

Attachment E
LaRue Planning & Mgt. Services
Proposal



City of Key West

Request for Proposals (RFP) #005-11

Evaluation and Appraisal Report Amendments to the Comprehensive Plan



LaRue Planning
& Management Services, Inc.

Serving Florida Local Governments Since 1988



CARRAS
Community Investment, Inc.



Table of Contents

1. Cover Letter	
2. Information Page	3
3. Organization Chart	4
4. Company Information	6
5. Methodology and Approach	9
6. Cost.....	15
7. Personnel	16
8. Qualifications.....	42
9. Representative Comprehensive Plan Projects and Client References.....	49
10. References	60
Appendix	
Addendum 1	61
Addendum 2	62
Anti-Kickback Affidavit	68
Sworn Statement on Public Entity Crimes	69
Local Vendor Certification.....	72



Cover Letter





LaRue Planning & Management Services, Inc.

April 1, 2011

Ms. Cheri Smith, City Clerk
City of Key West
525 Angela Street
Key West, FL 33040

RE: Response to Request for Proposals 005-11
Evaluation and Appraisal Report Amendments to the Comprehensive Plan

Dear Ms. Smith:

LaRue Planning & Management Services, Inc. is delighted to respond to the City of Key West's Request for Proposals for Evaluation and Appraisal Report Amendments to the Comprehensive Plan. Over the past 22 years, LaRue Planning has provided Florida's local governments with planning and management-related services, including Key West and other municipalities in the Keys. Our practice is limited exclusively to the public sector, specializing in preparing major Comprehensive Plan Updates, EARs and EAR-based Plan Amendments, Land Development Regulations and Community Plans. Because we have experience serving communities in the Florida Keys, we are familiar with the unique qualities that set the area, and Key West in particular, apart from the rest of Florida.

LaRue Planning is the prime contractor for the project and has added *SWC (Sandra Walters Consultants, Inc.)*, *Perez Engineering and Development, Inc.*, and *Carras Community Investment, Inc.* as subcontractors to form an exemplary project team that not only has a thorough understanding of your local planning issues, but through extensive experience will translate that knowledge into a superior update of the City's Comprehensive Plan.

SWC is a locally based environmental, planning and communications firm that has worked closely with the City of Key West on a number of projects having relevance to issues involved in the City's update of its Comprehensive Plan. *SWC's* participation on the LaRue Team provides in-depth knowledge of the special State planning guidelines affecting this area of critical state concern. The firm's local presence and communications skills will be valuable during our public outreach and engagement efforts to keep the public informed and when consensus is needed on recommended Plan Amendments.

Perez Engineering and Development (PE&D), with Allen Perez as President, has successfully managed and completed various types of multi-disciplined contracts throughout the Florida Keys for over 10 years. *PE&D* has assisted the City of Key West with its accelerated sanitary sewer rehabilitation project as well as numerous stormwater projects. With *PE&D* on the LaRue team we will be able to specifically evaluate infrastructure and concurrency issues while assuring that the City's water supply plan will be an accurate and useful component of the City's EAR-based Amendments.

Providing Planning and Management Solutions for Local Governments Since 1988

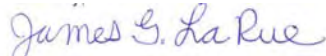
1375 Jackson Street, Suite 206 Fort Myers, FL 33901 239-334-3366 info@larueplanning.com

Carras Community Investment headed by James Carras, is a company that has provided community and economic development/finance consulting services to over 250 clients nationwide, including assignments related to economics, finance and the development of affordable housing. The connection between economics and affordable housing are important aspects to be addressed during the City's update of its Plan. As an experienced and respected specialist in this area, *Carras* is a welcome and valuable partner to the LaRue team.

The *LaRue Planning & Management* staff members have strong local government backgrounds which, coupled with our involvement in a wide variety of projects throughout the State, provides the experience necessary to identify innovative solutions to the local issues important in Key West. It is our belief that when preparing the EAR-based Amendments, attention must be given to prioritizing issues and presenting practical solutions within an environment of active public participation. We also believe we are unequaled in gaining consensus through meaningful public participation. In addition to providing planning services for completing the EAR-based Amendments, our team's hands-on experience with visioning, Land Use Planning, GIS Systems, and urban design and sustainability implementation will provide Key West and its citizens with a Plan that reflects the City's vision and core values.

We look forward with great enthusiasm to the opportunity to work with you on this important planning benchmark. If our firm is awarded the contract we will lead the team and will be thoroughly committed to providing the services listed in this proposal in a timely and efficient manner. We believe the above information and accompanying support material will assure the City of Key West that our project team has superior experience and qualifications for this important project.

Sincerely,



James G. LaRue, AICP
President



Information Page



LaRue

City of Key West, Florida

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

Submitted by:

LaRue Planning & Management Services, Inc.
1375 Jackson Street, Suite 206, Fort Myers, FL 33901

Project Manager/Authorized Representative: **James G. LaRue, AICP, President**
Telephone: 239-334-3366 Facsimile: 239-334-6382
Email: jim@larueplanning.com



Serving Florida Local Governments Since 1988

Organization Chart



LaRue

Organization Chart



Team Member Responsibilities

Project Team

James LaRue, AICP - Project Manager	Bill Brisson, AICP	Sandy Ramsey, AICP	James Leese, AIA, CNUA, ASAI	Mohsen Salehi, AICP, ITE(F)	Ben Smith, LEED GA	Sandy Walters	Jill Cohen, AICP, RLA, LEED AP	Dean Walters	Michelle Braynard	Allen Perez, PE	James Carras
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Areas of Responsibility											Office Location		
Completion of Base Data and Analysis	*	*	*	*		*	*	*			*	*	LaRue Planning - Fort Myers
GIS Mapping	*	*				*				*			
Statutory Updates	*	*	*			*		*					
Water Supply Plan	*		*								*		
Vision for Plan	*			*		*	*						SWC - Key West
Quality of Nearshore Marine Ecosystems	*		*			*				*			
Affordable Housing	*	*										*	
Hurricane Evacuation	*	*			*		*						Perez Engineering - Key West
Coordinated Transportaion	*	*			*								
Key West Port	*				*		*						
Capital Improvements Update / Planning and Concurrency Management	*	*	*		*			*			*		Carras Community Investment Fort Lauderdale
Historic Preservation	*		*	*			*	*					
Local Economy	*	*										*	
Public Participation / Meetings	*	*	*				*	*	*		*	*	
ORC Response	*	*	*	*			*	*			*	*	

Prime Consultant

Sub-Consultants

Company Information



LaRue Planning and Management Services, Inc has provided planning and management services to 58 municipalities and 22 counties throughout Florida governments from our Fort Myers office for over two decades. It began with Jim LaRue's vision to build a company that provides planning and management resources as well as problem solving techniques which enable public entities to run more efficiently and effectively. After several years of employment in Florida government Mr. LaRue understood the dilemma all local governments face; having to reduce staff and expenditures while at the same time improving the overall performance of the local government. He knew firsthand the consulting services that would prove beneficial to Florida's City and County governments.

The company, which was founded in 1988, serves as a planning resource center focused on problem solving for Florida municipalities and counties, constitutional offices, local assessment districts and other public entities throughout the State of Florida. The company is results-oriented and consistently demonstrates the ability to provide practical solutions to local government challenges. Our firm does not represent any private developers, thereby avoiding any chance of a conflict of interest.

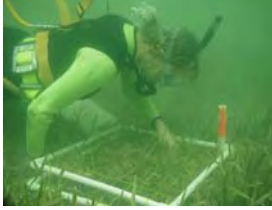


Our *Planning Services Division* specializes in comprehensive planning and zoning services including:

- Strategic Planning and Visioning
- Comprehensive Plans and Large & Small Scale Amendments
- Evaluation and Appraisal Reports
- EAR-based Amendments
- Unified Land Development Codes and Zoning/LDR Amendments
- Planning and Zoning Development Reviews
- Redevelopment Planning
- GIS Mapping
- Expert Witness Services and Testimony, Planning and Zoning

The *Management Services Division* of our firm provides leadership training, organizational assessments, executive recruitment, management assistance, goal and vision setting, and facilitation assistance. We assist public entities in establishing goals along with specific blueprints for each entity to create orderly growth and to develop strategic approaches to accommodate a variety of land use





KEY WEST MOORING FIELD SEAGRASS STUDY UPDATE

Ecological/Environmental



KEY WEST ECONOMIC DEVELOPMENT CONVEYANCE APPLICATION

Planning & Land Use



BAHAMA VILLAGE REDEVELOPMENT PLAN

Communications



(Sandra Walters Consultants, Inc.) is a locally-based environmental, planning and communications firm that has worked closely with the City of Key West on a number of projects having relevance to issues involved in the City's update of its Comprehensive Plan . In addition to its main office on Stock Island, the firm also has offices in Dade, Broward and Lee counties, providing services throughout the South Florida peninsula, both on the coast and inland.



provides services in all areas of land use and public facilities planning and permitting; and ecological and environmental consulting. Services include comprehensive plan and land development regulation amendments, development agreements and DRIs; habitat assessments, wetland permitting and mitigation design, environmental impact statements, compliance monitoring, and submerged land leases.



Uses state-of-the-art Geographic Information Systems (GIS) technology to make accurate assessments of jurisdictional areas and facilitate graphic data presentation



provides expert witness services and testimony in Florida administrative hearings, court proceedings, and representation with agencies.



is certified as a disadvantaged business enterprise (DBE) with the State of Florida, South Florida Water Management District (SBE), Florida Department of Transportation, Broward (also CBE), Dade (also SBE), Monroe and Lee counties, and is a federal woman-owned small business (WOSB).



The company is very experienced at coordinating communications, including public information and involvement programs community outreach and consensus building using various tools such as workshops, seminars and public meetings; and preparation and placement of advertisements.



Perez Engineering & Development, Inc., (PE&D) is a professional engineering consulting firm based in Key West providing professional services in the public, industrial, military, and private sectors. Our staff has a proven record in successfully managing and completing complex multi-disciplinary projects throughout the State of Florida and the Caribbean. Our approach to project planning and management controls both capital costs and engineering fees and demonstrates our ability to meet both schedule and budget requirements. In addition to being completed on time and within budget, a successful project must be technically adequate. To ensure technical adequacy of all our work, various types of review mechanisms have been established.

The following is a brief summary of some of our professional services:

ENGINEERING

- Design of storm water management systems
- Design of potable water and sanitary sewer systems
- Site plan development
- Site characterization and remediation
- Roadway design
- Structural design
- Preparation of construction drawings and details
- Preparation of construction specifications and contract documents
- Construction cost estimates
- Value engineering and QA/QC reviews

REGULATORY APPROVALS AND COORDINATION

- Storm water permitting through several Water Management Districts
- Utilities permitting through the Florida Department of Environmental Protection (FDEP)
- Environmental permitting through the Army Corps of Engineers and FDEP
- NPDES permitting through Environmental Protection Agency

Carras Community Investment, Inc. is a national consulting firm established over 25 years ago and based in Fort Lauderdale, Florida. The firm provides community and economic development and affordable housing planning services, program development and capitalization advisory services. It specializes in Housing Needs Assessments and Strategic Plans for counties and municipalities and in designing and implementing responses and solutions for community and economic development opportunities.

James Carras, principal of the firm is nationally recognized as an expert in development finance particularly on the Community Reinvestment Act and its implementation as well as Community Development Financial Institutions and New Markets Tax Credits. As an expert on urban community and economic development and affordable housing finance, he lectures and consults across the country on community economic development and affordable housing, with a particular focus on leveraging private sector investment and finance.



Methodology and Approach



Project Understanding

The City of Key West is seeking an experienced and professional consultant to prepare its EAR-based Amendments to implement its 2005 and 2007 EARs. Briefly summarized, the consultant will be expected to:

1. Employ and expand on the data updates prepared thus far by the City Staff;
2. Integrate a serious community engagement effort into the process in order to confirm the community's opinions with regard to the identified major issues and to inform and update the citizenry as the project moves forward;
3. Prepare the CIE Update and 10-Year Water Supply Facilities Work Plan and other requirements necessitated by legislation passed since the 2007 EAR was prepared;
4. Revise the Goals, Objectives and Policies in the Plan in a manner that is supported by appropriate data and analysis and that address the major issues identified in the EARs;
5. Prepare clear, concise and understandable documents for presentation before the Planning Board and City Commission and submission to the State;
6. Respond on the City's behalf to the DCA's Objections, Recommendations and Comments (ORC) Report and modify the proposed Amendments to address needed changes; and
7. Present the final documents for adoption by the City Commission.

Scope of Services

Task 1: Base Data Update & Analysis including:

- a. Update population data and characteristics to include data available in the 2010 Census.
- b. Using most recent secondary data sources available (Census, HUD, local sources, etc.) complete the assessment of need for affordable housing and identify geographic concentrations of need. Identify needed changes to the housing supply and explore potential remedial strategies. The Team's affordable housing specialist, James Carras, will prove an invaluable asset in completing the update of the City's Housing Element and in developing a workable strategy to address Key West's complex and unique housing situation.
- c. Work with the City Staff to complete the BPAS audit, vacant lot analysis and rectify inconsistencies between the beneficial use allocation tracking and vacant lot analysis. This work will address the EAR requirement to show vacant lands by Future Land Use Category. In addition, these data and analyses, when combined with updated population and transient estimates and the information in the City's soon-to-be-completed Transportation Carrying Capacity Analysis, will provide the basis for ensuring safe and efficient evacuation in the event of a hurricane event.



- d. Update infrastructure information such as capacities and historic usage through interviews with appropriate local individuals. By combining this information with the non-commercial square footage analysis and updated housing and population information determine current levels of service (LOS) and the appropriate level of service standards (LOSS) for the City of Key West.
- e. Update and convert existing land use, transportation, and other data maps for reproduction using GIS software. Convert the Future Land Use Series and Future Transportation Map Series to a GIS-based mapping system, as appropriate. Color reproduction will be used when necessary or useful to meet the intent of such maps.

Task 2: Statutory Updates including changes related to HB 697, designation as a Dense Urban Land Area (DULA) and requirement for a Mobility Plan.

Since the last EAR was completed in 2007, subsequent changes to Chapter 163, Rule 9J-5 and their applicability to the City of Key West will need to be identified, pending the outcome of the current legislative session. The most significant of these is HB 697 concerning energy efficiency and green house gas reduction.

Another recent requirement involves SB 360 largely relating to Mobility Plans and designation of the City as a Dense Urban Land Area (DULA). Depending on the results of the current legislative session, this requirement will be addressed to the extent that the City is required to identify and address such changes. This item is discussed under the major issue identified as "Coordinated Transportation."

Task 3: CIE Update

Update the Five-Year Schedule of Improvements in the Capital Improvements Element (CIE) using information in the City's current Five-Year Capital Plan, policies in the City's Comprehensive Plan and information obtained during meetings and discussions with representatives of the Public Works, Planning, and Finance Departments. Capital Improvements included in this schedule should be limited to those necessary to maintain levels of service and to implement policies contained in the CIE and other elements of the Comprehensive Plan as proposed in the EAR-based Amendments. Consequently, this will likely be the last item completed, because it will need to include improvements that may be necessary to implement newly proposed policies.

Task 4: Water Supply Plan

We will use our adopted Key Colony Beach 10-Year Water Facilities Work Plan and the recently completed Water Supply Plan of the City of Islamorada as the basis for all data and analysis as they relate to the overall service area of the Florida Keys Aqueduct Authority (FKAA). In addition to the overall service area information on population, the water facilities inventory, overall water demand and supply and treatment capacities, alternative water sources and reuse, we will include estimates of per capita and total demand associated with the existing and projected population of Key West and the City's share of total demand upon the FKAA. We will include recommended local policies for



water supply, conservation, re-use, and levels of service within the City as appropriate for inclusion in the Public Facilities, Intergovernmental Coordination, and Capital Improvements Elements.

- Task 5: Major Local Issue Amendments (including recommendations for new and amended Objectives and Policies and supporting data & analysis)
- a. Vision for Plan – It is our understanding that the level of public involvement was very limited during the preparation of the 2005 and 2007 EARs. Therefore, we believe that some visioning and public involvement should be undertaken early in the process. While we do not see this as a full-scale visioning effort, it is important to reaffirm that the vision, mission, and core values statements contained in the most recent EAR are still valid. Alternatively it may be necessary to modify them in light of subsequent changes in the community, its economy, and attitudes of its populace and leadership.
 - b. Quality of Near Shore Marine Ecosystems – The latest EAR does not foresee major changes to the Comprehensive Plan as it relates to this environmental issue. The only significant changes suggested are (1) for properties in the Salt Ponds, establish a management plan that respects environmental sensitivity as well as the neighboring residential uses; (2) to include consideration of converting fill into upland and fresh water habitats; and, (3) to ensure that the policies within the different elements are consistent and present a more comprehensive approach to environmental issues than is currently the case.
 - c. Affordable Housing – The 2005 and 2007 EARs included six basic recommendations that could require amendments to the Comprehensive Plan. Each of these should be investigated and policies should be prepared for those recommendations that still appear to be viable given the challenges unique to the Keys and particularly Key West. The areas to be addressed include:
 - (1) Establishing a citywide land trust to buy units prior to gentrification.
Due to the City's recent difficulties with the Bahama-Conch Community Land Trust, we suggest that a wider range of options should to be explored to address this goal.
 - (2) Acquire affordable housing properties to serve the elderly.
 - (3) Redefine affordable housing and use alternative methods to assure affordability.
 - (4) Modify hurricane evacuation planning to recognize the unique character of senior citizen housing relative to ROGO unit identification;
 - (5) Encourage force 5 refuges as an alternative to evacuation for personnel necessary for recovery operations.
 - (5) Lease vacant, military housing units to the City for subleasing to short-term and seasonal workers.



- d. Hurricane Evacuation – There are a variety of recommendations contained in the 2005 and 2007 EAR that address hurricane evacuation. However, most of these are related to operational or preventive actions rather than major policy issues that should be a part of the Comprehensive Plan. Nevertheless, “where to evacuate to” remains an overriding local issue, and one that should be investigated during preparation of the EAR-based Amendments.

We understand that State policy does not encourage provision of on-site storm refuges as an alternative to evacuation. However, we also understand that being located 130 miles from the mainland, Key West is in a unique position. Any hurricane evacuation policy, to be successful, must consider local conditions and the deep-seated attitudes toward evacuation held by many long-time residents. We will take into consideration these factors and coordinate with the Division of Emergency Management during the examination of alternatives to evacuation. Any new evacuation/hurricane safety policies must not give unrealistic expectations to the public and must be designed to elicit favorable State level review.

In addition, this section of the Plan will require consideration of the “Regional Evacuation Study South Florida Region,” adopted in the fall of 2010 by the Florida Division of Emergency Management as part of the Statewide Regional Evacuation Study Program.

- e. Coordinated Transportation – Preparation of the Transportation Carrying Capacity Study (TCCS) will provide the primary basis for amending the City’s Traffic Circulation Element. While the City had been identified as a “dense urban land area” under Senate Bill 360, this provision has since been ruled unconstitutional and, at least for the time being, the current transportation concurrency rules remain in effect. However, in light of HB 7001 having just recently been passed, TCEAs will probably retain the status they had under SB 360, especially if the Senate adopts its version of HB 7001. Therefore employment of a Transportation Concurrency Exception Area (TCEA) or Multi-Modal Transportation District will likely remain as options. Until the conclusion of the current legislative session, the issue of concurrency, among others, remains somewhat in question. Since the TCCS is not expected to be completed until late 2011, the impact of changes by the legislature can also be expected to be included. In any case, major amendments to the Traffic Circulation Element can be expected to come as a result of the TCCS and will be accommodated in the final EAR-based Amendments.

- f. Key West Port – If the Port Master Plan update has been completed in time to be incorporated into the EAR-based Amendments, changes will be included. Otherwise, amendments associated with this local issue would have to follow at a later date. We will coordinate with representatives of the Key West Port to remain aware of the progress of the Master Plan update.

These amendments may be able to address the Truman Annex redevelopment planning process at whatever stage it is in at that time. Also, we understand the City is now evaluating whether or not the City’s ferry building can accommodate customs facilities to allow upgrading the Port’s status to serve as a port of entry and departure. Depending on the status of this investigation, it could possibly be addressed in the EAR-based Amendments.



- g. Capital Improvements Planning and Concurrency Management – This topic has been addressed under Task 3 of this section. Modification of the City's Level of Service Standards (LOSS) will be based on the data and analysis developed during Task 1d discussed previously.
- h. Historic Preservation – According to the 2007 EAR, changes must be made to the Comprehensive Plan to accommodate implementation of the updated Bahama Village Redevelopment Plan adopted in 1998, as well as other more current efforts including energy and sustainability issues in relation to historic preservation. Policies will be prepared to address this need.
- i. Local Economy – No specific changes to the Comprehensive Plan were stated or implied in either the 2005 or 2007 EAR. The status of the EARs' recommended "business plan" will be determined and if appropriate, policy changes to the Comprehensive Plan will be prepared.

We further understand that the City's Strategic Planning Committee has recently presented a draft of its Strategic Plan to the City Commission and the community. This draft includes a number of goals, objectives and initiatives regarding the local economy and indices for measuring success. The Strategic Plan will be reviewed and, to the extent it is embraced by the Commission and community, should be addressed in the EAR-based Amendments.

Task 6: Public Engagement

Because public engagement and participation are vital to the success of the City's update of its Comprehensive Plan, in addition to the meetings, workshops and public hearings listed below, LaRue Planning will set up an interactive website devoted to this project. On this website, interested parties can see the schedules for upcoming meetings and view the status of the project. Visitors to the site will have the opportunity to post questions and comments and download draft documents and maps.

- a. Project mobilization site visit
Shortly after receiving authorization to proceed, members of the Consulting Team will meet with City Staff to gather information and set the schedule for meetings and deliverables. During this visit we would expect to interview local governmental representatives and stakeholders regarding their thoughts on the continued relevancy of the findings contained in the EARs as they pertain to each of the major local issues.
- b. Hold one public forum during which the major local issues are discussed and the relevancy of the vision, mission and core value statements are confirmed or modified. A summary of the results of the public forum will be prepared for review and consideration by the City Staff. Public input and Staff comments will be employed in preparing the initial recommendations for amendments to the Plan.



- c. Hold a public workshop before the LPA to review the updated data and analysis, the initial recommendations for amendments to the Plan, and recommendations contained in the draft of the Strategic Plan as they may be appropriate,. LPA and public comments will be reviewed and the recommendations will be modified as necessary.
- d. Hold one public hearing before the LPA to consider the draft EAR-based Amendments document and to receive public comment.
- e. Hold one public hearing before the City Commission to: (1) consider the draft EAR-based Amendments as recommended by the LPA; (2) receive public input; and, (3) receive direction from the City Commission to transmit the proposed amendments, with changes as may be authorized by the City Commission, to the DCA for its review.
- f. Hold one final adoption public hearing before the City Commission

Task 7: ORC Response

Recognizing that the EAR-based Amendments will include the Water Supply Plan, Capital Improvements Element Update, as well as the amendments necessary to implement the 2005 & 2007 EARs and amendments that may reflect changes since these EARs were adopted, it is likely that, no matter how well prepared and written, there will be some areas where Key West's approach may differ from that which the DCA believes are needed. We have incorporated a provision for responding to the ORC report, either by way of explaining why Key West may disagree with the DCA's objection or comment, or for modification to the Amendment to address the DCA's concern, as directed by the City. Of course, the extent of statutory or Rule changes resulting from the current legislative session may affect the degree to which DCA will review the Amendments.



Cost



LaRue

Cost

LaRue Planning & Management Services, Inc. proposes to complete the City of Key West Evaluation and Appraisal Report (EAR)-based Amendments at a cost of \$166,500.

This price includes travel to and from the City of Key West facilitating all meetings agreed upon by the City, and guaranteeing DCA compliance for the EAR-based Amendments.

Task	Cost	Man-Hours
Task1: Base Data Update & Analysis	\$23,000	184
Task 2: Statutory Updates including changes related to HB 697 and designation as a Dense Urban Land Area (DULA) and requirement for a Mobility Plan.	\$17,500	140
Task 3: CIE Update	\$ 6,000	48
Task 4: Water Supply Plan	\$12,500	100
Task 5: Major Local Issue Amendments (including recommendations for new and amended Objectives and Policies and supporting data & analysis)	\$50,000	400
Task 6: Public Engagement	\$47,500	324
Task 7: ORC Response	\$10,000	72
Total	\$166,500	2368



Personnel





James G. LaRue, AICP
President

Jim began his renowned career in Florida local government over 30 years ago with positions ranging from city planning and zoning director to county administrator. Jim's strong, committed background in local government administration and planning is apparent in his incisive ability to assess any organization's needs and readily suggest workable planning solutions based on his practical communication and consensus building skills.

President of LPMS for over twenty-two years, Jim has proficiently worked as a consultant to Florida's cities, counties and special assessment districts, providing management and planning solutions expressly customized to each entity. Organizational assessments, CRA planning, teambuilding and customer-related management services have been tailor made to meet his clients' needs. Jim's expertise in preparing EARs, Comprehensive Plan Amendments, Redevelopment Plans and Land Development Code revisions enables him to be a liaison between clients and the public, always focusing on providing the most satisfactory solutions for the local governments and their residents.

Jim also serves as a Florida State University Center for Public Management adjunct consultant/trainer, facilitating numerous classes designed for public management employees within the State of Florida. The facilitating experience has allowed Jim to establish community consensus when conducting Vision sessions or implementing strategic plan policies and/or redevelopment strategies.

Jim continues to work closely with all of his clients, realizing that each client has their own unique, individual needs whether it is for a Comprehensive Plan Amendment or for updating Land Development Codes. Jim believes in the philosophy of working only with the public sector, thereby avoiding any conflict of interest between his clients and private developers.





Wm. F. Brisson, AICP
Senior Planner

Bill has been a professional “problem solver” and expert witness in the fields of planning, marketing and economic analysis since 1970. Having consulted for both the public and private sectors, he views the planning challenges facing our communities from both perspectives, lending practicality to the art of planning. Bill’s ability to identify the core aspects of a problem and attention to detail have resulted in creative solutions to a variety of complex issues for communities throughout Florida. He is proficient in GIS related mapping and acts as our firm’s representative in providing quality products for community plans and specific projects. Bill is an integral part of the LPMS team, his knowledge and experience is invaluable.



Sandy Ramseth, AICP
Senior Consultant

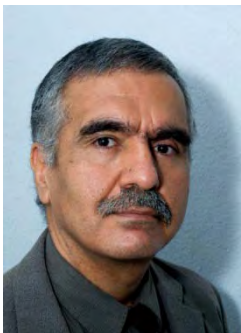
Sandy has spent over 18 years as a professional planner in both the public and private sectors, giving her the ability to consider a situation or problem from either viewpoint. Her design oriented skills, particularly in landscape and graphic design, affords her to “think out of the box” bringing creative insight and solutions to any task at hand. Specific specialties include: Comprehensive Plans and Amendments, Water Supply Plans, Evaluation and Appraisal Reports (EARs), Land Development Regulations (LDRs), Planning and Zoning development reviews, Due Diligence Reports, Community Redevelopment Areas (CRA), Urban and Landscape Design, and Community Planning. More recently, she has embraced the importance of global, regional and local sustainability and is currently pursuing her LEED AP certification. Also, a Florida licensed Realtor and real estate company partner, she thoroughly understands the importance of attention to detail, dependability, follow-through and is a successful negotiator. Her real estate experience also lends itself to understanding the marketability of an area, with emphasis on redevelopment potential. Sandy brings a unique perspective and skill set to the LPMS team.



James Leese, AIA, CNU-A, ASAI
Senior Consultant

James is an urban designer, a planner, an architect, an architectural illustrator, and an artist , He relocated to Southwest Florida after more than 30 years of practice in the Denver and Kansas City areas. His experience includes urban design, planning, and architecture specializing in urban mixed-use, residential apartments and loft condominiums, mixed-use parking garages in urban centers, and other urban core building types. James has drafted guidelines for the Bonita Springs Downtown Redevelopment Area and developed illustrations for the Page Park Community Land Development Code. James is also participating in developing a form-based Town Center Code for the North Fort Myers Community Land Development Code.





Mohsen Salehi, AICP, ITE (F)
Senior Consultant

A seasoned project manager and award-winning planner, Mohsen has played a major role in development of comprehensive plans, community plan updates, as well as master planning/urban design for context sensitive corridors. Mohsen possesses strong analytical skills and technical background. He has been assisting various county and municipal governments and private clients throughout Florida in land use/transportation/infrastructure planning and redevelopment projects. He is a knowledgeable and resourceful team member of LPMS.



Benjamin L. Smith, LEED GA
Associate Planner

Ben joined LPMS in 2007, after receiving his Bachelor's Degree from the University of Florida. He has also earned the designation of Leadership in Energy and Environmental Design Green Associate (LEED GA). As an Associate Planner, he has become skilled in GIS mapping and providing population forecasting and data base revisions for Evaluation and Appraisal Reports, CRA studies and Comprehensive Plan Amendments. Ben has been instrumental in preparing Urban Design Policies and regulations meeting the criteria of Florida House Bill 697. He has participated in drafting Smart Code applications for various overlay districts which have become the core of several Community Plan Land Development Codes.



Gloria L. Pellito
Office Manager

Gloria has been with the firm since 2006. As office manager, she diligently coordinates all of the company's daily operations including specific planning and management projects. She is a motivated self-starter, and coordinates project time schedules along with all accounting and human resources for the firm. For the past 25 years, Gloria's career, which started on Wall Street, has revolved around streamlining office procedures as well as implementing and supervising accounting departments for various sized firms. Gloria provides essential quality control services for the firm as well as assuring project deadlines are met.



James G. LaRue, AICP

President

Areas of Expertise

Comprehensive Plan Amendments
Evaluation and Appraisal Reports (EARs)
Economic Development / Redevelopment
Land Development Codes
Strategic Planning
Urban Planning

Education

Masters in Urban & Regional Planning, University of Iowa
Masters in Political Science, Memphis State University
Bachelor of Arts, University of Texas

Experience

Florida Center for Public Management 1989 – present
Adjunct Consultant/Trainer

Florida Counties Foundation 1993 – 2005
Small Counties Circuit Rider

Florida Public Management Group 1990 – 1994
Vice President

Lee County Government 1983 – 1988
County Administrator, Assistant County Administrator

City of Deerfield Beach 1980 – 1983
Assistant City Manager

City of Pompano Beach 1976 – 1979
Zoning Administrator

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Florida City & County Managers Association
Florida Planning & Zoning Association
Florida Redevelopment Association
International City Managers Association
Certified Main Street Consultant

Committees

Broward County Planning Council, member
Department of Community Affairs
EAR Technical Review Committee
EAR Technical Advisory Committee 2004

Honors and Awards

Presidential Certificate of Merit
Broward County Clean Water Management Plan
US Department of Labor
Certificate of Excellence Summer Youth Program
FCCMA Lifesaver Awards, 2001, 2002
ICCMA 74th Annual Award, Significant Contributions & Achievements in advancement of local government administration
Lake Placid Resolution Honoring "Jim LaRue" Day
Broward County Committee for Community Development, Honors for Outstanding Community Service & Dedication to improve quality of life

Mr. LaRue has over three decades of Florida government and consultant experience with a strong background in local government administration and planning. As the President of LaRue Planning & Management, Jim has assisted Florida cities and counties providing specific management and planning solutions in the form of plan amendments, EARs EAR-based Plan Amendments, redevelopment planning and Land Development Code revisions. Jim served on the original technical review committee that was responsible for compiling the current EAR Guide for Cities and Counties to follow. Additionally, he served on the 2004 EAR Technical Review Committee that analyzed and reviewed the current EAR process for changes and recommendations. Jim's ability to assess an organization's needs and suggest workable planning solutions is based on practical communication and consensus building skills. Jim also has a reputation for revitalizing local government planning options while accurately navigating through the regional and state agencies expeditiously.

Planning Project Experience

Bonita Springs: Served as the contract Comprehensive Planning Official for the City since its incorporation through April 2010. Prepared Plan Amendments including the Bonita Beach Road Large Scale Plan Amendment and the Old US 41 Redevelopment Overlay Large Scale Plan Amendment. Also planned the Vision Setting for the City's Comprehensive Plan; prepared the City's EAR, their first unified Land Development Code and Revisions, and other planning projects as assigned. Updated the Capital Improvements Element for compliance with Chapter 163 requirements and prepared the 10-Year Water Supply Facilities Work Plan, the Public School Facilities Element and the 2009 EAR-based Plan Amendments.

City of Okeechobee: As the Planning and Zoning Official for the City since 1996, we provide the City with a variety of services which include development review, Comprehensive planning and Zoning. We recently prepared the City's 10-Year Water Supply Facilities Work Plan and the City's second Evaluation and Appraisal Report. Our working relationship with Okeechobee spans over a decade and we expect to continue this relationship well into the future.

Glades County: Completed an Evaluation and Appraisal Report (EAR) that was found sufficient. Jim is currently the project director for the EAR-based Plan Amendments with adoption June 2010. Completed a Public School Facilities Element and associated Comprehensive Plan Amendments as a DCA pilot Technical Assistance Program. Assisted the County in preparing the 10-Year Water Supply Facilities Work Plan Comp Plan Amendments.

Lee County Page Park Community: Recently implemented a community plan via overlay land development regulations emphasizing urban design approaches that are community based. Specifically, the regulations implement the Goals and Policies adopted in the Lee Plan. These regulations have been adopted and include mixed use, streetscape, signage and urban design standards which ensure quality redevelopment for this stable Lee County unincorporated neighborhood.

Lee County North Fort Myers: Currently writing the LDRs to implement the North Fort Myers Community Plan which is incorporated in the Lee County Comprehensive Plan. Lee County has not designated this area as a CRA but the North Fort Myers Community functions with autonomy and our firm is working with the Master Community Plan and recommending changes. Work tasks involve writing Town Center, Neighborhood Center and Corridor text focusing on uses, design standards and appropriate mixed-use regulations to induce quality development/redevelopment. Utilizing Smart Code techniques and traditional urban design approaches are fundamental to this project.



Presentations

Florida APA

"Show Me the Money: Bringing Reality to Redevelopment" - 2010

This presentation discussed the analytical process including pro-formas, comparative marketing analysis, entitlements, interviews, compatibility and design considerations, regulatory and economic viability needed to determine the most appropriate land use for properties

Florida Planning & Zoning Association

Redevelopment Toolbox: Hybrid Planning Solutions that Work - 2010

The presentation focused on the redevelopment process and how to blend best planning practices with regulatory options to implement your community's vision.

Florida City Clerks Association

Keynote Address - 2008

Growth Management Workshop - 2008, 2009

An overview of relevant statutory, administrative code and program implementation standards related to Florida's growth management and local comprehensive planning process.

Casselberry: Assisted the City in performing a major EAR-based Plan Amendment containing policies responding to the new legislation requiring Green House Emission Reductions. The Plan Amendments were found in compliance by DCA in 2009

Satellite Beach: Prepared the City's Public School Facilities Element and the 10-Year Water Supply Facilities Work Plan in 2008. Also completed the City's EAR and the EAR-based Plan Amendments which were found to be in compliance January 2010.

City of Moore Haven: Serving the City as their Planning Consultant providing on-going planning services including implementation of redevelopment studies and development of the Riverwalk CRA. Presently preparing a CRA Plan which includes four sub-areas of the City, downtown Main Street, the Marina Area, US 27 Gateway Area and the Industrial Area. Provided the City with Plan Amendments, the EAR, EAR-based Amendments, 10-Year Water Supply Facilities Work Plan and the Public School Facilities Element, as well as revising the Capital Improvements Element to comply with State Statutes.

City of Clewiston: Provided the City with a new CRA Community Redevelopment Plan, Clewiston CRA Plan Amendment 2010, focusing on the critical elements necessary to significantly influence restoration and conservation opportunities within the Boat Ramp area and the Commercial area of the City. Served the City as project director to secure EAR sufficiency and prepared major Large Scale Plan Amendments including the Gateway Mixed-Use District proposed development. Prepared the EAR-based Amendments which included a new, optional Economic Element.

City of Wewahitchka: Presently serving the City as planning consultant to provide an EAR of the 1990 Comprehensive Plan and the EAR-based Amendments. The EAR has been adopted and found sufficient by DCA.

Indialantic: Serving as the Town Planning and Zoning Official we have completed the Town's EAR and the EAR-based Plan Amendments, the Water Supply Plan, the Public School Facilities Element and the Capital Improvements Element update all of which found in compliance by DCA.

North Bay Village: Served as planning official for the City providing Development Review services for over ten years providing the EAR and Large Scale Comprehensive Plan Amendments. Facilitated Vision Setting sessions which included meetings with City Council, private citizens and the business community. Completed the City's Public School Facilities Element, 10-Year Water Supply Facilities Work Plan and various Land Development Code revisions including updating the Official Zoning Map; and the EAR-based Plan Amendments.

Key Colony Beach: Serving as the City's planning official, prepared the EAR and the EAR-based Plan Amendments as well as the City's 10-Year Water Supply Facilities Work Plan.

City of Layton: Serving as the City's planning consultant, prepared the EAR, EAR-based Amendments, the 10-Year Water Supply Facilities Work Plan. Additionally, we provided the City with the 2008 update to the Capital Improvements Element and the 2009 update to the CIE is currently being reviewed by DCA.

City of Lake Worth: Recently provided contract planning services to the City. Performed site plan reviews for applications in the Historic District as well as duties related to EAR-based Comprehensive Plan Amendments, Land Development Code Revisions, and the 10-Year Water Supply Facilities Work Plan.

Town of Lake Placid: Established the Town's Planning & Zoning/LPA Board; drafted Land Development Regulations and revisions including developing the Official Zoning Map and Sign Ordinance. Served as the Town's Planning & Zoning Official for over ten years. Provided the Town with development review, rezonings and building permit services, and facilitated the Town's Vision 2010 session.



Wm. F. Brisson, AICP

Senior Planner

Areas of Expertise

Comprehensive Plan Amendments
Evaluation and Appraisal Reports (EARs)
Concurrency Management Systems
Zoning and Land Development Regulations
Market and Economic Analysis
Water Supply Plans
Debris Management Plans
Floodplain Management Plans
Reviews of Site Plans, Rezoning, Special Exceptions, Variances, etc.
Expert Witness: Planning & Zoning

Education

Bachelor in Business Administration, University of Miami

Experience

LaRue Planning & Management Services, Inc.
2006-present, Senior Consultant
Brisson Planning Solutions, Inc.
(formerly Adley, Brisson, Engman, Inc.)
1971 – 2006, President

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Association of Eminent Domain Professionals
Florida Planning & Zoning Association

National APA Conference Presentations

Zoning for Timesharing and Short-Term Occupancy
Impact Zoning Procedures

Mr. Brisson has been involved in community and comprehensive planning since 1971 and a principal member of LaRue Planning since 2006. He has prepared Comprehensive Plans and EARs under the 1985 Growth Management Legislation, as amended over the years, for over two dozen communities. Over the past thirty nine years he has specialized in housing and land use issues and in the preparation and amendment of zoning and land development codes and is proficient in the technical application of GIS.

Mr. Brisson has been accepted as an expert witness representing both public and private clients on zoning, planning, market and economic issues in eighteen land use and eminent domain cases in Circuit Courts throughout Florida.

Recent Professional Experience

City of Holmes Beach: Since 2004, prepared the City's updated and reformatted Unified Land Development Code and all subsequent amendments thereto and has prepared all of the City's amendments to its Comprehensive Plan. He has provided advice and assistance to the City Council in the review of complex or contentious development applications; prepared the City's most recent Evaluation and Appraisal Report and associated EAR-based Amendments; Public School Facilities Element; Water Supply Plan; Debris Management Plan; and Floodplain Management Plan.

Town of Palm Beach: Each year from 1979 through 2007, served as the Town's Planning and Zoning Consultant providing technical memoranda, testimony, and advice and assistance on a wide variety of planning and zoning matters to the Planning & Zoning Commission and Town Council. He assisted the Town in the preparation of and amendments to its Zoning and Land Development Codes and in the preparation of all of its Comprehensive Plans and amendments since 1975. As the Town's Planning Consultant he reviewed complex and contentious development applications, including special exceptions and site plans and issued technical memoranda and testimony in support of the recommendations. He has served as the Town's expert witness in five successful defenses to challenges in Circuit Court to its planning and zoning actions. He has been contacted by the Town to revisit and assess the continued appropriateness of the innovative "Town-Serving" regulation he developed 30 years ago and which has survived two legal challenges.

Moore Haven: Prepared a major amendment to the City's Comprehensive Plan adopted in 2008; participated in preparing the City's most recent EAR and EAR-based amendment, and is now completing an update to the City's Zoning Code.

City of Okeechobee: Currently the project director overseeing all amendments to the Land Development Regulations and Comprehensive Plan as well as review of development applications including site plans, rezonings, special exceptions, and variances. Prepared the City's Water Supply Plan and is in the final stages of completing the City's EAR.

Bonita Springs: Prepared the City's first Comprehensive Plan adopted in 2002, which included development of the City's GIS mapping of the required Future Land Use and Transportation Map Series. He has been heavily involved in preparing the City's new updated and reformatted Land Development Regulations.

Charlotte County: Prepared special "community plans" for the unincorporated communities of Harbour Heights, Placida and South Gulf Cove.



Sandra J. Ramseth, AICP

Senior Consultant

Areas of Expertise

Comprehensive Plan Amendments
Evaluation and Appraisal Reports (EARs)
Development Review
Land Development Code Revisions
Community Planning
Rezoning
Due Diligence

Education

Masters in Landscape Architecture, University of Florida
Bachelor of Science, University Illinois

Experience

DRMP, Inc, Planning Manager, 2005 – 2006
Morris-Depew Associates, Director of Planning
2002 – 2005
Cape Coral Community Development,
Senior Planner 2001 – 2002
Charlotte County Community Development,
Principal Planner 1998 – 2001
Planner III, 1996 – 1998
Planner II, 1991 - 1996

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Chair, Promised Lands Section of Florida
Chapter APA, 1997-1998
Vice-chair, Promised Lands Section of Florida
Chapter APA, 1995-1997
Florida Planning & Zoning Association

Sandra (Sandy) Ramseth has over 18 years of planning experience in both the public and private sectors. As a LaRue project planner, Sandy has assisted in preparing numerous EARs, Plan Amendments and Urban Design Regulations implementing Community Plans. Sandy served as the Principal Planner for Charlotte County, and later overseeing the City of Cape Coral's Comprehensive/Long Range Planning Division, she was involved in all phases of the EAR and Comprehensive Plan amendment process. She administered the Charlotte County Development Review process, and drafted several new land development codes as well as revised existing ones for many municipalities during her public and private tenure. Ms. Ramseth has considerable experience in reviewing, preparing and processing both large and small scale Comprehensive Plan Amendments, Annexations, Rezoning, Community Plans, and DRIs from both the applicant, as well as government side. She continually utilizes her strong graphic skills to enhance her excellent presentations at public hearings.

Representative Project Experience

Glades County: Prepared the Public School Facilities Element and the Evaluation and Appraisal report which has been found sufficient by DCA.

Page Park: Played the Lead Planner role in preparing the Community Plan for Page Park, continuing as the LaRue Planner in developing the Land Development Regulations for a Mixed-Use Overlay District.

Satellite Beach: Assisted in completion of the Evaluation and Appraisal Report, EAR-based Plan Amendments, Public School Facilities Element, and the Water Supply Plan.

Bonita Springs: Assisted in developing urban design and redevelopment streetscape strategies for the City in its Old US 41 Redevelopment Overlay Area.

South Miami: Assisted in developing pro-forma criteria used to evaluate certain planning scenarios for a CRA special study.

Town of Indialantic: Prepared the Evaluation and Appraisal Report, Public School Facilities Element and the Water Supply Plan.



James Leese, AIA, CNU-A , ASAI

Senior Consultant

Areas of Expertise

Architectural Illustration

Planning

Project Graphics

Urban Design

Education

Arizona State University, College of Architecture

University of New Mexico, College of Fine Arts

University of Denver, College of Law

Harvard University Graduate School of Design, continuing education program: Retail Planning and New Urbanism

Professional Affiliations

Congress of the New Urbanism, Florida Chapter (CNU)

American Institute of Architects (AIA)

SW Florida Chapter AIA, Design Review Organizing Committee for Bonita Springs, Florida

American Society of Architectural Illustrators (ASAI)

Florida West Arts, Estero, Florida

Art League of Fort Myers, Florida

James Leese brings a broad perspective of interests and talents to any project and provides specialized urban design and New Urbanism expertise for LaRue Planning. In his 40-plus years of practice he has been involved in a variety of development projects in both the public and private sectors. His experience includes urban design, planning, and architecture, specializing in urban mixed-use, residential apartments and loft condominiums, mixed-use parking garages in urban centers, and other urban core building types. Most recently Mr. Leese has taken up art and architectural illustration applying the professional knowledge and the many skills he has accumulated over the years. Presently, he is practicing as an architectural-planning-urban design consultant as well as undertaking architectural illustration and graphic services supporting the design professions.

Representative Project Experience

Urban Design Planner, Illustrator, LaRue Planning & Management, 2010

Provide New Urbanism design standards and illustrations for two community planning areas (Page Park and North Fort Myers) in Lee County.

Principal, City Design & Graphics, Fort Myers, Florida 2008

Provide project graphics and illustrations for planners, urban designers, and architects, as well as consulting services to same and others, including governmental entities.*

Manager of Design, R. J. McCormack Architect, Inc., Fort Myers, Florida 2004 - 2008

At RJMA, he was planner-designer for several projects, including the Times Square Redevelopment project on Fort Myers Beach, Paradise Preserve in North Fort Myers (a mixed-use community on the site of the Lochmoor Country Club), and Red Fish Key Condos in Englewood, as well as several others.

Principal, City Design, Kansas City, Missouri 2002 - 2004

Served as a consultant to developers and quasi-governmental groups in visualizing development opportunities.

Principal, Shears & Leese Architects, Inc., Denver, Colorado 1988 - 2002

With business partner Chris Shears he specialized in the planning and design of large mixed-use, urban projects in dense urban areas for a number of years.

Principal, Architecture Four Collaborative PC, Boulder, Colorado 1984 - 1988

Five architects left a Boulder firm (now Downing, Thorpe, and James) to start Architecture Four Collaborative, until divergent interests led two of the four into different directions. The other two went on to become Shears & Leese Architects.

* NOTE: Recent work with LaRue Planning and Management of Fort Myers, Florida has resulted in praise from MuniCode for graphic clarity and quality.



Mohsen Salehi, AICP, ITE (F)

Senior Consultant

Areas of Expertise

Infrastructure Planning
Transportation Planning
Traffic/Parking Studies
Urban Design
Downtown Redevelopment
Main Street Planning
Corridor Planning

Education

Masters in City and Regional Planning, Clemson University
Bachelor of Architectural Engineering, Southern Polytechnic University

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Fellow of the Institute of Transportation Engineers (ITE)

Mohsen Salehi has been a senior traffic consultant with LaRue Planning and Management Services, Inc. for the past decade. He specializes in transportation planning and traffic studies, participating in various tasks including major development reviews, redevelopment, visioning and urban design planning for our various city and county clients. Mohsen was instrumental in providing inter-modal transportation policy revisions for Boynton Beach when our firm was selected to provide assistance for their EAR-based Comprehensive Plan Amendments several years ago. He has been a member of the Florida Main Street Resource Team, and has served as a Transportation/Urban Design Consultant for the Program's participating communities.

Representative Experience

Transportation/Urban design Consultant for the Florida State Department's Main Street Program (58) participating communities, including presentation in Quarterly Meetings in Fort Pierce (1998) and Fort Walton Beach (2002) and participation in Resource Teams in Dania Beach, Clewiston, and Clearwater Beach in 1999. Transportation Consultant for the Fort Myers Beach Comprehensive Plan's transportation element including transportation demand management, traffic operations, land and water based public transportation (Florida Planning and Zoning Association awarded this Plan its 1999 Outstanding Public Report Award). Transportation Consultant for Greater Pine Island Civic Association Community Plan, Florida Planning and Zoning Association awarded this Plan its 2002 Certificate of Merit Award. Traffic Consultant with LaRue Planning and Management Services, Inc. for the City of Bonita Springs, City of Okeechobee, Town of Davie, North Bay Village, Collier County, Lake Placid and Boynton Beach.





SANDRA WALTERS

President

ACADEMIC BACKGROUND

Masters Degree in Marine Studies, University of Miami, Florida, 1983
Bachelor of Science in Animal Behavior and Marine Biology, University of California, Davis, CA, 1974

SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Walters has more than 25 years of professional experience in Florida. She is qualified as an Expert Witness in Florida administrative hearings and court proceedings; has conducted and supervised environmental studies, and developed avoidance and mitigation plans, in all South Florida submerged and upland habitats; has successfully permitted projects ranging from single family homes to developments of regional impact, working with all regulatory agencies; has extensive experience in design and implementation of public participation programs and review and development of comprehensive plans; and has represented clients successfully with many agencies and government boards. She serves on the South Florida Regional Planning Council, appointed by governors Bush and Crist; serves on EPA's Water Quality Steering Committee for the Florida Keys; and served from 2000 to 2004 as a Governor's appointee on Florida's Acquisition and Restoration Council, which supervises purchase and management of State conservation lands.

REPRESENTATIVE PROFESSIONAL EXPERIENCE

Principal, Sandra Walters Consultants, Inc., 1996-present Key West and Miami, FL

Provide consulting services to both public and private sector clients in areas of ecological/environmental and land use planning and permitting, including habitat evaluation, mitigation and contamination assessment and remediation; public involvement and outreach; and community and government liaison.

LAND USE PLANNING AND PERMITTING • PUBLIC INVOLVEMENT SERVICES

- **City of Key West Bahama Village Redevelopment Plan Update**
Member of team that updated community redevelopment plan. Primary roles—environmental and public facilities planning and public involvement, including preparation and distribution of project newsletters and news releases; and development and implementation of proactive community involvement process.
- **City of Key West Economic Development Conveyance Application**
Member of team that developed EDC application for surplus Navy properties. Primary roles—planning and implementing meetings with local officials and interest groups, coordination of public workshops and presentations, and public facilities and environmental data collection and analysis.
- **Stock Island-Key Haven US 1 Corridor Study, Florida Keys**
Provided public outreach and meeting coordination services for study to identify improvements to US 1 corridor segment; resulted in significant participation by user groups and effective planning charrette.
- **District 6 FDOT General Public Information Contract for Design Services, Monroe County**
SWC is the member of the consulting team with Bermello-Ajamil which presently holds the general design services public information contract, providing services for the Florida Keys. Projects worked on to date include US Highway 1 corridors on N. Roosevelt Blvd., Big Coppitt Key, from Key West to Stock Island, Big Pine Key, Cudjoe Key and Grassy Key.
- **FDOT Planning, Design & Environmental (PD&E) Studies in Islamorada, Marathon and Big Coppitt Key, Florida Keys**
Member of team that conducted FDOT studies of roadway improvements, including turn lanes, in five-mile corridor in Islamorada, five-mile corridor in Big Coppitt Key, and Sombrero Beach Road in Marathon. Services included public involvement, land use planning, and landscape architecture elements of study, including coordination with local staff and elected officials.
- **Expert Planning Services for Town of Medley, Dade County**
Served as town planning staff, providing review and support for public hearings associated with amendment to City comprehensive plan.
- **Expert Witness Testimony for Monroe County**
Conducted thorough review of land use, environmental and permitting issues for property in North Key Largo which was subject of suit against Monroe County, prepare expert witness report, provide deposition in circuit



court proceeding. Work included extensive review of several USFWS HCPs in Key Largo for effects on reasonable development expectations in area.

- **State Aquatic Preserve Management Plan, Florida Department of Environmental Protection**
Responsible for principal drafting of Statewide management plan for 41 State aquatic preserves.
- **Hawk's Cay Expansion Development of Regional Impact, Florida Keys**
Prepared and successfully processed Application for Development Approval for Hawk's Cay Expansion Development of Regional Impact to South Florida Regional Planning Council. Evaluation included environmental, public facilities, socio-economic, and traffic impacts. Provided continued planning consultation, including 1996 approval of major site plan revision and 7 year extension, approvals of three DRI revisions, and annual reports.
- **Lower Sugarloaf Key Mixed Use Development, Lower Florida Keys**
Served as planning consultant and agent, developed and processed major conditional use application for mixed use office, workforce housing and market-rate housing project; received 8/0 positive vote from Monroe County Development Review Committee and 5/0 positive vote from Monroe County Planning Commission.
- **Development Feasibility Studies, Many Parcels throughout Monroe County**
Conducted thorough reviews of applicable comprehensive plans and land development regulations in relation to property owner plans to develop or redevelop property, and prepared report providing specific citations of applicable code and explaining review process. Studies have been conducted for both residential and commercial parcels. Examples include Palmers Resort on Little Torch Key, Holiday Isle Resort in Islamorada, Storage Mart properties on Big Coppitt Key and Stock Island, and multi-unit residential site in Marathon.

ENVIRONMENTAL STUDIES • PERMITTING • MITIGATION • MONITORING SERVICES

- **Mallory Dock Maintenance Dredge, City of Key West**
Principal in charge for successful acquisition of all permit modifications to add Mallory Dock to scope of Navy Key West Harbor dredging project, including collection of all data on submerged habitats required by agencies, coordination with dredging company and environmental monitoring contractor, acquisition of EPA approval for use of offshore disposal site, provision of Quality Assurance services onboard the dredging vessel, and preparation of all final reports to Navy and permitting agencies. Represented City in Navy agency partnership process for harbor dredge and other environmental issues.
- **Key West Mooring Field Seagrass Monitoring Project**
Conducting seagrass monitoring project at Key West Mooring Field that investigates potential shading impacts from boats, including project design, photographic documentation of stations over time, collection of seagrass density and shoot count data, and report preparation.
- **S. Roosevelt Seawall Repair Seagrass Monitoring, Key West**
Supervised assessment and documentation of seagrasses in vicinity of seawall undergoing repairs, including field data collection and photography, update of CAD files delineating seagrass line, measurement of seagrass impacts in project area for mitigation purposes, and report preparation.
- **Smathers Beach Seagrass Mitigation Monitoring, Key West**
Member of team that conducted field monitoring of seagrass mitigation project for City of Key West. Roles included field personnel establishing monitoring sites, collecting required data, supervising surveyor, assisting with preparation of monitoring reports, and providing local liaison with City and base of operation for work.
- **City of Key West Navy Base Reuse Plan**
Member of team that evaluated surplus Navy properties in Key West, and developed plan for reuse which addresses local needs and concerns. Primary role—planning and environmental assessments, including SCUBA examination of Mole Pier at Truman Waterfront.
- **Submerged Habitat Study and Sediment Analysis, Key West Harbor and Vicinity**
Worked with scientists from Florida International University to conduct survey of submerged habitats in and around Key West Harbor. Divers collected field data from 50, randomly selected sites. This data was then collated into maps showing general distribution of habitats in area, and underwater photographs were organized and printed. Data was compared with that collected at other sites throughout Florida Keys, to assess habitat quality in relation to shipping activities in Harbor. Supervise collection of sediment samples in and near harbor following approved DEP protocol, transmit to State certified laboratory for testing for petroleum contamination and RCRA metals, prepare report summarizing findings.



- **General Environmental Consultant for Florida Keys Overseas Heritage Trail**
In contract with DEP, provide environmental planning services for entire 130-mile linear park throughout Florida Keys, including NEPA review and documentation for permitting of segments and bridge crossings.
- **Port Everglades Master Plan Update, Broward County**
Principal in charge of all natural systems data collection and analysis and permitting assessments for five-year master plan update, including associated Broward County Comprehensive Plan amendments.
- **SR-710 PD&E Study, District 4 FDOT**
Part of consultant team in charge of planning, design and environmental study of 27-mile corridor of B-Line Expressway through Palm Beach and Martin counties. Responsible for wetlands and threatened and endangered species field data collection, assessment of contamination potential in vicinity, and documentation of land use patterns along corridor regarding potential for secondary and cumulative impacts.
- **City of Key West Stormwater System**
Assisted City with permitting requirements for already-completed and future maintenance work of stormwater system, including developing impact assessment and mitigation plan and coordination to prepare mutually-acceptable consent agreement.

Vice President & Manager of Environmental and Permitting Division, 1994-1996
H.J. Ross Associates, Inc., Coral Gables, FL

- **US Highway 1 South Project, from Key Largo to Florida City**
Consultant project manager for environmental resource permitting.

Publisher and Media Consultant, 1986-1994
Little Torch Key, FL

Environmental Planning Consultant, 1984-1996
Little Torch Key, FL

Environmental Programs Manager, 1980-1984
South Florida Regional Planning Council, Hollywood, FL

Review comprehensive plans of counties and municipalities in South Florida, evaluate in relation to State and regional policy guidelines, and write evaluations including recommendations for improvements. Participate in and manage reviews of Developments of Regional Impact, with emphasis in areas of environmental and public facilities impacts. Environmental programs manager responsible for analyzing and critiquing environmental aspects of development in region, including U.S. Army Corps of Engineers and Florida Department of Environmental Regulation dredge and fill permit applications; prepare and present reports to Council concerning development warranting regional attention.

- **Development of Regional Impact Review**
- **Project Manager: South Florida Oil Spill Priority Protection Response Strategy**
- **Project Manager: Regional Hazardous Waste Program required by State of Florida Water Quality Assurance Act**
- **Project Manager: South Florida Hurricane Evacuation Program (Broward, Dade, and Monroe counties)**

Professional Registrations/Affiliations/Certifications

- Member appointed by Governor since 2006 of South Florida Regional Planning Council, a board that oversees planning and regional issues for Broward, Dade and Monroe counties. Served as chair in 2009.
- Member, EPA Water Quality Steering Committee for Florida Keys
- Appointed in May 2000 by Governor Bush to four-year term on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands
- Former chairperson (2002-2007), Key West Utility Board Advisory Committee
- Certified Disadvantaged Business Enterprise (DBE), Florida Department of Transportation; State of Florida; South Florida Water Management District; Dade, Broward and Lee and Monroe counties
- Former president, Monroe County Federation of Chambers of Commerce; former president, Lower Keys Chamber of Commerce; current member, Lower Keys and Key West chambers
- Vice President, South Florida Association of Environmental Professionals





JILL BETH COHEN

Senior Planner, Landscape Architect & LEED AP

ACADEMIC BACKGROUND

Bachelor of Landscape Architecture, State University of New York, College of Environmental Science and Forestry, Syracuse, NY

Bachelor of Science, Environmental Studies, Syracuse University, Syracuse, NY

SPECIALIZED PROFESSIONAL COMPETENCE

Ms. Cohen is a Registered Landscape Architect (RLA), Certified Planner (AICP) and LEED AP with more than 30 years of professional experience focused on planning, urban design, landscape architecture and sustainable design. Her professional experience includes working closely with municipalities, institutional and private clients on projects involving planning, site planning, landscape architecture, land use, variances, rezoning, platting, processing and permitting, due diligence and documentation. Currently, Ms. Cohen's focus is on revitalization projects and providing proactive, responsive and personalized service including attention to detail to provide quality projects. Ms. Cohen is a senior associate with SWC and also has her own consulting business.

REPRESENTATIVE PROFESSIONAL EXPERIENCE

Senior Planner and Landscape Architect, SWC, Hollywood and Miami offices, FL, 2010-present

Conduct land use, planning and due diligence analyses; master, site and landscape plans; prepare and process permit applications, coordinates with local and State government agencies and officials; supervise other staff and provide quality assurance review; conduct LEED AP reviews; provide planning and DRC (Development Review Committee) services to local governments.

Recent Relevant Project Experience

➤ **Miramar Master Park Plan**

Preparation of City's Master Park Plan including analyses for existing and future recreational demand and needs through year 2020 with current update in process through to year 2030. Additional information prepared for this project included demographics, geographic information systems (GIS) maps, agency coordination, public workshops and analysis for park linkage studies.

➤ **Miramar DRC Plan Review**

Project Manager, Planning/Landscape Architectural reviewer providing plan review services for City of Miramar as cost-recovery consultant since 1998. Project reviews for residential, commercial and industrial sites throughout City. Provides reviews for Master, Site and Landscape Plans, Plats and Amendments.

➤ **Monterra Development (Waldrep Parcel)**

Planner/Landscape Architect for 526-acre mixed-use development which was the last large remaining tracts of vacant unincorporated land in southwest Broward County. Project involved annexation, development of residential community including multi-family, townhomes, and single family units, commercial parcels and associated project amenities. Preparation of design guidelines for development, rezoning, platting, plat note amendment, delegation requests, site and landscape plans, submittal and processing through to permitting.

➤ **City of Lauderdale Lakes C-13 Southeastern, Western Greenway, and Pedestrian Bridge**

Project Manager/Planner for an FDOT LAP-funded one-mile greenway along southern C-13 canal bank from SR 7 to Florida Turnpike. Project is part of overall Greenway Trail System for Broward County including two municipalities, City of Lauderdale Lakes and the City of Oakland Park. Greenway connects to pedestrian bridge linking it to existing City Park, City Hall and the Park Lakes Elementary School. Services included landscape architecture, environmental permitting and SFWMD Canal ROW permitting, variances and waivers.

➤ **Dade-Collier Cypress Recreation Area**

Project Manager, Landscape Architect and Planner for 1,600-acre passive/active park, located on southern portion of Dade-Collier Training and Transition (TNT) Airport which is managed by the Aviation Department. Site located in Collier County and Client/Owner for project was the Miami-Dade Parks & Recreation Department. Prepared Land Use Plan Amendment through Collier County for conservation and outdoor recreation park to balance preservation of existing natural resources such as cypress heads, tree islands, and prairies with recreational amenities such as trails for hiking, mountain biking and riding OHVs (Off-Highway Vehicles). Extensive research, justification and coordination for environmentally sensitive areas provided balance with proposed site active uses within the flight patterns on TNT Airport.



Other Relevant Project Experience

- **Municipal/FDOT/Military Housing Design Reviews**
Cost Recovery Design Review Consultant for numerous Cities, FDOT and Federal Agencies including reviews of master, site, landscape, irrigation, architectural and signage plans, variances, conditional uses, rezonings, plats, plat note amendments, and traffic studies. Representative Clients include City of Miramar, Town of Davie, City of Coconut Creek, City of Coral Springs, City of Lauderhill, FDOT Districts 4 and 6, in addition to three (3) Military Housing Complexes in the DC Metropolitan Area.
- **Municipal Design Guidelines, Park, Open Space/Density Analyses and Corridor Guidelines**
Representative Public Clients include, City of Miramar, Miami-Dade Parks & Recreation, City of Cooper City, City of Coral Springs, City of Lauderdale Lakes, City of Huntsville, Alabama and New York Parks & Recreation Department.
- **Streetscapes, Greenways and Parks**
Representative Public Clients include, City of Miramar, Broward County Parks & Recreation, City of Pembroke Pines, City of Coconut Creek, City of Lauderdale Lakes, City of Lauderhill, City of Fort Lauderdale, Town of Davie, City of Coral Springs, City of Tamarac, Town of Southwest Ranches, City of Huntsville, Alabama and New York Parks & Recreation Department.
- **Master Plan, Detailed Site and Landscape Plan Design, Preparation and Processing**
Project Manager and Designer for numerous types of projects including large-scale master planning to detailed design for mixed-use, residential, hotels, schools, recreation areas, healthcare facilities, hospitals, public complexes, commercial, industrial and parklands throughout South Florida and the East Coast. Representative list of design and processing through the following cities: Miramar, Town of Davie, Southwest Ranches, Lauderhill, Cooper City, Pembroke Pines, Pembroke Park, Dania Beach, Wilton Manors, Opa-Locka, Hallandale, Deerfield Beach, Pompano Beach, Miami Gardens, Palm Beach County, Plantation, Hollywood and Cutler Bay.
- **Plats, Plat Amendments, Re-Plats and Vacations**
Representative list of processing of plats, amendments and vacations through the following cities: Miramar, Davie, Coral Springs, Wilton Manors, Pembroke Park, Pembroke Pines, Lauderhill, Plantation and Hollywood.
- **Land Use Plan Amendments, Rezoning, Variances, Condition Uses and Special Uses**
Representative list of projects processed through the following cities/counties: Miramar, Pembroke Pines, Davie, Lauderhill, Broward, Miami-Dade and Collier Counties.
- **Due Diligence Reports, Development Feasibility Studies, Federal EIS Studies**
Representative list of projects completed within the following cities/counties: Miramar, Davie, Pompano Beach, Pembroke Park, Opa-Locka, Lauderhill, Dania Beach and Hollywood. Prepared several EIS for FDA site selections studies in the DC Metropolitan Area.

President, JBC Planning & Design, Weston, FL, 2009-present

Consulting Firm focusing on Planning, Landscape Architecture & Sustainable Design.

Associate, Planning Supervisor and Project Manager, Miller Legg, Pembroke Pines, FL, 1997-2009

Senior Project Manager, Planner, Landscape Architect and LEED AP on multi-disciplinary projects. Development Review Committee (DRC) consultant for planning, platting and landscaping; company 'Champion' for Redevelopment and Sustainable Design.

Landscape Architect and Project Manager, Greenhorne & O'Mara, Greenbelt, MD, 1994-1997

Landscape Architect on a variety of project types and sizes, multidisciplinary integration and support between planning, engineering and environmental departments. Extensive experience with FDOT design and permitting.

Jill B. Cohen, RLA, Gaithersberg, MD, 1990-1994

Site engineering, land planning and landscape architect for several private land development clients.

MK Enterprises, Chesapeake Division, Bowie, MD, 1988-1990

Supervisor of Site Planning responsible for all phases of project design and development; processing and approval for concept, preliminary, final, specific and detailed site plans.

MCI Consulting Engineers, Huntsville, AL, 1986-1988

Project Manager/Landscape Architect for a broad range of large scale land planning projects from design inception to approval and implementation.



New York City Dept. of Parks and Recreation, Flushing Meadows, New York, NY, 1985-1986

Project coordinator liaison between City agencies, Borough Commissioners, community boards, and private consultants on redevelopment of city parklands (Prospect Park, Henry Hudson Park, Central Park Zoo).

PROFESSIONAL REGISTRATIONS/AFFILIATIONS/CERTIFICATIONS

- American Institute of Certified Planners, (AICP), 1999
- Registered Landscape Architect, (RLA), State of Florida, 1997
- Leadership in Energy & Environmental Design, (LEED AP), 2008
- Board Member, U.S. Green Building Council (USGBC), South Florida Chapter, since 2009
- Chair of Broward Branch & Broward 2030 Committee, USGBC, South Florida Chapter, Broward, since 2007
- Broward League of Cities, Growth Management, Education, Water & Sustainability Committees, since 2004
- Member Leadership Broward, Class XXV, won best Community Project Award.
- Member, Broward County Climate Change Task Force (CCTF), Government and Built-Form committees
- Instructor, Broward Sheriff's Office & State Attorney's Office for *Crime Prevention Through Environmental Design* (CPTED) certification programs, certified CPTED professional since 1998
- Speaker, Broward 2030 and related presentations on LEED and Sustainable Design
- Publication; *Broward 2030, A Roadmap Empowering South Florida Leaders*, October 2009





DEAN WALTERS

Public Information Officer

Education

Bachelor of Music Education, DePauw University, Greencastle, IN
Master of Music, Vocal Performance, Academy of Vocal Arts, Philadelphia, PA

Specialized Professional Competence

Mr. Walters is an accomplished professional in the field of public involvement and civic outreach. In addition to his many years as a musical performer, he has been involved in management and direction of such organizations as Island Opera Theatre of the Florida Keys, Inc. and the Keys Chorale at Florida Keys Community College, and in those roles gained extensive direct public involvement and civic outreach experience. He has worked closely with the Florida Department of Transportation on several design projects in Monroe County, so is fully familiar with FDOT public information protocol for mailings and meetings.

Representative Professional Experience

Assistant PIO and Administrator, SWC, Key West, FL 2007-present

Mr. Walters is responsible for countywide research data compilation for client projects. He is responsible for day-to-day office management, fielding calls and answering questions from clients. Upon staff completion of work, he is responsible for compilation of documents, and delivery of final products to the client. He also serves as Assistant Public Information Officer, and in that capacity, he locates and reserves venues for public information meetings; acquires, sorts and edits project mailing lists from the Property Appraiser and prints mailing labels; prepares and processes mailings; prepares and distributes news releases to local media; prepares all collateral materials for public meetings including sign-in sheets, informational handouts, comment forms and name tags; provides services at public meetings including setting up and breaking down the meeting assisting the public to sign in and to fill out comment forms, and taking photos; and prepares public information summary reports.

- **FDOT District 6 Public Information Services for Projects in Design Phase, Monroe County**
Establish venues for public meetings, collect data and compile mailing lists for public notices, when requested coordinate with local newspapers regarding meeting advertisements, prepare for and provide staffing at public meetings, prepare summaries of all public information activities.
 - **North Roosevelt Boulevard US Highway 1 Improvements, Key West**
Responsible for development and implementation of public involvement program, including coordinating and attending meetings with affected business owners, City officials and project engineers; compiling notes and concerns, preparation and distribution of informative mailers and news releases; scheduling and planning of public meeting, including compilation of public comments; and preparing final public involvement summaries.
 - **Big Coppitt to Sugarloaf Key US Highway 1 Improvements**
 - **Bay Point to Upper Sugarloaf Key US Highway 1 Improvements**
 - **Saddlebunch Keys US Highway 1 Improvements**
- **Improvements to Atlantic Boulevard and Access to Glynn Archer and Gerald Adams Schools, City of Key West**
Responsible for development and implementation of public involvement programs, including identifying stakeholders, preparing and distributing informative mailers and news releases, planning and implementing public meetings to solicit comments, and preparing final public involvement summaries; and environmental and planning elements.



➤ **Stock Island-Key Haven US Highway 1 Corridor Study, Monroe County**

Provided public involvement outreach and meeting coordination services for study to identify improvements to US 1 corridor segment; resulted in significant participation by user groups and relevant and effective planning charrette.

Founder/Executive Director, Island Opera Theatre of the Florida Keys, Inc., Key West, FL 2000-2006

Mr. Walters was involved with all aspects of the creation, development, and day-to-day operations of this organization. Responsibilities included budgeting, finance, creation and implementation of all fundraising activities, personnel hiring/firing, selection of repertoire, managing rehearsals, design of all publicity/marketing tools, liaison with Tourist Development Council and Florida Keys Council of the Arts distribution of Cultural Umbrella Funding, contracts, union compliance, audience development, public outreach, and management. He successfully raised a budget of over \$200,000 annually for seven seasons.

Artistic Director, Keys Chorale, Florida Keys Community College, Key West, FL 2006-present

As a director of a not-for-profit organization, Mr. Walters is involved on a daily basis with outreach to the local community for not only financial support, but membership recruitment. Other responsibilities include developing departmental budgets, and acting head of music department. His direction of the group requires the utmost in personal management ability to get the diverse 70+ members to perform as a unit.

Owner, Well-Tech Wellness Products, Key West, FL 1997-present

Mr. Walters has been the owner of a wellness product distributing company for 13 years. He deals with hundreds of clients, and is involved in the outreach to new constituents and businesses that can benefit from his products and business development expertise. He hosts a weekly national training call, helping other distributors develop their businesses.

Professional Affiliations

Board Chair, Florida Keys Council of the Arts
Member, Key West Business Guild
Member, American Choral Directors Society
Member, National Association of Teachers of Singing





MICHELLE (SHELLI) BRAYNARD

Senior Project Manager

Academic Background

Master of Science, Biology (Marine Ecology), Old Dominion University, Norfolk Virginia, 2003

Associate of Applied Science (Medical Technology), Thomas Nelson Community College, Hampton, Virginia, 1997

Bachelor of Arts (Anthropology), University of Illinois, Champaign-Urbana, Illinois, 1992

Specialized Professional Competence

Ms. Braynard is an accomplished and knowledgeable researcher and project manager with extensive experience in Florida coastal habitats. She is particularly skilled in designing and implementing ecological data collection programs, including mapping of resources using sub-meter-accuracy GPS, analyzing and presenting resulting data using state-of-the-art GIS software, and communicating results effectively to agencies and the public. Her in-water experience, including scientific diving and boating certifications, prepare her for both supervising and participating in all aspects of coastal environmental data collection. In addition, she has direct field and laboratory experience with water quality monitoring, phytoplankton ecology, and microbiological identification. Ms. Braynard is currently serving as adjunct faculty at Florida Keys Community College, teaching classes in marine data collection and seagrass restoration.

Representative Professional Experience

Senior Project Manager, SWC, August 2009-present

Monroe, Dade, Broward and Lee County offices, FL

Serve as manager of various ecological, land use and public involvement services for public- and private-sector clients, with responsibilities including data collection and analysis, report writing, and oversight of compliance timetables and budgets. In charge of GIS services.

➤ **Key West Mooring Field Pilot Project, Monroe County**

Conducted data collection, analysis and report preparation for moored vessels around Key West Mooring Field as part of County and State mooring field pilot project.

➤ **SR 710 PD&E Study, FDOT District 4, Palm Beach and Martin counties**

Utilizing ArcGIS, analyzed existing and future land use maps for two counties and three municipalities that contained or bordered 27-mile roadway corridor, cross-referenced legends to produce single set of existing and future land use categories, combined maps from all five government entities to produce maps for entire roadway corridor.

➤ **Wetland Mapping for Central Wastewater Project, Florida Keys Aqueduct Authority, Monroe County, FL**

Data collection to assist design engineer in wetland avoidance and minimization for new central wastewater system in Lower Florida Keys.

➤ **Walker's Island Maintenance Dredge Environmental Resource Permit, Monroe County**

Project manager for acquisition of environmental resource permits for maintenance dredging of entrance channel and boat basin, including design of comprehensive mitigation plan resulting in regional environmental enhancement, coordination with Florida Keys National Marine Sanctuary, Florida Fish and Wildlife Conservation Commission and U.S. Coast Guard, and processing of application with permitting agencies.

➤ **Fort Lauderdale International Airport Runway Expansion, Broward County**

Conducted site visit, data collection, preparation and submittal of US Army Corps of Engineers (USACE) forms to acquire federal jurisdictional determinations for wetlands affected by south runway expansion in relation to Rapanos guidelines.

Adjunct Instructor, Florida Keys Community College, 2009-present

Teaching courses on marine data collection and seagrass restoration.



Manager of Lower Keys Damage Assessment, Restoration and Resource Protection (DARRP) Team, Florida Keys National Marine Sanctuary (FKNMS) through Florida Department of Environmental Protection, August 2006-September 2009, Key West, FL

Supervised and managed four employees to respond to vessel groundings and natural resource damage events, conducted biological assessments and prepared restoration plans and DARRP case management documents. Reviewed planning documents and permit applications and prepared recommendations on consistency of activities conducted within FKNMS Lower Region with FKNMS Management Plan and State environmental protection policies. Insured that damage assessment, restoration and monitoring plans were coordinated and consistent with federal, state and local regulations and management plans. Coordinated and provided technical and logistical field support for research, monitoring, and restoration projects within FKNMS. Assisted Sanctuary management with evaluating and resolving Sanctuary resource management issues and provided reports of monitoring findings to management and scientific community. Served as liaison with other State, local, and federal agencies regarding development and implementation of interagency agreements, response protocols, and civil penalty schedules for vessel groundings and oil spills within FKNMS. Prepared and administered State of FL portion of DARRP budget in accordance with FKNMS Annual Operating Plan.

Marine Research Associate & Florida Keys Tidal Restoration Project Manager, Florida Fish and Wildlife Conservation Commission, Fish & Wildlife Research Institute, January 2005-July 2006, Marathon, FL

Coordinated and managed all recreational mail surveys and monitoring, wrote public summary statements, and developed harvest estimates for recreational sector. Participated in team-based fishery and ecosystem research focusing on spiny lobster within and adjacent to the FKNMS, as well as Biscayne National Park and Buck Island Reef National Monument in St. Croix, USVI. Assisted in design and implementation of projects to study distribution, abundance, size structure, growth, fecundity, and other life history attributes of spiny lobsters using both above- and under-water scientific sampling methods. Analyzed data using advanced statistical techniques to determine trends and statistical significance and maintained archival databases using QA/QC methods. Prepared presentations, reports, and peer-reviewed manuscripts of study results for journals, FWC and other management commissions, and scientific meetings. Led and participated as member of research teams in field sampling, and prepared and helped coordinate logistics of field sampling activities. Participated in maintenance and operation of field equipment and vessels. Managed FTE and OPS employees and coordinated with inter-agency scientists to complete water quality monitoring, hardbottom habitat assessment, seagrass assessment, benthic sediment and invertebrate sampling for FKTR project. Conducted field instrument calibration, operation and maintenance for FKTR. Designed and maintained relational data entry databases using Microsoft Access and performed data analyses using statistical methods. Organized and maintained project records including QA/QC, instrument maintenance, data, and reports. Generated monthly data submissions, semiannual baseline data reports, and final data reports using Microsoft products, ArcView, and EcoWatch.

Marine Research Assistant, Florida Fish and Wildlife Conservation Commission, Fish & Wildlife Research Institute, January 2003-December 2004, Marathon, FL

Assisted original project primary investigator (PI) in designing and implementing a multifaceted monitoring project (FKTR), including creation of a monitoring plan and quality manual in accordance with EPA standards. Performed data entry for various field projects and recreational lobster fisher mail survey returns. Participated in database maintenance, field research and sampling, laboratory sample analysis, and maintenance, operation, and trailering of FWRI vessels.

Certifications, Training and Memberships

- Certified SSI Open Water SCUBA diver (@500 total dives) (@450 total scientific dives) since 2000
- Certified NAUI Divemaster since 2010
- Certified SSI Nitrox diver since 2004
- FDEP Scientific Diver 2008-2009
- NOAA Scientific Diver 2006-2008
- Certified AAUS Diver 2003-2006
- Certified YMCA SCUBA Lifesaving and Accident Management (SLAM)
- Certified Motorboat Operator (MOCC), US Dept. of Interior
- Certified American Red Cross CPR/AED and Standard First Aid



Allen E. Perez, P.E.
President
Perez Engineering & Development, Inc.

Education	Bachelor of Science in Civil Engineering University of South Florida, 1992
	Master of Science in Civil Engineering University of South Florida, 1995
Years of Experience	17
Years at Perez Engineering	10
Registration/Licenses	Professional Engineer: Florida #51468

Mr. Perez has more than seventeen (17) years of experience with storm water systems, potable water systems, and sanitary sewer systems. His experience includes the management and technical preparation of master plans, construction documents, permit submittals, and construction services for a wide variety of development activity. Mr. Perez has been providing professional engineering services, from his Key West office, for projects throughout the Florida Keys for over ten (10) years. He has assisted the City of Key West with the accelerated sanitary sewer rehabilitation project as well as numerous storm water projects. Mr. Perez has worked with the City of Key West on several FDOT LAP agreement projects:

- Flagler Avenue Sidewalk Improvements Phase I
- Flagler Avenue Sidewalk Improvements Phase II
- United Street Resurfacing Project

Mr. Perez has experience in providing Civil Engineering services for a variety of private and public sector clients. The following is a summary of some of his current public sector continuing services contracts:

Summary

- *City of Key West*
 - *General Storm Water and Wastewater Engineer*
 - *Professional Engineering Consulting Services*
- *Monroe County*
 - *General Airport Consultant*
 - *Architectural/Engineering Services for Small Projects*
- *Florida Keys Aqueduct Authority*
 - *General Engineering Services*
- *Monroe County Housing Authority*
 - *General Engineering Services*
- *Key West Housing Authority*
 - *General Engineering Services*
- *Monroe County School Board*
 - *General Engineering Services*
- *Key Largo Utility Treatment District*
 - *General Engineering Services*

RYAN T. MCLEAN, E.I. Project Engineer

Experience Summary

Mr. McLean has over three (3) years of experience in all facets of Land Development, including Stormwater, Sanitary Sewer Design, Water Distribution systems, Sediment & Erosion Control, Permitting, and Environmental Considerations. Mr. McLean has obtained permits for numerous development projects through such jurisdictional agencies as SFWMD, FDEP, DOH, FDOT, and regional municipalities. Mr. McLean is adept in using computer programs such as ICPR, ARCGIS, Hydra Storm Sewers, AutoCAD, and Microstation.

Years of Experience

3

Education

Bachelor of Science, Civil Engineering
University of Central Florida, 2007

Registrations

Engineering Intern (2008)

FDEP- Stormwater Management Inspector
(2007)

Primary Experience

- **Project Engineer, Horace O' Bryant School.** Currently designing a stormwater management system to service a 5+ acre, \$ 35 million dollar educational facility for the Monroe County School District. Drainage system design to include \pm 1,500 linear feet of stormwater pipe, +50 stormwater structures, and a class V gravity injection well. Completed ICPR hydraulic modeling calculations, HYDRA Storm Sewer conveyance sizing calculations, and permitting through the SFWMD & FDEP.
- **Project Engineer, FCAA Marathon Distribution Upgrade, Marathon, FL** Completed design of \pm 18,000 linear feet of distribution main for the Florida Key Aqueduct Authority. Design including PVC / D.I.P distribution main, fire hydrant assemblies, valves, customer service connections, and all appurtenances. Further project duties included production of bid documents, FDEP permitting, and construction phase services.
- **Project Engineer, City of Key West Gravity Injection Wells, Phase V, Key West, FL.** Designed 10 Class V Stormwater gravity injection wells and associated conveyance systems. Design including basin delineation, ICPR stormwater modeling and conveyance system design. Further project duties included ADA accessible site grading, roadway resurfacing design, and extensive existing site utilities coordination.
- **Project Engineer, Poinciana Royale Housing Complex, Key West, Florida.** Completed design of a stormwater management system, potable water service, and sanitary sewer system for a 53-unit housing center. Project duties also included obtaining permits through SFWMD and FDEP.
- **Project Engineer, Administrative Center & Public Safety Headquarters, Islamorada, Florida.** Designed stormwater conveyance systems and site utility layout. Design including basin delineation, stormwater treatment structure design review and selection, and stormwater pipe and conveyance system design.
- **Assistant Project Engineer, Walgreens, Big Pine Key, Florida.** Completed drainage design including building ICPR model and writing technical drainage report. Assisted in Environmental Resource Permit for SFWMD.
- **Assistant Project Engineer, Jose Marti Stormwater Rehabilitation.** Completed design of several stormwater treatment ap-

paratuses and the reconfiguration of an existing stormwater system that was prone to malfunction. Other services included filing of an Environmental Resource Permit for SFWMD and associated dewatering permits.

- **Assistant Project Engineer, First State Bank, Big Pine Key, Florida.** Completed drainage design including basin delineation, stormwater conveyance devices and exfiltration systems. Assisted in completion/filing of Access Connection/Drainage Permits for the FDOT.
- **Assistant Project Engineer, Rockland Key Commerce Center, Rockland Key, Florida.** Completed drainage design including 13 Class V stormwater gravity injection wells. Design included basin delineation, preparation of a technical report, and creation of an ICPR model. Completed site layout design including location and sizing of site utilities, interior roadway layout and environmental considerations. Assisted in the filing of permits for SFWMD, FDOT, & FDEP.
- **Assistant Project Engineer, Seagrape Apartments, Marathon, Florida.** Completed drainage design including a variable discharge system designed to maintain pre-existing stormwater conditions to surrounding vegetation. Complete site utility design including gravity and pressurized sanitary conveyance systems. Assisted in the filing of an Environmental Resource Permit for SFWMD & NPDES for FDEP.



Education

- Harvard University, Kennedy School of Government, Master's Public Administration, 1980
- Tufts University, Graduate Studies, Department of Urban Policy (four courses completed at M.I.T.'s Department of Urban Studies and Planning, 1973-1975
- Suffolk University, BA, Urban Sociology 1971
- Lincoln Institute for Land Policy, Cambridge, Certification in Facilitation and Leadership, 2008

Professional Experience

Carras Community Investment, Inc., Principal 1983 to present

- Provided community and economic development finance consulting services to over 250 clients nationwide including strategic planning, program development, grant writing, capitalization strategies, market analysis and research. Client sectors included financial institutions, local government agencies, for profit and non-profit development corporations and public private partnerships.
- Created and served as Founding President of the National Association of Affordable Housing Lenders, the Haymarket Bank Affordable Housing Corporation, the Broward Housing Partnership, the BHP Community Land Trust, Inc. and the Himmarshee Village Association
- Designed, planned and led the capitalization effort for the Massachusetts Bankers Association Community Investment \$1 billion Plan including the creation of the Massachusetts Housing Investment Corporation, the Massachusetts Community and Banking Council, and the Massachusetts Minority Investment Corporation
- Prepared strategic plans for over 20 community development financial institutions including the Delaware Community Investment Corporation and the Florida Black Business Investment Board
- Researched and prepared "white" papers for Fannie Mae, Freddie Mac, the National Community Reinvestment Coalition
- Conducted over 300 workshops, panel discussions, professional courses across the country on affordable housing, community development, small business development and economic development
- Prepared Community Investment needs assessments and plans for over 20 large financial institutions
- Prepared Housing Studies and Policy Recommendations for over 10 cities and counties in Florida
- Co authored report for Miami Dade County: *Economic Development Implementation Plan*
- Prepared Feasibility Plan for *Tampa Bay Partnership Equity Fund*

Massachusetts Urban Reinvestment Advisory Group, Inc., Executive Director 1980 to 1983

- Founded this public interest community reinvestment advisory group;
- Conducted research on the lending patterns of major financial institutions in Massachusetts and uncovered patterns of geographic discrimination resulting in regulatory sanctions under the State's community reinvestment regulations;
- Prepared and negotiated six community lending agreements with Massachusetts banks that resulted in strategic community investment plans
- Served as Governor appointee as Chairman of the Boston Mortgage Review Board
- Chaired effort to create the Neighborhood Development Corporation of Jamaica Plain



City of Boston, Mayor's Office, Community Development Advisor 1975 to 1980

- Planned and programmed Community Development Block Grant and capital improvement budget expenditures for the City's largest neighborhood - Dorchester.
- Conducted research on CDBG allocation practices of large cities across the country resulting in a HUD study "Dividing the Pie."

Academic Teaching Experience

- Florida Atlantic University, Fort Lauderdale, Florida, School of Urban and Regional Planning, Visiting Assistant Professor (2006 - 2008), Adjunct Professor 2000- 2006, Graduate courses: Seminars and courses in *Housing, Urban Revitalization, Economic Development, Planning Implementation Strategies, Planning Design Student, Planning Project (thesis), Planning Urban Services*
- Florida International University, Miami, Florida, Department of Public Administration, Adjunct Professor, 2005, *Public Private Partnerships*
- Harvard University, Institute of Politics, Study Group Leader, six study groups between 1980 and 1995, *Private Sector Role in Community Development, Public Private Partnerships, Community Development in Boston*
- Massachusetts Institute of Technology, Department of Urban Studies and Planning, Adjunct Instructor, 1987-1989, *Financing Community Economic Development* (three courses)
- Tufts University, Department of Urban and Environmental Policy, Summer Institute, 1990, *Community Investment Planning*; Experimental College, 1975 to 1990, *Introduction to Community Development* (seven courses)

Professional Teaching Experience

- American Bar Association, American Law Institute, Land Use Institute, Boston, San Diego - 2008 to present; conducted courses on *financing affordable housing, mitigating foreclosures and land use opportunities.*
- American Economic Development Council, Basic Economic Development Course, University of Kentucky, Texas A&M, University of South Florida, *Financing Economic Development*
- California Association for Local Economic Development, six cities, 1995, *Community Investment Strategic Planning*
- Florida Institute of Government, Fort Lauderdale, Florida - 2004 to present; conducted courses on *Basics of Redevelopment, Financing Redevelopment, Affordable Housing*
- Federal Home Loan Bank Board, Washington, D.C., 1989; *Community Investment*
- Federal Reserve Bank of Boston, Boston - 1990 - 2001; *Strategic Planning for Community Investment; Affordable Housing Market Assessments; New Markets Tax Credits*
- Florida Redevelopment Association, Certified Redevelopment Official Program, 2009, *Housing Module*
- Indiana Association for Community Economic Development, Indianapolis, 2000, *Economic Development for Community-Based Development Organizations*
- Massachusetts Community and Banking Council and Federal Home Loan Bank of Boston; six cities; *Guide to Community Support and Community Investment.*
- National Association of Affordable Housing Lenders, Boston, San Francisco, Chicago, Fort Lauderdale, New York, 1991 to 1995; *Affordable Housing Development; Affordable Housing Finance*
- National League of Cities; six cities, 1990 to 1998; *Strategic Planning for Community Investment*



- Neighborhood Reinvestment Training Institute, various cities - 1993 to 2002; *Strategic Planning, Economic Development, Public Private Partnerships*.

Publications

- American Planners Association, Economic Development Newsletter, *New Markets Tax Credits: Leveraging Equity for Economic Development Projects*
- Carras/Marantz Publications, Editor, *Eastern Massachusetts Guide to Buying Your Home*
- Federal Reserve Bank of Boston, *The New Markets Tax Credit Program: Moving Mainstream Capital to Developing Communities*
- Federal Home Loan Bank of Boston, *Guide to The Community Reinvestment Act and Community Support Regulation*
- Florida Redevelopment Association, Chief Editor/Contributor, *Foreclosure Opportunities and Remediation for Florida Community Redevelopment Agencies (to be published Fall 2009)*
- Florida Redevelopment Association, Chief Editor/Contributor, *Best Practices of Community Redevelopment Agencies in Affordable Housing*
- National League of Cities, *Local Officials Guide to the Community Reinvestment Act*
- National Community Reinvestment Coalition, *Community Reinvestment Handbook*
- National Association for Affordable Housing Lenders, *Affordable Housing Loan Consortia*
- National Congress for Community Economic Development funded by the U.S. Economic Development Administration, *Economic Development Opportunities in Three Midwestern Communities*
- Newkirk/Carras Publications, Editor, *Community Reinvestment Newsletter*
- Southern Exposure, *Getting Your Money's Worth, A People's Guide to Economic Development*
- Urban Land Institute, Terwilliger Center for Affordable Housing, Chief Editor/Contributing Author, *Analysis of Florida's Community Workforce Housing Initiative Program*

Speaking Engagements (Selected and Recent)

- Broward Workshop, Urban Core Committee, Affordable Housing
- Broward Builders Association, Affordable Housing
- Broward Chapter, American Planners Association, Affordable Housing
- City of Bradenton, Affordable Housing
- Council of Development Finance Agencies, New Markets Tax Credits and Alternative Financing for Redevelopment
- Florida Black Business Investment Board, New Markets Tax Credits and CDFIs
- Florida Redevelopment Association, New Markets Tax Credits, Affordable Housing
- Florida Planning and Zoning Association, Financing Affordable Housing and Economic Development
- Florida Housing Coalition, Mobile Home Park Conversions
- Florida Chamber of Commerce, Addressing Affordable Housing
- Florida Community Development Association, Private Sector Financing of Community Economic Development
- Florida Economic Development Council, Financing Economic Development
- Florida Main Street Association, New Markets Tax Credits
- Florida Alliance of Community Development Corporations, Neighborhood Stabilization Program
- Georgia Community Development Association, Financing Economic Development
- IMN, Los Angeles, Turnaround Strategies for Brownfields, Urban Renewal and Distressed Real Estate



- Lee County, Affordable Housing
- Miami Dade County, Affordable Housing
- National Association of Local Housing Finance Agencies, Financing Alternatives for Affordable Housing
- National Business Incubation Association, New Markets Tax Credits
- Northeast Florida Affordable Housing Coalition, Affordable Housing Needs Assessment
- Real Estate Forum, Fort Lauderdale, Affordable Housing
- Palm Beach Planning Congress, Financing Affordable Housing in Today's Market
- Regional Business Alliance, Financing Affordable Housing in Today's Market
- Tampa Bay Partnership, Housing and Economic Recovery Act of 2008
- University of Miami, New Urbanist Conference, Affordable Housing and New Urbanism
- Urban Land Institute, Financing Workforce Housing and CWHIP Case Studies

Professional Affiliations and Civic Activities

- Urban Land Institute, Member
- Florida Redevelopment Association, Board of Directors, Chair of Housing Committee
- Broward Housing Partnership, Board of Directors
- Paradise Bank, Advisory Committee
- Neighborhood Lending Partners, Advisory Committee
- Broward Housing Council, Member
- Broward County, Office of Cultural Affairs, Creative Economy Task Force
- South Florida FEC Transportation Coalition, Member
- Harvard Schools Committee, Member
- Active in church as Chair of Master Plan Committee, Education Youth Culture Committee and Festival Committee

International Experience

- Presentation, *UNESCO Studying, Modeling and Sense Making of Planet Earth*, "University of the Aegean, Department of Geography, Mytilini, Lesbos, Greece, 2008
- Consultant, Government of France, 1998, Private Investment for Social (Affordable) Housing, Paris
- Consultant, Virgin Islands Community Development Bank, St. Thomas, V.I., 2000
- Fluent in Greek; travelled extensively in Greece and Europe

Qualifications



LaRue

LaRue Planning and Management Services, Inc has been providing services to Florida governments from our Fort Myers office for over twenty-two years. Our qualifications are unique in that our firm focuses on planning and management solutions for local governments only; no private clients are represented. Therefore, there is no potential conflict of interest when making recommendation to the City.

Our *Planning Services Division* specializes in comprehensive planning including Evaluation and Appraisal Reports (EARs), EAR-based Plan Amendments, Comprehensive Plan Amendments, and revisions to Land Development Regulations. We have prepared and administered specific regulations such as design guidelines, neighborhood planning, planning and zoning development reviews, Economic Elements, historic and urban design, and redevelopment studies. Our staff has direct experience in developing and preparing the various planning maps using GIS software. Additionally, strategic planning and visioning are often mainstays in our problem solving approaches, involving ample local participation.

With two of our firm members certified as "Main Street" consultants we have successfully completed projects for community redevelopment areas (CRAs). This unique specialized area of planning encompasses urban design, affordable housing and walkability issues, often resulting in revised land development regulations.

The *Management Services Division of our firm* provides leadership training, organizational assessments, executive recruitment, management assistance, goal and vision setting, and facilitation assistance. We assist public entities in establishing goals along with specific blueprints for each entity to create orderly growth and to develop strategic approaches to accommodate a variety of land uses.

With over 150 years of combined experience, our team is comprised of highly qualified senior professionals all AICP certified who:

- Specialize in providing Evaluation and Appraisal Reports (EAR), EAR-based Plan Amendments including optional Economic Elements
- Have successfully written City Water Supply Action Plans and corresponding Plan Amendments
- Have facilitated numerous charrette, visioning and/or goal setting sessions to determine planning priorities
- Are well versed in Sustainability Planning, including development of strategies to reduce greenhouse gas emissions
- Have written several Capital Improvements Element updates
- Reflect strong local government backgrounds
- Are highly experienced in the planning issues faced by Florida local governments
- Have served in city and county management and administrative positions
- Possess a positive working relationship with the Department of Community Affairs, Regional Planning Councils and other review agencies

We realize all local governments have the same requirements, but may have different major issues, thereby making each city or county unique. Based upon our extensive experience with Florida's growth related issues, we are familiar with the issues facing local governments, such as infrastructure needs, housing and land use, and the State's comprehensive planning requirements. Our EAR qualifications and experience completing EAR-based Amendments will be advantageous the City of Key West as it plans for the future. Our team is well versed in conducting visioning and community design workshops to set the stage for quality urban design and master planning efforts. We also prepare, submit and present applicable Comprehensive Plan Amendments to the Department of Community Affairs consistent with the requirements of Ch. 163 F.S., and in consistency, sufficiency, and compliance with Rule 9J-5 and 9J-11.



We possess exceptional comprehension of all State Statues and supporting Florida Administrative Code Rules and have a long standing reputation and positive working relationship with representatives of the Department of Community Affairs (DCA). Consequently, all of the EARs, Comprehensive Plans and Amendments prepared by our firm have been found by the DCA to be "in Compliance" with all State Regulations.

LaRue Planning is currently providing, and has provided, planning assistance to approximately seventy-five municipalities and counties throughout the State of Florida, performing EARs, revising and/or creating Comprehensive Plans and/or Land Development Regulations including specialized Planning-related amendments such as Public School Facilities Elements (PSFE), Water Supply Facilities Work Plans (WSP), Capital Improvement Elements and updates, and Proportional Share Transportation provisions. The services we have provided include researching pertinent data and providing analysis in support of the Comprehensive Plan; facilitation of numerous meetings with citizens, planning boards, and governing bodies essential for the formulation of achievable Goals, Objectives, and Policies; and, meeting with key business and community leaders when analyzing prospects for future development.





(Sandra Walters Consultants, Inc.) has extensive experience working with regulatory agencies to develop project designs that minimize impacts and meet permitting requirements, and to bring clients into compliance with regulatory standards. The firm has conducted data collection and analysis, and written environmental and planning sections of NEPA documents for FDOT, the FAA, the South Florida Water Management District, and U.S. Army Corps of Engineers, and also provides environmental compliance monitoring services. SWC is also fully trained in utilization of State and federal wetland assessment methodologies.

Many clients have benefited from expert witness testimony in State of Florida administrative hearings and court proceedings, and representation with agencies.

The company is also very experienced at coordinating communications, including public information and involvement programs and is fully acquainted with all NEPA requirements. We can provide plan development; community outreach and consensus building using various tools such as workshops, seminars and public meetings; and preparation and placement of advertisements. The firm has full multimedia capabilities for production of public presentations, websites, newsletters, news releases, and all support documents.

The principal of the firm, Sandra Walters, has more than 25 years professional experience. She presently serves on and is a former chair of the South Florida Regional Planning Council, appointed by governors Bush and Crist; and served a four-year term as a Governor's appointee on Florida's Acquisition and Restoration Council, which oversees purchase and management of State conservation lands.

SWC has worked for the City of Key West on a wide range of planning, environmental and public involvement projects that well prepare them to assist with several major local issues including nearshore water quality, affordable housing, and ports. These projects include:

- the Bahama Village Redevelopment Plan update;
- the BRAC plan and the Economic Development Conveyance application for Navy surplus properties;
- adding Mallory Dock to the Navy's Key West Harbor maintenance dredging project;
- monitoring of the Key West Mooring Field seagrass monitoring, Smathers Beach restoration, and S. Roosevelt Blvd. seawall construction; and
- recently providing public information services for three Key West roadway improvement projects.

The principal of the firm, Sandra Walters, has served for 6 years on the South Florida Regional Planning Council, including as chair in 2009, and is the former environmental programs manager at the Council. In these roles, she has reviewed many comprehensive plans and amendments throughout South Florida and brings this experience to this project. Ms. Walters also has provided expert planning services to the Town of Medley in regard to a proposed comprehensive plan amendment.

SWC lead planner, Jill Cohen, has extensive planning experience throughout South Florida, and also will provide her expertise in sustainability through her LEED AP certification, along with being a registered landscape architect.

Representative Client List

City of Key West
 General Environmental Services Contract
 Utilities Dept, Eng. Services & Port Authority
 Monroe County
 Board of County Commissioners, Attorney's Office &
 Key West & Marathon airports
 City of Marathon, General Services Contract
 Town of Medley, Dade County, FL

City of Naples, Collier County, FL
 City of Bonita Springs, Lee County, FL
 Broward County
 Ft. Lauderdale Intl. Airport & Port Everglades
 South Florida Water Management District
 Florida Department of Environmental Protection
 Florida Department of Transportation
 U.S. Navy & U.S. Postal Service



Perez Engineering and Development (PE&D) is a local firm with extensive local knowledge and experience in engineering and design of stormwater, potable water, and sanitary sewer systems. While PE&D's involvement in the project is limited primarily to these infrastructure issues and related capital improvements, the firm's exceptional technical and professional expertise combined with LPMS and other team members' proficiency in planning and knowledge of levels of service and concurrency requirements ensure that the update of the City's Plan will appropriately and accurately reflect the services providers' ability to maintain level of service standards so vital to life in Key West.

PE&D has successfully managed and completed various types of multi-discipline contracts including continuing services contracts for municipal and state government, federal government and private industry. Our performance on past and current contracts confirms our ability to meet both schedule and budget requirements with a strong emphasis on quality.

PE&D professional experience is fairly diversified and encompasses the design and preparation of construction documents, permitting, and construction services for a variety of projects. Our engineering design experience includes hydraulic and hydrologic computer modeling of storm water management systems; the design of potable and sanitary utility systems, pump stations, paving and grading design.

The following municipal clients and contracts relate directly to the types of infrastructure assessments that PE&D will participate in:

- **City of Key West**
General Stormwater and Wastewater Engineer
Professional Engineering Consulting Services
- **Florida Keys Aqueduct Authority**
General Engineering Services
- **Key Largo Utility Treatment District**
General Engineering Services



Carras Community Investment, Inc. is a national consulting firm based in Fort Lauderdale, Florida. For over twenty-five years, Carras Community Investment, Inc. has provided community and economic development and affordable housing planning, program development and capitalization advisory services to over 200 clients in Florida and 38 other states. The firm has concentrated on designing and implementing responses and solutions for community and economic development opportunities. Assignments have ranged from influencing national policy on community investment, affordable housing and community economic development (Fannie Mae's *"White Paper on Affordable Housing Context"*) to creating local financing and funding partnerships (e.g. Massachusetts Housing Investment Corporation, Delaware Community Investment Corporation, Broward Housing Partnership) across the country.

The principal of the firm, James Carras, has thirty years of experience in creating, planning and implementing community investment and redevelopment plans. He is nationally recognized as an expert in development finance particularly on the Community Reinvestment Act and its implementation as well as Community Development Financial Institutions and New Markets Tax Credits. Mr. Carras created and expanded over fifty development financial institutions and community investment initiatives. His firm has recently completed numerous *Housing Needs Assessments* and *Strategic Plans* for counties and municipalities throughout south Florida as well as Economic Development plans for Miami Dade County and Tampa Bay.

James Carras as an expert on urban community and economic development and affordable housing finance, lectures and consults across the country on community economic development and affordable housing with a particular focus on leveraging private sector investment and finance. He has taught at Harvard University, M.I.T, Tufts University and most recently, Florida Atlantic University. He has also founded and served as the first President of the National Association of Affordable Housing Lenders, the Broward Housing Partnership and the BHP Community Land Trust, Inc.

Select Clients - National Consulting Experience

- Consulting Author, *Fannie Mae*, White Paper, *"Future Direction of Affordable Housing and Community Reinvestment"* (This white paper served as a basis for Fannie Mae's \$1 trillion corporate commitment to affordable housing).
- Consultant, *Fannie Mae Foundation*, Design and establishment of affordable housing mortgage lending programs in Cleveland and Miami community colleges.
- Consultant, Freddie Mac, *"Survey of Housing and Community Development Lending Products by Large National Banks"*
- Consultant, multibank lending collaborative(s):
 - *Massachusetts Housing Investment Corporation* including a housing needs assessment for the State of Massachusetts
 - *Massachusetts Minority Economic Development Investment Corporation*
 - *Massachusetts Community and Banking Council For Development Finance Agencies*
 - *Florida Black Business Investment Corporation, Inc.*
 - *Delaware Community Investment Corporation* including a housing needs assessment for the State of Delaware
 - Six *regional housing partnerships* in Massachusetts including housing needs assessments in Springfield, Northampton, Worcester, New Bedford, Fitchburg and Cape Cod.



- Chief Housing Consultant, *Coastal Georgia Development Corporation*, 100 units of single family homes and community revitalization program including a housing needs assessment for Coastal Georgia including three counties in metro Brunswick.
- Consultant, Strategic Plan for the *Atlanta Neighborhood Development Partnership (ANDP)* (Atlanta's intermediary for affordable housing and community development) including a city-wide housing needs assessment for the City of Atlanta.
- Consultant, Affordable Housing and Community Investment Strategy for New Jersey market, *Chemical Bank*, New York, including a housing needs assessment for the State of New Jersey.
- Consultant, Piedmont Housing Alliance, Charlottesville, Virginia, prepared CDFI Fund applications.
- Consultant, *Chase Manhattan Community Development Corporation*, New York, establishing a bank subsidiary for affordable housing and community development lending
- Consultant, *City of Framingham, Massachusetts* Economic Development Plan

Florida Consulting Experience

- *Broward County*, Subcontractor to FIU Metropolitan Center, Linkage Fee Nexus Study - Comprehensive Micro Economic Analysis
- *Miami Dade County*, Housing Needs Assessment and Market Analysis
- *City of Homestead*, Housing Strategic Plan
- *Housing Leadership Council of Palm Beach*, Strategic Options
- *Miami Dade County*, CAHSA Affordable Housing Summit
- *Tampa Bay Partnership*, Creation of a Redevelopment and Workforce Housing Equity Fund
- *Miami Dade County, Office of the Mayor* Economic Development Implementation Plan (in conjunction with FIU Metropolitan Center)
- *Florida Black Business Investment Board* Minority Business Market Analysis and Strategic Plan
- *Broward County Office of Economic Development* Recovery Zone Bond – Economic Impact Studies
- *City of Opa-locka CRA* Finding of Necessity CRA Plan
- *City of Lauderhill CRA, CRA Implementation Plan*
- *City of Eagle Lake CRA*, Updating CRA Plan and Retail Development Market Analysis/Strategy
- *U.S. Virgin Islands Development Bank*, Feasibility Study and Capital Audit
- Incentives for Economic Development – over 20 municipalities in Florida

Additional Community Economic Development and Housing Experience

- Author, publications and articles on affordable housing, the *Community Reinvestment Act*, New Markets Tax Credits and *Bank Partnerships*:
 - National League of Cities' "*Local Officials Guide to CRA*"
 - National Community Reinvestment Coalition's "*Community Reinvestment Source Book*"



- Federal Home Loan Bank of Boston's "*Guide to the Community Reinvestment Act and Community Support Rule*"
 - Massachusetts Community and Banking Council's "*Community Reinvestment Act Planning Series*"
 - National Association of Affordable Housing Lenders, "*Addressing Obstacles to Affordable Housing Lenders*"
 - National Association of Affordable Housing Lenders, "*Affordable Housing Loan Consortia: Financial Institutions Responding to Community Needs*"
 - National Association of Affordable Housing Lenders, "*Directions*" (bimonthly newsletter)
 - Carras/Marantz Publications, "*Eastern Massachusetts Guide to Financing Your Home.*"
 - ULI/Terwilliger Center for Affordable Housing, "*An Analysis of Florida's Community Workforce Housing Initiative Program (CWHIP)*"
 - Federal Reserve Bank of Boston, "*New Markets Tax Credits*"
 - American Planners Association, *Economic Development Journal*, "*New Markets Tax Credits: An Economic Development Opportunity*"
-
- Founding Executive Director, *National Association of Affordable Housing Lenders*, Washington, D.C.
 - President, *Haymarket Bank Affordable Housing Development Corporation*, identifying distressed residential properties for rehabilitation and resale to first-time buyers.
 - Chairman, *Boston Mortgage Review Board*, appointed by Governor
 - Trainer, *Federal Home Loan Bank Board* and the *Federal Home Loan Banks of Boston, New York, Pittsburgh, Cincinnati, and San Francisco*.
 - Trainer, *Federal Reserve Bank of Boston*, "*Strategic Planning series for Community Development Lenders*" and "*New Markets Tax Credits*" workshop.
 - First President, *Broward Housing Partnership, Inc.*
 - President, *BHP Community Land Trust, Inc.*
 - Board member, *Florida Redevelopment Association*, Chairman of Housing Committee
 - Chairman, Broward County Minority Economic Development Advisory Board
 - Vice Chairman, City of Fort Lauderdale Economic Development Advisory Board
 - Board Member, City of Fort Lauderdale Community Redevelopment Agency



Representative Comprehensive Plan Projects and Client References



LaRue

LaRue Planning and Management Services, Inc has been involved in a number of projects over the last 22 years and we have also had the pleasure and opportunity to perform specific planning and management projects for various municipalities within the Keys. We became the City planners for both the cities of Key Colony Beach and Layton and successfully performed their EARs in the second round (2006-2007) followed by the Water Supply Plan and the Capital Improvements updates. The EARs were found sufficient and the EAR-based Plan Amendments and other Plan Amendments were all found in compliance.

Our management division has also performed complete management assessments (including building and planning services) for the City of Marathon.

Below is client contact information for the cities mentioned above:

Key Colony Beach

Vickie Bollinger, City Clerk
PO Box 510141
Key Colony Beach, FL 33051
305-289-1212
cityclerk@keycolonybeach.net

City of Layton

Phillip "Skip" Haring
Administrative Assistant to Mayor
PO Box 778
Long Key, FL 33001
305-664-4667
sharing@cityoflayton.com

City of Marathon

CJ Geotis
former Deputy City Manager
305-481-6910
fishstoriescj@comcast.net

The projects detailed on the following pages represent ones that have involved the important combination of data and analysis and the merging of that work into practical EAR-based Amendments.



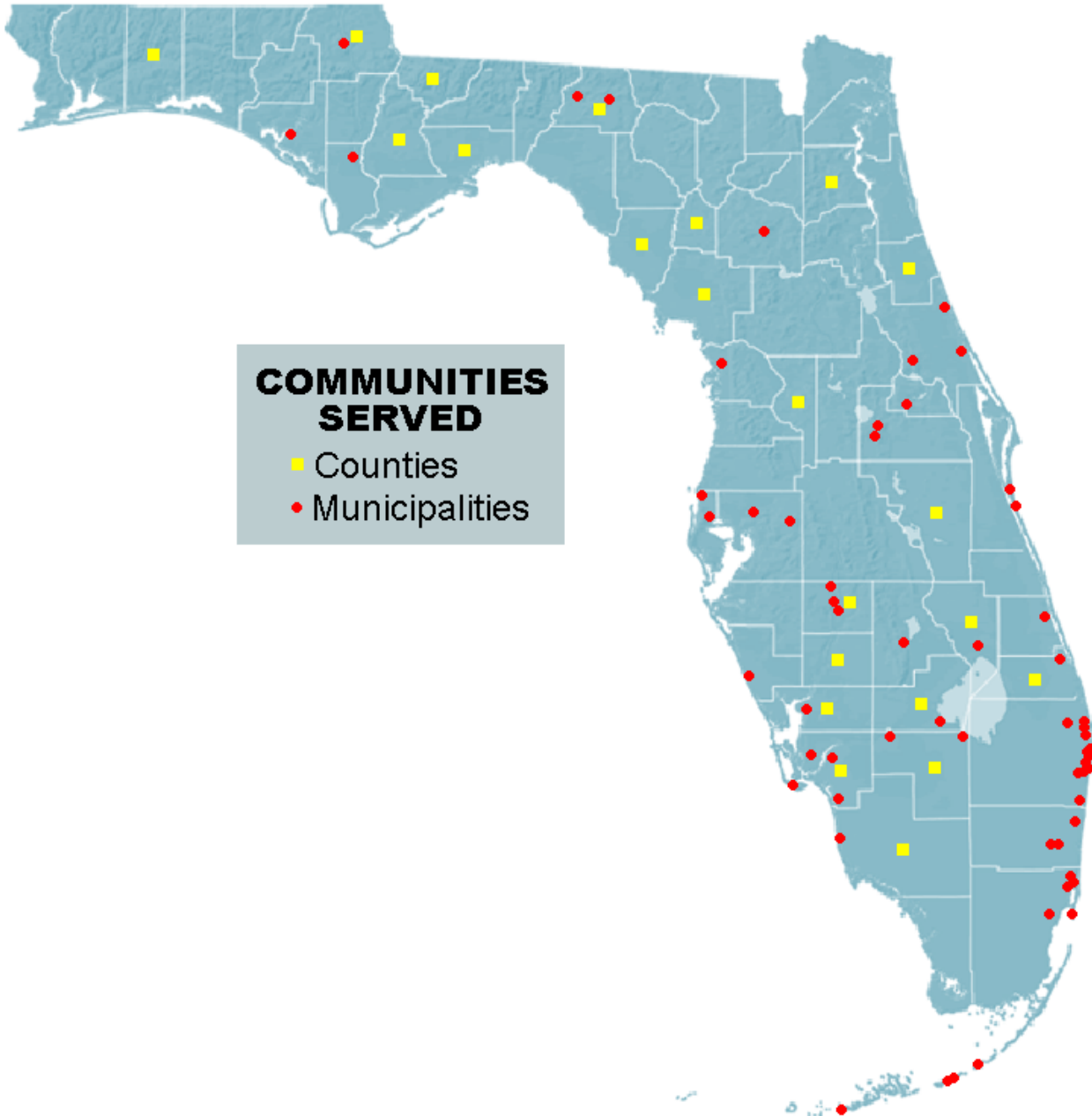


LaRue Planning
& Management Services, Inc.

Serving Florida Local Governments Since 1988

Serving Florida Local Governments Since 1988

LaRue Planning & Management Services has performed a variety of planning and management services for the communities illustrated below. Each project has allowed us to gain problem solving experience in addressing the ongoing challenges that confront local governments in Florida



LaRue

Serving Florida Local Governments Since 1988

Planning Services

Areas of Expertise:

- Annexation Cost/Benefit Analysis
- Comprehensive Plan Amendments
- Economic Development
- Evaluation and Appraisal Reports
- GIS Mapping
- Land Development Regulations
- Planning and Zoning Development Review
- Redevelopment Planning
- Strategic Planning and Visioning

Project Experience

Comprehensive Plan Amendments, Evaluation and Appraisal Reports, & Land Development Regulations

City of Bonita Springs	Town of Lantana
City of Boynton Beach	City of Layton
City of Bristol	Liberty County
City of Bunnell	Madison County
City of Casselberry	Town of Manalapan
Charlotte County	City of Marianna
City of Clewiston	City of Miami Springs
Desoto County	City of Moore Haven
City of Edgewater	North Bay Village
Village of El Portal	City of Ocoee
City of Fort Pierce	City of Okeechobee
Gadsden County	Okeechobee County
Glades County	Orange City
Village of Golf	Town of Palm Beach
Town of Greenville	Village of Palm Springs
Hendry County	City of Punta Gorda
City of Holmes Beach	City of Stuart
Town of Indialantic	City of Satellite Beach
Jackson County	City of Temple Terrace
Key Colony Beach	Wakulla County
City of LaBelle	City of Wewahitchka
Town of Lake Placid	
Lee County, Page Park Community	
Lee County, North Fort Myers	

Planning and Zoning Contract Services

City of Bonita Springs	City of Moore Haven
City of Boynton Beach	Village of North Palm Beach
Hendry County	City of North Bay Village
Town of Lake Placid	City of Okeechobee
City of Lake Worth	

Strategic Planning and Visioning

City of Bonita Springs	Village of Palm Springs
East County Water Control District	Pine Island Elem School
ECHO	City of Punta Gorda
Hardee County	City of Sanibel
Town of Lake Placid	State Attorney's Office
Martin County	Twentieth Judicial Circuit
City of North Bay Village	G. Pierce Wood Hospital
Osceola County	Young Life FL, Lee County

CRA/Redevelopment

City of Bonita Springs	City of Moore Haven
City of Clewiston	City of North Bay Village
Town of Lake Placid	City of South Miami

Local Hazard Mitigation

City of Bowling Green	Town of Manalapan
Village of Golf	City of Wauchula
Hardee County	Town of Zolfo Springs
Town of Lantana	

Annexation Cost/ Benefit Analysis

Collier County	Village of Palm Springs
Town of Indialantic	Pelican Bay Community
Town of Lantana	Plant City Chamber of Commerce
City of Naples	City of Stuart
City of North Miami Beach	



Management Services

Areas of Expertise:

- Conflict Management/Team Building
- Customer Service Evaluations
- Facilitation of Goal Setting and Strategic Planning Sessions
- Financial and Productivity Analysis
- Human Resources Management Consultation
- Incorporation Analysis
- Management Development Training
- Organizational Assessments
- Project Management
- Time Management

Project Experience

Organizational/Management Studies

Boca Raton – Operational Assessment for Permitting Departments
Bonita Springs – Community Services Assessment Prior to Incorporation
Collier County
 Ambulance Billing Study
 Analysis of Development Review System
 Development Review Analysis
 EMS Department Employee Turnover Analysis
DeSoto County – Revenue Alternatives Analysis
City of Fort Myers
 Utilities Audit of Sanitation and Water Assessments
 Management Assessment and Communication Advancement
 Management Development Sessions
El Portal – Building Permit Analysis
Flagler County
 Development Review/Building Permit Analysis
 Organizational Study
Hillsborough County
 Performance Audit
 Evaluation Study of Public Agencies Providing Planning Services
Holly Hill – Operational Assessment of Work Force
Key West – Organizational Study for Building Department
Marathon – Management Assessment for City Departments
North Bay Village – Building Permit Analysis
Ocoee – Solid Waste Division Management Audit
Okaloosa County – Organizational Development
Pinellas County Government Services Improvement Study
Pompano Beach – Organizational Study for Building Department
Sanibel
 Management Assessment of Planning, Zoning and Building Functions
 Update of Personnel Policy Manual
City of Tarpon Springs – Organization Study for Major Departments
City of Venice – Development Services Fee / Customer Services Analysis
Volusia County – Financial Analysis

Management Development Team Building Training

Certified Public Management Instructor
Florida City Clerks Association
Clay County
City of Fort Myers
City of Gainesville
Hendry County
Lee County Library Services Human Resources
Lee County Mosquito Control
Lehigh Acres Fire Control District

Executive Recruitment

Bonita Springs City Manager
Boynton Beach Assistant City Manager
Collier County Public Works Director
 Assistant County Manager
DeSoto County County Administrator
Flagler County County Administrator
Hendry County County Administrator
Lake Worth City Manager
Lynn Haven City Manager
Safety Harbor City Manager

Grant Assistance

Hardee County – Concurrency Management System
Hendry County – Economic Development Grant
Moore Haven
Bridge and Landscaping FDOT Project
Sustainable Okeechobee Grant
Town of Greenville
Community Development Block Grant
North Bay Village - FRDAP



The City of Bonita Springs EAR & EAR-based Plan Amendments

Project Owner:

Bonita Springs, Florida
Gary Price, City Manager
239.949.6238

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Sandra Ramseth, AICP
Ladaysha King
Benjamin Smith, LEED GA



Since its incorporation, the City of Bonita Springs contracted with LaRue Planning & Management Services to act as its Comprehensive Planning team. In 2005, LaRue Planning was retained to prepare its Evaluation and Appraisal Report (EAR) to meet the requirements of Rule 9J-5 of the Florida Administrative Code and Chapter 163 of the Florida Statutes also known as the Growth Management Act. Preparation of the EAR included considerable public involvement, meetings with local and regional stakeholders, and data collection and analysis to evaluate the City's adopted Comprehensive Plan. Critical local issues were identified and addressed in future amendments.

Through the EAR process, LaRue Planning and the City carefully considered how to augment the unique features of Bonita Springs by focusing on traffic congestion, water protection (Imperial River), urban design standards, Old 41 redevelopment and examination of the Density Reduction/Groundwater Resource (DRGR) area. These issues, their impacts, corrective

measures, and recommended Plan Amendments necessary to address these issues were included in the EAR which was adopted in 2006 and found sufficient by the Florida Department of Community Affairs (DCA) in that same year. The public involvement process of the EAR involved over six public forums, four meetings with the LPA, a regional scoping meeting and three meetings with the City Council.

Following a sufficiency finding by DCA, LaRue Planning was assigned to lead the EAR-based Amendments phase for the City. Major Plan Amendments included Old 41 Redevelopment policies, water quality and stormwater policy enhancements, and the inclusion of architectural review policies when receiving development orders. The EAR-based Plan Amendments were adopted in 2008 and found in compliance in 2009.

Many other projects have been completed for the City which includes creation of the City's Land Development Code and many Visioning Sessions.



The City of Satellite Beach EAR & EAR-based Plan Amendments

Project Owner:

City of Satellite Beach, Florida
Michael Crotty, City Manager
321.773.4409

Team Member(s):

James G. LaRue, AICP
Sandra Ramseth, AICP
Benjamin Smith, LEED GA



LaRue Planning & Management was retained to prepare the City's Evaluation and Appraisal Report (EAR) to meet the requirements of Rule 9J-5 of the Florida Administrative Code and Chapter 163 of the Florida Statutes also known as the Growth Management Act. Satellite Beach identified four major issues for inclusion in the EAR which were:

1. Initiating long-term shoreline management,
2. Improving intermodal transportation enhancements on the City's major corridors and interior streets,
3. Improving opportunities for affordable housing, including GAP housing types for a balance of age groups, and
4. Strengthening storm evacuation and post disaster reconstruction polices.

An analysis of these issues, their impacts, and corrective measures, including Plan Amendments needed to address these issues were completed. Preparation of the EAR included considerable public involvement, meetings, and data collection and analysis to evaluate the City's adopted Comprehensive Plan. The EAR was adopted in 2009 and found sufficient by the Florida Department of Community Affairs (DCA) in that same year.

Following a sufficiency finding by DCA, LaRue Planning was assigned to lead the EAR-based Amendments phase for the City. Major Plan changes had to be made to be found in compliance with water supply planning and the public school facilities updates. The EAR-based Amendments were adopted and found in compliance by DCA in 2009. LaRue Planning continues to represent the City in resolving Planning and Zoning challenges.



The City of Casselberry

EAR-based Plan Amendments

Project Owner:

Casselberry, Florida
Barbara Lipscomb, City Manager
407.262.7700
Sandra Smith, City Planner
407.262.7700 Ext.1108

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Sandra Ramseth, AICP
Benjamin Smith, LEED GA



The City of Casselberry contracted with LaRue Planning & Management to prepare the EAR-based Comprehensive Plan Amendments in 2008. This project was unique in that it required extensive updates to the Data and Analysis of the Plan that had not been done in years. The Comprehensive Plan was also converted into a single Policy document. The Data and Analysis update became the support document that is now more frequently used by City staff without having to be updated only by a Comprehensive Plan Amendment.

There were six major issues:

1. Recreation and social services;
2. Redevelopment;
3. Urban Design;
4. Workforce housing;
5. Transportation; and
6. Public safety.

There were extensive policy changes to implement the EAR recommendations as well as substantive alterations from the original EAR adoption.

In addition to implementing the EAR major issues into Comprehensive Plan policy revisions, major Plan changes had to be made to be found in compliance with Growth Management Legislation regarding House Bill 697 (Greenhouse Emissions Reduction), Public School Facilities Element updates and the financial feasibility of the Capital Improvements Element. The EAR-based Plan Amendment was adopted in 2009 and found in compliance by the Florida Department of Community Affairs (DCA) during that same year.



The City of North Bay Village EAR & EAR-based Plan Amendments

Project Owner:

North Bay Village, Florida
Robert Pushkin, City Manager
Yvonne Hamilton, City Clerk
305.756.7171

Team Member(s):

James G. LaRue, AICP
Terry L. Virta, AICP
Ladaysha King



Since 1998, LaRue Planning & Management has performed planning services for the City of North Bay Village. Services ranging from Development Review to Comprehensive Planning. Our development and site plan services came at a time when development in Miami-Dade County was at its peak. In addition, we have performed management studies for the City which resulted in the City revising its Land Development Code and building permit fees.

In 2005, we were called upon to prepare the EAR and the accompanying EAR-based Comprehensive Plan Amendments. This was a critical time for the City in that the EAR's preparation came right after a record-setting number of major hurricanes hit the U.S and right before the fall of the housing market which started in 2006.

There were five issues identified as being of major concern to the City which dealt with redevelopment and strengthening the infrastructural fabric of the City. Those issues were:

1. Hurricane evacuation for permanent and seasonal residents;
2. Affordable housing;
3. Redevelopment;
4. Replacement of existing water and sewer infrastructure; and
5. Transportation (reassessment of parking standards.)

There were extensive policy changes to implement the EAR recommendations as well as substantive alterations from the original EAR adoption. The EAR-based Plan Amendments were adopted in 2007 and found in compliance by the Florida Department of Community Affairs.

In recent years, major Plan changes were completed for water supply planning, the public school facilities updates and the financial feasibility of the Capital Improvements Element. These Amendments were prepared and adopted in 2008 and 2009 and found in compliance by DCA.



The Village of Palm Springs EAR & EAR-based Plan Amendments

Project Owner:

Village of Palm Springs, Florida
Bette Lowe, Land Development Director
561.965.4016

Team Member(s):

James G. LaRue, AICP
Terry Virta, AICP
Ladaysha King



LaRue Planning & Management has had a long-term relationship with the Village of Palm Springs since 1997. We began by assisting the Land Development Department complete annexations and the accompanying small scale amendments and rezonings. In 2005, LaRue Planning was retained to prepare its Evaluation and Appraisal Report (EAR) to meet the requirements of Rule 9J-5 of the Florida Administrative Code and Chapter 163 of the Florida Statutes also known as the Growth Management Act. Preparation of the EAR included considerable public involvement, meetings, and data collection and analysis to evaluate the Village's adopted Comprehensive Plan. Critical local issues were identified and addressed in future amendments.

Through the EAR process, LaRue Planning and the Village carefully reviewed many issues which were of concern to the Village and focused the EAR on four issues. These issues focused on annexation impacts, retention of housing affordability, provision of parks and recreational opportunities, and redevelopment.

These issues, their impacts, corrective measures, and recommended Plan Amendments necessary to address these issues were included in the EAR which was adopted in 2007 and found sufficient by the Florida Department of Community Affairs (DCA) in that same year.

Following a sufficiency finding by DCA, LaRue Planning was assigned to lead the EAR-based Amendments phase for the Village. In recent years, major Plan changes had to be made to be found in compliance with water supply planning and the public school facilities updates. These Amendments were prepared and adopted in 2008 and 2009.

In addition to our Comprehensive Planning services, we provided the Village with extensive services related to the Village's annexation of County lands which included reports which were used to ascertain expenses and revenues generated from annexing these properties.



The Town of Indialantic EAR & EAR-based Plan Amendments

Project Owner:

Town of Indialantic, Florida
Christopher Chinault, Town Manager
321.773.2242

Team Member(s):

James G. LaRue, AICP
Sandra Ramseth, AICP
Benjamin Smith, LEED GA



In 2007, LaRue Planning & Management began assisting the Town of Indialantic by being selected to prepare its Evaluation and Appraisal Report (EAR) to meet the requirements of Rule 9J-5 of the Florida Administrative Code and Chapter 163 of the Florida Statutes also known as the Growth Management Act. Preparation of the EAR included considerable public involvement, meetings, and data collection and analysis to evaluate the Town's adopted Comprehensive Plan.

The Town of Indialantic identified four major issues for inclusion in the EAR. Those issues were:

1. To ensure adequate or improved drainage and stormwater facilities for flood prevention and control, and to maintain or improve water quality as impacted by drainage challenges;
2. To ensure adequate or improved transportation facilities to promote better traffic and transportation conditions throughout the Town;
3. To provide for adequate or improved recreation and open space facilities to

promote greater recreation utilization for a healthy community lifestyle; and

4. To provide adequate or improved pedestrian connectivity and walkability to promote a greater utilization of pedestrian linkages as an alternative means of transportation and encourage a healthy means of mobility.

As per the requirements of §163.3191, Florida Statutes, we completed an analysis of these issues, their impacts, and corrective measures. Plan Amendments needed to address these issues were included in the EAR.

Following a sufficiency finding by DCA, LaRue Planning was assigned to lead the EAR-based Amendments phase for the Town. Major Plan changes had to be made to be found in compliance with water supply planning and the public school facilities updates.

In total, five projects were completed for the Town: the EAR, the EAR-based Amendments, a 10-Year Water Supply Plan, a Public School Facilities Element, and Land Development Code revisions.



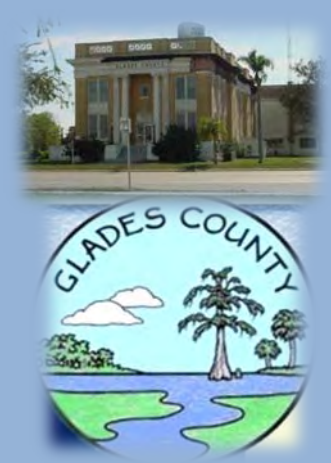
The Glades County EAR & EAR-based Plan Amendments

Project Owner:

Glades County, Florida
Larry Hilton, Community Development Director
863.946.0533

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Benjamin Smith, LEED GA



Since the early 1990s, LaRue Planning & Management has performed planning services for Glades County at various times. In 2008, we were called upon to prepare the EAR and the accompanying EAR-based Comprehensive Plan Amendments. Preparation of the EAR included considerable public involvement, meetings with local and regional stakeholders, data collection and analysis to evaluate the County's adopted Comprehensive Plan. Critical local issues were identified and addressed in future amendments.

There were five issues identified as being of major concern to the County. Those issues were:

1. The need for more economic opportunity via an increase of employment centers and retail establishments: Many households in Glades County were in need of additional income or employment closer to home.
2. Preservation of rural lifestyle: Most residents of Glades County appreciated the rural aspects of the area and wished for it to remain as such. The small residential and

agricultural communities were to remain viable as identifiable community areas.

3. The need for new transitional residential density in future land use categories: The promotion of clustering would preserve open space.
4. Enhanced protection of "at risk" environmental areas: Open space and natural resources needed to be protected before they disappear.
5. The need for provisions that will ensure adequate future water supply: This issue was addressed by the Water Supply Master Plan that was being developed simultaneously with the EAR.

There were extensive policy changes to implement the EAR recommendations as well as substantive alterations from the original EAR adoption. Following a sufficiency finding by DCA, LaRue Planning led the EAR-based Amendments phase for the County. The EAR-based Plan Amendments were adopted in late summer of 2010.



References



LaRue

Client References

City of Bonita Springs

Gary A. Price, City Manager
9101 Bonita Beach Road, Bonita Springs, FL 34135
(239) 949-6238
gary.price@cityofbonitasprings.org

LaRue Planning provided ongoing planning services to the City of Bonita Springs from 2000 – 2010. The relationship, which is a fine example of continuing services, began with coordinating the preparation of the City's first Comprehensive Plan and expanded to include such services as preparation and review of Plan Amendments, subsequent EARs and EAR-based Amendments, the Water Supply Plan, Public School Facilities Element, and the City's first Land Development Code to implement its Comprehensive Plan.

City of Satellite Beach

Michael P. Crotty, City Manager
Laura Canady, Community Development Director
565 Cassia Blvd, Satellite Beach, FL 32937
(321) 773-4407
mcrotty@satellitebeach.org
lcanady@satellitebeach.org

LaRue Planning's relationship with the City of Satellite Beach is ongoing and results from our providing EAR and EAR-based Plan Amendment Services during 2008-2009. Since that time we have successfully completed the Water Supply Plan Amendment, Public School Facilities Element updates and continue to be the City's Planning and Zoning Consultant.

City of Casselberry

Barbara Lipscomb, City Manager.
Sandra J. Smith, Chief Planner
95 Triplet Lake Drive, Casselberry, FL 32707
(407) 262-7700
blipscomb@casselberry.org
ssmith@casselberry.org

LaRue Planning prepared the City of Casselberry's EAR-based Plan Amendments following an EAR prepared by another firm. The project required extensive updating of the supporting data and analysis of the Comprehensive Plan. This component of the Plan had not be reviewed and revised in years.



Forms



LaRue

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

James S. LaRue
Signature

LaRue Planning & Management Services, 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

- Data is ongoing and additional information can be obtained from the City of Key Engineering Department

18. FDOT Improvement Program on North Roosevelt Blvd.

- Roadway, seawall, drainage, sidewalk, signalization, lighting, and landscaping improvements (construction expected to commence November 2011).

19. Transit Facility on Stock Island

- City Commission approved the redevelopment of the solid waste transfer station (located on incorporated Stock Island) into the Key West Department of Transportation Public Transit and Parking Facility.

20. Monroe County Capitol Improvements Element

- Various projects included in the schedule may affect City-owned or leased lands.

21. Port Master Plan

- Additional information can be obtained at the City of Key West Port Operations Department

22. Schedule of Events

Unless specifically notified by the City of Key West Purchasing Department of a schedule change, the following procurement schedule must be adhered to:

- RFP Issue Date: February 9, 2011
- Mandatory Pre-Submittal Conference: February 22, 2011
- **Response Deadline Date: April 1, 2011 No Later Than 3:30 PM.** The responses shall be submitted in two (2) sealed envelopes, one within the other, each clearly marked on the outside: "Request for Proposals # 005-11 Evaluation and Appraisal Report Amendments to the Comprehensive Plan" the due date, and the respondent's name.

All Bidders shall acknowledge receipt and acceptance of this Addendum No. 2 by acknowledging Addendum in their proposal or by submitting the addendum with the bid package. Bids submitted without acknowledgement or without this Addendum may be considered non-responsive.

James B. LaRue
Signature

LaRue Planning & Management Services, Inc
Name of Business

March 30, 2011
Date

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: James S. LaRue

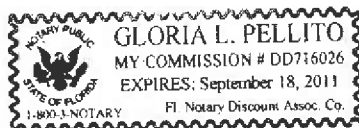
sworn and prescribed before me this 30 day of March, 2011

NOTARY PUBLIC, State of Florida

Gloria L. Pellito

My commission expires:

9/18/2011



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 James G. LaRue, President

(print individual's name and title)

for LaRue Planning & Management Services, Inc

(print name of entity submitting sworn statement)

whose business address is 1375 Jackson Street, Suite 206, Fort Myers, FL 33901

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

65-0415331 (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).

X

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.

James G. LaRue
(SIGNATURE)

March 30, 2011
(DATE)

STATE OF Florida

COUNTY OF Lee

PERSONALLY APPEARED BEFORE ME, the undersigned authority
James G. LaRue who, after first being sworn by me,
(name of individual)
affixed his/her signature in the space provided above on this
30th day of March, 2011

My commission expires:

September 18, 2011



**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 SWC (Sandra Walters Consultants, Inc) Phone: 305-294-1238

Current Local Address: Fax: 305-294-2164
(P.O Box numbers may not be used to establish status)

Length of time at this address 5 years, in Key West 14 years total

Sandra Walters
Signature of Authorized Representative

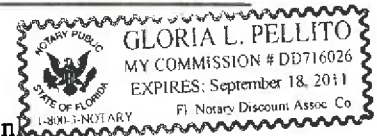
3-21-11
Date

STATE OF Florida
COUNTY OF Lee

The foregoing instrument was acknowledged before me this 21st day of March, 2011.
By Sandra Walters, President, of SWC (Sandra Walters Consultants, Inc)
(Name of officer or agent, title of officer or agent) Name of corporation acknowledging)
or has produced FL Drivers License as identification
(type of identification)

Gloria Pellito
Signature of Notary

Print, Type or Stamp Name of Notary



Title or Rank

CITY OF KEY WEST, FLORIDA

Business Tax Receipt

This Document is a business tax receipt
Holder must meet all City zoning and use provisions.
P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name SANDRA WALTERS CONSULTANTS, IN CtlNbr:0007074
Location Addr 6410 5TH ST
Lic NBR/Class 11-00017879 SERVICE - GENERAL
Issue Date: October 21, 2010 Expiration Date: September 30, 2011
License Fee \$98.70
Add. Charges \$0.00
Penalty \$0.00
Total \$98.70

Comments: ENVIRONMENTAL LAND USE CONSULTANT

This document must be prominently displayed.

SANDRA WALTERS CONSULTANTS, IN

SANDRA WALTERS CONSULTANTS, IN
6410 5TH ST STE 3

KEY WEST FL 33040

Oper: CWALKER Type: OC Drawer: 1
Date: 10/21/10 53 Receipt no: 6146
2011 17879
GR LIC OCCUPATIO 1 \$98.70
Trans number: 2548434
VM VISA/MASTERC \$98.70
Trans date: 10/21/10 Time: 10:19:57

**2010 / 2011
MONROE COUNTY BUSINESS TAX RECEIPT
EXPIRES SEPTEMBER 30, 2011**

RECEIPT# 47161-71254

Business Name: SANDRA WALTERS CONSULTANTS INC

Owner Name: SANDRA WALTERS
Mailing Address: 6410 5TH ST SUITE 3
KEY WEST, FL 33040

Business Location: 6410 5TH ST 3
KEY WEST, FL 33040
Business Phone: 305-294-1238
Business Type: MISCELLANEOUS SERVICE (ENVIRONMENTAL
& LAND USE CONS)

Rooms Seats Employees Machines Stalls

1

		For Vending Business Only					
		Number of Machines:		Vending Type:			
Tax Amount	Transfer Fee	Sub-Total	Penalty	Prior Years	Collection Cost	Total Paid	
22.00	0.00	22.00		0.00	0.00	0.00	22.00

Paid 124-09-00002465 09/24/2010 22.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT
WHEN VALIDATED

Danise D. Henriquez, CFC, Tax Collector
PO Box 1129, Key West, FL 33041

THIS IS ONLY A TAX.
YOU MUST MEET ALL
COUNTY AND/OR
MUNICIPALITY PLANNING
AND ZONING REQUIREMENTS.

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 Perez Engineering & Development, Inc Phone: (305) 293-9440

Current Local Address: 1010 Kennedy Drive, Suite 400, Key West, FL 33040 Fax: (305) 296-0243

(P.O Box numbers may not be used to establish status)
 Length of time at this address 5 years

[Signature] _____ Date 3/24/11

STATE OF FLORIDA
 COUNTY OF MARLBOROUGH

The foregoing instrument was acknowledged before me this 25 day of MARCH, 20 11.
 By Allen E. Perez of Perez Eng & Dev. Inc
 (Name of officer or agent, title of officer or agent) Name of corporation acknowledging)
 or has produced FL DL as identification
 (type of identification)



[Signature]
 Signature of Notary
John McMahon III

Print, Type or Stamp Name of Notary
FLORIDA NOTARY
 Title or Rank

CITY OF KEY WEST, FLORIDA

Business Tax Receipt

This Document is a business tax receipt
 Holder must meet all City zoning and use provisions.
 P.O. Box 1409, Key West, Florida 33040 (305) 809-3955

Business Name PEREZ ENGINEERING & DEVELOPMEN CtlNbr:0009985
 Location Addr 1010 KENNEDY DR
 Lic NBR/Class 11-00017095 SERVICE - PROFESSIONAL
 Issue Date: September 20, 2010 Expiration Date: September 30, 2011
 License Fee \$309.75
 Add. Charges \$0.00
 Penalty \$0.00
 Total \$309.75
 Comments: CIVIL ENGINEER

Date: 9/21/10 55
 Type: DC
 Driver: 1
 Receipt no: 112542
 2011 LIC 010099110 1
 \$309.75
 2539566
 1309.75
 Trans number: 5794
 CK CHECK
 Date: 09/21/10
 Time: 12:42:58

This document must be prominently displayed.
 PEREZ, ALLEN

PEREZ ENGINEERING & DEVELOPMEN
 1010 KENNEDY DR STE 400
 KEY WEST FL 33040

2010 / 2011 MONROE COUNTY BUSINESS TAX RECEIPT EXPIRES SEPTEMBER 30, 2011

RECEIPT# 46110-76405

Business Name: PEREZ ENGINEERING & DEVELOPMENT INC

Owner Name: ALLEN E PEREZ
 Mailing Address: 1010 KENNEDY DR #400
 KEY WEST, FL 33040

Business Location: MO CTY
 KEY WEST, FL 33040
 Business Phone: 305-293-9440
 Business Type: PROFESSIONALS (CIVIL ENGINEERING)

Rooms Seats Employees Machines Stalls

STATE LICENSE: PE 51468 2-07

For Vending Business Only
 Number of Machines : Vending Type :

Tax Amount	Transfer Fee	Sub-Total	Penalty	Prior Years	Collection Cost	Total Paid
\$30.00		\$30.00		\$0.00		\$30.00

PAID-125-09-00000055 08/25/2010 30.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT WHEN VALIDATED **Danise D. Henriquez, CFC, Tax Collector**
 PO Box 1129, Key West, FL 33041 THIS IS ONLY A TAX. YOU MUST MEET ALL COUNTY AND/OR MUNICIPALITY PLANNING AND ZONING REQUIREMENTS.