Request for Proposals:
#003-14

Bahama Village Community Redevelopment Subarea Visioning and Capital Projects Work Plan

City of Key West, Florida

Due: September 17, 2014 — 3:30 PM

PMG Associates, Inc.
3880 NW 2nd Court
Deerfield Beach, Florida 33442
(954) 427-5010

PMG Associates, Inc.
Economic, Marketing and Management Consultants

Deerfield Beach, FL
Miami, FL
Hendersonville, NC

September 16, 2014

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

Re: "Request for Proposals 003-14/ Bahama Village Community Redevelopment Area Capital Projects Work Plan"

PMG Associates, Inc. is pleased to submit this proposal to complete the Bahama Village Community Redevelopment Area Capital Projects Work Plan. This project includes conducting a Visioning Process and development of a Plan to guide the district to accomplishing their goals. We have assembled a Team that offers a comprehensive approach to addressing the needs of the CRA and the community.

PMG Associates, Inc. (PMGA) is an Economic and Management Consulting firm with extensive experience in the establishment, planning and operations of CRAs throughout the State of Florida. PMGA also has been responsible for the financial analysis of CRAs through the development of TIF projections, marketing programs and Cash Flow Analysis. Our firm has also conducted analyses for Affordable Housing through completion of Consolidated Plans, specific target population housing demand studies and overall housing market studies. All of these projects have included significant community input programs to solicit and implement the opinions and desires of the neighborhoods.

PLACE Planning and Design (PPD) is a Land Planning firm with experience throughout Florida completing analyses of Land Use and Zoning Regulations particularly their impact on redevelopment and affordable housing. The firm principal that will be assigned to this project, Corey O'Gorman is AICP registered and is also a former Executive Director of a CRA. His knowledge of the regulations affecting CRAs and the practical understanding of the operations will provide Key West with the skills required to produce a useable planning document.

House Partners (HP) is an Architecture and Planning firm that has completed redevelopment projects throughout the United States. Jim Hill will be assigned to this project and he has extensive experience with CRAs in Florida including the development of Plans, Urban Design Criteria, Visual Preference Studies and overall CRA planning. Jim has worked closely with PMGA on CRA projects in Florida.

Chen Moore and Associates, Inc. (CMA) is an Engineering firm with experience throughout Florida in analysis and improvements of infrastructure. In addition, CMA is a leader in GIS analysis and mapping. The lead individual for CMA on this project will be James Barton, P.E., who is certified as an instructor for GIS. The experience of the firm in Findings of Necessity (FON) and other area-wide analysis has included the identification of existing conditions, recommendations for improvements and pricing for planning efforts.

All of the firms listed here have worked together including several current projects. The ability to effectively manage this Team has already been proven and each member of the Team brings a specific expertise to the engagement.

All of the information required in the RFP has been provided in the following submittal. We look forward to meeting with the CRA to further discuss this project.

Very truly yours,
PMG Associates, Inc.

Kathleen R. Gonot

Kathleen R. Gonot
President

2. INFORMATION PAGE

Project Name: Request for Proposals 003-14/ Bahama Village Community Redevelopment Area Capital Projects Work Plan

Name of Firm: PMG Associates, Inc.

Contact Information Authority to make Representations:

Kathleen R. Gonot, President
PMG Associates, Inc.
3880 NW 2 Court
Deerfield Beach, Florida 33442
(954) 427-5010 Telephone
(954) 480-8836 Fax
Kathy@pmgaecon.com

Project Manager:

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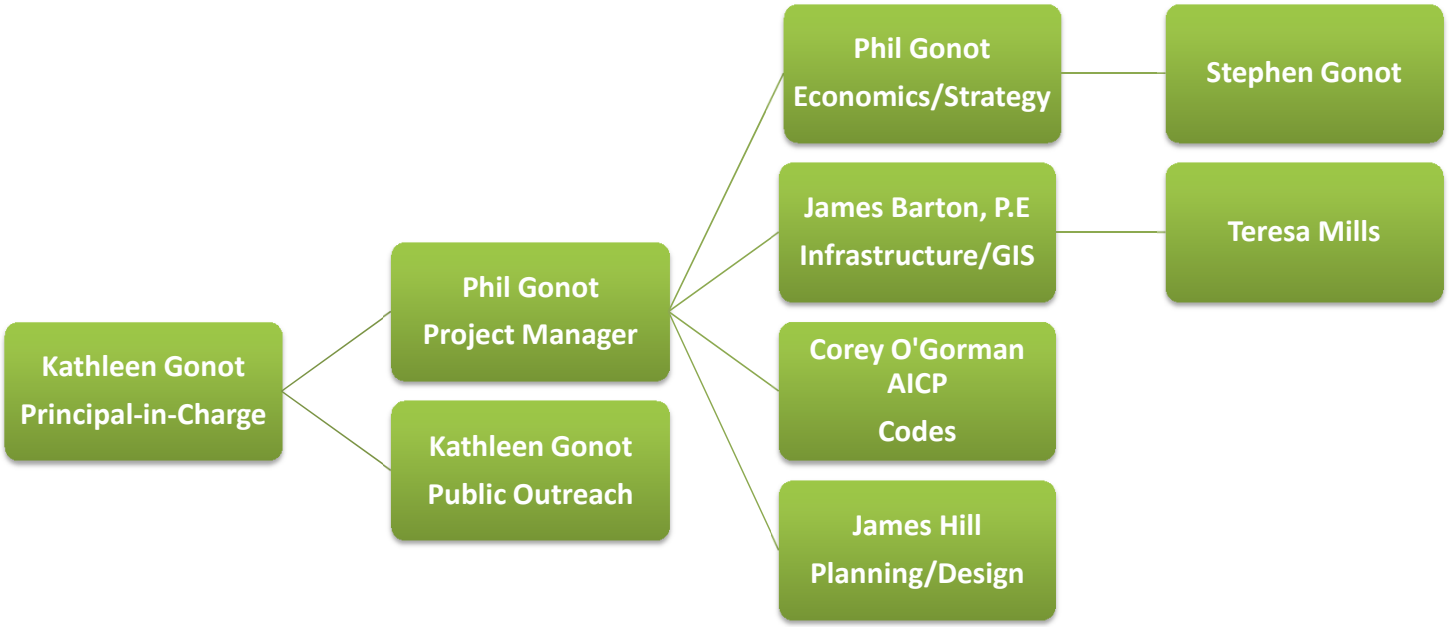
(954) 427-5010 Telephone
(954) 480-8836 Fax
Phil@pmgaecon.com

ORGANIZATION CHART



Location of Personnel:
Kathleen Gonot, Phil Gonot, Stephen Gonot - Deeefield Beach
James Barton, Teresa Mills - Fort Lauderdale
Corey O'Gorman - North Palm Beach
James Hill - Houston, Texas

4. Company Information

PMG Associates, Inc. (PMGA) will be the Prime firm for this endeavor, with PLACE Planning, Chen and Associates, and House Partners acting as subcontractors. Each company will be responsible for various assignments for this project and all team members have been engaged in the successful completion of projects for many years.

Background Information:

PMG Associates, Inc. (PMGA) was incorporated in Florida in 1984. PMGA was established to provide consulting services to governmental and private clients who needed answers to economic and financial questions, in a cost effective manner. A detailed overview of PMGA follows in Section 8, where the primary markets served are outlined.

PMG Associates, Inc. (PMGA) has conducted and completed numerous assignments for CRA's and municipalities throughout Florida. These assignments have included; long range financial planning, development of CRA Findings of Necessity and CRA Plans, evaluations of infrastructure needs and their costs, revenue projections, identification of possible future funding sources, establishment of levels of service, identification of community support and presentations to the government officials, community leaders and Legislative Delegations.

PLACE Planning and Design (PPD) will have Corey O'Gorman, AICP assigned to this endeavor as his experience with CRA's is vast. He has served as a planning director and CRA executive director to several public agencies. He has also served numerous public, private and non-profit clients to conduct strategic planning efforts, obtain zoning and permit approvals, navigate the overall development process and administer grants. Given his unique perspective on the zoning and land development process, Mr. O'Gorman has successfully analyzed regulations and the regulatory process for a wide range of projects. He also has extensive experience with the public outreach and visioning process; the legal, organizational and operational aspects of CRA's; and the knowledge and skill to successfully guide a project from start to finish.

Chen Moore Associates (CMA), represented by James Barton, P.E. would be in charge of the examination of infrastructure and GIS in regards to this project. The main focus of his international experience includes engineering design and project management of water and sanitation programs, including water resources, infrastructure rehabilitation and GIS implementation. His domestic experience includes environmental engineering, utilities and road construction. Mr. Barton routinely integrates GIS technology with engineering. He is working with ESRI developing software tools to assist in detail design and is spearheading Chen Moore and Associates' efforts to implement GIS / GPS for construction field inspection.

House Partners (HP) will have Jim Hill, AIA, AICP, NCARB Certified, who specializes in community planning, visualization workshops and charrettes, codes and development regulations, TND planning, project management, mixed use and civic architecture. His specialization has had an emphasis in CRA work in Florida.

KEY WEST
BAHAMA VILLAGE REDEVELOPMENT AREA LONG RANGE PLAN
PROJECT APPROACH

Task 1. - Kick-off Meeting

The Consultant Team will meet with representatives of the CRA to discuss the parameters of the study and to establish time frames for public meetings. This meeting will also be used to collect any data not previously provided by the City. The particular elements of the meeting agenda follow. The Consultant will send a full data request and agenda to the City prior to the meeting.

- Study parameters
  - The focus of the study will be further defined and the specific aspects of what must be achieved will be discussed. The history of the CRA activities including motivation, success and expectations will also be addressed.
- Time frames
  - Prospective meeting dates for the public input, interviews and presentations will be established. These dates may be general timeframes or specific target dates.
- Data Collection
  - The City has provided a significant amount of information accessible on the City's website. Any additional information will be requested prior to the Kick-off meeting. Among the items will be GIS Base maps to be used in the analysis and presentations. It is understood that the full GIS capabilities are not currently available. However, the base should be provided.

Task 2. - Review previous plans

Previous documents available from the City will be reviewed to establish a history of the activities of the district and to understand any changes in scope and direction that occurred over the years. The previous studies will form a base for the future analysis. Those items that were successful will be noted and those that did not produce good results will be analyzed to ascertain what went wrong and what elements are appropriate for consideration. An analysis of goals and objectives of these previous plans will also be conducted to determine what should have been achieved.

Task 3. - Review previous projects/Inventory of conditions

This task will establish a baseline for the analysis by defining what has been accomplished and the resulting conditions in the area.

- Analysis of previous projects
  - Specific projects as well as general accomplishments have been defined in previous reports. A matrix will be prepared to list the projects and a notation regarding the level of completion added. This will form a "Scorecard" of the previous performance of the CRA.

    - Of those projects that have not been completed, an analysis of the reasons for non-performance will be conducted to determine the suitability for future consideration.
- Inventory of existing properties
    - Using data from the Property Appraiser and other sources, a series of maps will be completed. These maps will include vacant properties, uses by type, physical conditions and any other appropriate designations.
    - Properties that may be suitable for redevelopment will also be identified and mapped. This analysis will focus on the comparison of Land Values to Building Values. Where Building Values are low in relationship to Land Values, the property may be ideal for redevelopment. The final list of properties will be discussed with City staff to determine if any issues occur that will not permit this redevelopment.
- Analysis of values
    - The mapping will include a map depicting the relative values of the property as determined by the Property Appraiser. This analysis will indicate the areas that have experienced an increase in value and the lowered valued areas.

Task 4. - Public Input

The project will include a significant public input element designed to inform the general public and to gain insight into their concerns and opinions.

- Public Meetings (minimum of 4). The Consultant Team will conduct meetings with the general public to gather input and to interact with the community to develop a plan that meets the needs of the area as well as the goals of the CRA. The City will provide a location, solicit attendance and assist in development of an agenda. The Consultant Team will prepare all required materials. Each meeting may have a particular focus or goal. Subject matter will include:
    - Discussion of missing businesses or services to gain an understanding of the needs of the community. The Consultant Team will prepare psychographic and demographic analysis to form the basis of the technical approach to this issue.
    - Identification of community needs and establishment of priorities.
    - Visual Preference Survey to identify the design aspects of the program
    - Presentation of draft plan
- Presentation to CRA Board and Public Hearing
    - The Consultant Team will present the plan to the CRA and participate in any Public Hearings held regarding the preparation, analysis and conclusions.

Task 5. - Infrastructure analysis

The impacts of the infrastructure on the potential for redevelopment will be determined and the results described and mapped for use in the analysis.

- Inventory of infrastructure capacity, condition and future needs will be identified by use of the previous work completed by the City, The Aqueduct Authority and any other agency with infrastructure responsibility. Photographic evidence of any deficits (where possible) will also be provided. A listing of desired improvements will be completed.

- General estimates of costs to complete the projects identified previously will be prepared. These costs will be general estimates used for planning purposes. Without specific design, more definitive costs cannot be provided.
- A discussion of the potential impacts of the infrastructure improvements on redevelopment will be included.

Task 6. - Highest and Best use

An analysis of Highest and Best Use will include market analyses as well as community interests and compatibility. The City has established a goal of additional Affordable Housing, which will be one focus of this analysis. Additional commercial and service needs will so be included. The market analysis will focus on four specific elements:

- Properties throughout the district.
    - An overall demand analysis will be completed to identify the needs of the population and the ability to support specific businesses and industries.
    - Vacant properties identified in Task 3 will be discussed along with potential uses of the property.
    - Parcels that may be suitable for redevelopment (identified in task 3) will also be discussed as to future uses.
    - Potential tenants will be identified by name
- The Truman Waterfront parcel will be specifically addressed with an analysis of the best possible use of the property. Alternative uses will also be identified with a comparison of the benefits derived from each option. The Highest and Best Use will provide the desired development scenario for the site. The other options will be presented to provide alternative choices.
- Land Use/Zoning Amendments that may be necessary to develop the Truman waterfront site and the remainder of the district will be offered. It is understood that the City is engaging a consultant to complete the Land Use and Zoning Codes. This effort will include potential language that can be incorporated into the larger analysis. The direction of the codes to be completed in this study will be confined to those necessary to facilitate and implement redevelopment.
- Marketing and Branding Program
    - An outline of a program to attract and retain businesses in the area will be provided. This outline will build on the current efforts in the City.

Task 7. - Recommended projects

The result of the analysis is a determination of the projects that will be the focus of the CRA in their future efforts. This listing will include those items that should be completed, programs supported and priorities.

- Identification of projects/programs
    - Those projects/programs identified in earlier tasks will be analyzed and a final list provided for inclusion into the Plan. These projects/programs will be based on the market analysis, community input, success of previous programs and availability of funding.

- Costs estimates
    - The cost of the projects/programs will be determined

- Impacts on Redevelopment
    - A discussion will be conducted that identifies the impacts of the project/program on redevelopment and meeting community needs.
- Final listing and priorities
    - A recommended list of projects with funding levels will be provided along with the priority of each project.

Task 8. - Develop Draft Plan

The analyses conducted in previous tasks will be incorporated into a Draft Plan for the CRA. Included in this analysis will be three (3) alternatives that offer distinct approaches to the overall redevelopment efforts. The Draft will include the description of the alternatives, analysis and graphic representations.

The analysis will include a comparison of the alternatives and their impact on redevelopment, community needs and market demand. The Draft Plan will include the Consultant Team's recommended alternative.

Task 9. - Funding/Financial Analysis

The potential funding of the Plan will be discussed and potential sources and uses of the resources available will be identified.

- TIF projections for the CRA based on historic revenue streams and future redevelopment efforts. This projection will replace the existing estimates from previous plans.
- Other sources including grants will be identified.
- Public/Private/Partnerships will be discussed
- A Pro Forma identifying revenue and expenditures will be completed.

Task 10. - Implementation

Implementation efforts will focus on the items necessary to achieve the desired goals of the CRA and the Plan. These items will include direction regarding the selection of a developer for the Truman Waterfront parcel, attraction of developers and businesses throughout the CRA, establishment of Affordable Housing and operational requirements to facilitate desired accomplishments.

The Implementation Element will include a review of the existing operations of the CRA. Current programs such as the Incentives will examined. One of the final products will be a defined incentive program that provides the property owners with a full understanding of what incentives are available and how to qualify for the funding.

Task 11. - Policy Requirements

The CRA and City Commission, in their independent roles, will be required to enact specific policies to encourage and permit the necessary redevelopment efforts. The Consultant Team will prepare recommendations regarding the changes in policy, provide specific language for ordinance changes and analyze the impacts. These policy recommendations will consider the existing Codes and Ordinances, the current review of those regulations and Planning and Environmental Regulations imposed by the State of Florida. Policy areas will include:

- Land Use Regulation
- Zoning Changes
- Affordable Housing
- Incentives

Task 12. - Final Plan

After review and comment by staff, a Final Plan will be completed and presented for adoption by the CRA. The plan will include an electronic version as well as 12 hard copies of the document.

Task 13. – Presentation

The Final Plan will be presented to the CRA Board which may include a Public Hearing. The Consultant Team will provide all materials for the presentation and conduct the session. A preview of the presentation will be submitted to staff for review and comment prior to the meeting.

PROJECT FEES

PMG Associates, Inc. proposes to complete the assignment for a lump sum price of $123,550. This fee covers all personnel costs and direct expenses.

A complete breakdown of the fee proposal by task and by job title is found on the following page.

PROJECT COST BY TASK AND ASSIGNMENT

		Project Manager		Management Analyst		Economist		Senior Planner		Architect		Senior Engineer		Engineer		Direct	Total
Task	**Description**	**Hours**	**Rate**	**Hours**	**Rate**	**Hours**	**Rate**	**Hours**	**Rate**	**Hours**	**Rate**	**Hours**	**Rate**	**Hours**	**Rate**	**Expenses**	
1	Kick-off	8	$150	8	$150	0	$75	8	$150	0	$150	8	$150	0	$100	$2,000	$6,800
2	Review previous plans	20	$150	12	$150	0	$75	20	$150	20	$150	12	$150	10	$100	$0	$13,600
3	Review previous projects	20	$150	12	$150	0	$75	12	$150	12	$150	12	$150	10	$100	$0	$11,200
4	Public Input	32	$150	32	$150	0	$75	32	$150	16	$150	0	$150	0	$100	$4,800	$21,600
5	Infrastructure																
	Inventory	4	$150	0	$150	16	$75	0	$150	0	$150	20	$150	10	$100	$400	$6,200
	Costs	0	$150	0	$150	4	$75	0	$150	0	$150	20	$150	10	$100	$0	$4,300
	Impacts	16	$150	0	$150	10	$75	0	$150	0	$150	0	$150	0	$100	$0	$3,150
6	Highest and Best Sse																
	District-wide	20	$150	0	$150	20	$75	0	$150	0	$150	0	$150	0	$100	$0	$4,500
	Truman Waterfront	20	$150	0	$150	20	$75	0	$150	0	$150	0	$150	0	$100	$0	$4,500
	Land use	4	$150	0	$150	0	$75	40	$150	0	$150	0	$150	0	$100	$0	$6,600
7	Recommended	8	$150	0	$150	0	$75	8	$150	8	$150	10	$150	10	$100	$0	$6,100
8	Draft Plan	8	$150	0	$150	0	$75	8	$150	16	$150	0	$150	0	$100	$0	$4,800
9	Funding	20	$150	0	$150	20	$75	0	$150	0	$150	0	$150	0	$100	$0	$4,500
10	Implementation	8	$150	8	$150	0	$75	8	$150	0	$150	0	$150	0	$100	$0	$3,600
11	Policies	4	$150	0	$150	0	$75	8	$150	8	$150	0	$150	0	$100	$0	$3,000
12	Final Plan	20	$150	0	$150	12	$75	8	$150	8	$150	8	$150	8	$100	$0	$8,300
13	Presentation	16	$150	16	$150	0	$75	8	$150	8	$150	8	$150	0	$100	$2,400	$10,800
		228		88		102		160		96		98		58		$9,600	$123,550

7. Personnel

The resumes of the individuals who will be working and assigned to this engagement follow this page. The resumes include the staff of the Prime Contractor and all subcontractors.

PHILIP M. GONOT
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:
Over 41 years of experience developing research into cost analysis of projects to determine the benefits received and the costs incurred, capital cost assessments, economic feasibility, market analysis studies and impact considerations. Performs economic evaluations, along with projection of direct and secondary impacts of a variety of capital intensive projects. Determination of the proper budgetary allocations and the analysis of all fiscal aspects of the study.

EXPERIENCE:

The Casselberry CRA was to sunset in 2016 and PMGA was hired to study the possibility of extending the sunset date for another 5 or 10 years. The extension of the sunset date would need Seminole County approval.

Project Manager for the Finding of Necessity for the Naranja Lakes area of Miami Dade County. Included in this study was documentation of slum and blight for the new area being considered to be adopted into the existing CRA. Public meetings were held to disseminate the report and the analysis to the public.

Project Manager for the Economic Evaluations of twenty proposed "Fast Start" train stations throughout the South Florida Area. Duties include; outreach and meetings with elected officials and the staff of the municipalities to plan for proposed improvements to the FEC tracks, evaluation of land use and property appraiser data for a market area of ½ mile and impact on the region, assessment of potential new revenues with development at the proposed sites, and a baseline commercial and housing rate study for each area.

Project Manager for the Daytona Beach Midtown Strategic Plan. This project included a baseline study of this area, demographics, psychographics, spending of current and future residents, a gap analysis of spending of the project area and suggested possible firms for recruitment to the area. Workshops and interviews with stakeholders have taken place to gather perceptions and recommendations.

Currently part of the CRA Consulting Pool in Miami-Dade County duties include assisting the staff with Redevelopment Issues that occur throughout the State's most populated county.

Project Manager for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights Community Redevelopment Agency Area. Developed a market study that analyzed mixed-use (residential, retail, commercial/office) development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, *"Market-Based Community Economic Development"* as per the Community Redevelopment Agency's preference. Also included in the study were "catalyst project" opportunities for the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

Responsible for the Housing Market Assessment section of neighborhood housing demand study for the Evans and Rosedale Area in Fort Worth, Texas. Completed housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

Served as Project Manager for the Market Study for the Central Business District of Summerton, South Carolina. The characteristics of the community were identified including the physical, regulatory and human elements. Various factors such as; land use configuration, zoning ordinances and other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were addressed. The study entailed a market and economic examination of the City's trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported.

The specific strengths and weaknesses of the study area were identified that impacted the economic redevelopment in the area. Responsibilities for the North College Avenue redevelopment area of the City of Fort Collins, Colorado, included the generation a program that will bring the area back to previous levels of trade and livability. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for housing, commercial, office, industrial and residential uses.

Prepared a value determination of the Lauderdale Lakes Mall, an underutilized retail mall the City's Redevelopment Agency is seeking to purchase. Valuation was prepared through a review of existing lease revenue stream, existing use of space, a full property appraisal, the current cost of maintenance, and cost of needed demolition. Valuation was to be used to determine feasibility of purchasing the Mall for the redevelopment into a mixed-use project, including residential, office, and retail users.

Managed the research for the Redevelopment Plan, in conformance with F.S. 163 Part III, for Callaway, Florida. Held public involvement meetings and stakeholder interviews, reviews of existing plans and regulatory documents. The final plan included a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy.

Served as Project Manager for the Fort Lauderdale Middle River/South Middle River/Sunrise Blvd. Redevelopment Plan, Fort Lauderdale, Florida Community Redevelopment Plan. Tasks included an economic development plan that included input from residents, businesses, and public officials in order to attract new businesses and residents to the area. Also explored were incentive programs and types of housing that could flourish in this area. This area was a diverse minority community.

For the Community Redevelopment Plan for 7th Ave in Miami-Dade County, the main focus was to identify; the demographics of the area, the retail spending and the "gap" spending, new/different planning initiatives, transit and transportation integration and possible land acquisition. This new redevelopment plan was an outgrowth of the expansion of the original CRA. Public involvement with citizens, property owners and businesses in the minority community was a crucial part of this study.

Completed a Redevelopment Plan for the 79th Street area of unincorporated Miami-Dade County. Plan included an economic development strategy with incentive recommendations and the types of businesses to attract to various locations in the area. The plan also outlined an affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.

EDUCATION:
B.BA. Economics
M.B.A. Finance
M.Acc. Accounting

REGISTRATIONS:
C.P.A. certification in Florida

MEMBERSHIPS:
International Council of Shopping Centers

KATHLEEN R. GONOT
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Responsible for general management of the firm. Performs market analysis/research, stakeholder interviews/focus groups on projects ranging from housing and commercial activities to utility systems to economic impact analysis. Conducts research and evaluations of the economic impacts of capital projects for various municipal entities. Over 39 years' experience developing analytical studies of research and survey projects designed to determine public perceptions and to gather input for the development of programs for success.

EXPERIENCE:

As a consultant in the Miami-Dade County CRA Consultant Pool, completed the Finding of Necessity for the Naranja Lakes area. As there is an existing CRA, the assignment was to study the possible inclusion of additional areas to this CRA. Public meetings and a report was transmitted to the Board of Naranja Lakes, the County Staff and also the Board of County Commissioners.

Was part of the consulting team to analyze the possible 5 or 10 year extension of the City of Casselberry CRA. The CRA was due to sunset in 2016, but wanted to document the need for an extension due to the construction of a massive roadway interchange in the heart of the business district of the CRA and also the economic recession.

Was responsible for public input programs and workshops in the minority communities for the Redevelopment Plans for 79th Street and West Perrine in Miami-Dade County. Tasks included outreach to minority homeowner groups and business groups, economic development agencies, Houses of Worship, and governmental agencies.

Responsible for the business analysis for the 7th Avenue Community Redevelopment Plan in Miami-Dade County. This analysis included the delineation of the Primary and Secondary markets for the area and a "Gap Spending Analysis." Coordinated all Public Input workshops and programs in this diverse minority community.

In charge of project outreach for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights CRA Area. This engagement involved the involvement of minority stakeholders, both business and residents, in the planning of the market needs of the area. Conducted research and analysis of the demographics and psychographics of the population in the designated market area zone.

Concluded a market and economic environmental and market study for the City of Satellite Beach and the City's trade area. This study consisted of an evaluation of the current structure of the economy and its condition, the market demographics, a SWOT analysis of the area, an inventory of the types of businesses that are currently available, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial or change to residential and a review of the City's current Redevelopment Plan. Stakeholder interviews were an important part of this endeavor.

Completed the market analysis of the Fort Lauderdale Middle River/South Middle River/Sunrise Blvd. Community Redevelopment Plan for the City of Fort Lauderdale. Included in the reports were the business trends for the study area, stakeholder interviews and public input workshops. Facilitated the public workshops in minority community.

Responsible for a market plan for the redevelopment area of Mount Dora, Florida. This project included market research, demographics, census breakdowns of information, phone and intercept interviews with residents and visitors to ascertain their perceptions of the redevelopment area, interviews with stakeholders and presentation of the results to board members.

Assessed the neighborhood housing demand, the assessment of the neighborhood housing supply and housing market opportunities and the assets and liabilities of the Evans and Rosedale Area of Fort Worth. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

A market demand analysis of the Juno Beach area was undertaken for the Town which defined the market demand, existing inventory and prospects for the future. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for this market. The analysis also made recommendations regarding mixed use developments.

For the analysis of redevelopment of East Miramar, Ms. Gonot was required to analyze the potential attraction of business and the rehabilitation of the existing housing stock. The study area faced significant changes due to expansion of the highway (S.R. 7/US 441) and the modification of the business flow. Housing issues included the identification of substandard conditions and the impact on property evaluations. The plan was designed to address the deteriorating conditions and programs to revitalize the area.

During the analysis of the development and redevelopment options available for the South Dixie Highway Corridor neighborhood in the City of West Palm Beach, a number of economic facets were documented. The project included the evaluation of the housing and business sectors that are contained within the study area and those that impact the corridor from outside the target area. The analysis included the determination of the market demand for additional business, specific business for attraction and changes in evaluations of the property. Estimates of changes in the market were used to assist in determining financing options.

MEMBER OF:
Member-North Carolina Downtown Development Association
Past President-National Association of Women Business Owners
Past Chairman-Deerfield Beach Redevelopment Committee

EDUCATION:
B.S., Sociology; M.S., Sociology

STEPHEN C. GONOT
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Over ten years' experience working on financial and economic consulting and has contributed to economic impact and fee analysis research reports. Experience includes projects in the areas of; fee and rates studies, governmental housing, demographics, surveys, feasibility and cost benefit analysis, and transportation projects.

EXPERIENCE:

Prepared and organized demographic, housing and other data for the Fort Lauderdale Middle River/South Middle River/Sunrise Boulevard. Community Redevelopment Plan for the City of Fort Lauderdale.

Organized all Property Appraiser Data for the three counties and over twenty municipalities that are currently involved in the "Fast Start" program being undertaken by the South Florida Regional Transportation Authority. Prepared all tables and data that is needed to undertake a revenue analysis and evaluation for each partner in the

Reviewed future plans for the City of Fort Lauderdale-Bahia Mar Hotel redevelopment project. Assisted in providing a comparative analysis of current industry standards and the existing lease for the Bahia Mar site. Provided comparative analysis of current municipal leases focusing on term, rent, and sub-leasing.

For the determination of market demand for the North College Avenue redevelopment area of the City of Fort Collins, Colorado examined the commercial, office, industrial and residential uses, as well as current and future land uses. Collected input from the community to determine the needs of the businesses and people in the target area. Identification of quality of life issues that the public found most significant was a primary duty.

Responsible for the organization and retrieval of data for all properties in the CRA of City of Lauderdale Lakes, which were later compiled into a report for the city.

Responsible for reorganizing data into tables which was part of the completion of the Economic Component of the Master Plan for Zebulon, North Carolina. This project included a demographic breakdown of the community and the surrounding area and also a market study.

Responsible for the research and competition elements for an elderly housing study in Royal Palm Beach, Florida. Collected demographics including income, attitudes towards multi-family living and possible assisted living, determined the market area for the proposed senior housing and assisted at the public meetings to gather input from the residents.

Assisted in developing a market analysis of the demand for housing in the Evans and Rosedale Project Area. This study took into consideration several factors that influence and measure the propensity to obtain housing in this neighborhood. Responsibilities included reporting past occupancy rates and predicting rates for the future. Research included contact with local county and city government personnel for planning and development requirements for future growth.

Completed research on the demographic, housing, AMI and special needs portion of the Consolidated Plan for Brevard County, Florida. This information is needed for the submission of the plan to the Housing and Urban Development Department for the 2011-2016 Plan.

Prepared the analysis of the demographic characteristics of the 79th Street Corridor Redevelopment Plan for Miami-Dade Florida. These duties included the determination of the review of the housing conditions and the examination of the population of the Study Area. Also analyzed the property value of the area and the changes that occurred particularly with the recent economic conditions.

Prepared housing demand analysis for Consolidated Plans and/or Analysis of Impediments to fair Housing Choice for the following communities:

- Miami-Dade County, Florida
- Collier County, Florida
- Brevard County, Florida
- Punta Gorda, Florida
- Port St. Lucie, Florida
- West Palm Beach, Florida
- Homestead, Florida

Completed joint project with the Alabama Department of Transportation and the Florida Department of Transportation on a study of future use of the soon to be completed US 231 Corridor Study. Researched future development trends, land uses, and planning requirements in the 16 panhandle counties of Florida and five southern rural counties of Alabama.

Completed work on the Housing Market Analysis for the Consolidated Plan for Spartanburg County, South Carolina. Examined the sales prices for housing units and availability of affordable housing in the study area. Was also responsible for the identification of the areas of low-income and minority concentrations. This report became part of the entire Spartanburg County, South Carolina Comprehensive Plan.

EDUCATION:
B.A., Economics
M.B.A., Economics, International Business

PLACE Planning & Design, Inc.
Corey W. O'Gorman, AICP

BACKGROUND & EXPERIENCE

Mr. O'Gorman's career spans over twenty years of public and private sector experience in community planning and zoning, real estate development, redevelopment and project management. He is a highly skilled planner and project manager with proficiency in research, technical writing, public presentations, administration, and organization, as well as management of personnel, consultants and general contractors. Mr. O'Gorman is big picture oriented with strong attention to detail, and is knowledgeable of the planning, design, regulatory, and construction principals of real estate development.

Private sector experience includes real estate development project management from concept through construction; site selection; comparative site analysis; due diligence studies; critical path scheduling; consultant, designer, and contractor selection and contract negotiation; rezonings, variances, and permitting; construction administration; budget preparation and monitoring; review and processing pay requests; and, final project punch-listing and close-out.

Public sector experience includes development coordination; site plan review; comprehensive plan amendments, rezonings and variances; redevelopment planning, implementation and CRA administration; planning, design and construction of parks and streetscapes; amendments and revisions to land development regulations; developer negotiations including agreements for disposition and development of public land; and project and program administration.

STUDIES & PROJECTS

Spartanburg Co., SC*; barriers to affordable housing*
Belle Glade, FL*; affordable housing strategies*
1736 2nd Avenue North, Lake Worth*; due diligence analysis*
St. Pete CRA*; historic structures analysis*
Enterprise Rent a Car*; Zoning analyses & approvals*
Falkner Farms*; Due Diligence analysis*
NE 6th Avenue, Delray Beach*; Due diligence analysis*
5205 Greenwood, West Palm Beach*; Due diligence analysis*
45th Street, West Palm Beach*; Due diligence analysis*
South Berry Avenue, Martin County*; Due diligence analysis*
Ludlom Street, Martin County*; Due diligence analysis*
Dixie Highway, Hobe Sound*; Due diligence analysis*
Lake Drive, Singer Island*; Due diligence analysis*
Bonaventure, Weston*; Due diligence analysis*
Riverside Drive, Palm Beach Gardens*; due diligence analysis*
Arbours, Cathedral City, CA*; Due diligence, development analysis*
Baron Signs*; site selection, due diligence*
Jupiter Medical Offices*; Due diligence analysis*
Midnight Sun-Coach USA*; Site selection, due diligence*
Riverwalk, Port St. Lucie*; development analysis*
Jupiter Inlet Village*; development analysis*
The Loft's of Melbourne*, development analysis*
Boynton Beach Town Square*; strategic implementation plan*
1927 High School Building*, development analysis/solicitation*
Lake Worth Beach & Casino*, developer solicitation & negotiation*
Lake Worth CRA Downtown Properties*; developer solicitation*
The Lucerne Condo; *developer negotiation*
Commerce Center*; developer solicitation*
Delray CRA*; developer solicitation*
Broward County*; affordable housing availability (various)*
East Fort Myers*; zoning overlay*
Margate, FL*; CRA Plan Amendment*
Downtown Tavares*; mixed use zoning district*
City of Boynton Beach*; zoning code reorganization*
Neighborhood Enhancement Program*; strategic plan*
Lake Worth CRA*; CRA plan amendment*
Downtown Lake Worth*; Core area parking code*
Park of Commerce*; TIF analysis & Projections*
Park of Commerce*; CRA district blight study*
Fifth Avenue-Pleasant Street*; CRA plan amendment*
Downtown Gainesville*; CRA plan amendment*
Downtown Gainesville*; CRA district expansion TIF analysis*
East Gainesville*; TIF analysis*
Adopt-a-Family Apartments*; project management*
In The Pines North*; grant admin, bidding, project coord.*
American Orchid Society Library-Lecture Hall*; project mgt*
Oaks at Shannon's Crossing*; construction observation*
Eden Gardens*; construction observation*
Little Manatee Village*; project management*
Pollywog Creek*; project management*
Orchid Gardens*; project management*
Begonia Gardens*; project management*
Lake Worth Municipal Pool*; project management & grant admin*
Howard Park Lighting*; project management & grant admin*
Washington Streetscape*; project management & grant admin*
Latona Ave Streetscape*; project management & grant admin*
American Orchid Society office-gardens*; project management*
Greater Yamaha*; project management*
St. Therese de Lisieux Catholic Church*; project management*
AHEPA Apartments*; grant administration-project coord*
DEEDCO Apts*; grant administration–project coordination*
Frostproof, FL*; TIF Analysis & Projections*
YWCA of PB County—Harmony House*; Project Management*

STRATEGIC PLANNING & PROJECT MANAGEMENT

Corey W. O'Gorman, A.I.C.P.
PLACE Planning & Design
784 US Highway One, Suite 22
North Palm Beach, Florida
33408

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corey@placepnd.com

James Douglas Hill, AIA, AICP, NCARB Certified

Principal

Specialized Skills: Community Planning and Charrettes, Codes and Development Regulations, TND planning, Project management, mixed-use and civic architecture

During his career, Mr. Hill has been involved in all aspects of the practice of architecture and urban design. His experience includes a number of urban design and revitalization plans in established inner-city areas, as well a master plans for large, mixed-use developments. Recently, he has emerged as a recognized authority on land development regulations, with particular emphasis on promoting infill redevelopment and quality urban environments. His background in both engineering and architecture gives him the broad, multi-disciplinary skills crucial for success in large, complex urban design projects. He has extensive experience with project management, client and consultant coordination, and construction documents. Mr. Hill has written extensively and spoken publicly on planning and urban design issues, has been published in the *Houston Chronicle, Texas Architect, AIA Perspective*, and has appeared on several local radio and television stations. He has been an active member of the American Institute of Architects and an advocate for the organization's growing involvement in livable communities and smart growth issues.

Education and Certification

Bachelor of Science in Civil Engineering, Rice University, Houston, Texas, 1979
Master of Architecture, Rice University, Houston, Texas, 1983
Registered Architect, State of Texas, 1988
Certificate, National Council of Architectural Registration Boards, 1989
American Institute of Certified Planners, 2004

Professional Societies

American Institute of Architects, Houston Chapter
- President, 1999
- Board of Directors, 1997-2000
- Chairman, Urban Design Committee, 1995-1996.

Texas Society of Architects - Vice President and Public Activities Commissioner, 2000-2001.
Houston Architecture Foundation - Board of Directors, 2000-2006.
American Planning Association
Congress for the New Urbanism
Urban Land Institute

Awards and Honors

Technical Advisory Committee for Houston Galveston Transportation Management Area, 2004-05.
President's Citation, AIA Houston, 1997.
Appreciation Award, Second Ward Task Force, 1996
Louis Sudler Prize in the Arts, Rice University, 1983.
John Crowder Traveling Fellowship, Rice University, 1981.

Recent Projects Include:

- Central Plantation Master Plan and Zoning Regulations, Plantation, FL
- Community Redevelopment Agency Plan for Pompano Beach, Pompano Beach, FL
- Ybor City Vision Plan, Tampa, FL
- Hardy Railyards Redevelopment Master Plan, Houston, TX
- City of Cedar Key Community Redevelopment Plan, Cedar Key, FL
- Williams Drive Gateway Redevelopment Master Plan and Mixed Use Zoning Ordinance, Georgetown, TX
- Evia Master Plan and Pattern Book, Galveston, TX
- Delray Beach, CRA, Delray Beach, Florida
- Stuart CRA Redevelopment Plan, City of Stuart, Florida
- West Gate/ Belvedere Homes CRA, West Palm Beach, Florida
- Southpoint, City of Miami Beach
- Golden Gate Redevelopment Plan, Martin County
- Cedar Key Redevelopment and Master Plan, Cedar Key, Florida

James H Barton, PE, LEED AP
Branch Manager and Senior Engineer

Education
Bachelor of Science, Civil Engineering, Queens University (Canada), 1990

Registration
Professional Engineer, Florida, 59257, 2003

Professional Affiliations
American Society of Civil Engineers

American Water Works Association

Florida Engineering Society

Urban and Regional Information Systems Association (URISA)

Certifications
ESRI Authorized Trainer
LEED Accredited Professional

Mr. Barton is a Senior Engineer and West Palm Beach branch manager with 23 years of experience. His experience includes engineering design and project management of water and sanitation programs, including water resources, infrastructure rehabilitation and GIS implementation; and environmental engineering, utilities and road construction. Mr. Barton routinely integrates GIS technology with engineering. He is working with ESRI developing software tools to assist in detail design and is spearheading Chen Moore and Associates' efforts to implement GIS / GPS for construction field inspection.

Project Experience

Boca Raton - Phase I. Chen Moore and Associates provided GIS services to the City of Boca Raton as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report. T

City of Cocoa Annexation Study. Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to map and determine the condition of roadway and utility assets and estimate costs for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

City of Cocoa Beach Annexation Study - South Area. Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

TAZ Maps. Chen and Associates provided GIS services to PMG Associates for the production of large posted maps of 7 counties in North Florida. GIS was used to collect all data and produce the maps. The project was completed in August 2008 at a fee of $2,750.

Brevard County Boundary Maps. Chen Moore and Associates provided GIS maps of Brevard County to PMG Associates.

Hillsboro Beach GIS. Chen Moore and Associates provided GIS maps/services for Hillsboro Blvd.

PMG County Maps. Chen Moore and Associates provided GIS maps for various Counties. Data sets were collected from various sources including County Data, City data and Census Data.

- Brevard County: Census data and baseline data was collected to create county wide demographic maps.
- Collier County: Census data and baseline data was collected to create county wide demographic maps.
- West Palm Beach: Census data and baseline data was collected to create city wide demographic maps. Data sets had to be adjusted to match City annexation areas.
- Miami Dade: Census data and baseline data was collected to create county wide demographic maps and bus route maps.
- Daytona Beach: Census data and baseline data was collected to create city wide demographic maps and bus route maps.

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

MS4 Permit & Stormwater Utility Fee. Mr. Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years. Each road sign was photographed using a GPS camera developed by Chen, which captured GPS coordinates along with the images. This allowed for a GIS map to be created for the City with hyperlinks to the sign photos. It also allowed for better photo management essential for accurate reporting. This low cost methodology used the latest technical developments of its time to produce the high quality report.

Islamorada Detailed Roads Condition Survey and GIS Mapping. Chen Moore and Associates provided GIS services to the Village of Islamorada, performing a roads inventory and conditional assessment for all roads in the Village. James Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS database. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. Each road segment was photographed using a GPS camera and software developed by Chen, which captured GPS coordinates along with the images. This low cost methodology used the latest technical developments of its time to produce a high quality report. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years.

Teresa L Mills
Associate Engineer

Education
Bachelor of Science, Ocean Engineering, Florida Atlantic University, 2010

Registration
N/A

Professional Affiliations
American Public Works Association

American Society of Civil Engineers

Florida Engineering Society

International Propeller Club of the United States

Certifications
N/A

Ms. Mills recently joined Chen Moore and Associates as an associate engineer. Her skills include georeferencing, mapping and digitizing impervious areas in ArcGIS. She is currently using GIS to assist the City of North Miami Beach with determining billing for stormwater; evaluating pavement and road sign conditions throughout the City of West Palm Beach; and visiting site locations to gather asset information for updating GIS maps for the Solid Waste Authority of Palm Beach County.

Project Experience

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

Stormwater Utility Fee Assessment-Phase I. The City of Coral Springs intends to establish a Stormwater Utility, which will be directly responsible for the operations and maintenance of the City's stormwater management system. The City needs to establish the Stormwater Utility along with the associated revenue source via City Ordinance. The purpose of the Stormwater Utility is to focus on improving City's ability to meet a variety of stormwater management objectives, which include the following tasks:

- Capital Improvement Projects for Improved Flood Control
- Capital Improvement Projects for Water Quality Treatment
- Operations and Maintenance of Existing Stormwater Infrastructure
- Enhanced Maintenance for Improved Flood and Pollution Control
- Regulation and Enforcement Activities
- MS4 Permit Compliance
- System Planning

CMA completed this Stormwater Utility Fee Assessment to provide the basis for the establishment of the Stormwater Utility by the City. In general, the primary purpose of this Stormwater Utility Fee Assessment is to estimate the impact of stormwater runoff from each parcel within the City on the needs of the City's stormwater management system. This analysis allowed the City to fairly establish the stormwater utility fee structure which is correlated to the impact of stormwater runoff from each parcel. For example, parcels with high impervious ground coverage generate more stormwater runoff, which must be handled by the City's stormwater management system. CMA completed the necessary analysis to provide a numerical correlation of the impact of each parcel on the stormwater management system. This analysis allowed City to set the stormwater utility fee structure which based on the expected stormwater runoff to be generated from each parcel. CMA also reviewed the budget necessary for the Stormwater Utility to appropriately operate and maintain the existing stormwater management system and to

implement any future infrastructure improvements necessary to provide adequate flood control and water quality treatment.

GIS Record Drawings. Chen Moore and Associates updated the City Public Works Stormwater Atlas with information from As-Built record drawings. The record drawings were scanned, categorized and georeferenced in GIS. Both point and boundary polygon layers were created which hyperlinks to the scanned drawings. The stormwater GIS was updated with information from the drawings. An ArcGIS Online Map was created with different reference scales for the points and polygons, also hyperlinked to record drawings stored online. This gave the City the ability to view the stormwater CIP projects online and link to the drawings.

GIS Stormwater Structures-Atlas Updates. Chen Moore and Associates is responsible for visiting the City of Miami Gardens and mapping the location of all the stormwater structures in the right-of-way areas. CMA also is responsible for updating the GIS data and the stormwater atlas of which has been posted online.

Riviera Beach Utility Conversion-Marina District. Chen Moore and Associates is responsible for coordinating the utilities for the redevelopment of the Riviera Beach City Marina District. CMA is also responsible for assembling the service needs of the properties in the district, coordinating with FPL, Comcast, AT & T and Florida Public Utility to design services. The designs will be coordinated with the civil, roadway and infrastructure improvement project.

SWA Digital Utility Atlas. Chen Moore and Associates has been providing GIS service to the Solid Waste Authority of Palm Beach County since 2010. The main focus of activities has been updating the utility atlas and integrating GIS data into their operations.
The utilities at the landfill facility consisted of several components not typical of utility atlas creation. Different systems included leachate, gas, water, sewer, electrical and drainage. For each system, we completed the following tasks:

- Simple database schemas were created
- Data was migrated from CAD information
- Data was updated from as-builts
- Paper atlases were created and provided to SWA staff for verification
- Data sets were linked to engineering design, diagrams, specifications and maintenance reports
- Field verification included site visits and utility locates by contractors
- Site photos were taken with GPS and linked to features
- SWA operations staff were integrated into the project enhancing quality assurance
- Data Integration: The data was used to enhance the work flow for operations and environmental compliance divisions. Some of the integration projects included:
  - Confined spaces permit inventory
  - Gas surface emissions contouring and collection tracking
  - Gas well monthly monitoring mapping and analysis
  - Electrical system location and permanent identification
  - Leachate system maintenance tracking
  - 3-D surface and volumetric modeling over time
  - Engineering consultant and contractor coordination
  - Standardization of record drawing submittals
- Training: SWA staff are continually being trained to use GIS in their work programs.

Michael B Wood
Engineering Intern

Education
N/A

Registration
N/A

Professional Affiliations
N/A

Certifications
N/A

Mr. Wood serves as an engineering intern in our West Palm Beach office.

Project Experience

PMG GIS Infrastructure Studies Projects. This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

GIS Stormwater Structures-Atlas Updates. Chen Moore and Associates is responsible for visiting the City of Miami Gardens and mapping the location of all the stormwater structures in the right-of-way areas. CMA also is responsible for updating the GIS data and the stormwater atlas of which has been posted online.

Aerial Crossing Rehabilitations. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform the design and permitting for the rehabilitation of 12 aerial utility crossings and the replacement of one aerial water main crossing. These sites were selected based on a previous study of all aerial utility crossings in the City completed by CMA. The current project involves design of the pipeline rehabilitations, repairs and replacement including external coating, supports, fan guards, air release valves and isolation valves. Coordination with multiple drainage districts and regulatory agencies is necessary for the permitting of these improvements because of the various ownership of the canals.

Force Main Modeling and Design. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform modeling, design and permitting for force main improvements. The modeling is based on the previous models that CMA completed for the City and will evaluate two different options for connecting existing force mains. These connections will allow the City to direct the flow to their other wastewater treatment plant. In addition to the modeling, the project includes the design and permitting of over 2,600 LF of new force main and abandonment of over 1,000 LF of existing force main. The new force main design incorporates a directional drill under a City-owned canal.

C14 WM Canal Crossing. CMA, as a subconsultant to Carollo Engineers, was contracted by the City of Margate to perform the design and permitting of water main improvements. The improvements include a directional drill under the SFWMD C-14 canal and over 2,000 LF of water main installation to provide redundancy in the service area. Permitting coordination is required with both SFWMD and the ACOE for special approvals.

SWA Digital Utility Atlas. Chen Moore and Associates has been providing GIS service to the Solid Waste Authority of Palm Beach County since 2010. The

main focus of activities has been updating the utility atlas and integrating GIS data into their operations. The utilities at the landfill facility consisted of several components not typical of utility atlas creation. Different systems included leachate, gas, water, sewer, electrical and drainage. For each system, we completed the following tasks:

- Simple database schemas were created
- Data was migrated from CAD information
- Data was updated from as-builts
- Paper atlases were created and provided to SWA staff for verification
- Data sets were linked to engineering design, diagrams, specifications and maintenance reports
- Field verification included site visits and utility locates by contractors
- Site photos were taken with GPS and linked to features
- SWA operations staff were integrated into the project enhancing quality assurance
- Data Integration: The data was used to enhance the work flow for operations and environmental compliance divisions. Some of the integration projects included:
  - Confined spaces permit inventory
  - Gas surface emissions contouring and collection tracking
  - Gas well monthly monitoring mapping and analysis
  - Electrical system location and permanent identification
  - Leachate system maintenance tracking
  - 3-D surface and volumetric modeling over time
  - Engineering consultant and contractor coordination
  - Standardization of record drawing submittals
- Training: SWA staff are continually being trained to use GIS in their work programs.<

Proposed FEMA Flood Maps-Analysis & Response. CMA assisted the City of West Palm Beach and the County at large in reviewing the preliminary flood maps issued by FEMA. The review included mapping changes throughout the County, performing GIS analysis of affected properties, reviewing FEMA model parameters, reviewing C-51 model parameters, reviewing existing LIDAR and DEM topographic data and performing hydrologic modeling of certain portions of the City. Corrections to the model were submitted to FEMA that will result in savings to the residents if adopted.

8. Qualifications

The relevant experience of all the firms is detailed below in this section. PMG Associates, Inc. (PMGA) will be the Prime firm for this endeavor, with PLACE Planning, Chen and Associates, Engineers and House Partners acting as subcontractors. Each company will be responsible for various assignments for this project and all team members have been engaged in the successful completion of projects for many years. All personnel of the Team have worked together on numerous redevelopment studies throughout the State of Florida and the United States.

Included in Section 9 (Representative Community Redevelopment and Long Range Fiscal Plan Projects and Client References) are project descriptions of similar assignments for all the firms.

PMG Associates, Inc.: (PMGA)

OVERVIEW OF THE FIRM

The basic business premise of **PMG Associates, Inc. (PMGA)** is to provide economic, management and marketing services to a variety of public and private clients. Our firm was founded in 1984 and has been serving clients throughout Florida, the Caribbean and Mexico since that time. **PMGA** is a Minority Business Enterprise (Woman Owned Business) which specializes in the financial and planning aspects of development.

PMGA strives to provide our clients with the most cost effective solution to the questions they face. Economic Impact analyses are performed not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they affect the complimentary industries. In the area of statistics and surveys, emphasis is placed on correct selection of the survey sample to avoid errors.

PMGA has assisted agencies and redevelopment areas throughout the State of Florida and the Country, in the financial evaluations of proposed projects in redevelopment areas, including the financial analyses of the development's impacts, projections of TIF and other revenues. The purpose of the analysis was to determine the total amount of revenues that were available to the municipality and or agency and the ability to fund the required infrastructure improvements. Other studies included; evaluations of housing and business sectors within redevelopment areas, estimates of market demand and Redevelopment Plans.

In addition to citizen surveys **PMGA** also provides municipal consulting services in the area of urban and redevelopment planning, infrastructure analysis, financial planning and economic evaluation. These additional services will enable us to fully understand the magnitude of the surveys to be conducted and provide better results. Other services include:

Economic Impact of projects is analyzed to determine the impact on the surrounding area including the economy, employment and other aspects of the business community.
Visioning Sessions/Focus Groups of projects and issues to secure community input, involvement and consensus building.

Public Participation including workshops and meetings to solicit and address community needs, perceptions and initiate goal setting strategies.
Statistics and Surveys address the current and future needs of individuals and populations to ascertain goals, marketing potential and trends.
Demographic Analysis and Projections are performed on many projects to identify the population expected and the characteristics of this group including income, age, housing and other factors.
Feasibility Studies, which examine the potential revenues as well as the costs of developing and operating the project.
Financial Planning, including an analysis of the return on investment, funding for the project and overall financial operation.
Infrastructure Requirements are addressed through an evaluation of the needs of the community and the subsequent capital projects required to meet these needs.

PLACE Planning: (PPD)

PLACE Planning and Design, Inc. (PLACE) was formed by principals Corey W. O'Gorman, AICP, and Robert M. Feild, AIA, LEED AP, to provide comprehensive real estate development and consulting services to public and private clients. PLACE strives to ensure that its clients receive the highest quality services taking into account client needs; the regulatory, political and physical environment; and energy and cost efficiencies. And, PLACE principals customize services to meet the unique needs of each client and project.

A graduate of Rollins College and certified planner since 1991, Mr. O'Gorman's nearly 30-year career includes serving as planning director and CRA executive director to several public agencies. He has also served numerous public, private and non-profit clients to conduct strategic planning efforts, obtain zoning and permit approvals, navigate the overall development process and administer grants. Given his unique perspective on the zoning and land development process, Mr. O'Gorman has successfully analyzed regulations and the regulatory process for a wide range of projects. He also has extensive experience with the public outreach and visioning process; the legal, organizational and operational aspects of CRA's; and the knowledge and skill to successfully guide a project from start to finish. Mr. O’Gorman is also a member of the Village of North Palm Beach Planning Commission.

Mr. Feild, a graduate of Yale University is a member of the American Institute of Architect’s and a LEED AP. He has an extensive portfolio of projects that range from single-family to multi-family home designs, mixed use projects, commercial and industrial projects, and includes over 10 years of Main Street consultancies. Mr. Feild has conducted numerous community visioning sessions, prepared dozens of urban design studies and plans in various locations including those in conjunction with the Florida Main Street program. With a focus of his architecture practice in Baltimore, Maryland, Mr. Feild has considerable experience with buildings of a historic nature as well as those located in historic districts. Mr. Feild has participated with AIA as director of three professional committees, has been a member of the Hamden Village Main Street, and various other community and volunteer efforts.

PLACE's services include zoning representation and analysis, strategic planning, feasibility studies, architecture and urban design, revitalization and redevelopment consulting and project management services with the depth of experience necessary to ensure practical real-world solutions to the most complex projects. PLACE philosophy is that quality design brings together buildings, landscapes and streetscapes to create a sense of place. PLACE approach to projects emphasizes strategic planning, feasibility and project management to ensure that each step of the planning process is taken with implementation in mind.

Chen, Moore and Associates, Inc.: (CMA)

Chen Moore and Associates is a multi-discipline consulting firm that is a Florida State and locally certified small business enterprise firm with offices in Broward, Miami-Dade, Palm Beach, Martin and Alachua Counties. Founded in 1986, Chen Moore and Associates specializes in civil and environmental engineering; landscape architecture; planning; GIS analysis and mapping; transportation, streetscaping and traffic improvements; construction administration; wastewater collection, transmission, treatment, reuse and disposal; pump station design and rehabilitation; water supply, treatment, and distribution; stormwater system design and master plans; and modeling and permitting of drainage, water distribution, and sewer collection. Dr. Chen founded Chen Moore and Associates with a belief that relationships are the key to the planning, design and construction of successful projects. The firm is committed to providing responsive quality services while meeting the schedules and specific project needs of our clients.

The firm is active in various community organizations including Habitat for Humanity, Toys for Tots, the Cooperative Feeding Program, and OceanWatch, a non-profit group focused on cleaning and preserving South Florida's Beaches. Chen Moore and Associates has also participated in a clean-up of the Florida Everglades west of Homestead. The firm is active in several professional societies including the American Society of Civil Engineers, Florida Engineering Society and the Florida Water Environmental Association that sponsor community service events such as adopt a highway programs and outreach programs such as MathCounts, a yearly math competition in junior high schools to encourage interest in the engineering profession.

GIS Experience

Several of our team members' experience has focused on providing a variety of GIS services to many different municipalities. We routinely use GIS data, analysis and procedures for engineering planning studies, design, permitting and construction administration. As such, we have developed in-house scripts and procedures that enable us to gather and process GIS data efficiently.

All Chen Moore and Associates engineering and GIS staff completed an ESRI training program in 2009 called "Intro to GIS." Follow up training for advanced GIS applications included aerial interpretation, Lidar processing, surface model creation and quantity analysis. A GIS task force has been established with key users in each office to provide daily GIS support to engineers.

CMA has been on the cutting edge of GIS/engineering integration for over 10 years. All our engineers are trained and well-versed in GIS which is uncommon in most engineering firms. This is a powerful advantage over traditional firms that house engineering and GIS in different departments in that we understand the desired output and apply GIS tools to achieve it. We routinely use GIS data, analysis and procedures for engineering planning studies, design, permitting and construction administration. As such, we have developed in-house scripts and procedures that enable us to gather and process GIS data efficiently. Much of this development has been geared towards the design of utility drainage projects, which require building 3-D surface models to delineate drainage basins; extracting data on surface area and volumes; then extracting those results into pipe flow diagrams; and finally importing this information into stormwater models. We have built complicated geo-databases for numerous clients with varying criteria. We have applied these tools to single parcel clients to very large county projects. These tools were initially developed as full procedure tools, from start to finish at the click of a button, but over time they were broken out into components which proved to be more adaptive to varying client needs. One advantage of our small firm performing these complicated analyses is that we have developed these tools generically and can adapt the technology and procedures to any client of any size.

Chen Moore and Associates has extensive experience with the integration of GIS technology. The use of existing GIS data during the preliminary investigation stage is advantageous. The main benefit is that GIS data can be used for discussions and preliminary layouts before a field survey is complete. This takes survey out of the critical path of design, speeding up the overall project process. There are also other GIS functions which allow for analysis, modeling and conceptual design. The display capabilities of the technology allow for maps that are more easily understood by the community than traditional CAD maps, allowing for better communication with residents and City staff.

House Partners: (HP)

House Partners. has been involved in all aspects of the practice of architecture and urban design. The firm's experience includes a number of Urban Design and revitalization plans in established inner-city areas, as well a master plans for large, mixed-use developments. Recently, Jim Hill the principal who will be assigned to the Key West Project, has emerged as a recognized authority on land development regulations, with particular emphasis on promoting infill redevelopment and quality urban environments. HP's background addressing both engineering and architecture issues provides broad, multi-disciplinary skills crucial for success in large, complex urban design projects. HP has extensive experience with project management, client and consultant coordination, and construction documents. Mr. Hill has written extensively and spoken publicly on planning and urban design issues, has been published in the *Houston Chronicle, Texas Architect, AIA Perspective,* and has appeared on several local radio and television stations. He has been an active member of the American Institute of Architects and an advocate for the organization's growing involvement in livable communities and smart growth issues.

9. REPRESENTATIVE COMMUNITY REDEVELOPMENT AND LONG RANGE FISCAL PLAN PROJECTS AND CLIENT REFERENCES – PMG ASSOCIATES, INC.

PROJECT: 79th Street Redevelopment Plan, Miami-Dade County, Florida
DESCRIPTION: Currently in the process of completing a Redevelopment Plan for the 79th Street of unincorporated Miami-Dade County. Plan will include economic development strategy with incentive recommendations and types of business to attract to various locations in the area. Plan will also outline an affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.
Agency: Miami Dade County
Contact Name: Jorge Fernandez, Jr
Telephone Number: (786) 469-4100

PROJECT: West Perrine Community Redevelopment Plan, Miami-Dade County, Florida
DESCRIPTION: Completed a Redevelopment Plan for the West Perrine area of unincorporated Miami-Dade County. Plan included economic development strategy with incentive recommendations and types of business to attract to various locations in the area. Plan also included affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.
Agency: Miami Dade County
Contact Name: Jorge Fernandez, Jr
Telephone Number: (786) 469-4100

PROJECT: Naranja Lakes CRA Expansion
DESCRIPTION: Preparation of a Finding of Necessity to expand the boundaries of the existing CRA to address needs in the neighboring community. This expansion more than doubled the size of the CRA. The process included the determination of community needs, the identification of the characteristics of slum and blight, conducting a public meeting and presentations to the County Commission.
Agency: Miami Dade County
Contact Name: Jorge Fernandez, Jr
Telephone Number: (786) 469-4100

PROJECT: Delray Beach CRA Fiscal Analysis
DESCRIPTION: Completion of various projects for the CRA including the fiscal assessment of proposals to develop CRA owned properties. The evaluation determined the return to the CRA and the City and how well the proposals met established goals. Further services included the assistance with a Developer's Agreement and contract with elements such as lease terms and performance clauses.
Agency: Delray Beach CRA
Contact Name: Diane Colonna
Telephone Number: (561) 276-8640

PROJECT: Casselberry CRA Extension
DESCRIPTION: Completion of an analysis for the justification of a time extension of the Casselberry CRA. Seminole County is a Home Rule Charter County and has additional powers regarding the formation and operation of the CRAs within the jurisdiction. The CRA was severely impacted with the development of a roadway flyover at the busiest intersection in the District. The plans for the flyover took land with existing businesses and restricted use of a major shopping center. PMGA completed the analysis to receive the time extension. In addition, the Redevelopment Plan was amended to account for the additional time frame and changes in projects to be completed.
Agency: City of Casselberry
Contact Name: Sandra Smith
Telephone Number: (407) 262-7700, ext. 1108

PROJECT: Finding of Necessity for a CRA, Callaway, Florida
DESCRIPTION: Completed a Finding of Necessity for the creation of a Community Redevelopment Agency as outlined in F.S. 163 Part III. Researched physical conditions of structures, utilities and site amenities, police/fire/EMS statistics, reviewed local property values, lease rates and vacancy rates. Research included the gathering of statistics and preparation of a final study document with recommendations to create a redevelopment agency.
Agency: City of Callaway, Florida
Contact Name: Amanda Richardson
Telephone Number: (850)871-6000

PROJECT: Callaway Community Redevelopment Plan, Callaway, Florida
DESCRIPTION: Conducted research for, and completed, a redevelopment plan in conformance with F.S. 163 Part III. Process includes significant public involvement meetings and stakeholder interviews, review of existing plans and regulatory documents. Final Plan included; a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy as well as overall concept plan to revitalize the redevelopment area.
Agency: City of Callaway, Florida
Contact Name: Amanda Richardson
Telephone Number: (850)871-6000

PROJECT: Evaluation of a Proposed New Downtown Residential Incentive Program (RIP), City of West Palm Beach CRA, Florida
DESCRIPTION: The City had written major revisions to an incentive program for residential construction in the downtown area. The proposal, essentially an inclusionary housing ordinance, would have allowed developers to build an additional three stories above existing development rights if 10% of the units constructed were offered and maintained as attainable housing for moderate income persons. An evaluation was performed and feasibility of providing the required housing was determined based on a sample project. Further review was undertaken to show threshold levels of attainable housing for different heights, property costs and construction costs while maintaining economic viability of the project for the developer.
Agency: West Palm Beach CRA
Contact Name: Kim Jackson-Briesemeister
Telephone Number: (561) 822-1450

PROJECT: Valuation Determination for the Lauderdale Lakes Mall, Lauderdale Lakes CRA, Lauderdale Lakes, Florida
DESCRIPTION: Prepared a value determination of the Lauderdale Lakes mall, an underutilized retail mall the City's Redevelopment Agency is seeking to purchase. Valuation was prepared through a review of existing lease revenue stream, existing use of space, a full property appraisal, the current cost of maintenance, and cost of needed demolition. Valuation was to be used to determine feasibility of purchasing the Mall for redevelopment into a mixed-use project including residential, office, and retail users.
Agency: Lauderdale Lakes CRA
Contact Name: Gary Rodgers
Telephone Number: (954) 676-3660

PROJECT: Mount Dora CRA, Market Plan & Evaluation for Economic Development, Mount Dora
DESCRIPTION: As the "antique capital of Florida," Historic Mount Dora wanted to evaluate their current standing in the region and look towards the future for its marketing potential. Duties included; intercept surveys of residents and tourists to determine their perception of the CRA area, and also to determine what was missing in their retail/shopping experience, a telephone survey of the residents of the City, in-depth market analysis of the surrounding area, including spending patterns and demographics and future marketing strategies.
Agency: City of Mount Dora, Florida
Contact Name: Gus Gianikas
Telephone Number: (352) 752-7113 x 1705

PROJECT: Consolidated Plan for Housing, Miami-Dade County, Florida
DESCRIPTION: PMG Associates, Inc. was the Prime contractor in charge of the completion of the 2007-2008 Consolidated Plan for Miami-Dade County which includes the development of the housing strategy for the entire county. This project was developed according to HUD regulations for the content and required analysis. Final approval was required by HUD. Elements of the Plan included a market analysis of housing for the county with emphasis on demand for Affordable Housing. Another key segment was the inclusion of a program to address homeless conditions throughout the area. The Action Plan for the next five years for the development and completion of programs and projects to address the housing needs was also included. The last element was the development of specific neighborhood revitalization plans to address needs including housing. The public input portion of this project was essential for the approval process as well as development of a comprehensive plan. As one of the NRSAs (Model City) in Miami-Dade County, was responsible for the coordination of community input and required analysis for the Consolidates Plan.
Agency: Miami Dade County
Contact Name: Selena Williams
Telephone Number: (786) 469-4100

PROJECT: Feasibility Study of Senior Housing Facility, Royal Palm Beach
DESCRIPTION: Services included the determination of demand for a Senior Housing Facility to be developed by the Village of Royal Palm Beach. The project included the determination of demand, criteria for selection of a developer, amenities and public input.
Agency: Village of Royal Palm Beach
Contact Name: Ray Liggins, Village Manager
Telephone Number: (561) 790-5103

PROJECT: Evaluation of Tax Rolls for CRA, Boynton Beach, Florida
DESCRIPTION: Services consisted of research, analysis and document preparation to evaluate the changes in the Tax Rolls covering the CRA area for the 2007 and 2008 Tax Years. In addition, a spreadsheet was developed that permitted an annual update of the data and allowed for comparisons in future years. PMGA represented the CRA, and its interests, with the Palm Beach County Property Appraiser's Office and assisted in resolving any discrepancies between the two years of data. All discrepancies were identified and presented to the CRA and the Property Appraiser's Office. The primary purpose was to resolve these discrepancies with the Appraiser's Office. The data files were prepared in such a manner as to permit future years to be appended to the file to identify and evaluate changes in succeeding years.
Agency: City of Boynton Beach CRA

PROJECT: Lake Worth Park of Commerce Redevelopment Agency Plan
DESCRIPTION: Completed a Community Redevelopment Plan for the area know as the Park of Commerce (POC) in the City of Lake Worth. This plan was submitted and accepted as in conformance with F.S. 163 Part III. The POC would be a sub-area of the existing Lake Worth Community Redevelopment Agency. Final Plan included; a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy as well as overall concept plan to revitalize the redevelopment area.
Agency: City of Lake Worth
Contact Name: Joan Oliva
Telephone Number: 561-493-2550

PROJECT: Commercial/Retail/Housing Market Evaluation–Northwest/Progresso-Flagler Heights CRA Area
DESCRIPTION: Was responsible for the development of a market study that analyzes mixed-use, residential, retail, commercial/office development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, "*Market-Based Community Economic Development*" as per the CRA's preference. Also included in the study were "catalyst projects" opportunities in the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.
Agency: City of Fort Lauderdale CRA
Contact Name: Albert Battle, CRA Director
Telephone Number: (954) 828-4514
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PROJECT: City of Destin, Florida and Harbor CRAs, Revenue Pro Formas
DESCRIPTION: Responsibilities included the development of a credible revenue pro-forma based upon current and future tax increment revenue and other sources of revenue. An understanding of the Destin and regional real estate markets was essential. Duties include; gathering information on the historical trends in assessed value and adjusted taxable value for the Harbor CRA, compiling available information on the known near-term development occurring within the CRA, preparation of a tax increment revenue pro-forma analysis showing the anticipated tax revenue attributable to the Harbor CRA tax increment and the comparison with the projected operating expenses of the CRA to yield the net revenue available for debt service and demonstrate the anticipated ability of the CRA to support the issuance of debt and preparation of reports and presentations to Boards.
Agency: Destin CRA
Contact Name: Greg Kisela
Telephone Number: (850)837-4242

PROJECT: Economic Environmental Study, City of Satellite Beach CRA, Satellite Beach
DESCRIPTION: Economic environmental study was performed for the CRA. This project consisted of an evaluation of the current economy, the market demographics, the strengths and weaknesses of the area, an inventory of the types of businesses that are currently available vs. what the population wants, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial vs. change to residential and a review of the City's current Redevelopment Plan. Analysis was completed through data collection and research, public meetings and stakeholder interviews.
Agency: City of Satellite Beach, Florida
Agency: City of New Satellite Beach

PROJECT: CRA Financial Consultant, City of Fort Lauderdale, Florida
DESCRIPTION: Assists the CRA with evaluations of proposed projects in redevelopment area. Prepares the financial analyses of the impacts of developments including projections of TIF and other revenues. The purpose of the analysis was to determine the total amount of revenues that were available to the City and the CRA and the ability to fund the required infrastructure improvements. Completed market demand study for the CRA to determine the need for a Publix grocery store in the target area. Taken into consideration were completed and approved developments (housing and commercial) in a three mile radius. Thus, the CRA was able to present the findings of the study to the corporate offices of Publix to persuade them to locate in the CRA area.
Agency: City of Fort Lauderdale CRA
Contact Name: Albert Battle, CRA Director
Telephone Number: (954) 828-4514

PROJECT: Consultant to Miami-Dade County Florida Municipal Advisory Committees for Incorporation Projects
DESCRIPTION: Consultant to Miami-Dade County Florida Municipal Advisory Committees (MACs) for overall evaluation of County generated "Impact to Unincorporated Municipal Service Area (UMSA) Budget Statements" to areas studying potential incorporation. The Impact to UMSA Statement is an estimate of the cost of providing services to a proposed incorporation area and of the revenues generated. The Statements are limited to general revenues and expenses and do not include proprietary or grant-related revenues or expenses. So that Resolution No. R-130-05 which is a County policy requiring an independent budget and service impact analyses for proposed municipalities is met PMGA is the consultant who is act as the independent third party with expertise in government operations and finance.
Agency: Miami Dade County
Contact Name: Jorge Fernandez, Jr
Telephone Number: (786) 469-4100

PROJECT: Housing Market Analysis for the Spartanburg County, SC Consolidated Plan
DESCRIPTION: Completing the Spartanburg County, South Carolina Housing Market Analysis for inclusion into the County's 5-year Consolidated Plan. Responsibilities included: community and agency outreach and contact with the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly, documentation of public and assisted housing, documentation of the general housing characteristics of the County, including the supply, demand, condition and cost of housing.
Agency: Spartanburg County, South Carolina
Contact Name: Brenda Oglesby/Kathy Rivers
Telephone Number: (864) 595-5300

PROJECT: Hope VI Market Study for the Housing Authority of the City of Durham, NC
DESCRIPTION: The Durham Housing Authority planned to build a variety of housing products in certain areas of Durham. The goal of this project was; 1-to determine market demand and its capacity to absorb affordable housing units based on the types of units; 2- to determine what, if any subsidy, must be committed to each homeownership phase to make these projects work; 3-to design and locate housing units that will be absorbed into the market in 90 days or less of completion, and finally to determine what obstacles exist to homeownership and affordable rents among the targeted market segment.
Agency: Durham Housing Authority
Contact Name: Shannon Pittsman-McLean
Telephone Number: (919) 667-2125 X214

PROJECT: Housing Market Assessment- Evans and Rosedale Area, Fort Worth, Texas
DESCRIPTION: The project consisted of a neighborhood housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.
Agency: City of Fort Worth, Texas
Contact Name: Patrina Newton
Telephone Number: (817) 392-8068

PROJECT: Bartow CRA Market Evaluation, Bartow
DESCRIPTION: As a municipality in Central Florida, Bartow, needed to evaluate the CRA and Historic Downtown Area market strengthens and weaknesses. Having a unique "small" town flavor, the CRA decided to take a look at their current competition in the surrounding area and to develop a market plan for the CRA area. Consideration was given to other competitive "historic" market draw areas and how Bartow would compete in the market and region.
Agency/Client: Civic Design Associates/House Partners
Contact Name: Jim Hill
Telephone Number: (7130 522-0815

PROJECT: Economic Development, Marketing and Research, Town of Davie CRA, Florida
DESCRIPTION: Purpose of the project was to conduct analysis of the market demands for the Davie Road area and to prepare recommendations that would lead to an overall marketing program for the corridor. Also included in this assignment, was the issuance and marketing of a RFP for a one-acre CRA owned parcel. A demand and trend analysis, demographic profile of residents and shoppers and a local and regional growth sector were completed. An examination of potential future housing for the CRA area was also undertaken.
Agency: Town of Davie, Florida
Contact Name: Mr. Will Allen
Telephone Number: (954) 797-2087

PROJECT: CRA Consultant, City of New Smyrna Beach
DESCRIPTION: Project consisted of a market study for the Historic West Canal Street Market Area of New Smyrna Beach, Florida. Consultant inventoried businesses, identified current and projected square footage, identified shortfalls and analyzed the sustainability and the market demand of the area. Projections of TIF and other revenues were the result from the evaluation.
Agency: New Smyrna Beach CRA
Contact Name: Noleen Foster
Telephone Number: 386-424-2265

PROJECT: Economic and Market Analysis/Economic Development – Town of Juno Beach
DESCRIPTION: A market demand analysis of the Juno Beach area defining the market demand, existing inventory and prospects for the future was under taken. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for the market. The analysis also made recommendations regarding mixed use developments.
Agency: Town of Juno Beach
Contact Name: Damian Peduto
Telephone Number: (561) 626-1122

PROJECT: Economic Redevelopment Plan/Market Analysis, Fort Collins, Colorado
DESCRIPTION: Responsibilities included the generation of a redevelopment program for the North College Avenue area of the City of Fort Collins. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for commercial, office, industrial and residential uses. Principal elements included input from the community and key stakeholders to determine the needs of the businesses and people in the target area and quality. Various specialized sub-areas were examined regarding strengths/weaknesses and attractions of capital to the sub-areas.
Agency: City of Fort Collins, Colorado
Contact Name: Clark Mapes
Telephone Number: (970) 221-6225 or (970) 221-6753

PROJECT: Florida Demographic Estimates and Update, Lauderdale Lakes
DESCRIPTION: Preparation of demographic estimates for the City of Lauderdale Lakes market area will be based on the identification of new residential and commercial projects within the boundaries that have not been included in demographics by the United States Census or studies supplied by outside marketing data firms. The demographics will include: additional housing units by type, population estimates, household income levels, disposable income and spending patterns. A final report will supply the methodology, presents the additional demographic data and offers a complete demographic analysis. The report will be suitable for use to potential business location analysis that depicts the true market demand for the area and the ability to support business development.
Agency: Lauderdale Lakes CRA
Contact Name: Gary Rodgers
Telephone Number: (954) 676-3660

PROJECT: East Miramar Redevelopment Strategies, Miramar
DESCRIPTION: The redevelopment of East Miramar required the analysis of the potential attraction of business and the rehabilitation of the existing housing stock. The study area is facing significant changes due to expansion of the highway (S.R. 7) and the modification of the business flow. Housing issues include the identification of substandard conditions and the impact on property evaluations. The plan was designed to address the deteriorating conditions of the area, and suggest programs to revitalize the area.
Agency: City of Miramar
Contact Name: Gus Zambrano

Telephone Number: (954) 602-3274

PROJECT: South Dixie Highway Corridor Redevelopment Plan, West Palm Beach
DESCRIPTION: Analysis of the development and redevelopment options available for this older neighborhood in the City of West Palm Beach was completed. The project included the evaluation of the housing and business sectors that are contained within the study area and those that are impacted from outside the target area. The analysis included the determination of the market demand for additional business, specific business for attraction and changes in evaluations of the property. Estimates of changes in the market were used to assist in determining financing options.
Agency: Glatting Jackson/AECOM

PROJECT: Socioeconomic Study for the City of Punta Gorda, Florida
DESCRIPTION: This project consisted of the total update of all demographics for the City of Punta Gorda since the last Comprehensive Plan Update. Two years ago (2005) this City was hit by a number of hurricanes and the demographics needed to be verified and explored extensively. Housing units by number and type were updated not only for the City but also the County. These population and housing demographics were projected to 2030.
Agency: City of Punta Gorda
Contact Name: Joan LeBeau
Telephone Number: (941) 575-3311

PROJECT: Market Study for the Central Business District, Summerton, South Carolina
DESCRIPTION: Conducted a Market Study for the Central Business District of Summerton, South Carolina. The study entailed a market and economic examination of the City's trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported. The specific strengths and weaknesses of the study area were identified, as was an assessment of the impacts on economic redevelopment, in the study area. The characteristics of the community were identified, which included the physical regulatory and human elements. Various factors, such as, land use configuration, zoning ordinances, other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures, and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were also addressed.
Agency: City of Summerton, SC

PROJECT: Marketing Services – Town of Summerton, South Carolina
DESCRIPTION: As a continuation of the Market Demand Analysis the next step was on the determination of the best opportunities for attraction of new businesses to the Town of Summerton. The business types defined in the Market Analysis formed the basis for the identification of potential recruitment. Two difference scenarios were completed for the Town. One scenario was for the current demographics and conditions and the second was looking into the future with the developments in the area that are known to be in the planning stages and that will be coming on-line.
Agency: City of Summerton, SC

PLACE PLANNING AND DESIGN
RELEVANT AFFORDABLE HOUSING & GRANT EXPERIENCE

Palm Beach County Disaster Recovery Initiative (DRI 3). Environmental Review for numerous project funded under the DRI 3 CDBG grant including:

- Belle Glade Housing Authority, Okeechobee Center
- Belle Glade Housing Authority, Osceola Center
- Boca Raton Housing Authority, Boca Island East
- Boca Raton Housing Authority, Dixie Manor
- In The Pines Phase 2
- PB County Housing Authority, Scattered Sites
- PB County Housing Authority, Marshall Heights
- PB County Housing Authority, Schall Landing
- PB County Housing Authority, Seminole Manor
- West Palm Beach Housing Authority, Robinson Villas

Also includes preparation of policies and procedures manuals (PPM's) for Palm Beach County Housing and Community Development State Housing Initiatives Partnership (SHIP), and HOME programs.

In The Pines, North, Phase 1 & Phase 2. Project management and CDBG grant administration for construction of 20-units (Phase 1) and 10-units (Phase 2) of affordable housing; competitive bidding; liaison to PB County Housing and Community Development for compliance with grant requirements, monthly status reporting, monthly reimbursement requests and final payroll approvals; coordination with design professionals on permitting; and monitoring construction progress. Phase I achieved LEED Platinum certification.

Barriers to Affordable Housing Analysis. Miami-Dade County, Florida, Brevard County, Florida, Collier County, Florida, the City of West Palm Beach, Florida and Spartanburg County, South Carolina. Collect and analyze data concerning potential barriers to the development of affordable housing including established public policies, zoning regulations, development regulations, and processes for approval of and incentives for the development of affordable housing; analyze existing affordable housing programs, interview stakeholders and obtain information on relative costs for acquisition of land and construction; prepare report for inclusion in consolidate plan.

Neighborhood Stabilization Program (NSP2), Adopt-a-Family of the Palm Beaches. Project management for the acquisition, renovation and new construction of 50-units of affordable

housing funded through the NSP2 (CDBG platform) program; assistance to negotiate agreements for purchase & sale, development and service delivery; due diligence analysis; renovation analysis; supervision of design professionals, general contractor; budget preparation; scheduling; permitting; construction; and close-out.

Providence Point Infrastructure, Habitat for Humanity of Hillsborough County, Florida. Project management and CDBG grant administration for constructing the infrastructure to support development of a 15-unit single-family subdivision; modification to grant agreements; underwriting; competitive bidding; oversight for compliance with grant requirements; preparation of monthly reimbursement requests and monitoring construction progress; and grant close-out and final payroll approvals.

Latona Avenue / Washington Avenue Streetscapes, City of Lake Worth. CDBG grant application and administration for construction of pedestrian enhancements and roadway upgrades; designer solicitation and selection; design coordination; neighborhood workshopping; competitive bidding; construction oversight; punch-listing; project/grant close-out.

Howard Park Ballfield Lighting, City of Lake Worth. CDBG grant administration for installation of new ballfield lighting; contractor selection; coordinating with the contractor and engineer through the construction / installation process; and final project close-out.

Lake Worth Municipal Pool, City of Lake Worth. Florida Recreation Development Assistance Program (FRDAP) grant administration for major renovation to municipal swimming pool; construction contract negotiation; monitoring project progress for compliance with the FRDAP grant requirements and submittal of final close-out documents to the State of Florida.

505 North K Street, Adopt-a-Family of the Palm Beaches. Project management services for this single-family home for very low-income; due diligence; design coordination; governmental approvals and permitting; construction administration; certificate of occupancy and turn over.

Second Avenue Apartments, Adopt-a-Family of the Palm Beaches. Project management for this award winning 9-unit apartment for very low-income families; due diligence study; design team selection; government approvals; selection of general contractor; permitting; assisted owner to meet requirements of and apply for grants; construction administration; certificate of occupancy; punch-list; and project turn-over.

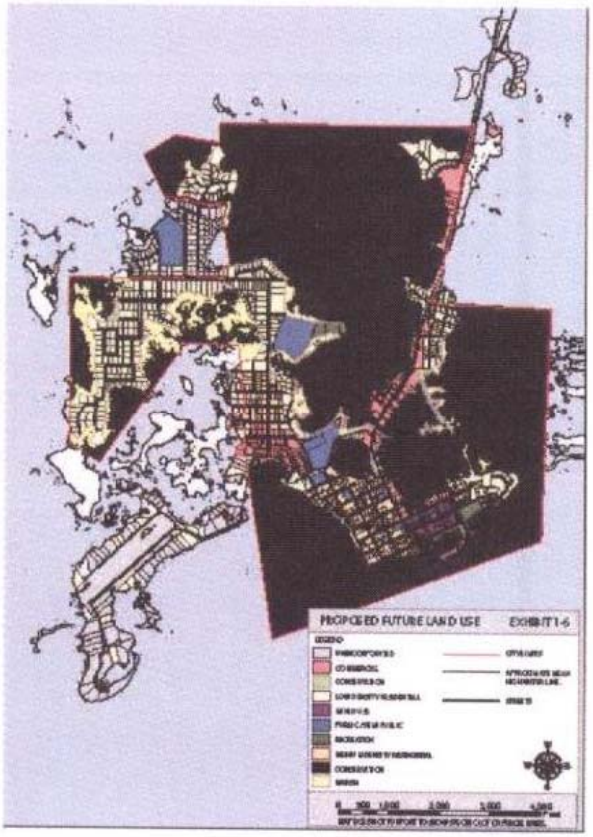
Oaks at Shannon's Crossing. Project management for this 100-unit affordable housing project for low income farm workers included construction observation; review of monthly contractor pay applications; coordination with bank inspector; preparation of owner's punch-list and coordinating with contractor for completion of punch-list items and final project close-out.

Eden Gardens. Project management services for this 88-unit affordable housing project for low-income farm workers includes coordination with design professionals and permit expeditor to obtain project building permits; construction observation; coordination with architect, owner and bank inspector on construction progress and pay applications; and preparation of owner's punch-list and coordination with contractor for completion of punch-list items and final project close-out.

Manatee Village. Project management services for this 27-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Pollywog Creek Commons. Project management services for this 84-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Affordable Housing Strategy – City of Belle Glade. Create strategic plan to encourage the development of affordable housing; collection of housing related data; stakeholder interviews; identified partnerships; strategies included removing regulatory barriers, formulating incentives, establishing policies to address development, evaluation of infrastructure, capacity building and promotions.



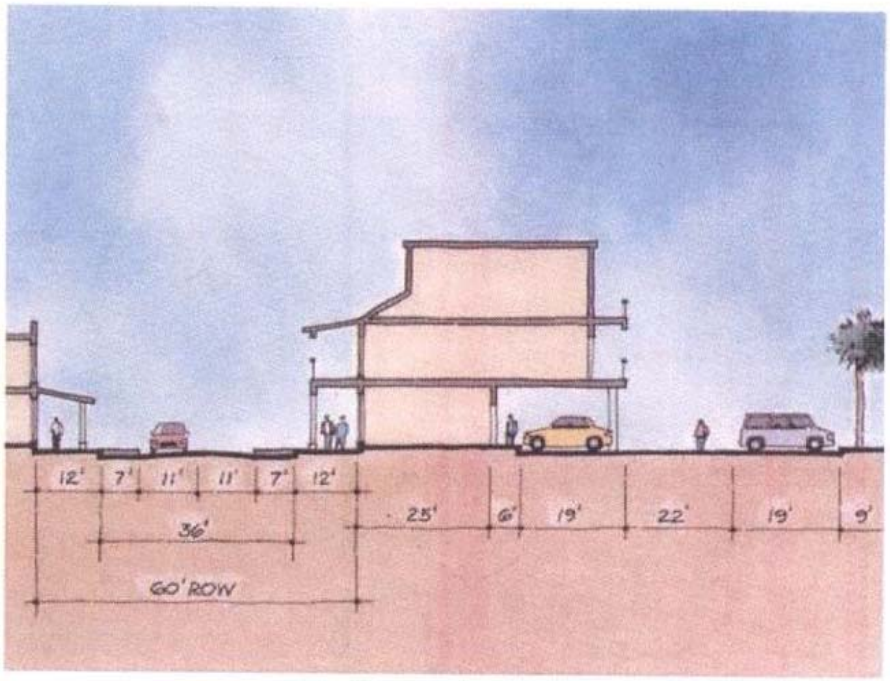
Cedar Key Redevelopment Master Plan

Client: City of Cedar Key, Florida

Cedar Key is one of the last vanishing species of traditional Florida fishing villages, one that has successfully made the transition from commercial fishing to aquaculture to maintain its viability as a working village. Despite that, the attractive gulf coast environment has placed intensive redevelopment pressures on the town that threaten to undermine its historic character.

CDA was engaged to prepare a specific and action-oriented CRA plan for the four-year old CRA, whose boundaries encompassed the entire city. This assignment was thus unusually comprehensive, indeed regional in scope. While the town is increasingly being populated by well educated and well-to-do retirees, they value the relaxed and low profile environment and are not trying to transform the town into the next waterfront resort. Even so, the the town is quite small, with a population of of about 1000, so that many of the commercial establishments in the downtown were clearly struggling in rapidly deteriorating buildings.

The vision of Cedar Key as a working village with a strong historic heritage and very protective of its natural environment had broad based community support. The challenge was to allow enough development, while channeling it into the appropriate places with the appropriate historic character, to allow some economic growth to occur. The development constriants, together with the natural market pressures, were expected to continue the strong real-estate appreciation of recent years, so that affordable housing strategies had to be a key part of the plan. The plan also had to include wide-ranging strategies for property annexation and natural resource protection in order to maintain and reinforce the desired character.

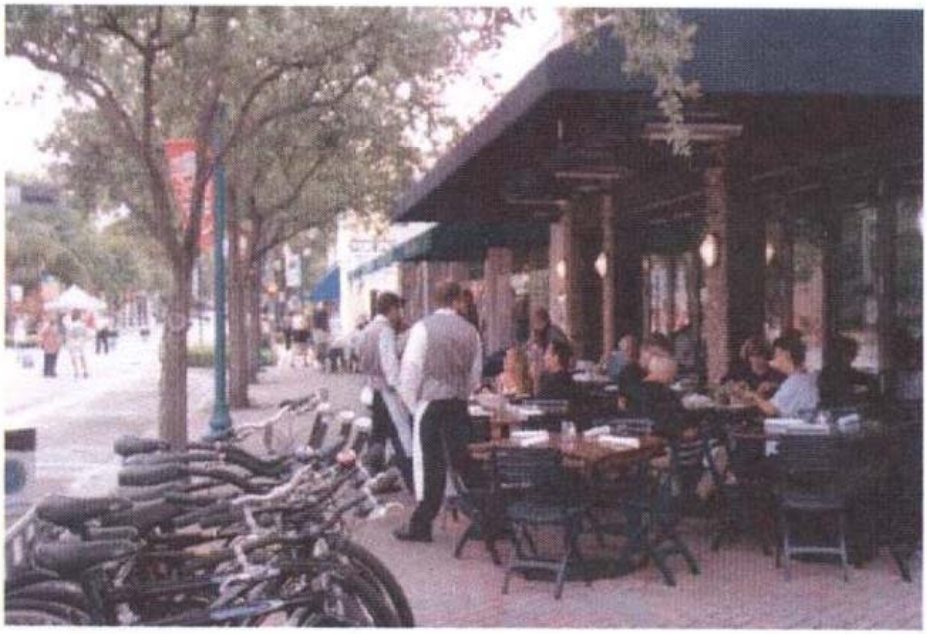


Delray Beach CRA

Client: Delray Beach CRA, Florida

Delray Beach, an older South Florida coastal town, is a successful example of comprehensive urban revitalization. Through its CRA, headed by town planner and CRA Director Christopher J. Brown, the city has overcome the typical problems of urban decline - the loss of an in-town resident population, failing retail and shops, rising crime rates, visual blight and incompatible land uses, traffic, and economic disinvestment. Particularly disturbing was the loss of community character in this once thriving seacoast town. The fundamental precepts of successful urban redevelopment in Delray Beach are:

- meaningful citizen involvement
- a visionary but practical redevelopment plan
- effective design standards and guidelines
- abillity to attract State and Federal funding
- detailed urban design plans for special subareas of distict
- street and highway beautification
- a strong downtown housing component
- public safety and security
- an emphasis on a walkable community, as a symbol of interactive neighborhood life
- centralized marketing of the downtown
- area-wide system of downtown parking
- strong land acquisition strategy



Golden Gate Redevelopment Plan

Client: Martin County, Florida

Golden Gate is a neighborhood of approximately 200 acres originally platted in 1925, one of the oldest communities in this part of South Florida. Over the years, the original single-family characte was transformed by a spate of multi-family development, which has attracted a diverse mix of ethnic and income groups. Dixie Highway, running along the western edge, is a typical automobile-oriented highway strip that negatively impacts the community.

The redevelopment plan calls for re-routing through traffic to the north, narrowing Dixie Highway, and proposing a calmer, more pedestrian-friendly streetscape lined with mixed-use buildings. An overlay zoning district will provide for a gradual transition of density from the commercial center to the existing residential areas. Street and alley improvements will discipline the street frontages, move parking to the rear of the lots, and provide a range of pedestrian amenities linked into a neighborhood-wide network of walks, passages, and bikeways.

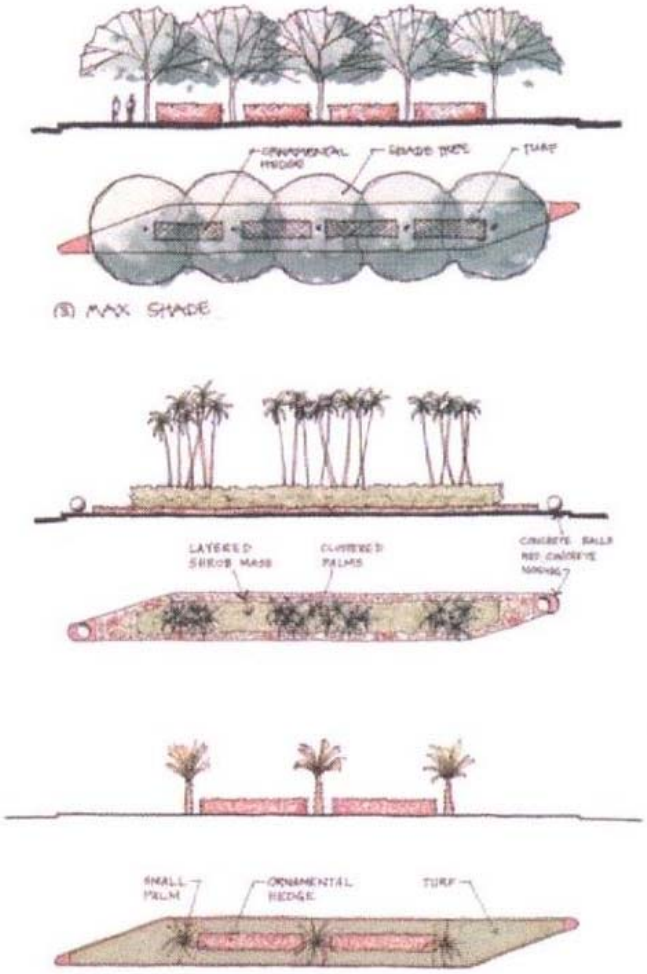
Community amenities are centrally located and enhanced in the form of an enlarged central park, a new Community Center and Charter School. This neighborhood center is closely linked to a mixed-use commercial center focused around a new plaza located on the improved Dixie Highway.

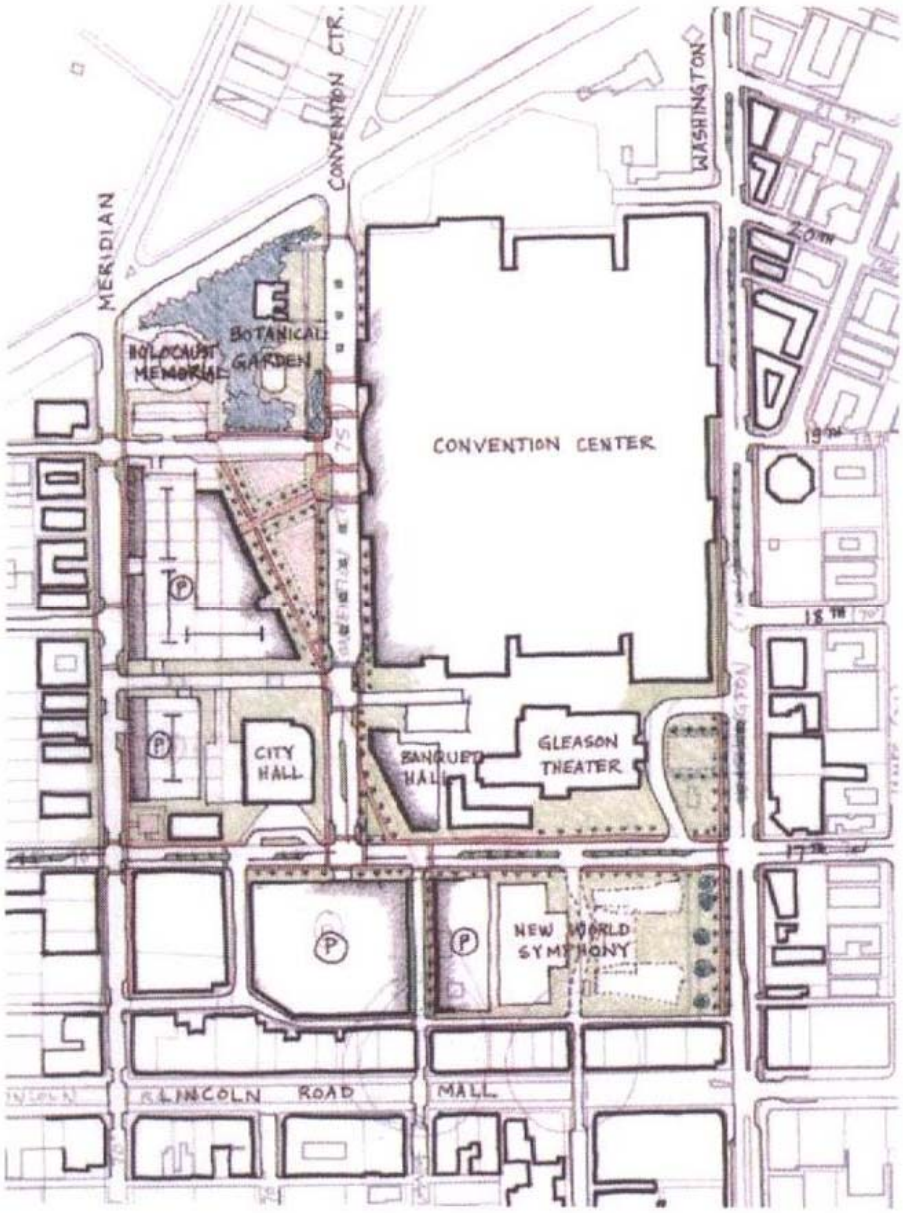
City Center Neighborhood Improvements
Southpointe Neighborhood Improvements

Client: The City of Miami Beach, Florida

Civic Design Associates, as a subconsultant to Chen and Associates, completed the design of streetscape improvements to two different neighborhoods in Miami Beach. The City Center, in particular, is a high profile area, including the area around the Convention Center, City Hall, and the avenues crossing Lincoln Road Mall. The scope of work involved extensive infrastructure improvements, including enhanced pedestrian oriented streetscape and landscape design. The project area included several historic districts, and the design work had to be coordinated with the Historic Preservation Board.

Both projects included an extensive public outreach process; the Southpointe area is heavily populated with an engaged and interested citizenry. While there was keen interest in the design aspects, the public was also very concerned with pragmatic issues like preserving a maximum of on-street parking.



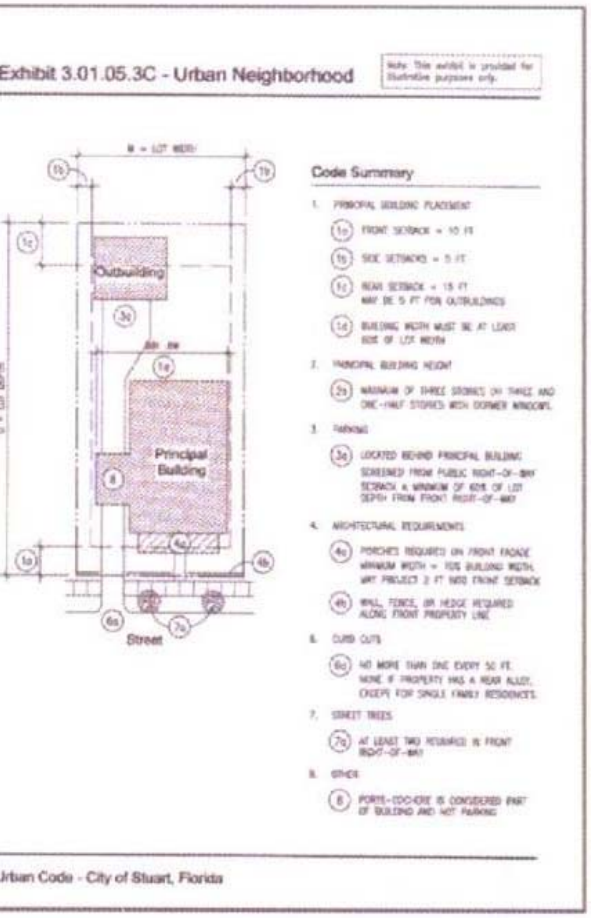


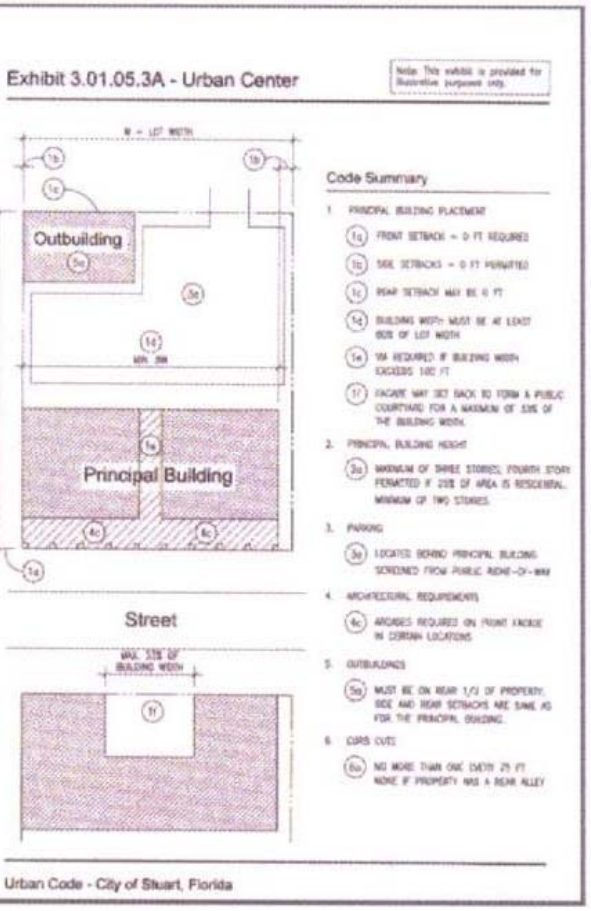
City of Stuart CRA Redevelopment Plan and Urban Code Revisions

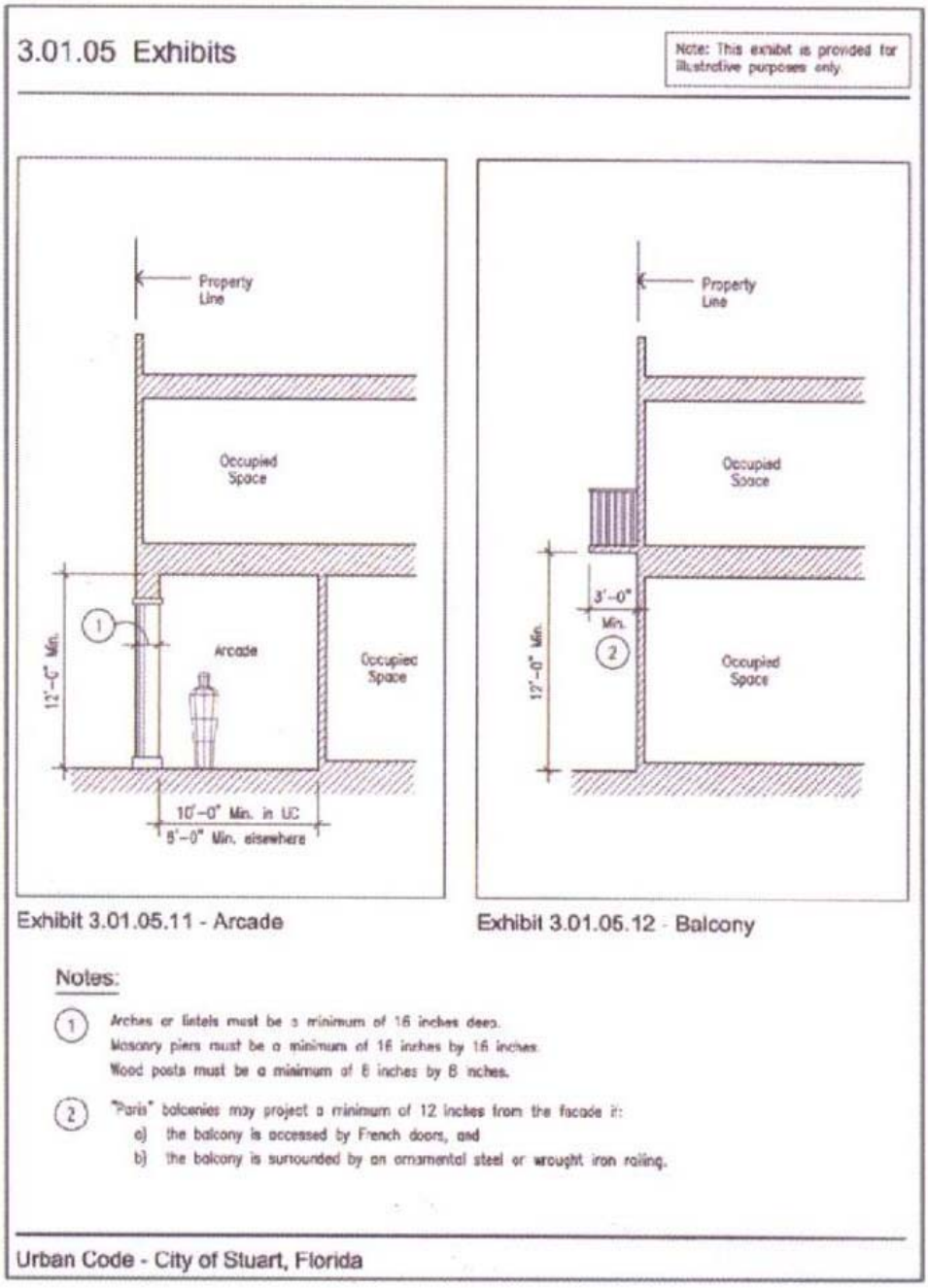
Client: The City of Stuart, Florida

CDA, in association with Correa Valle Valle, completed a Master Plan for the Stuart Downtown Community Redevelopment Agency (CRA). An integral part of the assignment was the revision of the Land Development Regulations for the Downtown Overlay District, the "Urban Code," several pages of which are reproduced here. These illustrations were a key element in making the code more user friendly and easily understood.

CDA also prepared the redevelopment plan to incorporate two expansion areas to the downtown CRA and guided the plan through the adoption process.







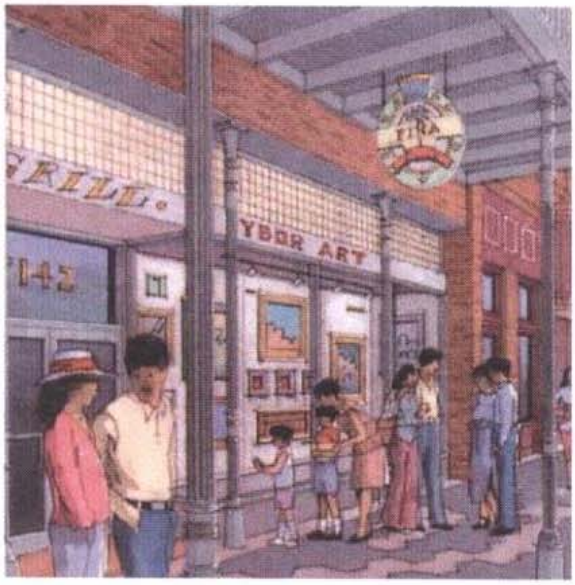
Westgate / Belvedere Homes CRA

Client: Westgate/Belvedere Homes CRA
Palm Beach County, Florida

Project Description:
This two square mile area of older, established development is strategically located near downtown West Palm Beach and Palm Beach International Airport, with convenient access to Interstate Persistent flooding problems have prevented the area from rede oping to its full potential, and a piecemeal approach to flood ret tion has fragmented the neighborhood fabric.

While the redevelopment plan had to allocate and consolidate considerable areas for floodwater retention, this was done with view to creating neighborhood open space amenities and creati valuable development parcels. A greenway system parallels the water features and ties the various areas together. The study ar contains a wide variety of uses ranging from stable single-famil areas, to highway-oriented retail strips, to a largely underdevelo neighborhood running along Westgate Avenue.

The plan calls for mixed-use development along Westgate Aven and Congress Avenue, with medium density residential develop transitioning to the single-family areas. Several airport-related could also be accommodated on some of the larger parcels, suc consolidated car rental facility and remote storage locations. Th are also several opportunities for high-value commercial develo ments along an improved connection to downtown West Palm Beach.



Ybor City Vision Plan

Client: City of Tampa, Florida

Ybor City, one of only two National Landmark Historic Districts in Florida, offers a rich heritage of architecture and a traditional urban neighborhood in close proximity to downtown Tampa. Earlier redevelopment efforts greatly liberalized the wet-zoning regulations for the area, so that it has now become known as the premier entertainment district in the region. Unfortunately, this has been accompanied by local notoriety as a "drinking mall" and has inhibited the successful development of daytime street life. While there is strong momentum to develop additional residential and office uses in Ybor City, this activity is at odds with the entertainment industry, which feels unfairly besieged by community sentiment.

The vision plan had to reconcile this fundamental conflict of uses and allow for the night-time activities to co-exist in harmony with other uses. Much of the plan dealt with regulatory strategies, but the preservation of the unique historic fabric was also identified as a priority. The continued consolidation of parking into structures would allow for additional compatible infill of surface lots, while the existing historic trolley provided for an opportunity for stronger connections to the nearby downtown and the residential growth in surrounding areas. An innovative lease space subsidy program was proposed to promote a more diverse mix of retail tenants into the streetfront spaces on Seventh Avenue, which serves as Ybor City's Main Street. Incentives were also provided to renovate historic facades in exchange for additional development rights within the district.

Key West Engineering Services
Key West, Florida

Estimated Completion Date
2013

Fee
$Varies

Client
City of Key West
Doug Bradshaw
3140 Flagler Avenue
Key West, FL 33041
(305) 809-3792

CMA provides general engineering to the City of Key West. The firm has completed 13 projects to date including the following:

Key West Public Transportation Facility - Chen Moore and Associates is responsible for the planning, design, permitting, design/build package preparation and overseeing construction for the City of Key West Department of Transportation Public Transportation Facility. The new facility serves as the transportation operations and administration building for the City of Key West and the primary terminal/transfer station for lower keys shuttle bus service, which serves Marathon to Key West. It provides parking for public transportation customers and employees.

Unique to this project is its proximity (immediately adjacent) to the City owned closed landfill and the project sites previous use as a solid waste to energy and solid waste transfer station operation. As a result of these elements, extensive coordination was necessary throughout the project to ensure closure of the adjacent landfill, appropriate demolition of existing onsite elements including lead based paint and asbestos testing, and testing to ensure proposed development would meet and/or exceed regulatory requirements. As part of the project, coordination was also necessary with the Federal Transit Administration to demonstrate compliance with National Environmental Policy Act requirements to secure project funding and with SFWMD to allow the development of the proposed project.

Structural Engineering Rehabilitation Services - Chen Moore and Associates designed and detailed a repetitive column repair at the Clayton Sterling Baseball Complex.

Navy Pedestrian Bridge at Key West's Truman Annex - Chen Moore and Associates provided engineering services during design and construction of the navy pedestrian bridge. These activities include technical assistance, shop drawings, submittal review, field observation, and meeting attendance. The purpose of the bridge is to provide Navy personnel access over the proposed road to Fort Zachary Taylor.

The bridge was placed in April 2010 after an eight month hiatus due to railroad artifacts discovered during the excavation of the piers. This pedestrian bridge will ultimately serve as the future gateway to Ft. Zachary State Park in Key West. Chen Moore and Associates provided third party engineering design review and construction engineering observation services.

Piano Shop/City Maintenance Building Structural Repair - CMA provided structural engineering services to repair a piano shop/City maintenance building.

Schooner Wharf Rebuild Engineering Services - Chen Moore and Associates provided landscape architecture and engineering services for a new restaurant renovation.

Waterfront Marketplace Warehouse Building - Chen Moore and Associates is providing repair documents for bidding, permitting and construction support services.

Cable House Structural Assessment - Chen Moore and Associates is providing a structural condition assessment report for the Cable House.

Duval Street Pedestrian Crosswalk Signals - Chen Moore and Associates provided countdown pedestrian crosswalk signals on Duval Street.
Structural Engineering Services for Generator Frame at Fire Station
Key West Bight Conch Republic Parking Lot
Key West Bight - Light Pole Connection
Turtle Kraals Wall-Engineering Services - CMA is repairing a damaged wall.
Historic Thompson Fish House Bldg-Engineering Services
Douglas Gym Emergency Shoring

MS4 Permit & Stormwater Utility Fee

Estimated Completion Date
2005

Fee
$69,000

Client
City of Marathon
Susie Thomas
9805 Overseas Highway
Marathon, FL 33050
(305) 289-4103

Chen Moore and Associates contracted with City of Marathon for the preparation of:

- Stormwater Utility Fee and Ordinance
- Roadway/Drainage Inventory Map
- MS4 Notice of Intent

Dr. Chen was responsible for the Stormwater Utility Fee of the project. The process included a large GIS component. The impervious area of a sample set of residential parcels was digitized using aerial interpretation in GIS. An Equivalent Residential Unit (ERU) analysis was completed by calculating the average impervious area per residential parcel. The impervious area for each non-residential lot was digitized and the number of ERUs was assigned. The total fee was established by analyzing the anticipated yearly public works program by the City. A weighted Stormwater Utility Fee was determined for each parcel based on ERUs. The list of parcels with fees was submitted to the tax authority. Dr. Chen then prepared the Stormwater Utility Ordinance for the City, including the fees for different types of land uses and assisted the City by explaining the processes and outcome to the City Commission at meetings. Chen Moore and Associates continues to do yearly re-assessments of the tax roll to account for changes in property ownership, new developments and appeals by residents.

Mr. McClair was the project manager responsible for the contract administration. He was also responsible for permitting efforts required for the DEP MS4 Permit. Part of the effort required obtaining the locations of drainage structures. There were very few drainage structures in the City. The team collected GPS coordinates of structures in the FDOT Right of Way from FDOT. These coordinates were collected by a contractor during the annual system cleaning program. This realized a low cost option for obtaining the necessary data.

Mr. Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years. Each road sign was photographed using a GPS camera developed by Chen, which captured GPS coordinates along with the images. This allowed for a GIS map to be created for the City with hyperlinks to the sign photos. It also allowed for better photo management essential for accurate reporting. This low cost methodology used the latest technical developments of its time to produce the high quality report.

Islamorada Detailed Roads Condition Survey and GIS Mapping

Estimated Completion Date
2002

Fee
$3,610

Client
Village of Islands, Islamorada
John Sutter
86800 Overseas Highway
Islamorada, FL 33036-0568
(305) 853-1685

Chen Moore and Associates provided GIS services to the Village of Islamorada, performing a roads inventory and conditional assessment for all roads in the Village. James Barton was project engineer for the roadway inventory, responsible for all data collection, assessing asphalt conditions, mapping street signs and writing the roadway conditions report. During this part of the project, every street was visited to collect field data for the GIS database. The pavement condition was assessed using a methodology similar to AASHTO Standards. The roads were segmented to allow for more control over reporting. Each road segment was photographed using a GPS camera and software developed by Chen, which captured GPS coordinates along with the images. This low cost methodology used the latest technical developments of its time to produce a high quality report. The final report prioritized roads to be rehabilitated or repaired, the types of repairs required and the estimated costs projected for 5 years.

City of Cocoa Beach
Annexation Study - South Area
Cocoa Beach, Florida

Estimated Completion Date
2004

Fee
$5,000

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

TAZ Maps
Pensacola, Florida

Estimated Completion Date
2008

Fee
$2,750

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen and Associates provided GIS services to PMG Associates for the production of large posted maps of 7 counties in North Florida. GIS was used to collect all data and produce the maps. The project was completed in August 2008 at a fee of $2,750.

Brevard County Boundary Maps
Brevard, Florida

Estimated Completion Date
2009

Fee
$1,890

Client
PMG Associates, Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps of Brevard County to PMG Associates.

Hillsboro Beach GIS
Hillsboro Beach, Florida

Estimated Completion Date
2009

Fee
$2,500

Client
PMG Associate, Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps/services for Hillsboro Beach, Florida.

County and Municipal Maps, Florida

Estimated Completion Date
2012

Fee
$22,000

Client
PMG Associates Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS maps for various Counties. Data sets were collected from various sources including County Data, City data and Census Data.

- Brevard County: Census data and baseline data was collected to create county wide demographic maps.
- Collier County: Census data and baseline data was collected to create county wide demographic maps.
- West Palm Beach: Census data and baseline data was collected to create city wide demographic maps. Data sets had to be adjusted to match City annexation areas.
- Miami Dade: Census data and baseline data was collected to create county wide demographic maps and bus route maps.
- Daytona Beach: Census data and baseline data was collected to create city wide demographic maps and bus route maps.

GIS Infrastructure Studies Projects, Florida

Estimated Completion Date
2014

Fee
$6,000

Client
PMG Associates Inc.
Philip Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

This project consists of analyzing existing infrastructure. Chen Moore and Associates is responsible for visiting the site, mapping the above-ground infrastructure including roads, lights and sidewalks. CMA also is responsible for mapping out areas of structural deficiencies, determining rehabilitation needs and creating cost estimates for rehabilitation.

Deerfield Beach Rate Study
Deerfield Beach, Florida

Estimated Completion Date
1989

Fee
$8,400

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Dr. Chen participated in the rate study for Deerfield Beach utilities system. This study was completed and a limited rate increase that will cover a five-year budget period was recommended and accepted by the City. In this study he reviewed the capital cost and annual O & M cost projections contained in the master plan and projected by the City's Utilities Department and prepared input to the computer model for the rate analysis.

Longwood Rate Study

Estimated Completion Date
2000

Fee
$4,500

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates was a subconsultant to the utility rate study firm of PMG Associates. Our responsibilities included the review the reasonableness of the capital improvement projects planned for the City's water, sewer, and drainage improvements. Dr. Chen also reviewed the large user agreement the City signed with the regional water and sewer provider to determine the impact on the customer rates.

Largo Annexation Study
Largo, Florida

Estimated Completion Date
2002

Fee
$17,180

Client
PMG Associates Inc
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City as a subconsultant to PMG Associates for the analysis of a specific unincorporated area being considered for annexation. GIS manipulation and presentation visually depicted the information gathered on maps rather than the traditional text report form. Chen Moore and Associates also provided field visits to verify the conditions of existing infrastructures.

Boca Raton - Phase I
Boca Raton, Florida

Estimated Completion Date
2002

Fee
$7,500

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Boca Raton as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to determine the condition of roadway and utility assets and costs were determined for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

City of Cocoa Annexation Study
Cocoa, Florida

Estimated Completion Date
2003

Fee
$15,000

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Chen Moore and Associates provided GIS services to the City of Cocoa Beach as a sub-consultant to PMG Associates to inventory all roadway and utility infrastructure of an unincorporated area being considered for annexation. Field studies were made to map and determine the condition of roadway and utility assets and estimate costs for rehabilitation. GIS was used to collect all asset data, calculate costs and present maps for the final report.

WASD Consumer Study
Miami-Dade County, Florida

Estimated Completion Date
2003

Fee
$17,500

Client
PMG Associates Inc.
Kathy Gonot
3880 NW 2 Court
Deerfield Beach, FL 33442
(954) 427-5010

Dr. Chen was a subconsultant to PMG Associates for a consumer satisfaction survey for the Miami-Dade Water and Sewer Department. He was responsible for all the large municipal users and ten of the largest commercial, industrial and institutional users. He was responsible for designing the survey questions, large users site visits, meetings, and compilation of survey reports.

10. References

Delray Beach CRA
Diane Colonna, Executive Director
20 North Swinton Avenue
Delray Beach, FL 33444
(561) 276-8640 Ext. 210
colonna@ci.delray-beach.fl.us

Jorge Fernandez
Miami Dade County Office of Management and Budget;
111 NW 1 St., 22 Floor
Miami, Florida 33128
(305) 375-1543;
jjorge@miamidade.gov

Sandra Smith, Director of Community Development
City of Casselberry, Florida
95 Triplet Lake Drive
Casselberry, Florida 32707
(407) 262-7700 X 1108
ssmith@casselberry.org

State of Florida
Department of State

I certify from the records of this office that PMG ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on March 21, 1984.

The document number of this corporation is G92502.

I further certify that said corporation has paid all fees due this office through December 31, 2014, that its most recent annual report/uniform business report was filed on January 20, 2014, and its status is active.

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

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

Ken Detzner

Secretary of State

Authentication ID: CC7980174413

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

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

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA:
Business Name: PMG ASSOCIATES INC

Receipt #: 327-12204
Business Type: BUSINESS/FINANCIAL/CONSULTANT (ECONOMIC MGNT CONSULTING)

Owner Name: KATHLEEN R GONOT
Business Location: 3880 NW 2 CT
DEERFIELD BEACH
Business Phone: 954-427-5010

Business Opened: 08/20/1984
State/County/Cert/Reg:
Exemption Code:

Rooms	Seats	Employees	Machines	Professionals
		1		

For Vending Business Only						
	Number of Machines:			Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
33.00	0.00	0.00	0.00	0.00	0.00	33.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

KATHLEEN R GONOT
3880 NW 2 CT
DEERFIELD BCH, FL 33442

Receipt #WWW-13-00107999
Paid 07/11/2014 33.00

2014 2015

Business Tax Office
150 NE 2nd Ave.
Deerfield Beach, FL 33441
Phone: (954)480-4333
E-mail: web.btr@deerfield-beach.com

City of DEERFIELD BEACH

Business Tax Receipt 2014-2015

Receipt Number: 15-00026881
Date Issued: 8/27/14

PMG ASSOCIATES INC
KATHLEEN R. GONOT
3880 NW 2 CT
DEERFIELD BEACH FL 33442

Classification: BUSINESS ADVISOR/CONSULTANT
Business Location: 3880 NW 2 CT
Applicant : CONSULTANT
Control Number: 0190210

Tax Amount:$ 117.60	Add. Fees:$ 0.00	Penalty:$ 0.00	Total Amount Paid:$ 117.60

Notice: This Tax Receipt becomes NULL and VOID if ownership, business name, or address changed. Business owner must apply to Business Tax Office for Transfer.

Detach and retain for your records

*** Business Tax Receipt ***
2014-2015

- This Business Tax Receipt represents proof of payment of your Business Tax Fee for the period of October 1st to September 30th. Please exercise diligence in maintaining this receipt.
- Once you have obtained a Deerfield Beach Business Tax Receipt, you will be sent a renewal notice each year beginning July 1st, (90 days prior to expiration) to the address listed on the Receipt. Please check all Receipt information and report any errors to us immediately. The City may impose fines and penalties for failure to renew this Receipt.
- Your current Receipt shall be posted so that it is able to be viewed by anyone upon entering your place of business.
- If you change your business name, ownership or location, you must apply for a new Tax Receipt.
- If you have more than one location, you must obtain a Receipt for each location.
- For information on signage regulations, visit the City's website at www.deerfield-beach.com/signage.

Increase traffic to your business by participating in the City's Recycling Rewards Program!
Residents who recycle on a regular basis are accumulating points to be redeemed for rewards at participating businesses to claim discounts and gift certificates. Participating businesses see increased traffic from this program and those that have a commercial recycling account serviced by the City receive additional rewards.

To learn how to have your business become a Rewards Partner, please contact Recycling Perks at infor@recyclingperks.com. For Information on how to set up a commercial recycling account, contact the City's Recycling Division at 954-480-4454.

This Receipt does not represent an endorsement or certification of the business listed herin by the City of Deerfield Beach.

Insurance details for RFP # 003-14

The requested insurance coverages are on the following pages. As my General Liability Insurance Carrier covers the Workers Compensation, Auto Liability, General Liability and the Umbrella, all those are on one page. Please note that she has also send the renewal of these as the policies renew at the end of this month. So you will have the documents requested through the end of September 2014 and then the document started October 1, 2014 that is good for a year. My Insurance Agency must order the completed endorsed forms that are included in your package from the Carrier. Only the Carrier can do this. At the present time the Carrier has confirmed that they will be sending the forms to me, my insurance agency and the City ASAP but do not have the forms available at this moment. As PMG Associates has used Nationwide/Depositors and Technology companies for many years I, Kathleen Gonot will have to swear to the City of Key West that these will be forwarded as soon as they are received.

Again they, the four types of insurance forms requested have been ordered from the Carrier but I am unable to secure them at this exact time.

The Professional Liability is on another page.

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 09/15/2014

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

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

PRODUCER
Flag Insurance Services
84 Court Street
Freehold, NJ 07728

CONTACT NAME: Mark Diette
PHONE (A/C, No, Ext): 732-462-8929 FAX (A/C, No): 732-577-8836
E-MAIL ADDRESS: Acarlton@flag4u.com

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Philadelphia Indemnity Insurance Co.	18058
INSURER B :	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
PMG Associates, Inc.
3880 NW 2nd Court
Deerfield Beach, FL. 33442

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	GENERAL LIABILITY						EACH OCCURRENCE	$
	☐ COMMERCIAL GENERAL LIABILITY						DAMAGE TO RENTED PREMISES (Ea occurrence)	$
	✓ CLAIMS-MADE ☐ OCCUR						MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
							GENERAL AGGREGATE	$
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG	$
	☐ POLICY ☐ PRO-JECT ☐ LOC							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ☐ NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						☐ WC STATU-TORY LIMITS ☐ OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N ☐ (Mandatory in NH)	N/A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability			PHSD889515	01/01/14	01/01/15	$1,000,000 Per Claim $1,000,000 Aggregate $2,500 Per Claim Deductible	

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

CERTIFICATE HOLDER

City of Key West
P.O. Box 1409
Key West, Fl. 33041-1409

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 9/16/2014

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

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

PRODUCER
FULTON AGENCY INC
1301 E Oakland Park Blvd
Oakland Park, FL 33334

CONTACT NAME: CAROL WIGGIN
PHONE (A/C, No, Ext): (954) 776-9015 FAX (A/C, No): (954) 351-9913
E-MAIL ADDRESS: carol@fultonagency.com

INSURER(S) AFFORDING COVERAGE	NAIC#
INSURER A : DEPOSITORS INSURANCE CO	
INSURER B : TECHNOLOGY INSURANCE COMPANY	
INSURER C :	
INSURER D :	
INSURER E :	
INSURER F :	

INSURED
PMG Associates, Inc.

3880 NW 2 Ct
Deerfield Beach, FL 33442

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC	x	Y	ACP5935141742	9/27/13	9/27/14	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG	$ 1,000,000 $ 300,000 $ 5,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS X HIRED AUTOS SCHEDULED AUTOS X NON-OWNED AUTOS	X	Y	ACP5935141742	9/27/13	9/27/14	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$ 1,000,000 $ $ $ $
A	C UMBRELLA LIAB EXCESS LIAB DED RETENTION $	X	Y	ACP5935141742	9/16/14	9/27/14	EACH OCCURRENCE AGGREGATE	$ 2,000,000 $ 2,000,000 $
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	TWC3399796	2/04/14	2/04/15	WC STATU-TORY LIMITS X OTH-ER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT	 $ 1,000,000 $ 1,000,000 $ 1,000,000

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

CERTIFICATE HOLDER INCLUDED AS ADDITIONAL INSURED. 30 DAYS CANCELLATION.ENDORSEMENTS ADDING ADDITIONAL INSURED AND WAIVER OF SUBROGRATION ENDORSEMENT TO BOTH LIABILITY AND WORKERS COMPENSATION COVERAGE HAVE BEEN ORDERED FROM CARRIER.

CERTIFICATE HOLDER

CITY OF KEY WEST

P O BOX 1409
KEY WEST, FL 33041-1409

CANCELLATION

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AUTHORIZED REPRESENTATIVE

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INSURED
PMG Associates, Inc.

3880 NW 2 Ct
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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY PRO-JECT LOC	x	Y	ACP5945141742	9/27/14	9/27/15	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS	X	Y	ACP5945141742	9/27/14	9/27/15	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	C UMBRELLA LIAB C OCCUR EXCESS LIAB CLAIMS-MADE DED RETENTION $	X	Y	ACP5945141742	9/27/14	9/27/15	EACH OCCURRENCE	$ 2,000,000
							AGGREGATE	$ 2,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	Y	TWC3399796	2/04/14	2/04/15	WC STATU-TORY LIMITS X OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
CERTIFICATE HOLDER INCLUDED AS ADDITIONAL INSURED. 30 DAYS CANCELLATION.ENDORSEMENTS ADDING ADDITIONAL INSURED AND WAIVER OF SUBROGRATION ENDORSEMENT TO BOTH LIABILITY AND WORKERS COMPENSATION COVERAGE HAVE BEEN ORDERED FROM CARRIER.

CERTIFICATE HOLDER

CITY OF KEY WEST

P O BOX 1409
KEY WEST, FL 33041-1409

CANCELLATION

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AUTHORIZED REPRESENTATIVE

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

To all prospective proposers:

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

Exhibit A. Insurance and Indemnification

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

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

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

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

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

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

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

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

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

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

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

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

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

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

[signature]	PMG ASSOCIATES, INC
Signature	Name of Business

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF ~~MONROE~~ BROWARD

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

BY: [signature] / KATHLEEN R. GONOT

Sworn and prescribed before me this 15 day of Sept, 2014

NOTARY PUBLIC, State of Florida [signature]

My commission expires: July 15, 2017

STEPHEN C GONOT
Notary Public - State of Florida
My Comm. Expires Jul 15, 2017
Commission # FF 000216

CONE OF SILENCE AFFIDAVIT

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

STATE OF FLORIDA)

: SS

COUNTY OF BROWARD)

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

Sworn and subscribed before me this

15 day of September, 2014.

NOTARY PUBLIC, State of FLORIDA at Large

STEPHEN C GONOT
Notary Public - State of Florida
My Comm. Expires Jul 15, 2017
Commission # FF 000216

My Commission Expires: July 15, 2017

EQUAL BENEFITS FOR DOMESTIC PARTNERS AFFIDAVIT

STATE OF FLORIDA)

: SS

COUNTY OF BROWARD)

I, the undersigned hereby duly sworn, depose and say that the firm of PMG ASSOCIATES INC

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

By: KATHLEEN R. GONOT

Sworn and subscribed before me this 15 day of SEPTEMBER 2014

NOTARY PUBLIC, State of FLORDA at Large

My Commission Expires: July 15, 2017

STEPHEN C GONOT
Notary Public - State of Florida
My Comm. Expires Jul 15, 2017
Commission # FF 000216

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

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

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

1. This sworn statement is submitted to

   by KATHLEEN R. GONOT / PRESIDENT
   (print individual's name and title)

   for PMG ASSOCIATES, INC
   (print name of entity submitting sworn statement)

   whose business address is 3880 NW 2CT, DEERFIELD BCH, FL 33442

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

   59-2383513 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

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

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

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

1. A predecessor or successor of a person convicted of a public entity crime: or

2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members and agent who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment of income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1) (e), Florida Statute means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies). X X Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989. X KG PMGASSOC.

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

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

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

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

(SIGNATURE) 9/15/2014 (DATE)

STATE OF FLORIDA

COUNTY OF BROWARD

PERSONALLY APPEARED BEFORE ME, the undersigned authority KATHLEEN R. GONOT
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 15 day of SEPT, 2014

NOTARY PUBLIC

My commission expires: July 15, 2017

STEPHEN C GONOT
Notary Public - State of Florida
My Comm. Expires Jul 15, 2017
Commission # FF 000216