendations regarding mixed use developments.

Agency: Town of Juno Beach

Contact Name: Damian Peduto

Telephone Number: (561) 626-1122

PROJECT: Economic Redevelopment Plan/Market Analysis, Fort Collins, Colorado

DESCRIPTION: Responsibilities included the generation of a redevelopment program for the North College Avenue area of the City of Fort Collins. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for commercial, office, industrial and residential uses. Principal elements included input from the community and key stakeholders to determine the needs of the businesses and people in the target area and quality. Various specialized sub-areas were examined regarding strengths/weaknesses and attractions of capital to the sub-areas.

Agency: City of Fort Collins, Colorado

Contact Name: Clark Mapes

Telephone Number: (970) 221-6225 or (970) 221-6753

PROJECT: Florida Demographic Estimates and Update, Lauderdale Lakes

DESCRIPTION: Preparation of demographic estimates for the City of Lauderdale Lakes market area will be based on the identification of new residential and commercial projects within the boundaries that have not been included in demographics by the United States Census or studies supplied by outside marketing data firms. The demographics will include: additional housing units by type, population estimates, household income levels, disposable income and spending patterns. A final report will supply the methodology, presents the additional demographic data and offers a complete demographic analysis. The report will be suitable for use to potential business location analysis that depicts the true market demand for the area and the ability to support business development.

Agency: Lauderdale Lakes CRA

Contact Name: Gary Rodgers

Telephone Number: (954) 676-3660

PROJECT: East Miramar Redevelopment Strategies, Miramar

DESCRIPTION: The redevelopment of East Miramar required the analysis of the potential attraction of business and the rehabilitation of the existing housing stock. The study area is facing significant changes due to expansion of the highway (S.R. 7) and the modification of the business flow. Housing issues include the identification of substandard conditions and the impact on property evaluations. The plan was designed to address the deteriorating conditions of the area, and suggest programs to revitalize the area.

Agency: City of Miramar

Contact Name: Gus Zambrano

Telephone Number: (954) 602-3274

PROJECT: South Dixie Highway Corridor Redevelopment Plan, West Palm Beach

DESCRIPTION: Analysis of the development and redevelopment options available for this older neighborhood in the City of West Palm Beach was completed. The project included the evaluation of the housing and business sectors that are contained within the study area and those that are impacted from outside the target area. The analysis included the determination of the market demand for additional business, specific business for attraction and changes in evaluations of the property. Estimates of changes in the market were used to assist in determining financing options.

Agency: Glatting Jackson/AECOM

PROJECT: Socioeconomic Study for the City of Punta Gorda, Florida

DESCRIPTION: This project consisted of the total update of all demographics for the City of Punta Gorda since the last Comprehensive Plan Update. Two years ago (2005) this City was hit by a number of hurricanes and the demographics needed to be verified and explored extensively. Housing units by number and type were updated not only for the City but also the County. These population and housing demographics were projected to 2030.

Agency: City of Punta Gorda

Contact Name: Joan LeBeau

Telephone Number: (941) 575-3311

PROJECT: Market Study for the Central Business District, Summerton, South Carolina

DESCRIPTION: Conducted a Market Study for the Central Business District of Summerton, South Carolina. The study entailed a market and economic examination of the City's trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported. The specific strengths and weaknesses of the study area were identified, as was an assessment of the impacts on economic redevelopment, in the study area. The characteristics of the community were identified, which included the physical regulatory and human elements. Various factors, such as, land use configuration, zoning ordinances, other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures, and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were also addressed.

Agency: City of Summerton, SC

PROJECT: Marketing Services – Town of Summerton, South Carolina

DESCRIPTION: As a continuation of the Market Demand Analysis the next step was on the determination of the best opportunities for attraction of new businesses to the Town of Summerton. The business types defined in the Market Analysis formed the basis for the identification of potential recruitment. Two difference scenarios were completed for the Town. One scenario was for the current demographics and conditions and the second was looking into the future with the developments in the area that are known to be in the planning stages and that will be coming on-line.

Agency: City of Summerton, SC

PLACE PLANNING AND DESIGN RELEVANT AFFORDABLE HOUSING & GRANT EXPERIENCE

Palm Beach County Disaster Recovery Initiative (DRI 3). Environmental Review for numerous project funded under the DRI 3 CDBG grant including:

- Belle Glade Housing Authority, Okeechobee Center
- Belle Glade Housing Authority, Osceola Center
- Boca Raton Housing Authority, Boca Island East
- Boca Raton Housing Authority, Dixie Manor
- In The Pines Phase 2
- PB County Housing Authority, Scattered Sites
- PB County Housing Authority, Marshall Heights
- PB County Housing Authority, Schall Landing
- PB County Housing Authority, Seminole Manor
- West Palm Beach Housing Authority, Robinson Villas

Also includes preparation of policies and procedures manuals (PPM's) for Palm Beach County Housing and Community Development State Housing Initiatives Partnership (SHIP), and HOME programs.



In The Pines, North, Phase 1 & Phase 2. Project management and CDBG grant administration for construction of 20-units (Phase 1) and 10-units (Phase 2) of affordable housing; competitive bidding; liaison to PB County Housing and Community Development for compliance with grant requirements, monthly status reporting, monthly reimbursement requests and final payroll approvals; coordination with design professionals on permitting; and monitoring construction progress. Phase I achieved LEED Platinum certification.

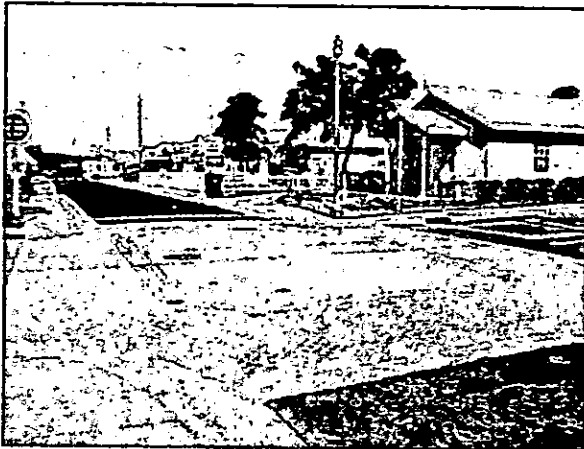
Barriers to Affordable Housing Analysis. Miami-Dade County, Florida, Brevard County, Florida, Collier County, Florida, the City of West Palm Beach, Florida and Spartanburg County, South Carolina. Collect and analyze data concerning potential barriers to the development of affordable housing including established public policies, zoning regulations, development regulations, and processes for approval of and incentives for the development of affordable housing; analyze existing affordable housing programs, interview stakeholders and obtain information on relative costs for acquisition of land and construction; prepare report for inclusion in consolidate plan.

Neighborhood Stabilization Program (NSP2), Adopt-a-Family of the Palm Beaches. Project management for the acquisition, renovation and new construction of 50-units of affordable

housing funded through the NSP2 (CDBG platform) program; assistance to negotiate agreements for purchase & sale, development and service delivery; due diligence analysis; renovation analysis; supervision of design professionals, general contractor; budget preparation; scheduling; permitting; construction; and close-out.



Providence Point Infrastructure, Habitat for Humanity of Hillsborough County, Florida. Project management and CDBG grant administration for constructing the infrastructure to support development of a 15-unit single-family subdivision; modification to grant agreements; underwriting; competitive bidding; oversight for compliance with grant requirements; preparation of monthly reimbursement requests and monitoring construction progress; and grant close-out and final payroll approvals.



Latona Avenue / Washington Avenue Streetscapes, City of Lake Worth. CDBG grant application and administration for construction of pedestrian enhancements and roadway upgrades; designer solicitation and selection; design coordination; neighborhood workshopping; competitive bidding; construction oversight; punch-listing; project/grant close-out.

Howard Park Ballfield Lighting, City of Lake Worth. CDBG grant administration for installation of new ballfield lighting; contractor selection; coordinating with the contractor and engineer through the construction / installation process; and final project close-out.

Lake Worth Municipal Pool, City of Lake Worth. Florida Recreation Development Assistance Program (FRDAP) grant administration for major renovation to municipal swimming pool; construction contract negotiation; monitoring project progress for compliance with the FRDAP grant requirements and submittal of final close-out documents to the State of Florida.

505 North K Street, Adopt-a-Family of the Palm Beaches. Project management services for this single-family home for very low-income; due diligence; design coordination; governmental approvals and permitting; construction administration; certificate of occupancy and turn over.

Second Avenue Apartments, Adopt-a-Family of the Palm Beaches. Project management for this award winning 9-unit apartment for very low-income families; due diligence study; design team selection; government approvals; selection of general contractor; permitting; assisted owner to meet requirements of and apply for grants; construction administration; certificate of occupancy; punch-list; and project turn-over.



Oaks at Shannon's Crossing. Project management for this 100-unit affordable housing project for low income farm workers included construction observation; review of monthly contractor pay applications; coordination with bank inspector; preparation of owner's punch-list and coordinating with contractor for completion of punch-list items and final project close-out.

Eden Gardens. Project management services for this 88-unit affordable housing project for low-income farm workers includes coordination with design professionals and permit expeditor to obtain project building permits; construction observation; coordination with architect, owner and bank inspector on construction progress and pay applications; and preparation of owner's punch-list and coordination with contractor for completion of punch-list items and final project close-out.



Manatee Village. Project management services for this 27-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Pollywog Creek Commons. Project management services for this 84-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Affordable Housing Strategy – City of Belle Glade. Create strategic plan to encourage the development of affordable housing; collection of housing related data; stakeholder interviews; identified partnerships; strategies included removing regulatory barriers, formulating incentives, establishing policies to address development, evaluation of infrastructure, capacity building and promotions.

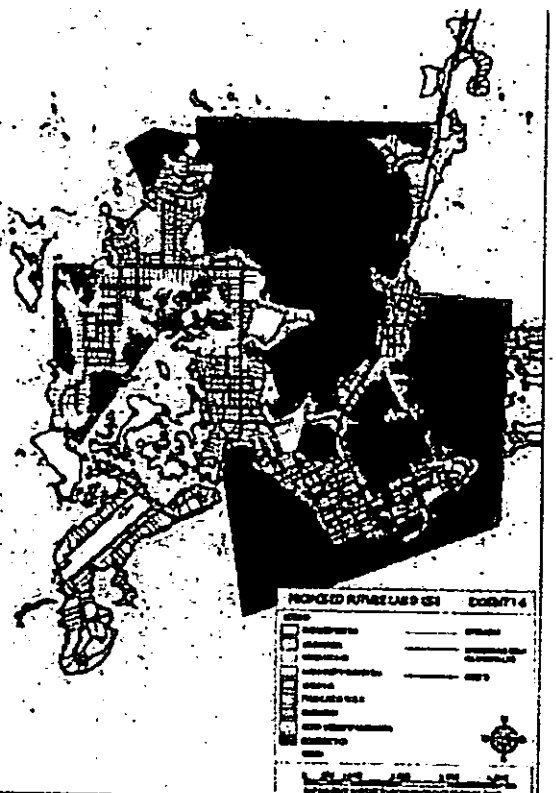
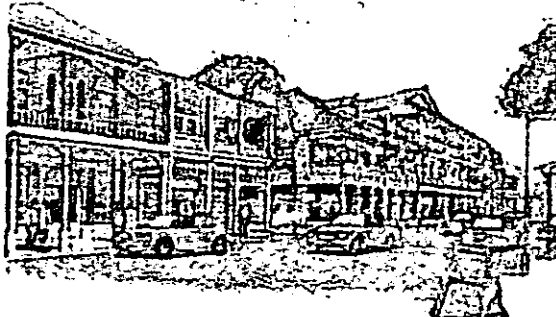
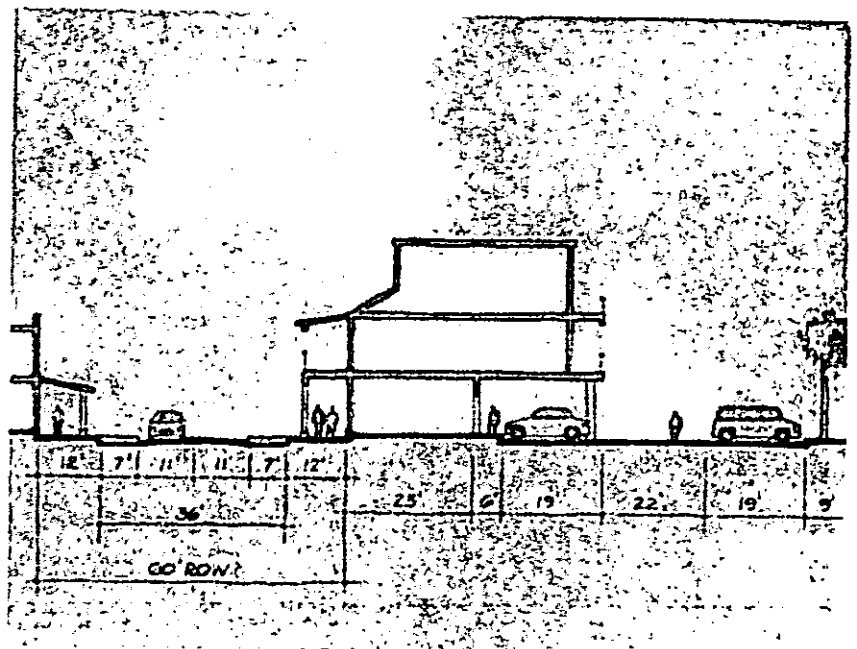
Cedar Key Redevelopment Master Plan

Client: City of Cedar Key, Florida

Cedar Key is one of the last vanishing species of traditional Florida fishing villages, one that has successfully made the transition from commercial fishing to aquaculture to maintain its viability as a working village. Despite that, the attractive gulf coast environment has placed intensive redevelopment pressures on the town that threaten to undermine its historic character.

CDA was engaged to prepare a specific and action-oriented CRA plan for the four-year old CRA, whose boundaries encompassed the entire city. This assignment was thus unusually comprehensive, indeed regional in scope. While the town is increasingly being populated by well educated and well-to-do retirees, they value the relaxed and low profile environment and are not trying to transform the town into the next waterfront resort. Even so, the town is quite small, with a population of about 1000, so that many of the commercial establishments in the downtown were clearly struggling in rapidly deteriorating buildings.

The vision of Cedar Key as a working village with a strong historic heritage and very protective of its natural environment had broad based community support. The challenge was to allow enough development, while channeling it into the appropriate places with the appropriate historic character, to allow some economic growth to occur. The development constraints, together with the natural market pressures, were expected to continue the strong real-estate appreciation of recent years, so that affordable housing strategies had to be a key part of the plan. The plan also had to include wide-ranging strategies for property annexation and natural resource protection in order to maintain and reinforce the desired character.



Delray Beach CRA

Client: Delray Beach CRA, Florida

Delray Beach, an older South Florida coastal town, is a successful example of comprehensive urban revitalization. Through its CRA, headed by town planner and CRA Director Christopher J. Brown, the city has overcome the typical problems of urban decline - the loss of an in-town resident population, failing retail and shops, rising crime rates, visual blight and incompatible land uses, traffic, and economic disinvestment. Particularly disturbing was the loss of community character in this once thriving seacoast town. The fundamental precepts of successful urban redevelopment in Delray Beach are:

- meaningful citizen involvement
- a visionary but practical redevelopment plan
- effective design standards and guidelines
- ability to attract State and Federal funding
- detailed urban design plans for special subareas of district
- street and highway beautification
- a strong downtown housing component
- public safety and security
- an emphasis on a walkable community, as a symbol of interactive neighborhood life
- centralized marketing of the downtown
- area-wide system of downtown parking
- strong land acquisition strategy



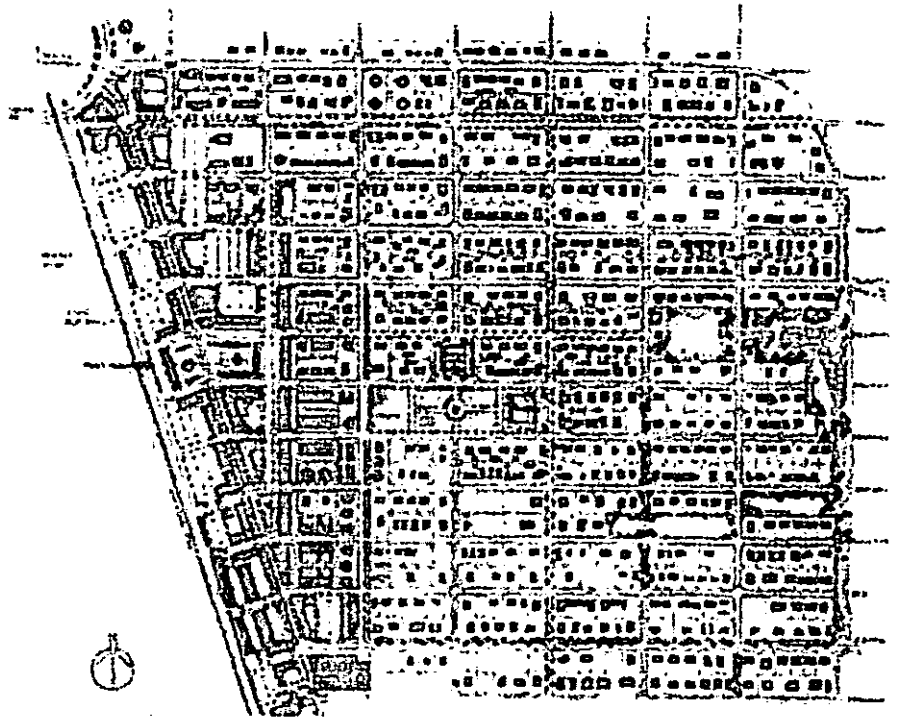
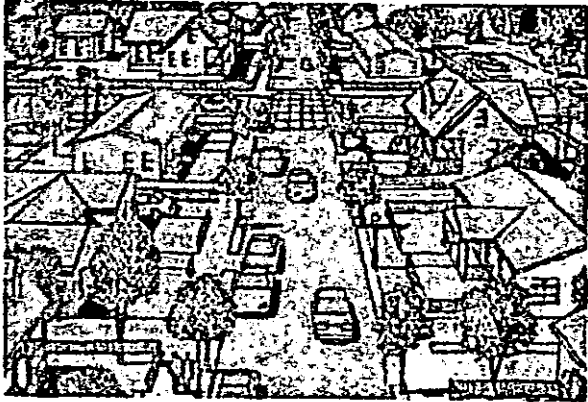
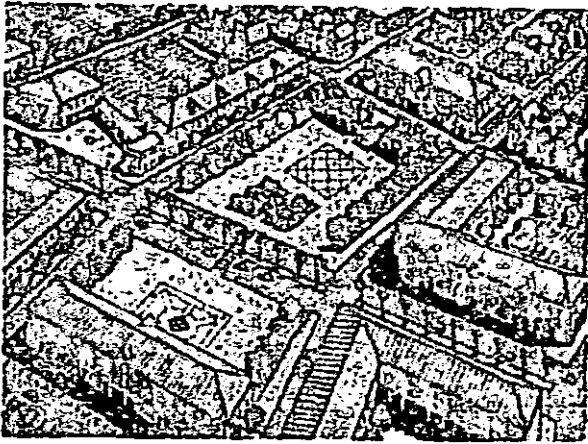
Golden Gate Redevelopment Plan

Client Martin County, Florida

Golden Gate is a neighborhood of approximately 200 acres originally platted in 1925, one of the oldest communities in this part of South Florida. Over the years, the original single-family character was transformed by a spate of multi-family development, which has attracted a diverse mix of ethnic and income groups. Dixie Highway, running along the western edge, is a typical automobile-oriented highway strip that negatively impacts the community.

The redevelopment plan calls for re-routing through traffic to the north, narrowing Dixie Highway, and proposing a calmer, more pedestrian-friendly streetscape lined with mixed-use buildings. An overlay zoning district will provide for a gradual transition of density from the commercial center to the existing residential areas. Street and alley improvements will discipline the street frontages, move parking to the rear of the lots, and provide a range of pedestrian amenities linked into a neighborhood-wide network of walks, passages, and bikeways.

Community amenities are centrally located and enhanced in the form of an enlarged central park, a new Community Center and Charter School. This neighborhood center is closely linked to a mixed-use commercial center focused around a new plaza located on the improved Dixie Highway.

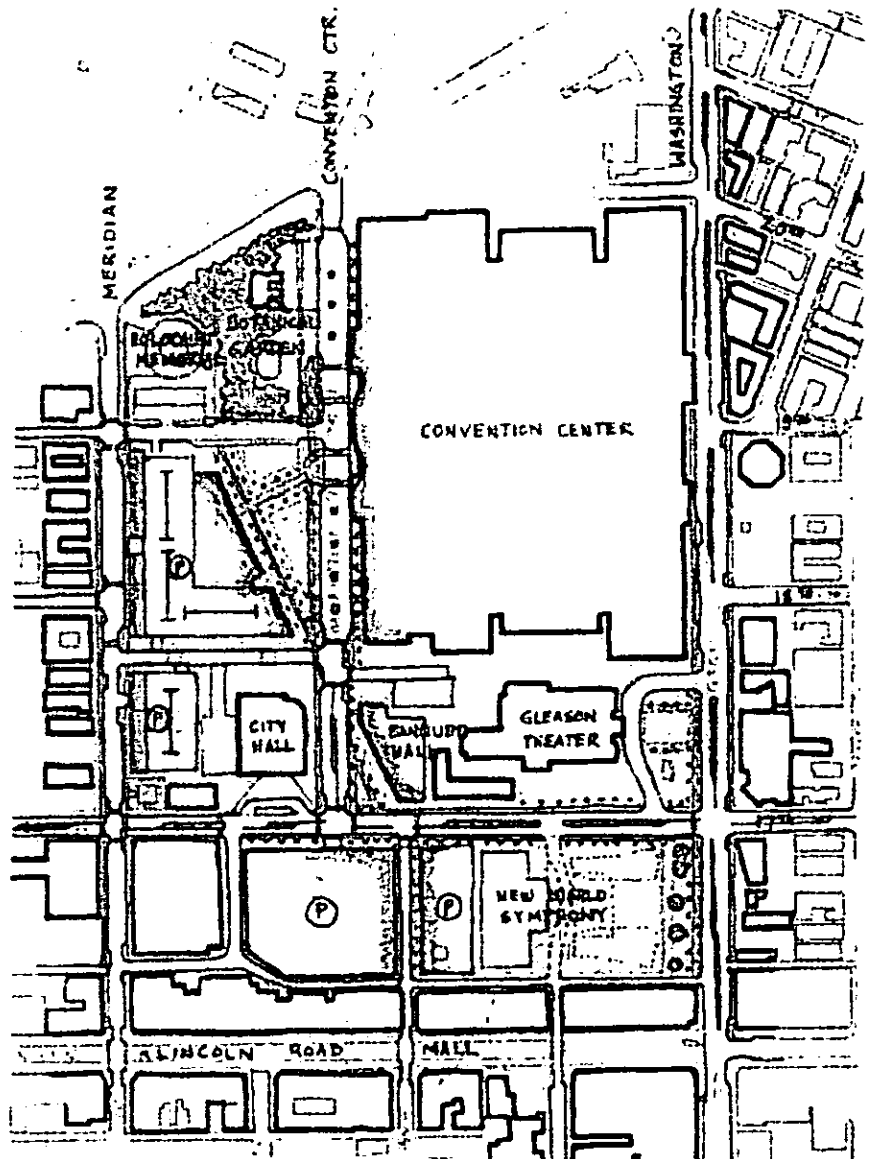
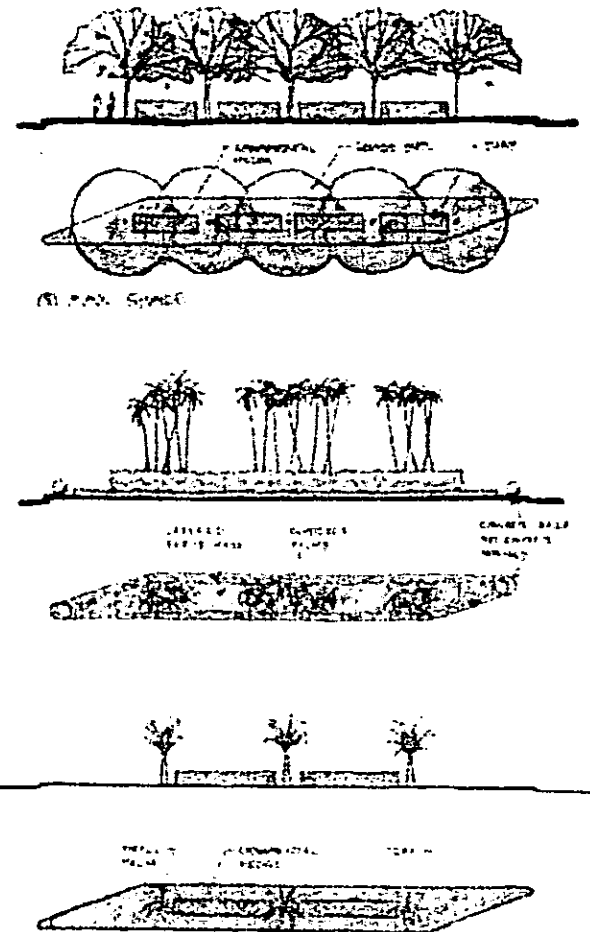
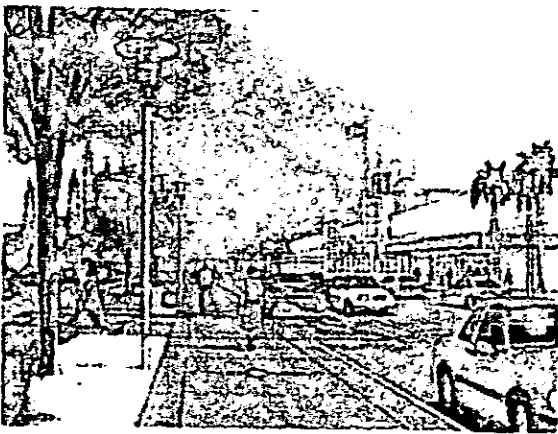


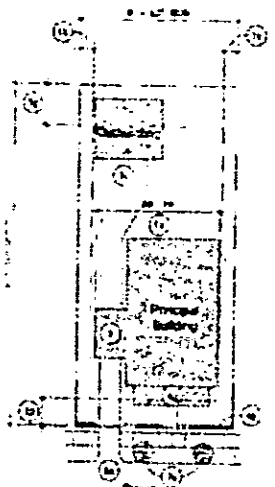
City Center Neighborhood Improvements Southpointe Neighborhood Improvements

Client: The City of Miami Beach, Florida

Civic Design Associates, as a subconsultant to Chen and Associates, completed the design of streetscape improvements to two different neighborhoods in Miami Beach. The City Center, in particular, is a high profile area, including the area around the Convention Center, City Hall, and the avenues crossing Lincoln Road Mall. The scope of work involved extensive infrastructure improvements, including enhanced pedestrian oriented streetscape and landscape design. The project area included several historic districts, and the design work had to be coordinated with the Historic Preservation Board.

Both projects included an extensive public outreach process; the Southpointe area is heavily populated with an engaged and interested citizenry. While there was keen interest in the design aspects, the public was also very concerned with pragmatic issues like preserving a maximum of on-street parking.





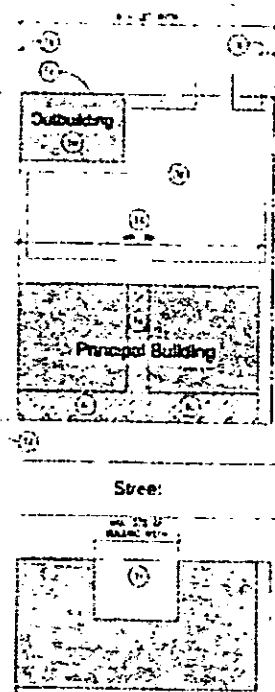
- Code Summary**
- 1. PRINCIPAL BUILDING FACILITY
 - (1) FRONT SETBACK - 10 FT.
 - (2) SIDE SETBACK - 5 FT.
 - (3) REAR SETBACK - 5 FT.
 - (4) MAXIMUM BUILDING HEIGHT - 35 FT.
 - (5) MAXIMUM BUILDING AREA - 10,000 SQ. FT.
 - 2. PRINCIPAL BUILDING HEIGHT
 - (6) MAXIMUM BUILDING HEIGHT - 35 FT.
 - (7) MAXIMUM BUILDING HEIGHT - 35 FT.
 - 3. PARKING
 - (8) MINIMUM PARKING SPACE PER 1,000 SQ. FT. OF GROSS FLOOR AREA - 1.0
 - 4. ACCESSORY BUILDINGS
 - (9) MAXIMUM BUILDING HEIGHT - 15 FT.
 - (10) MAXIMUM BUILDING AREA - 2,000 SQ. FT.
 - (11) MAXIMUM BUILDING SETBACK - 5 FT.
 - 5. LOT AREA
 - (12) MINIMUM LOT AREA - 10,000 SQ. FT.
 - 6. LOT COVERAGE
 - (13) MAXIMUM LOT COVERAGE - 40%
 - 7. SETBACKS
 - (14) MINIMUM FRONT SETBACK - 10 FT.
 - (15) MINIMUM SIDE SETBACK - 5 FT.
 - (16) MINIMUM REAR SETBACK - 5 FT.
 - 8. OTHER
 - (17) MINIMUM OPEN SPACE PER 1,000 SQ. FT. OF GROSS FLOOR AREA - 1.0

City of Stuart CRA Redevelopment Plan and Urban Code Revisions

Client: The City of Stuart, Florida

CDA, in association with Correa Valle Valle, completed a Master Plan for the Stuart Downtown Community Redevelopment Agency (CRA). An integral part of the assignment was the revision of the Land Development Regulations for the Downtown Overlay District, the "Urban Code," several pages of which are reproduced here. These illustrations were a key element in making the code more user friendly and easily understood.

CDA also prepared the redevelopment plan to incorporate two expansion areas to the downtown CRA and guided the plan through the adoption process.



- Code Summary**
- 1. PRINCIPAL BUILDING FACILITY
 - (1) FRONT SETBACK - 10 FT. REQUIRED
 - (2) SIDE SETBACK - 5 FT. REQUIRED
 - (3) REAR SETBACK - 5 FT.
 - (4) MAXIMUM BUILDING HEIGHT - 35 FT.
 - (5) MAXIMUM BUILDING AREA - 10,000 SQ. FT.
 - 2. PRINCIPAL BUILDING HEIGHT
 - (6) MAXIMUM BUILDING HEIGHT - 35 FT.
 - 3. PARKING
 - (7) MINIMUM PARKING SPACE PER 1,000 SQ. FT. OF GROSS FLOOR AREA - 1.0
 - 4. ACCESSORY BUILDINGS
 - (8) MAXIMUM BUILDING HEIGHT - 15 FT.
 - (9) MAXIMUM BUILDING AREA - 2,000 SQ. FT.
 - (10) MAXIMUM BUILDING SETBACK - 5 FT.
 - 5. LOT AREA
 - (11) MINIMUM LOT AREA - 10,000 SQ. FT.
 - 6. LOT COVERAGE
 - (12) MAXIMUM LOT COVERAGE - 40%
 - 7. SETBACKS
 - (13) MINIMUM FRONT SETBACK - 10 FT.
 - (14) MINIMUM SIDE SETBACK - 5 FT.
 - (15) MINIMUM REAR SETBACK - 5 FT.
 - 8. OTHER
 - (16) MINIMUM OPEN SPACE PER 1,000 SQ. FT. OF GROSS FLOOR AREA - 1.0

3.01.05 Exhibits

Note: This exhibit is provided for illustrative purposes only.

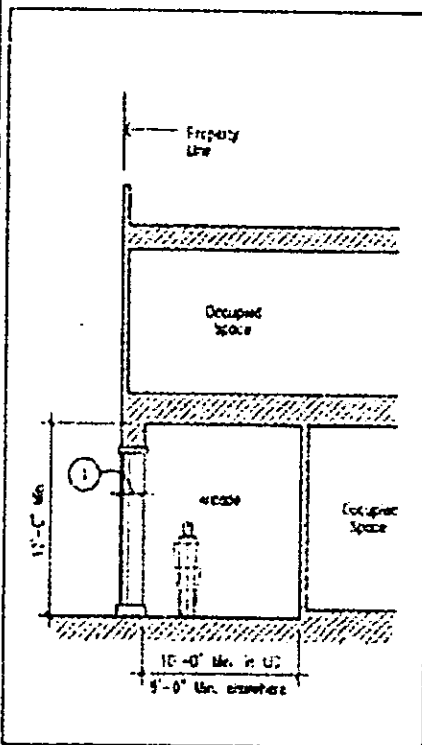


Exhibit 3.01.05.11 - Arcade

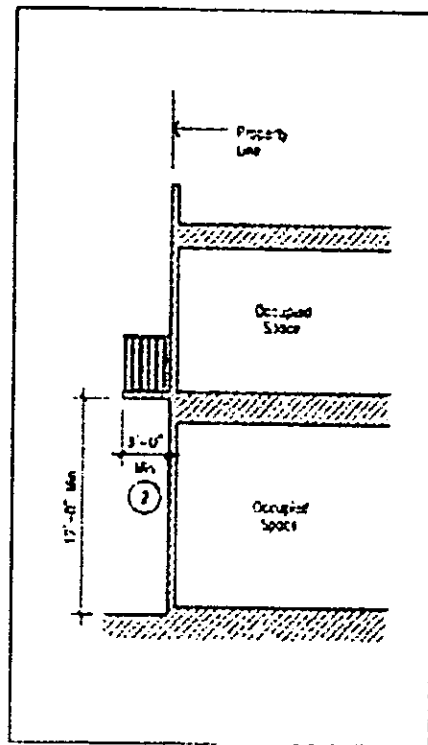


Exhibit 3.01.05.12 Balcony

Notes:

- (1) Arcades or Balconies must be a minimum of 18 inches deep. Masonry posts must be a minimum of 18 inches by 18 inches. Wood posts must be a minimum of 6 inches by 6 inches.
- (2) "Posts" columns may project a minimum of 12 inches from the facade if:
 - a) the balcony is accessed by French doors, and
 - b) the balcony is surrounded by an environmental steel or wrought iron railing.

Westgate / Belvedere Homes CRA

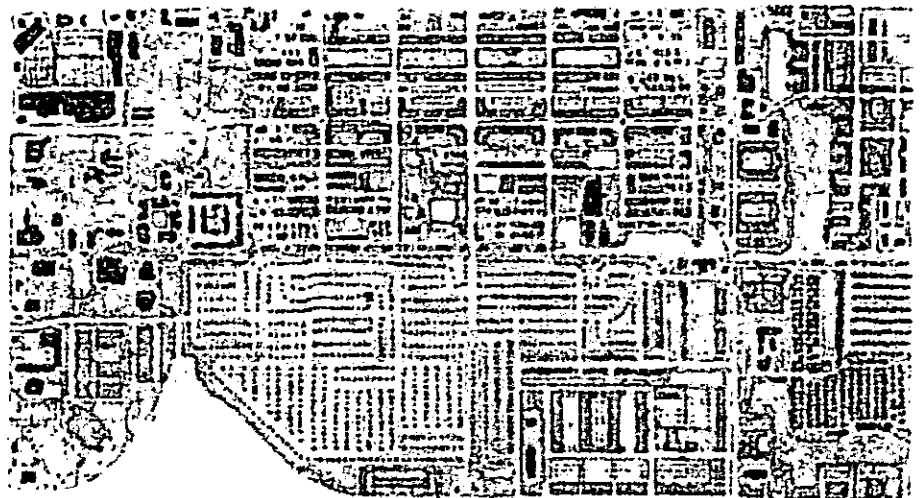
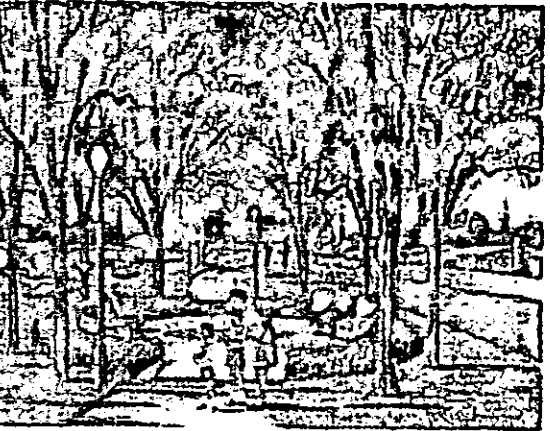
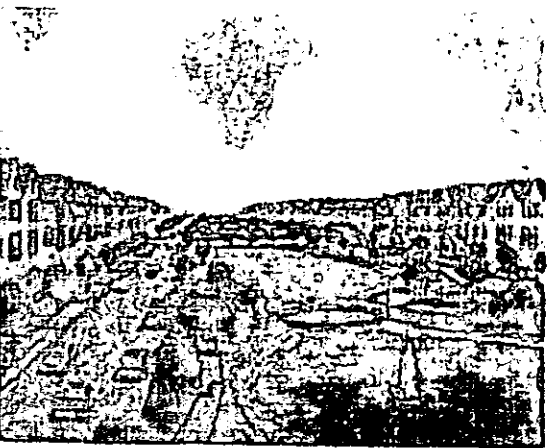
Client: Westgate/Belvedere Homes CRA
Palm Beach County, Florida

Project Description:

This two square mile area of older, established development is strategically located near downtown West Palm Beach and Palm Beach International Airport, with convenient access to Interstate 1. Persistent flooding problems have prevented the area from redeveloping to its full potential, and a piecemeal approach to flood retention has fragmented the neighborhood fabric.

While the redevelopment plan had to allocate and consolidate considerable areas for floodwater retention, this was done with a view to creating neighborhood open space amenities and creating valuable development parcels. A greenway system parallels the water features and ties the various areas together. The study area contains a wide variety of uses ranging from stable single-family areas, to highway-oriented retail strips, to a largely underdeveloped neighborhood running along Westgate Avenue.

The plan calls for mixed-use development along Westgate Avenue and Congress Avenue, with medium density residential development transitioning to the single-family areas. Several airport-related uses could also be accommodated on some of the larger parcels, such as a consolidated car rental facility and remote storage locations. There are also several opportunities for high-value commercial developments along an improved connection to downtown West Palm Beach.

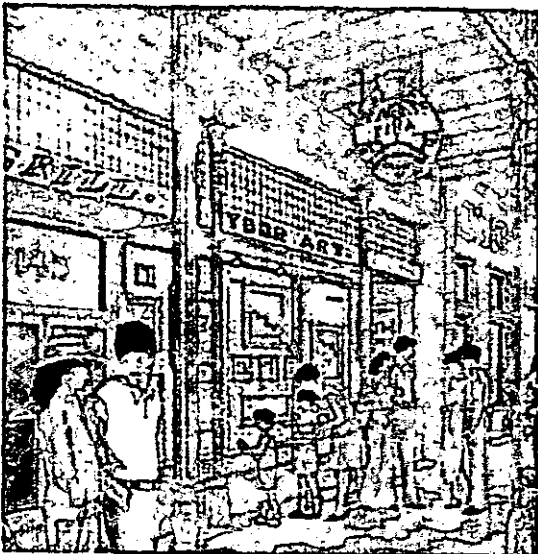
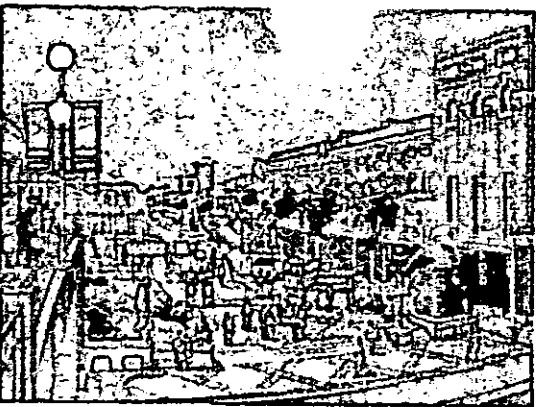
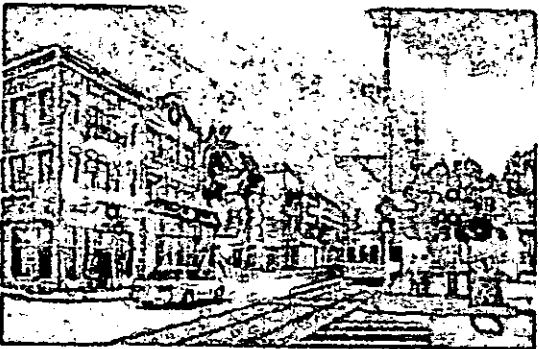
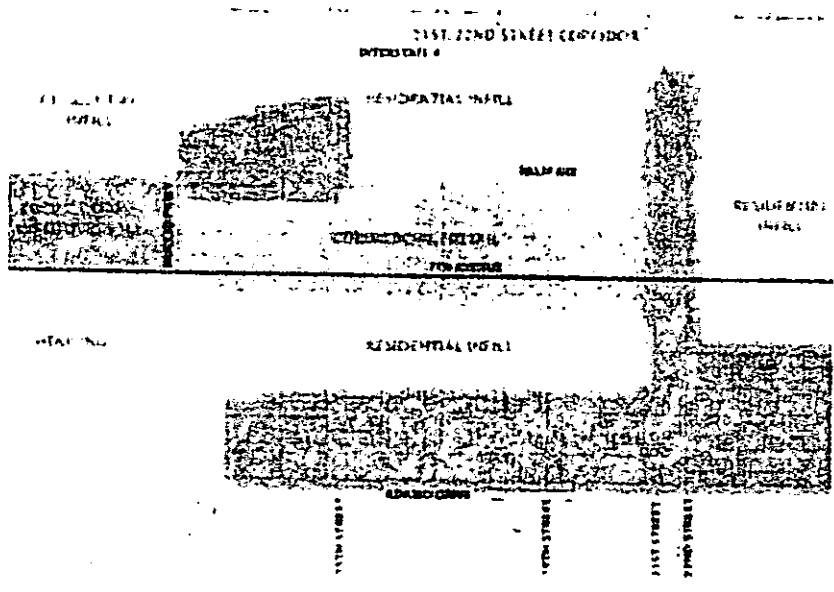


Ybor City Vision Plan

Client: City of Tampa, Florida

Ybor City, one of only two National Landmark Historic Districts in Florida, offers a rich heritage of architecture and a traditional urban neighborhood in close proximity to downtown Tampa. Earlier redevelopment efforts greatly liberalized the wet-zoning regulations for the area, so that it has now become known as the premier entertainment district in the region. Unfortunately, this has been accompanied by local notoriety as a "drinking mall" and has inhibited the successful development of daytime street life. While there is strong momentum to develop additional residential and office uses in Ybor City, this activity is at odds with the entertainment industry, which feels unfairly besieged by community sentiment.

The vision plan had to reconcile this fundamental conflict of uses and allow for the night-time activities to co-exist in harmony with other uses. Much of the plan dealt with regulatory strategies, but the preservation of the unique historic fabric was also identified as a priority. The continued consolidation of parking into structures would allow for additional compatible infill of surface lots, while the existing historic trolley provided for an opportunity for stronger connections to the nearby downtown and the residential growth in surrounding areas. An innovative lease space subsidy program was proposed to promote a more diverse mix of retail tenants into the streetfront spaces on Seventh Avenue, which serves as Ybor City's Main Street. Incentives were also provided to renovate historic facades in exchange for additional development rights within the district.



*Key West Engineering
Services
Key West, Florida*

Estimated Completion Date
2013

Fee
\$Varies

Client
City of Key West
Doug Bradshaw
3140 Flagler Avenue
Key West, FL 33041
(305) 809-3792

CMA provides general engineering to the City of Key West. The firm has completed 13 projects to date including the following:

Key West Public Transportation Facility - Chen Moore and Associates is responsible for the planning, design, permitting, design/build package preparation and overseeing construction for the City of Key West Department of Transportation Public Transportation Facility. The new facility serves as the transportation operations and administration building for the City of Key West and the primary terminal/transfer station for lower keys shuttle bus service, which serves Marathon to Key West. It provides parking for public transportation customers and employees.

Unique to this project is its proximity (immediately adjacent) to the City owned closed landfill and the project sites previous use as a solid waste to energy and solid waste transfer station operation. As a result of these elements, extensive coordination was necessary throughout the project to ensure closure of the adjacent landfill, appropriate demolition of existing onsite elements including lead based paint and asbestos testing, and testing to ensure proposed development would meet and/or exceed regulatory requirements. As part of the project, coordination was also necessary with the Federal Transit Administration to demonstrate compliance with National Environmental Policy Act requirements to secure project funding and with SFWMD to allow the development of the proposed project.

Structural Engineering Rehabilitation Services - Chen Moore and Associates designed and detailed a repetitive column repair at the Clayton Sterling Baseball Complex.

Navy Pedestrian Bridge at Key West's Truman Annex - Chen Moore and Associates provided engineering services during design and construction of the navy pedestrian bridge. These activities include technical assistance, shop drawings, submittal review, field observation, and meeting attendance. The purpose of the bridge is to provide Navy personnel access over the proposed road to Fort Zachary Taylor.

The bridge was placed in April 2010 after an eight month hiatus due to railroad artifacts discovered during the excavation of the piers. This pedestrian bridge will ultimately serve as the future gateway to Ft. Zachary State Park in Key West. Chen Moore and Associates provided third party engineering design review and construction engineering observation services.

Piano Shop/City Maintenance Building Structural Repair - CMA provided structural engineering services to repair a piano shop/City maintenance building.

Schooner Wharf Rebuild Engineering Services - Chen Moore and Associates provided landscape architecture and engineering services for a new restaurant renovation.

Waterfront Marketplace Warehouse Building - Chen Moore and Associates is providing repair documents for bidding, permitting and construction support services.

Cable House Structural Assessment - Chen Moore and Associates is providing a structural condition assessment report for the Cable House.

Duval Street Pedestrian Crosswalk Signals - Chen Moore and Associates provided countdown pedestrian crosswalk signals on Duval Street.

Structural Engineering Services for Generator Frame at Fire Station

Key West Bight Conch Republic Parking Lot

Key West Bight - Light Pole Connection

Turtle Kraals Wall-Engineering Services - CMA is repairing a damaged wall.

Historic Thompson Fish House Bldg-Engineering Services

Douglas Gym Emergency Shoring

**MS4 Permit & Stormwater
Utility Fee**

Estimated Completion Date
2005

Fee
\$69,000

Client
City of Marathon
Susie Thomas
9805 Overseas Highway
Marathon, FL 33050
(305) 289-4103

Chen Moore and Associates contracted with City of Marathon for the preparation of:

- Stormwater Utility Fee and Ordinance
- Roadway/Drainage Inventory Map
- MS4 Notice of Intent

Dr. Chen was responsible for the Stormwater Utility Fee of the project. The process included a large GIS component. The impervious area of a sample set of residential parcels was digitized using aerial interpretation in GIS. An Equivalent Residential Unit (ERU) analysis was completed by calculating the average impervious area per residential parcel. The impervious area for each non-residential lot was digitized and the number of ERUs was assigned. The total fee was established by analyzing the anticipated yearly public works program by the City. A weighted Stormwater Utility Fee was determined for each parcel based on ERUs. The list of parcels with fees was submitted to the tax authority. Dr. Chen then prepared the Stormwater Utility Ordinance for the City, including the fees for different types of land uses and assisted the City by explaining the processes and outcome to the City Commission at meetings. Chen Moore and Associates continues to do yearly re-assessments of the tax roll to account for changes in property ownership, new developments and appeals by residents.

Mr. McClair was the project manager responsible for the contract administration. He was also responsible for permitting efforts required for the DEP MS4 Permit. Part of the effort required obtaining the locations of drainage structures. There were very few drainage structures in the City. The team collected GPS coordinates of structures in the FDOT Right of Way from FDOT. These coordinates were collected by a contractor during the annual system cleaning program. This realized a low cost option for obtaining the necessary data.

Mr. Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years. Each road sign was photographed using a GPS camera developed by Chen, which captured GPS coordinates along with the images. This allowed for a GIS map to be created for the City with hyperlinks to the sign photos. It also allowed for better photo management essential for accurate reporting. This low cost methodology used the latest technical developments of its time to produce the high quality report.

*Islamorada Detailed Roads
Condition Survey and GIS
Mapping*

Estimated Completion Date
2002

Fee
\$3,610

Client
Village of Islands, Islamorada
John Sutter
86800 Overseas Highway
Islamorada, FL 33036-0568
(305) 853-1685

Chen Moore and Associates provided GIS services to the Village of Islamorada, performing a roads inventory and conditional assessment for all roads in the Village. James Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS database. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. Each road segment was photographed using a GPS camera and software developed by Chen, which captured GPS coordinates along with the images. This low cost methodology used the latest technical developments of its time to produce a high quality report. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years.

*City of Cocoa Beach
Annexation Study - South Area
Cocoa Beach, Florida*

Estimated Completion Date
2004

Fee
\$5,000

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

TAZ Maps
Pensacola, Florida

Estimated Completion Date
2008

Fee
\$2,750

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen and Associates provided GIS services to PMG Associates for the production of large posted maps of 7 counties in North Florida. GIS was used to collect all data and produce the maps. The project was completed in August 2008 at a fee of \$2,750.

*Brevard County Boundary
Maps
Brevard, Florida*

Estimated Completion Date
2009

Fee
\$1,890

Client
PMG Associates, Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps of Brevard County to PMG Associates.

*Hillsboro Beach GIS
Hillsboro Beach, Florida*

Estimated Completion Date
2009

Fee
\$2,500

Client
PMG Associate, Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps/services for Hillsboro Beach, Florida.

*County and Municipal Maps,
Florida*

Estimated Completion Date
2012

Fee
\$22,000

Client
PMG Associates Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps for various Counties. Data sets were collected from various sources including County Data, City data and Census Data.

- Brevard County: Census data and baseline data was collected to create county wide demographic maps.
- Collier County: Census data and baseline data was collected to create county wide demographic maps.
- West Palm Beach: Census data and baseline data was collected to create city wide demographic maps. Data sets had to be adjusted to match City annexation areas.
- Miami Dade: Census data and baseline data was collected to create county wide demographic maps and bus route maps.
- Daytona Beach: Census data and baseline data was collected to create city wide demographic maps and bus route maps.

*GIS Infrastructure Studies
Projects, Florida*

Estimated Completion Date
2014

Fee
\$6,000

Client
PMG Associates Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

*Deerfield Beach Rate Study
Deerfield Beach, Florida*

Estimated Completion Date
1989

Fee
\$8,400

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Dr. Chen participated in the rate study for Deerfield Beach utilities system. This study was completed and a limited rate increase that will cover a five-year budget period was recommended and accepted by the City. In this study he reviewed the capital cost and annual O & M cost projections contained in the master plan and projected by the City's Utilities Department and prepared input to the computer model for the rate analysis.

Longwood Rate Study

Estimated Completion Date
2000

Fee
\$4,500

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates was a subconsultant to the utility rate study firm of PMG Associates. Our responsibilities included the review the reasonableness of the capital improvement projects planned for the City's water, sewer, and drainage improvements. Dr. Chen also reviewed the large user agreement the City signed with the regional water and sewer provider to determine the impact on the customer rates.

*Largo Annexation Study
Largo, Florida*

Estimated Completion Date
2002

Fee
\$17,180

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City as a subconsultant to PMG Associates for the analysis of a specific unincorporated area being considered for annexation. GIS manipulation and presentation visually depicted the information gathered on maps rather than the traditional text report form. Chen Moore and Associates also provided field visits to verify the conditions of existing infrastructures.

*Boca Raton - Phase I
Boca Raton, Florida*

Estimated Completion Date
2002

Fee
\$7,500

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Boca Raton as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

*City of Cocoa Annexation
Study
Cocoa, Florida*

Estimated Completion Date
2003

Fee
\$15,000

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to map and determine the condition of roadway and utility assets and estimate costs for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

*WASD Consumer Study
Miami-Dade County, Florida*

Estimated Completion Date
2003

Fee
\$17,500

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Dr. Chen was a subconsultant to PMG Associates for a consumer satisfaction survey for the Miami-Dade Water and Sewer Department. He was responsible for all the large municipal users and ten of the largest commercial, industrial and institutional users. He was responsible for designing the survey questions, large users site visits, meetings, and compilation of survey reports.

10. References

Delray Beach CRA
Diane Colonna, Executive Director
20 North Swinton Avenue
Delray Beach, FL 33444
(561) 276-8640 Ext. 210
colonna@ci.delray-beach.fl.us

Jorge Fernandez
Miami Dade County Office of Management and Budget;
111 NW 1 St., 22 Floor
Miami, Florida 33128
(305) 375-1543;
jjorge@miamidade.gov

Sandra Smith, Director of Community Development
City of Casselberry, Florida
95 Triplet Lake Drive
Casselberry, Florida 32707
(407) 262-7700 X 1108
ssmith@casselberry.org

State of Florida

Department of State

I certify from the records of this office that PMG ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on March 21, 1984.

The document number of this corporation is G92502.

I further certify that said corporation has paid all fees due this office through December 31, 2014, that its most recent annual report/uniform business report was filed on January 20, 2014, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twentieth day of January,
2014*



Ken DeFries
Secretary of State

Authentication ID: CC7980174413

To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.

<https://efile.sunbiz.org/certauthver.html>

Business Tax Office
150 NE 2nd Ave
Deerfield Beach, FL 33441
Phone: (954)480-4333
E-mail: web.btr@deerfield-beach.com



CITY OF
**DEERFIELD
BEACH**

Business Tax Receipt 2014-2015

Receipt Number: 15-00026881
Date Issued: 8/27/14

PMG ASSOCIATES INC
KATHLEEN R. GONOT
3880 NW 2 CT
DEERFIELD BEACH FL 33442

Classification: BUSINESS ADVISOR/CONSULTANT
Business Location: 3880 NW 2 CT
Applicant: CONSULTANT
Control Number: 0190210

Tax Amount: \$ 117.60	Add. Fees: \$ 0.00	Penalty: \$ 0.00	Total Amount Paid: \$ 117.60
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Notice: This Tax Receipt becomes NULL and VOID if ownership, business name, or address changed. Business owner must apply to Business Tax Office for Transfer.

Detach and retain for your records

*** Business Tax Receipt ***

2014-2015

- This Business Tax Receipt represents proof of payment of your Business Tax Fee for the period of October 1st to September 30th. Please exercise diligence in maintaining this receipt.
- Once you have obtained a Deerfield Beach Business Tax Receipt, you will be sent a renewal notice each year beginning July 1st (90 days prior to expiration) to the address listed on the Receipt. Please check all Receipt information and report any errors to us immediately. The City may impose fines and penalties for failure to renew this Receipt.
- Your current Receipt shall be posted so that it is able to be viewed by anyone upon entering your place of business.
- If you change your business name, ownership or location, you must apply for a new Tax Receipt.
- If you have more than one location, you must obtain a Receipt for each location.
- For information on signage regulations, visit the City's website at www.deerfield-beach.com/signage.

Increase traffic to your business by participating in the City's Recycling Rewards Program!

Residents who recycle on a regular basis are accumulating points to be redeemed for rewards at participating businesses to claim discounts and gift certificates. Participating businesses see increased traffic from this program and those that have a commercial recycling account serviced by the City receive additional rewards.

To learn how to have your business become a Rewards Partner, please contact Recycling Perks at infor@recyclingperks.com. For information on how to set up a commercial recycling account, contact the City's Recycling Division at 954-480-4454.

This Receipt does not represent an endorsement or certification of the business listed herein by the City of Deerfield Beach.

Insurance details for RFP # 003-14

The requested insurance coverages are on the following pages. As my General Liability Insurance Carrier covers the Workers Compensation, Auto Liability, General Liability and the Umbrella, all those are on one page. Please note that she has also send the renewal of these as the policies renew at the end of this month. So you will have the documents requested through the end of September 2014 and then the document started October 1, 2014 that is good for a year. My Insurance Agency must order the completed endorsed forms that are included in your package from the Carrier. Only the Carrier can do this. At the present time the Carrier has confirmed that they will be sending the forms to me, my insurance agency and the City ASAP but do not have the forms available at this moment. As PMG Associates has used Nationwide/Depositors and Technology companies for many years I, Kathleen Gonot will have to swear to the City of Key West that these will be forwarded as soon as they are received.

Again they, the four types of insurance forms requested have been ordered from the Carrier but I am unable to secure them at this exact time.

The Professional Liability is on another page.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/15/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Flag Insurance Services 84 Court Street Freehold, NJ 07728	CONTACT NAME: Mark Diette	
	PHONE (A/C No., Ext): 732-462-8929	FAX (A/C No.): 732-577-8836
E-MAIL ADDRESS: Acarlton@flag4u.com		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Philadelphia Indemnity Insurance Co.		18058
INSURER B:		
INSURER C:		
INSURER D:		
INSURER E:		
INSURER F:		

INSURED
 PMG Associates, Inc.
 3880 NW 2nd Court
 Deerfield Beach, FL. 33442

COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR (WVD)	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input checked="" type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMPOP AGG \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTIONS					EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION/ AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y/N <input type="checkbox"/> N/A				<input type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability		PHSD889515	01/01/14	01/01/15	\$1,000,000 Per Claim \$1,000,000 Aggregate \$2,500 Per Claim Deductible

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER

City of Key West
 P.O. Box 1409
 Key West, Fl. 33041-1409

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Mark F Diette



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
9/16/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER FULTON AGENCY INC 1301 E Oakland Park Blvd Oakland Park, FL 33334	CONTACT NAME: CAROL WIGGIN
	PHONE (AC, No, Ext): (954) 776-9015 FAX (AC, No): (954) 351-9913 E-MAIL ADDRESS: carol@fultonagency.com
INSURED PMG Associates, Inc. 3880 NW 2 Ct Deerfield Beach, FL 33442	INSURER(S) AFFORDING COVERAGE
	INSURER A: DEPOSITORS INSURANCE CO
	INSURER B: TECHNOLOGY INSURANCE COMPANY
	INSURER C:
	INSURER D:
	INSURER E:

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDC INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR	x	Y	ACP5935141742	9/27/13	9/27/14	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS	x	Y	ACP5935141742	9/27/13	9/27/14	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> RETENTION \$	x	Y	ACP5935141742	9/16/14	9/27/14	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N if yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	TWC3399796	2/04/14	2/04/15	<input type="checkbox"/> WC STATUTORY LIMITS <input checked="" type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
CERTIFICATE HOLDER INCLUDED AS ADDITIONAL INSURED. 30 DAYS CANCELLATION. ENDORSEMENTS ADDING ADDITIONAL INSURED AND WAIVER OF SUBROGATION ENDORSEMENT TO BOTH LIABILITY AND WORKERS COMPENSATION COVERAGE HAVE BEEN ORDERED FROM CARRIER.

CITY OF KEY WEST P O BOX 1409 KEY WEST, FL 33041-1409	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
9/16/2014

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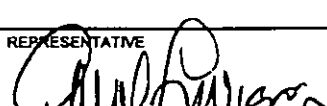
PRODUCER FULTON AGENCY INC 1301 E Oakland Park Blvd Oakland Park, FL 33334	CONTACT NAME: CAROL WIGGIN PHONE (AC, No, Ext): (954) 776-9015 FAX (AC, No): (954) 351-9913 E-MAIL ADDRESS: carol@fultonagency.com													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC#</th> </tr> </thead> <tbody> <tr> <td>INSURER A: DEPOSITORS INSURANCE CO</td> <td></td> </tr> <tr> <td>INSURER B: TECHNOLOGY INSURANCE COMPANY</td> <td></td> </tr> <tr> <td>INSURER C:</td> <td></td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC#	INSURER A: DEPOSITORS INSURANCE CO		INSURER B: TECHNOLOGY INSURANCE COMPANY		INSURER C:		INSURER D:		INSURER E:		INSURER F:
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INSR LTR	TYPE OF INSURANCE	ADD INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	X	Y	ACP5945141742	9/27/14	9/27/15	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COM/OP AGG \$ 2,000,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANYAUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS						X
A	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$	X	Y	ACP5945141742	9/27/14	9/27/15	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory in MI) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	TWC3399796	2/04/14	2/04/15	<input type="checkbox"/> WC STATUTORY LIMITS <input checked="" type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

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CERTIFICATE HOLDER CITY OF KEY WEST P O BOX 1409 KEY WEST, FL 33041-1409	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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Addendum No. 1
City of Key West RFP#003-14.
Bahama Village Community Redevelopment Area Visioning
and
Capital Projects Work Plan

To all prospective proposers:

The following changes are hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

Exhibit A. Insurance and Indemnification

1. Delete in its entirety Exhibit A replace with the following:

PROFESSIONAL CONSULTANT is to secure, pay for, and file with the City of Key West, prior to commencing any work under the Contract, all certificates for workers' compensation, public liability, and property damage liability insurance, and such other insurance coverages as may be required by specifications and addenda thereto, in at least the following minimum amounts with specification amounts to prevail if greater than minimum amounts indicated. Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall provide the minimum limits of liability insurance coverage as follows:

Auto Liability	\$1,000,000	Combined Single Limit
General Liability	\$2,000,000	Aggregate (Per Project)
	\$2,000,000	Products Aggregate
	\$1,000,000	Any One Occurrence
	\$1,000,000	Personal Injury
	\$ 300,000	Fire Damage/Legal
Professional Liability	\$1,000,000	Per Claim / Aggregate
Additional Umbrella Liability	\$ 2,000,000	Occurrence / Aggregate

PROFESSIONAL CONSULTANT shall furnish an original Certificate of Insurance indicating, and such policy providing coverage to, City of Key West named as an additional insured on all policies-excepting Professional Liability-on a PRIMARY and

NON CONTRIBUTORY basis utilizing an ISO standard endorsement at least as broad as CG 2010 (11185) or its equivalent, (combination of CG 20 10 07 04 and CG 20 37 07 04, providing coverage for completed operations, is acceptable) including a waiver of subrogation clause in favor of City of Key West on all policies. PROFESSIONAL CONSULTANT will maintain the Professional Liability, General Liability, and Umbrella Liability insurance coverages summarized above with coverage continuing in full force including the additional insured endorsement until at least 3 years beyond completion and delivery of the work contracted herein.

Notwithstanding any other provision of the Contract, the PROFESSIONAL CONSULTANT shall maintain complete workers' compensation coverage for each and every employee, principal, officer, representative, or agent of the PROFESSIONAL CONSULTANT who is performing any labor, services, or material under the Contract. Further, PROFESSIONAL CONSULTANT shall additionally maintain the following minimum limits of coverage:

Bodily Injury Each Accident	\$1,000,000
Bodily Injury by Disease Each Employee	\$1,000,000
Bodily Injury by Disease Policy Limit	\$1,000,000

If the work is being done on or near a navigable waterway, PROFESSIONAL CONSULTANT's workers compensation policy shall be endorsed to provide USL&H Act (WC 00 01 06 A) and Jones Act (WC 00 02 01 A) coverage if specified by the City of Key West. PROFESSIONAL CONSULTANT shall provide the City of Key West with a Certificate of Insurance verifying compliance with the workman's compensation coverage as set forth herein and shall provide as often as required by the City of Key West such certification which shall also show the insurance company, policy number, effective and expiration date, and the limits of workman's compensation coverage under each policy.

PROFESSIONAL CONSULTANT's insurance policies shall be endorsed to give 30 days written notice to the City of Key West in the event of cancellation or material change, using form CG 02 24, or its equivalent.

Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of

subrogation. Copies of USL&H Act and Jones Act endorsements will also be required if necessary. PLEASE ADVISE YOUR INSURANCE AGENT ACCORDINGLY.

Additionally, the following addition is hereby made a part of RFP#003-14 as fully and as completely as if the same were fully set forth therein:

2. Add in its entirety the attached six Liability Insurance Forms

All Proposers shall acknowledge receipt and acceptance of this Addendum No. 1 by acknowledging Addendum in their proposal or by submitting the addendum with the proposal package. Proposals submitted without acknowledgement or without this Addendum fully executed may be considered non-responsive



Signature

PMG ASSOCIATES, INC

Name of Business

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF ~~MONROE~~ BROWARD

I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

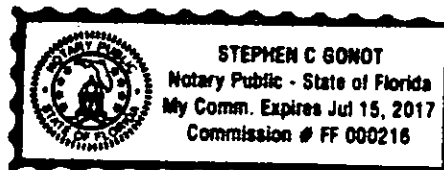
BY: [Signature] / KATHLEEN R. GONOT

Sworn and prescribed before me this 15 day of Sept, 2014

NOTARY PUBLIC, State of Florida

[Signature]

My commission expires: July 15, 2017



RFP #003-2014

Bahama Village Community Redevelopment Area Capital Projects Work Plan

CONE OF SILENCE AFFIDAVIT

Pursuant to City of Key West Code of Ordinances Section 2-773 (attached below)

STATE OF FLORIDA)

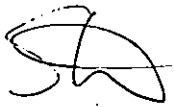
: SS

COUNTY OF BROWARD)

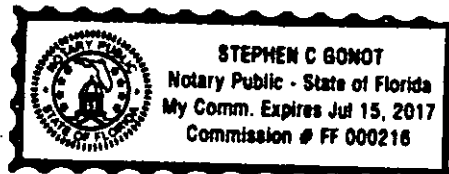
I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of PMG ASSOCIATES INC have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive solicitations pursuant to City of Key West Ordinance Section 2-773 Cone of Silence (attached).

Sworn and subscribed before me this

15 day of September, 2014.

NOTARY PUBLIC, State of FLORIDA at Large



My Commission Expires: July 15, 2017

SWORN STATEMENT PURSUANT TO SECTION 287.133(3) (A)

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS,

1. This sworn statement is submitted to

by KATHLEEN R. GONOT / PRESIDENT
(print individual's name and title)

for PMG ASSOCIATES, INC
(print name of entity submitting sworn statement)

whose business address is 3880 NW 2 CT, DEERFIELD BCH, FL 33442

and (if applicable) its Federal Employer Identification Number (FEIN) is

59-2383513 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
3. I understand that "conviction" as defined in Paragraph 287.133(1) (g), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 01, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
4. I understand that an "affiliate" as defined in Paragraph 287.133(1) (a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime: or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

X
 K9
 PML/ASAC

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989.

_____The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However,

there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH ONE (1) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES, FOR THE CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

[Signature]
(SIGNATURE)

9/15/2014
(DATE)

STATE OF FLORIDA

COUNTY OF BROWARD

PERSONALLY APPEARED BEFORE ME, the undersigned authority KATHLEEN R GONOT
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this

15 day of SEPT, 2014

[Signature]

NOTARY PUBLIC

My commission expires: July 15, 2017

