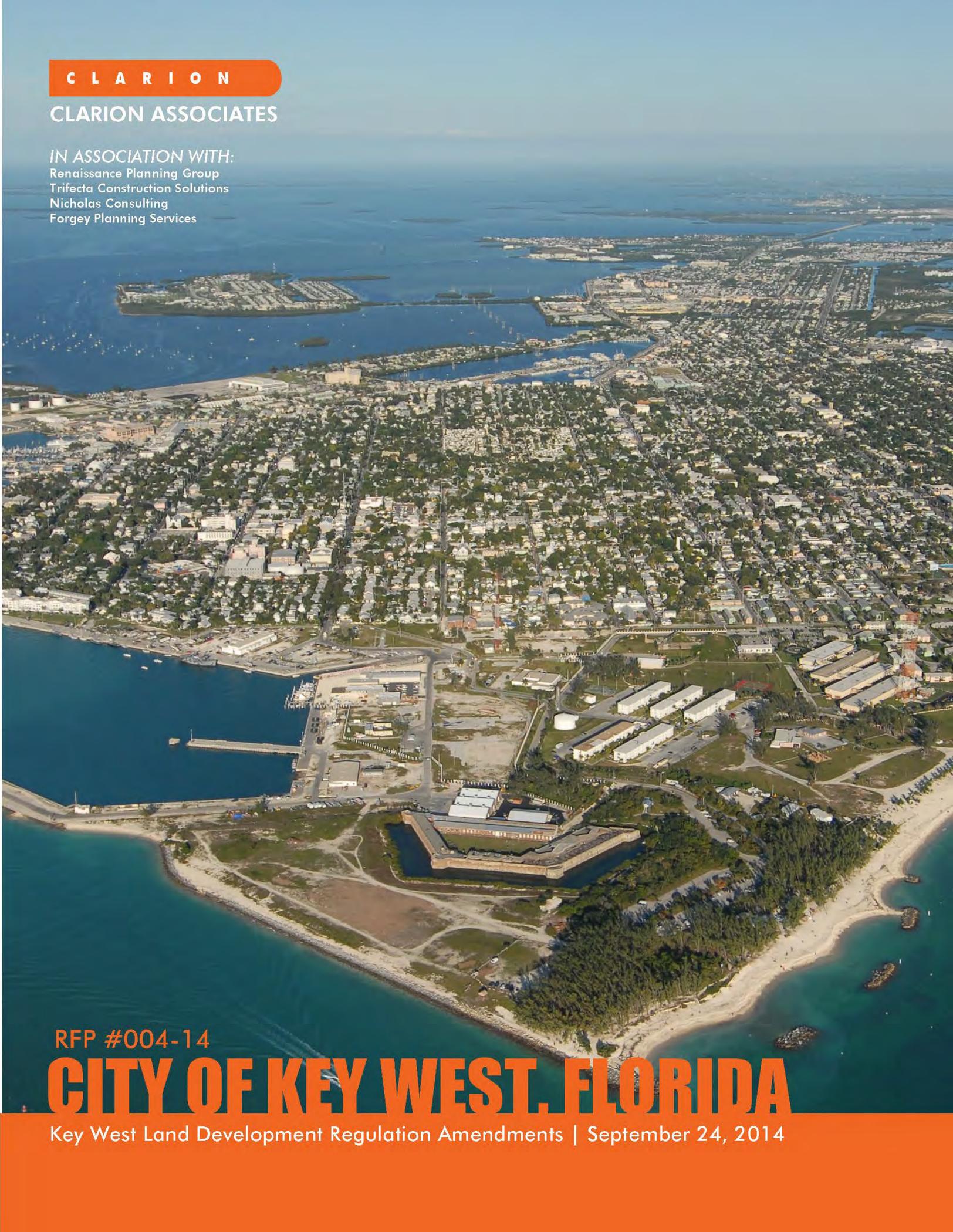


CLARION

CLARION ASSOCIATES

IN ASSOCIATION WITH:

Renaissance Planning Group
Trifecta Construction Solutions
Nicholas Consulting
Forgey Planning Services



RFP #004-14

CITY OF KEY WEST, FLORIDA

Key West Land Development Regulation Amendments | September 24, 2014

CONTENTS

- 1. INFORMATION PAGE..... 3**
- 2. ORGANIZATIONAL CHART 5**
- 3. COMPANY INFORMATION..... 7**
 - Clarion Associates 7
 - Renaissance Planning Group, Inc. (RPG)..... 8
 - Trifecta Construction Solutions..... 8
 - Nicholas Consulting 8
 - Forgey Planning Services (FPS) 9
- 4. METHODOLOGY AND APPROACH..... 11**
 - Project Understanding 11
 - Approach 13
 - Scope of Services 14
 - Proposed Schedule 19
 - Community Engagement 20
- 5. COST 21**
- 6. PERSONNEL 25**
 - Clarion Associates 25
 - Renaissance Planning Group 28
 - Trifecta Construction Solutions..... 29
 - Nicholas Consulting 30
 - Forgey Planning Services 30
 - Resumes..... 31
- 7. QUALIFICATIONS..... 32**
 - Florida and Southeastern Experience 32
 - General Zoning Experience..... 32
 - Resort Community Experience..... 34
 - Urban Form and Historic Preservation..... 34
 - Climate Adaptation and Sustainability 36
 - Workforce Housing..... 37
- 8. REPRESENTATIVE PROJECTS AND CLIENT REFERENCES..... 40**
 - Florida and Southeast Experience 40
 - Resort Communities..... 42
 - Urban Form and Historic Preservation..... 44
 - Climate Adaptation and Sustainability 49
 - Workforce Housing..... 53

General Zoning Revisions	55
9. REFERENCES.....	57
10. SWORN STATEMENTS AND AFFIDAVITS.....	59

Clarion Associates, LLC
101 Market Street, Suite D
Chapel Hill, NC 27516
919.967.9188
919.) 967.9077 fax

Community Planning
Zoning and Design Standards
Impact Fees
Growth Management
Sustainability



September 24, 2014

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

Re: Proposal for Request for Proposals # 004-14 — Land Development Regulation Amendments

Dear City Clerk and Members of the Selection Committee:

I am pleased to submit this Proposal for Key West’s Land Development Regulation Amendments. **Clarion Associates** is a national land-use consulting firm with significant experience in all the key areas of expertise required by the City’s Request for Proposals. Firm principals have decades of experience in assisting local government clients in the preparation of comprehensive rewrites and targeted updates to development codes in Florida and throughout the nation.

We are pleased to be teamed with four highly regarded, Florida-based subconsultants. While Clarion will serve as the prime consultant managing this project and drafting the majority of code revisions, each subconsultant will play a critical role assisting with plan implementation and drafting as follows:

- **Renaissance Planning Group, Inc. (RPG)** is a planning, design, and policy analysis consulting firm with offices in Orlando, Tampa, and Delray Beach that specializes in the integration of urban design, transportation, land use, and technology. RPG will assist in the integration of complete street regulations and the integration of strategies to regulate urban form.
- **Trifecta Construction Solutions**, located in Fort Myers, Florida, is a sustainable development, green building, and resource conservation firm with unparalleled green building experience in Florida. Dr. Languell, the Founder and President of Trifecta Construction Solutions, will assist in the drafting of practical green building standards for Key West.
- **Dr. James Nicholas (Nicholas Consulting)**, located in Newberry, Florida, is the preeminent national expert on proportionate share methods for exaction and workforce and affordable housing programs. He would assist Clarion in revising the city’s existing Workforce Housing Ordinance.
- **Forgey Planning Services (FPS)**, located in Cape Coral, Florida, will generally contribute local knowledge and expertise on general Florida planning and regulatory issues related to code development.



The Clarion team has extensive, relevant experience assisting local governments on comprehensive updates of all types of land development codes. This proposal summarizes our team members' specialized skills in many areas. Of particular note:

- **We have extensive Florida experience.** We have successfully completed or are currently working on land development code updates in a number of Florida communities. Recent examples include codes in Alachua, Daytona Beach, and Pompano Beach. Mr. Richardson has led comprehensive code updates for Jacksonville Beach and Collier, Hillsborough, Palm Beach, St. Lucie, and Martin counties, and assisted Clearwater, Miami-Dade County, West Palm Beach, and other cities and counties in the state in preparing targeted code amendments. We know and understand the regulatory environment in Monroe County and Florida.
- **We understand land development and zoning issues in resort communities.** Clarion professionals have extensive code in resort communities such as Palm Beach County; Aspen/Pitkin, Colorado; Santa Fe, New Mexico; and Teton County, Wyoming.
- **We know how to integrate form and design controls into development codes.** Almost every code Clarion has worked on in the last 15 years incorporates some type(s) of design and form controls, or form-based districts. In addition to our practice experience, Clarion professionals regularly write and speak about the evolving nature of form regulations and design controls, and approaches to integrating them into local ordinances.
- **We are national leaders in sustainability.** Clarion, in partnership with the Rocky Mountain Land Use Institute, pioneered the Model Community Sustainable Development Code. We have designed numerous regulations that incorporate sustainable development practices across the nation.

In short, the Clarion team brings to Key West the best combination of national experience and specialized local knowledge. Our breadth of experience enables us to tailor solutions based on local planning goals, and to draw on the best practices that other communities have done when addressing similar issues.

We are excited about the prospect of working with the City of Key West and welcome the opportunity to discuss our qualifications with you in person. Please let me know if you have any questions or if you need additional information to evaluate our qualifications. I will serve as the overall Project Manager and can be reached at the firm address and phone numbers noted above or via e-mail at crichardson@clarionassociates.com.

Sincerely,



Craig Richardson
Director

1. INFORMATION PAGE

Clarion Associates, LLC, a national land-use consulting firm with offices in Chapel Hill, North Carolina, and Denver, Colorado, is leading this effort. If our team is selected to assist the City of Key West with this project — **RFP #004-14 – Land Development Regulation Amendments** — Clarion would be the prime firm responsible for project management, all code drafting and coordination, and day-to-day contact with the City.

Craig Richardson would serve as **Project Manager**. **Matt Goebel, AICP**, would serve as **Co-Project Manager** and assist Mr. Richardson in project management. Both Craig and Matt are authorized to make representations for the firm. Their contact information is provided below.

PROJECT MANAGER

Craig Richardson Esq., Director

Clarion Associates, LLC

101 Market Street, Ste. D

Chapel Hill, NC 27516

Phone: 919.967.9188

Fax: 919.967.9077

crichardson@clarionassociates.com

CO-PROJECT MANAGER

Matt Goebel, AICP, Esq., Director

Clarion Associates, LLC

621 17th Street, Suite 2250

Denver, CO 80293

Phone: 303.830.2890

Fax: 303.860.1809

mgoebel@clarionassociates.com

2. ORGANIZATIONAL CHART

Clarion Associates would lead this effort and serve as the prime consultant. Clarion would be responsible for project management, all code drafting, and serve as the day-to-day contact with the City. **Craig Richardson** would serve as Project Manager. **Matt Goebel, AICP**, would serve as co-Project Manager and assist Mr. Richardson in day-to-day project management. Because of the wide range of substantive issues involved in the LDR amendments, Mr. Richardson and Mr. Goebel would divide internal team responsibility for drafting, with Mr. Richardson leading the focus on groups on Climate Adaptation and Sustainability and Workforce Housing, and Mr. Goebel leading the focus groups on Urban Form and Historic Preservation and general zoning amendments.

Chris Duerksen would provide assistance as Sustainability Advisor. **Stephen Sizemore, AICP, Kristin Cisowski, LEED AP, and Dee Dee DeVuyst, LEED Green Associate**, would assist with code drafting, document layout, and illustrative graphics.

We are pleased to be assisted by four sub-consultants:

Renaissance Planning Group, with offices in Orlando, Tampa, and Delray Beach, Florida, will provide assistance on multimodal and complete street regulatory concepts, urban design issues and guidelines, and form-based zoning controls. They would lead the multimodal transportation and complete street stakeholder interviews, workshops, and public discussions. **Whit Blanton, FAICP** would serve as Principal-in-Charge for the firm's work. The project manager would be **Vlad Gavrilovic; AICP**. He would be assisted by **Scott Swearengen, AICP; David S. Nelson, RLA, ASLA, LEED AP; and Dawn Welsh, LEED AP**.

Trifecta Construction Solutions, located in Fort Myers, Florida, would work closely with Clarion on integrating sustainability and green building standards into the City's Land Development Regulations. All work conducted by Trifecta would be done by **Dr. Jennifer Languell, LEED AP**.

Dr. James Nicholas (Nicholas Consulting), located in Newberry, Florida, would assist Clarion in revising the City's existing Workforce Housing Ordinance. He would provide expertise on incentive programs, inclusionary housing programs for redevelopment, and income stratification schemes. All work conducted would be by Dr. James Nicholas.

Forgey Planning Services (FPS), located in Cape Coral, FL, will contribute local knowledge and expertise on general Florida planning and regulatory issues related to code development. All work conducted by FPS would be done by **Max Forgey, AICP**.

The organizational chart on the next page graphically depicts the team organization.

City of Key West

Clarion

Prime Consultant
Chapel Hill, NC

Project Management, Strategy, Code, Drafting, Graphics, Community Engagement

- **Craig Richardson- Project Manager**
- **Matt Goebel- Co-Project Manager**
- Chris Duerksen- Sustainability Advisor
- Stephen Sizemore- Code Drafting
- Kristin Cisowski-Code Drafting
- Tareq Wafaie- Code Drafting
- Dee Dee DeVuyst- Graphics

Renaissance Planning Group

Orlando, Tampa, Delray Beach

Design and Form Standards, Multimodal Regulations, Strategy, Illustrations, Community Engagement

- Whit Blanton- Principal
- Vlad Gavrilovic-Project Manager
- Scott Swearengen- Code Drafting
- David Nelson- Code Drafting
- Dawn Walsh- Urban Design

Trifecta

Fort Meyers, FL

Sustainability and Green Building Standards, Strategy, Community Engagement

Dr. Jennifer Languell

Nicholas Consulting

Newberry, FL

Workforce and Affordable Housing Programs and Regulations

Dr. James C. Nicholas

Forgey Planning Services

Cape Coral, FL

Local Planning and Regulatory Knowledge

Max Forgey

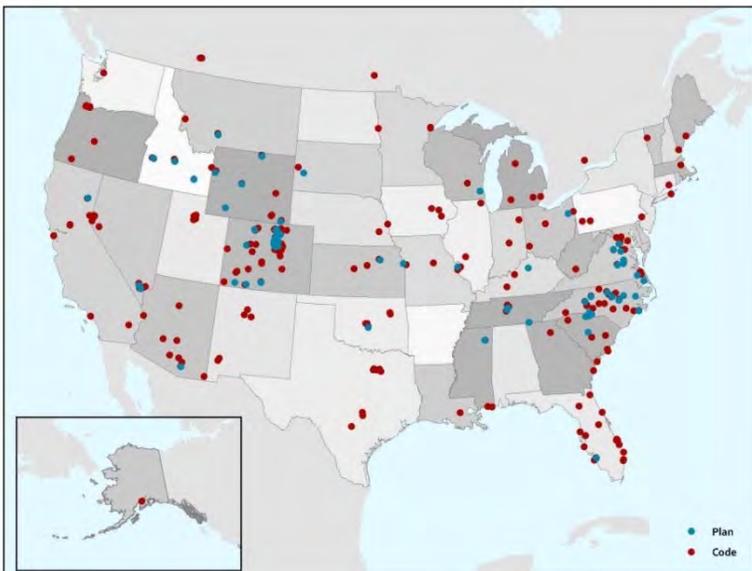
3. COMPANY INFORMATION

CLARION ASSOCIATES

Clarion Associates is a nationally recognized consulting firm with significant experience in plan and code preparation for numerous jurisdictions across the United States, as well as in managing the multiple moving parts and sub-consultants involved in plan and code projects. Much of the firm’s experience has been in Florida and throughout the southeast, as documented later in this proposal. The firm is recognized for:

- Innovative zoning ordinances that draw on best practices from a variety of organizing approaches including hybrid, traditional, form-based, transactional, performance, and unified development codes;
- Reorganized and reformatted, user-friendly, and graphically rich codes and plans that illustrate important concepts and procedures;
- Administratively simple codes that are flexible yet predictable;
- Sustainable development codes;
- Innovative design guidelines and historic preservation standards;
- Creative policies and development standards that promote mixed-use, infill, and redevelopment;
- Codes that foster and remove obstacles to environmental stewardship and housing diversity;
- Codes that encourage multimodal transportation networks;
- Robust public engagement programs; and
- Thoughtful alignment and integration of regulatory (codes) and non-regulatory tools (plans) to develop effective and desired land use solutions.

Since our founding in 1992, Clarion has prepared zoning regulations and plans for over 130 communities across the U.S. and Canada, as illustrated on the below map.



RENAISSANCE PLANNING GROUP, INC. (RPG)

Renaissance Planning Group, Inc. (Renaissance) is a planning, design, and policy analysis consulting firm specializing in the integration of urban design, transportation, land use, and technology. The firm has a staff of 31 people located in offices throughout the mid-Atlantic and Southeast. The work on the Key West project would be led by professionals in the firm's Florida offices (Orlando, Tampa, and Delray Beach). Firm principals are particularly skilled in working with communities in transition, most notably those seeking to transform existing patterns of development into more livable and sustainable patterns supported by robust multimodal transportation systems. Renaissance believes strongly in the value of collaborative planning that connects technical disciplines with meaningful public participation to address challenges facing our communities in a comprehensive way. The firm's blog, which publishes weekly insights from staff members, can be found at <http://blog.citiesthatwork.com/>.

TRIFECTA CONSTRUCTION SOLUTIONS

For more than 14 years, Trifecta, founded by Dr. Jennifer Languell, has helped private and public sector clients across the country identify the sustainability and green building goals that correspond to their business, project, or local and regional community needs, and then successfully implements programs to meet these needs. The Trifecta name represents the three key elements of sustainability: economics, environment, and community. By embracing the principles of sustainable development, individuals, and local governments can benefit from a future with a healthy and well managed community and ecosystem.

As the concept of green building has emerged and become a driving force in construction, development, and local government initiatives, Trifecta has remained ahead of the curve. Our expertise spans local, national and international green building projects. We have extensive knowledge of all pertinent local, state, and national green building programs. Trifecta has been actively involved with the U.S. Green Building Council (USGBC) and Florida Green Building Coalition since their inception.

In addition to its green building design, construction, and code implementation knowledge, Trifecta understands the cost and value questions surrounding local, regional, and Green Building/Sustainable Development programs. Having an in-depth understanding of the environmental, technical, and monetary realities of green construction enables Trifecta to act as an integral green building and sustainability consultant for any public or private entity.

NICHOLAS CONSULTING

Dr. James Nicholas is the Principal of Nicholas Consulting. He is one of the preeminent practitioners and scholars in the nation on land economics, local government fiscal analyses, cost-benefit analysis related to infrastructure, capital facilities planning, land economics, and the economics of growth strategies. He is the nation's preeminent expert in the design and implementation of the proportionate share concept for exactions. Notable achievements during his 40 year career include the following:

- Conducted fiscal/cost-benefit analyses related to growth and development for well over 100 local governments throughout the state of Florida and the nation.

- Served as the land economist in the design and successful defense of the growth management programs in Sanibel, FL; Teton County (Jackson Hole), WY; Martin, Broward, and Sarasota County, all in Florida, and Santa Fe County, New Mexico.
- Conducted numerous market feasibility analyses and cost/benefit analysis.
- Testified as an expert in land economics, fiscal impact analysis, and the economics of growth and development for many courts throughout the state of Florida. He is the nation's preeminent expert in the design and implementation of the proportionate share concept for exactions.
- Emeritus Professor of Urban & Regional Planning and Emeritus Professor of Law, University of Florida, Gainesville, Florida.

FORGEY PLANNING SERVICES (FPS)

FPS is a sole proprietorship that does land use consulting and expert witness work for governments and private clients, all in Florida so far. FPS specializes in community and small area planning (for our clients, the Captiva Community Panel and the East Lee County Council). The firm has done expert witness work, typically for neighborhood organizations opposed to drastic land use changes in their neighborhoods. This year, FPS has appeared before planning boards and governing bodies in Hardee, Hernando, and Palm Beach Counties, and before the Polk County Circuit Court in a bench trial. FPS is a policy firm with a long history of working with Florida's growth management laws and has deep experience in the preparation of land development codes.

4. METHODOLOGY AND APPROACH

PROJECT UNDERSTANDING

Key West is one of America’s special places. Both longtime and new residents, as well as tourists from around the world, embrace the city’s off-beat character, relaxed quality of life, and distinctive tropical setting, influenced by Bahamian and Caribbean traditions and development patterns. Maintaining that special physical character and sense of place is critical to Key West’s economic well-being, since a principal source of local revenue is tourism—as is true in many other resort communities in the US and around the world.

This is both a challenging and an exciting time for the citizens of Key West. Like many resort communities, the city struggles to maintain its character and sense of place in the face of a variety of ongoing issues and challenges. For example:

- Development pressures pose continual challenges to protecting the essential, character-defining features of Old Town, most notably the walkable streets, the eclectic mix of older residential buildings on small lots, and the thriving historic districts.
- The city hopes to encourage redevelopment in New Town, especially along the commercial corridors, away from suburban, strip-style models and toward more mixed use, walkable development patterns that mimic Key West’s traditional development patterns.
- Housing costs continue to rise, especially for those members of the workforce that serve the community like teachers, police, fire/EMS workers, and service workers, as well as the service workers who support the tourism industry.
- The city increasingly must confront challenges related to global climate change and sea-level rise, which already causes flooding and ultimately will threaten the very existence of low-lying islands like Key West.

The challenges facing Key West are documented in the 2011 Strategic Plan and in updated elements of the comprehensive plan, including those elements that are fundamental to Key West’s unique character, such as Historic Preservation and Port Facilities. The City also is creating new plan elements that will establish the City’s policy response to sea-level rise and the need for climate adaptation strategies. These documents establish the goals and general direction for how to address these issues at a policy level.

Much of this policy direction, however, has not yet been implemented in the city’s development regulations. Except for ad hoc amendments, Key West’s land development regulations were last rewritten over 20 years ago (1993), and the zoning regulations were last updated in 1997 – and in many respects the current regulations either create obstacles to or do not support the desired development character in Key West.

To address these concerns, and to establish a regulatory framework to support the desired character and development practices critical for 21st century Key West, the city is requesting consultant assistance to prepare targeted amendments to its development regulations. The City is seeking amendments that address a broad

set of issues, ranging from growth management, to affordable housing, to flooding and sea-level rise, to connectivity, to historic preservation, to open space and landscape design, to infill design.

These amendments must be made in the context not only of the policy direction in the local plans, but also the rules and directives of the area of critical state concern designation under which Key West is also regulated, and which places limits on the amount of development that may occur in the city over the next 10 years.

Based on our review of the RFP and the support materials provided by the city, and our experience updating development codes throughout the nation, the Clarion team proposes that the specific amendments identified in the RFP be grouped into a series of specific substantive areas:

- **Climate Adaptation and Sustainability.** This set of issues focuses generally on Key West’s strategies for responding to and adapting to climate change and sea-level rise, including implementing the new Climate Change plan element; implementing the city’s Climate Adaptation SeaGrant, including preparing an outline for a Post Disaster Recovery Plan; and the establishment of green building standards and sustainable development practices. We propose to use the Florida Green Building Coalition standards as a basis for the green building standards.
- **Workforce Housing.** This set of issues involves updating and refining the city’s various strategies and regulatory tools and incentive programs for providing affordable and workforce housing and for creating and/or maintaining market-rate rental housing.
- **Urban Form and Historic Preservation.** These issues involve protection and enhancement of various aspects of Key West’s distinctive physical character. Zoning issues to be addressed include:
 - Maintaining and enhancing the traditional development context of Old Town;
 - Updating the historic preservation regulations to implement the updated Comprehensive Plan element;
 - Drafting new urban design standards (potentially including form-based regulations) to encourage traditional development patterns and mixed-use, walkable development in New Town, especially along the commercial corridors, and possibly in parts of Old Town;
 - Adopting a complete streets ordinance that includes traffic calming techniques and other tools to help create safe, multi-modal streetscapes; and
 - Updating signage, landscaping, and other development standards.
- **General Zoning Revisions.** Finally, this catch-all category will include a host of general zoning revisions aimed at improving other parts of the zoning regulations not directly covered in the categories above, such as tightening ambiguous language, cleaning up and removing obsolete or inconsistent provisions, and streamlining review procedures, as appropriate.

Beyond the specific details of each of these topic areas, the overall approach to the project should be holistic, to ensure that, collectively, the regulatory changes are coordinated and support the overriding goals of the project, which are to implement the new and updated elements of the Comprehensive Plan by creating an effective, user-friendly, substantively improved Land Development Regulation.

With this in mind, our team has designed a work scope that starts with the coordinated development of a set of policy reports for each of the substantive areas where amendments would be developed. These policy reports will be reviewed and discussed with the community, and will inform the subsequent drafting of specific amendments, which would also be presented to and reviewed by the community. Additional detail scope is provided below in the proposed scope of services.

APPROACH

Clarion Associates has over 20 years of experience assisting small, medium, and large American cities to modernize, streamline, and improve zoning codes, and that experience has helped us distill a focused approach to these very complex projects. We continue to refine this approach—but it has served Clarion well as we have led many successful zoning code reform efforts.

The Clarion team perceives our role in land development code update projects as **collaborative**—we serve as an extension of city staff. Our primary role is to design and draft a new code, educate the public and stakeholders about best practices and regulatory tools that will best achieve desired community goals, help resolve disputes about regulatory issues between disparate views within the community, and provide advice and guidance on regulatory and implementation issues based on our experience.

Our general approach to each project is one we have developed over years of practice. We are firm believers in establishing a **well-defined process** where everyone understands what to expect in terms of process and deliverables. We like to establish an **iterative process** that provides all stakeholders with numerous opportunities to review and provide comments on the proposed structure and best practice concepts included in the updated land development code, as well as the specific code language.

We prefer an approach that is **inclusive** of many points of view and tools that communicate regulatory concepts to as many interested parties as possible. Achieving this goal in code projects can be difficult since they involve complex and technical issues and specific and detailed language. We address this challenge by incorporating the concepts behind the code provisions to make them understandable to users of the code. In our process we will create drawings, sketches, and “before-and-after” sequences that can help the community understand the options, visualizing change before it occurs.

Design matters. Well-designed communities make prosperous places to live and work. Our team contains experts in using form-based approaches for regulatory revision, to ensure the physical details of the community’s vision can be translated into built reality.

We are committed to drafting codes that are **clear, precise, and predictable**. To ensure the document meets this objective we rely heavily on graphics, photographs, process flow charts, summary tables, simple page layouts, and

intuitive document organization. We eliminate needless repetition and establish expedited review processes for preferred development types. We establish clear, measurable standards. Furthermore, we understand the opportunities and challenges of emerging concepts in zoning.

Finally, we believe in **incentive-based approaches** to preferred development. Applicants/developers are more likely to follow preferred development forms if they can see and understand the upside in doing so. Our development codes include incentives for preferred development forms, menu-based options for complying with development standards, and flexible techniques for achieving compliance with code requirements.

SCOPE OF SERVICES

We have designed the following scope of services to implement the general approach described above and to respond to the issues raised in Key West's RFP. The proposed budget and timeline at the end of this section track these proposed tasks. All elements of the scope are flexible and open to discussion and modification.

PHASE 1. PROJECT INITIATION AND RESEARCH

1.1. DOCUMENT REVIEW

The Clarion team will begin by reviewing, in greater detail, the city's current land development regulations (paying particular attention to the sections dealing with workforce housing, historic preservation, urban form, and other specific topics raised in the RFP), the updated and new comprehensive plan elements, and other relevant documents identified by the city. This review will capitalize on the team's Florida and national experience and staff input to identify the best principles and practices for these updates. This background research will also form the basis for our initial meetings described below.

1.2. INITIAL FOCUS WORKSHOPS AND STAKEHOLDER INTERVIEWS

The team will oversee intensive initial discussions of zoning and land development issues with city staff, elected and appointed officials, and other key stakeholders (e.g., developers, neighborhood groups, realtors, etc.) to get a clear understanding of how the existing regulations work (and do not work) in practice, as well as the key issues and practical problems that need to be addressed by the new code provisions.

Because of the diverse nature of topics to be considered in this project, we propose organizing separate stakeholder kick-off meetings on the initial trip for each of the three main focus areas (Urban Form and Historic Preservation, Climate Adaptation and Sustainability, and Workforce Housing), as well as a fourth session devoted to the zoning update generally. Separate meetings are necessary because of the wide range of topics, and to recognize that different stakeholders would be engaged in different parts of the zoning update.

At each of these four meetings, Clarion will conduct a half-day workshop with city staff, elected and appointed officials, and other stakeholders as appropriate to specifically dive into the applicable issue. For example, at the workshop focusing on climate adaption and sustainability, the Clarion team would rely on our experience preparing sustainable development provisions for other communities in Florida and across the country as a foundation for discussion. We would structure the workshop to summarize key goals and strategies in the new Climate

Adaptation element of the Comprehensive Plan, and to provide stakeholders with an opportunity to explore the extent to which climate adaptation and sustainability concepts should be integrated into the Key West LDRs. Input from the workshop will be used to shape the team’s recommendations regarding the incorporation of sustainable development provisions in the policy report in Phase 2.

Each focus workshop will be moderated by Clarion principals, in cooperation with our team’s subject matter experts: Dr. Jennifer Languell (Climate Adaptation and Sustainability); Dr. James Nicholas (Workforce Housing); and --- (Urban Form and Historic Preservation).

To complement these focus workshops, our team will tour Key West with staff to see and understand first-hand how the existing regulations are affecting desired development patterns in areas like Old Town and New Town’s commercial corridors.

1.3. COMMUNITY ENGAGEMENT STRATEGY

Also during this initiation phase, we will finalize an effective community engagement strategy, tailored to the Key West community, which will be implemented throughout the project. We firmly believe in a robust public engagement process using a wide range of interactive formats and media to engage the public and to elicit thoughtful responses to the plan and code update choices that will continually arise. With input and final approval by the city, this strategy will be carefully crafted based on the information obtained in Tasks 1.1 and 1.2. As requested by the RFP, additional information about our approach to public participation is presented below.

Phase 1: Project Initiation and Research	
Clarion Team Responsibilities	City Staff Responsibilities
Review relevant regulations, plans , and other documents	Provide codes of relevant regulations, plans, and other documents to Clarion team
Develop survey for interviewees	Review and comment on draft survey; circulate survey to staff and key stakeholders
Conduct interviews with staff and key stakeholders	Identify staff and key stakeholders to interview; organize interviews; participate in staff interviews
Participate in reconnaissance tour of city	Organize and accompany Clarion team on reconnaissance tour
Prepare for and moderate stakeholder focus groups	Organize and participate in meetings; identify and invite participants; arrange meeting logistics
Prepare summary of input gathered at the kick-off meetings and public forums	Review and comment on draft summary
Trips	
One three-day trip to conduct interviews and reconnaissance tour and hold stakeholder interviews and focus meetings	
Schedule	
Completed two months after notice to proceed	

PHASE 2. POLICY REPORTS

Based on the information gathered during Phase 1 and the Clarion team’s own review, we will prepare four policy reports, each of which will summarize our analysis of the applicable key issues and themes to be addressed throughout the LDR revision process. The Policy Reports will propose targeted amendments to the LDRs in the four substantive focus areas:

- Climate Adaptation and Sustainability;

- Workforce Housing;
- Urban Form and Historic Preservation; and
- Other General Zoning Amendments.

Each of these reports would be approximately 20 to 25 pages in length and would:

- Identify the issues that needs to be addressed in the update;
- Summarize how the current regulations address the issue;
- Outline the city’s general policy direction for the update;
- Outline specific regulatory options and best practices (from around the country) for how the issue could be addressed,; and
- Include a recommended regulatory option.

As part of each policy report, Clarion will prepare an **Annotated Outline** of proposed revisions to the city’s land development regulations. The Annotated Outline provides staff, elected officials, and the public an opportunity to review the structure of the proposed revisions before the actual drafting begins. Working with the existing regulations as our base, each of the four outlines will include annotations as to whether each major section will contain new material, revisions to existing provisions, or carryover current standards and procedures that already work well. Each annotation will include the rationale for the proposed change and whether the revision impacts other regulations, standards, or policies.

2.1. STAFF DRAFTS OF POLICY REPORTS

The first draft of each of the policy reports will be for internal staff review only. This allows staff time to provide Clarion with substantive feedback and to identify any factual errors or major issues that should be adjusted in the document prior to public review.

2.2. PUBLIC DRAFT AND PRESENTATION OF POLICY REPORTS

Based on one round of consolidated, written comments from staff, the Clarion team will prepare and release a second, public draft of each policy report (analysis and outline) for review and discussion with the Key West community. As part of our public participation strategy, Clarion will conduct a public meeting in Key West for each policy report, and hold any additional citizen or stakeholder meetings, requested by staff, regarding the Public Draft.

For budget efficiency, we propose conducting meetings on two policy reports at a time. The specific order of topics would be subject to further discussion with staff; however, for purposes of this proposal, we suggest that the first trip cover the reports on Climate Adaptation and Sustainability and Workforce Housing, and the second trip cover Urban Form and Historic Preservation and General Zoning Amendments.

Phase 2: Policy Reports	
Clarion Team Responsibilities/Deliverables	City Staff Responsibilities
Prepare staff draft of policy reports (four)	Review and comment on draft policy reports; submit one round of consolidated written comments per report; conference call with Clarion team if necessary to discuss revisions
Revise reports and prepare Public Review Draft of policy reports (four)	Circulate draft report to officials as necessary
Conduct stakeholder meetings on policy reports (four meetings total, two per trip)	Organize and participate in meetings; identify and invite participants; arrange meeting logistics
Trips	
Two one-day trips to hold stakeholder meetings (one trip: Climate and Housing; one trip: Urban Form and general zoning revisions)	
Schedule	
<ul style="list-style-type: none"> • Staff drafts of policy reports will be prepared in four stages following completion of Phase 1: <ul style="list-style-type: none"> ○ Report 1: within 2 months ○ Report 2: within 3 months ○ Reports 3 and 4: within 4 months • Public review drafts of policy reports: completed within four weeks of receipt of consolidated written comments on staff drafts 	

PHASE 3. LDR TARGETED AMENDMENTS

3.1. STAFF DRAFT OF LDR AMENDMENTS

Based on the policy reports and feedback received, the Clarion team will develop new regulations, targeted to achieve the city’s goals in each of the four major focus areas. The targeted amendments will be prepared in four installments, corresponding to the four policy reports. These preliminary drafts will be intended for discussion primarily among staff and the Clarion team.

Each draft installment will be accompanied by a cover memorandum that summarizes major new features in the drafts, significant changes from current provisions, and explanations of the new material. While staff is reviewing the first installment, the Clarion team will begin drafting of the second installment, and so on. In this way, drafting and staff review proceeds in a relatively efficient process. Staff will consolidate and reconcile its comments on each installment and present them in written form to the Clarion team for discussion (this can be either an electronically or hand-written redlined copy, or in memo form, or both).

3.2. CONSOLIDATED PUBLIC DRAFT OF NEW LDR AMENDMENTS

Based on staff feedback obtained in Task 3.1, the Clarion team will produce a revised public draft consolidating the major drafting components into a reorganized and user-friendly LDR structure for distribution and public review.

As part of our public participation strategy, Clarion would conduct public meetings with local officials and hold any additional citizen or stakeholder meetings requested by staff regarding the Public Drafts.

Phase 3: LDR Amendments	
Clarion Team Responsibilities/Deliverables	City Staff Responsibilities
Prepare staff draft of LDR amendments in track-change format based on current LDR (in four installments, corresponding to the four policy reports)	Review and comment on draft amendments; submit one round of consolidated written comments per draft ordinance; conference call with Clarion team if necessary to discuss revisions
Revise amendments and prepare public review drafts (four)	Circulate draft report to officials as necessary
Conduct stakeholder meetings on amendments (four meetings total, two per trip)	Organize and participate in meetings; identify and invite participants; arrange meeting logistics
Trips	
Two one-day trips to hold stakeholder meetings (one trip: Climate and Housing; one trip: Urban Form and general zoning revisions)	
Schedule	
<ul style="list-style-type: none"> • Staff drafts of LDR amendments will be prepared in four stages following completion of Phase 2: <ul style="list-style-type: none"> ○ Draft ordinance 1: within 3 months ○ Draft ordinance 2: within 4 months ○ Draft ordinances 3 and 4: within 6 months • Public review drafts: completed within four weeks of receipt of consolidated written comments on staff drafts 	

PHASE 4. CODE REFINEMENT AND ADOPTION

4.1. ADOPTION DRAFT

Following the review of the consolidated public draft, the Clarion team will make any further revisions authorized by city staff and prepare a final Adoption Draft (in Microsoft Word format) to be carried forward into the code adoption process. This draft would include final versions of all illustrations. We would also prepare a final cover memorandum in a format that allows for comparisons between the current and proposed LDRs, summarizing all major changes.

4.2. PUBLIC HEARINGS AND WORKSHOPS

The Clarion team will provide support, in the form of materials or presentation assistance, during the LDR adoption process. Key Clarion team members would be available for attendance at public workshops and/or hearings on the new ordinance before the various review boards and City Council. The proposed budget includes a set figure for such attendance, and Clarion would be available to attend additional meetings on a time and expenses basis.

4.3. MEMORANDUM ON RECOMMENDED ZONING MAP REVISIONS

Clarion will prepare a separate memorandum summarizing any necessary changes to the city’s Zoning Map. We recommend that city staff lead the Zoning Map update process, with assistance from the Clarion team. We believe that this memorandum will provide the city with adequate assistance on this component of the project, but are happy to discuss further assistance on this sub-task as necessary.

Phase 4: Code Refinement and Adoption	
Clarion Team Responsibilities/Deliverables	City Staff Responsibilities
Prepare consolidated staff draft of LDR amendments in track-change format based on current LDR	Review and comment on draft amendments; submit one round of consolidated written comments; conference call with Clarion team if necessary to discuss revisions
Revise amendments and prepare public review drafts	Circulate draft report to officials as necessary
Participate in adoption hearings, up to budget allocation. (Additional support available on a time-and-expenses basis)	Organize and participate in meetings; identify and invite participants; arrange meeting logistics
Trips	
Two one-day trips to participate in adoption hearings. (Additional support available on a time-and-expenses basis.)	
Schedule	
<ul style="list-style-type: none"> • Prepare consolidated staff draft of LDR amendments within six weeks of completion of Phase 3; prepare final adoption draft within four weeks of receipt of consolidated written comments on staff draft • Adoption hearings TBD. 	

PROPOSED SCHEDULE

Based on work on similar projects, we believe that the final adoption draft of the ordinance that consolidates all proposed LDR amendments can be completed and ready to begin the adoption process in approximately 16 months or less, recognizing that if the revisions become controversial or additional public meetings and/or discussion is necessary, additional time may be added. Suggested milestone dates are included in the text boxes above. If the City believes that a shorter timeframe is needed, such as 12 months, Clarion can meet this request, although we feel that 16 months provides a better timeframe to fully address the scale and quality of changes desired by the City. Regardless of which timeline is selected (12 or 16 months), the deliverables would likely remain the same — only provided on a more compressed schedule — and so the total cost of the project would likely be the same in either scenario.

COMMUNITY ENGAGEMENT



Because public engagement is an essential part of this process, to create the best plan for Key West, we will work closely with the city during Phase 1 to develop an effective public participation plan tailored to the community, which will be implemented (and revised as necessary) over the course of the project.

Public engagement is an essential and very rewarding part of this process. The Clarion team prides itself on a strong public involvement track record in our plan and code revision projects. We are excellent communicators, meeting facilitators, and educators, capable of building public support for planning and regulatory land-use changes — even on controversial issues. Nearly all of Clarion’s plan and code projects over the past ten years have been adopted unanimously, reflecting our emphasis on consensus-building.



While we attribute our public outreach success to a general and preferred approach that we have developed over many years, as indicated in our suggested scope of work, we will take the time to carefully craft a public participation strategy, with Key West staff, during the project initiation and analysis phase (Phase 1) based on our in-person introduction to your community.

An integral part of our outreach strategy involves regular reports and consultation with elected officials, and public meetings at important milestones during the process (e.g., to review and discuss the public drafts of the policy reports and the draft LDR amendments).

Other public engagement techniques that we often use and may be considered depending on this project’s final scope and budget include:

- A web-page with key background resources on different approaches to hybrid and form-based regulations, including a “click to comment” feature.
- Press coverage of the project goals, scope, and timetable at project inception.
- Informal open houses (showcasing pictures and graphics illustrating the impacts of traditional, form-based, and hybrid zoning regulations).
- On-line surveys.
- An open e-mailing list so that stakeholders can receive regular project updates, particularly when new interim work products become available for public review.
- Short videos about the project that can be shown on TV and the internet (project website), prepared in conjunction with local staff.
- Well-publicized public meetings and keypad polling at these meetings to record and tabulate community responses to specific plan and code changes proposed.

5. COST

Our team’s budget proposal is included on the following pages. The phases and tasks conform to those in our proposed scope of services. The cost spreadsheet shows the billing rate for each professional on the Clarion team, the times each firm and professional will work on each task described in the work plan, and all costs and expenses associated with each task. The quoted fee proposal includes all incidental costs—including, but not limited to—travel, priority mail, binding, photocopying, faxing, photographs, internet service, telephone calls, and supplies/materials as needed to complete the project requirements.

This is a preliminary fee schedule/price proposal, prepared without specific discussion with City staff, and based on our experience conducting similar code rewrites. We are flexible and committed to developing a work plan and budget consistent with the City’s resources and objectives.

Preliminary Project Budget - Land Development Regulation Amendments - Key West, FL

	Clarion						RPG					Trifecta	Nicholas	FPS	Total	
	Project Manager (Richardson)	Co-Project Manager (Goebel)	Consulting Advisor (Duerksen)	Senior Associate	Associate	Graphics Support	Principal (Blanton)	Project Manager (Gavrilovic)	Principal Planner	Senior Planner	Urban Designer	Dr. Languell	Dr. Nicholas	Forgey		
Billable Rate \$/Hour	\$190.00	\$180.00	\$180.00	\$130.00	\$85.00	\$65.00	\$227.56	\$187.36	\$139.22	\$133.35	\$91.00	\$180.00	\$175	\$130		
Phase 1: Project Initiation and Research																
1.1: Document Review	2	4	2	6	8			2	4	8		2	2			40
1.2: Initial Focus Workshops and Stakeholder Interviews		32		32	32			24	24			16	16			176
1.3: Public Participation Strategy		2		2	4			2	2	2		2	2	2		20
Total Hours	2	38	2	40	44	0	0	28	30	10	0	20	20	2		236
Fee	\$380	\$6,840	\$360	\$5,200	\$3,740	\$0	\$0	\$5,246	\$4,177	\$1,334	\$0	\$3,600	\$3,500	\$260		\$34,636
Number of Trips		1		1	1	0		1	1			1	1			7
Travel Expenses	\$0	\$1,500	\$0	\$1,200	\$1,200	\$0	\$0	\$1,451	\$951	\$0	\$0	\$1,200	\$1,200	\$0		\$8,702
Phase Total	\$380	\$8,340	\$360	\$6,400	\$4,940	\$0	\$0	\$6,697	\$5,128	\$1,334	\$0	\$4,800	\$4,700	\$260		\$43,338
Phase 2: Policy Reports																
2.1: Staff Draft																
Policy Report 1: Climate Adaptation and Sustainability	8		8	24	8	4		2	2	4		24		1		85
Policy Report 2: Workforce Housing	8			24	8	4							24	1		69
Policy Report 3: Urban Form and Historic Preservation		16		8	24	4	2	4	16	24	8			1		107
Policy Report 4: Other General Zoning Amendments		12			24									1		37
2.2: Public Draft and Presentation																
Policy Report 1: Climate Adaptation and Sustainability	8		4	16	4	4		2	2	2		16				58
Policy Report 2: Workforce Housing	8			16	4	4							16			48
Policy Report 3: Urban Form and Historic Preservation		8		4	12	4		2	4	8	8					50
Policy Report 4: Other General Zoning Amendments		8			12											20
Total Hours	32	44	12	92	96	24	2	10	24	38	16	40	40	4		430
Fee	\$6,080	\$7,920	\$2,160	\$11,960	\$8,160	\$1,560	\$455	\$1,874	\$3,341	\$5,067	\$1,456	\$7,200	\$7,000	\$520		\$64,753
Number of Trips	1	1		1	1	0		2	2			1	1			6
Travel Expenses	\$1,500	\$1,500	\$0	\$1,200	\$1,200	\$0	\$0	\$2,268	\$1,268	\$0	\$0	\$1,200	\$1,200	\$0		\$11,336
Phase Total	\$7,580	\$9,420	\$2,160	\$13,160	\$9,360	\$1,560	\$455	\$4,142	\$4,609	\$5,067	\$1,456	\$8,400	\$8,200	\$520		\$76,089

Preliminary Project Budget - Land Development Regulation Amendments - Key West, FL

	Clarion						RPG					Trifecta	Nicholas	FPS	Total
	Project Manager (Richardson)	Co-Project Manager (Goebel)	Consulting Advisor (Duerksen)	Senior Associate	Associate	Graphics Support	Principal (Blanton)	Project Manager (Gavrilovic)	Principal Planner	Senior Planner	Urban Designer	Dr. Languell	Dr. Nicholas	Forgey	
Billable Rate \$/Hour	\$190.00	\$180.00	\$180.00	\$130.00	\$85.00	\$65.00	\$227.56	\$187.36	\$139.22	\$133.35	\$91.00	\$180.00	\$175	\$130	
Phase 3: LDR Targeted Amendments															
3.1: Staff Draft															0
Climate Adaptation and Sustainability	16		8	32	8	8		2	4	4		24		1	107
Workforce Housing	16			32	8	8							24	1	89
Urban Form and Historic Preservation		24		8	32	16	2	8	16	24	16			1	147
Other General Zoning Amendments		8			24									1	33
3.2: Public Draft															0
Climate Adaptation and Sustainability	12		4	24	4	8		2	2	2					58
Workforce Housing	12			24	4	8									48
Urban Form and Historic Preservation		16		4	24	16		4	8	12	16				100
Other General Zoning Amendments		8			16										24
3.3: LDR Testing															
Total Hours	56	56	12	124	120	64	2	16	30	42	32	24	24	4	606
Fee	\$10,640	\$10,080	\$2,160	\$16,120	\$10,200	\$4,160	\$455	\$2,998	\$4,177	\$5,601	\$2,912	\$4,320	\$4,200	\$520	\$78,542
Number of Trips	1	1		1	1	0		2	2			1	1		10
Travel Expenses	\$1,500	\$1,500	\$0	\$1,200	\$1,200	\$0	\$0	\$2,268	\$1,268	\$0	\$0	\$1,200	\$1,200	\$0	\$11,336
Phase Total	\$12,140	\$11,580	\$2,160	\$17,320	\$11,400	\$4,160	\$455	\$5,266	\$5,445	\$5,601	\$2,912	\$5,520	\$5,400	\$520	\$83,958
Phase 4: Code Refinement and Adoption															
4.1: Adoption Draft	16	16	4	24	24	16	2	4	24	24	16	2	2	2	176
4.2: Public Hearings and Workshops	24	32		24	24			24	24			8	8		168
4.3: Memorandum on Recommended Zoning Map Revisions		8		8	16										32
Total Hours	40	56	4	56	64	16	2	28	48	24	16	10	10	2	376
Fee	\$7,600	\$10,080	\$720	\$7,280	\$5,440	\$1,040	\$455	\$5,246	\$6,683	\$3,200	\$1,456	\$1,800	\$1,750	\$260	\$53,010
Number of Trips	1	3						2							6
Travel Expenses	\$1,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$2,268	\$0	\$0	\$0	\$0	\$0	\$0	\$8,268
Phase Total	\$9,100	\$14,580	\$720	\$7,280	\$5,440	\$1,040	\$455	\$7,514	\$6,683	\$3,200	\$1,456	\$1,800	\$1,750	\$260	\$61,278
Total Project Hours	130	194	30	312	324	104	6	82	132	114	64	94	94	12	1692
Total Project Fees & Travel Expenses	FALSE	\$43,920	\$5,400	\$44,160	\$31,140	\$6,760	\$1,365	\$23,619	\$21,864	\$15,202	\$5,824	\$20,520	\$20,050	\$1,560	\$241,384
Printing and Copying Expenses															\$1,500
Total Project Budget															\$242,884

6. PERSONNEL

Biographies of Clarion Team principals, staff, and subconsultants are provided below, followed by full resumes for each team member.



CLARION ASSOCIATES

CRAIG RICHARDSON, ESQ.

is a Director of Clarion Associates. He is a planner/lawyer with 30 years of practice experience, primarily representing local government clients on a variety of planning and zoning matters, including development code updates, form-based regulations, adequate public facility regulations, impact fees, affordable housing mitigation regulations, and character-based regulations. Craig has a strong record of success in leading code revision projects and other plan implementation efforts. He has substantial experience working in resort communities like Key West. Examples of some of his resort work include leading development code updates in Teton County and Jackson WY (Jackson Hole); Aspen CO, Biloxi MS, Daytona Beach FL; Folly Beach SC, and Currituck County NC (outer banks); designing and drafting mandatory workforce housing regulations in Teton County and Jackson WY and Islamorada FL; assisting Sanibel FL in appropriately-sized home regulations. The Portsmouth VA code update project which he led won the 2012 EPA Smart Growth Award for Policies and Programs. Other recent code projects in which he is completing or currently working include those in Prince George's County MD; Norfolk VA; the Capitol region (Hartford) in Connecticut (model sustainable development code); Beaufort County, Greenville, and Charleston County, SC; and Vienna VA. He has consulted with Florida local governments in the development and defense of comprehensive plans; he has also served as counsel of record in "in compliance" challenges. Mr. Richardson has consulted with numerous local governments in 12 states in the design, implementation, and defense of over 100 impact fee programs. He serves on the faculty for APA's national Zoning Clinic, conducting workshop sessions on incorporating sustainable development practices into codes, and speaks regularly at planning conferences on code implementation issues. He has worked on the Model Sustainable Community Development Code project for the Rocky Mountain Land Use Institute.



MATTHEW GOEBEL, AICP

a planner and attorney, works principally in the areas of planning and zoning and historic preservation. His projects have included development codes for many large and small jurisdictions around the country. Currently he is managing the firm's work for Charlotte, North Carolina, assessing the city's current zoning ordinance and best practices for updating big-city development codes, including how the City can best use regulating plans. Mr. Goebel is also leading the firm's work rewriting the codes for Denton, Texas, and Carbondale and Frisco, Colorado. He recently completed new historic district design standards and guidelines for San Antonio, Texas. Mr.

Goebel is co-author of *The Rules that Shape Urban Form and Aesthetics, Community Character, and the Law*, published by the APA. He is the principal author of award-winning studies of the economic benefits of historic preservation and the regulatory barriers to affordable housing.



CHRIS DUERKSEN, ESQ.

is Senior Counsel of Clarion Associates, LLC. He has represented local governments, nonprofits, and the private sector in a variety of land-use and zoning matters and specializes in development code revisions, growth management planning, sustainable code standards, natural resource and scenic area protection regulations, and airport-area development strategies.

As co-founder of the Rocky Mountain Land Use Institute and former city council member in Fredericksburg, Virginia, Mr. Duerksen has written and spoken extensively on smart growth and sustainability issues and policy nationally. He is a recognized national expert on the legal aspects of smart growth and sustainability having written two leading publications including *Takings Law in Plain English and Aesthetics, Community Character, and the Law*. Duerksen has conducted numerous local government training workshops over the past 30 years, including most recently a popular series of sustainable code workshops that included staff from the U.S. EPA Development, Community, and Environment Division.



STEPHEN SIZEMORE, AICP

is a planner, lawyer, and Senior Associate in the North Carolina office of Clarion Associates. He has more than 35 years of planning experience, primarily with growth management and development regulation for local governments. Before joining Clarion, Mr. Sizemore was planning director for a coastal North Carolina county with a large military installation, overseeing the county's development of a comprehensive plan and

implementation of its first county-wide zoning regulations. He also served on North Carolina's Coastal Resources Advisory Council. Prior planning experience includes 12 years as a land use planner/attorney for an urban North Carolina county - where he prepared growth management/land use policies and regulations, including transitional rural-urban development regulations - and 7 years as a planner for a North Carolina university town - where he administered development regulations and helped prepare a unified development ordinance. Mr. Sizemore has also worked as research attorney for the American Planning Association, where he edited *Planning & Environmental Law*, organized the annual Bettman Symposium on land use law, and was an associate editor and contributing author for APA's *Planning and Urban Design Standards*. Working for a state planning agency in Maine, he developed rules, guidelines, and assistance programs to help local government prepare comprehensive plans and development regulations meeting new state planning laws.



KRISTIN CISOWSKI, LEED AP

is a planner and attorney with more than five years of engineering, planning, and legal experience. As a result of her multidisciplinary background, Kristin has a wide range of public and private sector experience involving land planning and entitlement and assessing land use regulations with respect to affordable housing, environmental, transportation, telecommunications, and floodplain issues. Prior to joining Clarion, Kristin

worked for an engineering firm in Albany, NY and prepared stormwater pollution prevention plans for New York State agencies. She has also prepared economic profiles and housing assessments for various New England communities. Currently she is working with Columbia, MO to create a Unified Development Ordinance that will include a downtown form-based zoning district to incentivize high-quality mixed-use development. While living in the Adirondacks and working in Albany, Kristin developed a deep appreciation for upstate New York and has many close connections in the area. As a result, she always has her eyes open for opportunities to help guide smart, efficient, attractive, and economic growth near to her former home.



TAREQ WAFAlE, AICP

is a planner with Clarion Associates' Denver office with over nine years professional planning experience. Tareq has worked on projects including land use and zoning code development, natural hazard mitigation planning, urban renewal, comprehensive planning, regional planning, sustainable code development, and GIS analyses. In addition to his work in the private sector, Tareq also has experience working in state and local

government. Tareq works on projects across the nation assessing and updating development codes and developing strategies and implementation measures to address changing demographics, sustainability, infill and redevelopment, and other emerging planning issues. Tareq is a member of the American Planning Association, the American Institute of Certified Planners, and currently serves as the APA Colorado Chapter Professional Development Officer.



DEEDEE DEVUYST, LEED GREEN ASSOCIATE

serves as Clarion's Graphics and Marketing Manager, bringing a diverse academic and professional background in architecture, environmental engineering, and graphic design. Her multidisciplinary experience gives her the ability to effectively communicate and translate complex and technical information into materials that are both visually appealing and accessible to a wide variety of audiences.

RENAISSANCE PLANNING GROUP



WHIT BLANTON, FAICP

specializes in multimodal transportation planning, land use-transportation integration and strategic communications, leading many of the firm's major planning projects. His experience entails working with a diverse array of Metropolitan Planning Organizations, transit providers and local governments. He is a nationally recognized expert in planning for Transit Oriented Development, performance measurement and transportation funding/governance. Tapping into his journalism background, he brings the unique skill of storytelling to projects, with a focus on translating complex technical issues into understandable policy considerations for elected officials, agency staff, the media and the public. Whit is active in the national leadership of the American Planning Association and serves as chair of the City of Winter Park, FL Pedestrian and Bicycle Advisory Board. He joined the AICP College of Fellows in 2012.



VLAD GAVRILOVIC, AICP

is a principal with Renaissance Planning Group and has over 25 years of experience in the integration of land use, urban design and transportation planning practice. He has managed a wide variety of complex projects throughout his career and has designed innovative and context sensitive solutions for communities throughout the country. His experience includes land use and transportation planning, multi-modal transportation design, urban design, environmental planning, and facilitation, public involvement and consensus building.

Vlad's work has included projects for a wide variety of state, regional and local government clients, including state transportation agencies, regional planning organizations and MPOs, and localities at a wide variety of scales. He has served on the American Institute of Architects Committee of the Environment, and has taught planning and design at George Washington University and the University of Virginia. He has a particular focus on the development of integrated solutions that cross the boundaries of professional disciplines such as transportation planning, urban design, community planning, and economic development to address the challenges of modern society as it deals with the built and natural environments.



SCOTT SWEARENGEN, AICP

serves as a project manager with Renaissance offering more than fifteen years of public and private sector planning experience. Scott has a strong background in physical planning and non-motorized transportation planning, and is passionate about the role of transportation in place making. His depth of project experience ranges from site design problem solving in dense urban neighborhoods to regional mobility planning.



**DAVID NELSON, RLA, ASLA, LEED AP
BD&C,**

is a registered landscape architect with 30 years of planning and design experience, mostly involving land development consulting and in support of engineering projects. David’s background has given him extensive supervisory, professional, technical, and administrative skills.

David’s prior professional experience includes Thomas & Hutton Engineering Co. (1983-2001), Professional Engineering Consultants (2001-2006) and MSCW (2006-2007). David’s job responsibilities have included master planning and development for projects including the design of private and public recreational facilities; golf course conceptual planning, routing and design; development of multi-use PUDs, including mixed use traditional neighborhood development (TND) and transit oriented development (TOD); single/multi-family residential developments; trail routing; transit routing; sustainability planning; feasibility studies and layouts for commercial and industrial office parks; wayfinding and signage plans; landscape and hardscape design; entitlements and permitting; eminent domain analysis; soil erosion and sedimentation control planning; and construction coordination.



DAWN WELSH, LEED AP

is an urban designer with an extensive planning and design background in both the public and private planning and design sectors. Her professional experience includes design work on numerous site plans of various scopes and scales; commercial, residential and streetscape design guidelines; wayfinding; 3-dimensional visualization; website design and maintenance; and participation in several design charrettes.

TRIFECTA CONSTRUCTION SOLUTIONS



DR. JENNIFER LANGUELL, LEED AP

has championed the integration of green building principles and sustainable design within the construction industry for more than 17 years. Today, as Founder and President of Trifecta Construction Solutions, she remains an outspoken advocate and valued consultant to a wide range of industries that are incorporating sustainable business practices into their daily operations. In 2011 she became the first person to receive the National Association of Home Builders’ Green Advocate of the

Year award twice since its inception in 1997.

Her work has included the creation of award-winning single-family and multi-family residential homes, commercial projects, and some of the largest and most sustainable land developments in the world. She has also become a trusted

consultant to governments and municipalities that are rapidly moving toward more sustainable and fiscally prudent operating and management practices. Dr. Languell and Trifecta have received numerous awards from government and industry organizations such as the Urban Land Institute, National Association of Home Builders, Center for Sustainable Florida, and the Florida Green Building Coalition. An award-winning author, Dr. Languell was also selected as a technical advisor and star for the Discovery Channel's environmental series *Discovery Project Earth*.

Dr. Languell serves in leadership roles with many non-profit organizations, is a past President/Vice President of the Florida Green Building Coalition, a LEED Accredited Professional for the USGBC, a Class 1 Certified Energy Rater, a NAHB Verifier and Certified Green Professional, and a Certifying Agent with the Florida Green Building Coalition. She has certified over five million square feet of buildings and 30,000 acres of land developments using programs such as LEED, FGBC and Green Globes.

NICHOLAS CONSULTING



DR. JAMES NICHOLAS

is one of the preeminent practitioners and scholars in the nation on land economics, local government fiscal analyses, cost-benefit analysis related to infrastructure, capital facilities planning, land economics, and the economics of growth strategies. Over his 40 year career he has conducted fiscal/cost-benefit analyses related to growth and development for well over 100 local governments throughout the state of Florida and the nation. He served as the land economist in the design and successful defense of the growth management programs in Sanibel, FL; Teton County (Jackson Hole), WY; Martin, Broward, and Sarasota County, all in Florida, and Santa Fe County, New Mexico. He has conducted numerous market feasibility analyses and cost/benefit analysis. He has testified as an expert in land economics, fiscal impact analysis, and the economics of growth and development for many courts throughout the state of Florida. He is the nation's preeminent expert in the design and implementation of the proportionate share concept for exactions. Dr. Nicholas is Emeritus Professor of Urban & Regional Planning and Emeritus Professor of Law, University of Florida, Gainesville, Florida; and has been the Principal in Nicholas Consulting, since 2006.

FORGEY PLANNING SERVICES



MAX FORGEY, AICP

is President of Zoning Technologies, Inc., a Cape Coral-based start-up that specializes in the automation of land use processes. A graduate of Indiana University, Bloomington, with a BA in English and a Master of Public Affairs (MPA) from the IU School of Public and Environmental Affairs (SPEA) Max was Planning Director in Charlotte County, Florida from 1990-95 and Community Development Director from 1995-97. More

recently, he composed Osceola County's 2008 Evaluation and Appraisal Report (EAR) and is planner to the Captiva Community Panel. He formerly served on the Cape Coral Planning and Zoning Commission, and composed major portions of the Comprehensive Plans for the City of Cape Coral (1988) and Charlotte County (1995), and the Land Development Codes for the City of Cape Coral, Florida (1989) and Decatur, Illinois (2000). Max's articles, on environmental land acquisition and growth management, have appeared in Planning magazine and other publications, and he has been a presenter at the annual conferences of the Florida Chapter of the American Planning Association, on such varied topics as platted lands, career development, and growth management history. His most recent presentation, on automating the land use process, was at the national conference of the American Planning Association in Atlanta in April 2014.

RESUMES

Full resumes for the following personnel are included following this page.

Clarion Associates

Craig Richardson
Matthew Goebel
Chris Duerksen
Stephen Sizemore
Kristin Cisowski
Tareq Wafaie
Dee Dee DeVuyst

Renaissance Planning Group

Whit Blanton
Vlad Gavrilovic
Scott Swearengen
David Nelson
Dawn Welsh

Trifecta Construction Solutions

Dr. Jennifer Languell

Nicholas Consulting

Dr. James Nicholas

Forgey Planning Services

Max Forgey



CRAIG RICHARDSON

Director

Education

Masters of City & Regional Planning
University of North Carolina
Chapel Hill

Juris Doctor &
Bachelors of Arts (*Honors*)
Stetson University

Professional History

Clarion Associates of Colorado, LLC
Principal & Vice-President
1999 - Present

Land Use Consultant
Sole Proprietor
1996 - 1999

Icard, Merrill, Cullis, Timm,
Furen and Ginsburg - Sarasota, FL
Shareholder
1988 - 1996

Siemon, Larsen and Purdy -
Chicago, IL / Sarasota, FL
Attorney & Partner
1984 - 1988

Ross, Hardies, O'Keefe,
Babcock and Parsons -
Chicago, IL / Boca Raton, FL
1981 - 1984

Publications

*Contributor on Housing and
Hazard Mitigation Issues
Rocky Mountain Land Use Institute
Model Sustainable Development Code*

Keeping Up with Growth Urban Land
Vol. 58, No. 9: 94. September 1999
(with D. Salvesen)

*Avoiding Coastal Hazard Areas: Best
State Mitigation Practices*
Environmental Geosciences. 1999
(with D. Godschalk, R. Norton
and D. Salvesen)

Craig Richardson is a Director with Clarion Associates in the Chapel Hill office. Mr. Richardson has consulted with over 100 local government clients in 14 states on the preparation of land development codes, growth strategies, comprehensive plans, regional plans, adequate public facility regulations, impact fees, affordable housing programs and strategies, and other forms of land use regulation. In addition, he has had significant experience representing public sector clients in court in their defense of comprehensive plans and land use, and public facility finance regulations.

Related Project Experience

• Land Development Codes

Pompano Beach, FL	Daytona Beach, FL	Portsmouth, VA
Biloxi, MS	Beaufort County, SC	St. Lucie County, FL
Folly Beach, SC	Mooresville, NC	Fayetteville, NC
Williamson County, TN	Alachua, FL	Teton County, WY
Aspen, CO	Larimer County, CO	Rock Hill, SC
Greenville, SC	Palm Beach County, FL	Apex, NC

Additional Project Experience

• Comprehensive Plans & Growth Strategies/Regional Plans

Beaufort County, SC (Southern Regional Plan (SCAPA Outstanding Plan Award, 2007) and Northern Regional Plan); Charleston County, SC Comprehensive Plan Update; Rock Hill, SC Growth Management Strategy (Charlotte metro area); Wake County, NC Growth Management Strategy

• Affordable Housing Programs

City of Marathon, FL; Islamorada Village of Islands, FL; Palm Beach County, FL; Lee County, FL; Teton County, WY; Pitkin County, CO; and Basalt County, CO.

• Adequate Public Facility Regulations

Manatee County, FL; DeSoto County, FL; Lake Wales, FL; West Palm Beach, FL; Dade County, FL; Monroe County, FL; Beaufort County, SC; Mount Pleasant, SC; Summerville, SC; Henrico County, VA (Proffer Study and Program); Effingham County, GA; Larimer County, CO; Steamboat Springs, CO; Louisville, CO; Steamboat Springs, CO; Reno, NV; Washoe County, NV; and others



MATT GOEBEL, AICP

Director

Education

Juris Doctor &
Master of Regional Planning
University of North Carolina
at Chapel Hill

Bachelor of Arts (Plan II Honors)
University of Texas at Austin

Professional History

Clarion Associates, LLC
Partner and Vice President
2001 - present
Associate, 1997-2000

Professor David R. Godschalk
Research Assistant, 1993-1997

Professional Associations

American Planning Association
Member

American Institute of
Certified Planners
Member

Denver, Colorado, and
American Bar Associations
Member

Publications

Rules that Shape Urban Form.
American Planning Association, PAS
570, 2012. (with Donald Elliott and
Chad Meadows)

*Aesthetics, Community Character, and
the Law.* American Planning
Association, PAS 489/490, 2000. (with
Christopher J. Duerksen)

*Natural Hazard Mitigation: Recasting
Disaster Policy and Planning.*
Washington, D.C.: Island Press, 1999.
(with David R. Godschalk et al.)

*Reducing Housing Costs Through
Regulatory Reform: A Handbook for
Colorado Communities* (principal
author). Denver: Colorado
Department of Local Affairs, 1999.
(Colorado APA Planning Award)

www.clarionassociates.com

Matthew Goebel, a Director of the firm, is a planner and attorney in the Denver office of Clarion Associates. He works principally in the areas of planning and zoning, growth management, and historic preservation. His numerous projects have included development codes and growth management plans for a variety of large and small jurisdictions around the country. Mr. Goebel is co-author of *Rules that Shape Urban Form* and *Aesthetics, Community Character, and the Law*, published by the American Planning Association, and also was principal author of a study of the regulatory barriers to affordable housing in Colorado, which won a statewide award from the Colorado chapter of the American Planning Association.

Representative Major Projects

Land Development Regulations

- Alaska: Anchorage
- Arizona: Buckeye, Oro Valley, & Tucson
- California: Pasadena & Sacramento County
- Colorado: Carbondale, Englewood, Erie, Frisco, Garfield County, Lake County, Mesa County, Northglenn, Pagosa Springs, & San Miguel County
- Idaho: Boise
- Michigan: Detroit
- Nevada: Henderson & Sparks
- New Mexico: Santa Fe & Silver City
- North Carolina: Apex, Cary, Charlotte, & Morrisville
- Oklahoma: Broken Arrow
- Oregon: Jackson County
- South Carolina: Greenville
- Tahoe Regional Planning Agency
- Texas: Arlington, Austin, Denton, Irving, Rowlett, & San Antonio
- Wisconsin: Dodge County

Plans

- Growth management: Apex, Cary, and Wake County, North Carolina; Beaufort County, South Carolina
- Historic preservation: McAllen, Texas; Salt Lake City, Utah
- River protection: Jordan River region, Utah

Other Studies

Studies of the economic impacts of historic preservation for the states of Michigan and Colorado (the latter recognized by History Colorado as an outstanding contribution to preserving Colorado's cultural heritage.)



CHRIS DUERKSEN

Senior Counsel

Education

Juris Doctor
University of Chicago

Bachelor of Arts, cum laude
Kansas State College

Ford Foundation
Local Government Fellowship
City of Oak Park, Illinois

Professional History

Clarion Associates of Colorado, LLC
Managing Director
1992 - 2011

City and County of Denver
Director, Gateway/Stapleton
Development Office
1988-1991

Development & Public Policy
The Enterprise Foundation
Director
1987-1988

Professional Associations

American Planning Association
Member

American Bar Association Committee
on Land Use, Planning, & Zoning
Former Chair

Fredericksburg, Va., City Council
Elected member (1983-1987)

Rocky Mountain Land Use Institute
Founder and Chairman of the Board

Chris Duerksen is Senior Counsel of Clarion Associates, LLC. He has represented local governments, nonprofits, and the private sector in a variety of land-use and zoning matters and specializes in development code revisions, growth management planning, sustainable code standards, natural resource and scenic area protection regulations, and airport-area development strategies. As co-founder of the Rocky Mountain Land Use Institute and former city council member in Fredericksburg, Virginia, Mr. Duerksen has written and spoken extensively on smart growth and sustainability issues and policy nationally. He is a recognized national expert on the legal aspects of smart growth and sustainability having written two leading publications including Takings Law in Plain English and Aesthetics, Community Character, and the Law. Duerksen has conducted numerous local government training workshops over the past 30 years, including most recently a popular series of sustainable code workshops that included staff from the U.S. EPA Development, Community, and Environment Division.

Representative Major Projects

- **Southern Nevada Regional Plan and Implementing Ordinances**
- **Comprehensive Zoning Ordinance Rewrites** | Franklin, Tennessee, Pompano Beach, Florida, and Pitkin County, Colorado
- **Natural Resource Protection Standards** | Blaine County, Idaho, and Loudoun County, Virginia
- **Design Standards** | Overland Park, Kansas, and Glenwood Springs, Colorado
- **Form-Based Zoning Code** | Louisville, Kentucky
- **National Airport Land Use Compatibility Manual** | Transportation Research Board
- **Sustainable Code Diagnosis and Revisions** | Salt Lake City, Utah, Washington, D.C., and Emirate of Abu Dhabi
- **Mixed-Use And Transit-Oriented Development Standards** | Colorado Springs, Colorado, and Orange County (Orlando), Florida
- **Transferable Development Rights Programs** | New Jersey Pinelands and Gunnison County, Colorado
- **Policy Report on State Smart Growth Legislation and Code Implications For Montgomery County** | Montgomery County, Maryland
- **Model Sustainable Community Development Code**



STEPHEN SIZEMORE

Senior Associate

Education

Juris Doctor
University of North Carolina
Chapel Hill

Master of Regional Planning
University of North Carolina
Chapel Hill

Bachelor of Science
University of North Carolina
Chapel Hill

Professional History

Onslow County, NC
Planning and Development Director
2005-2008

American Planning Association
Research Staff Attorney and Editor,
Planning & Environmental Law
2002-2005

Wake County, NC
Land Use Planner/Attorney
1990-2002

Maine Office of
Comprehensive Planning
Senior Planner
1988-2000

Development Coordinator
Town of Chapel Hill, NC
Planner
1978-1986

VISTA Volunteer Planner
Clayton, NC
1977-1978

Professional Registrations

Attorney, North Carolina State Bar

Professional Associations

American Institute of
Certified Planners

American Planning Association
Member

Stephen Sizemore is a planner, lawyer, and Senior Associate in the North Carolina office of Clarion Associates. He has more than 35 years of planning experience, primarily with growth management and development regulation for local governments. Before joining Clarion, Mr. Sizemore was planning director for a coastal North Carolina county with a large military installation, overseeing the county's development of a comprehensive plan and implementation of its first county-wide zoning regulations. He also served on North Carolina's Coastal Resources Advisory Council. Prior planning experience includes 12 years as a land use planner/attorney for an urban North Carolina county - where he prepared growth management/land use policies and regulations, including transitional rural-urban development regulations - and 7 years as a planner for a North Carolina university town - where he administered development regulations and helped prepare a unified development ordinance. Mr. Sizemore has also worked as research attorney for the American Planning Association, where he edited *Planning & Environmental Law*, organized the annual Bettman Symposium on land use law, and was an associate editor and contributing author for APA's *Planning and Urban Design Standards*. Working for a state planning agency in Maine, he developed rules, guidelines, and assistance programs to help local government prepare comprehensive plans and development regulations meeting new state planning laws.

Related Project Experience

- **Land Development Regulations**
Morrisville, NC Fayetteville, NC Jacksonville, NC
Charlotte, NC Pompano Beach, FL Daytona Beach, FL
Biloxi, MS Pascagoula, MS Powhatan County, VA
Portsmouth, VA Hilton Head Island, SC Beaufort County, SC

- **Model Sustainable Land Use Regulations**
Connecticut Capitol Region Council of Governments

Additional Project Experience

- **Legal Analysis of Condominium Conversion** | Jackson, WY
- **Legal Analysis of In-Lieu Park Dedication Fees** | Cary, NC
- **Land Use Plan** | Johnston County, NC



KRISTIN CISOWSKI, LEED AP

Associate

Education

Vermont Law School
Juris Doctor

University of Colorado, Denver
Master of Urban & Regional Planning

University of Massachusetts, Amherst
Bachelor of Science, Civil Engineering

Professional History

Clarion Associates, LLC
Associate, 2013 - Present

Colorado's 18th Judicial District
Judicial Intern to The Honorable
Christopher C. Cross
September 2013 - July 2013

Kaplan Kirsch & Rockwell, LLP
Law Clerk, 2012

Boulder County Attorney's Office
Law Clerk; Summers, 2010 & 2011

Galloway & Company, Inc.
Site Development Coordinator
2006–2008

Dufresne-Henry (now Stantec)
Staff Engineer, 2003-2004

Malcom Pirnie, Inc. (now Arcadis)
Junior Engineer, 2003

Professional Associations

Bar Admissions: Colorado, 2013;
U.S. District Court for the District of
Colorado, 2013

Colorado and Denver Bar Associations

American Planning Association
National & Colorado Chapters
Member

Kristin Cisowski is a planner and attorney in Clarion Associates' Denver office with more than five years of engineering, planning, and legal experience. Originally trained as a civil engineer, Kristin's engineering experiences inspired her to pursue a planning career. Similarly, her desire to work with local governments to draft legally sound and unified land use regulations, addressing a community's unique needs and goals, motivated her to attend law school. As a result of her multidisciplinary background, Kristin has a wide range of public and private sector experience including writing stormwater pollution prevention plans, working with local governments and private sector clients on land planning and entitlement, and assessing land use regulations with respect to affordable housing, environmental, transportation, telecommunications, and floodplain issues.

Representative Major Projects

- Development Code Update | Columbia, MO
- General Plan & Development Code Update | Lake Havasu City, AZ
- Wireless Telecommunications Facilities Code Update | Charlotte, NC
- Connectivity Standards | Boise, ID
- Zoning Resolution Legal Consistency Review | Douglas County, CO

Related Project Experience

- Vermont Law School Land Use Clinic Report submitted to the NOAA National Sea Grant Law Center, *New Floodplain Maps for a Coastal New Hampshire Watershed and Questions of Legal Authority, Measures and Consequences*, June 2012 | Lamprey River Watershed, New Hampshire | available at: <http://100yearfloods.org/resources/#Reports>.*
- Report Identifying the Range of Federal, State and Local Laws and Regulations that Structure Transportation Planning in Vermont | Vermont*
- Advanced Writing Requirement – *Achieving the National Housing Goal Locally, Vermont's Affordable Housing Path* | Vermont*
- Legal Memoranda re: The Telecommunications Act and Local Government Siting Processes | Colorado*
- Navigating Land Planning and Entitlement Processes for Development Projects | Colorado & Wyoming*
- Economic Profiles & Housing Assessments | Massachusetts*
- Vulnerability Assessment Reports | Massachusetts*
- Stormwater Pollution Prevention Plans (SWPPPs) | New York*
- SWPPP Guidance Manual | New York State Agencies*

*Previous Firm or Vermont Law School Land Use Clinic Experience



TAREQ WAFAlE, AICP

Associate

Education

University of Colorado at Denver
Master of Urban & Regional Planning

Metropolitan State University
of Denver
Bachelor of Science, Land Use

Professional History

Clarion Associates, LLC
Associate, 2012 – present

State of Colorado (DOLA)
Senior Planner/Community
Development Specialist, 2010-2012

URS Corporation
Planner, 2006-2010

Professional Associations

American Institute of
Certified Planners, Member

American Planning Association
(National and Colorado Chapter)
Member

Publications

The Right Time, The Right Place, The
Right Code | Colorado Municipalities
Magazine, April 2012

Community Involvement

Board of Directors (Professional
Development Officer)
APA Colorado, 2013-present

Co-chair of the Sustainability
Committee, APA Colorado, 2011-2013

Awards Committee member
APA Colorado, 2010-2012

Advisory Council member, Colorado
Brownfields Foundation, 2010-2012

www.clarionassociates.com

Mr. Wafaie is a planner for Clarion Associates' Denver office. He has over eight years of professional land use planning experience working on a variety of projects including land use code development and assessments, urban renewal, comprehensive planning, station-area planning, natural hazard mitigation, and Geographic Information Systems. He served as a development review planner, and spent two years providing technical assistance and training on land use matters to communities throughout Colorado. Wafaie is a member of the American Institute of Certified Planners and is a frequent speaker at planning conferences.

Representative Major Projects

- **Land Development Code Assessment** | Frisco, Colorado
- **Unified Development Code Rewrite** | Carbondale, Colorado
- **Denton Development Code Assessment and Update** | Denton, Texas
- **Charlotte Zoning Code Assessment** | Charlotte, North Carolina
- **Indy ReZone – Comprehensive Zoning Update** | Indianapolis, Indiana
- **Foothills Mall Existing Conditions Study** | Fort Collins, Colorado
- **DRCOG General Planning Services** | Denver, Colorado
- **Salt Lake County Best Practices Report** | Salt Lake County, Utah
- **Thrive 2055 – Chattanooga Regional Action Plan** | Chattanooga, Tennessee
- **Sedalia Visioning and Rezoning** | Sedalia, Colorado*
- **Streets at SouthGlenn Redevelopment** | Centennial, Colorado*
- **TOD and Station Area Assessment** | Los Angeles, California*
- **Needs Analysis for Targeted Industries** | Fort Collins, Colorado*
- **2011 Comprehensive Plan Update** | Mancos, Colorado*
- **Joint Planning Area IGA** | Milliken & Platteville, Colorado*
- **Olde Town Arvada Urban Renewal Plan** | Arvada, Colorado*
- **South Prospect Blight Study** | Fort Collins, Colorado*
- **Goal Setting and Action Planning** | Milliken, Colorado*
- **Denver Union Station Existing Conditions Study** | Denver, Colorado*
- **2010 Regional Pre-Disaster Mitigation Plan** | San Luis Valley, Colorado*
- **2010 Pre-Disaster Mitigation Plan Update** | Colorado Springs, Colorado*
- **Facilities Master Plan** | Parker, Colorado*
- **Land Use Services Division Staff** | Centennial, Colorado*
- **High-Speed Rail Station Area Planning** | California*
- **Planning 101 Training** | multiple jurisdictions, Colorado*

* With previous firms



DEE DEE DEVUYST, LEED GREEN ASSOC.

Graphics and Marketing Manager

Education

University of South Florida
Master of Science, Environmental
Engineering

Washington University in St. Louis
Master of Architecture

University of Florida
Bachelor of Design, Architecture

Professional History

Clarion Associates, LLC
Graphics and Marketing Manager
2014 - Present

United States Peace Corps
Water and Sanitation Engineer
September 2011 – November 2013

University of South Florida
Project and Graphic Designer
August 2010 - August 2011

Washington University in St. Louis
GIS Technician
Summer 2008, 2009-2010

C.T. Hsu and Associates
Intern Architect
2007

Forum Architecture and Interior Design
Architect Assistant
2003-2004

Dee Dee DeVuyst is a Graphics and Marketing Manager with a diverse academic and professional background in architecture, environmental engineering and graphic design who adds a level of versatility and proficiency to any design team. She uses this multidisciplinary experience to effectively communicate and simplify complex and technical concepts, concisely and aesthetically. She has 5+ years' experience in visual communications and production, rebranding engineering conferences, public school systems, government renewable energy organizations and university initiatives, specifically within the context of environmental and sustainable design. She is fluent in several design programs, including Adobe Suite, SketchUp, and AutoCAD, and frequently combines them to create custom illustrations, diagrams and infographics.

Related Project Experience

- **Fort Collins Social Sustainability Gaps Analysis Graphics/ Infographics, July 2015** | Fort Collins, Colorado
- **Indianapolis Development Code Illustrations** | Indianapolis, Indiana
- **RE:CLAIM Nutrient Management Marketing Campaign** | Tampa, Florida
- **ECPA (Energy and Climate Partnership of the Americas) Newsletter Design and Production** | Lima, Peru
- **Hillsborough County Public School Magnet Program Graphic Marketing Campaign and Production** | Tampa, Florida
- **AEESP (Association of Environmental Engineering and Science Professors) 2011 Environmental Engineering Conference Rebrand and Production** | Tampa, Florida
- **Stormwater Pond Design and Model** | EPA Earth Day Exhibition | Washington, DC
- **Campus Emergency Evacuation Sign Redesign and Production** | Washington University in St. Louis | St. Louis, MO
- **Comprehensive Campus Utilities GIS Map and Database** | Washington University in St. Louis | St. Louis, MO
- **Comprehensive Campus Horticulture Map and Database** | Washington University in St. Louis | St. Louis, MO



WHIT BLANTON, FAICP
VICE PRESIDENT
PRINCIPAL

EXPERIENCE
 25 Years

EDUCATION
 Bachelors Degree in Journalism,
 University of Florida
 Masters Program in Urban and
 Regional Planning,
 Florida State University

AFFILIATIONS
 American Institute of Certified
 Planners, No. 9851
 Chair, City of Winter Park
 Pedestrian and Bicycle
 Advisory Board, 2010-May
 2014
 American Planning Association -
 Board of Directors, 2012-
 2016; Chair, Legislative &
 Policy Committee, 2009 to
 current; Divisions Council Chair,
 2006 – 2008; Transportation
 Planning Division, Chair (2000-
 2005); Newsletter Editor
 (1994-2001); Divisions Council
 Executive Committee 2004-06;
 President, Central Florida
 Chapter, 1997-1998

AWARDS
 2011 AICP President's Award
 for Exemplary Practice

SUMMARY

Whit specializes in multimodal transportation planning, land use-transportation integration and strategic communications, leading many of the firm's major planning projects. His experience entails working with a diverse array of Metropolitan Planning Organizations, transit providers and local governments. He is a nationally recognized expert in planning for Transit Oriented Development, performance measurement and transportation funding/governance. Tapping into his journalism background, he brings the unique skill of storytelling to projects, with a focus on translating complex technical issues into understandable policy considerations for elected officials, agency staff, the media and the public. Whit is active in the national leadership of the American Planning Association and serves as chair of the City of Winter Park, FL Pedestrian and Bicycle Advisory Board. He joined the AICP College of Fellows in 2012.

Metropolitan Planning Organization Plans and Programs

Over his career, Whit has served as project manager for general planning consultant contracts for the Capital Region, Pinellas, Hillsborough, Sarasota/Manatee, St. Lucie, Space Coast and Volusia Metropolitan/Transportation Planning Organizations, and has provided services to other MPOs in Florida, Alabama, North Carolina, South Carolina, and Virginia. Of note, for the better part of the last 20 years, he has supported the Pinellas County MPO's Unified Planning Work Program, including a wide range of assignments for the MPO, its partners and on regional transportation plans. Through this period, Whit has prepared transit, bicycle/pedestrian and water taxi feasibility studies, public participation activities, Congestion Management Process studies, and Transportation Disadvantaged Plans, among other tasks.

In 2002, 2004, 2007 and 2009, he led the preparation of a Regional Long Range Transportation Plan (LRTP) for the West Central Florida MPO Chairs' Coordinating Committee (CCC). This entailed significant coordination, consensus building and technical activities needed to convey regional priorities among six MPOs. His related work for the CCC includes assisting with various transit initiatives, workshop facilitation, public outreach and mapping.

Whit has directed consulting activities on seven major Long Range Transportation Plans for MPOs. He has served as project manager of three of the last four Long Range Transportation Plan updates for the Gainesville Urbanized Area MTPO, which are known as the "Livable Community Reinvestment Plan" to reflect their land use-transportation integration. He recently managed his second consecutive LRTP for the Sarasota/Manatee MPO (2035 horizon year), and led adoption of a Public Transportation System Analysis and regional transit coordination plan for the MPO.

MetroPlan Orlando Land Use Planning Consultant

Whit led a team for three years that served MetroPlan Orlando in various capacities, including helping the region to define new land use-transportation performance measure at the corridor and system level, and develop a land use-transportation sketch planning tool.

Sarasota/Manatee MPO General Planning Consultant Services

Whit served as project manager for a team that helped develop and update the 2035 and 2030 LRTPs for the Sarasota/Manatee MPO. He also led a Regional Park-and-Ride Implementation Plan, a MAP-21 Performance Measures task, and socio-economic data development tasks.



Capital Region Transportation Planning Agency

As director of a general planning consultant contract, Whit led a presentation on MAP-21 and performance-based planning to the CRTPA Board, and served as principal for a Safe Routes to Schools project in Leon County and a Bicycle/Pedestrian Master Plan for Jefferson County.

Lake-Sumter MPO Transportation 2035

Whit served as principal for the update to the MPO's regional LTRP. Built on alternative land use strategies, the plan evaluated long-term transportation needs by corridor and geographic focus area.

Space Coast TPO Continuing Services and Bicycle & Pedestrian Mobility Plan

Whit has served as project manager supporting the Space Coast Transportation Planning Organization for many years. In addition to completing various other tasks through the years, Whit led development and adoption of the Space Coast Bicycle & Pedestrian Mobility Plan in 2013.

NC 54/I-40 Corridor Study

Whit served as the project manager for a scenario planning study led by the Durham-Chapel Hill-Carrboro MPO to define a land use-transportation blueprint for the NC 54 corridor that links I-40 with the University of North Carolina at Chapel Hill. The \$400,000 study resulted in a phased plan for a multimodal improvement strategy in the corridor with supporting land use and design strategies.

Local Government Experience

Whit's local government experience includes analysis and preparation of comprehensive plans, corridor studies, Multimodal Transportation Districts, redevelopment and funding/financing strategies. He has managed long-term continuing planning services engagements for several cities and counties.

Manatee County Transportation Planning / Development Review Services

Whit has served as project manager and principal officer for two consecutive five-year contracts. He managed a Connectivity Study for Manatee County that entailed revisions to the County's land development code to strengthen street connectivity requirements. He also managed a Carrying Capacity (aka Countywide Build-out Study) that identified the future right-of-way needs on the County's Thoroughfare Plan network associated with varying levels of development build-out. The study led to changes in County policy to promote more infill and redevelopment, and modify the way the County manages its transportation network performance and funding.

Multimodal Transportation Districts, Mobility Plans and Concurrency Exceptions

Since 2001, Whit has managed successful development, adoption and implementation of multimodal transportation districts as allowed by Florida law in the cities of Destin, Tarpon Springs and Kissimmee. He has also managed similar areawide multimodal planning efforts for Boca Raton and the Gateway area of Pinellas County. He has also served as project manager for multimodal mobility plans/policies in the cities of Lakeland and Oviedo.

Alachua County Transportation Planning Services

For most of the last decade, Whit has managed several projects for Alachua County, including the analysis to develop a future transportation corridors map as an amendment to the County's comprehensive plan. He also managed the analysis of a subarea transportation connectivity study, which entailed an evaluation of the network's carrying capacity for future growth and potential impacts on existing roadways.





**VLAD GAVRILOVIC, AICP
PLANNING & DESIGN
PRINCIPAL**

EXPERIENCE
28 Years

EDUCATION
Master of Urban and
Environmental Planning,
University of Virginia

Bachelor of Architecture,
University of Illinois

AFFILIATIONS
American Institute of Certified
Planners, No. 91410

University of Virginia,
Department of Planning,
Adjunct Faculty, Instructor in
Environmental Planning and
Design, 2000-2003

George Washington University,
CCEW Division of Landscape
Design, Instructor in Design
Theory, 1992-1995

American Federation of Garden
Clubs Certification Program,
Instructor in Urban Design
History, 1997-8

SUMMARY

Vlad Gavrilovic is a principal with Renaissance Planning Group and has over 25 years of experience in the integration of land use, urban design and transportation planning practice. He has managed a wide variety of complex projects throughout his career and has designed innovative and context sensitive solutions for communities throughout the country. His experience includes land use and transportation planning, multi-modal transportation design, urban design, environmental planning, and facilitation, public involvement and consensus building.

Vlad's work has included projects for a wide variety of state, regional and local government clients, including state transportation agencies, regional planning organizations and MPOs, and localities at a wide variety of scales. He has served on the American Institute of Architects Committee of the Environment, and has taught planning and design at George Washington University and the University of Virginia. He has a particular focus on the development of integrated solutions that cross the boundaries of professional disciplines such as transportation planning, urban design, community planning, and economic development to address the challenges of modern society as it deals with the built and natural environments.

CODES & STANDARDS

- Multimodal System Design Guidelines, Virginia Department of Rail and Public Transportation, Richmond, VA
- Kissimmee CRA Design Guidelines, Kissimmee, FL
- City of Norfolk Zoning Update, Norfolk, VA
- Marshall Form Based Code, Fauquier County, VA
- Transportation Efficient Land Use and Design Guide for Virginia, VDOT
- Freight Roadway Design Considerations – FDOT District 7

URBAN DESIGN

- Vision and Master Plan for the Neck Area of Charleston and North Charleston, SC - Berkeley-Charleston-Dorchester Council of Governments
- Project DTO; Downtown Orlando Master Plan – Orlando, FL
- 15th St. PD&E, Tampa, FL – FDOT District 7
- Ballston Metro Station Streetscape – Arlington County, VA Bladensburg Town Center – City of Bladensburg, Maryland
- Stonestreet Area Redevelopment Initiative – City of Rockville, Maryland
- National Mall Master Plan for Site Improvements – The Smithsonian Institution



- Waterfront Design Guidelines and Master Plan – Town of Cape Charles, Virginia
- East Central Florida Vision – Private Client
- Streetscape Master Plan – Town of Round Hill, Virginia

TRANSPORTATION & CORRIDOR PLANS

- US Route 29 Statewide Plan – Virginia Department of Transportation
- US Route 30 Master Plan – Smart Growth Coalition of Westmoreland County
- Transit Plan Update – Loudoun County, Virginia
- Route 419 Intergovernmental Cooperation Plan – Roanoke Valley Area Metropolitan Planning Organization
- Route 522 Corridor Design Guidelines and Overlay District Ordinance – Virginia Department of Transportation
- Thoroughfare Plan – Augusta County, Virginia
- Central Virginia 2035 Long Range Transportation Plan Update – Region 2000, Lynchburg, Virginia
- Greene County Multimodal Corridor Study US 29/US 33 - Thomas Jefferson Planning District Commission
- Caverns Road Interchange Master Plan – Town of Mount Jackson, Virginia
- Special Area Study for Williamsburg Road/Technology Boulevard Corridor – Henrico County, Virginia
- Route 58 Economic Development and Land Use Plan – Isle of Wight County, Virginia
- VTRANS Statewide Transportation Policy Plan Updates – Virginia Office of Intermodal Planning & Investment
- VSTP Statewide Surface Transportation Plan Updates – Virginia Office of Intermodal Planning & Investment

COMPREHENSIVE AND MASTER PLANNING



- Comprehensive Plan Update – Chesterfield County, Virginia
- Comprehensive Plan – Town of Morrisville, North Carolina
- Comprehensive Plan Update – James City County, Virginia
- Comprehensive Plan Update – City of Winchester, Virginia
- Rural Village Plans – Montgomery County, Virginia
- Comprehensive Plan and Zoning Updates – Northampton County, Virginia
- Comprehensive Plan – Powhatan County, Virginia





SCOTT SWEARENGEN, AICP
PROJECT MANAGER

EXPERIENCE

15 Years

EDUCATION

Master of Urban Planning
and Policy,
University of Illinois

Bachelor of Science,
Urban and Regional Planning
Eastern Michigan University

AFFILIATIONS

American Institute of Certified
Planners, No. 019876

American Planning Association

Florida Chapter APA,
Suncoast Section

Tampa Downtown
Partnership, Transportation
Committee

SUMMARY

Scott Swearingen serves as a project manager with Renaissance offering more than fifteen years of public and private sector planning experience. Scott has a strong background in physical planning and non-motorized transportation planning, and is passionate about the role of transportation in place making. His depth of project experience ranges from site design problem solving in dense urban neighborhoods to regional mobility planning. A sample of Scott's relevant project experience is provided below.

DEVELOPMENT GUIDELINES AND REGULATIONS

SmartCode Calibration – City of Tarpon Springs, Florida

Scott served as the Project Manager responsible for calibrating the City's SmartCode to implement the recommendations of the City's Special Area Plans for the greater downtown and Sponge Docks areas. The SmartCode includes form-based development regulations categorized by transects of character and intensity as well as street type.

Southeast Gainesville Redevelopment Initiative (SEGRI) Special Area Plan (SAP) – Gainesville Community Redevelopment Agency

The SEGRI SAP was created for the Gainesville, Florida Community Redevelopment Agency (CRA) as a design overlay district, implemented through the City's land development code. Redevelopment design guidelines were drafted with assistance from City staff, including the CRA, stakeholders and the local community through public workshops. Scott served as project manager for the project and the SAP was ultimately accepted and adopted unanimously by the City Council.

Chicago Zoning Ordinance Rewrite – City of Chicago, Illinois

After countless changes and revisions, the City of Chicago embarked on the monumental task of completely rewriting its half-decade old zoning ordinance. Scott served as the project planner, developing and testing bulk, setback, and height standards to regulate residential lot development and assist in creating the zoning district allowable use matrix.

URBAN DESIGN AND LAND USE PLANNING

Wayfinding and Signage Master Plan – City of Tarpon Springs, Florida

Scott served as the City's project manager in an effort to design and install a unified system of decorative wayfinding signage intended to guide visitors to and from popular destinations throughout the City. An array of signage types is included to address the needs of motorists, bicyclists and pedestrians. A public outreach campaign that includes meetings, presentations and public workshops was the driving force in determining the most appropriate strategic signage locations as well as schematic design themes that are representative to the City's longstanding Greek history and culture.

Douglas Avenue Corridor Study – City of Dunedin, Florida

As project manager, Scott led a comprehensive study of the constraints and opportunities for redevelopment present along a vital city corridor through detailed analysis and public input. He presented improvement and redevelopment strategies to achieve sound, quality mixed-use development that will address the current issues affecting the surrounding neighborhoods.

Patricia Avenue Corridor Study – Dunedin, Florida

As project manager, Scott led a comprehensive study of the constraints and opportunities for redevelopment present along a vital city corridor through detailed analysis and public input. He presented improvement and redevelopment strategies to achieve sound, quality mixed-use development that will address the current issues affecting the surrounding neighborhoods.

TRANSPORTATION PLANNING

Bicycle and Pedestrian Mobility Master Plan – Space Coast Transportation Planning Organization, Florida

Brevard County (a.k.a. the Space Coast) spans over 70 miles from north to south and includes over a dozen incorporated cities and towns. Scott served as the project coordinator for this bicycle and pedestrian mobility planning project, managing the task of coordinating the identification of existing, planning and programmed facilities throughout the region, meeting with municipal stakeholders, participating in public workshops, and assisting in the development of an accessibility index to identify facility needs and guide future development.

Multimodal Transportation District (MMTD) Monitoring – City of Destin, Florida

As part of a continuing transportation and planning services contract with the coastal City of Destin, Scott serves as Project Manager responsible for monitoring the progress and implementation of the City's MMTD. This is achieved annually through an Annual Transportation Concurrency Analysis and bi-annually to include a Biennial Multimodal Transportation Monitoring Report. In addition, Scott is responsible for reviewing site development plans for consistency with City transportation policies.

Jefferson County Bicycle and Pedestrian Master Plan – Capital Region Transportation Planning Agency, Florida

As part of a continuing transportation and planning services contract with the Capital Region Transportation Planning Agency, Scott served as Project Manager responsible for preparing a bicycle and pedestrian master plan for Jefferson County, Florida. The plan includes detailed recommendations for infrastructure improvements, and programs and policies to encourage and foster bicycling and walking.

Pathways Master Plan – City of Destin, Florida

As project manager, Scott led a multimodal facility planning effort aimed at increasing pedestrian and bicycle mobility options in the City of Destin. The project included a public workshop to identify key destinations, preferred routes and constraints in the existing pathway network. Scott went a step further with the plan by developing a project prioritization methodology used to evaluate, score and rank each of the planned improvements for their contributing usefulness to the system.

US Highway 41 Mobility Enhancements, City of Sarasota, Florida – Florida Department of Transportation, District One

This segment of US Highway 41 functions as the northern gateway through downtown Sarasota and is part of the historic Tamiami Trail. The purpose of the project was to improve and enhance accessibility for multiple modes of transportation and to 'soften' the look and feel of the corridor with beautification treatments.





DAVID S. NELSON, RLA, ASLA,
LEED AP BD&C
SENIOR LANDSCAPE
ARCHITECT

EXPERIENCE

30 Years

EDUCATION

Bachelor of Landscape Architecture,
School of Environmental Design,
University of Georgia

AFFILIATIONS

Green Building Certification Institute
American Society of
Landscape Architects

REGISTRATIONS

Registered Landscape Architect,
Florida, No. LA6666747
Registered Landscape Architect,
Georgia, No. LA 000838
Registered Landscape Architect,
South Carolina, No. 776

SUMMARY

David is a registered landscape architect with 30 years of planning and design experience, mostly involving land development consulting and in support of engineering projects. David's background has given him extensive supervisory, professional, technical, and administrative skills.

David's prior professional experience includes Thomas & Hutton Engineering Co. (1983-2001), Professional Engineering Consultants (2001-2006) and MSCW (2006-2007). David's job responsibilities have included master planning and development for projects including the design of private and public recreational facilities; golf course conceptual planning, routing and design; development of multi-use PUDs, including mixed use traditional neighborhood development (TND) and transit oriented development (TOD); single/multi-family residential developments; trail routing; transit routing; sustainability planning; feasibility studies and layouts for commercial and industrial office parks; wayfinding and signage plans; landscape and hardscape design; entitlements and permitting; eminent domain analysis; soil erosion and sedimentation control planning; and construction coordination.

RECENT WORK EXPERIENCE

Community Vision and Strategic Plan – City of Sanford, Florida

Renaissance is leading a team to complete a community vision and develop a strategic plan that sets a course for the future of Sanford. The objective of the project is to examine a wide range of community development, planning, and economic-related issues facing the City and define a vision to help set priorities and guide strategic actions designed to address those issues. The study process engages a broad spectrum of the public and stakeholders in a consensus-building effort that builds upon core community values as a basis for examining how to best position Sanford for lasting economic success and improved quality of life that reaches all parts of the community. The vision balances growth with respect for the preservation of important civic, historic, natural, and cultural resources that are part of the City's heritage. David serves as deputy project manager and planner/designer for the project.

Vision and Master Plan for the Neck Area of Charleston and North Charleston, SC - Berkeley-Charleston-Dorchester Council of Governments

Renaissance is leading a multidisciplinary team to complete a comprehensive, multimodal master plan for a 27-square mile area covering major portions of both the City of Charleston and the City of North Charleston, including the Port of Charleston, the local Amtrak station, properties surrounding the Charleston Airport, and a major redevelopment project encompassing the former Charleston Navy Yard. The master plan will provide a community-based vision for quality growth and economic opportunity throughout the entire Neck Area. The plan will include an "instruction manual" for local and regional government agencies for shaping land use plans, community design policies, economic development strategies, and infrastructure improvement. David is a lead designer on the project responsible for directing the creation of small area plans.

Visioning Study and Employment Center Master Plan – City of Mount Dora, Florida

Renaissance recently completed a visioning study to examine a wide range of major development and planning-related issues facing the City of Mt. Dora, FL. The visioning study used a scenario planning process to engage the public



and stakeholders in a consensus-building effort that began with defining key values and examining potential changes in the downtown and several target growth areas. The study also focused on ensuring that all of the City's various individual plans aligned and that each one was focused on implementing a shared vision. David served as the senior designer for the project.

One of the recommendations of the visioning study was creation of a master plan for an employment center area east of Mount Dora. Renaissance has begun work on the project that will clearly define potential uses, market position, and physical layout, as well as a specific marketing plan. David serves as deputy project manager and planner/designer for the project.

Master Plan for International Corporate Park – Suburban Land Reserve

International Corporate Park (ICP) is a 2,500-acre site located adjacent to SR 528 in southeastern Orange County. Renaissance redesigned the site from an industrial park to a mixed use, transit oriented development as envisioned by Orange County's Innovation Way Plan. The new design for ICP focuses on four transit station areas, one of which is a town center and the other three high-density, high-tech employment centers. The design orients around three transit alignments to maximize densities within half-mile transit-sheds around proposed stations. The transit lines crossing the site include a regional commuter rail connecting the Orlando International Airport with Port Canaveral, a local light rail system, and a light rail/bus rapid transit line. David served as the project manager and planner/designer for this project.

Signage and Wayfinding Plan – City of Tarpon Springs, Florida

Under a general planning service contract, Renaissance developed a wayfinding and identity system to guide and connect residents and visitors to key points of interest located within the downtown Community Redevelopment Area (CRA) and Sponge Docks. The system was designed to project a consistent image for the study area, ease vehicular congestion, and promote walking and bicycling. In addition to identifying districts and destinations within the CRA, the project reviewed the effectiveness of existing roadway signage and terminology. David served as planner/ designer for this project.

PREVIOUS WORK EXPERIENCE

Innovation Place – Shingle Creek Real Estate Advisory Co., LLC

Concept and master planning for 1,285 acre mixed use Traditional Neighborhood Development/Transit Oriented Development project located in the Innovation Way Overlay Area of Orange County, Florida. The project includes approximately 1,400 single-family dwelling units, 4,100 multi-family dwelling units, 1,200,000 square feet of commercial (including big box), and 2,200,000 square feet of office uses.

Murdock Village – Falcon Land and Development

Master planning for 1,000-acre redevelopment area as part of a Request for Proposal submittal proposed by Charlotte County. The Traditional Neighborhood Development project design includes a mixed-use town center with 500,000 square feet of office/retail, 3,865 housing units of varied product, workforce housing, parks, over 220 acres of interconnected greenway and blueway systems, and open spaces that promote varying modes of transportation.

US 500 Widening – Florida Department of Transportation, District Five

Eminent domain due diligence reports and exhibits in support of the Florida Department of Transportation for five miles of roadway improvements.





DAWN WELSH, LEED AP
URBAN DESIGNER

EXPERIENCE
8 Years

EDUCATION
Master of Architecture in
Suburb and Town Design,
University Of Miami
Bachelor of Urban Planning,
University Of Cincinnati

SUMMARY

Dawn is an urban designer with an extensive planning and design background in both the public and private planning and design sectors. Her professional experience includes design work on numerous site plans of various scopes and scales; commercial, residential and streetscape design guidelines; wayfinding; 3-dimensional visualization; website design and maintenance; and participation in several design charrettes.

RECENT WORK EXPERIENCE

Community Visioning & Strategic Planning Services – City of Sanford, FL

The objective of the Community Vision and Strategic Plan is to examine a wide range of development, planning and economic-related issues facing the City of Sanford and define a clear and compelling vision to help set priorities and guide strategic actions designed to address those issues. Dawn served as an urban designer for this project, focusing primarily on the identification of and potential development/redevelopment of key catalyst areas throughout the City.

SR 7/US 441 Project Development and Environment Study and Transit Study – Florida Department of Transportation District Four

Renaissance Planning Group is working with a team of consultants, leading the land use component of this study that spans Broward and Palm Beach Counties. The Renaissance portion of the work includes a land suitability analysis, assessment of the potential for transit-oriented development and evaluation of the multimodal infrastructure in the corridor to support access to transit. Dawn is playing a key role in creating the 3-dimensional models that define the location of each station, how the transit will move from station to station through the study area, and how the area surrounding each station can redevelop over time.

Master Plan for the Neck Area of Charleston and North Charleston, SC - Berkeley-Charleston-Dorchester Council of Governments

The cities of Charleston and North Charleston are working together to answer the numerous inquiries and development proposals for the metropolitan area located between the Ashley and Cooper Rivers known as the “Neck.” Dawn is serving as an urban designer for this project, focusing mainly on the potential redevelopment of identified catalyst areas within the project area.

Visioning Study and Employment Center Master Plan – City of Mount Dora, FL

Renaissance completed a citywide visioning study to examine a wide range of major development and planning-related issues facing the City, and chart a course for revisions to the City’s Comprehensive Plan and Land Development Code. Dawn served as an urban designer for this project.

Broad Street Bus Rapid Transit – Virginia Department of Rail & Public Transportation

The Virginia Department of Rail and Public Transportation is conducting a detailed study of transit investment along a seven-mile long corridor that spans the City of Richmond and portions of Henrico County. Dawn is playing a key role in creating the 3-dimensional models that define the location of each station and how the transit will move from station to station through the study area.



East Central Florida Vision – Private Client

A private land-owner in the Central Florida region has retained Renaissance Planning Group to help create a 100-year vision for long-term development. This project involves the creation of master plans, sector plans, conceptual transportation system plans (including light rail and bus rapid transit), design guidelines, policies and the development of Comprehensive Plan Amendments. Dawn serves as planner/ urban designer for this on-going project.

General Planning Services – City of Tarpon Springs, Florida

Under a general planning contract, this project entails developing a wayfinding and identity system to guide and connect residents and visitors to key points of interest located within the downtown Community Redevelopment Area (CRA) and Sponge Docks. Dawn serves as planner/ designer for this project.

Signage and Wayfinding Plan – City of Brooksville, Florida

Renaissance is developing wayfinding signage and gateway features to direct travelers to key points of interest located within the Community Redevelopment Area (CRA), including civic facilities, historic and cultural assets, and recreational areas and trails. Dawn serves as an urban designer for this project.

Innovation Way East – Farmland Reserve, Inc.

Innovation Way East Area, approximately 4,500 acres in size, is an area in east Orange County, Florida envisioned as a high-tech corridor connecting the University of Central Florida to Orlando International Airport. Dawn, along with the Renaissance team, worked closely with various other consulting firms to prepare conceptual plans that would guide development of the project to a multi-modal, pedestrian-oriented, mixed use form in accordance with the County's Innovation Way vision. Dawn served as planner/designer for the project.

Vine Street Corridor Redevelopment Study - City of Kissimmee, Florida

This project involved the development of a corridor vision plan focused on creating a long-term redevelopment strategy. The strategy aimed to achieve the City's economic development goals and create a cohesive design aesthetic along the corridor. Dawn served as an urban designer on the project, helping to illustrate the potential redevelopment possibilities along the corridor.

Multimodal Mobility Plan - City of Ocoee, Florida

The plan developed a short and long-term strategy of transportation improvements as well as a financial strategy to meet the mobility needs in the city for the future. Dawn served as an urban designer in this project and created the 3D visuals needed to ensure proper traffic movement throughout the site.

Master Plan for International Corporate Park – Suburban Land Reserve

International Corporate Park (ICP) is a 2,500-acre site located adjacent to SR 528 in southeastern Orange County. Renaissance redesigned the site from an industrial park to a mixed use, transit oriented development as envisioned by Orange County's Innovation Way Plan. Dawn served as an urban designer for this project, focusing mainly on 3d visualizations to show how the area could develop over time.



Jennifer L. Languell

Curriculum Vitae

Business Address

Trifecta Construction Solutions
PO Box 60024
Fort Myers, FL 33906
Direct: (239) 278-3175

Fax: (239) 278-3176
Cell: (239) 229-3177
Email: Jennifer@trifectaconstruction.com

EDUCATION

Ph.D, Civil Engineering, University of Florida, 2001
M.E., Civil Engineering, University of Florida, 1997
B.S., Materials Science and Engineering, University of Florida, 1995

PROFESSIONAL EXPERIENCE

Trifecta Construction Solutions, Inc.

Owner & President (2003 – present)
Fort Myers, Florida

Responsibilities: Trifecta Construction Solutions partners with builders, developers, educators, municipal and federal governments from across the country to develop and implement energy management programs, sustainable operations and high performance green buildings. Our focus includes providing the public and private sectors with an educational foundation in sustainability leading to long term goals balancing economics, environment, and community through implementing projects and programs with financial return while quantifying the cost and benefits of sustainability to optimize life cycle impacts. For over one year now, Trifecta Construction Solutions has served as the third party review organization for the Florida Green Building Coalition project certifications (formerly conducted by the Florida Solar Energy Center). Executive Orders have guided our work with the United States military at various installations to evaluate operational, facility, fleet and mission critical energy expenditures, developing and implementing energy reduction and sustainable construction strategies. Addressing the built environment working with facility managers and commercial contractors to improve the energy performance of existing building and infrastructure in a cost effective manner is also a key to long term sustainability. Development and delivery annually of over 45 invited keynotes, presentations, or training seminars related to energy management, conservation and sustainability.

Discovery Channel

Host, Project Earth (2007 – 2008)
Washington D.C.

Responsibilities: On camera Task Force Engineer working with the world's leading scientists on scaling up experiments to combat global climate change to real world applications. Total project budget, \$44 million. Responsibilities included both on screen personality and off screen engineer to determine the scientific validity of the research projects, engineering small scale and full scale real experiments to determine the cost effectiveness and validity of the science as a solution to global climate change, and project logistics. Calculating the carbon offsets necessary for the 18 month series production and verifying offset mechanisms.

Florida Gulf Coast University

Director, WCI Green Building Demonstration and Learning Center (2002 – 2006)
Fort Myers, Florida

Responsibilities: Project design and construction management, preparation and implementation of educational building programming including industry training, K-20 education, and community outreach programs. Project design team coordination including identification and securing building design, engineering, and construction sponsors as well as donors and vendors for the 1,800 square foot exhibit hall.

ConstructGreen, Inc.

Vice President (2001 – 2003)

Fort Myers, Florida

Responsibilities: ConstructGreen, formed by industry experts, provided consulting and ancillary services to professionals in the construction industry allowing them to save time, money and resources in their efforts to respond to the changing demands of homeowners around the country. The ConstructGreen team included an advanced level of academic and industry expertise that created service offerings which were segmented by the construction industry's major constituency.

Florida Gulf Coast University

Adjunct Professor (Spring 2004)

Florida Gulf Coast University

Fort Myers, Florida

Responsibilities: Preparation and presentation of materials for colloquium – FGCU's environmental literacy course.

Hodges University, Formerly International College

Adjunct Professor

Construction Management

Naples, FL

Responsibilities: Preparation and presentation of materials for 12 credit construction management program.

University of Florida

Adjunct Professor (1998 to 2001)

University of Florida, Department of Civil Engineering

Gainesville, Florida

Responsibilities: Preparation and presentation of materials for CGN4101: Engineering Economics and Cost Analysis. Provide assistance and guidance to senior level engineering students. Performance evaluations of graduate teaching assistants and graders, development of study guides, and book/solution manual revisions.

University of Florida

Assistant Director, Center for Construction and Environment M.E. Rinker Sr. School of Building Construction (1998 to 2001), Gainesville, Florida

Responsibilities: Coordinate projects and conduct research for local, state and federal governments to assist in fostering the implementation of sustainable principles into the creation of the built environment internationally. Lead project teams, coordinate meetings and research efforts, provide guidelines in the form of manuals, and conduct seminars related to sustainable development activities.

University of Florida

Graduate Teaching Assistant, Department of Civil Engineering

Gainesville, Florida

Responsibilities: Assist professor in preparation and presentation of materials for CGN5135: Value Engineering. Provide assistance and guidance to graduate engineering students.

Graduate Research Assistant

Gainesville, Florida

Responsibilities: In charge of Mechanical Properties testing laboratory, including operation and training on the Instron and MTS Tensile Testing systems, and RR Moore Fatigue Testing Machine. Primary research conducted under the University Research Initiative on Single Crystal NiAl to determine Ductile to Brittle transition of specified orientations.

Newport News Shipbuilding

Accuracy Control

Newport News, Virginia

Department X-12: Accuracy Control

Responsibilities: Worked as one of the five members of the Accuracy Control team on projects including: *The Double Eagle Prototype*; Coordinate Industrial Measurement and Trades for data collection, statistical analysis, and accuracy report and sizing recommendations on Bulb Flat's: *Sealift*; Thin plate distortion study for EWI, lessons learned on ferry conversion, and localization of weld distortion and shrinkage study: *Aircraft Carrier Accuracy*; Weld gap variation and fit-up analysis; *Engineering data analysis of the Engineering/Lofting Process*; *Quantification of Metrification Conversion Accuracy*.

Aircraft Carrier Engineering

Newport News, Virginia

Department E-64: Aircraft Carrier Engineering

Responsibilities: Submittal of drawings to Supervisor of Shipbuilding for approval and quantity take off of engineering drawings

AWARDS AND HONORS

National Association of Home Builders Green Project of the Year (2012)

National Association of Home Builders' Green Advocate of the Year (2011 & 2006)

Florida Green Building Coalition Volunteer of the Year (2010)

Governors (FL) Point of Light Award, recognition in honor of Climate Change and Energy Awareness month (2009)

ULI Pathfinder Award for vision and leadership in sustainability, Urban Land Institute of SW FL (2009).

Council for Sustainable Florida Small Business Award from the (2007)

Council for Sustainable Florida Leadership Award (2006)

GE Minority Engineering Faculty Development Initiative Fellowship (1999-2000)

University Center for Excellence in Teaching (1998)

PARTIAL LIST OF INVITED SEMINARS AND LECTURES

09/12/12 – Palm Beach, FL GreenTrends, "Green Building Rating Systems: STOP Chasing Points"

09/10/12 – Orlando, FL Florida Housing Coalition Conference, "Energy Conservation Through Improved Building Performance"

08/15/12 – Orlando, FL Commissioner Putnam's Florida Energy Summit, "Retrofitting the Residential Sector"

07/26/12 – Orlando, FL Southeast Building Conference, "Comparison of the Commercial Green Building Certification Standards: FGBC, USGBC LEED, and Green Globes"

07/19/12 – Marco Island, FL 26th Annual Environmental Permitting Summer School, "Planning for Sustainability"

07/10/12 – Boca Raton, FL Florida Education Facility Planners Association, "Maximize Energy Efficiency Through Retrofitting"

06/06/12 – Fort Myers, FL Florida Department of Environmental Protection "Green Building and Permitting: Hand in Hand"

06/02/12 – Orlando, FL Building Official Association of Florida 60th Annual Educational Conference & Trade Expo, "Soft and Hard Costs of Green Buildings"

05/15/12 – Hallandale Beach, FL USGBC South Florida Chapter, "Sustainability in the Hospitality Industry"

04/21/12 – Washington, DC American Association for the Advancement of Science, "2012 Environmental Protection Agency P3 Student Design Competition for Sustainability"

04/19/12 – Fort Myers, FL Florida Gulf Coast University, "Economic Growth: The Environment and Building Green in SW Florida"

04/18/12 – Live Webinar, Green Expo 365 "Clarity is Power: Comparing and Understanding Commercial Focused Certification Programs"

04/13/12 – Tampa, FL ReStitch Tampa, "Future of Development and The Environment in Tampa"

03/29/12 – Aventura, FL "Go Green" Community Awards

03/19/12 – Pensacola Beach, FL Power Up Energy Expo, "Life Cycle Cost of Zero Energy Buildings"

03/13/12 – Baltimore, MD National Facility Management and Technology Conference, "First Things First: Improving the Efficiency of Existing Buildings"

02/08/12 – Orlando, FL NAHB International Builders Show, "Where will Green Building Be in 2015?"

02/04/12 – Fort Walton Beach, FL Okaloosa Saves Eco-Nomic Living Expo, “Green, Healthy, Affordable – The Easy Way”

11/02/11 – Key West, FL Eco-Week, “Green Certification and Asset Management”

10/27/11 – Naples, FL Association of Community Colleges, “Life Cycle Cost and Retro-Commissioning”

10/26/11 – Orlando, FL Commissioner Putnam’s Florida Energy Summit

10/20/11 – Naples, FL Collier Building Industry Association “Trends Shaping the Future of Green Building”

10/19/11 – South Atlantic SAME Regional Conference “Designing to Federal Standards Sustainably and Cost Effectively”

10/11/11 – Fort Myers, FL Real Estate Investment Society “What is New and Exciting in Green Building”

09/30/11 – Nashville, TN Tennessee Planners Association, “Innovative Concepts for Green Development”

09/28/11 – City of Knowledge, Panama “Sustainable Construction: What We Need From the Government”

09/08/11 – Palm Beach, FL American Planners Association, “Lessons Learned – Environmental Planning Applications For Tomorrow’s Master Planned Communities”

08/25/11 – Tallahassee, FL Florida Green Building Coalition, “Certifying Agent Annual Verification Course”

08/11/11 – Fort Lauderdale, FL Smart Watts Contractor Exchange “Integrate Retro-Fit Incentives and Sustainability Efforts Into Their Business Model of the Construction Industry.

08/08/11 – Cincinnati, OH GovEn Conference “Technologies for Net-Zero Buildings”

07/27/11 – Sarasota, FL FLERA Annual Conference, “Reducing Residential Energy Consumption in Florida’s Existing Home Stock”

07/21/11 – 07/23/11 – Orlando, FL South Eastern Building Conference “Energy Conservation: Green Building and Sustainability”, “Green Retrofit”, and “Remodeling Our Way to Energy Independence”

07/13/11 – Panama City, FL SAME/FES “The Net Zero Energy Solution, Is it Possible?”

06/01/11 – St. Petersburg, FL Greentrends “Commercial Building Certification”

05/31/11 – St. Petersburg, FL Florida Green Building Coalition, “Certifying Agent Annual Verification Course”

05/20/11 – Miami, FL Miami Dade County “Green Certification for Commercial Buildings”

05/16/11 – Orlando, FL Valencia Community College Facilities, “Comparison of the Green Building Programs in Florida (FGBC, LEED, NAHB)” and “Optimizing Building Performance from Retrofits.

04/22/11 – Fort Myers, FL WINK News “Five Tips to Save Your Money and Go Green”

04/20/11 – Orlando FL Construction Specification Institute, “Prioritizing Green Building Strategies”

04/19/11 – Ocala, FL Marion County Extension Service, “Green Building 101” and “Green Remodel and Retrofit”

04/14/11 – Fort Myers, FL Florida Gulf Coast University Earth Day “Careers in Sustainability”

04/11/11 – Pensacola, FL Power Up Energy Expo “Net Zero Energy: Energy Technology Center”

03/29/11 – 03/30/11 – Washington DC 2012 National Green Building Standard update process, Task Group review of the proposed changes, and discuss options for direction on several key areas of the Standard

03/15/11 – 03/16/11 – Jacksonville, FL “Building Science for the Green Professional”

03/03/11 – Miami, FL, "Green Remodeling and Retrofitting: Reducing Energy Consumption in the Residential Environment"

02/24/11 – Aventura, FL Go Green Symposium

02/22/11 – Live Webinar, Green Expo 365 “Conservation vs. Renewable Energy – What is the Future of Energy”

02/17/11 – Naples, FL, The American Association of University Women, Greater Naples Branch, thirteenth annual math/science/technology conference for fifth grade girls, their parents and educators – in cooperation with Edison State College, Collier County Public Schools, and Florida Gulf Coast University.

02/05/11 – Ft. Walton Beach, FL Okaloosa Saves - 2011 EcoNomic Living Expo “Smart Choices – Money, Home, Health and Environment”

01/25/11 – Gainesville, FL University of Florida, “Green Certifications and Accreditations”

01/20/11 – Key West, FL Last Stand annual meeting “Green Renovation”

01/12/11 – Orlando, FL NAHB International Builders’ Show, “Don’t Just Renovate, GREENovate: Transforming Existing Older House into Energy Efficient, Eco-friendly Homes”

PROFESSIONAL DEVELOPMENT

RESNET Class 1 Energy Rater
 LEED Accredited Professional of the United States Green Building Council
 Florida Green Building Coalition Certifying Agent

National Association of Homebuilders Verifier and Certified Green Professional
Workshop "Engineering in Transition", NSF-EPA funded Center for Sustainable Engineering at Carnegie Mellon in July 2006.

NSF Engineering Education Scholars Workshop: July 1999

SUCCEED Coalition Pre-Conference Workshop – Women in Academic Careers: April 1999

PUBLICATIONS

Monographs

Drummond, W.; Fernandez, J.E.; Gold, M.; Kibert, C.; Moussatche, H. & Languell, J. (Ed.) Life Cycle Cost Guidelines for Materials and Building Systems for Florida's Public Educational Facilities. Vol. 1. Florida Department of Education, Tallahassee, FL: 07/15/1999. 292 pages.

Drummond, W.; Fernandez, J.E.; Gold, M.; Kibert, C.; Moussatche, H. & Languell, J. (Ed.) Life Cycle Cost Guidelines for Materials and Building Systems for Florida's Public Educational Facilities. Vol. 2. Florida Department of Education, Tallahassee, FL: 07/15/1999. 70 pages.

Research Reports

Kibert, C., Languell, J. "Implementing Deconstruction in Florida: Materials Reuse Issues, Disassembly Techniques and Policy" Florida Center for Solid and Hazardous Waste, April 2000.

Kibert, C., Languell, J. "Advanced Construction Waste Management for Florida Contractors" Center for Construction and Environment, April 2000.

Kibert, C., Languell, J., "Sustainable Design and Construction Resource Guide for Residential Development in Florida," Building Construction Industry Advisory Committee (BCIAC), January 1999.

Books and Book Chapters

C. Kibert, A. Chini, and J. Languell, "Chapter 9: Implementing Deconstruction in the United States," In Overview of Deconstruction in Selected Countries, C. Kibert and A. Chini Eds, CIB Publication 252, Conseil International du Batiment, 2000.

Refereed Publications

Moussatche, H., Languell, J. Facilities Management: Service Life Cycle Costing of Flooring Materials in Educational Facilities. May 2001.

Refereed Proceedings and Invited Proceedings Papers

Kibert, C.J., A. Chini, and J. Languell. "Deconstruction as an Essential Component of Sustainable Construction," Proceedings of the CIB World Building Congress, 2-6 April 2001, Wellington, New Zealand.

Languell, J. Presentation for Georgia's 2nd Annual Greening Georgia's Schools Conference, March 2001, Atlanta, Georgia.

Non-refereed Publications

Moussatche, H; Languell-Urquhart, J. & Woodson, C. Life Cycle Cost in Education: Operations & Maintenance Considered. Facilities Design & Management, September 2000; 19 (9) 20-22.

Moussatche, H; Languell-Urquhart, J. & Woodson, C. Life Cycle Cost in Education: Flooring Materials & Assemblies. Facilities Design & Management. May, 2000; 19 (5) 32-34.

Moussatche, H; Languell-Urquhart, J. Life Cycle Cost in Education: Ceiling Materials & Assemblies. Facilities Design & Management. May, 2001; 19 (5) 32-34.

Chini, A., Kibert, C., Languell, J. and Acquaye, L. "Lumber Recycled from Residential Buildings-A Case Study." Proceedings of Deconstruction-Closing the Loop, Building Research Establishment, Garston, Watford, U.K. 18 May 2000.

PROJECTS

A list of completed projects is available upon request

PROFESSIONAL SOCIETIES, ACTIVITIES AND AFFILIATIONS

- Member of the US Green Building Council (USGBC)
- Florida Green Building Coalition (FGBC) (Board Member and Current President)

- National Association of Home Builders
- Society of American Military Engineers
- Collier Building Industry Association
- Florida Home Builders Association
- National Association of Home Builders

RESUME

JAMES C. NICHOLAS

OFFICE

126 SW 165th Street
Newberry, Florida 32669
(352) 472 4045
E-Mail jcnicholas@msn.com and Nicholas@law.ufl.edu

POSITION

Emeritus Professor of Urban & Regional Planning and Emeritus Professor of Law, University of Florida, Gainesville, Florida; and Principal, Nicholas Consulting, 2006 to present.

PREVIOUS POSITIONS

Professor of Urban & Regional Planning and Affiliate Professor of Law, University of Florida, Gainesville, Florida, 1985 to 2006. Associate Director, Environmental and Land Use Law Program, College of Law, 1999 to 2006.

1985 - 1992, Co-Director of Growth Management Studies, College of Law, University of Florida.

1969 - 1985, Professor of Economics, Florida Atlantic University, Boca Raton, Florida, and Associate and Acting Director, Joint Center for Environmental and Urban Problems of Florida Atlantic and Florida International Universities.

EDUCATION

- Ph.D.: 1970, University of Illinois,
Major in Economics
- M.A.: 1967, University of Miami,
Major in Economics
- B.B.A.: 1965, University of Miami,
Major in Business Administration

I. RESEARCH AND PUBLICATIONS

A. Books

1. *A TDR Handbook*, with A. Nelson and R. Prutez, Washing, DC: Island Press, 2011.
2. *Principles and Practices of Proportionate Share Development Impact Fees*, with A. Nelson and J. Juergensmeyer, Chicago: Planners Press, 2009.
3. *A Guide to Impact fees and Housing Affordability*, with A. Nelson and J. Juergensmeyer, Washington DC: Island Press, 2008.
4. *A Practitioner's Guide to Development Impact Fees*, Chicago: American Planning Association, 1991, with A. Nelson and J. Juergensmeyer.
5. *The Changing Structure of Infrastructure Finance*, Cambridge, Mass.: The Lincoln Institute of Land Policy, 1985. Editor.
6. *State Regulation and Housing Prices*, New Brunswick, NJ: Rutgers University, 1982.
7. *The Unnecessary Cost of Automobile Ownership*, Fort Lauderdale, Florida: Joint Center for Environmental and Urban Problems, 1980.

B. Monographs

1. *Impact Fees in Hawaii: Implementing the State Law*, Honolulu: Land Use Research Foundation, 1993. With D. Davidson.
2. *Calculating Proportionate Share Impact Fees Under the Rational Nexus Test*, Chicago: American Planning Association, 1988.
3. *The Use of Florida's Land*, Tallahassee, Florida: State of Florida, Environmental Land Management Study Committee, 1973. Editor.
4. *New Communities: A Tool to Implement a Policy for the Management of Growth*, Tallahassee, Florida: State of Florida, Environmental Land Management Study Committee, 1973. Editor.

C. Chapters in Books

1. "The Fiscal Theory and Reality of Growth Management in Florida," in *Growth Management in Florida: Planning for Paradise*, Ed. By T. Chapin, C. Connerly and H. Higgins, Burlington, VT: Ashgate, 2007, with T. Chapin.
2. "Impact Fees Should Not Be Subject to Takings Analysis," in *Taking Sides on Takings Issues: Public and Private Perspectives*, Ed. By Thomas E. Roberts, Chicago: Am. Bar Assn, 2002, with J. Juergensmeyer.
3. "Transferable Development Rights and Alternatives After *Sutium*," *Twenty-Eighth Institute of Planning, Zoning and Eminent Domain*, New York: Matthew Bender, 1998. With J. C. Juergensmeyer and B. Leebrick. A reprint of item D. 1.
4. "Elementos Econômicos da Gerência do Crescimento," in *Conflicts Jurídicos, Econômicos e Ambientais*, ed. by Paulo Roberto Pereira de Souza and Jon Mills, Maringá, Paraná: University of Meringá Press, 1995.
5. "The Evolution of Land Use and Environmental Law in the United States," in Ellen Margrethe Basse, ed., *Miljørettens grundsporgsmål: Bidrag til en nordisk forskerudannelse*, Kobenhavn: G.E.C Gad, 1994.
6. "The Need for an International Forum to Consider Compensation for Environmental Preservation," in Amedeo Postiglione, ed., *Tribunale Internazionale Dell'Ambienta*, Roma: Instito Poligrafico E Zecca Dello Stato Libreria Dello Stato, 1992.

7. "The Use of Road Impact Fees in the United States," in Robert F. Passwell, ed., *Site Impact Traffic Assessment*, Washington, DC: American Society of Civil Engineering, 1992.
8. "Paying for Growth: Creative and Innovative Solutions," in Jay Stein, ed., *Growth Management and Sustainable Development*, Sage, 1992.
9. "The Provision of Infrastructure," in D. Coffee and J. Wade, eds., *Local Government in the 1990's*, Gainesville: Center for Governmental Responsibility, University of Florida, 1990.
10. "The Costs of Growth: A Public vs. Private Sector Conflict or a Public/Private Responsibility," in D. Brower, D. Godschalk & D. Porter, eds., *Understanding Growth Management: Critical Issues and A Research Agenda*, Washington: Urban Land Institute, 1989.
11. "Appropriate Methods for Establishing Impact Fees," with A. C. Nelson, in *Development Impact Fees*, A.C. Nelson, ed., Chicago: American Planning Association, 1988.
12. "A Model State Impact Fee Enabling Act," with J. Juergensmeyer, in *Development Impact Fees*, A.C. Nelson, ed., Chicago: American Planning Association, 1988. Reprinted as "Modelo de Projeto de Lei Para Criação das Taxas de Impacto," in *Conflicts Jurídicos, Econômicos e Ambientais*, ed. by Paulo Roberto Pereira de Souza and Jon Mills, Maringá, Paraná: University of Meringá Press, 1995
13. "A Standard Development Impact Fee Enabling Statute," with J. Bachrach, J. Juergensmeyer, A. Nelson, T. Ramis and E. Strauss, in *Development Impact Fees*, A.C. Nelson, ed., Chicago: American Planning Association, 1988.
14. "Calculating Proportionate Share Impact Fees," in R. Alterman, ed., *The Private Finance of Public Services*, New York: New York University Press, 1988.
15. "Impact Fees: A Fiscal Technique for Managing Growth," in W. deHaven-Smith, ed., *Growth Management Innovations in Florida*, Fort Lauderdale: Florida Atlantic University, 1988.
16. "Commentary on Florida's Policy With Respect to its Coast," in C. M. Adams, ed., *The Economics of Coastal Tourism and Research Perspectives for Florida*. Gainesville: Florida Sea Grant College Program, 1988.
17. "Capital Improvement Finance and Impact Fees After the Growth Management Act of 1985," in *Perspectives on Florida's Growth Management Act of 1985*, J. DeGrove and J. Juergensmeyer, editors, Cambridge, Mass.: The Lincoln Institute of Land Policy and The Urban Land Institute, 1986.
18. "Florida's Experience With Impact Fees," in *The Changing Structure of Infrastructure Finance*, J. C. Nicholas, editor, Cambridge, Mass.: The Lincoln Institute of Land Policy, 1985.
19. "Land Availability in Florida," *Land for Housing: Developing a Research Agenda*, in James Hobin, editor, Cambridge, Mass.: The Lincoln Institute of Land Policy, 1985.
20. "The Role and Scope of Impact Fees," in *Financing Florida State Government*, H. P. Tuckman, editor, Tallahassee: Florida State University, 1979.

D. Referred Journals

1. "Loving Growth Management in a Time of Recession," *The Urban Lawyer*, Vol 42, 2011, with J. Juergensmeyer.

2. "Market Based Approaches to Environmental Preservation: To Environmental Mitigation Fees and Beyond," *Natural Resources Journal*. 2003. With J. Juergensmeyer.
3. "The Ups and Downs of Growth Management in Florida," *Journal of Law and Public Policy*, Vol, 12 No. 2, 2001.
4. "Growth Management and Smart Growth in Florida," *Wake Forest Law Review*, Vol. 35:3, 2000, with Ruth Steiner.
5. "State and Regional Land Use Planning: The Evolving Role of the State," *St. Johns University Law Review*, Vol. 73:4, 1999.
6. "Perspectives Concerning the Use of Environmental Mitigation Fees as Incentives - II," *Environmental Liability*, with J. Juergensmeyer and E. Basse. Volume 7:3, 1999.
7. "Perspectives Concerning the Use of Environmental Mitigation Fees as Incentives - I," *Environmental Liability*, with J. Juergensmeyer and E. Basse. Volume 7:2, 1999.
8. "Transferable Development Rights and Alternatives After *Suitum*," *The Urban Lawyer*, Vol. 30 No. 2, 1998, with J. Juergensmeyer and B. Leebrick.
9. "Positive Influence of Impact-Fees in Urban Planning and Development," *Journal of Urban Planning and Development*, Vol. 118, No. 2, 1993. With A. C. Nelson and J. E. Frank.
10. "New Fangled Impact Fees," *Planning*, Vol. 58:10, 1992, with A. C. Nelson and Lindell Marsh.
11. "Estimating Functional Population for Facility Planning Purposes", *Journal of Urban Planning and Development*, Vol. 118, No.2, 1992. With A. C. Nelson.
12. "On the Progression of Impact Fees," *Journal of the American Planning Association*, Vol. 58, No.4, 1992.
13. "Debt for Nature Swaps: A Modest But Meaningful Response to Two International Crises," *Florida International Law Journal*, Volume V, no. 2, 1990, with J. Juergensmeyer.
14. "Critical Elements of Development Impact Fee Programs," *Journal of Urban Planning and Development*, Vol. 116 No. 1, May 1990, with A. Nelson and J. Juergensmeyer.
15. "Determining The Appropriate Impact Fees Under The Rational Nexus Test," *Journal of the American Planning Association*, Vol. 54:1, 1988, with A. C. Nelson.
16. "Calculating Proportionate Share Impact Fees," *New York Affairs*, Vol. 10, No. 2, 1988.
17. "Impact Exactions: Economic Theory, Practice and Incidence," *Law and Contemporary Problems*, Vol. 50, No.1, 1987.
18. "East-West Trade: A Case Study of Sulphur," *Florida International Law Journal*, Vol. III, No 1, 1987.
19. "The Use of Benefit Fees and Assessments in Financing Transportation Improvements," *AASHTO*, 1987.
20. "Housing Costs and Prices Under Regional Regulation," *Journal of the American Real Estate and Urban Economics Association*, Vol. 9, no. 1, 1982.
21. "Problems of Financing Capital Improvements in a Growing Area," *Engineering Issues*, 1980.
22. "Rent Differentials Among Racial and Ethnic Groups," *Review of Social Economy*, Vol. 36, No. 1, 1978.
23. "Planning as Compensation for Land Use Regulation," *Florida Environmental and Urban Issues*, Vol. V, January 1977.
24. "Areas of Critical Environmental Concern: A Case Study," *Florida Environmental and Urban Issues*, Vol. IV, 1976.
25. "Impact Fees: The Other Side," *Florida Environmental and Urban Issues*, Vol. 3, 1975.
26. "The Economy of the South Florida Coastal Zone," *Florida Environmental and Urban Issues*, Vol. III, 1975.

27. "Industrial Locations: The Special Case of Florida," *Review of Regional Studies*, Vol. 4, 1975.
28. "Population Updates: Growth in South Florida Since 1970," *Florida Environmental and Urban Issues*, Vol. 2, 1974.
29. "Impact Fees in Florida," *Florida Environmental and Urban Issues*, Vol. 2, 1974.
30. "South Florida During the Twentieth Century: Population Projections to 2000," *Florida Environmental and Urban Issues*, Vol. 1, 1973.
31. "An Experiment in Computer Aided Instruction in Regional Economics," *Review of Regional Studies*, vol. 3, 1973.
32. "Controlling Pollution: An Economic View," *Research Reports In Social Science*, Vol. 14, 1972.
33. "Corporate Income Taxation in Florida: An Analysis of It's Effects on Prices and Growth," *Florida Planning and Development*, April 1970 (with M. B. Redman).
34. "Florida's Metropolitan Income: Levels and Trends," *Florida Planning and Development*, March 1970

E. Articles in Edited Proceedings

1. "Florida the Megastate: How Can it Take a Lickin' and Keep on Tickin'," *Journal of the Public Interest Environmental Conference*, Vol. 1, Spring 1997.
2. "Price Effects of Road and Other Impact Fees on Urban Land," *Transportation Research Record*, No. 1305, 1991, with A. C. Nelson, J. H. Lillydahl and J. E. Frank.
3. "The Seasonal Stability of the Urban Base Multiplier," *Proceedings of the American Statistical Association*, Nov. 1976.
4. "Instability of the Urban Base Multiplier," *Proceedings of the American Statistical Association*, September 1974.
5. "The Impact of Inflation on Investment and Labor Productivity," *Proceedings of the American Statistical Association*, Nov. 1972.

F. Other Research Activity

1. Technical Reports

Over 60 technical reports have been written for various agencies which are noted under relevant professional experience.

2. Papers Before Professional Associations

Over 100 papers have been presented to Professional Associations. These Associations include:

- American Law Institute/American Bar Association
- American Planning Association
- American Sociological Association
- American Society for Public Administration
- Association for Social Economics
- Atlantic Economic Society
- Eastern Economics Association
- National Conference on Managed Growth

Operations Research Society of America
Southern Economics Association
Southern Regional Science Association
Urban Land Institute

3. Special Invited Papers

- a. Office of the Governor, Office of State Planning, State of Hawaii, "A Review of Hawaii's Infrastructure Finance With Recommendations," Honolulu, Hawaii, 1992.
- b. United Nations Council on Development, "The Effect of Environmental Regulations on the Construction Industry," Berkeley, California, 1992.
- c. Legislature of the Commonwealth of Massachusetts, "Financing the Needs of a Growing Community," Boston, 1990.
- d. Office of the New Hampshire Governor, "Techniques for Financing Urban Development," Manchester, NH, 1989.
- e. Commonwealth of the Northern Marianas Islands, Office of the Governor, "Fiscal and Environmental Management of Growth," 1989.
- f. World Congress on Land Policy, London, United Kingdom, "Financing Infrastructure in Florida," 1986.
- g. The Florida House Committee on Growth Management, "Fiscal and Economic Dimensions of Growth Management," 1985.
- h. The Florida Bar Association, "Coping with Economic Impact in the Development Review Process," 1982.
- i. National Order of Women Legislators, "Financing Capital Infrastructure: Impact Fees," 1982.
- j. The Florida Senate, Committee on Commerce, "Self Insurance for Worker's Compensation in Florida," 1978.
- k. The Florida Senate, Committee on Commerce, "The Reform of Florida's No-Fault Insurance Law," 1978.
- l. United States Senate, Committee on Interior and Insular Affairs, "The Florida Experience in Land Use Regulation and its Economic Consequences," 1976.
- m. The Florida House of Representatives, Seminar on the Constitutional Problems of Takings, "The Economics of Takings," 1976.
- n. American Law Institute/American Bar Association;
 - (1) "Capital Improvement Financing"
 - (2) "Handling The Controversial Land-Use Case"
- o. American Planning Association:
 - (1) "Florida's Experience with Impact Fees," 1985.
 - (2) "Calculating Impact Fees," 1986, 1988 and 1989.
 - (3) "Impact Fees After Nollan," 1987.
 - (4) "Recent Events in Impact Fee Calculations," 1990.
 - (5) "Impact Fees On Trail," 1991 and 1992.
 - (6) "Environmental Mitigation Fees," 1992.
 - (7) "Environmental Mitigation Fees," 1994.
 - (8) "The Hackensack Meadowlands Development Plan," 1995.

4. Grants

As Acting Director/Associate Director of the Joint Center, grantsmanship was a primary responsibility. Over 75 grants totaling over \$4 million were received.

II. PROFESSIONAL ACTIVITIES

- A. Member, Florida Property Right Commission, 1994-95.
- B. Advisor on Economic Development and Immigration Policy, Office of the Governor, Commonwealth of the Northern Marianas Islands, 1993.
- C. Advisor on Growth Management and Financial Policy, Office of the Governor, State of Hawaii, 1992-93.
- D. Advisor on Growth Management and Environmental Policy, State of Paraná, Brazil, 1992-93.
- E. Technical Advisor on Economic Development, Vovoidship of Olsztyn, Poland, 1992.
- F. Participant and Speaker, "Impact Fees? Can They Work Here?" Special Seminar Sponsored by the Department of Land Economy, University of Cambridge, London, United Kingdom, 1992.
- G. Participant and Speaker, Workshop on Legal and Technical Assistance for Eastern Europe, Sponsored by the Central and Eastern European Legal Initiative, American Bar Association, Krakow, Poland, 1992.
- H. Participant and Speaker, International Symposium on the Establishment of a World Environmental Court, Florence, Italy, 1991.
- I. Participant and Speaker, Special Seminar on Planning Gain or Paying for Growth?, Institute of Advanced Legal Studies, University College - London, London, United Kingdom, 1990.
- J. Participant and Speaker, International Symposium on The Problems of Heavily Polluted Areas, Wroclow, Poland, 1989.
- K. Participant and Speaker, Second International Symposium on Current Legal Issues Impacting East-West Trade, Warsaw, Poland, 1988.
- L. Technical Advisor on Land Policy, Constitutional Commission for the United States of Brazil, Campo Grande, Matto Grosso del Sul, Brazil, 1988.
- M. Participant and Speaker, International Symposium on Current Legal Issues Impacting East-West Trade, Warsaw, Poland, 1986.
- N. Member, American Delegation, Royal Society of Chartered Surveyors Session of Anglo-American Urban Experience, London, United Kingdom, 1983.
- O. Member, American Delegation, International Association of Administrative Sciences, Berlin, West Germany, 1983.
- P. Participant, HUD Task Force on "Development Choices for the 80's," 1981.
- Q. Participant, American Planning Association/Urban Land Institute/HUD Conference on Non-Metropolitan Growth, 1980.
- R. Staff Economist, Florida Tax Reform Commission, 1979-80.
- S. Participant, U.S. Department of Housing and Urban Development, National Task Force on Housing costs, 1979-80.
- T. Executive Director, (Florida) Governor's Task Force on Economic Policy, 1979.
- U. Staff Economist, Florida Environmental Land Management Study Committee, 1974-75.

III. PUBLIC SERVICE

- A. Member, Florida Property Rights Commission, 1994-1995.

- B. Member, Florida Land Use Data System Advisory Council, Florida Department of Community Affairs, 1984-85.
- C. Assistant Director, Southeastern American Assembly on the City and the Farm, 1980.
- D. Member of the Board, Broward-Palm Beach Economics Forum, 1980-1985. President, 1982-83.
- E. Member, Economics Advisory Committee, Florida Department of Environmental Regulation, 1978-1982.
- F. Member, Palm Beach County (Florida) Charter Advisory Commission, 1978-79.
- G. Member, Economics Advisory Panel, State of Florida, State Comprehensive Plan Committee, 1985-87.
- H. Member, Technical Advisory Committee, South Florida Regional Planning Council, 1972-74.
- I. Member and Vice-Chairman, Economic Advisory Committee, South Florida Regional Planning Council, 1972-74.
- J. Reporter, Member of the Drafting Committee and Participant, "Florida 2000: Governor's Conference Growth and the Environment," October 1973.
- K. Member, Palm Beach County (Florida) Land Use Advisory Board, 1971-77. Chairman, 1971-1973.

VI. MEMBERSHIPS AND AWARDS

A. Professional:

- 1. American Planning Association
- 2. Urban Land Institute;
 - Member of the Industrial Development Council, 1979-85
 - Member of the Recreation Development Council, 1985-90
 - Member of the National Policy Council, 1990-92.
- 3. American Bar Association, Educational Affiliate
- 4. Institute of Transportation Engineers

B. Honorary:

- 1. Omicron Delta Epsilon, Economics Honor Society
- 2. Pi Mu Epsilon, Mathematics Honor Society
- 3. Faculty Associate, Lincoln Institute of Land Policy, Cambridge, Massachusetts.

C. Awards:

- 1. Professional Excellence Award, University of Florida, 1997.
- 2. Professional Excellence Award, University of Florida, 2001.

(Daryl) Max Forgey, AICP
4637 Vincennes Blvd Ste. 1
Cape Coral, FL 33904
239.560.5864
max@zoningtechnologies.com

AICP (American Institute of Certified Planners) Certified Planner since 1993

Current Positions:

FORGEY PLANNING SERVICES—Cape Coral, Florida
Sole proprietor November 2008-present

Specialties:

- Professional services to Captiva Community Panel
- Comprehensive planning
- Land development code preparation
- Community visioning

ZONING TECHNOLOGIES, Inc.—Cape Coral, Florida <http://zoningtechnologies.com>
President October 2011-present

A start up-land use consulting practice that specializes in restructuring and updating local government comprehensive plans and developing implementation strategies which employ automation to create linked tools (e.g. application forms, automated worksheets, case reports, and adopting resolutions). The Zoning Technologies expert system prototype products are being marketed statewide and were demonstrated at the American Planning Association (APA) national conference in Atlanta in April 2014..

Experience:

OSCEOLA COUNTY BOARD OF COUNTY COMMISSIONERS
April 20, 2005 to December 31, 2008. **Planning Coordinator**

Key Achievements:

- Wrote key elements of the County's Comprehensive Plan
- Settlement agreement negotiations with State of Florida
- Wrote the 2008 Evaluation and Appraisal Report
- Liaison to the Urban Land Institute's January 2006 study of economic development in Osceola County

CLAY COUNTY BOARD OF COUNTY COMMISSIONERS

October 2003 to March 2005

Senior Planner

LAKE COUNTY BOARD OF COUNTY COMMISSIONERS

March 2001 to September 2003 *Central Florida community with a population of 246,000.*

Senior Planner – September 2002-September 2003

Planning Director – May 2001-September 2002

SOUTHWEST FLORIDA REGIONAL PLANNING COUNCIL

Planner (March 1997 to June 1998)

- Reviewed local government plan amendments
- Wrote “The Platted Lands Challenge” Report

CHARLOTTE COUNTY BOARD OF COUNTY COMMISSIONERS

A fast-growing community with a population of 130,000 on Florida’s Gulf Coast.

Community Development Director – June 1995 to March 1997

Planning Director – January 1990 to June 1995

CITY OF CAPE CORAL – Cape Coral, Florida

Southwest Florida’s most populous city (45,000 in 1985; 170,000 today.)

January 1985 to January 1990.

Acting Deputy Planning Director; Planner; Senior Planner

- Wrote several elements of the City’s comprehensive plan and land development regulations.

Education

Indiana University School of Public & Environmental Affairs – Bloomington, Indiana
Master of Public Affairs (MPA) with concentration in Urban and Regional Planning 1982.

Indiana University College of Arts & Sciences – Bloomington, Indiana
Bachelor of Arts (BA) 1976.

AICP (American Institute of Certified Planners) Certified Planner

APA (American Planning Association);

APA Florida

- Professional planner for the Captiva and Caloosahatchee Shores Community Planning Panels in Lee County.
- Coordinator and presenter for daylong FAPA-sponsored symposium “Everything You Ever Wanted to Know about Florida Land Use” in Cape Coral May 16, 2014
- Speaker/presenter at APA national conference in Atlanta (“How to Automate the Local Government Decision-making Process”) April 2014.
- Speaker/presenter at FAPA state conference, Florida Chamber of Commerce Growth Management Short Course, and other events.
- Presented “A Pre-tirement Guide for Professional Planners” at FAPA Orlando conference September 2013.
- Presented “The History of Growth Management in Florida” at FAPA Naples conference September 13, 2012.
- Steering committee of Reconnecting Lee County, an advocacy group supporting transit oriented design and new urbanist principles in Southwest Florida.
- Moderated symposium on platted lands solutions in Cape Coral, Florida October 14, 2011, jointly sponsored by APA Florida, Reconnecting Lee, and Lee County Department of Community Development.
- Articles regarding planning have been published in *Planning* and *Florida Planning*,

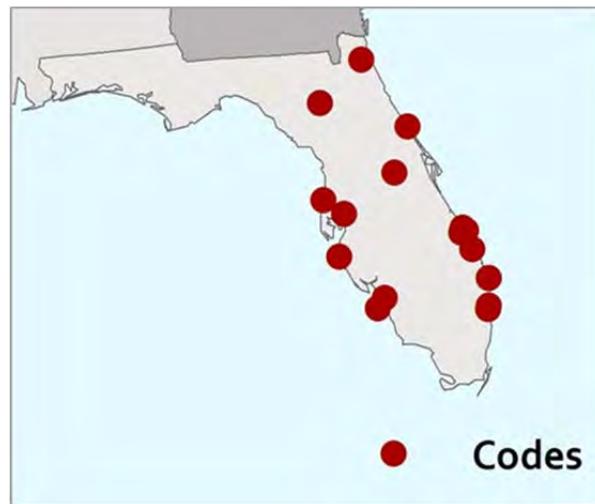
7. QUALIFICATIONS

Our multi-disciplinary team includes planners, urban designers, architects, engineers, LEED-accredited professionals, economists, affordable housing specialists, and attorneys. The diversity of our skills will help the Clarion team identify and resolve potential hurdles early in the process, and help ensure our recommendations are grounded in reality. Our specialized experience related to Key West’s RFP is outlined below. We cite a few recent project examples in each of the categories; more detailed project descriptions of many of the referenced projects may be found in Section 8 (Representative Land Development Regulations Projects and Client References).

FLORIDA AND SOUTHEASTERN EXPERIENCE

As identified throughout this proposal, drafting zoning and development codes is our core practice area. In addition to our national experience, Clarion team members have extensive experience drafting development regulations for communities throughout Florida and the Southeast – many for small-sized resort communities similar to Key West including: **Daytona Beach (Land Development Code); Pompano Beach (Land Development Code); Palm Beach (Land Development Code), Folly Beach, and the award-winning Portsmouth, VA Zoning Ordinance.** Additionally, Renaissance principals have drafted zoning regulations in over 70 communities, including dozens throughout Florida.

The following map depicts the locations of Clarion’s land development projects in Florida. Descriptions of many of the projects are in Section 8 of this proposal.



GENERAL ZONING EXPERIENCE

Our team has successfully helped hundreds of cities and towns in the U.S. and Canada to generally modernize, streamline, and improve their zoning codes while making substantive amendments to implement an updated comprehensive plan. Hallmarks of Clarion-authored codes include simple language, clear procedures, measurable standards, user-friendly formats, numerous illustrations, flexibility, and consistency with national best practices.

CLARIFIED, REORGANIZED, AND REFORMATTED CODES

Clarion has extensive experience clarifying, reformatting, and reorganizing codes to create user-friendly documents. Generally, each code project that we work on involves extensive code clarification (resolving internal and external inconsistencies) reorganization, and reformatting because substantive revisions cannot be made without improving the operation of the existing code. Recent zoning code projects that included substantial reorganization and formatting elements include: **Fredericksburg, VA (Unified Development Ordinance); Tahoe Regional Planning Agency (Regional Code Update), and Ann Arbor, MI (Zoning Ordinance Reorganization).**

GRAPHICALLY RICH CODES

We are also strong proponents of graphically rich codes that contain a variety of tables, charts, flowcharts, photographs, Sketch-up images, and other visual aids to present information more clearly and concisely. Recent examples of graphically rich codes and design documents that Clarion or RPG have prepared include: **Greenville, SC (Design Standards and TOD/BRT District Provisions); San Antonio, TX (Historic Design Guidelines and Standards); St. Cloud, FL (Design Guidelines); and Seminole, FL (Design Guidelines).** The following image shows our use of pictures to clarify the intent of San Antonio's design guidelines (a picture really can replace 1,000 words).



A TRACK RECORD OF INNOVATION

Unique planning goals, development histories, and political constraints often require unique land use regulations, and the Clarion professionals pride themselves on mastering cutting-edge techniques and refining them further to meet local needs. Team members have authored leading books and publications such as *The Rules of Urban Form* (presented above); *Aesthetics, Community Character and the Law*; *A Better Way to Zone*; *Nature-Friendly Cities*; *True West*; *Wildlife Habitat Protection*; *The Citizen's Guide to Planning* (Fourth Edition); and *Zoning Practice Memos* on wind energy, web-based zoning codes, wildfire prevention in urban areas, and zone district consolidation. More importantly, we put the results of our research and publication to work for our clients.

RESORT COMMUNITY EXPERIENCE

The Clarion team has a strong track-record of assisting high-end destination resort communities in refining their development regulations to honor the local heritage and development visions of the community's residents, preserve the natural environment, and accentuate the unique attributes that attract tourists. The challenge of finding this delicate balance is what attracts us to communities like Key West. Our work in resort communities spans the country from coastal towns to ski towns to national parks. Recent examples include: **Sanibel, FL (Appropriately-Sized Homes Policy Options); Currituck County, NC (Unified Development Ordinance); Teton County and Jackson Hole, WY (Plan and Development Code); Aspen/Pitkin County, Breckenridge, Estes Park, Vail, and Winter Park, CO (zoning updates); Tahoe Regional Planning Agency, CA (Update of the Regional Plan Code of Ordinances); and Santa Fe, New Mexico (Zoning Code Update).**

URBAN FORM AND HISTORIC PRESERVATION

FORM-BASED CONTROLS

Almost every code Clarion has worked on in the last 15 years incorporates some type or design and form controls, or form-based districts. This experience has taught us that it is imperative that the resulting mix of form-based and traditional zoning controls are fully integrated in a manner that sends one clear and consistent message to Key West residents and the development community.

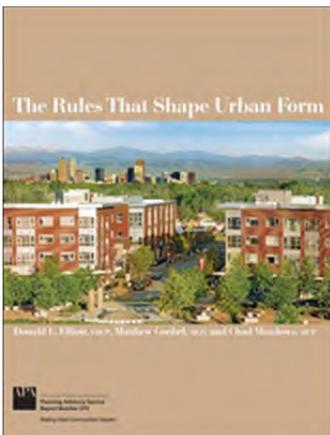
We have extensive experience working with clients to successfully select and integrate form-based zoning controls into traditional code structures across the country. To ensure that these controls will work for Key West's development community, Renaissance professionals bring practical private-sector development experience to the team.

In addition to our practical experience, Clarion professionals regularly write and speak about the evolving nature of form-based regulations, design controls, and pragmatic approaches to integrating them into local regulations. The accompanying graphic depicts a recent publication by Clarion Directors — *The Rules That Shape Urban Form*.

Examples of recent form-based projects completed by Clarion and Renaissance include: **Tarpon Springs, FL (Form-Based Land Development Regulations); Beaufort County, SC (Form-Based Code); Louisville, KY (Form-Based Districts); and Duluth, MN (Unified Development Code).** Additional examples are discussed in Section 8 of this proposal.

HISTORIC PRESERVATION

Clarion team members are well versed in revising historic preservation regulations to implement new historic preservation visions identified in an updated comprehensive plan. Our team respects the importance of identifying and protecting resources of archaeological historical and architectural significance and understands the challenge of achieving this goal amidst plans for redevelopment and commercial corridor improvements. We have worked in some of the most architecturally and historically significant communities in the country to develop regulatory strategies that preserve historic districts while encouraging context sensitive redevelopment including: **San Antonio, TX (Historic Design**



Guidelines and Standards); Santa Fe, NM (Zoning Code, including Rewrite of Historic Regulations); and Pasadena, CA (Cultural Heritage Ordinance).

INFILL AND MIXED-USE

Clarion has drafted numerous regulations and policies focused on infill and redevelopment development in traditionally developed areas, in terms of both design and development standards and review procedures. We recognize that small and medium-sized communities often need a hierarchy of mixed-use districts that range from high-intensity areas surrounding commercial corridors and key activity nodes, to smaller-scale mixed-use areas that integrate well with established neighborhoods. Many Clarion projects have addressed these issues, including projects in places such as **Pompano Beach, FL (Land Development Code); Daytona Beach, FL (Land Development Code); Biloxi, MS (Land Development Ordinance); and Portsmouth, VA (Zoning Ordinance).**

DESIGN STANDARDS AND GUIDELINES

Clarion team members have significant experience drafting standards to ensure that development respects and protects established neighborhoods and community character and meets local goals for high-quality building and site design. Our general approach is to keep design standards as focused as possible. Standards that are too rigid and overly complex can often emerge from a design standards effort, and as a result, the standards are neither supported by the development community nor effective in achieving the quality of development desired. We target prescriptive approaches only on those aspects of site and building design that are essential to meeting community goals. Guidelines or more flexible standards can address other important, but not fundamental, topics. We also strongly support building flexibility and incentives into the code, to help avoid monotonous results while encouraging creativity. Our team has extensive experience working with communities to ensure that design guidelines compliment design standards so that the distinction between a design requirement and a design suggestion is clear. Because effective design documents are graphically rich, we also work closely with communities on the illustrations presented in these guidelines. Recent design guidelines prepared by our team include: **San Antonio, TX (Historic Design Guidelines and Standards); St. Cloud, FL (Design Guidelines for Community Redevelopment Area); and Seminole, FL (Seminole By Design).**



COMPLETE STREETS

Our team includes professionals who specialize in multimodal transportation planning and land use-transportation integration. Collectively, we have extensive experience studying transportation needs, preparing long-range transportation plans, creating multi-modal transportation plans and districts, and incorporating complete street concepts into zoning regulations to improve a community's multi-modal transportation network, often in the form of updated or new connectivity regulations. This experience is both national and local. Clarion's national complete street drafting experience, combined with RPG's practical experience managing multimodal regulations in Florida, will result in practical complete street regulations in Key West. Recent examples relevant to this project include: **Boise, ID (connectivity standards); Destin, Tarpon Springs, and Kissimmee, FL (development of multimodal transportation districts); Lakeland and Oviedo, FL (multimodal mobility plans and policies); and Jefferson County, FL (bicycle and pedestrian master plan).**



CLIMATE ADAPTATION AND SUSTAINABILITY

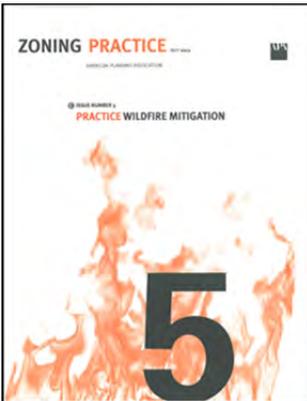
SUSTAINABLE DEVELOPMENT CODES

Clarion is recognized as a national leader in creating the concept of sustainable development codes and drafting environmentally sensitive codes based on detailed sustainability audits. We are proud of our innovative approaches using incentives and flexibility to achieve sustainability goals. Because there is no “one-size-fits-all” approach to sustainability, Key West’s standards must be tailored to protect its natural character from rising water levels and increasing temperatures.

Clarion has addressed similar issues in many other jurisdictions. We revised the **St. Louis County, Missouri**, zoning and subdivision regulations to incorporate new regulations addressing green infrastructure, mixed-use infill development, alternative energy production, and accessory dwelling units. Additionally, the sustainable code audits we completed for **Washington, D.C. and Salt Lake City, Utah**, garnered national attention. Recently or currently, we have worked with jurisdictions as varied as **Douglas County (CO), Tucson, and Miami-Dade County** on major code amendments to identify barriers to balanced development that facilitates growth while also protecting landscapes and resources, and promotes public health, safety, and welfare goals.

HAZARD MITIGATION & COMMUNITY RESILIENCE

Because all communities are vulnerable to climate change and natural disasters, Clarion is working with more and more communities to update their zoning regulations (e.g., hazard mitigation regulations, floodplain ordinances, etc.) to implement pre- and post- disaster planning efforts. The major 2013 flood and wildfire events in Colorado highlighted for our local Colorado clients the importance of implementing hazard mitigation, emergency response, and disaster recovery plans through their zoning regulations. While natural disasters differ across the country, the same regulatory tools that apply to flooding from a major rain event in Colorado can be applied to flooding from a rise in sea level in Key West. Relevant project examples include: **Quincy, ME and Louisville/Jefferson County, KY (Sensitive Area Protection and Storm Water/Drainage Control Standards)**. Our keen interest in this critical topic led to the publication of an APA Report on Wildfire Mitigation and we recently contributed to an EPA publication – *Planning for Flood Recovery and Long-Term Resilience in Vermont: Smart Growth Approaches for Disaster – Resilient Communities* (July 2014).



GREEN BUILDING

The Clarion team includes four LEED Accredited Professionals (Dr. Jennifer Languell, Kristin Cisowski, Dawn Welsh, and David Nelson). **Dr. Languell** (Founder and President of Trifecta Construction Solutions) is one of the country’s preeminent sustainability consultants. For more than 17 years she has championed the integration of green building principles and sustainable design within the construction industry. Her firm works with state and local governments to develop energy efficiency and conservation strategies, policies, and codes. She is called upon by local governments and developers alike to assist in the creation of design, construction, and implementation strategies to build healthier, more efficient, more sustainable, and fiscally prudent practices and projects. Combining the depth of Dr. Languell’s green building design and construction knowledge, along with Clarion’s extensive code drafting expertise, will result in practical, user-friendly green building standards in Key West.

Relevant to this project, Trifecta Construction Solutions:

- Certified over 3 million square feet of green single-family homes (leading certifier in Florida) including: **Poinciana Royale (Key West); Babcock Ranch (Lee and Charlotte County); Exploration Pointe (Palm Beach County); the Fountains (Lee County), and Lakewood Ranch (Manatee County).**
- Commissioned over 1.5 million square feet of green commercial buildings, many in Florida, including: **Six Mile Corporate Park Building (Fort Myers); Waterjet Discovery Center (Tampa); Bay Pines (seeking certification, Saint Petersburg).**
- Certified over 30,000 acres of green communities.
- Guaranteed \$16 million in energy performance contracting over the last three years.



WORKFORCE HOUSING

The Clarion team has substantial experience assisting local governments in evaluating their affordable housing needs, and preparing support studies and implementing legislation for affordable and workforce housing mitigation programs. Clarion regularly teams with Dr. Jim Nicholas, a Florida-based national expert on proportionate share methods for exaction and workforce and affordable housing programs, in doing this work. Of relevance to this project:

- We have prepared and implemented support studies for mandatory and voluntary affordable housing programs throughout Florida, the Rocky Mountain states, and elsewhere in nation. **Clarion-Nicholas workforce and affordable housing projects in Florida include: Islamorada, FL (Mandatory Workforce Housing Regulation and Support Study); Palm Beach, FL (Workforce Housing Support Study); Marathon, FL (Affordable Housing Support Study).**¹
- We served as the principal consultant in designing and preparing the original affordable housing support study for Teton County, WY, in the 1990s, as well as the implementing legislation. Since that time, we have assisted the community in updating this work.
- We are nationally recognized experts on the design of proportionate share concepts and on exactions, and have assisted local governments on a variety of these issues for over 25 years.
- We are experts on the legal issues related to the implementation of mandatory affordable mitigation, and served as special counsel in the successful defense of several legal challenges to the county's mandatory affordable housing mitigation regulations.
- We have authored the following publications to document and share this expertise:



¹ If a new support study is needed for Key West, beyond the scope of this proposal, our team has extensive Florida experience working with RRC Consulting on the development of such studies.

- *Workforce and Affordable Housing: Local Government Inclusionary Housing Programs and the Courts*, Planning & Environmental Law, 2011;
- *A Guide to Impact fees and Housing Affordability*, Island Press, 2008;
- *Calculating Proportionate Share Impact Fees Under the Rational Nexus Test*, Chicago: American Planning Association, 1988; and
- *A Practitioner's Guide to Development Impact Fees*, Chicago: American Planning Association, 1991.

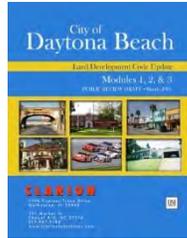
8. REPRESENTATIVE PROJECTS AND CLIENT REFERENCES

FLORIDA AND SOUTHEAST EXPERIENCE

Daytona Beach, FL | Land Development Code

CONTACT INFORMATION

Rich Walton
Planning Director
(P) 386.671.8120
walton@codb.us

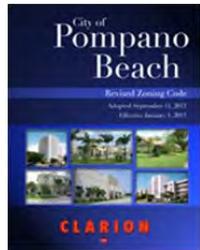


Daytona Beach retained Clarion Associates to prepare an update to the city's existing Land Development Code. The goals of the update process include (1) making the code more user-friendly and more procedurally efficient; (2) implementing the goals and policy direction in the city's adopted vision plan and comprehensive plan update; (3) modifying development regulations and practices in infill and built areas of the community to encourage redevelopment/revitalization in ways that are compatible with the desired context; (4) encourage redevelopment of older, suburban-oriented commercial corridors into more mixed use, pedestrian-oriented places; (5) ensuring the character of existing residential neighborhoods is protected, and (6) raising the bar for development quality in the community generally. The draft Land Development Code is currently being prepared for public hearings.

Pompano Beach, FL | Zoning Code

CONTACT INFORMATION

Robin Bird
Development Services Director
(P) 954.786.4632
robin.bird@copbfl.com



Pompano Beach, a city of 103,000 people on Florida's south Atlantic coast, retained Clarion Associates to develop a comprehensive zoning code that updated its zoning regulations and reflected the city's plans for redevelopment and improved development quality. Besides making the code user-friendly, streamlining review procedures, and modernizing zoning districts and uses, the new zoning code encourages maintenance of Pompano Beach's existing character through regulations that encourage mixed-use redevelopment along the city's commercial corridors, enhance building design, and emphasize protection of established neighborhoods from higher-intensity development along the commercial corridors and beachfront. The code was adopted in August, 2012, and was selected for the Florida Planning & Zoning Association's Outstanding Zoning Code award in 2014.

Palm Beach County, FL | Land Development Code

CONTACT INFORMATION

Donna Kristanponis
Former PBC Director of Planning,
Zoning, and Building Department
(P) 775.333.2264



Craig Richardson managed a multi-disciplinary team of lawyers, planners, and ecologists in the design and preparation of a unified Land Development Code for this large urbanized southeast Florida county of 1,000,000 residents. The effort focused on the implementation of specific community objectives established in the County's comprehensive plan, and the consolidation and streamlining of the County's development review procedures. The effort culminated in the preparation of a unified Land Development Code that consolidated over 50 of the County's existing land use and environmental

regulations, streamlined and consolidated development review procedures, and added new substantive regulations. The substantive regulations included: (1) adequate public facilities regulations (concurrency regulations); (2) landscaping and xeriscape regulations; (3) signage regulations; (4) excavation regulations; (5) mixed-use districts and planned development district regulations; and (6) coastal management regulations (sea turtle protection regulations, wetland regulations, coastal regulations, and well field protection regulations). The updated code was adopted by the county.

St. Lucie County, FL | Land Development Code/Hutchison Island District



Craig Richardson of Clarion served as the consultant to St. Lucie County in the design, updating and drafting of the County’s zoning ordinance in 1981. The project involved the design of a flexible set of zoning districts to bring that jurisdiction’s land use controls into consistency with the St. Lucie County Growth Management Policy Plan, and a restructuring of the administrative procedures to provide more clarity and certainty in the county’s development review process. In 1984-

85, Mr. Richardson served as consultant to the County in designing special land use controls for the county’s coastal environment, Hutchinson Island, to insure adequate protection of economic and natural values, and to insure consistency with the region wide Hutchinson Island Resource Planning and Management Committee Plan adopted pursuant to Florida’s Environmental Land and Water Management Act. Responsibilities in this effort included legal and planning analysis, ordinance preparation, and presentations at public hearings. In 1989, Mr. Richardson assisted the County Attorney on a variety of legal issues including interpretations under Rule 9J-5, F.A.C. as the county prepared its comprehensive plan, and responded to the Florida Department of Community Affairs in its review of the comprehensive plan. In 1990-91, Mr. Richardson assisted the county in the revision and consolidation of its zoning ordinance into a unified Land Development Code. Clarion is currently assisting the county in the update, streamlining, and consolidation of its procedures into a new Administration chapter. In 2008, Clarion assisted the county in the update, streamlining, and consolidation of its review procedures.

CONTACT INFORMATION

Dan McIntyre
 County Attorney
 (P) 772.462.1420

Portsmouth, VA | Zoning Ordinance



Clarion, in association with WRT, prepared a new zoning ordinance for this mature, built-out community of over 100,000 in the Hampton Roads area. The code, which primarily focuses on redevelopment issues and form over use, includes: new regulations for the downtown, primary corridors, and regional activity centers; new infill development regulations; provisions that reduce current nonconformities (from over 50% of development to less than five percent) in ways that maintain

desired form and character; a move away from single-use to mixed-use districts, standards that encourage more pedestrian-friendly development forms, and integration of sustainable development concepts through new green building incentives. The zoning ordinance was adopted in February of 2010. It received a VAPA Innovation Award in 2010, and the EPA Smart Growth Award for Policies and Programs in 2012.

CONTACT INFORMATION

Paul Holt
 Former Portsmouth Planning
 Director & Asst. City Manager
 (P) 757.253.6674
 paul.holt@jamescitycountyva.gov

RESORT COMMUNITIES

Sanibel, FL | Appropriately-Sized Homes Policy Options



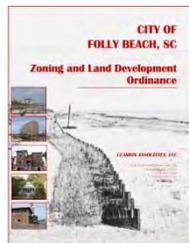
Clarion, in association with BSSW Architects, was retained to evaluate the visual impacts of the appropriately-sized home issue on Sanibel's existing character and to identify potential policy options for addressing the compatibility of residential infill and redevelopment with its surrounding context. Sanibel's neighborhoods are substantially built-out and consequently,

when most new single-family development, additions, or renovations occur, they will be in existing neighborhoods where the development pattern is established. In a number of these neighborhoods there is a significant difference in the design and scale of the existing single-family development and what is currently allowed under the city's existing development standards. The town had responded in the past with traditional dimensional and development standards, including general requirements that new single-family homes and re-models be compatible and harmonious with the existing character of single-family development in the neighborhood where they are located. However, the issue had remained difficult for the community to address. Clarion developed a detailed issues summary and a number of potential policy options to address specific issues. In 2003, based upon this analysis, the city moved forward and adopted the code amendments.

Folly Beach, SC | Land Development Ordinance

CONTACT INFORMATION

Aaron Pope
Zoning Administrator
(P) 843.588.2447



The City of Folly Beach, a barrier island beach community south of Charleston, South Carolina, had been facing extreme growth pressures, including "tear-downs" of the existing beach cottages in favor of new large-scale vacation homes being used as vacation rentals. Based on land costs, FEMA regulations, and the area's popularity as a vacation destination, many of these new structures (and the traffic associated with them) were affecting the area's "small-town" character. After adoption of a six-month moratorium, the city hired Clarion Associates to

rewrite the community's development regulations, including new vacation rental standards, single-family development standards, and a variety of other provisions to help protect community character. The project resulted in a complete revision to the city's development regulations into a modern unified development ordinance that addresses community character and environmental protection while allowing for economic development and tourism. The new code was adopted in 2010.

Pitkin County, CO (Aspen) | Affordable Housing Support Study & Implementation Legislation

CONTACT INFORMATION

John Ely
Pitkin County Attorney
Pitkin County
(P) 970.920.5190
john@co.pitkin.co.us



Clarion Associates, in association with Dr. James Nicholas, assisted Pitkin County, Colorado (which surrounds Aspen and nearby ski- and resort-based communities) in the preparation of a new system of exactions that was designed to ensure new development adequately compensates the county for

demands placed on local infrastructure and services. In addition to updating the county's existing exactions for parks, open space, and agricultural preservation,

the Clarion team also developed exactions for affordable housing and for health and human services and facilities. The Clarion team first prepared a policy memorandum discussing the legal, policy, data, and feasibility issues involved, as well as recommended approaches to each exaction. Following workshops with county staff and officials, the team then developed support studies to provide the foundation for each exaction, as well as implementing legislation.

Tahoe, CA | Update of the Regional Plan Code of Ordinances



Phase 1 of the update project occurred in 2010 and involved an extensive reorganization and reformatting of the Code of Ordinances to improve the flow of information, eliminate redundant and obsolete provisions, and improve the overall user-friendliness of the document. Minor substantive changes were made in Phase 1 but were limited to clarifying general language or concepts. Phase 1 resulted in an improved working draft of the code that will be used as the basis for substantive changes in Phase 2.

Phase 2 of the code includes major substantive changes necessary to implement recent amendments to the Tahoe Regional Plan. It is scheduled for final approval in December, 2014. The substantive changes focused on two primary goals: 1) modifying land coverage requirements to encourage “environmental redevelopment” that redirects density away from environmentally sensitive areas into developed areas with all new development required to install extensive BMPs to protect Lake Tahoe; and 2) creating a voluntary process to delegate to local governments in the basin, review and approval of certain development projects through TRPA-approved “area plans” that must meet or exceed current TRPA standards for environmental thresholds. Other changes include updating allocations of development, deleting obsolete requirements, and clarifying and adding important definitions.

Teton County, WY | Plan and Development Code

Mr. Richardson served as a consultant to Teton County, Wyoming, and the Town of Jackson, Wyoming, in the preparation of a “joint” comprehensive plan and Land Use Code. Both portions of Teton National Park and Yellowstone National Park



are located within the county, and heavily influenced the scope and direction of the planning and implementation effort. The effort involved a consolidated attempt by both communities to balance the resort nature of their economy with the objectives of maintaining the unique small-town character of the Jackson Hole community and the Teton valley, providing affordable housing opportunities to the areas’ residents, and protecting the natural resources

and beauty of the greater Yellowstone ecosystem.

CONTACT INFORMATION

John Hester
Director, Tahoe Regional Planning Agency
(P) 775.589.5219
jhester@trpa.org

CONTACT INFORMATION

Bill Collins
Planning Director
(P) 307.733.3959

Estes Park, CO | Plan and Development Code

CONTACT INFORMATION

Steve Stamey
Former Community Development
Director
(P) 303.772.5282



Because it is surrounded by large public and private land holdings, and due to its unique setting at the base of Rocky Mountain National Park, the Town of Estes Park needed to develop a zoning plan that addressed a wide range of issues. Clarion Associates helped the community craft a joint development code—the first of its kind in Colorado—that accommodated the town, the county government, and the park. The development code was designed to conserve the historic character of the town, to protect sensitive natural features such as river corridors and hillsides, and to encourage appropriate development in surrounding areas.

URBAN FORM AND HISTORIC PRESERVATION

San Antonio, Texas | Historic Design Guidelines and Standards

CONTACT INFORMATION

Shanon Shea Miller
Historic Preservation Director
(P) 210.207.8316
shanonshea.miller@sanantonio.gov



Clarion assisted the City of San Antonio in preparing its Historic District Design Guidelines and Standards. San Antonio, Texas, is the seventh largest city in the United States with a land area of about 412 square miles. The new Historic District Design Guidelines and Standards apply to all 27 locally-designated historic districts as well as all historic districts designated

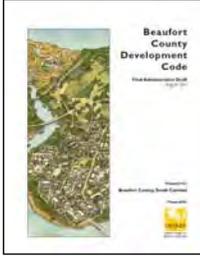
in the future. These districts vary in size from three parcels total to seven miles long. While the new standards and guidelines are organized to function as a cohesive document, each major section is formatted as a stand-alone document with a cover page and table of contents. The document is highly visual containing photographs, illustrations, and labeled drawings.

The guidelines and standards are organized into four major categories including:

- Exterior Maintenance & Alterations
- Additions
- New Construction
- Site Elements
- Signage

This document also includes a brief history of San Antonio's historic districts as well as a description of existing architectural styles with an associated illustrated glossary. These guidelines were adopted in November 2012. Section 3 (Additions) of these Guidelines is included in this SOQ as a work sample.

Beaufort County, SC | Form-Based Code



Clarion was retained to assist Opticos Design in the preparation of a jurisdiction-wide form-based code for Beaufort County SC. One of the overriding goals of the project was to maintain the low-country character of Beaufort County into the future and protect rural character in identified rural areas of the county. Clarion's primary roles in the project were to assist Opticos in re-structuring the community's current development code into a form-based code, revise the administration provisions, refine and integrate the uses for the transects/districts, revise the environmental standards, develop the sustainability standards for the transects/districts, and collaborate in the design of the rural protection standards. When completed, the Beaufort County code will be the first jurisdiction-wide form-based county code in the nation.

CONTACT INFORMATION

Tony Criscitiello
Planning Director
(P) 843.255.2140
tonyc@bcgov.net

Orange County, FL | Transit-Oriented Green Development District



Clarion Associates assisted Orange County Growth Management Department in the drafting of a transit-oriented development district to promote sustainable, mixed-use development along the county's planned transit route in a designated growth area near Orlando International Airport.

CONTACT INFORMATION

Jay Sargent
Former Assistant Planning Director
and Building Department
(P) 407.836.5373
jay.sargent@ocfl.net

Vienna, VA | Maple Avenue Corridor Regulations



Vienna is a mature, built-out town on the western side of the Washington, DC metropolitan area, adjacent to Tysons Corner. It is bisected by Maple Avenue (State Road 123), which serves as the town's main street as well as a main route for commuters in the northern Virginia region as they travel to and from Washington, DC, and other parts of northern Virginia. Clarion Associates, in collaboration with Lardner Kline Design and Seth Harry Associates, is assisting the Town in preparing a set of corridor regulations for Maple Avenue to ensure it remains a walkable and pedestrian-oriented main street that is consistent with Vienna's small town character—while at the same time recognizing it will continue to serve as a commuter route for northern Virginia. The regulations are in the adoption process.

CONTACT INFORMATION

Greg Hembree
Director of Planning and Zoning
Town of Vienna, VA
(P) 703.255.6341
ghembree@viennava.gov

Henrico County, VA | Development Code Assessment

CONTACT INFORMATION

Joe Emerson
Planning Director
Henrico County, VA
(P) 804.501.4605
eme@co.henrico.va.us



Henrico County is a county of 300,000 residents surrounding the Richmond metropolitan area. As the last task in its work assisting on the County's Vision 2026 Comprehensive Plan, Clarion Associates prepared an assessment of Henrico County's zoning and subdivision regulations to identify changes that would need to be made to implement the Vision 2026 Comprehensive Plan, and incorporate recent national best practices into the regulations (where appropriate). Some of the key changes identified were: making the development regulations easier to understand and administer; incorporating more flexibility into the regulations to encourage the appropriate type of infill and redevelopment; adding tools to allow for and encourage higher quality mixed use development; incorporating modern zoning tools like a use classification system and graphically-driven zoning district standards; modernizing and including more measurable development standards; and promoting more environmentally-friendly development. The code assessment forms the basis for a strategic overhaul of the County's zoning and subdivision regulations.

City of St. Cloud FL| Master Plan and Design Guidelines

CONTACT INFORMATION

Dennis Ragsdale, AICP
Growth Management Services
Administrator
City of St. Cloud
(P) 407.957.7254
dragsdale@stcloud.org



Renaissance Planning Group prepared an organizational Master Plan Framework for the St. Cloud Community Redevelopment Area (CRA) to help organize and coordinate the various planning and design initiatives for the CRA area consisting of over 1,300 parcels on 706 acres. The Plan Framework evaluated the scale, pattern, and elements of development, helped to prioritize various redevelopment planning efforts, and defined districts for the CRA so that strategies would be identified and tailored to each site context and condition. The Plan Design Guidelines defined an architectural quality through illustrated standards to protect the overall visual character, investments, and quality of life for the community. The standards will strengthen the unique character of the existing residential neighborhoods, reinforce the walkable downtown area and help define a strong community sense of place.

City of Seminole, FL | Seminole By Design

CONTACT INFORMATION

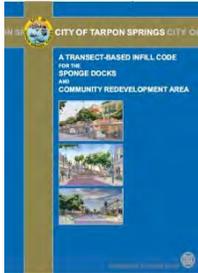
Frank Edmunds
City Manager
City of Seminole
(P) 727.391.0204
fedmunds@ci.seminole.fl.us



Renaissance Planning Group prepared a comprehensive set of strategic design guidelines and master plan to guide future public investment and private development within the City of Seminole, Florida. Situated within Pinellas County in proximity to Tampa and St Petersburg, the city has experienced unprecedented growth as a suburban area with corridor retail, housing, and a mix of commercial and industrial development. The city has attempted to maintain and strengthen its rich living environment, and offer residents greater value and a sense of civic pride. The greatest challenges have been to better define the city's overall image, manage potential large development project impacts, and create a walkable, livable town center as the heart of the community. As part of the effort, Renaissance prepared overall design guidelines targeted to assist the city's efforts

to meet these needs. The guidelines identify appropriate themes relating Seminole’s image to its landscape, signage, and architecture along the major thoroughfares.

Tarpon Springs, FL | Form-Based Land Development Regulations



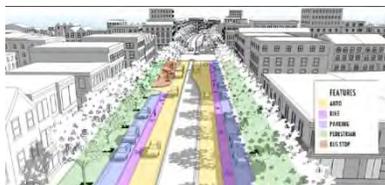
The City of Tarpon Springs has worked with Renaissance continually since 2006 in an overall effort to improve the quality of life for residents and visitors. Under a general planning consultant contract, Renaissance assisted the City in drafting and adopting a form-based code to be the newly adopted land development regulations for the Sponge Docks and CRA. The Code was developed to implement a newly adopted Special Area Plan for the same area. The resulting Transect-Based Infill Code for the Sponge Docks and CRA offers a fresh approach to

regulating development and zoning in the State of Florida. The Code framework was established based off the SmartCode form-based code template. Instead of lengthy, text-heavy legalese and use-limiting regulations, the Code consists of six succinct chapters over 83 user-friendly pages full of mostly tables, diagrams and graphics. Mixed-use development is the norm, not the alternative, and development regulations cover building form and street character mostly through prescribed design guidelines. A total of 12 Transect Zones (T-Zones) were mapped based on areas of similar desired future development character and street types. The Code establishes the permitted uses and building functions, building placement guidelines, maximum densities and FARs, frontage requirements and height limitations for each T-Zone. Because many people, including elected and appointed officials, were not familiar with form-based codes, Renaissance held a “form-based codes 101” style workshop to orient and familiarize the community with the City’s new approach to zoning for the Sponge Docks and CRA.

CONTACT INFORMATION

Renea Vincent
Planning Director
Planning and Zoning Division
(P) 727.942.5611
rvincent@ci.tarpon-springs.fl.us

Virginia Department of Rail and Public Transportation | Multimodal System Design Guidelines



The Commonwealth of Virginia developed a set of transit service design guidelines in 2008 that provided the framework for considering differing transit technologies and transit supportive land uses. Building on this effort, the Virginia Department of Rail and Public Transportation

(VDRPT) embarked upon a study to develop Multimodal and Public Space Design Guidelines aimed at helping communities implement multimodal plans and more walkable, pedestrian friendly places. Renaissance led all elements of the project, which entailed:

- Development of prototypical multimodal place types and street typologies.
- Development of detailed cross-sections and guidelines identifying multimodal design features consistent with VDOT’s functional classification of roadways.
- Guidance on various Travel Demand Management (TDM) programs applicable to differing scales.
- The development of interactive design exercises and field tours with a steering committee to assess and observe real world conditions.

The guidelines, can be viewed in their entirety at :

<http://www.drpt.virginia.gov/activities/MultimodalSystemDesignGuidelines.aspx>

CONTACT INFORMATION

Amy Inman
Planning Manager
Virginia Department of Rail and Public Transportation
(P) 804.225.3207
amy.inman@drpt.virginia.gov

Destin, FL | Continuing Transportation Planning Services

CONTACT INFORMATION

R. Ashley Grana
Planning Manager
City of Destin
(P) 850.837.4242

agrana@cityofdestin.com



Renaissance Planning Group is under contract with the coastal City of Destin, Florida to provide continuing transportation and comprehensive planning services. Since 2000, Renaissance has assisted the City with a wide variety of services, including site plan transportation reviews, multimodal transportation reviews to meet concurrency requirements, comprehensive plan and land development code updates, corridor management plans, transportation analysis training, special studies, review of alternative impact fee studies, and preparation of the City's Annual Concurrency Report. The diversity and repeat nature of these projects enables Renaissance to both develop and implement transportation policies and projects within the City of Destin.

A major task completed for the City in 2006 was to develop the state's first Multimodal Transportation District (MMTD) for concurrency. Renaissance developed the Comprehensive Plan data, inventory and analysis along with the goals, objectives and policies to be consistent with Florida's 2005 Growth Management Act revisions, and helped the City respond to comments from the Department of Community Affairs and Department of Transportation to achieve compliance. Renaissance subsequently prepared a development review methodology and Land Development Code modifications to implement the multimodal district. In 2008, Renaissance prepared the City's first biannual MMTD Monitoring Report.

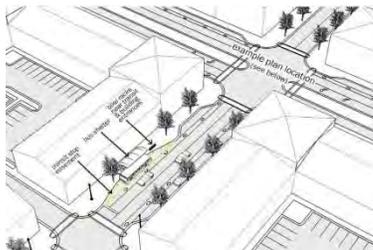
Renaissance assisted Destin with preparation of the Evaluation and Appraisal Report (EAR), and has also helped the City meet its other growth management obligations, including a proportionate fair share ordinance, adoption of an annual Capital Improvement Program and related tasks. As a basis for continued implementation of the MMTD, Renaissance prepared an access management plan and transit stop location study and is currently working with the City to update its Bicycle and Pedestrian Master Plan.

Destin, FL | Multimodal Transportation District Implementation

CONTACT INFORMATION

R. Ashley Grana
Planning Manager
City of Destin
(P) 850.837.4242

agrana@cityofdestin.com



As part of a continuing transportation and comprehensive planning services contract with the coastal City of Destin, Florida, Renaissance assisted the City with the development and implementation of a multimodal transportation district (MMTD) covering most of the City. With highly congested roadways during the peak season and physical, environmental, and social barriers to road expansion, the City is looking for innovative methods to mitigate transportation impacts of new development. The MMTD shifts concurrency from an absolute focus on capacity to a more holistic analysis that deals with congestion, site design, and multimodal level of service.

Renaissance followed this effort with updated portions of the City's land development code to set the site design policies and development application procedures necessary to implement the MMTD. Concurrently, Renaissance updated the City's transportation impact fee (TIF) to support the objectives of the MMTD. As the TIF addressed only roadway needs, an update was necessary to

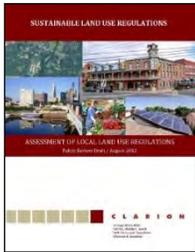
ensure that the fee is also used to fund projects ensuring the City maintains an adequate multimodal level of service.

Renaissance is currently working with the City to address pedestrian safety along US Highway 98, the main east-west artery through the Harbor District. The corridor is problematically dangerous for persons desiring to cross this busy highway to access the abundance of tourist amenities on either side. Renaissance is assisting the City is coordinating this effort with the FDOT and FHWA in order to bring consensus on solutions to enhance pedestrian safety.

CLIMATE ADAPTATION AND SUSTAINABILITY

Connecticut Capitol Region Council of Governments (CRCOG) | Sustainable Model Code Provisions

Clarion Associates led a team working with the Capitol Region Council of Governments (Hartford) on a groundbreaking regional sustainable code project. Working with CRCOG staff and 12 local municipalities, Clarion identified four key regional sustainability topics including alternative energy/energy conservation, housing affordability/diversity, mixed use/compact development, and food security. The firm then undertook a detailed assessment of the 12 communities' development codes to identify regulatory barriers to achieving regional sustainability goals as well as potential incentives and regulatory gaps that needed to be filled. Finally, Clarion has drafted a series of model code provisions addressing issues such as alternative energy facilities, solar access, community gardens, accessory dwelling units, mandatory affordable housing mitigation, and mixed-use and transit-oriented development that can be used by the region's municipalities to implement their sustainability goals.



CONTACT INFORMATION

Emily Hultquist
Project Manager
Connecticut Capitol Region
Council of Governments
(P) 860.522.2217 ext. 219
ehultquist@crcog.org

Washington, D.C. | Sustainable Code Revisions



Clarion worked with the Washington, D.C., Office of Planning, in its undertaking of a major zoning ordinance update, "Zoning Review Project". As part of this effort, Clarion led a team that included Farr Associates and the Rocky Mountain Land Use Institute. The team's role was to prepare a code diagnosis of the District's current regulatory framework as it relates to creating a sustainable community. The overall Zoning Review Project included a substantial citizen participation effort with 20 working groups, one of those being the 60-person Sustainability Working Group. The team's code diagnosis on sustainability issues addresses seven substantive areas, each of which is evaluated in terms of (1) what current code changes are needed to remove obstacles to achieve sustainability, (2) what code changes could create incentives and encourage voluntary actions in new development, and (3) what new regulations could be enacted to ensure progress toward the goal of sustainability.

U.S. EPA | Low-Impact Development/Green Infrastructure Water Quality Audit Tool

CONTACT INFORMATION

Lynn Richards
Director of Policy
Sustainable Communities Office
US EPA
(currently on leave as Loeb
Fellow)
(P) 703.597.6291



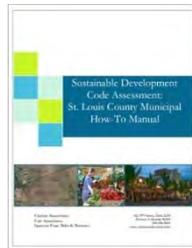
Clarion was retained by the Smart Growth Office of the US EPA to assist in the development of a comprehensive Low-Impact Development Audit Tool for use in assessing local storm water management and water quality protection programs. These alternative tools include, among others, use of open space and bioswales for infiltration of storm water, pervious pavement, tree protection, and clustered, mixed-use developments to reduce impervious surfaces.

Chris Duerksen of Clarion Associates played a major role in developing the overall format of the audit tool, identifying specific approaches, and designing a point system for local self-assessment.

St. Louis County, MO | Sustainable Code Amendments

CONTACT INFORMATION

Jennifer Samson
Project Manager
Office of Planning
(P) 314.615.2520
jamson@stlouisco.com

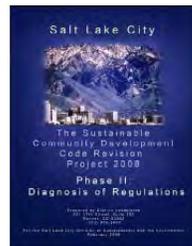


Clarion Associates worked with the St. Louis County Planning Department to undertake major sustainability-related revisions to the county development code. Working with County staff and local municipalities, Clarion identified key topics for targeted code revisions, including green infrastructure/ landscaping, alternative energy, parking, housing diversity, mixed-use form-based districts, and energy-efficient lighting. Clarion drafted sustainability standards in these areas for review by county staff and a technical advisory committee. Clarion also drafted a “how-to” manual with suggestions on how other local governments in the county might incorporate sustainability in their development codes.

Salt Lake City, UT | Sustainable Development Code and Energy Efficiency/Conservation Strategy

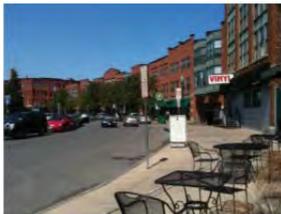
CONTACT INFORMATION

Vicki Bennett
Director of Office of
Sustainability
Salt Lake City, Utah
(P) 801.535.6540



Clarion Associates assisted Salt Lake City in incorporating sustainability provisions into Salt Lake City’s zoning and subdivision ordinances, a high priority goal since the election of the City’s FAICP mayor, Ralph Becker. The provisions were adopted. Clarion also worked with the Office of Sustainability on an overall energy efficiency/conservation strategy. Some of the changes the effort accomplished include: creating incentives for compact, mixed-use development patterns that reduce the need to drive to work; removing barriers to solar and other alternative energy sources; promoting alternative means of transportation like bicycling and walking that can improve community health while helping reduce air pollution; protecting trees that absorb greenhouse gases and reduce storm water runoff and pollutants; and encouraging water-conserving landscaping.

U.S. EPA | Environmental Innovations: Sustainable Approaches to Development IDIQ



EPA's Office of Sustainable Communities (OSC) works with states and communities to find ways to grow in a more sustainable manner. To achieve this goal, EPA established an Indefinite Delivery/Indefinite Quantity (IDIQ) contract to provide support through research, technical assistance and communication efforts with the OSC in several work areas including:

- Providing tools and technical assistance to help states and communities build capacity to make smart growth and green building happen.
- Working with sector, community, and government leaders to raise awareness of the relationship between development decisions and their impact on environmental quality (including air, water, and climate effects).
- Identifying, researching, and developing new policy initiatives to improve environmental quality by supporting smart growth and green building.
- Engaging the architecture, transportation, construction, residential and commercial real estate, mortgage lending, and insurance industries to identify and remove barriers to smart growth, green building and related environmental activities.
- Facilitating cooperation and communication between various smart growth stakeholders, including participation in the Smart Growth Network, a partnership program that develops and distributes information on smart growth policies, issues and tools.
- Evaluating the environmental consequences of various patterns of and community and industry strategies for development.

Renaissance Planning Group is a prime consultant on this IDIQ contract and is currently leading two task orders. The first is to assist the OSC in developing a series of white papers based on existing research in the demonstrating the economic benefits of smart growth. The second is to provide technical assistance to over 20 communities in the areas of complete streets, sustainable development and design, walkability audits and establishing preferred growth areas.

Key West, FL | Poinciana Royale



Reliance Housing Foundation, Inc. is a 501(c)(3) nonprofit housing development organization organized in the state of Florida. Their mission is to provide fit, safe and affordable housing for low and moderate income people. The three-story apartment building at Poinciana Plaza on Duck Avenue is reserved for low-income HIV/AIDS residents who now live in isolated efficiencies

or one-bedroom apartments not under the management of AIDS Help Inc. Each individual apartment unit is looking to achieve a Gold rating for Green Home Certification through the Florida Green Building Coalition along with being Energy Star Certified.

CONTACT INFORMATION

Jamie Rodgers
Contracting Officer
US EPA
(P)202.564.4781
rodgers.jami@epamail.epa.gov

CONTACT INFORMATION

Thomas Pope
Architect
Reliance House
(P)305.296.3611

Lee and Charlotte County, Florida | Babcock Ranch

CONTACT INFORMATION

Gary Nelson
Babcock Representative
(P) 941.235.6900

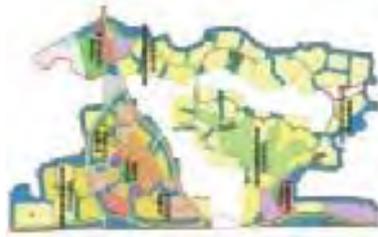


Spanning both Lee and Charlotte counties, the ranch is over 91,000 acre of which 73,000 acres have been placed into permanent conservation. The planned sustainable, green community is the first city planned to be powered by the sun. The majority of the community's electrical needs will be generated from the largest on site solar photovoltaic energy facility powering any city on earth. The 17,000 acre community is designed based on conservation and as such will consume less kilowatt hours than traditional designs. The property will be the first in the world to be powered by clean,

Collier County, FL | Town of Big Cypress

CONTACT INFORMATION

Mike Rosen
Former Representative, Collier
Enterprises



Collier Enterprises is creating the Town of Big Cypress, a new kind of sustainable living in eastern Collier County. The heart of Big Cypress will be its town center, where residents and visitors will be able to walk to outdoor cafes and restaurants, ride bicycles to neighborhood parks, or shop for fresh produce at a neighborhood farmer's market. Big Cypress will offer a variety of attractive residential neighborhoods, interconnected by a network of trails, parks and preserves, and surrounded by vast expanses of green - historic farms and ranches and scenic natural land to explore. The land spans over 13,000 acres, 2,800 proposed for the Town of Big Cypress, remaining land will be preserves.

Fort Myers, FL | Six Mile Corporate Park Building

CONTACT INFORMATION

Randal Mercer
CB Richard Ellis
(P) 239.481.3800 x214
rlmercerc@cbre-ftmvers.com



Six Mile Corporate Park is a development located on Six Mile Cypress Parkway in Fort Myers, Florida. It is a 8.09-acre corporate office park midway between Colonial Boulevard and Daniels Parkway. The centerpiece of Six Mile Corporate Park is the classic-design two story office building of 47,358 square feet which Florida Lifestyle Homes has decided to Certify Green through Green Globes.

Saint Petersburg, FL | Bay Pines



Located in the City of Seminole, Pinellas County at the crossroads of three major Pinellas County arteries – Bay Pines Boulevard (US-19), Seminole Boulevard, and Tom Stuart Causeway, this prime 60 acre infill site is planned for a variety of retail, residential, medical, and hotel uses. Bay Pines offers excellent visibility and frontage, surrounded by mature communities and a dense population base, and is located across the street

from the Bay Pines VA Healthcare Complex. Kitson and Partners will be seeking Green Development Certification through the Florida Green Building Coalition.

CONTACT INFORMATION

Gary Nelson
(P) 941.235.6900

WORKFORCE HOUSING

Islamorada, FL | Mandatory Workforce Housing Regulation and Support Study



Faced with rapidly increasing housing sales prices in this Florida Keys community, the Village of Islamorada sought solutions to create affordable housing for their workforce population. Clarion Associates, in association with Dr. Nicholas and RRC, was hired by the Village to develop a legally supportable methodology to assess the impacts of

development on workforce housing and a strategy for mitigating these impacts. The Clarion team diagnosed the local workforce housing problem using an evaluation of the community-wide economic impacts created by new residential and non-residential development. The team then prepared implementation legislation for a workforce housing mitigation program to implement the methodology, which was adopted by the Village in 2007.

CONTACT INFORMATION

Ed Koconis
Village Manager/ Director
Islamorada Planning Department
(P) 305.664.6410
edward.koconis@islamorada.fl.us

Palm Beach, FL | Workforce Housing Support Study



Like many communities in south Florida, during the early 2000s, Palm Beach County's real estate prices skyrocketed and became out of reach for a majority of the community. Seeking solutions to this problem, Palm Beach County contracted with Clarion Associates, Dr. James Nicholas, and RRC to develop a support study to assess the impacts of development on workforce housing, and to develop

implementation legislation for a workforce housing mitigation program for the county. The Clarion team diagnosed the local workforce housing problem based on an evaluation of the community-wide economic impacts created by new residential and non-residential development. Following the evaluation, Clarion developed a formal methodology for assessing the extent of impacts that new development has on local demand for workforce housing and completed the support study and legislation. The community did not adopt the legislation due to the economic downturn that began in 2007.

CONTACT INFORMATION

Verdenia Baker
Asst. County Administrator
Palm Beach County
(P) 561.355.6726
public@co.palm-beach.fl.us

Marathon, FL | Affordable Housing Support Study

Clarion Associates, in association with Dr. James Nicholas and RRC, developed a legally supportable methodology and support study to assess the impacts of residential development on affordable housing, and implementation legislation for an affordable housing mitigation program for the City of Marathon, Florida. Clarion and its partners worked to diagnose the local affordable housing problem based on an evaluation of the community-wide economic impacts created by new residential development. Following the evaluation, Clarion developed a formal methodology for assessing the extent of impacts that new residential development will have on local demand for affordable housing, and created implementing legislation for the mitigation program.



Teton County, Wyoming | Affordable Housing Support Study and Implementation Legislation, Affordable Housing Guidelines, Litigation

CONTACT INFORMATION

Bill Collins
Former Director
Teton County Planning
Department
(P) 307.690.4436
collinsplanning@onewest.net

Jim Radda
Circuit Court Judge
Teton County
(P) 307.733.7713
jlr@courts.state.wy.us



Clarion and Dr. Nicholas served as legal counsel and economist/impact methodologist, respectively, in the design of the initial support study and inclusionary housing for Jackson / Teton County in the mid-1990s.

This effort, a first in Wyoming, required legal analysis, the piecing together of a nexus between the increases in land/housing values and the housing market in Teton County, establishment of moderate and low income levels, and the development of an in-lieu fee based upon proportionate share principles.

In 2002-2003, Clarion and Dr. Nicholas worked in conjunction with the Teton County Planning Department in developing the necessary support documents to update the Affordable Housing Support Study, and Mr. Richardson drafted the revised legislation.

Between 2004-2006, Mr. Richardson served as special legal counsel to the Teton County Attorney in successfully defending several legal challenges to the inclusionary housing requirements adopted by Teton County, in state court. One of the challenges was successfully defended before the Wyoming Supreme Court.

Clarion also assisted the Teton County Housing Authority in revising its Affordable Housing Guidelines. The guidelines deal with both administrative and procedural issues related to the county's affordable housing mitigation program, as well as the interpretation and administration of proportionate share issues.

Pitkin County, CO | Affordable Housing Support Study & Implementation Legislation



Clarion Associates, in association with Dr. James Nicholas, assisted Pitkin County, Colorado (which surrounds Aspen and nearby ski- and resort-based communities) in the preparation of a new system of exactions that was designed to ensure new development adequately compensates the county for demands placed on local infrastructure and services. In addition to

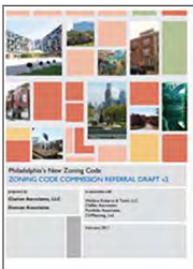
updating the county's existing exactions for parks, open space, and agricultural preservation, the Clarion team also developed exactions for affordable housing and for health and human services and facilities. The Clarion team first prepared a policy memorandum discussing the legal, policy, data, and feasibility issues involved, as well as recommended approaches to each exaction. Following workshops with county staff and officials, the team then developed support studies to provide the foundation for each exaction, as well as implementing legislation.

CONTACT INFORMATION

John Ely
Pitkin County Attorney
Pitkin County
(P) 970.920.5190
john@co.pitkin.co.us

GENERAL ZONING REVISIONS

Philadelphia, PA | New Zoning Code



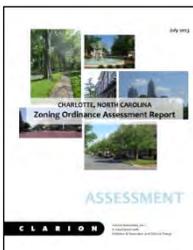
Clarion Associates lead a team that undertook a complete rewrite of the Philadelphia zoning code. Working with consultants Duncan Associates, Claflen Associates, WRT, as well as a 31 member Zoning Code Commission of key stakeholders, Clarion completed a thorough Assessment of the current code, a Best Practices report on key innovations, Detailed Recommendations for the new Code, and then the new Code itself. An extensive public outreach process used a series of six on-line surveys to reach 2,585 Philadelphians, and over 37

neighborhood and district meetings were held. The 57 existing base zoning districts were consolidated into 35; the 33 existing overlay districts were consolidated into 11; and the antiquated list of permitted uses was replaced with a shorter and more flexible approach. Major improvements in landscaping, tree protection, sustainability, open lands protection, and form/design controls were incorporated. Required parking ratios were lowered and maximums adopted, and review procedures were clarified and simplified. The final code was approved unanimously in December 2011 and became effective in August of 2012. The Pennsylvania AIA awarded Philadelphia its 2012 President's award for excellence for these planning and zoning reforms. The project also received an implementation award from national APA in 2013.

CONTACT INFORMATION

Alan Greenberger
Director
Philadelphia City Planning
Commission
(P) 215.683.4600
alan.greenberger@phila.gov

Charlotte, NC | Code Assessment



Clarion, in association with Opticos Design and Kittelson Associates, is assisting the City of Charlotte with a comprehensive evaluation of its zoning ordinance. The evaluation effort involves two steps. Step one is a general assessment of the current zoning ordinance and an identification of its strengths and weaknesses in terms of organization, clarity, ease of use, graphics, zoning districts, development standards, procedures, definitions, and implementation of current plan policies. Step two involves

CONTACT INFORMATION

Laura Harmon
Deputy Planning Director
(P) 704.376.4565
lharmon@ci.charlotte.nc.us

evaluating alternative approaches for what the Charlotte Zoning Ordinance might look like in the future, whether as a result of incremental updates or a major comprehensive revision. Special areas of emphasis include an introduction to form-based tools and how they might be used to implement Charlotte's plans and policies, as well as a discussion of other type of zoning approaches (performance zoning and hybrid codes) that also might be considered by Charlotte. The assessment also includes a study of national zoning best-practices in selected cities to identify innovative and effective tools and approaches used for achieving planning and development goals similar to those of Charlotte, improving the overall efficiency and effectiveness of zoning tools, and improving user-friendliness. The reports were presented to the City in July 2013. Clarion is now working with City staff on code revisions to implement some of the recommendations of the reports.

9. REFERENCES

Contact references for numerous team projects are contained in the prior section of this proposal. Per the RFP, we also set forth specific references in this section for the following projects:

City of Daytona Beach, FL, Land Development Code Update

Rich Walton, Planning Director

City of Daytona Beach, FL | 386.671-8126 | WaltonR@codb.us

City of Pompano Beach, FL, Land Development Code Update

Robin Bird, Development Services Director

City of Daytona Beach, FL | 954.786-4632 | robin.bird@copbfl.com

Portsmouth VA, Zoning Ordinance Rewrite

Paul Holt (former Planning Director/Assistant City Manager, currently Planning Director, James City/County, VA)

757.253-6674 | paulholt@jamescitycountyva.gov

Teton County, WY, LDRs and Workforce Housing Mitigation

Bill Collins (former Planning Director, currently President Collins Planning Services)

307.690-4436 | collinsplanning@onewest.com

Tahoe, CA, Update of the Regional Plan Code of Ordinances

John Hester, Director, Tahoe Regional Planning Agency

775.589.5219 | jhester@trpa.org

10. SWORN STATEMENTS AND AFFIDAVITS

- Certificate of Liability Insurance
- Anti-Kickback Affidavit
- Public Entity Crimes Certification
- Local Vendor Certification
- Cone of Silence Affidavit
- Domestic Partner Affidavit

NCCI #: WC000313B
Policy #: 4060755

Clarion Associates LLC
621 17th St Ste 2250
Denver, CO 80293

PFS Insurance Group, LLC - Johnstow
4848 Thompson Pkwy
Suite 200
Johnstown, CO 80534
(970) 635-9400

ENDORSEMENT: Blanket Waiver of Subrogation

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

SCHEDULE

To any person or organization when agreed to under a written contract or agreement, as defined above and with the insured, which is in effect and executed prior to any loss.

Effective Date: July 1, 2014 Expires on: July 1, 2015
Pinnacol Assurance has issued this endorsement July 2, 2014.

Rodney Cole
Underwriter

FORMS AND ENDORSEMENTS
APPLICABLE TO THE COMMERCIAL GENERAL LIABILITY COVERAGE PART

NEW	FORM OR ENDORSEMENT AND EDITION DATE	ENDORSEMENT TITLE (Only the endorsement titles are shown below, please review the form for a complete description of coverage.)
	CG 21 67 12 04	Fungi or Bacteria Exclusion
	SL 00 62 01 08	Broad Form Notice of Occurrence
	SL 00 63 01 08	Liability Extension Endorsement
	SL 00 64 01 08	Incidental Medical Services Liability
	SL 20 02 01 06	Asbestos Exclusion
	SL 20 04 01 06	Exclusion - Lead Liability
	SL 21 16 01 08	Professional Liability Exclusion
	CG 00 01 12 04	Commercial General Liability Coverage Form
	CG 24 26 07 04	Amendment of Insured Contract Definition
	CG 21 47 07 98	Employment Related Practices Exclusion
	CG 21 70 01 08	Cap on Losses From Certified Acts of Terrorism
	CG 21 76 01 08	Exclusion of Punitive Damages Related to a Certified Act of Terrorism
	SL 11 73 12 11	Waiver of Transfer of Rights of Recovery Against Others to Us - Automatic
	CG 00 67 05 09	Recording and Distribution of Material or Information in Violation of Law
	CG 25 04 03 97	Designated Location(s) General Aggregate Limit
	IL 00 21 09 08	Nuclear Energy Exclusion
	CG 32 24 06 10	Colorado Changes - Amendment of Insured Contract Definition
	SL 20 51 12 11	Amendment of Contractual Liability Exclusion
	SL 20 38 01 13	Additional Insured - Owners, Lessees, or Lessors of Leased Equipment - Automatic
	SL 10 23 12 09	Additional Insured - Owners, Lessees, Contr - Incl Completed Ops - Scheduled
*	CG 21 87 01 07	Conditional Exclusion of Terrorism
*	IL 09 99 01 07	Disclosure of Premium and Estimated Premium for Certified Acts of Terrorism Coverage

*Indicates a new form has been added or a replacement form has been substituted for one of an earlier edition. Please retain all forms.

COMMERCIAL GENERAL LIABILITY COVERAGE PART DECLARATIONS

Coverages provided by your Businessowners Policy are described in the coverage forms and endorsements attached to your policy and identified in these declarations. The most we will pay for any one occurrence is the greatest of the applicable limit of insurance shown below. Higher limits shown below supersede limits for the same coverage described in the coverage forms and endorsements.

COVERAGES INCLUDED	LIMITS	PREMIUM
Additional Ins. Automatic Status	Included	Included
Advertising Injury	Included	Included
Bodily Injury	Included	Included
Broad Form Notice of Loss	Included	Included
Broad Form Property Damage	Included	Included
Business Liability Extension	Included	Included
Conditional Indemnitee Defense	Included	Included
Contractual Liability	Included	Included
Cost of Bonds	\$250 per day	Included
Cost Incurred From Claim Assistance	Included	Included
Cross Liability Coverage	Included	Included
Damage to Property of Others	Included	Included
Explosion, Collapse, Underground Cov	Included	Included
Employees as Insureds	Included	Included
Extended Bodily Injury	Included	Included
Host Liquor Liability	Included	Included
Incidental Medical Services	Included	Included
Independent Contractors Protective	Included	Included
Legal Defense and Court Costs	Included	Included
Limited World Wide Liability	Included	Included
Loss of Earnings	\$250 per day	Included
Newly Acquired Organizations	Included	Included
Non-Owned Auto Parking	Included	Included
Non-Owned Watercraft-under 26'	Included	Included
Operation of Mobile Equipment	Included	Included
Pre & Post Judgment Interest	Included	Included
Real Estate Manager as Insured	Included	Included
Reasonable Force	Included	Included
Volunteers as Insureds	Included	Included
Terrorism-Liability	Included	\$5

This is a brief representation of coverage provided. Consult policy coverage forms for complete and detailed coverage descriptions, restrictions and conditions.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED - OWNERS, LESSEES OR CONTRACTORS
- SCHEDULED PERSON OR ORGANIZATIONS
(INCLUDING COMPLETED OPERATIONS)**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SCHEDULE

Name of Additional Insured Person(s) Or Organization(s)	Location(s) Of Covered Operations
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.	

- A. The words "you" and "your" as used in this endorsement refer to the Named Insured shown in the Declarations and any other person or organization qualifying as a Named Insured under the policy to which this endorsement is attached. "You" and "your" do not refer to an additional insured.
- B. **The following is added to Section II - Who Is An Insured:**
 - 1. Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule at the location(s) designated above, but such person or organization is an additional insured only with respect to:
 - a. Liability for "bodily injury", "property damage", or "personal injury and advertising injury" caused, in whole or in part, by
 - (1) Your acts or omissions; or
 - (2) The acts or omissions of those acting on your behalf;
 In the performance of your ongoing operations.
 A person's or organization's status as an additional insured for ongoing operations ends when your operations for that additional insured are completed.
 - b. Liability for "bodily injury" or "property damage" caused in whole or in part, by "your work" included in the "products-completed operations hazard" when you and such person or organization have agreed in a written contract or written agreement that you are required to provide the additional insured with such coverage.
 - 2. With respect to the insurance afforded to the additional insured described above, the following additional exclusions or limitations apply:
 - a. This insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the rendering of, or the failure to render any professional engineering, architectural or surveying services by you or others on your behalf, including:
 - (1) The preparing, approving, failing to prepare or approve, maps, shop drawings, opinions, reports, surveys, field orders, change orders, or drawings and specifications; or
 - (2) Supervisory or inspection activities performed as part of any related architectural or engineering activities.
 However, professional services do not include services within construction means, methods, techniques, sequences and procedures employed by you in connection with your operations in your capacity as a construction contractor.
 - b. This insurance does not apply to "bodily injury", "property damage" or "personal and advertising injury" arising out of the sole negligence or willful misconduct of, or for defects in design provided by, the additional insured or its "employees".

- c. With respect to the person or organization added as an additional insured by this endorsement, paragraph 9.f. of Section V - Definitions does not apply to "bodily injury" or "property damage" included within the "products-completed operations hazard" unless such contractual assumption of liability is specifically required by a written contract or written agreement.
- d. The insurance as provided in this endorsement does not apply to "bodily injury", "property damage" or "personal and advertising injury" caused by "your work" for which a consolidated (wrap-up) insurance program has been provided by the prime contractor, project manager or owner of a construction project in which you are involved.
- e. This insurance does not apply to "bodily injury" or "property damage" caused by "your work" included in the "products-completed operations hazard" unless you are required to provide such coverage for the additional insured by a written contract or written agreement. The contract or agreement must be in effect during this policy period and signed and executed by you prior to the loss for which coverage is sought. Coverage for the additional insured is provided only for the lesser of: (i) the period of time required by such contract or agreement; or (ii) the end of the policy period. In no event will coverage for the additional insured extend beyond the expiration date of the policy.
- 3. The Limits of Insurance applicable to an additional insured are those specified in the written contract or written agreement or in the Declarations of this policy, whichever is less. These limits are inclusive of, and are not in addition to, the Limits of Insurance shown on the Declarations.
- 4. With respect to the coverage provided under this endorsement to the additional insured, the following is added to paragraph 4.a., Other Insurance, of Section IV - Commercial General Liability Conditions:
However, if a written contract or written agreement in effect during the policy period and signed and executed by you prior to the loss for which coverage is sought specifically requires this insurance to be either primary or primary and non-contributory, this insurance will comply with that requirement.
- 5. As a condition of coverage, each additional insured must:
 - a. Give us prompt written notice of any "occurrence" or offense which may result in a claim and prompt written notice of "suit".
 - b. Immediately forward all legal papers to us, cooperate in the investigation or settlement of the claim or defense against the "suit," and otherwise comply with policy conditions.
 - c. Tender the defense and indemnity of any claim or "suit" to any other insurer which also insures against a loss we cover under this endorsement. This includes, but is not limited to, any insurer which has issued a policy of insurance in which the additional insured qualifies as an insured under any applicable policy definition. For purposes of this requirement, the term "insures against" refers to any self-insurance and to any insurer which issued a policy of insurance that may provide coverage for the loss, regardless of whether the additional insured has actually requested, demanded, or targeted tender that the insurer provide the additional insured with a defense and/or indemnity under that policy of insurance.
 - d. Agree to make available any other insurance that the additional insured has for a loss we cover under this endorsement.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY

**WAIVER OF TRANSFER OF RIGHTS OF RECOVERY
AGAINST OTHERS TO US - AUTOMATIC**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

- A. Section IV - Condition 8. Transfer Of Rights Of Recovery Against Others To Us** is amended by the addition of the following:

We waive any right of recovery we may have against any person or organization because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization which, before the loss, you have agreed in writing to waive your right of recovery.

SL 11 73 12 11 Page 1 of 1

*//*SL1173-201112

Includes copyrighted material of
Insurance Services Office, Inc., with it permission

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BUSINESS AUTO POLICY PLUS ENDORSEMENT

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM

CONTENTS:

- A. ADDITIONAL INSURED - AUTOMATIC STATUS
- B. BROADENED INSURED
- C. DUTIES IN THE EVENT OF AN ACCIDENT, CLAIM, SUIT OR LOSS CONDITION
- D. UNINTENTIONAL FAILURE TO DISCLOSE ALL HAZARDS
- E. RESULTANT MENTAL ANGUISH
- F. AMENDMENT OF FELLOW EMPLOYEE LIABILITY EXCLUSION
- G. EMPLOYEES AS INSURED
- H. EMPLOYEE HIRED AUTOS
- I. INCREASED BAIL BONDS AND LOSS OF EARNINGS
- J. INCREASED TRANSPORTATION EXPENSE - TOTAL THEFT OF A COVERED AUTO
- K. INCREASED LOSS OF USE EXPENSE
- L. ACCIDENTAL DISCHARGE OF AIRBAG COVERAGE
- M. GLASS REPAIR DEDUCTIBLE WAIVER
- N. COLLISION DEDUCTIBLE WAIVER
- O. INCREASED LIMIT FOR ELECTRONIC EQUIPMENT
- P. TOWING
- Q. AUTO LOAN/LEASE GAP COVERAGE
- R. PERSONAL EFFECTS COVERAGE
- S. LOCKSMITH SERVICES
- T. TAPES, RECORDS AND DISCS COVERAGE
- U. HIRED AUTO PHYSICAL DAMAGE
- V. HIRED PRIVATE PASSENGER AUTOS AND LIGHT TRUCKS - WORLDWIDE COVERAGE
- W. TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

A. ADDITIONAL INSURED - AUTOMATIC STATUS

Item 1.c. of SECTION II - LIABILITY COVERAGE is deleted and replaced with the following:

- c. Anyone liable for the conduct of an "insured" described above but only to the extent of that liability. This includes, but is not limited to, any person or organization for whom you are performing operations when you and such person or organization have agreed in a written contract or a written agreement that such person or organization be added as an additional insured on your policy. Such person or organization is an additional insured under this policy only with respect to liability caused in whole or in part by your acts or omissions in the performance of your ongoing operations for the additional insured. A person or organization's status as an additional insured for ongoing operations under this policy ends when your operations for the additional insured are completed or when this policy is cancelled, whichever occurs first.

B. BROADENED INSURED

The following paragraph is added to SECTION II - WHO IS AN INSURED:

- d. Any organization of yours, other than a partnership or joint venture, of which you own a financial interest of more than 50% as of the effective date of this Coverage part, will qualify as an "insured". However, such organization will not qualify as an "insured" if it is also an "insured" under another policy, other than a policy written to apply specifically in excess of this Coverage Part or would be an "insured" under such policy but for its termination or the exhaustion of its limits of insurance. Each such organization remains qualified as an "insured" only while you own a financial interest of more than 50% in the organization during the policy period.
- e. Any organization that is acquired or formed by you, other than a partnership or joint venture, of which you own a financial interest of more than 50% will qualify as an "insured". However, such organization will not qualify as an "insured" if it is also an "insured" under another policy, other than a policy written to apply specifically in excess of this Coverage Part or would be an "insured" under such policy but for its termination or the exhaustion of its limits of insurance. Each such organization remains qualified as an "insured" only while you own a financial interest of more than 50% in the organization during the policy period.

This provision does not include:

- (1) any organization 180 days or more after its acquisition or formation; or
- (2) "bodily injury", "property damage" or "covered pollution cost or expense" caused by an "accident" that occurred before you acquired or formed the organization.

C. DUTIES IN THE EVENT OF AN ACCIDENT, CLAIM, SUIT OR LOSS CONDITION

The following paragraph is added to the end of Paragraph A. 2., SECTION IV - BUSINESS AUTO CONDITIONS: Your obligation to notify us promptly of an "accident", claim, "suit" or "loss" is satisfied if you send us written notice as soon as practicable after any of your executive officers, directors, partners, insurance managers, legal representatives, or "employees" authorized by you to give or receive notices becomes aware of or should have become aware of such "accident", claim, "suit" or "loss".

If you report an "accident" or "loss" to your workers compensation insurer which later becomes a claim under this coverage part, failure to report such "accident" or "loss" to us at the time of the "accident" or "loss" will not be considered a violation of this Condition, if you notify us as soon as practicable when you become aware that the "accident" or "loss" has become a liability claim.

D. UNINTENTIONAL FAILURE TO DISCLOSE ALL HAZARDS

The following paragraph is added to Paragraph B. of SECTION IV - BUSINESS AUTO CONDITIONS: Based on our reliance on your representations of existing hazards, if you unintentionally fail to disclose all such hazards prior to the beginning of the policy period of this Coverage Part, we shall not deny coverage under this Coverage Part because of such failure.

E. RESULTANT MENTAL ANGUISH

The definition of "bodily injury" in SECTION V- DEFINITIONS is replaced by the following "Bodily injury" means bodily injury, sickness or disease sustained by any person, including mental anguish or death resulting from any of these.

F. AMENDMENT OF FELLOW EMPLOYEE LIABILITY EXCLUSION

The Fellow Employee Exclusion contained in Section II - Liability Coverage does not apply if the "bodily injury" results from the use of a covered "auto" you own or hire. The insurance granted under this provision is excess over any other collectible insurance

G. EMPLOYEES AS INSURED

The following is added to the SECTION II - LIABILITY COVERAGE, Paragraph A.1. Who Is An Insured provision: Any "employee" of yours is an "insured" while using a covered "auto" you don't own, hire or borrow in your business or your personal affairs.

H. EMPLOYEES HIRED AUTOS

The following is added to the SECTION II - LIABILITY COVERAGE, Paragraph A.1. Who Is An Insured provision: Any "employee" of yours is an "insured" while operating an "auto" hired or rented under a contract or agreement in that "employee's" name, with your permission, while performing duties related to the conduct of your business.

SECTION IV - BUSINESS AUTO CONDITIONS, B. General Conditions, 5.b. Other Insurance is replaced by the following:

For Hired Auto Physical Damage Coverage, the following are deemed to be covered "autos" you own:

1. Any covered "auto" you lease, hire, rent or borrow; and
2. Any covered "auto" hired or rented by your "employee" under a contract in that individual "employee's" name, with your permission, while performing duties related to the conduct of your business.

However, any "auto" that is leased, hired, rented or borrowed with a driver is not a covered "auto".

I. INCREASED BAIL BONDS AND LOSS OF EARNINGS

SECTION II - LIABILITY COVERAGE, A.2. Coverage Extensions, a. Supplementary Payments is amended by:

1. Replace the \$2,000 limit for cost of bail bonds with \$5,000 in paragraph (2); and
2. Replace the \$250 a day limit for reasonable expenses including actual loss of earnings with \$500 a day in paragraph (4).

J. INCREASED TRANSPORTATION EXPENSE - TOTAL THEFT OF A COVERED AUTO

SECTION III - PHYSICAL DAMAGE COVERAGE, A.4. Coverage Extensions, a. Transportation Expenses, is amended by replacing \$20 per day with \$60 per day, and the \$600 maximum with \$1,800 maximum.

This extension applies to all covered "autos" with a Gross Vehicle Weight of less than 10,001 pounds.

K. INCREASED LOSS OF USE EXPENSES

SECTION III - PHYSICAL DAMAGE COVERAGE, A.4. Coverage Extensions, b. Loss Of Use Expenses, is amended by replacing \$20 per day with \$60 per day, and the \$600 maximum with \$1,800 maximum.

L. ACCIDENTAL DISCHARGE OF AIRBAG COVERAGE

The following is added to Exclusion B.3.a. of SECTION III - PHYSICAL DAMAGE COVERAGE:
However, this exclusion does not apply to the accidental discharge of an airbag.

M. GLASS REPAIR DEDUCTIBLE WAIVER

The following is added to paragraph D. of SECTION III - PHYSICAL DAMAGE COVERAGE:
No deductible applies to glass damage if the glass is repaired in a manner acceptable to us rather than replaced.

N. COLLISION DEDUCTIBLE WAIVER

The following is added to paragraph D. of SECTION III - PHYSICAL DAMAGE COVERAGE:
When a covered "auto" insured for Collision coverage under this policy collides with another "auto" we insure, the Collision deductible applicable to the covered "auto" or "autos" insured under this policy shall not apply.

O. INCREASED LIMIT FOR ELECTRONIC EQUIPMENT

The Electronic Equipment Coverage endorsement SA 1013 attached to this policy is amended as follows:
The \$1,000 limit for electronic equipment installed in locations not used by the manufacturer for installation of such equipment has been increased to \$2,500.

P. TOWING

SECTION III - PHYSICAL DAMAGE COVERAGE, A.2. Towing, is replaced by replacing the following:

2. Towing

We will pay up to \$75 for towing and labor costs incurred each time an "auto" with a Gross Vehicle Weight of less than 10,001 pounds is disabled if the declarations indicate that either Comprehensive Coverage or Specified Causes of Loss Coverage and Collision Coverage are provided for that "auto".

Q. AUTO LOAN/LEASE GAP COVERAGE

The following is added to SECTION III - PHYSICAL DAMAGE COVERAGE:

In the event of a total "loss" to a covered "auto" shown in the Schedule or Declarations, we will pay any unpaid amount due on the lease or loan for a covered "auto", less:

1. Overdue payments and financial penalties associated with those payments as of the date of the "total loss";
2. The carryover, transfer or rollover of a previous outstanding lease or loan balance from another vehicle to the original lease or loan for the scheduled "auto";
3. The dollar amount of any unrepaired damage which occurred prior to the total "loss" of the scheduled "auto";
4. All refunds paid or payable to you as a result of the early termination of the lease or loan agreement or, to the extent financed, as a result of the early termination of any warranty or extended service agreement on the scheduled "auto";
5. Financial penalties imposed under a lease agreement for high mileage, excessive use or abnormal wear and tear;
6. Nonrefundable security deposits; and
7. Costs for extended warranties, Credit Life Insurance, Health, Accident or Disability Insurance purchased with the loan or lease.

The following is added to paragraph A. Loss Conditions of SECTION IV - BUSINESS AUTO CONDITIONS:
Lease/Loan Gap Coverage shall apply to the remaining term of the original lease or loan agreement written on the scheduled "auto" at the time of total "loss".

R. PERSONAL EFFECTS COVERAGE

The following is added to SECTION III - PHYSICAL DAMAGE COVERAGE, A.4. Coverage Extensions:

c. Personal Effects

We will pay up to \$500 for "loss" to personal effects which are:

- (1) owned by an "insured"; and
- (2) in or on a covered "auto".

This coverage applies only in the event of a total theft of a covered "auto". No deductible applies to this coverage. Tapes, records, discs or other similar devices used with audio, visual or data electronic equipment are not considered personal effects.

S. LOCKSMITH SERVICES

The following is added to SECTION III - PHYSICAL DAMAGE COVERAGE, A.4. Coverage Extensions:

d. Locksmith Services

We will pay up to \$100 for necessary locksmith services incurred because keys to a covered "auto" have been lost, stolen or damaged. No deductible applies to this coverage.

T. TAPES, RECORDS AND DISCS COVERAGE

Exclusion B.4.a. of SECTION III - PHYSICAL DAMAGE COVERAGE does not apply.

The following is added to SECTION III - PHYSICAL DAMAGE COVERAGE, A.4. Coverage Extensions:

e. Tapes, Records And Discs Coverage

Under Comprehensive Coverage we will pay for "loss" to tapes, records, discs or other similar devices used with audio, visual or data electronic equipment. We will pay only if the tapes, records, discs or other similar audio, visual or data electronic devices:

- (1) Are your property or that of a family member or employee
- (2) Are in a covered "auto" at the time of "loss".

The most we will pay for "loss" is \$200.

U. HIRED AUTO PHYSICAL DAMAGE

If hired "autos" are covered "autos" for Liability Coverage, then Comprehensive and Collision coverages are extended to an "auto" you lease, hire, rent, or borrow subject to the following:

1. The most we will pay for "loss" to any leased, hired, rented, or borrowed "auto" is the Actual Cash Value or the cost to repair the "auto", whichever is smallest.
2. The deductible for Hired Auto Physical Damage will be equal to the largest deductible applicable to any owned "auto" scheduled on this policy for that coverage. No deductible applies to loss by fire or lightning.
3. If the "loss" to the leased, hired, rented, or borrowed "auto" is covered by Comprehensive Coverage, and if no owned "auto" scheduled on this policy is insured for Comprehensive Coverage, a \$100 deductible will apply to the "loss".
4. If the "loss" to the leased, hired, rented, or borrowed "auto" is covered by Collision Coverage, and if no owned "auto" scheduled on this policy is insured for Collision Coverage, a \$1,000 deductible will apply to the "loss".

V. HIRED PRIVATE PASSENGER AUTOS AND LIGHT TRUCKS - WORLDWIDE COVERAGE

Paragraph B. 7.e.(1) of Section IV - BUSINESS AUTO CONDITIONS - Policy Period, Coverage Territory is replaced by the following:

A covered "auto" of the private passenger type or a light truck with Gross Vehicle Weight less than 10,001 pounds is leased, hired, rented or borrowed without a driver for a period of 30 days or less; and

W. TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

The following is added to Section IV - BUSINESS AUTO CONDITIONS A.5. Transfer Of Rights Of Recovery Against Others To Us:

We waive any right of recovery we may have against any person or organization to the extent required by you by a written contract executed prior to any "accident" or "loss", provided the "accident" or "loss" arises out of operations contemplated by such contract. This waiver applies only to the person or organization designated in such contract.

ANTI-KICKBACK AFFIDAVIT

STATE OF ^{Colorado} FLORIDA

SS:
COUNTY OF ^{Denver} 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 23rd day of September, 2014

NOTARY PUBLIC, State of ^{Colorado} Florida

My commission expires: 10/8/16

**LORETTA J. KROOK
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20004022627
MY COMMISSION EXPIRES OCTOBER 8, 2016**

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 Clerk, City of Key West, FL
by Matt Goebel, Director
(print individual's name and title)
for Clarion Associates, LLC
(print name of entity submitting sworn statement)

whose business address is 101 Market Street, Suite D
Chapel Hill, N.C. 27516
and (if applicable) its Federal Employer Identification Number (FEIN) is
84-1290530

(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).

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

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

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

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

[Handwritten Signature]

(SIGNATURE)

9-23-14

(DATE)

STATE OF Colorado
COUNTY OF Denver

PERSONALLY APPEARED BEFORE ME, the undersigned authority
Matt Goebel who, after first being sworn by me,
(name of individual)
affixed his/her signature in the space provided above on this
23rd day of September, 2014

[Handwritten Signature]

NOTARY PUBLIC

My commission expires: 10/8/16

LORETTA J. KROOK
NOTARY PUBLIC
STATE OF COLORADO
NOTARY ID 20004022627
MY COMMISSION EXPIRES OCTOBER 8, 2016

N/A - Will obtain and maintain a City of Key West Business Tax Receipt if awarded the Project.

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

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

