

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



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



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## Cover Letter





Bermello Ajamil & Partners, Inc.

Architecture  
Engineering  
Planning  
Interior Design  
Landscape Architecture

September 17, 2014

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

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

Dear City Clerk and Selection Committee,

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

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

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

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

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

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



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

September 17, 2014

**SUBMITTED BY**

**Bermello Ajamil & Partners Inc. (B&A)**

2601 South Bayshore Drive

Suite 1000

Miami, FL 33133

Ph: 305.859.2050

Fx: 305.860.3700

**KEY TEAM MEMBERS**

**Project Manager**

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Partner, Project Manager

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**Authorized Representative**

Randy Hollingworth

Senior Associate, Vice President

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Harry S. Truman Presidential Park, Key West

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## Organizational Chart





**Prime Consultant**  
BERMELLO AJAMIL & PARTNERS

**LUIS AJAMIL, P.E.**  
Principal in Charge  
**ALFREDO SANCHEZ, AIA, AICP, LEED AP**  
Project Manager

**Planning & Urban Design**  
BERMELLO AJAMIL & PARTNERS

**ALFREDO SANCHEZ, AIA, AICP, LEED AP**  
**RANDY HOLLINGWORTH**

**Landscape Architecture**  
BERMELLO AJAMIL & PARTNERS

**KIRK OLNEY, RLA**

**Community Outreach**  
BERMELLO AJAMIL & PARTNERS

**TERE GARCIA**  
**PATRICIA SUAU**

**Market & Economic Analysis**  
LAMBERT ADVISORY

**PAUL LAMBERT**  
**ERIC LIFF**  
**DORIEN ROWE**

**Cost Construction / Cost Evaluation**  
BERMELLO AJAMIL & PARTNERS

**MARIA ZAPATA, P.E.**



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

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



Harry S. Truman Presidential Park, Key West

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

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



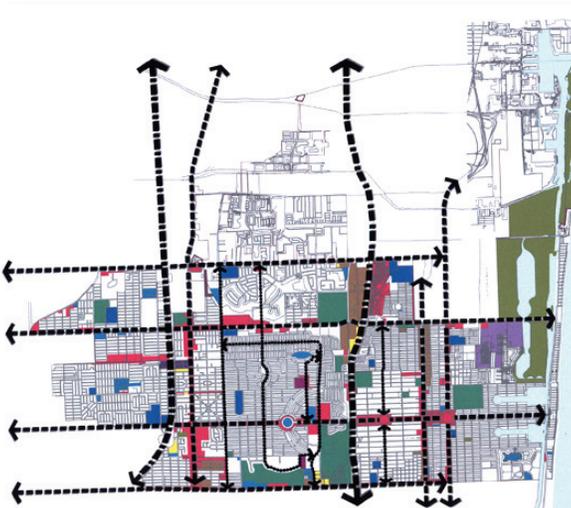
Neighborhoods Rebuilding Plan, New Orleans



Town Center Master Plan, Coconut Creek



Pompano Beach Redevelopment Plan, Pompano Beach



City-Wide Master Plan, Hollywood

**OVERVIEW**

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

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

**POINT OF CONTACT**

**Alfredo Sanchez, AIA, AICP, LEED AP**

Partner, Project Manager

305.860.3711

[ASanchez@bermelloajamil.com](mailto:ASanchez@bermelloajamil.com)

**TYPE OF ORGANIZATION**

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

**B&A IS AVAILABLE IMMEDIATELY**

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

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

## SERVICES

### Planning, Urban Design & Landscape Architecture

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

### Construction Services

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

### Engineering and Permitting

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

### Architecture

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

### Interiors

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

### Other Services

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



Losner Park, Historic Master Plan, Homestead



Historic Master Plan, Homestead

**LOCATIONS**

**Miami (Headquarters)**

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

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 Ph: 212.334.2050      Fx: 212.334.4601

**Fort Lauderdale**

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

**Europe**

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

**RECOGNITION**

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





## LAMBERT ADVISORY

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

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

### Firm Capabilities

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

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



PROFESSIONAL LICENSES

STATE OF FLORIDA  
 DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
 BOARD OF LANDSCAPE ARCHITECTURE

LICENSE NUMBER: LC0000261

The LANDSCAPE ARCHITECT BUSINESS  
 Named below HAS REGISTERED  
 Under the provisions of Chapter 481 FS.  
 Expiration date: NOV 30, 2015

BERMELLO, AJAMIL & PARTNERS, INC.  
 2601 SOUTH BAYSHORE DRIVE SUITE 100  
 MIAMI FL 33133

RICK SCOTT GOVERNOR ISSUED: 10/23/2013 SEQ # L1310230002623 KEN LAWSON SECRETARY  
 DISPLAY AS REQUIRED BY LAW




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

LICENSE NUMBER: AAC000412

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

BERMELLO, AJAMIL & PARTNERS, INC.  
 2601 S BAYSHORE DR STE 1000  
 MIAMI FL 33133-5412




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

LICENSE NUMBER: AR0007968

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

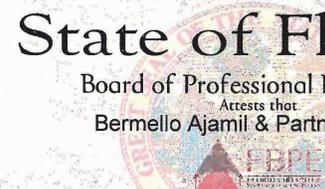
SANCHEZ, ALFREDO C  
 4200 ALTON RD  
 MIAMI BEACH FL 33140

RICK SCOTT GOVERNOR ISSUED: 02/19/2013 SEQ # L1301900006030 KEN LAWSON SECRETARY  
 DISPLAY AS REQUIRED BY LAW




State of Florida  
 Board of Professional Engineers  
 Attests that  
**Bermello Ajamil & Partners, Inc.**

is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.  
 Expiration: 2/28/2015  
 Audit No: 228201502200 Certificate of Authorization CA Lic. No: 6304



U.S. Green Building Council

**Bermello Ajamil and Partners Inc.**  
 MEMBER SINCE 2007

THE U.S. GREEN BUILDING COUNCIL IS THE NATION'S FOREMOST COALITION OF LEADERS WORKING TO TRANSFORM THE WAY BUILDINGS AND COMMUNITIES ARE DESIGNED, BUILT AND OPERATED, ENABLING AN ENVIRONMENTALLY AND SOCIALLY RESPONSIBLE, HEALTHY, AND PROSPEROUS ENVIRONMENT THAT IMPROVES THE QUALITY OF LIFE.



**AICP**

ALFREDO C. SANCHEZ

HAS QUALIFIED AS A  
**MEMBER**  
 AMERICAN INSTITUTE OF CERTIFIED PLANNERS

JULY 1994  
 DATE OF MEMBERSHIP

*Joanne Garnett*  
 PRESIDENT

*Alfreda Banda*  
 EXECUTIVE DIRECTOR

U.S. Green Building Council

HEREBY CERTIFIES THAT

**Alfredo C. Sanchez**

HAS ACHIEVED THE DESIGNATION OF

**LEED ACCREDITED PROFESSIONAL**

BY DEMONSTRATING THE KNOWLEDGE OF GREEN BUILDING PRACTICE REQUIRED FOR SUCCESSFUL IMPLEMENTATION OF THE LEADERSHIP IN ENERGY AND ENVIRONMENTAL DESIGN (LEED) GREEN BUILDING RATING SYSTEM.

Date Issued: August 13, 2007



This certificate hereby qualifies

**Alfredo C. Sanchez, AICP**  
 as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 011028

*Paul Farnum*  
 Paul Farnum, AICP  
 Executive Director and CEO

*Paul Ingraham*  
 Paul Ingraham, AICP  
 President

**AICP**  
 The American Planning Association's  
 Professional Institute  
 American Institute of  
 Certified Planners  
 Making Great Communities Happen

STATE OF FLORIDA CORPORATE CHARTER

# *State of Florida Department of State*

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

The document number of this corporation is 528526.

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

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

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



*Ken Detjmer*  
**Secretary of State**

Authentication ID: CC0664936194

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

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

CORPORATE OFFICERS



Bermello Ajamil & Partners, Inc.

Architecture  
 Engineering  
 Planning  
 Interior Design  
 Landscape Architecture

RESOLUTION  
 Bermello, Ajamil & Partners, Inc.

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

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

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## Methodology and Approach



**PROJECT UNDERSTANDING**

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

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

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

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

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

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

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

**SCOPE AND APPROACH**

**TASK NO. 1 KICK-OFF MEETING/STAFF WORKSHOP**

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

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

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

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

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

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

**TASK NO. 3 ONE-ON-ONE STAKEHOLDER MEETINGS**

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

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

**TASK NO. 4 HIGHEST & BEST USE ANALYSIS**

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

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

### **Housing**

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

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

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

### **Commercial Market Overview**

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

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

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

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

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

*Estimates of Demand by Use and Potential Redevelopment Opportunities*

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

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

**TASK NO. 5. IDENTIFICATION OF ISSUES AND OPPORTUNITIES**

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

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

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

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

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

**TASK NO. 8 PROJECTS AND PROGRAMS IDENTIFICATION**

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

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

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

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

**TASK NO. 8.B EVALUATION OF POTENTIAL REGULATORY CHANGES**

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

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

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

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

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

**TASK NO. 11 CAPITAL PROJECTS AND PROGRAMS PRIORITIES LIST**

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

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

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

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

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

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

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

**TASK NO. 13 IMPLEMENTATION PROGRAM**

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

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

**TASK NO. 14 POLICY RECOMMENDATIONS**

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

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

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

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

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

**TASK NO. 16 DRAFT PLAN PREPARATION**

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

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

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

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

**TASK NO. 18 PRESENTATION OF FINDINGS**

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

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

**SUMMARY OF DELIVERABLES**

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

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

**SCHEDULE**



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

# 6

Cost



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

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

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

# 7

## Personnel



**Luis Ajamil, P.E.**  
Principal



**EDUCATION**

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

**REGISTRATION**

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

**PROFESSIONAL AFFILIATIONS**

Greater Miami Chamber  
of Commerce

Leadership Florida American  
Association of Port Authorities

Florida-Caribbean Cruise  
Association, Platinum Member

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

**RELEVANT PLANNING EXPERIENCE**

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

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

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

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

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

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

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



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

**RELEVANT PLANNING EXPERIENCE**

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

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

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

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

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

**EDUCATION**

Master of Architecture,  
University of Pennsylvania, 1978

Master of City Planning,  
University of Pennsylvania, 1978

Bachelor of Architecture,  
University of Florida, 1972

**REGISTRATION**

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

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

American Institute of Certified  
Planners, 1994

Certified General Contractor,  
2004 (inactive)

**CERTIFICATION**

LEED AP Certification, 2007

**PROFESSIONAL AFFILIATIONS**

American Institute of Certified  
Planners, 1994

**AWARDS**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Randy P. Hollingworth**

Senior Associate, Director of Planning and Landscape Design Studio



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

**RELEVANT EXPERIENCE**

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

**Beach Plaza Redevelopment and Public Beach Revitalization Design, Pompano Beach, Florida** - Project Manager responsible for the landscape architectural design master plan associated with this project consisting of the redevelopment plan for the only beachfront area of the City. The project scope includes the planning and layout of public amenities and beachfront activities and streetscape and public open space design along Palm Beach Boulevard. The "New" Pompano Beach Boulevard and extension to Atlantic Boulevard will create dramatic gateways to the City's beach area. The City has subsequently retained B&A to further develop the landscape plans and construction drawings for the streetscape design of Atlantic Boulevard between Pompano Beach Boulevard and A1A. The project entails a heavy public participation aspect regarding design concepts and input from residents of the area with several community workshops held to this effect.

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

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

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

**EDUCATION**

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

Bachelor of Landscape  
Architecture, University of  
Guelph, 1978

**Randy P. Hollingworth**

Senior Associate, Director of Planning and Landscape Design Studio

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

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

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

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

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

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

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

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

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

## Kirk Olney, RLA

### Landscape Architect



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

#### RELEVANT EXPERIENCE

#### EDUCATION

Bachelor of Science in Landscape Architecture, Ohio State University, Columbus, Ohio 1995

#### REGISTRATION

State of Florida, Registered Landscape Architect, No LA0001705  
Received on November, 2000

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

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

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

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

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

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

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

**Kirk Olney, RLA**  
Landscape Architect

**SW 4th Street Streetscape Improvements, Homestead, Florida** - Landscape Architect. Professional responsibilities included preparation of construction drawings and construction services for landscape and hardscape improvements to one-half mile of roadway in an urban residential neighbor.

**Lauderdale Lakes Streetscape Master Plan, Lauderdale Lakes, Florida** - Responsibilities included management of junior landscape architects and over saw design synthesis for streetscape master plan including landscape and hardscape treatment within the right-of-way as well as gateway feature design.

**Tamarac Downtown Streetscape, Tamarac, Florida** - Activities included over seeing junior landscape architects to take a conceptual master plan, completed by others, and developing construction drawings for new main street streetscape including drainage improvements, new roadway and curbing, specialty roadway and pedestrian paving, site furniture, landscape and irrigation.

**Broward County Greenways Corridor Design, Broward County, Florida** - Prepared construction drawings from conceptual signage design; prepared bench, bike rack, bus shelter and trash receptacle layout plans; prepared landscape construction drawings for fifty mile multi-purpose greenway path.

**B.F. James Park & Aquatic Facility, Hallandale Beach, Florida** - Landscape Architect. This project encompassed the complete redevelopment of an underused existing neighborhood park through extensive public input and master plan development. B&A developed an extensive program for the new park including a new community swimming facility, basketball courts, picnic areas, exercise stations and an expanded playground. In addition, to meet City code requirements, the park and buildings were designed for LEED Certification. B&A managed the LEED Certification and led the design team through the certification process. B&A developed various architectural alternatives for the aquatic swim building. The architectural style of this facility will serve as the bases for the design of all public buildings in future City parks. Although relatively small, the new pool will serve the community's recreational needs and includes a beach entry feature and three lap lanes which can be modified for swim health classes. The park was designed utilizing numerous CPTED principles.

**South City Beach Park, Hallandale Beach, Florida** - Landscape Architect. Duties included site plan and design refinement and worked on team to prepare construction drawings for improvements to a six-acre active recreation beach front park.

**Scavo Park, Hallandale Beach, Florida** - Landscape Architect. Site plan and design refinement and worked on team to prepare construction drawings for improvements to a seven-acre passive recreation neighborhood park.

**Hillsboro Inlet Park, Pompano Beach, Florida** - Landscape Architect. Activities included site planning; tree relocation plan; preparation of hardscape and landscape construction drawings, and coordination with other design disciplines for a passive park along the Intracoastal waterway with walking path, parking lot, tot lot/playground, boardwalk/pier and restroom facility.

**Catherine Strong Park, Delray Beach, Florida** - Responsible for client review meetings, plant selection and specification; hardscape design, preparation of hardscape details, coordination with other design disciplines, preparation of opinion of probably cost and modifying design to keep proposed improvements within budget and preparation of bidding documents for a ten acre passive and active recreation park with walking path, picnic pavilions, seating, interactive water play, tot lot/playground, restroom building, parking and landscape.

**Halpatiokee Regional Park, Martin County, Florida** - Responsible for field verification of existing trees; coordination of civil sub-consultant; preparation of tree relocation plans; preparation of hardscape construction drawings including fencing and paving details; preparation of landscape construction drawings; provided construction observation services including supervision of tree relocation for a 200 acre active and passive recreation park with five softball fields, five soccer fields, ten tennis courts, cover roller hockey rink, preserved wetland areas, .5 mile nature trail, three restroom/concession buildings and parking.

**Pompano Beach Public Safety, Pompano Beach, Florida** - Landscape Architect. Responsibilities included bidding assistance for architectural, civil and landscape architectural renovations to an existing municipal building.

**Teresita Garcia**

Partner, Director of Public Involvement

**EDUCATION**

Master in Urban Planning,  
University of Puerto Rico, 1979

Master in Architecture,  
Tulane University, 1974

Bachelor of Architecture,  
Tulane University, 1974

**COMMUNITY INVOLVEMENT**

Board of Governors Greater  
Miami Chamber of Commerce

Greater Miami Chamber  
of Commerce Executive  
Transportation Committee

Carrfour Supportive Housing,  
Board immediate past Chair,  
2009

Leadership Florida, Council of  
Advisors, Past Regional Chair  
and Board of Regents

Trust for Public Lands Policy  
Advisory Council

St. Thomas the Apostle Building  
Committee Chair

TEAMFL (Toll Expressway  
Authorities Members of Florida),  
Member

Tere Garcia has more than 25 years experience in the fields of planning, public participation, governmental and media relations. Eighteen of those years have been spent specifically in the public involvement field concentrating on transportation and infrastructure projects. B&A has provided public involvement services to governmental agencies such as the Miami-Dade Expressway Authority (MDX), the Florida Department of Transportation, Miami-Dade Transit Agency and Miami-Dade Water and Sewer Department. Ms. Garcia oversees all public outreach activities for planning and design projects for MDX including educational and informational efforts dealing with the implementation of Open Road Tolling in the MDX System. She has been an integral part of the visioning process used to perform the two updates to the MDX Long Range Master Transportation Plan and has delivered a successful program of public outreach for planning and design projects. Ms. Garcia has established the guidelines for public involvement followed by MDX designed after State requirements but tailored to the rapid pace and fast delivery of projects by MDX. She was Principal-in-Charge of FDOT District Six, Districtwide Public Involvement Contract which includes public involvement services for over 100 planning or design projects since the onset of the contract in 2006. Ms. Garcia is also the Principal-in-Charge of public involvement services for the Miami-Dade Transit MIC Earlington Heights Connector and the Reconstruction of SR 9 for FDOT District 4. Ms. Garcia directs all community and public outreach programs for public as well as private clients. She also acts as a liaison between B&A and Miami-Dade County and its municipalities in regulatory, permitting and public affairs matters.

**RELEVANT EXPERIENCE**

**Pinecrest Community Center Master Plan, Miami-Dade County, Florida** - Public Involvement Director. B&A was responsible for the logistics of community forums as well as the notification of property and business owners within the project area. The team designed all the written communications to the public.

**Tampa Channelside Master Plan, Hillsborough County, Florida** - Public Involvement Director. B&A prepared the written communications to the public, including drafting and designing all collateral. B&A managed the logistics for the public open house, and created the analysis report of the public opinion and preference on the Master Plan.

**South Dade Neighborhood Development Concept Plans ("The Moss Plan"), Florida** - Project Director. Strategic planning study for Miami-Dade County's Office of Community Development, won Florida Chapter of the American Planning Association Award of Merit. Addresses redevelopment of 14 neighborhoods in South Dade damaged as result of Hurricane Andrew. Working closely with County staff, successfully directed intense public participation campaign culminating in fifty meetings with neighborhood residents and community-based as well as religious organizations. The Moss Plan pointed informational efforts in the right direction while transferring ownership of the plan to the communities involved.

**FDOT District 6, Districtwide Public Involvement, Miami-Dade County & the Keys** - Project Manager. Oversaw 8 public involvement specialists charged with providing outreach services in relation to planning and design projects for FDOT. B&A successfully delivered public involvement programs for over 100 design projects for FDOT, District Six.

**Broward County Office of Environmental Services Neighborhood Improvement Project, Florida** - Public Involvement Project Manager. Responsible for the participation of four unincorporated Broward County neighborhoods - Franklin Park, Washington Park, St. George West and St. George East. Worked closely with the Design and Construction Team to effectively convey information to general public and special interest groups.

**Teresita Garcia**

Partner, Director of Public Involvement

**Pump Station Improvement Program, Miami-Dade County, Florida** - Directed the Development Community Coordination office within the Miami-Dade Water & Sewer Department Pump Station Improvement Program. This was used to reach out to inform builders, developers, realtors, lending institutions and potential investors on how WASD's improvement program would affect them.

**Permitting Guidance / Assistance** - Recognized for her work with local government particularly as it relates to building and zoning matters. While at the Greater Miami Chamber of Commerce authored the Guide to the Building Permit Process for the Unincorporated Areas of Metropolitan Dade County, which outlines the building permit process and presents a description of the permitting agencies responsibilities. This guidebook was prepared as a tool to facilitate the regulatory and permitting process to assist expanding companies and new firms relocating to the area.

**Transportation Projects, Greater Miami Director of Planning Development and Transportation** - Director for Planning Development and Transportation. Worked with economic development organizations in the review and analysis of local and state development regulations and acted as a liaison between regulatory agencies and the business community. Led the staff effort in the creation of broad-based business and community transportation coalitions and directed all committees of the transportation group. Instrumental in the planning and implementation of the first Transportation Summits established by the Chamber.

**Greater Miami Chamber of Commerce Transportation Summit** - Responsible for organization and coordination of the Summit and community outreach program. Encompassed setting up meetings with grassroots organizations throughout Miami-Dade County to present together with representatives from the Florida Department of Transportation, MPO, Miami-Dade County Public Works Department and Miami-Dade Transit Agency the specific projects that are planned for each area.

**Miami-Dade Expressway Authority, Miami-Dade County, Florida** - Public Involvement Director for General Engineering Consultant. Responsible for developing strategies and overseeing all public involvement and community awareness programs throughout the master planning and final design phases of MDX's projects. This has included strategic and extensive community awareness campaigns to reach the impacted communities using workshops, presentations to elected officials and Community Councils, open house, community meetings, speaker's bureaus, fact sheets, newsletters, website, PowerPoint presentations and public hearings.

Highlights of current and past efforts include:

**MDX Long Range Master Transportation Plan (2025 and 2035 Update)** - Every five years MDX updates their Long Range Transportation Plan and identifies new projects through a visioning process with its Board of Directors, transportation partners and the public. This update included the use of a new innovative preference survey technology (Turning Point) with the Board Members to gather and present live results of priorities for all presented projects. Initial tasks included working with the technical planning team on a needs assessment of transportation needs in Miami-Dade County and the identification on potential projects where MDX could be a catalyst in providing mobility to the region. Public outreach consists of providing public involvement and information through the concept planning phase including interagency coordination and outreach to stakeholders in the area.

**MDX Project Development and Environment Studies (PD&E)** - Ms. Garcia oversees or leads the public involvement programs for the following PD&E's , making sure that project activities are in compliance with all federal and state public involvement guidelines and assists with the public affairs programs for the projects. These studies include:

- SR 924/Gratigny Extension West to the Turnpike Project Development & Environment Study (PD&E)
- SR 874/Don Shula Ramp Connector to SW 128 Street State Environmental Impact Report (completed)
- SR 924/Gratigny Extension East to I-95 inclusion into the MPO 2030 Long Range Plan (PD&E)
- US 1 Express (Managed Lanes) PD&E
- SR 836 Improvements from NW 57th Avenue to 17th Avenue State Environmental Report (completed)

**Patricia Suau**

Public Information Specialist



Ms. Suau has over nine years of experience in the corporate sector, primarily providing product marketing and promotions. She is experienced in developing, organizing, and executing global multi-phase communication campaigns as well as establishing quality business relationships with people from diverse backgrounds and cultures. Responsibilities have included communications, project management, branding, and budget administration. She is an experienced researcher and is fully bilingual in English and Spanish.

**RELEVANT EXPERIENCE**

**Pinecrest Community Center Master Plan, Miami-Dade County, Florida** - As part of the Public Involvement team, Ms. Suau was responsible for the logistics of community forums as well as the notification of property and business owners within the project area. She designed all the written communications to the public.

**Tampa Channelside Master Plan, Hillsborough County, Florida** - Public Involvement specialist responsible for the written communications to the public, including drafting and designing all collateral. Ms. Suau managed the logistics for the public open house, and created the analysis report of the public opinion and preference on the Master Plan.

**Miami-Dade Expressway Authority (MDX) - State Road (S.R.) 836/Dolphin Expressway Southwest Extension Project Development & Environment Study, Miami-Dade County, Florida** - Ms. Suau is responsible for the portion of public involvement which involves drafting written communications for the public, as well as scheduling of meetings and follow up with residents and interested parties. As Public Information Specialist, Ms. Suau is responsible for the notification of property and business owners within the project corridor and the scheduling of briefings to elected and appointed officials as well as government and municipal agencies.

**Miami-Dade Expressway Authority (MDX) - Final Design Phase for State Road (S.R.) 836/Dolphin Expressway Interchange Improvements at NW 87th Avenue, Miami-Dade County, Florida** - As Public Information Specialist, Ms. Suau has been responsible for the portion of the design project dealing with noise barrier walls including the identification of benefited public, preference surveys and notifications as well as scheduling of meetings and follow up with residents. Ms. Suau is responsible for the notification of property and business owners within the project corridor and the scheduling of briefings to elected and appointed officials as well as government and municipal agencies.

**Miami-Dade Expressway Authority (MDX) - State Road (S.R.) 874/Don Shula Expressway Mainline Improvements from Kendall Drive to the Palmetto Expressway Design-Build Project, Miami-Dade County, Florida** - Public Information Specialist responsible for keeping the community informed of construction progress, which involves close coordination with the construction team, attendance to weekly progress meetings, preparation of lane/road closure advisories and other notices in English and Spanish, as necessary. She also conducts field visits to note construction impacts on the community and discuss any individual concerns with property owners.

**EDUCATION**

Bachelor of Arts in  
International Relations  
Florida International University,  
Miami, FL, 2009

Bachelor of Arts in Fine Arts  
Florida International University,  
Miami, FL, 2010

Associate of Arts  
Maryland Institute, College of Art  
(Ranked Top 5th Art School in the  
Nation), 2003-2004



**Maria C. Zapata, P.E.**  
Cost Construction / Cost Evaluation



Maria Zapata is an Engineering Professional with over 25 years of experience. Her accomplishments and leadership are in multi-million dollar projects involving strategic planning, design and construction management of civil infrastructure, urban developments and industrial facilities. Ms. Zapata's experience includes project management, project development, consulting, water resources, entitlements and land development for commercial, residential and industrial facilities; water and wastewater infrastructure; and road projects.

**RELEVANT EXPERIENCE**

**North Plantation Key Vacuum Sewer Improvements, IslaMorada, Village of Islands, Florida** - Senior Civil Engineer. Evaluation and design. Project consisted of the replacement and upsizing of approx. 7,385 LF of vacuum main system; including installation of piping, valve pits and appurtenances.

**Tomoka Golf Village, Ormond Beach, Florida** - Senior Civil Engineer. Design and permitting of a planned residential development "Tomoka Golf Village" including residential homes, condominiums, club house, tennis center, and associated infrastructure.

**Lowes, Homestead, Florida** - Senior Civil Engineer. Construction of 170,000 SF store in City of Homestead, FL including rezoning, site plan approval, re-platting, and design & permitting of stormwater, utilities, signal improvements, offsite roadways improvements and relocation of high tension transmission FPL line.

**Lowes, Kendall, Florida** - Senior Civil Engineer. Reconfiguration of an existing site for the construction of a 115,500 SF store including design and permitting of associated infrastructure replacement and improvements.

**SunTrust Banks, Various Locations throughout Florida** - Senior Civil Engineer. Planning, design and permitting of several 4,000 SF banks located in South Florida. Services included agency research, site plan approval, civil design, project permitting, site construction observation and certifications.

**Kohl's Department Store, Hialeah, Florida** - Senior Civil Engineer. Demolition of existing building and construction of a 104,800 SF (2 stories) store in existing shopping center in Hialeah, FL; including utility, stormwater improvements and parking reconfiguration.

**CVS Pharmacy, Florida** - Senior Civil Engineer. Construction of a 15,198 SF store including site plan approval, and design and permitting of associated infrastructure to serve site. Permitting included utilities, stormwater, FOOT, water use and dewatering permits.

**Fountain Square Shopping Center, Florida** - Senior Civil Engineer. 340,000 SF shopping center with major anchor stores including Target, Publix and 155 residential units; roadway improvements; water and sewer extensions, a 4 acre lake fill and lift station.

**EDUCATION**

Master of Business Administration,  
Kellogg School of Management,  
Northwestern University,  
Evanston, FL, 2011

Master of Science, Civil  
Engineering, University of  
Massachusetts, Amherst, MA,  
1983

Bachelor of Science, Civil  
Engineering, University of  
Massachusetts, Amherst, MA,  
1982

**REGISTRATIONS**

Registered Professional Engineer  
State of Florida

Registered Professional Engineer  
State of California

**PROFESSIONAL AFFILIATIONS**

Member of American Society of  
Civil Engineers



**Paul Lambert**, *Managing Principal*

Paul Lambert founded Lambert Advisory in 1995, and his firm has provided corporate, not-for-profit, and governmental clients with a wide range of real estate advisory services since its inception.

Prior to starting Lambert Advisory, Lambert was with Arthur Andersen LLP and Goodkin Research Corporation where he was in charge of the firms' South Florida and Latin America real estate economic practice. Mr. Lambert appears before real estate industry groups and on national news programs to speak about the economy and real estate. Specific to the areas of retail, entertainment and tourism related services, some of Mr. Lambert's clients over the past several years have included Samsung Corporation, The Queen Emma Foundation, University of Pennsylvania, Honduras Ministry of Tourism, and the Cities of West Palm Beach, New York and New Orleans.

Mr. Lambert continues to advise a number of cities throughout the United States with regard to their housing and economic development programs and was a contributing author of "Public Housing Asset Management: A Handbook for Local Government" published by the Community Development Training Institute. He also served as a principal consultant to Harvard University's Public Housing Operating Cost Study.

Lambert holds a B.A. from Miami University in Ohio. As an undergraduate he also attended The London School of Economics as a Beaver Fellow to study British housing policy, and subsequently graduated from the Massachusetts Institute of Technology, where he received a Master's Degree in City Planning.

**Eric Liff**, *Principal*

Eric Liff has over 20 years of experience providing advisory services to government agencies, financial institutions, and corporations both domestically and internationally. Prior to joining Lambert Advisory as a Principal in 1999, Mr. Liff was responsible for acquisition and development activity at WorldStar Resorts, an entity of Starwood Capital. His primary responsibilities included corporate and/or asset identification, deal structuring, due diligence and strategic positioning.

Before joining WorldStar, Mr. Liff provided real estate advisory services for two Big 5 accounting firms, servicing some of the largest real estate and hospitality firms and investment banks in the United States and Caribbean. As a Manager in the Real Estate Consulting Group of KPMG Peat Marwick and a Senior Consultant with the Real Estate Consulting Group of Arthur Andersen LLP, Mr. Liff was actively involved in acquisition, disposition, and underwriting engagements for firms such as CS First Boston, Morgan Stanley, Prudential, and Heller Financial. Additionally, Mr. Liff has managed a number of major workout transactions and litigation related support engagements.

Mr. Liff earned his Bachelor of Science degree with a concentration in real estate management and development at the University of Southern California in 1990. He is a member of the Urban Land Institute (ULI) and has been an active participant in the American Resort Development Association (ARDA).

**Dorien Rowe**, *Senior Advisor*

Dorien Rowe joined Lambert Advisory as a GIS Specialist and Market Research Analyst in 2012. He has worked on numerous projects since joining the firm, where he has employed his knowledge of GIS software to analyze demographic data along with commercial and real estate properties. Dorien has been and is an instrumental part of Lambert's field research effort both in the field and secondary sources of data. Dorien has a B.A. in Geography from Florida International University.

# 8

## Qualifications



## WHY THE B&A TEAM?

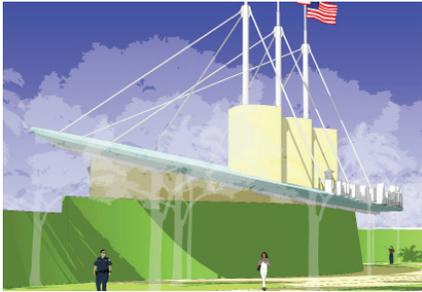
B&A meets and exceeds the requirements set in the RFP by:

- **We are intimately familiar with the Bahama Village Community and currently have a working relationship with the City of Key West**
- **Experience working on similar projects with local municipalities**
- **Experience working successfully together with Lambert Advisory on other similar projects**
- **Experienced in Community Outreach / Public Involvement** - B&A's personnel is experienced in providing a level of community involvement to address the most controversial of projects. We have conducted community engagements and outreach efforts to identify trends, needs and gather input from the public and stakeholders.
- **Seasoned Professionals** - The wide breadth and depth of experience of the professional staff of B&A makes it best qualified to perform the planning services required for this project. B&A's Planners have the experience and qualifications that can deliver projects of excellent quality and creative designs on time and on budget.
- **Emphasis on Methodology/Approach** - Our projects are developed following a well tried and practice process of approach that provides for a thorough understanding of existing conditions, client needs and preferences, community preferences, summary of issues and opportunities, alternative options and their evaluation; and the creative process of design; and the final implementation of the project.
- **Award Winning** - The quality of work we generate is superior; we are highly regarded by our peers; and we are recognized by other professionals in the industry.
- **Portfolio of Projects** - Our portfolio of successful projects in the field of planning attest to the ability of our professional staff and the depth of the commitment that these individuals bring to each project undertaken.
- **Responsiveness** - Our staff is responsive to our client needs and is always ready to answer questions, meet with the client, and address project issues as they may be presented.
- Being **headquartered in South Florida** means we have knowledge of local issues as well as understand local business development and are committed to you and the community you serve.
- **We are a local company with a global impact.**
- **We create great projects with great people.**

### EXPERIENCE WORKING WITH OUR SUBCONSULTANT TEAM

B&A and Lambert Advisory has a professional relationship that spans over twenty years. As such we understand each other's work approach and can easily interphase the market analysis, economic feasibility, fiscal analysis with land use, urban design and the identification of capital investments. The projects in which B&A has collaborated with Lambert Advisory range from market analyses for redevelopment projects, neighborhood redevelopment and reconstruction projects, downtown redevelopment projects, large land development projects, marina master plans, and highest and best use studies of specific properties. The partial list of projects include:

- Village of Palmetto Bay Downtown Master Plan, 2014
- City of Homestead Historic Downtown Master Plan, 2012
- Tapia 400 Acres Property Highest and Best Use Development Plan, Republic of Panama, 2013
- Kuala Terengganu Waterfront Master Plan, Malaysia, 2012
- St. Petersburg Pier Master Plan, 2011
- Marassi Marina Master Plan, Marassi, Egypt, 2008
- New Orleans Neighborhoods Rebuilding Plan, Post Hurricane Katrina Reconstruction Effort, 2008
- Port of Roatan Privatization Plan, Honduras, 2006
- Ports of Honduras Atlantic Coast Feasibility and Design Plan, 2006
- St. Thomas HOPE VI, New Orleans, Louisiana, 2004
- Central Park Village Hope VI, Tampa, Florida, 2004
- Centro Soyapango Highest and Best Use Study, San Salvador, El Salvador, 2003
- Corpus Christi Port Facilities Highest and Best Use and Homeport Analysis, Texas, 2002
- Coconut Creek Downtown Master Plan, Florida, 2002
- Hollywood Intermodal Center, Market Study and Highest and Best Use, Hollywood, Florida 2001
- New Haven Neighborhoods Redevelopment Plan, 2000
- Ensenada Cruise Port Marina Master Plan, 1997
- South Miami-Dade Development Plan, Miami, Florida, 1994
- Port of Cartagena Commercial Center Master Plan, Cartagena, Colombia, 1995



**Harry S. Truman Presidential Park  
Master Plan**  
Key West, Florida

Client: City of Key West

B&A was commissioned by the City of Key West to develop an overall master plan for this 23-acre waterfront site adjacent to the historic Fort Zachary Taylor Park and Naval Base. Working with the City, the community, and adjacent neighborhoods, B&A developed an overall plan which would attract both local residents and visitors to the waterfront.

The entire development of the Truman waterfront is envisioned as a water related, park-like environment where the City will enjoy revenue from various commercial components to assist in the expenses of maintaining a worldclass park. The park master plan incorporates a redesigned 50-foot-wide waterfront pedestrian promenade, a pedestrian bridge to span Admiral's Cut, an open air amphitheater with 200 fixed seats, a renovated Navy Generator Building to be reused as a restaurant, historical museum and public restrooms, an interactive water feature with two adjacent shaded playgrounds, an exercise trail with outdoor exercise stations, a 35,000-SF recreation center with an adjacent synthetic turf multi-purpose athletic and event field, and new horse stables for the Key West Police Department. B&A is presently developing a complete set of construction drawings for the first phase of the project which is expected to cost \$23 million and cover approximately 80% of the site's overall development.



**New Orleans Strategic and Neighborhood Rebuilding Plan**  
New Orleans, Louisiana

Client: City of New Orleans City Council

B&A led teams in the preparation of a 30,000 acre strategic reconstruction plan for the City of New Orleans, Louisiana after the vast majority of the City was destroyed by Hurricane Katrina. B&A prepared the project approach and directed the development of research, plans and community outreach.

This complex planning effort involved planning for 48 different areas of one of the major metropolitan areas in the United States and one with historic significance. The Neighborhood Rebuilding Plan strategy for reconstruction identified required investments through both research and community participation and provided a vehicle for the prioritization of specific investments and programs to address reconstruction of the neighborhoods. The plan addresses transportation issues, housing rehabilitation, community facilities, retail development and other urban related strategic reconstruction issues. The plan consolidated neighborhood-by-neighborhood plans in a unified, seamless format and provided a list of off-the-shelf projects for government and other appropriate funding resources.





**Historic District Master Plan**  
Ft. Lauderdale, Florida

Client: City of Fort Lauderdale

B&A created the master plan for the Fort Lauderdale Historic District, creating the basis of this successful entertainment venue.

The plan was based on a thorough analysis of existing conditions in the study area and surroundings, including building conditions and character, transportation and access, parking requirements, existing landscape treatments and required public improvements.

B&A identified required enhancements and guidelines for the restoration of private historic structures in addition to new infill construction. The area is now a growing tourist attraction with a selection of shops and restaurants filling the historic old buildings.

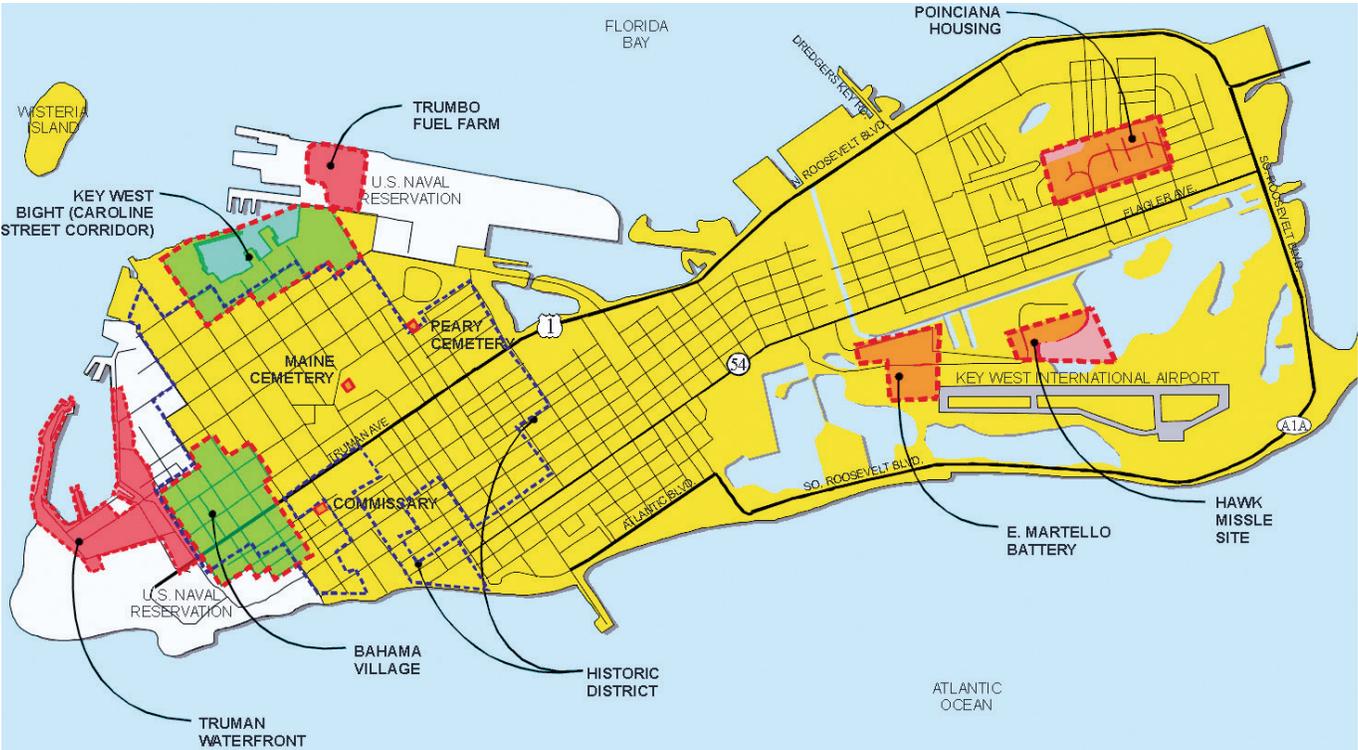


**City of Homestead  
Urban Design & Planning  
General Consulting Services**  
Homestead, Florida

Client: City of Homestead

B&A acted as the City of Homestead's urban design consultant, reviewing all residential projects with a site area of 5 acres or over for compliance with the spirit of the city's urban design guidelines.

Additionally, B&A was responsible for recommending to the Planning and Zoning Board approval of administrative variances as deemed necessary to obtain the best residential design for the City. B&A staff sat as advisors to the Homestead Planning and Zoning Board during their meetings, reviewed site plans, met with developers and architects, and evaluated potential administrative variances.



**Key West Military Long Range Planning for Naval Properties**  
Key West, Florida

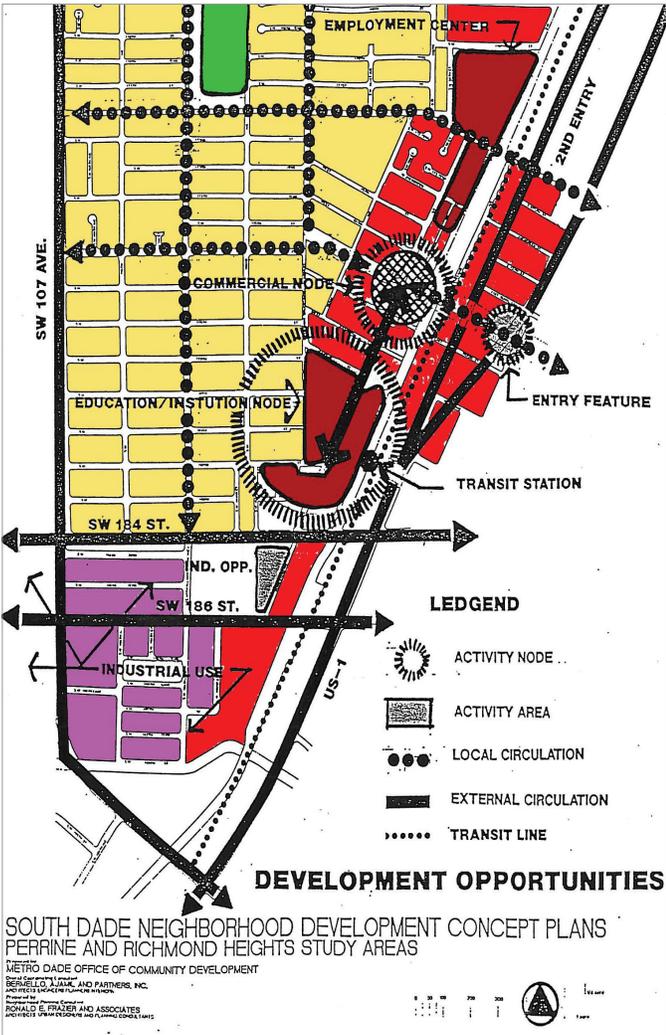
The Key West Military Base Reuse Plan was the second step in providing long-range planning for the naval properties designated for civilian use. The first step in this process was the preparation, adoption and approval of the federally required Base Reuse Plan.

The Key West Military Base Reuse Plan translated the community vision described in the federal-level plan into the city's growth management documents. The mechanism for accomplishing this important local effort is provided by Chapter 288, Florida statutes.

B&A prepared the plan. It summarized the community's vision for the reuse sites and assessed economic redevelopment opportunities.

### South Miami-Dade Strategic Neighborhood Development Plans "The Moss Plan" Miami, Florida

Award of Merit American Planning Association Miami Chapter, 1994



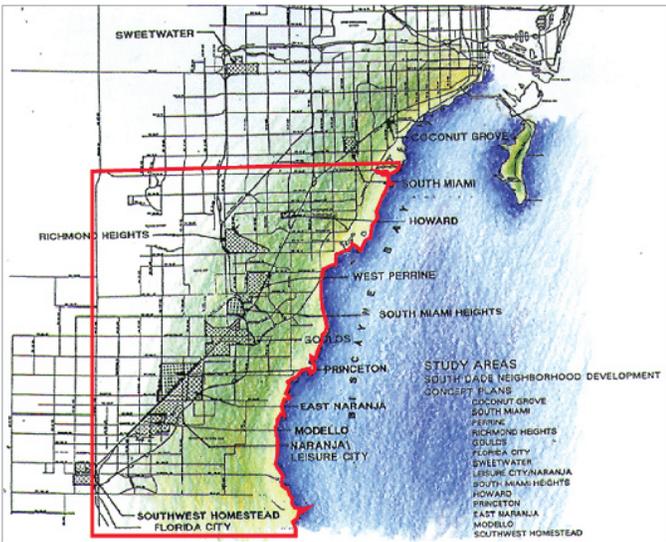
B&A was selected as the Overall Coordinating Planning Consultant for the South Miami-Dade Strategic Neighborhood Development Plans, known as the Moss Plan, to address the redevelopment of South Dade Hurricane Andrew ravaged neighborhoods.

The principal Plan objective was to delineate a new direction for reconstruction of the South Miami Dade areas affected by Hurricane Andrew and to establish specific action opportunities and priorities taking into consideration pre-existing conditions as well as those created by the destruction of the Hurricane. Crucial to the implementation of the Plan was to identify early action projects, including land assembly, transportation and infrastructure improvements necessary for the redevelopment of the area; as well as to coordinate on-going community planning efforts and improvements being conducted by numerous agencies in the post Hurricane reconstruction effort.

B&A identified redevelopment opportunities based on the availability of resources. One of the most pressing problems in the areas as identified in the Plan was the lack of adequate urban infrastructure to induce and attract development. Immediate investment by the public sector in neighborhood support facilities, water and sewer lines, roads and parks would establish the conditions to begin and continue the development of these areas.

The single most valuable product of the South Miami-Dade Strategic Neighborhood Development Concept Plan, the Moss Plan, is the identification and development of specific projects and costs for each Planning Area. This project list provided the tools to seek the necessary funds for development.

No single source of funding or financial plan was capable of dealing with the capital improvement needs for total redevelopment of all the Planning Areas. Funding matrixes were prepared to show different funding sources that were available. A matrix for each Planning Area was generated matching all the proposed projects with potential funding sources. The matrix also provided an off-the-shelf list of projects that funding agencies could address. The Plan was successful in attracting over \$75 million in reconstruction aid to the region of South Miami Dade County.



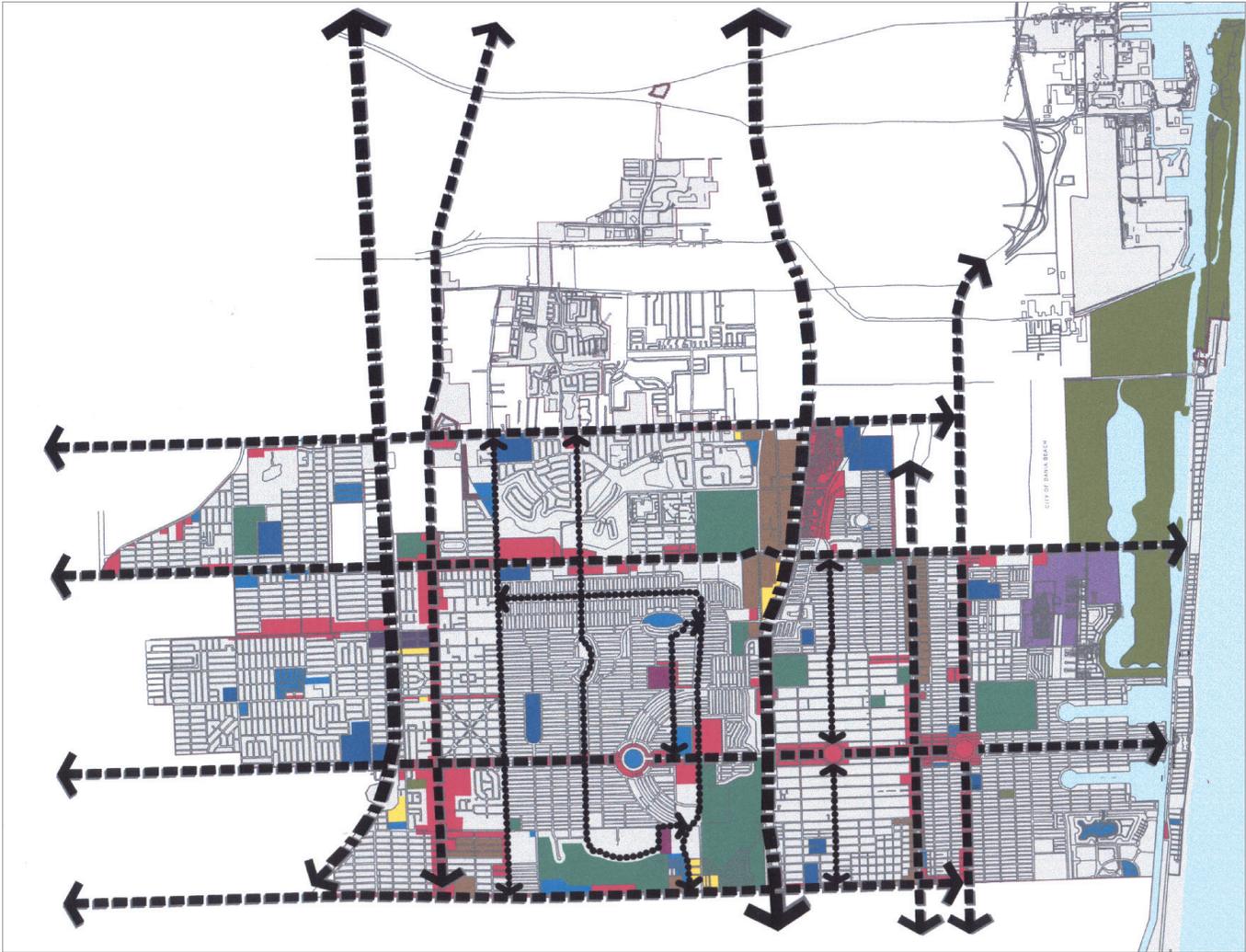


**Downtown Master Plan**  
Village of Palmetto Bay, Florida

Client: Village of Palmetto Bay

The Village of Palmetto Bay, a municipality incorporated in 2002, is a bedroom community in Miami-Dade County. US-1, a major thoroughfare and commercial corridor, is at the western boundary of the Village. Located on US-1, the Village Hall defines a civic core within this commercial corridor. Surrounding vacant sites and potential redevelopment sites are in the proximity of the Village Hall. The Village does not have a real "downtown" at present. In its effort to create an urban center, the Village contracted B&A to develop a plan to create a new Downtown. As part of the B&A Team, Lambert Advisory prepared a market analysis to evaluate residential and commercial absorption within a ten-year timeframe.

B&A prepared the Downtown Master Plan that is centered on the future Main Street (currently Franjo Road). Large five-acre sites that face this street are proposed to be subdivided with internal streets to create a grid pattern that will allow permeability to these large sites and bolster interest in Main Street. Land use changes are proposed as part of the Master Plan. A Form Based Code is being prepared as part of the Master Plan to ascertain that the development will be carried out as intended in the overall urban design plan.



**Hollywood City-Wide Master Plan**  
 Hollywood, Florida

Client: City of Hollywood

B&A assisted in the development of the City of Hollywood City-Wide Master Plan within an 18 month project schedule. As part of the team, B&A has carried out all the urban design analysis and is responsible for the development of the Urban Design Element of the Master Plan.

A city-wide analysis of the different sectors that comprise the City of Hollywood was undertaken to assess the problems and opportunities in each area as well as to gain an understanding of how the City of Hollywood functions in its totality. Major roadway corridors and proposed improvements by FDOT were analyzed to identify potential opportunities for redevelopment. Being a completely built-up city, the Master Plan identified the potential to increase development densities in opportune sections of the City, and at the areas and at the motor court area for taxis.



**Collier Neighborhood  
Development Master Plan**  
Pompano Beach, Florida

Client: Pompano Beach CRA

B&A has been retained to provide the Concept Master Plan for the City of Pompano Beach's Collier Neighborhood. The master plan is to be a community-driven effort that will serve as a roadmap for neighborhood improvements. As such, community input and participation will be essential to this endeavor and a critical component of this project Scope.

The Scope of Work is divided into several tasks with 4 major deliverables: (1) assessment of existing conditions to include a functional analysis of the area; (2) assessment of issues and opportunities present that affect the development of the Neighborhood; (3) a list of recommendations and projects to include cost estimates and possible funding sources; and (4) the delivery of the final Collier Neighborhood Development Concept Master Plan Report.



**Pompano Beach Redevelopment**  
 Pompano Beach, Florida

Client: City of Pompano Beach

B&A developed a master plan and landscape schematic design for the Pompano Beach Waterfront. As part of the development, B&A has undertaken an extensive public involvement process to build consensus as to the future of current parking areas. A mandate from the City and community was issued for the expansion of open space along the beachfront, most of which was occupied by parking on Pompano Beach Boulevard.

B&A performed parking and engineering studies to evaluate present and future parking demands and the potential to create open space in the area through the construction of a parking structure. An integral element of B&A's proposal was the curving the Boulevard itself, freeing up some of the area occupied by parking and expanding the waterfront to include a plaza and restaurant.



**Main Street Master Plan**  
Coconut Creek, Florida

Client: City of Coconut Creek

The City of Coconut Creek contracted to prepare a Main Street/ Town Center Master Plan for a 145 acres in size centrally located vacant land parcel. Major recommendations of the master plan included land acquisition and consolidation, extending the city-wide greenway along the edges of the project and land use plan amendments.

As part of the master plan process, the public involvement effort included workshops with the City Commission, the community, and interested parties.



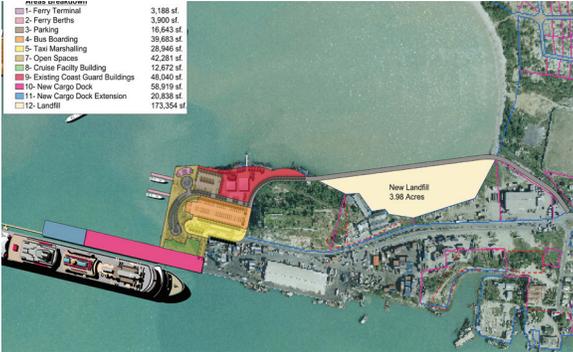
**Renaissance Project  
Strategic Development Plan  
St. Georges**

The Government of the Island of Grenada's policy is aimed at the reinforcement of the economy's infrastructure in order to achieve sustainable improvement in the employment and living standards of the people of Grenada. Working with the private sector as part of a PPP Concession, B&A provided planning services for the development of the St. George's Renaissance strategic plan that was conceptualized with the clear objective to improve the basic infrastructure in and around St. George's town with the following objectives:

- Invest on new tourism oriented projects
- Create areas and sites for commercial, residential and tourist attraction;
- Improve the environmental and living standards of St. George's residents through substantial investments in basic infrastructure;
- Provide for the sustainable restoration and preservation of the historical character of St. George's;
- Enhance the competitive position of St. George's among its peers in the Caribbean region.

The project identified and provided concept development plans for the construction of a new cargo port; the construction of major roadway infrastructure to connect rural areas to St. George's; provide for the redevelopment of in-town areas for residential and tourism oriented uses. The total investments are estimated at US\$400 million --- a sum which will create a significant boost in employment for local professional services and within the construction industry for the next decade, while simultaneously having a significant and sustainable impact on the economic infrastructure. Part of this project has already been executed.





### Strategic Waterfront Development Plan St. John, Antigua

B&A prepared a strategic waterfront development master plan with the intent to identify and develop key projects to attract investment and to improve the overall tourist experience in the City of St. John's in the island of Antigua, eastern Caribbean. As a major cruise destination in the eastern Caribbean the strategic plan intent was not only to expand cruise activities and offerings but to also attract additional tourism to both the Downtown and Antigua in general.

The project and site evaluation process was composed of three phases that included an analysis of existing conditions, project research, and definition of the study area; meeting with local investors, developers and community leaders to gather their concerns and identify potential projects of interests; and finally the generation of specific projects, their costs to develop and their prioritized integration into an overall Strategic Master Plan.

The projects identified as strategic to the development of the Downtown and Antigua included retail redevelopment; infill hotel and residential development; traffic and pedestrian circulation improvements; cruise related transportation improvements; in-town recreational marina development; beach improvements; beach hotel development; major marina on the bay; and the expansion of the cargo port to receive the new class of super-mega cruise vessels.





**City of Plano Texas  
Town Center Master Plan**  
Plano, Texas

The 60 acres surrounding the Plano Convention Center site was designated by the City of Plano Texas as a mixed-use center. The program required a performing arts center, residential, office and commercial uses. The hotel and performing arts center anchor both ends of the main-street. A central motor plaza allows access to the Convention Center. Building setbacks around the motor plaza serve to create a pedestrian space that will be lined with restaurants and cafes.

The 800 residential units and support retail line the main street and connect to the future Performing Arts Center. Parking structures are lined with residential, office and retail components to create a street ambience. Surface parking will be provided on future development lands on the north of the property, to be used for Convention Center overflow parking.

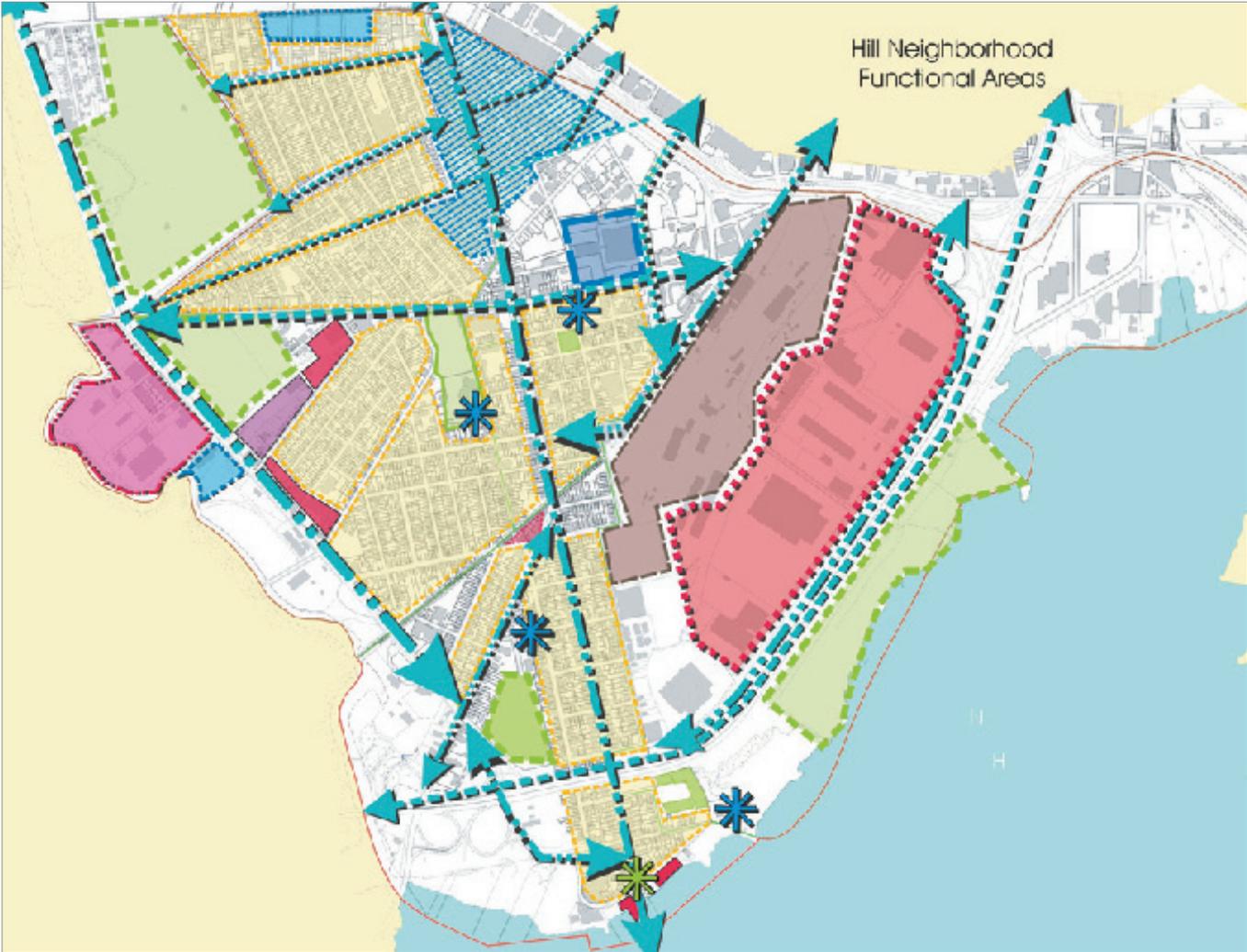


**Central Park Village Hope VI**  
Tampa, Florida

Client: Tampa Housing Authority

B&A provided design services for the Tampa Housing Authority's Central Park Village 2004 HOPE VI application. As part of the HOPE VI team led by Lambert Advisory the firm carried out distress certification for the property, analysis of existing conditions and context, and all the site planning and architectural design.

Located in close proximity to Tampa Florida's Downtown, Central Park Village is an existing public housing project in need of revitalization. The proposed HOPE VI application redesign included the replacement of the existing housing with 141 town homes, 490 rental apartments, and 100 elderly residential units. The site plan design brought back into Central Park Village the city's grid with the purpose of creating a strong link to the surrounding community.



**New Haven Empowerment Zone  
Neighborhood Plan**  
New Haven, CT

Client: City of New Haven  
Planning Department

B&A was commissioned by the City of New Haven Planning Department to conduct a neighborhood analysis and development plan for two of the city's largest communities, Hill and Fair Haven.

Both Hill and Fair Haven are historic districts that had served as gateways for arriving immigrants who often went to work in the prolific oyster beds found just off shore. As the oyster industry deteriorated, so did the area. B&A assisted in identifying the needs and opportunities that existed within the area, conducting analyses of the current conditions and presenting recommendations for potential redevelopment and land use opportunities.

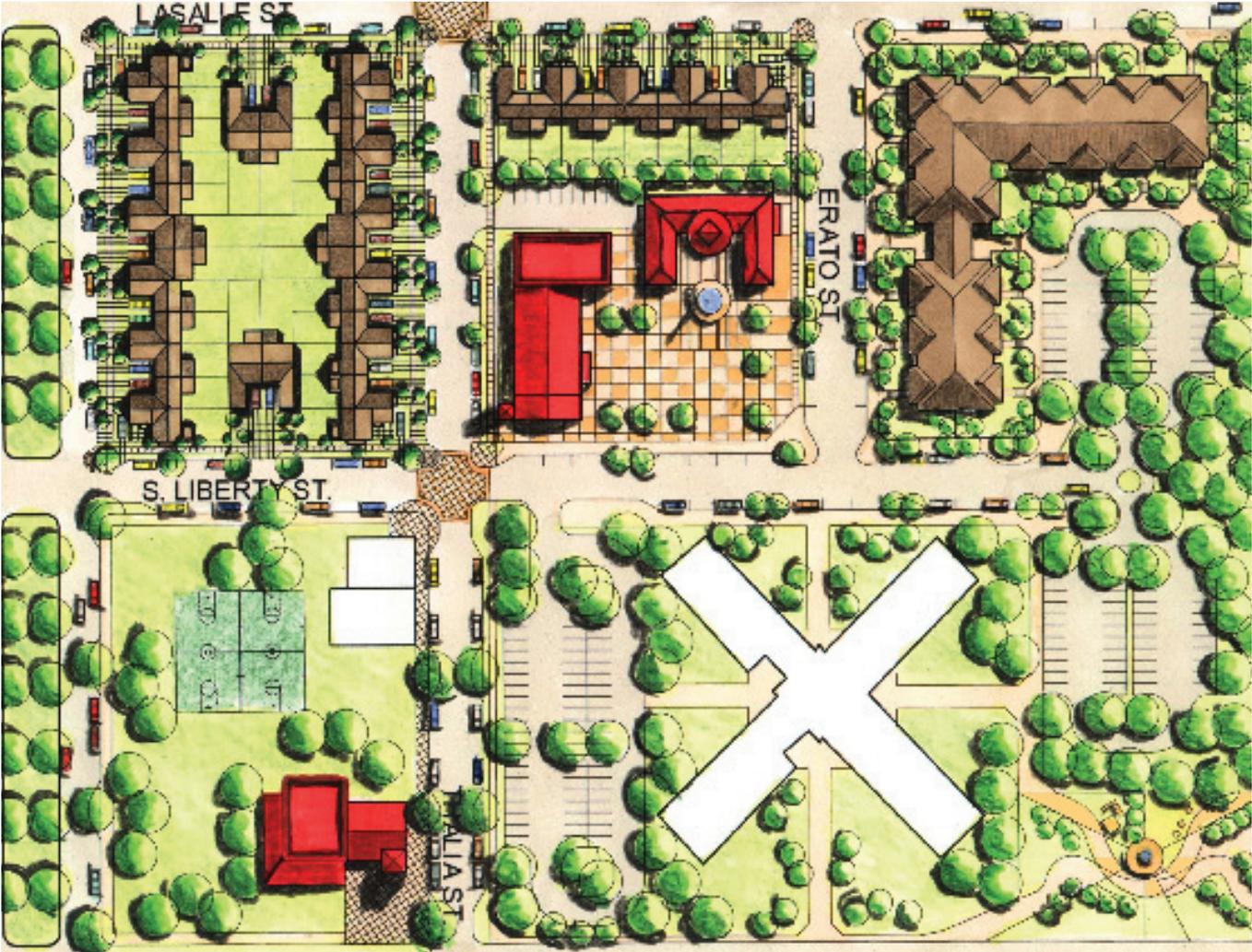


**Fischer Homes Hope VI**  
 New Orleans, Louisiana

Client: New Orleans Housing Authority

B&A, as part of the National Housing Group Team, developed the urban design plan and preliminary architectural schematics for the HOPE VI application for the Fischer Housing project which is located on the West Bank of the Mississippi River in New Orleans, Louisiana. B&A was responsible for the planning and architectural analysis required to establish need for revitalization. Our effort involved extensive site analysis, neighborhood analysis, context area analysis, and building conditions evaluation. Additionally B&A evaluated the architectural design typologies of the immediate neighborhood to establish the architectural character of the future project.

Based on New Urbanism concepts the site plan design is based on the extension of the city grid into the property to create easily identifiable and defensible space, while providing a sense of community. The program which consisted of 50 single family homes, 111 townhouse units, 169 apartments, for a total of 330 units.



**Guste Homes Hope VI**  
 New Orleans, Louisiana

Client: New Orleans Housing Authority

As part of the National Housing Group Team, B&A developed the urban design plan and preliminary architectural schematics for the HOPE VI application of the Guste Homes project located in the urban core of the City of New Orleans, Louisiana.

B&A was responsible for the planning and architectural analysis required to establish need for revitalization. Efforts involved extensive site and neighborhood analysis, context area analysis, and building conditions evaluation. Additionally, B&A evaluated the architectural design typologies of the immediate neighborhood to establish the architectural character of the project.

The Union Bethel A.M.E. Church, a historic 130 year-old building at the edge of the development, was highlighted to act as a center of community activity and focus.

Representative Community Redevelopment and Long Range Fiscal Plan Projects and Client References



## LAMBERT ADVISORY EXPERIENCE

### PortMiami - World Trade Center Miami (Miami, FL)

#### Economic, Market and Strategic Analysis

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

**Reference:** Mr. Kevin Lyskey, Assistant Director, Business Initiatives  
1015 N. America Way, Miami, FL 33132  
305.329.4035 KTL@miamidade.gov

### City of Hallandale Beach, FL

#### CRA/TIF Funding Strategy & Public/Private Development Negotiation Services for Village of Gulfstream Park

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

**Reference:** Ms. Nydia Rafols-Sallaberry, Deputy City Manager  
400 Federal Highway, Hallandale Beach, FL 33009  
954.457.1338 Nrafols@hallandalebeachfl.gov

### City of Tampa (FL) - Drew Park CRA & East Tampa CRA

#### Community Redevelopment Strategic Plan

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

**Reference:** Mr. Ed Johnson, Executive Director  
306 East Jackson Street, Tampa, FL 33602  
813.274.3760

### **Truman Annex Park (Key West, FL)**

#### **Tourism Impact Study**

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

### **City/Port of Key West**

#### **Economic Impact Analysis – Cruise Port Development**

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

### **Trust for Public Land and City of Key West**

#### **Key West Redevelopment: Market, Financial, and Business Structure**

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

### **Neighborhood Housing Services of South Florida (Miami, FL)**

#### **CRA Target Market Area - Economic Market and Strategic Plan**

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

### **City of Hallandale Beach (FL)**

#### **City-Wide Economic Development Strategy**

Completed a city-wide economic development strategy for the City with the primary focus aimed at delineating what the City can and needs to do within its budget constraints to attract, support, and cement the large scale private investment necessary to create jobs and future opportunities. The research and

analysis included a comprehensive overview of demographic trends and forecast (at the census tract level), as well as a detailed supply and demand analysis for housing (rental and for-sale), office, retail, entertainment, industrial and hotel uses that will be targeted to support potential public/private joint redevelopment opportunities. The report also provided recommendations with regard to the City/CRA's role as it relates to economic development including utilization and structuring tax increment funds (TIF). Beyond the research efforts associated with the Hallandale Beach market opportunities, Lambert met with numerous stakeholders in the community and City staff to receive their input related to this effort and has made a commitment to do provide follow up recommendations (as needed) based upon related feedback.

### **City of Newport Richey (FL)**

#### **Highest and Best Use Analysis – HCA Community Hospital**

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

### **City of Cape Coral - South Cape CRA (FL)**

#### **Economic, Market and Strategic Analysis for 2020 Vision Plan**

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

### **St. Petersburg Pier (St. Petersburg, FL)**

#### **Strategic Planning for Pier Redevelopment**

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

### **City of Miami (FL)**

#### **Business Improvement District (BID) Initiative**

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

**City of Plantation (FL)**

**Gateway Catalytic Investment Strategy**

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

**Santa Rosa Island Authority (SRIA), Pensacola Beach (FL)**

**Economic and Market Analysis for Pensacola Beach Master Plan**

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

**Creative Village (Creative Village LLC, Bank of America CDC & City of Orlando) (FL)**

**TIGER II Grant - Strategic Services**

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

**Broward Boulevard Gateway Corridor Master Plan (Ft. Lauderdale, FL)**

**Economic/Market Assessment**

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

# 10

## References





Harry S. Truman Presidential Park, Key West

**REFERENCES FOR BERMELO AJAMIL & PARTNERS**

**City of Homestead**  
**Mr. Joseph Corradino**  
Interim Development Director  
790 N. Homestead Boulevard  
Homestead, FL 33030  
305.224.4510  
Jcorradino@cityofhomestead.com

**Project Reference:** *Historic Downtown Master Plan*

**City of Pompano Beach CRA**  
**Mr. Horacio Danovich**

CRA Engineer  
100 W. Atlantic Boulevard  
Pompano Beach, FL 33060  
954.786.7834  
Horacio.Danovich@copbfl.com

**Project Reference:** *Pompano Beach Redevelopment Plan*



Historic Master Plan, Homestead

**City of Homestead CRA**  
**Mr. Rick Ammirato**

Director  
790 N. Homestead Boulevard  
Homestead, FL 33030  
305.224.4480  
Rammirato@cityofhomestead.com

**Project Reference:** *Planning Services*



Pompano Beach Redevelopment, Pompano Beach

**City of Key West**  
**Mr. Donald Craig**

Planning Director  
3140 Flagler Ave  
Key West, FL 33040  
305.809.3720  
Dcraig@keywestcity.com

**Project Reference:** *Harry S. Truman Presidential Park*

**REFERENCES FOR LAMBERT ADVISORY****PortMiami****Mr. Kevin Lyskey**

Assistant Director, Business Initiatives  
Port of Miami - Business Initiatives  
1015 N. America Way  
Miami, FL 33132  
305.329.4035

**Project Reference:** World Trade Center

**City of Hallandale Beach****Ms. Nydia Rafols-Sallaberry**

Deputy City Manager  
400 Federal Highway  
Hallandale Beach, FL 33009  
954.457.1338

**Project Reference:** City-wide Economic Strategy; Villages of Gulfstream Park P3/TIF Structuring

**East Tampa CRA****Mr. Ed Johnson,**

Executive Director  
306 East Jackson Street  
Tampa, FL 33602  
813.274.3760

**Project Reference:** East Tampa CRA Strategic Plan





## DESCRIPTIONS (Continued from Page 1)

contributory.

All policies contain 30 Day Notice of Cancellation, excepting 10 days for non-payment of premium.

# 12

Affidavits



**ANTI-KICKBACK AFFIDAVIT**

STATE OF FLORIDA

SS:

COUNTY OF MONROE

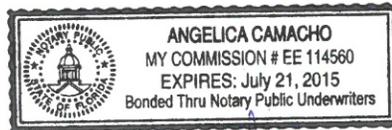
I the undersigned hereby duly sworn depose and say that no portion of the sum herein response will be paid to any employee of the City of Key West as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

BY:  \_\_\_\_\_  
Randy Hollingworth, Vice President

Sworn and prescribed before me this 8 day of Sept, 2014

NOTARY PUBLIC, State of Florida

My commission expires: Jul 21, 2015





ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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

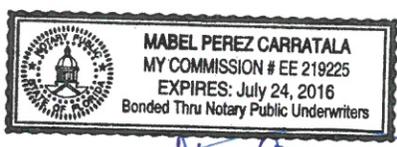
BY: [Signature]  
ERIC HOWARD LIFF. F/L: 2100-208-67-391-0

Sworn and prescribed before me this 27 day of August, 2014

County: Miami-Dade

NOTARY PUBLIC, State of Florida

My commission expires: July 24, 2016.



[Signature]

Mabel Perez Carratala  
Personal Banking Officer  
Coconut Grove Bank

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

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

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

1. This sworn statement is submitted to

by Randy Holingworth, Vice President  
(print individual's name and title)

for Bermello Ajamil & Partners, Inc.  
(print name of entity submitting sworn statement)

whose business address is 2601 S. Bayshore Drive, #1000, Miami, FL 33133

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

59-1722486 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

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

RFP #003-2014

Bahama Village Community Redevelopment Area Capital Projects Work Plan

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

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

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

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

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

[Signature]  
(SIGNATURE)

9/8/14  
(DATE)

STATE OF Florida

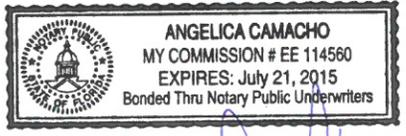
COUNTY OF Miami-Dade

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

who, after first being sworn by me, affixed his/her signature in the space provided above on this 8  
day of Sept, 2014

NOTARY PUBLIC

My commission expires: Jul 21, 2015



[Signature]



CONE OF SILENCE AFFIDAVIT

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

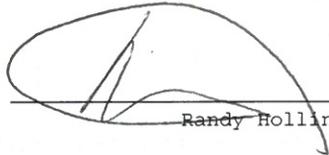
STATE OF Florida )

:SS

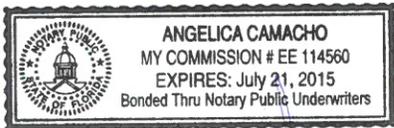
COUNTY OF Miami-Dade )

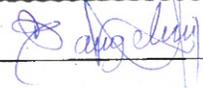
I the undersigned hereby duly sworn depose and say that all owner(s), partners, officers, directors, employees and agents representing the firm of Bermello Ajamil & Partners, Inc have read and understand the limitations and procedures regarding communications concerning City of Key West issued competitive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

Sworn and subscribed before me this

  
Randy Hollingworth, Vice President

8 day of Sept, 2014.



  
\_\_\_\_\_

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: Jul 21, 2015

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

To all prospective proposers:

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

**Exhibit A. Insurance and Indemnification**

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

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

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

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

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

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

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

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

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

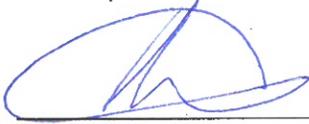
Certificates of Insurance submitted to the City of Key West will not be accepted without copies of the endorsements being requested. This includes additional insured endorsements, cancellation/material change notice endorsements, and waivers of

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

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

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

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



Bermello Ajamil & Partners, Inc.

Signature Randy Hollingworth  
Vice President

Name of Business



Bermello Ajamil & Partners, Inc.

Architecture  
Engineering  
Planning  
Interior Design  
Construction Services  
Landscape Architecture

## **Acknowledgement of Addenda**

Bermello Ajamil & Partners, Inc. (B&A) acknowledges that the following addendum and questions were received in regards to the City of Key West Request for Proposals (RFP) #003-14 Bahama Village Redevelopment Area Long Range Spending Plan.

**Addendum 1**, September 11, 2014

**Questions**, September 11, 2014



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