



## REQUEST FOR PROPOSALS 003-14

Project Name: Land Development Regulation Amendments

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**FIRM NAME: REDEVELOPMENT MANAGEMENT ASSOCIATES**

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**Project Director: Natasha Alfonso**

Natasha@rma.us.com

P 954.695.0754

3109 E. Atlantic Boulevard, Suite B

Pompano Beach, FL 33062

**Person Who has Authority  
to Make Representation:**

**Chris Brown, Managing Partner**

P 954.695.0754

3109 E. Atlantic Boulevard, Suite B

Pompano Beach, FL 33062

**RMA**  
REDEVELOPMENT  
MANAGEMENT  
ASSOCIATES



# KEY WEST

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Redevelopment Management Associates is prepared to create a user-friendly and graphically oriented code for the City of Key West.

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September 24, 2014

City of Key West, Florida  
Office of the City Clerk  
3126 Flagler Avenue  
Key West, FL 33040

Redevelopment Management Associates, LLC (RMA)  
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Contact: Alicia Alyene, Alicia@rma.us.com

## RE: REQUEST FOR PROPOSALS 004-14/LAND DEVELOPMENT REGULATION AMENDMENTS

Redevelopment Management Associates, LLC (RMA) is pleased to transmit a proposal for the City of Key West Land Development Regulation Amendments. RMA is the largest full service firm in the State of Florida specializing in repositioning and redeveloping places. As planners, economists, designers, and marketers, we approach place making through real estate and creating value where it doesn't initially exist.

RMA was formed in 2009 to combine the talents of its members to provide consulting and management services to governments in the field of urban redevelopment. Our approach is comprehensive and effective and has resulted in over \$750 million in private sector investment in redevelopment areas. Our principal members, Kim Briesemeister and Christopher J. Brown, have been engaged in redevelopment and consulting for nearly 50 years combined and have transformed Atlantic Avenue in Delray Beach, Clematis Street and Northwood in West Palm Beach, and Downtown Hollywood. We are creating exciting new districts in Old Pompano, Pompano Beach, and Downtown Oakland Park's Culinary District and are currently creating new, form based and graphically oriented zoning codes for three districts in West Palm Beach, Oakland Park and North Miami Beach. We also recently completed a zoning code update for a transit oriented district in Pompano Beach which earned two awards from the Florida Redevelopment Association in 2013 and 2014.

The RMA team uses the resources of our urban design and planning experts to create blueprints for future development which confirm and reinforce a place's identity and brand. RMA's team of experienced professionals has successfully transformed many South Florida areas into thriving business districts and/or entertainment districts. Our approach is comprehensive and effective and has resulted in over \$750 million in private sector investment in redevelopment areas. We are experts at economic development and redevelopment, but also excel in urban design, code writing, real estate development, business attraction, retail and real estate marketing, public relations, and most importantly, community consensus building. While not all of these expertise have been identified in the RFP, we will use this professional knowledge to create a real estate driven plan that incorporate economic opportunities and market demand with good planning principles. RMA is a full service redevelopment firm with 24 highly trained employees all engaged in building better communities.

Our approach is to utilize our expertise in real estate, finance, urban design and planning to draft a code which supports new development in considerations of Key West's critical constraints. The code update is an opportunity to introduce a more progressive regulatory framework which is supportive of sustainable regulations. Utilizing our zoning toolbox, we will create a customized strategy for evaluating the existing code, developing a vision and creating a code which is graphically oriented and easy to administer.

The following submittal highlights our team's experience with similar projects and the credentials of our highly talented personnel. Thank you for your consideration and we look forward to the opportunity to talk further with the City about this important project.

Sincerely,

Christopher J. Brown  
*Principal Member*

Kim J. Briesemeister  
*Principal Member*

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## ORGANIZATIONAL CHART

### Prime Consultant

RMA: Land Development Regulations, Visioning

### COLOR KEY FOR CHART



# COMPANY INFORMATION



**Redevelopment Management Associates (RMA)** was founded in 2009 by Kim Briesemeister and Chris Brown with offices in Downtown Miami, Pompano Beach, and Delray Beach. We specialize in urban redevelopment and place making.

Our work is intuitive and is embedded in the culture of the firm. We transform places that have been neglected and reposition them to avoid banality by recognizing hidden opportunities connected to real estate, brand, economics, design, and planning. We evaluate the entire market and the available real estate. We message the potential. We create marketing and special events to attract a new audience. And we skew the market to support the vision.

The strength of our company is our people who individually are highly accomplished and talented, but collectively have incredible synergy and creativity with very successful results. **Kim Briesemeister's** areas of expertise for the past twenty-three years have been community redevelopment agency management, financing structures, downtown marketing, urban housing, community neighborhood organization, redevelopment strategies, and public improvements through street beautification and open space. Based on her CRA initiatives, Ms. Briesemeister has generated more than \$750 million of redevelopment activities both nationally and internationally. **Chris Brown's** area of expertise over the past twenty-four years has been community redevelopment, CRA management, urban planning, and real estate development. Mr. Brown managed the highly successful Delray Beach CRA for nine years (1991-2000) and set the basis for an enormously successful city now known for both its downtown retail development and urban housing.

Our work is frequently recognized by our professional organizations and most recently, in 2013 for a CRA Economic Impact Study which quantified the private investment leveraged by public investment in nine redevelopment areas in South Florida.

**dlandstudio**

dlandstudio is an interdisciplinary design firm founded in 2005 by Susannah C. Drake and located in New York City. Prior to starting an independent practice, Susannah worked for architects and landscape architects in New York, Cape Cod, New Hampshire, Wyoming, and San Francisco. Exposure to diverse ecosystems, population densities, and scales of operation enriched her vision of what makes places truly special.

The firm provides an integrated approach to planning, programming, and design. As leader and collaborator on large consultant teams that include architects, artists, landscape architects, planners, and engineers, dlandstudio helps enrich team consideration of expressions of landscape meaning while maintaining focus on project goals throughout the development process. The firm is committed to creating projects with a strong conceptual basis drawn from an understanding of the place, the client, the program, and appropriate construction techniques. Our goal is to create beautifully designed, ecologically intelligent, and well-executed projects that work well at the large scale and are executed in rigorous detail.

Since its establishment in 2005, dlandstudio has grown both nationally and internationally, and currently has 6 employees. The firm's recent public projects include "A New Urban Ground" designed in collaboration with Architectural Research Office for the Museum of Modern Art's Rising Currents Exhibit, the Gowanus Canal Sponge Park™, a public open space system designed to absorb and remediate urban storm water, the Scupper Sponge project a bioremediation cell to collect and direct stormwater from a highway scuppers, BQGREEN: Reviving South Williamsburg a project developing strategies to add more open space and mitigate the noise and air pollution of the Brooklyn Queens Expressway, the Brooklyn Bridge Pop-up Park, a temporary waterfront open space that attracted almost two hundred thousand visitors over six weeks of operation in 2008, and the security for the New York City Police Department headquarters in lower Manhattan. dlandstudio's current international work includes the site master planning, storm water management, and landscape design for the Raising Malawi Academy for Girls outside of Lilongwe, Malawi, and the master plan of a new 1200 acre resort complex and public park in Abuja, Nigeria. The firm's Brooklyn Queens Expressway trench study and Gowanus Canal Sponge Park™ project are the recipients of numerous awards including recent recognition by the American Institute of Architecture and American Society of Landscape Architects. dlandstudio is a State and City certified WBE.

### Shulman + Associates

Shulman + Associates (S+A) was founded in 1995 by Allan Shulman, FAIA as a multidisciplinary firm encompassing urban design, architecture, interior design, historic preservation, and graphic and exhibit design. S+A's relevance lies in a deep understanding of context and history that forms the basis for transformative adaptive use, renovation and new construction. Having worked for 19 years in Miami Beach, S+A has developed a unique expertise. The city, landscape, culture, and building program are laboratories for our contemporary design practice.

The firm, currently 25 employees, has designed projects for 35 retail and restaurant projects on Lincoln Road alone, and an extensive portfolio of retail, residential and cultural projects. Under the auspices of the University of Miami, Shulman led master planning efforts for industrial German cities such as Zchornewitz, for the BAM Cultural District in Brooklyn, and for a new community center in Abuja, Nigeria. Shulman also has strong involvement in civic organizations; he served on the Miami Zoning Board; the City of Miami Beach Historic Preservation Board; as a trustee of Dade Heritage Trust and the 2013 President and Executive Board member of the Miami Chapter of the American Institute of Architects. Allan has been the principal author of three National Register of Historic Places Designation Reports and has written sixty-five (65) historic resources reports for buildings and sites in Miami Beach and Miami. He has also authored or co-authored books on the built environment, modernism and tropicalism, including *Miami Architecture: An AIA Guide* (UPF, 2013), *Miami Modern Metropolis: Paradise & Paradox in Midcentury Architecture & Planning* (Balcony/Bass Museum, 2012); and *The Making of Miami Beach* (Rizzoli, 2001). Shulman is also an editor, lecturer, curator and associate professor at the University of Miami School of Architecture.

In its research and design work, S+A is committed to the conservation and elaboration of Miami's built heritage, contributing a signature, interdisciplinary style that reinterprets the existing fabric of the city while introducing contemporary themes and structures. S+A has received international recognition, including 68 design awards and publication of its work in international and national journals and magazines.



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## COMPANY INFORMATION

### **counterpoint**

Operating at the forefront of climate change adaptation and mitigation

counterpoint is a consulting company – based in Miami, Florida – that designs and implements climate change adaptation and mitigation projects in both the public and private sectors. The diverse skillset amongst the counterpoint team of professionals enables us to integrate four focal areas – Climate and Carbon, Communities, Conservation and Disaster Risk Reduction– into our projects.

counterpoint's main clients are the World Bank, the United Nations Environment Programme (UNEP) and the United Nations Development Programme (UNDP). Work undertaken for these clients includes: on-going development of national adaptation plans in Moldova and Turkmenistan, identification and prioritization of a national climate resilient infrastructure investment plan in Belize and development of conceptual framework for Integration of disaster risk reduction into land use planning and practices for UNEP, UNDP, United Nations Office of Disaster Risk Reduction and the World Bank.

A wide range of sectors and themes are covered in the projects designed and overseen by counterpoint, including: ecosystem-based adaptation (EBA); policy and planning in water, agriculture, health, energy, transport, forestry and regional development sectors; PES (payment for ecosystem services) projects; and private sector investments in adaptation.

Activities undertaken by counterpoint in these projects include:

- Development of adaptation rationales, baseline information, budgets, monitoring and evaluation plans, work plans and indicators;
- Assessment of climate change risks in different sectors and the vulnerabilities of local communities to climate change;
- Presentation of social, economic and ecological risks relating to climate change to policy- and decision-makers;
- Design of evidence-based adaptation strategies at national as well as local levels, including National Adaptation Programmes of Action (NAPAs), Nationally Appropriate Mitigation Actions (NAMAs) and National Adaptation Plans;
- Facilitation of dialogue between different sectors on climate change risks; and
- Implementation, monitoring and evaluation of community-based adaptation measures.

# APPROACH 5

# 5

## APPROACH

### Objectives for Guiding Development

1. Strengthen local government capabilities for managing land use and development
2. Protect tidal mangroves and associated shoreline and marine resources and wildlife
3. Minimize the adverse impacts of development of the quality of water in and around the City of Key West and throughout the Florida Keys;
4. Protect scenic resources of the City of Key West and promotion of the management of unique, tropical vegetation;
5. Protect the historical heritage of Key West and the Key West Historical Preservation District;
6. Protect the value, efficiency, cost-effectiveness and amortized life of existing and proposed major public investments, including:
  - The Florida Keys Aqueduct and water supply facilities,
  - Sewage collection and disposal facilities,
  - Solid waste collection and disposal facilities,
  - Key West Naval Air Station,
  - The maintenance and expansion of transportation facilities, and Other utilities, as appropriate;
7. Minimize the adverse impacts of proposed public investments on the natural and environmental resources of the City of Key West; and
8. Protect the public health, safety, welfare and economy of the City of Key West, and the maintenance of Key West as a unique Florida resource.



### PROJECT UNDERSTANDING

It has been nearly seventeen years since the City of Key West's Land Development Regulations have been updated. A lot has changed and there is a need to have a code which is more progressive and supportive of sustainable regulations. The most critical issue is preserving character—historic, cultural and architectural—while managing physical constraints related to sea level rise and parking, as well as financial constraints related to housing costs and development pressures which are important to the City's growth and economic health. The zoning regulations must respond to this issue first, in addition to resolving internal inconsistencies and compatibility with the City's Comprehensive Plan, Strategic Plan, Climate Action Plan and Open Space Recreation Master Plan. The new standards should be clear and easy to use and administer, with little need for interpretation using an array of graphic representation, tables and regulatory language.

The RMA team uses the resources of our urban design and planning experts to create blueprints for future development which confirm and reinforce a place's identity and brand. The results are impressive. In Pompano Beach's Downtown (Transit Oriented Corridor) we began with a master plan. The master plan was the vision for the redevelopment of the area and in turn the blueprint for the new zoning regulations that were drafted. The regulations were written to encourage a transit oriented environment in the Downtown with specific regulations for density, height, use, pedestrian and street connectivity etc. The CRA, which is managed by RMA, is currently investing over 8 million dollars in infrastructure and streetscape improvements. On the beach we reimaged and reinvented the beachfront and Pompano Beach Boulevard in a powerful visual strategic improvement project which has catalyzed the area and created a new family environment and atmosphere on the beach. This has, in turn, initiated private investment from new and existing businesses. In addition, parking revenues on the beach have increased from \$550,000 per year to almost \$1,000,000 dollars per year. We have also done this for Downtown Delray Beach and Atlantic Avenue, which has become a model for redevelopment in the State of Florida and beyond. The plan for downtown Delray focused on mixed-use development, street beautification, cultural facilities, workforce and urban infill housing, parking, downtown marketing, land acquisition, business loan program, façade grants. From 1991 to 2000 the tax increment grew from \$300,000 to over \$3 million.

### APPROACH

Our approach is to utilize our expertise in real estate, finance, urban design and planning, and our past experiences in Pompano Beach, Oakland Park, West Palm Beach, Margate, Miami Beach and North Miami Beach to draft a new code which supports new development in considerations of Key West's critical constraints. Utilizing our zoning toolbox, we will create a customized strategy for evaluating the existing code, developing a vision and creating a code which is graphically oriented and easy to administer. We propose utilizing an internal design charrette to develop this vision and establish the direction for the code revision and conducting an economic analysis to anticipate future development and capacity needs.

### Strategic Plan Goals

1. Economy
2. Environment
3. Culture
4. Infrastructure
5. Government
6. Quality of Life

## SCOPE OF SERVICES

### **Defining Project Objectives. Where do we want to go?**

We propose an initial phase to evaluate and review existing codes while identifying the Village objectives. This is an internal process among key stakeholders to identify and agree to 5 to 10 primary objectives for the code rewrite. Our team interviews city staff, leadership, and planning commission individually to define the preferred outcome and methodology of the planning process.

### **Code Review, Due Diligence and Needs Assessment. What are the hindrances?**

Once we understand where we want to go, we start to document the current landscape to understand how to get there. This includes evaluating the existing physical characteristics (including flood zones), perceptions about the place, circulation systems, policy and regulatory tools, property ownership, land uses and real estate in the context of the project objectives. Due diligence can be done quickly when good baseline data is already available. The process always reveals the initial needs and the path to resolve those needs which is visually summarized in the issues and opportunities analysis diagram.

### **Economic Analysis. What does the data show?**

The economic analysis is the secret to successful plans. The analysis creates a baseline of the current market demand in the market area for retail, housing, office, residential and hotel and project that demand in the short term. It documents land development patterns including age of building stock, distribution of uses, and demographic trends including housing tenure, housing condition, and population characteristics. It also identifies the major employment clusters and tracks opportunities for new development and markets related to these clusters. This data is summarized as a development program and likely timing of new development based upon an estimate of when rents/sales prices reach a level to support new construction. Once you have this information, you can begin to build a three-dimensional model and study how new buildings can massed and formed.

#### **Key intended outcomes from economic analysis:**

1. A market analysis identifying current supply and future demand
2. Identify corridor growth and development issues
3. Create the development program
4. Create the basis for the architectural massing study



#### **Major Elements of Due Diligence Process:**

1. Review background information
2. Review previous studies
3. Inventory of the existing physical characteristics including circulation
4. Land use and ownership inventory including parks and open space
5. Assess existing conditions and regulations identify regulatory policies which may be perpetuating undesirable conditions and compare underlying land use to zoning

### Major Elements of Plan Development

1. Conceptual plan development scenarios
2. Recommended design standards for future development
3. Capital improvements
4. Economic strategies

### Major Elements of the Code

1. Use standards
2. Districtwide standards
3. Building configuration by character area
4. Regulating plans (graphics)
5. Diagrams and tables
6. Draft ordinance
7. Approvals

### New Standards will address:

- Workforce Housing Ordinance
- Incentive programs for creating and maintaining market rate rental housing
- Green Building Standards for redevelopment of existing residential
- Density bonuses for transit oriented development and affordable housing
- Flood level increases and the height elevation referendum
- Form Based Urban Design Guidelines/ Zoning Regulations in commercial and mixed-use districts
- Parking standards in the historic district
- Landscape architectural standards for consistency with the design guidelines
- Historic Preservation
- Signage requirements outside of the Historic District
- Complete Streets Ordinance to include traffic calming design and guidelines to reduce conflicts
- Parking generation standards and mitigation strategies

### Code Evaluation and Design Analysis. What will it look like?

Once we know what we want, what we can build and the obstacles to getting there, we are ready to design the final build-out and overall concept. This is done by our urban design studio on the project site, in an internal design charette. Our team creates plans, street sections, and three dimensional renderings to test and plan for future development using the development program from the economic analysis and the current land use and zoning regulations. We compare existing zoning to proposed zoning with massing diagrams. Our analysis also includes parking, which has the single most impact on development capacities. It also addresses improvements to the public realm. The result is a conceptual plan for development to create a realistic direction for the code rewrite.

The next step to code writing is to evaluate the code deficiencies and the hindrances to achieving the vision established during the design analysis. Our team will develop and recommend revisions to the code and evaluate and determine the most effective type of code for the Village. This will be vetted by the public with up to 5 public workshops.

### Plan Development. Putting the pieces together and empowering communities. How to get there?

The master plan is the culmination of the due diligence and needs assessment, economic analysis, and the design analysis. Here's where the real estate approach becomes important. The conceptual plan is broken down into distinct development scenarios rather than planning principles. This is an action-oriented approach to master planning which is both aggressive and effective. Instead of waiting for developers to build on their own time table, this approach empowers communities to pursue the right kind of development and in coordination with public capital improvement plans to support private investment. Branding and marketing reinforce this by attracting and expanding specific types of development and businesses. The development regulations provide the tools to enforce mix of uses, location of uses, and building types. Therefore, the outcome of this task will be twofold. One will be physical recommendations which illustrate urban design and regulatory intervention related to building massing, architectural design and streetscape design. The other will be economic strategies which focus on implementing the proposed development scenarios.

### Land Development Regulations

At a minimum, RMA will resolve the following needs identified in the RFP:

- 1 Amend LDRS for consistency with Comprehensive Plan as well as Zoning Map Amendments
- 2 Resolve inconsistencies
- 3 Create New Standards
- 4 Implement Climate Adaptation SeaGrant and outline for Post Disaster Recovery Plan

More specifically, we will codify the physical recommendations for architectural design and design standards into new zoning districts. Every city is different, but there are some basic elements which should always be included in these new zoning districts. These are use standards, districtwide standards, and building configuration. Use standards should address uses which may become non-conforming, as well a special uses related to alcohol, noise, and outdoor seating. Districtwide standards for street hierarchy, height, character areas, and open space create a rationale for how the standards vary for different streets and areas. Overall plan diagrams illustrate where each of these standards apply throughout the zoning district. Additional diagrams will depict street sections. Building configuration standards are the meat of the zoning district and include FAR (if applicable), density, height and height bonuses (if applicable), lot standards for setbacks, parking ratios, loading and service and curb cuts by sub-district or character area. It's best to illustrate these as basic massing diagrams and

# 5 APPROACH

sections or, as tables that summarize development standards. Building configuration may also include additional design standards for parking structures, ground floor uses, façade articulation, and building transparency both overall and at the ground floor. These are illustrated in the zoning document, as well. Specifically, we will address inconsistencies with Chapter 102, 122 and 114. We will also address conflicts between design guidelines and the code.

As an Area of Critical State Concern as designated by the State, Key West has extreme limitations on new residential development. With only 91 units permitted per year until 2024 the demand for housing will continue to drive up housing costs. The current regulations require the sixty percent of these new units be affordable which are administered through the Building Permit Allocation System also called the Rate of Growth Ordinance (ROGO). New standards must address this issue and protect the City's unique character and assets. At a minimum, new standards will address signage and cluttered signage, building materials for historic buildings, protection from demolition by neglect, protecting existing public open spaces, incentive programs, design and construction standards to ensure additional habitable space is built detached from main building and not above to protect existing buildings and distinguish the new from old.

RMA can craft a form based code and character areas to determine sub-district boundaries and design standards. The code will include illustrations of preferred building form and streetscape design and will address connectivity, open space, architecture, sustainable design.

Once the sections are created, RMA will present the overall approach to the client and prepares the draft ordinance. We will also carry the ordinance through the formal approval process and provide map amendments. The final deliverable will be highly graphic and will include illustrations of regulating plans for ease of use.

## Chapters to be Amended

- Chapter 86 – General Provisions
- Chapter 90 – Administration
- Chapter 94 – Concurrency Management
- Chapter 102 – Historic Preservation
- Chapter 106 – Performance Standards
- Chapter 107 – Planned Redevelopment and Development Districts
- Chapter 108 – Planning and Development
- Chapter 109 - Dogs in Public Food Service Establishments
- Chapter 110 – Resource Protection
- Chapter 114 – Signage
- Chapter 118 - Subdivisions
- Chapter 122- Zoning

## ICLEI's Five Milestone Process to combat global warming:

- Milestone 1: Conduct a baseline emissions inventory and forecast
- Milestone 2: Adopt an emissions reduction target
- Milestone 3: Develop a Climate Action Plan for reducing emissions
- Milestone 4: Implement policies and measures
- Milestone 5: Monitor and verify results.

## We have the opportunity to make Key West a model community.

*Comprehensive Plan Policy 1.1.12.5: Increased Height: The City shall consider allowing increased heights for new construction or redevelopment if such additional height is justified based on adopted Coastal High Hazard Maps and Storm Surge Flood Maps in order to promote safe new development and redevelopment based on sea level rise predictions. Such additional height must be compatible with surrounding development.*



**Focus Groups can address the following questions:**

1. What are your experiences with the LDR's and how have they protected or impeded your property?
2. Are you familiar with successful and regulations in other jurisdictions?
3. Is there something you would like to see added or removed from the LDR's and why?
4. Are their specific issues in your neighborhood that through land development regulations could be improved upon?

**Public Involvement**

Public involvement will include focus group meetings and discussion with Planning Board to review issues, challenges, opportunities and strategies for addressing them. During the drafting process the City can expect to have staff review, at least one public meeting and additional focus group input.

RMA recommends conducting a 7-day design charrette, prior to amending the land development regulations, whereby our in-house design team will do a parcel by parcel analysis to evaluate massing and zoning in the context of an overall vision. Additionally, the designers will evaluate identified key sites for potential redevelopment opportunities. This is important for three reasons. First, it will establish a direction for the City's growth by creating a master plan (vision) with specific goals and objectives. Second, the vision will influence and shape the zoning recommendations in a meaningful way. Third, the community will have an opportunity to make recommendations for both the vision and zoning amendments.

**Deliverables**

Analysis and evaluation memo  
Draft ordinance  
Presentations to Planning Board and City Commission for First Reading  
Final ordinance with amendments for adoption

**Schedule**

12 months to complete - 4 months for the approval



# COSTO ESTIMIATE

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## COST ESTIMATE

**Proposed Fee Key West LDRs**

Phase	Task	Hours	Sub-Total
<b>1. Review Existing Regulations and Site Analysis</b>			
	Review existing Regs	80	\$24,800
	Visual Site Survey (2 days)	24	\$7,440
	Key Stakeholder Meetings (1 day) (Mileage and Lodging not included)	16	\$4,960
<b>Sub total</b>		<b>120</b>	<b>\$37,200</b>
<b>2. 7-Day Design Charrette (Optional)</b>			
	Kick-off Meeting	550	\$55,000
	Design Charrette		
	Work-in Progress		
	Presentation		
<b>Sub total</b>		<b>550</b>	<b>\$55,000</b>
<b>3. Prepare and submit Draft Text Amendments to Land Development Regulations and Map Amendments</b>			
	Prepare Draft (Senior Planner)	100	\$15,500
	Prepare Draft (Project Planner)	100	\$15,500
	Cad/Urban Design	80	\$6,000
	Graphic Designer	40	\$3,000
<b>Sub total</b>		<b>320</b>	<b>\$40,000</b>
<b>4 Presentation to staff (1 day)</b>			
	(Mileage not included)	12	\$3,720
<b>Sub total</b>		<b>12</b>	<b>\$3,720</b>
<b>5 Review comments with staff (Phone conference meetings)</b>			
		40	\$12,400
<b>Sub total</b>		<b>40</b>	<b>\$12,400</b>
<b>6 One Round of Draft Changes per Staff Comments</b>			
	Submit Draft 2	40	\$12,400
<b>Sub total</b>		<b>40</b>	<b>\$12,400</b>

**7. Public Workshop of Draft Amendments**

Prepare Presentation	20	\$3,100
Attend Presentation (1 day) (Mileage and Lodging not included)	12	\$3,720

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<b>Sub total</b>	<b>32</b>	<b>\$6,820</b>
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**8. One Round of Draft Changes per Staff Comments**

Submit Draft 3	40	\$12,400
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<b>Sub total</b>	<b>40</b>	<b>\$12,400</b>
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**9. Planning and Zoning Board Presentation**

Prepare Presentation	20	\$3,100
Attend Presentation (1 day) (Mileage and Lodging not included)	12	\$3,720

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<b>Sub total</b>	<b>32</b>	<b>\$6,820</b>
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**10. City Commission 1st Reading**

Prepare Presentation	5	\$775
Attend Presentation (1 day) (Mileage and Lodging not included)	12	\$3,720

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<b>Sub total</b>	<b>17</b>	<b>\$4,495</b>
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**11. City Commission 2nd Reading**

Prepare Presentation	5	\$775
Attend Presentation (1 day) (Mileage and Lodging not included)	12	\$3,720

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<b>Sub total</b>	<b>17</b>	<b>\$4,495</b>
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<b>TOTAL (Without Charrette)</b>	<b>670</b>	<b>\$140,750</b>
<b>TOTAL (With Optional Charrette)</b>	<b>1220</b>	<b>\$195,750</b>

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# PERSONNEL

RMA's unique approach to planning a target area or an entire city is effective because of our ability to understand the needs of each client and provide the appropriate mix of design, planning, and a real estate knowledge. It's not enough to have plan with a sensitive urban design analysis. A plan needs to be actionable and provide real strategies to attract the right kind of development in coordination with capital improvements. RMA's founding principals have been doing this for over 30 years for redevelopment agencies and municipalities. Our team has a reputation for attracting investment to our client communities with success stories that can be seen and experienced both locally, nationally, and internationally.

Our principal members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, have been engaged in planning and redevelopment consulting for nearly 50 years combined. But the strength of our company is our people who individually are highly accomplished and talented, yet collectively have incredible synergy and creativity with very successful results.

The project will be led by Natasha Alfonso, our Director of Urban Design with over 16 years of local and international experience in code writing and urban design initiatives. She has extensive knowledge of new urban design principals and what makes for good architecture and authored codes for Pompano Beach, Oakland Park, West Palm Beach, and Miami Dade County. She has extensive experience leading design charrettes which maximize creativity in Montego Bay, Jamaica; Braine L'Alleud Belgium; Tripoli, Libya; Berenice, Egypt and various neighborhoods in South Florida. Ms. Alfonso has a Masters of Architecture in Town Planning from the University of Miami and a Bachelor of Architecture from the University of Miami.

Joining Ms. Alfonso is our urban design team which includes Steven Fett, Gustavo Higaldo, and Heather Tribou. Mr. Fett and Mr. Higlado are accomplished urban designers and planners who specialize in urban design analysis, massing studies, parcel analysis all for the purposes of code writing. They are key members of our design charrette team. Ms. Tribou is a talented urban designer and landscape architect with specialties in code graphics, evaluating and crafting landscape codes and adjusting language to address sustainable design and environmentally friendly practices. For over 6 years, she has worked throughout Central Florida for private sector clients developing residential and resort master plans for clients such as Hyatt and Walt Disney.

Ms. Tribou has a Masters in Planning in Civic Urbanism from Rollins College and a Bachelors in Landscape Architecture from the University of Florida.

Melissa Hege, a certified planner, LEED AP, will prepare the code evaluation, conduct public workshops, and provide additional code writing expertise. She has over 16 years of experience in Florida and spent a year developing a master plan and land development regulations for Midtown Miami which catalyzed development in adjacent Wynwood and the Miami Design District. She also authored the master plan and land development regulations for downtown West Palm Beach, Hollywood Young Circle, and Downtown Cocoa Beach. Ms. Hege has a Masters in City Planning from the University of Pennsylvania and a Bachelors of Arts in European Literature from Brandeis University.

Kevin S. Crowder, CEcD, the project director, is an IEDC Certified Economic Developer and an expert in economic analysis, public private partnerships, private capital investment and strategic economic planning. Mr. Crowder's market driven approach helps communities maximize their economic development potential and compete for investment while also preparing entrepreneurs and investors for success in Florida markets. Mr. Crowder has practiced economic development in Florida for twenty years, of which 15 years (1998-2012) were spent as the Director of Economic Development and Government Affairs for the City of Miami Beach, where he worked with the private sector to transform Lincoln Road into one of the premier retail destinations in the world. Mr. Crowder also worked for four years (1994-1998) for the South Beach Business Improvement Districts on Ocean Drive, Washington Avenue, and Collins Avenue, as well as for the South Beach Marketing Council during the same period. Mr. Crowder testifies frequently before the Florida Legislature and is a frequent lecturer on economic development including before the Florida League of Cities, Florida City/County Manager Association, Urban Land Institute, Florida Atlantic University, Florida International University, Florida Redevelopment Association, and Florida Main Street.

Our in house team also includes experts in real estate, business incentives, housing, urban design, civil engineering and construction management.

## Christopher J. Brown

### *Managing Principal*

#### Education:

Master of City & Regional Planning, Master of Architecture, University of Pennsylvania Bachelor of Arts, Yale University

#### Certifications

General Contractor, Real Estate Broker

#### Professional Affiliations

Urban Land Institute, Member  
International Council of Shopping Centers, Member  
Florida Redevelopment Association, Member and Past President  
NAIOP, Member

#### Areas of Expertise

Mr. Brown has extensive experience in planning and design, real estate development, finance and redevelopment management. Mr. Brown served for 9 years as the Executive Director of the highly successful Delray Beach CRA when it was just in its infancy in the 1990s. He is recognized throughout Florida for the legacy he has left in Delray Beach and is responsible for negotiating multiple public private partnerships and creating the downtown marketing co-op. Mr. Brown's successes in redevelopment can be attributed to his experience as a real estate developer and an urban designer.

#### Redevelopment Planning and Management

- Pompano Beach CRA Executive Director
- Delray Beach CRA Executive Director
- Delray Beach Community Redevelopment Plan Update, Delray Beach, FL
- Coral Springs Community Redevelopment Plan Update, Coral Springs, FL
- Pompano Beach Community Redevelopment Plan Update, Pompano Beach, FL
- Business Improvement District Plan, Naples, FL
- Parking Enterprise Fund, Pompano Beach, FL
- Downtown Marketing Cooperative, Delray Beach, FL
- Business Attraction and Incentives, Delray Beach, FL

#### Urban Design Regulations

- Plantation Midtown Master Plan and Design Guidelines, Plantation, FL
- City of Stuart Urban Design Guidelines and Overlay District, Stuart, FL
- Pompano Beach CRA Northwest and East District Master Plans and Design Guidelines, Pompano Beach, FL

#### Public Private Partnerships

- Pompano Beach Pier Redevelopment, Pompano Beach, FL
- Harbor Village Shops, Pompano Beach, FL
- Atlantic Grove Mixed Use Development, Delray Beach, FL
- Ocean City Retail/Office Center, Delray Beach, FL
- Hyatt Place Hotel, Delray Beach, FL
- Marriott Hotel, Delray Beach, FL
- Central Market Retail Center, Oakland Park, FL

#### Historic Preservation

- Spady History Museum, Delray Beach, FL
- State of Florida Historic Preservation Office, Delray Beach, FL
- Delray Beach CRA Office, Delray Beach, FL

#### Real Estate Development

- 1350 Main, Mixed Use High Rise Development, Sarasota, FL
- The Lofts, Mixed Use Development, Gainesville, FL
- Crossings Condominium, Houston, TX
- Bailey Hotel, Pompano Beach, FL
- Ali Cultural Center, Pompano Beach, FL
- 731 Hammondville Road Shopping Center, Pompano Beach, FL

## Natasha Alfonso

### *Urban Design and Zoning*

#### Education

Master of Architecture in Town Planning, University of Miami  
Bachelor of Architecture, University of Miami

#### Professional Affiliations

Congress for New Urbanism  
Florida Redevelopment Association

#### Awards

2012 FRA Planning Studies Award - Downtown Pompano Beach  
TOC Planning Study

#### Areas of Expertise

Ms. Alfonso is an urban planner/designer specializing in community revitalization projects and new urban community design. She has extensive knowledge of new urban design principals and what makes for good architecture. She has more than 10 years of international experience emphasizing planning projects at a variety of scales: for both the public and private sectors and was Principal Planner for Miami-Dade County's Urban Design Center.

#### Planning & Zoning

- Currently serving as Town Planner to the Town of Hillsboro Beach
- Site Plan/Urban Design Reviewer, Oakland Park and Pompano Beach CRAs
- Pompano Beach Transit Oriented Corridor Land Use Plan Amendment
- Downtown Pompano Beach (TOC) Zoning Regulation
- Pompano Beach East CRA Parking and Massing Study Design Guidelines
- Riviera Beach Development Guidelines
- St. Lucie and Martin County Land Use and Zoning Analysis
- Miami River Commission Waterfront Analysis
- Miami-Dade County Urban Center Districts (TOC) Zoning Regulations for Ojus, Naranja, Cutler Ridge, Model City/Brownsville, Okeechobee Station, and Leisure City

#### Charrettes & Urban Design

- Downtown Pompano Beach (TOC) Charrette and Area Plan
- Pompano Beach East CRA Parking and Massing Study Charrette and Area Plan
- West Palm Beach Belvedere Station Charrette and Master Plan
- State Road 7 (Boca Raton Area) Charrette and Area Plan
- Miami-Dade County Urban Center Districts (TOC) Charrettes and Area Plans for Ojus, Naranja, Cutler Ridge, Model City/Brownsville, Okeechobee Station, and Leisure City
- Hip Strip Master Plan, Montego Bay, Jamaica
- Parc de L'Alliance Master Plan, Braine L'Alleud, Belgium
- Tripoli Waterfront Master Plan, Tripoli, Libya
- Berenice Bay Master Plan, Berenice, Egypt

#### Architectural Design & Site Planning

- Pompano Beach Community Garden Site Design
- Royal Colonial Park Site Design, Miami-Dade County
- Hunters Manor (single-family) Development Site Design, Pompano Beach, FL
- Pompano Beach East CRA Library Site Design
- Collier City (town-homes) Development Site and Architectural Design

## Heather Tribou

### *Urban Designer*

#### Education

Masters in Planning in Civic Urbanism  
Area of interest in green infrastructure  
Rollins College- May 2013

#### Bachelors in Landscape Architecture

Area of interest in Planning  
University of Florida- May 2005

#### Professional Affiliations

Congress of New Urbanism  
American Planning Association  
American Society of Landscape Architecture  
Broward County Community Food System Collaborative

#### Areas of Expertise

Ms. Tribou's expertise is planning and design for community health and sustainability. She analyzes for parks system needs based off of a defined typology and identifies key locations and types needed based on future urbanization. Parks with the appropriate zoning can act as catalyst sites for redevelopment and act as a green infrastructure system for the city's storm water. She conducts physical activity assessments on streets that balance the traffic flow (old model) with the current trends linked to economic impacts with pedestrian and bicycle traffic. Her food system planning is about projects not papers. She designs and project manages urban agriculture projects that create jobs and a better quality of life by alleviating food deserts and building a community from the ground up. She specializes form based code with an emphasis on healthy neighborhoods that are walkable, multimodal and the market preference for the GenY demographic.

#### Adaptation and Sustainability

- Downtown Urban Plaza Site Plan, Pompano Beach, Florida
- Urban Farm Illustrative Site Plan and Project Budget, Pompano Beach, FL
- Discovery Farm Illustrative Site Plan, Oakland Park, FL
- The Garden @Pompano Beach, Pompano Beach, FL
- Edible SchoolYard Garden, Orlando, FL
- Rollins College at Lake Nona, Orlando, FL
- Disney's Wilderness Preserve, The Nature Conservancy, Kissimmee, FL

#### Complete Streets

- Brookshire Elementary Bike Lane Perspectives
- Walkable Downtown Street Sections, Coral Springs, FL
- Greenway Street Sections, West Palm Beach, FL
- North Dixie Highway Streetscape Connections, Pompano Beach, FL
- South Dixie Highway Lane Elimination, Pompano Beach, FL
- Downtown Festival Street, Pompano Beach, FL

#### Marketing and Branding

- Disney Hong Kong Illustrative Site Plan
- Inspiration Theming Boards, Sandestin, FL
- Public Art Coordination, Pompano Beach FL
- Ivanhoe Village Gateway Signage, Orlando, FL
- Brandywine Homeowners Association Entryway, Orlando, FL

#### Zoning and Land Use Planning

- City of Pompano Beach Transit Oriented Code, Pompano Beach FL
- City of Daytona Beach Zoning Code, FL
- Horizon West Town Center Code, Orange County, FL
- Citizens for Sensitive Growth, Orange County, FL
- Spring Hill-Horizon West Land Use Plan, Orange County FL
- 600 Wilkinson Site Plan, Orlando, FL
- Talmadge Gardens Site Plan, Volusia County, FL
- Landmar Site Plan, Alachua County, FL
- Affordable Housing Research for Transit Oriented Zoning, Pompano Beach, FL
- Development Review Committee, Pompano Beach, FL
- Providence Photo Renderings, Indian River County, FL

#### Redevelopment Management and Planning

- Pompano Pier Fishing Village, Pompano Beach, FL
- Ali Cultural Center, Pompano Beach FL

#### Master Plans and Construction Documents

- Hyatt Hill County Construction Documents, Bexar County TX
- Concession Golf Community, Sarasota, FL
- Disney Saratoga Springs, Lake Buena Vista, FL
- Fellsmere392, Indian River County, FL

## Gustavo Sanchez Hugalde

Urban Planner Specialist

### Education:

Master of Landscape Architecture, Specialized Studies in "Public Space", Universidad Politécnica de Catalunya, Spain  
Bachelor in Architecture and Urbanism, Universidad de Mendoza, Argentina

### Academic

University of Miami, USA, School of Architecture - Upper Level Design Studio, Adjunct Professor  
University of Miami, USA, Center for Urban and Community Design (CUCD), Research Affiliate  
Universidad Tecnológica de Monterrey, Mexico, Master of New Urbanism, Invited Professor  
Alta Dirección Business School (ADEN), Rep. of Panama, Master of Real Estate, Invited Professor  
Alta Dirección Business School (ADEN), Rep. of Guatemala, Master of Real Estate, Invited Professor  
Universidad de Mendoza, Argentina, School of Architecture - Upper Level Design Studio, Adjunct Professor

### Areas of Expertise

Gustavo Sánchez Hugalde is an architect, landscape and urban designer, focusing on the design of sustainable cities, towns, neighborhoods and buildings integrated to the natural environment that will withstand the test of time. Mr. Sánchez Hugalde has developed very high profile and large scale projects, in part due to his experience of more than 110 projects around the world including North and South America, Europe, Asia and the Middle East, research and development of Transect-related regulatory codes -including the SmartCode (versions 1.0 to 5.4), the Urban Code-, and publications such as the Lexicon of the New Urbanism. Mr. Sánchez Hugalde have received awards and published works in urban design, architecture and landscape architecture. As a frequent lecturer and invited Professor from several Universities, Mr. Sánchez Hugalde thrives from the synergy between academia and his professional work.

### Redevelopment Planning

- World Trade Center Port Miami, International Competition Finalist, Miami, USA
- Downtown San Antonio, Downtown Master Planned Redevelopment, Texas, USA

- Puerta Oeste Master Plan, Master Planned City Expansion, Hermosillo, México
- Kelloggs Haiti Initiative, Comprehensive Regional Plan, Archaie Region, Haiti
- Chengyang District, High Density Mixed Use Center, Qingdao, China
- Downtown Pass Christian, Urban Rehabilitation and Development Plan, Mississippi, USA
- Design District III, Urban Rehabilitation, Florida, USA
- Wuxi, Urban Rehabilitation, Jiangsu, China
- Gulfport, Multi Site City-wide Design, Gulfport, MS, USA
- Fayetteville, ARC Lifelong Communities, Infill - Urban Master Plan- Mixed Use, Atlanta, USA

### Urban Design Regulations

- Miami 21, Miami, FL, USA
- City South San Antonio, Regional Master Plan and Code, San Antonio, TX, USA
- Dammam Business District, Regional Master Plan and Code, Dammam, Saudi Arabia

### Visioning and Placemaking

- Pitic Industrial City, Mixed Use Social Housing Development, Hermosillo, México
- El Bonfil, Greenfield- Resort Town - Mixed Use, Mar de Cortez, México
- Schooner Bay, Greenfield - Resort Town - Mixed Use, Great Abaco, Bahamas
- Mineral de Pozos, Resort Town and Urban Rehabilitation, Guanajuato, México
- Santa Barbara, Mixed Use Social Housing Development, Quetzaltenango, Guatemala
- Vistas al Mar, Mixed Use Social Housing Development, Arraijan, Rep. of Panama
- Fontanella del Mar, Resort Town Center, San Carlos, Rep. of Panamá
- Ciudad Satélite Tepic, New City Master Plan, Tepic, Nayarit, México
- Panama City Airport, Airport Retrofit - Mixed Use Master Plan, Florida, USA
- West Dallas, Urban Retrofit, Dallas, TX, USA

### Research & Publications

- Smartcode - Co-author
- Lexicon of New Urbanism
- El Vedado, Malecon & Habana Vieja Urban Regulations, Seaside Institute - Havana Initiative

## Steven Fett

*Urban Design*

### Education:

B.S. Architecture University of Minnesota – Twin Cities, 1998  
 Master of Architecture University of Miami, 2000  
 Master of Urban Design, University of Miami, 2000

### Certifications

Licensed in the State of Florida since 2010.

### Awards

- Selected for exhibition and recognized as one of the best young architects under the age of 40 in the state of Florida. The exhibition was entitled, "13 Young Architects in Florida." Irving Korach Gallery, Miami, Florida, 2011.
- Stephens' Residence: Winner – Regional Level, National Association of the Remodeling Industry (NARI) award for "Best Whole Home Remodel \$250,000 - \$500,000," 2012.
- Selected for an exhibition entitled, "By Hand: Celebrating the Hand Sketches and Drawings of Architects in Florida." Center for Architecture and Design, Miami, Florida, 2013.

### Areas of Expertise

#### Architecture

- Waterfront Plaza, Lauderdale-by-the-Sea (in collaboration with Jaime Correa and Associates), 2013.
- Anglin Plaza, Lauderdale-by-the-Sea (in collaboration with Jaime Correa and Associates), 2013.
- Commercial Boulevard redesign (two blocks between A1A and Ocean) Lauderdale-by-the-Sea (in collaboration with Jaime Correa and Associates), 2013.
- Paul and Didi Farmer Residence, Miami, Florida, (currently under construction).
- School of Notre Dame of the Sacred Heart, Lacolline, Haiti, 2013.
- Canor and Carla Pato residential addition, Miami, Florida, 2013.
- Office of Dr. Nadja Horst, Miami, Florida (In collaboration with Florez Lopez Architects), 2013.
- Office of Dr. Orlando Arce, Miramar, Florida, 2011.
- Ana and Jason Stephens residential addition, Madison, Wisconsin, 2011.
- Chris and Jacque Ivory residential addition, Miami, Florida, 2010
- Cayala Spa, Guatemala City, Guatemala. (Masterplan by Leon Krier and Juan Pablo Rosales), 2008

- New town of El Naranjo, Mixco, Guatemala (in collaboration with Juan Pablo Rosales, Jaime Correa, and Seth Harry), 2006
- New town of El Carmen, Guatemala City, Guatemala (in collaboration with Juan Pablo Rosales), 2005
- LaColline de Notre Dame: Led a design and construction administration effort for a primary school in Haiti for Partners in Health, a Haitian NGO, and Carrollton, School of the Sacred Heart. Currently under Construction.
- Feed Madison: Provided design and rendering services for a community established teaching school and kitchen in Madison, Wisconsin.

### Zoning and Land Use Planning

- Analysis of Land Development Regulations, Lake Worth, Florida, 2013.
- Florida Transit Oriented Design Guidebook: Government Center Masterplan. Naples, Florida (for the Treasure Coast Regional Planning Council), 2012.
- Land Development Regulations (Code Testing and Graphics) Riviera Beach, Florida (for the Treasure Coast Regional Planning Council), 2010.
- Design Approach Manual, Lake Park, Florida, 2009.
- Toney Penna Station Area Masterplan, Jupiter, Florida (for the Treasure Coast Regional Planning Council), 2007-2009.
- Post-Katrina Masterplan, D'Iberville, Mississippi (with Jaime Correa and Associates), 2005.
- A Citizens' Masterplan for North St. Lucie County, Florida (for the Treasure Coast Regional Planning Council), 2004.
- Haiti: Developing Sustainable Traditions and Innovations in Architecture and Urbanism for the Region, Towns, and the Rural Villages of Arcahaie. (Kellogg and Barr Foundation, Sponsors) Part of team of five faculty members participating in research and design, 2013-2014.
- East Little Havana: Health and Social Deviance in the Built Environment. (Robert Wood Johnson Foundation, Sponsor) Coordinated on-site data recording, 2001.

## Rachel A. Bach, AICP

### Redevelopment Specialist

#### Education

MURP, Florida Atlantic University  
BGS, Urban Studies and Business Administration,  
Kent State University.

#### Areas of Expertise

Ms. Bach has served both the public and private sectors in multiple roles including CRA Director, Development Services Director and Economic Development Director. Over the past 17 years she has gained specific expertise in strategic planning, budget and finance, affordable housing, historic preservation, land use and zoning and capital project management.

#### Professional Affiliations

American Planning Association  
AICP, since 2000  
Broward Chapter, Past Treasurer  
Florida Redevelopment Association  
International Council of Shopping Centers

#### Zoning Districts, Master Plans and Studies

- Atlantic Boulevard Overlay District, Pompano Beach, FL
- Gateway Enhancement Ordinance, Plantation, FL
- Plantation Local Activity Center LU, Plantation, FL
- Plantation Midtown Design Guidelines, Plantation, FL
- Gateway Corridor Zoning Ordinance, Lake Worth, FL
- City of Hollywood Master Plan, Hollywood, FL
- North Andrews Gardens Annexation, Broward County, FL
- North Beach Annexation Study, Broward County, FL
- Affordable Housing Trust Fund Study, Miami, FL

#### Economic Development/Redevelopment Planning

- Broward Boulevard Finding of Necessity
- City of Plantation CRA Plan
- City of Plantation Marketing Plan
- Plantation Gateway Catalytic Investment Strategy
- Plantation Midtown Master Plan
- Plantation Technology Park Implementation Plan
- Lake Worth CRA Strategic Action Plan
- Naranja Lakes CRA Action Plan
- West Palm Beach Broadway Business Analysis

#### Project Implementation

- City of Lake Worth, Rental Certificate of Use Program
- City of Lake Worth, Downtown Parking Lot Development
- Plantation Gateway Voluntary Code Compliance Program
- Lake Worth CRA Commercial Rehabilitation Grant
- Naranja Lakes Commercial Rehabilitation Grant, Miami-Dade County, FL
- Local Developer Incentives, Grove East Apartments and Plantation General Hospital, Plantation, FL
- State of Florida QTI Incentives, DHL Worldwide
- Workforce Alliance Job Training Grants, Precision Response, Plantation, FL

#### Design and Construction Management

- SR 7/US 441 Landscape Enhancements, Plantation, FL
- SR 7/US 441 Bus Shelters and Monument Signs
- Plantation Gateway Frontage Road Improvements
- Plantation Gateway Parking Enhancements
- Plantation Midtown Roadway and Multi-modal Improvements
- Plantation Midtown Wayfinding
- 6th Avenue Roadway Enhancements, Lake Worth, FL
- L & M Street Parking Lots, Lake Worth, FL
- Dixie Highway Park and Parking, Lake Worth, FL
- Lake Worth Beach Redevelopment, Lake Worth, FL
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#### Grants and Interlocal Agreements

- FDOT Transportation Enhancement Grant, Plantation, FL
- Broward County MPO Bicycle Mobility, Plantation, FL
- Broward County Transit Multi-Modal Grant, Plantation, FL
- FDOT Enhancement Grant, Plantation, FL
- US FHWA Transportation Grant, Plantation, FL
- US EPA Brownfield Assessments, Lake Worth, FL
- US EDA Infrastructure Assessments, Lake Worth, FL
- State of Florida Historic Preservation, Lake Worth, FL
- Lake Worth Beach Casino Development Agreement, Greater Bay Development Co. and City of Lake Worth, FL
- Lake Worth Beach Improvements, Palm Beach County funded Interlocal Agreement negotiations

**Melissa Hege, AICP, LEED® AP***CRA Planning and Community Outreach***Education:**

Master of City Planning, University of Pennsylvania  
 Bachelor of Arts, European Cultural Studies, Brandeis University  
 Syracuse University, Pre-architecture program, Florence, Italy

**Certifications**

LEED Accredited Professional  
 American Institute of Certified Planners

**Professional Affiliations**

American Planning Association  
 Florida Chapter of the American Planning Association Editorial  
 Committee  
 Gold Coast SECTION of the Florida Chapter of the American Planning  
 Association, Co-Chair: 2008 State Conference, Chair: 2007-2009

**Awards**

2008 Florida APA, Award of Excellence - Downtown West Palm  
 Beach, Zoning and Design Guidelines

**Areas of Expertise**

Ms. Melissa Hege, AICP, LEED AP joined the firm as Planning Director for RMA and currently oversees the firm's planning work as well as business development. Educated at the University of Pennsylvania and Brandeis University, she has extensive expertise in generating master plans and redevelopment plans for local and national cities, which applies design based concepts into real estate driven solutions which are conscientious of financing needs and land value. She has shared her knowledge and expertise in various speaking engagements, professional articles, and as adjunct faculty at Florida Atlantic University. She recently completed a vision and master plan for downtown Coral Springs which created a strategy for a series of public private partnerships and land acquisition to accelerate and finance redevelopment efforts in conjunction with a new municipal complex and art museum. She is providing similar services for Dania Beach and North Miami Beach. Prior to RMA, Ms. Hege authored a master plan for Downtown West Palm Beach and subsequent urban regulations. The project received the Florida Chapter of the American Planning Associations' highest honor in 2008. Additional work includes master planning for Midtown Miami, FL; downtown Hollywood, FL; downtown Fort Lauderdale, FL; downtown Cocoa Beach, FL; downtown Lafayette, LA, northeast Tampa, FL and Jacksonville, FL. She created the first Municipal Mobility Study for Miami Beach and managed several neighborhood improvement projects over a decade ago.

**Redevelopment Planning and Management**

- Downtown Coral Springs CRA Plan Modification
- Dania Beach CRA Plan Modification
- Downtown Lafayette, Louisiana Master Plan
- Miami Omni CRA Master Plan Update and Implementation
- Downtown Cocoa Beach CRA Vision

**Zoning and Land Use Planning**

- Lafayette Parish, Louisiana Comprehensive Plan
- Downtown Cocoa Beach Design Based Code
- Downtown West Palm Beach Urban Regulation
- Midtown Miami Special District Zoning and Design Standards
- City of Jacksonville Future Land Use Plan
- Miami Beach Municipal Mobility Study
- North Miami Beach Downtown Zoning

**Visioning and Placemaking**

- Atlantic Beach, South Carolina Vision and Master Plan
- Broward County Downtown Campus Master Plan
- Coconut Creek Main Street Master Plan and Implementation
- Downtown Hollywood Young Circle Vision and Master Plan
- Downtown West Palm Beach Master Plan Update
- Hollywood Commercial Corridors Master Plan and Vision
- Jacksonville Strategic Vision Plans
- Plantation SR7/US441 Vision and Master Plan
- Tampa Innovation Alliance Vision Plan: USF, Busch Gardens, Moffitt Cancer Center and Florida Hospital
- Village of Pinecrest Strategic Plan

**Historic Preservation and Environmental Resource Planning**

- Blackstone River Valley Cultural and Environmental Resource Plan, Massachusetts
- Boston Freedom Trail Vision and Master Plan

**Financing Plans**

- Coral Springs CRA Finance Plan

## Nguyen P. Tran

### *Affordable Housing Specialist*

#### **Education and Certification:**

Bachelors of Science Mechanical Engineering;  
Old Dominion University, Norfolk, VA  
Microsoft Certified Systems Engineer (MCSE)  
LEED® Accredited Professional,  
US Green Building Council  
10-Hour Occupational Safety and Health Training, OSHA

#### **Affiliations**

US Green Building Council  
Florida Association of Housing and Redevelopment  
Officials (FAHRO)  
DB Community Land Trust

#### **Areas of Expertise**

Mr. Tran has over 20 years of both Public Sector and Private Sector experience. He served as a Senior Planner for the City of Delray Beach, Florida, working in Long Range Planning for over 10 years. While at Lennar Homes, Mr. Tran ensured successful project evolution from acquisition, through land entitlement, on-site construction to final acceptance and issuance of a certificate of occupancy. As a Senior Consultant at HDR Architecture, Inc. he was tasked with planning, managing all aspects of multi-disciplinary projects. He served as Development Officer for the Delray Beach Housing Authority as well as Vice-President of Operations for its non-profit subsidiary where Mr. Tran was successful in acquiring, managing and rehabilitating approximately 41 units for affordable housing. He also managed all aspects of construction and development.

#### **Recent Projects Include:**

- Affordable Housing Development
- Village Square Delray Beach, Co-Developer of 253 unit Residential Mixed Income Development

#### **Acquisition/Housing Rehabilitation**

- Single Family Housing Rehabilitation utilizing Replacement Housing Factor (RHF) from the Department of HUD
- Management and Administration of affordable rental developments rehabilitated with CBDG & SHIP funding.

#### **Project Management/Market-Rate Housing**

- Links at Emerald Dunes, West Palm Beach
- Bayhill Estates, West Palm Beach
- Pine Key Estates, Lake Worth

## Horacio Danovich

### *Civil Engineering, Capital Projects*

#### **Education:**

M.S., Pollution Studies, Fairleigh Dickinson University,  
B.S., Civil Engineering Technology, Fairleigh Dickinson University,

#### **Certifications**

Engineer in Training (EIT), Certified Engineering Technologist, (NICET),  
Certified Traffic Control Supervisor, Certified Erosion and Sedimentation  
Control Inspector, FDOT

#### **Professional Affiliations**

Associate, Florida Engineering Society (FES).  
APWA, AWWA, FSA

#### **Areas of Expertise**

Mr. Horacio Danovich has over 20 years experience working for the public and private sector specializing in retrofitting older urban areas with new utilities and infrastructure, as well as large scale construction projects. He is presently handling the \$15 million downtown Pompano streetscape improvements project including sidewalks, landscape, lighting, utilities, and resurfacing roadways; undergrounding utilities in Old Pompano, a \$1.25 million task; improvements on the Atlantic Boulevard Bridge (\$3.8 million); construction of Pier Street which is part of the \$18 million Pier garage project; design and reconstruction of MLK Boulevard (\$3.7 million) and implementing the Downtown Pompano Stormwater Master Plan's master drainage system and land acquisition.

#### **Capital Projects:**

##### **Streetscape/Landscape and Roadway Projects**

- Atlantic Boulevard Streetscape Improvements, Pompano Beach, FL
- Pompano Beachfront Streetscape and Public Improvements
- Southgate Boulevard Linear Park, Tamarac, FL
- Pine Trails Park, Parkland, FL
- Holmberg Road Widening Project, Parkland, FL

##### **Construction Management**

- Harbor Village Shopping Center Rehabilitation, Pompano Beach, FL
- Citywide Bus Shelter and Monument Sign Program, Tamarac, FL
- Western Fire Station #109, Parkland, FL
- City of Aventura Government Center, Aventura, FL

##### **Infrastructure and Utilities**

- Citywide Irrigation/Water Use Study & Implementation, Tamarac, FL
- Canal Bank Collapse Restoration, Tamarac, FL
- Water Tank Facility, Coconut Creek, FL

**Kevin S. Crowder, CEcD***Project Director, Economic Development***Education:**

BGS, Spanish, West Texas A&M University, Canyon, Texas  
 Primary Leadership Development Course, Fort Sherman, Panama  
 U.S. Army Intelligence School, Goodfellow Air Force Base, Texas

**Certifications**

Certified Economic Developer (CEcD), Int'l Economic Development Council, January 2009

**Personal and Professional Affiliations**

Florida Redevelopment Association, Board Member  
 Int'l Economic Development Council  
 Int'l Council of Shopping Centers  
 Council for Community & Economic Research  
 S. Florida Community Development Coalition  
 Urban Land Institute  
 Florida Economic Development Council  
 National Trust for Historic Preservation  
 Miami Design Preservation League  
 American Legion  
 Key West Arts & Historical Society  
 Panhandle-Plains Historical Society

**Areas of Expertise**

Mr. Crowder's Experience includes 15 years with the City of Miami Beach and the Miami Beach Redevelopment Agency as the Director of Economic Development and Government Affairs, leading the City's economic development program and multi-jurisdictional lobbying efforts. Mr. Crowder is an IEDC Certified Economic Developer (CEcD), whose primary areas of expertise are business and entrepreneurial assistance, private capital investment, market research, joint ventures, redevelopment agency programs and government affairs. He has conducted detailed economic, fiscal, and market analysis for business development, investment, and policy issues and created a broad municipal market research and business assistance program. Mr. Crowder currently serves on the board of the Florida Redevelopment Association.

**Zoning and Land Use Planning**

- Cultural Arts Neighborhood District Overlay and Land Use Incentives
- 5th Street Corridor Urban Infill Plan

**Redevelopment Management and Planning**

- Miami Beach South Pointe Post-CRA TIF Extension
- Miami Beach CRA City Center Plan Update
- Supply and Demand Market Capacity Analysis

**Visioning and Placemaking**

- Washington Avenue Master Plan
- North Beach Master Plan
- Mayor's Economic Council
- Lincoln Road Visioning Sessions
- Post 9-11 Mayor's Blue Ribbon Tourism Task Force
- South Beach Master Plan
- Business Improvement District Approval Plan

**Financing Plans**

- Section 108 Loan Extension
- Annual Bond Rating Agency Presentations
- New Development Property Tax Projections
- TIF Analysis in the Overtown CRA for Residential & Retail Project
- Annual TIF Projections
- Fiscal Impact of Property Tax Reform

**Economic Development and Research**

- Economic Development Director
- Economic Development Strategic Plan
- Economic Development Assessment
- Economic Development Implementation Plan
- Custom Business Incentive Catalog
- Miami Beach Market Study
- Economic and Fiscal Impact of Historic Renovation
- Custom Grant Catalog
- Miami Beach C.A.R.E.S. Economic Recovery Program
- Business Resolution Task Force (Streamlining)
- Occupational Licensing Streamlining Process
- Bal Harbour Hotel Industry Trends
- Statistical Abstract
- Current Economic Conditions
- Miami Beach Entertainment Industry Analysis
- Economic Impact Analysis of Multifamily Apartment Project in Boynton Beach
- Economic Impact Analysis of a new Micro Brewery Project in Pompano Beach
- Economic Impact of the Central Market
- Commercial Development Economic Impact Analysis
- Economic Impact of Beach Renourishment
- Economic Development Public Records Exemption Legislation
- Economic Impact of Public Funding of Professional Sports Stadiums

### **Affordable Housing**

- City Center Housing Federal Funding Award
- City Center Housing Project
- Neighborhood Stabilization Program State Funding Earmarks
- Affordable Housing Project Pro Formas

### **Historic Preservation**

- Colony Theater Save America's Treasures Funding and Projects
- Economic and Fiscal Impact of Historic Renovation
- Constitutional Amendment for Alternative Method of Assessment
- Ocean Beach Historic District National Register Designation

### **Public Private Partnerships**

- Testified on behalf of the Florida League of Cities to Florida P3 Task Force
- Fifth and Alton Retail and Parking
- Sunset Harbor Retail and Parking
- Cirque Du Soleil/Live Nation/The Fillmore

### **Real Estate & Development**

- Collins Park Garage Land Acquisition
- West Avenue Bridge Right of Way Acquisition
- 1701 Meridian Avenue Purchase
- 17th Street and 72nd Street Site RFPs
- LNR Property Corporation Headquarters/Lincoln Place

### **Safety and Security**

- Federal Funding for MB After School Program
- Crime Trend Maps
- Collins Avenue Hotels SCAN Program
- Liaison to Miami-Dade County EOC

### **Marketing and Branding**

- Lincoln Road Marketing Program
- Miami Beach Wayfinding Program
- A Week in South Beach New York Times Insert
- South Beach Prefers Visa
- Shop Miami Beach
- Miami Beach Business Academy
- Super Bowl Host Committee Stadium Renovation Subcommittee
- Collins Avenue Shopping District Advertising Program
- Florida Lottery Live Lincoln Road Drawings
- Art Deco Weekend Food and Beverage
- HBO South Beach Weekend

### **Capital Projects**

- Preparation of Annual Legislative Agenda Project Priorities
- Federal and State Stormwater Project Funding
- Federal Intermodal and Transportation Funding
- Walker Parking Study
- Federal and State Beach Renourishment Funding

### **Adaptability and Sustainability**

- Designation as Pilot Program for the Florida Energy Economic Zone Program
- Energy Economic Zone Workplan
- Miami Beach Sustainability Plan

### **Military Base Relations**

- Director of Government Affairs (Included the MB Coast Guard Base)

## Jennifer Hofmeister Morris, AICP, LCAM

### *Neighborhood and Comprehensive Planner*

#### Education

Master of Urban and Regional Planning  
Florida Atlantic University  
Bachelor of Science, Sociology  
Florida State University

#### Certifications

Certificate in Planning Studies, Florida State University  
American Institute of Certified Planners  
Licensed Community Association Manager

#### Affiliations

American Planning Association  
Florida Chapter of the American Planning Association  
Community Association Institute

#### Areas of Expertise

Ms. Jennifer H. Morris, AICP, LCAM recently joined the RMA team as Project Manager. She comes from a multi-disciplined background in both public and private sector planning as well as property management. With over 17 years of local government planning experience in the South Florida Tri-County area, she has a thorough understanding of the varying land use issues of the region. Jennifer has extensive expertise in comprehensive planning, including authoring the City of Boca Raton's Evaluation and Appraisal Report (EAR) and being the lead Planner on the Boca Raton EAR-Based Comprehensive Plan Amendments. In addition, Jennifer has broad range of experience in site planning, drafting of land development regulations and other legal documents, in addition to public presentations. As a Sociology major, she has a respect and understanding of the people within each community. While working as a neighborhood planner for the City of Delray Beach, she also served as the City's ombudsman. Jennifer offers an insightful understanding of planning, project management and community association management.

#### Comprehensive and Current Planning

- Assisting in the preparation of the comprehensive plan amendments and land development regulations for the West Palm Beach Northwood/Pleasant City CRA
- Identified the major issue for the City of Boca Raton and recommended to the City Council the establishment of a citywide Multi-Model Transportation District
- Ensured consistency of 30 individual municipal land use plans and the Broward County Land Use Plan
- Developed countywide land use policies for Broward County
- Planner and project manager for large scale commercial and multi-

- family redevelopment plans in downtown and suburban Boca Raton
- Prepared various reports for private planning development activities, including marketing analysis, cost analysis, and interpreting local zoning regulations.
- Assisted with locating and brokering single family and multi-family real estate for purchase in South and Central Florida

#### Neighborhood Planning

- Project Manager for the Northwood Village cultural arts district and the surrounding neighborhoods within the West Palm Beach Northwood/Pleasant City CRA
- Managed the City of Delray Beach's Neighborhood Improvement Program
- Worked with the Delray Beach's Community Police Officers to assist neighborhood associations in resolving neighborhood issues and concerns; serving as ombudsman for the City and 100+ neighborhood associations
- Created Delray Beach's neighborhood plans
- Created and implemented Delray Beach's urban neighborhood tree program, neighborhood community garden project, and neighborhood grant program
- Served as neighborhood planner for central Broward County unincorporated neighborhoods
- Prepared neighborhood plans for central Broward County neighborhoods

#### Community Participation in Creative Arts Projects and Programs

- Created the award winning Neighborhood Ambassador volunteer participation program

## Jean E. Dolan, AICP

*Administrative Planner, Subconsultant to RMA*

### Education

MS, Urban Planning, Eastern Michigan University, 1987  
BBA, Real Estate/Economics, Eastern Michigan University,  
1984 (Magna Cum Laude)

### Certifications:

American Institute of Certified Planners (No. 8136)  
American Planning Association

### Areas of Expertise

Ms. Dolan has 29 years professional planning experience in South Florida with specific planning and zoning experience in subject areas of Comprehensive Planning, site plan approval, special exception, variance, temporary permit, abandonments, rezoning, etc. Ms. Dolan has extensive experience working with large teams doing impact analyses related to utilities, concurrency, affordable housing, and adaptive problem solving to address each unique issue related to specific large scale new development and redevelopment projects. Ms. Dolan's mix of private and public sector experience results in an understanding of the needs of both the public and private sectors that improve the quality of products produced for either side of the development review and approval process equation.

### Zoning and Land Use Planning

- City of Pompano CRA Downtown Transit Oriented Corridor Comprehensive Plan Map and Text Amendment
- City of Pompano Beach CRA Pier Redevelopment Land Use Plan Amendment, Rezoning, Site Plan review and Dune Vegetation Line Setback Variance
- City of North Miami Beach CRA Mixed Use Land Use Districts, Comprehensive Plan Map and Text Amendments
- Prepared and processed the Comprehensive Plan map amendment for the Pompano Beach Pier Redevelopment Project in Pompano.
- Town Planner and DRC coordinator for the City of West Park
- Building permit review for City of Hollywood
- Site Plan and Comprehensive Plan amendment review for City of Miramar
- Long Term Water Supply Plan Update Comprehensive Plan amendments for Cooper City and prepared scope for Town of Davie
- Private development comprehensive plan amendment, site plan and rezoning applications for projects in Hollywood and Hallandale Beach
- Principal Planner for City of Pompano Beach
- Administrative Planner for Williams, Hatfield and Stoner, Inc. specializing in DRI applications and related Comprehensive Plan amendments
- Prepared the original Long Term Water Supply Comprehensive Plan Amendments for North Lauderdale

### Public Outreach

- FPL Seminole Indian Reservation Transmission Line Relocation Outreach Program
- FPL Corbett-Germantown-Yamato Transmission Line Siting Outreach Program
- FPL Conservation-Oakland Park Transmission Line Siting Outreach Program
- North Lauderdale Charter School Public Involvement Program
- Community Compatibility, Environmental Assessment and Master Plan Study and Outreach Program, Sebastian Municipal Airport
- Stormwater Management Alternatives Analysis Outreach Program, Town of Golden Beach
- Water and Sewer Expansion Project Outreach Program, City of Port St. Lucie

### Economic Development and Research

- Stormwater Management Utility Related Economic and Fiscal Impact Studies for City of Boca Raton, City of North Lauderdale, City of Fort Pierce and City of Pompano Beach
- Abacoa DRI Fiscal Impact Analysis, Town of Jupiter
- Annexation Fiscal Impact Analysis, City of North Lauderdale
- North Lauderdale Academy Charter School Fiscal Impact Analysis

### Capital Projects and Complete Streets

- Broward County Trafficways Amendment for Dr. Martin Luther King Boulevard in Downtown Pompano Beach
- Pompano Beach Complete Streets Manual review and reconciliation with Broward MPO Long Range Transportation Plan and 2040 Plan
- Atlantic Boulevard Complete Street section from US 1 to A1A – impact on Comprehensive Plan amendment for the Pier Redevelopment LUPA

### Housing Affordability

- Broward County affordable housing policy implementation for The Jefferson project (Plat related), The Koi project (Comprehensive Plan Amendment) and the St. Joseph Catholic Haitian Mission project (Comprehensive Plan amendment) in Pompano Beach.
- Prepared Housing Elements for City of Miramar, Village of Sea Ranch Lakes, City of North Lauderdale
- Prepared affordable housing analysis for Town of Wellington, Abacoa, Wellington Green, Gardens Science and Technology Park DRI Applications for Development Approval (ADA)
- Reviewed and analyzed DRI ADA housing responses for the SFRPC

### Visioning and Placemaking

- Administering and preparing work program to implement the City of Pompano Beach Corridor Study Transformation Plan prepared for City of Pompano Beach by the Renaissance Planning Group

## Ephrat Yovel, AICP, LEED AP, MBA

*Senior Principal*

### Education

MBA, 2003, Henley Management College, Reading University, UK  
 Master of Design Studies (MDeS), Landscape, Planning & Ecology, 1996, Harvard University, MA, USA  
 Bachelor of Landscape Architecture, 1994, Michigan State University, MI, USA

### Certifications

Certified Planner, American Institute of Certified Planners (AICP)  
 Accredited Professional, Leadership in Energy and Environment Design (LEED AP)

### Professional Affiliations

Co-leader and Member, Technical Working Group on Urban Planning, UNISDRs Making Cities Resilient Campaign  
 Expert group member, Climate Resilience Integration to Low Emission Development Strategies (LEDS) working group, LEDS Global Partnership  
 Member, Shoreline Resilience Working Group, Southeast Florida Regional Climate Change Compact  
 Member, American Planning Association  
 Member, American Society of Adaptation Professionals

### Areas of Expertise

Ephrat Yovel has over 17 years of land use planning and project management experience. She brings a systems approach to integrating ecological, economic, organizational, and social considerations to a wide spectrum of assignments. Her work focus is on integrating the needs and economic implications of developing long-term climate resilience and disaster risk reduction into current governance and planning modalities.

### Post disaster recovery

- Identification and prioritization of a national climate resilient infrastructure investment plan (Belize). Project manager and technical coordinator for development of climate resilience measures and financial priorities for the infrastructure investment plan. Responsibilities included stakeholder consultations and consensus building, multi-criteria evaluation, disaster vulnerability assessment, climate and disaster risk resilience assessment and mapping.

- Development of conceptual framework for Integration of disaster risk reduction into land use planning and practices for post-2015 furtherance of the international Hyogo Framework for Action (United Nations Office Disaster Risk Reduction)
- Crisis management and post-disaster continuity and recovery plans (Dominica, Grenada, St. Lucia and St. Vincent). Project manager for the development of policies and plans for post-disaster recovery and reconstruction plans with a focus of long-term disaster risk reduction and economic recovery.

### Zoning and Land Use Planning

- Comprehensive watershed conservation and land use plan (Grenada). Project manager for development of low impact watershed conservation and land use plan to accommodate additional residential growth in sustainable and environmentally sensitive manner.
- Future land use scenarios for development of Southern California region surrounding Marine Corps Base Camp Pendleton (DoD, TNC and Southern California Association of Governments). Team member for analysis of the impacts of future urban growth scenarios and evaluation of mitigation options on biodiversity and other environmental aspects in the Southern California region surrounding Marine Corps Base Camp Pendleton (6 watersheds encompassing 9,000 sq. km) to support increased land use planning and regulatory harmonization.

### Housing Affordability

Development of affordable, mixed-use residential communities (Morocco, Dominica, Grenada, St. Lucia and St. Vincent). Coordinated and managed planning and project teams to ensure development of low-impact sustainable land use plans that incorporate affordable housing, conservation areas, sustainable infrastructure and green building (LEED compliant) housing, commercial and neighbourhood facilities.

### Adaptation and Sustainability

- National Adaptation Plan for Turkmenistan. Project manager and coordinator for development of the National Adaptation Plan in Turkmenistan. Including development of a flexible process to help conduct comprehensive medium- and long-term climate adaptation planning and helps integrate climate change into national decision-making.
- National Adaptation Plan for Moldova. Project manager and coordinator for conducting an institutional capacity assessment and development of 7 sector specific adaptation action plans (for water, agriculture, health, energy, transport, forestry and regional development sectors) that will ensure that climate change is

- integrated into planning and decision-making processes
- Southeast Florida Regional Climate Change Compact. Responsible for the design, development and implementation of key components of the Southeast Florida Regional Climate Change Compact, including but not limited to solutions to fostering community sustainability; developing low-carbon solutions; resilience to climate impacts; economic valuation of resilience; enhanced environmental quality and regional economic development. Worked collaboratively with local governments and partners in partnership building and the development and delivery of the Compact's Regional Climate Action Plan and associated implementation strategy
- Low-carbon and low-emission mitigation and adaptation for small businesses. Project manager and coordinator for providing support services to small businesses for development of climate adaptation, energy- and resource-efficiency programs, environmental and social risk management strategies, sustainable business process re-engineering and sustainable supply chain practices. Cluster development analysis and strategies for SMEs, local and regional economic development based on market and sector analysis and continuous dialogue with policy makers and stakeholders

**Susannah C. Drake, AIA, FSLA***Principal***Education**

Master in Architecture & Landscape Architecture, Harvard Graduate School of Design  
Bachelor of Arts, Dartmouth College

**Professional Qualifications**

Registered Architect, NCARB, New York  
Registered Landscape Architect, CLARB, New York, New Jersey, Missouri, Pennsylvania  
Registered Women's Business Enterprise and Disadvantaged Business Enterprise, New York

**Areas of Expertise**

Susannah C. Drake, AIA, FASLA is the principal of dlandstudio architecture + landscape architecture pllc, an award winning multi-disciplinary design firm. dlandstudio is the recipient of National and International urban design awards from the AIA, ASLA and Chicago Athenaeum among others. As one of very few designers of her generation with professional design qualifications in Architecture and Landscape Architecture, Susannah paved the way for more synthetic thinking about urban ecological infrastructure.

She is the recipient of grants from the Graham Foundation, the New England Interstate Water Pollution Control Commission, the James Marston Fitch Foundation, the New York State Council on the Arts, and the Center for Architecture for research on campus landscapes and large scale urban infrastructure projects. Susannah is the former President and Trustee of the New York ASLA, Trustee of the Van Alen Institute and visiting studio professor at the Cooper Union and Harvard University. She is the author of Elastic Landscape: Seeding Ecology in Public Space & Urban Infrastructure which was recently published in the collection of essays entitled Infrastruktururbanismus.

Susannah received a Bachelor of Arts Degree from Dartmouth College in 1987 and Master in Architecture and Master in Landscape Architecture degrees from the Harvard University Graduate School of Design in 1995.

## Sandra Chuck, RLA, LEED® AP

Senior Landscape Architect

### Education:

Bachelor of Arts, Landscape Architecture, University of California, Berkeley, College of Environmental Design,  
Graphic Design Study Abroad, Academy of Applied Arts, Prague, Czech Republic

### Professional Qualifications

Registered Landscape Architect, New York  
LEED Accredited Professional

### Areas of Expertise

Sandra Chuck is a senior landscape architect at dlandstudio where she is the project manager for two DEP Green Infrastructure projects in Manhattan, Prospect Cemetery in Jamaica, Queens and the Gowanus Canal Pilot Sponge Park in Brooklyn. Prior to joining dland she was an associate at Quennell Rothschild & Partners.

Sandra holds a Bachelor of Arts degree in Landscape Architecture from the University of California, Berkeley. She received the Geraldine Knight Scott Traveling Scholarship to conduct research on the cultural aspects of water in design in Italy.

### Landscape Architecture and Landscape Standards

- The Sutton Residential Tower, New York, NY
- BRT Powerhouse, Brooklyn, NY
- Bartow-Pell Mansion Museum & Gardens, Bronx, NY, Quennell Rothschild & Partners
- New Canaan Residence, New Canaan, CT, Quennell Rothschild & Partners
- Central Park Zoo Snow Leopard and Queens Zoo Jaguar Exhibits, Quennell Rothschild & Partners
- Chappaqua Residence, Chappaqua, NY, Quennell Rothschild & Partners
- Fort Tryon Park Grotto and Alpine Garden, New York, NY, Quennell Rothschild & Partners
- IAC/InterActiveCorp Headquarters Courtyard and Terrace, Quennell Rothschild & Partners
- Syracuse University: SI Newhouse School Addition, Syracuse, NY, Quennell Rothschild & Partners
- Mill Pond Park Master Plan, Bronx, NY, Quennell Rothschild & Partners

### Complete Streets and Streetscape

- Gowanus Canal Pilot Street-End Sponge Park™, Brooklyn, NY
- 1221 Avenue of the Americas, New York, NY
- General Theological Seminary 10th Avenue Entrance and Garden, Quennell Rothschild & Partners
- New York Stock Exchange Streetscape and Security, New York, NY, Quennell Rothschild & Partners

### Adaptation, Climate Change, and Sustainability

- Prospect Cemetery Revitalization Project, Queens, NY
- NY Rising Community Reconstruction Program, Nassau County and Staten Island, NY
- Two Bridges Tower Green Infrastructure Improvements, New York, NY
- JASA Green Infrastructure Garden and Roof Terrace, New York, NY
- Princeton University: Lewis Library Landscape; Scudder Plaza; Marquand Library of Art and Archaeology Plaza and Greenroof; McCarter Theatre/University Place Improvements,
- Princeton, NJ, Quennell Rothschild & Partners

## Halina Steiner

*Landscape Designer*

### Education:

Master of Landscape Architecture, City College of New York  
Bachelor of Science in Visual Communication, Arizona State University

### Awards

Raumlabor's Spacebuster & ECOGRAM Iron Designer Competition,  
First place, 2009

### Areas of Expertise

Halina Steiner has been at dlandstudio since 2008. She has been project manager for QueensWay, Alley Pond Environmental Center in Queens, HOLD SYSTEM: Flushing Creek, and Portal to the Point exhibition in Pittsburgh, PA. Halina has presented work on flooding mitigation strategies along the Adyar River in India to government officials and at Anna University in Chennai. Halina also presented on the use of information graphics in landscape architecture at the AIGA Phoenix Design Week and on Integrating Theory and Practice at Warsaw University of Life Science. Halina also contributed to the German publications Topos and Garten+Landschaft about the development of Brooklyn waterfront parks.

Halina's design experience includes work for the Cooper-Hewitt National Design Museum, Flight 93 Memorial Competition for the University of Texas Austin, NYASLA, and the Planning Accreditation Board. Halina holds a BSD in Visual Communication from Arizona State University and a MLA from The City College of New York.

### Landscape Architecture and Landscape Standards

- QueensWay, Queens, NY
- Paths to Pier 42, New York, NY
- Public Media Commons, St. Louis, MO
- Ver Nautica, New York, NY
- The Campus Landscapes of Beatrix Farrand
- Hicks Street Townhouse, Brooklyn, NY
- Metropolitan Homes Showtime House, Tribeca Summit, New York, NY
- Liberty Island Museum, Liberty Island, NY

### Complete Streets and Streetscape

- Sheldon Art Walk, St. Louis, MO
- Gowanus Canal Pilot Street-End Sponge Park™, Brooklyn, NY
- Emerson Place Residences, Brooklyn, NY
- Gowanus Canal Sponge Park™, Brooklyn, NY

### Adaptation, Climate Change, and Sustainability

- Alley Pond Environmental Education Center, Queens, NY
- The Pocantico Center, Tarrytown, NY
- HOLD System: Flushing Bay, Queens, NY
- AIA Glimpses of New York/Amsterdam 2040 Exhibition, New York City, Amsterdam
- Portal to the Point, Pittsburgh, PA
- Abuja Central Park, Abuja, Nigeria
- DEP Stormwater Management Street Swale Renderings, New York, NY
- New York Chapter of the American Society of Landscape Architects, New York, NY, freelance
- Cooper-Hewitt National Design Museum, New York, NY, freelance
- University of Texas Austin, Flight 93 Memorial Competition, freelance

## Brett Seamans

### *Landscape Project Manager*

#### **Education:**

Master of Landscape Architecture, The City College of New York,  
City University of New York

Bachelor of Arts in Journalism and Graphic Design, Indiana University

Associate of Science in Historic Building Preservation/Restoration,  
Belmont College

#### **Awards**

American Society of Landscape Architects Honor Award, 2010

The City College of New York Best Thesis Award, 2010

#### **Areas of Expertise**

Brett is a designer at dlandstudio. He is currently working as a designer on the QueensWay and a project manager for Ethical Culture Fieldston School master plan. Prior to joining dland he was a designer at Mathews Nielsen Landscape Architects and worked on numerous urban design and master planning projects as well as the design and implementation of greenroof and courtyard projects.

He received a Bachelor of Arts degree from Indiana University in Journalism and Graphic Design and a Master in Landscape Architecture from The City College of New York of the City University of New York.

#### **Landscape Architecture and Landscape Standards**

- QueensWay, Queens, NY
- Ethical Culture Fieldston School, Bronx, NY
- Toy Building Courtyard New York, NY, Mathews Nielsen Landscape Architects
- New City X: Syracuse Design Projects Syracuse, NY,
- Syracuse University UPSTATE
- Liberty Island Museum, Liberty Island, NY

#### **Complete Streets and Streetscape**

- 1221 Avenue of the Americas, New York, NY
- Hudson Square Streetscape Masterplan, New York, NY, Mathews Nielsen Landscape Architects
- Greenwich Street South Streetscape Study, New York, NY, Mathews Nielsen Landscape Architects
- Belmont Streetscape Improvement Plan Bronx, NY, Mathews Nielsen Landscape Architects
- Near West Side Neighborhood Plan Syracuse, NY, Syracuse University UPSTATE
- Otisco Houses Land Design Syracuse, NY, Syracuse University UPSTATE

#### **Adaptation, Climate Change, and Sustainability**

- Idlewild Nature Center Queens, NY, Mathews Nielsen Landscape Architects
- Riverside Boulevard Green Roof & Courtyard New York, NY, Mathews Nielsen Landscape Architects
- East 14th Street Green Roof & Courtyards New York, NY, Mathews Nielsen Landscape Architects

**Allan T. Shulman, FAIA, LEED® AP**  
*Design & Historic Preservation Principal*

**Education:**

Master of Architecture, University of Miami, Florida  
 Bachelor of Architecture, Cornell University, New York  
 Independent Studies, Waseda University, Tokyo, Japan

**Professional Qualifications**

Registered Architect, NCARB, Florida  
 LEED Accredited Professional

**Professional Affiliations**

American Institute of Architects, Miami Chapter,  
 Board Member  
 U.S. Green Building Council, Member  
 Congress for New Urbanism, Member  
 Society of Architectural Historians, Member

**Awards**

2011, AIA Miami Architect of the Year  
 2010, H. Samuel Kruse AIA Silver Medal for Design  
 2008, Fellow of the American Institute of Architects  
 2007, AIA Miami Firm of the Year

**Areas of Expertise**

Allan Shulman has 25 years of experience in architecture, interior design, urban design, and historic preservation. He founded Allan T. Shulman Architect, P.A. (now Shulman+ Associates) in 1995. As principal of the firm, he has focused primarily upon complex renovation and expansion projects, including hospitality planning and design, residential works, historic preservation and research consulting and urban design. Rooted in Miami Beach, Shulman has been at the forefront of redevelopment in that city.

Shulman creates site-specific designs based on multidisciplinary research and the exploration of ideas, synthesizing the distinct circumstances of each project into designs that are relevant and transformative. The city, landscape, culture, and building program are laboratories for his contemporary design practice. His work is widely published, and has been honored with over 65 design awards. Shulman is an associate professor at the University of Miami School of Architecture, and author of several books and essays focusing on the subjects of modernism, tropical architecture and urban design. He lectures internationally and has organized numerous conferences and exhibitions on regional design themes.

**Historic Preservation and Master Planning**

- 35 retail and commercial properties along Lincoln Road Mall, Miami Beach, FL
- Bochum / Ruhr Valley, Bochum, Germany, Green Corridor Charrette and Area Plan
- Town of Lake Park, Florida, Charrette and Master Plan
- Wildwood Preservation Plan, Wildwood, New Jersey Charrette and Area Plan
- Dessau and Sachsen-Anhalt, Germany, Charrette and Master Plan
- Gewachhausstadt / Green House City, Zschornowitz, Germany, Charrette and Regional Plan
- A Vision for Lincoln Lane, Miami Beach, FL
- North Beach Village, Ft. Lauderdale, FL, Tactical Revitalization and Master Plan
- Colee Hammock Master Plan & Neighborhood Improvements, Ft. Lauderdale, FL
- Hollywood North Beach

## Alyssa Kriplen, AIA, LEED® AP

*Projects Director*

### **Education**

Master of Architecture, exchange, University of California, Berkeley  
Bachelor of Architecture, University of Melbourne, Australia

### **Professional Qualifications**

Licensed Architect, New York  
LEED Accredited Professional

### **Professional Affiliations**

American Institute of Architects, Miami Chapter,  
Member

### **Awards**

2013 AIA Miami Young Architect of the Year  
2014 Florida

### **Areas of Expertise**

As an associate partner overseeing the day-to-day progress of the S+A design studio, Ms. Kriplen brings 15 years experience in planning and large-scale commercial, institutional, multi-family and hospitality projects. At S+A, Ms. Kriplen is currently working on various Miami Beach projects -- including a multiparcel development at 87th and Collins Avenue -- which aim to rejuvenate and reinvigorate the north end of North Shore Open Space Park through development of new residential units, a luxury hotel, public/private parking structure and the associated right of way improvements such as a new pedestrian esplanade connecting to the beach.

Ms. Kriplen's relevant experience includes the North Beach, Fort Lauderdale planning project. She is intimately familiar with Lincoln Road and Miami Beach having contributed to the Lincoln Lane RFP submitted by the Terranova/Acadia team and worked on several Lincoln Road building restorations and alterations including 420, 530, 801, 830 and 701 Lincoln Road. Prior to S+A, she worked on master planning and visioning efforts for New Orleans, following Hurricane Katrina, and the town center master plans for the City of Cutler Bay. Her planning experience was also utilized on many large scale commercial properties aimed at creating outdoor retail experiences, such as Park Square at Doral, Millennium Mall, Midtown Miami and Broward Blvd. Ms. Kriplen has an extensive knowledge of local and national codes, including Miami 21 and the procedures for adapting existing structures for new uses with careful consideration

# 8

## QUALIFICATIONS

### LAND USE PLANNING AND ZONING

- Pompano Beach TOC Master Plan and Zoning
- Oakland Park Master Plan and Zoning
- Downtown Coral Springs Plan and Zoning
- Downtown West Palm Beach Master Plan and Zoning
- West Palm Beach CRA Zoning and Land Use Amendments
- Downtown Cocoa Beach Zoning and Design Standards
- Midtown Miami Zoning Code
- Downtown West Palm Beach Urban Regulations and Design Standards
- Curacao Parking Standards
- City of North Miami Beach Downtown Zoning and Land Use Amendments

### COLOR KEY FOR CHART

RMA

DLand

Counterpoint

Shulman + Associates



- Comprehensive watershed conservation and land use plan Grenada
- Future land use scenarios for development of Southern California region surrounding Marine Corps Base Camp Pendleton, DoD, TNC and Southern California Association of Governments

### ADAPTATION, CLIMATE CHANGE, AND SUSTAINABILITY

- Miami Beach Energy Economic Zone Pilot Program
- Miami Beach Sustainability Plan

- Highway Outfall Landscape Detention System: Flushing Bay
- Come High Water

### REDEVELOPMENT PLANNING

- Miami Beach Economic Development Program
- Pompano Beach CRA Management
- Downtown Hollywood CRA Management
- City of Fort Lauderdale, the Northwest/Progresso CRA Management
- West Palm Beach CRA
- North Miami Beach CRA
- Margate CRA
- City Center Historic Convention Village CRA Creation, Management, Plan amendment.
- South Pointe CRA Management
- Implementation of Proposed Master Plan for the 17th Street Surface Parking Lots, Miami Beach

- National Adaptation Plan for Turkmenistan.
- National Adaptation Plan for Moldova.
- Southeast Florida Regional Climate Change Compact.
- Low-carbon and low-emission mitigation and adaptation for small businesses.

# 8

## QUALIFICATIONS

### VISIONING, PUBLIC OUTREACH AND PLACE MAKING

- Downtown Margate
- Downtown Coral Springs
- West Palm Beach CRA Special Districts
- Northwood Business District, West Palm Beach
- Oakland Park Culinary District
- Delray Beach Atlantic Avenue Redevelopment
- Downtown Pompano
- Pompano Beach beachfront
- Clematis Street, West Palm Beach
- Lincoln Road Visioning

- Pink Sands Resort, Harbour Beach, Bahamas;
- Neighborhood and district master plans for Colee Hammock, Fort Lauderdale, FL; Hollywood, FL; Wildwood, NJ; and Lake City, FL

### SUSTAINABLE STREETScape

- Court-Livingston-Schermerhorn BID
- Public Media Commons

- Pompano Beach Boulevard Streetscape and Dune Enhancement
- Atlantic Boulevard, Pompano Beach
- Downtown Pompano Streetscape Improvements
- Pier Garage, Pompano Beach
- MLK Boulevard Design and Reconstruction, Pompano Beach
- Hollywood Young Circle streetscape

### COMPLETE STREETS AND STREETScape

- Court-Livingston-Schermerhorn BID
- Public Media Commons

- Pompano Beach Boulevard Streetscape and Dune Enhancement
- Atlantic Boulevard, Pompano Beach
- Downtown Pompano Streetscape Improvements
- Pier Garage, Pompano Beach
- MLK Boulevard Design and Reconstruction, Pompano Beach
- Hollywood Young Circle streetscape

### POST DISASTER RECOVERY

- Identification and prioritization of a national climate resilient infrastructure investment plan, Belize
- Development of conceptual framework for Integration of disaster risk reduction into land use planning and practices for post-2015 furtherance of the international Hyogo Framework for Action, United Nations Office Disaster Risk Reduction
- Crisis management and post-disaster continuity and recovery plans for Dominica, Grenada, St. Lucia and St. Vincent

# 8

## QUALIFICATIONS

### ECONOMIC DEVELOPMENT AND RESEARCH

- Miami Beach Business Retention and Expansion
- Miami Beach Business Attraction program
- West Palm Beach Economic Development Plan
- City of Stuart on-site Economic Development Assessment
- North Miami Beach Economic Development Summit
- Business Incentive Catalog for the Miami Downtown Development Authority
- Market Research for City of Miami Beach
- Economic and Fiscal Impact Studies

### AFFORDABLE HOUSING

- Delray Beach Housing Authority
- Village Square Delray Beach, Co-Developer of 253 unit Residential Mixed Income Development
- Single Family Housing Rehabilitation utilizing Replacement Housing Factor (RHF) from the Department of HUD, Delray Beach
- Management and Administration of affordable rental developments rehabilitated with CBDG & SHIP funding, Delray Beach
- City Center Housing Acquisition and Mortgage, Miami Beach
- Neighborhood Stabilization Program for Miami Beach
- South Beach Business Improvement Districts and the Miami Beach Community Development Corporation

- Development of affordable, LEED compliant mixed-use residential communities, Morocco, Dominica, Grenada, St. Lucia and St. Vincent

### REAL ESTATE DEVELOPMENT

- LNR Property Corp HQ and the Lincoln, Miami Beach
- Collins Park Garage land purchase, Miami Beach
- West Avenue Bridge right of way acquisition, Miami Beach
- The Jefferson at Young Circle, Hollywood
- Avenue Lofts, Flagler Village, Ft. Lauderdale
- Worthing Place, Delray Beach
- Mixed-use, Delray Beach
- 760 Ocean Drive, Miami Beach
- Woody's on the Beach, Miami Beach

### HISTORIC PRESERVATION

- Curacao Historic Preservation
- Atlantic Avenue Delray Beach
- Colony Theater Save America's Treasures
- Miami Beach Historic District Economic Development
- Miami Beach Redevelopment Agency St. Mortiz Hotel

- Lincoln Road, restoration of over 25 historic buildings
- The Angler's Boutique Resort, Miami Beach
- Brown's Hotel, Miami Beach
- Savoy Hotel, Miami Beach
- South Seas Hotel, Miami Beach
- The Betsy Hotel, Miami Beach
- Miami Center for Architecture and Design
- Soho Beach House, Miami Beach
- Lincoln Theater/H&M, Miami Beach
- The Chrysler Building/Apple Store, Miami Beach

- Lincoln Theatre on Lincoln Road Mall, ULI Project of the Year for 2014
- 35+ other projects along Lincoln Road Mall;
- Sovereign Hotel to create Soho Beach House, Florida Trust Award
- Hangar 102 at Opa Locka Airport, Florida Trust award
- Pink Sands Resort, Harbour Beach, Bahamas;
- Neighborhood and district master plans for Colee Hammock, Fort Lauderdale, FL; Hollywood, FL; Wildwood, NJ; and Lake City, FL

### COLOR KEY FOR CHART

RMA

Dland

Counterpoint

Shulman + Associates



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### LAND USE, ZONING, DESIGN GUIDELINES, PARKING AND LANDSCAPE STANDARDS

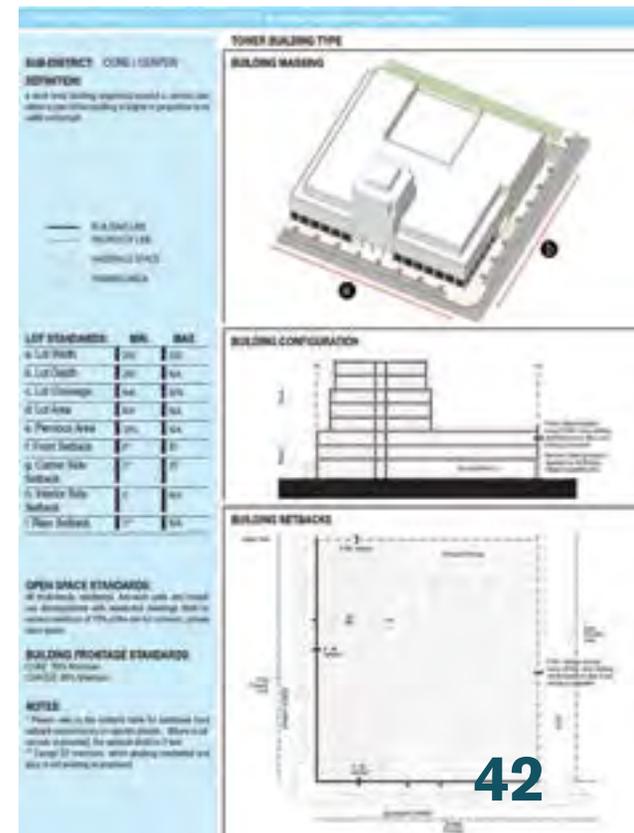
The RMA team has significant experience creating land-planning strategies and implementing them to achieve redevelopment, economic development and revitalization. Our team has crafted some of the most cutting edge codes in South Florida in the past few years. Below is a brief overview of some of these exciting projects:

**The City of Pompano Beach** hired RMA to prepare a code update and land use amendment for a 269 acre area generally known as the Downtown of Pompano Beach. The Downtown area encompasses the historical African American neighborhood west of the FEC Railway, the “Old Pompano” commerce area to the east and the Civic Center to the south. The project entailed over 20 public meetings, including a design charrette with residents, in order to engage community input and support. RMA wrote the zoning regulations for the transit oriented corridor and assisted the planning staff through its adoption. The general concept of the TOC calls for higher density mixed use located in and around the two transit stations; one is the new bus terminal and the other is the future rail stop on Dixie Highway. The historic single family neighborhoods on the edges are preserved by maintaining their current designation. Specific zoning regulations were drafted to ensure the appropriate transition of height, setbacks and uses were maintained adjacent to the single family neighborhoods. In 2012, RMA's Urban Designer, Natasha Alfonso, received the FRA's Roy F. Kenzie award for the planning and design of the Transit Oriented Corridor.

**The City of Oakland Park** retained RMA to create and implement a Strategic Marketing Plan and several business incentive packages within the City's Local Activity Center (LAC), also known as the Downtown Mixed Use District (DTMUD). In less than one year, RMA was able to secure the first Craft Brewery in

Broward County and a one of a kind Urban Farm/ Park. Multiple properties have changed hands in the short life of the project and all new owners are bringing in culinary related uses as part of the branding strategy for the Downtown. It became apparent during the rebranding of the Downtown that specific changes to the zoning regulations were needed in order to encourage the redevelopment of the Downtown. RMA is currently finalizing the amendments to the DTMUD regulations and Design Guidelines. Specific changes include the creation of a Culinary Arts Sub Area as well as new development standards addressing height, lot coverage etc. Additionally, RMA conducted a detailed parking analysis of the core area of the Downtown in order to determine the current and future parking needs. As a result of this analysis, the City has exempted a specific area from the parking requirements.

The downtown area of **Willemstad in Curacao**, Netherland Antilles consisted of a street grid with buildings that were between 100 and 400 years old. On-street parking was limited to those streets that were wide enough to accommodate the parking but with absolutely no potential for expansion. The DMO, (downtown management organization) had to identify an approach to address the parking shortage with limited options. A two pronged approach was used and focused on modifying existing customer parking behavior and secondly opening creative new parking venues and usage of existing spaces. The majority of the people occupying the existing spaces were government workers from the government offices normally found in European town squares. A central parking lot was created on the fringe of town and small shuttles and carts circulated around the town to transport workers to their offices. The lot was shared by buses, as well, which opened up on-street parking spaces in the center of town creating even more parking for retail customers. Finally, agreements were reached with key vacant lot owners for use by both valet and long term parking users to make interior



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parking spaces available for customers. The final part of the strategy was a rate adjustment with increased parking rates for spaces in the interior of town and reduced rates in the common lots. No new parking was created only utilized differently.

RMA was retained by Coral Springs to create and urban design vision for their 136 acre downtown and propose a direction for mixed use district regulations. RMA organized and conducted a design workshop within the community that engaged a great number of residents, business owners and stakeholders within the downtown before preparing recommendations for the mixed-use district.

West Palm Beach retained RMA to develop a master plan for the Northend CRA, which encompasses three mixed use districts (Currie Park, Northwood Village and the Broadway Corridor) and the Pleasant City neighborhood. RMA organized and conducted a 7-day design workshop within the community to create a vision and an implementation strategy for redevelopment. The master plan for these areas focused on creating a physical and visual connection to the Currie Park and waterway, a transit oriented district anchored on the west end by a future passenger rail station along the FEC for Northwood, recommends various development scenarios and specific streetscape improvements to the roadway to support the proposed development for the Broadway neighborhood and identifies specific streetscape improvements, new greenways and open spaces as well as infill opportunities for single family for Pleasant City. RMA has is currently rewriting the zoning regulations for each one of the mixed use districts based on the new vision plan and redevelopment strategy.

### CLIMATE ADAPTATION, GREEN BUILDING STANDARDS AND SUSTAINABLE STREETSCAPES

Climate change is causing an incremental rise in the world's ocean level and stronger tropical storms. These conditions put low-lying coastal areas at risk

of inundation and flooding. Taking into account rapid polar ice cap melt, scientists predict a two meter sea level rise by 2100 with storm surges in some areas up to six meters.

These changes will threaten cities that are important either regionally or to the world as a whole by spurring population displacement and upsetting economic, ecological, and agricultural systems. Traditional hard-edged engineered solutions have proven themselves to be flawed due to their inability to adapt. A holistic approach of uniting coastal ecologies and urban infrastructure provides a more resilient solution. Connecting upland strategies to absorb, direct, and capture stormwater is necessary to form an interconnected system and develop a complete solution.

### Energy Economic Zone Pilot Program

Mr. Crowder successfully engaged the City's lobby team to amend a proposed bill to ensure a competitive process for the new Energy Economic Zone Pilot Program, and ultimately secured the designation of Miami Beach as the pilot city for the Program. The energy economic zone strategic plan identifies opportunities for economic development and redevelopment while preserving the environment so that these long-term economic and quality of life needs can be met not only in the present but in the indefinite future. Mr. Crowder also worked to secure a five-year annual allocation of \$300,000 from the State of Florida for incentives in the zone. The Energy Zone Strategic Plan is also the City's Sustainability Plan, which involved all city departments as participants and covers ten areas including Green Building & Housing, Solid Waste, Water Quality, Energy Conservation, Alternative Transportation, Natural Resources, Community Outreach, Procurement, Economic Development, Air Quality, and Sea Level Rise.

### Highway Outfall Landscape Detention System: Flushing Bay

dlandstudio has developed two Highway Outfall



Landscape Detention Systems (HOLD System) to collect and filter storm water from highway downspouts. They are planted, green infrastructure systems that absorb and filter pollutants like oil, heavy metals and grease out of contaminated outfalls, rendering runoff much cleaner as it is released into drains and waterways. The systems' ability to retain water during heavy rain will also help reduce CSO outputs. The selected plant palette will help to breakdown or absorb copper, lead, cadmium, hydrocarbons, zinc and iron commonly found in the runoff. Specially calibrated soils not only help maximize plan productivity, but also create the ideal level of drainage for slow release.

### Come High Water

In this ongoing research project dlandstudio examines ecologies such as mangrove forests and tidal wetlands that have evolved over millions of years as natural protectors of coastlines for inspiration, to create engineered systems to curb the effects of sea level rise in Miami, Karachi, Shanghai, the Nile River Delta, and New York City. In each case study solutions are examined in context of a local economy. Abstracting the essence of natural systems into engineered solutions is the best way to combat the environmental challenges that face us over the next 100 years. Miami, as shown here, looks at beaches and tourism.

### MoMA: Rising Currents

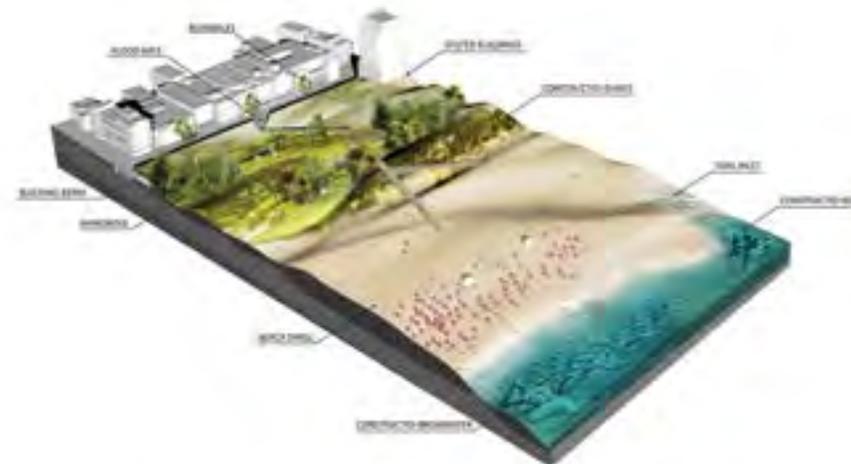
dlandstudio's Rising Currents exhibition calls attention to Manhattan's oppositional relationship between built city and water. The proposal consists of two components that form an interconnected system: porous green streets and a graduated edge. Rain events will irrigate porous streets to maintain the health of inland and coastal ecologies. Three interrelated high-performance systems are constructed on the coast to mitigate sea level rise and storm surge force: a park network, freshwater wetlands, and brackish marshes. By aligning the advantages of naturally-occurring and engineered systems, this new urban model transforms the city in both performance and experience.

### Edgar Plaza

Edgar Plaza will become a compelling open space in the Greenwich South neighborhood of Lower Manhattan. dlandstudio's innovative re-design for Edgar Plaza creates a productive public park using flexible cultural programs, stormwater management and solar power generation to activate the formerly nondescript open space.

### Gowanus Canal Sponge Park Master Plan

Working closely with local community organizations, government agencies and elected officials, dlandstudio initiated and designed a new kind of public open space, a Sponge Park™. The park is designed as a working landscape that improves the environment of the canal over time. This innovative plan proposes strategies to divert excess storm water runoff for use in the public park along the canal reducing the input of rain water into the sewer system. The plants included in our design draw heavy metals and biological toxins out of contaminated water. Proposed floating remediation wetlands incorporate a mixture of aquatic organisms that absorb or break down organic toxins, heavy metals and biological contaminants from sewage.



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### VISIONING, PUBLIC OUTREACH AND PLACE MAKING

RMA and its employees utilize a range of strategies to reach key community members and to develop a process in the spirit of collaboration and agreement. These include:

- Advisory boards and steering committees establish a consistent process for accountability and review and also create a local advocate for the work that is being conducted.
- Stakeholder interviews and focus groups enable very specific and detailed discussions around a particular issue in an intimate setting.
- An Idea Exchange provide a 2 to 3 hour time frame where individuals can stop by at their convenience to discuss ideas and learn about a project's status in a personal and casual setting. Boards can illustrate a project's progress and also provide a blank space for participants' comments.
- On-line surveys are a way to measure community interest in a particular approach and to understand specific concerns and ideas.
- Public presentations provide an opportunity to share a project's progress at key milestones.
- Design workshops enable our designers to collect public comment and input and then collaborate with professionals off-site, to create design concepts.
- Social media website and comment pages allow the community to participate in a convenient way and also gives the municipality the opportunity to message content to a larger audience. Social Media are strategies are specifically designed to keep the public engaged with events, activities and opportunities within the CRA. RMA will implement cutting edge technology to inform, update and engage constituents.

#### Pompano Beachfront

RMA contracted with the City of Pompano Beach in 2009 to manage the Beach CRA. At the time, Pompano Beach Boulevard was a high speed thoroughfare which bordered a dull and ordinary beach. The main entry point from Atlantic Boulevard terminated at a blighted

parking lot which residents had lobbied to remove. Our team, which included an international landscape architecture firm, envisioned creating a bold and impactful visual improvement which would strategically open the beach to the public for better access and create opportunities for commercial development.

#### Old Pompano

As the Directors of the Pompano Beach CRA, it became clear that Pompano Beach's future growth depended on redeveloping the historic center which was blighted and derelict. We considered the public real estate assets within the district and identified two historic structures for renovation. Once we discovered the gap in the market for creative art spaces, we knew we wanted to convert the buildings to the creative arts. This also tied into the City's plans to create a cultural campus adjacent to the municipal complex and across the street from the historic district.

#### Coral Springs CRA

As part of the City's redevelopment plan for downtown, RMA developed a vision plan for their downtown in order to create a guideline for the redevelopment and mixed use district regulations. RMA organized and conducted a design workshop within the community that engaged a great number of residents, business owners and stakeholders within the downtown. Public outreach also included two open houses, a booth at the City's annual Family Fun Day outdoor event and key public presentations.

#### Oakland Park CRA

The City of Oakland Park retained RMA to create and implement a Strategic Marketing Plan and several business incentive packages within the City's Local Activity Center (LAC), also known as the Downtown Mixed Use District (DTMUD). In less than one year, RMA was able to secure the first Craft Brewery in Broward County and a one of a kind Urban Farm/Park. Multiple properties have changed hands in the short life of the project and all new owners are bringing in culinary related uses as part of the branding strategy for the Downtown. It became apparent during the

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rebranding of the Downtown that specific changes to the zoning regulations were needed in order to encourage the redevelopment of the Downtown. RMA is currently finalizing the amendments to the DTMUD regulations and Design Guidelines. Specific changes include the creation of a Culinary Arts Sub Area as well as new development standards addressing height, lot coverage etc. Additionally, RMA conducted a detailed parking analysis of the core area of the Downtown in order to determine the current and future parking needs. As a result of this analysis, the City exempted a specific area from the parking requirements.

### **West Palm Beach Currie, Northwood, and Broadway Mixed-use Districts**

The CRA of West Palm Beach retained RMA to develop a master plan for the Northend CRA, which encompasses three mixed use districts (Currie Park, Northwood Village and the Broadway Corridor) and the Pleasant City neighborhood. RMA organized and conducted a 7-day design workshop within the community that engaged a great number of residents, business owners and stakeholders within the Northend. The goal of the design workshop was to create a vision and an implementation strategy for the redevelopment of the Northend, which has faced years of stagnation due to shortfalls in the current zoning regulations and economic downturns.

### **Margate City Center Master Plan**

The City of Margate's Community Redevelopment Agency issued a request for proposals to gauge the interest from developers for the redevelopment of the City Center, a 70 acre area within the City's Transit Oriented Corridor. The goal of the CRA is to redevelop the City Center as a vibrant downtown with mixed uses that provide a place for work, living and entertainment. The CRA retained RMA to develop a master plan for this area in order to create a vision for their downtown and a framework for developers to work from. The master plan identified the downtown's main street and civic center and established a network of parks and open spaces integrally connected to the new neighborhoods. The master plan enhanced the

downtown's waterfront edge by creating a linear park with various points of attractions including a kayak launch, exercise areas, a bandshell and public market all lined by residential and commercial uses. The CRA has also retained RMA to negotiate the public private partnerships for the City Center.

### **COMPLETE STREETS AND STREETScape**

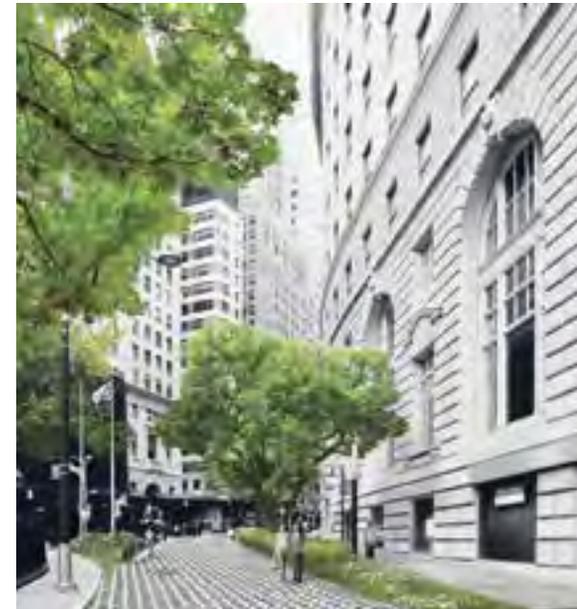
The RMA Team has significant experience identifying, funding, and implementing complete streets that support multiple modes of transportation including bicycles, pedestrians, automobiles, buses and other forms of public transportation.

### **Pompano Beach Boulevard Streetscape and Dune Enhancement**

The RMA team managed The Pompano Beach Boulevard Streetscape and Dune Enhancement project, which is the CRA's most visual strategic improvement project. The redevelopment has catalyzed the area creating a new family environment and atmosphere on the beach. The entire beach project was completed over an aggressive 18-month period. Historically the terminus of Atlantic Boulevard was a blighted parking lot on the beach, and residents resented the public parking near their buildings. They had long since lobbied to remove the public parking, which would make the area uninviting to city residents. A complete renovation, including a mindset change, was required to open the beach to the public for better access. Passive green spaces with meandering walkways were designed to invite residents and tourists alike to come and enjoy the family atmosphere now found on the oceanfront.

### **Atlantic Boulevard**

The Atlantic Boulevard project entailed narrowing the roadway from three lanes in each direction to two lanes and to widen the sidewalks for the promenade entry to the beach. This was a joint partnership agreement (JPA) with FDOT, the City of Pompano Beach, and the Pompano Beach CRA to coordinate the reconstruction of Atlantic Boulevard in an effort to improve the overall character of the area. The results of this



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concerted effort are increased visibility for merchants, enhanced tourist opportunities, and increased private development (particularly for restaurants, retail, and entertainment). This \$6M investment among the three agencies has already produced dramatic results for the business community with between 10 and 50% increase in sales at the completion of construction May 2013. An interactive fountain was built to attract families, and the adjoining lawn area provides a location for community enjoyment such as yoga and exercise, weddings and other family oriented activities.

### Hollywood CRA Streetscape

In the Hollywood CRA, a streetscape project was in design with the emphasis on transforming Harrison Street into a pedestrian environment with shops and restaurants. In 1995 the street was blighted with crime and thrift stores, hardware stores or vacant shops used as storage locations which occupied the majority of the storefronts. A streetscape alone would not produce the pedestrian atmosphere so a more comprehensive approach was required.

### Northwest CRA in Downtown Pompano Beach

In the heart of the Northwest CRA in Downtown Pompano Beach sits the Bailey Hotel. The long neglected area has been plagued with boarded up and vacant businesses. The Bailey Hotel is a historic property that is vital to the revitalization of Downtown Pompano Beach (Old Pompano). The 1920's property was abandoned for 12 years until its purchase by the CRA in 2012. The renovated building will become an Arts Center with working galleries, lofts and classrooms for local artists. Downtown Pompano Beach will become a center of culture and arts with the Bailey as the cornerstone property. The construction efforts, which have been led by Ed Gallagher are scheduled to be complete in the Fall of 2013. The renovation of this property was especially difficult due to the age and construction materials used in the original structure. Mr. Gallagher had to completely reinforce the entire structure, including the grand staircase, to create a stable building.

### Court-Livingston-Schermerhorn BID

The Court Livingston Schermerhorn BID Streetscape project revitalizes the commercial district in downtown Brooklyn through street improvements and economical design interventions. In 2009, this newly formed BID hired dlandstudio to improve the "look and feel" of their district's streets. dlandstudio examined existing conditions from street plantings to storefront signage to subway entrances to identify ways to improve the quality of the pedestrian experience.

### Public Media Commons

Public Media Commons in St. Louis, Missouri is an interactive open space where arts, education and public media come together designed by dlandstudio. The commons will provide multiple seating areas including an amphitheater to accommodate performance stages for small groups, a large projection screen, and a rich plant palate that harkens to Missouri's native prairie landscape. A grove of Black Gum trees sits at the top of the stairs providing a shady overlook into the commons.

### ECONOMIC DEVELOPMENT AND RESEARCH

The RMA Team includes active economic development practitioners that have implemented some of the most successful economic development in the State of Florida, including Miami Beach & South Beach, Delray Beach, Fort Lauderdale, and West Palm Beach. BusinessFlare™ is RMA's unique, trademarked approach to economic development which integrates market reality into a local government's strategic plan, annual budget process and day-to-day operations in a manner that is realistic and identifies the most effective strategies that can efficiently utilize limited resources.

### West Palm Beach

RMA worked with the West Palm Beach Mayor's Office and Economic Development Director to develop an economic development plan which is based on real estate strategies and ten targeted economic development subject areas. The plan focuses on realistic strategies that are actionable



and measurable, and implements incentive programs which have been adopted by the City Commission.

#### **City of Stuart**

RMA conducted a two-day on-site economic development assessment of the City of Stuart, which evaluated the city's economic drivers, identified common economic development themes and opportunities, and recommended strategies which integrate market reality into the city's strategic plan, budget process and day to day operations in a manner provides the most efficient use of the city's limited resources.

#### **North Miami Beach CRA**

Mr. Crowder coordinated the North Miami Beach CRA's 2012 Economic Development Summit for local stakeholders, real estate brokers, and interested businesses and developers. Over 120 people attended, and the workshop provided additional guidance for the Economic Development Implementation Plan. Rather than develop a broad, generic Economic Development Plan that might end up on a shelf somewhere, North Miami Beach opted for development of a realistic, measurable plan to implement the CRA and City's economic development goals. The Plan identified four key focus areas: Improving the City's Image and Creating/Promoting an Identity that Encourages Business Investment; Attracting New Businesses, Development and Major Capital Investment; Assisting Existing Small Businesses and Entrepreneurs; Making Informed Policy Decisions regarding the CRA's Incentive Tools. For each focus area, Mr. Crowder identified the key issues that were raised by the Council and the stakeholders as well as the policy goals for each area. Furthermore, he worked with City and CRA staff to identify initiatives for each issue.

#### **Miami Beach**

Mr. Crowder's Miami Beach Business Retention and Expansion efforts included Lincoln Road Marketing, Washington Avenue Enhancement Plan, and the North Beach Renaissance efforts. The program coordinated business development services, implemented an

early warning system, and identified opportunities to transfer at-risk businesses to new entrepreneurs. It also identified new economy businesses in the city and their barriers to growth. The Miami Beach Business Attraction program worked with investors and developers for the redevelopment, expansion, and renovation of properties in the City's historic districts, the commercial corridors, the Collins Avenue Hotel District in the City Center CRA. He identified prospective entrepreneurs and small businesses and created a commercial site directory, as well as a database of specified and targeted economic and market information.

#### **Miami Downtown Development Authority**

Mr. Crowder developed the Miami Downtown Development Authority (DDA) Business Incentive Catalog which is targeted to the specific needs of businesses in the DDA boundaries. The purpose of this project was to compile information for DDA staff to learn about how each incentive program works, and to be able to quickly identify relevant incentives for clients.

#### **Market Research**

Mr. Crowder developed a comprehensive study for the City of Miami Beach for use in economic development planning, business assistance, and citywide policy development. Additionally, he compiled and analyzed information to the City of Miami Beach's annual data report and developed the Environmental Scan, which is drawn from the Miami Beach Current Economic Conditions.

#### **Economic and Fiscal Impact Studies**

Mr. Crowder and RMA have conducted numerous fiscal and economic impact studies for local government and private clients on a wide range of subjects that include Historic Preservation, Façade Grant Programs, Multifamily Apartments, Micro Breweries, Central Marketplace, Beach Renourishment, and Professional Sports Stadiums. RMA conducted an economic impact analysis of the Broward County CRAs which won the



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Florida Redevelopment Association's newly created Daniel Burnham Award.

### **AFFORDABLE HOUSING AND WORKFORCE HOUSING**

Housing affordability is a critical issue for the City of Key West and not only includes addressing issues of affordability the workforce and for low and moderate income families, but also for the retention of the residents that have made the community their home for multiple generations and who are the fabric of the community. The RMA team has experience addressing affordable and workforce housing issues in high-value real estate environments, and in high-impact tourist destinations. Economic development and redevelopment are about revitalization, economic growth, and wealth creation in a community, with goals that include tax base enhancement and improvement of quality of life. The RMA team has significant experience in communities that have successfully retained significant affordable housing and maintained quality of life and neighborhood character while simultaneously creating economic growth that increased the tax base.

### **Delray Beach**

Mr. Tran, senior project manager at RMA, served as Development Officer for the Delray Beach Housing Authority as well as Vice-President of Operations for its non-profit subsidiary. During his tenure with the Housing Authority, Mr. Tran was successful in acquiring, managing and rehabilitating approximately 41 units for affordable housing purposes. Mr. Tran was responsible for managing all aspects of construction and development related activities including issuing RFQ/RFP's, their evaluations and recommendations to Board. In addition Mr. Tran was co-developer of Village Square Delray Beach, a 253 unit residential mixed income development; was responsible for single family housing rehabilitation utilizing Replacement Housing Factor (RHF) from the Department of HUD and managed and administered affordable rental development rehabilitation with CBDG & SHIP funding.

### **Neighborhood Stabilization Program**

In 2008, the State of Florida acting through its Department of Community Affairs (DCA) published its Neighborhood Stabilization Program Substantial Amendment pursuant to the requirements of the Housing and Economic Recovery Act 2008 (HERA) The State of Florida as a direct NSP grantee of HUD was required to provide HUD the Amendment in order to specify how the State intended to distribute the State's \$91 million direct allocation among Florida's small sub-grantee communities such as the City of Miami Beach. Mr. Crowder worked with DCA to secure significant allocation of funding for affordable housing projects in Miami Beach. The State initially provided providing \$1,641,832 to the City of Miami Beach for the benefit of households earning between 51-120% of the area median income. Through additional advocacy efforts combined with efficient use of the first allocation, an additional \$907,799 was allocated to the City as a supplement for rental housing to benefit households with incomes at or below 50 of the area median income.

### **South Beach Business Improvement District**

From 1994-1998, Mr. Crowder worked for the South Beach Business Improvement Districts and the Miami Beach Community Development Corporation (MBCDC). MBCDC is the only Community Housing Designated Organization (CHDO) in the City of Miami Beach, and Mr. Crowder performed and supported development and validation of the organization's affordable housing project proformas, including financial and real estate feasibility analysis. Furthermore, during his tenure as Miami Beach Economic Development Director, Mr. Crowder reviewed and verified information submitted by MBCDC and other affordable housing providers, including source of funding statements and project proformas. Mr. Crowder worked with the Miami Beach City Manager's Office to lead the development of affordable and workforce housing policy recommendations for consideration by the Mayor and City Commission.

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### West Palm Beach

In West Palm Beach, Ms. Hege of RMA, crafted an affordable housing incentive in the City's zoning code which provided a density bonus for developments which included affordable housing within the downtown. All developments that utilize the affordable

housing incentive enter into an affordable housing development agreement with the city to monitor qualified buyers and renters according to the city's affordability table and to retain the units in the affordable housing pool for ten years from the date of issuance of occupancy.

### HISTORIC PRESERVATION

The RMA Team's experience and leadership in historic preservation, and preservation as an economic development tool is unmatched, and includes rehabilitation of historic buildings, new, compatible infill design and development in historic districts, economic impact and financial feasibility analysis, preservation as a marketing tool and visitor industry driver, and public realm improvements and capital projects within historic districts. The RMA Team's historic preservation experience is in many successfully revitalized destinations, including Curacao, Miami Beach, and West Palm Beach, and the majority of the CRAs and downtowns where RMA works have many historically significant buildings. RMA team members belong to and are engaged in many organizations that promote history and historic preservation, including the National Trust for Historic Preservation, the Miami Design Preservation League, and the Key West Art & Historical Society.

### Curacao

Buildings in downtown Curacao range between 100 and 400 years old. The Dutch territory boasted one of the most picturesque downtowns in the world however any changes to buildings required the city to respond to Holland's monument organization, the United States equivalent of a historical governmental entity, when doing any form of change to a building, even paint. This

created quite a challenge when trying to attract tenants who wanted to make changes to the building facades. RMA's Kim Briesmeister worked with the government entities and the merchants and property owners to coordinate these improvements including minor details such as the pigmentation of the paint composition.

### St. Moritz Hotel

The Public Private Partnership between the City of Miami Beach and Loews Hotels Corporation incorporated a complete restoration of the historic 100-room St. Moritz Hotel, considered the crown-jewel of the Art Deco District. This restoration won the Florida Redevelopment Association's Roy Kenzie Award for Outstanding Rehabilitation, Renovation or Reuse Building Project.

### Lincoln Road's historic Colony Theater

In 2002, Mr. Crowder worked with the city's congressional representatives to secure designation of the Colony Theater in the Save America's Treasures program through a \$837,000 grant, and additional funding sources included \$4.8 million in Tax Increment revenues, and approximately \$900,000 in grant monies from Miami-Dade County, the State of Florida's Cultural Arts Facilities and the City of Miami Beach's Cultural Arts Council.

### Anchor Shops and Parking Garage

Under Mr. Crowder's direction, the \$15 million Anchor Shops and Parking Garage (Anchor Place), located at 16th Street between Collins and Washington Avenue, was built to meet the parking and retail needs of the Loews Miami Beach Hotel and Royal Palm Crowne Plaza. The garage has 803 spaces and 20,106 square feet of ancillary retail space fronting Collins Avenue. Construction of the garage involved three key historic preservation components, including the re-opening of 16th Street between Collins and Washington Avenue, and the physical relocation of portions of two historic hotels; the lobby and façade of the Anchor Hotel and the façade of the Justice of the Peace building, both of which have been incorporated into the physical retail component of the garage facility.



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### **Various Projects, Shulman + Associates**

Shulman + Associates (S+A) is one of the pre-eminent architectural firms in South Florida working within historic districts. Allan Shulman FAIA founded the practice in 1995 as an extension of his research into the rich building typology of Miami Beach's urban neighborhoods. Today the firm, which is deeply rooted in South Florida, incorporates preservation into almost every project. Notable examples include:

- the redevelopment of Lincoln Theatre on Lincoln Road Mall, which was honored as the Urban Land Institute Project of the Year for 2014 and received a Florida Trust Award in 2013; a Florida AIA Award in 2013, and a Dade Heritage Trust Award in 2013;
- 35+ other projects along Lincoln Road Mall;
- The redevelopment of the historic Sovereign Hotel to create Soho Beach House, which received a Florida Trust Award in 2012, design awards from AIA Miami and Dade Heritage Trust in 2011, and an AIA Florida award in 2013;
- The redevelopment of Hangar 102 at Opa Locka Airport, the restoration of which received a Florida Trust award in 2012 and an AIA Florida award in

2014; Planning and design of the expansion of Pink Sands Resort, Harbour Beach, Bahamas;

- Neighborhood and district master plans for Colee Hammock, Fort Lauderdale, FL; Hollywood, FL; Wildwood, NJ; and Lake City, FL.

### **Historic Designation Report Miami Beach**

Allan Shulman was the Principal Author for the City of Miami Beach for the National Register of Historic Places Designation Report for the Collins Architectural District in Miami Beach (National Register 2011). He wrote the National Register of Historic Places Designation narrative for the Normandy Isles and North Shore Historic Districts, as well as the Multiple Property Listing for the North Beach section of Miami Beach (both National Register, 2009).

### **Historic Resource Reports**

Shulman has written seventy-three (73) Historic Resources Reports, each of which comprises researched narrative and analysis of historic structures on a given site. The reports also include historic photos and documents, plans, microfilm plan documentation, citations from journals and periodicals and drawings and reproductions. Each report runs



between 30-300 pages. In 2008 fourteen (14) of these Historic Resources Reports were cataloged in the University of Miami Richter Library.

#### **Master Plans for Historic German Industrial Districts**

Through his affiliation with the University of Miami School of Architecture, where he has been on the faculty since 1993 and is currently an Associate Professor, Shulman has initiated or participated in transformative master plans for historic industrial districts throughout Germany, including the Bochum / Ruhr Valley Green Corridor Charrette and Area Plan (implemented in 2011); the Dessau and Sachsen-Anhalt Charrette and Master Plan; and the Gewachhausstadt / Green House City, Zschornewitz, Germany, Charrette and Regional Plan (implemented in the early 2000s).

#### **Historic Preservation Literary Works**

Shulman has written extensively on themes pertaining to the built history of South Florida. Publications include Building Bacardi: Architecture, Art & Identity, New York: Rizzoli, 2015 (accepted for publication); Miami Architecture: An AIA Guide (Volume 1 of 2), Gainesville: University Press of Florida, 2010 (with Donnelly and Robinson); Miami Modern Metropolis: Paradise and Paradox in Midcentury Architecture and Planning, Miami Beach: Bass Museum of Art and Glendale, CA: Balcony Press, 2009; AULA (Architecture & Urbanism in Las Americas) 3: Miami Tropical; New Orleans: Tulane University, 2002 (ed., with Castillo); The Making of Miami Beach 1933-42: The Architecture of Lawrence Murray Dixon; New York: Rizzoli, 2001 (with Lejeune); Ciudad City: Miami Beach, Ocean Drive, USA; Pamplona, Spain: COAVN, 2001 (ed., with Gelabert, Navia, Lejeune).

#### **EXPERIENCE OF TEAM MEMBERS WORKING TOGETHER ON SIMILAR PROJECTS**

The RMA Team members have experience working together, and have not been assembled just for this proposal. RMA, Shulman & Associates and dlandstudio recently partnered on a proposal for the Lincoln Road Master Plan. RMA team members Melissa Hege and Kevin Crowder have worked with Shulman & Associates on various projects in Miami Beach. And all team members were part of the phenomenal redevelopment, economic development, and revitalization success of Miami Beach:

- RMA Economic Development Director Kevin Crowder was Miami Beach Economic Development Director from 1998-2012, and worked for the Miami Beach Development Corp, the South Beach Marketing Council, and the South Beach Business Improvement Districts from 1994-1998.
- During her time at the Corradino Group, RMA Planning Director worked on the South Beach Master Plan, the Intermodal Facility Study, and the transportation concurrency management area, and was the project manager for the North Beach neighborhood streetscape plan and the Miami Beach Municipal Mobility Plan.
- Shulman & Associates is the leading architecture firm working on commercial and residential development, renovation and preservation projects in Miami Beach and its CRAs.

# REPRESENTATIVE PROJECTS

## 9

### **SIMILAR GOVERNMENT ENGAGEMENTS**

Additionally, recent RMA engagements include work that is relevant to this project:

- RMA recently completed a master plan and vision for downtown Coral Springs which included an analysis and recommendations for a mixed use district.
- Through its role managing the Margate Community Redevelopment Agency, RMA developed a master plan for the City Center area, through a week long design charrette.
- RMA is currently creating a form based code and mixed use district for the City of North Miami Beach's downtown and main commercial corridors. This also includes amendments to their antiquated future land use categories and an update to the Comprehensive Plan.
- RMA is currently drafting a mixed use zoning district for Oakland Park's new culinary district including amendments to the parking requirements.
- RMA created a form based code for the City of Pompano Beach's Transit Oriented Corridor which won two annual awards from the Florida Redevelopment Authority in 2013 and 2014.
- RMA recently conducted a design charette for the City of West Palm Beach and is creating a revitalization strategy and three special zoning districts for the Broadway Corridor and Currie Park areas.

## DOWNTOWN MIXED USE DISTRICT STRATEGIC MARKETING PLAN, BUSINESS INCENTIVE PACKAGES AND AMMENDMENTS TO ZONING REGULATIONS

**AGENCY:** City of Oakland Park Community Redevelopment Agency  
**LOCATION:** Oakland Park, Florida  
**CLIENT INFO:** John Stunson, City Manager  
 3650 NE 12th Avenue  
 Oakland Park, FL 33334  
 954-630-4300

**PERFORMANCE PERIOD:** 2011-Present

**TEAM MEMBERS INVOLVED:** Allison Justice, Natasha Alfonso, Christopher Brown



### SERVICES PROVIDED: Visioning, Zoning, Urban Design and Massing Analysis, Marketing, Branding

After years of failed attempts at revitalizing downtown Oakland Park and \$30 M of infrastructure and streetscape improvements, RMA is rapidly transforming downtown into a Culinary Arts District. By envisioning what downtown could be and understanding the existing business clusters, RMA has created and is implementing a plan for the Downtown Culinary Arts District.

RMA was initially hired to develop a Strategic Action Plan and Marketing Plan for the CRA and evaluate their bank of twelve public properties. We concluded that the properties within the downtown had the greatest potential to increase in value compared to other publicly owned land within the CRA and recommended focusing revitalization efforts there.

Next we studied the available properties and existing structures which could be redeveloped as part of phase one. Two large buildings anchored both ends of the main street including a 180,000 square foot warehouse and 50,000 square foot structure, were both vacant and ripe for redevelopment. Once we assessed the business tax receipts we discovered a cluster of kitchen and culinary related businesses it became clear that these buildings could redevelop as culinary related uses as part of a larger Culinary Arts District.

In less than one year, RMA was able to secure the first Craft Brewery in Broward County and a one of a kind Urban Farm/Park. Multiple properties have changed hands in the short life of the project and all new owners are bringing in culinary related uses as part of the branding strategy for the Downtown.

It became apparent during the rebranding of the Downtown that specific changes to the zoning regulations were needed in order to encourage the redevelopment of the Downtown. RMA is currently finalizing the amendments to the Downtown Mixed Use District regulations and Design Guidelines. Specific changes include the creation of a Culinary Arts Sub Area as well as new development standards addressing height, lot coverage etc. Additionally, RMA conducted a detailed parking analysis of the core area of the Downtown in order to determine the current and future parking needs. As a result of this analysis, the City has exempted a specific area from the parking requirements.

# 9

## REPRESENTATIVE PROJECTS

### CORAL SPRINGS CRA PLAN MODIFICATION AND DOWNTOWN MIXED USE DISTRICT ZONING REGULATIONS

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**AGENCY:** City of Coral Springs Community Redevelopment Agency  
**LOCATION:** Coral Springs, Florida  
**CLIENT INFO:** Erdal Donmez, City Manager  
9551 West Sample Road  
Coral Springs, FL 33065  
954-344-1001

**PERFORMANCE PERIOD:** 2013 - Present

**TEAM MEMBERS INVOLVED:** Melissa Hege, Natasha Alfonso, Christopher Brown

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### SERVICES PROVIDED: Zoning, Master Planning, Urban Design and Massing Analysis, Design Charette

RMA was retained by the CRA to modify their CRA Plan which had not been updated in twelve years. The CRA is approximately 136 acres which comprises of the entire downtown area called the Downtown Core. The immediate objective for the next five years is to focus on the Downtown Core to capitalize on the redevelopment activities from the planned municipal complex and to build new infrastructure to support additional development. The key priorities include completing an art walk, streetscape improvements, and new streets to complete the street grid. Another key priority is property acquisition and public private partnerships for the purposes of redeveloping the Downtown Core and the Northeast Neighborhood, and redeveloping public property within the Educational Core in the first five years.

As part of the CRA Plan, RMA developed a vision plan for their downtown in order to create a guideline for the redevelopment and mixed use district regulations. RMA organized and conducted a design workshop within the community that engaged a great number of residents, business owners and stakeholders within the downtown. RMA is currently retained to establish and write the Downtown Mixed Use District regulations that are consistent with the Local Activity Center designation.

The Downtown area encompasses the City Hall, the future municipal complex, one-story strip centers, scattered office buildings, part of the hospital district, the county library and city sponsored charter school. Nearly half the study area is vacant or surface parking. The overall plan concept suggests a more integrated street network with new streets, new pedestrian paths and passageways, aesthetic upgrades to drainage canals, 12.65 acres of open space and great plazas, a dynamic mix of uses including 1900 multi-level residential units, 200 townhomes, and 215,000 square feet of retail, as well as cultural and educational opportunities. These elements are incorporated into distinct sub-areas each with their own identity and character.

# 9

## REPRESENTATIVE PROJECTS



# 9

## REPRESENTATIVE PROJECTS

### POMPANO BEACH, FL. NORTHWEST COMMUNITY REDEVELOPMENT AGENCY “RECREATING OLD POMPANO – THE HISTORIC DOWNTOWN”

**AGENCY:** Pompano Beach Community Redevelopment Agency  
**LOCATION:** Pompano Beach  
**CLIENT INFO:** Dennis Beach, City Manager, City of Pompano Beach,  
100 W. Atlantic Blvd, Suite 400, Pompano Beach, FL 33060 ~  
954-786-4601 or dennis.beach@copbfl.com

**PERFORMANCE PERIOD:** 2009- present

**TEAM MEMBERS INVOLVED:**

Kim Briesmeister, Chris Brown, Sharon McCormick, Natasha Alfonso



**SERVICES PROVIDED: Visioning, Zoning, Master Planning, Urban Design and Massing Analysis, Design Charette, Marketing, Branding**

Old Pompano’s metamorphosis from a vacant and blighted historic downtown center into an arts and cultural district began with a discovery that Broward County was deficient in spaces to create and study art. The subsequent plan provided a blue print to attract the creative arts and like-minded people by redeveloping key CRA owned properties to redirect the market.

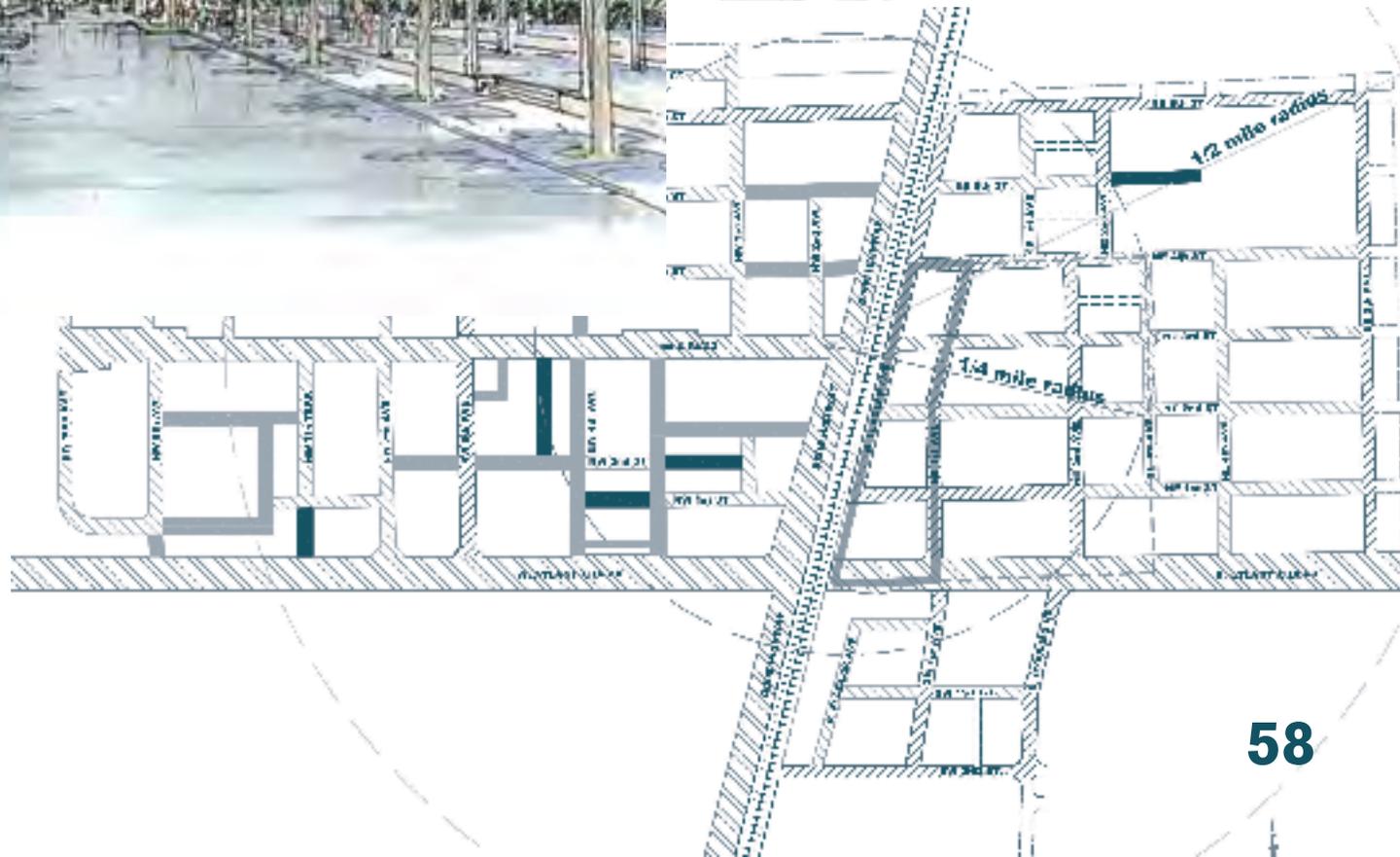
As the Directors of the Pompano Beach CRA, it became clear that Pompano Beach’s future growth depended on redeveloping the historic center which was blighted and derelict. We considered the public real estate assets within the district and identified two historic structures for renovation. Once we discovered the gap in the market for creative art spaces, we knew we wanted to convert the buildings to the creative arts. This also tied into the City’s plans to create a cultural campus adjacent to the municipal complex and across the street from the historic district.

Because the intent was to attract new development which was consistent with the historic district’s urban character, our team also amended the zoning code and assisted the planning staff through its adoption. The code update and land use amendment encompassed a 269 acre area generally known as the Downtown of Pompano Beach. The new code provides additional language to support development around a transit center which runs along the western edge of the historic district.

The general concept of the TOC calls for higher density mixed use located in and around the two transit stations; one is the new bus terminal and the other is the future rail stop on Dixie Highway. The historic single family neighborhoods on the edges are preserved by maintaining their current designation. Specific zoning regulations were drafted to ensure the appropriate transition of height, setbacks and uses were maintained adjacent to the single family neighborhoods.

The project entailed over 20 public meetings, including a design charrette with residents, in order to engage community input and support. In 2012, the Downtown Pompano Transit Oriented District was awarded the Florida Redevelopment Association Planning Study award.

The strategy is working. Old Pompano is now experiencing a surge of interest from developers, investors and entrepreneurs who are in various stages of the approval process to develop mixed use projects and open new businesses.



# 9

## REPRESENTATIVE PROJECTS

### **CURRIE, NORTHWOOD AND BROADWAY MIXED USE DISTRICTS MASTER PLAN, LAND USE AMENDMENT AND ZONING REGULATIONS**

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**AGENCY:** City of West Palm Beach Northend  
Community Redevelopment Agency  
**LOCATION:** *West Palm Beach, Florida*  
**CLIENT INFO:** Jeri Muoio, Mayor  
401 Clematis Street  
West Palm Beach, FL 33401  
561-822-2222

**PERFORMANCE PERIOD:** 2013 - Present

**TEAM MEMBERS INVOLVED:** Allison Justice, John Ward, Natasha Alfonso,  
Kim Briesemeister

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### **SERVICES PROVIDED: Visioning, Zoning, Master Planning, Urban Design and Massing Analysis, Design Charette**

The CRA of West Palm Beach retained RMA to develop a master plan for the Northend CRA, which encompasses three mixed use districts (Currie Park, Northwood Village and the Broadway Corridor) and the Pleasant City neighborhood. RMA organized and conducted a 7-day design workshop within the community that engaged a great number of residents, business owners and stakeholders within the Northend. The goal of the design workshop was to create a vision and an implementation strategy for the redevelopment of the Northend, which has faced years of stagnation due to shortfalls in the current zoning regulations and economic downturns.

The Currie Park area is situated on the east side of the CRA along the intercoastal waterway. This area has the largest number of vacant properties within the Northend and the greatest interest for redevelopment due to its location. The master plan for this area focused on creating a physical and visual connection to the Currie Park and waterway. The Northwood area is the Northend's entertainment district with an eclectic mix of restaurants, galleries and shops. This area's success is due to the rebranding and marketing strategies implemented by RMA. The district, however, still has room for growth. The master plan proposes a transit oriented district anchored on the west end by a future passenger rail station along the FEC. The Broadway Corridor is characterized today by crime and blight. The master plan recommended various development scenarios and specific streetscape improvements to the roadway to support the proposed development. The Pleasant City Neighborhood is the oldest African American neighborhood within the City. The master plan identified specific streetscape improvements, new greenways and open spaces as well as infill opportunities for single family.

RMA is currently rewriting the zoning regulations and creating the comprehensive plan amendments for each one of the mixed use districts based on the new vision plan and redevelopment strategy.

# 9

## REPRESENTATIVE PROJECTS



# 10 REFERENCES

**Rick Greene, Director Development Services Department**

City of West Palm Beach  
401 Clematis Street  
West Palm Beach, Florida 33401  
(561) 822-1455  
rgreene@wpb.org  
Code writing, comprehensive plan and zoning amendments,  
redevelopment planning and staffing

**Jennifer Bramley, Deputy City Manager**

City of Coral Springs  
9551 West Sample Road  
Coral Springs, FL 33065  
954-344-5906  
jbramley@coralsprings.org  
Master Plan and Visioning Charrette for CRA, CRA Plan  
Modification, Downtown Zoning

**Robin Bird, Planning Director**

Pompano Beach  
100 W. Atlantic Blvd.  
Pompano Beach, FL 33062  
954-786-4600  
robin.bird@copbfl.com  
CRA Staffing and Management –  
All functions within the CRA,  
TOC land use and zoning



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

## BLANKET ADDITIONAL INSURED EXCLUSION - PRODUCTS-COMPLETED OPERATIONS

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM.

A. Under **SECTION I - COVERAGES, COVERAGE A. BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. Exclusions**, the following exclusion is added:

**2. Exclusions**

This insurance does not apply to:

Any Additional Insured, as defined in paragraph **B.** immediately below, for liability arising from the "products-completed operations hazard".

B. Under **SECTION II - WHO IS AN INSURED**, the following is added:

A person or organization is an Additional Insured, only with respect to liability arising out of "your work" for that Additional Insured by or for you:

1. If required in a written contract or agreement; or
2. If required by an oral contract or agreement only if a Certificate of Insurance was issued prior to the loss indicating that the person or organization was an Additional Insured.

C. Under **SECTION III - LIMITS OF INSURANCE**, the following is added:

The limits of liability for the Additional Insured are those specified in the written contract or agreement between the insured and the owner, lessee or contractor or those specified in the Certificate of Insurance, if an oral contract or agreement, not to exceed the limits provided in this policy. These

limits are inclusive of and not in addition to the limits of insurance shown in the Declarations.

D. **SECTION IV - COMMERCIAL GENERAL LIABILITY CONDITIONS**, is amended as follows.

1. The following provision is added to **4. Other Insurance**:

This insurance is primary for the Additional Insured, but only with respect to liability arising out of "your work" for that Additional Insured by or for you. Other insurance available to the Additional Insured will apply as excess insurance and not contribute as primary insurance to the insurance provided by this endorsement.

2. The following provision is added:

**Other Additional Insured Coverage Issued By Us**

If this policy provides coverage for the same loss to any Additional Insured specifically shown as an Additional Insured in another endorsement to this policy, our maximum limit of insurance under this endorsement and any other endorsement shall not exceed the limit of insurance in the written contract or agreement between the insured and the owner, lessee or contractor, or the limits provided in this policy, whichever is less. Our maximum limit of insurance arising out of an "occurrence", shall not exceed the limit of insurance shown in the Declarations, regardless of the number of insureds or Additional Insureds.

All other policy terms and conditions apply.

Includes copyrighted material of Insurance Services Office, Inc., with its permission.  
Copyright Insurance Services Office, Inc., 1984, 2003.



Workers Compensation and Employers Liability Insurance Policy

**WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT**

WC 00 03 13

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

**Schedule**

CITY OF KEY WEST

**Exhibit B**  
**Affidavits**

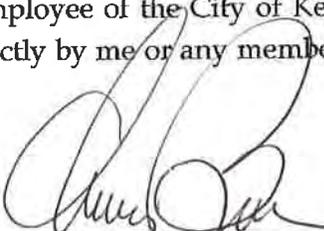
ANTI-KICKBACK AFFIDAVIT

STATE OF FLORIDA

SS:

COUNTY OF MONROE

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

BY:  \_\_\_\_\_

Sworn and prescribed before me this 3 day of 9, 2014

NOTARY PUBLIC, State of Florida

My commission expires:



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

FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

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

1. This sworn statement is submitted to

by CHRISTOPHER BROWN  
(print individual's name and title)

for Redevelopment Management Associates, LLC  
(print name of entity submitting sworn statement)

whose business address is 3109 E. ATLANTIC BLVD, STE B, POMPANNO BEACH FL  
33062

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

20-4307102 (if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement):

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

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

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

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

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

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



(SIGNATURE)

09/03/14  
(DATE)

STATE OF FLORIDA

COUNTY OF BROWARD

PERSONALLY APPEARED BEFORE ME, the undersigned authority CHRISTOPHER BROWN  
(name of individual)

who, after first being sworn by me, affixed his/her signature in the space provided above on this 3  
day of September 20 14

NOTARY PUBLIC

My commission expires: 5/5/2018



**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 (P.O Box numbers may not be used to establish status):  
\_\_\_\_\_

Email: \_\_\_\_\_

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



CONE OF SILENCE AFFIDAVIT

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

STATE OF FLORIDA )

: SS

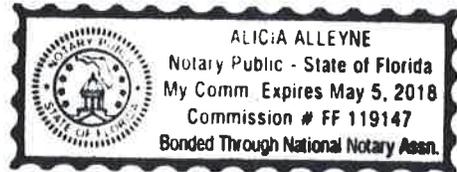
COUNTY OF BROWARD )

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

Sworn and subscribed before me this

3 day of September, 2014.

Alicia Alleyne  
NOTARY PUBLIC, State of FLORIDA at Large



My Commission Expires: MAY 5, 2018

**FIRM NAME: REDEVELOPMENT MANAGEMENT ASSOCIATES**

---

**Project Director: Natasha Alfonso**

Natasha@rma.us.com

P 954.695.0754

3109 E. Atlantic Boulevard, Suite B

Pompano Beach, FL 33062

**Person Who has Authority  
to Make Representation:**

**Chris Brown, Managing Partner**

P 954.695.0754

3109 E. Atlantic Boulevard, Suite B

Pompano Beach, FL 33062

**RMA**  
REDEVELOPMENT  
MANAGEMENT  
ASSOCIATES