

Attachment C
Calvin, Giordano & Associates, Inc.
Proposal

The City of Key West, Florida

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

Request for Proposals (RFP) #005-11 Evaluation and Appraisal Report Amendments to the Comprehensive Plan

Date: April 1, 2011 – Time: 3:30 P.M.





Calvin, Giordano & Associates, Inc.

EXCEPTIONAL SOLUTIONS

March 29, 2011

City of Key West
525 Angela Street
Key West, Florida 33040

Attention: Selection Committee Members

**Re: City of Key West Request for Proposals (RF) #005-11
Evaluation and Appraisal Report Amendments to the Comprehensive Plan**

Dear Selection Committee Members:

Calvin, Giordano & Associates, Inc. (CGA) is pleased to submit our proposal to provide professional consulting services for the EAR-based Comprehensive Plan Amendments. The CGA Comprehensive Planning team has a proven track record of timeliness, quality and service in Comprehensive Planning. If selected, I will serve as the Principal-in-Charge and Project Manager of the proposed project.

CGA has carefully reviewed the scope of services to be provided under this contract, and has selected a team of uniquely qualified professionals possessing the diversity of skills and the following strengths:

South Florida and state-wide experience. CGA has prepared EAR-based Amendments for Fort Pierce, Medley, Surfside, Hollywood, Weston, Parkland, Pahokee, and St. Lucie County and the first Comprehensive Plans for Weston, Loxahatchee Groves and West Park. Additional Comprehensive Planning experience includes Evaluation and Appraisal Reports (EARs) for the *Towns of Surfside, Lake Park, and Malabar, the Cities of Hollywood, Weston, Pahokee, Sunny Isles Beach, and the Martin and St. Lucie Counties.*

Proven track record in Comprehensive Planning. Our Comprehensive Planning team has a reputation for knowledge of state procedures, rules and laws regarding Comprehensive Plans. All the aforementioned projects have been found in compliance by the Florida Department of Community Affairs (DCA). We pride ourselves on not only knowing state requirements, but our ability to tailor Comprehensive Plans to the communities that implement them. The adopted Comprehensive Plan should reflect the goals and objectives of the City and its stakeholders.

Public participation is key to the success of this project. Based upon our anticipated level of workshops and other key methods of communication, City of Key West residents will be aware of this project. Our previous public participation experience includes workshops with Key West stakeholders during the Carrying Capacity Study, involving children in design charrettes for an Overtown Community Park project, extensive graphic representations for the Miami Gardens Town Center project, neighborhood meetings with residents during the Fort Pierce Comprehensive Plan Rewrite, visioning sessions with Martin County stakeholders in the far reaches of the County, and scoping meetings for the St. Lucie County Evaluation and Appraisal Report. Our previous public participation experience includes workshops with environmental activists in Martin County and Tea Party members in St. Lucie County, two groups known for challenging certain comprehensive planning goals, objectives, and policies. CGA Team member Jeffery Maxwell summed up the approach in a radio interview with US 1 Radio regarding the Carrying Capacity Study stating "We want to get our hands around community values."

Building Code Services
Code Enforcement
Construction Engineering & Inspection
Construction Services
Contract Government
Data Technologies & Development
Emergency Management Services
Engineering
Governmental Services
Indoor Air Quality
Landscape Architecture & Environmental Services
Municipal Engineering Planning
Public Administration
Redevelopment & Urban Design
Surveying & Mapping
Transportation Planning & Traffic Engineering
Utility & Community Maintenance Services

1800 Eller Drive, Suite 600
Fort Lauderdale, FL 33316
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Fax: 954.921.8807

www.calvin-giordano.com

The staff. The comprehensive planning team members are all CGA employees. This 100% in-house team has been working together for over 5 years which allows for greater coordination and quality control in the preparation of the City's Comprehensive Plan Amendments.

Full review by the City Commission, Local Planning Agency, and City Staff is essential. Ample review time and public hearings will be provided to ensure that the people elected, and appointed to represent the residents of Key West as well as City Staff can provide feedback on the EAR-based Amendments.

Department of Community Affairs and State Agency Review. CGA will coordinate with DCA and the agencies that review EAR-based Amendments throughout the process to ensure the latest data, state and federal programs, and state requirements are included in the Amendments. CGA has well-developed relationships with the agencies that review Comprehensive Plans, and we understand the balance between city and state objectives.

The Client. Government clients represent over 70% of CGA's business. We are keenly aware of all issues related to working in the public realm. We are familiar with budget issues, policy direction and communicating with appointed boards, elected officials and municipal staff. We also understand client loyalty. CGA does not represent any private clients in the City or in Monroe County and will not do so throughout the duration of this project and in the future after plan adoption.

Thank you for the opportunity to present our qualifications for your consideration. We look forward to serving the City of Key West and ensuring the Comprehensive Plan provides for a continuing sustainable and economically viable community.

Sincerely,

CALVIN, GIORDANO & ASSOCIATES, INC.



Shelley Eichner, AICP
Senior Vice President

The City of Key West, Florida

City Clerk, 525 Anaela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



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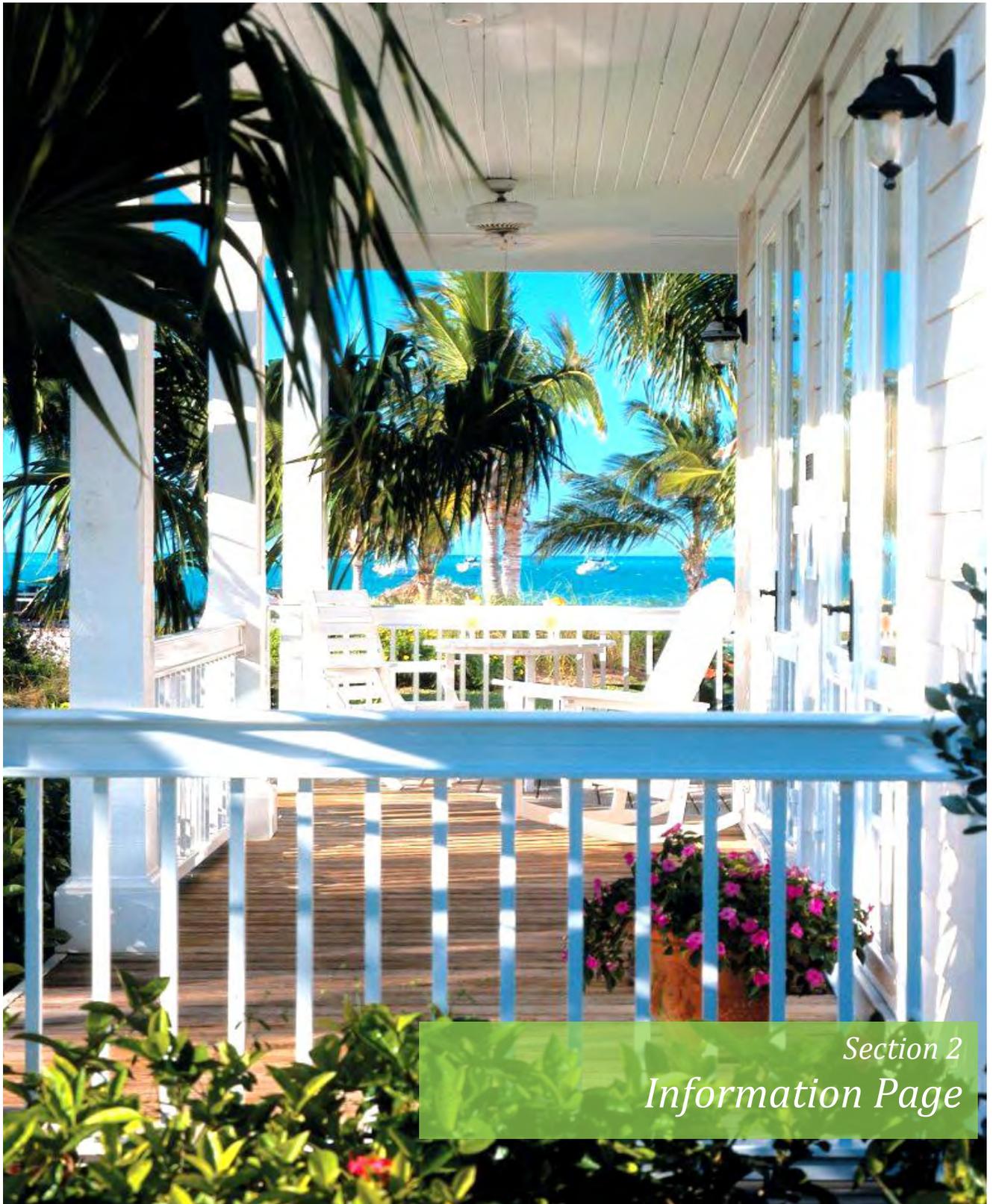
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The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 2
Information Page

RFP#:

005-11 Evaluation and Appraisal Report Amendments to the Comprehensive Plan

Date:

April 1, 2011

Name of Firm:

Calvin, Giordano & Associates, Inc.
1800 Eller Drive, Suite 600
Ft. Lauderdale, Florida 33316

Telephone/Fax:

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Name of Contact Person:

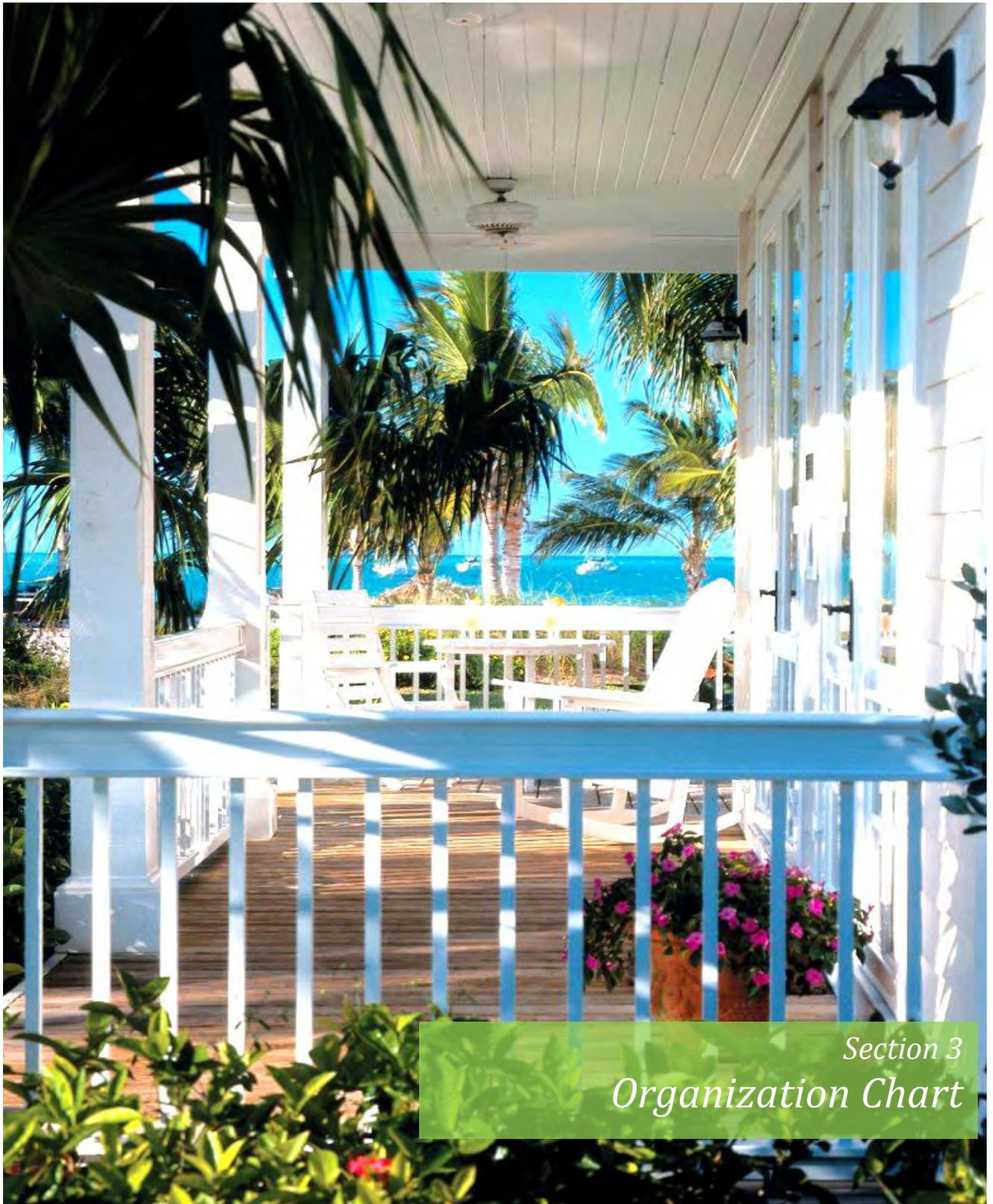
Shelley Eichner, AICP, Principal-in-Charge/Project Manager
Senior Vice President

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The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 3 Organization Chart

The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 4 Company Information

Company Information

Comprehensive Planning Team Composition

BACKGROUND

Calvin, Giordano & Associates, Inc. (CGA) is a multi-disciplinary firm that has been located in South Florida for more than seventy (70) years. In 1937, the company started as a small, two-person surveying firm. By the mid-1970's, the services expanded to include engineering. Today, with approximately two hundred (200) employees, CGA provides a broad range of services, including:

Professional Services	
▪ Planning and Zoning	▪ Survey
▪ Landscape Architecture	▪ Civil Engineering
▪ Environmental Planning	▪ Emergency Management Services
▪ Traffic Engineering	▪ Code Enforcement
▪ Redevelopment and Urban Design	▪ Public Administration / Management
▪ Building Code Services	▪ Geographic Information Systems (GIS)
▪ Indoor Air Quality	

CGA serves as professional consultants to various municipalities throughout Florida including the Towns of Surfside, Medley and Davie, and the Cities of Dania Beach, Hollywood, North Lauderdale, North Miami, North Miami Beach, Pahokee, Pembroke Pines, Bay Harbor Islands, Sunny Isles Beach, West Park and Weston, many of which have been repeat clients for more than ten (10) years.

Comprehensive Planning provides a great opportunity affecting positive and long-lasting change, as envisioned by the City's strong leadership and utmost care for the long-term benefit of its residents.

CGA's multi-disciplinary team members have worked together to build a long resume of providing **comprehensive planning services** throughout our years of experience. An important component of those plans and long-term visions typically include analyses and discussions on environmental protection, prevention of sprawl, housing opportunities, improving neighborhoods, building upon existing community character, coordinating infrastructure improvements and quality of life.

CGA staff has also worked on Evaluation and Appraisal Reports (EARs) and EAR-based Comprehensive Plan Amendments for the Cities of **Hollywood, Pahokee, Parkland, Sunny Isles Beach, and Weston, Martin County, and St. Lucie County**, and the Towns of **Lake Park, Malabar, and Surfside**. CGA also completed the first Comprehensive Plans for the Town of **Loxahatchee Groves** and the City of **West Park**.

General Planning Services

CGA is dedicated to providing innovative planning services that exceed our clients' expectations. With a diverse team of professionals and technical staff, CGA possesses the expertise and experience that encompasses all facets of the planning and development process. The firm provides complete development and site-plan review services, including due diligence report writing, re-zonings, land use plan amendments, and comprehensive planning. CGA's planning staff

possesses a thorough and complete understanding of planning processes from both a private and public perspective, ranging from the municipal to state-wide scales.

Several of our CGA planners currently serve as consulting staff members, as well as Community Development Directors, for several municipalities in Florida. This responsibility requires a complete understanding of planning policies and historic precedence to equitably administer zoning and land development codes.

This role also requires stellar communication skills and the ability to maintain professional, working relationships with not only colleagues and staff persons but also with municipal officials, neighborhood activists and the community at-large. CGA anticipates regular dialogue and constant communication with City staff and stakeholders to ensure all work products satisfy all the necessary requirements.

CGA staff has worked on the Land Development and Zoning Codes for the Cities of **Miami Springs, Miramar, West Park, Weston, Sunny Isles Beach**, and the Towns of **Medley and Surfside**. The Town of **Surfside** and City of **Miami Springs** directed CGA to create a new form-based zoning code with much reliance on public input. A team of CGA planners and urban designers held a series of workshops, resulting in a document that was both generated through and is a reflection of citizen input.

Similar to our land development and zoning code experience, we provide current, comprehensive planning and/or zoning services to several municipalities throughout Florida and have acted as the primary Development Review Committee (DRC) consultant for a number of municipalities. These cities utilize CGA to perform site plan review services which include zoning, landscaping, engineering and traffic engineering. The applicants pay a cost recovery fee, which reflects the actual cost to perform the review. Through this mechanism, tax dollars are not used to cover the costs of site plan review. CGA's planning staff reviews the development plans within a timeframe established by the City, compiles comments, forwards the written comments to the City and attends the required meetings where they will be discussed.

Traffic Engineering

In today's transportation-focused market, virtually every design activity and site-specific development involves assessing traffic-related impacts. From our combined experience in managing FDOT, municipal and developer-driven transportation projects, we have developed a mutually beneficial approach that integrates both public and private-sector perspectives. We currently provide traffic engineering services to the Cities of **Homestead, Miami Springs, North Miami, Parkland, Weston, Greenacres**, the Towns of **Medley**, and **Loxahatchee Groves**, and the **St. Lucie County Transportation Planning Organization**. CGA's Traffic Engineers are involved in every Evaluation and Appraisal Report and in preparation of Comprehensive Plan Transportation Elements.

CGA staff has worked on the Land Development and Zoning Codes for the Cities of **Miami Springs, Miramar, West Park, Weston, Sunny Isles Beach**, and the Towns of **Medley and Surfside**. The Town of **Surfside** and City of **Miami Springs** directed CGA to create a new form-based zoning code with much reliance on public input. A team of CGA planners and urban designers held a series of workshops, resulting in a document that was both generated through and is a reflection of citizen input.

We offer the following transportation and traffic engineering services:

Traffic Engineering Services	
Traffic concurrency analysis and Transportation Element updates consistent with Florida Statutes	Multi-modal transportation and traffic studies
Data collection and inventory analysis	Methodology letters of understanding
Corridor studies and access management plans	Alternative transportation design including greenways, blueways, pedestrian, equestrian and bicycle facilities
Neighborhood traffic calming and mitigation including roundabouts, chicanes, speed tables and alternative signalization	Identification and consideration of socio-economic factors
Micro-and macroscopic traffic and travel demand modeling and forecasting	Traffic impact analysis and review
Cost recovery analysis, impact fee assessment and funding source identification	Municipal traffic review of site plans and land development applications
Traffic signal design and warrant studies	Parking supply and demand analysis
Traffic, pedestrian and school zone safety studies	Intergovernmental agency coordination
Transportation grant and funding applications	Conceptual engineering and design alternative analysis
Major roadway improvements assessments	Traffic measures of effectiveness including level of service standards and thresholds

Environmental Services



Calvin, Giordano’s multi-disciplinary approach is reflected in the integrated partnership of our environmental staff with the many other disciplines within our firm; this has allowed us to develop a broad environmental service base to fully serve all the needs of our clients. We provide regulatory permitting, environmental planning, resource management and technical support, in addition to wildlife, habitat and wetland site assessments. CGA is responsible for review of Conservation and Coastal Management Elements in Evaluation and Appraisal Reports, and Comprehensive Plan amendments. Our diverse and in-depth work experience has provided us with a critical understanding of the local and regional environmental planning and permitting issues and the historic impacts that have affected and continue to affect the Southeast region.

ENVIRONMENTAL	SPECIALTIES	PERMITTING
<ul style="list-style-type: none"> •Ecosystem assessments - wetlands, wildlife corridors, endangered plants/animals, critical habitats, salt and freshwater marshes, cypress sloughs, mangrove swamps, lake and estuaries, coastal dunes and upland habitats. •Jurisdictional wetland (fresh and saltwater) delineations (USACOE, SFWMD, FDEP) •Site development and feasibility studies 	<ul style="list-style-type: none"> •Develop new Comp Plan Conservation and Coastal Management Elements, draft plan amendments and conduct Evaluation and Appraisal Reports. Develop new data, inventory and analysis •Draft environmental land development codes •Construction contract administration •Grant administration 	<ul style="list-style-type: none"> •Environmental Impact Assessments •Design wetland mitigation projects, conduct monitoring and compliance reporting •Environmental resource permitting for land development (wetland impacts, lake excavations, dredge-and-fill applications) •Consumptive use permitting

Emergency Management

The Emergency Management Services Division offers local governments and businesses comprehensive emergency management planning, mitigation, training, exercise and regulatory compliance services. CGA has an extensive history of providing contractual government services for cities throughout South Florida. Our longstanding municipal partnerships and government experience enables CGA to offer a comprehensive package of contracting services to local governments of which public safety is a vital component. Our experienced emergency managers, planners, public administrators, engineers, public utility specialists, and information technology staff can pool their talents to comprehensively address the full-range of disaster preparedness, response, and recovery needs of your organization by:

Enhancing Preparedness through planning, training, and exercises - Facilitate the development of strategies, plans and organizational structures to respond to any disaster and restore your community.

- Comprehensive Emergency Management Plans and Procedures
- Evacuation and shelter plans
- Exercise and corrective action program with HSEEP compliance
- Comprehensive training and outreach program
- Long-term recovery plan and post disaster redevelopment
- Continuity of Operations and Business Continuity Plans
- Resource analysis and resource management plans
- Human resource and responder family plans

Mitigating the impact of hazards and prevent future losses - Evaluate the vulnerabilities to hazards in your community and design structural and policy solutions prior to the next disaster.

- Hazard identification, risk assessment, and GIS mapping
- Local mitigation strategies and project identification
- FEMA based benefit cost analysis
- Integrate hazard mitigation into your comprehensive plan and EAR process

EMAP Compliance, Certification and Legal Compliance - Maintain regulatory compliance, accreditation, and participate in county and regional initiatives.

- Accreditation through the Emergency Management Accreditation Program (EMAP)
- Compliance with National Incident Management System and DHS, Target Capabilities
- Laws, authorities, and financial administration
- National Flood Insurance Program, Community Rating System (CRS)
- Grant funding opportunities

Civil Engineering Services



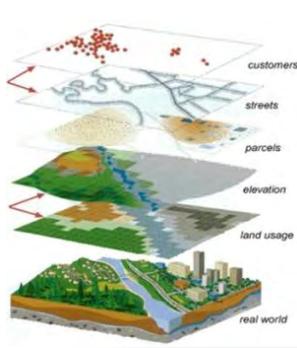
CGA Civil Engineers are involved in every Evaluation and Appraisal Report, preparation of Infrastructure Elements including potable water, sanitary sewer, drainage, and solid waste sub-elements. Our comprehensive planning work includes state-required Water Supply Plans and Capital Improvement Element Updates. CGA also keeps abreast of the latest regulations with respect to drinking water, wastewater, and stormwater issues.

CGA's Civil Engineering department has extensive experience serving as consulting engineers to over twelve (12) municipalities and six (6) drainage districts. CGA engineering staff also create, review, and update the codes, standards and ordinances for a number of municipalities. In addition, CGA performs engineering site plan, construction permit reviews, and utility engineering services for the Cities of **Cooper City, Dania Beach, North Miami, Pembroke Pines, West Park, and Weston.**

Our staff's wide range of experience allows us to provide comprehensive civil engineering services such as:

Comprehensive Civil Engineering Services		
<ul style="list-style-type: none"> ▪ Force main replacement ▪ Watermain ▪ Sanitary sewer ▪ Sanitary pump station ▪ Stormwater management ▪ Water and Wastewater Treatment Plants ▪ Stormwater Management ▪ Municipal Facility Design & Permitting ▪ Cost estimating for horizontal improvements ▪ Expansion plans ▪ Evaluation and Appraisal Reports ▪ Computer modeling for water distribution, wastewater conveyance, and stormwater management systems 	<ul style="list-style-type: none"> ▪ Design and permitting for infrastructure improvements ▪ Development of city engineering or planning standards, codes, and ordinances ▪ Design of subaqueous and aerial crossings ▪ Utility bond program (\$100,000,000+) ▪ Odor control systems ▪ Design and permitting of municipal facilities 	<ul style="list-style-type: none"> ▪ Construction inspection and observation ▪ Municipal staff consultant reviewer for site plan and construction permit submittals ▪ Special assessments and utility taxes ▪ State revolving fund (SRF) ▪ Preparation of a risk management program ▪ Storage tanks ▪ Design-build for utility infrastructure ▪ Utility rate studies ▪ Feasibility studies

Geographic Information System



As a general consulting firm, CGA offers service from many disciplines to assist in the smooth operation of a municipality. The Data Technology and Development department of CGA is dedicated to helping in every aspect of GIS practice including Evaluation and Appraisal Reports and Comprehensive Plan Amendments. The Data Technologies department can assist in the development and analysis of all data that may be necessary for demographic analyses. CGA uses only industry best practices in all our projects which can give the client an added level of confidence when working with GIS data. Data Technology and Development helps to support the other in house disciplines that CGA has to offer by assisting in mapping and analysis of utilities for the engineering department, transportation analysis for the transportation engineers or general GIS services and land use planning for the planning department.



Methodology and Approach

The EAR-based Amendments is an opportunity to bring the Comprehensive Plan up-to-date with Key West's vision and need to preserve the unique community that attracts visitors and keeps residents.

1. KICK-OFF WITH CITY STAFF.

CGA will begin with a kick-off meeting with City staff to review the schedule, and discuss in detail public workshops and public participation.

2. PUBLIC PARTICIPATION AND INVOLVEMENT.



KEY WEST CARRYING CAPACITY STUDY OPEN HOUSE - FEBRUARY 22, 2011

The CGA team has extensive experience working with residents, business owners, and stakeholders who are passionate about planning and growth management issues. We can facilitate public workshops with sensitivity and neutrality to ensure all are given a chance to voice their ideas, opinions, and concerns. For this project, a minimum of two public workshops should take place before the goals, objectives, and policies are drafted to review EAR recommendations. The recommendations can be

reviewed using state-of-the-art hand held voting devices with instantaneous poll results for public workshop attendees to review. Public comments will be summarized for review by the public as well as City staff, the Planning Board and City Commission.

CGA has a reputation for successfully facilitating of publicly attended meetings. **Martin County** is well known for its passionate anti-development activists. By listening carefully to public input and incorporating as many specific strategies from the public as possible, CGA was able to recommend changes that would streamline and remove inconsistencies from a document that is considered “the bible” in Martin County. During the **St. Lucie County EAR-based Amendment** process, Tea Party members dominated public meetings and expressed a desire to remove all land use regulation and zoning procedures. There was a concern that the Comprehensive Plan and EAR-based Amendments focused more on “critters and dirt” than creating jobs. In this case, CGA and County staff were able to successfully communicate the County’s extensive economic development policies and the direction private development had taken in historic emphasis on residential development over commercial development. In the end, Tea Party members did not agree with comprehensive planning philosophically, but appreciated understanding the process and County efforts to focus on future economic and commercial development.

Methodology and Approach

The CGA team will work with City staff to ensure public meetings will be televised by Channel 77 and made available through Video on Demand on the City's website. A link will be created on the Planning Department's webpage to a web page committed to the EAR-based Comprehensive Plan Amendments. This page will include the project schedule, meeting times and dates, links to Video on Demand recorded meetings, draft documents, and contact information for the project. Residents, business owners, and stakeholders will be able to submit comments via the webpage throughout the process.

CGA will prepare monthly newsletter articles to update the public on the project's progress. Email lists for persons interested in the EAR-based Amendments growth management issues will be utilized as well to inform the public on the project's progress and to encourage public participation.

3. UPDATED DATA INVENTORY AND ANALYSIS

The purpose of the EAR-based Comprehensive Plan Amendments is to blend the requirements of Chapter 163 of the Florida Statutes, Rule 9J-5 of the Florida Administrative Code, with the unique and specific growth management interests of THE City of Key West. The revised new Data Inventory and Analysis will provide the basis for implementable Goals, Objectives and Policies.

The CGA team will gather and analyze existing information for all comprehensive plan elements from the USGS, South Florida Water Management District, Florida Keys Aqueduct Authority, Key West Housing Authority, FEMA, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, U.S. Department of the Interior, National Oceanic and Atmospheric Administration, Florida Fish and Wildlife Conservation Commission, Florida Department of Environmental Protection, Shimberg Institute (University of Florida), Monroe County Property Appraiser, Florida Department of Community Affairs, Florida Department of Transportation, Florida Department of State, South Florida Regional Planning Council, U.S. Department of the Navy, and other public and private service providers according to the requirements of Chapter 163 of the Florida Statutes, Rule 9J-5 of the Florida Administrative Code, and those criteria that apply to an Area of Critical State Concern.

The Building Permit Allocation System (ROGO) system will be summarized and related to current Key West practices and the overall impact on land use planning. Our team includes environmental scientists with direct experience in implementation of the Monroe County ROGO allocation system and development project scoring for environmental impacts. Data prepared by staff regarding the Building Permit Allocation System (BPAS) will be reviewed and incorporated.

4. COMPREHENSIVE PLAN GIS MAPS

Our in-house GIS specialists have worked with data from all the above agencies and have provided maps for all CGA prepared EAR-based Amendments and Comprehensive Plans. The CGA team will gather the latest data from key agencies for the City of Key West Comprehensive Plan map series. The Data, Inventory and Analysis and GIS Maps will also provide a great basis for the next EAR due 2/1/13.

Methodology and Approach

5. 10-YEAR WATER SUPPLY FACILITY WORK PLAN.

CGA will coordinate closely with the City’s working draft of the 10-Year Water Supply Facilities Work Plan and with the Florida Keys Aqueduct Authority and compile the City of Key West 10-Year Water Facility Supply Plan to ensure all state requirements are met. Our Civil Engineers have extensive experience in wastewater, potable water, and stormwater utility projects including projects in Islamorada and Marathon. Their experience includes production of 10-Year Water Supply Plans and related comprehensive plan amendments for the Cities of Pahokee, Parkland, West Park, and Weston, and the Town of Loxahatchee Groves. These work plans include alternative water supplies, water reuse and conservation programs, and they are incorporated into the local governments' comprehensive plans.

6. REVISED GOALS, OBJECTIVES AND POLICIES

The Goals, Objectives and Policies (GOPs) will be amended based upon the 2005 and 2007 EAR major issues in the Evaluation and Appraisal Report. In addition, the updated GOPs will include all state requirements for Comprehensive Plans, and reflect the City of Key West’s community goals and objectives, including the revised Strategic Plan. CGA’s key skills for managing Key West’s unique major issues are as follows:

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p><i>Vision for the Plan</i></p>	<p>The Vision of Key West states that “<i>Key West, a tropical paradise, envisions itself to be role model city, know for the respect of our diverse people and our environment.</i>” Key West is unique in its environment, geography, economy, and social diversity. CGA wishes to capitalize on Key West’s keen interest in sustainability to create a model Comprehensive Plan based upon resident and stakeholder input. Our visioning experience includes working with the Town of Loxahatchee Groves first Comprehensive Plan and the Martin County EAR. In Loxahatchee Groves, there were distinct resident groups divided by sometime competing interests to protect existing agriculture and the environment. In Martin County, the EAR process was begun after some unpopular comprehensive plan amendments were adopted. Slow growth, sustainability, and pro-business groups attended the EAR workshops with completely different objective. Each were given a chance to air their concerns and eventually middle ground was found in the EAR by focusing on making the strong comprehensive plan easier to apply and enforce. For the City of Key West, the CGA team will need to be sensitive to competing interests.</p>	<p>Our visioning program in Loxahatchee Groves included organizing workshops so that traditional alliances must interact and talk with competing interests in an intimate atmosphere. CGA workshops for the City of Key West EAR-based Amendments will involve residents that wish to bring the community vision and philosophy, “<i>One Human Family,</i>” to the Comprehensive Plan.</p> 

Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p>Quality of Nearshore Marine Ecosystems</p>	<p>Key West provides a multitude of opportunities to enjoy the water. Keeping high quality nearshore facilities and marine habitats pristine is critical for resident quality of life and visitor appeal. The EAR indicates a need to for comprehensive strategy to protect the marine ecosystem. Such a strategy would address beaches, moorings, creation of a marine park, maintaining the stormwater and sanitary sewer systems, and regulations regarding live-aboard boats. Protection and preservation of the near shore waters is vital and must be threaded throughout the Coastal, Conservation, Infrastructure and Future Land Use elements. Our team brings the knowledge and understanding to integrate these considerations though out the plan into a cohesive and comprehensive approach to protecting your marine assets.</p>	<p>We have addressed similar issues in assisting the City of Marathon in the development of their first Comprehensive Plan. We recently completed the EAR based amendments for St. Lucie County addressing issues of water quality for the St. Lucie Estuary and the north fork of the St. Lucie River. Additionally, CGA is currently working with the Town of Surfside, a barrier island community in Miami-Dade County surrounded by the Biscayne Bay and the Atlantic Ocean, to address improvements to their aging stormwater drainage systems and sanitary sewer systems to improve surrounding water quality.</p>
		

Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<i>Affordable Housing</i>	Due to limited land availability, the need for hurricane evacuation and limited growth controlled by the ROGO, and the loss of military personnel, housing costs are extremely high. Conversion of guest houses to transient housing and the increased demand for second homes in Key West also contributed to a lack of housing supply. Solutions include reviewing the ROGO in light of removal illegal habitable space below the flood level, review of limitations on transient housing, agreements with the Navy to purchase Navy housing, and new housing in the CRAs.	CGA has experience incorporating CRA and related housing programs into both the Fort Pierce and Hollywood EAR-based amendments. The City of Hollywood EAR-based Amendments laid the groundwork for requirements for affordable housing in new development.
		

Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p>Hurricane Safety</p>	<p>Evacuation in Key West must draw a balance between safety and economy. Future hurricane evacuation goals, objectives and policies must address creation of shelters within Key West and the Keys, coordination of shelter space on the mainland, and a review of expanded transportation facilities. The CGA team has worked together not only on the Carrying Capacity Study, but Comprehensive Emergency Management Plans for local governments allowing for ease of integration of emergency management with transportation plans.</p> 	<p>CGA's own emergency management experts with statewide emergency management experience will integrate data from the Monroe County Comprehensive Emergency Management Plan (CEMP). Our emergency managers are also certified with the American Institute of Certified Planners (AICP) and understand the correlation of emergency management and land use planning. For example, CGA developed a post-disaster housing strategy in Collier County identifying potential sites for placement of short term housing facilities through analysis of the County's comprehensive plan and land development code.</p>
<p>Coordinated Transportation</p>	<p>Key West faces daily demands on its transportation system from daily cruise passengers, tour buses, trolley tours, pedicabs, cars, pedestrians, and bicycles. However, there is a need to balance accommodating tourism with the needs of Key West residents who work and take children to school. The Data will fit in perfectly with the required Data, Inventory and Analysis. Key strategies from the Carrying Capacity Study will become Goals, Objectives and Policies in the Transportation and Future Land Use Elements. The EAR-based Amendments will also bring the existing Transportation Element up-to-date with other existing plans.</p>	<p>As the preparer of the Carrying Capacity Study, CGA with have firsthand knowledge and data of the existing transportation conditions and conflicts.</p> 

Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p>Key West Port</p>	<p>The Key West port plays a large role in transportation to and from Key West and remains an alternate to busy mainland roadways. The ports are also alternate transportation hubs should US I through the Key be lost to a hurricane. The Comprehensive Plan and the Port Master Plans should brace for changing economic and political events that may change the role of the port over time.</p>	<p>CGA has incorporated Port Master Plans into the City of Fort Pierce and St. Lucie County Comprehensive Plans, particularly the Coastal Management and Transportation Elements.</p>
<p>Capital Improvements</p>	<p>Annually updating the Capital Improvement Element is key to concurrency management and monitoring needed capital improvements. CGA planners are familiar with financial feasibility and incorporation of complex capital improvement projects such as the Town of Surfside's improvement of their entire sanitary sewer system first completed in 1940 which now shows a need for repair to prevent discharges into Biscayne Bay.</p>	<p>CGA updates the Capital Improvements Elements annually for Medley, Surfside, Weston, and West Park and have included updates in all EAR-based Amendment packages.</p>

Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p>Historic Preservation</p>	<p>The City successfully maintains strict procedure for historic preservation of thousands of application a year. The Comprehensive Plan should ensure the objective of CRA plans are included to continue preserving the heritage of Key West. For the City of Hollywood, CGA proposed a series of updates in the City’s Evaluation and Appraisal Report including mapping newly designated historic overlay districts, as well as 19 historic sites. Additionally, new policies were added including provisions that the City’s Zoning and Land Development Regulations to include safeguards to protect historical buildings under consideration for alteration and from unauthorized demolition.</p>	<p>CGA worked with longtime West Park residents to gather information about the first Carver Ranches settlers, historic homes, and sites of historic significance within the City. These sites, along with those historic buildings identified by Florida Department of State in the Master Site File, were identified and mapped in the City’s Comprehensive Plan. Recently, one of these homes was given an historic designation by Broward County.</p>



Methodology and Approach

<i>Major Issue</i>	<i>Experience</i>	<i>Why CGA?</i>
<p>Local Economy</p> 	<p>The vibrant visitor-focused economy while robust creates many low salary positions. An economic strategy needs to balance the need for service to visitors while ensuring decent salaries and quality of life for Key West residents. CGA can synthesize and project how the Comprehensive Plan should address economic development for the Key West. A Key West Economic Development Element can provide for baseline economic development strategy integrated with the land use strategy for the City of Key West.</p>	<p>CGA has revised the Economic Development Elements of St. Lucie County and revised the Economic Development Element for the Martin County EAR. St. Lucie County has aggressively sought economic development in a traditionally high unemployment region. The Data Inventory and Analysis in the St. Lucie County Economic Development Element included key industries, salaries, cost of living increases.</p>

Climate Change

While not a major issue in the 2005 or 2007 EAR, climate change and sea level rise are of great concern to the City. As a member of ICLEI – Local Governments for Sustainability and ICLEI’s 5-Milestone Cities for Climate Protection (CCP) Campaign, and having prepared the *Greenhouse Gas Emissions Inventory Report*, Key West has already recognized itself as “ground zero” for sea level rise, ocean warming and ocean acidification. The City has been proactive in forming the Climate Action Team, Adaptation Work Group, preparation of the Climate Action Plan, and identifying potential areas of concern. CGA anticipates incorporating adaptation strategies into the Key West’s Comprehensive Plan to ensure the City has a fully coordinated land use plan that addresses current and long range sea level rise issues.

CGA is also a leader in incorporating HB 697 greenhouse gas reduction requirements into Comprehensive Plans. For St. Lucie County, the County’s Greenprint, the basis for the County’s Green Local Government Certification was incorporated into the Comprehensive Plan. For St. Lucie County and the Town of Medley, alternate strategies were incorporated into Comprehensive Plan goals, objectives, and policies.

Methodology and Approach

7. PUBLIC REVIEW DRAFT.

CGA will revise the EAR-based amendments according to staff comments and prepare a digital version for posting on the County's website for public review. CGA will coordinate with staff on appropriate methods of receiving public input through the County's website and coordinate a summary of the amendments to be made available in the City's newsletter or email services.

8. PUBLIC WORKSHOPS ON DRAFT ELEMENTS.

The CGA Team will present the updated EAR-based Amendments in at least two public workshops and allow for public comment. Highlights of the Data, Inventory and Analysis and amended Goals, Objectives and Policies will be reviewed to ensure the Comprehensive Plan is on the right track and reflects the desire of the Key West community.

9. LOCAL PLANNING AGENCY REVIEW AND RECOMMENDATION HEARING.

CGA will present the EAR-based Amendments to the Planning Board for recommendation to the City Commission. Because of the breadth and depth of the work at least one meeting should be held as a public workshop in addition to a public hearing on the EAR-based Amendments.

10. CITY COMMISSION REVIEW AND TRANSMITTAL HEARING.

CGA will present the EAR-based Amendments to the City Commission for transmittal to the Florida Department of Community Affairs and the agencies that review comprehensive plans. Because of the breadth and depth of the work at least one meeting should be held as a public workshop in addition to a public hearing on the EAR-based Amendments.

11. DCA REVIEW AND RESPONSE TO OBJECTIONS, RECOMMENDATION, AND COMMENTS REPORT (ORC).

Once the ORC Report is issued, CGA will coordinate with DCA and the reviewing agencies to successfully address all objections, recommendations, and comments. The EAR-based Amendments revised based upon the ORC Report will be returned to the City for staff review and the adoption hearing.

12. CITY COMMISSION ADOPTION HEARING.

CGA will present the changes to the EAR-based Amendments based upon the ORC Report to the City Commission in a public hearing for final adoption.

Methodology and Approach

SUMMARY OF TASKS FOR COMPLETION OF EAR-BASED AMENDMENTS

TASK	COMPLETION DATE
KICK-OFF WITH CITY STAFF	MAY 30, 2011
PUBLIC PARTICIPATION INVOLVEMENT	SEPTEMBER 30, 2011
UPDATED INVENTORY AND ANALYSIS	AUGUST 30, 2011
COMPREHENSIVE PLAN GIS MAPS	AUGUST 30, 2011
10-YEAR WATER SUPPLY FACILITY WORK PLAN	AUGUST 30, 2011
REVISED GOALS, OBJECTIVES AND POLICIES	OCTOBER 30, 2011
PUBLIC REVIEW DRAFT	JANUARY 30, 2012
PUBLIC WORKSHOPS ON DRAFT ELEMENTS	FEBRUARY 28, 2012
LOCAL PLANNING AGENCY REVIEW AND RECOMMENDATION HEARING	MARCH 30, 2012
CITY COMMISSION REVIEW AND TRANSMITTAL HEARING	MAY 30, 2012
DCA REVIEW AND RESPONSE TO OBJECTIONS, RECOMMENDATION, AND COMMENTS REPORT (ORC)	SEPTEMBER 30, 2012
CITY COMMISSION ADOPTION HEARING	OCTOBER 30, 2012

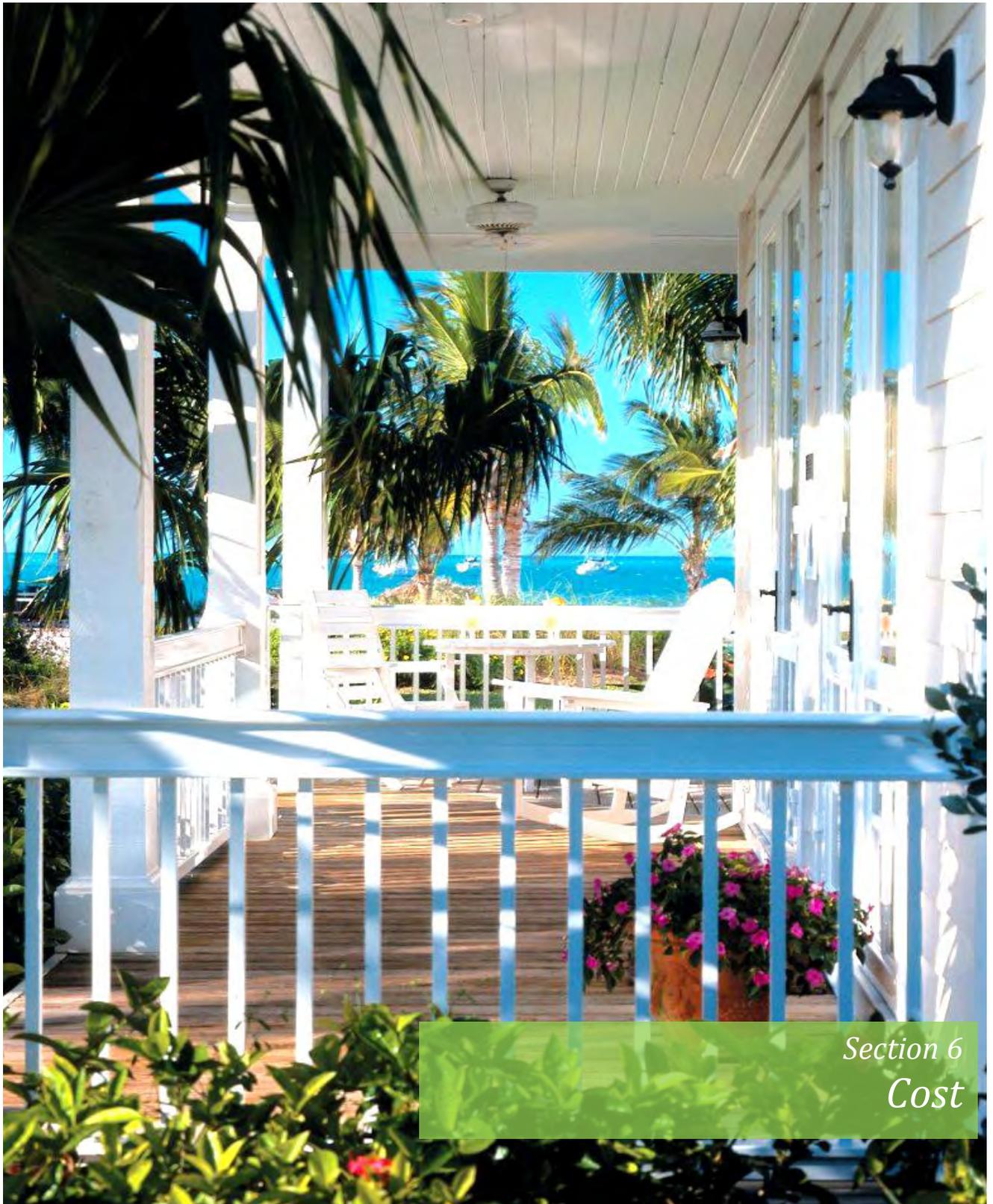




The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 6
Cost

Cost

City of Key West EAR-based Amendments		Deadline	Cost	Man Hours
1	Kick Off with City Staff	May 30, 2011	\$ 725.00	5
2	Public Participation and Comprehensive Plan Involvement	June-September 2011	\$ 2,915.00	30
3	Updated Data Inventory and Analysis	August 30, 2011	\$ 52,610.00	492*
4	Comprehensive Plan GIS Maps	August 31, 2011	\$ 18,840.00	142
5	10-Year Water Supply Facility Work Plan	August 30, 2011	\$ 7,685.00	47
6	Revised Goals Objectives and Policies	October 30, 2011	\$ 63,325.00	404*
7	Public Review Draft	January 30, 2012	\$ 5,885.00	76
8	Public Workshops on Draft Amendments (2 workshops)	February 28, 2012	\$ 2,175.00	15
9	Local Planning Agency Review and Recommendation Hearing	March 30, 2012	\$ 1,490.00	10
10	City Commission Review and Transmittal Hearing	May 30, 2012	\$ 1,490.00	10
11	DCA Review and Response to Objectives, Recommendations and Comments (ORC) Report	September 30, 2012	\$ 6,920.00	30
12	City Commission Adoption Hearing	October 30, 2012	\$ 870.00	6
Total Man Hours				1,267
Total Cost for City of Key West EAR-based Amendments			\$ 164,930.00	
<p>*Please note that work will be assigned according to the expertise of each CGA team member. For example, more senior staff will be assigned to prepare the Goals, Objectives, Policies.</p>				
<p>All deliverables will be provided in digital format.</p>				

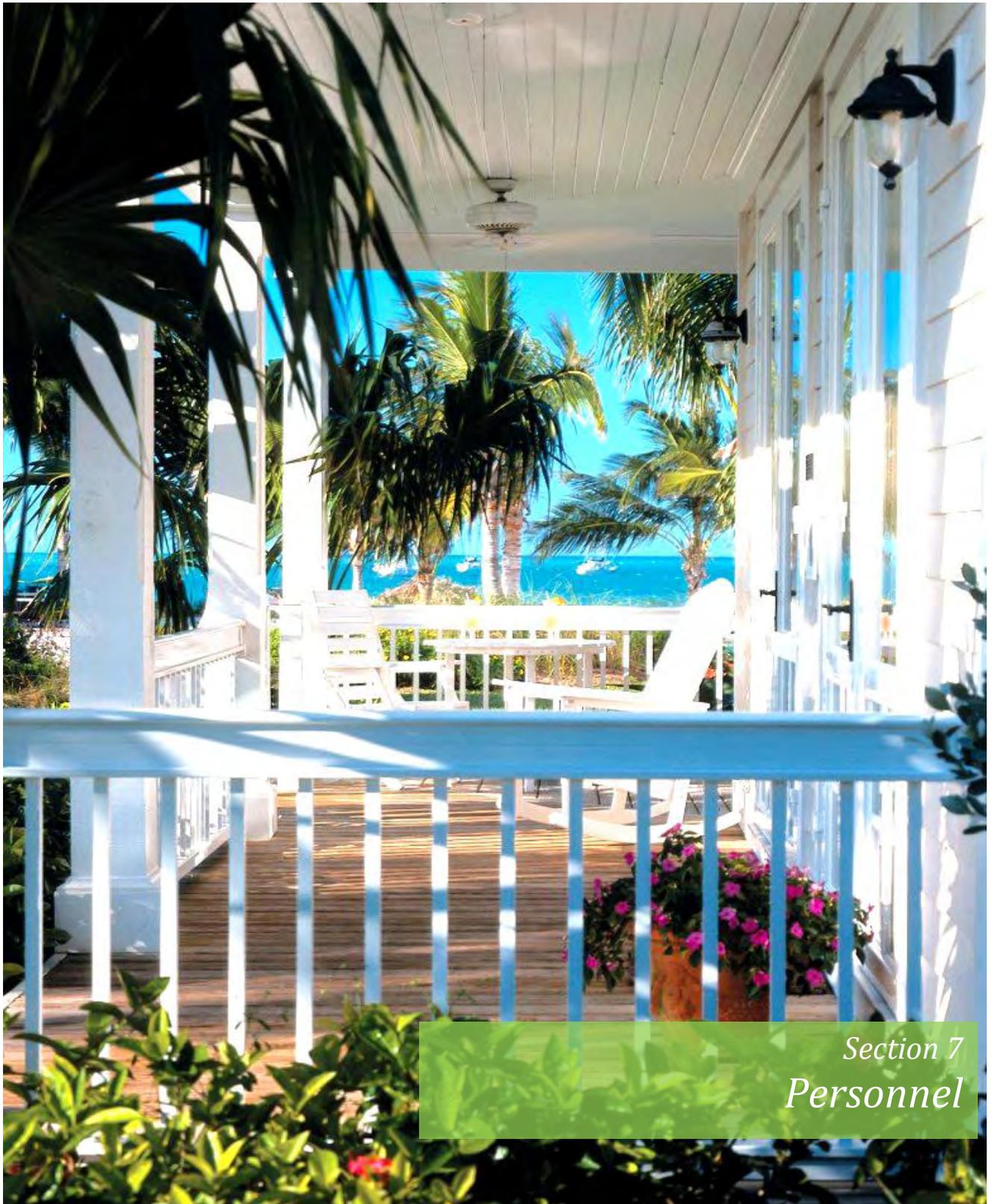


Calvin, Giordano & Associates, Inc.
"Exceptional Solutions"

The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 7
Personnel

Key Personnel

Shelley Eichner, AICP	Senior Vice President
Lorraine Tappen, LEED Green Associate	Senior Planner
Gianno Feoli, ASLA, AIA	Landscape & Urban Design, Branding
Jeffery Maxwell, PE, PTOE	Director of Traffic Engineering
Sandra Lee, AICP, LEED AP+	Director of Environmental Planning
Helene Wetherington, AICP, CEM	Director of Emergency Management
Patrick Figurella, PE	Director of Engineering/Project Manager

Additional Personnel

Drew Lindemann	Environmental Specialist II
Elizabeth McElroy	Senior Planner, Emergency Management Services
Bryan Kelley, EI	Traffic Engineer
Nate Schaeffer, PE	Engineer
Hector Perez	Director, Data Technologies & Development
Michael Green	GIS Specialist

Meet the Team



Shelley Eichner, AICP, Senior Vice President

Shelley Eichner has over thirty years of varied planning experience in South Florida. Her planning career began in the early 1980's when she was hired by the Broward County School Board to analyze the impacts of school boundary changes. From there she moved on to working for Broward County, first as a transportation planner and then as the administrator of the County's impact fee program for the next thirteen years. In 1996, Shelley joined Calvin Giordano & Associates to establish a planning department for the firm and became a partner in 2001. Under Shelley's guidance, the planning department has grown in both staff and scope. The department now offers a full range of planning services to both private and public sector clients.

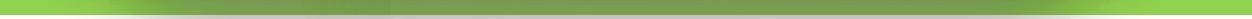
Shelley was appointed by the Broward County Commission to serve on the Broward County Management and Efficiency Study Committee (MESC) and chairs its Service Delivery Subcommittee. Shelley is also committed to planning in the State of Florida. Her expert witness testimony was critical in the successful challenge to SB360 and she is currently working with the League of Cities to develop a position paper on the 2011 Growth Management legislation being proposed.

Shelley continues to be involved in the community in many ways. She is the Chair of the Broward County School Board's Staff Working Group which is responsible for providing technical support and assistance to the School Board in its implementation of school concurrency. Shelley was appointed by the Broward County Commission to serve on the Broward County Management and Efficiency Study Committee (MESC) and chairs its Service Delivery Subcommittee. Shelley is also committed to planning in the State of Florida. Her expert witness testimony was critical in the successful challenge to SB360 and she is currently working with the League of Cities to develop a position paper on the 2011 Growth Management

legislation being proposed.

Shelley's involvement in many aspects of planning as part of her regular workload and her membership on various boards and committees allows her to understand the diversity of the communities within Florida as well as to stay involved in all aspects of changes in the planning field.





Meet the Team

Lorraine Tappen, AICP, LEED Green Associate, Senior Planner

Lorraine is a recognized leader and expert in Florida growth management and preparation of comprehensive plan and comprehensive plan amendments. She has prepared eight sets of EAR-based amendment packages in addition to numerous EARs, and first comprehensive plans. DCA invited Lorraine to participate in a panel discussion on “How to Make your EAR Effective” at the Treasure Coast Regional Planning Council EAR Workshop in 2010. She also coordinates redevelopment projects such as CRA Plans, CRA Finding of Necessity studies, and zoning code amendments that encourage redevelopment. Clients enjoy working with Lorraine because of her project management skills and particularly her attentiveness to incorporating staff, stakeholder, and elected official input and ensuring the project is completed in an orderly and effective manner. Lorraine is also an avid kayaker and cyclist who spends her spare time in Marathon, Florida.



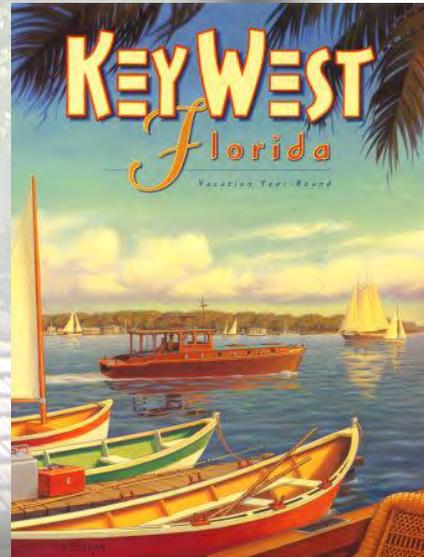
Lorraine is a recognized leader and expert in Florida growth management and preparation of comprehensive plan and comprehensive plan amendments. She has prepared eight sets of EAR-based amendment packages in addition to numerous EARs, and first comprehensive plans. DCA invited Lorraine to participate in a panel discussion on “How to Make your EAR Effective” at the Treasure Coast Regional Planning Council EAR Workshop in 2010.

Jeffery Maxwell, PE, PTOE, Director of Traffic Engineering



Jeff is the Project Manager for the City of Key West Carrying Capacity Traffic Study and has been conducting public outreach meetings with city residents and business leaders over the past several months to gain feedback and develop consensus. He has personally coordinated the extensive field data collection phase of the project which provided him a unique, hands-on understanding of current transportation issues throughout the city.

Jeff Maxwell has 15 years of professional experience and is the Director of CGA’s Traffic Engineering Department. In his duties with CGA, he has served since 2008 as the City Traffic Engineer for the City of Weston, in addition to providing traffic engineering services to numerous municipalities throughout South Florida as well as the St. Lucie Transportation Planning Organization and FDOT District IV and District VI. He currently serves as a member on the Technical Coordinating Committee of the Broward MPO. Jeff is the Project Manager for the City of Key West Carrying Capacity Traffic Study and has been conducting public outreach meetings with city residents and business leaders over the past several months to gain feedback and develop consensus. He has personally coordinated the



extensive field data collection phase of the project which provided him a unique, hands-on understanding of current transportation issues throughout the city.



Meet the Team

Sandra Lee, AICP, LEED AP+, Director of Environmental Planning

Sandra Lee has 17 years of professional experience and heads up CGA's Environmental Planning Department coordinating our regulatory permitting, environmental planning, site assessment, resource management and environmental technical support services. During the three years that CGA provided planning and zoning services for the City of Marathon when they were newly incorporated, Sandra lived full-time in the Florida Keys and was responsible for all the environmental planning for the City of Marathon. Prior to joining CGA, Sandra was a Biologist with the Growth Management Division of Monroe County. Prior to relocating to Fort Lauderdale, Ms. Lee was a resident of the Florida Keys for 10 years where she became very familiar with the environmental sensitivities and the government programs governing and protecting the islands making up the Keys. Sandra currently serves as a Director on the board of the South Florida Association of Environmental Professionals and on the board of the South Florida Chapter of the Green Building Council (USGBCSF) as well as serving as the Chair for the Broward Branch of the USGBCSF.



Sandra lived full-time in the Florida Keys and was responsible for all the environmental planning for the City of Marathon. Prior to joining CGA, Sandra was a Biologist with the Growth Management Division of Monroe County. Prior to relocating to Fort Lauderdale, Ms. Lee was a resident of the Florida Keys for 10 years where she became very familiar with the environmental sensitivities and the government programs governing and protecting the islands making up the Keys.

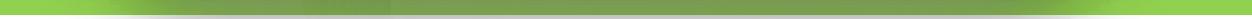
Helene Wetherington, AICP, CEM, Director of Emergency Management



Helene has developed state and local hazard-specific plans for terrorism response, wild land fires, radiological emergency preparedness, dike breach, flood response, drought response, cold weather sheltering, and hurricane response.

Ms. Wetherington has more than 15 years of federal, state and local emergency preparedness, planning, response, and recovery experience. As the Planning Manager for the Palm Beach County Department of Emergency Management, she led the development of the Palm Beach County Comprehensive Emergency Management Plan which incorporated the participation of over 100 public, private, and non-profit organizations and 37 incorporated municipal jurisdictions. In addition, she has developed state and local hazard-specific plans for terrorism response, wild land fires, radiological emergency preparedness, dike breach, flood response, drought response, cold weather sheltering, and hurricane response. As a representative of the Florida Division of Emergency Management, Ms. Wetherington supported the development of the Local Comprehensive Emergency Management Plan (CEMP) compliance criteria and served as a member of the compliance review team for county CEMPs.

Ms. Wetherington has been a speaker and trainer at national conferences (National Hurricane Conference) and statewide conferences (Governor's Hurricane Conference, Florida Emergency Preparedness Association Conference, Human Resources Association, Florida Association of Special Districts) on diverse subjects related to emergency management planning. She has supported the program committee for the Governor's Hurricane Conference since 2004.



Meet the Team

Patrick Figurella, P.E., Director of Civil Engineering

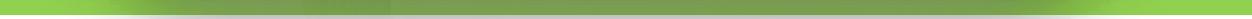
Patrick is a licensed professional engineer in the State of Florida and has 17 years of experience in South Florida. He has worked on many different types of projects during his career including water and sewer infrastructure, stormwater management systems, residential site development, commercial site development, municipal site development, small utility systems, and roadway planning. His specialties include roadway design and comprehensive planning. He has worked on projects in every county from Brevard through Monroe along the Atlantic Coast.

Gianno Feoli, ASLA, AIA

Gianno Feoli sets the tone for the entire public participation process--a process that has to be focused on the community, not imposing solutions on the community, but rather guiding the process, interpreting the input of the community ,and return to them with something that they envisioned. Gianno Feoli has over 10 years of professional experience as a landscape and urban designer. He is also an Adjunct Faculty Member at FIU's College of Architecture and the Arts, where he teaches design and practical courses in the graduate program, specializing on sub-tropical and tropical environments and culture. Since moving to Florida from his native country of Panama, Gianno has been very active in providing pro-bono community service, lending his knowledge and skills to the benefit of several small communities in small Florida. His focus has always been to combat ubiquity and to help places preserve the elements and the environments that makes them special and unique.



Gianno sets the tone for the entire public participation process--a process that has to be focused on the community, not imposing solutions on the community, but rather guiding the process, interpreting the input of the community ,and return to them with something that they envisioned.



Shelley Eichner, AICP

Senior Vice President

SUMMARY OF QUALIFICATIONS

Ms. Eichner is a Senior Vice President and a Partner of Calvin, Giordano & Associates and oversees all private sector and public sector planning activities. She has nearly 30 years of diversified planning and platting experience in securing land development approvals, land use plan amendments and local government planning.

Ms. Eichner previously served as Senior Planner for Broward County's Department of Planning and Environmental Protection. She managed and supervised plat applications, created a permit monitoring system, and monitored compliance with all aspects of development approvals. Duties included coordinating the development review agencies in the preparation and adoption of the ordinances amending the Weston Development of Regional Impact.

PROJECT EXPERIENCE

Growth Management Director and Provision of General Planning Services: City of West Park, City of Weston, Town of Surfside, Town of Loxahatchee Groves. Responsible for all planning activities, including plat and site plan review as well as the creation and modification of land development regulations; establishment of zoning, landscaping, sign codes, and preparation of a master park plan. Oversee communication and coordination between city management, elected officials, major developers, and residents.

Site Plan Review: City of Miramar, City of North Lauderdale. Supervised preparation and presentation of site plan reviews and reports under an ongoing cost recovery process. Plans from the cities are distributed to various plan review disciplines and the final reports are presented in a cohesive and consistent manner.

Comprehensive Planning: Supervised preparation of comprehensive plan evaluation and appraisal reports, EAR-based amendments, water supply plan goals, and capital improvements element updates for various local governments.

Transit Oriented Development: Sheridan Station-side Village, Hollywood, Florida. Coordinated all planning and engineering services for the site plan application and land use plan amendment for the Sheridan Station-side Village, a mixed-use development integrating an existing Tri-rail station and other transit services.

Zoning Codes: City Weston, City of West Park, City of Sunny Isles Beach, Town of Surfside. Responsible for preparation, presentation and adoption of the first zoning code. Direction required the coordination of workshops and consensus building among the elected officials, residents and developers in the city.

Town Center Zoning Overlay Districts: City of Hollywood, City of Miami Gardens, City of Sunny Isles Beach. Responsible for development of zoning overlay district comprising zoning criteria, architectural, and landscape requirements leading to town center master plan implementation and guidelines for special districts.

EDUCATION

M.P.A., Florida Atlantic University, Boca Raton, Florida

B.A., Psychology and Management, McGill University, Montreal, Canada

PROFESSIONAL REGISTRATION

American Institute of Certified Planners
No. 116948

PROFESSIONAL ASSOCIATIONS

American Planning Association -
Past President of Broward Chapter

PROFESSIONAL MEMBERSHIPS

Broward County Management Efficiency and Study Committee, Member (Appointed by County Commission), Chair of Growth Management Subcommittee, 2004-2006, & 2009-2011

Technical Advisory Group to the Broward County League of Cities, Chair, 2003-2006

Chair, Staff Working Group, School Board of Broward County, 2005-Present

Lorraine Tappen, AICP, LEED Green

Associate

Senior Planner

SUMMARY OF QUALIFICATIONS

Ms. Tappen is a Senior Planner at Calvin, Giordano & Associates, Inc. She has more than eight years of experience in planning, including preparation of comprehensive plan amendments, land development and zoning codes and community redevelopment plans.

PROJECT EXPERIENCE

Project Manager; As the single point of contact for clients, Ms. Tappen is fully responsible for project activities and objectives. She reports the teams' progress, costs, and schedule state, as well as any deviations from project milestones. She provides maximum production and continuity through superior communication.

Comprehensive Planning; Ms. Tappen is a recognized leader and expert in Florida growth management and preparation of comprehensive plan and comprehensive plan amendments. Her work includes EARs, EAR-based Comprehensive Plan Amendments, Capital Improvement Element Updates, Water Supply Facility Work Plans, and Public School Facilities Elements.

Community Redevelopment; Ms. Tappen has prepared CRA Finding of Necessity studies, CRA Plans, and coordinates redevelopment and revitalization projects.

EAR-BASED AMENDMENTS:

St. Lucie County; As a follow up to the EAR, CGA drafted policies based upon public input and vision exercise for comprehensive plan amendments regarding the most significant issues facing St. Lucie County including HB697 greenhouse reduction requirements, rural lands, environmental protection, and economic development.

City of Fort Pierce; The work was based upon Visioning Sessions conducted in six distinct areas of the City to determine a set of guiding values where participants expressed an interest in preserving their low-density, traditional small town atmosphere. While addressing requirements of SB360 (2005 Growth Management Legislation), Fort Pierce residents wished to ensure access to the waterfront areas, ample park and open space, as well as managing annexation and transportation concurrency as the City develops.

City of Hollywood; The EAR-based amendments addressed the City's most pressing problems and opportunities: escalating traffic congestion, urban infill and redevelopment, and growing demand for a diversity of housing types to meet the needs of an increasingly diverse population.

City of North Miami; As a follow up for the EAR, the Comprehensive Plan was amended to include community redevelopment initiatives, affordable housing, and transportation concurrency management while addressing requirements of SB360 (2005 Growth Management Legislation.)

City of Pahokee; As a follow up to the EAR, the EAR-based amendments incorporated Pahokee's major issues such as affordable housing, upgrading utility lines, economic development and hazard mitigation into their Comprehensive Plan.

City of Parkland; The amendment package included addressing major issues in the EAR including traffic patterns and roadway expansion, annexation, utility infrastructure including capacities and ensuring sufficient parks and open space. Public participation included a series of workshops on topics such as education and parks and open space. The amendments included all new requirements for SB 360 (2005 Growth Management Legislation).

City of Weston; In 2007, CGA prepared the City's Evaluation and Appraisal Report (EAR) and completed the follow-up EAR-based Comprehensive Plan Amendments in 2009. The EAR-based amendments brought the Comprehensive Plan up-to-date with SB360 (2005) and HB697 (2008) greenhouse gas reduction requirements for Comprehensive Plans. The Weston Comprehensive Plan was the first in the state to incorporate HB697 requirements.

EDUCATION

Master in Urban and Regional Planning, Florida Atlantic University, December 2002

Bachelor of Science in Political Science, University of Miami, May 1988

PROFESSIONAL REGISTRATION

American Institute of Certified Planners (AICP), No. 019628

Green Building Certification Institute, LEED Green Associate, No. 10215617

AWARDS AND ACTIVITIES

Artist Selection Panelist, Broward Cultural Council Public Art and Design Program, 2010 to present

Member, U.S. Green Building Council, 2008 to present

Vice President, Florida Atlantic Planning Society, April 2001 to April 2002

Lorraine Tappen, Page 2

Town of Malabar; Issue of conservation versus preservation was debated at each of the public scoping meetings. The EAR-based amendments resulted in new policies that prepared the community for services close to home while encouraging greater pedestrian, bicycle, and equestrian facilities in this rural community. Included HB 697 requirements for greenhouse gas reduction strategies.

Town of Medley; The Town asked CGA to take over during the process when the Comprehensive Plan was being updated. Amendments included criteria for annexations, managing solid waste facilities, and organizing capital improvements. Included HB 697 requirements for greenhouse gas reduction strategies.

Town of Surfside; EAR recommendations reflected Surfside's interest in incorporating many of the concepts advanced in the November 2006 Town-wide Charrette. Additionally, consideration was made to assure the Comprehensive Plan addressed improved transportation along Collins and Harding Avenues. Included HB 697 requirements for greenhouse gas reduction strategies.

EVALUATION AND APPRAISAL REPORTS:

Martin County; The EAR proposed a more streamlined approach to overly complex policies in the Martin County Comprehensive Plan first by evaluating the effectiveness of the Active Residential Development Preference (ARDP) Planning system and second by reviewing the existing Urban Service District policies. Conducted many charrettes and public meetings throughout the County to gain input from the diverse group of stakeholders within Martin County. HB 697 greenhouse gas reduction requirements were also evaluated.

St. Lucie County; CGA prepared recommendations based upon public input and vision exercise for comprehensive plan amendments regarding the most significant issues facing St. Lucie County including rural lands, environmental protection, and economic development. HB 697 greenhouse gas reduction requirements were also evaluated.

City of North Miami; Prepared the EAR to evaluate the Comprehensive Plans responsiveness to community redevelopment initiatives, affordable housing, and transportation concurrency management.

City of Pahokee; The EAR included how the comprehensive plan addressed Pahokee's major issues such as affordable housing, upgrading utility lines, economic development and hazard mitigation.

Town of Malabar; Issue of conservation versus preservation was debated at each of the public scoping meetings. The EAR resulted in recommendations that prepared the community for services close to home while encouraging greater pedestrian, bicycle, and equestrian facilities in this rural community.

Town of Medley; The EAR included recommendations regarding criteria for annexations, managing solid waste facilities, and organizing capital improvements.

Town of Surfside; EAR recommendations reflected Surfside's interest in incorporating many of the concepts advanced in the November 2006 Town-wide Charrette. Additionally, consideration was made to assure the Comprehensive Plan addressed improved transportation along Collins and Harding Avenues.

OTHER PROJECTS:

Post Disaster Redevelopment Plan Training, Florida Department of Community Affairs; Prepared educational materials on incorporating post-disaster redevelopment plan objectives into land development codes and comprehensive plans.

Carrying Capacity Study, City of Key West; Currently conducting data collection for a city-wide carrying capacity traffic study to determine the impacts of traditional and non-traditional modes of transportation on the overall Key West roadway network.

Sandra Lee, AICP, LEED AP BC+D

Director, Environmental Services

SUMMARY OF QUALIFICATIONS

Ms. Lee has 17 years of professional experience and directs CGA's Environmental Planning Department, coordinating our regulatory permitting, environmental planning, site assessment, resource management and environmental technical support services. Prior to joining CGA, Ms. Lee was a Biologist with the Growth Management Division of Monroe County. During the three years that CGA provided planning and zoning services for the newly incorporated City of Marathon, she lived full-time in the Florida Keys and was responsible initially for all the environmental planning for the City of Marathon and subsequently for the full range of planning services for the City. Ms. Lee worked closely with the City Administration, Code Compliance and Building Department to provide seamless, efficient services to the community. She reviewed and processed all applications for commercial and residential development, implemented the local 'Rate of Growth' residential allocation system, reviewed and processed all specialized planning functions such as variances, conditional uses, FLUM, zoning and text amendments; and prepared all necessary staff reports and public notices. Prior to relocating to Fort Lauderdale, Ms. Lee was a resident of the Florida Keys for 10 years where she became very familiar with the environmental sensitivities regarding the flora, fauna, land and special government programs governing and protecting the 160-mile string of coral islands making up the Keys, a designated area of critical State concern. In general, Ms. Lee:

- Provides technical support, environmental resource management, environmental planning and sustainable development services to public and private entities
- Provides permitting services for environmental resources permits at the local, state and federal level
- Coordinates interagency and multi-disciplinary team efforts
- Provides the most feasible development and mitigation options, and the probable costs for mitigation options
- Prepares Coastal and Conservation Elements for Comprehensive plans, coordinates on Comprehensive Plan Evaluation and Appraisal Reports (EAR) and EAR based amendments
- Designs wetland mitigation areas, provides bidding and construction oversight services for the construction and installation of mitigation areas
- Manages the compliance monitoring on over 2,000 acres of constructed wetlands and administers the maintenance contract on over 2,000 acres of created and enhanced wetlands
- Conducts and manages field staff conducting wetland, wildlife and habitat assessments, imperiled species surveys and compliance monitoring reporting, and tree surveys

PROFESSIONAL ORGANIZATION ACTIVITIES

Ms. Lee currently serves on the Board of Directors of the South Florida Chapter of the U.S. Green Building Council and actively participates in the Chapter activities and educational programs. Throughout 2009 she served on the Greenhouse Gas Reduction Subcommittee of the Broward County Climate Change Task Force and participated in the Transportation working group. Ms. Lee is also actively involved with and serves on the Board of Directors for the South Florida Association of Environmental Professionals and is currently organizing a habitat restoration conference.

EDUCATION

M.A. Biology/Ecology,
Magna Cum Laude
St. Cloud State
University,
Minnesota

B.A. Biology/Botany,
Magna Cum Laude
St. Cloud State
University,
Minnesota

PROFESSIONAL REGISTRATION

American Institute of
Certified Planners
No. 018627

Green Building
Certification Institute
LEED A.P. BD+C
NO. 102105598

Drew Lindemann

Environmental Specialist II

PROJECT EXPERIENCE

Calvin, Giordano & Associates, Inc. Environmental Specialist II

Responsible for habitat assessments, wetland delineations, endangered species surveys, mitigation construction oversight, contract administration, contract management and compliance monitoring for projects impacting environmentally sensitive lands. Administers the exotic and invasive plant control contracts for over 2,200 acres of sensitive wetland mitigation lands in the City of Weston that are known habitat to listed species such as the Everglade Snail Kite, Wood Stork, and American Alligator populations. Mr. Lindemann reviews contracted wetland maintenance activities and makes recommendations directly to contract service providers to facilitate the implementation of proper environmental management techniques

Environmental Field Coordinator, Jacobs Engineering Group (7/2006-7/2009) Fort Lauderdale, FL

- This was a professional consulting position to the Florida Department of Transportation – Florida’s Turnpike Enterprise. My tenure involved ensuring the complete end-to-end fulfillment of multiple simultaneous environmental and horticultural program contracts. Each contract required me to act as the leading technical advisor for arboriculture, horticulture, and environmental sciences issues. Key responsibilities included: defining overall scope of work during initial planning meetings; performing daily management of billing, written work orders, and conflict resolution with contractors; and confirming final adherence to all contract legal requirements and government standards. Final contract closure required me to develop written quality assurance reviews of all contractors. While consulting some of my major responsibilities included:
 - Managing a \$250K annual wetlands mitigation contract to transform multiple sites into 300 acres of preserved land. The sites were maintained with less than 5% coverage of nuisance vegetation with a specific mix of native plant species. Prepared reports to confirm successful compliance with standards in accordance with the Florida Department of Environmental Protection.
 - Solely responsible for the supervision of the \$250K and \$450K landscape maintenance and landscape installation contracts for the 150 miles of Florida Turnpike Zone 1. Management also required me to apply my local knowledge of specific site conditions and plant requirements to review and revise landscape architecture plans as needed.
 - Overseeing the ecosystem restoration of 30 acres of pine rockland forest. After the restoration, Fairchild Tropical Gardens noted a dramatic increase in the presence and viability of the endangered Crenulate Lead plant.
 - Managed the nuisance species eradication contract for the 150 miles of Florida Turnpike’s Zone 1. By complimenting traditional ground spraying methods with a new aerial spraying strategy, we drastically reduced the coverage area of Lygodium spp. by 99%.
 - Maintained over 1,500 herbicide application logs for the entire 460 miles of the Florida Turnpike system. Derived a log audit review system to re-establish a passing record for the Turnpike at each annual State of Florida inspection.
 - Designed and implemented an annual tree inventory of all trees along 150 miles of roadway. The inventories were used to develop more accurate and more effective maintenance programs. Some of the inventory measurements included: species, height, diameter, health and structural damage.

EDUCATION

Masters of Science in
Soil and Water Science,
December 2009
University of Florida

Bachelor of Science in
Landscape and Nursery
Management, December
2004, University of Florida

PROFESSIONAL REGISTRATION

Certified Stormwater
Management Inspector,
Department of
Environmental Protection
Stormwater Erosion and
Sedimentation Control
Inspector Training Program

Certified Arborist,
International Society of
Arboriculture

Commercial
Pesticide/Herbicide
Applicator License: Aquatic
Pest Control, Right of Way,
Natural Areas Management,
& Ornamental and Turf,
Florida Department of
Agriculture and Consumer
Services

Certified Landscape
Inspector, Landscape
Inspectors Association of
Florida, L.A.A.

Advanced Maintenance of
Traffic Certified, Florida
Department of
Transportation

Drew Lindemann, Page 2

- All of my contracts were professionally executed within budget and on time. Annual reviews of my consultant services consistently reflected excellent feedback from Florida's Turnpike Enterprise

Arborist, Lindemann's Tree Service (9/2005-7/2006) Cocoa, FL

- Consulted daily with clients to assess unique arboricultural needs. Projects included: specialized high-risk tree removal via-crane, nutrient management, pest management, along with standard tree trimming, tree removal, tree relocation, and stump removal
- Followed International Society of Arboriculture approved methods, including Best Management Practices to manage and motivate multiple simultaneous operating arboricultural crews in all aspects of tree care.
- Clients included: local municipalities, government agencies, commercial and residential properties.
- Developed detailed cost estimates and plans that included: man hour requirements, equipment requisitions, overhead, travel costs to location, job difficulty, and profit.



Helene Wetherington, AICP, CEM

Director of Emergency Management Services

SUMMARY OF QUALIFICATIONS

Ms. Wetherington has more than 16 years of federal, state and local emergency preparedness, planning, response, and recovery experience. She has overseen comprehensive emergency management planning efforts with over 100 public, private, and non-profit organizations. In addition, she has developed state and local hazard-specific plans for terrorism response, wild land fires, radiological emergency preparedness, mass migration events, dike breach, flooding, and hurricanes. She has coordinated FEMA and state sponsored training programs, instructed numerous curriculums nationwide including FEMA's Evacuation and Re-entry Course. She participated in the Palm Beach County Transportation Study update and was instrumental in collection of the LIDAR data for update of the hurricane evacuation zones. She coordinated GIS integration efforts into the emergency management planning process in Palm Beach County and supported implementation of the persons with special needs and evacuation transportation assistance program. She has responded to over 20 federally declared disasters including hurricanes, floods, tornadoes, terrorism biological attack, wild land fires and mass casualty events. She is a certified emergency manager, EMAP assessor, and AICP certified planner.

PROJECT EXPERIENCE

Calvin, Giordano & Associates, Inc. (2005 to present). Ms Wetherington is the Emergency Management Services Director for the emergency management services division at CGA which focuses its services on the ongoing support of municipal and county emergency management programs in Florida. For Palm Beach County, she led planning efforts, a regional summit, behavioral survey, transportation study, and outreach products for Palm Beach County's vulnerable Lake Okeechobee / Herbert Hoover Dike response effort. She is managing the long-term development and maintenance of two municipal emergency management programs (West Park, and Weston) and supports numerous other local governments in the development of CEMPs, NIMS compliance, Continuity of Operations Plans, Post Disaster Redevelopment Plans, Economic Recovery Plans, training and ongoing exercises. CGA served as technical advisors and planning staff to the FEMA sponsored catastrophic planning effort in South Florida where CGA was responsible for developing numerous plan components.

ICF Consulting, Emergency Management and Homeland Security Practice, Senior Associate (2004-2005). Ms. Wetherington was the Project Manager for the National Capital Region (NCR) Regional Emergency Management Accreditation Program (EMAP) assessment which is a national pilot program to evaluate the emergency management capability of 18 jurisdictions in the NCR against national standards. She participated in the NCR 2005 evacuation exercise. She supported the development of the NIMS compliant Emergency Operations Plan for the City of Chicago. Ms. Wetherington supported the implementation of Homeland Security Presidential Directives 5 and 7 by drafting elements of the Universal Task List and the Target Capability List. She also supported the development of the National Infrastructure Protection Program as a subject matter expert to the healthcare and public health sector. Furthermore, she provided direct support to the Office for Domestic Security in the revisions to the Homeland Security Exercise and Evaluation Program (HSEEP) and served as a HSEEP instructor. She has served as exercise evaluator on homeland security related exercises in the States of Nebraska and Massachusetts. She also supported the development of the Family of Emergency Workers Plan for the regional planning agency in Massachusetts.

EDUCATION

Masters of Science in Public Administration - Florida Atlantic University, Boca Raton, Florida, 2004
Masters of Science in Urban and Regional Planning, Florida State University, Tallahassee, Florida, 1993
Bachelor of Arts in Political Science, Magna Cum Laude, University of North Florida, Jacksonville, Florida, 1991

PROFESSIONAL AFFILIATIONS

Florida Emergency Preparedness Association
American Planning Association
American Society for Public Administration
International Association of Emergency Managers
National Emergency Management Assessment Program (EMAP) Assessor
Governor's Hurricane Conference, Program Committee
South Florida Hurricane Conference

AWARDS

Palm Beach County Administrator's Golden Palm Award 2002 for Anti-Terrorism Program and plan development (2002)
1000 Friends of Florida Carl Feiss Award for excellence in planning (1999)

Helene Wetherington, AICP, CEM, page 2

Palm Beach County, Division of Emergency Management (DEM), Assistant Director (1998–2004). Ms. Wetherington administered DEM programs and personnel for planning, public outreach, training and exercise, recovery and mitigation programs. She served as liaison and coordinated with 37 municipalities, 100+ public/private/nonprofit partner organizations, state and federal government agencies ensuring consistency with State and National Response plans. Ms. Wetherington provided policy guidance in evacuation and shelter programs, as well as radiological emergency preparedness and anti-terrorism response programs. The Re-entry Plan developed in Palm Beach County under her leadership continues to be featured as a model in FEMA's Evacuation and Re-entry Course. The county introduced numerous evacuation and reentry related policy revisions during her tenure including the revision of the transportation analysis, collection and application of LIDAR data to redefine hurricane evacuation zones, GIS integration into the decision-making process, and development of evacuation decision making time delineation tools for local evacuation decision making. She oversaw personnel and strategic planning processes, grants and contracts, and a 14 million dollar budget. Ms. Wetherington was a member of the Regional Domestic Security Task Force and played a key role in response to over a dozen natural disasters and terrorist events in Palm Beach County. During her tenure with Palm Beach County, she responded to over a dozen large scale disasters including Hurricanes, Floods, Tornadoes, and the Boca Raton Anthrax attack. Her responsibilities included management of the Emergency Operations Center during activations and coordination with internal and external organizations at all levels of government.

Florida Department of Community Affairs, Division of Emergency Management, Area Coordinator and Community Assistance Consultant (1993-1998). Ms. Wetherington participated in statewide disaster deployments to over 10 federally declared disasters in Florida acting as response liaison in local EOCs and in the DFO during recovery operations. As a state representative in the local EOC, she was responsible for supporting local evacuation decision making and regional coordination among counties. She provided planning and training support related to all hazards preparedness, response, recovery, and mitigation. Ms. Wetherington monitored county EMPA grants totaling \$800,000, and reviewed Comprehensive Emergency Management Plans (CEMPs) and five year strategic plans. She administered regional training programs, evaluated table-top and full-scale exercises, and conducted area meetings and presentations. Ms. Wetherington also served as State liaison to local, federal, private, and volunteer organizations on all related programs and policies. She coordinated development, review and exercise of SARA Title III hazardous materials plans (EPCRA) and CEMPs. Ms. Wetherington served as Coordinator between state, regional, and local government entities and federal funds distributors and provided staff support, research, and policy development recommendations for the State Emergency Response Commission.

Florida Coastal Management Program, Planner IV (1992–1993). Ms. Wetherington served as the Intergovernmental coordinator for the coastal information exchange between government agencies. She coordinated reporting requirements of coastal permitting and enforcement activities of coastal agencies. Ms. Wetherington also reviewed competitive grant applications for federal funding and conducted public outreach including presentations, training sessions, and articles for the newsletter.

Helene Wetherington, AICP, CEM, page 3

Training Courses Completed

Course Number	Course Description	Date
	Effective Presentations Training	1995
E780	Integrated Emergency Management: State of Florida	1/95
	CAMEO Training	2/95
	Hazard Mitigation Workshop	2/95
	BBB Arbitration Training, Certified Arbitrator for BBB	4/25-27/95
	Neuro Linguistic Programming, Communications Seminar	5/1/95
G191	EOC/ICS Interface Training	5/19/95
G601	Damage Assessment Course	7/20/95
G261	Instructional Presentation Skills	9/15/95
IS5, HS5	Hazardous Materials: A Citizen's Orientation	9/95
	Ingestion Pathway Training	9/95
	Oil Spill Drill	9/26/95
	Hurricane Opal Response	10/4-15/95
	Listening Skills Seminar	10/18/95
G389	Resource Management	1/18/96
G275	EOC Management and Operations	2/24/96
G386	Mass Fatalities Incident Response Training	2/2/96
	Shelter-In-Place Training	3/7/96
	Managing Emergency Operations	3/18/96
	Shelter Retrofit Survey Training	6/12/96
	Protective Action Decision Making	8/1/96
G360	Hurricane Planning Course	2/13/97
G620	Retro in the 90s: Retrofitting and Flood Mitigation Works	6/3/97
G624	Florida Hazardous Materials Awareness Level Training Program	7/16/97
G621	Community Rating System	6/3/97
	Integrated Emergency Management: Hurricane, Manatee County	4-1997
	Emergency Response to a Criminal Terrorist Incident	9/97
	The Planning Function in Emergency Operations	6/1/98
E737	Exercise Program Manager/Management Course	2/5/98
PBC-Emp. Dev.	Interviewing Skills for Supervisors	7/98
PBC-Emp. Dev.	Americans w/Disabilities Act Compliance Training	1/99
PBC-Emp. Dev.	Positive Discipline	2/99
PBC-Emp. Dev.	Risk Management Issues and Reasonable Suspicion Drug Training	3/99
G290	Basic Public Information Officers Course	7/99
	The Planning Function in Emergency Operations	6/1-2/99
	Cost Benefit Analysis	6/1-2/99
	Disaster Declaration 101	6/7/99
	Hurricane Evacuation Decision Making for Emergency Managers	6/7/99
	Team Florida 2000 Training	10/99
G247	Decision Making in a Crisis	12/3/99
G240	Leadership and Influence	12/2/99

Helene Wetherington, AICP, CEM, page 4

PBC	ADA Training	1/28/99
PBC	Performance Appraisals	2/24/99
PBC	Positive Discipline	2/25/99
PBC	Risk Management Issues	3/25/99
PBC	Preparing Board Agenda	10/07/99
	Power Problem Solving	1/27/00
	Medic First Aid	5/11/00 & 2007
	EEO Overview and Preventing Sexual Harassment	7/21/00
G635	Rapid Response Team	8/00
	Emergency Response to Terrorism	1/01
G606	Florida Emergency Operations (former MEO)	1/01
	Law Enforcement Response to WMD Incidents: Awareness Level	1/19/01
IS-015	Special Events Contingency Planning (Independent Study)	8/21/01
IS-324	Community Hurricane Preparedness	12/01
G230	Principles of Emergency Management	12/01
	Introduction to Hurricane Preparedness (NHC)	1/14-18/02
G781	COOP: Elements of Viability	12/12/02
G362	Multi-Hazard Safety Program for Schools	10/23/03
G358	Evacuation and Re-Entry	1/26-27/04
	Public Health including Weapons of Mass Destruction and Field Operations Guide (6 hours or 1.6 CEUs)	4/20-21/04
G270.4	Recovery From Disaster: The Local Government Role – G270.4	7/14-15/04
IS 700	Department of Homeland Security National Incident Management System (NIMS) and Introduction	12/22/04
IS 800	National Response Plan	9/2005
	State Logistics Training	3/8/06
ICS 200	ICS for Single Resources and Initial Action Incidents	7/27/06
ICS100	Introduction to the Incident Command System	7/27/06
ICS 300	Intermediate Incident Command System for Expanding Incidents Training	7/27/07
	Homeland Security Exercise and Evaluation Program	1/5/11
	Principles of Preparedness for Agriterrorism and Food Systems	12/15/09
ICS 400	ICS for Command and General Staff	12/11-12/08
L-449	Incident Command System Train the Trainer Curricula	8/2-6/10
G-362	Multi-hazard Emergency Planning for Schools	01/01/10
G-265	Basic Instructional Delivery Skills	8/2/10
FI2355	County Points of Distribution and Staging Areas	11/16/10
	Post Disaster Redevelopment Planning Workshop	11/5/10
ICS 300	Intermediate Incident Command System for Expanding Incidents Training	7/27/07

Helene Wetherington, AICP, CEM, page 5

Training & Exercises Conducted	
May 10 Storm	5/10/95
Damage Assessment, Hillsborough County, Tampa, Plant City, Temple Terrace, Pasco County, Levy County, Manatee County, Palm Beach County and municipalities, West Park, Weston	1996-present
SERT Liaison Training FDLE, Tampa	5/24/96
ESATCOM Training, Citrus County	5/24/96
Crystal River, Turkey Point, and St. Lucie Nuclear Power Plant Exercises (SERT Liaison at the EOF, Command Team)	1995-1998
Ingestion Pathway Training, Pasco County and Hernando County.	1996-1998
Statewide Hurricane Exercises (State EOC and County EOCs throughout Florida)	1993-2005
Annual Palm Beach County EOC Exercises (Hurricane, Terrorism, Dike Breach, Tornado)	1998-2004
Mosquito Control Exercise (SW Florida LEPC)	1997
EOC Ops and management Course, Course Manager and Instructor,	8/1997-2004
Evacuation and Re-entry Course, New Jersey State Police	2004-2007
Governor's Hurricane Conference Annual Instruction in varied courses (list available upon request)	1996-2007
State of Nebraska Terrorism Exercise, Evaluator	2005
Municipal NIMS Compliance Exercises (Weston, West Park)	2006 & 2007

Actual Disaster Response Experience	
Hurricane Erin Response	1995
Hurricane Opal Response, Holmes County and Okaloosa County	1995
May 10 Storm	1995
Tropical Storm Josephine Response, Hernando County, GERT Liaison PDA w/FEMA	1996
Hurricane Lili Response, Dade County, SERT Liaison	1996
St. Petersburg Riots, Actual Event, Mutual Aid, Command Center, FDLE	1996
Hurricane Bertha Response, Flagler County, SERT Liaison	1996
Hazardous Materials Spills in Lake County, SERT Liaison	1996
Osceola County Tornadoes, SERT Liaison	1998
Hazardous Materials Spill in Pasco County, SERT Liaison	1998
Winter Flooding, SERT Liaison	1998
Hurricane Bonnie, SERT Liaison	1998
Hurricane Georges, SERT Liaison	1998
Tropical Storm Mitch	1998
Hurricane Irene, Palm Beach County, Command	1999
Hurricane Floyd, Palm Beach County, Command	1999
Boca Raton Anthrax Incident Response, AMI Building Palm Beach County Command Team	2001
Hurricane Jeanne, Palm Beach County Command Team	2004
Hurricane Frances, Palm Beach County Command Team	2004
Tropical Storm Fay, Palm Beach County, Federal Disaster Recovery Coordinator	2008

Elizabeth M. McElroy, CEM

Senior Planner, Emergency Management Services

SUMMARY OF QUALIFICATIONS

Senior Emergency Management Planner, *Calvin, Giordano & Associates*

Supervisory coordination of all hazards emergency management planning, training and exercise development for governmental organizations

Terrorism Response Planner, *Palm Beach County Emergency Management*

Professional work in strategizing, implementing and updating domestic security procedures for Palm Beach County

Background Investigator, *Palm Beach County Sheriff's Office*

Conducted background investigations and made recommendations on findings for law enforcement applicants in accordance with State Statutes, Florida Administrative Code, and agency policies

Human Resources Analyst, *Palm Beach County Sheriff's Office*

Coordinated EEO and Affirmative Action programs; conducted investigations and assisted legal counsel regarding allegations of discrimination

PROJECT EXPERIENCE

Program Coordination

- Project lead for the East Central Florida Post Disaster Economic Redevelopment Plan encompassing the six county region of Orange, Brevard, Lake, Osceola, Volusia, and Seminole
- Project lead for the Polk County Post Disaster Redevelopment Plan
- Managing planner for the development of the St. Cloud Comprehensive Emergency Management Plan
- Project lead for several Martin County Continuity of Operations Plans
- Provide technical assistance and facilitate coordination among partner agencies such as law enforcement, fire rescue, non-profit organizations, and municipal governments with regard to homeland security planning
- Identify needs and develop and organize workshops promoting countywide cooperation for homeland security initiatives such as critical infrastructure assessment planning and homeland security grant funding
- Write grants and secure homeland security grant funding; managed over \$1.5 million in homeland security grants
- Develop and implement educational programs to increase awareness in public and private sectors to reduce vulnerability to terrorist attacks; prepare and present briefings on terrorism to various audiences
- Perform advanced statistical analyses of program data using SPSS (Statistical Package for Social Sciences); interpret results to make program recommendations
- Design and participate in exercises impacting Palm Beach, Broward, and Miami Dade counties
- Presenter at the Florida Emergency Preparedness Association and Governor's Hurricane Conferences
- Participated in legislative processes to effect changes in legislation with regard to law enforcement background investigations

EDUCATION

M.P.A., College of Architecture, Urban & Public Affairs, Florida Atlantic University

B.S., Psychology, University of Florida

Leadership Palm Beach County, West Palm Beach, FL

Professional Development Series Certificate, Emergency Management Institute, FEMA

Auxiliary Law Enforcement Certificate, Palm Beach Community College

CERTIFICATIONS

Certified Emergency Manger (CEM) by the International Association of Emergency Managers (IAEM)

PROFESSIONAL AFFILIATIONS

International Association of Emergency Managers (IAEM)

AWARDS

Phi Kappa Phi Honor Society

Pi Alpha Alpha Honor Society

National Society of Collegiate Scholars

Golden Palm Award (awarded by the County Administrator of Palm Beach County)

PRESENTER

Governor's Hurricane Conference

Florida Emergency Preparedness Association

Elizabeth McElroy, page 2

Management and Leadership

- Interim Assistant Director of Emergency Management from 2004 to 2005
- Managed the Domestic Security Section for the Palm Beach County Department of Public Safety
- Emergency Operations Center Planning Section Manager during activations
- Planning Section Chief for 2004 Presidential Election Security Task Force
- Chairperson for the Emergency Management Workgroup of the Southeast Regional Domestic Security Task Force (SERDSTF)
- SERDSTF emergency management representative on the State Working Group for Domestic Security
- Situation Unit and Documentation Unit Leader on Incident Management Team in Lake County for the Groundhog Day Tornadoes
- State Emergency Response Team Liaison for deployment to other parts of the state impacted by a disaster
- Lead committee member for the Post Disaster Redevelopment Workshop which resulted in a nationally recognized Post Disaster Redevelopment Plan for Palm Beach County. Received the County's Administrator's Golden Palm Award for involvement
- Trained as a Type III Planning Section Chief

Training Highlights

Acquired approximately 28 CEUs (280 hours) of training, including but not limited to the following:

- Qualified instructor for Incident Command System (ICS-100, ICS-200, ICS-300, ICS-400, and ICS-402).
- Qualified instructor for Homeland Security Planning for Local Governments
- Type III Planning Section Chief
- FEMA Public Assistance Operations I
- NIMS Resource Management
- FEMA Mitigation Planning for Local Governments
- FEMA Emergency Operations Center Management
- FEMA Special Event Contingency Planning
- Homeland Security Comprehensive Assessment Model (HLS-CAM)
- Crime Prevention Through Environmental Design (CPTED)
- FEMA Radiological Emergency Management and Response

Training Courses Completed

Emergency Management Training

Course # Or Sponsor	Course Description	Date
IS-100	Introduction to the Incident Command System	1/3/2005
IS-200	Basic Incident Command System	7/15/2005
ICS-300	Intermediate Incident Command System	4/20/2007
ICS-400	Advanced Incident Command System	1/11/2008
IS-230	Principles of Emergency Management*	10/7/2004
IS-235	Emergency Planning*	10/7/2004
IS-241	Decision Making and Problem Solving*	6/24/2005
IS-244	Developing and Managing Volunteers*	7/1/2005
IS-242	Effective Communication*	10/14/2004
IS-139	Exercise Design*	6/29/2005
IS-240	Leadership and Influence*	6/24/2005
IS-700	Introduction to National Incident Management System	1/4/2005
IS-800	Introduction to National Response System	8/17/2005
IS-15.A	Special Event Contingency Planning for Public Safety Agencies	5/9/2007
IS-10	Animals In Disaster: Awareness and Preparedness	5/15/2007
IS-11	Animals in Disaster: Community Planning	5/16/2007
IS-3	Radiological Emergency Response	11/29/2007
IS-301	Radiological Emergency Management	1/16/2008
G-318	Mitigation Planning for Local Governments	11/28/2007
G-408	Homeland Security Planning for Local Government: Train the Trainer	8/5/2004
AWR-130	Incident Response to Terrorist Bombings, Awareness Training	6/3/2004
G-275	Emergency Operations Center Management	5/10/2006
MGT-312	Senior Officials Workshop for WMD/Terrorism Incident Preparedness	6/24/2004
MGT-330	Homeland Security Exercise and Evaluation Program Exercise Evaluation (HSEEP)	2/8/2005
HLS-CAM	Homeland Security Comprehensive Assessment Model Course	3/17/2004
CPTED	Crime Prevention Through Environmental Design	3/31/2006
DHS	Homeland Security Information Network (HSIN)	5/23/2006
AHC	Special Events Contingency Planning Workshop	4/1/2008
TS-G6	GHC Type III Planning Section Chief	5/14/2008
IS-631	Public Assistance Operations I	9/3/2008
L-449	ICS Train the Trainer	9/19/2008
IS-703	NIMS Resource Management	9/29/2008

*(*Courses required for Professional Development Series Certification which was awarded on July 7, 2005)*

Exercises

2005	RDSTF Annual Tabletop Exercise
2005	“Operation Horseshoe” (Palm Beach County Exercise)
2006	RDSTF Annual Tabletop Exercise “Operation 41”
2006	Operation Sweet Revenge (Palm Beach County Exercise)
2009	Treasure Coast Regional Planning Council Biennial Hazardous Materials Exercise
Annual	Annual Statewide Hurricane Exercise

Elizabeth McElroy, page 4

Disaster Activations and Deployments

2004: Hurricane Charley	Deployed to Hardee County EOC to assist State Emergency Response Team
2004: Hurricane Frances	Planning Manager for the Palm Beach County EOC
2004: Hurricane Jeanne	Planning Manager for the Palm Beach County EOC
2005: Hurricane Wilma	Deputy Planning Manager for the Palm Beach County EOC
2007: Groundhog Day Tornadoes	Deployed to Lake County as the Situation Unit Leader of the Planning Section IMT

Law Enforcement Training

CJSTC	Basic Recruit Certificate – Law Enforcement Officers Cert #44-89-001-01	5/16/89
PBSO	Basic Survival for Law Enforcement Officers	6/14/91
CJSTC	Advanced Organized Crime	5/9/1996
UNF PSI	Detection & Investigation of Fraudulent Documents	6/12/2002
CJSTC	CJSTC Rules Workshop	11/19/2002
IPTM	Police Applicant Background Investigation	9/25/1995
PBSO	Interviewing skills	9/29/2000
PBSO	Human Diversity	5/9/97
PBSO	Domestic Violence	5/19/97
PBSO	Ethics, Harassment, and OSHA	9/6/2001
IACP	Assessment Centers and Selection Issues	11/19/1997
FL Institute of Gov't.	Records Management Certification	4/26/2001
Council on Ed. in Mgmt	How to conduct an internal investigation	8/17/98
Stanley Slowik, Inc	Objective pre-employment interviewing	6/18/1996
Harvey, Ward and Associates	Background Investigation for Police Applicants	4/24/1997
Miami Dade College	School of Justice & Safety Administration: Information Gathering	3/19/1996
EEOC	EEOC Technical Seminars	Multiple

Bryan Kelley, EI

Traffic Engineer

SUMMARY OF QUALIFICATIONS

Mr. Kelley has 3 years of experience in traffic engineering and transportation planning for the private sector and local government. His traffic engineering experience includes: traffic impact analysis for private developers resulting in recommended roadway and operational improvements, access management plans, intersection operational analysis, signal warrant analysis, queuing analysis, crash analysis, roundabout analysis, shared parking analysis, traffic calming recommendations, Evaluation and Appraisal Reports (EAR), and Transportation Elements. He is knowledgeable of several software applications including Synchro, SimTraffic, HCS, Artplan, Rodel, AutoCad, and Microsoft Office.

PROJECT EXPERIENCE

Comprehensive Plans. Prepared existing and future transportation data for the Transportation Elements for EAR-based Amendments for St. Lucie County and the Cities of Pahokee and Weston.

Carrying Capacity Traffic Study, Key West, Florida. Currently conducting a city-wide carrying capacity traffic study to determine the impacts of traditional and non-traditional modes of transportation on the overall Key West roadway network. The year-long study will include citywide data collection, transportation network modeling, alternatives analysis and simulations as well as extensive public outreach and coordination.

Midway Road PD&E Study, St. Lucie County, Florida. Modeled and analyzed the existing and future traffic operations of the Midway Road arterial from South 25th Street to US-1 using Synchro and SimTraffic software. Included analysis of traffic operations of various proposed Midway Road cross-sections.

Florida Department of Transportation (FDOT) District 4 General Planning Contract, Ft. Lauderdale, Florida. Providing traffic engineering and planning services including Traffic Forecasting for FDOT road design projects. Review services provided for Interchange Justification Reports (IJR), Developments of Regional Impact (DRI), and Traffic Impact Studies (TIS).

Palm Beach County School Board, West Palm Beach, Florida. Provide traffic impact analysis for Manatee Elementary and Seminole Trails Elementary schools in Palm Beach County. Services include link and traffic operational analysis following the Palm Beach County Traffic Performance Standards guidelines to satisfy concurrency requirements. Services also include queuing analysis, and turn lane recommendations.

Traffic Sign Inventory Analysis, Weston, Florida. Reviewed and analyzed all existing traffic signs within the City of Weston. Recommendations of installing or removing traffic signs were made in compliance with MUTCD and the State of Florida requirements.

Site Plan Reviews: Lake Park, Jupiter, and Parkland, Florida. Reviewed and prepared traffic study comments and site plan review comments of commercial and residential developments for the municipalities of Lake Park, Jupiter, and Parkland.

City of Weston General Planning Services, Weston, Florida. Performed signal warrant analysis, left turn analysis, and roundabout analysis for numerous intersections in the City of Weston. Modeled and analyzed signalized intersections and made recommendations for operational improvements including signal timing and phasing modifications and roadway geometrical improvements. Additional services include creating an inventory of substandard roadway striping and prioritizing recommended improvements.

EDUCATION

B.S., Civil Engineering
University of Florida, 2007

Gianno Antonio Feoli

Landscape & Urban Design, Branding

SUMMARY OF QUALIFICATIONS

Mr. Feoli leads the landscape department in creative design strategies. His specialties include urban design, contextual analysis and branding. He also leads CGA's master planning, community participation efforts and graphics communication services. His specific strengths lie in park design, streetscapes and urban interventions, and form-based urban design and planning.

RECENT PROJECTS

Community Participation and Outreach Services

Doral Boulevard Beautification Master Plan, Doral, FL **Lead Urban Designer, Workshop Facilitator**

CLIENT: City of Doral

Streetscape and urban design for a four-mile stretch of Doral Boulevard, creating planning zones, access management design recommendations, signage and gateway features, stipulating architectural relationships to improved sidewalk design and parking design recommendations.

Joe DiMaggio Children's Hospital Campus Master Plan, Hollywood, FL **Project Manager, Lead Designer**

CLIENT: Memorial Healthcare System

Created a landscape and open space programming master plan for the healthcare campus facility, including upgrading and reprogramming of residual spaces between buildings, new smoking areas, media center areas, parking expansion areas, surrounding buffering qualities, entry features and new landscaped areas.

Little Haiti Charrette, Miami, FL **Charrette Team Leader**

CLIENT: Pro-bono

Participated and moderated table designs in a community visioning design charrette for a new regional park in the Little Haiti District of the City of Miami. Design considerations and options for the preservation of remaining Lemon City historic structures were discussed.

Memorial Regional Hospital Neighborhood Streetscapes, Hollywood, FL **Project Manager, Lead Designer**

CLIENT: Memorial Healthcare System

As part of ongoing negotiations with surrounding residential property owners, developed a landscape buffer including swale plantings and a property-owner plant voucher system for an increase in tree canopy and visual buffers of all areas surrounding the hospital campus up to 600 feet.

EDUCATION

Master of Landscape
Architecture
Florida International
University
School of Architecture
Miami, Florida

B.A., Architectural Studies
Florida International
University
School of Architecture
Miami, Florida

PROFESSIONAL REGISTRATION

American Society of
Landscape Architects

American Institute of
Architects

Urban Environment League

Miami Gardens Town Center, Miami Gardens, FL
Project Manager, Lead Designer, Ordinance Drafter

CLIENT: City of Miami Gardens

Created transit-oriented development and town center design for more than 100 acres of derelict and underutilized urban contiguous areas in preparation for the mass-transit MetroRail expansion and its new station scheduled for the site. Developed planning and design standards and ordinances that allowed for balanced densities to support the public transit system and a new commercially viable, walkable community.

West Island Neighborhood Improvements, Bay Harbor Islands, FL
Project Manager, Lead Designer

CLIENT: Town of Bay Harbor Islands

Developed and engaged community in a design strategy for neighborhood improvements, including street trees, roadway, parking, lighting and traffic calming. The project led to the design and construction of the improvements.

North Shore Neighborhood Improvements, Miami Beach, FL
Landscape Project Manager

CLIENT: City of Miami Beach

Implemented the City's BODR and designed the planned improvements, including character landscaping, streetscapes, parking, lighting, ADA access and waterline replacement for more than eight miles of urban, neighborhood corridors.

Overtown Park, Miami, FL
Project Manager, Lead Designer, Charrette Facilitator

CLIENT: Trust for Public Land

Conducted a community design charrette with residents and stakeholders to arrive at a neighborhood park design. The final design included playground amenities, specialty paving treatments, planting, lighting and art in public places.

Palms Spring North Visioning Charrette, Palms Spring North, FL
Charrette Organizer

CLIENT: Miami-Dade County Planning and Zoning Department

Coordinated and participated in a community visioning charrette for the Palms Spring North neighborhood of Miami-Dade County. The result was community consensus and design alternatives to improve traffic and transit, connectivity, walkability and better use of open space with recreational and passive activities.

Rock Pit 77 Park Master Plan, South Dade, FL
Project Manager, Lead Designer

CLIENT: Miami-Dade County Park and Recreation Department

Developed master plan of a neighborhood park with a nature trail, basketball court, native educational component, preserve area, playground structure and shelter.

South Dade Greenways Charrette, South Dade, FL
Charrette Organizing Member and Facilitator

CLIENT: Pro-Bono

Moderated and participated in the organization of a design charrette that included public and private sector, as well as community, participants. The charrette was a part of the County's open space master plan.

Sunny Isles Beach Town Center, Sunny Isles Beach, FL
Lead Designer, Ordinance Drafter, Graphic Artist

CLIENT: City of Sunny Isles Beach

Urban design and ordinance drafting for the Town Center District Overlay, ensuring that building scale and massing were sensitive to surrounding context, encouraging a walkable, pedestrian environment that activated commercial uses strategically planned for new streetscape conditions.

Gianno Antonio Feoli, ASLA, AIA page 3

Town-Wide Design Guidelines, Surfside, FL Lead Urban Designer, Ordinance Drafter

CLIENT: Town of Surfside

Designed guidelines for all areas of the town, with particular attention to the preservation of high-quality, context-sensitive design in the residential areas.

Virginia Key Charrette, Miami, FL Charrette Team Leader

CLIENT: Pro-Bono

Participated in city-organized charrette as team member focused on landscape and environmental mitigation planning to reestablish natural landscape patterns, and to establish the project's location within the regional context. This component of the participation won an Award of Excellence from the ASLA-Florida Chapter.

Recreational Facilities Design

Rock Pit 77 Park Master Plan, South Dade, FL Project Manager, Lead Designer

CLIENT: Miami-Dade County Park and Recreation Department

Developed master plan of a neighborhood park with a nature trail, basketball court, native educational component, preserve area, playground structure and shelter.

Sombrero Beach Park, Marathon, FL Design Team Member

CLIENT: City of Marathon

Developed park master plan and design for the creation of a beachfront park with dune access, volleyball courts, playgrounds, beach amenities, dune and turtle nesting habitat restoration.

Vista Park Phase I, Weston, FL Project Manager, Contributing Designer

CLIENT: City of Weston

Created site design and landscape design for an active park, including four league-standard softball fields, four soccer fields, concession stands, restrooms, canal-side nature trail, a tot lot, parking and lighting design.

Corridors Beautification Master Plan, Weston, FL Design Team Member

CLIENT: City of Weston

Developed master plan and landscape design for planting and branding along all major thoroughfares of the city, including lighting and gateway features.

Patrick Figurella, P.E.

Director, Engineering/Project Manager

SUMMARY OF QUALIFICATIONS

Mr. Figurella is a project engineer with 17 years experience in project management of roadway design and reconstruction, utility and drainage infrastructure, comprehensive planning and civil site work including design and permitting. Mr. Figurella is very proficient in the use of the latest versions of AutoCAD Civil 3D.

PROJECT EXPERIENCE

Comprehensive Planning

Prepared Comprehensive Plan Amendments related to Potable Water, Sanitary Sewer, Drainage, Solid Waste, and Natural Groundwater Aquifer Recharge as follows:

- Town of Loxahatchee Groves First Comprehensive Plan
- Town of Malabar EAR-based Amendments
- City of Pahokee EAR-based Amendments and 10-Year Water Supply Plan
- City of Parkland EAR-based Amendments and 10-Year Water Supply Plan
- City of Fort Pierce Comprehensive Plan Rewrite
- St. Lucie County EAR and EAR-Based Comprehensive Plan Amendments
- Martin County EAR

Utility/Civil Site Experience

Marlin Bay Yacht Club, Marathon, Florida. Designed and permitted the paving, grading, drainage, gravity and vacuum sewer and potable water elements of the 80 building residential condominium project. The project was located on an extremely tight eight acre parcel. The project featured utility service to the extensive boat docking facilities including potable water, vacuum sewer and fire protection.

Mangonia Park Utility Engineering, Mangonia Park, Florida. Provided water and sewer utility engineering services to the Town including construction observation, site plan review, grant writing assistance and technical expertise.

Cannonsport Marina, Palm Beach Shores, Florida. Designed and permitted the paving, grading, drainage, gravity sewer and potable water elements of the five building condominium including utility service to the boat docking piers.

Maritime Academy, Riviera Beach, Florida. Designed and permitted the paving, grading, drainage, gravity sewer and potable water elements of the school. Project featured replacement of an asbestos cement water main across the project frontage.

SR 710 (Martin Luther King Boulevard) Utility Relocation, Riviera Beach, Florida. Designed the water and sewer relocations in support of FDOT's roadway project. Project included 6,000 LF of 12" water main, a 1,000 LF directional bore of a 30" raw water main, a 300 LF offset of the 30" raw water main in another location and other minor relocations.

Paloma Lakes, Coconut Creek, Florida. Designed and permitted the paving, grading, drainage, gravity sewer and potable water elements of the 286 unit residential multifamily subdivision.

Bay Harbor Islands Community Enhancement Project Phase II, Bay Harbor Islands, Florida.

Designed and permitted the roadway and utility improvements for 2.3 miles of roadways on the west island of the Town. Improvements included new curbs, pavement, grading and waterlines.

Bay Harbor Islands Community Enhancement Project Phase III, Bay Harbor Islands, Florida. Designed and permitted the roadway and utility improvements for 4.2 miles of roadways on the east island of the Town. Improvements included new curbs, pavement, grading and waterlines.

EDUCATION

B.S., Mechanical Engineering
University of Florida,
Gainesville, December
1993

PROFESSIONAL REGISTRATION

Professional Engineer
State of Florida No. 54795

PROFESSIONAL AFFILIATIONS & AWARDS

American Society of Civil Engineers: Member,
2004-2005 Past-President
& 2004 "Young Engineer of the Year" for Palm Beach Branch

Florida Engineering Society: Member, 2002-2003 "Young Engineer of the Year" for Palm Beach Chapter

PUBLIC SERVICE

Village of Royal Palm Beach Code Enforcement Board 1998-2004

Palm Beach County 5-Year Road Program Oversight & Advisory Council 2002-2003

Nathan Schaeffer, PE

Engineer

SUMMARY OF QUALIFICATIONS

Mr. Schaeffer has 5 years of professional experience in utility design and permitting, roadway resurfacing, storm and sanitary sewer systems. He is knowledgeable of several software applications including Microsoft Office, AutoCAD, SAP2000, PayDirt, KenPave, Microstation and GEO-SLOPE.

PROJECT EXPERIENCE

Comprehensive Planning

Prepared Evaluation and Appraisal Reports and Comprehensive Plan Amendments related to Potable Water, Sanitary Sewer, Drainage, Solid Waste, and Natural Groundwater Aquifer Recharge as follows:

- St. Lucie County Evaluation and Appraisal Report
- Martin County Evaluation and Appraisal Report
- City of Pahokee Evaluation and Appraisal Report
- City of Parkland EAR-based Amendments
- City of Fort Pierce Comprehensive Plan Rewrite (EAR-based Amendments)

Debris Monitoring Services for the Town of Jupiter, Florida. Mr. Schaeffer completed debris monitoring services for the Town of Jupiter post Hurricane Wilma. Responsibilities included attending training for assignment specifics, implementing and enforcing safety guidelines at debris sites, and monitoring inflow of debris and maintaining truck schedules to promote efficient operations.

Town of Jupiter, A1A Bike Lane Project. Project Engineer involved in the design, permitting, utility coordination and construction inspection of utility replacement and road resurfacing.

City of Riviera Beach, MLK/SR 710 Utility Main Replacement (FDOT Project). Project Engineer involved in the design and permitting of 6,000+ feet of water main and 1000' raw water main including directional drill.

LAND DEVELOPMENT

Mr. Schaeffer has completed permitting, cost estimates, drainage calculations, construction engineering inspections, paving, grading and drainage design, water and sewer system design for the following projects:

- **Cannonsport Marina, Singer Island, Florida.** Marina facility and 30 unit condo development on the Intracoastal Waterway.
- **Mirasol Beach Residences Condominium, Singer Island, Florida** – oceanfront highrise condo development.
- **The European Club, Hallandale Beach, Florida** – mixed-use highrise.
- **Paloma Lakes Development, Coconut Creek, Florida** – 30-acre, 300-unit multi-family residential site.

EDUCATION

Bachelor of Science in Civil Engineering, University of Toledo - Toledo, OH, 2005

PROFESSIONAL REGISTRATION

Professional Engineer State of Florida No. 70729

Hector Perez

Associate, Director of Data Technologies and Development

SUMMARY OF QUALIFICATIONS

Mr. Perez has 15 years of experience in the field of technology with 10 of these years focused on GIS technology and its applications using ArcINFO, ArcGIS, and ArcView.

Prior to joining CGA, Mr. Perez played a vital role during the inception of GIS at the Broward County Property Appraiser's Office GIS Department. He developed many phases of the data conversion process and integration of GIS standards for the Broward County parcel base map.

PROJECT EXPERIENCE

Associate in charge of Data Technologies and Development, IT Management for Calvin, Giordano & Associates, Inc. Fort Lauderdale, Florida. Involved in ongoing management of daily Geographic Information Systems (GIS) and Information Technology (IT) activities within CGA. Duties include full responsibility and accountability of all hardware and software implementations and integrations into the existing production environment. Accountable for all aspects of software and application development including deployment of INKforce™ which include Code Enforcement Tracking, Building and Permitting Tracking and Fire Inspection Tracking.

Comprehensive Plans. Oversees all data development, digitizing, sourcing and GIS map creation for Evaluation and Appraisal Reports, EAR-based Amendments, and First Comprehensive Plans.

GIS Data Development, Monroe County, Florida. Coordinated CGA staff, Monroe County staff and ESRI technical consultant from the development of a Zoning Geodatabase through the implementation of an interface to maintenance of the Zoning layer.

GIS Data Development, Department of Public Works and Utilities, Miramar, Florida. Assisted Miramar Department of Public Works and Utilities under an open (not to exceed) contract with GIS development. The contract included unlimited wide range support in developing new GIS data and converting existing CAD information into GIS. Developed datasets include roadway pavement, plat boundary, easements, updating of the parcel base map, and utilities pilot conversion. Currently converting CAD utility files into GIS.

GIS Data Development, South Broward Drainage District, Florida. Project involves developing and updating all GIS coverages for a 72-square-mile area. Data layers include, but are not limited to, parcel base map, easements, lakes, canals, lake interconnects, pump stations and staff gauges.

GIS Implementation, Weston, Florida. Project involves developing, updating, and maintaining all GIS coverages for the City. The coverages include, but are not limited to, City boundary, parcel base map, streets, addresses, utilities (water, sewer, and storm drainage), residential commission districts, business locations, parks, school boundaries, refuse pick-up, etc. CGA implemented these coverages into an interactive GIS Map Service that is accessible through the City's official web site. Also provide general mapping and GIS support to City staff.

EDUCATION

Geographic Information Systems Program, Ferris State University

Courses in Math for Mappers, Public Land Survey Systems, and Interpretation of Legal Descriptions, Florida Association of Cadastral Mappers

Undergraduate Courses in Architecture Broward Community College, Florida

Undergraduate Courses in Engineering Miami-Dade Community College, Florida

B.S. Technical Management, DeVry University, Miramar, FL, 2009

Michael Lawrence Green

GIS Specialist

SUMMARY OF QUALIFICATIONS

Mr. Green has applied knowledge of Microsoft Office Suite, ArcEditor, ArcScene/3d Analyst, Adobe Photoshop, ESRI GIS 9.1, Geocoding, Network Analyst, Spatial Analyst, ESRI ArcCatalog, and SketchUp.

PROJECT EXPERIENCE

GIS Specialist, Calvin, Giordano & Associates, Fort Lauderdale, Florida (2007- Current), Comprehensive Plans. Gathered data from various county, state, and federal agencies and prepared maps in GIS for the following Comprehensive Plan projects:

- EAR-based Amendments: St. Lucie County, City of Hollywood, City of Pahokee, Town of Medley, Town of Malabar, Town of Surfside
- First Comprehensive Plans: City of West Park, Town of Loxahatchee Groves

BP Oil Spill. Developed and maintained a full ArcPad Mobile GIS solution to monitor and track booming operations for Franklin County. Assisted emergency management planners and county officials with planning and implementing the boom operation plan used to protect the Counties sensitive habitats along the coast. Developed all mapping documents presented to the State Emergency Operations Center in Tallahassee, Florida.

Weston Sign Inventory. Assisted in the Development and maintenance of a full Arcpad Mobile GIS Application, including but not limited to creating attribute domains, creating ArcPad forms and developing look-up tables for database population. Maintained the daily sign inventory data as well as completed the check in and check out process for data quality assurance.

Lauderdale Lakes Tree and Street Feature Inventory. Assisted in the development and maintenance of a full Arcpad Mobile GIS Application, including but not limited to creating attribute domains, creating ArcPad forms and developing look-up tables for database population.

Research Assistant, Center for Urban and Environmental Solutions, Florida Atlantic University, Fort Lauderdale, Florida (2005 - 2007). Marine Facilities Project. Developed a comprehensive database of recreational boating facilities statewide for the Florida Fish and Wildlife Conservation Commission. Created a methodology for the location and analysis of recreational boating facilities using Geographic Information Systems.

Marina Site Suitability Project. Conducted a marina site suitability analysis of Lee County, Florida using Geographic Information Systems. Drafted a marina siting methodology for use in additional counties throughout Florida. Maintained the daily Tree and Street feature inventory including check-in and check-out process of the daily data collection for data quality assurance. Combined all data into single shapefiles for a complete citywide dataset. Completed analysis and created maps to show Tree and Street Feature coverage throughout the city of Lauderdale Lakes.

Intern, Ohio Department of Transportation, Department of Aerial Engineering, Columbus, Ohio (2003 - 2004). Scanned aerial photography for clients using high end scanners and Adobe Photoshop. Digitized aerial photographs into ArcGIS shapefiles for use in transportation studies.

EDUCATION

Masters of Urban and Regional Planning with a specialization in Visual Planning Technology, Florida Atlantic University, May 2007

Bachelor of Arts in Geography with a specialization: Urban and Regional Systems, Ohio State University, Columbus, OH, June 2004

PROFESSIONAL ASSOCIATIONS

Florida Chapter of the American Planning Association

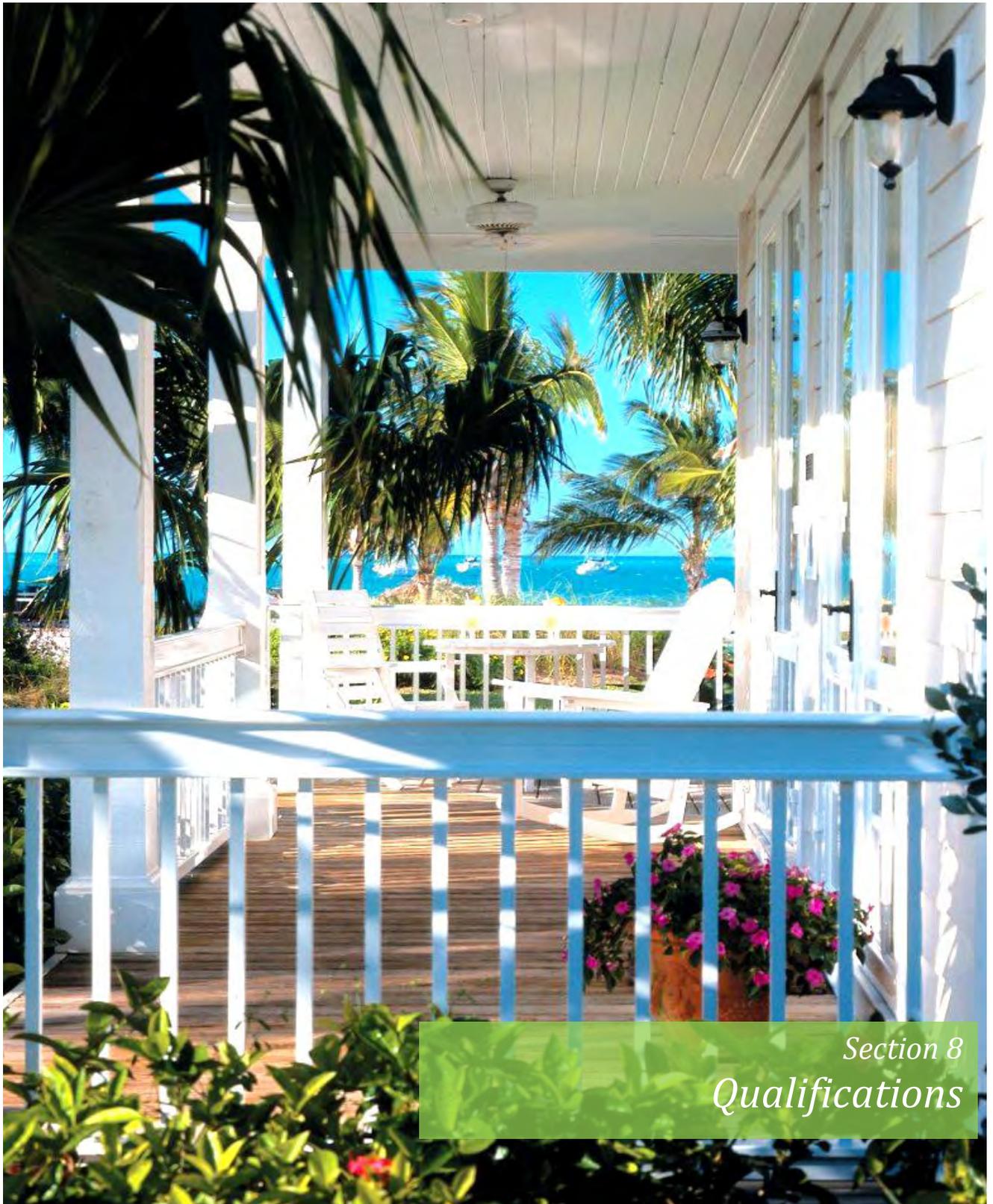
Florida Atlantic Planning Society

Delta Chi Fraternity

The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



Section 8
Qualifications



Qualifications

SPECIFIC CGA QUALIFICATIONS IN COMPREHENSIVE PLANNING

Successful Community Engagement

The CGA team has a reputation for sensitivity and neutrality in facilitating productive public participation with passionate stakeholders. A variety of tools such as **handheld electronic voting**, **3D imaging** and **PowerPoint** presentation are used to help explain the concepts. Our previous public participation experience ranges from workshops with environmental activists in Martin County to workshops with Tea Party members in St. Lucie County.

During the **Key West Carrying Capacity Study**, the CGA team held an open house so that residents and stakeholders could provide input on the study and proposed recommendations. Outreach included a radio interview with to describe the study and invite Key West residents to participate.



During the drafting of the **first Comprehensive Plan for the Town of Loxahatchee Groves**, topic-specific (ie, Housing, Land Use, Transportation) Saturday pizza workshops were held to generate public turnout. The workshops alternated between Town Council workshops open to the public and workshops exclusively for stakeholders. In a community founded by volunteers, intimate involvement in the drafting of the Comprehensive Plan was essential.

In **St. Lucie County**, CGA's outreach activities included press releases about workshops and invitations to comment on draft EAR-based amendments posted on the County's website. CGA staff also attended local events such as the Fort Pierce Friday Fest and handed out brochures on the public participation schedule and project to generate greater public awareness.

The successful **Town of Malabar EAR** scoping meeting attracted 10% of the population using roadway signs to advertise the meeting. The participants enjoyed being able to express and emphasize their desire to establish a commercial district on the edge of their largely rural community.

Successful Public Meetings.

CGA has a reputation for sensitivity and neutrality in facilitation of publicly attended meetings. **Martin County** is well known for its passionate anti-development activists. During the EAR process, members of the public represented three distinct groups: anti-development, sustainability and smart growth, and pro-growth. All public workshop participants were allowed as much time as needed to speak and their comments were recorded on a screen or pad to assure the participant that their comments were noted. By listening carefully to public input and incorporating as many specific strategies from the public as possible, CGA was

"We will look at the pros and cons of each transportation mode and let the City Commission, residents, and stakeholders determine what is important and valuable. We want to get our hands around community values."

-Jeffery Maxwell, Director Traffic Engineer, in an interview on Morning Magazine with Bill Becker (US I Radio) regarding the City of Key West Carrying Capacity Study.



Qualifications

able to recommend changes that would streamline and remove inconsistencies from a document that is considered “the bible” in Martin County.

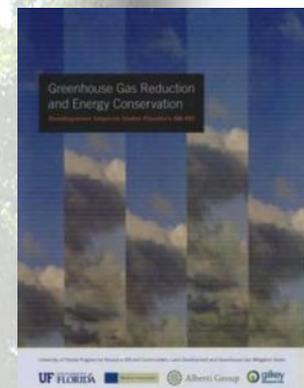
During the **St. Lucie County EAR-based Amendment** process, Tea Party members dominated public meetings and expressed a desire to remove all land use regulation and zoning procedures. There was a concern that the Comprehensive Plan and EAR-based Amendments focused more on “critters and dirt” than creating jobs. In this case, CGA and County staff were able to successfully communicate the County’s extensive economic development policies and the direction private development had taken in historic emphasis on residential development over commercial development. In the end Tea Party members did not agree with comprehensive planning philosophically, but appreciated understanding the process and County efforts to focus on future economic and commercial development.

First in HB697 Implementation.

CGA is a leader in implementing HB697 requirements for energy efficiency and greenhouse gas reduction strategies in Comprehensive Plans. Our EAR-based Amendment work with the City of Weston and the Town of Medley and the first Comprehensive Plan for the Town of Loxahatchee Groves has been used as examples by DCA and cited in the **University of Florida publication *Greenhouse Gas Reduction and Energy Conservation: Development Impacts Under Florida HB 697.***



The report specifically notes strategies included in the new comprehensive plan for Loxahatchee Groves such as requiring land use changes to be reviewed based upon energy efficiency and discouragement of sprawl, development to be “transit-ready” along major routes, and maintaining agriculture to reduce heat island effects. UF noted the CGA-authored amendments to the Medley Comprehensive Plan, prepared through Evaluation and Appraisal Report (EAR)-based Comprehensive Plan Amendments, included strategies such as alternate energy production as an allowed use in Industrial



land uses and requiring energy efficiency in new buildings. Noted Weston policies include developing review criteria for placement of photovoltaic cells, and maintaining and improving the City’s extensive bikeway network with access to significant commercial, employment, and recreational centers.

While not a major issue in the 2005 or 2007 EAR, climate change and sea level rise are of great concern to the City of Key West. As a member of ICLEI – Local Governments for Sustainability and ICLEI’s 5-Milestone Cities for Climate Protection (CCP) Campaign, and having prepared the *Greenhouse Gas Emissions Inventory Report*, Key West has already recognized itself as “ground zero” for sea level rise, ocean warming and ocean acidification. The City has been proactive in forming the Climate Action Team, Adaptation Work Group, preparation of the Climate Action Plan, and, coordinating with agencies involved and affected by sea level rise, and identifying potential areas of concern.

Qualifications

CGA team members have served on the Greenhouse Gas Reduction subcommittee of the Broward County Climate Change Task force making recommendations to reduce greenhouse gas emissions, and have followed the efforts of the South Florida Regional Climate Change Compact. CGA also has an ongoing project for the Florida Department of Community Affairs exploring the opportunities to include sea level rise considerations into Post Disaster Redevelopment Planning efforts, including determining the most credible methodology to determine sea level rise at a local level. Finally, CGA team members have hosted numerous educational events focusing on greenhouse gas emissions, climate change and the impacts to the South Florida region.

Support for Lawsuit against SB360 and Understanding Local Government Concerns.

CGA planners and transportation engineers provided technical support to the City of Weston which led the legal challenge to SB360 in 2009. The **City of Weston, along with 19 other communities** asserted that the bill (SB360) would have a detrimental impact on local governments, **forcing "unfunded mandates"** to build the infrastructure needed to support growth. CGA Senior Vice President, Shelley Eichner, AICP, provided a key affidavit in the finding that SB360 was an unfunded mandate.

Excerpt from SB360 Final Summary Judgment

been so designated. Plaintiffs' Appendix (App.) 13. The affidavits of Shelley Eichner (App.16), Patricia A. Bates (App.17) and Ericka Gonzalez-Santamaria (App. 18) establish the unrefuted fact that the minimum cost to a local government to comply with the mandated comprehensive plan amendment is a low of \$41,264 and the high end of the range of costs is \$104,170, thereby requiring the minimum mandated expenditures required to comply statewide by the 246 local governments designated as TCEAs would be from \$10,150,944 to \$25,625,820.

Consistency between the Elements.

The purpose of the Evaluation and Appraisal Report and EAR-based Comprehensive Plan amendments is to accommodate growth, maintain existing development, and fulfill the vision of the community. When CGA prepares EAR-based Amendments, we review each policy change in light of the Comprehensive Plan as a whole. A change in Transportation Level of Service such as inclusion of state requirements for Strategic Intermodal System facilities, for example, may require amendments to the Data Inventory and Analysis and Goals, Objectives, and Policies of the Future Land Use Element and the Capital Improvement Element.

Holistic Approach.

In addition to our holistic approach to EAR-based Amendments, CGA is successful in managing complex issues between reviewing agencies and local governments. For example, during the City of Parkland EAR-based amendment process, the Florida Department of Transportation (FDOT) had significant concerns about how the Comprehensive Plan reflected regional transportation priorities on State Road 441 and University Drive. At the same time, the City wished to limit expansion of these roadways while simultaneously pursuing an annexation that would also change the County boundary and the regional transportation scenario. CGA brought FDOT and City staff together to work out Transportation Element policies that reflected common goals, but ultimately reflect City interests to limit traffic through their largely residential community.

Qualifications

Managing DCA Objections.

CGA's first line of defense is to communicate with DCA reviewers before the Objections, Recommendations, and Comments (ORC) report is issued. In many cases, objections can be prevented by communicating local knowledge of the community to DCA reviewers who may not be able to travel or visit their assigned areas. When DCA does have objections, CGA works closely with DCA to understand their interpretation of statutes, and the Florida Administrative Code to successfully adjust amended policies that meet DCA expectations while maintaining the community's growth management priorities.

In the ORC Report for the first Comprehensive Plan for the Town of Loxahatchee Groves, DCA suggested that the Town develop policies that address the potential aggregation of lots for a future town center, marketplace, or commercial and employment node that could centrally serve the residents and thereby reduce the number of vehicular trips in order to reduce greenhouse gas emissions. During the Town's visioning process, Town residents generally expressed disinterest in creating a town center, but supported further commercial development along Southern Boulevard. Future Land Use objectives were restated to emphasize the Town's support of commercial development along the Southern Boulevard Corridor to successfully address this Objection.

Even Though We've Done this Before...

The City of Key West is unique and we must tailor our approach to Key West residents' and other stakeholder interests. CGA has prepared eight full sets of EAR-based Comprehensive Plan Amendments, three first Comprehensive Plans, and one Comprehensive Plan rewrite. Even with our success rate, we always double-check Comprehensive Plan Amendments with Chapter 163, Rule 9J-5, specific and detailed amendment recommendations throughout your EAR, and any updates since the last EAR or EAR-based Amendments. Our modus operandi is to improve the local government's Comprehensive Plan overall, not just complete required amendments. According to state government and regional agencies, we have accomplished this for a number of local governments. Plan reviewers often comment that the Comprehensive Plans we work on are "significantly improved." CGA Team Members also have experience working with the uniqueness of The Keys and Areas of Critical State Concern having assisted Marathon with their first Comprehensive Plan.

CGA has prepared the following Comprehensive Plan projects:

EAR-based Comprehensive Plan Amendments

- City of Hollywood
- City of Fort Pierce
- City of Pahokee
- City of Parkland
- City of Port St. Lucie (In progress)
- City of Weston
- Town of Malabar
- Town of Medley (Response to ORC Report)
- Town of Surfside
- St. Lucie County

Qualifications

First Comprehensive Plans:

- Town of Loxahatchee Groves
- City of Weston
- City of West Park
- City of Marathon (First Draft)

Evaluation and Appraisal Reports:

- City of Hollywood
- City of Weston
- Martin County
- St. Lucie County
- City of Pahokee
- City of Sunny Isles Beach
- Town of Malabar
- Town of Lake Park
- Town of Surfside

Comprehensive Plan Knowledge

CGA is well known for its knowledge of Comprehensive Planning and the Comprehensive Plan requirements of Chapter 163, F.S. and Rule 9J-5 F.A.C. With each Comprehensive Plan amendment package, CGA stays in touch with the Florida Department of Community Affairs, the Florida Department of Transportation, the South Florida Water Management District, the South Florida Regional Planning Council and other agencies that review Comprehensive Plan amendments. Typically, each agency is contacted to verify data sources and to discuss coordination in advance of transmittal hearings. We find the state and regional agencies appreciate early and timely communication and involvement in Comprehensive Plan amendments and the opportunity to discuss important matters before they are required to officially comment on amendment packages. CGA planners, civil engineers and environmental planners also stay abreast of Comprehensive Planning issues by attending conferences, webinars, and rule-making meetings.

Presentations and Involvement in Comprehensive Plan Issues

CGA Senior Vice President and Principal Shelley Eichner, AICP, has been awarded for her leadership in school concurrency and participation as Chair of the Broward School Board Staff Working Group. Ms. Eichner also serves on the Broward County Oversight Committee which is responsible for ensuring compliance with public school concurrency among the thirty-one municipalities in Broward County.

CGA's expertise in Comprehensive Planning is well-recognized. DCA recently invited Lorraine Tappen, AICP, Senior Planner, to speak at a conference in Palm Beach County on EAR preparation



Qualifications

Senior Planner Lorraine Tappen, AICP, LEED Green Associate, was invited by DCA to speak at a conference on EAR preparation in April 2010. The DCA workshop coordinated by the Treasure Coast Section of the American Planning Association, and the Treasure Coast Regional Planning Council, reviewed EAR requirements and preparation techniques. Ms. Tappen participated in a panel discussion on “Making Your EAR Process More Effective,” outlining the successes from preparing EARs with her CGA Team in a variety of communities in the Treasure Coast and South Florida.

Successful Staff Meetings

We find EARs and EAR-based Amendments to be opportunities for greater coordination among City departments and an opportunity for great understanding of the Comprehensive Plan outside the Planning department. CGA is acutely aware of Comprehensive Plan requirements and the overall purpose of the Comprehensive Plan to provide big picture and strategic land use planning. We are able to create succinct requests for data from various City departments so that coordination during the drafting process does not become a burden on City staff. Also, we are able to diplomatically explain the reasons why certain policies and procedures are or are not appropriate for the Comprehensive Plan. Typically and as appropriate we highlight City staff contributions to the EAR-based amendments work so that all contributions can be acknowledged.



By the end of the EAR-based Amendment process, the City of Key West staff will know CGA staff members, their roles, and appreciate our ability to digest immense amounts of data and City information into the Comprehensive Plan.

Evaluation & Appraisal Report (EAR) & EAR-Based Amendments

Hollywood, Florida



Calvin, Giordano & Associates prepared an Evaluation and Appraisal Report (EAR) of the City of Hollywood's Comprehensive Plan. The assessment process allowed CGA, with assistance from City staff and the community, to identify and propose changes to their Comprehensive Plan in order to address changing conditions and projected growth within the City.

The EAR-based amendments addressed the City's most pressing problems and opportunities: escalating traffic congestion, urban infill and redevelopment, and growing demand for a diversity of housing types to meet the needs of an increasingly diverse population. CGA conducted scoping meetings and presented the EAR and EAR-based Amendments to the Planning and Zoning Board and the City Commission.

The EAR process included:

- creating a vision for the municipality
- scoping meetings
- performing incremental and cohesive reviews of the various elements of the plans
- facilitating reviews by the state, review agencies and adjacent municipalities

The EAR-based amendments were found in compliance by the Florida Department of Community Affairs in March 2008.

Client

City of Hollywood

Contact information at time of project:

Jaye Epstein, AICP
Director Planning and Development
2600 Hollywood Blvd
Hollywood, FL 33022
Ph: (954) 921-3471
Fax: (954) 921-3347

Project Date

2004 – 2005

Services Provided

Planning
Traffic Engineering
Civil Engineering
Environmental Services
GIS

Evaluation & Appraisal Report (EAR)

Martin County, Florida



Client

Martin County

Contact information at time of project:

Nicki van Vonno, AICP
Growth Management
Department Director
2401 SE Monterey Road
Stuart, Florida 34996
Ph: (772) 288-5520
Fax: (772) 288-5764
Email: nikkiv@martin.fl.us

Project Date

2007-2008

Services Provided

Planning
Traffic Engineering
Civil Engineering
Environmental
GIS

Calvin, Giordano and Associates was contracted by Martin County to prepare their 2008 Evaluation and Appraisal Report (EAR). The Martin County Comprehensive Growth Management Plan included many complex policies that were essentially overly elaborate land development regulations. The EAR proposed a more streamlined approach, first by evaluating the effectiveness of the Active Residential Development Preference (ARDP) Planning system and second by reviewing the existing Urban Service District policies. The latter were originally created to uphold community character, protect water and other natural resources, promote efficient development and use of public infrastructure, and stimulate economic development.

CGA conducted many charrettes and public meetings throughout the County to gain input from the diverse group of stakeholders within Martin County. The actual preparation of the report was developed in response to what was heard at the public meetings and in conjunction with County staff.

County Commissioners, County staff, and the public were all extremely vocal in their desire to include provisions for curtailing suburban sprawl and enhancing green building standards, and the recommendations of the EAR reflected the community's vision.

Evaluation & Appraisal Report (EAR) & EAR-Based Amendments

Surfside, Florida



Client

Town of Surfside

Contact information at time of project:

Gary Word, Town Manager
Town of Surfside
Municipal Building
9293 Harding Avenue
Surfside, FL 33154
(305) 993-1052

Project Date

2006-2009

Services Provided

Planning
Traffic Engineering
Civil Engineering
Environmental Services
GIS

CGA prepared Surfside's state-required Evaluation and Appraisal Report (EAR) reviewing the Comprehensive Plan for needed statutory updates and prepared recommendations for inclusion of current community goals.

As a follow-up, CGA also prepared the Town's EAR-based Amendments. The project included revised Comprehensive Plan Data Inventory and Analysis including current transportation data, population projections, and housing analysis. The revised Goals, Objectives, and Policies reflected Surfside's interest in incorporating many of the concepts advanced in the November 2006 Town-wide Charrette. Additionally, consideration was made to assure the Comprehensive Plan addressed improved transportation along Collins and Harding Avenue.

The EAR-based Amendments project included the annual update to the Capital Improvement Element and was found in compliance in January 2010.

Evaluation & Appraisal Report (EAR) & EAR-Based Amendments

Malabar, Florida



Client

Town of Malabar

Contact information at time of project:

Bonilyn Wilbanks-Free,
Town Administrator
Malabar Town Hall
2725 Malabar Road
Malabar, FL 32950-4427
(321) 727-7764

Project Date

2008-2009

Services Provided

Planning
Traffic Engineering
Civil Engineering
Environmental Services
GIS

Calvin, Giordano & Associates prepared Malabar's state-required Evaluation and Appraisal Report (EAR) reviewing the Comprehensive Plan for needed statutory updates and prepared recommendations for inclusion of current community goals.

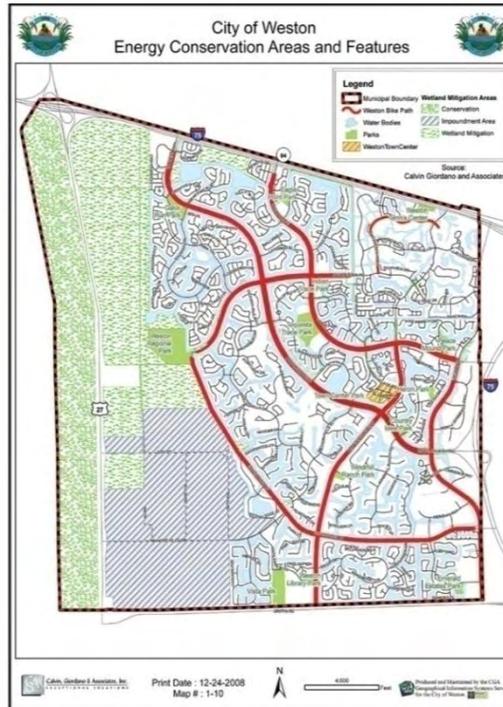
Malabar lies along the ecologically diverse Indian River Lagoon. Not surprisingly, the issue of conservation versus preservation was debated at each of the public scoping meetings. The Town has been an important partner to the Brevard County Environmentally Endangered Lands (EELs) program and has set aside several hundred acres of wetland and upland community habitats. These issues were handled with great sensitivity during the EAR process. The EAR was found sufficient by the Florida Department of Community Affairs in February 2008.

As a follow-up, CGA prepared the Town's EAR-based Amendments. The project included revised Comprehensive Plan Data Inventory Analysis including current transportation data, population projections, and housing analysis. The revised Goals, Objectives, and Policies reflected Malabar's interest in preserving the Town's rural atmosphere, greenways, and preparing a Corridor Plan for Malabar Road. Additionally, consideration was made to assure the Comprehensive Plan was implementable, given the Town's limited staff and budget.

The EAR-based Amendments project included the annual update to the Capital Improvement Element and was found in compliance in February 2009.

Comprehensive Planning

Weston, Florida



Client

City of Weston

Contact information at time of project:

John Flint
City Manager
17200 Royal Palm Blvd.
Weston, FL 33326
(954) 385 2000

Project Date

1996-2009

Services Provided

Planning
Traffic Engineering
Civil Engineering
Environmental Services
GIS

First Comprehensive Plan

The City of Weston, which was incorporated in 1996, called upon CGA to provide professional planning services in connection with the development and adoption of the first local comprehensive plan and all required elements.

The comprehensive plan and its elements consisted of goals, objectives, and policies; procedures for monitoring; evaluations of the local plan required for capital improvement implementation and required maps.

Two public workshop meetings were held to receive public input regarding the comprehensive plan. CGA transmitted all of the required elements of the Comprehensive Plan to the State of Florida Department of Community Affairs and received approval. All required maps for the Comprehensive Plan were created by CGA's in-house GIS Coordinator.

EAR and EAR-based Comprehensive Plan Amendments

In 2007, CGA prepared the City's Evaluation and Appraisal Report (EAR) and completed the follow-up EAR-based Comprehensive Plan Amendments in 2009. The EAR-based amendments brought the Comprehensive Plan up-to-date with SB360 (2005) and HB697 (2008) requirements for Comprehensive Plans.

Additional Comprehensive Planning for the City of Weston includes preparation of the Water Supply Facilities Work Plan, Public School Facilities Element and annual updates to the Capital Improvements.

Post Disaster Redevelopment Plan Implementation & Climate Change Adaptation



The CGA Team was selected by the Florida Department of Community Affairs to prepare technical assistance materials to help communities advance implementation of their Post Disaster Redevelopment Plans (PDRPs).

Deliverables included a draft work plan for integrating climate change and sea level rise adaptation strategies into Comprehensive Plans, land development regulations, and local government policy decisions. Also identified constraints to adaptive planning such as political climate, lack of adequate or credible information about potential impacts, lack of explicit state policy direction, and lack of funding or other resources.

Our team provided guidance through a guidebook and public presentations as to the benefits and drawbacks of each of these strategies in the context of community design, funding, and other issues to assist them in selecting the most appropriate combination of strategies that may be presented during the post disaster environment.

Client

Department of Community Affairs

Contact information at time of project:

Julie A. Dennis
Planning Analyst
Division of Community Planning
Florida Department of Community Affairs
Ph: (850) 922-1825
Email:
Julie.Dennis@dca.state.fl.us

Project Date

September 2010-February 2011

Services Provided

Emergency Management
Planning
Environmental Services

Temporary Disaster Housing Study

Collier County, Florida



CGA developed a comprehensive disaster housing strategy which will detail the programmatic framework employed by the County to provide disaster survivors a full range of interim housing solutions. The disaster housing program is a partnership with the Federal Emergency Management Agency, the Florida Division of Emergency Management, public, private, and nonprofit organizations who may all bring technical expertise, resources, or regulatory authority to bear in the post disaster environment. Local stakeholders will evaluate policies and procedures to maximize their ability to shelter families in safe and secure housing units such as rental properties, private properties, and FEMA Travel Trailers. The ability to provide rapid disaster housing in the post disaster environment is vital to the restoration of the community and economy. CGA's Disaster Housing Strategy addresses lessons learned from Hurricane Wilma and is consistent with Collier County plans, policies and procedures as well as FEMA National Disaster Housing Strategy.

Client

Collier County Bureau of
Emergency Services

Contact information at time of project:

Dan E. Summers, CEM
Director
8075 Lely Cultural Parkway
Suite 445
Naples, FL 34113
Ph: (239) 252-3600
Fax: (239) 252-3700
Email:
dansummers@colliergov.net

Project Date

2009-2010

Services Provided

Emergency Management
Planning
Environmental Services

City of Miami Springs Commercial Revitalization (Urban Design & Planning)

Miami Springs, Florida



NW 36th Street Commercial Revitalization Zoning Code Amendments

The Design Guidelines will provide aesthetic and architectural standards for development and redevelopment along NW 36th Street. The guidelines will be incorporated into the City's zoning code and will also create an incentive program that permits increased floor area ratio (FAR), revised permitted uses, and requirements for building facades, massing, and signage.

Color Palette

In addition, CGA will prepare a color palette based upon previous design studies performed for the City of Miami Springs. The palette will be presented to the Architectural Review Board and the City Commission for approval. An application for color palette and building exterior paint will be provided and the color palette will be made available to property owners on the City's website.

Business Facade Program

CGA will provide Design Guidelines for business facades located in Downtown Miami Springs and along NW 36th Street. The purpose of the Facade Improvement Program is to improve the aesthetic appearance of buildings in Downtown Miami Springs and NW 36th Street. The program will include a financial incentive for property owners and business owners for qualifying projects to reinvest in their buildings, and a selection of elevations for business owners to choose from.

Client

City of Miami Springs

Contact information at time of project:

Jim Borgmann

City Manager

City of Miami Springs

201 Westward Drive

Miami Springs, FL 33166

305 805-5000

borgmannj@miamisprings-
fl.gov

Project Date

October 2010-Ongoing

Services Provided

Redevelopment

Zoning and Planning

Urban Design

Key Personnel

Richard Sala, AICP, ICMA-
CM

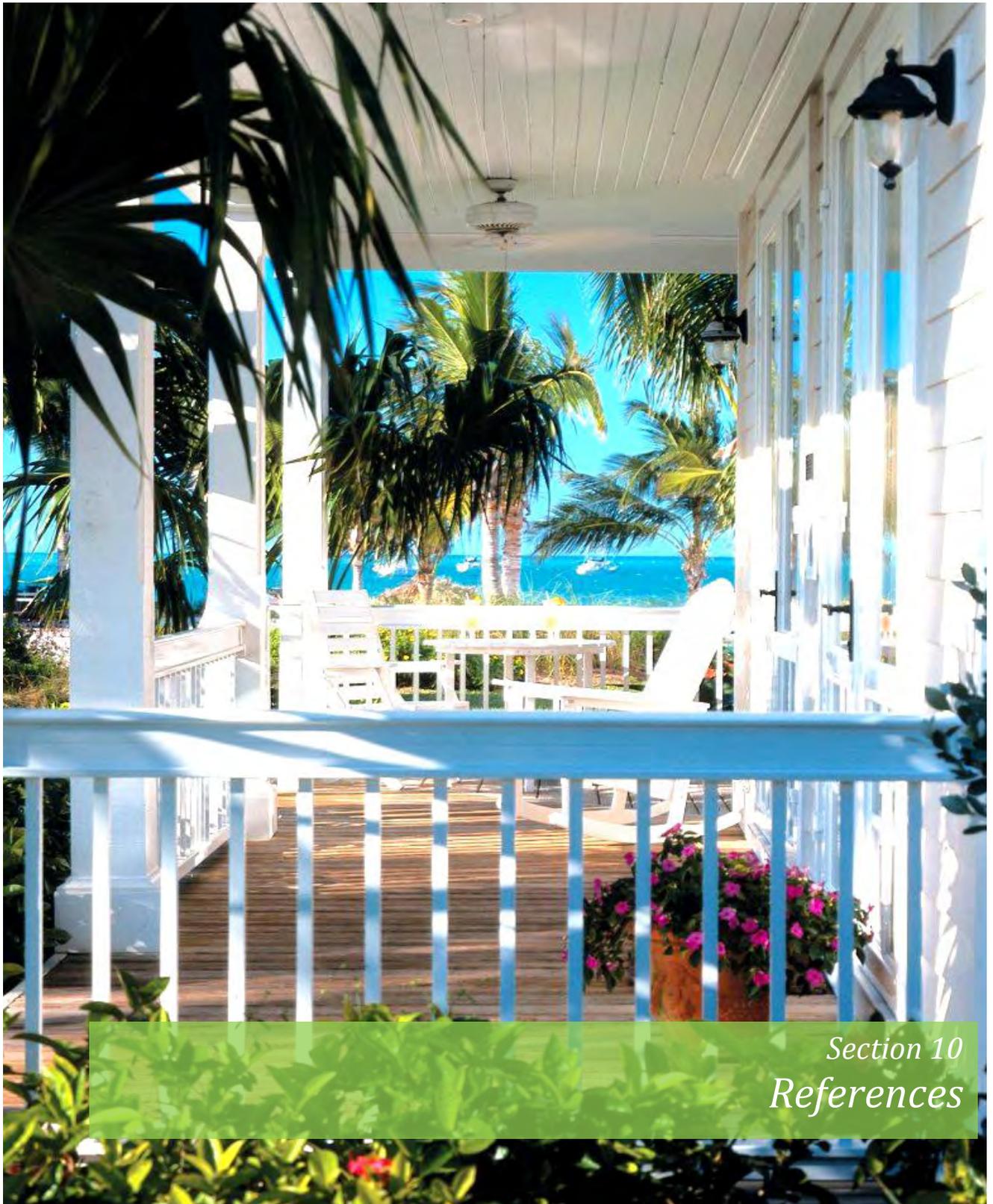
Lorraine Tappen, AICP,
LEED Green Associate

Sarah Sinatra, AICP

The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



*Section 10
References*

References

St. Lucie County

Mark Satterlee, AICP
Director, Planning & Development
Services
2300 Virginia Avenue
Fort Pierce, Florida 34982
Ph: (772) 462-2822
Fax: (772)-462-1581
Email: satterleem@stlucieco.org

Martin County

Nicki van Vonno, AICP
Growth Management Department
Director
2401 SE Monterey RD, Stuart,
Florida 34996
Phone: (772) 288-5520
Fax: (772) 288-5764
Email: nikkiv@martin.fl.us

City of Hollywood

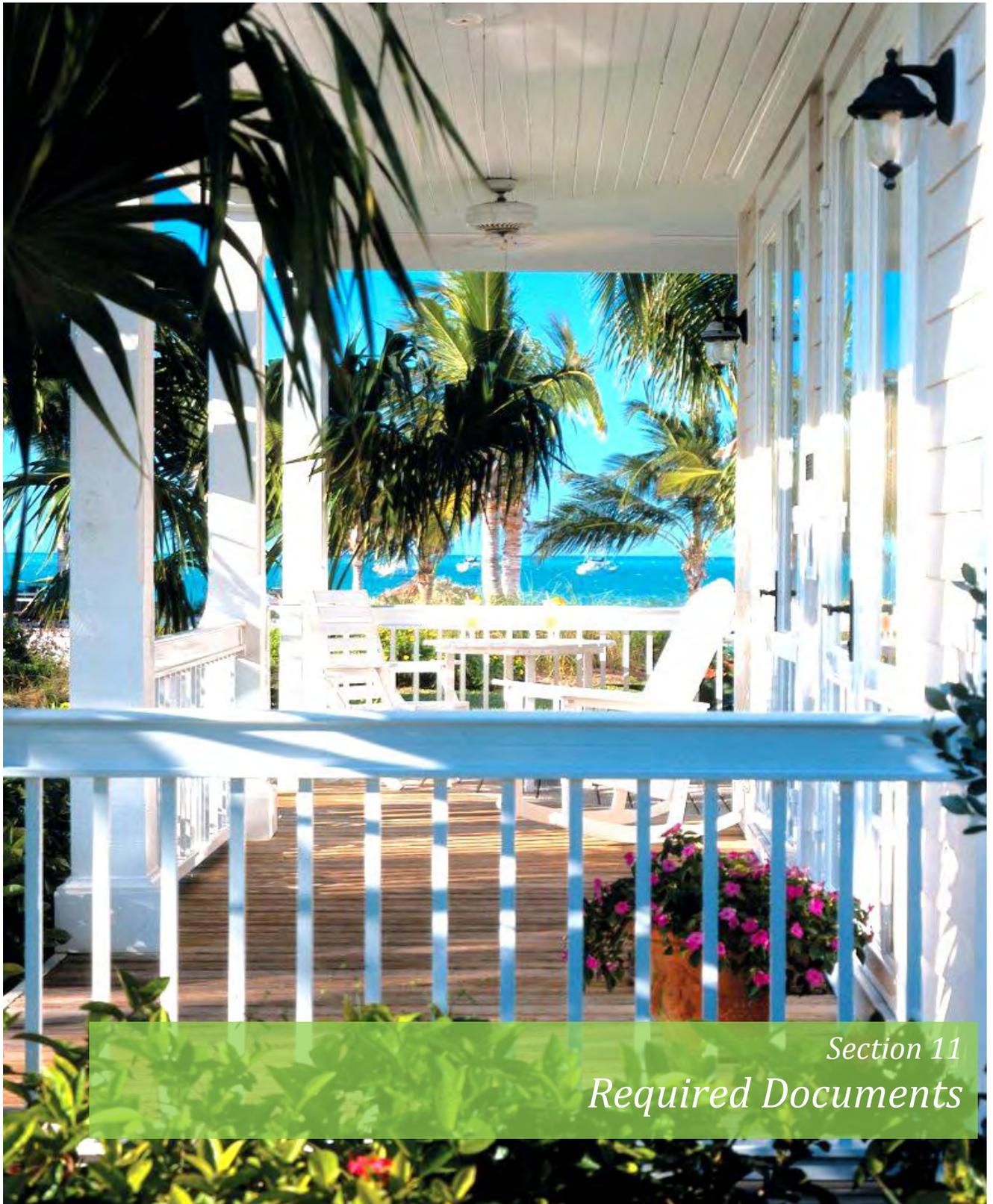
Jaye Epstein, AICP
Director, Planning &
Development Services
2600 Hollywood Boulevard
Hollywood, Florida 33020
Phone: (954) 921-3471
Fax: (954) 921-3347
Email: jepstein@hollywoodfl.org



The City of Key West, Florida

City Clerk, 525 Angela Street, Key West, Florida 33040

RFP #005-11/Evaluation and Appraisal Report Amendments to the Comprehensive Plan



*Section 11
Required Documents*

-
- Licenses
 - Certificate of Insurance
 - Anti-Kickback Affidavit
 - Public Entity Crimes Certification
 - Local Vendor Certification
 - Notice of Advertisement
 - Acknowledgment of Addenda



The American Institute of Certified Planners

The Professional Institute of the American Planning Association

hereby qualifies

Lorraine Tappen

as a member
with all the benefits
of a Certified Planner and
responsibility to the
AICP Code of Ethics
and Professional Conduct.

Certified Planner Number: **019628**

January 11, 2005



PRESIDENT



EXECUTIVE DIRECTOR

The American Institute of Certified Planners

The Professional Institute of the American Planning Association

hereby qualifies

Sandra Lee

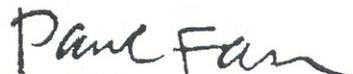
as a member
with all the benefits
of a Certified Planner and
responsibility to the
AICP Code of Ethics
and Professional Conduct.

Certified Planner Number: 018627

July 1, 2003



PRESIDENT



EXECUTIVE DIRECTOR



CERTIFICATE OF LIABILITY INSURANCE

OP ID S9

DATE (MM/DD/YYYY)

01/12/11

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 Brown & Brown of Florida, Inc. 1201 W Cypress Creek Rd # 130 P.O. Box 5727 Ft. Lauderdale FL 33310-5727 Phone: 954-776-2222 Fax: 954-776-4446	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: PRODUCER CUSTOMER ID #: CALVI-2		FAX (A/C, No):
	INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED Calvin, Giordano & Associates, Inc. Attn: Dennis Giordano 1800 Eller Drive #600 Ft. Lauderdale FL 33316	INSURER A: Hartford Fire Insurance Co.		19682
	INSURER B: Hartford Ins Co of Midwest		37478
	INSURER C: American Guar & Liab Ins Co		26247
	INSURER D: Hartford Ins. Co. of the S.E.		38261
	INSURER E: Zurich American Insurance Co.		16535
	INSURER F:		

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 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 type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			21UUNLK3645	01/01/11	01/01/12	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 \$
	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input checked="" type="checkbox"/> Comp \$1,000 ded			21UENJB7000	01/01/11	01/01/12	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE <input checked="" type="checkbox"/> RETENTION \$ 0			AUC594612802	01/01/11	01/01/12	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 ProdCoOps \$ 5,000,000 \$
	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			21WBNO3209	01/01/11	01/01/12	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E	Professional Liab Retro Date- 8/1/59			EOC666915218 RETENTION: \$200,000	08/27/10	08/27/11	Each Occ 5,000,000 Aggregate 5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

INFORMA For Information Only	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 
--------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

PORATION. All rights reserved.

State of Florida

Department of State

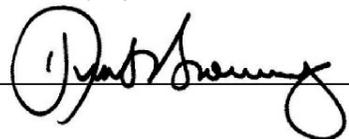
I certify from the records of this office that CALVIN, GIORDANO & ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on June 27, 1985.

The document number of this corporation is M17373.

I further certify that said corporation has paid all fees due this office through December 31, 2011, that its most recent annual report was filed on March 15, 2011, 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 Florida, at Tallahassee, the Capital, this the Seventeenth day of March, 2011



Secretary of State



Authentication ID: 000197848590-031711-M17373

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

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

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: Shelley Tucker

sworn and prescribed before me this 29 day of March, 2011


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 City of Key West
by Shelley Eichner, AICP, Senior Vice President

(print individual's name and title)

for Calvin, Giordano & Associates, Inc.

(print name of entity submitting sworn statement)

whose business address is 1800 Eller Drive, Suite 600, Fort
Lauderdale, FL 33316

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

650013869 (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.

Shelley Eichner
(SIGNATURE)

3/29/11
(DATE)

STATE OF Florida

COUNTY OF Broward

PERSONALLY APPEARED BEFORE ME, the undersigned authority

Shelley Eichner who, after first being sworn by me,

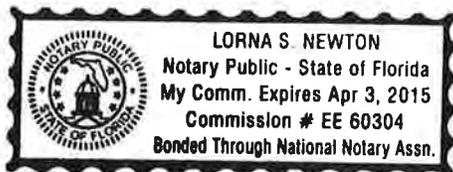
(name of individual)

affixed his/her signature in the space provided above on this

29 day of March, 2011

[Signature]
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 Calvin, Giordano & Associates, Inc. Phone: 954 921-7781
 1800 Eller Drive, Suite 600,
 Current Local Address: Fort Lauderdale, FL 33316 Fax: 954 921-8807
 (P.O Box numbers may not be used to establish status)

Length of time at this address Since the Fall of 1999

Shelley Eichner
 Signature of Authorized Representative

3/29/11
 Date

STATE OF Florida
 COUNTY OF Broward

The foregoing instrument was acknowledged before me this 29 day of March, 2011.
 By Shelley Eichner, AICP, Senior Vice President, of Calvin, Giordano & Associates, Inc.
 (Name of officer or agent, title of officer or agent) Name of corporation acknowledging) Calvin, Giordano & Associates, Inc.
 or has produced _____ as identification
 (type of identification)

[Signature]
 Signature of Notary



Print, Type or Stamp Name of Notary
Planning Coordinator
 Title or Rank

ADDENDUM NO. 1

City of Key West Request for Proposals (RFP) 005-11
Evaluation and Appraisal Report Amendments to the Comprehensive Plan

To All Prospective Proposers:

The following change is hereby made a part of RFP 005-11 as fully and as completely as if the same were fully set forth therein:

C. Additional Information, Post Contractual Restriction:

Delete in its entirety the following:

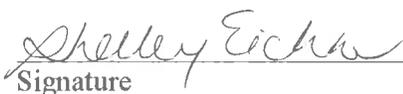
Each prospective proposer should be aware that the resulting awardee shall be required to execute a Post Contractual Restriction understanding with the City of Key West, to include the selected firm as well as all subconsultants. The provision will restrict the selected firm, and subconsultant(s), from representing itself or clients before the City of Key West City Commission, its agents, boards and committees on all planning related matters for a specified time.

The provision in full text will be provided at the Mandatory Pre Response Meeting.

Replace with the following:

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 Evaluation and Appraisal Report Amendments to the Comprehensive Plan.

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

CALVIN, GIORDANO & ASSOCIATES, INC

Name of Business

ADDENDUM NO. 2

City of Key West Request for Proposals (RFP) 005-11 Evaluation and Appraisal Report Amendments To the Comprehensive Plan

To All Prospective Bidders:

The following information was prepared to provide follow-up information to the questions that were asked on the Pre-Submittal Conference held on February 22, 2011. This information is hereby made a part of RFP 005-11 as fully and as completely as if the same were fully set forth therein:

1. What is the status of the Water Supply Plan?

An initial draft has been initiated, based on regulatory requirements and preliminary data gathering. However, the work started is not complete (approximately 25% complete).

2. Will the City take into consideration proposals expanding the 2007 EAR amendments (above the minimum requirements for the scope of work established in (RFP) 005-11)?

The City will not accept proposals expanding the scope of work established in (RFP) 005-11.

3. What is the timeframe for post-contractual restriction?

The timeframe for the post-contractual restriction is one year (please see Addendum #1) Attachment A.

4. Does the City have a Cone of Silence policy?

The competitive bidding processes governing (RFP) 005-11 can be found in the City's Code of Ordinances, as well as the solicitation.

5. Who is the point person for the Strategic Planning Committee?

Kevin Collins is the facilitator for the Strategic Planning Committee. He can be reached by phone at 304-8466 and email: kdcollins06801@yahoo.com.

6. Does the City have a document demonstrating the impacts of the cruise ship industry in Key West?

Yes, please see the next item.

RFP Summary of Data & Analysis Outline

Pertinent documents specified below can be found online at www.keywestcity.com, under the Planning Department homepage and Comprehensive Plan link.

7. Affordable Housing:

- Data and analysis approximately 40% drafted
- Work was performed to define the existing housing stock
 - i. Joint collaboration between Key West Housing Authority (KWHA) and City Planning Department
- Preliminary work was performed to define the need for affordable housing units
 - i. Data provided by Florida International University Metropolitan Center regarding housing costs as a percentage of household income for City of Key West residents
- Preliminary work was performed to analyze the spectrum of housing
 - i. Planning Department submitted a scope of services to the KWHA; data indicating where housing levels are needed based on associated income limits may help advise the types of guidance that would be incorporated into the Comprehensive Plan.
- Further work needs to be performed to revise goals, objectives, and policies to meet housing needs
- Further work needs to be performed to identify changes to supply additional housing

8. Population:

- Data and analysis 90% drafted
- A population report was completed in 2010; however, due to the performance of the US Census, the report may be outdated.
 - i. Estimation of permanent population
 - ii. Military presence
 - iii. Estimation of homeless
 - iv. Estimation of seasonal population
 - v. Estimation of visitor population
 - vi. Estimation of population visiting the military
 - vii. Estimation of commuter population
 - viii. Estimation of functional population
 - ix. Estimation of population projections

- 2010 Census results may need to be incorporated into draft

9. Hurricane Evacuation (including a complete audit of the existing Building Permit Allocation System (BPAS), total transient and residential unit estimates, and a transient unit survey):

- BPAS Audit 75%
- *****Audit information is pending and will be released at a later date.**
 - i. Establishing a tracking system for units allocated under the BPAS; analyzing allocations by unit type, compliance with affordable housing/transient unit allocation compliance, and the number of unallocated units remaining
 - ii. Further work needs to be performed to complete the recovered units analysis (units that were relinquished to the City from the inception of the BPAS)
 1. Review of documentation determining what is recoverable to the City
 - a. Analysis of units allocated under the system that may not have been built and may be recoverable
 - iii. Further work needs to be performed to complete the vacant lot analysis
 1. Inconsistencies between expired beneficial use allocations and vacant lot analysis (as further described below) need to be rectified
- Transient and Residential Unit Estimates 100%
 - i. Licensing records, unassigned transient units, and phantom units were reviewed to generate an estimated total number of transient units existing in the City
 - ii. 2000 census data, BPAS allocations from 1999 to 2010, unallocated and recovered BPAS units, Lawful Unit Determinations (LUD) and estimated vested and/or undeveloped units were considered to generate an estimated total number of residential unit estimates
- Transient Unit Survey (100%)
 - i. Surveys were sent to transient lodging establishments within the City to identify the effect of transient lodging on hurricane evacuation (specifically, in determining the arrival mode of guests, as well as party size by unit). The Planning Department analyzed results to provide informed input regarding hurricane evacuation modeling strategies (as the provision of additional units is driven by hurricane evacuation).

10. Land Use (consisting of a vacant lot analysis, conservation land acreage estimate, and an analysis of non-commercial square footage in the City):

- Vacant lot analysis 90%

- i. Monroe County Property Appraiser's Office tax rolls and Property Location Map Books were reviewed to determine potentially vacant residential lots within the City (specifically within residential zoning districts) to estimate the number of potential beneficial use claims the City may be subject to.
 - ii. Additional work needs to be performed to ensure consistency between vacant lot analysis and beneficial use allocation tracking
- Conservation land acreage estimate (50%)
- Analysis of non-commercial square footage in the City 100%
 - i. Consultant prepared a metadata report analyzing non-commercial square footage in the City to help inform decisions about potential level of service standard changes for sanitary sewer, solid waste, and stormwater facilities

11. Levels of Service (partial draft for sewer, waste and stormwater, including an update provided by city staff on stormwater status):

- Sewer, Waste, and Stormwater draft: 60%
- The City has prepared two Evaluation and Appraisal Reports (EAR) outlining amendments that need to be made to the Comprehensive Plan on an element-by-element basis, which direct amendments to the CIE. The Department of Community Affairs (DCA) found the two reports to be sufficient, the first in 2005 and the second in 2007, respectively. However, no subsequent EAR-based amendments were prepared by the City. In addition, although the EARs both indicated that changes to the CIE and levels of service were necessary, neither document provided adequate data and analysis to guide a thoughtful amendment process.
- Existing concurrency requirements in the Comprehensive Plan were reviewed, and more current professional methodologies were being contemplated with the intent to provide concurrency standards that more adequately reflect the City's infrastructure capacity.
 - i. An update of infrastructure information is necessary
 - ii. Additional items that will need to be scheduled into the CIE should be anticipated.
- Stormwater status 100%
 - i. Stormwater management efforts made since 1989 were reviewed and summarized into a report to assist long-range planning efforts.

Additional Relevant and Useful Studies, Plans, and Capitol Improvement Efforts

12. Summary of Community Redevelopment Area (CRA) Plan Update

- A restated and amended CRA plan for the Caroline Street Corridor and Bahama Village Community Redevelopment Area was adopted by the City Commission in January of

2010. The Caroline Street Corridor and Bahama Village Community Redevelopment Area are two non-contiguous subareas that were established through a Finding of Necessity in 1992. Both redevelopment plans needed updating to be more workable and relevant to the life of the two subareas.

13. Summary of BRAC

- Base reuse sites include:
 - i. Poinciana Plaza Housing
 - ii. Hawk Missile Site
 - iii. East Martello Battery Site
 - iv. Peary Court Cemetery
 - v. Portions of Trumbo Point Rd.
 - vi. Truman Waterfront

14. Truman Waterfront Proposed Development

- 6.6 acres
 - i. A joint workshop held on April 24, 2010 to identify considerations when making decisions about the site, possible uses, and prioritization of uses on the site
- Truman Waterfront
 - i. A Naval Properties Local Redevelopment Authority meeting was held on March 3, 2011 to consider a conceptual plan for upland development on the site. The conceptual plan was approved via Resolution 11-070
- FKACC
 - i. The Florida Keys Assisted Care Coalition (FKACC) has been working with the City to potentially develop an assisted living and independent living facility.

15. Carrying Capacity Traffic Study

- Currently being performed to determine traffic capacity, volume, circulation, conflicts between vehicular and non-vehicular traffic for shared space, methods for reducing impacts of traffic on residential neighborhoods, and similar issues.

16. Kimley-Horn Study

- The purpose of the project is to provide design, engineering and construction engineering services for multimodal transportation enhancements to transportation corridors connecting Duval Street to the Truman Waterfront Parcel.

17. LAP Projects

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.

Shelley Eichner
(SIGNATURE)

3/29/11
(DATE)

STATE OF Florida

COUNTY OF Broward

PERSONALLY APPEARED BEFORE ME, the undersigned authority

Shelley Eichner who, after first being sworn by me,

(name of individual)

affixed his/her signature in the space provided above on this

29 day of March, 2011

[Signature]
NOTARY PUBLIC

My commission expires:

CALVIN, GIORDANO & ASSOCIATES, INC.

