

Exhibit C



Consulting Services for an Audit of the City's Regulations and Processes Relating to Development Services

CITY OF KEY WEST

City Manager Office
1300 White Street
Key West, Florida 33040

Prime Firm:
Calvin, Giordano & Associates, Inc.

Due Date and Time:
August 31, 2023 at 5:00 PM

Primary Contact
Alex David, AICP
Project Manager
ADavid@cgasolutions.com

Dedicated Office Address:
2103 Coral Way, Suite 810
Miami, Florida 33145

Telephone No.:
786.485.5192



Calvin, Giordano & Associates, Inc.

A SAFEbuilt COMPANY



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TAB 1



Letter of Interest



August 31, 2023

City of Key West
City Hall
1300 White Street
Key West, FL 33040

RE: City of Key West Consulting Services for an Audit of the City's Regulations and Processes Relating to Development Services

Dear Selection Committee:

Calvin, Giordano & Associates, Inc. (CGA) and MT Causley, Inc. (Causley), wholly owned subsidiaries of SAFEbuilt, LLC (SAFEbuilt) are pleased to present this response to the notice released by the City of Key West (City) for the Review of the City's Regulations and Processes Relating to Development Services. If chosen, we are committed to providing the audit services outlined within the proposed scope.

As understood by the SAFEbuilt team, the Tasks and Goals as outlined in the Scope are as follows:

TASKS

- Review of associated sections of the Land Development Regulations, Code Compliance Ordinances, Florida Building Code and applicable FEMA regulations. This Task will include review of the following Chapters: 14 - Building and Building Regulations, 30 - Fire Prevention and Protection, 74 - Utilities, 102 - Historic Preservation, 110 - Resource Protection, Article VI - Tree Protection, and 122 - Zoning.
Review responsibilities of associated staff (codified and otherwise).
Review current development review workflow process from intake of building permits through to permit issuance, inspections, and code enforcement, including licensing and certificate of use process.
Apply state statutes regarding building permit review timeframes.
Review past (forensic) and current permitting process, correspondence and issued building permits through prior applications and projects. Consider permits associated with substandard lots, non-compliance related to City Commission approvals such as AIPP requirements, and other conditions of approval.
Review City project design, review, and approval process.
Review Application Forms
Review of other municipal and County governments with similar historic preservation and urban forestry standards for best practices.

GOALS

- Submit the Final Report including an assessment of the City's development review process including recommendations regarding:
Proposed modifications to the Trakit system, including standardization of building permit reviews and review of personnel permissions and personnel that must be included for project types.
Proposed modifications to Trakit system to include right of way and dumpster permit review process.
Modifications to administration of associated departments and personnel.
Recommend Code amendments on processes.
Formalize development review process for City projects.
Regular internal or external audit to ensure efficient, lawful, consistent development review and approvals.
Staffing and Organizational Structure recommendations.

- Building Code Services
Civil Engineering / Roadway & Highway Design
Coastal Engineering
Code Enforcement
Construction Engineering & Inspection (CEI)
Construction Services
Data Technologies & Development
Electrical Engineering
Engineering
Environmental Services
Facilities Management
Grant Management & Writing
Geographic Information Systems (GIS)
Governmental Services
Indoor Air Quality (IAQ)
Landscape Architecture
Planning
Project Management
Redevelopment & Urban Design
Surveying & Mapping
Transportation & Mobility
Transportation Planning
Water / Utilities Engineering
Website Development

1800 Eller Drive
Suite 600
Fort Lauderdale, FL 33316
Tel: 954.921.7781
Fax: 954.921.8807

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One of the specializations of SAFEbuilt is in conducting comprehensive assessments of procedures and processes and developing efficiencies based on industry best practices. In our evaluation of the City's current processes the team will meet with City staff and identify recommendations, including recognizing areas of non-compliance.

Our goal when executing assessments is to provide a strategic document, post assessment, that addresses the most critical organizational, cultural, regulatory and technology processes and associated concerns. Our efforts will be guided by the following principles:

- ✓ Focusing on delivering exceptional customer experience.
- ✓ Improving internal and external communications.
- ✓ Evaluating staffing levels and scheduling.
- ✓ Leveraging data to provide increased transparency.
- ✓ Assuring internal regulatory compliance throughout all disciplines.
- ✓ Interpreting external legal requirements and compliance with state statutes, Florida Building Code and FEMA.
- ✓ Reviewing software systems for optimal efficiencies and use.

We are ready and committed to guiding the City in developing and implementing the right practices to support your departments in operating more smoothly, cohesively, and resourcefully. Our experience helping other municipalities with similar services is geographically diverse. We have worked with the Village of Palmetto Bay, Florida, the City of Atlanta, Georgia, the City of Denton, Texas, the Town of Estes Park, Colorado, and the City of Troy, Michigan. We have the knowledge and skills to work together with you to increase efficiency and recognize cost savings in your departments.

Following consultation, we can readily implement our recommendations. Our staff are uniquely qualified to conduct the assessment and deliver state-of-the-art Community Development services, differentiating us through our:

Proven Track Record

Since 1992, **SAFEbuilt, LLC** has been delivering comprehensive Community Development Assessments and solutions for some of our more than 1,300 clients. We consistently share solutions and deliver against defined Key Performance Indicators.

As a multidisciplinary firm, **Calvin, Giordano & Associates, Inc.** has been in business in South Florida for more than 85 years and currently has approximately 370 employees. Our diversified experience and exposure to different professional perspectives has greatly enhanced our team's ability to provide our municipal partners with innovative ideas, quality solutions and technical strength in our roll as designers, reviewers, and agency liaisons. Since its inception, CGA has served as professional consultants to over 60 municipalities throughout Florida, many having been repeat clients for over 30 years. CGA has been privileged to work with the City under our current General Traffic Engineering Services contract and a previous Planning Services contract.

M.T. Causley, LLC is a team of over 130 certified architects, engineers, plans examiners, administrators and permit technicians, but we're also local experts, that bring an important level of homegrown familiarity and knowledge to every project throughout Florida. M.T. Causley, Inc. is driven by a leadership team with over 35 years of public- and private-sector experience, who continually drive innovation, process improvements, and help establish industry standards.

Experienced and Credentialed Staff

Our team includes industry professionals who provide communities with reliable performance and unparalleled customer satisfaction. Our depth and breadth of services is a true advantage to our clients – our industry knowledge is unmatched in its scope, and we take pride in our staff's individual qualifications and certifications.

For this endeavor the project lead team members will include:

- Alex A. David, AICP, Project and Planning Manager
- Shellie Ransom-Jackson, Building Manager
- Jenna Martinetti, Engineering/Utilities Manager
- Bernard Pita, Director of Code Services

Please see Tab 5 for Resumes of Key Personnel – Team Leaders.

Technology and Data-Enabled Approach

If necessary for the project, we will leverage our proprietary technology to capture data, providing dynamic analytic capabilities and insight into the departments under review. This allows us to maximize efficiencies and reduce costs.

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Client Satisfaction

Customer service is our top priority. We take the right steps to assure your community and staff are always satisfied with our performance. We treat all internal and external clients with the same level of respect, creating and maintaining impartiality and mutually beneficial relationships among departments, stakeholders and citizens.

Great Scalability and Agility

Our operational model allows for immediate ramp-up with highly trained and qualified personnel located in South Florida.

Throughout our response, we detail our ability to support the City of Key West by providing a comprehensive review, leveraging our deep experience in similar communities.

If selected, CGA's Miami-Dade office will be the responsible office for this contract. We appreciate the opportunity to respond to this request and know that given the opportunity, the City will benefit from our extensive experience in the industry.

Contact Information:

Thank you for giving us the opportunity to respond to this Request. We know that given the opportunity, we have the team, experience, desire and dedication to meet the needs of the City with the highest degree of professionalism resulting in the successful completion of all services related to this contract. We are also confident that we exceed all the minimum eligibility requirements and preferred qualifications.

Alex A. David, Project Manager 2103 Coral Way, Suite 810 Miami, FL 33145 ADavid@cgasolutions.com (O) 786-485-5192 (C) 786-514-0121	Jeannie Fabian-Walsh, Senior Account Manager 10720 Caribbean Blvd., Suite 650 Cutler Bay, FL 33189 JFabian@safebuilt.com (C) 786-481-8366
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The SAFEbuilt Team is fully committed to assigning the necessary staff, expertise and attentiveness to ensure that the City meets its goals and objectives through the provision of these services.

Sincerely,



David Stambaugh, Vice President

TAB 2



Mission Statement



Tab 2 - Mission Statement

Our mission statement—SAFEbuilt partners with private and public agencies to transform community development. Our solutions have been proven to help improve service and efficiency, reduce costs, and make communities safer for citizens.

SAFEbuilt’s core values embody our approach to our working relationships, as well as our philosophy in providing services. Our team stands apart from others by remaining dedicated to a client-centered method based on our below core values.



SERVICE

We always provide unequalled service levels to our customers, external and internal.



IMPROVEMENT

We strive to continuously improve and understand how we can do better tomorrow.



RESPECT

We are respectful in the way we interact with everyone.



INTEGRITY

We choose to do the right thing every time.



TEAMWORK

We have an environment where everyone is able to contribute ideas. We encourage and reward creativity and initiative.

With a strong interest in maintaining its historic buildings and acknowledging the City’s place in history, we understand the importance of partnering with you to maintain the vibrant community rich in cultural heritage and diversity while improving upon the development services that are offered.

It is our goal to help lay the foundation for how to best achieve these priorities. We will become a seamless extension of your team, utilizing our mission, vision and core values to guide our efforts throughout the process. The unique dichotomy in Key West between the residents of all generations, tourists and the preservation of historic monuments is what will make our work so interesting and rewarding. Our goals are perfectly aligned with the goals of the City and together we can meet your objectives to invigorate the City’s development review services through scalable, sustainable and affordable business practices.

TAB 3

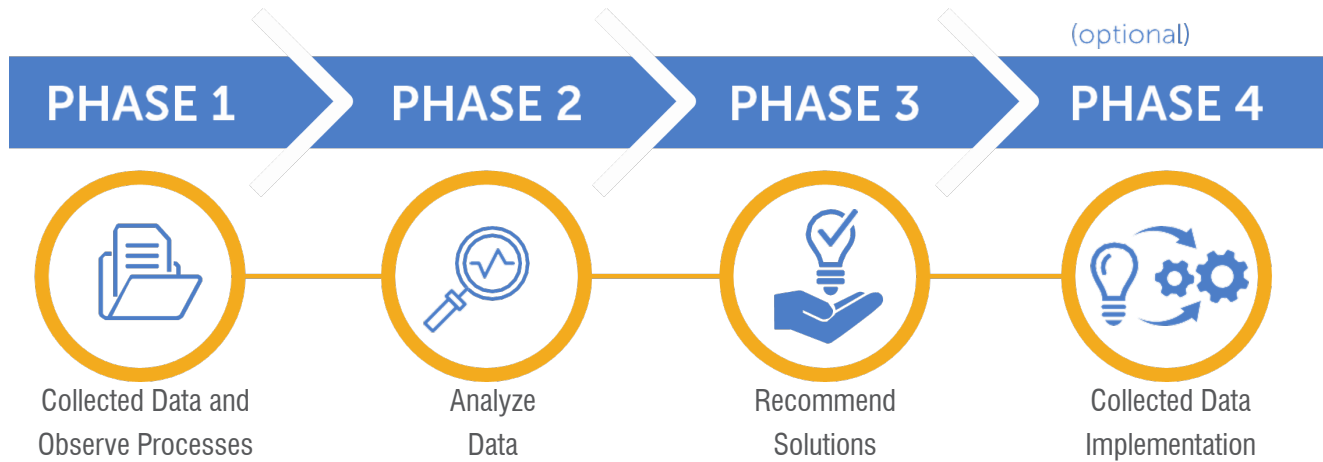


Work Plan / Approach



Tab 3 - Work Plan / Approach

Our Team proposes a four Phase approach to this project.



One of the keys to the efficient and successful flow of information is clear, effective communication. It is important that everyone involved is aware of changes, progress, and challenges. We commit to working with your staff to determine the best avenues for communication.

Another priority is to ensure the best possible experience working with our team – with minimal impact – on the City of Key West. Face-to-face meetings are an integral part of the plan, especially in the beginning. We will coordinate with all assigned City staff (Planning, Building, Code, Engineering/Utilities), keeping everyone involved and informed as we share information on progress and any expected changes.

Additionally, utilizing a partnership approach, we take the time to fully understand your pain points and work through those with you, allowing you to lead the depth and breadth of discovery. Our years of experience have helped us better understand the importance of transparency, as well as the value of working together with our partners on solutions.

We have developed policies and procedures for planning and zoning reviews, modified and updated all comprehensive plans, codes and land development regulations for numerous cities, town and villages.

We have formalized the development review process and created standards for applications, including timeframes for completion of tasks. Our staff possesses a thorough and complete understanding of planning, building and other review processes from both a public and private perspective and from municipal to state authority.





PHASE 1 – Collect Data and Observe Processes

Generally, Data collection would begin with a **Project Kick-Off** to coordinate with the appropriate City staff to finalize the work program. This initial Kick-Off is proposed to be via Zoom/Teams. Our staff will also compile and submit to the City a comprehensive data request list prior to this meeting. At this time discussions on existing data to be furnished by the City should begin for all disciplines within the Department/Divisions. Data should include budgets, job descriptions, flow charts, fee schedules, standard operating procedures and/or policies, codes, applications, organization charts, staffing schedules, performance goals, handouts, flowcharts, process maps, checklists, sample reports, sample minutes, customer satisfaction surveys if any, Trakit (software system) data and other existing similar data. Additional data, if available, such as any current metrics would be beneficial to the analysis.

After the initial Kick-Off the process of compiling information will be ongoing and will include the following during the first site visit: observing the intake desk for a period of time, and interviewing staff, boards and other stakeholders.

PHASE 2 – Analyze Data

There are four major types of analysis that will be performed:

1. **Departmental/Division Analysis:** This will include a review of the function, composition, structure, protocols of the various departments and/or divisions involved in the development review process on-site over a 2- to 3-day period. The analysis will cover topics such as staffing levels and responsibility; level of authority and decision making (including an examination of the roles, responsibilities and interaction between the disciplines); customer service and customer perceptions; and training and technology (Trakit). Also included will be an analysis of any conflicts between procedures, both written and practiced, in addition to any possible code amendments.
2. **Analysis of Development Review Types and Processes:** This will include reviewing administrative over-the-counter reviews/approvals; administrative intra-departmental reviews/approvals; and public hearing reviews/approvals. Associated processes for each review type, including submittal requirements, file organization, management of submittals and reviews, and timeframes and notifications.
3. **Fees Analysis:** We will analyze the City's current schedule of fees related to development review services provided by the relevant departments and/or divisions and compare them to the estimated total costs of providing those services. The fee structure will be reviewed and compared to other communities, with an eye towards recommending possible improvements that will make the structure clearer and easier to understand by the development community and, the general public.
4. **Best Practices/Comparative Analysis:** In addition to the data that we will collect from the City relative to its own standards, regulations, and processes, we will work with the City to identify relevant model communities and best practices and compile relevant information on the same topics to produce a comparative analysis and, eventually, recommendations.

PHASE 3 – Recommend Solutions – Audit

The objective of the audit is to identify opportunities for improvement in the operation and efficiency of the overall development review process and provide options in achieving those opportunities. The audit will be fact-based, include all aspects of the process and focus on:

- Organizational structure, including the decision authority and spans of control;
- Effectiveness of staffing and service levels including, but not be limited to, staff assignments, workload, training, technology (Trakit), process, and service delivery; and
- Benchmarks and other objective indicators of program effectiveness.

Upon completion of the audit, a presentation will be scheduled to be made to the City Manager and/or City Commission.

Examples of major recommendations could include reducing application requirements, consolidate application forms, make clear administrative approvals vs. public hearing approvals, upgrade technology, require pre-application meetings and guarantee review timeframes.

PHASE 4 – Implementation (optional)

When the audit is completed and deemed successful by the City, the SAFEbuilt Team will be available to provide temporary supplemental support, to assist the City's Departments/Divisions in implementing the audit's recommendations.

TAB 4



Similar Projects



PROJECT EXAMPLE 1

PALMETTO BAY, FL

SAFEbuilt performed an analysis of the Building Department processes in place to determine ways to provide efficiencies and to streamline the department's review process. We evaluated and documented the Village's current processes by meeting with Village staff and identified recommendations, including recognizing areas of non-compliance. SAFEbuilt also performed an analysis of the Code Enforcement Department processes and procedures and may provide a summary by request. Our approach included:

- ✓ Interviews with Building Department directors, staff and local developers about their experience with timelines, accessibility of staff members and general approval process.
- ✓ Performed Ride-a-longs with staff
- ✓ As-Is Process Mapping
- ✓ Gap Analysis
- ✓ An action plan with multiple options for implementation
- ✓ Comparison study of Building Permit Schedule of Fees from neighboring communities

Project Timeline Approximately 6 months

Assessment Recommendations

- ✓ Create checklists for permit intake, improve file organization internally, and utilize plan routing log
- ✓ Streamline review results in permitting software while analyzing permit fees prior to approval
- ✓ Configure required inspections per permit
- ✓ Upgrade field inspectors technology to allow real time updates
- ✓ Create a standard process for permit extensions
- ✓ Establish a concise process for Certificate of Occupancy
- ✓ Update forms to reference current edition of Florida Building Code and provide fillable PDF versions for all forms
- ✓ Update fee schedule to cover all permit types and collect fees to cover labor during review process

Recommendations Implemented

- ✓ Above assessment recommendations have been implemented except the fee schedule, that's in process and expected to be completed in October 2023.

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Tab 4 - Similar Projects



PROJECT EXAMPLE 2

DENTON, TX

SAFEbuilt performed an analysis of the Development Services Department to determine ways to provide efficiencies and to streamline the department's review process. We also conducted a study of the City's Building Department, including permitting and consumer health. Our approach included:

- ✓ Interviews with Building and Planning Department directors, staff and local developers about their experience with timelines, accessibility of staff members and general approval process.
- ✓ Performed Ride-a-longs with staff
- ✓ As-Is Process Mapping
- ✓ Gap Analysis
- ✓ An action plan with multiple options for implementation
- ✓ Additional staff to execute one of the options and ultimately reduced the general timeline for project review by six months

Assessment Recommendations

- ✓ Provided more than 100 recommendations on staffing, training, office culture, software, technology and process gaps

Recommendations Implemented

- ✓ Recommendations under review/consideration by city officials.

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PROJECT EXAMPLE 3

ATLANTA, GA

Together with the City, we evaluated areas for improvement based on the guiding principles—Culture and Staffing, Process, Technology, and Regulatory Reform. Specifically:

- ✓ Focusing on the customer experience
- ✓ Improving communications
- ✓ Developing staff capacity
- ✓ Becoming more data driven
- ✓ Reducing the regulatory burden

Project Timeline Approximately 5 months

Assessment Recommendations

- ✓ Interviewed Building & Planning Departments
- ✓ Performed Ride-a-longs
- ✓ As-Is Process Mapping
- ✓ Gap Analysis
- ✓ Future State Process Mapping
- ✓ Provided Recommendations on staffing, training, software, technology, and process gaps

Recommendations Implemented

- ✓ Front counter queuing process
- ✓ Streamlining of application process
- ✓ Introduction to on-line applications
- ✓ Software Demonstration & Selection Process



PROJECT EXAMPLE 4

ESTES PARK, CO

Currently, we work with the Town to evaluate and improve processes and systems. The discovery phase includes how the jurisdiction:

- ✓ Interviewed Building & Planning Departments
- ✓ As-Is Process Mapping
- ✓ Gap Analysis

Project Timeline Approximately 4 months

Assessment Recommendations

- ✓ Staffing
- ✓ Training
- ✓ Software
- ✓ Technology
- ✓ Process Gaps

Recommendations Implemented

- ✓ Software Implementation
- ✓ Workflow Improvements



PROJECT EXAMPLE 5

ROSWELL, GA

We evaluated several areas of operations:

- ✓ Front counter staff and processes
 - Identify efficiencies
 - Customer service and quality of information delivery to customers
 - Reviewed Standard Operating Procedures for each position
 - Plan review process for interdepartmental application routing
- ✓ Quality and efficiency of
 - Permitting
 - Plan Review
 - Inspections
 - Code Enforcement

Project Timeline Approximately 4 months

Assessment Recommendations

- ✓ Increase staffing levels
- ✓ Software and Technology updates
- ✓ Customer Service Training
- ✓ Standard Operating Procedures
- ✓ Gain efficiencies and quality of inspections through inspection routing, quality auditing of inspections and reporting systems

Recommendations Implemented

- ✓ New Standard Operating Procedures

Additional Accomplishments

The SAFEbuilt team led an effort to clear a backlog of code complaints, assigning 20 violations per day per Code Compliance Officer. During this time, the officers visited and verified each complaint one by one until each violation was resolved and feedback was reported to each citizen. Since then, the City has combined Munis—current software—with SCF to respond to violations within 24-hours. Once a violation is submitted, the complainant receives feedback same-or-next-day as to what's going to happen and when, or what was done to remedy the situation. As the case changes status from “open” (when reported) to “acknowledged” (once assigned), an email notification is sent directly to the citizen indicating a change in status.



PROJECT EXAMPLE 6

BOISE, ID

SAFEbuilt performed an analysis of the Development Services Department to determine ways to provide efficiencies and to streamline the department's review process. We also conducted a study of the City's Building Department, including permitting and consumer health. Our approach included:

- ✓ Interviewed Building, Public Works, & Planning Departments
- ✓ Performed Ride-a-longs
- ✓ Gap Analysis

Project Timeline Approximately 4 months

Assessment Recommendations

Provided Recommendations on:

- ✓ Staffing
- ✓ Training
- ✓ Office culture
- ✓ Software
- ✓ Technology
- ✓ Process gap

Recommendations Implemented

- ✓ Recommendations are currently in process within the City.

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PROJECT EXAMPLE 7

SANDUSKY COUNTY, OH

SAFEbuilt provides full building services to Sandusky County, including building official services; building, electrical, plumbing, and mechanical inspection services; plan review services; and permit technician services. Also, SAFEbuilt provides our CommunityCore Solution software to help the County to manage permitting, plan reviews and approvals, and inspection activities.

Project Timeline Approximately 5 months

Assessment Recommendations

Provided Recommendations on:

- ✓ Staffing
- ✓ Training
- ✓ Office culture
- ✓ Software
- ✓ Technology
- ✓ Process gap

Recommendations Implemented

- ✓ Recommendations are currently in process within the County..

“Prior to entering into a contract with SAFEbuilt, we contacted many of their Ohio county and city clients, and they came highly recommended.”

— Kay E. Reiter, President of the Sandusky County Board of Commissioners; Sandusky County, OH

Scan the QR Code to read more about how SAFEbuilt helped Sandusky County open its own Building Department





PROJECT EXAMPLE 7

MACON-BIBB COUNTY, GA

In April 2019, Macon-Bibb County contracted with SAFEbuilt to initiate a Building Department Evaluation. The evaluation provided significant insights into employee morale, teamwork, customer service, and even signage directing visitors to the Business Development Services Department within the building.

Through the assessment process, SAFEbuilt determined the County had four areas of opportunity for improving their Department:

- ✓ Technology
- ✓ Staffing Level
- ✓ Customer Service Approach
- ✓ Training

Project Timeline Approximately 4 months

Assessment Recommendations

- ✓ Technology
- ✓ Manage Staffing Levels
- ✓ Delivering A Successful Customer Satisfaction Approach
- ✓ Staff Training

These and additional recommendations were provided to city leaders in July 2019 outlining how these simple changes can lead to improved employee morale and decreased customer complaints. The report provide data showing that jurisdictions operate more efficiently when the staff and community members have trust and respect for one another. It is these relationships that create powerful partnerships, customer longevity, and the capability for change.

Recommendations Implemented

SAFEbuilt's process Realignment Implementation Plan began in September 2019. Front counter employee support, Inspector staffing levels, and plan review process recommendations were initiated.

Subsequently, a Request for Proposal (RFP) process for Building Department Administration was initiated in December 2019. The RFP process was completed with SAFEbuilt and Macon-Bibb County entering into a Public Services Agreement (PSA) approved and signed March 5, 2020.

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PROJECT EXAMPLE 9

NORTH CANTON, OH

The City of North Canton contracted with SAFEbuilt to initiate a Building Department Evaluation. The evaluation provided significant insights into employee morale, teamwork, and customer service.

Project Timeline Approximately 4 months

Assessment Recommendations

- ✓ Staffing
- ✓ Training
- ✓ Office culture
- ✓ Software
- ✓ Technology
- ✓ Process gap

Recommendations Implemented

SAFEbuilt provides full building services, including building official services; building, electrical, plumbing, and mechanical inspection services; plan review services; permit technician services; rental housing/property maintenance services; and as-required code enforcement services.

The City also implemented and uses SAFEbuilt's CommunityCore Solution software, our proprietary on-line community development tool to manage permitting, plan reviews and approvals, and inspection activities.

In 2018, to engage with the community, the team at the North Canton office set up a booth at the City's annual Labor Day event and donated \$1,000 to the community.

In 2019, we hosted a "Deck Workshop" for the public to learn about the North Canton zoning, permits, and inspection process when adding a deck.

The client shared that thanks to the work of CBO Martin VanGundy and the SAFEbuilt team, "They have restored honor and credibility to the North Canton Building Community."

— Director of Administration, North Canton, OH

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PROJECT EXAMPLE 10

WINDSOR, CO

As one of our first clients, the Town of Windsor contracted with SAFEbuilt to provide an assessment of their current building services and establish an independent Building Services Department.

We evaluated several areas of operations:

- ✓ Front counter staff and processes
- ✓ Quality and efficiency of
 - Permitting
 - Plan Review
 - Inspections
 - Code Enforcement

Project Timeline Approximately 5 months

Assessment Recommendations

- ✓ Convert To An All Electronic System
- ✓ New Code Enforcement Processes
- ✓ Add Storm-water Inspector
- ✓ Add On-Site Permit Technician
- ✓ Software and Technology Upgrades
- ✓ New Inspection Processes

Recommendations Implemented

SAFEbuilt has managed the Building Services Department across numerous contracts since 1993 including:

- ✓ Plan Review (hard copy and electronic)
- ✓ Inspections
- ✓ Permitting
- ✓ Emergency Natural Disaster Response Teams

TAB 5



Resumes of Key Personnel - Team Leaders



ALEX DAVID, AICP

Director of Miami-Dade Office | Planning



Mr. David brings expertise acquired over many years with both private and public planning organizations. Having formerly worked with the Miami-Dade County Planning Department and Office of the County Manager and Miami-Dade Public Schools he specializes in both current and long-range planning and development issues. He has extensive experience working with local, regional, and state agencies and is committed to providing government clients with the expertise and assistance needed to achieve local planning and development goals while meeting regional and state planning requirements. During his tenure as a consultant, Alex has had the privilege of assisting Miami-Dade County and 31 of the County's 35 municipal governments in planning and zoning matters, development projects and specials projects and has worked in other communities in Central and South Florida. Alex also has a reputation for building intergovernmental partnerships. He has also served as the Interim Community Development Director for the Town of Cutler Bay and as Zoning Administrator for the City of North Miami where he was staff to the Board of Adjustment.

YEARS WITH THE FIRM

6

YEARS OF EXPERIENCE

37

EDUCATION

MBA, Barry University

BS Geography (Urban Planning),
Pennsylvania State University

CERTIFICATIONS AND LICENSES

American Institute of Certified
Planners No. 015953

American Planning Association No.
116051

PROFESSIONAL ASSOCIATIONS

Miami-Dade County Transportation
Aesthetics Review Committee
(Chair)

Miami-Dade County Planners
Technical Committee (Former Chair)

Citizens' Oversight Committee for
Public School Facility Planning in
Miami-Dade County (Member)

Staff Working Group for Public
School Facility Planning in Miami-
Dade County (Member)

American Planning Association -
Florida Chapter (FAPA) Legislative
Policy Committee (Member) and
Gold Coast Section Board Member)

Past - City of Miami Beach Design
Review Board (Former Vice Chair)

RELEVANT EXPERIENCE

Miami-Dade County SMART Plan - Miami-
Dade County TPO

Project Manager - completed the South
Dade Transitway Corridor Land Use Scenario
and Visioning Planning Study

Miami-Dade County, FL

Miami-Dade County Attorney's Office -
Miami-Dade County

Land Use Planner / Expert Witness -
services performed include preparation for
depositions and court appearances
Miami-Dade County, FL

FDOT D 6

Land Use Planner / Expert Witness - services
being performed include expert witness and
litigation support services

Miami-Dade County, FL

Eminent Domain

Evaluated properties with respect to cost,
environmental, safety, long range planning
and alternative locations

Homestead and Bal Harbour Village, FL

Florida Power & Light

Planning, Zoning and Expert Witness -
services performed include acquiring the
necessary approvals for a proposed LNG
facility

Homestead, FL

Indian Creek Village Planner

Rewrote the Village Comprehensive Plan
and Land Development Regulations, on-call
planner

Indian Creek Village, FL

Comprehensive Plans and Updates

Assisted in authoring numerous plans and/or
subsequent amendments and updates
FL

Zoning, Land Development and Reviews

As on-call planner has assisted in authoring
numerous codes and amendments, reviewing
large- and small-scale development projects
FL

General Planning Services

Assists as necessary, the City Attorney and
Zoning Official on development reviews and
special planning and zoning related tasks
Hialeah, FL

General Planning Services

Assisted in the preparation of the Town's first
Land Development Regulations and Growth
Management Plan, on-call development
review services
Cutler Bay, FL

Land Development Regulations and General
Planning

Assisted in the preparation of the Village's
first Land Development Regulations and on-
call planning services
Indiantown, FL

Annexation Studies

Authored numerous Annexation Studies for
municipalities wishing to expand municipal
boundaries
FL

General Planning & Zoning

As on-call planner assists in the review of
proposed large-scale developments
South Miami, FL



SHELLIE RANSOM-JACKSON, CBO, MPA

Building Services Manager, Florida



Ms. Ransom-Jackson is a highly qualified professional with an exceptional ability to provide effective leadership and proficient management. Having worked in both the private and public industries, she is uniquely qualified to facilitate both public and private development. Ms. Ransom-Jackson has excellent communication and organizational skills with an outstanding ability to work successfully with diverse groups.

YEARS WITH THE FIRM

5+

YEARS OF EXPERIENCE

15+

EDUCATION

Master of Public Administration,
Nova Southeastern University

Bachelor of Business Administration,
AIU Online

Associate of Science in Building
Construction Technology, Miami-
Dade College

CERTIFICATIONS AND LICENSES

Certified Building Official BU1570

Certified Standard Inspector BN4404

Certified Plans Examiner PX2199

Certified General Contractor
CGC60553

Basic Crime Prevention through
Environmental Design

PROFESSIONAL ASSOCIATIONS

2nd Vice President of Broward
County Building Officials
Association

President of South Florida Building
Officials Association

Membership Co-Chair of the
National Black Women in
Construction

Member of Florida City and County
Managers Association

Member of the Florida Floodplain
Managers Association

RELEVANT EXPERIENCE

Building Department Manager for Calvin,
Giordano & Associates, Inc.

Building code services to include all
services and costs associated with
managing licensed staff and municipal
contracts. Building Official services
including the execution of required State,
County and Municipal documents. Perform
plan review and inspections as required.
RFP documentation review, preparation,
drafting and providing written write-up and
responses.

Various Municipalities throughout Florida

Building Official for City of Hallandale Beach
Responsible for planning, supervising,
and coordinating activities related to
building plan review, inspections, and code
enforcement. Review, issue, process, and
approve building permits. The Building
Official primary focus is directing, coaching,
developing, and evaluating staff. Enforce
and interpret the Florida Building Code
within the City. Designated as the City's
Certified Floodplain Manager. Develop
and implement initiatives to streamline
the permitting process. Maintain and
configure the permitting software for the
Building Division. Trains staff on new code
provisions and the use of the permit software
program. Represent the City in meetings with
government agencies, architects, engineers,
contractors, property and business owners
and the public. Manage a staff of 15 and \$4
million budget
Hallandale Beach, FL

Director, Building Inspector Tribal Inspection
- Seminole Tribe of Florida
Responsible for the overall leadership,
development, organization, and management
of the Tribal Inspection. Direct, manage

and supervise building program activities
while serving as the Tribe's Building Official.
Work involves the administration and
delegation of a variety of functions such as
permit application review, permit issuance,
and field inspections; the evaluation and
improvement of service delivery; assessment
of individual and departmental performance.
Additional areas of responsibility include
the development, maintenance and
promulgation of rules, regulations and
procedures to implement the Seminole Tribe
of Florida Building Codes. Draft and interpret
complex regulations and provide technical
information to interested parties such as
compliance staff, internal departments, and
the public. Analyze and recommend policies
and procedures to Tribal Council. Develop
new and innovative methods of providing
building code compliance. Provides final
interpretation of building code requirements.
Serve on various Tribal Community
Development Department's Selection
Committees
Seminole Tribe Locations, FL

Director of Development Services and Code
Compliance Department/Building Official -
City of Miami Gardens, FL
Responsible for creating the vision,
managing, coordinating and directing the
City's major development efforts. Organize,
integrate and administer the Department's
operations and service delivery to ensure
economic development initiatives and goals
are incorporated into the overall program for
the City. Work involves reviewing building
plans, site plans, construction documents,
inspection reports, and development
proposals for compliance with applicable
codes and ordinances.
City of Miami Gardens, FL



JENNA MARTINETTI, PE
 Director of Engineering / Civil Engineer



Ms. Martinetti has over 18 years of engineering experience and has managed a large variety of projects related to roadway, site plan improvements, water, wastewater, and stormwater infrastructure projects in the South Florida area. Her project management experience also includes design and retrofit of parks, roadways, water mains, sewage force mains, lift stations, fuel station, site design and stormwater projects as well as site planning, modifications, permitting, bidding documents, engineering during construction and project close-out.

Ms. Martinetti's highway design experience includes design for milling and resurfacing, widening, roadway reconstruction, safety improvement projects, ADA upgrades and compliance, drainage improvements, signing and pavement markings, traffic control plans, storm water pollution prevention control plans and complete streets incorporation. Ms. Martinetti also assists multiple municipalities in site plan reviews, right of way permit reviews, drainage and grading permit reviews, and traffic engineering reviews.

YEARS WITH THE FIRM

18

YEARS OF EXPERIENCE

18

EDUCATION

B.S. Civil Engineering Florida State University Magna Cum Laudea

CERTIFICATIONS AND LICENSES

Registered PE, State of Florida No. 69035

Advanced Work Zone Traffic Control Local Agency Program & Florida Highway Administration Certification and Recertification CBT

FDOT Specifications Package Preparation

FDEP Stormwater, Erosion Control & Sedimentation Qualified Stormwater Management Inspector

OSHA 10-Hour Construction Safety and Health.

PROFESSIONAL ASSOCIATIONS

American Society of Civil Engineers

Florida Engineering Society

National Society of Professional Engineers

Greater Hollywood Chamber of Commerce, Trustee

Greater Dania Beach Chamber of Commerce Active Member

Hallandale Beach Area Chamber of Commerce Active Platinum Member

RELEVANT EXPERIENCE

Dania Cove Park Improvements
 Project Manager for the design and installation of park improvements
 Dania Beach, FL

Rolling Oaks Park
 Senior Civil Project Manager for the design and construction of an ADA complaint pedestrian trail and associated retention areas within the park
 Miami Gardens, FL

Oak Grove Park
 Senior Civil Project Manager for the design permitting and engineering during construction for improvements to the existing park
 North Miami, FL

Windmill Park
 Senior Project Manager for the design of a 14 acre site redevelopment for site improvements to an existing park
 Coconut Creek, FL

Pine Island Park
 Senior Project Manager for the complete reconstruction and re-design of the City's signature 24 acre park, funded by the City's GO Bond
 Plantation, FL

Davie Road Complete Streets Phase I and II
 Senior Project Manager for two phases of complete streets design for Davie Road
 Davie, FL

Davie Road Phase III Roadway Improvements
 Senior Project Manager and EOR for Davi Road from Orange Drive to SW 39th Street
 Davie, FL

Nova Drive Complete Streets and Roadway Improvements Project
 Project Manager and EOR for Nova Dr to Davie Rd to east of University Dr, to widen a portion of the corridor from 2 lanes to 4 lanes, add bike lanes, safer sidewalks, a new roundabout, lighting, landscaping
 Davie, FL

SW Quadrant Drainage Improvements
 Senior Project Manager for major enhancements to the existing drainage system within the City's SW Quadrant to reduce the flooding by utilizing pressurized injection walls
 Hallandale Beach, FL

NE Quadrant Drainage Improvements
 Project Manager for the rehabilitation of the drainage system within the City's NE Quadrant
 Hallandale Beach, FL

Water Main Replacement on NE 2nd St
 Project Manager for the replacement of 1300 LF of exiting water main in a residential neighborhood
 Dania Beach, FL

Water Main and Force Main Subaqueous Crossing of the Dania Cut-off Canal
 Project Manager and EOR for the replacement of the existing water and sewage force mains under the Dania Cut-off Canal via horizontal directional drill to accommodate the proposed dredging of the canal
 Dania Beach, FL

Water Main Replacement on NE 2nd Ave
 EOR for the replacement of 8000 LF of existing water main in a residential neighborhood
 Dania Beach, FL



BERNARD PITA
Director Code Services



Mr. Pita has 30 years' experience in Building and Zoning Code Enforcement regulatory, 19 years of experience in Law Enforcement and investigative skills, and 11 years in leadership, management and supervisory positions.

YEARS WITH THE FIRM

10

YEARS OF EXPERIENCE

30

CERTIFICATIONS AND LICENSES

FL Institute of Government - FACE Level IV

FL Institute of Government - FACE Level III

FL Institute of Government - FACE Level II

FL Institute of Government - FACE Level I

RELEVANT EXPERIENCE

Code Compliance Supervisor - Calvin, Giordano & Associates, Inc. (CGA)

- Work close and in partnership with City Elected Officials, City Manager's Office and all Department Directors. Support the mission, vision and City Directives in the role code compliance Department will participate in to better serve the citizens.
- Supervise, guide and coach the Code Inspector team and support the Special Magistrate process and Magistrate Clerks. Manage and operate daily functions of the Code Compliance Department.
- Partner with community leaders through neighborhood meetings, work with Homeowner Associations and business partners and participate in community outreach a part of education and communication.
- Conduct beach inspections and enforce Marine Sea Turtle protection lighting seasonal Ordinance during sea turtle hatching season.
- Ensure that Code Department is functioning and compliant according to City Contract.
- Provide monthly performance reports, assist with Florida Benchmark Consortium data, manage Foreclosure Registration program, Nuisance Abatement program and work with City Attorney's Office in Mitigations.
- Work close with Development Services Director to revise and update Code and Zoning Ordinances.

Deerfield Beach, FL

Senior Code Compliance Inspector - CGA

- Serve as senior field Inspector, worked complex and difficult cases involving zoning approvals and landscape plans. Train all new code inspectors and assist all code inspectors with daily tasks or questions.
- Conduct quarterly main corridor assessments to include a report of all findings and cases.
- Assist supervisor with process improvement, case management, scheduling of team members, community functions and Homeowner Association meetings.
- Conduct beach inspections and enforce Marine Sea Turtle protection lighting seasonal Ordinance during sea turtle hatching season.

Pompano Beach, FL

Code Enforcement Supervisor - CGA

- Demonstrated the ability to interact with internal and external customers from diverse cultures and backgrounds. Transformed "difficult" customers into satisfied customers by finding a win-win resolution.
- Commended for multitasking abilities; frequently assigned end of fiscal year budget and initiated process improvements to include technology enhancing recommendations.
- Manager daily operations in the Code Enforcement and Business Tax Office Division comprised of 23 team members.
- Recognized for dedicated service commitment and appreciation letter recipient from the Florida Sterling Council.

Coral Springs, FL

TAB 6



Cost Proposal



Tab 6 - Cost Proposal

We have tailored our pricing to the City of Key West request to perform an Audit of the City’s Regulations and Processes relating to Development Services.

TASK	TASK COST (NTE)*
Task 1 – Planning (including Urban forestry, Historic Preservation and Development Review Services)	\$35,000
Task 2 – Building (including Floodplain Management, 40-year recertification process review, forensic study of permitting practices (up to 20 years))	\$40,000
Task 3 – Utilities	\$5,000
Task 4 – Engineering	\$5,000
Task 5 – Code Enforcement (including Licensing)	\$15,000
Project Management/Administration	\$15,000
TOTAL	\$115,000
Travel, Lodging and Meals Reimbursables (Not Included in Total Above) (Dependent on Start Date)	\$10,000

*NTE – Not to Exceed Amount

All work shall be billed on an hourly basis per the attached Fee Schedule and by Task with an Invoice submitted monthly to the City of Key West.

The work can be negotiated to be performed and billed in phases, at the City's discretion.





PROFESSIONAL FEE SCHEDULE

- Building Code Services
- Civil Engineering / Roadway & Highway Design
- Coastal Engineering
- Code Enforcement
- Construction Engineering & Inspection (CEI)
- Construction Services
- Data Technologies & Development
- Electrical Engineering
- Engineering
- Environmental Services
- Facilities Management
- Grant Management & Writing
- Geographic Information Systems (GIS)
- Governmental Services
- Indoor Air Quality (IAQ)
- Landscape Architecture
- Planning
- Project Management
- Redevelopment & Urban Design
- Surveying & Mapping
- Transportation & Mobility
- Transportation Planning
- Water / Utilities Engineering
- Website Development

1800 Eller Drive
Suite 600
Fort Lauderdale, FL 33316
Tel: 954.921.7781
Fax: 954.921.8807

www.cgasolutions.com

Principal	252.00
Contract Administrator	232.00
Project Coordinator	117.00
Executive Assistant / Clerical	86.00

ENGINEERING

Associate/Director, Engineering	225.00
Sr. Project Manager	196.00
Project Manager	179.00
Project Engineer	157.00
Engineer	133.00
Jr. Engineer	117.00
Senior CADD Tech	135.00
CADD Technician	115.00
Permit Administrator	109.00
Engineering Site Plan Review	179.00

LANDSCAPE ARCHITECT

Associate/Director, Landscape Architect	225.00
Senior Landscape Architect/Urbanist	180.00
Environmental Administrator	150.00
Environmental Specialist	125.00
Environmental Assistant	115.00
Landscape Architect/Urbanist	165.00
Senior CADD Tech	135.00
CADD Technician	115.00
Landscape Inspector/Arborist	125.00
Landscape Site Plan Reviewer	170.00
Jr. Landscape Architect/Urbanist	150.00
Landscape Designer	125.00
Jr. Landscape Designer	110.00
Landscape Analyst	80.00

PLANNING

Associate/Director, Planning	225.00
Planning Administrator	183.00
Principal Planner	178.00
Planning Manager	178.00
Senior Planner	152.00
Planner	128.00
Assistant Planner	111.00
Planning Technician	86.00
Grants Administrator	183.00
Grants Coordinator	128.00

EXPERT WITNESS

Principal/Associate	398.00
Registered Engineer/Surveyor	337.00
Project Engineer	276.00

CONSTRUCTION

Associate, Construction	225.00
Senior Project Engineer (CEI)	202.00
Project Administrator (CEI)	202.00
Construction Management Director	167.00
Construction Manager	152.00
Senior Inspector	125.00
Inspector	113.00
Inspector Aide	113.00
Construction Coordinator	113.00
Resident Compliance Specialist	113.00

GOVERNMENT SERVICES

Associate, VP	225.00
Director of Code Enforcement	176.00
Director of Building Code	176.00
Project Manager	179.00
Code Enforcement Field Supervisor	133.00
Code Enforcement Field Inspector	113.00
Building Official	138.00
Building Plans Reviewer	119.00
Building Inspector	113.00
Permit Processor	90.00

SURVEYING

Associate/Director, Surveying	225.00
Senior Registered Surveyor	178.00
Survey Crew	164.00
Registered Surveyor	159.00
Survey Coordinator	128.00
CADD Technician	115.00
3D Laser Scanner	451.00
G.P.S Survey Crew	198.00

DATA TECH DEVELOPMENT

Associate, Data Tech Dev.	225.00
GIS Coordinator	178.00
GIS Specialist	152.00
Multi-Media 3D Developer	135.00
GIS Technician	117.00
Sr. Applications Developer	225.00
Applications Developer	167.00
Network Administrator	187.00
System Support Specialist	135.00
IT Support Specialist	102.00

INDOOR AIR QUALITY SERVICES

Sr. Environmental Scientist	150.00
Environmental Scientist	125.00

In addition to the hourly rates listed above, charges will include direct out-of-pocket expenses such as reproduction, overnight mail, and other reimbursables billed at a multiplier of 1.25.

Effective July 17, 2023



Building Custom Solutions

