RFP#
#004-14

LAND DEVELOPMENT REGULATION AMENDMENTS

Prepared For:

CITY OF KEY WEST
3126 Flagler Avenue
Key West, Florida 33040

Due Date/Time:
September 24, 2014
3:00 P.M.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS™

Original

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Calvin, Giordano & Associates, Inc.
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September 24, 2014

City Clerk's Office
City of Key West
3126 Flagler Avenue
Key West, Florida 33040

RE: RFP 004-14, Land Development Regulation Amendments

Dear Selection Committee Member

Calvin, Giordano & Associates, Inc. (CGA) is pleased to submit our qualifications for consideration to provide **PLANNING CONSULTANT SERVICES FOR PREPARATION OF LAND DEVELOPMENT REGULATION AMENDMENTS** as set forth in and pursuant to the Request for Proposals. We have assiduously reviewed the scope of services desired by the City of Key West, and have selected a project team with the necessary experience and skills to successfully complete all requested deliverables.

CGA is a well-established multi-disciplinary firm with offices located in Fort Lauderdale, West Palm Beach, Port St. Lucie, Homestead, Clearwater, Jacksonville, Florida and Atlanta, Georgia. For more than 77 years, our firm has been providing consulting services to both private and public clients. CGA's mission is to provide innovative planning services that exceed client expectations. With a diverse team of professionals and technical staff, CGA possesses the expertise and experience that encompasses all facets of the planning and development process. CGA provides current, comprehensive planning and/or zoning services to several municipalities throughout Florida. CGA's planning staff possesses a thorough and complete understanding of planning processes from both a public and private perspective and from municipal to state authority. At CGA, our staff continually monitors state legislation for its impact on both the public and private sector. We also keep abreast of all county and municipal ordinances affecting land use, zoning and site plan regulations.

As evidenced in our submittal and examples of work, our experience and continued involvement with our local government clients over an extended period of time attests to our ability to deliver quality services that result in continuing long-term relationships.

Several of our CGA planners currently serve as consulting staff members as well as Community Development Directors for several municipalities. This responsibility requires complete understanding of planning policy and historic precedence to prepare sustainable, community-oriented long range planning analyses, master plans and to equitably administer zoning and development codes. This role also requires stellar written and verbal communication skills and the ability to maintain professional working relationships with not only colleagues and staff persons but also municipal officials, neighborhood activists and the community at-large.

Our extensive work in the South Florida area has prepared us to efficiently address a multitude of local and regional planning issues such as:

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

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- Zoning/land use regulation
- Comprehensive planning
- Zoning review and analysis
- Urban planning and design/Town Centers
- Creating new land use categories
- Land use Amendments
- Rezoning
- Platting
- Permitting

CGA has had the unique position of both drafting and implementing land development regulations and zoning ordinances for many of our clients. As such, we are well aware of the need for regulations to be clear, concise and easily implementable in order to eliminate delays and streamline the review and permitting process. Equally important is the capability to arrive at a consistent interpretation of the ordinances, which are in effect across the board. For this particular project, we have teamed with RBC Solutions, Inc. for their particular experience in historic preservation matters.

I, Shelley Eichner, AICP will serve as the Principal-in-Charge and Richard Cannone, AICP will serve as the Project Manager. Our contact information follows:

Principal-in-Charge
Shelley Eichner, AICP, Senior Vice President
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Thank you for giving us the opportunity to respond to this solicitation. I know that given the opportunity, CGA's extensive county and local government planning experience and expertise can provide the quality services the City of Key West desires and expects.

Sincerely,
CALVIN, GIORDANO & ASSOCIATES, INC.

Shelley Eichner

Shelley Eichner, AICP
Senior Vice President

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

SECTION 1
INFORMATION PAGE

RFP #004-14
LAND DEVELOPMENT REGULATION AMENDMENTS

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INDIVIDUAL AUTHORIZED TO MAKE REPRESENTATIONS FOR CALVIN, GIORDANO & ASSOCIATES, INC.
SHELLEY EICHNER, AICP
Senior Vice President
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PROJECT MANAGER
RICHARD CANNONE, AICP
Planning Administrator
rcannone@cgasolutions.com

September 24, 2014

SECTION 2
ORGANIZATIONAL CHART

All of the services proposed to be provided by Calvin, Giordano & Associates, Inc. will be provided out of our fully-staffed Fort Lauderdale Headquarters office, located at 1800 Eller Drive, Fort Lauderdale, Florida.

SECTION 3
COMPANY INFORMATION

Calvin, Giordano & Associates, Inc. (CGA) is a multi-disciplinary firm that has been located in Fort Lauderdale for over seventy-seven (77) years. The company has grown from a small, two-person surveying firm to over three hundred (300) employees, expanded geographically with offices in Fort Lauderdale, West Palm Beach, Port St. Lucie, Homestead, Clearwater, Jacksonville and Atlanta, Georgia.

Calvin, Giordano & Associates has strategically added an exceptionally broad range of services to meet our clients' needs. Our professional services include:

- Building Code Services
- Coastal Engineering
- Code Enforcement
- Construction Engineering & Inspection
- Construction Services
- Data Technologies & Development
- Emergency Management Services
- Engineering
- Environmental Services
- Governmental Services
- Indoor Air Quality
- Landscape Architecture
- Municipal Engineering
- Planning
- Public Administration
- Redevelopment & Urban Design
- Renewable Energy
- Resort Development
- Surveying and Mapping
- Transportation Planning and Traffic Engineering
- Utility & Community Maintenance Services
- Water Resources Management

Since its inception, CGA has served as a professional consultant to various municipalities throughout South Florida, including **Bay Harbor Islands, Dania Beach, Doral, Hallandale Beach, Hollywood, Homestead, Medley, Miami Gardens, Miami Springs, North Lauderdale, North Miami Beach, Palm Beach, Palmetto Bay, Parkland, Pembroke Pines, Riviera Beach, Sunny Isles Beach, Surfside, Tamarac** and **Weston,** many of which have been repeated clients for more than ten (20) years.

SUB-CONSULTANT
RBC SOLUTIONS INC.

RBC Solutions Inc. is a Sub-chapter S Corporation established to provide strategies and solutions to complex issues for both government agencies and private companies. Its principles are Roger Carlton who had a 43 year career working with local and federal agencies predominantly in the area of public private partnerships, negotiating development agreements many of which included historic structures and financing infrastructure. Beth Carlton had a 35 year career with Miami-Dade County FL serving in a variety of administrative roles including public housing, procurement and employee benefits.

Below is a list of their sample projects:

1. As a USDHUD Community Development Rep. in Louisville, KY. assisted local communities with obtaining HP Grants. Projects included Actor's Theatre of Louisville (National Historic Landmark) merger of Bank of Louisville Building with Meyers Thompson Display Building to create a new lobby and entrance for this highly acclaimed regional drama company.

2. Restoration of Abraham Lincoln family log home near Hodgenville, KY. This has morphed into a National Park Historic site.

3. As an Assistant to the County Manager in Pinellas County FL worked with the Junior League and a cadre of volunteer craftsman to establish Heritage Village which now houses numerous relocated late 1800's/early 1900's residential and commercial historic structures that would have been demolished without this central repository that interprets the history of that period.

4. As Director of the City of Miami Department of Off-Street Parking (Miami Parking System) managed Gusman Cultural Center (the 1750 seat Eberson designed Olympia Theatre and office building) in downtown Miami. Originated the "Eight Singular Sensations" series which quadrupled attendance and brought the operation into fiscal balance.

5. As City Manager of Miami Beach, FL developed funding for the Lincoln Road redevelopment project including preservation of various elements originally designed by Morris Lapidus (designer of the Fountainbleau Hotel). Built the Leow's Hotel parking and the Ballet Valet parking structures which incorporated the facades of historic buildings located on the sites and won support of local preservationists. Developed funding for the Bass Museum of Art expansion project which was designed by Arata Isosaki as a sensitive edition to the original Lester Pancoast Building. Assisted the Jewish Museum of Florida with their adaptive reuse of a synagogue. Worked closely with the ownership of Joe's Stone Crab to expand their facility and create a parking structure. Participated in the Versace Mansion redevelopment of Casa Causarina with the inclusion of the Revere Hotel site. Won support from the entire community for a major expansion of the original Barbara Capitman and Miami Design Preservation League Art Deco District boundaries.

6. As Town Manager of Surfside, FL directed the negotiation of a development agreement for the historic Surf Club project which preserved the original building and allowed a $450 million residential building to sensitively surround the protected/designated structure.

7. Was a member of the Miami Dade County Historic Preservation Board appointed by then County Commissioner and know Mayor Carlos Gimenez.

8. Unique experience with all elements of historic structure adaptive reuse, Business Improvement Districts and hotel, retail, residential and parking development in historic areas and districts.

SECTION 4
METHODOLOGY AND APPROACH

CGA provides professional planning services based on the philosophical approach that does not result in a formulaic, cookie-cutter approach, but rather the result of extensive research into the existing conditions that give rise to generate development forms that are contextually driven and responsive to the uniqueness of Key West. Additionally we believe that the services and work-products rendered should generate solutions that are implementable -not 'pretty pictures' that do not take into account the regulatory and budgetary realities of design solutions. We understand that successful implementation of any project is driven by not just that which is desired, but one which is achievable.

The team created for this project has many years of multi-disciplinary expertise working with municipal and local governments, quasi-governmental entities, private sector clients, and developers, community and neighborhood based organizations and public outreach throughout Florida. We will utilize this broad base of knowledge and expertise throughout the information gathering, concept formulation, document design, technical writing, and implementation phases to create land development regulations.

With a diverse team of professionals and technical staff, CGA possesses the expertise and experience that encompasses all facets of the planning and development process. CGA provides current, comprehensive planning and/or zoning services to several municipalities throughout south Florida and has acted as the primary Development Review Committee (DRC) consultant for a number of municipalities. CGA's planning staff possesses a thorough and complete understanding of planning processes from both a public and private perspective and from municipal to state authority.

UNDERSTANDING THE TASK

The challenges facing the City of Key west are unique but all too familiar to CGA. CGA's philosophy is that every area is unique and therefore requires a tailored approach in order to provide a product the client and community will be satisfied and successful with. Often time's land development and zoning codes are "borrowed" from other communities without analyzing the effect not only on the property, but on other sections of the code. While the land development code is a legal document, it should not read like the IRS tax code, but rather as predictable, clearly written set of regulations that doesn't require additional manuals or guides and is easily understood from a homeowner to a seasoned developer.

Our experience in professional planning for municipalities and private development keeps us abreast of cutting edge, innovative planning and development trends and practices. Having the opportunity to serve as the in-house planners for a variety of communities in south Florida has provided CGA with a keen ability to "think outside the box" when analyzing problems and identifying and testing solutions. These consummate problem solving skills and constant "feet on the ground" provides CGA planner with a unique skill set, coupled with in-house multi-discipline team members, solutions can be analyzed quickly, efficiently and comprehensively.

CGA is committed in assisting the City address and with the data and analysis necessary to support the update of the land development code. We will use our multi-disciplinary experience to help you develop a complete understanding of the complex issues and opportunities available. We will work jointly with City staff and community stakeholders to gauge realistic and practical solutions to address needs which are going to affect future demands characteristics specific to the City. We will use this information to identify opportunities, resolve challenges with all the stakeholders, and develop a sound long term strategy for the City.

One essential and integral aspect of our design processes is public participation. CGA has coordinated workshops to present, discuss and obtain feedback for many issues revolving around our varied and experienced municipal work. After we typically involve the community in establishing the goals, objectives and policies for the project, we engage them in the development of scenario alternatives and in design resolutions for the issues that are either shared by the community at large or which need to be compromised.

CGA is not only able to develop, communicate and solicit discussions about a larger vision affecting issues of community and urban design, but we are experts in the processes translating larger visions into the more detailed-specific components, such as the design and placement of gateway features, streetscape improvements, view corridors, effect of new setback standards, equally distributed neighborhood improvements, land development and zoning codes and the implementation of design guidelines and graphics.

APPROACH

As the term implies, "planning" is a transitory, ever changing process. Municipalities must be able to respond to changing land use and development patterns that emerge over time, while incorporating innovation and remaining compliant with planning and zoning changes at the County or State level. As such, Land Development and Zoning Regulations are often revised and amended in a piecemeal fashion in response to these changing rules or regulations or in order to adequately address a particular development or issue. The result is that regulations become disjointed, difficult to follow, internally inconsistent, and out-of-date.

CGA prides itself in developing ordinances which are tailor made for each community, balancing the existing character with a desire to introduce new and innovative design aesthetics and planning principles – like sustainability - into a community's fabric. As discussed at the resubmittal conference and shown during the tour, past updates to the code did not take in account preexisting development patterns and the uniqueness of City of Key West. While both "New Town" and "Old Town" have different redevelopment challenges, the key is improving on the connectivity of these neighborhoods and build on the symbiotic relationships through landscape and streetscape design, public realm improvements and complete streets.

CGA staff has the unique position of drafting, implementing, and regulating Unified Land Development Codes and zoning ordinances for many of our clients who range from small towns to rural areas and large municipalities. As such, we are well aware of the need for regulations to be clear, concise, relevant and easily implementable so as to eliminate delays, streamline the review and permitting process and achieve the desired results within the built environment. Equally important is the capability to arrive at a consistent interpretation of the ordinances which are in effect across the board.

During start-up, CGA will work closely with the City staff on the start-up agenda, site visit itinerary, schedule and review of key contractual issues. These will include schedule, report and invoice formats, and other day-to-day administrative and management issues. CGA will carry out a project review and update, and identify constraints and project parameters. These

tools and procedures will be presented to the City and the Team at the Kick-Off meeting.

CGA will coordinate the kick off meeting with the City and its designated "Working Group". The purpose of the kick off meeting will be to:

- Confirm project goals and objectives
- Collect all base information such as plans, studies, reports and any other documents available from the City on the existing parks system, programs and planned expansion/ improvement programs. All existing drawings will be provided to CGA for reproduction and the creation of a project resource data base.
- Establish organizational responsibilities and relationships between and among the City and the Team
- Agree upon management tools and procedures, setting standards to be followed for the duration of the project.
- Agree on the project schedule, timing and content of workshops, record keeping standards, and communications with the City, distribution procedures, meeting dates, public notification and preliminary and final submissions.
- Discuss ongoing and/or planned City projects, community issues, and other items that serve to frame the context of the plan.
- Review and discuss with staff strike through and underline draft land development code

The Working Group could be comprised of representatives from Planning along with Building and Zoning, Historic Resources, Development, Public Works, Parking, Public Service, Planning and other applicable Departments dependent upon the issue. The city's Development Review Committee (DRC) could also serve as a forum for discussion.

An annotated outlined is an innovative guide that will be developed and enhanced throughout the preparation of the Land Development Regulations. With staff's strike-through and underline version serving as the base document CGA will meet with the Working Group to identify and clarify those deficiencies and develop a framework to update the code.

In order to comprehensively rewrite the Land Development Regulations, CGA will prepare the annotated outline with a chapter by chapter description. The outline will provide links to code sections and matrixes that offer side by side comparisons of the changes. This comparison chart will provide the user with a quick explanation of the code modifications and act as a user guide for the document. The future land use categories will be cross referenced with the new zoning districts to demonstrate consistency and compatibility.

The annotated outline will also highlight any inconsistencies between the land use plan and the zoning code and land development regulations and recommended changes to remove the inconsistencies. The final annotated outline will include all comments and related revisions from staff, board members and commissioners.

In CGA's experience, presenting updated documents of this extent are more effectively understood in multiple segments. As such, the draft Land Development Regulations will be broken down into multiple sections over a series of distinct public outreach workshops. This will afford the public with easy to understand modules. The code will also include graphics and tables for a user friendly experience. Each section CGA prepares will be coordinated with the annotated outline for continuity and ease of use.

Public participation will be the hallmark of this prodigious effort. Various user groups will be identified early on in the process in order to gain input from a wide cross section of the community. These groups will include homeowners, business owners and property owners, members of the development community, contractors, permit expediters and City staff. Graphics, charts and matrices will be used during the drafting of the new code to ensure stakeholders can easily follow the changes throughout the process. Such graphics will also serve as the basis for illustrations that will be incorporated into the new code, depicting the requirements and detailing concepts within the code.

The public will be provided opportunities to comment during these public outreach workshops and through the City's Web Site. This process will result in a final "issues" list to be reviewed and considered during the rewrite process. The issues list is not intended to be a complete list of concerns to be addressed in the rewrite, however, CGA will thoroughly analyze all elements of the Land Development Code to determine necessary changes that weren't previously identified, and remain open to consider new issues brought up along the way and incorporate any new changes into the annotated outline.

Within a week of award of the contract by the City Commission, CGA staff will meet with the appropriate City staff to finalize the work program outlined in our scope and approach. The project schedule and timelines as well as milestones and benchmarks will be determined. The overall work plan and schedule will take into consideration timeframes to:

- provide notice of public outreach meetings;
- review drafts with city staff, including legal staff;
- update drafts based on public input; and
- Provide adequate legal notice for planning board and city Commission meetings

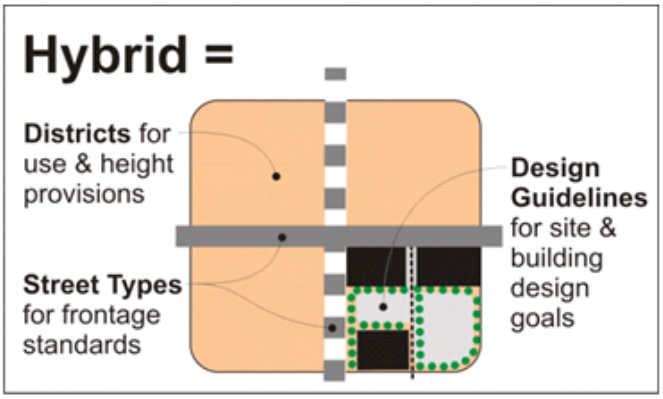
SCOPE OF SERVICE

UNIT 1
CODE REVISION/CORRECTIONS/REORGANIZATION

TASK

Amend the Land Development Regulations to be consistent with and implement the Comprehensive Plan including a small number Zoning Map Amendments.

Resolve inconsistent definitions, terms, standards and processes within the Land Development Regulations and other portions of the Code of Ordinances. This will also include the codification of zoning practices implemented through administrative interpretations.



A hybrid approach can combine traditional zoning, form-based street frontage standards, and design guidelines.

Task Analysis

Using the Summary of Recommended and Necessary LDR Amendments from City Staff as the basis for identified strengths, weaknesses and deficiencies within the code, CGA will develop the annotated outline to highlight any inconsistencies between the land use plan and the zoning code and land development regulations and recommended changes to remove the inconsistencies., ensure new and or future uses are properly regulated such as medical marijuana treatment facilities and provide suggestions for improving the format, layout and organizational structure of the current document. In order to meet the needs of the City, CGA will meet with key users of the code including City staff and the DRC or Working Group.

At this initial stage, the type of Unified Land Development Code to be created will be based on a number of factors. First, whether the desire is to modify the final document within its current format, develop a more illustrative, form based code with a focus on design criteria, or create a "hybrid" code which combines elements of both form based and traditional code. Secondly, minimizing the creation of non-conformities is another factor to be considered. Finally, the magnitude and number of deficiencies, along with the extent to which entire chapters may need to be revised will also have an impact on the type of code to be written.

Deliverables

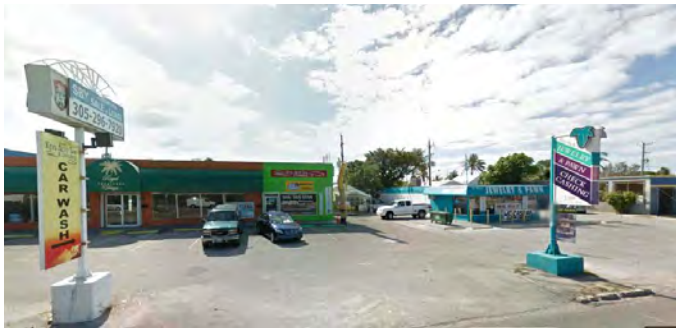
Deliverables will be provided in both written and electronic format to include:

- Annotated Outline
- Code Format
- Codify zoning practices, policies and interpretations
- Minutes of staff and other meetings;
- Web Page
- Community workshop presentation materials
- Supporting data and analysis.

UNIT 2 – SIGNAGE

TASK

Update Signage requirements outside the Historic District compatible with proposed new urban design guidelines.



Task Analysis

Based on the information gathered in the previous tasks relating to urban design, CGA will analyze and evaluate the City's development pattern and design form in the context of the sign code to arrive at an understanding of how the development pattern (i.e. Roosevelt Boulevard, Flagler, Historic District, other commercial areas) relates to the appropriateness and size of signs and future development potential. Based on these analyses, CGA will establish a series of opportunities and constraints, in conjunction with those identified by staff, to be presented to the City. Depending on the analytical findings, CGA will recommend and discuss with the City the individual elements of the City's anticipated needs.

Based on staff's input, CGA will prepare a series of Signage Options to ensure that the community has a clear understanding of the plan with the intent of creating images and the guiding principles for the sign code update. CGA will prepare the elements outlined below prior to the meeting and work with the participants to obtain community consensus. CGA will also use handheld voting devices which will allow CGA to gauge the pulse of the community and allow more introverted, interested participants to give their opinion. This type of interactive consensus building allows the opportunity to reach different segments of the community and proved to be successful in the past.

From the input obtained, CGA will prepare the Preliminary Draft Sign Code to include all relevant information collected, analyses carried out, designs proposed and final preferred design options. CGA will present to the city staff and/or Working Group a preliminary draft sign code, with all its components for the City's review and comment.

Deliverables

- Overall Vision
- Web Page Updates
- Community workshop presentation materials

- Updated Annotated Outline
- Preferred design alternatives for the Sign Code for discussion with staff and the community
- Minutes of Community Workshop
- Draft Sign Code with Illustrations
- Supporting Data and Analysis

UNIT 3
WORKFORCE HOUSING

TASK

Revise existing Workforce Housing Ordinance including: incentive programs; inclusionary housing programs for redevelopment; and income stratification schemes.

Create incentive program for creating and/or maintaining market rate rental housing.

Task Analysis

In consideration of both current and future affordable

housing needs the City of Key West has taken already taken a pro-active, multi-faceted approach to addressing affordable housing needs and minimizing the affordability gap through the recent updated Building Permit Allocation System regulations. CGA will assist the city in identifying additional programs, conducting the necessary data and analysis and draft necessary regulations.

Additional analysis could be done to ascertain how many units have been lost to "single-family conversion", when older homes may have contained apartments or other units convert back to single family homes, strategies should be developed to look at ways to capture those units, (pre-BPAS vs post BPAS) albeit nonconforming, and possibly "transfer" those units into a pool. Consideration should also be given to "repurposing" properties, aging in place, reducing open space requirements for "converted" properties to allow additional units, allowing for accessory dwelling units, reducing lot size and floor areas for dwelling units, permitting zero lot line construction, vertically integrating mixed-use and increasing density and intensity in appropriate areas. Additional analysis could include the effect of the Biggert-Waters Flood Insurance Reform Act of 2012 (BW12) and the Grimm-Waters Act (Homeowners' Flood Insurance Affordability Act (HFIAA)) as it relates to escalating housing costs vs. income growth and possible programs to assist in keeping a home affordable.

Deliverables

- Summary analysis of the issues and opportunities
- Web Page Updates
- Community workshop presentation materials
- Updated Annotated Outline
- Updated workforce housing code requirements.
- Supporting Data and Analysis
- Minutes of Community Workshop

UNIT 4
ADAPTATION PLANNING AND GREEN BUILDING

TASK

Climate Adaptation – Implement Climate Adaptation Sea Grant given to the City including outline for a Post Disaster Recovery Plan.

Green Building Standards for redevelopment of existing residential and existing and new commercial structures.

Task Analysis

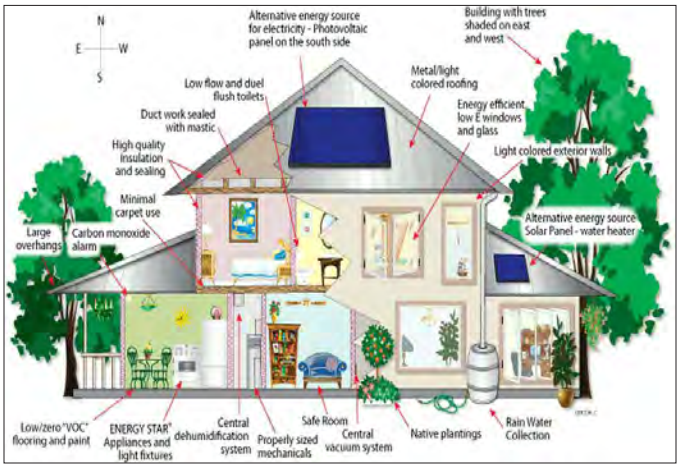
Flood Resilience Adopt design standards in the Zoning Resolution to improve the efficacy of vegetation, open space, yards, and plaza regulations require vulnerability reduction measures for all new construction, redevelopment and infrastructure such as additional hardening, higher floor elevations or incorporation of natural infrastructure for increased resilience.

Issues to be addressed include:

- Measuring building height with respect to flood elevations
- Accommodating building access from grade
- Locating mechanical systems above flood levels
- Accommodating off-street parking above grade
- Accommodating ground floor use requirements
- Improving streetscape

Deliverables

- Overall study area with the required information;
- Draft of updated Green Building Standards for redevelopment of existing residential and existing and new commercial structures;
- Post Disaster Recovery Plan Outline
- Web Page Updates
- Community workshop presentation materials
- Updated Annotated Outline
- Meeting minutes
- Supporting Data and Analysis



UNIT 5
URBAN DESIGN AND LANDSCAPE ARCHITECTURE

TASK

Develop Urban Design Guidelines/Zoning Regulations including opportunities for form based development regulations in mixed use and commercial zoning districts.

Update Landscape Architectural standards compatible with proposed new urban design guidelines.

Task Analysis

CGA will analyze and evaluate the City's urban development pattern and urban design form in the context of zoning to arrive at an understanding of how the urban development pattern relates to the both "Old Town" and "New Town," historic properties and their future development. CGA will utilize all relevant data gathered to develop an analysis of the two areas. Based on these analyses, CGA will establish a series of opportunities

and constraints to be presented to the City. Depending on the analytical findings, CGA will recommend and discuss with the City the possible strategizes to incorporate individual elements into the zoning and land development code relating to streetscape and infill development.

CGA will prepare necessary maps from information provided by the City, site visits, and aerial photos, with the purpose of using the base maps for planning purposes, including those areas identified by staff which need zoning changes.

Patterson Avenue and 12th Street could serve as a "test case" for new standards relative to landscape buffering, connectivity, shared parking and public realm improvements for "New Town" as well as the Stock Island and an "issues" block in the historic district to document setback, landscape or other conditions/regulations that need to be addressed from an urban design perspective.

Deliverables

- Preliminary sketches, illustrations, diagrams, and/or drawings that convey a sense of the proposed project design in the form of two (2) alternative scenarios/selections for those elements itemized and accorded with the City for inclusion. Design elements will include:
- Design Features, Gateway Articulation Concept
- Landscape Plantings Concept
- Streetscape: Site Amenities, Landscape Lighting Concept
- Architectural Features, Major Node Articulation Concept
- Draft Landscape Standards
- Streetscape: Site Amenities, Landscape Lighting Concept
- Public Realm Improvements including public art
- Web Page Updates
- Community workshop presentation materials
- Updated Annotated Outline
- Meeting minutes
- Supporting Data and Analysis
- Updated Landscape Architectural standards
- Draft Urban Design Guidelines/Zoning Regulations including opportunities for form based development regulations

UNIT 6
COMPLETE STREETS/PARKING/TRANSPORTATION DEMAND MANAGEMENT

TASK

Adopt Complete Streets Ordinance that includes traffic calming design guidelines and other design regulations that reduce vehicular/bike/pedestrian conflicts.

Revise parking generation standards and parking mitigation strategies such as Transportation Demand Management programs

Task Analysis

A variety of design treatments can be employed to create Complete Streets, each with varying degrees of community involvement, engineering and education necessary for successful implementation.

CGA will assist the City in developing a list of treatments that are most likely to be applicable to Key West streets. By tailoring this approach the regulations do not have to prescribe which specific treatment must be used, but instead, offers users guidance in determining which elements are most appropriate and feasible given the context and location.

CGA will conduct an inventory of the major corridors and physical conditions. By conducting a maximum two (2) 4-hour site visits, the CGA team will document conditions including:

- Existing pedestrian experiential conditions
- Existing vehicular experiential conditions
- Adjacent land-use and zoning designations
- Adjacent trails and bike-ways
- Adjacent private parks and private parks under jurisdiction of private developments
- Adjacent mitigation areas and natural open spaces
- Corridor-wide standards to create a uniform, quality, safe, aesthetic, and maintainable character
- Maintenance enhancements
- Potential view-sheds
- Right of Way encroachments
- Opportunities for traffic calming

CGA will carry out an inventory of characteristics in order to understand the sites, public areas, streets and overall city wide context in establishing Complete Street Guidelines. While it is impossible for every street to follow the "complete street" standards, CGA believes that through dialogue with staff, elected officials and stakeholders, a number of key streets will emerge.

Deliverables

- Preliminary sketches, illustrations, diagrams, and/or drawings that convey a sense of the proposed project design in the form of two (2) alternative scenarios/ selections for those elements itemized and accorded with the City for inclusion. Design elements to include:
- Design Features/Major Node Articulation Concept
- Landscape Plantings Concept
- Streetscape: Site Amenities, Landscape Lighting Concept
- Multi-modal Transportation Improvements - short and long range
- Web Page Updates
- Community workshop presentation materials
- Updated Annotated Outline Draft
- Meeting minutes
- Supporting Data and Analysis
- Revise parking generation standards and parking mitigation strategies
- Draft Complete Streets Ordinance

COMMUNITY OUTREACH/ENGAGEMENT

The various departments at CGA have vast experience coordinating with our other disciplines within the company to produce various work types and services in a multi-disciplinary approach. This guarantees that our Clients obtain a full-service product including, but not limited to, translations services, postcards mailed to stakeholders, web site access and on-going dialogue with business and property owners. Such is the relationships between urban design, planning, landscape architecture and our environmental services departments.

Having all professionals as a unified team, CGA is not only able to develop and comprehend a larger vision that includes issues of community and urban design, but we are cognoscente of processes that facilitate the transition of these larger visions into the more detailed-specific components, such as the design guidelines, land development regulations, signage, historic preservation but most importantly, the a clear, concise set of regulations that are practicable and easily be administered.

Workshops
CGA recommends that workshops be grouped by topic based on subject matter and complexity of changes anticipated with each. Suggested workshop topics are as follows:

- Workshop 1: Code Format, Zoning, Land Development and Processes (changes identified by staff)
- Workshop 2: Green Building Adaptation Planning and Housing (BPAS related items)
- Workshop 3: Landscape, Urban Design and Complete Streets
- Workshop 4: Signs
- Workshop 5: Historic District/Preservation (in conjunction with HARC)

The workshops may involve a weekend intensive session where all five workshops are held over a 3-4 day period or spread out over 2-3 week intervals or more as desired by the City.

Invitations to the workshops will be broad based and include outreach to residents, homeowners associations, business owners and managers, land owners, contractors, and other members of the community. CGA will assist the City with advertisements including a general postcard mailing, flyer's, announcements on City and Board agendas, postings to the project website portal and any social media sites the City utilizes to reach out to its citizens.

At the beginning of each workshop, the CGA Team along with City staff will prepare a presentation explaining the purpose and need for the recommended changes in order to begin the discussion and elicit input from the attendees. CGA will test the changes on a sampling of current development applications or recently approved development applications to compare the proposed changes with the existing regulations and to ensure the result is desirous and as predicted by the new code with no inadvertent impacts and present those findings at the workshops.

Depending on the size of the group, several different methodologies could be used. If there is a large and diverse group, the audience will then be directed to join one of the following smaller groups for a facilitated discussion of issues that pertain to them. The three groups are:

- Residents and Homeowner Association members
- Business owners, commercial land owners, and commercial tenants
- Contractors, permit expeditor's and members of the development community
- A CGA and/or City staff member will facilitate each group and write their comments and issues on an easel pad. After this 20 minute breakout session, each group will report on what they have written on their easel pads

Another format is to keep the group together and use hand held voting devices that will be distributed to all in attendance to gauge the public's opinions and concerns. This will allow each attendee to have their opinion count in an anonymous fashion and give rise to further discussions.

Design, Host and Maintain Website
In coordination with City staff, CGA will design, host and maintain a dedicated website portal throughout the Unified Land Development Code rewrite process.

The website portal will increase public awareness of the project by allowing various audiences such as residents, business owners, property owners, developers and City staff to access information about the project.

Establishment of the website portal will include registering a relevant domain name, creating a site structure and authoring and maintaining site content. Site content will include basic information and interior pages such as an "About the Project" page which outlines the purpose and background of the project, "Frequently Asked Questions (FAQ)" and a "Contact Us" page where inquiries regarding the project can be submitted.

This will be in addition to the posting of static content such as PDF documents, images, progress reports, key meeting dates and appropriate informational resources which facilitate the publics understanding of proposed changes.

The project website portal will be formatted to be user-friendly and designed to be used across a wide range of internet browsers such as Internet Explorer, Google Chrome and Mozilla Firefox.

The CGA team will work with City staff to ensure public meetings will be televised by Channel 77 and made available through Video on Demand on the City's website.

Joint Workshops –
Planning Board and City Commission
It is suggested at this stage in the project the results of all outreach meetings be presented at a joint workshop meetings of the Planning Board and the City Commission, in addition to the first draft of the Land Development Code.

Members of the public that attend these workshops will be invited to provide input after the staff presentation and before discussion by the Commission and Board members. Those that do not wish to speak can provide written comments or speak to one of the CGA Team members one-on-one.

Public Hearing Draft Presented To Planning Board
The final draft of the Land Development Regulations will be presented at this time to the Planning Board for consensus before presentation to the City Commission. An executive summary outlining the public participation process, revisions, changes and rationale for the draft recommendations will be presented. Each section will be discussed with the opportunity for modifications, revisions, additions and deletions.

Based on the input received at each of the Planning Board's public meetings, revisions will be made to the entire draft document. CGA will revise the draft documents and test all of the changes. The modifications will be reviewed for internal consistency within the document and in keeping with the desires of the public. Zoning Map changes will also be reviewed concurrently.

A second Planning Board public meeting will be held to review the changes and testing that was done. All changes and modifications will be clearly identified and discussed. All the comments received at all public outreach sessions will be presented as an appendix to the Public Hearing Draft and Final Report.

Adoption of Unified Land Development Code
The final draft of a Unified Land Development Code will be presented at this time to the City Commission. An executive summary outlining the public participation process, revisions, changes and rationale for the recommendations will be presented.

- Public Hearing 2: 1st Reading of City Commission
- Public Hearing 3: 2nd Reading of City Commission

Codify, Manage and Maintain Code (Optional)
Once the final Unified Land Development Code has been adopted, CGA could provide the City the final documents in hard copy, modified electronic and web-friendly formats. CGA could also assist City staff in developing application forms, flow charts, processing schedules and handouts explaining the various changes to the code, and provide an approach to managing, updating and maintaining the new Unified Land Development Code.

DETAILED WORK SCHEDULE[1]		
PHASE	**MAJOR MILESTONE**	**DEADLINE**
Phase 1	Start-up - Kick off Meeting/Tour/Meetings Staff, Elected Officials and Stakeholders.	Dec 2014
Phase 2	Review and Analysis of Strike-through and underline version prepared by staff, existing data and analysis supporting changes and other relent material	Jan 2015
Phase 3	Develop annotated outline and format of code Codify zoning practices, administrative policies and interpretations Develop Web Page Develop and Discuss Preliminary Concepts with staff Prepare for Community Meetings	Feb/ March 2015
Phase 4	Community Workshop[2] 1 – Code Format, Zoning, Land Development and Processes (changes identified by staff)	April/May 2015
Phase 5	Community Workshop 2 – Green Building Adaptation Planning and Housing (BPAS related items)	April/May 2015
Phase 6	Community Workshop 3 – Landscape, Urban Design and Complete Streets	April/May 2015
Phase 7	Community Workshop 4 – Signs	April/May 2015
Phase 8	Community Workshop 5 – Historic District/Preservation (in conjunction with HARC)	April/May 2015
Phase 9	Review and discuss workshop findings with staff Update annotated outline	July 2015
Phase 10	Prepare remaining deliverables identified in Scope of Services including illustrations, design concepts, workforce housing, climate change, signage, historic preservation, complete streets, landscape and lighting and supporting data and analysis. CGA will have continuous dialogue/meetings with staff throughout the drafting this phase	Sept/Oct 2015
Phase 11	Planning Board and City Commission Joint Workshops	Nov 2015

[1] Assumes Contract Award in December 2014; if sooner/later schedule can be adjusted
[2] Community Workshops scheduling dependent on noticing, room availability and inclusion of "seasonal" residents

DETAILED WORK SCHEDULE[1]		
PHASE	**MAJOR MILESTONE**	**DEADLINE**
Phase 12	Revise draft Unified Land Development Code Public Hearing Draft and Map Changes Presented To Planning Board – Meeting 1	Dec 2016
Phase 13	Revise draft Unified Land Development Code Public Hearing Draft and Map Changes Presented To Planning Board – Meeting 2 Prepare revisions if necessary	Jan 2016
Phase 14	City Commission Adoption of Unified Land Development Code and Map Changes Ordinance 1st Reading Prepare revisions if necessary	Feb 2016
Phase 15	City Commission Adoption of Unified Land Development Code and Map Changes Ordinance 2nd Reading	March 2016
Phase 16	Codify, Manage and Maintain Code	March/ April 2016

[1] Assumes Contract Award in December 2014; if sooner/later schedule can be adjusted
[2] Community Workshops scheduling dependent on noticing, room availability and inclusion of "seasonal" residents

SECTION 5
COST

CITY OF KEY WEST LAND DEVELOPMENT REGULATION AMENDMENT		DEADLINE*	COST	MAN HOURS
Phase 1	Start-up - Kick off Meeting/Tour/Meetings Staff, Elected Officials and Stakeholders.	Dec 2014	$2,463	20
Phase 2	Review and Analysis of Strikethrough and underline version prepared by staff, existing data and analysis supporting changes and other relent material	Jan 2014	$7,388	60
Phase 3	Develop annotated outline and format of code Codify zoning practices, administrative policies and interpretations Develop Web Page Develop and Discuss Preliminary Concepts with staff Prepare for Community Meetings	Feb/Mar 2014	$38,172	315
Phase 4	Community Workshop 1 – Code Format, Zoning, Land Development and Processes (changes identified by staff)	Apr 2014	$1,478	12
Phase 5	Community Workshop 2 – Green Building Adaptation Planning and Housing (BPAS related items)	Apr 2014	$1,478	12
Phase 6	Community Workshop 3 – Landscape, Urban Design and Complete Streets	May 2014	$1,478	12
Phase 7	Community Workshop 4 – Signs	May 2014	$1,478	12
Phase 8	Community Workshop 5 – Historic District/Preservation (in conjunction with HARC)	June 2014	$1,478	12
Phase 9	Review and discuss workshop findings with staff Update annotated outline	July 2014	$1,231	10
Phase 10	Prepare remaining deliverables identified in Scope of Services including illustrations, design concepts, workforce housing, climate change, signage, historic preservation, complete streets, landscape and lighting and supporting data and analysis. CGA will have continuous dialogue/meetings with staff throughout the drafting this phase	Sept/Oct 2014	$76,960	625

CITY OF KEY WEST LAND DEVELOPMENT REGULATION AMENDMENT		DEADLINE*	COST	MAN HOURS
Phase 11	Planning Board and City Commission Joint Workshops	Nov 2014	$2,216	20
Phase 12	Revise draft Unified Land Development Code Public Hearing Draft and Map Changes Presented to Planning Board – Meeting 1	Dec 2014	$1,970	16
Phase 13	Revise draft Unified Land Development Code Public Hearing Draft and Map Changes Presented to Planning Board – Meeting 2 Prepare revisions if necessary	Jan 2014	$1,970	16
Phase 14	City Commission Adoption of Unified Land Development Code and Map Changes Ordinance 1st Reading Prepare revisions if necessary	Feb 2014	$1,970	16
Phase 15	City Commission Adoption of Unified Land Development Code and Map Changes Ordinance 2nd Reading	March 2014	$1,970	10
TOTAL MAN HOURS				**1,167**
Total Cost for City of Key West Land Development Regulation Amendments			$143,700.00	
Optional	Codify, Manage and Maintain Code	March/Apr 2014	$5,658	46

*1) Schedule may be adjusted to suit City of Key West needs.
2) Cost includes all reimbursable; except for notice or advertising costs.
3) All deliverables to be provided in digital format.

SECTION 6
PERSONNEL

RESUMES
See the following pages for resumes.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Shelley Eichner, AICP
Senior Vice President

SUMMARY OF QUALIFICATIONS

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

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

PROJECT EXPERIENCE

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

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

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

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

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

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

Ongoing Private Development Coordination: Responsible for coordinating all aspects of land development activities including platting and site planning, rezoning, and obtaining all government approvals and building permits. Specific tasks involve ensuring that engineering, survey, landscape architecture, and construction management personnel are working together to bring a project to completion.

EDUCATION

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

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

PROFESSIONAL REGISTRATION

American Institute of Certified Planners
No. 116948

PROFESSIONAL ASSOCIATIONS

American Planning Association -
Past President of Broward Chapter

PROFESSIONAL MEMBERSHIPS

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

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

Chair Staff Working Group, School Board of Broward County, 2005-Present
Broward County Oversight Committee, 2009-Present

Broward County League of Cities Scholarship Committee, Chair, 2010 - Present

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Richard D. Cannone, AICP

Planning Administrator

SUMMARY OF QUALIFICATIONS

Richard Cannone, a Planning Administrator at Calvin, Giordano & Associates Assist the Department in representing various municipal clients of CGA in Miami-Dade, Broward and Palm Beach Counties by reviewing applications, preparing staff reports and attending meetings for current planning activities, including development applications such as rezoning, site plan and plat review, special exception, conditional use, annexation studies and design guidelines. Development and management of implementation strategies, development of Targeted Area Plans including linkages to economic development and capital improvements. Development of mixed use land use and development regulations and the creation of overlay and special overlay districts. When required, Mr. Cannone will be responsible for project management, scheduling and budgeting for private and public sector clients

PROJECT EXPERIENCE

Town of Medley, Florida. Planning activities including plat and site plan review as well as the creation and modification of land development regulations; updating the Town's zoning codes; and preparation of a solid waste overlay project. Oversees communication and coordination between Town management, elected officials, major developers, and residents. Creation of Certificate of Use Ordinance and BTR Ordinance.

Town of Surfside, Florida. Planning activities including site plan review as well as the creation and modification of land development regulations, design guidelines and sign code.

City of Pahokee, Florida. Preparation of site plan reviews and reports for the City of Pahokee under ongoing cost recovery process. Plans from the City are distributed to various plan review disciplines and the final reports are presented in a cohesive and consistent manner. Preparation of Annexation Studies and strategies relative to unincorporated agricultural land and future development.

City of Miramar, Florida. Preparation of site plan reviews and reports for the City of Miramar under ongoing cost recovery process. Plans from the City are distributed to various plan review disciplines and the final reports are presented in a cohesive and consistent manner.

City of Hallandale Beach, Florida. RAC and Fashion Row Arts Districts. Update of City Land Development/Zoning Codes and Overlay Districts consistent with the City-wide Master Plan and Regional Activity Center.

Ongoing Private Development Coordination: Responsible for coordinating all aspects of land development activities including platting and site planning, rezoning, and obtaining all government approvals, entitlements and building permits.

Previous Relevant Experience

City of Hallandale Beach, Florida (Director)

- Completed an Affordable Housing Study, City-Wide Master Plan, Transportation Master Plan Water supply Plan and CRA Plan update
- Lead negotiator on over 10 Development Agreements, over 100 economic development/housing loans and drafted RFP's, RFQ's and lease and use agreements for the City/CRA
- Negotiated a $13 million Public-Private Partnership using Tax Increment Financing (TIF) with Forest City Enterprises on the redevelopment of a 70 acre vacant parking lot and the creation of a new "Town Center" that includes a one-million square foot lifestyle center; The Village at Gulfstream Park

EDUCATION

M.S. Public Management, St. Thomas University – Miami, Florida – 2006

BS Community and Regional Planning, Iowa State University – Ames, Iowa – 1995

PROFESSIONAL REGISTRATION

American Institute of Certified Planners

National Incident Management System (NIMS) - IS 700 , IS 800, ICS 100, ICS 200

Richard Cannone, AICP, Page 2

- Lead for acquisition and disposition of property holdings for the City/CRA
- Responsible for drafting all new program guidelines and, policies, Disposition and Development Agreements, Affordable Housing Loan and Development Agreements and Commercial Loan Agreements
- Review underwriting materials for all projects assigned and determined need for financial assistance including the identification/creation of innovative financing methods and sources
- Provided expert testimony on City's behalf in two separate 1st Amendment federal lawsuits challenging the City's adult use ordinance

City of Coral Gables, Florida (Principal Planner)

- Functioned as Project Manager for the rewrite of the of the City's zoning code, which has been added to and altered in pieces since 1929. Rewrite included consolidation of districts, new historic preservations review re-quires and TDR bonuses for Historic properties
- Functioned as Project Manager and co-authored the Coral Gables Charrette Implementation that included the development of a transit-oriented mixed use district and new Mediterranean design guidelines. The City received an award from the Florida APA Gold Coast Section for these implementation strategies

City of Largo, Florida (Program Planner/CRA Manager)

- Prepared budgets and analysis of departmental programs
- Prepared and implemented community outreach and technical assistance programs, included an Architectural and Engineering Assistance programs and an interest buy-down program for commercial properties
- Ensured compliance with the City's CDBG and SHIP entitlement funds
- Assisted in the facilitation and creation of the City's Strategic Plan
- Modified the city's land develop code to support redevelopment efforts in the CRA that led to multiple redevelopment projects. Including creating new Affordable housing bonus regulations that served as the impetus to redevelop a vacant shopping center
- Updated the City's Clearwater-Largo Road Redevelopment Plan to include unincorporated areas adjacent to the corridor, redevelopment strategies and provide for capital improvements and alternative financing

City of Trenton, New Jersey (Project Manager/Senior Planner)

- Managed a portfolio of 17 redevelopment projects containing over 400 units in various stages of development.
- Updated and created redevelopment strategies for urban infill development, including multileveled financing components
- Conducted needs assessments, site selection, project underwriting, cost-benefit analysis, proforma and development financial analysis. Drafted RFPs for the redevelopment and disposition of city-owned real estate. Provided technical assistance relating to affordable housing development
- Conducted market research and studies for proposed development projects
- Drafted legal documents and developed redevelopment plans
- Wrote grant proposals and received funding for affordable housing projects from the Federal Home Loan Bank of New York and Pittsburgh
- Prepared Mayor Doug Palmer's presentation "Revitalizing the American Community: Where Do We Go From Here?" for the National Brownfields Conference. Served as a founding Board member of the Capital Area Housing Resource Center (a HUD "Best Practices Winner") on behalf of the City of Trenton

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Sarah Sinatra Gould, AICP
Director, Planning Department

SUMMARY OF QUALIFICATIONS

Ms. Sinatra has over 10 years of planning experience including municipal planning director duties such as processing zoning requests, land use plan amendments, site plan reviews, plats rezoning petitions, variances, vacation/abandonments and all other development application reviews. She holds a Master's degree in Urban and Regional Planning from FAU. Ms. Sinatra has also written evaluation and appraisal reports, comprehensive plans and zoning and land development codes. She is experienced in writing form-based codes and transit-oriented zoning codes. As the planning department manager for Calvin, Giordano & Associates, she is the community development director for the City of Weston, the City of West Park and the Town of Surfside. For those entities, she carries out day-to-day planning and zoning activities, presents staff reports and recommendations to the commissions, the planning and zoning boards and provides customer service assistance to residents, developers and business owners.

PROJECT EXPERIENCE

Comprehensive Planning

Town of Surfside EAR. Identified items of concern from the Town's 2006 Charrette, including transportation planning and traffic issues. The EAR also recognized challenges with density and intensity.

Town of Surfside EAR Based Amendments. Incorporated many issues from the Town's 2006 Charrette and provided an analysis on tourist/hotel uses.

City of West Park Comprehensive Plan. Prepared the City's first Comprehensive Plan.

City of Sunny Isles Beach EAR. The City's intense population growth resulted in the need for an evaluation of recreation and open space uses and traffic concerns.

Sheridan Stationside Land Use Plan Amendment. Completed an amendment to the City of Hollywood and the Broward County Land Use Plans to change the land use designation on 40 acres to Transit Oriented Development (TOD). This included residential, hotel units, commercial office at a rail station to create true transit development. There was also an affordable housing component.

City of West Park Transit Oriented Corridor Land Use Plan Amendment. Amended the City and County Land Use Plans to create a Transit Oriented Corridor (TOC) for the City of West Park. The designation provided 575,000 square feet of office space, 500,000 square feet of commercial area, 200 hotel rooms and 1,500 new residential units to a depressed portion of US 441/ SR7.

Zoning and Land Development Codes

City of West Park Land Development and Zoning Code. Prepared the City's first Land Development and Zoning Code. These ordinances included new sign and landscape criteria to provide an identity for the newly incorporated City.

Town of Surfside Zoning Code. Created a modified form-based code for the Town. Facilitated many months of workshops to gain as much input as possible from the residents. The code resulted in "McMansion" standards to avoid over building in the single family neighborhood. This code also included new landscape regulations to provide more substantial buffers between uses.

Town of Surfside Design Guidelines. The design of buildings and their compatibility for the Town became issues of concern. A number of workshops were held to gain public participation in crafting design guidelines for the Town.

EDUCATION

B.A. in Political Science
Florida Atlantic University
1997 - 2001

Masters in Urban and Regional Planning
Florida Atlantic University
2001 - 2003

PROFESSIONAL CREDENTIALS

American Institute of Certified Planners
No. 158802

American Planning Association

Florida Chapter of the American Planning Association

Appointed member of the Miami-Dade Shoreline Development Review Committee

Sarah Sinatra Gould, Page 2

City of Hollywood. Created zoning guidelines and distance separation requirements for homeless shelters, free restaurants, half-way housing, and substance abuse clinics.

Town of Medley. Analyzed solid waste activities in the Town and prepared new zoning category to correct non-conformities.

Collier County Post Disaster Temporary Housing Study. Reviewed the County's Comprehensive Plan and Zoning Code to determine where housing could be located after a disaster as well as identifying sections of the code to be waived in post disaster conditions.

City of West Park Enterprise Zone. Prepared housing, population and income data as well as mapping data for inclusion into the Broward County Enterprise Zone. The State of Florida granted inclusion of the City in the Broward Enterprise Zone in 2010.

Municipal Planning Staff

City of West Park, Planning and Zoning Director. Oversee the day to day functions of the Planning and Zoning Department. Respond to zoning calls from property owners and interested parties. Created the development review process for the City and chair the development review group meetings. Review zoning permits and certificates of use. Complete development reviews including site plans, plats, variances, special exceptions, land use plan amendments and rezoning applications. Created the necessary applications for these development reviews and prepare all staff memorandums to the City Commission.

City of Weston, Director of Development Services. Process development review applications including site plans, plats, variances, special exceptions, land use plan amendments and rezoning as well as managing the Planning and Zoning Department. Prepare items for the Development Review Committee (DRC) and the City Commission by chairing the DRC meeting, preparing the staff memorandum to the City Commission and presenting the application to the City Commission.

Town of Surfside, Town Planner. Respond to zoning calls from the public. Created the development review process for the Town and chair the development review group meetings. Review zoning permits and prepare items for the Design Review Board Meeting. Present site plans and permits to the Design Review Board, which analyze architectural and design standards in completing the review. Complete development reviews including site plans, plats, variances, special exceptions, land use plan amendments and rezoning applications. Prepare all staff memorandums and present the items to the Planning and Zoning Board and the Town Commission.

City of Pahokee, Consulting Planner. Provide zoning assistance to the City and to the general public. Review development applications including site plans, plats, variances, conditions uses, and rezoning applications. Prepare staff memorandums and present the items to the Planning and Zoning Board and the City Commission.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Nakeischea Loi Smith, AICP

Senior Planner

SUMMARY OF QUALIFICATIONS

Ms. Smith has seven years of municipal planning experience ranging from processing building permits and reviewing zoning applications to authoring land development and zoning ordinances, codes and regulations for both local and international governments. She holds a Master's degree in City Planning from the Massachusetts Institute of Technology where she specialized in Housing, Community and Economic Development. As the Senior Planner at Calvin, Giordano & Associates, Ms. Smith carries out general planning and zoning functions for the City of Miami Gardens, City of Pahokee, City of West Park, Town of Cutler Bay, Town of Medley and Town of Surfside in addition to developing special studies and preparing reports. She also works closely with Community Redevelopment Agencies throughout Florida as part of CGA's Redevelopment and Urban Design Division, which focuses on community improvement and revitalization.

PROJECT EXPERIENCE

City of Pahokee, Florida. Processed rezoning petitions and presented staff reports and recommendations to the commission and planning and zoning boards.

Town of Cutler Bay, Florida. Conducted an analysis of ordinances related to cost recovery and notice/advertisement procedures. Prepared recommendations and drafted proposed language to be included in the revised land development regulations.

Town of Medley, Florida. Reviewed site plans for commercial development and prepared staff reports for variance and rezoning applications.

Town of Surfside, Florida. Analyzed the existing sign code and identified issues and inconsistencies. Prepared a rewrite of the sign code to include updated standards, elimination of contradictory language, clarification of terms and definitions, and incorporation of modern sign typologies.

Martin County, Florida. Assisted in the development of the County's first form-based code within the seven Community Redevelopment Areas.

Miami-Dade County, Florida. Prepared a Finding of Necessity Study for the establishment of a Metrozoo-Richmond Heights Community Redevelopment Area.

Nassau, Bahamas. Established the country's first Business Improvement District within downtown Nassau.

EDUCATION

MA, City Planning, Massachusetts Institute of Technology, 2007

BA, Sociology, Northeastern Illinois University, 2004

AA, French, Northeastern Illinois University, 2004

AA, Spanish, Houghton College, 1998

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners No. 165215

Business Member of the City of Hollywood Green Team Advisory Committee

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Sandra Lee, AICP CEP, LEED AP BC+D, CFM

Director, Environmental

SUMMARY OF QUALIFICATIONS

Ms. Lee has 20 years of professional experience and directs CGA's Environmental Department coordinating our regulatory permitting, environmental planning, site assessment, resource management and environmental technical support services. Before joining CGA, Ms. Lee was a Biologist with the Growth Management Division of Monroe County. During the three years that CGA provided planning and zoning services for the newly incorporated City of Marathon, she lived full-time in the Florida Keys and was responsible initially for all the environmental planning for the City of Marathon and subsequently for a full range of planning services for the City. Prior to relocating to Fort Lauderdale, Ms. Lee was a resident of the Florida Keys for 10 years where she became very familiar with the environmental sensitivities regarding the flora, fauna, land and special government programs governing and protecting the 160-mile string of coral islands making up the Keys, a designated area of critical State concern. In general, Ms. Lee:

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

COMPREHENSIVE PLANNING

Fort Pierce: Provided the re-write of their Coastal and Conservation Elements.

Parkland: Completed an extensive update of their Comprehensive Plan Conservation Element.

West Park and Loxahatchee Groves: Produced the Conservation Elements for their new Comprehensive Plans after incorporation of these Towns.

Martin County, St. Lucie County, Malabar, Surfside, Pahokee and Weston: Worked on their Comprehensive Plan Evaluation and Appraisal Reports (EAR).

Weston, Parkland, Surfside, Hollywood, Pahokee, Malabar and Port St. Lucie: Worked on their EAR and the EAR based amendments to their Comprehensive Plans.

Marathon: Worked extensively on the first draft of the City of Marathon's Comprehensive Plan.

EDUCATION

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

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

PROFESSIONAL REGISTRATION

American Institute of Certified Planners
No. 018627

Green Building Certification Institute
LEED A.P. BD+C
NO. 10215598

Association of State Floodplain Managers CFM
No. US-07579

Florida DEP Qualified Stormwater Management Inspector
No. 5889

Sandra Lee, Page 2

MUNICIPAL EXPERIENCE

Environmental Management, City of Weston: Responsible for the environmental resource management and environmental planning services to the City and the administration of the maintenance contracts on over 2,000 acres of created and enhanced wetlands.

Land Clearing Review, Loxahatchee Groves: On behalf of the Town reviewed and issued the land clearing permit for a 15+ acre religious facility on Pineland habitat, developed the tree mitigation plan, developed the performance guarantee estimate, conducted the site inspections to ensure compliance to the issued permit, and final permit close-out.

Environmental Planning, City of Marathon: During the three years that CGA provided planning and zoning services for the newly incorporated City of Marathon, Ms. Lee lived full-time in the Florida Keys and was responsible initially for all the environmental planning for the City of Marathon and subsequently for a full range of planning services for the City. Ms. Lee worked closely with the City Administration, Code Compliance and Building Department to provide seamless, efficient services to the community. She reviewed and processed all applications for commercial and residential development, implemented the local 'Rate of Growth' residential allocation system, reviewed and processed specialized planning functions such as variances, conditional uses, FLUM, zoning and text amendments; and prepared all necessary staff reports and public notices gaining in depth experience in implementing:

- Heightened habitat, wetland and shoreline protection measures;
- Transfer of development rights to protect sensitive habitat;
- Coastal protection measures;
- Habitat Open Space overlays to protect sensitive habitat; and
- Rate of Growth measures

Code Review, Town of Palm Beach. Requested by the Town to review the Town's Ocean Vista zoning requirements and the State laws relative to the regulations for trimming vegetation on beach dunes to identify inconsistencies and to make recommendations to the Town to achieve consistency with the State regulations.

Community Rating System Certification, City of Weston and Pembroke Pines. Compiled and submitted the annual certification documents to FEMA for the CRS participation in the NFIP. Obtained an upgraded CRS score for the City of Weston.

NPDES annual Reporting, Town of Surfside, the City of Sunny Isles Beach and Pembroke Pines. Compiled and submitted the annual MS4 reporting documents for the Town of Surfside, the City of Sunny Isles Beach and Pembroke Pines.

PROFESSIONAL ORGANIZATION ACTIVITIES

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

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Tammy Cook-Weedon, RLA, ASLA, LEED AP BD+C

Associate, Director of Landscape Architecture

SUMMARY OF QUALIFICATIONS

Ms. Cook-Weedon leads the Landscape Architectural staff, has more than 25 years of landscape architectural experience with demonstrated strengths in creative design, graphic presentations, and planting design. She has successfully completed numerous large-scale projects, which encompassed design studies, planting designs, and the various interrelated professions and tasks necessary to manage the projects through to completion.

PROJECT EXPERIENCE

City of Weston Landscape Code and Tree Preservation Ordinance, Weston, Florida. Landscape Architect; The City's new code was written to maintain the level of landscape excellence that Arvida had included for the City of Weston. The City standard for new development had to not only address the current industry standards for the planting grades, water conservation techniques, and pruning standards, but also had to require an upgraded level of lush planting. The City's Tree Preservation Ordinance was written to preserve the large canopy trees throughout the expansive berms in the City. The unique wetlands and natural areas which were inherent to the City of Weston was protected as conservation areas. Codification of the buffer requirements, Street Tree varieties and sizes were included to maintain the aesthetics of the Town. Graphic illustrations were developed to aid in the understanding of the code requirements.

Town of Palm Beach, Palm Beach, Florida. Landscape Architect; The review of the current code was provided and the current industry standards for the planting grades, water conservation techniques, and pruning standards were addressed. The revisions to the Town's code also included revisions to the Tree Preservation Ordinance and the Natural Areas within the jurisdiction. Codification of the buffer requirements, Street Tree varieties and sizes were included to improve the aesthetics of the Town. Graphic illustrations were developed to aid in the code re-write to better explain the new text modifications.

Shops at Pembroke Gardens, Pembroke Pines, Florida. Landscape Architect; Design guidelines were developed to describe the unique characteristics of the street scape design for this lifestyle center in Pembroke Pines. These Guidelines addressed the streetscape dimensions, and the landscape and engineering design for a lifestyle center focused on enhancing pedestrians' experiences through ample sidewalks, furnishings, plazas and water features. The design guidelines were used as the code requirements for this special shopping mall which has been a tremendous success for the South Florida public.

Cobblestone, Pembroke Pines, Florida. Landscape Architect; Design guidelines were developed for this Traditional Neighborhood Design which was a new concept for the Planning staff at the City of Pembroke Pines. The site design and community master plan included residential components, open space design, planting and irrigation design, general civil engineering, lighting design and environmental mitigation services. Designed components included recreational areas, entry sign features, wayfinding elements, design guidelines and recreational trails.

Villas at Harbor Isles, Dania Beach, Florida. Landscape Architect; The site design and community master plan included residential components, open space design, planting and irrigation design, general civil engineering, lighting design and environmental mitigation services. The project made a grade emphasis to build connections and add densities appropriate to its location adjacent to the Fort Lauderdale/Hollywood International Airport Tri-RAIL station at Dania Beach.

EDUCATION
B.S. Landscape Architecture,
Texas A&M University,
College Station,1987

PROFESSIONAL REGISTRATION
Registered Professional Landscape Architect,
State of Florida
No. 0001328

PROFESSIONAL ASSOCIATIONS
American Society of Landscape Architects,
Miami Section Chair,
1997-1998

Broward Section Chair,
2003-2004

State Conference Sponsorship Chair, 2003

ASLA Executive Committee, 2004-2007

Magic of Landscapes Board Member, 2006-2007

Tammy Cook-Weedon, Page 2

Paloma Lakes, Coconut Creek, Florida. Landscape Architect; The site design and community master plan included residential components, open space design, planting and irrigation design, general civil engineering, lighting design and environmental mitigation services. Designed components included recreational areas, entry sign features, wayfinding elements, design guidelines and recreational trails.

Siena, Hollywood, Florida. Landscape Architect; The site design and community master plan included residential components, open space design, planting and irrigation design, general civil engineering, lighting design and environmental mitigation services. Designed components included recreational areas, entry sign features, wayfinding elements and recreational trails.

Cimarron, Davie, Florida. Landscape Architect; The site design and community master plan included residential components, open space design, planting and irrigation design, general civil engineering, lighting design and environmental mitigation services. Designed components included recreational areas, entry sign features, wayfinding elements and recreational trails.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Gianno Antonio Feoli

Landscape & Urban Design, Branding

SUMMARY OF QUALIFICATIONS

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

PROJECT EXPERIENCE

Tamarac Redevelopment Study, Tamarac, Florida. Urban Designer; Developed redevelopment scenarios based on real estate research and recommended form-based design parameters and drafted zoning verbiage for future adoption by the city. The study sought to establish land use distribution, massing and volumetric recommendations, architectural and programmatic design relationships sensitive to the existing context and that took advantage of the commercial and mixed-used opportunities observed.

Miami Gardens Sign Code, Miami Gardens, Florida. Lead Designer, Ordinance Drafter; Developed the ordinance for a sign code regulating the form, size, font and design parameters for all signs within the city, determined by their relationship to the city's different hierarchies of thoroughfares and vehicular corridors.

Sunny Isles Beach Town Center, Sunny Isles Beach, Florida. Lead Designer, Ordinance Drafter, Graphic Artist; Urban design and ordinance drafting for the Town Center District Overlay, ensuring that building scale and massing were sensitive to surrounding context, encouraging a walkable, pedestrian environment that activated commercial uses strategically planned for new streetscape conditions.

Town-Wide Design Guidelines, Surfside, Florida. Lead Urban Designer, Ordinance Drafter; Designed guidelines for all areas of the town, with particular attention to the preservation of high-quality, context- sensitive design in the residential areas.

US441/SR7 Design Guidelines, West Park, Florida. Lead Urban Designer; Created guidelines for the Transit Oriented Corridor District to guide the types of development patterns and qualities that are sought by the City in this important roadway corridor. The design guidelines melded standards for access and open space distribution, parking location and treatment, architectural treatments and finishes, landscape and quality-giving encouragements, as well as sustainability standards.

Village-wide Beautification Master Plan, Indian Creek Village, Florida. Project Manager, Lead Designer; Developed a village-wide Beautification Master Plan consisting of new entry features, increased planting areas, streetscapes, street-end improvements, traffic calming, lighting, specialty paving and historically sensitive designs.

Miami Gardens Town Center, Miami Gardens, Florida. Project Manager, Lead Designer, Ordinance Drafter; Created transit-oriented development and town center design for over 100 acres of derelict and underutilized urban contiguous areas in preparation for the mass-transit MetroRail expansion and its new station scheduled for the site. Developed planning and design standards and ordinances that allowed for balanced densities to support the public transit system and a new commercially viable, walkable community.

Doral Boulevard Beautification Master Plan, Doral, Florida. Lead Urban Designer, Workshop Facilitator; Streetscape and urban design for a four-mile stretch of Doral Boulevard, creating planning zones, access management design recommendations, signage and gateway features, stipulating architectural relationships to improved sidewalk design and parking design recommendations.

EDUCATION

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

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

PROFESSIONAL REGISTRATION

American Society of Landscape Architects

American Institute of Architects

Urban Environment League

Gianno Antonio Feoli, Page 2

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

Rock Pit 77 Park Master Plan, South Dade, Florida. Project Manager, Lead Designer; Developed master plan of a neighborhood park with a nature trail, basketball court, native educational component, preserve area, playground structure and shelter.

South Dade Greenways Charrette, South Dade, Florida. Charrette Organizing Member and Facilitator; Moderated and participated in the organization of a design charrette that included public and private sector, as well as community, participants. The charrette was a part of the County's open space master plan with a focus on creating strategies through public outreach for better connecting people with their surrounding open space resources.

Sunny Isles Beach Town Center, Sunny Isles Beach, Florida. Lead Designer, Ordinance Drafter, Graphic Artist; Urban design and ordinance drafting for the Town Center District Overlay, ensuring that building scale and massing were sensitive to surrounding context, encouraging a walkable, pedestrian environment that activated commercial uses strategically planned for new streetscape conditions.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

David Stambaugh, PE
Senior Project Manager

SUMMARY OF QUALIFICATIONS

With more than seven years of construction experience followed by eight years of design and project management, Mr. Stambaugh has developed a strong understanding of the engineering profession and necessary skills to successfully complete projects. He is experienced in the design of public and private engineering projects, including the design and expansion of water and wastewater treatment plants, design of sewage collection and transmission systems, water distribution systems, surface water management systems, roadways, and parking lots.

PROJECT EXPERIENCE

WATER AND WASTEWATER TREATMENT PLANT DESIGN/BUILD SERVICES

Water Treatment Plant #3 Degasifier #3 and Odor Scrubber, Palm Beach County, Florida. Responsible for management of all professional consultant activities necessary to provide design build services to the Palm Beach County Water Utilities Department related to the addition of Degasifier #3, replacement of the existing odor scrubber system and structural modifications to the Clearwell #1. The new Degasifier #3 will work in conjunction with existing Degasifiers #1 and #2 and will be provide with a cleaning system to services all three degasifiers. This project required coordination with another construction contract that will be provide a new permeate pipeline to be connected to new and existing degasifiers.

Water Treatment Plant #9 SCADA Towers, Palm Beach County, Florida. Project manager responsible for providing design build services to the Palm Beach County Water Utilities Department. This project includes the installation of a new tower to improve the existing Supervisory Control and Data Acquisition (SCADA) system communication with wellfields and sewer pump stations. The tower will also provide the platform for a new automatic meter reading system that will enable access to real time information on the potable water distribution system. Responsibilities include preparation of the plans and specifications, permitting with applicable regulatory agencies, construction inspection, final certifications and project close-out.

Morikami Reclaimed Water Storage and Pumping Facility, Palm Beach County, Florida. Manages all professional consultant activities necessary to provide design build services to the Palm Beach County Water Utilities Department. The scope of work for this project includes the conversion of an existing potable water facility to a reclaimed water facility. This required the addition of a sodium hypochlorite injection system to maintain the required chlorine residual in the reclaimed water before distribution in order to meet regulatory compliance. Other modifications include replacement of the outdated electrical and instrumentation/controls system and rehabilitation of the existing mechanical equipment.

Water Treatment Plant #3 Chemical Containment Area, Palm Beach County, Florida. This project included the design, permitting and construction of a bulk chemical storage tank for corrosion inhibitor storage, modifications to the existing containment structure and tank discharge piping to feed the existing metering pumps. The project was designed to meet all applicable regulatory agency requirements for use in a potable water treatment and also chemical storage in a wellfield protection area.

Wastewater Treatment Plant Blower Replacement, Pembroke Pines, Florida. Provided engineering design services as part of a design build team for the replacement of the existing multistage centrifugal blowers with high speed turbo blowers to improve efficiency for delivery of process air for treatment of the City's wastewater. As the engineer

EDUCATION
Bachelor of Science in Civil Engineering, University of Central Florida, 2000

PROFESSIONAL REGISTRATIONS
Professional Engineer State of Florida, No. 70757

CERTIFICATIONS
Florida Stormwater, Erosion, and Sedimentation Control Inspector

FEMA Introduction to the Incidental Command System, ICS 100

OSHA – 10 Hour Occupational Safety and Health Training Course in Construction Safety and Health

National Safety Compliance – Training Certificate for Confined Space Entry

MEMBERSHIPS
Florida Engineering Society (FES) of Broward County, Florida

American Society of Civil Engineers (ASCE)

COMPUTER SKILLS
Microsoft Office

AutoCAD

Pump Selection Software

Cascade

David Stambaugh, PE, Page 2

of record, the services included preparation of plans and specifications for permitting and construction, review of shop drawings and final certification.

Wastewater Reclamation Facility Expansion Design/Build project, Miramar, Florida. Prepared plans and specifications for the addition of an aeration basin, clarifier, process air blower and deep well injection pump. Assisted with the preparation of a guaranteed maximum price proposal to the City of Miramar. Secured permit from governmental agencies having jurisdiction over the project. Provided documentation of work progress during construction and assisted with project scheduling, equipment startup, preparation of the record drawings and final certification of construction completion.

Water Treatment Plant Improvements Phase III, Pembroke Pines, Florida. Coordinated equipment start up for an upflow treatment unit, lime slaker, multi-media filter, ion exchange color removal system, and sodium hypochlorite storage and injection system. Designed a carbon dioxide storage and feed system. Prepared record drawings, project closeout documents and certification of construction completion packages to governmental permit agencies.

WATER AND WASTEWATER TREATMENT PLANT DESIGN

Alternative Water Supply Project, Pembroke Pines, Florida. Provided project management for the preparation of the design criteria package for advanced wastewater treatment through the best available technology, including reverse osmosis and advanced oxidation, for the reclamation of secondary treated wastewater suitable for aquifer recharge. Implemented a pilot testing program for the evaluation of the selected treatment processes to demonstrate the ability to meet regulatory requirements. Managed overall pilot operations, which included equipment delivery, start up, operation, collection of samples for laboratory analysis and preparation of the final report.

Wastewater Treatment Plant Expansion Phase IV, Davie, Florida. Assisted with the design of plans and specifications for the addition of a package treatment unit and associated equipment for the expansion of the wastewater treatment plant.

East Water Treatment Plant Improvements, Miramar, Florida. Assisted with the submission of plans and specifications for the addition of a lime sludge handling facility and modifications to the administration and control building for the City of Miramar during the bid process.

Water Treatment Plant Risk Management Plan, Pembroke Pines, Florida. Assisted with the preparation of a Risk Management Plan to prevent and minimize the impact of an accidental release of chlorine gas. Provided training for operations personnel on the standard operating procedures. Prepared submittal to the United States Environmental Protection Agency for compliance with 40 CFR Part 68 Chemical Accident Prevention Provisions.

UTILITY ENGINEERING DESIGN

Lloyd Estates Drainage Improvements, Oakland Park, Florida. Administered all project scope of services for the design of an improved stormwater manager system to aid in the reduction of flood duration and elevation during storm events within the Lloyd Estates neighborhood. The improvements include the addition of emergency flood gates to prevent the elevated water level in the SFWMD C-13 canal from flowing into the Sleep River that provides water storage for the existing drainage system. In addition, a stormwater pump station will be provided to regain the permitted discharge capacity of the system. Grant services were provided for this project that resulted in approximately $4 million of funding from the FEMA Hazard Mitigation Grant Program.

Bid Pack 8 Infrastructure Improvements, Oakland Park, Florida. Coordinated team activities as the project administrator to design and permit approximately 18,000 linear feet of water replacement, rehabilitation of Lift Station B-1 and installation of 4 sewer combination air valves to alleviate undesirable air inside the City's sanitary sewer forcemain system.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Joseph L. DeFronzo, PE

Director, Transportation Engineer

SUMMARY OF QUALIFICATIONS

Mr. DeFronzo has more than 24 years of engineering and project management experience. Previously working for both small and medium size consulting firms, he has held the position of Client Service Manager, Project Manager/Team Leader, Senior Engineer, Project Engineer and Design Engineer on numerous public and private sector projects throughout the Southwest, Midwest and Southeast regions of the United States. His extensive civil engineering and transportation experience includes roadway design, traffic signal and intersection improvement projects, modern roundabout design, alternative/preferred route development, corridor studies, traffic impact studies, as well as numerous transportation planning studies. His supervision and technical responsibilities have included roadway design, traffic signal design, utility coordination and design for projects with FDOT District IV, City of Delray Beach, Palm Beach County, Village of Royal Palm Beach and the Seminole Tribe of Florida in South Florida. Most recently he served on the Board of the Florida Section of the Institute of Transportation Engineers (ITE) as Vice President/Program Chair and Secretary/FLITE Editor (2010-2013) and has been a member of the Bicycle Pedestrian Advisory Committee and Citizens Advisory Committee for the Martin County Metropolitan Planning Organization since 2004. Mr. DeFronzo personally organized and was responsible for starting the Treasure Coast Chapter of ITE and served as President and Past President (2008-2009).

EXPERIENCE

Erdman Anthony, West Palm Beach, Florida, Associate/Senior Project Manager.

- Was responsible for business development, project management, QA/QC review and serving as engineer of record on roadway, traffic signal and transportation projects
- Prepared contract documents, project scope of work, schedules, budgets, and staffing requirements for the public sector projects.
- Supervised project engineers and technicians on roadway and transportation projects for the City of Delray Beach, FDOT District IV, Palm Beach County, Village of Royal Palm Beach and Seminole Tribe of Florida.

LBFH, Inc., Palm City, Florida, Client Service Manager.

- Was responsible for meeting or exceeding client and management goals and expectations by developing and leading effective teams on private land development projects.
- Was accountable for client satisfaction, sales and service, business development, implementation of internal guidelines, training, coaching and improved work performance of team members.
- Supervised a team leader, Project Engineer IV, Project Engineer II, Project Engineer I, designer and engineering/surveying technician for the Palm City Land Development Team.

The Troyer Group, Inc., Mishawaka, Indiana, Civil Engineer/Project Manager/Team Leader.

- Was responsible for the management and review of public works projects for this team-based architectural/engineering firm.
- Prepared contract documents, project scope of work, schedules, budgets, and staffing requirements for the public sector team.

EDUCATION

Graduate Studies, Indiana University School of Business

Graduate, Supervisory Development Program, Mendoza College of Business, University of Notre Dame

Master of Science, Civil Engineering, University of New Mexico

Bachelor of Science, Civil Engineering, University of Nevada

PROFESSIONAL REGISTRATIONS

State of Florida, Professional Engineer, #60528

State of New Mexico, Professional Engineer, #12663

State of Nevada, Professional Engineer, #10880

State of California, Professional Engineer, #C53843

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers (ITE) - Vice President/Program Chair, 2013; Secretary/FLITE Editor, 2010-2012; Member of the Bicycle, Pedestrian, Traffic Engineering and Transportation Planning Council, 1994-Present

National Society of Professional Engineers (NSPE)

American Society of Civil Engineers (ASCE)

Florida Engineering Society (FES

Joseph L. DeFronzo, PE, Page 2

- Supervised project engineers and technicians on local and federally funded roadway projects and transportation planning studies for the City of South Bend, City of Elkhart and Kosciusko County.
- Presented at numerous project-related meetings, in-house committees and public meetings.
- Served as public sector representative on the Corporate Profit Sharing and Compensation Committee.

DLZ Michigan and Indiana, LLC, Niles Michigan and South Bend Indiana, Project Manager.

- Was responsible for overall project management and supervision for the design of both highway and traffic/transportation projects for the Michigan DOT, St. Joseph County, IN, City of South Bend, IN, and City of Mishawaka, Indiana.
- Was accountable for preliminary and final design documents and review of roadway improvement plans, traffic signal plans, maintenance of traffic plans and modern roundabout feasibility studies for both Indiana and Michigan DOTs.
- Supervised project engineers and technicians in the Niles and Lansing, Michigan and South Bend, Indiana offices.

Chavez-Grieves Consulting Engineers, Inc., Albuquerque, New Mexico, Senior Engineer/Project Manager.

- Managed and reviewed both land development and traffic/transportation projects for this progressive team-based firm; often functioned as civil engineering traffic expert for the civil team.
- Supervised project and entry level engineers, designers and technicians to prepare construction plans/bid documents, traffic impact analysis reports, traffic impact studies, traffic signal improvements and traffic control plans for the Los Alamos National Laboratory, City of Albuquerque, New Mexico State Highway and Transportation Department, local architects and private developers.
- Prepared project scope of work, schedules, budgets, staff requirements and negotiated contracts with architectural and private sector clients for diverse civil engineering projects in both New Mexico and Arizona.
- Awarded Certificate of Recognition for Outstanding Job Performance in 1998 and 1999.

Leedshill-Herkenhoff, Inc., Albuquerque, New Mexico; UTE/Urban Transportation Engineers, Las Vegas, Nevada and Albuquerque, New Mexico.

Project Engineering Manager

- Managed and reviewed the completed work for both land development and traffic/transportation projects for public and private sector clients including the New Mexico State Highway and Transportation Department, City of Albuquerque and other key clients.
- Prepared and reviewed construction plans/bid documents, highway alignment studies, conceptual design reports, traffic signal improvement plans, traffic control plans, feasibility analyses and master planning for airport and transit operations facilities for the Transportation and Civil Department.

Project Manager

- Was accountable for the management/review of Nevada and New Mexico projects, which encompassed overseeing the preparation and review of numerous traffic impact analysis reports, traffic impact studies, transportation corridor studies, traffic signal improvement plans and traffic control plans, as well as supervising entry level engineers and the administrative staff in both the Las Vegas, Nevada and Albuquerque, New Mexico offices.
- Prepared project scope of work, schedules, budgets, staff requirements and negotiated contracts for all Nevada and New Mexico projects.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Jankristof Devastey, EI
Traffic Engineer

SUMMARY OF QUALIFICATIONS

Mr. Devastey has more than four years of experience in traffic and transportation engineering. He is knowledgeable in traffic engineering-related publications such as FHWA's Manual on Uniform Traffic Control Devices (MUTCD), FDOT's Manual on Uniform Traffic Studies (MUTS), Traffic Engineering Manual, Design Standards, Plans Preparation Manual and ITE's Traffic Engineering Handbook and Highway Safety Manual. He is proficient in traffic engineering-related software such as SYNCHRO, HCS and CADD. He is also knowledgeable in SIDRA and CORSIM. He is fluent in French, Creole and Spanish.

PROJECT EXPERIENCE

Traffic Specialist, Miami, FL. Performed traffic impact analyses and parking studies for various private sector clients; reviewed permit packages including traffic impact analyses, MOT plans, parking studies and access management plans/changes; performed traffic-related studies including traffic operational and safety studies (such as qualitative assessments, intersection analyses, signal warrant analyses, left turn phase warrant analysis, fatal crash investigations, access management studies); performed plans review for traffic operations and safety-related improvements on several FDOT projects.

Traffic Operations Analyst, Miami, FL. Involved in entire life cycle of safety projects from identification of locations for safety improvements to the implementation of recommendations from the safety studies; responsible for the development of locations for study under each emphasis area, review of studies, programming and managing funds for safety projects under the FDOT work program; performed traffic operational and safety studies (such as qualitative assessments, intersection analysis, signal warrant analysis, left turn phase warrant analysis, fatal crash investigations, access management studies.

Miami-Dade County Advanced Transportation Management System (ATMS). Coordinated the implementation of more than 200 signal timing plans for the conversion of NEMA traffic controllers to Type 170 traffic controllers to integrate them with an updated distributed system from the current centralized system.

Alton Road Project Development and Environment Study, Miami Beach, FL. Developed access management-related alternatives to improve traffic safety along Alton Road in Miami Beach. Improvements were based on the analysis of five years of crash data and preparation of collision diagrams for all crashes throughout the study segment. The analysis also included SYNCHRO analysis for existing and proposed conditions to evaluate the operational impacts of these alternatives.

St. Lucie County Congestion Management Plan, St. Lucie County, FL. Developed improvements to address projected congestion-related issues for more than 10 major arterials in St. Lucie County. Analyzed level of service standards for existing and future traffic conditions using Synchro.

EDUCATION

Master of Science
Civil Engineering
Florida International University (FIU)

Bachelor of Science
Civil Engineering
Florida International University (FIU)

PROFESSIONAL CREDENTIALS

PE, Florida No. (Pending)

Engineering Intern, Florida No. 1100013974

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineers

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Hector Perez

Associate, Director of Data Technologies & Development

EDUCATION

B.S. Technical Mgmt, Devry University, Miramar, FL, October 2009

Geographic Information Systems Program, Ferris State University

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

Undergraduate Courses in Architecture Broward Community College, Florida

Undergraduate Courses in Engineering Miami-Dade Community College, Florida

SUMMARY OF QUALIFICATIONS

Mr. Perez has 17 years of experience in the field of technology with 14 of these years focused on GIS technology and its applications. Mr. Perez manages the developmental procedures for all projects within the Data Technologies and Development Department at CGA. His responsibilities fall within the disciplines of GIS, Application Development, INKforce and web development. He also manages all Information Technology related projects at a corporate-wide level in addition to client related IT implementations. He provided overall Project Management for GIS projects involving data development, data conversion and data collection for Monroe County and the City of Miramar, Lauderhill, Weston, Lauderdale Lakes and Greenacres. He is responsible for the implementation of full-scale GIS for the Florida cities of Weston, Sunny Isles Beach, and the South Broward Drainage District. Prior to joining CGA, Mr. Perez played a vital role during the inception of GIS at the Broward County Property Appraiser's Office GIS Department. He developed many phases of the data conversion process and integration of GIS standards for the Broward County parcel base map.

As Associate of Data Technologies and Development, Mr. Perez is responsible for all ongoing management of daily IT activities within CGA and outside clients. His duties include full responsibility and accountability of all hardware and software implementations and integrations into the existing production environment. Responsibilities are for planning new migrations of existing network environments (hardware and software) and managing all deployments. He is ultimately accountable for all IT purchases and all recommendations on system upgrades. Oversees IT staff on all corporate and client based objectives.

His responsibilities also include INKforce software development at a Project Management level and services each implementation as the day-to-day project manager for the entire life cycle of the project (as described below).

Other responsibilities include management for all aspects of software and application development, which includes the inception, management and deployment of INKforce™, Exceptional Software Solutions. He plays an integral part in all aspects of marketing and business strategies of all INKforce™ software modules, including Code Enforcement Tracking, Building and Permitting Tracking and Fire Inspection Tracking. He oversees and manages all INKforce™ Sales staff, Software Engineers and Application Developers.

PROJECT EXPERIENCE

GIS (Geographic Information Systems)

- **Project Lead / Miramar Utilities Conversion** – Project Lead for development of GIS pavement data into GIS. All paved roadways were digitized from aerials imagery All datasets were used in the City's pavement inventory asset management system. The project also included the creation of all easements, platted boundaries, utilities conversion for the pilot area, and web-based GIS enabled Document Management System to retrieve as-built drawings. Responsible for completing project on time and within budget.

- **Project Manager / Asset Inventory, Cutler Bay, Florida.** Completed a storm water utility infrastructure Inventory from the ground up for the Town. The Town contracted CGA to locate storm water utility structures using tradition surveying methodology. The information collected in the field was converted and imported into GIS data layers. CGA also coordinated with the [insert client here]'s contractor to have each structure cleaned. Additional data was collected as each structure was

cleaned by the Town's contractor and CGA included these attributes in the data as well. The data was delivered to the Town as usable electronic map exhibits and GIS data layers. This project was completed under budget and within the allowable time frame.

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

- **GIS Coordinator / Developed Survey Quality Parcel Base Map for Broward County Property Appraiser's Office, Lauderhill, Florida.** Developed parcel line information detailed to the lot level. All recorded plats, metes and bounds descriptions and condominium parcels were entered using coordinate geometry to create a base map that was accurate within +/- .5 feet. The final product was delivered in an ArcINFO format and was appended to the Broward County Property Appraiser's GIS parcel base map.

- **Project Manager / Lauderhill Storm Water** – Project Manager responsible for aspects of this project. Project involved conversion of all existing AutoCAD storm water data into several GIS datasets. All data were attributed from the as-built hardcopy drawings. Global Positioning System (GPS) was used to locate outfalls. The final product includes attributed catch basins, drain pipes, manholes, retention areas, and outfalls.

- **Project Director / Weston Sign Inventory** – served Liaison and Project Manager accountable for entire project. Assisted in coordination of data collection with field personnel. Responsible meeting all time lines and budgetary constraints. Ensured all deliverables met client expectations.

- **Project Director / City of Greenacres Street Sign Inventory** - served Liaison between City staff and GIS specialist. Assisted in data conversion process Responsible meeting all time lines and budgetary constraints. Ensured all deliverables met client expectations. Presented final product to client.

- **Project Manager / Weston Sewer Atlas Book** – served as GIS Coordinator on this project. Developed project methodology and standards while adhering to client expectations. Project included development and creation a Sewer Atlas Book and GIS data from the City's sewer as-built drawings.

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

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

- **Project Director / GIS Data Development, Sunny Isles Beach, Florida.** Project involves developing, updating, and maintaining all GIS data layers for the City. The data layers currently include, but are not limited to, City boundary, parcel base map, streets, zoning, land use and FEMA. CGA is currently implementing these data into an interactive GIS Map Service that is accessible through the City's official web site. CGA is also providing general mapping and GIS support and training to City staff

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Antoine Jackson
GIS Specialist

SUMMARY OF QUALIFICATIONS

Mr. Jackson has managed federal, state and local projects. He has more than 15 years of experience in civil engineering and GIS. His expertise includes conveying GIS/spatial information to a non-GIS/technical audience. His experience includes GIS spatial and attribute data management, integrating data from disparate sources, defining data types, identifying data anomalies and responding to business requests for database changes.

PROFESSIONAL EXPERIENCE

Calvin, Giordano & Associates - Fort Lauderdale, Florida USA - GIS Specialist

- Member of Data Technologies and Development Division
- Assist GIS Manager, Project Managers and / or Project Engineers in various GIS related projects
- Daily activities included the production of spatial data, development and maintenance of spatial
- Enterprise databases, topological analysis, data conversion between various formats, and spatial analyzes
- Develop tools to automate the monthly updates of parcel ownership (Created custom ArcToolbox tools to automate monthly property updates)
- Collaborate in the ten-year program of the Office of the U.S. Census [2010 Decennial Census Local
- Programming using VBA Script language in order to customize ArcPad applications 7x

Cogent lnfotech, Miami Dade County. GIS Analyst

Develops a wide variety of computerized maps and map layers through the use of automated drafting equipment by interpreting source data, electronically drafting or digitizing the information into the computer data base, adhering to pre-established Assessor and GIS mapping conventions and following pre-established procedures and sequences; quality assures layers for accuracy; identifies and corrects GIS errors; establishes and maintains GIS and computer data files; determines scale, line size and color to print hard copies of computerized maps using a plotter; trains staff to interpret source documents and use automated drafting equipment; may act as departmental lia ison regarding the Geographic Information System (GIS); may assist in writing and simplifying procedures; may act as a lead worker to extra-help staff; graphically depicts parcel splits, combinations and land boundary adjustments, including subdivisions, condominiums and townhouses, through the use of computer aided drafting techniques and tools, by interpreting and researching legal descriptions on recorded deeds and survey maps; prepares chronology of changes to parcels requiring additional research; transfers revised parcel drawings to Assessor computer files and the County GIS utilizing standards and protocols appropriate to each function; calculates land areas; annually revises parcel maps to reflect tax code area changes by evaluating information provided by the State Board of Equalization; answers questions and provides information to the public and staff regarding assessment maps; prepares legal descriptions of tax delinquent properties, describing property boundaries in relation to adjacent properties by researching and combining existing descriptions; completes supporting forms, paperwork and correspondence to relay completion of parcel changes to the property owners and staff.

EDUCATION

Oklahoma Community College

Oklahoma City, OK
Drafting Degree

Rose State College
Midwest City, OK.

Associate Degree
Electrical Engineering

TRAINING

Formal training for Geo Media, Huntsville, Alabama

ESRI Arc Map at Metro Tech, Norman, OK

Antoine Jackson, Page 2

Aerotek, Williams Energy. GIS Analyst, 09/12 - 02/14

- Maintain geospatial attributes associated with the pipeline system
- This includes maintaining the centerline position of the pipeline, valve locations, pipe attributes and other information that pertains to the pipeline that are stored in SDE and SQL database
- Responsible for generating alignment sheets, HCA maps and risk assessment data sheets
- I used ESRI products and custom pipeline application will be utilized to perform tasks and develop solutions that are unique to each project
- Coordinate with engineering to define potential HCA impacts as defined in CFR49 Part 195 and will be a member of the audit team responding to DOT audits; manages and maintains data for National Pipeline Mapping System (NPMS) annual submission
- Worked directly with field personnel to collect, process, incorporate and correct data for pipeline updates
- Conducts research, queries, and creates custom data and maps for various internal customers
- Responsible for data acquisition and integration as new pipeline systems are acquired
- Support GIS department with basic mapping assistance, research, and printing
- Assist with data acquisition and integration when new pipelines and/or facilities are acquired
- Create, maintain, and input pipeline information into GIS-based pipeline management and maintenance system
- Input pipeline maintenance records
- Verifying data using PODS, ArcGIS PODS tool bar and of PODS data model organization

Randstan Engineering, Shell Oil Houston, GIS Analyst. TX 05/12- 08/12

Responsible for completing assigned tasks under the supervision of the Project Manager. Under limited supervision, assists in the design, development, implementation, and maintenance of systems, software, GIS, and data integration solutions to administrative, scientific and technical problems through the use of computer technology.

- Develops and modifies simple applications and scripts using ArcObjects, Python, VBScript Oracle, and Model Builder
- Participated in documentation compliance reviews and related remediation for system security and controls
- Creates new computer programs or edits existing programs in order to produce maps and automate procedures
- Maintains databases for GIS-related metadata
- Writes documentation as necessary
- Participates as needed, in meetings with developers and client staff to fully understand expected project outcomes
- Works cooperatively with managers to complete assigned work
- Proactively seeks input and clarification from other employees assigned to given projects in order to minimize time spent in performing the essential duties of the position

SECTION 7
QUALIFICATIONS

CGA's mission is to provide innovative planning services that exceed client expectations. With a diverse team of professionals and technical staff, CGA possesses the expertise and experience that encompasses all facets of the planning and development process. CGA provides current, comprehensive planning and/or zoning services to several municipalities throughout Florida and has acted as the primary Development Review Committee (DRC) consultant for a number of municipalities. CGA's planning staff possesses a thorough and complete understanding of planning processes from both a public and private perspective and from municipal to state authority.

The following provides an overview of CGA's expertise as well as our experience in completing similar tasks identified in the Scope of Work. In particular, we will demonstrate our experience and expertise in the areas of comprehensive planning, current planning, land development regulation, urban design and landscape and workshop facilitation.

COMPREHENSIVE PLANNING

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

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

CGA prepared the EAR-based Comprehensive Plan amendments for St. Lucie County. The amendments focused on balancing the interests of economic development, preserving rural areas, and environmental preservation.

In **Hollywood**, CGA reviewed major issues such as infill and redevelopment and preserving residential neighborhoods in the **Future Land Use Element**. CGA also amended the City's Comprehensive Plan to include transit-oriented future land use categories, specific design criteria for more urban uses, and expanding the existing **Regional Activity Center**.

In **Martin County**, the EAR process was begun after some unpopular comprehensive plan amendments were adopted. Major issues in the EAR included reviewing the Active Residential Development Program in the **Future Land Use Element** which essentially based approval of future land use map amendments on population need.

In **Malabar,** a rural residential municipality in Brevard County, Town residents wanted to review in the EAR their desire to provide limited commercial uses along Malabar Road, a once quiet residential street that is a major connector to I-95. This review was coordinated by both CGA land use planners and traffic engineers and determined a full corridor plan was needed for this important roadway.

For **Pahokee, redevelopment** was an important major issue to restore the appeal of this Lake Okeechobee community and develop employment opportunities for Pahokee residents. EAR recommendations included pursuing a Community Redevelopment Area. The City has since included creation of a CRA in their EAR-based Amendments and the CRA was established in 2010.

CURRENT PLANNING

CGA provides current planning and/or zoning services to several municipalities throughout Florida and has acted as the primary Development Review Committee (DRC) consultant for a number of municipalities. CGA's planning staff possesses a thorough and complete understanding of planning processes from both a public and private perspective and from municipal to state authority.

Several of our CGA planners currently serve as consulting staff members as well as Community Development Directors for several municipalities. This responsibility requires complete understanding of planning policy and historic precedence to prepare sustainable, community-oriented long range planning analyses, master plans and to equitably administer zoning and development codes. This role also requires stellar written and verbal communication skills and the ability to maintain professional working relationships with not only colleagues and staff persons but also municipal officials, neighborhood activists and the community at-large.

Additionally, CGA planners have completed extensive annexation work for the **City of Pahokee** and **Town of Medley**, ensuring that future and existing development comport with the respective zoning and land use plan.

ADAPTATION PLANNING/CLIMATE CHANGES

For **Collier County**, CGA developed a comprehensive disaster housing strategy, which detailed the programmatic framework employed by the county to provide disaster survivors a full range of interim housing solutions. A ensured that the Disaster Housing Strategy addresses lessons learned from Hurricane Wilma and was consistent with Collier County plans, policies and procedures as well as FEMA National Disaster Housing Strategy.

The City of Weston was one of the first communities in south Florida to review electric car charging stations as part of DRC site plan submittal. As a result of the DRC review, CGA prepared new zoning regulations to assist in accommodating electric car charging stations in all commercial areas as a way to promote the City's green practices and further work toward reducing greenhouse gas emissions.

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

Deliverables included a draft work plan for integrating climate change and sea level rise adaption strategies into the PDRP and Comprehensive Plan. We also identified constraints to adaptive planning such as political climate, lack of adequate or credible information about potential impacts, lack of explicit state policy direction, and lack of funding or other resources.

LAND DEVELOPMENT AND ZONING CODES

Municipal land development codes encompass not only planning and zoning items, but extend to landscape architecture, civil engineering, and traffic engineering. Many of the individuals in the organizational chart for this project have worked on the Land Development and Zoning Codes for CGA clients. Additionally, many of them have worked on Design Guidelines to implement specific regulations for particular "Planned Developments."

CGA staff has worked on the Land Development and Zoning Codes for the cities of **Miami Springs, Miramar, West Park, Weston, Sunny Isles Beach**, and the towns of **Medley** and **Surfside**. Our work includes the first land development and zoning codes for the **City of West Park** and the **City of Weston** after their incorporation.

The **City of Weston Code** was entirely rewritten in 2010 to make it more relevant and user friendly. The code was totally rewritten and rearranged in a manner that logically followed the steps that one would take to go through the development process. Staff worked closely with all other disciplines of the City to ensure that there were no internal conflicts with either content or terms.

The **City of Miami Gardens** retained the services of CGA for the rewrite and format of a Sign Code for the City. The project included background review of the inherited code (Miami-Dade County) along with organizing the code in a user friendly style. Standards within the code establish criteria for signage based upon transportation corridors and tied to roadway

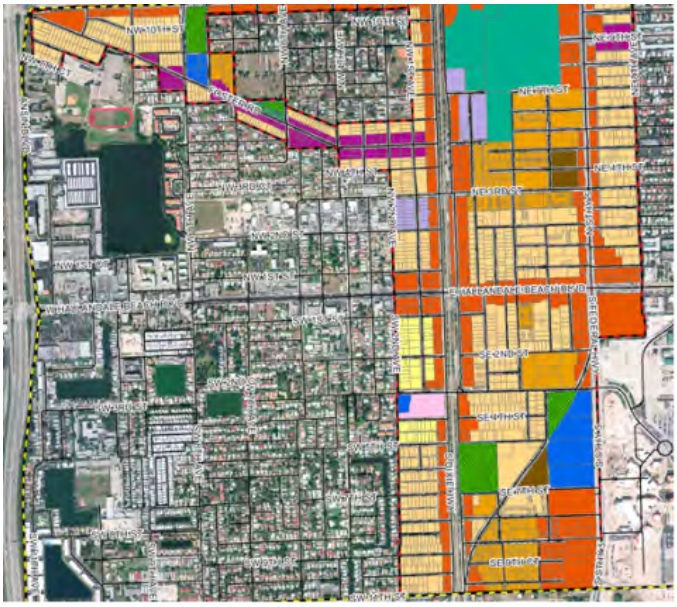
classifications within the Comprehensive Plan. The intent of the approach is to provide a more consistent manner to implement signage aesthetics, as opposed to following zoning district boundaries. CGA worked in tandem with City Staff and management to address community concerns and aesthetic needs aimed to avoid excessive competition and visual clutter.

The **City of West Park** was incorporated in 2005 and was governed by the Broward County Code that was in effect at the time of incorporation. Over the years, the planning staff repealed, modified and updated the land development regulations and zoning code to meet the desires of the City. New zoning code categories were added to reflect new mixed use land use designations and new administrative variance procedures were developed to streamline the process.

CGA completed the **City of Hallandale Beach Regional Activity Center (RAC)** focusing on Transit Oriented Development within the City's CRA. The City of Hallandale Beach has historically lacked a "downtown" or recognized center of economic and civic activity. The highest residential concentration has been found in the beachfront towers along AIA while the highest commercial density has been the strip malls and office buildings along east Hallandale Beach Boulevard. The impetus of the RAC was to use this land use category as a Master Plan, as a way to guide future redevelopment along a ¼ mile radius from the FEC Railroad. By doing so, the City and CRA will be better suited to maximize the potential redevelopment within the RAC but most importantly being able to better manage the redevelopment occurring.

FORM-BASED CODE AND URBAN DESIGN GUIDELINES RECOMMENDATIONS

The cities of Hollywood, Miami Gardens, Miami Springs, Sunny Isles Beach and the Town of Surfside have directed CGA to create new Form-Based Zoning Codes with much reliance on public input. A team of CGA planners and urban designers held a series of workshops, resulting in a document that was both generated through and is a reflection of citizen input. Developing zoning codes includes massing studies and established hierarchies to vary requirements and intensities to foster a high-quality, livable neighborhood.



For the City of Miami Gardens Town Center, the project consisted of the development of a Transit Oriented Development master plan that addressed the unique issues present at the designated Town Center District. The master plan included residential, commercial, and mixed-use components, coupled with a civic center planned around a network of character streets and open spaces. The final form-based code allowed for the redesign of a defunct shopping center into a planned mixed-use, town-center type, development with particular attention to massing, volume and architectural relationship to streetscape.

Drafting the **City of Sunny Isles Beach Town Center zoning code began in public workshops**. The final adopted form-based code included urban design components related to connectivity, livability, and standards for the redesign of shopping centers into planned mixed-use, town-center type developments with particular attention to density and intensity and the use of TDR's.

URBAN DESIGN AND LANDSCAPE ARCHITECTURE

CGA is not only able to develop, communicate and solicit discussions about a larger vision affecting issues of community and urban design, but we are experts in the processes translating larger visions into the more detailed-specific components, such as the design and placement of gateway features, streetscape improvements, equally distributed neighborhood improvements, land development and zoning codes and the implementation of design guidelines. A few examples of our experience are as follows:

Miami Springs Redevelopment and Revitalization – CGA was hired in 2010 under a continuing contract to provide redevelopment and revitalization services for the City of Miami Springs. Since hiring the CGA, the City has moved forward on a new Commercial Façade Program and NW 36th Street Zoning Regulations, which included design guidelines based upon local pueblo and streamline modern architectural standards. Soon after, the City Council approved CGA's Color Palette for Commercial Businesses to ensure existing and future businesses have guidelines for improving their businesses.

Hollywood Beach CRA – CGA created development standards for the Hollywood Beach Community Redevelopment District. The intent was to maintain compliance with the City's Comprehensive Master Plan and to preserve and establish a standard of character and 'branding' for Hollywood Beach, founded on the existing stock of historic and contributing structures.

Delray Beach CRA – At the request of the Delray Beach CRA District, CGA prepared a design for the Pineapple Grove parking lot, located two blocks North of East Atlantic Avenue on NE 3rd Avenue within the Pineapple Grove Arts District. The parking area enhanced the Arts District by providing public art opportunities, green space, and green design principles.

CGA's staff has worked and partnered successfully on several types of projects, integrating policy issues with those of the design of the built environment. This has resulted in a series of projects that have all had direct impacts on streetscape conditions, including:

Corridor and Redevelopment Planning

- Tamarac Commercial Corridor Redevelopment Study
- Satellite Beach Community Redevelopment
- Plan
- Doral Boulevard Master Plan
- Kane Concourse Improvements
- Weston Streetscapes
- Multi-use Trail/Path Design
- Hurricane Monument Trail Heritage Trail Component
- Surfside Beachwalk

Urban Design/Neighborhood Planning:

- Surfside City-wide Design Guidelines
- Bay Harbor Neighborhood Improvements
- Indian Creek Master Plan
- Bonaventure Master Plan
- Gateway Feature Design
- Weston Entry Signs
- Doral Boulevard Gateways

PUBLIC VISIONING AND FACILITATION

One essential and integral aspect of our design processes is public participation. CGA has coordinated workshops to present, discuss and obtain feedback for many is- sues revolving around our varied and experienced municipal work. After we typically involve the community in establishing the goals, objectives and policies for the project, we engage them in the development of scenario alternatives and in design resolutions for the issues that are either shared by the community at large or which need to be compromised.

Our experience as planning and design officials for other municipalities has kept us abreast of cutting edge, innovative planning, design and development trends and practices. Utilizing handheld voting devices used in community workshops during the **Key West Carrying Capacity Study** allowed us to gauge the pulse of the community and allow more introverted, interested participants to give their

opinion. This allowed the CGA team to better understand the complexity of competing modes of transportation within the City.

Martin County is well known for its passionate anti-development activists. During the EAR process, members of the public represented three distinct groups: anti-development, sustainability and smart growth, and pro-growth. All public workshop participants were allowed as much time as needed to speak and their comments were recorded on a screen or pad to assure the participant that their comments were noted. By listening carefully to public input and incorporating as many specific strategies from the public as possible, CGA was able to recommend changes that would streamline and remove inconsistencies from a document that is considered "the bible" in Martin County.

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

In **St. Lucie County**, CGA's outreach activities included press releases about workshops and invitations to comment on draft EAR-based amendments posted on the County's website. CGA staff also attended local events such as the Fort Pierce Friday Fest and handed out brochures on the public participation schedule and project to generate greater public awareness. Public workshop facilitation work in St. Lucie County and also the City of Port St. Lucie included working with local Tea Party members and concerns about UN Agenda 21.

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

Urban design related public participation activities include CGA facilitation for the **Overtown Community Park for the Trust for Public Land** project. A charrette was held in conjunction with the YWCA which had a strong presence as a civic participant. The charrette included activities for children to express their needs and interests in the future park. Final deliverable was the design of a ¾-acre community park to serve as a center for community and neighborhood activity.

Charrettes were also conducted for the **Northwest Dade Regional Urban Design** plan. The final plan components included urban design of existing conditions to improve traffic connectivity, improved character areas, pedestrian connectivity, livability, walkability, recreation use opportunities, public transportation improvements, and land use changes to include the redesign of shopping centers into planned mixed-use, town-center type developments with particular attention to density and intensity.

Throughout the public involvement process, CGA works with staff to ensure to the greatest extent possible that information on public meetings/ workshops is available through the City's website, news releases, email news services, and newsletters.

Our experience as planning and design officials for other municipalities has kept us abreast of cutting edge, innovative planning, design and development trends and practices. One essential and integral aspect of our design planning processes is public participation. CGA has coordinated workshops to present, discuss and obtain feedback for many issues revolving around our varied and experienced municipal work. After we typically involve the community in establishing the goals, objectives and policies for the project, we engage them in the development of scenario alternatives and in design resolutions for the issues that are either shared by the community at large or which need to be compromised.

Additional examples of our multidisciplinary approach include:

Designed and implemented sidewalk improvements for the entirety of Bay harbor Island Kane Concourse's Business District. The intent of the project is to update the look and experience of the concourse, consistent with the vision outlines in their adopted master plan, without compromising the integrity of the corridor's importance as one of the few remaining stretches to boast predominantly well-preserved MiMo buildings. The project's scope includes paving design, landscape planting improvements, lighting and street furnishings.

CGA was contracted by the City of Oakland Park to design a public plaza at a prominent location within the City's Culinary District. The public plaza is the linchpin to the newly established District's catalyst for redevelopment, serving as a connective means and threshold to a brewery being proposed in a presently vacant industrial building. The goal of the plaza's design was to meet the goals of the District's master plan in contributing spaces of value for social, public use to increase the pedestrian experiences being lent by the District. Additionally, the plaza provides ample areas and infrastructure to serve as the designated location for future street markets – this includes ample electrical connection stations, a flexible elevated area that can be used as a stage area, and ample outdoor seating opportunities through the use of elevated planters with seat walls.

CGA was contracted by the City of Miami Beach to design and permit an on-grade, ADA accessible pathway that will support the use of bicycles, Walking, and other non-motorized means of transportation. The MDRC project is a part of the greater Atlantic Greenway Network, which is a system of bicycle facilities throughout the City of Miami Beach. The MDRC will connect to the existing Miami Beach Boardwalk at Indian Beach Park on the south and the North Beach Recreational Trail at Allison Park on the north with a 2-mile paver walkway, continuing the City's unique branding qualities.

To serve as public parking for the local neighborhood and provide a pocket park the Delray Beach CRA contracted with CGA to redesign a property at SW 9th Avenue and 1st Street. Enhanced by native trees and shrubs and carpeted by pervious pavers, a new public parking lot at S.W. 9th Avenue and 1st Street is resolving parking woes in the West Neighborhood CRA district of downtown Delray Beach. This design is also reducing pollution, energy costs and emission of greenhouse gases. The 44-space lot just a few lots South of Atlantic Avenue is a "green design," consist-

ing of pervious pavers, decorative LED lighting, and low-volume irrigation, according to the Delray Beach Community Redevelopment Agency (CRA) which built the lot.

This site provides a tot lot for the local community and includes both adult fitness equipment and children's play equipment. The design includes trash receptacles and a bike rack. This concept was designed to encourage close surveillance by the parents and neighbors.

A roundabout is included in the right of way as a traffic calming method for the area. Parallel parking on the East side of the site has also been provided to further expand the parking count. The parking area covers two blocks which includes a "zig-zag" design for traffic calming and to discourage cut through traffic.

CGA'S PLANNING AND URBAN DESIGN SERVICES ARE COMPLEMENTED BY THE FOLLOWING SPECIALIZATIONS:

TRAFFIC ENGINEERING SERVICES

In today's transportation-focused market, virtually every planning and design activity and site-specific development involves assessing traffic-related impacts. From our combined experience in managing FDOT, municipal and developer-driven transportation projects, we have developed a mutually beneficial approach that integrates both public and private-sector perspectives. We currently provide traffic engineering services to the cities of Homestead, Key West, Miami Springs, North Miami, Parkland, Weston, Greenacres, the towns of Medley, Surfside, and Loxahatchee Groves, and the St. Lucie County Transportation Planning Organization.

ENVIRONMENTAL SERVICES

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

CIVIL ENGINEERING SERVICES

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

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

GEOGRAPHIC INFORMATION SYSTEM (GIS)

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

BUDGET AND SCHEDULE

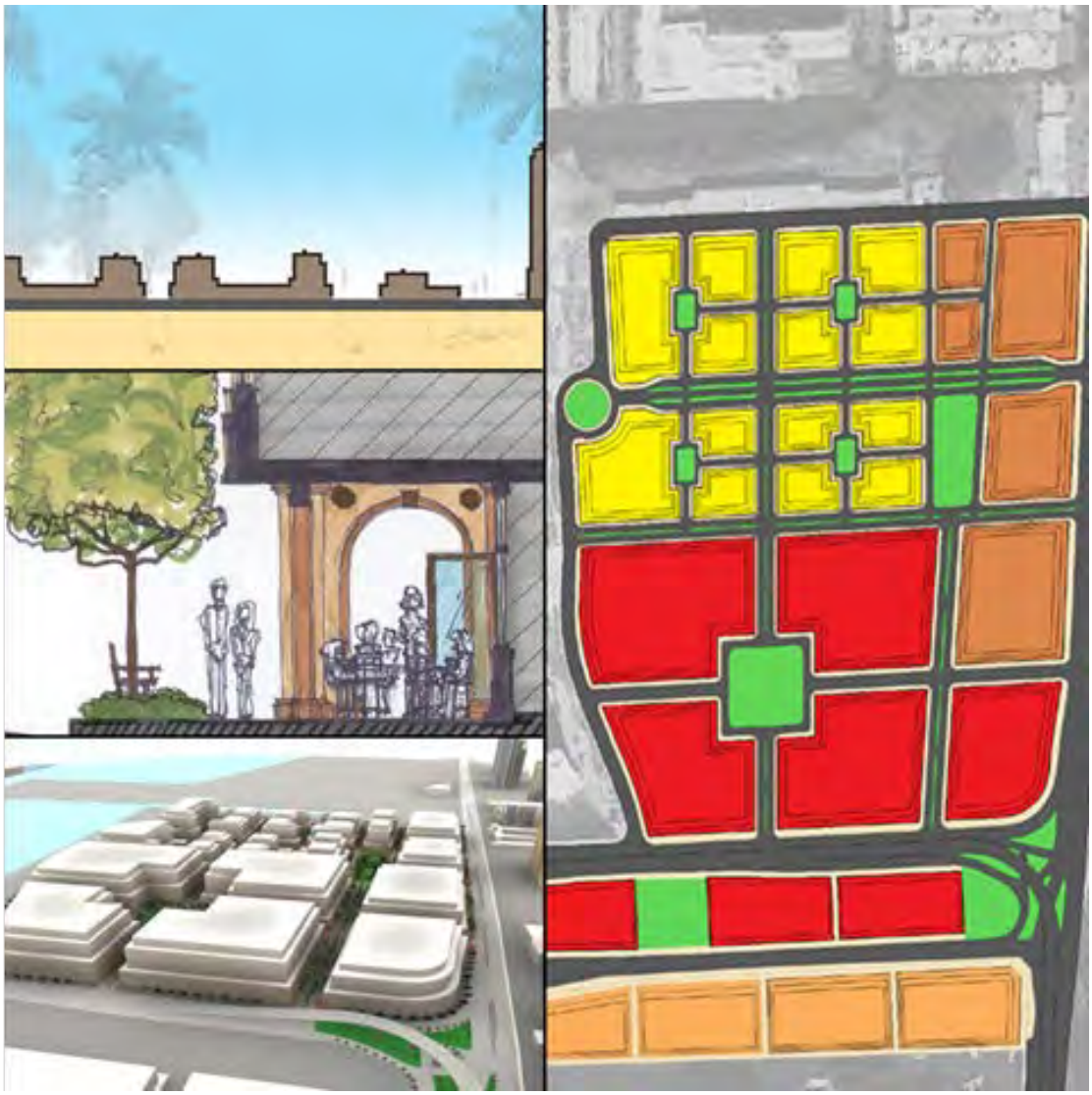
Budget control is a very important part of any project as is schedule control and QA/QC practices. CGA's many repeat clients attest to the firm's consistent maintenance of time and cost budgets, often completing projects ahead of schedule and within budget.

CGA believes that in addition to using state-of-the-art estimating and scheduling software, a well-trained and experienced staff is the key to predicting where problems may occur. An experienced project manager will define the project scope along with accurate cost estimating. Staying focused on the project helps maintain the estimated costs.

SECTION 8
REPRESENTATIVE LAND DEVELOPMENT REGULATION PROJECTS AND CLIENT REFERENCES

See the following pages.

TOWN CENTER ZONING DISTRICT
Sunny Isles Beach, Florida



The City of Sunny Isles Beach Town Center Zoning Ordinance implemented the vision of the City's Comprehensive Plan for the core area of the City. The ordinance replaced the underlying Miami-Dade County zoning criteria that was in place when the city was incorporated.

The ordinance balanced the needs of the development community with the desires of the residents. Many workshops were held to educate and explain the concept of a Town Center to both property owners within the town center area and residents. It was important to explain concepts such as space, density, intensity and height. A variety of tools such as a 3D imaging and power point presentations were used to help explain the concepts.

Client

City of Sunny Isles Beach

Contact information at time of project:

Bill Evans
Assistant City Manager
18070 Collins Avenue
4th Floor
Sunny Isles Beach, Florida
33160

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

DORAL STREETSCAPE BEAUTIFICATION MASTER PLAN
Doral, Florida

Calvin, Giordano & Associates prepared the Doral Boulevard Beautification Master Plan for NW 36/41st Street in the then-newly incorporated City of Doral. The master plan addresses issues both of the planning and beautification nature. The plan establishes the guidelines for urban development fronting the boulevard, determining building heights, massing characteristics, sidewalk amenities, and it established the parameters through which a pedestrian-friendly environment can be created.

Additionally, the master plan establishes a beautification palette consisting of street furniture, paving styles, plant palettes, and architectural features at strategic points for the creation of gateways and determinant of a sense of place. An important aspect of the project is the planning of a consistent branding strategy with the use of landscape buffer design, gateway designs, city entrance designs off of both the Turnpike and the Palmetto Expressway, and a coherent theme consistent with the various urban and sub-urban qualities present along the 4-mile corridor's stretch.

Client

City of Doral

Contact information at time of project:

Jorge A. Gomez, PE
Chief of Engineering
8401 NW 53rd Terrace
2nd Floor
Doral, Florida 33166
Tel: (305) 593-6740
Ext. 6017

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

OAKLAND PARK STATION PLAZA
Oakland Park, Florida

CGA was contracted by the City of Oakland Park to design a public plaza at a prominent location within the City's Culinary District. The public plaza is the linchpin to the newly established District's catalyst for redevelopment, serving as a connective means and threshold to a brewery being proposed in a presently vacant industrial building. The goal of the plaza's design was to meet the goals of the District's master plan in contributing spaces of value for social, public use to increase the pedestrian experiences being lent by the District. Additionally, the plaza provides ample areas and infrastructure to serve as the designated location for future street markets – this includes ample electrical connection stations, a flexible elevated area that can be used as a stage area, and ample outdoor seating opportunities through the use of elevated planters with seat walls. The design of the plaza required very close attention to detail design to ensure that the quality of the space was of a high architectural quality, consistent with the initial branding strategies already embarked by the City. Lastly, the project was conceived, design and developed through a cooperative process with the assigned City officials, the developers and adjacent property owner, lease and their contractor, and finally with the City-selected contractor contracted to build the plaza project. This coordination was a highlight of the project which ensured that the design ideas were clearly communicated and translated into the implementation phase, that all in-building needs were met and scheduled so as to not conflict with the plaza's tight construction schedule, and that the continuity and balance of design elements was achieved between the public space and the improvements proposed by the adjacent building in terms of design treatments, color, signage and motifs.

Client

City of Oakland Park

Contact Information at Time of Project

Harvey Rambarath
Assistant Director
Engineering & Community Development
5399 North Dixie Highway
Suite 3
Oakland Park, FL 33334
Tel: (954) 630-4478
Fax: (954) 229-0422
harveyr@oaklandparkfl.gov

TAMARAC REDEVELOPMENT STUDY
Tamarac, Florida

The Redevelopment Study focused on key commercial areas within Tamarac. Three primary areas of opportunity were identified with unique marketing, economic development, urban design and land use strategies. The study included planning and design strategies intent on (a) positioning the City's commercial areas to be more competitive for redevelopment opportunities; (b) identifying current and future market demand within the City's commercial areas; (c) identifying the ten-year potential for key uses and activities within the City; (d) recommending zoning patterns to promote sustainable transit-oriented development principles; and (e) reflecting green principles for redevelopment. The final study provided recommendations to target specific market sectors and made recommendations to better-situate the City in a highly competitive redevelopment market, with a focus on increasing economy, live-work, livability, walkability, sustainability and aesthetic qualities to serve as attractors for commercial investment and a new generation of home-buyers.

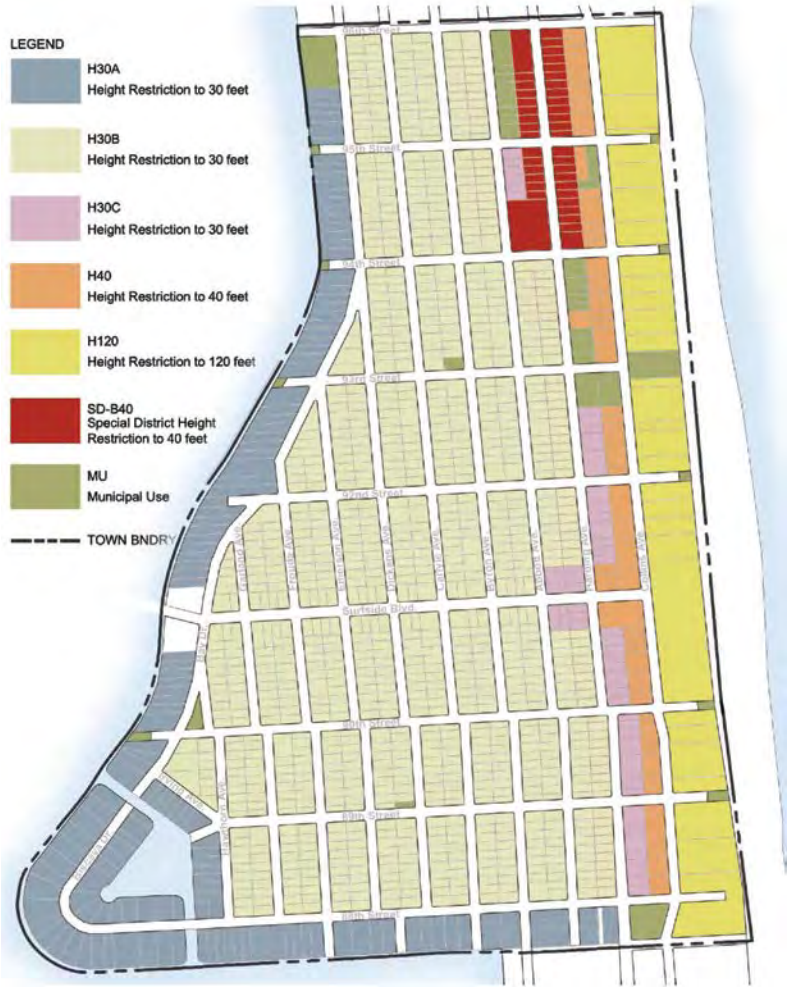
Client

City of Tamarac

Contact Information at Time of Project

Maxine Calloway
Director Community Development Department
7525 NW 88th Avenue
Tamarac, Florida 33321
Tel: (954) 597-3530
Fax: (954) 597-3540
Maxine.Calloway@tamarac.org

TOWN WIDE FORM BASED ZONING CODE
Surfside, Florida



CGA prepared a form based inspired code for the entire Town, where a strong relationship was built between building heights and land uses. The focus of the community was to protect the character of the 1 and 2 story residential areas. While they wanted a form base approach, they also wanted to maintain control of more conventional zoning parameters, such as setbacks and density. CGA was able to develop a form base code that achieved these arms while providing for the conventional controls the Town required, without degrading the quality of the envisioned development, the urban response of the forms to the existing network of streets and traffic patterns, and the required qualities expected of each developments impact upon the overall quality of the Towns open spaces and public right of ways.

Specific accomplishments of the code include:

- Effectively balanced the Town's desire to maintain control of more conventional zoning parameters, such as setbacks and density
- Regulates massing, rooflines, and wallplanes to create a pedestrian friendly environment
- Code prevents monotony while increasing livability, visual interest, identity and sense of place
- Clear, user-friendly code for Town staff , residents, and development applicants

Client

Town of Surfside

Contact information at time of project:

W. D. Higginbotham
Town Manager
9293 Harding Avenue
Surfside, FL 33154
(305) 861-4863

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

LAND DEVELOPMENT AND ZONING CODE
Weston, Florida

Client

City of Weston

Contact information at time of project:

Denise Barrett
Director of Communications
17200 Royal Palm Blvd
Weston, Florida 33326
(954) 385-2000
dbarrett@westonfl.org

The City of Weston Land Development Code was entirely rewritten is 2010 to make it more relevant and user friendly. The original code of ordinances was the Broward County Code that was in effect on the day of incorporation in 1996. Over time many sections of the code were repealed, amended and recreated to meet the changing goals of the City. As a result, many sections were in conflict with each other and not well organized.

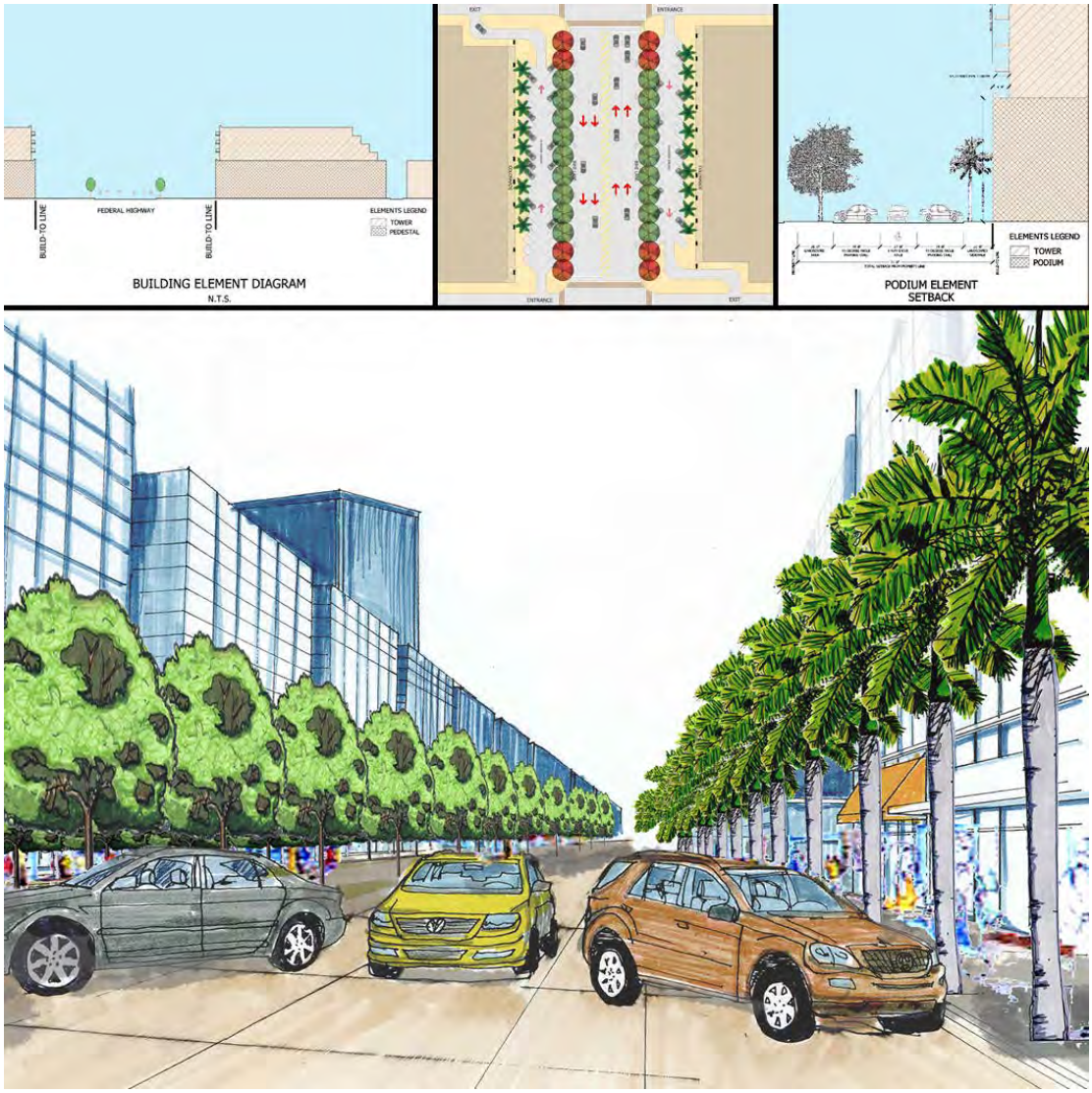
The planning staff focused on the Land Development Regulations and Zoning portions of the Code. These sections were totally rewritten and rearranged in a manner that logically followed the steps that one would take to go through the development process. Staff worked closely with all other disciplines of the City to ensure that there were no internal conflicts with either content or terms. All defined terms are clearly highlighted in the code and cross referenced with other sections of the City Code for consistency.

The land development code update also reflected a number of updates to the City's Comprehensive Plan through the EAR-based Amendments prepared by CGA in 2008 which emphasized greenhouse gas reduction strategies and accommodating an extensive bike path and sidewalk network, a Town Center, and parks and conservation areas.

In 2012, CGA prepared regulations to reflect the City's green practices including electric car vehicle charging stations and bicycle parking facilities.

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

HOLLYWOOD FEDERAL HIGHWAY ZONING
Hollywood, Florida



The purpose of the Federal Corridor Zoning Overlay (FCZO) is to provide for the use and development standards of designated properties consistent with the City-Wide Master Plan, the policies and objectives of the Future Land Use Element of the Comprehensive Plan with the intent to:

- Foster improved site and architectural design that promotes safe and active pedestrian environments;
- Beautify the vehicular corridor;
- Regulate the location of parking minimizes its impact on pedestrian activities; and,
- Foster interrelated and compatible land uses that encourage regional and tourist-oriented business activities

Client

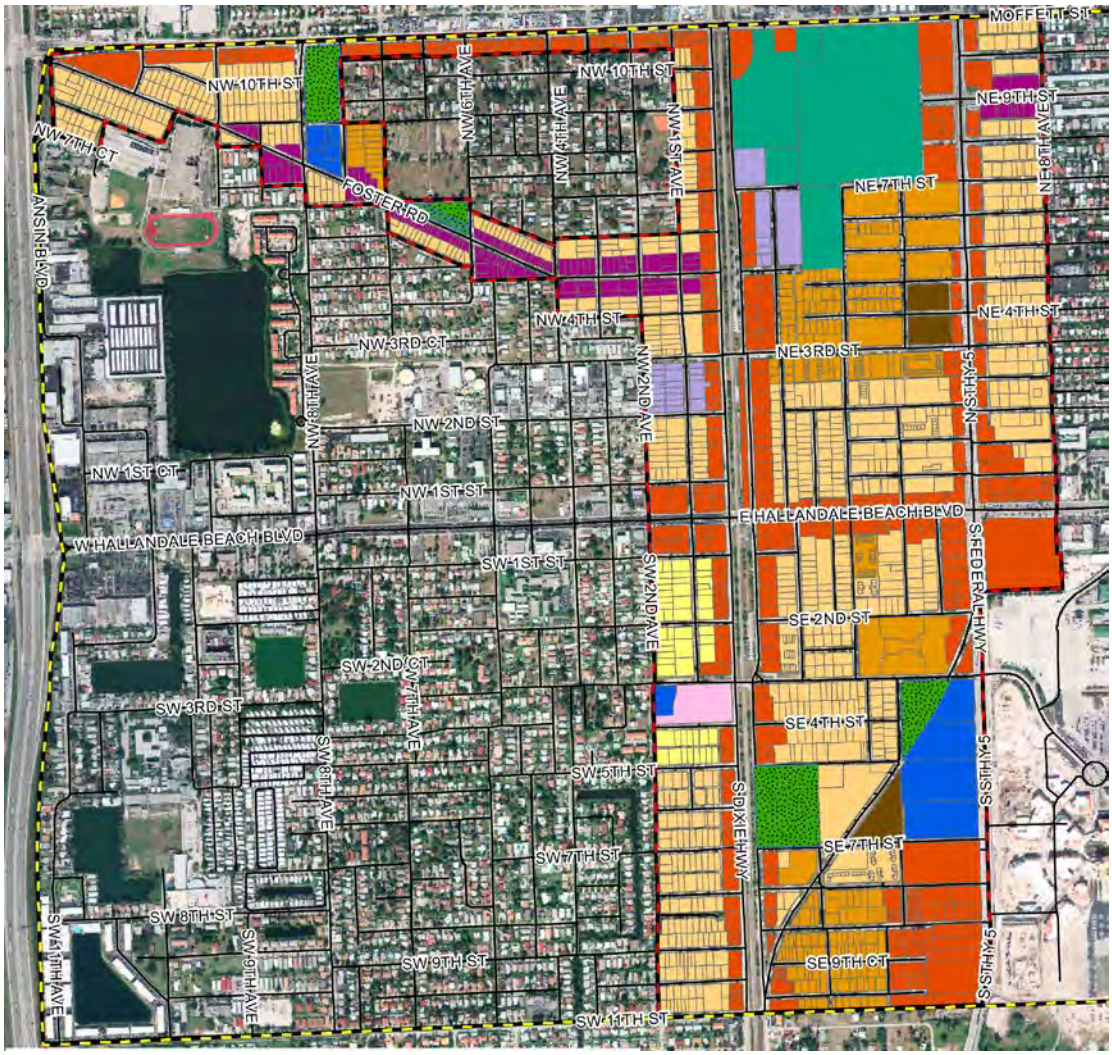
Zyscovich, Inc.

Contact information at time of project:

Suria Yaffar, Principal
100 N. Biscyane Blvd
27th Floor
Miami, FL 33132

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

HALLANDALE BEACH RAC
Hallandale Beach, Florida



The purpose of creating a Regional Activity Center (RAC) is to enable the City to have greater flexibility in allocating land uses within the geographic area without the need for individual land use plan amendments on a smaller, parcel-by-parcel basis. This allows for redevelopment consistent with the master plan and companion text amendment which ensures the integrity of existing neighborhoods is protected.

The project consists of the preparation and processing of City of Hallandale Beach and Broward County Land Use Plan Amendments, including associated text and map updates. Specifically, the report includes an equivalency matrix for road impacts / TRIPS and impact on local public schools, as well as the development of Local Traffic Analysis, which includes an analysis of current traffic conditions and impact of potential development on local traffic, including pedestrian, automotive and public-transit traffic.

Our GIS team calculated the land area of each land use designation, including an analysis of existing land uses and land area to determine build out potential. CGA also analyzed Certificates of Use and business tax receipts as well as an analysis of vacant land, including future land use and zoning, to determine development potential.

Client

City of Hallandale Beach

Contact information at time of project:

Daniel Rosemond
Deputy City Manager/
CRA Director
400 South Federal Highway
Hallandale Beach, FL 33009
(954) 457-1377

POST-DISASTER REDEVELOPMENT PLAN IMPLEMENTATION AND CLIMATE CHANGE ADAPTION

Client

Department of Community Affairs

Contact information at time of project:

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

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

Deliverables included a draft work plan for integrating climate change and sea level rise adaption strategies into the PDRP and Comprehensive Plan. We also identified constraints to adaptive planning such as political climate, lack of adequate or credible information about potential impacts, lack of explicit state policy direction, and lack of funding or other resources.

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

SECTION 9
REFERENCES

1. **Client:**
   City of Hallandale Beach, Florida
   Hallandale Beach RAC

   Contact:
   Daniel Rosemond
   Deputy City Manager/CRA Director
   400 S. Federal Hwy
   Hallandale Beach, Florida 33009
   drosemond@hallandalebeachfl.gov
   drosemond@cohb.org
   (954) 457-1377

2. **Client:**
   Town of Surfside, Florida
   Town-Wide Hybrid Form Based Code

   Contact:
   Michael Crotty, *Town Manager*
   9293 Harding Avenue
   Surfside, Florida 33154
   mcrotty@townofsurfsidefl.gov
   (305) 861-4863

3. **Client:**
   Town of Medley, Florida
   Zoning and Land Development Code Update

   Contact:
   Richard McConachie, *Chief Building Official*
   7777 NW 72nd Avenue
   Medley, Forida 33166
   rmcconachie@townofmedley.com
   (305) 887-9541

SECTION 10
SWORN STATEMENTS AND AFFIDAVITS

See the following pages for all required forms.

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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

BY: Shelley Eichner, AICP, Senior Vice President

Shelley Eichner

sworn and prescribed before me this 16th day of Sept, 2014

Martha Evans

NOTARY PUBLIC, State of Florida

My commission expires: June 21, 2018

MARTHA EVANS
Notary Public - State of Florida
My Comm. Expires Jun 21, 2018
Commission # FF 131285

ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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

BY: _____

sworn and prescribed before me this 22nd day of September, 2014

Peggy C Carver

NOTARY PUBLIC, State of ~~Florida~~ North Carolina

My commission expires: November 19, 2018

SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A) FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

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

1. This sworn statement is submitted to City of Key West

by Shelley Eichner, AICP, Senior Vice President
(print individual's name and title)

for Calvin, Giordano & Associates, Inc.
(print name of entity submitting sworn statement)

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

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

65-0013869
(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:

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

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

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

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement (indicate which statement applies).

Neither the entity submitting this sworn statement, or any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July, 1989.

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

_____ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 01, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list (attach a copy of the final order).

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

Shelley Eichner

Shelley Eichner, AICP, Senior Vice President
(SIGNATURE)

September 16, 2014
(DATE)

STATE OF Florida

COUNTY OF Broward

PERSONALLY APPEARED BEFORE ME, the undersigned authority Shelley Eichner who, after first being sworn by me,
(name of individual)
affixed his/her signature in the space provided above on this 16th day of Sept, 2014

Matt E NOTARY PUBLIC

My commission expires: June 21, 2018

MARTHA EVANS
Notary Public - State of Florida
My Comm. Expires Jun 21, 2018
Commission # FF 131285

MARTHA EV
Notary Public - St
My Comm. Expire
Commissic

NOT APPLICABLE

LOCAL VENDOR CERTIFICATION

Pursuant to City of Key West Code of Ordinances Section 2-798

The undersigned, as a duly authorized representative of the vendor listed herein, certifies to the best of his/her knowledge and belief, that the vendor meets the definition of a "Local Business." For purposes of this section, "local business" shall mean a business which:

a. Principle address as registered with the FL Department of State located within 30 miles of the boundaries of the city, listed with the chief licensing official as having a business tax receipt with its principle address within 30 miles of the boundaries of the city for at least one year immediately prior to the issuance of the solicitation.

b. Maintains a workforce of at least 50 percent of its employees from the city or within 30 miles of its boundaries.

c. Having paid all current license taxes and any other fees due the city at least 24 hours prior to the publication of the call for bids or request for proposals.

If you qualify, please complete the following in support of the self certification & submit copies of your County and City business licenses. Failure to provide the information requested will result in denial of certification as a local business.

Business Name Calvin, Giordano & Associates, Inc. Phone:

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

Length of time at this address _____

_____
Signature of Authorized Representative Date

STATE OF_____
COUNTY OF_____

The foregoing instrument was acknowledged before me this _____day of _____, 20____.
By_____,of_____
(Name of officer or agent, title of officer or agent) (Name of corporation acknowledging)
or has produced _____as identification
(type of identification)

_____
Signature of Notary

_____
Print, Type or Stamp Name of Notary

_____
Title or Rank

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 Calvin, Giordano & 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: Shelley Eichner, AICP, Senior Vice President Shelley Eichner

Sworn and subscribed before me this 16th day of Sept 2014.

Martha Evans

NOTARY PUBLIC, State of Florida at Large

My Commission Expires: June 21, 2018

MARTHA EVANS
Notary Public - State of Florida
My Comm. Expires Jun 21, 2018
Commission # FF 131285

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 Calvin, Giordano & 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

16th day of Sept, 2014.

NOTARY PUBLLIC, State of Florida at Large

My Commission Expires: June 21, 2018

MARTHA EVANS
Notary Public - State of Florida
My Comm. Expires Jun 21, 2018
Commission # FF 131285

Shelley Eichner

Addendum No. 1
City of Key West RFP#004-14.
Land Development Regulation Amendments

To all prospective proposers:

The following changes are hereby made a part of RFP#004-14 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.

2. ***Replace 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.

Shelley Eichner

Shelley Eichner, AICP, Senior Vice President
Signature

Calvin, Giordano & Associates, Inc.

Name of Business

Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

CERTIFICATE OF INSURANCE

CALVI-2 OP ID: E1

ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 09/22/2014

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
Brown & Brown of Florida, Inc.
1201 W Cypress Creek Rd # 130
P.O. Box 5727
Ft. Lauderdale, FL 33310-5727
Stephen E. Patton, AAI

CONTACT NAME:
PHONE (A/C, No, Ext): 954-776-2222 FAX (A/C, No): 954-776-4446
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER A : Hartford Casualty Ins. Co	29424
INSURER B : American Guar & Liab Ins Co	26247
INSURER C : Twin City Fire Ins. Co.	29459
INSURER D : Hartford Fire Insurance Co.	19682
INSURER E : Landmark American Ins. Co.	33138
INSURER F :	

INSURED
Calvin, Giordano & Assoc, Inc.
Attn: Dennis Giordano
1800 Eller Drive #600
Ft. Lauderdale, FL 33316

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 OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY X PRO-JECT LOC	X	X	21UUNLK3645	01/01/2014	01/01/2015	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 $ 10,000 $ 1,000,000 $ 2,000,000 $ 2,000,000 $
D	AUTOMOBILE LIABILITY X ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS	X	X	21UENJB7000	01/01/2014	01/01/2015	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (PER ACCIDENT)	$ 1,000,000 $ $ $ $
B	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 0	X	X	AUC594612804	01/01/2014	01/01/2015	EACH OCCURRENCE AGGREGATE	$ 10,000,000 $ 10,000,000 $
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y / N N If yes, describe under DESCRIPTION OF OPERATIONS below	N / A	X	21WBNO3209	01/01/2014	01/01/2015	X WC STATU-TORY LIMITS 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
E	Professional Liab Retention:$200,000			LHR746782 RETRO DATE 8/27/1959	08/27/2014	08/27/2015	Per Claim Aggregate	2,000,000 2,000,000

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

City of Key West is additional insured as respects General Liability and Automobile Liability if required by written contract. General Liability Additional Insured form is #HG00010605 (CG2010 11 85 or equivalent) and Automobile Liability are primary and non-contributory.
(SEE NOTES ATTACHED)

CERTIFICATE HOLDER

KEYWES1

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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