



RFP #FY 2017-2018-CRA001 - PROPOSAL

City of Hallandale Beach Community Redevelopment Agency Redevelopment Plan Modification and Citywide Visioning

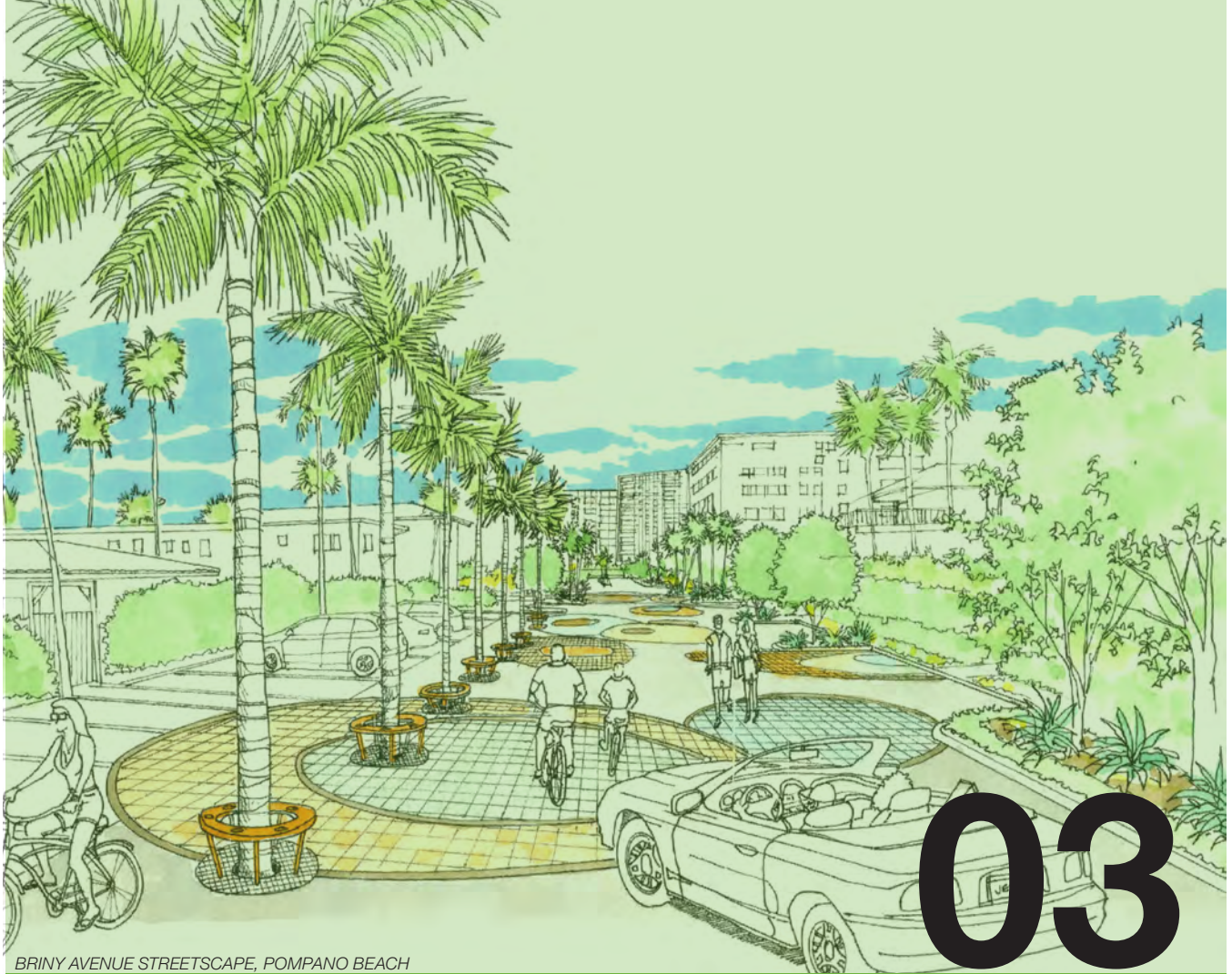
SUBMITTED IN PARTNERSHIP BY:
STRATEGIC PLANNING GROUP, INC.
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SUBMITTAL DATE: MARCH 19, 2018

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BRINY AVENUE STREETScape, POMpano BEACH

TRANSMITTAL LETTER



March 19, 2018

City of Hallandale Beach
Office of the City Clerk – Executive Offices
400 South Federal Highway – 2nd Floor
Hallandale Beach, FL 33009

Re: RFP # FY 2017-2018-CRA001 Citywide Strategic Vision and HBCRA Implementation Plan

To Roger M. Carlton, City Manager and Members of the Selection Committee:

Strategic Planning Group, Inc. (SPG) in partnership with IBI Group is pleased to submit our response to the above referenced RFP to prepare an update to the existing CRA Redevelopment Plan, and prepare a Visioning Plan for the remaining 24% of the City. We have tailored our proposal to address all the minimum qualification requirements and RFP terms. **The SPG-IBI Team will also be supported by Gridics, a South Florida based technology firm**, leveraging the real estate data with analytics to allow visualisation of development potential. We are confident that with our assembled team we possess the expertise, innovation and experience required to exceed your expectations.

SPG, founded in 1983, is an international planning and economic consulting firm, based in Florida. The firm, is widely recognized for its in-depth knowledge of Florida Statute 163 Part III and its role in creating successful redevelopment programs for over 30 municipalities throughout Florida, including several CRAs in the South Florida region. **SPG's redevelopment plans are based on sound economic development principles and financial viability.** Some of our key Florida redevelopment planning efforts include: **Renew Arlington CRA (Jacksonville), Ormond Beach's North Mainland CRA, SR100 CRA; (Palm Coast), City Springfield CRA, Central Bradenton CRA, and Downtown Melbourne CRA.** We recently completed the **Lincolnvile CRA 2017 Update (St. Augustine)** and aided the City of Jacksonville in updating its **1998 Jacksonville International Airport CRA Master Plan (2016/17).**

IBI Group (Florida) Inc. (established in 1979), is a global consulting firm with a long history of conducting complex, integrated assignments such as the Hallandale Beach CRA Plan Update and Citywide Visioning Study. The firm's aim is to develop strategies to address the issues of 21st Century urban living and development. As an established North American leader in Transit Oriented Development (TOD), our **Pompano Beach based IBI team** presents a long-standing portfolio of award-winning redevelopment planning projects in Florida. Some of our key similar projects in Florida include the **Downtown Tavares CRA Master Plan Update, Lauderdale Lakes CRA Plan Update and TOD Study, SET Transformation Plan for the Delray Beach CRA, Sanford SunRail Station Area Plan for Seminole County, and Westside Neighborhoods CRA Plan in Pensacola.**

The City will be hiring the best with the SPG/IBI team Combined, Strategic Planning Group, Inc. and IBI Group, Inc. have assisted over 50 CRAs in Florida with their redevelopment plans and projects. Our staff has a 20-year solid working relationship on projects nationally and are currently assisting the City of North Miami CRA on its Detailed Train Station Area & Major Corridor TOD Master Plan. Our strategically assembled team brings a unique combination of local and national experts together to provide the city with a multi-disciplinary team to address the needs of the client as problems arise during the course of the project. IBI Group's success as project managers and designers lies in our capacity to manage the planning process with strategic flexibility, in order to deliver quality projects on time and on budget.

Globally, we have been leading the research related to transit-oriented development and Smart Cities with projects such as our APA award-winning projects First and Last Mile Strategic Plan for Los Angeles Metro and the Bhubaneswar Smart City Strategic Plan in India.

The team will be led by Mr. Bob Gray, who will be drawing from both his public and private sector experience in formulating innovative strategies to address current and future changes in the larger regional market. **Mr. Gray will be supported by Ms. Mary Jane Stanley, CEcD, representing SPG Group as a full-time employee, who is also the former CRA Development Administrator for City Of Tallahassee, Director of Community Development/CRA, City of Cocoa, Director of Economic Development with City of Hollywood, fulfilling the MQR#2 requirement in the RFP.** They will be supported by **Mr. Bankim Kalra, AICP, who will serve as the Deputy Project Manager representing IBI Group.** As a Certified Economic Developer, Ms. Stanley has over 25 years of direct experience in preparing and managing economic development and redevelopment programs and departments. Her knowledge of and experience with municipal systems; statutory planning mechanisms; and staff, political, and community perspectives will prove invaluable to our consulting team. The combination of Mr. Gray and Ms. Stanley will be crucial in ensuring that the plan created is financially viable and prioritizes projects, programs and studies for the nine remaining years of the CRA.

We assure you that the SPG/IBI Team is responsive and excels in collaborative experience that is necessary to guide the HBCRA in implementing its redevelopment program. **The proposal presented in this response submitted by SPG- IBI is a firm and irrevocable offer until the time the Board of Directors awards a contract.** Should you have any questions or desire additional information, please contact Bob Gray directly (904.631.8623). The SPG/IBI Team attests that the information provided is current and factual.

Sincerely,

Strategic Planning Group, Inc. in collaboration with IBI Group (Florida)



Robert J. Gray, AICP
Chairman and President
SPG, Inc.
(PROJECT MANAGER)



Patricia Frexes Ramudo, PE, LEED AP
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REPRESENTATION OF THE PROPOSER

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SUNBIZ – STRATEGIC PLANNING GROUP

3/12/2018

Detail by Entity Name

FLORIDA DEPARTMENT OF STATE

DIVISION OF CORPORATIONS



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Detail by Entity Name

Florida Profit Corporation
STRATEGIC PLANNING GROUP, INC.

Filing Information

Document Number	G72058
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Date Filed	11/21/1983
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Principal Address

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Changed: 01/24/2012

Mailing Address

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PONTE VEDRA BEACH, FL 32082

Changed: 01/24/2012

Registered Agent Name & Address

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Name & Address

Title CD

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<http://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=STRATEGI...> 1/2

3/12/2018

Detail by Entity Name

Title S

ASHLEY, BABETTE L
5020 YACHT CLUB RD
JACKSONVILLE, FL 32210

Annual Reports

Report Year	Filed Date
2016	02/15/2016
2017	01/09/2017
2018	01/10/2018

Document Images

01/10/2018 -- ANNUAL REPORT	View image in PDF format
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Florida Department of State, Division of Corporations

SUNBIZ – IBI GROUP

FLORIDA DEPARTMENT OF STATE

DIVISION OF CORPORATIONS



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Detail by Entity Name

Florida Profit Corporation
IBI GROUP (FLORIDA) INC.

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Principal Address

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Changed: 01/06/2011

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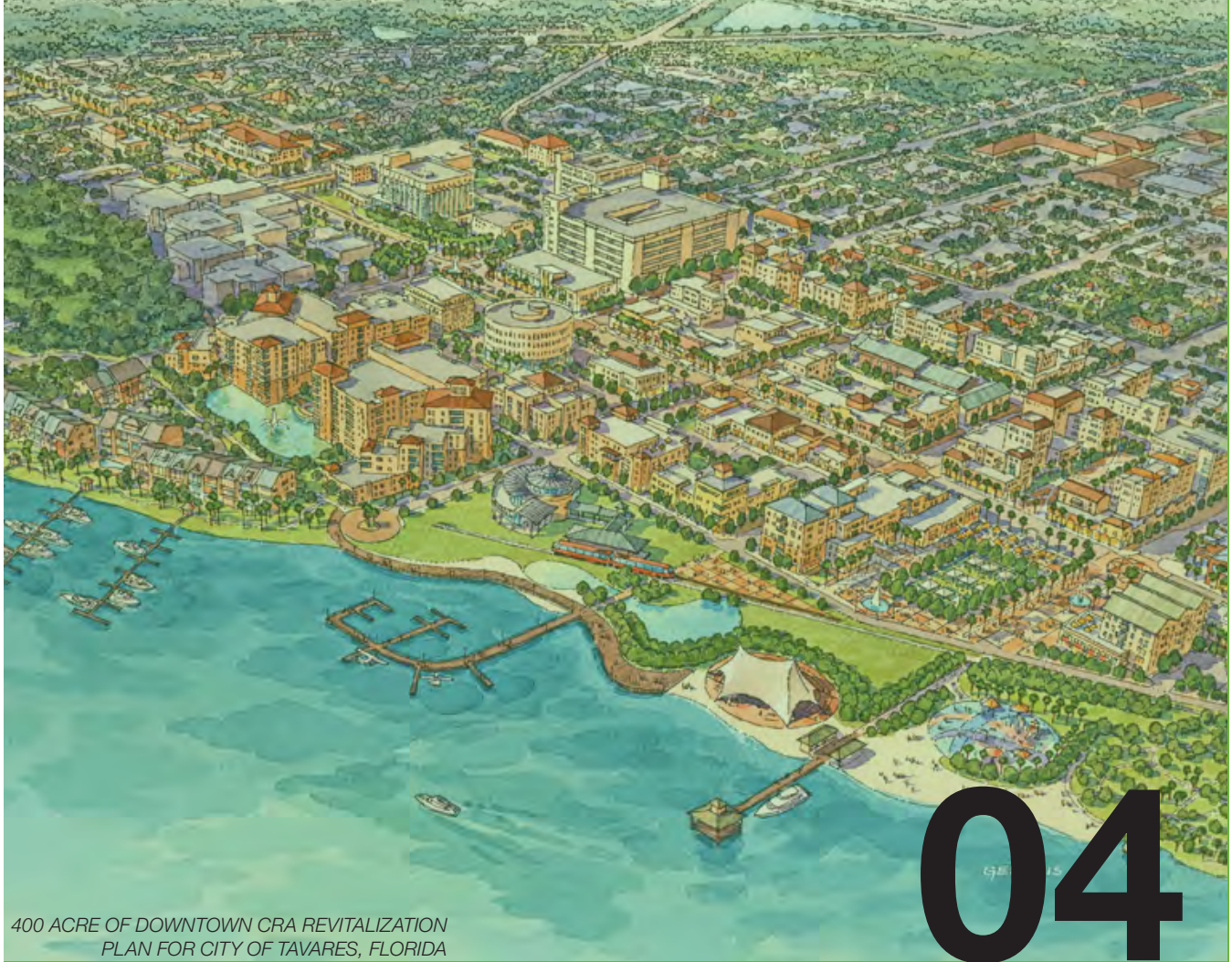
Annual Reports

Report Year	Filed Date
2018	01/09/2018
2018	02/02/2018
2018	03/08/2018

Document Images

03/08/2018 -- AMENDED ANNUAL REPORT	View image in PDF format
02/02/2018 -- AMENDED ANNUAL REPORT	View image in PDF format
01/09/2018 -- ANNUAL REPORT	View image in PDF format

11/06/2017 -- Amendment	View image in PDF format
01/24/2017 -- ANNUAL REPORT	View image in PDF format
01/11/2017 -- Amendment	View image in PDF format
11/15/2016 -- Amendment	View image in PDF format
06/01/2016 -- Amendment	View image in PDF format
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400 ACRE OF DOWNTOWN CRA REVITALIZATION
PLAN FOR CITY OF TAVARES, FLORIDA

EXECUTIVE SUMMARY

The SPG-IBI Group Team is pleased to provide the City of Hallandale Beach Community Redevelopment Agency with a comprehensive and inclusive approach to update the 2012 Hallandale Beach Community Redevelopment Agency's Community Redevelopment Implementation Plan. The following is an executive summary highlighting the key elements of our proposal.

Our team will aid the City through a comprehensive public involvement program for areas within the HBCRA boundary and visioning process for remaining areas within the City of Hallandale Beach. The Hallandale Beach CRA and City have made great strides to reduce slum and blight in the CRA neighborhoods and foster economic development. The SPG/IBI Group Team is confident that we will provide an effective strategy for a fully implementable CRA Redevelopment Plan. A far-reaching plan that will move the HBCRA and City forward to achieve the goals and objectives stated in the 2012 Hallandale Beach Community Redevelopment Agency Implementation Plan and the 2009 Citywide Master Plan and Implementation Strategy.

The CRA's strategic priorities - creating a livable community, excellence in government, enhancement of quality of life through environmental sustainability and economic development are admirable. The SPG/IBI Group Team collectively, has a large body of work in communities throughout Florida that incorporate these priorities. Our team delivers our clients a unique approach to each community along with the value added of a large staff proficient and experienced in all sectors - architecture, engineering, transportation, transit, planning and urban design, landscape architecture and systems design. The SPG/IBI Group team will bring to the City of Hallandale Beach CRA and City its expertise and experience in the creation and updating of redevelopment plans, land use and zoning amendments, transportation planning, transit-oriented development, economic development and community outreach for numerous local, national and international projects.

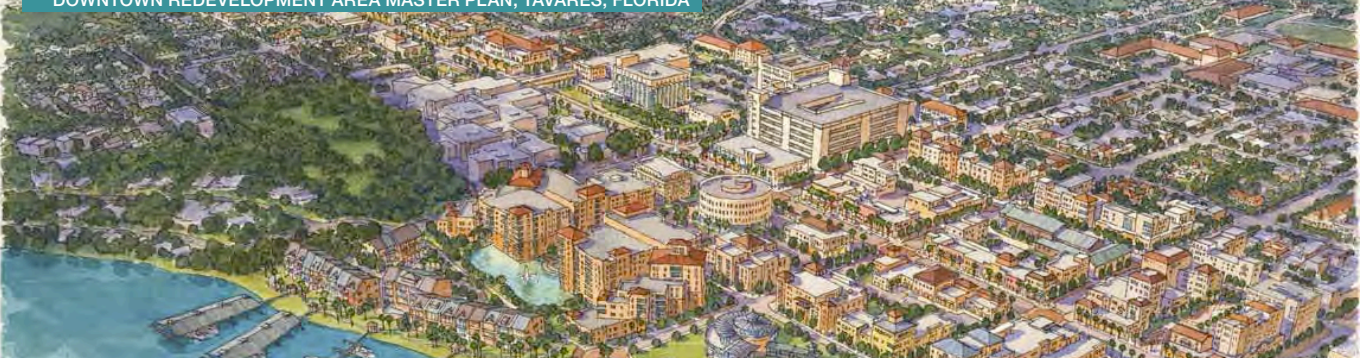
THE SET TRANSFORMATION PLAN, DELRAY BEACH, FLORIDA



SANFORD SUNRAIL STATION AREA PLAN



DOWNTOWN REDEVELOPMENT AREA MASTER PLAN, TAVARES, FLORIDA



STRATEGIC PLANNING GROUP



SPG, founded in 1983, is an international market research, economics, planning consulting firm, headquartered in Florida. Since 1983, SPG has continuously provided market feasibility, community redevelopment, and planning services to local government entities throughout the Southeast US.

The firm is committed to providing the highest quality of professional services to our clients. The success of this philosophy is evidenced by the firm's client's satisfaction with the services and its 85% client retention standing. SPG combines its experience and resources as a leader in the following disciplines:

ECONOMIC DEVELOPMENT

SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and related agencies to aid with the implementation of numerous economic development plans. Examples include the Economic Development Strategic Plan for Volusia County, creating a five-year \$100 million program for the County.

SPG also recently developed the Economic Development Strategic Plans for Pembroke Pines, FL, Counties of Pasco, Hillsborough and Hardee, City of North Port.

COMMUNITY REDEVELOPMENT AGENCY PROGRAMS

SPG has assisted 60+ redevelopment agencies nationwide, including 20+ in Florida, establish CRAs, prepare Finding of Necessity Studies, develop TIF/CIP programming, and develop Community Redevelopment Plans (and Updates/Amendments). The firm just completed the Jacksonville University/Arlington/Merrill Rd CRA and are completing Jacksonville International Airport CRA update (the largest CRA in Florida).

AFFORDABLE AND WORKFORCE HOUSING

SPG is a national leader and the State of Florida leading planning consultant in the area of affordable and workforce housings. The firm is currently completing a detailed housing study for Pinellas County and its 24 municipalities and have prepared the State's only affordable/workforce housing linkage fee legislation.

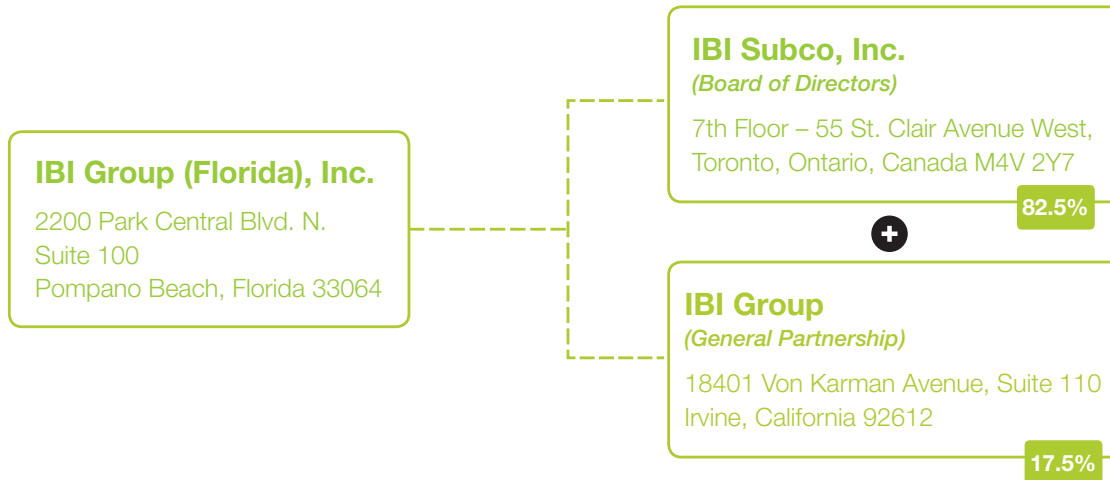
REAL ESTATE MARKET AND DEVELOPMENT

Strategic Planning Group, Inc. (SPG) through its retail division provides a team of professionals having considerable experience in the commercial retail and services industries. These services are utilized by developers, retail chains, independent retailers, financial institutions, leasing agents and marketing organizations. Selected clients include the Arvida Corporation (St. Joe), Flagler Development, Home Depot, J.C. Penney Company, and Homart Development Company (Sears).

IBI GROUP

IBI GROUP (FLORIDA) INC. CORPORATE AND OWNERSHIP STRUCTURE

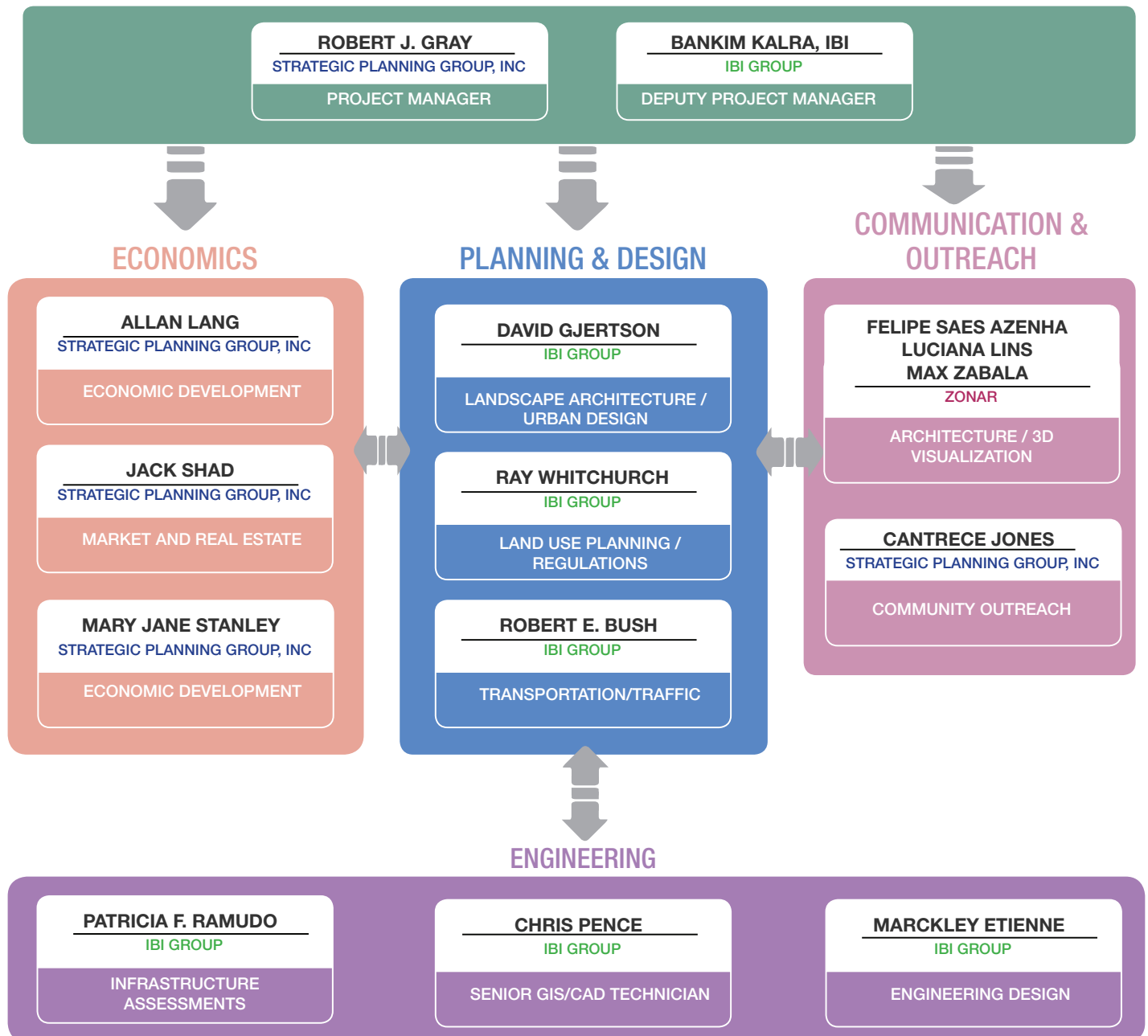
City Of Hallandale Beach CRA Redevelopment Plan Modification and Citywide Visioning, Florida will be managed by **IBI Group (Florida), Inc. office in Pompano Beach**. IBI Group (Florida) Inc. is a member of the IBI Group of firms. Established as a Florida corporation in 1979, we have provided professional consulting services for 38+ years to Florida public and private entities. The table below illustrates the corporate and ownership structure of IBI Group (Florida) Inc.



EXECUTIVE		
<p>CEO SCOTT STEWART</p> <p>PRESIDENT DAVID THOM</p> <p>CFO STEPHEN TAYLOR</p>		
DIRECTION		
Regions	Sector	CORPORATE SERVICES
<p>Canada West • Mike Pankiw</p> <p>Canada East • Kevin Bebenek</p> <p>US West • David Chow</p> <p>US East • Tim Foley</p> <p>UK/Ireland • Paul Hewes/Paul Whittlestone</p> <p>International • Trevor McIntyre</p>	<p>Intelligence • Derek Sims</p> <p>Buildings • David Thom</p> <p>Infrastructure • Matt Cunningham</p>	<p>Finance/Accounting • Stephen Taylor</p> <p>Mar/Comms • Charles Finley</p> <p>Human Resources • Jane Sillberg</p> <p>Legal • Steven Kresak</p> <p>IT • Kai Hum</p> <p>QA/QC • Ewen Fisher</p>
Implementation	Coordination + Direction	Strategic Support + Operations
Leadership Group		
Includes deputy regional directors, sub-sector leads, and other directors/partners		
Leadership at the Regional, Business Line and Corporate Service Level		

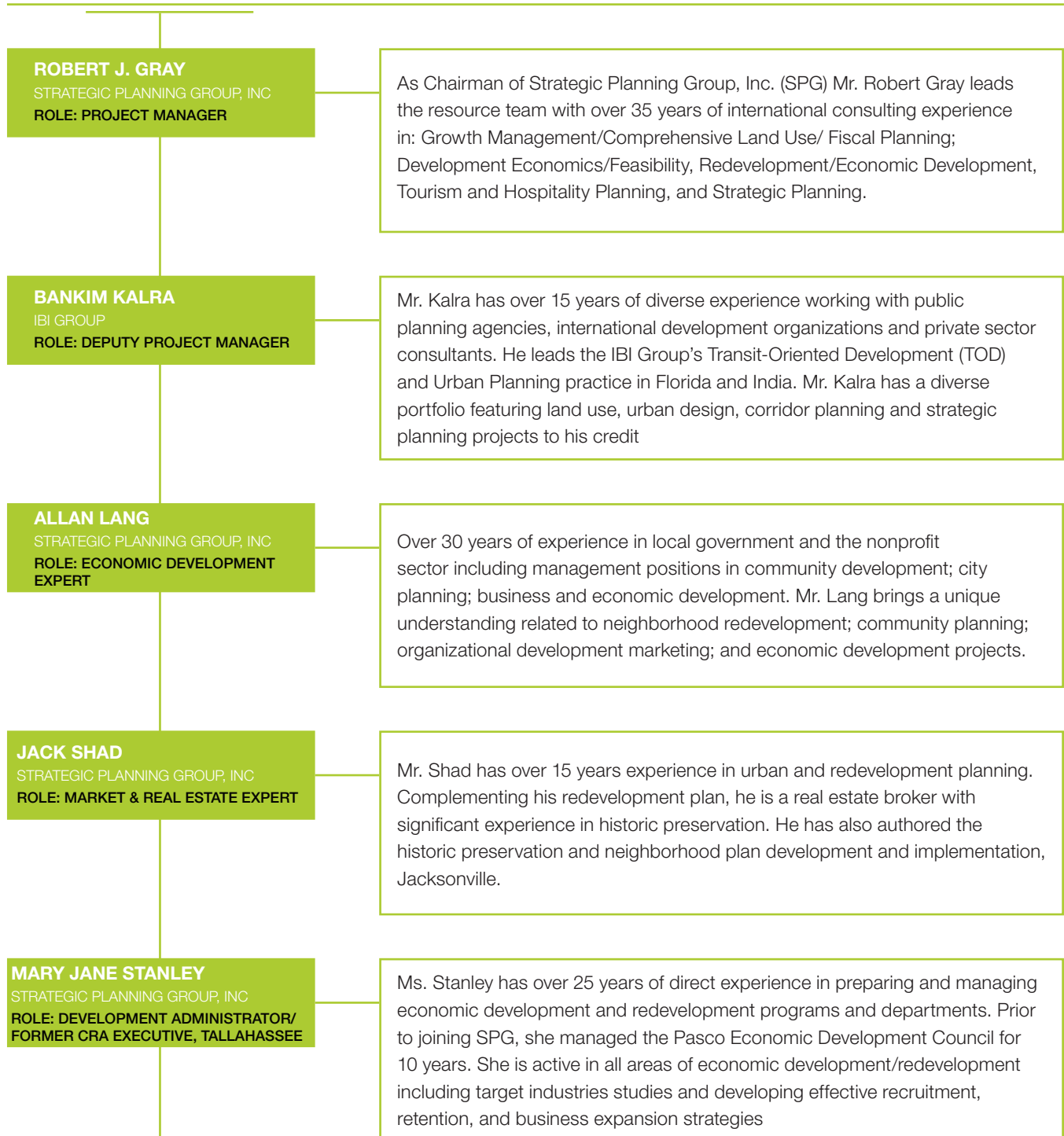
PROPOSED TEAM & RESPONSIBILITIES

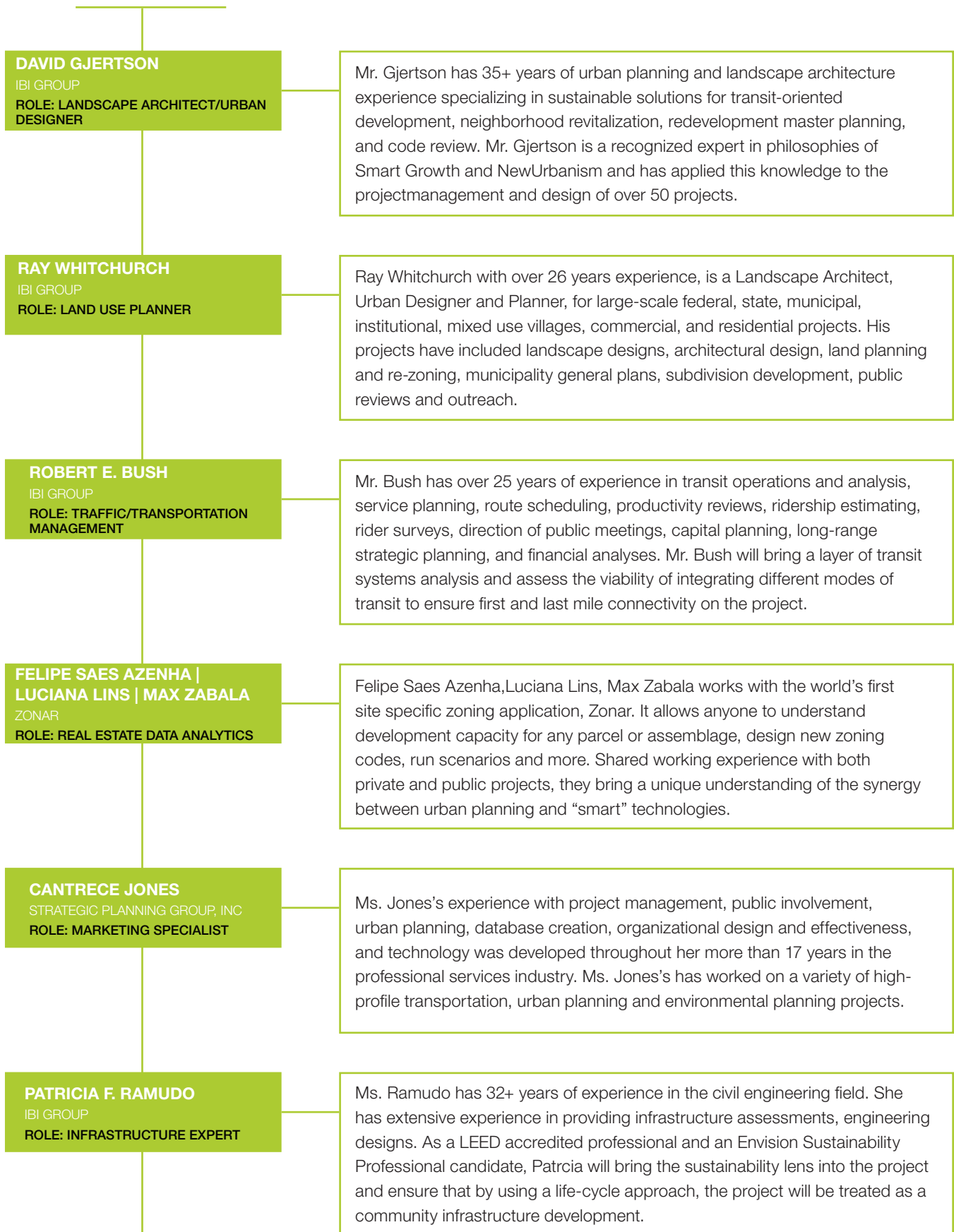
We have built the ideal team – a combination of global experience, innovative thinking, and on-the-ground, local knowledge – to bring the long-running planning efforts in the City of Hallandale Beach to successful realization. The following organizational chart identifies the officers, principals, supervisory staff, and key individuals who will be directly involved with HDBCRA Project.



KEY PERSONNEL

The core working team is comprised of disciplines essential to achieve the project mandate. Our strategically assembled team members have worked on a range of projects that are directly related to the work requirements identified in the RFP. The following bios demonstrate that each core team member has multi-disciplinary skills and past experience dealing with projects of this scope and nature.





KEY ELEMENTS OF THE PROPOSAL

Our team has reviewed the previous planning efforts undertaken by the City, and commend the city leadership's proactive actions to capitalize upon the current trend of investment in Hallandale Beach and South Florida. We understand that the City's goal, through this process, is to undertake a planning process that integrates multimodal transportation, land use, urban design, affordable housing, and economic development seamlessly with the community's vision and maximizes the investment opportunities presented by the CRA Plan as a catalyst for future growth.

A successful CRA Plan must take a comprehensive planning approach that seamlessly integrates many different disciplines into one solution.

TRANSPORTATION



THE TRANSPORTATION ENCOMPASSES ALL FORMS OF MOBILITY, WITH A SPECIFIC EMPHASIS ON TRANSIT, ACTIVE TRANSPORTATION, AND WALKABILITY.

OPEN SPACES

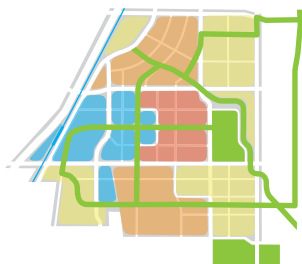


THE OPEN SPACES ENCOMPASSES ALL OF THE PUBLIC SPACES, WHICH MUST BE SKILLFULLY INTEGRATED INTO THE AREA TO ENCOURAGE VITALITY IN THE PUBLIC REALM.

DEVELOPMENT



THE DEVELOPMENT ENCOMPASSES ALL BUILT UP AREAS, CAREFULLY CONSIDERING LAND-USES, POLICIES, MARKET FEASIBILITY, AND DESIGN THAT SUPPORTS AND ACTIVATES THE PUBLIC REALM AND TRANSIT RIDERSHIP



WHEN ALL OF THESE COMPONENTS ARE COMBINED, A TRUE NEIGHBORHOOD EMERGES. A REDEVELOPMENT PLAN SHOULD BE ACCOMPANIED BY DESIGN GUIDELINES AND DEVELOPMENT STANDARDS THAT ENFORCE BASIC (BUT ESSENTIAL) URBAN DESIGN PRINCIPLES. THESE ENSURE THAT FUTURE DEVELOPMENT IS SUITABLE TO THE HUMAN-SCALED, WALKABLE ENVIRONMENT NEEDED FOR A SUCCESSFUL REDEVELOPMENT PLAN

PROJECT APPROACH

A good process is essential to an implementable Plan. The SPG team has produced an extensive and impressive portfolio of CRA planning exercises across Florida. This experience has given our CRA Planning a proven approach to successful TOD planning. It is our team's observation that the RFQ is very well conceived and stated. Our team takes pride in its ability to "reach beyond the obvious" in its delivery of both innovation and value added consultant – one of the benefits of the company's size.

In terms of planning process, we propose to adopt the following key actions to accomplish the stipulated scope of work in the RFP:



UNIQUENESS AND VALUE ADDED SERVICES

TRANSIT ORIENTED DEVELOPMENT

The City of Hallandale Beach is one of the stations located along the future Tri-Rail Coastal Link. IBI sees transit-oriented development (TOD) as a critical step towards a more sustainable future and the anchor for future redevelopment in South Florida. We are leaders in TOD master planning and have produced an impressive portfolio of major TOD and station-area planning exercises across North, Central and South America, Europe and India.

Our team offers the City of Hallandale Beach its in-house TOD+ online platform, that provides users with information pertaining to Transit Oriented Development (TOD) potential along various higher order transit lines across North America. Using spatial and data analytic software's, expert staff evaluate a number of urban planning, real-estate, and socio-economic factors that contribute to a properties potential TOD value. Utilizing advanced computer systems, these factors are graded and applied to each property within proximity to the relevant transit line. The resulting TOD score is displayed spatially as a numerical grade that can be compared with other properties intuitively and efficiently by the interested user.



ZONAR.CITY: THE WORLD'S FIRST 3D VISUALIZATION ZONING TOOL

We have included Gridics, a South Florida based company as a sub-consultant on our team. Gridics is on a mission to change the face of real estate data & analytics and has developed Gridics.com and Zonar.city. Zonar.City is a proprietary zoning and planning application that allows city governments, developers, and architects to visualize development potential in real-time 3d, based on the local zoning code.



SMART CITIES

A Smart City is a city that can increase its competitiveness and quality of life, efficiently use resources, and support economic sustainability by using technology and creativity to raise the IQ of the built environment. We believe that a Smart City is not just about being technologically advanced—it's about urban renewal and citizen engagement. As one of the upcoming markets in South Florida, we are prepared to assist City of Hallandale Beach in demonstrating how technology can be used to support new and improved city services as well as creatively use alternative data collection methods, as part of this project.

SUMMARY OF PROPOSED SERVICES

The Hallandale Beach CRA Plan Update will be managed jointly by the staff of SPG and IBI Group (Florida) with support as needed from our other offices in IBI Group. The HDBCRA Plan Update will require an established depth of Florida Statute understanding and knowledge of economic forces underpinning future development and infrastructure investment. Our team has led numerous similarly scaled CRA projects that focus on issues germane to this project. Additionally, we have assisted municipal clients with devising innovating funding strategies for the implementation of their CRA redevelopment plans and construction of public infrastructure projects.

Our success as project managers and designers lies in our capacity to manage the planning process with strategic flexibility, in order to deliver quality projects on time and on budget. IBI has chosen to select professionals from our local, national and international offices because of their wide-ranging background and understanding of projects of this nature. We believe our local knowledge, outstanding performance on transit-oriented planning projects worldwide and combined experience of the team members assigned to this project, will enable the City of Hallandale Beach to provide the highest quality of professional services to its citizens.

In summary, our carefully assembled team has:

- Successfully undertaken numerous station area and corridor studies of similar nature and scope;
- Strong record of establishing community consensus through proven techniques for engaging the public throughout the planning process;
- Extensive local knowledge combined with national and international experience enabling us to apply global experience while addressing local issues;
- Ability to draw on other areas of practice within the firm and the team to analyze and evaluate issues as they arise;
- Clear understanding of the challenges associated with balancing the economic and functional needs of the existing community, while at the same time developing a higher quality urban form to attract new development;
- Worked closely with the public and private sector to bring similar comprehensive redevelopment planning projects, centered around transit investments, to fruition through our relationship with local and national developers. This helps in providing the financial stability and partnerships that are critical in successful realization of CRA projects;
- In-depth understanding of South Florida market dynamics and the economic implications for future project feasibility and to stimulate needed private investment;
- The ability to provide transportation planning and engineering services to address future traffic circulation issues, transit needs and parking requirements as the City evolves into a significant destination in the region; and
- Award winning architects, engineers and urban designers that are LEED and ENVISION accredited professionals, to ensure that environmental efficiency and resilience are embedded in all city projects.



MINIMUM QUALIFICATION REQUIREMENTS (MQRS)

INCORPORATION CERTIFICATE (STRATEGIC PLANNING GROUP)

State of Florida Department of State

I certify from the records of this office that STRATEGIC PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on November 21, 1983.

The document number of this corporation is G72058.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on January 10, 2018, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Tenth day of January, 2018*



Ken Detjen
Secretary of State

Tracking Number: CC8057207813

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

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

SUNBIZ - SPG (DATE FILED - 1983)

3/12/2018

Detail by Entity Name

FLORIDA DEPARTMENT OF STATE

DIVISION OF CORPORATIONS



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Florida Profit Corporation
STRATEGIC PLANNING GROUP, INC.

Filing Information

Document Number	G72058
FEI/EIN Number	59-2353641
Date Filed	11/21/1983
State	FL
Status	ACTIVE

Principal Address

830-13 A1A N
STE 402
PONTE VEDRA BEACH, FL 32082

Changed: 01/24/2012

Mailing Address

830-13 A1A N
STE 402
PONTE VEDRA BEACH, FL 32082

Changed: 01/24/2012

Registered Agent Name & Address

SMITH, GAMBRELL & RUSSELL , LLC
50 N LAURA STREET SUITE 2600
ATTN: BABETTE L. ASHLEY ESQ.
JACKSONVILLE, FL 32202

Name Changed: 05/01/2001

Address Changed: 01/24/2012

Officer/Director Detail

Name & Address

Title CD

GRAY, ROBERT J
1152 CREEKS EDGE COURT
PONTE VEDRA, FL 32082

<http://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=STRATEGI...> 1/2

3/12/2018

Detail by Entity Name

Title S

ASHLEY, BABETTE L
5020 YACHT CLUB RD
JACKSONVILLE, FL 32210

Annual Reports

Report Year	Filed Date
2016	02/15/2016
2017	01/09/2017
2018	01/10/2018

Document Images

01/10/2018 -- ANNUAL REPORT	View image in PDF format
01/09/2017 -- ANNUAL REPORT	View image in PDF format
02/15/2016 -- ANNUAL REPORT	View image in PDF format
01/07/2015 -- ANNUAL REPORT	View image in PDF format
01/03/2014 -- ANNUAL REPORT	View image in PDF format
01/24/2013 -- ANNUAL REPORT	View image in PDF format
01/24/2012 -- ANNUAL REPORT	View image in PDF format
01/24/2011 -- ANNUAL REPORT	View image in PDF format
01/05/2010 -- ANNUAL REPORT	View image in PDF format
02/23/2009 -- ANNUAL REPORT	View image in PDF format
03/26/2008 -- ANNUAL REPORT	View image in PDF format
03/07/2007 -- ANNUAL REPORT	View image in PDF format
04/05/2006 -- ANNUAL REPORT	View image in PDF format
03/17/2005 -- ANNUAL REPORT	View image in PDF format
05/04/2004 -- ANNUAL REPORT	View image in PDF format
04/17/2003 -- ANNUAL REPORT	View image in PDF format
04/10/2002 -- ANNUAL REPORT	View image in PDF format
05/01/2001 -- ANNUAL REPORT	View image in PDF format
05/02/2000 -- ANNUAL REPORT	View image in PDF format
04/19/1999 -- ANNUAL REPORT	View image in PDF format
04/30/1998 -- ANNUAL REPORT	View image in PDF format
01/31/1997 -- ANNUAL REPORT	View image in PDF format
06/24/1996 -- ANNUAL REPORT	View image in PDF format
02/22/1995 -- ANNUAL REPORT	View image in PDF format

Florida Department of State, Division of Corporations

INSURANCE CERTIFICATE- SPG



STRAPLA-02

WILKESONL

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
8/1/2017

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

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

PRODUCER Insurance Office of America, Inc. 1855 West State Road 434 Longwood, FL 32750	CONTACT NAME: Angie Dail PHONE (A/C, No, Ext): (407) 998-5583 FAX (A/C, No): (407) 788-7933 E-MAIL ADDRESS: angie.dail@ioausa.com
INSURED Strategic Planning Group, Inc. 830-13 N A1A Ste 402 Ponte Vedra Beach, FL 32082	INSURER(S) AFFORDING COVERAGE INSURER A : Southern-Owners Insurance Company INSURER B : Hartford Underwriters Insurance Company INSURER C : INSURER D : INSURER E : INSURER F :
	NAIC # 10190 30104

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> HNOA \$1 Mill GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	X	72634330	05/07/2017	05/07/2018	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	<input type="checkbox"/> AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	X		72634330	05/07/2017	05/07/2018	COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Each Occur \$ 1,000,000
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$
B	<input type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below	N/A	X	21WECGF0298	08/19/2017	08/19/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

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

Ref: VOW196

Village of Wellington is included as Additional Insured on a primary and non-contributory basis with regard to General Liability and Hired/Non-Owned Auto Liability. Waiver of subrogation applies in favor of the certificate holder with regard to General Liability and Workers Compensation.

CERTIFICATE HOLDER

CANCELLATION

Village of Wellington c/o Insurance Tracking Services, Inc. (ITS) PO Box 20270 Long Beach, CA 90801	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	---

ACORD 25 (2016/03)

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INCORPORATION CERTIFICATE (IBI GROUP)

State of Florida Department of State

I certify from the records of this office that IBI GROUP (FLORIDA) INC. is a corporation organized under the laws of the State of Florida, filed on March 27, 1979.

The document number of this corporation is 614253.

I further certify that said corporation has paid all fees due this office through December 31, 2018, that its most recent annual report/uniform business report was filed on January 9, 2018, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Ninth day of January, 2018*



Ken Detjen
Secretary of State

Tracking Number: CC5444988134

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

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

SUNBIZ - IBI GROUP (DATE FILED - 1979)

[Florida Department of State](#)

DIVISION OF CORPORATIONS



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Detail By Document Number](#) /

Detail by Entity Name

Florida Profit Corporation
IBI GROUP (FLORIDA) INC.

Filing Information

Document Number	614253
FEI/EIN Number	59-1922964
Date Filed	03/27/1979
State	FL
Status	ACTIVE
Last Event	AMENDMENT
Event Date Filed	11/06/2017
Event Effective Date	NONE

Principal Address

2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Changed: 01/06/2011

Mailing Address

2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Changed: 01/18/2012

Registered Agent Name & Address

CORPORATE CREATIONS NETWORK INC.
11380 PROSPERITY FARMS ROAD #221E
PALM BEACH GARDENS, FL 33410

Name Changed: 02/01/2008

Address Changed: 02/01/2008

Officer/Director Detail

Name & Address

Title VP

BARBOSA, JAMES JOEL

2200 PARK CENTRAL BLVD N/SUITE 100
POMPANO BEACH, FL 33064

Title CEO,P,S

STEWART, SCOTT E
55 ST CLAIR WEST AVENUE
TORONTO, ON M4V-2Y7 CA

Title CFO

TAYLOR, STEPHEN
55 ST CLAIR WEST AVENUE
TORONTO, ON M4V-2Y7 CA

Title VP

PEERY, W MICHAEL
801 CORPORATE CENTER DRIVE SUITE 202
RALEIGH, NC 27607

Title P

THOM, DAVID
55 ST CLAIR WEST AVENUE
TORONTO, ON M4V-2Y7 CA

Title Vice President Engineering

Ramudo, Patricia F
2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Title Vice President Landscape Architecture

Hernandez, Debra
2200 PARK CENTRAL BLVD., N.
SUITE 100
POMPANO BEACH, FL 33064

Annual Reports

Report Year	Filed Date
2016	02/05/2016
2017	01/24/2017
2018	01/09/2018

Document Images

[01/09/2018 -- ANNUAL REPORT](#)

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[11/06/2017 -- Amendment](#)

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[01/24/2017 -- ANNUAL REPORT](#)

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[01/11/2017 -- Amendment](#)

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11/15/2016 -- Amendment	View image in PDF format
06/01/2016 -- Amendment	View image in PDF format
02/05/2016 -- ANNUAL REPORT	View image in PDF format
02/23/2015 -- ANNUAL REPORT	View image in PDF format
10/17/2014 -- Amendment	View image in PDF format
04/15/2014 -- Amendment	View image in PDF format
03/14/2014 -- Amendment	View image in PDF format
01/13/2014 -- ANNUAL REPORT	View image in PDF format
07/22/2013 -- AMENDED ANNUAL REPORT	View image in PDF format
01/24/2013 -- ANNUAL REPORT	View image in PDF format
05/03/2012 -- Amendment	View image in PDF format
01/19/2012 -- Amendment	View image in PDF format
01/18/2012 -- ANNUAL REPORT	View image in PDF format
09/12/2011 -- Name Change	View image in PDF format
01/06/2011 -- ANNUAL REPORT	View image in PDF format
08/09/2010 -- Amendment	View image in PDF format
01/15/2010 -- ANNUAL REPORT	View image in PDF format
02/06/2009 -- Amendment	View image in PDF format
01/21/2009 -- ANNUAL REPORT	View image in PDF format
04/08/2008 -- ANNUAL REPORT	View image in PDF format
03/26/2007 -- ANNUAL REPORT	View image in PDF format
03/22/2006 -- Amendment and Name Change	View image in PDF format
03/20/2006 -- ANNUAL REPORT	View image in PDF format
05/05/2005 -- Amendment	View image in PDF format
04/25/2005 -- ANNUAL REPORT	View image in PDF format
03/24/2005 -- Amendment	View image in PDF format
01/24/2005 -- Amendment and Name Change	View image in PDF format
02/19/2004 -- ANNUAL REPORT	View image in PDF format
02/27/2003 -- ANNUAL REPORT	View image in PDF format
02/13/2002 -- ANNUAL REPORT	View image in PDF format
02/06/2001 -- ANNUAL REPORT	View image in PDF format
01/18/2001 -- Amendment	View image in PDF format
02/10/2000 -- ANNUAL REPORT	View image in PDF format
03/02/1999 -- ANNUAL REPORT	View image in PDF format
01/20/1998 -- ANNUAL REPORT	View image in PDF format
05/15/1997 -- ANNUAL REPORT	View image in PDF format
04/15/1996 -- ANNUAL REPORT	View image in PDF format
05/01/1995 -- ANNUAL REPORT	View image in PDF format

RICK SCOTT, GOVERNOR



KEN LAWSON, SECRETARY

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

LICENSE NUMBER	
AA26001012	

The ARCHITECT CORPORATION
Named below IS CERTIFIED
Under the provisions of Chapter 481 FS.
Expiration date: FEB 28, 2019

IBI GROUP (FLORIDA) INC
2200 PARK CENTRAL BLVD NORTH
SUITE 100
POMPANO BEACH FL 33064

ISSUED: 12/26/2016

DISPLAY AS REQUIRED BY LAW

SEQ # L1612260001355



BOARD OF ARCHITECTURE & INTERIOR DESIGN REGISTRATION

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

LICENSE NUMBER	
LC26000270	

The LANDSCAPE ARCHITECT BUSINESS
Named below HAS REGISTERED.
Under the provisions of Chapter 481 FS.
Expiration date: NOV 30, 2017

IBI GROUP (FLORIDA) INC
2200 PARK CENTRAL BLVD NORTH
SUITE 100
POMPANO BEACH FL 33064

ISSUED: 10/13/2015

DISPLAY AS REQUIRED BY LAW

SEQ # L1510130003188



BOARD OF LANDSCAPE ARCHITECTURE REGISTRATION

State of Florida
Board of Professional Engineers

Attests that
IBI Group (FLORIDA) Inc.

Is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2019
Audit No: 228201905414 R

CA Lic. No:
2966

BOARD OF PROFESSIONAL ENGINEERS REGISTRATION

INSURANCE CERTIFICATE - IBI GROUP



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/11/2018

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

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

PRODUCER Aon Risk Services Central, Inc. Minneapolis MN Office 5600 West 83rd Street 8200 Tower, Suite 1100 Minneapolis MN 55437 USA		CONTACT NAME: PHONE (A/C, No, EXT): FAX (A/C, No): E-MAIL ADDRESS:															
INSURED IBI Group (Florida) Inc. 2200 Park Central Blvd North, Suite 100 Pompano Beach, FL 33064		INSURER(S) AFFORDING COVERAGE <table border="1"> <tr> <th>INSURER A:</th> <th>NAIC #</th> </tr> <tr> <td>Liberty Mutual Insurance Company</td> <td>24043</td> </tr> <tr> <td>INSURER B:</td> <td></td> </tr> <tr> <td>INSURER C: Beazley Insurance Company, Inc.</td> <td>37540</td> </tr> <tr> <td>INSURER D:</td> <td></td> </tr> <tr> <td>INSURER E:</td> <td></td> </tr> <tr> <td>INSURER F:</td> <td></td> </tr> </table>		INSURER A:	NAIC #	Liberty Mutual Insurance Company	24043	INSURER B:		INSURER C: Beazley Insurance Company, Inc.	37540	INSURER D:		INSURER E:		INSURER F:	
INSURER A:	NAIC #																
Liberty Mutual Insurance Company	24043																
INSURER B:																	
INSURER C: Beazley Insurance Company, Inc.	37540																
INSURER D:																	
INSURER E:																	
INSURER F:																	

COVERAGES **CERTIFICATE NUMBER:** USIBI-1163-1718 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSRD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER			TB1-B71-171213-027	04/30/2017	04/30/2018	EACH OCCURRENCE \$ 1,000,000 USD DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 USD MED EXP (Any one person) \$ 2,500 USD PERSONAL & ADV INJURY \$ 1,000,000 USD GENERAL AGGREGATE \$ 1,000,000 USD PRODUCTS - COMP/OP AGG \$ 1,000,000 USD
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			AS1-B71-171213-017	04/30/2017	04/30/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 USD BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER /EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
C	Professional Liability			V1F72F170101	04/30/2017	04/30/2018	Per Claim \$ 1,000,000 USD Annual Aggregate \$ 1,000,000 USD

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

Response to Solicitation 120093-885 Federal Transit Oriented Development (TOD) Planning Services

Only with respect to the above and arising out of the Named Insured's operations are the following name(s) added to the policy as Additional Insured(s). The policy limits are not increased by the addition of such Additional Insured(s) and remain as stated in this Certificate

City of Fort Lauderdale where required by written contract or written agreement with respect to Commercial General Liability

CERTIFICATE HOLDER City of Fort Lauderdale Procurement Services Division 100 N. Andrews Avenue, Suite 619 Fort Lauderdale, FL 33301	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE
--	---

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Policy Number
Issued by LIBERTY MUTUAL INSURANCE COMPANY

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

BLANKET ADDITIONAL INSURED

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE FORM

SECTION II - WHO IS AN INSURED is amended to include as an insured any person or organization for whom you have agreed in writing to provide liability insurance. But:

The insurance provided by this amendment:

1. Applies only to "bodily injury" or "property damage" arising out of (a) "your work" or (b) premises or other property owned by or rented to you;
2. Applies only to coverage and minimum limits of insurance required by the written agreement, but in no event exceeds either the scope of coverage or the limits of insurance provided by this policy; and
3. Does not apply to any person or organization for whom you have procured separate liability insurance while such insurance is in effect, regardless of whether the scope of coverage or limits of insurance of this policy exceed those of such other insurance or whether such other insurance is valid and collectible.

The following provisions also apply:

1. Where the applicable written agreement requires the insured to provide liability insurance on a primary, excess, contingent, or any other basis, this policy will apply solely on the basis required by such written agreement and Item 4. Other Insurance of SECTION IV of this policy will not apply.
2. Where the applicable written agreement does not specify on what basis the liability insurance will apply, the provisions of Item 4. Other Insurance of SECTION IV of this policy will govern.
3. This endorsement shall not apply to any person or organization for any "bodily injury" or "property damage" if any other additional insured endorsement on this policy applies to that person or organization with regard to the "bodily injury" or "property damage".
4. If any other additional insured endorsement applies to any person or organization and you are obligated under a written agreement to provide liability insurance on a primary, excess, contingent, or any other basis for that additional insured, this policy will apply solely on the basis required by such written agreement and Item 4. Other Insurance of SECTION IV of this policy will not apply, regardless of whether the person or organization has available other valid and collectible insurance. If the applicable written agreement does not specify on what basis the liability insurance will apply, the provisions of Item 4. Other Insurance of SECTION IV of this policy will govern.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Person Or Organization:

As required by written contract or agreement entered into prior to loss

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The following is added to Paragraph 8. **Transfer Of Rights Of Recovery Against Others To Us of Section IV – Conditions:**

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



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
01/12/2018

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

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

PRODUCER Aon Risk Services Central, Inc. Minneapolis MN Office 5600 West 83rd Street 8200 Tower, Suite 1100 Minneapolis MN 55437 USA		CONTACT NAME: PHONE (A/C. No. Ext): (952) 886-8000 FAX (A/C. No.): (312) 381-0536 E-MAIL ADDRESS:	
INSURED IBI Group (Florida) Inc. 2200 Park Central Blvd. North Suite 100 Pompano Beach FL 33064 USA		INSURER(S) AFFORDING COVERAGE INSURER A: Twin City Fire Insurance Company NAIC # 29459 INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	

COVERAGES **CERTIFICATE NUMBER: 570069936802** **REVISION NUMBER:**
 THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. **Limits shown are as requested**

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR VWD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION						EACH OCCURRENCE AGGREGATE
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	41WEID5484	01/13/2018	01/13/2019	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE-EA EMPLOYEE \$1,000,000 E.L. DISEASE-POLICY LIMIT \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 RE: Response to solicitation 120093-885 Federal Transit Oriented Development (TOD) Planning Services; Should the above described workers Compensation be cancelled, notice of such cancellation will be provided 30 days in advance of the cancellation.

CERTIFICATE HOLDER

City of Fort Lauderdale
 Procurement Services Division
 100 N. Andrews Avenue, Suite 619
 Fort Lauderdale FL 33301 USA

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Aon Risk Services Central, Inc.

Holder Identifier :

Certificate No : 570069936802



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

NOTICE OF CANCELLATION TO CERTIFICATE HOLDER(S)

Policy Number: 41 WE ID5484

Endorsement Number:

Effective Date: 01/13/18 Effective hour is the same as stated on the Information Page of the policy.

Named Insured and Address: IBI GROUP US

635 BROOKSEDGE BLVD
WESTERVILLE, OH 43081

This policy is subject to the following additional Conditions:

- A. If this policy is cancelled by the Company, other than for non-payment of premium, notice of such cancellation will be provided at least thirty (30) days in advance of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.
- B. If this policy is cancelled by the Company for non-payment of premium, or by the insured, notice of such cancellation will be provided within ten (10) days of the cancellation effective date to the certificate holder(s) with mailing addresses on file with the agent of record or the Company.

If notice is mailed, proof of mailing to the last known mailing address of the certificate holder(s) on file with the agent of record or the Company will be sufficient proof of notice.

Any notification rights provided by this endorsement apply only to active certificate holder(s) who were issued a certificate of insurance applicable to this policy's term.

Failure to provide such notice to the certificate holder(s) will not amend or extend the date the cancellation becomes effective, nor will it negate cancellation of the policy. Failure to send notice shall impose no liability of any kind upon the Company or its agents or representatives.



THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

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

Policy Number: 41 WE ID5484

Endorsement Number:

Effective Date: 01/13/18 Effective hour is the same as stated on the Information Page of the policy.

Named Insured and Address: IBI GROUP US

635 BROOKSEGE BLVD
WESTERVILLE, OH 43081

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

ANY PERSON OR ORGANIZATION
FROM WHOM YOU ARE REQUIRED
BY WRITTEN CONTRACT OR
AGREEMENT TO OBTAIN THIS
WAIVER OF RIGHTS FROM US

Countersigned by _____
Authorized Representative

Form WC 00 03 13 Printed in U.S.A.
Process Date: 12/18/17

Policy Expiration Date: 01/13/19

PREVIOUS EXPERIENCE WITHIN A CRA



Mary Jane Stanley, CECd

SENIOR ASSOCIATE—REDEVELOPMENT PLANNING/ ECONOMIC DEVELOPMENT

Education

- Bachelor of Arts, Geography (Urban Planning), University of Florida (1975)
- MBA, Real Estate Development and Management, Nova Southeastern University (1991)
- Graduate – Economic Development Institute, University of Oklahoma (1992)
- M.L.A. (School of Landscape Architecture), University of Guelph, Guelph, ON, 1985
Ontario Graduate Scholarship, 1985

Ms. Stanley has over 25 years of direct experience in preparing and managing economic development and redevelopment programs and departments. Prior to joining SPG, she managed the Pasco Economic Development Council for 10 years. She is active in all areas of economic development/redevelopment including target industries studies and developing effective recruitment, retention, and business expansion strategies for county and local governments.

Her extensive working experience with the government has let her develop an indepth knowledge of the market and policy factors affecting the cities of Florida. She has managed a public/private partnership responsible for countywide business and industry recruitment, retention and expansion initiatives. Over a ten year period, she assisted over 275 new and expanding companies with the creation and/or retention of 5,400+ jobs; capital investment of over \$533 million; and creation of over 3 million SF of new space. She was extensively involved with the Comprehensive Planning Process to preserve land (4,600 Acres) for future employment centers and office/business parks.

As a Senior Associate with SPG, Ms. Stanley current responsibilities are focused around expanding SPG's Redevelopment and Economic Development Practice. She has prepared more than 7 Economic Development Plans for local and regional level within the State of Florida. This also included development of 2009-2014 Pasco Economic Development Strategic Plan which involved innovative development solutions balancing community priorities with economic realities similar to the Hallandale Beach CRA Strategic Finance Plan as part of this project.

MEMBERSHIPS & AWARDS

- Professional Certified Economic Developer (September 1992)

REPRESENTATIVE PROJECTS

- + Coordination of traffic and streetscape design and construction totaling \$4.5 million, CRA Hollywood
- + Revised the Downtown Commercial Renovation Program and zoning, CRA Hollywood
- + Code enforcement and Community Development Grant programs, City of Cocoa
- + Coordinating private and public development of downtown, City of Tallahassee
- + Managing public/private partnership responsible for countywide business, Pasco Economic Development Council

COMPLETED PROJECTS WITH REFERENCES

NAME OF PROJECT #1	SET TRANSFORMATION PLAN, DELRAY BEACH CRA
Name of the firm that was awarded the Contract:	IBI Group
Updated contact name, phone and email for Project Manager where services were provided to:	Kristyn Cox-Goodwin Delray Beach CRA, West Atlantic Redevelopment Director Ph: (561) 276-8640; Fax: (561) 276-8558
Explain in detail all the services that the awarded firm performed:	<p>IBI Group was appointed by Delray Beach Community Redevelopment Agency for the preparation of The SET Redevelopment Plan to guide future investment and development within the neighborhood. As part of the project, IBI was involved in:</p> <ul style="list-style-type: none"> • Land use planning; development code regulations; urban design guidelines; • Detailed capital improvement programs and phasing plans for including delineating • Organizational roles and relationships of various entities involved, timing of projects, and • Identifying funding sources for key projects; capacity building and training programs
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	Strategic Planning Group, Inc.
Date when Project # 1 started:	February, 2017
Date when Project # 1 was completed:	November, 2017
Name of entity for which services were provided to:	Delray Beach Community Redevelopment Agency
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>The Set is a 993-acre community located in eastern Delray Beach that extends from I-95 east to Swinton Avenue, from Lake Ida Road south to S.W. 10th Street. This is the first area that visitors pass through to get to the highly popular East Delray Beach area. The Scope of Work included:</p> <ul style="list-style-type: none"> • Existing condition inventory: review of base documents, previous plans, current projects, as provided by City/CRA. • Interview process and public workshops: coordinate with CRA in collaboration with WARC and the City • Plan Development <ul style="list-style-type: none"> • Impediments and opportunities for future development and growth; • Economic development strategies to position "The Set" to take full advantage of growth sectors; • Recommendations in the updated Downtown Cluster Study (January 2011) and the West Atlantic Area Needs Assessment (October 2012); • Potential Land Development Regulations and Comprehensive Plan changes • Prepare the Redevelopment Plan and supportive documents for Approval and Adoption processes.

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc./IBI Group (Florida) Inc.
PROJECT NAME: The Set Transformation Plan
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: IBI Group
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:

Name of reference:	Jeff Costello	Phone:	561-276-8640
Title of reference:	Executive Director	E-mail Address:	costelloj@mydelraybeach.com
Company/Employer:	Delray Beach CRA		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
The firm did a commendable job devoting the necessary time and resources for the project.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

IBI Group's personnel have the skillset , knowledge and expertise to perform the necessary work on the project. The team was very accessible and responsive to the CRA team.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.


There were never any issues or concerns. The response time as required in the agreement.

4. Provide detail information about the firm's success at minimizing any issues.

The firm and CRA collaborated on the project to the extent that any potential issues were identified early on so they would not become issues later in the process.

ADDITIONAL COMMENTS:

IBI's Team worked well with all community
stakeholders - residents, businesses,
property owners and public officials.

SIGNATURE:  Date: 3/15/18

NAME OF PROJECT #2	LINCOLNVILLE CRA PLAN UPDATE
Name of the firm that was awarded the Contract:	Strategic Planning Group, Inc.
Updated contact name, phone and email for Project Manager where services were provided to:	Amy McClure Skinner, Deputy Director, Planning 904.209.4320, askinner@citystaug.com
Explain in detail all the services that the awarded firm performed:	Updated the Lincolnville CRA Master Plan
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	None
Date when Project # 1 started:	February, 2017
Date when Project # 1 was completed:	July, 2017 The project was time sensitive
Name of entity for which services were provided to:	City of St. Augustine (Lincolnville CRA)
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>The CRA wanted to update the Master Plan to better reflect the view of the community. The scope required extensive public involvement which included several focus groups, surveys, interviews, and workshops. Lincolnville was founded in 1866 by freed Black slaves.</p> <p>The Update address issues related to transportation (predominately parking), flooding mitigation, historic preservation, affordable housing and gentrification. The final plan also addressed mechanisms to assist the minority households remain in Lincolnville. Today, the Black community accounts for less than 20 percent to the populations.</p>

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING			
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.			
PROJECT NAME: Lincolnville CRA Plan Update			
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of St. Augustine			
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:			
Name of reference:	Amy McClure Skinner	Phone:	(904) 209-4320
Title of reference:	Deputy Director	E-mail Address:	askinner@citystaug.com
Company/Employer:	City of St. Augustine		

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>SPG provided the support and guidance required to complete the project. The project was completed in a timely manner.</p>

-
2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

SPG responded to all of our inquiries, phone calls, follow up conversations, and was very supportive throughout the process.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

We had no issues. All work was performed and completed in a timely manner and within the agreed upon timeframes.

4. Provide detail information about the firm's success at minimizing any issues.

The firm anticipated potential issues, and was prepared to handle any questions or problems in order to keep the project moving forward.

ADDITIONAL COMMENTS:

SIGNATURE: Amy Skinner **Date:** March 14, 2018

NAME OF PROJECT #3	CREATION OF NEW CRA - RENEW ARLINGTON
Name of the firm that was awarded the Contract:	Strategic Planning Group, Inc.
Updated contact name, phone and email for Project Manager where services were provided to:	Karen Nasrallah, Redevelopment Manager 904.630.2272 karenN@coj.net
Explain in detail all the services that the awarded firm performed:	Findings Report and CRA Redevelopment Plan
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	Genesis, Transportation/GIS
Date when Project # 1 started:	July, 2015
Date when Project # 1 was completed:	December, 2015
Name of entity for which services were provided to:	City of Jacksonville/Renew Arlington CRA
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>Due to political issues, the process was under time constraints. The Arlington community is one of Jacksonville's largest sectors (population of 120,000).</p> <p>The main purpose of the CRA was to eliminate blight conditions as well as impediments to private development. The CRA Master Plan focused on:</p> <ul style="list-style-type: none"> • Utilities including water and sewer • Transportation • Zoning • Crime Prevention (specificall dealing with hot spots • Affordable housing <p>Arlington has a diverse ethnicity with no racial majority. At adoption, the City Commission/CRA Board noted not only its approval, but that all future plans and updates use our process as the benchmark for all future planning efforts.</p>

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING	
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.	
PROJECT NAME: <i>Creation of new CRA - Renew Arlington</i>	
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: <i>Strategic Planning Group (SPG)</i>	
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES: <i>Genesis - Brian Wheeler</i> <i>Acuity Design Group - Cantrece Jones</i>	

Name of reference:	<i>Karen V. Nasrallah</i>	Phone:	<i>904.630.2272</i>
Title of reference:	<i>Redevelopment Manager</i>	E-mail Address:	<i>karenv@coj.net</i>
Company/Employer:	<i>City of Jacksonville/OED</i>		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
<i>SPG was the leading firm for the development of a new CRA in Jacksonville. This plan has proven to be an excellent guiding tool for all redevelopment efforts in the Arlington area. They performed in earnest under a near impossible time constraint.</i>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

The services they performed included, due diligence and research, vision plans, regulatory, proposed and current development activities, review of all utilities, transportation and housing as well as Tax increment Finance (TIF) revenue estimates, etc.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

There were never any issues w/ time. They met each milestone either on time or ahead of schedule.

4. Provide detail information about the firm's success at minimizing any issues.

We never experienced any issues and received all deliverables on time.

ADDITIONAL COMMENTS:

I would hire them for any work regarding CRTAs.
SPG's knowledge base is rich and they are experts in
their approach and analysis.

SIGNATURE: _____



Date: _____

3/2/18

NAME OF PROJECT #4	CITY OF WILTON MANORS ECONOMIC DEVELOPMENT STRATEGIC PLAN
Name of the firm that was awarded the Contract:	Strategic Planning Group, Inc.
Updated contact name, phone and email for Project Manager where services were provided to:	Roberta Moore, Director of Community Development Services, 954.390.2180, rmoore@wiltonmanors.com
Explain in detail all the services that the awarded firm performed:	Created the City's first Economic Development Strategic Plan, 2016
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	None
Date when Project # 1 started:	January 2016
Date when Project # 1 was completed:	December 2016
Name of entity for which services were provided to:	City of Wilton Manors (Broward County)
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>SPG prepared the City's first Economic Development Strategic Plan. The Plan addressed the City's three main planning sectors.</p> <p>While predominately built out, the ESDP address the infill opportunities in each part of the City, and addressed the current impediments to development.</p> <p>The Plan addressed and provided recommendations to transportation and parking issues. It also focused on the strategies for a Brightline Station and necessary programs to facilitate development. The Plan is currently being fully implemented.</p>

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING	
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.	
PROJECT NAME: City of Wilton Manors Economic Development Strategic Plan	
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: Strategic Planning Group, Inc.	
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:	

Name of reference:	Roberta Moore	Phone:	(954) 390-2180
Title of reference:	Community Development Services Director	E-mail Address:	rmoores@wiltonmanors.com
Company/Employer:	City of Wilton Manors		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
Strategic Planning Group, Inc. was very responsive to the project. Time and personnel were provided to ensure the plan was completed within budget and time.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Strategic Planning Group Inc was accessible and responsive to The City's project. The knowledge and experience Strategic Planning Group provided helped guide The City with this project.


3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

No issues.

4. Provide detail information about the firm's success at minimizing any issues.

Goals, Objectives & Strategies outlined in The Economic Development Strategic Plan are attainable

ADDITIONAL COMMENTS:

SIGNATURE:  Date: 3/14/18

NAME OF PROJECT #5	ECONOMIC DEVELOPMENT STRATEGIC PLAN, CITY OF PEMBROKE PINES
Name of the firm that was awarded the Contract:	Strategic Planning Group, Inc.
Updated contact name, phone and email for Project Manager where services were provided to:	Michael Stamm, Jr., Director, Planning and Development 954.392.2100, mstamm@ppines.com
Explain in detail all the services that the awarded firm performed:	Prepared the City's first Strategic Economic Plan which included address the City's older neighborhoods in need of redevelopment.
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	None
Date when Project # 1 started:	January, 2014
Date when Project # 1 was completed:	September, 2014
Name of entity for which services were provided to:	City of Pembroke
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>Pembroke Pines is the second largest city in Broward County. SPG was retained to assist the City increase the diversification of the City's economy and address impediments to private development. The City is largely built out.</p> <p>The study focused on three distinct sectors. Sector 1 addressed the redevelopment need of the original part of the city. The Plan included the development of the new City Center.</p> <p>The plan is being used to guide the City's overall planning efforts and since its completion the City has experience significant office development.</p>

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.
PROJECT NAME: Economic Development Strategic Plan
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of Pembroke Pines
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES: N/A

Name of reference:	Michael Stamm Jr	Phone:	954.392.2100
Title of reference:	Director of Planning and Economic Development	E-mail Address:	mstamm@ppines.com
Company/Employer:	City of Pembroke Pines		

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>Strategic Planning Group completed the project on time and within budget. They committed the staff necessary to complete the project.</p>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Strategic Planning Group operated in a professional manner and completed all necessary tasks in a timely fashion. Their team was readily available throughout the project to handle any concerns during the project. The replied in a very responsive manner.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

The City and my staff did not encounter any issues with their responsiveness.

4. Provide detail information about the firm's success at minimizing any issues.

We did not encounter any issues. Strategic Planning Group satisfied the required tasks of the project during the designated timeframe.

ADDITIONAL COMMENTS:

Strategic Planning Group completed the scope of the work in the designated timeframe. They
presented their findings and recommendations to the City Commission; and their report was adopted.
Staff has been able to implement a majority of their recommendations.

SIGNATURE:



Date:

March 1, 2018

NAME OF PROJECT #6	STRATEGIC ECONOMIC DEVELOPMENT PLAN 2017 - 2019, CITY OF ORMOND BEACH, FL
Name of the firm that was awarded the Contract:	Strategic Planning Group, Inc.
Updated contact name, phone and email for Project Manager where services were provided to:	Joe Mannarino Economic Development Director, 386.676.3266, mannarino@ormondbeach.org
Explain in detail all the services that the awarded firm performed:	Last project was the City's Strategic Economic Development Plan 2017-2022 which included 2 CRAs.
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	None
Date when Project # 1 started:	April 2016
Date when Project # 1 was completed:	October, 2016
Name of entity for which services were provided to:	City of Pembroke
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>SPG has worked with the City since 2005, Creating the Ormond Crossing CRA and its Update, as well as the City's Strategic Economic Development Plans (SEDP). SPG prepared the City's first SEDP and its updates, the last of which is the 2017-2022 Update.</p> <p>The SEDP 2017-2022 included the City's two CRAs. A major part of the planning process was to assist the Downtown CRA update its statistics and assist in creating a new branding effort.</p>

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING			
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.			
PROJECT NAME: Strategic Economic Development Plan 2017-2019			
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of Ormond Beach, Florida Department of Economic Development			
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES: None			

Name of reference:	Joseph MANNARINO	Phone:	386-676-3266
Title of reference:	Director of Economic Development	E-mail Address:	MANNARINO@ORMONDBEACH.ORG
Company/Employer:	City of Ormond Beach, FL		

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>Strategic Planning Group Provided the resources AND time Necessary to complete the lengthy process in developing the City's Strategic Economic Development Plan that included updating the 2 Community Redevelopment Area Portions of the Plan.</p>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Bob Gray and his Associates were very responsive and always available to discuss and meet with Economic development staff at the City and with the general public and City officials when required.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

Strategic Planning Group always met their deadlines and were very responsive to providing responses to questions regarding the process and documents. There were no issues with delivery of draft or final documents.

4. Provide detail information about the firm's success at minimizing any issues.

Strategic Planning Group worked well with City staff and officials. The Company anticipated issues and got ahead of them during the planning process.

ADDITIONAL COMMENTS:

STRATEGIC PLANNING GROUP HAS PROVIDED THE CITY OF ORLAND BEACH QUALITY ECONOMIC DEVELOPMENT AND COMMUNITY DEVELOPMENT CONSULTING SERVICES FOR THE PAST 15 YEARS. I WOULD NOT HESITATE ENGAGING THEIR SERVICE IN THE FUTURE.

SIGNATURE: Joseph Mannarino Date: 3/1/2018

NAME OF PROJECT #7	SANFORD SUNRAIL STATION AREA PLAN, SEMINOLE COUNTY AND CITY OF SANFORD, FLORIDA
Name of the firm that was awarded the Contract:	IBI Group
Updated contact name, phone and email for Project Manager where services were provided to:	Bill Wharton (Principal Planner) 1101 East First Street, Sanford, Florida 32771, USA Phone No: 407-665-7382
Explain in detail all the services that the awarded firm performed:	<p>IBI Group led the preparation of a Station Area Plan for the City of Sanford that helps the city leverage vacant and underutilized lands in the vicinity of this transportation hub to its 'highest and best use'.</p> <p>The study also aimed to create a long term development pattern within the Study Area and within ½ mile of the Sanford Sun Rail station that reflects both the walkability and transit-oriented principles of Transit Oriented Development practices.</p>
List all of the sub-consultants that worked for the awarded firm to provide all services required by the Contract:	None
Date when Project # 1 started:	November, 2013
Date when Project # 1 was completed:	November, 2014
Name of entity for which services were provided to:	Seminole County Development Services Dept.
Provide detailed information about the scope of work your firm provided during this project and such must be similar and address the scope of work as required and addressed in this RFP:	<p>The following relevant and similar services were provided for this assignment:</p> <ul style="list-style-type: none"> • Prepared conceptual master plan for the station lands; • Identified desired land uses, building scale, density, co-location of critical elements, integration and evolution of existing built form; • Recommended transit-supportive land use and development scenarios on station lands; • Assessed opportunities for joint development of station lands, including consideration of market viability; • Established optimal parking needs for station lands, including capacity, approximate amount, type, timing based on current and future development; • Outlined pedestrian, cycling, transit and auto access routes to and through the station and locations of inter-modal connections.

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING			
PROPOSING FIRM'S NAME(S) :			
PROJECT NAME:			
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT:			
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:			
Name of reference:	Bill Wharton	Phone:	407-665-7398
Title of reference:	Principal Planner	E-mail Address:	
Company/Employer:	Seminole County (FL) Government	wwharton@seminolecountyfl.gov	

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>IBI provided sufficient personnel and resources to complete each task completely within budget and in accordance with the project schedule.</p>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

The IBI staff assigned to the project always were professional, competent, and responsive to not just the County staff, but all stakeholders involved in the project.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

A "response time" was not part of the Scope of Services. However, IBI kept the project on schedule and was very responsive to County staff or stakeholders needs.

4. Provide detail information about the firm's success at minimizing any issues.

IBI's professionalism and attention to detail minimalized or prevented any issues.

ADDITIONAL COMMENTS:

SIGNATURE:  Date: 15 MARCH 2018



REQUIRED FORMS

A. PROPOSAL SUBMITTED BY FORM

THIS PROPOSAL SUBMITTED BY:

COMPANY:
Strategic Planning Group, Inc.
ADDRESS:
830-13 N A1A, Suite 402
CITY & STATE:
Ponte Vedra Beach, FL
ZIP CODE:
32082
TELEPHONE:
800 213-PLAN (7526)/904.834.2073
DATE OF RFP:
FACSIMILE NUMBER:
904.834.2073
E-MAIL ADDRESS:
rgray@spginc.org
FEDERAL ID NUMBER:
59-2353641
NAME & TITLE PRINTED:
Robert J Gray, President
SIGNED BY:

WE (I) the above signed hereby agree to furnish the item(s), service(s) and have read all attachments including specifications, terms and conditions and fully understand what is required.

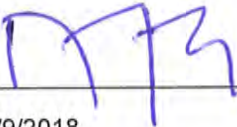
The Request for Proposals, Specifications, Proposal Forms, and/or any other pertinent document form a part of this proposal and by reference made a part hereof. Signature indicates acceptance of all terms and conditions of the RFP.

RECEIPT OF ADDENDUM # 1

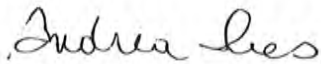
ADDENDUM # 1

PLEASE NOTE RECEIPT OF ADDENDUM # 1 BY SIGNING BELOW AND INCLUDE WITH YOUR FIRM'S SUBMISSION.

I ACKNOWLEDGE RECEIPT OF ADDENDUM # 1:

Company	Strategic Planning Group, Inc.
Name	Robert J Gray, AICP
Title	President
Signature	
Date	3/9/2018

Sincerely,



Andrea Lues, Director, Procurement Department

RECEIPT OF ADDENDUM # 2

Question #3:

What about the forms for project experience and references – Prime and Subconsultants or just Prime?

Answer #3:

See answer #2.

Question #4:

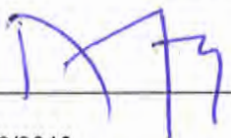
Is the SunBiz requirement for the Prime Proposer only?

Answer #4:

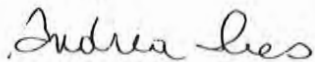
Yes.

PLEASE NOTE RECEIPT OF ADDENDUM # 2 BY SIGNING BELOW AND INCLUDE WITH YOUR FIRM'S SUBMISSION.

I ACKNOWLEDGE RECEIPT OF ADDENDUM # 2:

Company	Strategic Planning Group, Inc.
Name	Robert J Gray, AICP
Title	President
Signature	
Date	3/9/2018

Sincerely,



Andrea Lues, Director, Procurement Department

B. VARIANCE FORM

VARIANCE FORM

The proposing firm must provide and state any and all variances to this RFP, specifications, the Terms and Conditions and City Form Agreement and III on this variance form.

After award of Contract through City Commission, via the Resolution, the awarded firm's Variance Form will be reviewed by appropriate City Staff, the City Attorney and the Risk Manager. If the variances presented by your firm are acceptable to the City, the Agreement will be routed to the awarded firm for execution by the authorized officer of the firm. The fully executed agreement will be required to be returned to the City of Hallandale Beach Procurement Department, Tom Camaj, via email tcamaj@cohb.org within five (5) business days from receipt of the email from the Procurement Department to the awarded firm's contact. Failure to provide a duly executed agreement by the awarded firm to the City within five (5) business days from receipt may result in loss of award of such contract to your firm. Variances requested to either the RFP, the Terms and Conditions and the City Form Agreement from your firm may result in the City rescinding award of contract to your firm.

If your firm has no variances, please state "None" (provide additional pages if necessary). This form must be provided:

None

C. LEGAL PROCEEDINGS FORM

LEGAL PROCEEDINGS FORM

Proposing firm must provide items a-d with your firm's response as an attachment and checking off that documents were provided. Your firm must ensure your response is addressing by title for each item a-d below. If an item(s) is not applicable, your firm must check off as applicable stating "N/A" and authorized officer per Sunbiz to provide signature.

- a. Arbitrations: List all arbitration demands filed by or against your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties and the ultimate resolution of the proceeding.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- b. Lawsuits: List all lawsuits filed by or against, your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties, and the ultimate resolution of the lawsuit.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- c. Other Proceedings: Identify any lawsuits, administrative proceedings, or hearings initiated by the National Labor Relations Board, Occupational Safety and Health or similar state agencies in the past five (5) years concerning any labor practices or project safety practices by your firm. Identify the nature of any proceeding and its ultimate resolution.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- d. Bankruptcies: Has your firm or its parents or any subsidiaries ever had a Bankruptcy Petition filed in its name, voluntarily or involuntarily? (If yes, specify date, circumstances, and resolution).

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

I, Robert J Gray, AICP, President
Name of Authorized Officer per Sunbiz Title

of Strategic Planning Group, Inc.
Name of Firm as it appears on Sunbiz

I hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.


Signature of Authorized Officer per SunBiz

Print Name of Authorized Officer per SunBiz

D. PUBLIC ENTITY CRIME FORM

PUBLIC ENTITY CRIME FORM

SWORN STATEMENT PURSUANT TO SECTION 287.133(2) (a), FLORIDA STATUTES, PUBLIC ENTITY CRIME INFORMATION

"A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Consultant, supplier, subconsultant, or Consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list."

By: Robert J Gray, AICP

Title: President

Signed and Sealed 9 day of March, 2018



E. DOMESTIC PARTNERSHIP CERTIFICATION FORM

Domestic Partnership Certification Form

This form must be completed and submitted with your firm's submittal.

Equal Benefits Requirements As part of the competitive solicitation and procurement process a Consultant seeking a Contract shall certify that upon award of a Contract it will provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses. Failure to provide such certification shall result in a Consultant being deemed non-responsive.

Domestic Partner Benefits Requirement means a requirement for City Consultants to provide equal benefits for domestic partners. Consultants with five (5) or more employees contracting with City, in an amount valued over \$50,000, provide benefits to employees' spouses and the children of spouses.

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of City of Hallandale Beach Ordinance 2013-03 Domestic Partnership Benefits Requirement, and certifies the following:

Check only one box below:

- ☐ 1. The Consultant certifies and represents that it will comply during the entire term of the Contract with the conditions of the Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, or
- ☐ 2. The firm does not need to comply with the conditions of Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, because of allowable exemption: **(Check only one box below):**
 - ☐ The firm's price for the contract term awarded is \$50,000 or less.
 - ☐ The firm employs less than five (5) employees.
 - ☒ The firm does not provide benefits to employees' spouses nor spouse's dependents.
 - ☐ The firm is a religious organization, association, society, or non-profit charitable or educational institution or organization operated, supervised or controlled by or in conjunction with a religious organization, association or society.
 - ☐ The firm is a government entity

- ☐ The contract is for the sale or lease of property.
- ☐ The covered contract is necessary to respond to an emergency.
- ☐ The provision of Ordinance 2013-03, Section 23-3 Definition, of the City of Hallandale Beach, would violate grant requirements, the laws, rules or regulations of federal or state law.

I, Robert J Gray, AICP, President
Name of authorized Officer per Sunbiz Title

of Strategic Planning Group, Inc.
Name of Firm as it appears on Sunbiz

hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.

[Signature] Robert J Gray, President
Signature Print Name

STATE OF Florida

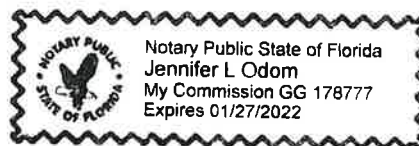
COUNTY OF Broward

SWORN TO AND SUBSCRIBED BEFORE ME THIS 21 DAY OF
March, 2018 BY Robert J. Gray, AICP

TO ME PERSONALLY KNOWN OR PRODUCED IDENTIFICATION:

(type of ID)
[Signature]
Signature of Notary
Jennifer L. Odom
Print Name of Notary Public

1/27/22
Commission expires



E. DOMESTIC PARTNERSHIP CERTIFICATION FORM

Domestic Partnership Certification Form

This form must be completed and submitted with your firm's submittal.

Equal Benefits Requirements As part of the competitive solicitation and procurement process a Consultant seeking a Contract shall certify that upon award of a Contract it will provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses. Failure to provide such certification shall result in a Consultant being deemed non-responsive.

Domestic Partner Benefits Requirement means a requirement for City Consultants to provide equal benefits for domestic partners. Consultants with five (5) or more employees contracting with City, in an amount valued over \$50,000, provide benefits to employees' spouses and the children of spouses.

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of City of Hallandale Beach Ordinance 2013-03 Domestic Partnership Benefits Requirement, and certifies the following:

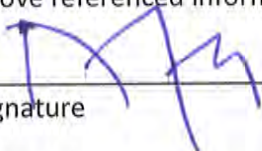
Check only one box below:

- ☐ 1. The Consultant certifies and represents that it will comply during the entire term of the Contract with the conditions of the Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, or
- ☐ 2. The firm does not need to comply with the conditions of Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, because of allowable exemption: **(Check only one box below):**
 - ☐ The firm's price for the contract term awarded is \$50,000 or less.
 - ☐ The firm employs less than five (5) employees.
 - ☒ The firm does not provide benefits to employees' spouses nor spouse's dependents.
 - ☐ The firm is a religious organization, association, society, or non-profit charitable or educational institution or organization operated, supervised or controlled by or in conjunction with a religious organization, association or society.
 - ☐ The firm is a government entity.

- ☐ The contract is for the sale or lease of property.
- ☐ The covered contract is necessary to respond to an emergency.
- ☐ The provision of Ordinance 2013-03, Section 23-3 Definition, of the City of Hallandale Beach, would violate grant requirements, the laws, rules or regulations of federal or state law.

I, Robert J Gray, AICP, President
Name of authorized Officer per Sunbiz Title
of Strategic Planning Group, Inc.
Name of Firm as it appears on Sunbiz

hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.

 Robert J Gray, President
Signature Print Name

STATE OF _____

COUNTY OF _____

SWORN TO AND SUBSCRIBED BEFORE ME THIS _____ DAY OF

_____, 20__ BY _____

TO ME PERSONALLY KNOWN OR PRODUCED IDENTIFICATION:

(type of ID)

Signature of Notary Commission expires

Print Name of Notary Public

F. CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

If you are an employee, board member, elected official(s) or an immediate family member of any such person, please indicate the relationship below. Pursuant to the City of Hallandale Beach Standards of ethics any potential conflict of interest must be disclosed and if requested, obtain a conflict of interest opinion or waiver from the Board of Directors prior to entering into a contract with the City.

1. Name of firm submitting a response to this RFP.

Strategic Planning Group, Inc.

2. Describe each affiliation or business relationship with an employee, board member, elected official(s) or an immediate family member of any such person of the City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency, if none so state.

None

3. Name of City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency employee, board member, elected official(s) or immediate family member with whom filer/respondent/firm has affiliation or business relationship, if none so state.

None

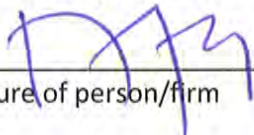
4. Describe any other affiliation or business relationship that might cause a conflict of interest, if none so state.

None

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

5. Robert J Gray, President

Signature of person/firm



3/9/2018

Date

G. DRUG-FREE WORKPLACE FORM

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087

Hereby certified that Strategic Planning Group, Inc. does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As a person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

DATE:	3/9/2018	BIDDER'S SIGNATURE:	
-------	----------	---------------------	---

H. REFERENCE CHECK FORM

1

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING	
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.	
PROJECT NAME: <i>Creation of new CRA - Renew Arlington</i>	
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: <i>Strategic Planning Group (SPG)</i>	
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES: <i>Genesis - Brian Wheeler</i> <i>Activity Design Group - Cantrece Jones</i>	

Name of reference:	<i>Karen V. Nasrallah</i>	Phone:	<i>904.630.2272</i>
Title of reference:	<i>Redevelopment Manager</i>	E-mail Address:	<i>karenv@cpl.net</i>
Company/Employer:	<i>City of Jacksonville/OED</i>		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
<i>SPG was the leading firm for the development of a new CRA in Jacksonville. This plan has proven to be an excellent guiding tool for all redevelopment efforts in the Arlington area. They performed in earnest under a near impossible time constraint.</i>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

The services they performed included, due diligence and research, vision plans, regulatory, proposed and current development activities, renewal of all utilities, transportation and housing as well as Tax increases. Finance (TRF) revenue estimates, etc.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

There were never any issues w/ them, They met each milestone either on time or ahead of schedule.

4. Provide detail information about the firm's success at minimizing any issues.

We never experienced any issues and received all deliverables on time.

ADDITIONAL COMMENTS:

I would hire them for any work regarding CRTs.
SPG's knowledge base is rich and they are experts in
their approach and analysis.

SIGNATURE: _____



Date: _____

3/2/18

2

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING	
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.	
PROJECT NAME: Strategic Economic Development Plan 2017-2019	
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of Ormond Beach, Florida Department of Economic Development	
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES: None	

Name of reference:	Joseph MANNARINO	Phone:	386-676-3266
Title of reference:	Director of Economic Development	E-mail Address:	MANNARINO@ORMONDBEACH.ORG
Company/Employer:	City of Ormond Beach, FL		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
Strategic Planning Group provided the resources AND time necessary to complete the lengthy process in developing the City's Strategic Economic Development Plan that included updating the 2 Community Redevelopment Area Portions of the plan.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Bob Gray and his Associates were very responsive and Always Available to discuss and meet with Economic development staff at the City and with the general public and City officials when required.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

Strategic Planning Group Always met their deadlines and were very responsive to providing responses to questions regarding the process and documents. There were no issues with delivery of draft or final documents.

4. Provide detail information about the firm's success at minimizing any issues.

Strategic Planning Group worked well with City staff and officials. The Company Anticipated issues and got ahead of them during the planning process.

ADDITIONAL COMMENTS:

STRATEGIC PLANNING GROUP HAS PROVIDED THE CITY OF ORMOND BEACH QUALITY ECONOMIC DEVELOPMENT AND COMMUNITY DEVELOPMENT CONSULTING SERVICES FOR THE PAST 15 YEARS. I WOULD NOT HESITATE ENGAGING THEIR SERVICE IN THE FUTURE.

SIGNATURE: Joseph Mannarino Date: 3/1/2018

3

REFERENCE CHECK FORM

**RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT
AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING**

PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.

PROJECT NAME: Economic Development Strategic Plan

NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of Pembroke Pines

**NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED
SERVICES:** N/A

Name of reference:	Michael Stamm Jr	Phone:	954.392.2100
Title of reference:	Director of Planning and Economic Development	E-mail Address:	mstamm@ppines.com
Company/Employer:	City of Pembroke Pines		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?

Strategic Planning Group completed the project on time and within budget. They committed the staff necessary to complete the project.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Strategic Planning Group operated in a professional manner and completed all necessary tasks in a timely fashion. Their team was readily available throughout the project to handle any concerns during the project. The replied in a very responsive manner.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

The City and my staff did not encounter any issues with their responsiveness.

4. Provide detail information about the firm's success at minimizing any issues.

We did not encounter any issues. Strategic Planning Group satisfied the required tasks of the project during the designated timeframe.

ADDITIONAL COMMENTS:

Strategic Planning Group completed the scope of the work in the designated timeframe. They
presented their findings and recommendations to the City Commission; and their report was adopted.
Staff has been able to implement a majority of their recommendations.

SIGNATURE:



Date:

March 1, 2018

4

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.
PROJECT NAME: Lincolnville CRA Plan Update
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: City of St. Augustine
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:

Name of reference:	Amy McClure Skinner	Phone:	(904) 209-4320
Title of reference:	Deputy Director	E-mail Address:	askinner@citystaug.com
Company/Employer:	City of St. Augustine		

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>SPG provided the support and guidance required to complete the project. The project was completed in a timely manner.</p>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

SPG responded to all of our inquiries, phone calls, follow up conversations, and was very supportive throughout the process.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

We had no issues. All work was performed and completed in a timely manner and within the agreed upon timeframes.

4. Provide detail information about the firm's success at minimizing any issues.

The firm anticipated potential issues, and was prepared to handle any questions or problems in order to keep the project moving forward.

ADDITIONAL COMMENTS:

SIGNATURE: Amy Skinner **Date:** March 14, 2018

5

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING	
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc.	
PROJECT NAME: City of Wilton Manors Economic Development Strategic Plan	
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: Strategic Planning Group, Inc.	
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:	

Name of reference:	Roberta Moore	Phone:	(954) 390-2180
Title of reference:	Community Development Services Director	E-mail Address:	rmoores@wiltonmanors.com
Company/Employer:	City of Wilton Manors		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
Strategic Planning Group, Inc. was very responsive to the project. Time and personnel were provided to ensure the plan was completed within budget and time.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

Strategic Planning Group Inc was accessible and responsive to The City's project. The knowledge and experience Strategic Planning Group provided helped guide The City with this project.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

No issues.

4. Provide detail information about the firm's success at minimizing any issues.

Goals, Objectives & Strategies outlined in The Economic Development Strategic Plan are attainable

RFP # FY 2017-2018-CRA001
CITY OF HALLANDALE BEACH CRA
REDEVELOPMENT PLAN MODIFICATION
AND CITYWIDE VISIONING

HALLANDALE BEACH CRA

Page 44 of 76

ADDITIONAL COMMENTS:

SIGNATURE: _____

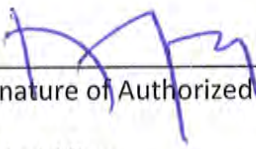
Date: 3/14/18

I. ANTI-KICKBACK AFFIDAVIT

ANTI-KICKBACK AFFIDAVIT

STATE OF _____)
COUNTY OF _____) SS:

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein proposed will be paid to any employees of the City of Hallandale Beach and its elected officials, as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: 
Signature of Authorized Officer per Sunbiz
Robert J Gray
Print Name of Authorized Officer per Sunbiz
President
Title of Authorized Officer per Sunbiz

Sworn and subscribed before me this _____ day of _____, 20__.

NOTARY PUBLIC

State of Florida at Large

My Commission Expires: _____

A. PROPOSAL SUBMITTED BY FORM

THIS PROPOSAL SUBMITTED BY:

COMPANY:
Strategic Planning Group (SPG)/IBI Group (Florida) Inc.
ADDRESS:
2200 Park Central Blvd., North, Suite 100
CITY & STATE:
Pompano Beach, Florida
ZIP CODE:
33064
TELEPHONE:
954-974-2200
DATE OF RFP:
February 20, 2018
FACSIMILE NUMBER:
954-973-2686
E-MAIL ADDRESS:
patricia.ramudo@ibigroup.com
FEDERAL ID NUMBER:
59-1922964
NAME & TITLE PRINTED:
Patricia Frexes Ramudo, PE LEED AP, Vice President Engineering
SIGNED BY:


WE (I) the above signed hereby agree to furnish the item(s), service(s) and have read all attachments including specifications, terms and conditions and fully understand what is required.


The Request for Proposals, Specifications, Proposal Forms, and/or any other pertinent document form a part of this proposal and by reference made a part hereof. Signature indicates acceptance of all terms and conditions of the RFP.

RECEIPT OF ADDENDUM # 1

ADDENDUM # 1

PLEASE NOTE RECEIPT OF ADDENDUM # 1 BY SIGNING BELOW AND INCLUDE WITH YOUR FIRM'S SUBMISSION.

I ACKNOWLEDGE RECEIPT OF ADDENDUM # 1:

Company	IBI Group (Florida) Inc.
Name	Patricia Frexes Ramudo, PE LEED AP
Title	Vice President Engineering
Signature	
Date	3-12-2018

Sincerely,



Andrea Lues, Director, Procurement Department

RECEIPT OF ADDENDUM # 2

ADDENDUM # 2

Question #3:

What about the forms for project experience and references – Prime and Subconsultants or just Prime?

Answer #3:

See answer #2.

Question #4:


Is the SunBiz requirement for the Prime Proposer only?

Answer #4:

Yes.

PLEASE NOTE RECEIPT OF ADDENDUM # 2 BY SIGNING BELOW AND INCLUDE WITH YOUR FIRM'S SUBMISSION.

I ACKNOWLEDGE RECEIPT OF ADDENDUM # 2:

Company	IBI Group (Florida) Inc.
Name	Patricia Frexes Ramudo, PE
Title	Vice President, Engineering
Signature	
Date	March 12, 2018

Sincerely,



Andrea Lues, Director, Procurement Department

B. VARIANCE FORM

VARIANCE FORM

The proposing firm **must** provide and state any and all variances to this RFP, specifications, the Terms and Conditions and City Form Agreement and III on this variance form.

After award of Contract through City Commission, via the Resolution, the awarded firm's Variance Form will be reviewed by appropriate City Staff, the City Attorney and the Risk Manager. If the variances presented by your firm are acceptable to the City, the Agreement will be routed to the awarded firm for execution by the authorized officer of the firm. The fully executed agreement will be required to be returned to the City of Hallandale Beach Procurement Department, Tom Camaj, via email tcamaj@cohb.org within five (5) business days from receipt of the email from the Procurement Department to the awarded firm's contact. Failure to provide a duly executed agreement by the awarded firm to the City within five (5) business days from receipt may result in loss of award of such contract to your firm. Variances requested to either the RFP, the Terms and Conditions and the City Form Agreement from your firm may result in the City rescinding award of contract to your firm.

If your firm has no variances, please state "None" (provide additional pages if necessary). This form must be provided:

None

C. LEGAL PROCEEDINGS FORM

LEGAL PROCEEDINGS FORM

Proposing firm must provide items a-d with your firm's response as an attachment and checking off that documents were provided. Your firm must ensure your response is addressing by title for each item a-d below. If an item(s) is not applicable, your firm must check off as applicable stating "N/A" and authorized officer per Sunbiz to provide signature.

- a. Arbitrations: List all arbitration demands filed by or against your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties and the ultimate resolution of the proceeding.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- b. Lawsuits: List all lawsuits filed by or against, your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties, and the ultimate resolution of the lawsuit.

☐ Check here if provided ☐ Check here if Not Applicable (N/A) see response below

- c. Other Proceedings: Identify any lawsuits, administrative proceedings, or hearings initiated by the National Labor Relations Board, Occupational Safety and Health or similar state agencies in the past five (5) years concerning any labor practices or project safety practices by your firm. Identify the nature of any proceeding and its ultimate resolution.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- d. Bankruptcies: Has your firm or its parents or any subsidiaries ever had a Bankruptcy Petition filed in its name, voluntarily or involuntarily? (If yes, specify date, circumstances, and resolution).

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

I, Patricia Frexes Ramudo, PE LEED AP, Vice President Engineering
Name of Authorized Officer per Sunbiz Title

of IBI Group (Florida) Inc.
Name of Firm as it appears on Sunbiz

I hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.


Signature of Authorized Officer per SunBiz

Patricia Frexes Ramudo, PE LEED AP
Print Name of Authorized Officer per SunBiz

- b. IBI Group is one of the largest group of design companies in the world; none of our current pending or threatened disputes are material to our business, nor would they impact our participation in this project. IBI Group has more than adequate insurance coverage to address these claims. Additionally, IBI Group Inc., the ultimate parent of bidder, is a publicly traded company (TSX: IBG), that engages in regular financial reporting, which takes into account all liabilities. IBI Group Inc.'s financial statements are publicly available at www.sedar.com.

D. PUBLIC ENTITY CRIME FORM

PUBLIC ENTITY CRIME FORM

SWORN STATEMENT PURSUANT TO SECTION 287.133(2) (a), FLORIDA STATUTES, PUBLIC ENTITY CRIME INFORMATION

“A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Consultant, supplier, subconsultant, or Consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list.”

By: _____



Patricia Frexes Ramudo , PE
LEED AP

Title: Vice President, Engineering

March 12, 2018

E. DOMESTIC PARTNERSHIP CERTIFICATION FORM

Domestic Partnership Certification Form

This form must be completed and submitted with your firm's submittal.

Equal Benefits Requirements As part of the competitive solicitation and procurement process a Consultant seeking a Contract shall certify that upon award of a Contract it will provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses. Failure to provide such certification shall result in a Consultant being deemed non-responsive.

Domestic Partner Benefits Requirement means a requirement for City Consultants to provide equal benefits for domestic partners. Consultants with five (5) or more employees contracting with City, in an amount valued over \$50,000, provide benefits to employees' spouses and the children of spouses.

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of City of Hallandale Beach Ordinance 2013-03 Domestic Partnership Benefits Requirement, and certifies the following:

Check only one box below:

- ☒ 1. The Consultant certifies and represents that it will comply during the entire term of the Contract with the conditions of the Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, or
- ☐ 2. The firm does not need to comply with the conditions of Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, because of allowable exemption: **(Check only one box below):**
 - ☐ The firm's price for the contract term awarded is \$50,000 or less.
 - ☐ The firm employs less than five (5) employees.
 - ☐ The firm does not provide benefits to employees' spouses nor spouse's dependents.
 - ☐ The firm is a religious organization, association, society, or non-profit charitable or educational institution or organization operated, supervised or controlled by or in conjunction with a religious organization, association or society.
 - ☐ The firm is a government entity.

- ☐ The contract is for the sale or lease of property.
- ☐ The covered contract is necessary to respond to an emergency.
- ☐ The provision of Ordinance 2013-03, Section 23-3 Definition, of the City of Hallandale Beach, would violate grant requirements, the laws, rules or regulations of federal or state law.

I, Patricia Frexes Ramudo, PE LEED AP, Vice President Engineering
Name of authorized Officer per Sunbiz Title

of IBI Group (Florida) Inc.
Name of Firm as it appears on Sunbiz

hereby attest that I have the authority to sign this notarized certification and certify that the
above referenced information is true, complete and correct.

[Signature]
Signature

Patricia F. Ramudo
Print Name

STATE OF Florida

COUNTY OF Broward

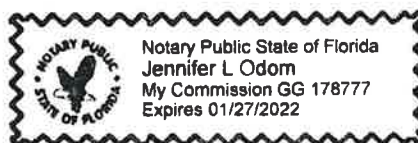
SWORN TO AND SUBSCRIBED BEFORE ME THIS 12 DAY OF
March, 2018 BY Patricia F. Ramudo

TO ME PERSONALLY KNOWN OR PRODUCED IDENTIFICATION:

(type of ID)

[Signature]
Signature of Notary
Jennifer L. Odom
Print Name of Notary Public

1/27/22
Commission expires



F. CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

If you are an employee, board member, elected official(s) or an immediate family member of any such person, please indicate the relationship below. Pursuant to the City of Hallandale Beach Standards of ethics any potential conflict of interest must be disclosed and if requested, obtain a conflict of interest opinion or waiver from the Board of Directors prior to entering into a contract with the City.

1. Name of firm submitting a response to this RFP.

Strategic Planning Group Inc./IBI Group (Florida) Inc.

2. Describe each affiliation or business relationship with an employee, board member, elected official(s) or an immediate family member of any such person of the City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency, if none so state.

None

3. Name of City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency employee, board member, elected official(s) or immediate family member with whom filer/respondent/firm has affiliation or business relationship, if none so state.

None

4. Describe any other affiliation or business relationship that might cause a conflict of interest, if none so state.

None

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

5.



Signature of person/firm

March 12, 2018
Date

Patricia Frexes Ramudo, PE LEED, Vice President Engineering, IBI Group (Florida) Inc.

G. DRUG-FREE WORKPLACE FORM

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087

Hereby certified that IBI Group (Florida) Inc. does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As a person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

DATE:	March 12, 2018		BIDDER'S SIGNATURE:
-------	----------------	---	---------------------

Patricia Frexes Ramudo, PE LEED AP, Vice President Engineering

H. REFERENCE CHECK FORM

1

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING
PROPOSING FIRM'S NAME(S) : Strategic Planning Group, Inc./IBI Group (Florida) Inc.
PROJECT NAME: The Set Transformation Plan
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT: IBI Group
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:

Name of reference:	Jeff Costello	Phone:	561-276-8640
Title of reference:	Executive Director	E-mail Address:	costelloj@mydelraybeach.com
Company/Employer:	Delray Beach CRA		

Please answer the following questions regarding services provided by the proposer named above.

1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?
The firm did a commendable job devoting the necessary time and resources for the project.

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

IBI Group's personnel have the skillset , knowledge and expertise to perform the necessary work on the project. The team was very accessible and responsive to the CRA team.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

There were never any issues or concerns. The response time as required in the agreement.

4. Provide detail information about the firm's success at minimizing any issues.

The firm and CRA collaborated on the project to the extent that any potential issues were identified early on so they would not become issues later in the process.

ADDITIONAL COMMENTS:

IBI's Team worked well with all community
stakeholders - residents, businesses,
property owners and public officials.

SIGNATURE:



Date:

3/15/18

2

REFERENCE CHECK FORM

RFP # FY 2017-2018-CRA001 CITY OF HALLANDALE BEACH COMMUNITY REDEVELOPMENT AGENCY REDEVELOPMENT PLAN MODIFICATION AND CITYWIDE VISIONING
PROPOSING FIRM'S NAME(S) :
PROJECT NAME:
NAME OF FIRM THAT AWARDED THE AGREEMENT FOR THE PROJECT:
NAME ALL THE FIRMS THAT WERE SUB-CONSULTANTS TO THE PROJECT AND PROVIDED SERVICES:

Name of reference:	Bill Wharton	Phone:	407-665-7398
Title of reference:	Principal Planner	E-mail Address:	
Company/Employer:	Seminole County (FL) Government	wwharton@seminolecountyfl.gov	

Please answer the following questions regarding services provided by the proposer named above.

<p>1. Provide detail information about the level of commitment of the firm to your project. Did the firm devote the time, and personnel necessary to successfully complete the entities needs?</p>
<p>IBI provided sufficient personnel and resources to complete each task completely within budget and in accordance with the project schedule.</p>

2. Provide detail information about the competence, accessibility, and responsiveness of the firm's personnel supervising and performing the work on the project.

The IBI staff assigned to the project always were professional, competent, and responsive to not just the County staff, but all stakeholders involved in the project.

3. Provide detail information about the firm's response time as required by your Agreement. Where there ever any issues and why.

A "response time" was not part of the Scope of Services. However, IBI kept the project on schedule and was very responsive to County staff or stakeholders needs.

4. Provide detail information about the firm's success at minimizing any issues.

IBI's professionalism and attention to detail minimalized or prevented any issues.

ADDITIONAL COMMENTS:

SIGNATURE:  Date: 15 MARCH 2018

I. ANTI-KICKBACK AFFIDAVIT

ANTI-KICKBACK AFFIDAVIT

STATE OF Florida)
) SS:
COUNTY OF Broward)

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein proposed will be paid to any employees of the City of Hallandale Beach and its elected officials, as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

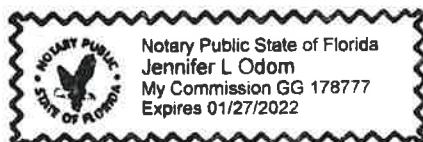
By: 
Signature of Authorized Officer per Sunbiz

Patricia Frexes Ramudo, PE LEED AP
Print Name of Authorized Officer per Sunbiz
Vice President Engineering
Title of Authorized Officer per Sunbiz

Sworn and subscribed before me this 12 day of March, 2018.

NOTARY PUBLIC

State of Florida at Large



My Commission Expires: 1/27/22

B. VARIANCE FORM

VARIANCE FORM

The proposing firm must provide and state any and all variances to this RFP, specifications, the Terms and Conditions and City Form Agreement and III on this variance form.

After award of Contract through City Commission, via the Resolution, the awarded firm's Variance Form will be reviewed by appropriate City Staff, the City Attorney and the Risk Manager. If the variances presented by your firm are acceptable to the City, the Agreement will be routed to the awarded firm for execution by the authorized officer of the firm. The fully executed agreement will be required to be returned to the City of Hallandale Beach Procurement Department, Tom Camaj, via email tcamaj@cohb.org within five (5) business days from receipt of the email from the Procurement Department to the awarded firm's contact. Failure to provide a duly executed agreement by the awarded firm to the City within five (5) business days from receipt may result in loss of award of such contract to your firm. Variances requested to either the RFP, the Terms and Conditions and the City Form Agreement from your firm may result in the City rescinding award of contract to your firm.

If your firm has no variances, please state "None" (provide additional pages if necessary). This form must be provided:

None

C. LEGAL PROCEEDINGS FORM

LEGAL PROCEEDINGS FORM

Proposing firm must provide items a-d with your firm's response as an attachment and checking off that documents were provided. Your firm must ensure your response is addressing by title for each item a-d below. If an item(s) is not applicable, your firm must check off as applicable stating "N/A" and authorized officer per Sunbiz to provide signature.

- a. Arbitrations: List all arbitration demands filed by or against your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties and the ultimate resolution of the proceeding.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- b. Lawsuits: List all lawsuits filed by or against, your firm in the last five (5) years, and identify the nature of the claim, the amount in dispute, the parties, and the ultimate resolution of the lawsuit.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- c. Other Proceedings: Identify any lawsuits, administrative proceedings, or hearings initiated by the National Labor Relations Board, Occupational Safety and Health or similar state agencies in the past five (5) years concerning any labor practices or project safety practices by your firm. Identify the nature of any proceeding and its ultimate resolution.

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

- d. Bankruptcies: Has your firm or its parents or any subsidiaries ever had a Bankruptcy Petition filed in its name, voluntarily or involuntarily? (If yes, specify date, circumstances, and resolution).

☐ Check here if provided ☒ Check here if Not Applicable (N/A)

I, Felipe Azenha, Member
Name of Authorized Officer per Sunbiz Title
of Gridlics LLC
Name of Firm as it appears on Sunbiz

I hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.

[Signature]
Signature of Authorized Officer per SunBiz

Felipe Azenha
Print Name of Authorized Officer per SunBiz

D. PUBLIC ENTITY CRIME FORM

PUBLIC ENTITY CRIME FORM

SWORN STATEMENT PURSUANT TO SECTION 287.133(2) (a), FLORIDA STATUTES, PUBLIC ENTITY CRIME INFORMATION

"A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or reply on a contract to provide any goods or services to a public entity; may not submit a bid, proposal, or reply on a contract with a public entity for the construction or repair of a public building or public work; may not submit bids, proposals, or replies on leases of real property to a public entity; may not be awarded or perform work as a Consultant, supplier, subconsultant, or Consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months following the date of being placed on the convicted vendor list."

By: John Mc G

Title: Director of Business Development

Signed and Sealed 15 day of March, 2018

E. DOMESTIC PARTNERSHIP CERTIFICATION FORM

Domestic Partnership Certification Form

This form must be completed and submitted with your firm's submittal.

Equal Benefits Requirements As part of the competitive solicitation and procurement process a Consultant seeking a Contract shall certify that upon award of a Contract it will provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses. Failure to provide such certification shall result in a Consultant being deemed non-responsive.

Domestic Partner Benefits Requirement means a requirement for City Consultants to provide equal benefits for domestic partners. Consultants with five (5) or more employees contracting with City, in an amount valued over \$50,000, provide benefits to employees' spouses and the children of spouses.

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of City of Hallandale Beach Ordinance 2013-03 Domestic Partnership Benefits Requirement, and certifies the following:

Check only one box below:

- ☒ 1. The Consultant certifies and represents that it will comply during the entire term of the Contract with the conditions of the Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, or
- ☐ 2. The firm does not need to comply with the conditions of Ordinance 2013-03, Section 23-3, Domestic Partner Benefits Requirement of the City of Hallandale Beach, because of allowable exemption: **(Check only one box below):**
 - ☐ The firm's price for the contract term awarded is \$50,000 or less.
 - ☐ The firm employs less than five (5) employees.
 - ☐ The firm does not provide benefits to employees' spouses nor spouse's dependents.
 - ☐ The firm is a religious organization, association, society, or non-profit charitable or educational institution or organization operated, supervised or controlled by or in conjunction with a religious organization, association or society.
 - ☐ The firm is a government entity.

- ☐ The contract is for the sale or lease of property.
- ☐ The covered contract is necessary to respond to an emergency.
- ☐ The provision of Ordinance 2013-03, Section 23-3 Definition, of the City of Hallandale Beach, would violate grant requirements, the laws, rules or regulations of federal or state law.

I, Felipe Azenha, member
Name of authorized Officer per Sunbiz Title

of Gridics LLC
Name of Firm as it appears on Sunbiz

hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.

[Signature]
Signature

Felipe Azenha
Print Name

STATE OF Florida

COUNTY OF Broward

SWORN TO AND SUBSCRIBED BEFORE ME THIS 15 DAY OF

March, 2018 BY Felipe Azenha

TO ME PERSONALLY KNOWN OR PRODUCED IDENTIFICATION:

Florida Driver's License
(type of ID)

[Signature]
Signature of Notary
Andrea Metker
Print Name of Notary Public

08/27/2018
Commission expires

F. CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

If you are an employee, board member, elected official(s) or an immediate family member of any such person, please indicate the relationship below. Pursuant to the City of Hallandale Beach Standards of ethics any potential conflict of interest must be disclosed and if requested, obtain a conflict of interest opinion or waiver from the Board of Directors prior to entering into a contract with the City.

1. Name of firm submitting a response to this RFP.

Gridics LLC

2. Describe each affiliation or business relationship with an employee, board member, elected official(s) or an immediate family member of any such person of the City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency, if none so state.

None

3. Name of City of Hallandale Beach or Hallandale Beach Community Redevelopment Agency employee, board member, elected official(s) or immediate family member with whom filer/respondent/firm has affiliation or business relationship, if none so state.


None

4. Describe any other affiliation or business relationship that might cause a conflict of interest, if none so state.

None

CONFLICT OF INTEREST NOTIFICATION REQUIREMENT QUESTIONNAIRE

5.


Signature of person/firm

3/15/2018
Date

G. DRUG-FREE WORKPLACE FORM

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087

Hereby certified that Gridics LLC does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of or plea of guilty or nolo contendere to, any violation of Chapter 1893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

a person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

DATE: 3/15/2018

BIDDER'S SIGNATURE: [Signature]

I. ANTI-KICKBACK AFFIDAVIT

ANTI-KICKBACK AFFIDAVIT

STATE OF Florida)
COUNTY OF Broward) SS:

I, the undersigned hereby duly sworn, depose and say that no portion of the sum herein proposed will be paid to any employees of the City of Hallandale Beach and its elected officials, as a commission, kickback, reward or gift, directly or indirectly by me or any member of my firm or by an officer of the corporation.

By: [Signature]
Signature of Authorized Officer per Sunbiz

Felipe Azencar
Print Name of Authorized Officer per Sunbiz

Member
Title of Authorized Officer per Sunbiz

Sworn and subscribed before me this 15 day of March, 2018

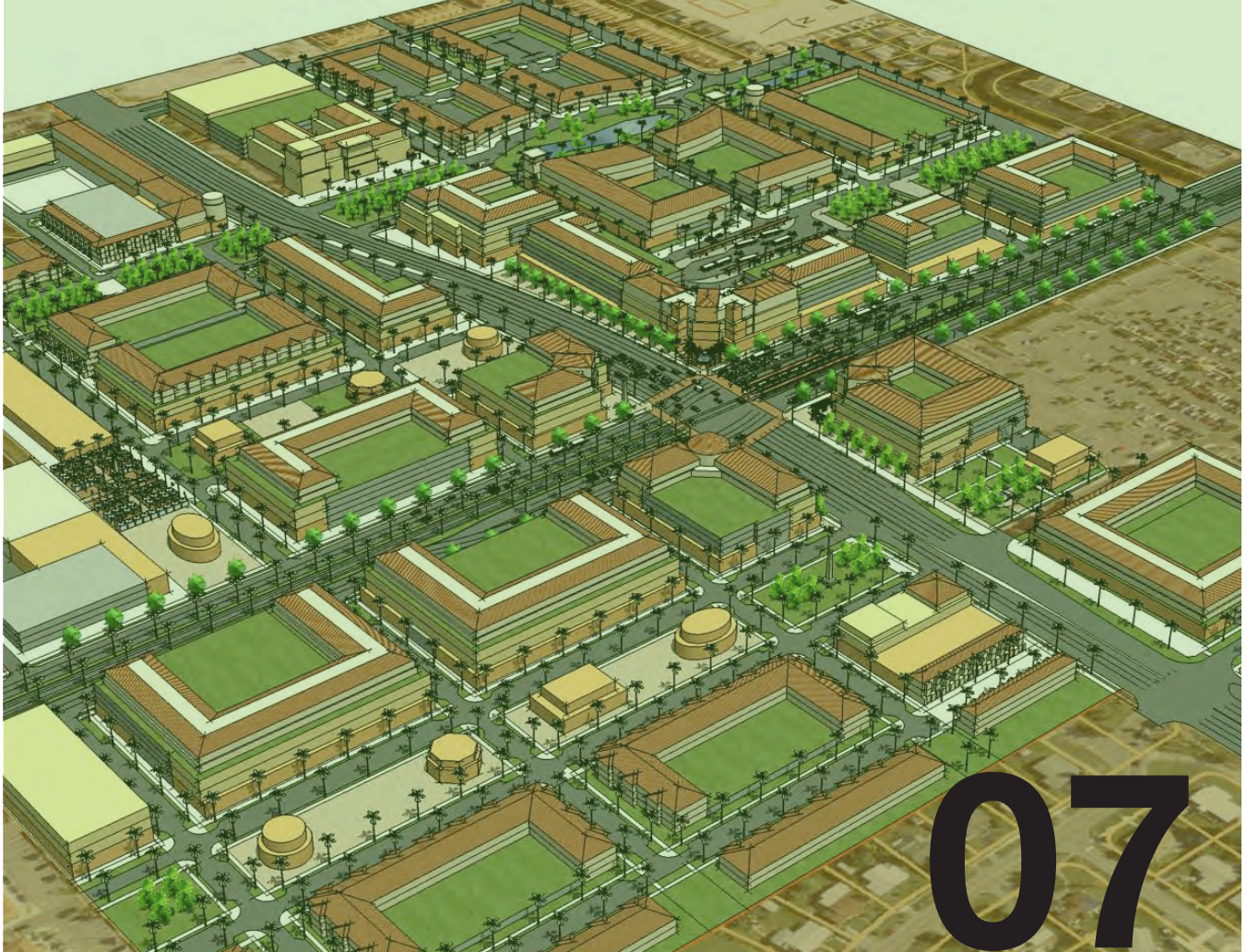
NOTARY PUBLIC

State of Florida at Large

[Signature]
My Commission Expires: 8/27/18



ANDREA MERKER
MY COMMISSION # FF 155404
EXPIRES: August 27, 2018
Bonded Thru Budget Notary Services



QUALIFICATIONS AND EXPERTISE

WHY SPG - IBI GROUP?

We understand that the Hallandale Beach CRA Plan Update and Citywide Visioning will require an established depth of Florida Statute 163, Part III and on-ground knowledge of socio-economic forces underpinning future development and infrastructure investment. The SPG-IBI Group team has led numerous similarly scaled CRA Plan Update project that focus on issues germane to this project. The proposed team leader, Mr. Bob Gray, and senior associate on this project, Ms. Mary Jane Stanley, both have in-depth knowledge of the statute, its application and implementation in Florida. **Ms. Stanley has served in an executive position in three city-level CRAs including Downtown Tallahassee, Cocoa, and Hollywood; and also served as the Manager for the Pasco County Economic Development Council.**

The team also has assisted municipal clients with devising innovating funding strategies for the implementation of their station area plans and construction of public infrastructure projects. IBI Group's success as project managers and designers lies in our capacity to manage the planning process with strategic flexibility, in order to deliver quality projects on time and on budget.

IBI has chosen to select professionals from our local, national and international offices because of their wide-ranging background and understanding of projects of this nature. We believe our local knowledge, outstanding performance on transit-oriented planning projects worldwide and combined experience of the team members assigned to this project, will enable the City of Hallandale Beach to provide the highest quality of professional services to its citizens.

In summary, our carefully assembled team has:

- Successfully undertaken numerous station area and corridor studies of similar nature and scope;
- Strong record of establishing community consensus through proven techniques for engaging the public throughout the planning process;
- Extensive local knowledge combined with national and international experience enabling us to apply global experience while addressing local issues;
- Ability to draw on other areas of practice within the firm and the team to analyze and evaluate issues as they arise;
- Clear understanding of the challenges associated with balancing the economic and functional needs of the existing community, while at the same time developing a higher quality urban form to attract new development;
- Worked closely with the public and private sector to bring similar comprehensive redevelopment planning projects, centered around transit investments, to fruition through our relationship with local and national developers. This helps in providing the financial stability and partnerships that are critical in successful realization of CRA projects;
- In-depth understanding of South Florida market dynamics and the economic implications for future project feasibility and to stimulate needed private investment;
- The ability to provide transportation planning and engineering services to address future traffic circulation issues, transit needs, utility planning and parking requirements as the City evolves into an investment destination in the region; and
- Award winning architects, engineers and urban designers that are LEED and ENVISION accredited professionals, to ensure that environmental efficiency and resilience are embedded in all city projects.

UNDERSTANDING OF FS 163 PART III

Florida State Statute 163 Part III permits CRAs and cities the flexibility in development of CRA plans to allow each City to best determine solutions to address issues facing the community. It is the intent of IBI Group to create an updated CRA Plan that is flexible and responsive to help the CRA navigate real estate market realignments and new services such as the Tri-Rail Coastal Link commuter rail service and technology driven innovations such as e-commerce and self-driving cars.

We understand that the Hallandale Beach CRA has a limited time frame to accomplish its priorities. IBI Group will create short-term implementation strategies – three-year time frame, mid-term strategies – six-year time frame and long-term strategies – nine-year time frame. Transformative projects, such as the Tri-Rail Coastal Link commuter rail service and the development of a transit-oriented development area in the station location will advance the City and CRA's vision to create a Town Center. The planning and substantial development of a transit-oriented development area will likely extend past the remaining life span of the CRA. To address this, IBI Group will help the City make the case to Broward County for extension of the CRA life span for this project.

We have completed over 60 redevelopment plans in the State of Florida and have a thorough understanding of Chapter 163, Part III of the Florida Statutes. Some of the elements contained in Sections 163.360 and 163.362 that will need to be addressed in the Redevelopment Plan Update include:

- Neighborhood Impact Element
- Relocation
- Residential Development
- Affordable Housing
- Environmental Quality
- Transportation
- School Population
- Employment

TEAM QUALIFICATION

We strongly believe in the adage that there is no “one-size-fits-all” approach to redevelopment planning and each CRA has varying contextual forces shaping its urban form and economic potential. The scope of services outlined in the RFP for the HBCRA Plan Update incorporates the following four phases:



01. DISCOVERY PHASE



02. CITIZEN'S CONNECT
PHASE



03. SYNTHESIS PHASE



04. IMPLEMENTATION
SUPPORT PHASE

PHASE II: CITIZEN ENGAGEMENT

The SPG-IBI team firmly believe that a public participation process is an integral component to developing a Community Redevelopment Plan and should be representative of the citizen's vision and priorities. The public and stakeholder engagement approach for the HBCRA Plan Update will ensure that a broad range of groups within the study area are consulted as part of the process, including current transit passengers on relevant downtown routes, major employers, human service providers, communities, businesses, government services, educational institutions, and other vested parties. The SPG Team has extensive experience with planning and facilitating public meetings and workshops as well as preparing meeting materials for a wide range of CRA Planning initiatives. The team has experience using both online and offline tools of citizen engagement to solicit maximum input from city residents and stakeholders. While traditionally charrettes are conducted in "one breath," we believe that the RFP's idea of a segmented charrette is best suited for this project, because it allows for comments and suggestions to be analyzed in more depth by the consultants and incorporated in the subsequent round of meetings and workshops, making full use of the collective knowledge existing within the team. The charrettes will be organized following the National Charrette InstituteTM methodology, which we have successfully used on several redevelopment projects successfully. Mr. Bankim Kalra leads IBI Group's extensive efforts in the development of presentation infographics and other outreach strategies in efforts to translate "technical issues into user friendly information".

Prioritizing project budgets during the planning process while at the same time building consensus for action within the community can sometimes be a challenging task. Our approach in Downtown Tallahassee, St. Petersburg, Pensacola, and Titusville with its similar physical, social and economic contexts has revealed that the most creative solutions often unfold through involvement at the grassroots level, and not just through a "top down" process. These projects are recognized in the State of Florida as successful examples of community-driven redevelopment programs.



Workshop / Charrette Setting | Source: IBI Group

PHASE III: SOLUTIONS AND STRATEGIES FORMULATION

The SPG Team will focus on proposing creative yet technically feasible solutions to further the goals outlined in the HDBCRA Strategic Plan. We integrate our areas of practice, our offices, the analytical and evaluation tools we use, and bringing together of our public and private sector clients. The team's consulting services are based upon a holistic approach to land use planning and development by the integration of urban design, master planning, architecture, landscape architecture, transportation, infrastructure planning, systems design, and related economic planning, engineering and related disciplines into a single, seamless, built entity. This strategy will produce a 'win-win' relationship for both HDCRA and the SPG-IBI team.

Strategic Planning Group, Inc. has prepared over 20 CRA Redevelopment Plans according to FS 163 Part 111. Over the last few years we have prepared the CRA Redevelopment Plan for the Arlington Community (population of 120,000 of Jacksonville (2014); the Jacksonville International Airport CRA Update in 2016 (JIA CRA s the largest CRA in Florida; and Lincolnville CRA update, 2017. The Arlington and JIA CRA Master Plans, at the request of the City Council, are now considered benchmarks for all future plans and updates. Our plans cover all tasks outlined in your RFP. In addition we have just completed the City of Ormond Beach's Strategic Economic Development Plan which included the City's two (2) CRAs. As part of this contract, SPG work directly with the Downtown CRA Board/Staff to update the CRAs socio economic data and its policies and implementation strategies. SPG also worked with the CRA to development a new Branding strategy. It should be noted that SPG prepared the City's Ormond Crossing CRA (including the Findings Report).

The cornerstone of IBI Group's planning services is its extensive experience in assisting communities with the revitalization of their urban environments at varying scales from economically declining urban regions and downtown cores to aging commercial corridors, neighborhood centers and underutilized waterfronts. IBI Group has a solid track record in the development of station area plans and corridor planning studies globally. Some of our award-winning projects in Florida include the Downtown Tavares Master Plan (FRA 2007 Award for Best Planning Study); US 1 Corridor Master Plan, Titusville (APA Florida 2006 Award of Excellence); and Greater Childs Park Strategic Plan, St. Petersburg (APA Florida Suncoast Section 2007 Award of Excellence).

We draw upon our global experience to create locally inspired design solutions that reflect our diversity and collaborative working style. IBI Group team has extensive experience in the following disciplines applicable to the work outlined in the RFP:



Westbrook Village TOD/Station Area Redevelopment Plan, Calgary, AB

TRANSIT ORIENTED DEVELOPMENT

IBI sees transit-oriented development (TOD) as a critical step towards a more sustainable future. We are leaders in TOD master planning and have produced an impressive portfolio of major TOD and station-area planning exercises across North, Central and South America, Europe and India. Our land use and transportation planners apply an integrated approach to solving the problems of our clients and the demands of our ever-urbanizing planet.



Downtown Tavares CRA Master Plan, Florida

REDEVELOPMENT PLANNING

We have a strong portfolio of CRA master planning and urban design projects to our credit, including downtown master plans, streetscape design projects, revitalization projects, form-based codes and corridor design guidelines. Our strength lies in methodically understanding the municipal framework and working with the existing policies to develop master plans that are innovative yet context-sensitive and implementable.



Downtown Minneapolis Master Plan, Minnesota

LAND USE PLANNING AND REAL ESTATE

Together, with the firm's other disciplines, the team of land use planners, market and real estate analysts, economists and financial analysts provide a comprehensive range of consulting services, including, but not limited to: Development Feasibility/ Highest and Best Use; Market Analysis; Land Use Planning and Development; Financial Feasibility; and Economic Impact Analysis; within the primary (400m/5 minute walk), secondary (800m/10 minute walk) and the broader catchment areas of the transit station.



Orange County Centerline Transit Study, California

TRANSPORTATION PLANNING

IBI is recognized as an innovative national and worldwide leader in transportation planning. Our services encompass urban and inter-regional facilities and cover high speed rail, rapid transit, light rail transit, bus rapid transit, walk/ cycle, truck, rail, and marine modes from planning to design and implementation to operations. Specialties in our transportation planning practice include traffic impact, parking studies, travel demand forecasting, policy, travel demand management, and emergency services.



Candlestick Master Plan in San Francisco

URBAN DESIGN

Perhaps the most important contribution that TOD can bring to a city is its concentration upon placemaking and urban design, described as the process of creating within the public realm, or the 'spaces between,' – the squares, plazas, parks, streets and waterfronts, that will attract people because they are pleasurable or interesting. IBI Group is a North American leader in the development of Context Sensitive Design (CSD) programs for major transportation and transit projects, thus ensuring better community fit and acceptance. We have an enviable list of mixed-used projects to our credit, combining seemingly disparate uses such as 'big box food stores and high-rise urban residential units' into single developments.



Greater Childs Park Strategic Plan, St. Petersburg, Florida



Salt Lake City Intermodal Hub, Utah

PUBLIC OUTREACH

Our public consultation programs ensure that user groups are well informed and able to participate in meaningful decision-making, resulting in community buy-in. IBI Group has extensive experience with stakeholder consultations, both with the general public and with staff of multiple government agencies. IBI Group has experienced graphic designers and public consultation experts who are able to successfully describe and present projects in an easily understood fashion, encouraging two-way discussion.

TRANSIT ARCHITECTURE

IBI Group provides a full service of architectural / design capability across North America, Europe and the Middle East. The firm has designed and supervised construction of a wide variety of building types including LRT / BRT stations and mixed-use developments, as well as single-use structures for specific clients, high-rise and residential towers, hospitals, schools, hotels, shopping centers, themed attractions. We combine solid design fundamentals with vision, and a clear understanding of business practice and economic considerations.



Lauderdale Lakes Streetscape Design, Florida

STREETSCAPE DESIGN AND LANDSCAPE ARCHITECTURE

IBI Group's design approach to the built environment is to create plans with a strong sense of place. Seamlessly integrating our four core areas of practice, we design spaces where buildings, the public realm, and the transportation network function as a coherent whole. Through our experience we understand that designing complex urban environments such as 'complete' or 'shared' streets have 3 key requirements for success: 1) Placemaking: Elements that make a place special or unique; 2) Traffic safety: Incorporated into the design process; and 3) Buildability: The plan must be implementable.



Bhubaneswar Smart city Strategy, Bhubaneswar, India

SMART CITIES

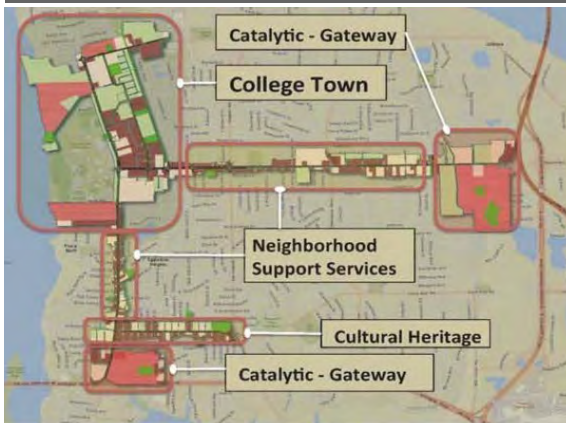
A Smart City is a city that can increase its competitiveness and quality of life, efficiently use resources, and support economic sustainability by using technology and creativity to raise the IQ of the built environment. We believe that a Smart City is not just about being technologically advanced—it's about urban renewal and citizen engagement. Smart Cities need to respond to the needs of the community. Similar to the US DOT, India's Ministry of Urban Development put forth a Smart City Challenge to develop a conceptual plan for improving a city and its residents' lives with smart solutions. IBI Group supported the development of a Smart City Challenge proposal for the city of Bhubaneswar in India, leveraging its global experience in the fields of transportation, planning, design, technology, and intelligence. As one of the upcoming markets in South Florida, we are prepared to assist City of Hallandale Beach in demonstrating how technology can be used to support new and improved city services, as part of this project.



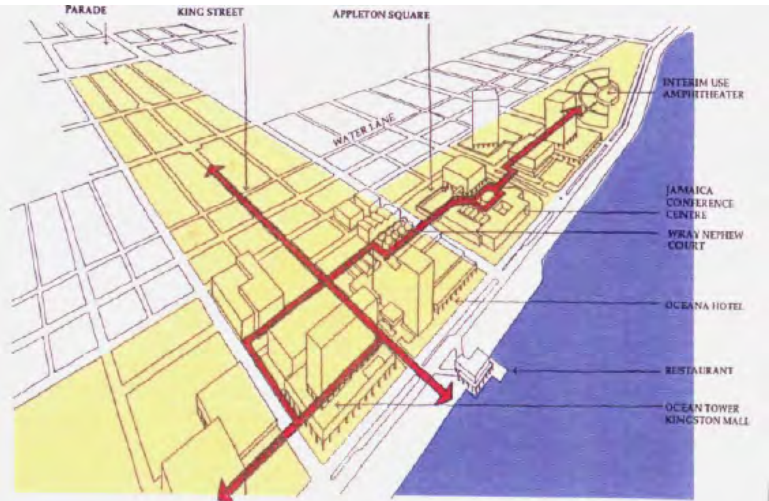
Strategic Economic Development Plan
2017-2019



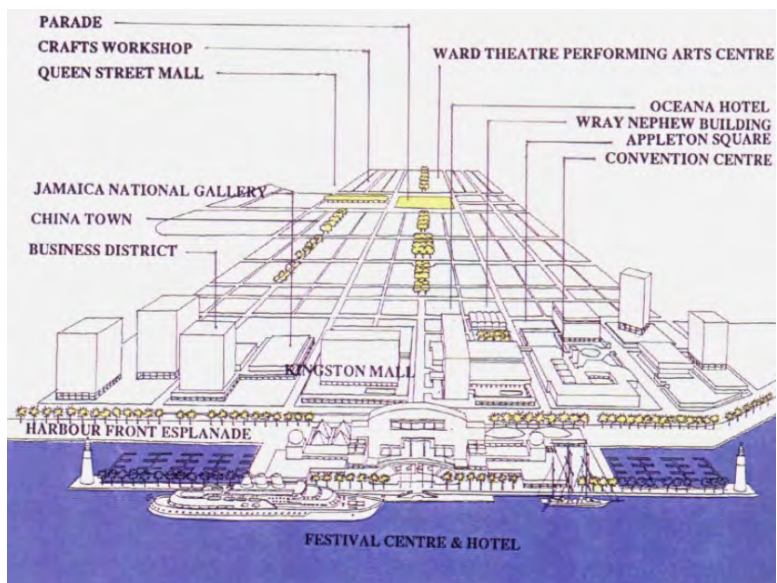
Ormond Beach 2017-2019



Arlington CRA Master Plan, 2015



Kingston Harbour Front: Initial Development



Jamaica 2020 Redevelopment Plan

ECONOMIC DEVELOPMENT

This particular area of expertise separates SPG from most other consulting groups in the country. Our founding area of expertise, and still a major portion of our work product, is economic analysis for both the public and private sectors. Economics and market feasibility are the driving forces for all our studies. We are national leaders in Development Economics (private sector) and Economic Development (public sector) and serve as site-location experts to industry. SPG's Mr. Robert Gray has served as a Board of Director of the Florida Economic Development Commission and a member of Jacksonville's Economic Development Commission under three mayors and is also a licensed real estate broker. We have prepared market feasibility studies for over 45 million square feet of retail space, 100 million square feet of commercial/industrial, 25 million square feet of mixed use developments, 65,000 residential units and a host of entertainment districts throughout the country.

PHASE IV: IMPLEMENTATION SUPPORT

The SPG-IBI Team's philosophy for CRA planning emphasizes the need to have a sound financial strategy to generate the needed funds to make the plan a reality. The phasing of capital improvements is a critical element of the process, along with using the public dollars as an investment to leverage private sector dollars. In the City of Hollywood, Florida, our efforts to prepare a streetscape design master plan for 52 roadway streetscape projects supported by a phased implementation strategy has enabled the City to realize its goal for commencing construction on target, utilizing innovative project management mechanisms.

In addition to developing consensus and working with the private sector stakeholders throughout the planning process, we spend considerable time researching and finding grant sources available to be utilized for redevelopment efforts. The City of Titusville retained the IBI Group to complete a master plan for the US 1 Corridor. Through the extensive community involvement process, IBI Group was successful in establishing consensus on key issues related to future development patterns along the Indian River. Subsequent to the Plan's approval, the IBI Group was retained by the developer of an existing mall site (identified by the residents as a prime redevelopment opportunity) to prepare a finding of necessity study and redevelopment plan for the same project. IBI Group continued working with the City to assist them in developing a grant stacking strategy for land acquisition along its waterfront and to assist the residents in preparing a comprehensive recreational master plan for the entire South Titusville waterfront.

2003-2018 REDEVELOPMENT PLANNING PROJECTS (SPG & IBI GROUP)

SPG and IBI Group has assisted over 75 communities in the State of Florida with their respective redevelopment planning efforts for over 20 years. The following is a partial listing of some of the redevelopment planning projects, specifically within the State of Florida:



- The Set Transformation Plan, 2017
Client: Delray Beach CRA
- Kingston, Jamaica 2020
Redevelopment Plan
Client: Jamaica Redevelopment Authority
- Renew Arlington, Findings & CRA Master Plan, 2015
Client: City of Jacksonville
- Lake City CRA Master Plan Update, City of Lake City, 2011
Client: City of Lake City Florida
- State Road 100 CRA Corridor/Palm Coast City Centre CRA Master Plan
Client: City of Palm Coast, Florida
- Heart of Boynton Special Area Redevelopment Plan
Client: City of Boynton Beach, Florida
- Lauderdale Lakes CRA Plan Update
Client: Lauderdale Lakes CRA
- Downtown Panama City CRA Redevelopment Plan Update
Client: City of Panama City CRA
- Downtown North Panama City CRA Redevelopment Plan Update
Client: City of Panama City CRA
- Lauderdale Lakes Streetscape Master Plan (2008)
Client: City of Lauderdale Lakes
- Downtown Tavares Master Plan (2008)
Client: City of Tavares CRA
- Redevelopment Feasibility Study for City Hall Site (2008)
Client: City of Flagler Beach CRA
- Finding of Necessity Study for the Expansion Downtown North Redevelopment Area Boundaries (2008)
Client: Panama City CRA
- Riverfront Design Master Plan (2008)
Client: City of Daytona Beach
- Titusville Waterfront Design Master Plan (2007)
Client: City of Titusville
- Finding of Necessity Study for CRA Expansion (2007)
Client: City of Daytona Beach
- Greater Childs Park Strategic Planning Initiative (2007)
Client: City of St. Petersburg
- Westside Neighborhoods Finding of Necessity Study and CRA Plan (2007)
Client: City of Pensacola
- Hollywood Beach Gateway Design (2007)
Client: City of Hollywood, Florida
- Hollywood Beach Streetscape Master Plan (2007)
Client: City of Hollywood Beach, Florida
- U.S. 1 Corridor Master Plan (2006)
Client: City of Titusville
- Downtown Lantana Master Plan and Design Guidelines (2006)
Client: Town of Lantana
- Downtown Flagler Beach Master Plan and Design Guidelines (2006)
Client: City of Flagler Beach
- Safety Harbor Downtown Redevelopment Plan (2005)
Client: City of Safety Harbor
- Daytona Beach Shores Finding of Necessity Study and CRA Plan (2005)
Client: City of Daytona Beach Shores
- Boynton Beach Vision 2030 Redevelopment Plan (2004)
Client: Boynton Beach CRA

FIRM'S STRENGTH - STRATEGIC PLANNING GROUP



SPG, founded in 1983, is an international market research, economics, planning consulting firm, headquartered in Florida. Since 1983, SPG has continuously provided market feasibility, community redevelopment, and planning services to local government entities throughout the Southeast US.

The firm is committed to providing the highest quality of professional services to our clients. The success of this philosophy is evidenced by the firm's client's satisfaction with the services and its 85% client retention standing. SPG combines its experience and resources as a leader in the following disciplines:

ECONOMIC DEVELOPMENT

SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and related agencies to aid with the implementation of numerous economic development plans. Examples include the Economic Development Strategic Plan for Volusia County, creating a five-year \$100 million program for the County.

SPG also recently developed the Economic Development Strategic Plans for Pembroke Pines, FL, Counties of Pasco, Hillsborough and Hardee, City of North Port.

COMMUNITY REDEVELOPMENT AGENCY PROGRAMS

SPG has assisted 60+ redevelopment agencies nationwide, including 20+ in Florida, establish CRAs, prepare Finding of Necessity Studies, develop TIF/CIP programming, and develop Community Redevelopment Plans (and Updates/Amendments). The firm just completed the Jacksonville University/Arlington/Merrill Rd CRA and are completing Jacksonville International Airport CRA update (the largest CRA in Florida).

AFFORDABLE AND WORKFORCE HOUSING

SPG is a national leader and the State of Florida leading planning consultant in the area of affordable and workforce housings. The firm is currently completing a detailed housing study for Pinellas County and its 24 municipalities and have prepared the State's only affordable/workforce housing linkage fee legislation.

REAL ESTATE MARKET AND DEVELOPMENT

Strategic Planning Group, Inc. (SPG) through its retail division provides a team of professionals having considerable experience in the commercial retail and services industries. These services are utilized by developers, retail chains, independent retailers, financial institutions, leasing agents and marketing organizations. Selected clients include the Arvida Corporation (St. Joe), Flagler Development, Home Depot, J.C. Penney Company, and Homart Development Company (Sears).

FIRM'S STRENGTH - IBI GROUP

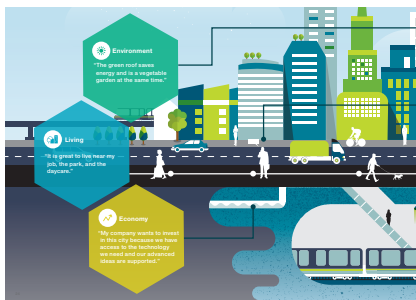


IBI Group is a globally integrated architecture, planning, engineering, and technology firm, providing comprehensive urban solutions driven by superior design and technology.

NUMBER OF YEARS
IN BUSINESS:

44 yrs

1974 TO PRESENT



Smart City Plan



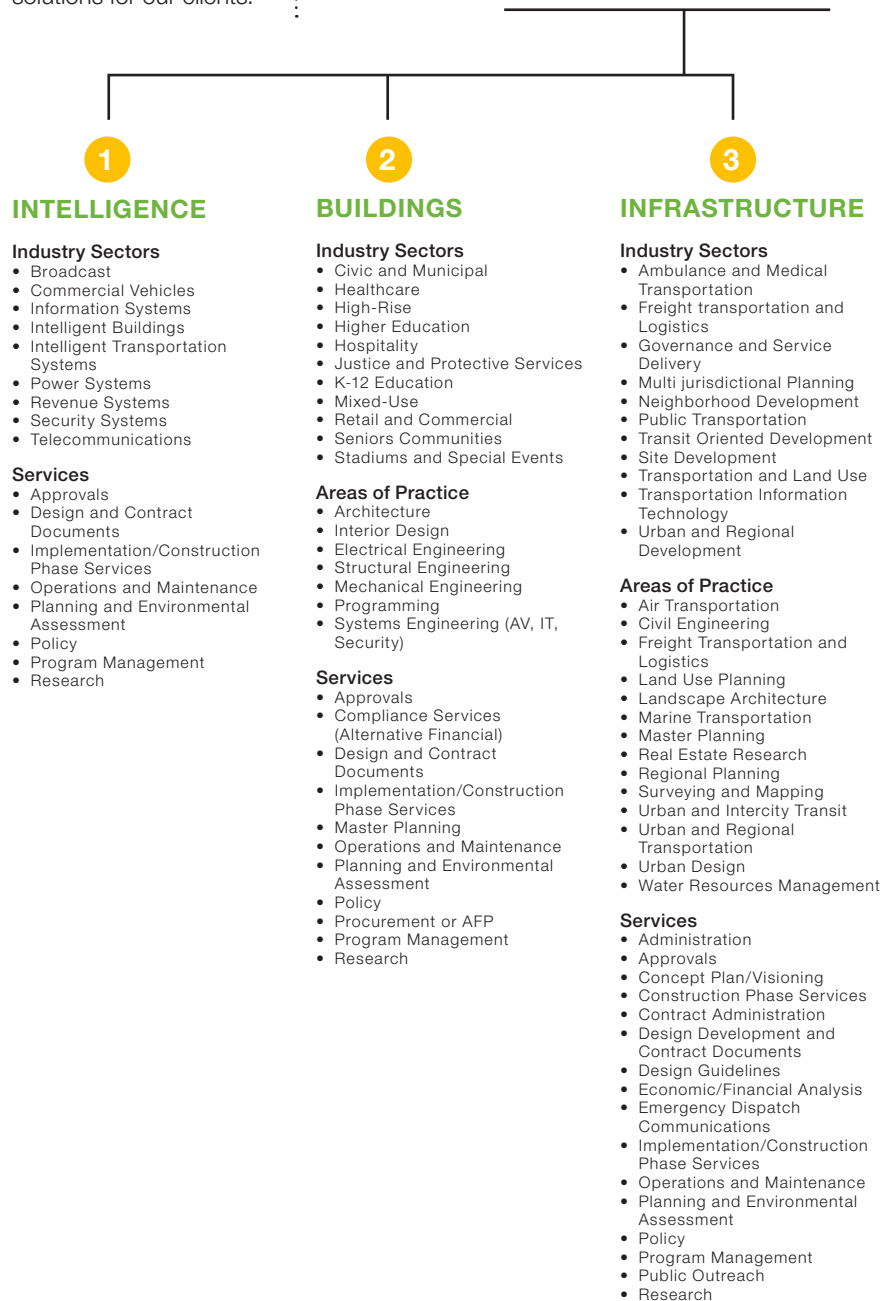
GO West Harbour Multimodal Station



Candlestick Master Plan in San Francisco

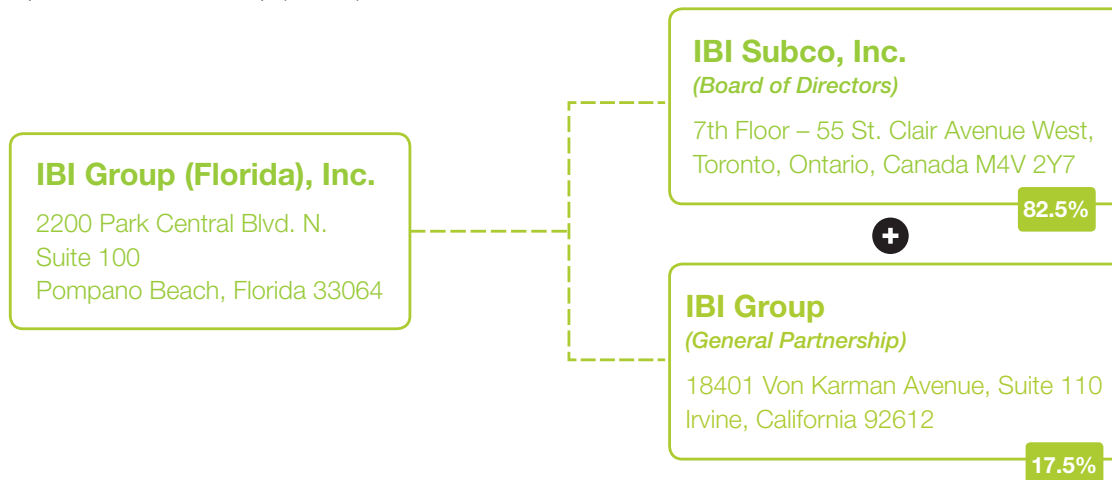
From IBI Group's inception in 1974, we have brought comprehensive approaches to our work in delivering the best solutions for our clients.

IBI Group is recognized internationally as a leader in **sustainable transportation planning, land use planning, multi-modal transportation planning, urban design, landscape architecture, and architecture, specializing in transit-oriented development**, and providing services under **THREE CORE SECTORS:**



IBI GROUP (FLORIDA) INC. CORPORATE AND OWNERSHIP STRUCTURE

City Of Hallandale Beach CRA Redevelopment Plan Modification and Citywide Visioning, Florida will be managed by **IBI Group (Florida), Inc. office in Pompano Beach**. IBI Group (Florida) Inc. is a member of the IBI Group of firms. Established as a Florida corporation in 1979, we have provided professional consulting services for 38+ years to Florida public and private entities. The table below illustrates the corporate and ownership structure of IBI Group (Florida) Inc.



EXECUTIVE		
<p>CEO SCOTT STEWART</p> <p>PRESIDENT DAVID THOM</p> <p>CFO STEPHEN TAYLOR</p>		
DIRECTION		
Regions	Sector	CORPORATE SERVICES
<p>Canada West • Mike Pankiw</p> <p>Canada East • Kevin Bebenek</p> <p>US West • David Chow</p> <p>US East • Tim Foley</p> <p>UK/Ireland • Paul Hewes/Paul Whittlestone</p> <p>International • Trevor McIntyre</p>	<p>Intelligence • Derek Sims</p> <p>Buildings • David Thom</p> <p>Infrastructure • Matt Cunningham</p>	<p>Finance/Accounting • Stephen Taylor</p> <p>Mar/Comms • Charles Finley</p> <p>Human Resources • Jane Sillberg</p> <p>Legal • Steven Kresak</p> <p>IT • Kai Hum</p> <p>QA/QC • Ewen Fisher</p>
Implementation	Coordination + Direction	Strategic Support + Operations
Leadership Group		
Includes deputy regional directors, sub-sector leads, and other directors/partners		
Leadership at the Regional, Business Line and Corporate Service Level		

As a creative company, we together (SPG & IBI Group) draw upon our experience to create local inspirational design solutions that reflect our diversity and collaborative working style.

WORKFORCE ANALYSIS



LIST OF PRIVATE & GOVERNMENT CLIENTS

SPG

CLIENT'S NAME	PROJECT NAME	CONTRACT VALUE	PROJECT DESCRIPTION	ASSOCIATED STAFF
Private Client	Market Feasibility	\$20,000	Market Study for 11 acre vacant site In St. Lucie County	Robert Gray (complete by April 1, 2018)
Hillsborough County	Ruskin Community Profile	\$40,000	Prepare a Community Plan and Profile for the Ruskin Portion of Hillsborough County to direct planning & economic development programs and policies	Robert Gray Brian Wheeler Cantrece Jones Michael Plummer Jack Shad
North Miami	TOD/Affordable housing	\$10,000	Subconsultant to IBI on N. Miami TOD study	Robert Gray
World Bank TOD Manual	Developing County TOD Manual	\$15,000	Subconsultant to IBI	Robert Gray

IBI GROUP

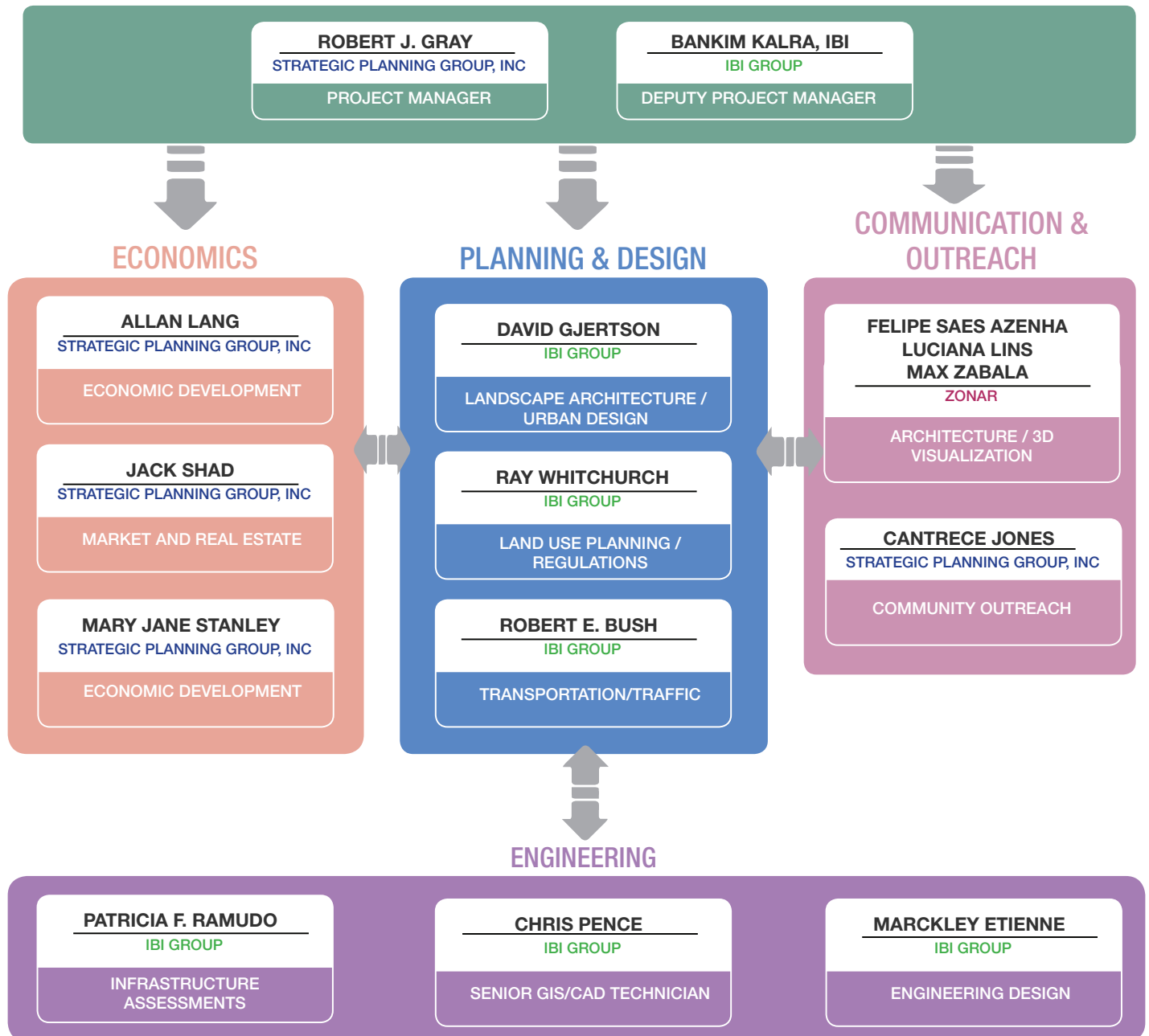
CLIENT'S NAME	PROJECT NAME	CONTRACT VALUE	PROJECT DESCRIPTION	ASSOCIATED STAFF
North Miami City	North Miami Mobility Hub Plan & TOD Strategy	\$167,000	Detailed Train Station Area & Major Corridor Master Plan for a Planned N.E. 125th/N.E. 123rd Street FEC Passenger Rail Station and Surrounding Corridor(s)	Bankim Kalra
World Bank	World Bank TOD Implementation Toolkits	\$200,000	Create TOD Implementation Resources and Tools as part of Global Platform for Sustainable Cities	Bankim Kalra
City of Pompano Beach	Briny Avenue Streetscape & Infrastructure	\$45,000	Planning, Design, Permitting, Construction Administration	Patricia Ramudo Chris Pence
Becknell Building, 1570 SW 13th Court	Becknell Investors, LLC	Confidential	Engineering, Landscape Architecture, Permtting, Construction Administration	Patricia Ramudo Chris Pence
Bhubaneswar Development Authority, India	Bhubaneswar Urban Knowledge Centre	\$167,000	Planning & Design Support to the government of Bhubaneswar	Bankim Kalra



MANAGEMENT AND TEAM'S EXPERIENCE, PAST EXPERIENCE AND REFERENCES

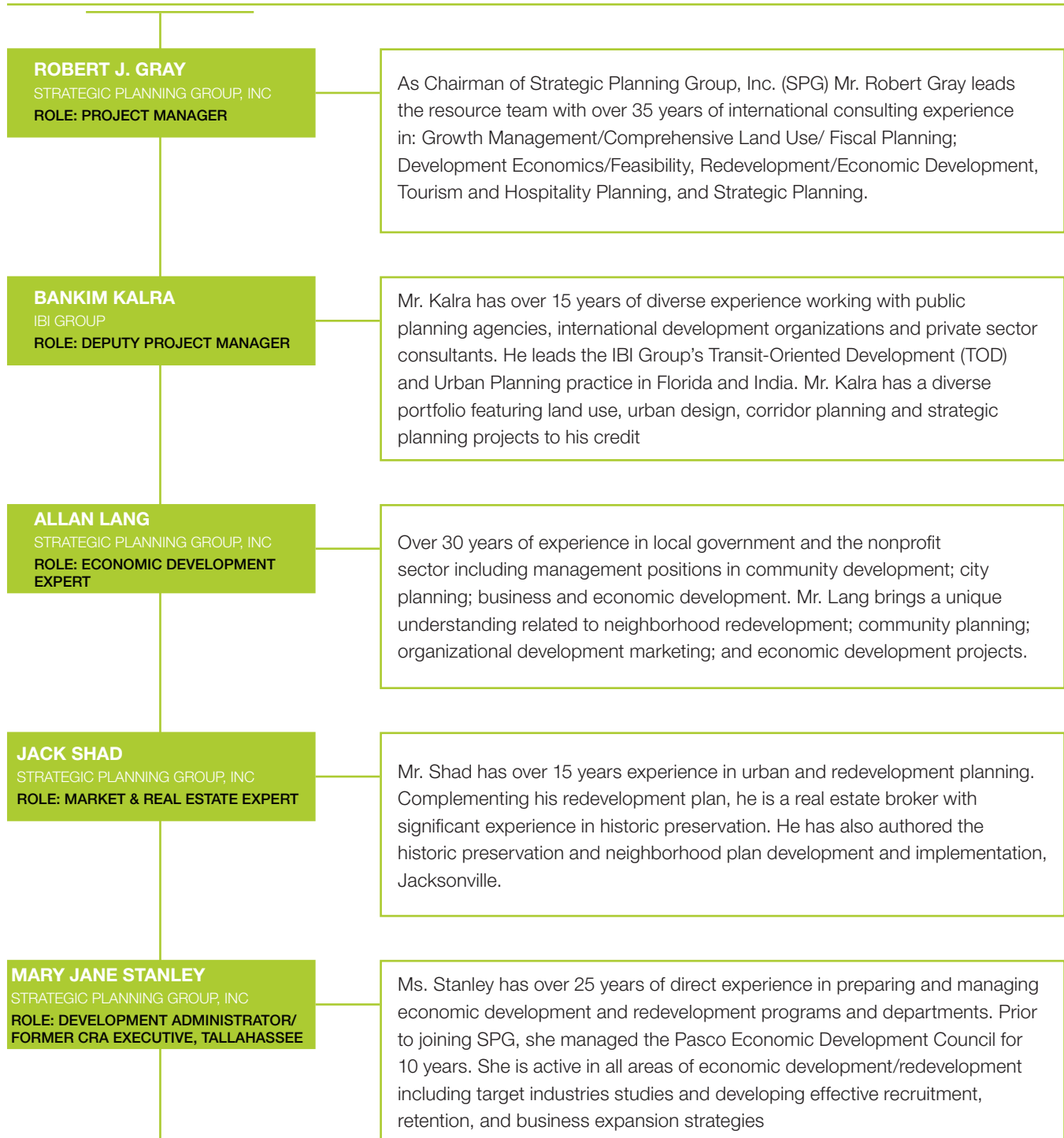
PROJECT TEAM MEMBERS: KEY PERSONNEL

For carrying out the various tasks on the project, below is the illustrated organization chart for the team of global, national, and local practitioners.



KEY PERSONNEL

The core working team is comprised of disciplines essential to achieve the project mandate. Our strategically assembled team members have worked on a range of projects that are directly related to the work requirements identified in the RFP. The following bios demonstrate that each core team member has multi-disciplinary skills and past experience dealing with projects of this scope and nature.



DAVID GJERTSON

IBI GROUP

ROLE: LANDSCAPE ARCHITECT/URBAN DESIGNER

Mr. Gjertson has 35+ years of urban planning and landscape architecture experience specializing in sustainable solutions for transit-oriented development, neighborhood revitalization, redevelopment master planning, and code review. Mr. Gjertson is a recognized expert in philosophies of Smart Growth and NewUrbanism and has applied this knowledge to the project management and design of over 50 projects.

RAY WHITCHURCH

IBI GROUP

ROLE: LAND USE PLANNER

Ray Whitchurch with over 26 years experience, is a Landscape Architect, Urban Designer and Planner, for large-scale federal, state, municipal, institutional, mixed use villages, commercial, and residential projects. His projects have included landscape designs, architectural design, land planning and re-zoning, municipality general plans, subdivision development, public reviews and outreach.

ROBERT E. BUSH

IBI GROUP

ROLE: TRAFFIC/TRANSPORTATION MANAGEMENT

Mr. Bush has over 25 years of experience in transit operations and analysis, service planning, route scheduling, productivity reviews, ridership estimating, rider surveys, direction of public meetings, capital planning, long-range strategic planning, and financial analyses. Mr. Bush will bring a layer of transit systems analysis and assess the viability of integrating different modes of transit to ensure first and last mile connectivity on the project.

**FELIPE SAES AZENHA |
LUCIANA LINS | MAX ZABALA**

ZONAR

ROLE: REAL ESTATE DATA ANALYTICS

Felipe Saes Azenha, Luciana Lins, Max Zabala works with the world's first site specific zoning application, Zonar. It allows anyone to understand development capacity for any parcel or assemblage, design new zoning codes, run scenarios and more. Shared working experience with both private and public projects, they bring a unique understanding of the synergy between urban planning and "smart" technologies.

CANTRECE JONES

STRATEGIC PLANNING GROUP, INC

ROLE: MARKETING SPECIALIST

Ms. Jones's experience with project management, public involvement, urban planning, database creation, organizational design and effectiveness, and technology was developed throughout her more than 17 years in the professional services industry. Ms. Jones's has worked on a variety of high-profile transportation, urban planning and environmental planning projects.

PATRICIA F. RAMUDO

IBI GROUP

ROLE: INFRASTRUCTURE EXPERT

Ms. Ramudo has 32+ years of experience in the civil engineering field. She has extensive experience in providing infrastructure assessments, engineering designs. As a LEED accredited professional and an Envision Sustainability Professional candidate, Patricia will bring the sustainability lens into the project and ensure that by using a life-cycle approach, the project will be treated as a community infrastructure development.



ROBERT J GRAY

Strategic Planning Group, Inc. | Project Responsibility: Project Manager

Education

- B.A., University of Florida, 1970
- M.A., University of Florida, 1972
- Doctoral Courses, University of Florida
- Corporate Management Courses, Harvard University

As Chairman of Strategic Planning Group, Inc. (SPG) Mr. Robert Gray leads the resource team with over 35 years of international consulting experience in: Growth Management/Comprehensive Land Use/ Fiscal Planning; Development Economics/Feasibility, Redevelopment/Economic Development, Tourism and Hospitality Planning, and Strategic Planning. A significant portion of his planning work since 2010 involves analyzing community development regulations (comprehensive plans, LDRs, etc.) with respect to whether they promote or hinder economic development/ redevelopment. His broad range of experience will be valuable to the North Miami TOD project in evaluating transaction structuring alternatives with potential developers and understanding the economic impact of redevelopment in the area.

Mr. Gray has prepared over 30 Economic Development Plans for local and regional governments worldwide; 20 within the State of Florida. This also included relocation studies resulting in the creation of over 60,000 jobs and supporting workforce development programs and cost/wage surveys for Florida. Mr. Gray's experience in the field of workforce and affordable housing includes numerous residential market studies prepared as technical reports in support of comprehensive and general plans, pro forma analyses to determine the feasibility of increasing inclusionary housing requirements, and determining workforce housing needs.

REPRESENTATIVE PROJECTS

- + Renew Arlington, Findings and CRA Master Plan, 2015
- + Historic Lincolnville Redevelopment Plan Update/Amendment, 2017
- + Benchmarking and Strategic Assessment for Jacksonville International Airport
- + State Road 100 CRA Corridor/Palm Coast City Centre Findings and CRA Master Plan
- + Bradenton Central CRA Master Plan and CRA Update



BANKIM KALRA, AICP

IBI Group (Florida) Inc. | Project Responsibility: Deputy Project Manager, Urban Planning

Education

- Bachelor of Architecture, Sushant School of Art and Architecture, Gurgaon, India, 2001
- Master of Urban Planning, University of Michigan, Ann Arbor, 2005

Mr. Kalra has over 15 years of diverse experience working with public planning agencies, international development organizations and private sector consultants. With a background in architectural design and an urban planning concentration in economic development, Mr. Kalra has developed a specialization in formulating innovative design approaches.

Mr. Kalra brings to his role particular expertise in all aspects of master planning including smart growth, regional planning, corridor planning, eco-industrial parks, campus planning, site design, branding and graphic design, and economic analysis. Mr. Kalra has worked on over 100 wide ranging projects giving him the unique skill to understand the interdependencies between various aspects of the development process, including: concept visualization, alternatives analysis, public involvement, capital improvements programming, capacity building, financing, and implementation.

Mr. Kalra's foundation in the study of architecture and focus in the specialty of urban planning gives him an understanding of the larger issues facing society and the way design and community development can be used to solve them. His professional interests include the relationship between land use and transportation and the ability of sustainable mobility to encourage the development of complete, livable communities and urban revitalization. As the deputy project manager for the project, Bankim will utilize his extensive background in international development and private sector negotiations to provide valuable insight into Redevelopment Plan Modification and Citywide Visioning for City of Hallandale Beach.

MEMBERSHIPS & AWARDS

- American Planning Association
- American Institute of Certified Planners
- Urban Land Institute
- Congress for New Urbanism
- 2017 American Planning Association (APA)—Pierre L'Enfant International Planning Excellence Award, Bhubaneswar Smart City Strategy

REPRESENTATIVE PROJECTS

- + The Set Transformation Plan, Delray Beach CRA, 2017
- + SunRail Station Area Study Plan for Sanford, Seminole County, Sanford, Florida, U.S.A, 2013
- + Broad River Road Corridor TOD Study, Central Midlands Council of Governments, South Carolina, U.S.A, 2010
- + SR54 Transit Oriented Development Study, Pasco County, Florida, U.S.A, 2013
- + Downtown North TOD Master Plan, City of Panama City, Florida, 2009



ALLAN LANG

Strategic Planning Group, Inc. | Project Responsibility: Economic Development Expert

Education

- MCP University of Cincinnati, 1973 (Major: Community Planning)
- BA Hiram College, 1971 (Major: Social Sciences)

Over 30 years of experience in local government and the nonprofit sector including management positions in community development; city planning; business and economic development. Areas of experience and accomplishment include neighborhood redevelopment; community planning; organizational development; marketing; and economic development projects. Fundraising experience includes grant writing and successfully securing local and federal grant funds.

His private sector and municipal work add a sense a realism to implementation and real-estate development strategies. Mr. Lang strives to provide our clients with the most cost effective solution to the questions they face. He emphasizes on economic impact analyses not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they effect the complimentary industries.

As an experienced economic expert, Mr. Lang will be involved in the cost assessments, economic feasibility, market analysis studies and impact considerations. He will also provide his inputs for proper budgetary allocations and the analysis of all fiscal aspects of the study.

MEMBERSHIPS & AWARDS

- People to Watch in 2012:Herald Tribune Newspaper Outstanding Member Award 2009-2010:
- Gulf Coast Business Finance Award of Appreciation, July 2010: Benderson Development Corp.
- 25 People to Watch 2008: Biz 941 Magazine
- Must-Know Contacts in Sarasota Co.: Florida Trend Magazine, Jan. 2011
- Friend of the Year Award, 2008: North Port Cham-ber of Commerce
- Certificate of Participation (Plenary Speaker): 2011 Manasota Diversity Conference

REPRESENTATIVE PROJECTS

- + GRASP Enterprises (Greater Atlanta Small Business Project)
- + Atlanta Minority Business Development Center
- + Atlanta Committee for the Olympic Games



JACK SHAD

Strategic Planning Group, Inc. | Project Responsibility: Market & Real Estate Expert

Education

- B.A. with honors, History and English, University of Florida, 1997
- MA in Urban and Regional Planning, University of Florida, 2015

Mr. Shad has over 15 years experience in urban and redevelopment planning. He is an urban planner and economist who publishes and speaks on the issues driving regional economic change and the future of cities.

Mr. Shad has led a wide variety of comprehensive planning, redevelopment, and research projects as a consultant and principal in the public and private sectors. He has extensive experience with large-scale community redevelopment planning and development, market analysis, real estate feasibility analysis, public/private financing and investment phasing, mixed-use development planning and finance, property acquisition planning and public engagement.

Complementing his redevelopment skills, Mr. Shad is a real estate broker with significant experience in historic preservation which provide him with unique insights and creative, data-driven policy solutions. With a background in urban planning and experience in economic development, Mr. Shad brings to the City Of Hallandale Beach the correct combination of skills required for this assignment.

REPRESENTATIVE PROJECTS

- + Southwest Jacksonville Vision and Master Plan
- + Northwest Jacksonville Vision and Master Plan
- + Historic preservation and neighborhood plan development and implementation, Jacksonville.
- + Downtown Jacksonville Parklet Program
- + Long Range Planning and Community Development sections of the Jacksonville Comprehensive Plan



MARY JANE STANLEY, CECD

Strategic Planning Group, Inc. | Project Responsibility: Economic Development Expert

Education

- Bachelor of Arts, Geography (Urban Planning), University of Florida (1975)
- MBA, Real Estate Development and Management, Nova Southeastern University (1991)
- Graduate – Economic Development Institute, University of Oklahoma (1992)
- M.L.A. (School of Landscape Architecture), University of Guelph, Guelph, ON, 1985
Ontario Graduate Scholarship, 1985

Ms. Stanley has over 25 years of direct experience in preparing and managing economic development and redevelopment programs and departments. Prior to joining SPG, she managed the Pasco Economic Development Council for 10 years. She is active in all areas of economic development/redevelopment including target industries studies and developing effective recruitment, retention, and business expansion strategies for county and local governments.

Her extensive working experience with the government has let her develop an indepth knowledge of the market and policy factors affecting the cities of Florida. She has managed a public/private partnership responsible for countywide business and industry recruitment, retention and expansion initiatives. Over a ten year period, she assisted over 275 new and expanding companies with the creation and/or retention of 5,400+ jobs; capital investment of over \$533 million; and creation of over 3 million SF of new space. She was extensively involved with the Comprehensive Planning Process to preserve land (4,600 Acres) for future employment centers and office/business parks.

As a Senior Associate with SPG, Ms. Stanley current responsibilities are focused around expanding SPG's Redevelopment and Economic Development Practice. She has prepared more than 7 Economic Development Plans for local and regional level within the State of Florida. This also included development of 2009-2014 Pasco Economic Development Strategic Plan which involved innovative development solutions balancing community priorities with economic realities similar to the Hallandale Beach CRA Strategic Finance Plan as part of this project.

MEMBERSHIPS & AWARDS

- Professional Certified Economic Developer (September 1992)

REPRESENTATIVE PROJECTS

- + Coordination of traffic and streetscape design and construction totaling \$4.5 million, CRA Hollywood
- + Revised the Downtown Commercial Renovation Program and zoning, CRA Hollywood
- + Code enforcement and Community Development Grant programs, City of Cocoa
- + Coordinating private and public development of downtown, City of Tallahassee
- + Managing public/private partnership responsible for countywide business, Pasco Economic Development Council



DAVID GJERTSON

IBI Group (Florida) Inc. | Project Responsibility: Landscape Architect / Urban Designer

Education

- Bachelor of Science - Landscape Architecture, University of Wisconsin 1976

Mr. Gjertson has 35+ years of urban planning and landscape architecture experience specializing in sustainable solutions for transit-oriented development, transportation corridor enhancement planning and design, neighborhood revitalization, redevelopment master planning, urban design guidelines, and code review. Project work includes the design and construction management of urban plazas, streetscapes, roadway corridors, urban parks and wayfinding systems. Mr. Gjertson is a recognized expert in philosophies of Smart Growth and New Urbanism and has applied this knowledge to the project management and design of over 50 projects.

Mr. Gjertson's position at IBI Group (Florida) is working with the Urban Planning/ Landscape Architecture Department assisting with business development and project facilitation. He will provide support for project conceptualization and design, project management, client presentations and public involvement facilitation, planning document authorship, consultant teaming strategies, multi-disciplinary staff coordination, construction documentation and review and construction management.

MEMBERSHIPS & AWARDS

- American Society of Landscape Architects – Georgia Chapter – Executive Committee Member – 2011
- Washington, North Carolina Downtown Revitalization Program – Georgia ASLA Merit Award – 2007
- Yellow River Regional Park ASLA Award – 2006
- South Rome Redevelopment Master Plan – ASLA Award – 2004
- US17 Corridor Design Guidelines – National Association of Development Organizations Research Foundation (NADO) Innovation Award – 2002
- French Broad River Park– Master Plan – Georgia ASLA Award – 2003
- Participant Georgia DCA Quality Growth Program including: White County, City of Thomasville, GA & Walker County

REPRESENTATIVE PROJECTS

- + Brickell Avenue Landscape Enhancements & Multi-Use Trail, Miami, Florida
- + Veterans Expressway Widening (Sugarwood to Vandyke) Landscape Opportunity Plans, Florida Turnpike
- + City of Sarasota, Master Plan of the Commercial Tourist District on St. Armands Key, Sarasota, Florida
- + Central Pasco Employment Village (CPEV), Area Plan, Pasco County Florida
- + Collier County Grade Separation Study and Master Plan, Collier County, Florida



RAY WHITCHURCH

IBI Group | Project Responsibility: Land Use Planner

Education

- Bachelor of Landscape Architecture and Environmental Planning, Utah State University, 1984

Ray Whitchurch is a project manager, Landscape Architect, Urban Designer and Planner, for large-scale federal, state, municipal, institutional, mixed use villages, commercial, and residential projects. Ray has 26 years experience in a variety of project types. His projects have included landscape designs, architectural design, land planning and re-zoning, municipality general plans, subdivision development, public reviews and outreach. He has been involved in all phases of projects, inception to build-out.

Mr. Whitchurch maintains a planning consulting practice that offers land use, development entitlement, public engagement, strategic planning, redevelopment plans, workforce housing policy, implementation plans, public-private partnership structure and transit-oriented policy guidance. Mr. Whitchurch has extensive experience in the development of community redevelopment area plans including the drafting of land use policies that enable the implementation of CRA plans.

MEMBERSHIPS & AWARDS

- Salt Lake City Transportation Committee, Chair
- Salt Lake City Association of Community Council, Chair
- Appointed by the Mayor on the Committee to Preserve Fort Douglas Historic Preservation Committee
- University Historic District, Steering Committee Member
- Appointed by the Salt Lake City Mayor as a Representative on the Select Committee on the Interstate 15 Alignment

REPRESENTATIVE PROJECTS

- + Central Pointe Area Urban Renewal Master Plan, Standards & Guidelines, South Salt Lake City, UT
- + South Salt Lake City, Utah-Street Car Corridor, State Street to 500 East Density Analysis and Massing Plan
- + Clearfield Station Redevelopment Plan
- + Transit Oriented Development Area Plan, South Westminster, CO
- + Marmalade Library & Mixed-Use Master Plan, Salt Lake City, UT



ROBERT BUSH

IBI Group | Project Responsibility: Team Consultant: Transit Systems,
Transportation planning

Education

- B.A. International Studies, Rhodes College, 1980
- Master of Business and Public Management, Rice University, 1982

A focused and results-driven transit leader with extensive experience in transit operations and analysis, service planning, route scheduling, productivity reviews, ridership estimating, rider surveys, direction of public meetings, capital planning, long-range strategic planning, and financial analyses. Mr. Bush leverages local, regional, national, and international experience to solve complex challenges and is a forward-thinking producer who develops comprehensive operating plans, making significant immediate and long-term contributions to the operational efficiency of broad-based transit systems.

As a transportation expert, Robert has developed contextual recommendations for various transportation plan to improve performance of existing transit routes, identified areas for service expansion, determined capital implications including expansion and replacement of operating facility, and prepared financial plan.

He has managed or participated in numerous projects that include multi-modal, technological, and/ or inter-agency dimensions requiring a comprehensive approach and synthesis of diverse needs and viewpoints. Mr. Bush will bring a layer of transit systems analysis and assess the viability of integrating different modes of transit to ensure first and last mile connectivity on the project.

MEMBERSHIPS & AWARDS

- Board Member, Phi Beta Kappa Association of Wake County Member, American Planning Association
- Member, Cary Transportation Advisory Group
- Member, Town of Morrisville (NC) Blue Ribbon Commission on Transportation Funding
- Member, APTA Committees on Bus Operations

REPRESENTATIVE PROJECTS

- + Asheville Transit Master Plan, North Carolina
- + Piedmont Authority for Regional Transportation Long Range Plan
- + Comprehensive Transit Development Program (TDP) and Comprehensive Operational Analysis (COA)
- + Capital Area Metropolitan Planning Organization Transit Development Plan
- + Downtown Knoxville Transportation Linkages Study



PATRICIA FREXES RAMUDO

IBI Group (Florida) Inc. | Project Responsibility: Infrastructure Expert

Education

- Hydraulics & Hydrology Master of Science, Cornell University, Ithaca, NY, 1983
- Civil Engineering Bachelor of Science, Florida Atlantic University, Boca Raton, FL, 1979

Ms. Ramudo has 32+ years of experience in the civil engineering field. She has extensive experience in providing infrastructure assessments, engineering designs for streetscape improvement projects, and site development. As a LEED accredited professional and an Envision Sustainability Professional candidate, Patricia will bring the sustainability lens into the project and ensure that by using a life-cycle approach, the project will be treated as a community infrastructure development, representing the possibility of combining an infrastructure achievement with the quality of life benefit that can also be achieved.

She has been a Project Manager for numerous projects for public and private sector clients and as a South Florida native brings her in-depth knowledge of the region to the team. In addition, Ms. Ramudo understands the inter-agency dimensions requiring a comprehensive approach and synthesis of diverse needs and viewpoints.

MEMBERSHIPS & AWARDS

- Florida PE License No. 35798
- Colorado PE License No. 22979
- LEED®AP

REPRESENTATIVE PROJECTS

- + Briny Avenue Streetscape– Pompano Beach, FL
- + The Set Redevelopment Plan, Delray Beach, FL
- + Pompano Beach Ten Year Public Art Master Plan and Public Art Guidelines, Pompano Beach
- + USGSA – Customs and Immigration Services Tri-County Facilities; Miami, Fort Lauderdale and Royal Palm Beach, FL
- + Appraisal and Valuation services for Hernando County, FL

CHRISTOPHER PENCE

IBI Group (Florida) inc. | Project Responsibility: Graphics, GIS, Conceptual Plans

Education

- AutoCAD Certificate, Wake Technical College, Raleigh, NC, 1999
- ESRI Certification Course, West Palm Beach, FL, 2004
- ESRI User Conference - Seminars: Cartography/Creating Better Maps + Map Design for GIS + Developing Address Management Systems: The Fundamentals, July 2005

Mr. Pence is a Senior GIS/CAD Technician whose duties include research, analysis and input of data for engineering plans. He is skilled in the use of software programs for the creation of graphics and maps for production of quality maps and exhibits suitable for Public Hearings, Due Diligence Reports and governmental agency submittals for project permitting.

Currently, he is providing GIS oversight and support while also providing CAD plan production for engineers and planners. He also maintains a database that houses GIS data for much of Florida and has produced a large number of exhibits that pertain to site analysis. In addition to thorough knowledge about GIS in Florida, Mr. Pence has also performed similar tasks for projects and/or potential work in Illinois, North Carolina, New York, Georgia, Alabama, Dubai and Tunisia, as well as throughout the Caribbean region.

Mr. Pence is fluent in the use of state of the art GIS, engineering and graphics software including: AutoCAD Civil 3D, ARC/GIS, Adobe CS, and Microsoft Office.

MEMBERSHIPS & AWARDS

- MOT Certified #12809 – valid through 12/03/2019

REPRESENTATIVE PROJECTS

- + Benzaiten Center for Creative Arts – Historic Lake Worth Train Depot – Lake Worth, FL
- + Briny Avenue Streetscape – Pompano Beach, FL
- + Pompano Beach Wayfinding Study – Pompano Beach, FL
- + Appraisal and Valuation services for Hernando County, FL
- + Ranger Drainage District – Orange County, FL



MARCKLEY ETIENNE P.E.

IBI Group | Project Responsibility: Engineering Design

Education

- BSCE, Civil Engineering, Florida Atlantic University, Boca Raton, Florida, 2011

Marckley is a Project Manager with experience in land development engineering including drainage, site design, construction estimating, permitting, contract administration and resident project representation as related to civil engineering approvals. Mr. Etienne is proficient in a number of software applications including Microsoft Office, ICPR, AutoCAD, Win TR, Civil 3D, WaterCAD, HydroCAD and SewerCAD, Cascade, Ponds.

Mr. Etienne will be involved in conducting the existing conditions inventory, specifically the infrastructure needs assessment and pedestrian/ vehicular traffic surveys. As a fluent speaker in French Creole, Mr. Etienne will also help in community workshops facilitation during the course of the project.

MEMBERSHIPS & AWARDS

- MOT Certified #12809 – valid through 12/03/2019
- FL PE License# 83266

REPRESENTATIVE PROJECTS

- + Engineering Design for Briny Avenue Streetscape, Pompano Beach, FL
- + Utility design and coordination for Sawgrass Bend
- + Engineering support for Hope Center, Boynton Beach, FL
- + Engineering design and coordination for 500 Ocean, Boynton Beach
- + Engineering Design for Harbour's Edge, Delray Beach, FL



MAX ZABALA

Gridics | Project Responsibility: Architecture / 3D
Visualization

Education

- Architectural Studies, Wentworth Institute of Technology, Boston 2001
- M.Arch , University of Miami, 2007

Max Zabala, principal of OSKI studio and director of the Zonar product in Gridics is an architect and urban planner with over a decade of experience. As a native of Ecuador. Mr Zabala is fluent in English and Spanish.

Mr. Zabala has experience with both private and public projects in all phases of the architectural and urban planning process, including design development through construction administration, merging technical expertise and design flexibility.

Max, Director of the Zonar product in Gridics, will be responsible for providing user-friendly visuals that allows anyone to understand development capacity for any parcel or assemblage, design new zoning codes, run scenarios, and more. He will be involved from the initial stages and be involved throughout the course of the project merging technical expertise and design flexibility.

REPRESENTATIVE PROJECTS

- + PortSide Miami, New Wall Trade Center Miami Master Plan, Miami, Florida
- + Lebanon Waterfront City, Marina Mixed Use Development Beirut, Lebanon
- + Bonfil Mixed Use Development, Hermosillo, Mexico
- + Santa Rosa Urban Regulations, Infrastructure and Urban Re-Zoning Santa Cruz Island, Galapagos
- + Bawwabat Mixed Use Development Dammam, Saudi Arabia



CANTRECE JONES

Strategic Planning Group, Inc. | Project Responsibility: Public Involvement

Education

- B.A. Communications, University of North Florida

Ms. Jones's has more than 17 years experience with project management, public involvement, urban planning, database creation, organizational design and effectiveness. Ms. Jones's has worked on a variety of high-profile transportation, urban planning and environmental planning projects. Cantrece has gained extensive experience working on both public and private urban planning projects, including downtown, citywide and corridor master plans. Cantrece has also performed Public Relations, Managed Site Work and Community Outreach planning for City of Jacksonville (COJ) projects. She has performed planning services for municipalities such as the Jacksonville Transportation Authority (JTA), the Jacksonville Electric Authority (JEA), the Florida Department of Transportation (FDOT) and the Atlanta Regional Commission.

Her skills include: Project Management, Public Outreach Campaign Design & Implementation, Conflict Assessment and Resolution, Government Relations, Community Planning and Facilitation Services, Educational Outreach in Local School Districts, Multi-Media Public Information Campaigns, Media Relations, Organizational Management, Speeches and Presentations, Office Management and Team Building / Development.

MEMBERSHIPS & AWARDS

- Society of Marketing Professionals Services (SMPS); Past President
- Women in Defense (WID) - Member
- American Planning Association (APA); Jacksonville & Atlanta Chapter

REPRESENTATIVE PROJECTS

- + Lincolnville CRA Update, 2017 (St. Augustine)
- + Jacksonville International Airport CRA Update
- + Renew Arlington CRA Findings & Master Plan (Jacksonville).
- + Ormond Beach Downtown CRA
- +

WORK PLAN

The SPG and IBI Group team are committed to complete this study in seven months. To achieve this objective, we must adhere to a work plan and schedule. We will take a proactive approach to minimize deviations from our work plan and schedule, and while the level of effort and/or duration of certain activities may differ from the original estimates, we will continually endeavor to limit the impact of any such unforeseen changes on the overall Plan delivery schedule. The Management Team will track actual performance with respect to scheduled critical path, target dates and milestones. The schedule will be tracked and managed by the Project Management Team so that the project status will be known at all times.

The Project Management team will be led by Robert J Gray, designated as the Project Manager for this assignment. With a background in economic development, Mr Gray brings to the City of Hallandale Beach the correct combination of skills required for this assignment. Furthermore, Mr. Kalra offers his services as the Deputy Project Manager on this assignment from the project beginning through to its completion, committing to be in Florida on-call for the duration of the project.

Essential to schedule adherence is ensuring that tasks are done in a logical sequence with a sound understanding of how one task affects or builds on others, and keep a special emphasis on Plan elements that are on foundational or critical path for other elements. In preparation of Plan deliverables, we begin with a clear annotated outline to ensure that documents are well structured with good flow of discussion topics before commencing detailed writing.

Progress reports are used to ensure the project is on-schedule, resources are being applied, and all aspects are being dealt with due diligence. The IBI team submits monthly progress reports to the client indicating the following as required:

- Overall progress made in the assignment with reference to the TOR, with special reference to
- progress made in the month;
- An update on the Work Plan and proposed changes, if any;
- Proposed activities for the following month;
- Difficulties, if any, encountered in carrying out the assignment and suggested solutions.

Schedule adherence will be monitored by comparing the proportion completion of Plan components against the Plan schedule. Internal tracking will be done on a bi-weekly basis. Every 2 weeks the project team will conduct internal meetings (GoTo meeting, teleconference etc.) to track progress and discuss potential challenges. Any issues with schedule implications will be communicated to the Client managers immediately along with the recommended course of action to address the problem.

FIELD		PROJECT MANAGEMENT		ECONOMICS			PLANNING & DESIGN			ENGINEERING			COMMUNICATION & OUTREACH	
ROLES		PROJECT MANAGER	DEPUTY PROJECT MANAGER	ECONOMIC DEVELOPMENT EXPERT	PLANNING AND REAL ESTATE EXPERT	ECONOMIC DEVELOPMENT EXPERT	LANDSCAPE ARCHITECT / URBAN DESIGNER	LAND USE PLANNER	TRAFFIC/ TRANSPORTATION MANAGER	INFRASTRUCTURE EXPERT	SENIOR GIS/CAD TECHNICIAN	ENGINEERING DESIGNER	ARCHITECT / 3D VISUALIZER	COMMUNITY OUTREACH EXPERT
TEAM MEMBERS		ROBERT J. GRAY (SPG)	BANKIM KALRA (IBI)	ALLAN LANG (SPG)	JACK SHAD (SPG)	MARY JANE STANLEY (SPG)	DAVID GJERTSON (IBI)	RAY WHITCHURCH (IBI)	ROBERT E. BUSH (IBI)	PATRICIA F. RAMUDO (IBI)	CHRIS PENCE (IBI)	MARCKLEY ETIENNE (IBI)	FELIPE SAES LUCIANA LINS MAX ZABALA (GRIDICS)	CANTRECE JONES (SPG)
		HOURS												
TASK	ACTIVITY													
1	GENERAL DATA COLLECTION/ REVIEW PHASE	0	8	0	0	0	0	4	8	4	24	0	0	0
	1. Identify & map existing CRA boundaries										8			
	2. Initial data collection and review of relevant past studies		4											
	3. Identify current and future City zoning/land use										2			
	4. Current and future County land use										2			
	5. Transportation/mobility studies		4						8					
	6. Applicable redevelopment approvals/ordinances/resolutions.													
	7. Tax base and ownership data (including City, County, etc.)										2			
	8. Proposed public/private commitments/projects redev. area & adjacent areas										2			
	9. Photo inventory of buildings of historic, aesthetic or significant feature										4			
	10. Environmental permitting and land use requirements							4						
	11. Crime, code violations, tax delinq., & pertinent information & locations									4				
	12. All vacant parcels within the City and CRA										2			
	13. Brownfield or potential brownfield sites										2			
2	DATA CREATION - BASE MAPS, CONTAMINATION & UTILITIES	2	4	0	4	0	0	0	0	8	10	8	0	0
	1. Existing utility information, constraints and capacities.	2	2							4	4			
	2. Property lines and road right-of-way (ROW)										4			
	3. Obtain current aerial and GIS data										2			
	4. Windshield inspection potential contamination sites/document search		2							4				
	5. Photo inventory of blighted properties				4							8		
3	PROJECT SHARING SITE	0	0	0	0	0	0	0	0	0	0	0	0	16
	1. Client information processing	0		0	0	0	0	0	0					16

FIELD		PROJECT MANAGEMENT		ECONOMICS			PLANNING & DESIGN			ENGINEERING			COMMUNICATION & OUTREACH	
ROLES		PROJECT MANAGER	DEPUTY PROJECT MANAGER	ECONOMIC DEVELOPMENT EXPERT	PLANNING AND REAL ESTATE EXPERT	ECONOMIC DEVELOPMENT EXPERT	LANDSCAPE ARCHITECT / URBAN DESIGNER	LAND USE PLANNER	TRAFFIC/ TRANSPORTATION MANAGER	INFRASTRUCTURE EXPERT	SENIOR GIS/CAD TECHNICIAN	ENGINEERING DESIGNER	ARCHITECT / 3D VISUALIZER	COMMUNITY OUTREACH EXPERT
TEAM MEMBERS		ROBERT J. GRAY (SPG)	BANKIM KALRA (IBI)	ALLAN LANG (SPG)	JACK SHAD (SPG)	MARY JANE STANLEY (SPG)	DAVID GJERTSON (IBI)	RAY WHITCHURCH (IBI)	ROBERT E. BUSH (IBI)	PATRICIA F. RAMUDO (IBI)	CHRIS PENCE (IBI)	MARCKLEY ETIENNE (IBI)	FELIPE SAES LUCIANA LINS MAX ZABALA (GRIDICS)	CANTRECE JONES (SPG)
		HOURS												
4	REDEVELOPMENT PLAN MODIFICATION & VISIONING	12	24	12	64	60	24	56	56	56	0	56	24	96
	1. Project Process Overview	8	16	8	8	8	8	8	8	8		8		
	2. Community input and visioning	2	4											
	Kick Off Meeting/ Data Review/ Opportunities and Constraints			4	4	4								8
	Early Brainstorming and Strategy Session	2	4		4									8
	Memorandum and Public Information Meetings													
	CRA Charrette/Information Meeting 1				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 2				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 3				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 4				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 5				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 6				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 7				4	4		4	4	4		4	2	8
	CRA Charrette/Information Meeting 8				4	4		4	4	4		4	2	8
	City Visioning Session 1				8	8	8	8	8	8		8	4	8
	City Visioning Session 2				8	8	8	8	8	8		8	4	8
5	FINAL REDEVELOPMENT PLAN & STRATEGY	4	4	6	6	6	24	24	24	24	8	24	0	0
	1. Prepare Final Redevelopment Master plan & exhibits	4	4	2	2	2	8	8	8	8	8	8		
	2. Prepare various support documents			2	2	2	8	8	8	8		8		
	3. Formulate Redevelopment Strategy			2	2	2	8	8	8	8		8		
6	FINANCIAL ANALYSIS & DEVELOPMENT STRATEGY	0	0	48	32	0	0	0	0	20	0	16	0	0
	1. Develop Financial Toolkit & financing options			16	8					4				
	2. Develop spreadsheet tying funding sources to CRA projects.			8						8		8		
	3. Develop Tax Increment Financing (TIF) strategy & funding stream			8	8									
	4. Create an overall five (5) year CRA Strategic Finance Plan			8	8					8		8		
	5. Carryover financing longer term approvals by Broward County			8	8									

FIELD		PROJECT MANAGEMENT		ECONOMICS			PLANNING & DESIGN			ENGINEERING			COMMUNICATION & OUTREACH	
ROLES		PROJECT MANAGER	DEPUTY PROJECT MANAGER	ECONOMIC DEVELOPMENT EXPERT	PLANNING AND REAL ESTATE EXPERT	ECONOMIC DEVELOPMENT EXPERT	LANDSCAPE ARCHITECT / URBAN DESIGNER	LAND USE PLANNER	TRAFFIC/ TRANSPORTATION MANAGER	INFRASTRUCTURE EXPERT	SENIOR GIS/CAD TECHNICIAN	ENGINEERING DESIGNER	ARCHITECT / 3D VISUALIZER	COMMUNITY OUTREACH EXPERT
TEAM MEMBERS		ROBERT J. GRAY (SPG)	BANKIM KALRA (IBI)	ALLAN LANG (SPG)	JACK SHAD (SPG)	MARY JANE STANLEY (SPG)	DAVID GJERTSON (IBI)	RAY WHITCHURCH (IBI)	ROBERT E. BUSH (IBI)	PATRICIA F. RAMUDO (IBI)	CHRIS PENCE (IBI)	MARCKLEY ETIENNE (IBI)	FELIPE SAES LUCIANA LINS MAX ZABALA (GRIDICS)	CANTRECE JONES (SPG)
		HOURS												
7	TRANSPORTATION & TRAFFIC ANALYSIS	0	0	0	0	0	0	8	32	8	0	0	0	0
	1. Inventory of Transportation systems								8					
	2. Review all relevant documents pertaining to the FEC corridor							8	8	8				
	3. Develop traffic circulation plan for the CRA								8					
	4. Determine potential traffic impacts (City Hall/Post Office as a City Center)								8					
8	ECONOMIC DEVELOPMENT, MARKET & REAL ESTATE ANALYSIS	0	0	40	56	48	0	0	0	0	0	0	0	0
	1. Develop Economic and Demographic Regional (MSA) and Local Setting			8		8								
	2. Develop Employment Trends and Projections			8		8								
	3. Development of Redevelopment Area Market Opportunities & Constraints			8		8								
	4. Market Demand Analysis and Feasibility Tests			8	8	8								
	5. Prepare Market Demand Analysis (3) Conceptual Plans & Feasibility Tests			8	8	8								
	6. Real Estate Analysis of Redevelopment Project Area				8									
	7. Preliminary Real Estate Analysis for the City of Hallandale Beach				16									
	8. Prepare Request for Developer Qualifications (4)				16	8								
10	PRESENTATION - LOCAL PLANNING AGENCY, CRA BOD	16	4	16	16	16	16	16	8	8	24	0	0	8
	1. Prepare required presentation materials			8	8	8	8	8	8	8	8			
	2. Present Draft and Final Redevelopment Plan	8	4	8	8	8	8	8			8			8
	3. Redevelopment Plan Final Revisions	8									8			
SUBTOTAL		42	52	114	178	122	64	108	128	128	66	104	24	152
TOTAL		1282												

FORMER EXECUTIVE LEVEL POSITION IN CRA



MARY JANE STANLEY, CECD

Strategic Planning Group, Inc. | Project Responsibility: Economic Development Expert

Ms. Stanley has over 25 years of direct experience in preparing and managing economic development and redevelopment programs and departments. Prior to joining SPG, she managed the Pasco Economic Development Council for 10 years. She is active in all areas of economic development/redevelopment including target industries studies and developing effective recruitment, retention, and business expansion strategies for county and local governments.

Her extensive working experience with the government has let her develop an indepth knowledge of the market and policy factors affecting the cities of Florida. She has managed a public/private partnership responsible for countywide business and industry recruitment, retention and expansion initiatives. Over a ten year period, she assisted over 275 new and expanding companies with the creation and/or retention of 5,400+ jobs; capital investment of over \$533 million; and creation of over 3 million SF of new space. She was extensively involved with the Comprehensive Planning Process to preserve land (4,600 Acres) for future employment centers and office/business parks.

As a Senior Associate with SPG, Ms. Stanley current responsibilities are focused around expanding SPG's Redevelopment and Economic Development Practice. She has prepared more than 7 Economic Development Plans for local and regional level within the State of Florida. This also included development of 2009-2014 Pasco Economic Development Strategic Plan which involved innovative development solutions balancing community priorities with economic realities similar to the Hallandale Beach CRA Strategic Finance Plan as part of this project.

PREVIOUS EXPERIENCE

- **Downtown/CRA Development Administrator**, City of Tallahassee
- **Director of Community Development/CRA**, City of Cocoa
- **Director of Economic Development**, City Of Hollywood
- **Assistant Downtown Redevelopment/CRA Director**, Community Redevelopment Agency, Hollywood, Florida
- **Community Development Project Planner**, City of Hollywood, Florida

REPRESENTATIVE PROJECTS

- + Coordination of traffic and streetscape design and construction totaling \$4.5 million, CRA Hollywood
- + Revised the Downtown Commercial Renovation Program and zoning, CRA Hollywood
- + Code enforcement and Community Development Grant programs, City of Cocoa
- + Coordinating private and public development of downtown, City of Tallahassee
- + Managing public/private partnership responsible for countywide business, Pasco Economic Development Council

SUB-CONSULTANTS - GRIDICS

GRIDICS is comprised of professionals that brings a unique understanding of the synergy between urban planning and “smart” technologies. With the help of application, they allow the city governments, developers, and architects to visualize development potential in real-time 3D based on the local zoning code. With a proved track record, Zonar will support the SPG and IBI team in providing the necessary real estate, affordable housing, and economic expertise needed to assist Hallandale Beach in Redevelopment Plan Modification and Citywide Visioning.



COMPANY OVERVIEW

Gridics LLC was founded in 2015.

Gridics is on a mission to change the face of real estate data & analytics and has developed and brought to market two software applications: Gridics.com and Zonar.City. Gridics.com is a property record search application targeted to municipalities. On the other hand, Zonar.City is a proprietary zoning and planning application that allows city governments, developers, and architects to visualize development potential in real-time 3D based on the local zoning code.



PROJECT FOCUS AREAS

- Zoning Analysis
- Writing, Testing, & Visualizing New Zoning Codes
- Property Data
- Planning & Zoning Feasibility Studies
- 3D Development Visualizations
- Zoning/Development Review Compliance



PROJECTS



Amazon's future Miami Headquarter

BUILDING INTENSITY	
Dwelling Units per Acre	150 du/acre
Dwelling Units Allowed	127 units
Maximum Commercial Area	444,000 ft²
Maximum Office Area	444,000 ft²
Maximum Commercial Establishment Area	55,000 ft²
FLR	12
Maximum Built Area	444,000 ft²
Maximum Building Footprint	29,599 ft²
Lot Coverage	80 %
Minimum Open Space	10 %

HEIGHT LIMITATIONS (LEVELS)	
Total Building Height	36 Levels
Principal Building Max. Height (Podium)	8 Levels
Principal Building Min. Height (Podium)	2 Levels
Principal Tower Allowed Height	28 Levels
Bonus Allowed Height	36 Levels
Maximum Office Height	N/A
Maximum Commercial Height	N/A

SETBACKS	
Primary Frontage Minimum Setback	0 ft
Secondary Frontage Minimum Setback	10 ft
Side Minimum Setback	N/A
Rear Minimum Setback	N/A
Second Layer Dimension	15 ft



Zoning Development Feasibility Report, Miami

REFERENCES

1. PROJECT NAME: The Set Transformation Plan, Delray Beach, Florida

CLIENT: Delray Beach Community Redevelopment Agency

CLIENT'S REPRESENTATIVE CONTACT:

Kristyn Cox-Goodwin

Delray Beach CRA, West Atlantic Redevelopment Director

Phone No: (561) 276-8640;

Fax: (561) 276-8558

E-mail: scwelter@wpb.org

TASK PERFORMED: Prepared existing conditions analysis, stakeholder engagement to understand the community needs, market demands, redevelopment opportunities, and development trends. Based on the community feedback and findings of the analysis reports, urban design proposals and economic development strategies were framed to position "The Set" to take full advantage of growth sectors.

PROJECT DATES: FEB. 2017 - NOV. 2017

2. PROJECT NAME: LINCOLNVILLE CRA PLAN UPDATE

CLIENT: CITY OF ST. AUGUSTINE (LINCOLNVILLE CRA).

CLIENT'S REPRESENTATIVE CONTACT:

Amy McClure Skinner, Deputy Director, Planning

askinner@citystaug.com

Tel: 904.209.4320,

TASK PERFORMED: Prepared conceptual master plan for the station lands; Identified desired land uses, building scale, density, co-location of critical elements, integration and evolution of existing built form; Recommended transit-supportive land use and development scenarios on station lands; Assessed opportunities for joint development of station lands, including consideration of market viability; Outlined pedestrian, cycling, transit and auto access routes to and through the station and locations of inter-modal connections; Identified strategies for implementation by the City of Sanford on private lands, such as official plan and zoning updates, site and area specific policies, design guidelines, capital plan allocations for public realm improvements, and other strategies.

PROJECT DATES: FEB 2017 - JUL. 2017

3. PROJECT NAME: Sanford SunRail Station Area Plan, City of Sanford, Florida

CLIENT: Seminole County Development Services Dept.

CLIENT'S REPRESENTATIVE CONTACT:

Bill Wharton (Principal Planner)

1101 East First Street, Sanford, Florida

32771, USA

Tel: 407-665-7382

TASK PERFORMED: Prepared conceptual master plan for the station lands; Identified desired land uses, building scale, density, co-location of critical elements, integration and evolution of existing built form; Recommended transit-supportive land use and development scenarios on station lands; Assessed opportunities for joint development of station lands, including consideration of market viability; Outlined pedestrian, cycling, transit and auto access routes to and through the station and locations of inter-modal connections; Identified strategies for implementation by the City of Sanford on private lands, such as official plan and zoning updates, site and area specific policies, design guidelines, capital plan allocations for public realm improvements, and other strategies.

PROJECT COST: \$84,477

PROJECT DATES: NOV. 2013 - NOV. 2014

4. PROJECT NAME: CREATION OF NEW CRA - RENEW ARLINGTON

CLIENT: CITY OF JACKSONVILLE/RENEW ARLINGTON CRA

CLIENT'S REPRESENTATIVE CONTACT:

Karen Nasrallah, Redevelopment Manager

904.630.2272

karenN@coj.net

TASK PERFORMED: The main purpose of the CRA was to eliminate blight conditions as well as impediments to private development. The CRA Master Plan focused on:

- Utilities including water and sewer
- Transportation
- Zoning
- Crime Prevention (specifically dealing with hot spots)
- Affordable housing

PROJECT DATES: JUL 2015 - DEC 2015

5. PROJECT NAME: ECONOMIC DEVELOPMENT
STRATEGIC PLAN, CITY OF PEMBROKE PINES

CLIENT: CITY OF PEMBROKE

CLIENT'S REPRESENTATIVE CONTACT:

Michael Stamm, Jr., Director, Planning and Development
954.392.2100, mstamm@ppines.com

TASK PERFORMED: The study focused on three distinct sectors. Sector 1 addressed the redevelopment need of the original part of the city. The Plan included the development of the new City Center.

The plan is being used to guide the City's overall planning efforts and since its completion the City has experience significant office development.

PROJECT DATES: JAN 2014 - SEPT 2014

6. PROJECT NAME: STRATEGIC ECONOMIC
DEVELOPMENT PLAN 2017 - 2019, CITY OF ORMOND
BEACH, FL

CLIENT: CITY OF PEMBROKE

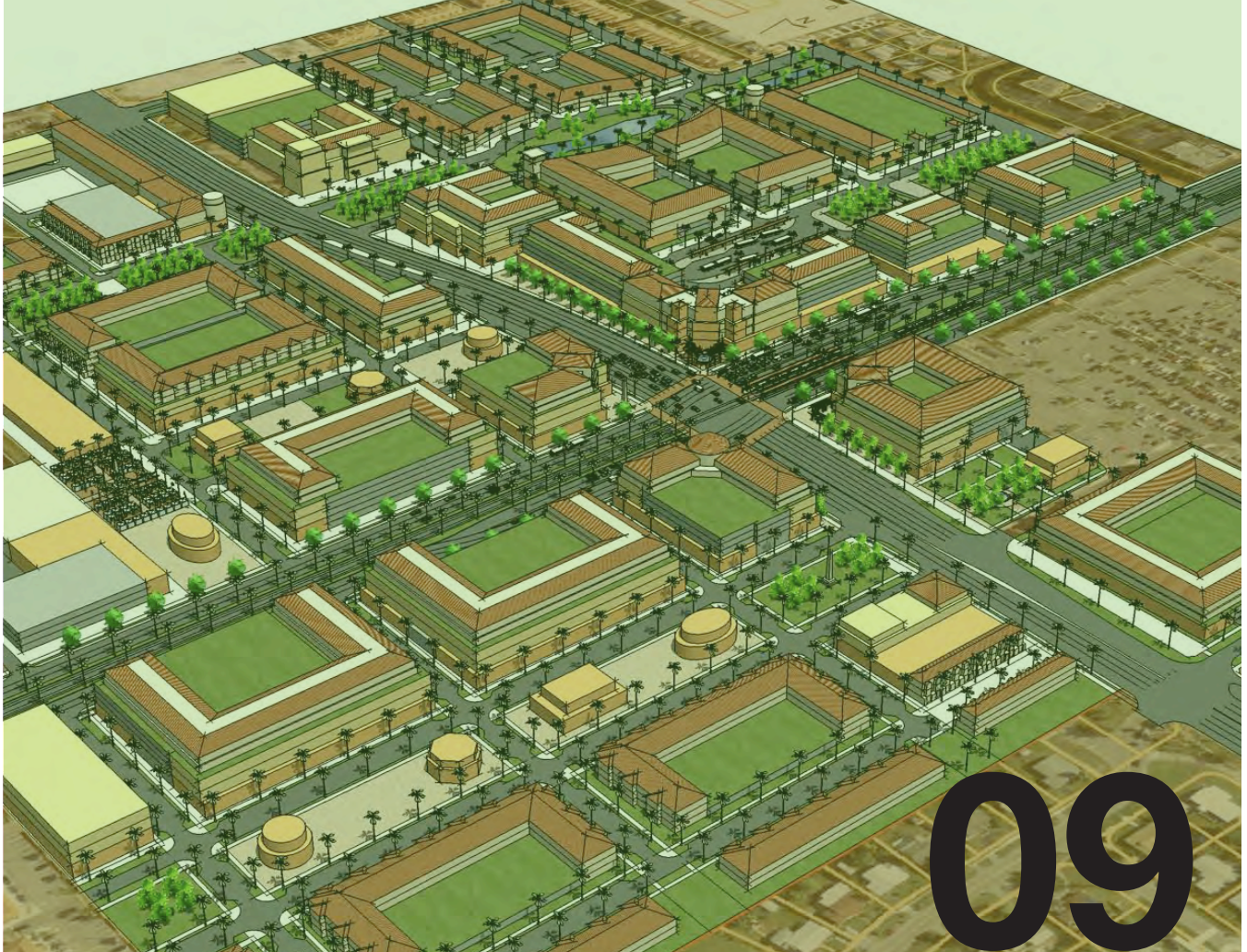
CLIENT'S REPRESENTATIVE CONTACT:

Joe Mannarino Economic Development Director,
386.676.3266, mannarino@ormondbeach.org

TASK PERFORMED: SPG has worked with the City since 2005, Creating the Ormond Crossing CRA and its Update, as well as the City's Strategic Economic Development Plans (SEDP). SPG prepared the City's first SEDP and its updates, the last of which is the 2017-2022 Update.

The SEDP 2017-2022 included the City's two CRAs. A major part of the planning process was to assist the Downtown CRA update its statistics and assist in creating a new branding effort.

PROJECT DATES: APR 2016 - OCT. 2016

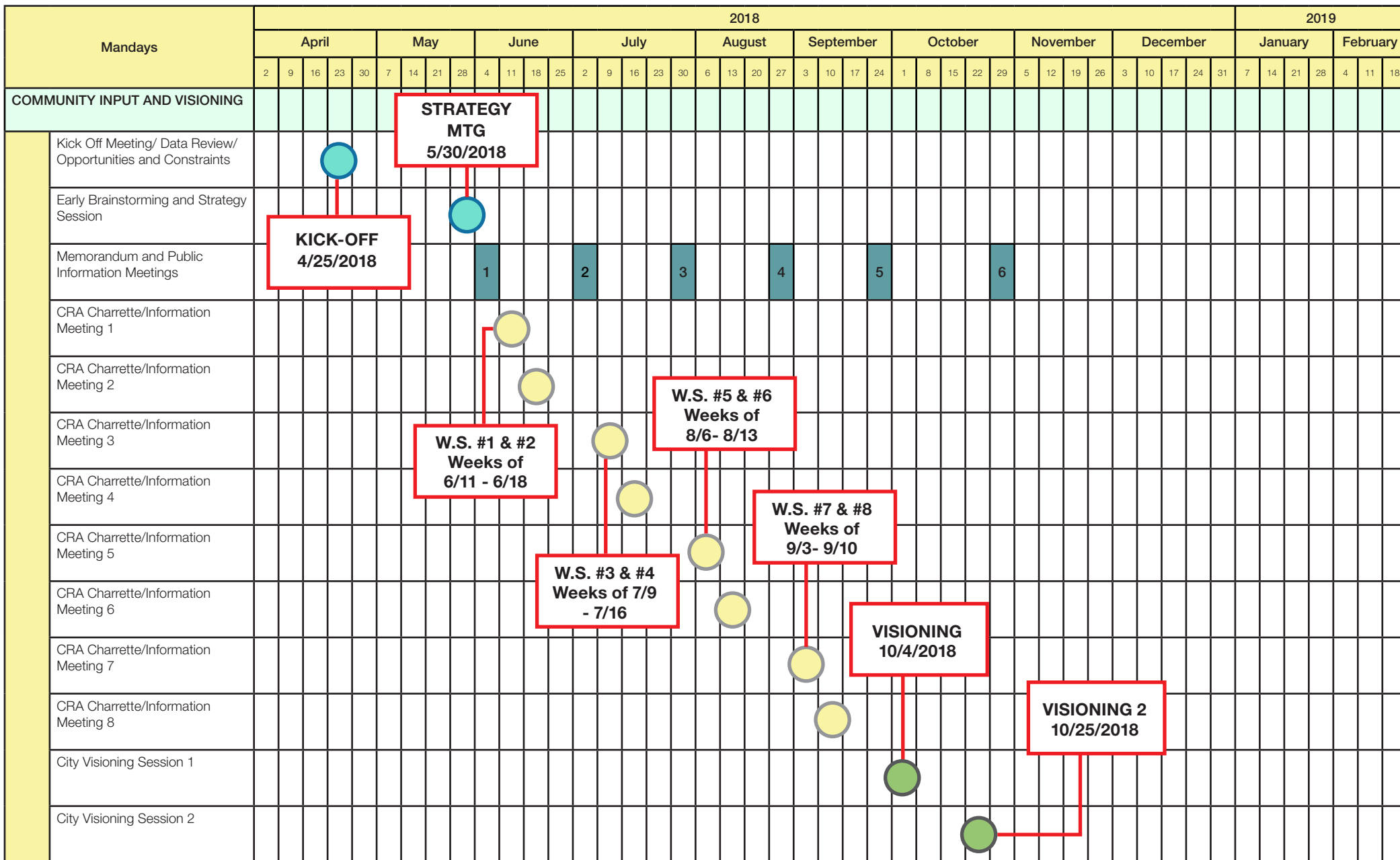


APPROACH TO THE PROJECT

Mandays		2018																															2019																	
		April					May				June				July					August					September				October				November				December				January				February					
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TASK 1	GENERAL DATA COLLECTION /REVIEW PHASE																																																	
	1. Identify & map existing CRA boundaries																																																	
	2. Initial data collection and review of relevant past studies																																																	
	3. Identify current and future City zoning/land use																																																	
	4. Current and future County land use																																																	
	5. Transportation/mobility studies																																																	
	6. Applicable redevelopment approvals/ ordinances/ resolutions																																																	
	7. Tax base and ownership data (including City, County, etc.)																																																	
	8. Proposed public/private commitments/projects redev. area & adjacent areas																																																	
	9. Photo inventory of buildings of historic, aesthetic or significant feature																																																	
	10. Environmental permitting and land use requirements																																																	
	11. Crime, code violations, tax delinq., & pertinent information & locations																																																	
	12. All vacant parcels within the City and CRA																																																	
	13. Brownfield or potential brownfield sites																																																	

**Task Completed
7/25/2018**

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PROJECT APPROACH & METHODS

A good process is essential to an implementable Plan. IBI Group has produced an extensive and impressive portfolio of CRA redevelopment planning exercises across North America. This experience has given our urban planning practice a proven approach to successful CRA planning. It is our team's observation that the RFP is very well conceived and stated. The SPG-IBI Team takes pride in its ability to "reach beyond the obvious" in its delivery of both innovation and value added consultant – one of the benefits of the company's size.

The team brings to the City of Hallandale Beach its expertise and experience in developing similar redevelopment planning updates for over 60 CRAs in Florida. Our extensive experience working with diverse communities in preparing their CRA planning updates, combined with our thorough understanding of global best practices, has guided our proposed project approach. While there is a general notion that all CRA plans are alike, IBI believes CRA Plans are highly context sensitive and should vary from location to location.

In terms of planning process, we propose to adopt the following key actions to accomplish the stipulated scope of work in the RFP:





1. MULTI-LAYERED PUBLIC ENGAGEMENT STRATEGY

The project will be organized around four thematic/phasing stages in order to organize the process and ensure consistency between the pieces:

- **“Discovery Phase”** corresponding to initial activities to gain understanding of existing conditions.
- **“Citizen’s Connect Phase ”** corresponding to the different public outreach activities where the community and other stakeholders will be invited to participate.
- **“Synthesis Phase”** corresponding to the core activity of Redevelopment plan design from both its land use and transportation perspectives.
- **“Implementation Support Phase”** corresponding to the production of the final regulatory and environmental deliverables of the project.



2. INTEGRATION WITH CONCURRENT STUDIES

We also expect to collaborate fully with outside consultants conducting parallel studies in order to align assumptions and objectives, build upon each other’s ideas, and eliminate duplicate activities, e.g. for public outreach events.

The following studies will be particularly important for the Redevelopment planning process:

- Strategic Planning Retreat,
- Community Redevelopment Agency, Annual Report (2010-2011),
- Dade Broward Palm Beach Tri-Rail Coastal Link Station Area Opportunities.
- Community Redevelopment Implementation Plan



3. ITERATIVE AND COORDINATED PROCESS

The project is conceived to be highly iterative, in the knowledge that Redevelopment Plan is not about silos of expertise, but about joining the dots between the different stakeholders.

A key role for the project management team is to ensure a fluid two-way communication between the different task leads to ensure timely and relevant feedback and to identify and resolve any challenges that come up. This interactive approach will allow for the development of a Redevelopment Plan that is more than the sum of its parts, seamlessly integrating mobility, users, and real estate.



4. USE OF VALUE-ADD TOOLS

We will make use of specific methodologies used successfully in our decades-long practice to inform and provide value-add to the process, including:

- Zonar 3D Visualisation Platform that allows anyone to understand development capacity for any parcel or assemblage, design new zoning codes, and run scenarios.
- Idea Cards that will be used in the workshops and charrettes as conversation starters, to promote out-of-the-box thinking, and to visualize concepts and ideas.



5. MARKET- DRIVEN CRA PLAN

Charrettes will be conducted to drive the CRA Plan. Charrettes will be as multi-day events according to the methodology established by the National Charrette Institute. This process allows integrating the different expertise needed to plan for TOD while conducting the planning process in a very time efficient manner.

The Charrettes consist of continuous work performed by the design team that is periodically reviewed by the public and stakeholders. Three rounds of review are planned which align with the three workshops indicated in the RFP:

- Vision and Ideas (Loop 1)
- Alternative TOD concepts (Loop 2)
- Preferred TOD plan (Loop 3)



6. SHORT CLIENT COMMUNICATION LOOPS

Constant communication with the client is essential to keep the project on scope, schedule and budget. As with every project, issues will come up that need to be resolved imaginatively and with agility to minimize negative effects.

This is the reason why we advocate for short communication loops, including the following:

- Day-to-day follow up with the City's project counterpart.
- Bi-weekly progress meetings with the City's multi-departmental staff .
- Monthly/bi-monthly milestone meetings with the City's multi-departmental staff and senior officials.



7. IMPLEMENTATION SUPPORT TO LEVERAGE OPPORTUNITIES

The result of the consultancy will be updated policies and regulations that promote context conscious, community driven, market responsive, environmentally sustainable, and technically viable urban developments in the areas surrounding the two planned stations – all in a timely manner at the level of detail expected by the CRA.

We have organized our team along five streams that will have a bearing on the comprehensive planning and visioning of the study area: Urban planning, urban design, engineering, specialty consulting (such as the market study), and project management. The charrettes will interactively bring together all of these streams, while individual and collective work of consultants before and after the charrettes will provide the required inputs and get its outputs. This way a holistic understanding of the issues and solutions will be guaranteed while ensuring the ability to keep this project's tight schedule.

Aside from the qualified team members listed in this proposal, we have the benefit of the in-house expertise of senior project managers, graphic designers, landscape architects, transportation engineers, and planners. In order for our team to be both fast and thorough, we take extra measures to prevent gaps in communication and decision-making.

WORK PLAN METHODOLOGY

We have reviewed the Scope of Work provided by the City of Hallandale Beach CRA in the RFP, and are also cognizant of the CRA's intent to complete the plan update in a timely manner. Taking into consideration the expectations of the client, the number of charrettes/ meetings and presentations, and the need for implementation support post- plan preparation, we anticipate that the SPG-IBI team will be able to complete the project in 7- months from the date of contract award. To achieve this target, we suggest the following four-stage phasing plan and propose to pursue parallel tasks throughout the process, not necessarily in a sequential manner to ensure schedule control and adherence to the budget.

We propose to re-organize the proposal into the following four phases:



01. DISCOVERY PHASE



02. CITIZEN'S CONNECT PHASE



03. SYNTHESIS PHASE



04. IMPLEMENTATION SUPPORT PHASE

As illustrated in the [detailed schedule on page XX](#), activities under tasks 6,7 and 8 pertaining to the financial analysis, transportation and traffic analysis, and economic development will be undertaken as part of the Synthesis Phase which includes the preparation of the draft and final plan update. In other words, the planning process adopted for this CRA Plan Update will be flexible and may not be as sequential as outlined in the RFP.

The following section provides a detailed overview of the approaches and methods that will be adopted by the SPG-IBI team to meet the project requirements.

01. DISCOVERY PHASE

The BACKGROUND & DISCOVERY phase of our process starts with analyzing the built, market, and regulatory environments within the project area and the effects of adjacent and regional pressures and opportunities. This includes the Tasks 1, 2 and 3 from the RFP. Tasks include the following:

TASK 0 DELIVERABLES

- *Schedule of project management meetings*
- *Stakeholder list including public, private, and nonprofit groups*
- *Project timeline*
- *Public involvement schedule*
- *Proposed structure of final report*
- *Refined project study area boundary*

Task 0- Kick-off Meeting

To review existing documentation, get acquainted with the site, and administer the consultancy efficiently and effectively.

METHODOLOGY

The project will commence with an initial meeting attended by the CRA/ City staff and the consultant team. At this meeting we will review and establish a common understanding of the CRA's needs and study expectations; identify the data and support requirements; and either affirm or adjust the work program and schedule to ensure that they will fully satisfy the client's requirements.

At this initial meeting we also will review communication channels and procedures and identify project-specific issues and discuss means by which these will be addressed. Following the meeting, the consultants will visit the site and document key existing conditions, both positive and negative, through an indexed photographic summary with short narrative text captions. In parallel, the consultant team will review existing background documentation, producing a document digest that will include dates, commissioning agency, contents, relevancy for the Broadway study, and a summary matrix.

TIMEFRAME:

Weeks: 1-2

STAFF:

*Robert Gray, SPG | Bankim
Kalra, IBI | David Gjertson, IBI |
Mary Jane, SPG*

Information taken from these reports and findings will educate the project team and allow for a review of prior successes and failures within the HBCRA boundary. The SPG/IBI Group team utilize information and services provided by various City departments including: Innovation Technology, Development Services, Parks and Recreation and Public Works. Planning documents and technical data related to HBCRA, City and region will also assist our team in considering the HBCRA's regional context and connectivity to adjacent economic drivers found in the region.

SPG/IBI Group staff and HBCRA representatives will convene for a kick-off meeting to introduce the SPG/IBI Group team, review the requested services, identify key City and Consultant contacts and resources and take familiarization site tour of the HBCRA.

Mr. Gray will coordinate closely with the HBCRA Director and City staff, on the various aspects of the project including, establishing the initial project schedule and performance milestones, identifying resources, reviewing public hearing/workshop options, reviewing key stakeholder interviews, reviewing the project budget and scope and establishing a standing briefing schedule (weekly or bi-weekly) to provide the City and HBCRA timely project budget status and project completion updates. The SPG/IBI Group team will perform an initial familiarization site tour with City/HBCRA staff of the City of Hallandale Beach, the CRA area and the remaining areas as part of the City's Visioning process. The goal of the tour will be to learn more about the special sites of interest, the HBCRA redevelopment conditions, the successful application of the HBCRA's redevelopment programs and visually evaluate areas of the HBCRA for their redevelopment potential and/or development constraints. This will be the initial site-visit of many by the SPG/IBI Group team. Subsequent visits will include, but are not limited to, staff briefings and status updates, stakeholder and focus group interviews, community participation workshops, and presentations to HBCRA BOD and City of Hallandale.

Resource identification and data sources will also be identified at the kick-off meeting with City and HBCRA staff. Potential resources may include, but are not limited to, the CRAs' establishing documents and previous Community Redevelopment Plans, the City's Comprehensive Plan, the City's Capital Improvement Plan, Storm-water Master Plans, Brownfield designations, and the City's Land Development Code. Mr. Gray and Mr. Kalra will identify key resource contacts for the use during the project's production at the kick-off meeting. Key community contacts and stakeholder groups will also be discussed and identified at the kick-off meeting. Early identification, contact and inclusion of key community contacts will be an integral component of an effective Public-Involvement process.

This task will be ongoing in terms of project management, with the objective of administering the consultancy efficiently and effectively, keeping the project on budget, scope, and schedule. To this end, weekly progress meetings in person or via phone will be scheduled from the onset.

TASK 1 & 2 DELIVERABLES

- A base map (1"=100' scale) showing property lines, road ROW and existing utilities.
- A brief summary report of existing utility locations and easements.
- Base map showing all contaminated sites and Brownfield's within the City and CRA.
- Base map showing all vacant properties within the current and proposed CRA areas.
- Base map indicating showing all code violations.
- Base map showing all hotspots of reported crime within the CRA.

TIMEFRAME:

Weeks: 9-10

STAFF:

Robert Gray, SPG | Bankim Kalra, IBI | David Gjertson, IBI | Patricia F. Ramudo, IBI | Chris Pence, IBI

Task 1- General Data Collection/Review Phase & Task 2- Data Creation

To review existing documentation, get acquainted with the site, and administer the consultancy efficiently and effectively.

METHODOLOGY

There are two types of base information that will be required to complete Task 1 for Sub-Task Items 1-5, 7, 12 & 13; non-GIS-based information and GIS-based information. The SPG/IBI Group team will utilize GIS information available from Broward County. Non-GIS information will be gathered by the Project Team from various sources in CRA, City of Hallandale Beach, Broward County and selected State agencies.

The starting point for assessing Sub-Task Items 6, 8 & 10-11 will be a comprehensive review of Hallandale Beach's existing CRA Plan, its current programs, policies and projects. Community Redevelopment Plan Assessment

The initial component of the Hallandale Beach CRA Plan update will be a thorough review and understanding of the Goals and Objectives of the previous CRA Plan and an assessment of the Plan's accomplishments, shortcomings and impacts upon the conditions identified in Finding of Necessity Study.

Public and private realm information including; legal boundaries, land use distribution, public infrastructure, natural systems, economic & business environment and socioeconomic indicators will be collected and analyzed. The purpose of the assessment is to provide an agreed-upon "baseline" from which to identify existing, proposed and future economic development opportunities. Our team is local to the project area and we will conduct visual surveys as described in Sub-Task Items 9. The team will consult with the HBCRA staff to ensure applicability of our photo inventory to ensure applicability to the master planning effort.

The SPG/IBI Group team will obtain and review previous reports, assessments, and plans related to infrastructure condition and capacity. Infrastructure for private and public utilities is vital to formulate strategies for redevelopment and economic development. We will anticipate future technologies based on the best knowledge available and add parameters for facilitating advances in communication systems and other technologies. Ownership patterns and legal boundaries will be researched from GIS and non-GIS data bases provided by the HBCRA, City and County. With assistance from City of Hallandale Beach Innovation Technology Department, Broward County will provide a full range of interactive and printable maps. Other documents related to economic development, land use planning, and zoning will also be collected and catalogued by our team. Previous planning initiatives and studies will be summarized in a matrix that outlines the recommendations presented in each adopted plan and its status. Key elements from these plans and programs will be summarized in the future development conceptual plan graphic diagram.

IBI Group will review all data collected to gain insight into the strengths, weaknesses, opportunities and threats impacting the implementation the CRA's vision.

- The consultant will analyze information to develop an understanding of the physical connections between Neighborhoods Centers and Mixed-Use Districts, services, transportation, open space and retail. Analysis will identify connectivity gaps between the Town Center, Gateway West, Oceanfront Neighborhood, Foster Road Neighborhood, and Gateway East. and recommendations for projects necessary to knit the CRA and City into a sustainable, walkable, safe and desirable area to live and work envisioned in the 2009 Master Plan and the 2012 CRA Implementation Plan.

- Analysis of Comprehensive Plan, development regulations, CRA plans, studies, annual reports, annual budgets, RCA, development records, Design Guidelines and Basis of Design Report to identify areas in conflict with implementing the goals and objectives of the CRA Plan and Master Plan.
- Analysis of transportation, transit systems and levels of service to understand the impact of implementation of CRA and the Citywide Master Plans on local, collector and arterial roadways.
- Analysis of demographic, economic and employment data for the MSA and City to understand medium household income, number of workers, number of businesses and type. Analyze workers travel patterns – single-vehicle, commute, walk and travel distance. City data will be compared to MSA data to ascertain Hallandale Beaches strengths and weaknesses relative to the South Florida region.
- Analysis crime, code enforcement and tax liens to identify any patterns - locational and types of crimes and code violations.
- Photo inventory of blighting conditions will be analyzed to determine patterns for locations, building type and most frequently observed issues contributing to blight, i.e.; trash, landscaping or lack thereof, general lack of maintenance, etc.
- Based on findings and analysis, the consultant will generate an opportunities and constraints map reflecting areas best suited for development and areas that remain in need of redevelopment efforts accompanied by a technical memorandum and back-up data with a synopsis of the consultant's findings.

SPG/IBI Group will obtain and review previous reports, assessments, and plans by the HBCRA and City and other documents as related to economic development, land use planning, and zoning. Therefore, the inventory will focus heavily on the review and assimilation of the information contained in previous documents. The previous plans will be summarized in a matrix that outlines the recommendations presented in each adopted plan and its status. Key elements from these plans and programs will be summarized in the future development conceptual plan graphic diagram.

Opportunities and Constraints are defined through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. Unlike traditional SWOT assessments that focus on issues so general they could apply to almost any community, the SPG/IBI Group team pays special attention to those critical issues that will clearly differentiate Hallandale Beach from other communities. The SWOT process considers not only internal issues, but also issues that impact local and regional competitiveness.

TASK 3 DELIVERABLES

- *Consultant site for (CRA/ City and sub-consultants)*
 - » *Data Warehouse Access*
 - » *Shared Project Data Site*
 - » *Metadata Management*
 - » *Scheduling*

Task 3- Project Sharing Site (e.g. File Transfer Protocol (FTP) or Dropbox)

An important component to the HBCRA Plan Modification & Citywide Visioning plan is effectively sharing information in real time. Our team has in-house experience in the development of web sites either part of an existing web page or separate and free standing. SPG/IBI Group will provide a project-dedicated web-based system for information sharing and dissemination either through our FTP system, privately as a Dropbox address or through the City of Hallandale Beach web services.

TIMEFRAME:

Weeks: 1

STAFF:

Bankim Kalra, IBI | Chris Pence, IBI

TASK 4 DELIVERABLES

- *Redevelopment Plan Analysis Opportunities and Constraints Exhibit.*
- *Early Brainstorming and Strategy Up to three (3) conceptual plans, diagrams and illustrative sections.*
- *Memorandum and up to eight (8) Charrettes/ Information Meetings for the areas within the CRA and up to two (2) Charrettes/Information meetings for the areas outside of the CRA.*
- *One (1) Preliminary Master Plan. This preliminary plan will be in a bubble diagram format. Where necessary, to convey the design intent, section and elevation and building massing plan will be included.*
- *Presentation materials for the all workshops.*
- *Conceptual Engineering/ Utility Design and Environmental Assessment.*
- *An Opinion of Probable Cost for infrastructure improvements.*
- *An original of each drawing with the corresponding electronic files must be delivered.*
- *Printed presentation boards for the workshop must be in a minimum 24" X 36" format.*
- *PowerPoints should also be utilized to supplement printed presentation materials.*

Task 4 – Preparation of the Redevelopment Plan Modification and Visioning Plan

Due to the need to create an overall comprehensive plan of the City, which includes both the CRA and the areas of the City that are outside of the CRA boundaries the items in this section will pertain to both the CRA Redevelopment Plan and the City Visioning Plan. The consultant will conduct 8 charrettes/ meetings for the areas within the CRA and two charrettes for areas outside of the CRA.

With this information, SPG and IBI Group will draft a preliminary Charter for the Charrette team, which will spell out its mandate, objectives, roles, and activities. After client review, we will refine the contents of the charter as necessary before the charrette's main workshop. This workshop (or series of workshops) will discuss, at minimum, the planned consultancy's process; and the issues of the CRA that, according to each participant, need to be addressed. The team will make extensive use of participation tools such as idea cards, dot voting, and stickies-on-maps to elicit the participants to share their knowledge and contribute to the overall effort. As part of this workshop, the consultants will also conduct a Strength / Weaknesses / Opportunities / Threats Analysis for the site.

PRE- CHARRETTE PREPARATION

The SPG/IBI Group team will provide the required a maps and diagrams of various aspects of the HBCRA study area gathered from previous weeks of data collection. The SPG/IBI Group team will include their key staff in the process including sketch artists, landscape architects and urban planners who will be fully engaged. Brainstorming places a significant burden on the facilitator to manage the process and our team will assist in managing and following up recording and sketching each idea and concept.

The public outreach process will include multiple stakeholder groups; HBCRA and City staff, local citizens, property owners and business leaders who have a vested interest in economic development. These groups will provide valuable input for describing what they believe are current assets and trends within the HBCRA in terms of built and natural environments, available and proposed infrastructure and human resources. The SPG/ IBI Group team will complete a comprehensive review of tangible and intangible assets throughout the public involvement process.

The SPG/IBI Group team will seek approval of the Public Involvement Strategy from HBCRA and set a preliminary schedule for continued dialogue between the HBCRA, City government, citizen groups, area residents, businesses, stakeholders and concerning the redevelopment plan and visioning process.

We will also provide methods and processes to fully engage the community that are web-based. Web-based project outreach has become the norm in the master planning process and is an interactive tool that citizens can tap into and provide input at any time during the development of the plan.

The Project Team of professionals has provided bulk mailings for meeting notices and results since the early 1990's. We have in-house graphic artists that can provide quality poster design and mailings in any format. As the plan evolves, we will modify our outreach program as necessary.

TIMEFRAME:

Weeks: 1-2

STAFF:

*Robert Gray, SPG | Bankim
Kalra, IBI | David Gjertson, IBI |
Mary Jane, SPG | Robert E.
Bush |*

CHARRETTES

Objective

To collectively discuss, define, and visualize the guiding principles, goals, and objectives for the CRA's development and redevelopment.

Methodology

We will conduct eight charrettes/ information meetings- 2 charrettes each in four of the City's areas. The focus of the first charrette is to delineate a common, strategic vision for the CRA and the City. The one-to-two day event will begin with a series of in-depth meetings with identified stakeholders, where each participant's needs, interests, and aspirations will be explored. Depending on the group dynamics of the attendees, this may take a form of a large meeting, a few small group meetings, or many individual one-on-one meetings.

With this information in hand, the planning, design, and engineering teams will work collaboratively on establishing the guiding principles (i.e., the overarching direction for the future site development), goals (i.e., the targets to be attained), and objectives (i.e., the desired end results). The preliminary ideas will be discussed with the client, after which the consultants will work on specific design strategies that will meet with these principles, goals, and objectives. Graphic vignettes that illustrate each concept visually will then be produced and a short explanatory narrative will be added.

After a final meeting with the client, the vignette information will be conveyed to the public in an open house using presentation boards. Input from the public will be captured through non-obtrusive means such as dot-voting, comment cards, or tablet polling. As an optional add-on with minimal impact on the budget, IBI Group can set up an online public engagement platform, if required for the internal stakeholders as well as for the public.

The second charrette will run for one to two days and will begin with a three-hour in-depth workshop with the CRA. Before the actual event, the planning team will revisit the strategic vision components developed during the prior charrette and adjust these on the basis of the case study and the market study insights. This final strategic vision will be presented at the opening of the workshop. However, the workshop's main activity will be group work, where each team develops their ideal concept plan for the site.

To this end, IBI Group will prepare a base map for the study area, which will be used as a "game board" for the participants to place the different, at-scale components that build up the concept plan: streets, parks, transit stations, parking, building blocks for different uses, etc. Experience has shown that this is a highly engaging activity that allows for participants to actually produce a workable, three-dimensional plan.

During the following days, the integrated consultant team will review the three to five concept plans produced during the workshop, and translate them onto basic 3D models and paper plans representing the original intent.

These concept plans will include all basic development criteria, such as streets, blocks, open spaces, building massing, heights, FAR, phasing logic, etc. The concept plan's imagery will be presented at a public open house at the end of the charrette, where the comments and opinions of the attendees will be collected through tools similar to the ones in the first open house. In this charrette, we will also utilize Zonar.city to show real time visualization of proposed changes to zoning in the CRA.

The Sub-consultant. Gridics will load relevant information and calibration required for the project prior to the workshop, and participate for the entire duration of the workshop. Minor adjustments may be required post workshop. Specifically, the Sub-consultant will assist the SPG-IBI team with the following:

- Gather and load all relevant data into the Gridics-Zonar Platform
- Calibration of the current zoning within the Zonar application
- Testing of several folios within the study area prior to the workshop
- Participation by one of our experienced urban planners in workshop
- Selection of any folio (provided by the county) or assemblage of folio within the limits of the study area during the workshop
- Develop selected parcel maximum capacity of a folio or assemblage of folios based on zoning limitation, with regards to assigned uses in real time
- Develop before and after scenarios for up to 10 different folios (or assemblages) generate and download pdf reports for any folio or assemblage of folios with Zoning Allowance and Capacity Analysis
- Provide property record data for study area
- Visualize larger projects made of individual folios (up to 50 per project) to see total impact if fully built, along with calculations and data.
- Visualize potential changes and modifications to a zoning based on an overlay which will assist in the calibration of proposed changes. Creating adjustable values which would include setbacks, height, lot coverage, density, mixed-uses, parking requirements, added uses, building types.
- Assist with downloading of files of any created project for visualization in a public 3D map environment (within 48 hours of downloading the file)
- Make recommendations for future improvements or simple modifications to other sections of the zoning code
- Provide a larger 3D view of the study area maximum build out (massing)
- Compilation of all work product into PDF or similar format



REDEVELOPMENT PLAN PREPARATION

The SPG-IBI Group team will combine the findings of the inventory and analysis tasks, the economic positioning strategy, Overlay Districts Analysis, Transportation Analysis, with the community input gathered through the public involvement process, to develop preliminary land use and redevelopment program strategies, illustrated through a concept master plan graphic. The Future Development Concept Master Plan graphic is intended to serve as a guideline for promoting the sound development and redevelopment of the properties in the redevelopment area. In addition to the future land use composition and key proposed developments, preliminary strategies related to economic development and urban design elements will also be presented. The plan will illustrate the following elements at a minimum:

- Future Land Use and Potential Development Opportunities
- Circulation, Mobility and Connectivity
- Open Space and Recreation
- Public Realm Improvements
- Market Analysis
- Economic Development Strategies
- Urban Design Guidelines
- Key infrastructure improvements
- Target Redevelopment Opportunity sites and proposed plans

During the Stakeholder Input process, the team will conduct a series of focus groups to assess the stakeholder's perception of strengths, weaknesses, opportunities, and threats. Leaders from government, business, education, civic institutions, and the media will be invited to participate. In addition to gathering information for the SWOT Analysis, the focus groups will facilitate good relations, a feeling of input, and enthusiasm for the study and future economic development efforts.

After the charrette, the consultants will assess the different concept plans, identifying distinct and common elements. Based on this assessment, the planning team will compare in a matrix the individual plan elements with the strategic vision components to see how well they align. This analysis will allow to identify the two or three alternatives that are best positioned to meet the strategic vision and eliminate concept plans that are too similar.

After a meeting with the client where the selection of the finalist concept plans is confirmed, the consultant team will collaboratively refine these plans. This iterative process will be informed by three studies that will be conducted in parallel during this task: (1) A multimodal transportation

analysis, where the impact on the surrounding infrastructure will be assessed and impact mitigation measures will be recommended, such as maximum densities or trip shift to other modes; (2) an estimation of public infrastructure costs; and (3) a financial feasibility analysis, where a pro-forma evaluation that includes the public infrastructure costs market figures will produce ROI indicators.

The pro-forma analysis will include evaluation of prototype projects to assess the feasibility of individual product types based on residual land value. The pro-formas can also be used for value capture analysis, to inform the potential of new development to fund a variety of public benefits.

The Plan will include key improvements to urban properties as identified by the team and land use improvement areas. Circulation system improvements including enhanced streetscape and pedestrian systems, parking areas and transit, bicycle and auto/truck transportation systems. These conceptual plans will become the basis for the development the Preliminary Master Plan. Our team will then translate the economic development program into a physical program that includes specific design criteria. Projections for approximate size and location of future land use types, activities and projects will also be determined.

Following the preparation of the conceptual land use plan, we will work with the community and staff to generate an urban design framework map to describe in detail potential development and redevelopment nodes, define existing features that contribute to the character of the study area and outline the content of proposed design guidelines. The Conceptual Master Plan design will delineate the following elements in a plan view or overhead site plan graphic.

- Key redevelopment nodes and opportunities for redevelopment
- Anticipated height and density requirements
- Auto and pedestrian circulation routes
- Improvements to the transit route network
- Pedestrian plaza areas and urban open spaces for gathering
- Vertical and surface parking areas
- Key infrastructure improvements
- Anticipated neighborhood connection improvements
- Housing strategies and neighborhood protection & preservation
- Phasing concepts

The Project Team will use the market analysis to examine the following elements:

- Location/property characteristics/development aspects of the area within the market context, commercial/industrial development trends within the HBCRA and City;
- Market demand analysis with a focus on retail, office, residential and mixed uses for parcels or aggregated parcels;
- Provide market trends, needs, and driving forces behind this potential market;
- Identify Redevelopment Goals and Objectives to be considered for the CRA area;
- Analyze market and economic factors to dimension the key opportunities and constraints that affect the Study area's future economic development potential;

Determination of five (5) year phased project plan (CRA Capital Improvements Plan) capital investment in improvement projects throughout the CRA, namely streetscape improvements, the creation of gateways, the continued extension of the pedestrian environment, along with the expansion of the park and open space network will help to achieve the community's desired vision for the corridor's overall growth. It is through such projects that the functional and aesthetic quality of the area will be enhanced and in turn provide the basis for leveraging private redevelopment investment within the corridor. Proposed guidelines will be supported by graphic examples and images of how these standards could be developed.

- Streetscape Elements: Pavement | Signage | Street furniture | Lighting | Landscape | Public art | Transit amenities
- Open Space Opportunities and Linkages: Pedestrian crosswalks and bicycle paths | Vehicular/pedestrian interfaces
- Urban plaza space: Residential "vest pocket" park opportunities | Fountains and water features | Public transit stations / stops
- Circulation and Mobility Strategies including multimodal transportation concepts

The vision and guiding principles will be translated into measurable Design Guidelines and standards focused on ensuring that private development contributes to an attractive and pedestrian-oriented public realm. Guidelines and standards will emphasize requirements that are flexible and allow for site-specific solutions but maintain private development that is human-scale and TOD compatible.

- Primary Land Use Typology and Designations: Appropriate land use types (residential, commercial, mixed-use) for different subareas;
- Density, Building Mass and Height: Appropriate density and building massing allowances for different land use designations; and
- Urban Design Principles: Define appropriate guidelines and principles to control building placement, orientation, design, street wall treatment and other key urban design-related measures.

The Project Team will prepare a series of representative urban design schematics illustrating build out scenarios for key areas and redevelopment opportunities. The recommended development pattern scenarios reflecting proposed zoning modifications will delineate the following existing urban form characteristics: building heights, setbacks, parking configurations, access configurations, mixed-use characteristics, pedestrian environment and signage, relationship to adjacent parcels, rooflines, and architectural styles. Preliminary engineering analysis will be performed that describes infrastructure systems and suggests where modification and improvement should be addressed.

Design Options in the Public Realm include streetscape enhancements, buffer designs, public open spaces for gathering, landscape design strategies for existing properties and aesthetic improvements to public infrastructure.

Design Options for the private realm are generally limited to building massing and architectural treatments. Redevelopment nodes will be identified throughout the project area and private realm design guidelines will be applied to these potential projects.

TASK 4 DELIVERABLES

- *Final Redevelopment Plan - A final illustrative Redevelopment Plan and supporting documents, Implementation Phase, scope, schedule and budget for plan Implementation financing and development.*
- *Final Citywide Visioning Plan.*

Task 5 – Final Redevelopment Plan and Strategy

The SPG/IBI Group team will prepare the City of Hallandale Beach CRA Redevelopment Plan Modification and Citywide Visioning plan update in strict accordance with the standards and requirements set forth in Community Redevelopment Act of 1969, Chapter 163, Part III, Florida Statutes.

The specific contents of a Community Redevelopment Plan are outlined in Chapter 163.362 Florida Statutes. The updated plan will contain the following items in addition to the above referenced Florida.

Statute requirements:

- Community Redevelopment Agency Background
- Public involvement process and results
- Existing Conditions and Trends
- Community Vision for the Community Redevelopment Area

Recommendations:

- Area-wide strategies and Goals, Objectives and Policies
- Catalyst site actions
- Plan Elements
- Community Redevelopment Area Conceptual Master Plan Map
- Community enhancements
- Neighborhood impact
- Tax base
- Land use
- Zoning and other land development regulation
- Strategies to address underperforming areas
- Adaptive reuse and historic preservation
- Infrastructure
- Community policing innovations

Capital Projects and Programs

- Five-year financing and implementation plan
- Long-term financing and implementation plan (as appropriate)

Proposed budget

- Funding sources
- Tax increment financing revenue projections
- Other revenues
- Financing options (as appropriate)

Supporting information

- Establishing Documents and Adoption Resolutions
- Existing Conditions Maps
- Financial data
- Legal description

TASK 6 DELIVERABLES

- *Develop Financial Toolkit and other financing methods*
- Overall five (5) year CRA Strategic Finance Plan.
overall five (5) year CRA Strategic Finance Plan.

Task 6 – Financial Analysis and Development Strategy

Prior to finalization of the Community Redevelopment Plan Goals, Objectives and Policies the SPG-IBI team, in close coordination with the CRA Director, will develop individual Tax Increment Fund (TIF) Revenue projections through the planning horizon for the CRA. The TIF revenue estimates will be based on the current applicable City and County millage rates and assume a collection rate of 95%. The TIF revenue estimates will be key factors in prioritizing proposed Goals, Objectives and Policies, capital projects and programming for the updated Community Redevelopment Plan.

The production of a Capital Improvements Plan (CIP) is integral to the redevelopment planning process, and provides a mechanism to integrate Tax Increment Financing (TIF) projections and other financing sources with project identification and prioritize in order to ensure that the proposed Plan is cost feasible and implementable. Capital Improvements Planning requires a thorough understanding of Chapter 163 of the Florida Statutes as well as Chapter 9J-5 of Florida Administrative Code, which sets forth criteria for review of local government comprehensive plan amendments. IBI Group's planning staff understands CIP adoption requirements and timeframes, and have a working knowledge of the effects of recent legislation, such as Senate Bill 360, on the Capital Improvements planning process. Unlike standard government capital improvement budgets, we will develop a capital improvement program that includes the prioritization of joint public/private sector initiatives that will strengthen the tax base and provide revenue for accelerating redevelopment activities.

TASK 7 DELIVERABLES

- *Inventory of Transportation systems*
- *Traffic circulation plan for the CRA.*
- *Traffic impacts of the City Hall and Post Office site*

Task 7 – Transportation and Traffic Analysis

The purpose of this study is to complete an area-wide transportation analysis to determine future roadway needs within the CRA and identify improvements to maintain acceptable Level of Service within the study area.

The analysis will consider three time periods – Average Daily Traffic (ADT) and both the AM & PM Peak Hours. Our initial efforts will be directed towards obtaining any available information, including:

- Inventory of existing conditions
- Traffic counts (City, County, FDOT, previous consultants)
- Available studies previously prepared for the CRA,
- Previously completed studies of the area (City, County, FDOT), such as the FDOT 5-year and Long Range Transportation Improvement Plans
- Previously completed transportation modeling analyses (electronic, if possible)
- Field observations of existing congestion points (AM and PM Peak Periods) within the study area will be completed. This will include major intersections and access points to major developments within the study area. These efforts will be supplemented with additional traffic counts at locations deemed to be critical within the study area, for which there are no available recent traffic counts. Existing conditions will be analyzed to determine existing roadway deficiencies. Remedial measures will be identified and conceptual plans developed for these locations.
- Determine potential traffic impacts if the City Hall and Post Office site are developed as a City Center.

Conceptual plans of proposed roadway improvements within the study area will be obtained from agencies responsible (CRA, City, County, State) for their implementation. Consideration will be given to these already programmed improvements. Approved/un-built developments, as well as additional development potential within study area will be researched. This will include review of future TAZ information, as well as discussions with CRA staff, County staff and City staff. A traffic analysis of future conditions will be completed, using modeling techniques acceptable to the CRA. Identify roadway deficiencies and recommend mitigating measures to reduce and/or eliminate those deficiencies. A draft report outlining our study methodology and the results of our analyses will be prepared and submitted to the CRA. If requested, this draft report will be furnished to other agencies having jurisdiction over the roadways. Review comments will be incorporated into the final document. A final report will be prepared and our findings presented to the CRA.

TASK 8 DELIVERABLES

- *Redevelopment Area*
Market Opportunities and Constraints
- *Market Demand Analysis*
- *Request for Developer Qualifications*

Task 8- Economic Development, Market and Real Estate Analysis

Future growth in the Hallandale Beach CRA is interrelated to the economic health of the region. In order to develop a plan that successfully embodies the overall goals and objectives developed by the planning process, it will be critical to forge strategic partnerships that utilize resources not only at the CRA level but in also strengthening its regional alliances. SPG will evaluate the existing market position to identify the competitive features of the HDBCRA and its surroundings to forecast opportunities for residential, retail, and related components.

Identify Potential Goals and Objectives to be Considered

SPG will meet with CRA/County's economic development and planning staff, and to obtain relevant studies and reports prepared for the CRA. This task will also include discussion of current goals and objectives affecting the study area. Meetings will also be held with key stakeholders to be identified by the CRA, including interviewing regional economists and documenting their recent work.

Profile of Area's Economy and Market Demographics

SPG will prepare an overall profile of the area's economic and market demographics to include, but not limited to: Population and household trends; Population characteristics; General economy and growth; Income trends; Employment trends, clusters and growth patterns; Building permit activity (commercial, retail, housing); General local/community/county area growth prospects and development trends; Regional development patterns/directions.

Evaluate Market Conditions and Specific Uses

A market analysis will be conducted for HDBCRA that will examine location/property characteristics/development aspects of the area within the market context, commercial/industrial development trends in the County and the overall redevelopment area, inventory of existing supply and market performance, calculations of future demand for selected horizon years, and forecasts of potential market capture by land use type. Specific information derived from this work task will include, but not necessarily be limited to the following: provide the current occupancy and absorption rate for comparable commercial sites in the competitive market region; provide a market demand analysis with a focus retail, office, arts and mixed uses; provide market trends, needs, and driving forces behind this market.

Define Suitable and Market Supportable Economic Environments

Based upon the competitive market inventory identified and compiled from the preceding work tasks, SPG will evaluate the Study Area relative to the markets, competitive sites and facilities. Specific work tasks will focus upon the following:

Define who the competitors are, and the Study Area's unique features; provide the strengths and weaknesses of comparable developments that can be considered as potential competitors; define the relative advantages of the proposed development and how they can be capitalized upon; provide a competitive list of specific developments that are comparable to this proposed development; provide recommendations for other marketing incentives and development amenities.

Conceptual Economic Strategy for the Area

In this work element specific consideration will be given to marketing plan considerations that would include the following:

Creation a marketing plan to market and attract developers or anchor tenants; Provide multiple recommendations as to possible design/development concepts for the sites, with consideration of the surrounding community and financial benefit to the CRA; Provide specific, unique opportunities that could act as an anchor the area, driving the rest of its development; Identify how to phase the marketing plan

As requested in the RFP, SPG with support from IBI will also prepare a Request for Developer Qualifications for developer qualification packets.

TASK 7 DELIVERABLES

- *Draft and Final Redevelopment Plan*
- *Twelve (12) hard copies of the Final Redevelopment Plan*

Task 9- Presentation to the Local Planning Agency, CRA Board of Directors and Governing Body

With the input the public, the Planning Commission, and City Council produced during the public hearing, the SPG-IBI Group will refine, edit, layout, and prepare the final CRA Plan and present it to the local planning agency, CRA Board of Directors and Governing Body.



COST PROPOSAL

COST PROPOSAL

Firm's Cost Proposal must be inclusive of all related expenses to provide the services as defined in this RFP. The City/CRA reserves the right to reject all proposals that have any variances and/or contingencies. Any variances and/or contingencies must be listed on the [Variance Form](#).

DESCRIPTION OF TASKS	TOTAL PRICE
Task 1. General Data Collection/Review Phase	\$ 17,500
Task 2. Data Creation – Base Maps, Contamination and Utilities	\$ 7,500
Task 3. Project Sharing Site (e.g. File Transfer Protocol (FTP) or Dropbox	\$ 4,000
Task 4. Preparation of the Redevelopment Plan Modification and Visioning Plan	\$ 60,000
Task 5. Final Redevelopment Plan Strategy	\$ 25,000
Task 6. Financial Analysis and Development Strategy	\$ 15,000
Task 7. Transportation and Traffic Analysis	\$ 20,000
Task 8. Economic Development, Market and Real Estate Analysis	\$ 25,000
Task 9. Presentation to the Local Planning Agency, CRA Board of Directors	\$ 15,000
TOTAL COST FOR TASKS 1-9	\$ 189,000

I, **Robert Gray**, **Chairman and President**
Name of authorized Officer per Sunbiz and/or legal documentation Title

of **Strategic Planning Group, Inc**
Name of Firm as it appears on Sunbiz and/or legal documentation

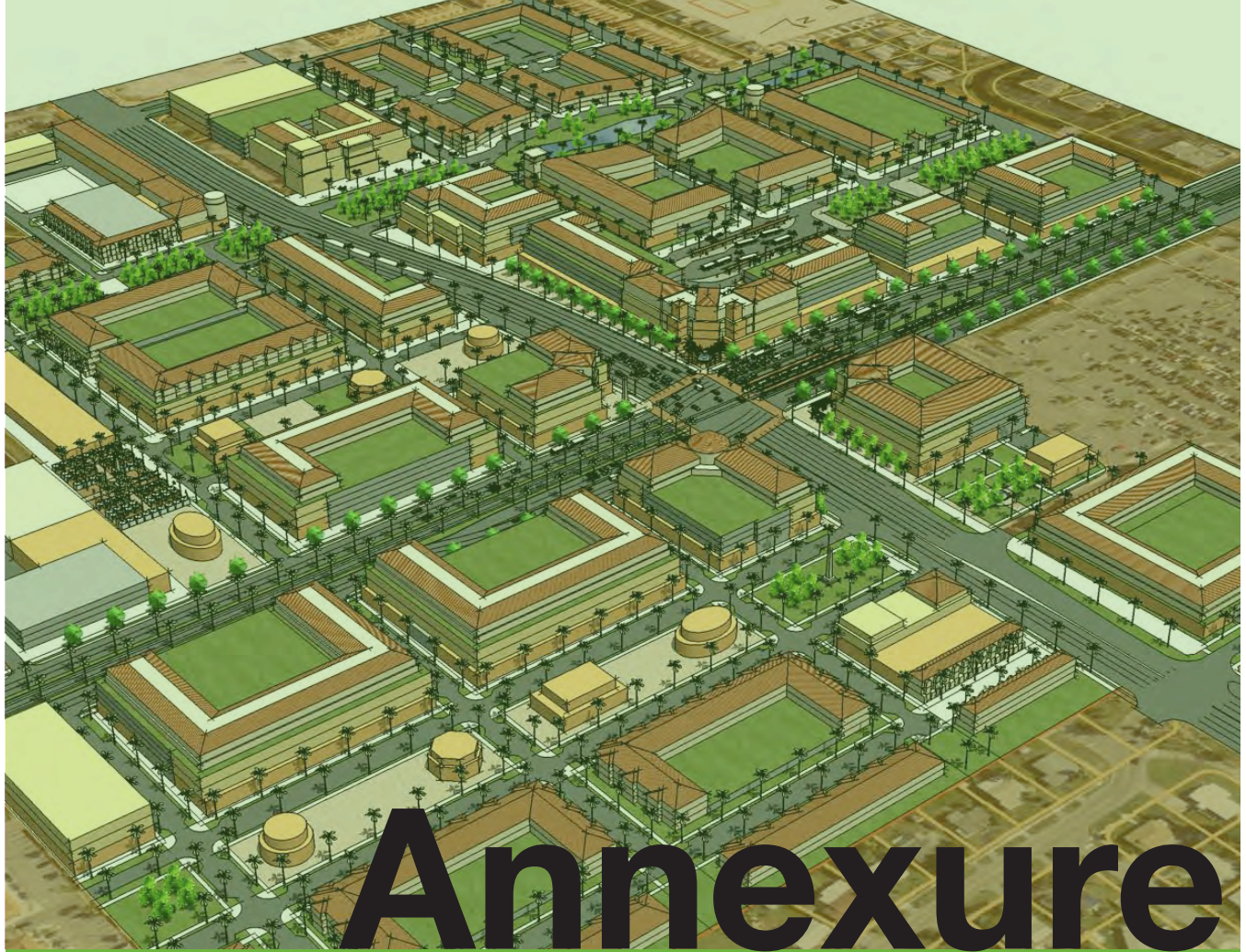
hereby attest that I have the authority to sign this notarized certification and certify that the above referenced information is true, complete and correct.



Signature

Robert Gray (Chairman and President, SPG, Inc.)

Print Name and Title



PROJECT EXPERIENCE: RENEW ARLINGTON, FINDINGS AND CRA MASTER PLAN, 2015



+

Client:

City of Jacksonville

Team:

Strategic Planning Group, Inc.

Services:

Findings
Establish CRA
Market Study
Urban Design Plan
Implementation Plan
Funding Strategies
Community Redevelopment Plan

Timeframe:

5 months on schedule and on budget

Strategic Planning Group, Inc. was retained to assist the City prepare a Finding report and later a CRA Master Plan for Arlington section of Jacksonville focusing on the area's three main road corridors. The city had a very tight time frame, and SPG was able to complete the Finding and Master Plan in five (5 months)

RENEW Arlington CRA master plan conceptual diagram programmed infrastructure improvements , programmed drainage and open space elements , categories of the projected redevelopment intensity and sub marketing based orientation for future development and building typology along the corridors .

The plan is predicated on having three catalytic development including the Town and Country Super Blocks, the Merrill Rd. / I-295 Gateway, and College Town. Portions of University Blvd and Merrill Rd. corridors will be predominately neighborhood support services, while Arlington Rd. redevelopment will be based on a cultural heritage theme.

Detailed parcel and building condition and coverage analysis was performed to determine the expected potential redevelopment intensity and character. GIS parcel level data files are also created to support projections of future growth in infrastructure or transportation needs within the CRA at the scale of the individual parcels.

PROJECT EXPERIENCE: JACKSONVILLE INTERNATIONAL AIRPORT CRA REDEVELOPMENT PLAN UPDATE



+

Client:

City of Jacksonville
JIA CRA Board

Project:

JIA CRA Redevelopment Plan Update
(Amendment)

Services:

Public Engagement
Mobility Assessment
Neighborhood Assessment
Urban Design
Infrastructure Assessment

Timeframe:

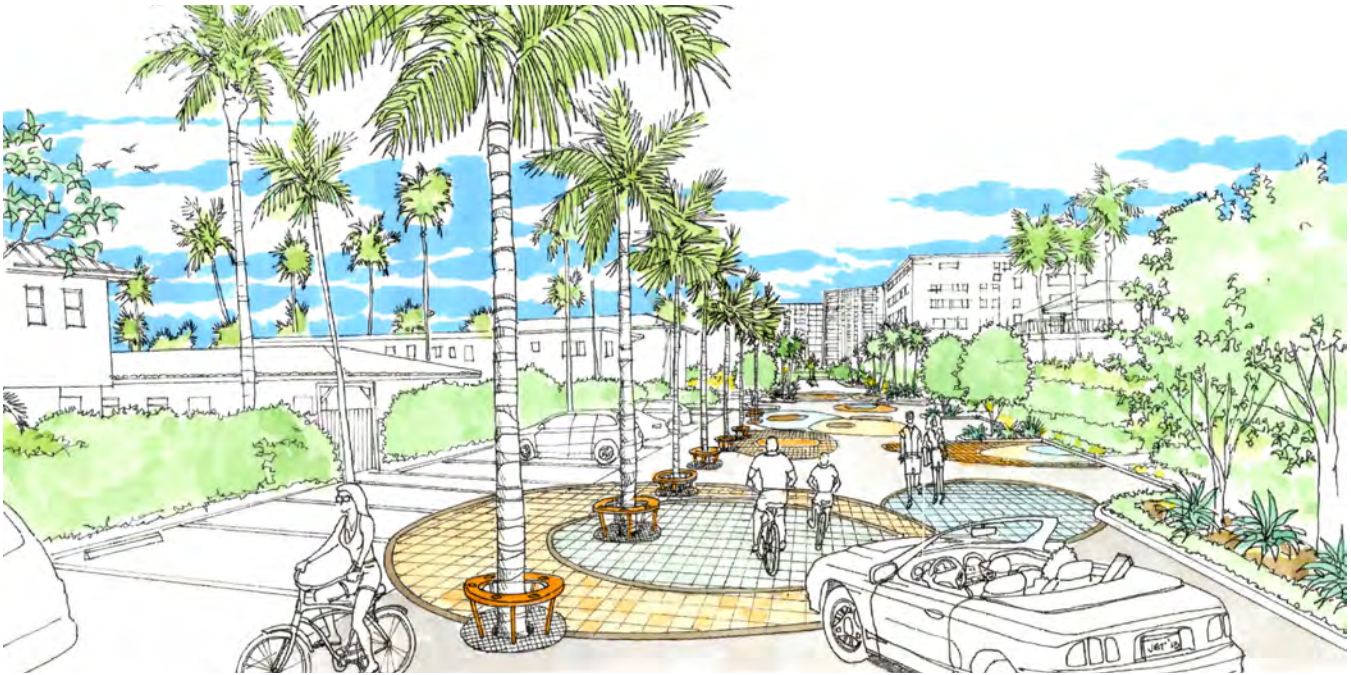
5 months

SPG/Genesis was retained in early 2016 to update the City's JIA CRA Redevelopment Plan. The CRA is the largest in Florida and was formed in 1992. Over time the original Findings Report was lost so the team was re-quired to develop background data that could be used to replicated the original findings.

The Redevelopment Plan was then bench-marked against both the Findings Report and current assessment of the accomplishments of reducing or correcting the original blight con-ditions.

The overall draft Benchmarking and Strategic Assessment (Phase 1) was accepted by the CRA Board in late November. During City Commission and CRA meetings and workshops, the quality of the work effort and product were not only acknowledged but the Teams two CRA plans (Arlington CRA and JIA CRA) were stated to be used as future benchmarks for all City CRA Redevelopment Plan updates.

DETAILED PROJECT DESCRIPTION: BRINY AVENUE STREETScape, POMPANO BEACH, FLORIDA



+ PROJECT INFORMATION

Location:

Pompano Beach, Florida,
United States,
North America

Client:

City of Pompano Beach

Client's Representative Contact:

John Sfiropoulos, P.E., City Engineer,
City of Pompano Beach, 1201 NE 5th
Avenue
Phone No: 954-545-7009
E-mail: john.sfiropoulos@copbfl.com

Project Dates:

July 2012 - Ongoing

Project Cost:

\$125,699

Team Members Associated:

Patricia Ramudo, Christopher Pence,
Marckley Etienne, Debra Hernandez

IBI Group is a member of the project team that is working with the City of Pompano Beach on a streetscape project for Briny Avenue. IBI Group and DK Architects prepared an inventory and analysis that illustrates potential opportunities and constraints within the project area. After discussing development patterns and the community's needs and desires, six schemes were developed from which a 'shared street' concept was chosen. This concept considers the interaction of pedestrians, bicyclists, and motorists with smart growth and urban design concepts, creating a safe and enjoyable environment for the community. Briny Avenue will be the first 'shared street' project in the community.

DETAILED PROJECT DISCRIPTION: ART IN PUBLIC PLACES MASTER PLAN, WEST PALM BEACH, FLORIDA



WEST PALM BEACH PUBLIC ART MASTER PLAN 2016-2021

FEBRUARY 2016



+ PROJECT INFORMATION

Location:

West Palm Beach, Florida, United States

Client:

City of West Palm Beach

Client's Representative Contact:

Sybillie Welter, Coordinator,
Department of Parks and Recreation
Art in Public Places,
401 Clematis Street - 3rd Floor,
P.O. Box 3366 (33402),
West Palm Beach, Florida 33401,
E-mail: scwelter@wpb.org

Project Dates:

Sept. 2014 - Dec. 2015

Project Cost:

\$75,000

Team Members Associated:

Patricia Ramudo, Bankim Kalra

IBI Group was selected to prepare a Public Art Master Plan that included a 10-year budgeted implementation schedule with recommendations /guidelines for incorporating art in private developments in the City of West Palm Beach. The Master Plan provided direction to the staff, the Public Art Committee and the City Commission on the planning necessary to administer the nascent public art program within the City. Project goals include identification of a unified community vision, clarification of key themes and values and provide direction for the selection and placement of public art.

IBI Group worked with the City's Public Art Committee as well as soliciting input from the artist community and City residents through a series of community meetings to create a Public Art Strategy. The final Master Plan will detail the following:

- Public Art Strategy
- Guidelines & Recommendations
- Ten Year Implementation Plan

DETAILED PROJECT DESCRIPTION:

US 19 MULTIMODAL CONNECTIVITY AND DESIGN STANDARDS STUDY, PASCO COUNTY, FLORIDA



+ PROJECT INFORMATION

Location:

Port Richey, Florida, United States

Client:

City of Port Richey

Client's Representative Contact:

City of Port Richey
6333 Ridge Road, Port Richey, Florida
34668, USA
Phone No: 727 816-1900

Project Dates:

Sep. 2011 - Feb. 2015

Project Cost:

\$ 13,500

Team Members Associated:

Gary Andrishak, Bankim Kalra, Ashish
Ghate, Suzanne Thompson

IBI Group assisted in the development of a Corridor Plan for US-19, running north / south through Pasco County's boundaries. IBI Group proposed the transformation of US-19 from its current multi-lane configuration into a multi-way boulevard, one serving Transit-Oriented Development (TOD), to achieve a more balanced approach to community redevelopment. The multi-way boulevard, long a favorite in Central and South American cultures, as proposed divided the roadway crosssections into segments, each separated by generous medians that serve both as a refuge for pedestrians and provided "greenscape" relief for the streetscape the roadway runs through. Through traffic, including Bus Rapid Transit (BRT), is relegated to the central lanes, while local traffic is directed to the side lanes, thus encouraging street facing redevelopment in support of pedestrian and cycle friendliness. The plan was capped off by streetscape improvements that include street furniture, pedestrian light with banner arms and the provision of urban plazas at key intersections.

DETAILED PROJECT DISCRIPTION: POMPAÑO BEACH WAYFINDING, POMPAÑO BEACH, FLORIDA



+ PROJECT INFORMATION

Location:

Pompano Beach, Florida

Client:

City of Pompano Beach Engineering

Client's Representative Contact:

Alessandra Delfico; City Engineer
E-mail: alessandra.delfico@copbfl.com

Project Dates:

Jun. 2012 - 2015

Project Cost:

\$33,000 (Contract Value)

Team Members Associated:

Patricia Ramudo, Patrea St. John,
Christopher Pence

IBI Group is currently working with the City of Pompano Beach to develop a city-wide Signage Program and Wayfinding System.

Initial tasks included preparing a sign inventory and graphically mapping the existing signs throughout the city. After a series of site visits and workshops with city staff, IBI Group developed preliminary signage standards, pictograms, gateway signage, a city-wide Location Plan, and a Wayfinding Plan. Deliverables were reviewed by city and stakeholders and a final proposed signage location map was prepared. Additional assignments included construction documentation for all proposed signage and full size mock up samples of the Gateway and Directional Signs being proposed.

The goal is to finalize the Signage Program and have reviewed by the FDOT, Broward County Highway and Construction Department and the City of Pompano Beach Building Department to allow for incremental implementation by the city.

DETAILED PROJECT DISCRIPTION: PUBLIC ART MASTER PLAN FOR CITY OF POMPANO BEACH



+ PROJECT INFORMATION

Location:

Pompano Beach, Florida, United States
North America

Client:

City of Pompano Beach

Client's Representative Contact:

100 West Atlantic Blvd., Pompano
Beach, FL 33060, USA
E-mail: jennifer.gomez@copbfl.com

Project Dates:

Dec. 2013 - Dec. 2015

Project Cost:

\$72,322 (Contract Value)

Team Members Associated:

Patricia Ramudo, Patrea St. John,
Christopher Pence

IBI Group (Florida) Inc. was selected to prepare a Public Art Master Plan that will include a 10-year budgeted implementation schedule with recommendations/guidelines for incorporating art in private developments. The Master Plan will provide direction to the staff, the Public Art Committee and the City Commission on the planning necessary to administer the nascent public art program within the City. Project goals include identification of a unified community vision, clarification of key themes and values and provide direction for the selection and placement of public art.

IBI and subconsultant Glenn Weiss are working with the City's Public Art Committee as well as soliciting input from the artist community and City residents through a series of community meetings to create a Public Art Strategy. The final Master Plan will detail the following:

- Public Art Strategy
- Guidelines
- Recommendations
- Ten Year Implementation Plan

DETAILED PROJECT DESCRIPTION: TITUSVILLE WATERFRONT URBAN DESIGN PLAN, TITUSVILLE, FLORIDA



+ PROJECT INFORMATION

Location:

Titusville, Florida
United States, North America

Client:

City of Titusville

Client's Representative Contact:

Christy Fischer, Planning & Economic
Development Director, City of West
Melbourne, 2240 Minton Road
Second Floor, West Melbourne, FL
32904
Phone No: 321-837-7778
E-mail: cfischer@westmelbourne.org

Project Dates:

Apr. 2010 - Nov. 2015

Project Cost:

\$ 75,000

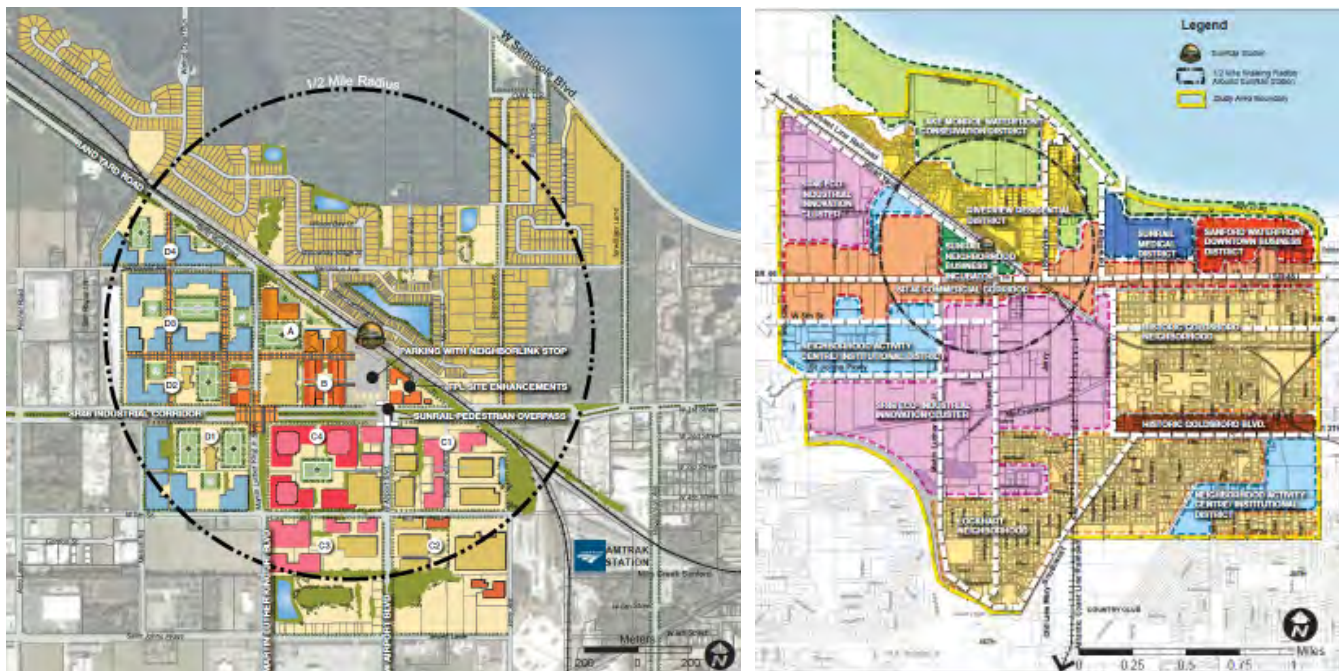
Team Members Associated:

Kurt Easton, Bankim Kalra

Subsequent to the completion of the award-winning US 1 Corridor Redevelopment Master Plan, IBI Group was retained by the City of Titusville to serve as lead consultants for urban design, landscape architecture and construction management services for this three-mile long corridor through south Titusville. This initiative represented the community's belief in preserving its valuable environmental resources along the Indian River Lagoon shoreline, backed by a \$10 million citizen approved bond referendum to provide for property acquisition along the waterfront. Enhanced public access to the waterfront in the form of "destination" oriented recreational amenities interlinked through a contiguous linear trail network placed within an enhanced ecological and aesthetic framework, define the underlying themes of IBI Group's proposed design concept.

IBI Group defined the area's environmental restoration priorities, developed trail character guidelines, and prepared specific plans for identified destinations along the waterfront. Among key elements of the master plan are the capital improvements programming, cost control measures, and detailed financing strategies. Phase II of the master plan is currently underway and includes the preparation of construction documents, obtaining required permits, and providing construction management services for the waterfront design program.

DETAILED PROJECT DISCRIPTION:
SANFORD SUNRAIL STATION AREA PLAN, SEMINOLE COUNTY AND CITY OF SANFORD,
FLORIDA



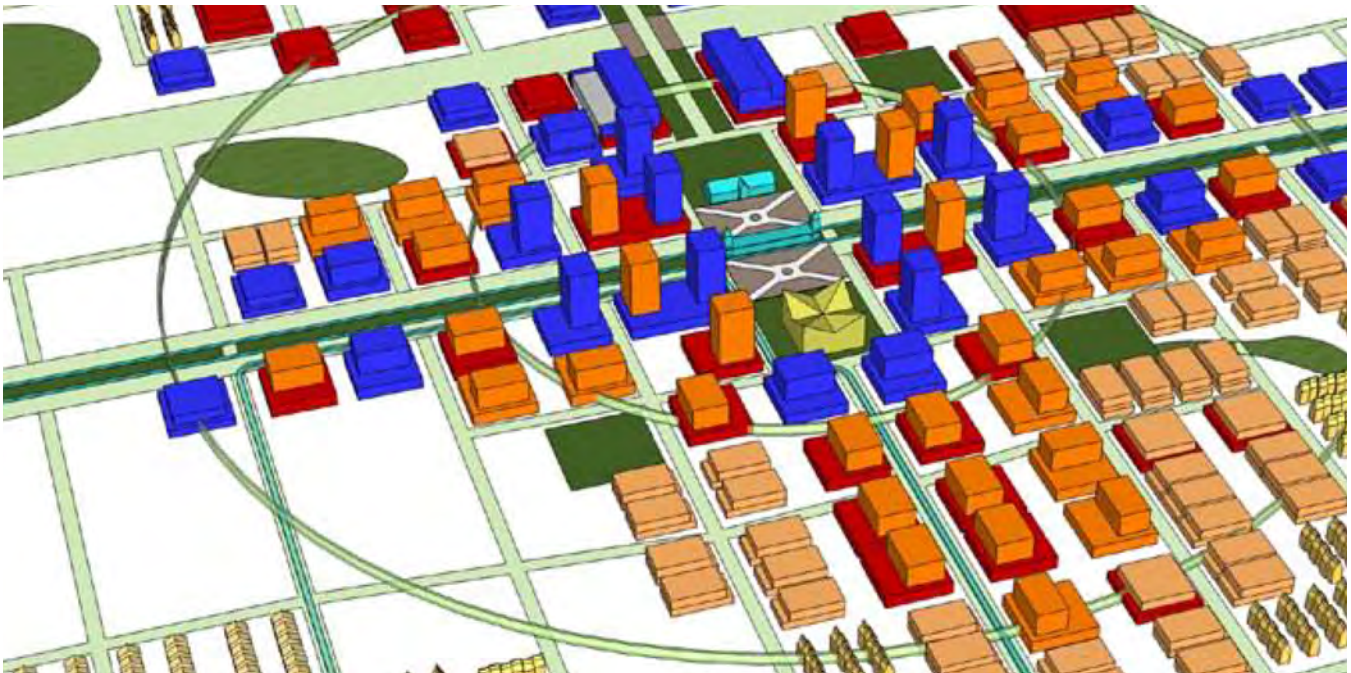
+	PROJECT INFORMATION
Location:	Sanford, FL, U.S.A.
Client:	Seminole County Development
	Services Dept.
Client's Representative Contact:	Bill Wharton (Principal Planner)
	1101 East First Street, Sanford, Florida
	32771, USA
	Phone No: 407-665-7382
Project Dates:	Nov. 2013 - Nov. 2014
Project Cost:	\$ 84,477
Team Members Associated:	Trevor McIntyre, Bankim Kalra, AICP;
	Ashish Ghate; Patrea St. John; Robert
	Gray

The arrival of SunRail commuter rail services as a public transportation alternative for Central Florida residents provided a unique opportunity for Seminole County to promote Transit Oriented Development (TOD) as a growth management tool in its communities. IBI Group led the preparation of a Station Area Plan for the City of Sanford that helps the city leverage vacant and underutilized lands in the vicinity of this transportation hub to its 'highest and best use'.

The overall goal of this project was the creation of comprehensive plan policies and regulatory changes applicable to and individualized for the Study Area around the Sanford SunRail station. The study also aimed to create a long term development pattern within the Study Area and within ½ mile of the Sanford Sun Rail station that reflects both the walkability and transit-oriented principles of Transit Oriented Development practices. The following relevant and similar services were provided for this assignment:

- Prepared conceptual master plan for the station lands;
- Identified desired land uses, building scale, density, co-location of critical elements, integration and evolution of existing built form;
- Recommended transit-supportive land use and development scenarios on station lands;
- Assessed opportunities for joint development of station lands, including consideration of market viability;
- Established optimal parking needs for station lands, including capacity, approximate amount, type, timing based on current and future development;
- Outlined pedestrian, cycling, transit and auto access routes to and through the station and locations of inter-modal connections;
- • Provided circulation plans through the hub to the station facilities
- and connections to the surrounding community;

DETAILED PROJECT DESCRIPTION: SR54/56 CORRIDOR STATION AREA PLANNING STUDY, PASCO COUNTY, FLORIDA



+ PROJECT INFORMATION

Location:

Port Richey, Florida, United States
North America

Client:

Pasco County

Client's Representative Contact:

Richard Gehring,
Growth Management Administrator
7530 Little Road, New Port Richey,
Florida 34654, USA
Phone No: 727.847.8193 x 8440
E-mail: rgehring@pascocountyfl.net

Project Dates:

Nov. 2010 - Mar. 2013

Project Cost:

\$ 125,160

Team Members Associated:

Gary Andrishak, Suzanne Thompson,
Bankim Kalra, Ashish Gbate

IBI Group was commissioned to assist in the development of this Station Area Planning Study, north of Tampa Bay, that runs from the Gulf Coast eastward towards Orlando. The study's purpose is, first, to catalog the initiatives in the planning stages by the local development industry in the hope of influencing them to think in terms of Smart Growth with regard to more compact, dense and pedestrian/cycle friendly alternatives served by rapid public transit, BRT or LRT, in the future.

IBI Group's team is charged with selecting the preferred locations for community centers and developing typologies – Regional, Town or Village – for the communities anticipated. IBI Group worked with Pasco County, Florida to prepare typologies for seven designated transit overlay districts along S.R. 54/56. These districts are to be designed to support county-wide BRT service and connection with TBARTA planned transportation facilities across the county line with Hillsborough, Pinellas and Hernando Counties. The typologies will define development through three-dimensional modelling of the station and surrounding retail, commercial, educational, cultural, ecological and residential areas and guide investment in the corridor.

Services include GIS mapping of districts, inventory and analysis of the proposed sites and current MPUD's and DRI's, precedence studies, plan, section, form-based station typologies, transit supportive design guidelines (utilized to develop land development policies) and implementation planning.

DETAILED PROJECT DESCRIPTION: NW GARDENS LEED FOR NEIGHBORHOOD DEVELOPMENT, FLORIDA



+ PROJECT INFORMATION

Location:

Fort Lauderdale, Florida
United States, North America

Client:

Carlisle Development Group

Client's Representative Contact:

2950 SW 27th Ave Ste 200
Miami, FL 33133-3765
E-mail: llecour@
carlisledevelopmentgroup.com

Project Dates:

Aug. 2011 - Sept. 2013

Project Cost:

\$7,800

Team Members Associated:

Patrea St. John, Kevin Greiner

Northwest Gardens, which is being built in partnership by Carlisle Development Group and The Housing Authority of the City of Fort Lauderdale, has become a model for social, environmental and economic sustainability. The \$100 million redevelopment residential housing development is the first certified LEED® Neighborhood Development project in the state of Florida, and the third certified project in the country.

With a focus on urban self-sufficiency, Northwest Gardens has empowered residents with tools such as a robust urban farm, community gardens, a social entrepreneurship program, direct support for grandparents taking care of grandchildren and onsite vocational training.

In addition the development, which is a combination of rehabilitated units and new construction, incorporates a number of notable green building features, including solar lights, dual flush toilets, water conserving plumbing fixtures, drought-resistant native plants and low-emitting cabinetry, which was constructed a few blocks away through the Housing Authority's StepUp Apprenticeship program. The final build-out will be complete in March 2014, six years ahead of the schedule envisioned during the planning process.

DETAILED PROJECT DISCRIPTION: LAKE CITY CRA MASTER PLAN UPDATE, CITY OF LAKE CITY



+ PROJECT INFORMATION

Location:

Lake City, Florida
United States, North America

Client:

City of Lake City

Client's Representative Contact:

Jackie Kite,
205 North Marion Avenue, Lake City,
FL 32055
Phone: (386) 719-5766

Project Dates:

2011

Project Cost:

\$125,000

Team Members Associated:

Kurt Easton, Bankim Kalra, Suzanne
Thompson

IBI Group's Sarasota office was hired by the City of Lake City to provide professional planning and urban design services for the Downtown Community Redevelopment Area (CRA) in Lake City, Florida.

Our scope of work included:

- Hosting public involvement meetings
- Preparing a CRA-wide series of inventory and analysis maps and graphics
- Preparing the blight study document in accordance with Florida statutes
- Developing precedence studies of similar sized cities
- Preparing a CRA-wide concept plan and downtown waterfront master plans and sketches
- Writing development guidelines, a phased implementation plan and the final CRA master plan document

DETAILED PROJECT DESCRIPTION: HOLLYWOOD BEACH STREETSCAPE MASTER PLAN, FLORIDA



+ PROJECT INFORMATION

Location:

Hollywood, Florida,
United States,
North America

Client:

City of Hollywood Beach CRA

Client's Representative Contact:

Susan Goldberg
Hollywood CRA
Ph: 954-924-2980
Email: sgoldberg@hollywoodfl.org

Project Dates:

2010

Project Cost:

\$ 73,110

Team Members Associated:

Richard Durr, Christopher Calbrese,
Patricia Ramudo

IIBI created a Master Plan for the improvement of 52-blocks within the Hollywood Beach CRA. The Master Plan project included establishing a vision for the district, as well as the creation of prototypical designs to address specific land uses.

The project included field surveying and verification of existing conditions, base plan development, inventory and analysis, public workshops, creation of an overall conceptual master plan, thematic designs for typical blocks and particular land uses, streetscape amenities selection / design and cost estimating.

DETAILED PROJECT DESCRIPTION: LAUDERDALE LAKES TOD STUDY AND CRA PLAN UPDATE, LAUDERDALE LAKES



+ PROJECT INFORMATION

Location:

Lauderdale Lakes, Florida, U.S.A

Client:

City of Lauderdale Lakes Community
Redevelopment Agency

Client's Representative Contact:

J. Gary Rogers; Executive Director,
2916 North State Road 7, Lauderdale
Lakes, FL 33313, USA
Phone No.: 954 676-3604
E-mail: jgaryr@lauderdalelakes.org

Project Dates:

Apr. 2008 - Apr. 2009

Project Cost:

\$140,000 (Contract Value)

Team Members Associated:

Kurt Easton, Bankim Kalra, Qingong Wei

In September of 2008, the Community Redevelopment Agency (CRA) Board of Directors secured the services of the IBI Group, to update the Redevelopment Master Plan for the City's designated Community Redevelopment Area. This update of the 2001 CRA Plan was designed to carry-forward the 2005 Master Plan "community vision" for the development of a Town Center by establishing time-frames, goals and funding strategies to be undertaken through the authority of the CRA. A pivotal component of the master planning effort was to increase transportation efficiency and to improve passenger comfort and safety. As a result, IBI Group was retained to prepare detailed conceptual illustrations of the proposed Central Broward County Multi-modal Transportation Facility at Lauderdale Lakes, a facility designed in two phases to allow development over time.

The plan focused on existing conditions inventory/ SWOT Analysis/ GIS Database Analysis/ Community Visioning and Public Outreach/ TOD Regulations/ Conceptual Master Plan Preparation/ Site Planning and Design/ Goals, Objectives and Action Strategies Formulation/ Capital Improvements Plan/ Implementation Strategies/ Funding.

DETAILED PROJECT DESCRIPTION: DOWNTOWN REDEVELOPMENT AREA MASTER PLAN, TAVARES, FLORIDA



+ PROJECT INFORMATION

Location:

Tavares, Florida, U.S.A

Client:

City of Tavares, Florida, U.S.A

Client's Representative Contact:

John Drury, City Administrator
201 East Main Street, Tavares, FL 32778
Phone No: 352-742-6209

Project Dates:

Sep. 2007 - 2008

Project Cost:

\$ 170,000

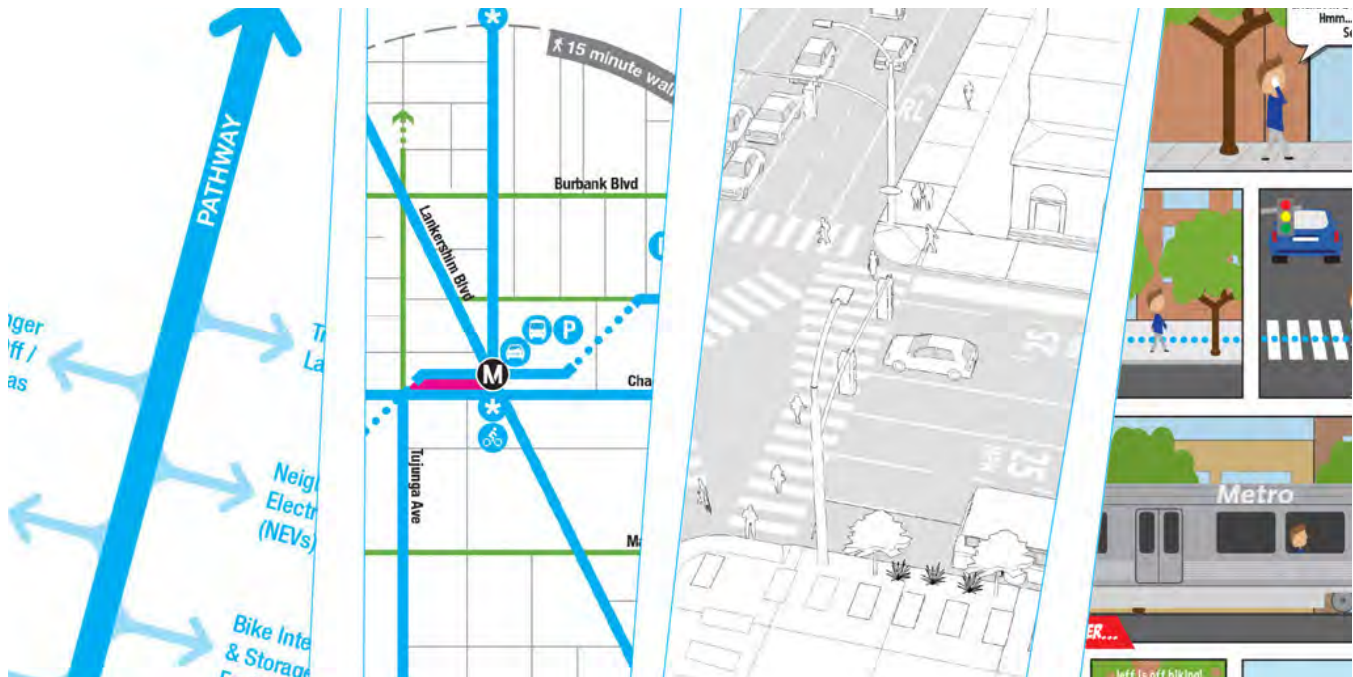
Team Members Associated:

Kurt Easton, Bankim Kalra

The City of Tavares, Florida retained the services of IBI Group in September 2007 to prepare a master plan for a 400-acre area designated as the Downtown Redevelopment Area. The primary objective of this plan was to develop a clear vision for how growth should occur in the underdeveloped areas of the downtown in the next twenty years. The Master Plan built upon the area's natural resources, planned capital improvements and its position as the county seat to develop a series of strategic recommendations that will enable the downtown to support moderate-to-high density mixed-use development patterns in anticipation of the potential opportunities presented by the introduction of commuter rail transit service to the Central Florida region. To accomplish this task, the master planning effort was completed using a four-fold approach:

- Inventory all plans, programs and projects and present this information as an educational segment to stakeholders and citizens in order to obtain their input and help establish a vision for Downtown;
- Translate the community's vision into a workable and implementable guiding document for the City, while at the same time establishing a framework for policy decisions that anticipates the need for densification of future development patterns;
- Prepare detailed urban design guidelines for both public realm improvements and catalytic private sector projects in Downtown;
- Develop detailed implementation strategies associated with identified key capital improvement projects

DETAILED PROJECT DESCRIPTION: FIRST AND LAST MILE STRATEGIC PLAN, LOS ANGELES COUNTY, CALIFORNIA



+ PROJECT INFORMATION

Location:

Los Angeles County, California

Client:

LA County Metropolitan Transportation Authority

Client's Representative Contact:

Sarah Jepson, Active Transportation and Special Programs Manager
Southern California Association of Governments
Phone No: (213) 236-1955
E-mail: jepson@scag.ca.gov

Project Dates:

Aug. 2012 - May 2015

Project Cost:

\$ 390,617

Team Members Associated:

David Chow, Bill Delo, Christina de Freitas, Colleen Hsieh

IBI Group helped Metro and SCAG prepare a Metro First Last Mile Strategic Plan for Los Angeles County. The plan advances the policies and goals of SCAG's visionary 2012 RTP/SCS and Metro's Countywide Sustainable Planning Policy (CSPP). The project aims to inform policies and goals relating to multi-modal access and system integration, and includes a set of guidelines that will lead regional implementation efforts in the interests of transit connectivity, social justice and community health.

IBI Group developed a physical active transportation networkbased strategy for improving station access in Los Angeles County. The strategy (referred to as "the Pathway") focuses on supporting mobility and transit access allowing the realization of the full potential of LA's bold transit expansion program. The Pathway is intuitive, universally accessible, easy to navigate, visually recognizable, efficient, safe and fun. The Pathway supports system access and multi-modal transfer activity, and expands the reach of transit throughout the County. A rigorous approach is outlined for station area analysis and network identification, and will provide a point of departure for the identification of possible bike share station locations, which are defined in the strategy as "plug-in" components.

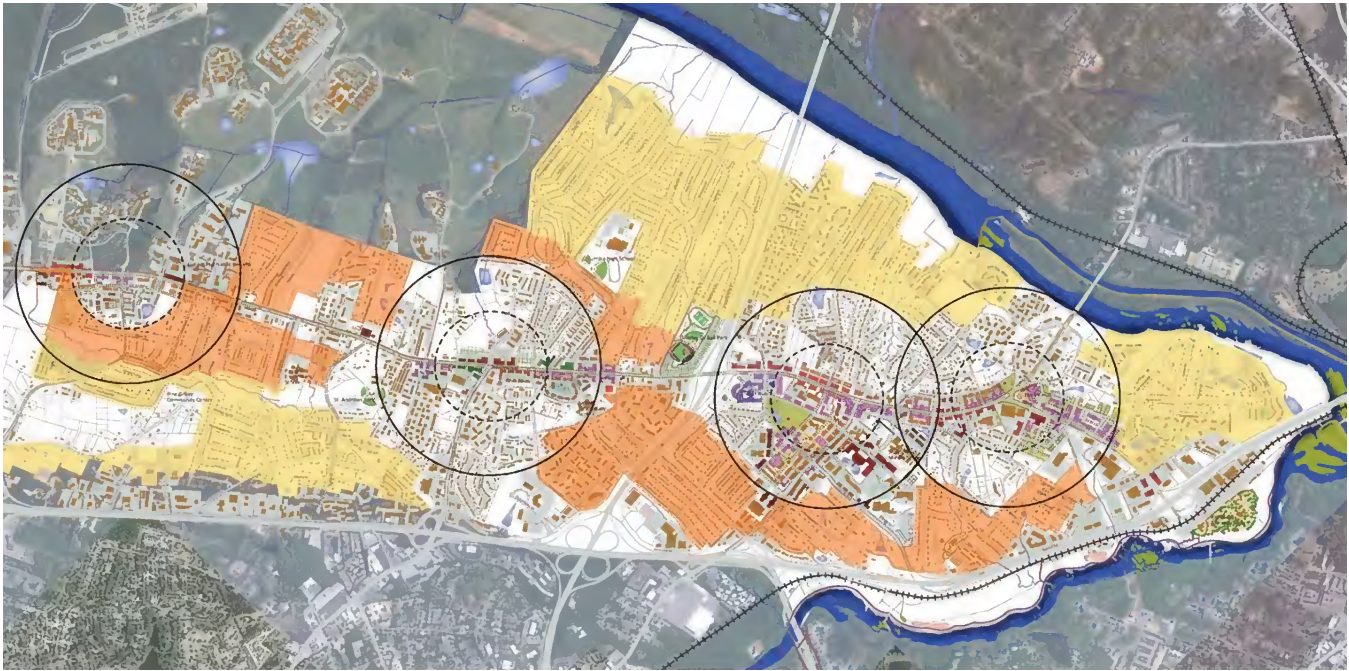


Award of Merit, Planning Best Practice, American Planning Association (APA) Los Angeles, 2014



2015 WINNER
NATIONAL PLANNING EXCELLENCE
AWARD for a BEST PRACTICE

DETAILED PROJECT DESCRIPTION: BROAD RIVER ROAD CORRIDOR MASTER PLAN, RICHLAND COUNTY, SOUTH CAROLINA



+ PROJECT INFORMATION

Location:

South Carolina, United States
North America

Client:

Central Midlands Council of
Governments

Client's Representative Contact:

Gregory Sprouse, AICP, Director of
Research, Planning and Development,
Central Midlands Council of
Governments
Phone No: 803-744-5158; Fax: 803-376-
5394
E-mail: gsprouse@centralmidlands.org

Project Dates:

Jan. 2009 - Feb. 2015

Project Cost:

\$ 250,000

Team Members Associated:

David Gjertson, Bankim Kalra

Broad River Road Corridor is an important commercial spine that serves a diverse group of residents and employers living and working in proximity to the roadway historically referred to as the "St. Andrews Community". Located at the convergence of three interstate systems; 1-26, 1-126, and 1-20, the Broad River Road and Community Master Plan Study Area has the advantage of being strategically located providing easy access to downtown Columbia and the outlying region. While the majority of the Study Area properties are within Richland County limits, sections of the Study Area also lie within the City of Columbia. The City of Columbia serves as the state capital and is the largest city in South Carolina. It is also the primary city of the Central Midlands Council of Governments (CMCOG), which comprises of four counties within South Carolina; Richland, Lexington, Newberry and Fairfield County.

The intent of this study was to identify redevelopment opportunities that enhance the safety, security, and efficiency of the transportation system and improve the overall quality of life for residents.

CMCOG and Richland County selected IBI Group and their team of sub-consultants with Strategic Planning Group, Hall Planning and Engineering, and McCreary/Snow Architects, to prepare a communitydriven study that provides a new paradigm for growth and change in Richland County; the study uses an integrated approach to transportation planning, land use planning, and urban design aimed at promoting the social and economic transformation into "Complete Communities" within the Study Area. Complete Communities are neighborhoods or districts that are self-sufficient by virtue of interconnected transit and commercial environments, and are surrounded by a diversity of housing types, services, and amenities.

DETAILED PROJECT DISCRIPTION: LOS ANGELES TOD PLANS AND MARKET STUDY, CITY OF LOS ANGELES, CALIFORNIA



+ PROJECT INFORMATION

Location:

Los Angeles, CA

Client:

City of Los Angeles

Client's Representative Contact:

Jane Choi
200 N. Spring Street
Los Angeles, CA 90012
Phone No: (213) 978-1377

Project Dates:

2008 - 2010

Project Cost:

\$ 456,301

Team Members Associated:

David Chow, Gary Andrishak, Warren
Rempel, Bill Delo, Shannon Heffernan

IBI Group was retained by the City of Los Angeles Department of City Planning to develop a transit oriented development (TOD) district plan for five station areas along the new Exposition Light Rail line, which will connect downtown Los Angeles with Culver City. The effort was undertaken in parallel with the New Community Plan update for Los Angeles.

The project evaluated the market potential for transit-oriented development in the study area and identified specific opportunities for land use intensification and placemaking elements. Recommendations were developed by IBI Group to facilitate future land use changes to achieve a mix of uses that support frequent transit service, and also create more complete communities with amenities and conveniences within walking distance to transit. Station area concepts with land uses, densities, scales of development, new parks and open spaces were then vetted in a series of public workshops with the local community. The Development of physical TOD master plans will serve the purpose of positive community refurbishment based upon the planning principles of sustainable urbanism.

DETAILED PROJECT DISCRIPTION: WESTBROOK VILLAGE AREA REDEVELOPMENT PLAN, CALGARY, CANADA



+ PROJECT INFORMATION

Location:

Calgary, Alberta
Canada, North America

Client:

City of Calgary
20Vic Management

Client's Representative Contact:

Thom Mahler, Manager, Established
Community Planning
PO Box 2100, Calgary, AB T2P 2M5,
Canada
Phone No: 403 268-6481
E-mail: thom.mahler@calgary.ca

Project Dates:

Apr. 2008 - May 2009

Project Cost:

\$100,000(Contract Value)

Team Members Associated:

Gary Andrishak

The Westbrook Village Area Redevelopment Plan (ARP) is the first plan to be prepared for a station area on the newly established West LRT Corridor. Construction of the West LRT line including six new stations – Sunalta, 26th Street SW, Westbrook, 45th Street SW, Signal Hill and 69th Street SW – will create enormous opportunities for the rejuvenation of the surrounding areas. Of these, the Westbrook Station represents the most significant opportunity to realize Council's Transit-Oriented Development (TOD) objectives. At 55-acres in area, the site offers tremendous opportunity for TOD and urban placemaking, the result of at-grade transit plaza, in response to the underground configuration of the Westbrook transit station, and a 10-acre central "green" park that will be the heart of the new transit village. This station area has been identified in the Calgary Plan as a major mixed-use commercial node servicing the west side of the City, functioning as the key transit hub on the West LRT east of Sarcree Trail. IBI Group was retained by the City of Calgary to implement the Westbrook Village ARP Plan as well as a subsequent study to develop land use policy for the "halo" areas surrounding the site. Westbrook Village

Phase 2 Area Redevelopment Plan For the City of Calgary, IBI Group developed the Westbrook Village Phase 2 Area Redevelopment Plan, the primary purpose of which was to provide a detailed policy framework for implementation of the redevelopment objectives related to the creation of mixed-use, higher density activity nodes on infill locations that could be effectively serviced by rapid transit. The Area Redevelopment Plan addressed land use, built form and site design, urban design and public realm, mobility and traffic management, parking and loading and infrastructure improvements.

DETAILED PROJECT DESCRIPTION: THE SET TRANSFORMATION PLAN, DELRAY BEACH, FLORIDA



+ PROJECT INFORMATION

Location:

Delray Beach, Florida

Client:

Delray Beach Community
Redevelopment Agency

Client's Representative Contact:

Kristyn Cox-Goodwin
Delray Beach CRA, West Atlantic
Redevelopment Director
Phone No: (561) 276-8640;
Fax: (561) 276-8558
E-mail: scwelter@wpb.org

Project Dates:

Feb. 2017 - Ongoing

Project Cost:

\$ 73,110

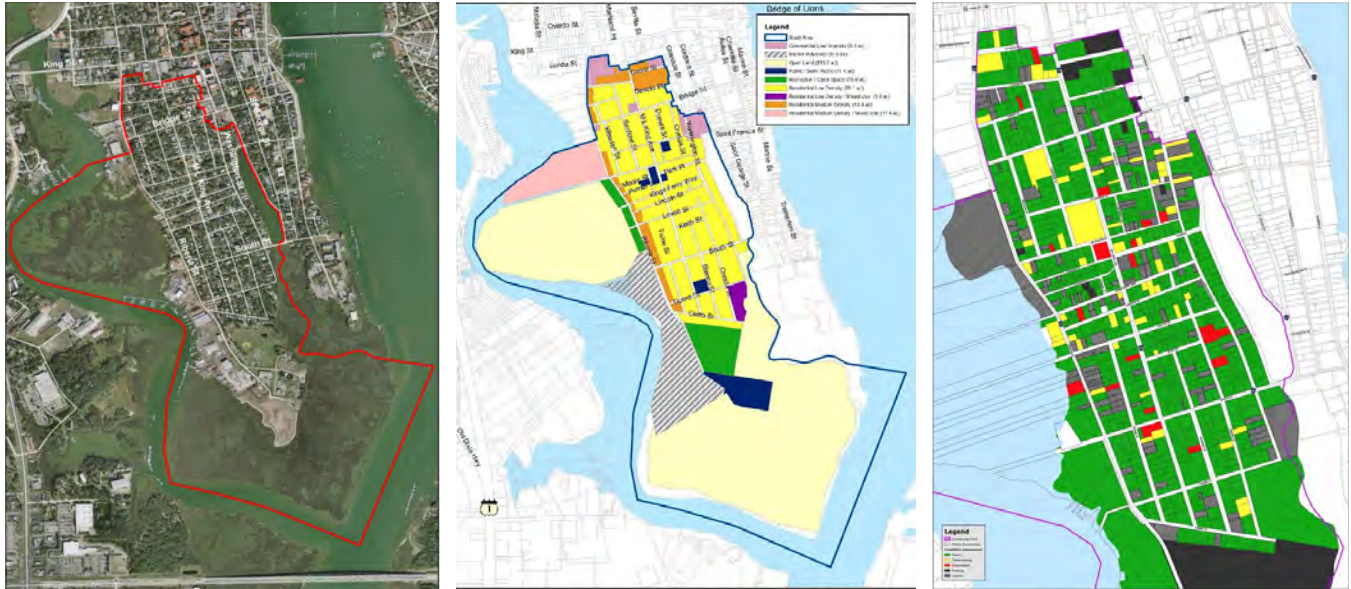
Team Members Associated:

Vivian Brooks, Bankim Kalra, Patricia
Ramudo, Kevin Greiner

IBI Group has been appointed by Delray Beach Community Redevelopment Agency for the preparation of The SET Redevelopment Plan to guide future investment and development within the neighborhood. The Set is a 993-acre community located in eastern Delray Beach that extends from I-95 east to Swinton Avenue, from Lake Ida Road south to S.W. 10th Street. This is the first area that visitors pass through to get to the highly popular East Delray Beach area.

The goal of the final master plan is to ensure quality future redevelopment pattern that fits into the Neighborhood Plan to create a vibrant and attractive destination. The seeds of The Set Transformation Plan evolved out of the West Atlantic Area Needs Assessment Workshop (2012) and The Set Community Management Team Year End Workshop (2015) in which the community expressed the desire to update the West Atlantic Avenue Redevelopment Plan, the Southwest Neighborhood Plan, include the Northwest neighborhood into one comprehensive plan that would not only continue with capital improvement and development projects but create strategies that would improve the lives of the resident.

The Scope of Work includes existin conditions analysis, stakeholder engagement to undersand the community needs, market demands, redevelopment opportunities, and development trends. Based on the community feedback and findings of the analysis reports, urban design proposals and economic development strategies will be framed to position "The Set" to take full advantage of growth sectors.



IMPLEMENTATION MATRIX-SKILLS DEVELOPMENT						
RECOMMENDATIONS AND ACTION STEPS	RESPONSIBLE PARTIES	TIMEFRAME				FUNDING SOURCES
		Ongoing	Year 1	2 year to 5 years	6+ years	
Recommendation 1: Preserve African American Heritage and Long Term Residents						
Action Step 1.1: Continue outreach with Churches and Neighborhood Associations to identify Residents in Need of Housing Assistance	LCRA, Neighborhood Associations, Churches					LCRA
Action Step 1.2: Continue to Facilitate Title Issues	LCRA					LCRA
Action Step 1.3: Create a Community Land Trust	LCRA					LCRA, SHIP, Lending Institutions
Action Step 1.4: Continue with Lincolnville Rehabilitation Program	LCRA, HP Contractor					LCRA, SHIP, CDBG
Action Step 1.5:						
Recommendation 2: Preserve Lincolnville Historic Look						
Action Step 2.1: Combine Emergency and Fix-it-Up grants into one grant	LCRA, SJHP					LCRA
Action Step 2.2: Provide Parcel/Site Grants (and/or fines)	LCRA, City					LCRA
Action Step 2.3: Address Possible Assistance to Institutional Historic Structures	LCRA					LCRA
Action Step 2.4: Provide Rehabilitation Program	LCRA					LCRA
Action Step 2.5: Promote Historical Significance of Lincolnville						
Action Step 2.5: Develop and Implement Design Overlay	LCRA, City					LCRA
Action Step 2.6: Create Architecture Design Brochure	LCRA					LCRA
Action Step 2.7:						
Recommendation 3: Neighborhood Improvements						
Action Step 3.1: Continue with Streetscape/Landscape Plan	LCRA, City					LCRA, City
Action Step 3.2: Work with City on Mobility Plan	City, LCRA					City
Action Step 3.3: Continue to improve/construct sidewalks according to original plan	City, LCRA					City, LCRA
Action Step 3.4: Design Overlay to address parking	City, LCRA					City
Action Step 3.5: Explore Joint Use of Streets	City, LCRA					City, LCRA
Action Step 3.6: Plan and improve stormwater east of MLK	City, LCRA					City
Action Step 3.7:						

ANNEXURE - B

RESUMES

Mr. Robert Gray Chairman of Strategic Planning Group, Inc.

As Chairman of Strategic Planning Group, Inc. (SPG) Mr. Robert Gray leads the resource team with over 30 years of international consulting experience in: Real Estate Economics/Feasibility, Redevelopment/Economic Development including TOD, Growth Management/Comprehensive Land Use/Fiscal Planning; Tourism and Hospitality Planning, and Strategic Planning. His broad range of experience ensures clients detailed accuracy, proven programs, and consistent professionalism.

Relevant Experience

TOD/Bonding

- Prepared over 15 TOD related feasibility studies, including studies for the NCDOT Charlotte Gateway TOD, Lexington Depot TOD and Hillsborough Station TOD.

Federal stimulus grants include two successful Tiger grant applications for the Raleigh Station and TOD (Benefit Cost Analysis) and several short line and port directed Cost Benefit studies for Federal grant applications.

- Prepared the office and housing market study for the new Sanford SunRail TOD development including workforce/affordable housing.

Real Estate Economics/Feasibility

- Prepared feasibility studies for over 100 million square feet of retail, office and industrial space, and \$10 billion worth of resorts internationally.
- Prepared feasibility studies for over 45,000 residential units. Prepared Housing Elements for over 20 local and state governments

Comprehensive Planning/Urban Planning

- Prepared Land Use and Growth Management Programs for over 20 local and regional governments throughout North America, the Caribbean and the Pacific.
- Specific experience in fast growth areas where traditional land use planning techniques have been ineffective.
- Assisted 30+ cities in the Caribbean and the United States in their redevelopment efforts.
- Secured and managed numerous grants including CDBG, TIFs, BIDs etc.

Economic Development/Site Location

- Created effective economic development strategies for over 30 local, regional, and national governments including Australia, Egypt, the Caribbean, and locations throughout the United States.
- Relocation studies resulting in the creation of over 60,000 jobs.

Education

Doctoral Courses, University of Florida.

M.A., University of Florida, 1972.

B.A., University of Florida, 1970.

Corporate Management Courses, Harvard University. 1975

Redevelopment Planning

Project Director/Manager for the Lincolnville CRA Amendment/Update (St. Augustine) and the Jacksonville Greater Arlington CRA. Lead Planner on the Jacksonville International Airport CRA Update. Project Manager for Ormond Crossing CRA and its Update. Project Director for St. Armands Circle Economic Repositioning program; Project Director for New Town CRA (Sarasota) Market Analysis; Project Director for the SR100 Palm Coast Centre CRA; Ormond Beach North Mainland CRA; Central Bradenton CRA; Downtown Safety Harbor CRA; Boynton Beach Heart of Boynton Redevelopment Plan; Delray Beach West Atlantic Plan; Deland Springfield Annexation Plan; Rockledge Redevelopment Plan, and the Greater Leesburg CRA highest and best use study. Principal Economist South Rome Georgia Redevelopment Plan; the Hinesville, Georgia Redevelopment Plan, and the Downtown Washington NC redevelopment Program. Project Director for the City of Jacksonville's Initial Downtown Action Plan, and 3 CRAs/TIFs. Directed the redevelopment master plans for the Cocoa US1 corridor, the A1A Daytona Beach Shores Urban Design Plan, directed the economic sections of Cocoa's Diamond Square CRA, Winter Haven's Downtown CRA and Winter Haven's Florence Villa CRA. Directed Vero Beach's CRA Master Plan, the downtown plan for North Miami, as well as the USAID funded redevelopment Plan for Kingston Jamaica. Project Manager Kingston, Jamaica Downtown Redevelopment Area Plan. Project Officer on Jacksonville, FL's Downtown Revitalization Program, Vero Beach, FL's and 2 City of Cocoa Redevelopment Program. Directed City of Maitland, FL Commercial Development Study, City of Jacksonville Retail Development Potential Program. Directed an elderly transportation study for Volusia County, FL's planning department. Project Manager, Jacksonville, FL Downtown Parking Study. Demographic input to the Gulf Islands National Seashore, Department of the Interior, EIS and demographic input to 701 Comprehensive Plan for Flagler County, FL. Urban Sociologist and Economist for the redevelopment of east Port-of-Spain, Trinidad, and Tobago's capital. Consultant to the City of Gainesville, FL Community Development Department for the city's comprehensive housing study and served as consultant to the City of Tampa, FL's Model Cities Program.

Real Estate Economics and Feasibility

Prepared Real Estate Feasibility on FSU properties with the Gaines Street CRA (Tallahassee). Project Director/Manager, Armand Circle Retail Repositioning, and Sarasota Downtown CRA retail repositioning studies. Project Director, downtown Tifton Market Study (GA), S. Rome market study (GA), Hinesville, GA market study and SR40/436 (Orlando) market study. Project Director for the 380 room Paradise Point Hotel on Bimini, Bahamas; Project Manager for a 700,000-square foot Power Center, Naples, FL; Project Director 7,000-acre New Town, Southwest, FL. Project Director for Prudential Life Insurance Highest and Best Use Study; Project Director for a \$350 million Caribbean resort. Feasibility analysis for a 616-room golf and casino resort in Alice Springs, Australia, and a \$300 million resort including a casino, 612-room international hotel, 1,352-room villa resort hotel, a 250,000-square foot retail/commercial shopping center and 300-berth marina located in Darwin, Australia. Responsible for feasibility analysis for Forest Hill Villa Resort, a 282-room villa hotel in Polk County, FL. Conducted cash flow studies on major residential development in Lehigh, FL, as well as the 900-room Sonesta Hotel Village on Sand Lake, Orange County, FL. Conducted detailed feasibility studies and financial package for major tourist development, including a 276-room, five-star hotel, golf course and several hundred villas at Costa Del Sol, Spain. Directed market studies for Allied Stores' Jordan Marsh and Maas Brothers Department Stores in Palm Beach County, FL; Orange County, FL; Seminole County, FL; Collier County, FL; Hillsborough County, FL; and potential new facilities in Duval County, FL; Port Charlotte, FL; and Vero Beach, FL.

Housing Studies

Project Manager: Wellington, Coral Gables and Cape Coral Workforce Housing Studies. Affordable Housing Strategic Planning Commission/Panel, Seminole County, Housing Element. St. Johns County, Florida-Elderly and Special Needs Housing Program, St. Johns County, Florida-Single-Family Housing Analysis, St. Johns County, Florida-Workforce/Affordable Housing Program,

Titusville, Florida Workforce Housing Plan, Washington County, UT (St. George), City of Sunrise Housing Linkage Fee Program, City of Coconut Creek Linkage Fee Program. He prepared the Pinellas County Comprehensive Housing Market Analysis which included the County's 19 municipalities. Prepared a Housing Study. Alachua County, Florida-Rental Market Study Director Hall County, Georgia—Workforce Housing Program, Bartram Park Apartment Market feasibility study, Jacksonville, Florida, Bradford County, Florida-Rental Market Study, Brevard County, Florida-Rental Market Study, City of Daytona Beach Shores Housing Elements, City of Ormond Beach-Workforce/Affordable Housing Program Clay County, Housing Elements, Collier County, Florida-Rental Market Study, Duval County, Florida-Single-Family Bond Feasibility Study, Eight County Northeast Florida Region -Rental Market Study, Florida Housing Finance Corporation-Statewide Military/Workforce Housing Study, Four County Orlando-Regional Area-Rental Market Study, Hernando County, Florida-Multi-Family Rental Market Study, Jacksonville MSA, Florida-Rental Market Study, Lee County, Florida-Rental Market Study, Marion County, Florida-Rental Market Study, Pasco County Florida-Affordable Housing Program, Pasco County, Housing Elements, Pasco County, Florida-Housing Assistance Plans (2), San Antonio, TX.

Comprehensive Planning

SPG Project Manager Baldwin County, AL Comprehensive Plan. Project Planner Jackson County, FL EAR. Project Director U.S. Virgin Islands' 2010 Growth Management Plan (St. Thomas, St. John, and St. Croix). Urban sociologist/economist Trinidad/Tobago redevelopment program. Project Officer Santa Rosa Island's Growth Management Program as well as Project Director for Clay County's 2010 Growth Management Plan. Directed City of St. Cloud Comprehensive Plan Update. Project Officer for elements of Pasco County's 2010 Growth Management Plan. Directed various elements of the following Florida governments' Growth Management Plans: Maitland, Casselberry, North Miami, Winter Haven, as well as the Counties of Orange, Polk, Flagler, Nassau and Leon. Project Director Port element of the City of Jacksonville, FL's 2001 comprehensive master plan, and the City of Jacksonville Beach, FL's Growth Management Plan. Project Manager for St. Johns County, FL Affordable Housing Program; Pasco County, FL Affordable Housing Program; and St. Johns County, FL Elderly and Special Needs Housing Program. Project Director for Guam's Growth Management Program

Economic Development/Site Location

Project Director for Ormond Beach Strategic Economic Development Plan (SEDP) Update. Directed the Johns Creek, GA SEDP and Paulding County, GA SEDP. SPG project manager Fairfield County, SC economic strategic plan. Directed the Economic Development Programs for Titusville, Deltona, and Ormond Beach, FL. Directed Volusia County's Economic Development Strategic Plan; Economic Repositioning studies for: Bradenton FL; Safety Harbor FL; Rockledge, FL; Cocoa, FL; St. Petersburg, FL; Melbourne, FL; Deland, FL; Vero Beach, FL; North Miami Florida; Boynton Beach, FL; Delray Beach, FL; Ormond Beach, FL and Palm Coast FL. Project Director: the Overall Economic Development Program (OEDP) for the U.S. Virgin Islands. Directed economic development program, Northern Territory of Australia. Project Officer, Egyptian Free-Trade Zone Feasibility Study (five trade zones). Prepared Strategic Tourism Repositioning Study for Panama City Beach. Directed Labor Market Study for JEA/Jacksonville CoC. Project Director for a five-county regional economic development/target industry study for: Citrus County, FL; Sumter County, FL; Hernando County, FL; Levy County, FL; and Marion County, FL. Project Director for St. Johns County, FL's Economic Development Profile. Served as Project Director Clay County, FL Economic Development Program, and Wage Study and Profile. Served as Consultant to Citrus County, FL Committee of 100. Consultant to Lee County, FL's Economic Development Committee generating economic development alternatives and strategies for adoption of realistic Comprehensive Plan. Project Manager for the 10-county Coosa River Industrial Targeting Study for the United States Corps of Engineers (COE) including Etowah, Calhoun, St. Clare, Talladega, Shelby, Chilton, Coosa, Autauga, Elmore, and Montgomery Counties. Directed the First Coast Region of Florida's Medical and biomedical industrial location study for Jacksonville, FL Chamber of Commerce. Directed

BANKIM KALRA, AICP

Urban Designer / Planner

Mr. Kalra has over 15 years of diverse experience working with public planning agencies, international development organizations and private sector consultants. With a background in architectural design from India and an urban planning concentration in economic development from U.S.A, Mr. Kalra has developed a specialization in formulating innovative design approaches that successfully blend global best practices with the nuances of Indian cities.

An experienced Urban Designer / Planner with IBI Group Florida, Mr. Kalra brings to his role particular expertise in all aspects of master planning including smart growth, regional planning, corridor planning, eco-industrial parks, campus planning, site design, branding and graphic design, and economic analysis. Mr. Kalra has worked on over 100 wide ranging projects giving him the unique skill to understand the interdependencies between various aspects of the development process, including: concept visualization, alternatives analysis, public involvement, capital improvements programming, capacity building, financing, and implementation.

Representative Experience

Developing National Level Guidance Documents Transit Oriented Development (TOD), Non-Motorized Transportation (NMT) and Public Bicycle Sharing (PBS), Ministry of Urban Development, Govt. of India, 2015 - The Government of India (GoI) has initiated the Sustainable Urban Transport Project (SUTP) with the Ministry of Urban Development (MoUD) as the nodal agency and supported by the Global Environment Facility (GEF), World Bank and UNDP. The project aims to enhance capacity of local governments in implementing sustainable transportation concepts in the country. The project entails preparation of Guidance Documents for developing TOD, NMT & PBS plans, changing the model of urban transportation planning as currently practiced in Indian cities. IBI Group is currently providing the expertise through this guidance documents to solve practical transportation planning issues. Mr. Kalra, serving as the Deputy Project Manager, was responsible for conducting State-of-the-Art Reviews and document international best practices to benchmark the current state of sustainable transportation initiatives in India; stakeholder dissemination workshops and public awareness campaigns to promote sustainable transportation alternatives and integrated land use-transportation planning; prepare detailed Guidance Documents which serve as step-by-step "How-to" guide for Indian cities in developing a comprehensive TOD, NMT & PBS Plan; develop City Specific Plans for six (6) cities as pilots to demonstrate the applicability of the national-level Guidance Documents; document learnings from pilot City Specific Plans and update Guidance Documents; develop training material for capacity building workshops; client liaison and coordination with sub-consultants & subject experts.

Education

Bachelor of Architecture, Sushant School of Art and Architecture, Gurgaon, India, 2001

Master of Urban Planning, University of Michigan, Ann Arbor, 2005

Experience

2011–Present

IBI Group, Gurgaon, India, Senior Urban Planner

2007–2010

IBI Group Inc., Orlando, FL, Senior Urban Planner

2005–2007

RMPK Group, Sarasota, FL, Urban Planner

2005

Jacobsen Daniels Associates, Ann Arbor, MI, Intern Aviation Planner

2000 - 2002

Auroville's Future, Auroville, India, Urban Planner/Architect

Memberships

American Planning Association

American Institute of Certified Planners

Urban Land Institute

Congress for New Urbanism

Publications

101 Indian City Profiles, Asia Urbs Program, City Networking for Sustainable Development and Human Unity, Auroville's Future, India

Awards

American Planning Association 2017 National Planning Award for Best Planning Study in the International Category: Bhubaneswar Smart City Plan (IBI Group and Bhubaneswar Municipal Corporation)

Canadian Institute of Planners, 2016 Award for Planning Excellence (International): Bhubaneswar Smart City Plan

Florida Redevelopment Association 2009 Best Planning Study Award: Downtown Master Plan, City of Tavares, Florida. (IBI Group and City of Tavares)

APA Florida 2007 Award of Excellence: U.S. 1 Corridor Master Plan, City of Titusville (IBI Group and City of Titusville)

APA Florida Suncoast Section 2007 Award of Excellence- Greater Childs Park Strategic Planning Initiative (IBI Group with City of St. Petersburg)

Michigan APA 2005 Best Student Project of the Year: New Directions for Vehicle City: A Framework for Brownfield Reuse. (Team effort, University of Michigan, Ann Arbor)



Bhubaneswar Smart City Urban Design Plan, Bhubaneswar Municipal Corporation, Bhubaneswar, State of Odisha, India, 2015 – IBI Group, spearheaded the winning proposal for India's first Smart Cities Challenge, on behalf of the city of Bhubaneswar. Bhubaneswar, a state capital in the south-eastern state of Odisha, was declared the first ranked city in the challenge conducted by the Ministry of Urban Development, Government of India on January 28, 2016. The IBI team worked closely with the city to craft a strategic proposal that was truly reflective of IBI's philosophy in integrating its practice of urban planning, design, and transportation seamlessly through intelligent systems and technological interventions to make Bhubaneswar a livable city for its 1 million plus residents. IBI played an instrumental role in the overall project management of Bhubaneswar's bid providing support in the areas of public engagement, urban planning, urban design, transportation planning, conceptual system design and overall project coordination. Mr. Kalra serving as the team leader was responsible for overall strategy development; extensive stakeholder consultation; master plan proposal conceptualization and preparation of final document & presentation.

SunRail Station Area Study Plan for Sanford, Seminole County, Sanford, Florida, U.S.A, 2013 – IBI Group was retained by Seminole County to undertake a Station Area Study Plan for the Sanford SunRail Station. Mr. Kalra, as the Project Manager, was involved in the project on the following tasks: compile data and perform GIS analysis of all roadways and properties within a half-mile radius of the Sanford Commuter Rail Station; prepare thematic maps based on primary and secondary surveys for pedestrian, cycling, and vehicular traffic patterns; develop alternative scenarios for growth based on a base layer of transportation improvements; proposed strategies and recommendations to improve first and last mile connectivity to the commuter rail transit system including integration with other public transit modes and improved walking and cycling infrastructure; prepare and facilitate a comprehensive community and stakeholder outreach program.

Naya Raipur TOD Study, Naya Raipur, Chhattisgarh, India Naya Raipur Development Authority (NRDA) – The Naya Raipur Development Authority, with support from the World Bank, commissioned IBI Group to develop a Transit Oriented Development (TOD) strategy for Naya Raipur to better integrate land development, transportation and infrastructure investment, within the overall City Development Plan. Mr. Kalra serving as the Project Manager was involved in ensuring team coordination and client liaison throughout the course of the project. Mr. Kalra reviewed national and international best practices on transit systems and its integration with development; conducted gaps and consistencies analysis for past and current planning documents related to transit systems and development regulations w.r.t TOD principles; BRT transit system SWOT analysis; BRT route operation alternatives analysis; prepared TOD Station Area Plans; formulated streetscape guidelines; recommended modifications to Master Plan and Development Code; prepared implementation strategies including regulatory changes, branding, marketing and institutional framework; organized, facilitated and documented capacity building workshops, stakeholder meetings and design charrettes with governmental agencies and private developers.

Bhubaneswar Urban Knowledge Centre, Bhubaneswar Development Authority, State of Odisha, India, 2015- (Team Leader) – Bhubaneswar Urban Knowledge Centre is envisioned as a one-stop technical resource centre for BDA, BMC, BSCL (Smart City SPV) and BPTSL (Transport SPV). BUKC, as a technical research cell, seeks to address planning and plan implementation issues that are beyond the mandate of the traditional master plans and the current fragmented planning and implementation structure in Bhubaneswar. It aims to build capacities in local agencies effectively integrating across administrative and conceptual boundaries in the following five domains- 1) Child-friendly Smart Cities Centre; 2) Complete Streets; 3) Smart Growth; 4) Placemaking, Open



Space and Heritage Preservations; and 5) Communication, Outreach and Knowledge Management. As the Project Director, Mr. Kalra is involved in all stages of the project from management to detailed master planning, formulation of design guidelines, and handholding during implementation phase.

Broad River Road Corridor TOD Study, Central Midlands Council of Governments, South Carolina, U.S.A, 2010 - IBI Group was retained by the Central Midlands Council of Government to prepare a detailed land use and transportation study along a 5.6 mile transportation corridor- Broad River Road- which passes through multiple jurisdictions. Mr. Kalra's specific role in this project includes: existing conditions inventory- land use, regional bus transit system and infrastructure carrying capacity; GIS Mapping; transit-supportive land use modelling; visioning; formulation of goals, objectives and policies in support of integrated transit and land use development models; phasing plan; implementation program; identification of funding sources; preliminary financial estimates; conducting community workshops; plan approval from relevant authorities; and preparation of final master plan documents.

Bhubaneswar Town Centre Master Plan, Bhubaneswar Development Authority, Bhubaneswar, State of Odisha, India, 2015 – Bhubaneswar Development Authority selected IBI Group to prepare a master planning and urban design strategy for the redevelopment of a 12-acre site in the heart of Bhubaneswar's new town precinct. Strategically located at the Master Canteen Chowk, the site is uniquely positioned to take advantage of multi-modal public transportation facilities including the old Bhubaneswar Railway Station, the Intercity Bus Terminal, and the proposed BRTS route to create a Town Centre. The redevelopment plan prepared by IBI was designed as a vibrant and self-financing mixed-use destination focused on prioritizing pedestrian movement and improved traffic circulation in an aesthetically upgraded built environment. Mr. Kalra, as the team leader, was involved in data collection; monitoring site surveys; conducting multiple stakeholder consultations; developing conceptual master plans with alternatives; presentations to the stakeholders & preparing the reports.

Tavares Downtown TOD Master Plan, City of Tavares, USA - IBI Group was retained by the City of Tavares to develop a revitalization plan for the 400-acre district encompassing the City's downtown CRA district. The master plan's goal was to propose development patterns that support densification of the city's urban core, as well as encouraging the creation of a vibrant mixed-use environment in anticipation of the arrival of the commuter rail in Central Florida. The end product included a comprehensive document that proposed detailed recommendations related to land use and housing, urban design, circulation and multimodal transportation options, economic development, historic preservation, and recreation along the downtown's exceptional Lake Dora waterfront. Mr. Kalra, serving as the senior planner and urban designer on this project, provided assistance in all aspects of the project including: day-to-day management, team coordination, inventory and analysis, writing reports, conducting workshops, formulating implementation strategies, and production of final deliverables.

SR54 Transit Oriented Development Study, Pasco County, Florida, U.S.A, 2013 - IBI Group was retained by Pasco County in Florida, U.S.A to prepare a study for promoting integrated transit planning and land use principles along an 115 mile corridor. Activities performed by Mr. Kalra includes: existing conditions inventory & analysis; data collection and GIS mapping; review of previous plans and programs; visioning; stakeholder workshops; land use planning; development code regulations; urban design guidelines; detailed capital improvement programs and phasing plans for including delineating organizational roles and relationships of various entities involved, timing of projects, and identifying funding sources for key projects; capacity building and training programs.





Key Personnel

ALLAN LANG
Sr. Associate, Economic Development



Over 30 years of experience in local government and the nonprofit sector including management positions in community development; city planning; business and economic development. Areas of experience and accomplishment include neighborhood redevelopment; community planning; organizational development; marketing; and economic development projects. Fundraising experience includes grant writing and successfully securing local and federal grant funds.

EXPERIENCE

City of North Port, FL

Economic Development Manager
January 2008 – September 2014

City of College Park, GA

Economic Development Specialist
January 2002 – December 2007

GRASP Enterprises (*Greater Atlanta Small Business Project*)

February 1999 – December 2001
Director of Resource Development

Independent Consultant

June 1996 – February 1999

Atlanta Minority Business Development Center

August 1998 – November 1998
Project Coordinator

Atlanta Committee for the Olympic Games

June 1994 – June 1996
Project Coordinator

GRASP Enterprises

March 1992 – June 1994
Director of Community Development

Urban Planner

City of Dayton Ohio

April 1975 – March 1989
Senior City Planner

EDUCATION

MCP University of Cincinnati, 1973
Major: Community Planning
BA Hiram College, 1971
Major: Social Sciences

AFFILIATIONS

International Economic Development Council
International Council of Shopping Centers
National Forum for Black Public Administrators
University of South Florida: Community Leadership Council
State College of Florida Advisory Board
GulfCoast Business Finance
Big Brothers/Big Sisters of the Sun Coast
Sarasota Film Commission Council
West Coast Black Theatre Troupe
Multicultural Health Institute

AWARDS & RECOGNITION

People to Watch in 2012: Herald Tribune Newspaper
Outstanding Member Award 2009-2010:
Gulf Coast Business Finance Award of Appreciation, July 2010: Benderson Development Corp.
25 People to Watch 2008: Biz 941 Magazine
Must-Know Contacts in Sarasota Co.: Florida Trend Magazine, Jan. 2011
Friend of the Year Award, 2008: North Port Chamber of Commerce
Certificate of Participation (Plenary Speaker): 2011 Manasota Diversity Conference

City of Atlanta Georgia
May 1989 – February 1992

Strategic Planning Group, Inc. ~ Page 1



Key Personnel Resumes



Jack Shad

Planning and Real Estate

Mr. Shad has over 15 years experience in urban and redevelopment planning. Complementing his redevelopment plan, he is a real estate broker with significant experience in

historic preservation.

Experience:

Project Manager for the *Southwest Jacksonville Vision and Master Plan*.

Project Manager for the *Northwest Jacksonville Vision and Master Plan*.

Authored the historic preservation and neighborhood plan development and implementation, Jacksonville.

Developed *Downtown Jacksonville Parklet Program*.

Co-founded *The Court Urban Food Park*, Jacksonville.

Managed the Office of Parking, Jacksonville.

Project Manager for the redevelopment of the 5 Points Theatre Building.

Prepared the Long Range Planning and Community Development sections of the Jacksonville Comprehensive Plan.

Secured \$750,000 in historic tax credits and \$400,000 in property abatement for historic preservation.

Education

B.A. with honors, History and English, University of Florida, 1997

MA in Urban and Regional Planning, University of Florida, 2015

Registrations

Licensed Florida Broker #BK3133431

Community Involvement

Board & Committee Member, *Riverside Avondale Preservation*, Jacksonville.

Founding Board Member, *Save Fenway Park*, Boston Massachusetts

DAVID GJERTSON, RLA, AICP, ASLA

Landscape Architect/Urban Planner

Mr. Gjertson has 35+ years of urban planning and landscape architecture experience specializing in sustainable solutions for transit-oriented development, transportation corridor enhancement planning and design, neighborhood revitalization, redevelopment master planning, urban design guidelines, and code review. Project work includes the design and construction management of urban plazas, streetscapes, roadway corridors, urban parks and wayfinding systems. Mr. Gjertson is a recognized expert in philosophies of Smart Growth and New Urbanism and has applied this knowledge to the project management and design of over 50 projects.

Mr. Gjertson's position at IBI Group (Florida) is working with the Urban Planning/Landscape Architecture Department assisting with business development and project facilitation. He will provide support for project conceptualization and design, project management, client presentations and public involvement facilitation, planning document authorship, consultant teaming strategies, multi-disciplinary staff coordination, construction documentation and review and construction management.

Representative Experience – Florida

I-395 Urban Design Project, Miami, Florida: Lead Consultant and Urban Design Project Manager for ground-plane components of I-395 elevated roadway reconstruction project connecting Overtown community to OMNI district. The context of the I-395 Reconstruction Project is unique from an urban design perspective. It is a multiple-corridor master plan situated below an elevated roadway and bridge system. It encompasses several blocks of a grid street system that is not aligned with the structure above. The resulting urban "pattern" below the roadway structures is an existing street network and vacant parcels presently fenced and inaccessible to pedestrians. Improvements to public and private realm included: programming public spaces below the roadway, recreation facilities, community gardens, public passive parks, streetscape improvements, community gateways, and open space design. The design employed transit-oriented development principles, pedestrian connectivity, site planning and built form design guidelines. (2013-2017)

Brickell Avenue Landscape Enhancements & Multi-Use Trail, Miami, Florida: Beautification project for Brickell Avenue extending from 25th Road to 15th Road. Brickell Avenue landscape design and installation features preservation of large existing trees and the replacement of aging canopy trees with large specimen trees. An emphasis was placed on the addition of flowering shrubs and ground covers to enhance the aesthetic quality of the adjacent residential properties. Also included in the project is a multi-use trail. (2013 - 2014)

Veterans Expressway Widening (Sugarwood to Vandyke) Landscape Opportunity Plans, Florida Turnpike: Provided Landscape Opportunity Plans using an innovative approach of combining ecologically based plant communities.

Education:

Bachelor of Science - Landscape
Architecture, University of Wisconsin 1976

Experience:

3/2018 – Present

IBI Group (Florida) Inc., Pompano Beach, Florida,
Landscape Architect/Urban Planner

4/2012–2/2018

TY Lin International, Atlanta, Georgia, Group
Leader- Urban Planning/Landscape Architecture

6/2011 – 3/2012

Gjertson Design, LLC

6/2008 – 5/2011

IBI Group, Inc., Atlanta, Georgia Landscape
Architect/Urban Planner

4/2004 – 5/2008

Heidt & Associates, Inc., Sarasota, Florida Group
Leader Landscape Architecture

2/2001 – 3/2004

WD Dickson, Inc. Atlanta, Georgia Group Leader
Landscape Architecture

2/1992 – 1/2001

WD Dickson, Inc. Sarasota, Florida Group Leader
Landscape Architecture

Registrations:

Licensed Landscape Architect:
Florida #0001141 (1987)
Georgia #1444 (2009)
South Carolina #1091 (2009)
North Carolina #1588 (2009)

AICP Certified Urban Planner

Awards:

American Society of Landscape Architects –
Georgia Chapter – Executive Committee
Member – 2011

Washington, North Carolina Downtown
Revitalization Program – Georgia ASLA
Merit Award – 2007

Yellow River Regional Park ASLA Award –
2006

South Rome Redevelopment Master Plan –
ASLA Award – 2004

US17 Corridor Design Guidelines – National
Association of Development Organizations
Research Foundation (NADO) Innovation
Award – 2002

French Broad River Park– Master Plan –
Georgia ASLA Award – 2003

Participant Georgia DCA Quality Growth
Program including: White County, City of
Thomasville, GA & Walker County



Plans preserved existing canopy where possible and “bold” landscape enhancements at gateways and interchanges. Christopher Keller: Landscape Program Manager for the Florida’s Turnpike Enterprise. (2015) (407-805-0355)

City of Sarasota, Master Plan of the Commercial Tourist District on St. Armands Key, Sarasota, Florida: Lead Consultant and Project Manager. The purpose of the master plan was to provide a framework for the redevelopment of the aging St. Armands Circle commercial district. The project’s goals were to improve parking access quantity and access, provide redevelopment scenarios for the two “quads” of St. Armands Square and facilitate a comprehensive public involvement project. The project was fast-tracked and was completed in six months. (2009)

Central Pasco Employment Village (CPEV), Area Plan, Pasco County Florida: Lead Consultant and Project Manager. The Area Plan was initiated in 2007 by the Pasco County Florida Board of County Commissioners for approximately 2,400 acres of private property centrally located in Pasco County. The resulting CPEV Area Plan fulfilled the vision to create a Live/Work/Play community to provide jobs, housing and recreational opportunities with exceptional livability standards and protection of the natural environment. (2008)

Florida Department of Transportation (FDOT), US 64 Highway Beautification, Bradenton, Florida: Lead Consultant and Project Manager. The project was for 15-miles of state-owned roadway and was titled “Gateway to Manatee-Landscape Beautification”. It featured landscaping and irrigation according to FDOT guidelines and specifications. An emphasis was placed on the utilization of native plants and water conservation. Several innovation methods for applying irrigation were explored including: multiple shallow wells, deep aquifer wells and application of reclaimed water through the use of stand pipes and water trucks. A large area was set aside for habitat restoration at the Manatee River crossing featuring wetland plants, re-contoured riverbank as a fish breeding area with wood decking overlooks.

Collier County Grade Separation Study and Master Plan, Collier County, Florida: Project Landscape Architect. Master plans for three proposed grade-separated roadways in Collier County, Florida. The plans and sketches included innovative solutions for enhancing the visual impact and pedestrian utilization of the proposed structures. The design included: unique balustrade design, “tiered” landscape treatments to retaining wall structures, public art and, comprehensive pedestrian improvements with boardwalks, lighting, bicycle trails and street furniture. All three interchanges were developed with unique aesthetic treatments and will connect to the existing Collier County parks system. (2000-2001)

Representative Experience – Southeast United States

Fairfield County, South Carolina – Strategic Community and Economic Development Master Plan: Project Manager. T.Y. Lin International was selected to provide a county-wide strategic economic and community master plan designed to enable Fairfield County to preserve the qualities that make it unique while stimulating economic potential to ensure quality future development patterns. The key to this transformation is a comprehensive public outreach program that builds upon the county’s assets through an effective economic development strategy while protecting the physical environment.

Professional Affiliations

American Society of Landscape Architects
Congress for New Urbanism
Urban Land Institute (Associate Member)
American Planning Association

Certifications/Training

American Institute of Certified Planners
(AICP Certified)
Atlanta Regional Commission (ARC)
Regional Economic Competitiveness
Strategy – Liveability Subcommittee – 2014-
2015
Atlanta Bicycle Coalition Member – 2013-
2017
PEDS Member (Pedestrians Educating
Drivers on Safety), Atlanta Advocacy Group
2013-2015
Regional Pattern Book Charrette ASLA
Table Leader – 2007
Georgia Institute of Technology – Guest
Lecturer – “Urban Studies” – 2002-2004
Atlanta Regional Commission (ARC) – Jury
Member for Awards of Excellence – 2003



www.ibigroup.com

Clayton/Jackson Streetscape Project, Athens, Georgia: Urban Design Project Manager. Streetscape design for the urban core of Athens, Georgia primary corridors based on “Complete Streets” criteria developed by TY Lin International. The National Complete Street Coalition is a grass roots organization established by urban planners and transportation engineers through the support of local governments and has provided a guideline for redefining how urban streets should look and function. (2012-2013)

2nd Street Vision Block, Macon, Georgia: Urban Design Project Manager. Streetscape, hardscape design and implementation for the “2nd Street Vision Block” for the City of Macon. The Vision Block will serve as the prototype for sustainable streetscapes in downtown Macon. Design features include planning for fixed-rail transit, bio-retention, rainwater re-use for irrigation, energy efficient LED lighting, bicycle lanes and accommodations alternative methods of travel including plug-in areas for electric vehicles. (2013-2014)

Washington, DC – Capitol Street/Frederick Douglas Bridge Approach Plazas: Project Manager-Urban Design. Project includes urban design component for Capitol Street corridor approaches and surrounding streetscape and urban park system. Significant features include: two 30 acre urban parks, connecting linear park system to the Anacostia River, Frederick Douglas Heritage Trail and all associated streetscape design leading into the Suitland Parkway area. District of Columbia Dept. Of Transportation (DDOT). (2016)

Wynnton Road Streetscape Project, Columbus, Georgia: Urban Design Project Manager. Streetscape, hardscape design and implementation for seven-block “gateway” to Columbus to facilitate a T.Y. Lin International initiated Transportation Enhancement (TE) Program through Midtown Alliance of Columbus. Plans include streetscape amenities, signature urban plaza, landscape and hardscape features, roadway, and pedestrian improvements. (2013-2014)

Martin Luther King Street/NW 62nd Street Median Landscape Enhancement, City of Miami, Florida: Landscape and irrigation design for Martin Luther King Street/62nd Street extending from NW 12th Avenue to NW 6th Avenue. Project includes preservation of existing canopy and palm trees and installation of flowering shrubs and groundcovers. The project also includes the design and implementation of a complete irrigation system. (2014)

City of Milton, Comprehensive Park and Recreation Master Plan, Milton, Georgia: Lead Consultant and Project Manager. The City of Milton envisioned the need for an effective master planning effort to guide future development and implementation of a Comprehensive Parks and Recreation Master Plan. Prepared community-driven plans that provide recommendations to implement both park and recreation programming and facilities strategies until the year 2030. This implement was accomplished through a detailed resource inventory and analysis, study of land use regulations and the development of accurate level of service standards. This Master Plan identified the recreational needs of the citizens of the City of Milton and it recommended strategies for meeting those needs. (2012)

Central Midlands Council of Governments (CMCOG), Broad River Road Corridor and Community Master Plan, Columbia, South Carolina: Lead Consultant and Project Manager. Coordination and cooperation with Richland County to perform a land use and transportation study (Transit Oriented Development) along Broad River Road and surrounding neighborhoods. The project area encompassed 5,000 acres and 22,000 residents. The intent of this study was to examine roadway capacity, streetscape and other aesthetic enhancements, intersection improvements, congestion management, transit center design and redevelopment opportunities for commercial and residential use. The study also incorporated transit oriented development (TOD) principles and practices that enhance the safety, security, and efficiency of the transportation system. Several methods and processes were utilized to fully engage the Broad River Study Area community including: project website to provide “real time” information concerning the study area and a venue for public comment, focus group and key stakeholder interviews. (2009)

City of Washington North Carolina, Downtown Washington Waterfront Master Plan, Washington, North Carolina: Lead Consultant and Project Manager. The master plan was conceived by a City of Washington Private Public Partnership to enhance and promote development on the Washington waterfront and the urban core. The project included a comprehensive economic study, inventory and analysis, urban design strategies and supporting



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graphics. (2004)

Rome, Georgia, South Rome Master Plan Redevelopment, Rome, Georgia: Lead Consultant and Project Manager. Provided strategy for the economic realization for the South Rome neighbourhood in Rome, Georgia. The master plan was based on sound economic analysis and the principles Smart Growth and New Urbanism including: proposed mixed use projects, neighbourhood commercial nodes, interconnected trail and streetscape system and a comprehensive Affordable Housing Program. (2004)

East Point/College Park Streetscape, East Point/College Park, Georgia: Lead Consultant and Project Manager. The College Park/East Point Streetscape was conceived as a Transportation Enhancement-21 project that featured a master plan for redevelopment and a prototypical streetscape design implemented in a three-block area of each city. The resulting project was to be an attractive well-lit, comfortable and easily accessible business district. The streetscape design for each city is unique and reflects the desires of each through a comprehensive public involvement program. (2003)

City of Hinesville, Redevelopment Master Plan for Hinesville Urban Core, Hinesville, Georgia: Lead Consultant and Project Manager. The plan addressed the specific needs of the community based on Smart Growth and New Urbanism principles. This comprehensive master planning process centered on the economic viability of the Urban Core and surrounding commercial and residential districts. An implementation program was developed that identified 29 individual projects and funding strategies through an innovative public involvement program. Since its adoption, more than 75% of the master plan has been implemented. (2003)

Coastal Georgia Regional Development Center, US 17 Corridor Design Guidelines: Lead Consultant and Project Manager. The manual was developed as a “prototype” manual to serve rural communities extending from Savannah, Georgia to St. Augustine, Florida standardizing streetscape and facade design. The manual covers 9 counties and over 30 cities and was both distributed and promoted through the Coastal Regional Development Center (CGRDC). (2002)



Robert E. Bush Transit Principal

A focused and results-driven transit leader with extensive experience in transit operations and analysis, service planning, route scheduling, productivity reviews, ridership estimating, rider surveys, direction of public meetings, capital planning, long-range strategic planning, and financial analyses. Leverages local, regional, national, and international experience to solve complex challenges. A forward-thinking producer who develops comprehensive operating plans, making significant immediate and long-term contributions to the operational efficiency of broad-based transit systems.

Representative Experience

Bruce B. Downs Regional Transit Corridor Evaluation - As Transportation Planner on the project, Mr. Bush evaluated premium transit options along corridor in Hillsborough and Pasco Counties, as key element in Tampa Bay Area Regional Transportation Authority (TBARTA) master plan. Evaluated alternatives including BRT and LRT that would connect with potential light rail line proposed by HART in Tampa. Developed bus alternatives for evaluation.

Asheville Transit Master Plan – As Project Manager, Mr. Bush completed comprehensive assessment of the transit system in Asheville, North Carolina. Conducted productivity review of existing services. Developed recommendations to improve performance of existing routes and double frequency of service on key corridors without increasing costs. Identified areas for service expansion, determined capital implications including expansion and replacement of operating facility, and prepared ten-year financial plan. Earned subsequent contract to evaluate potential for expanding service into regional system.

C-Tran Service Implementation - As Project Manager, Mr. Bush multi-year study and implementation of demand-response transit service within Cary. Assisted senior and persons with disabilities task force in identifying ways to implement transit services; considered contracting with private provider or human service agencies, taxicab-based subsidy program, or operation by town personnel. Estimated cost and vehicle requirement for each option. Prepared Request for Proposal (RFP) for operation by private provider and served on selection committee. Awarded follow-up contracts to evaluate system performance and recommend ways to phase in general public service and fixed-route services.

C-Tran Service Implementation - As Project Manager, Mr. Bush updated ten-year transit plan for Wolfline service and associated capital facilities; project included operational evaluation and location of transit centers and park and ride lots for inclusion in update of overall campus master plan.

Hidalgo County Transit Feasibility Study and Implementation Plan - As Project Manager, Mr. Bush prepared study that identified community need for transit, developed transit concepts and alternatives, and recommended implementation and operation plan for transit service. Led public involvement program involving focus groups, elected official briefings, stakeholder interviews, and public meetings to assess local needs for transportation and discuss transit alternatives. Developed service plan to most effectively deliver recommended transit service within financial constraints.

Education

B.A. International Studies, Rhodes College, 1980

Master of Business and Public Management, Rice University, 1982

Experience

2017–Present

Transit Principal – IBI Group

2014-2015

Transit Services Leader-East, RS&H

2005-2013

Transit Principal, HDR Engineering

1999-2005

Senior Transit Planner, Wilbur Smith Associates

1996-1999

Transit Planner, LKC Consulting

1981-1996

Manager of Service Planning, Metropolitan Transit Authority of Harris County

Memberships

Board Member, Phi Beta Kappa Association of Wake County Member, American Planning Association

Member, Cary Transportation Advisory Group

Member, Town of Morrisville (NC) Blue Ribbon Commission on Transportation Funding

Member, APTA Committees on Bus Operations; Policy and Planning; Multimodal Operations Planning; Bus and Paratransit Conference Planning; Metropolitan Planning; and BRT Council

Friend, TRB Committees on AP015 Transit Capacity and Quality of Service; AP025 Public Transportation Planning and Development; AP030 Public Transportation Marketing and Fare Policy; AP045 Intermodal Transfer Facilities; and AP050 Bus Transit Systems

Registrations

Certified Planner, American Institute of Certified Planners, 1992



Comprehensive Transit Development Program (TDP) and Comprehensive Operational Analysis (COA) - As Project Manager, Mr. Bush combined TDP and COA of Birmingham system. Managed preparation of project management plan, public engagement plan, and boarding and alighting count. Conducted peer review of similar systems.

Long-Range Service Plans - As Transportation Planner on the project, Mr. Bush prepared operating plans for METRO's long-range efforts including overall service goals and objectives and interface with and effect on capital facilities and activity center service plans, with specific focus on balance between customer and community needs.

Ridership and Fixed-Route Analysis - Mr. Bush served as project manager for Central Arkansas Transit Authority (CATA) analysis. Conducted boarding and alighting survey and transfer pull to collect current ridership, performance, and transfer data for each route. Produced system and route profiles of CATA, and performed schedule analysis to evaluate current service levels. Identified existing needs and deficiencies in CATA system.

Service Network Redesign - As Task Manager, Mr. Bush integrated all routes into comprehensive system-wide interactive network for Fort Worth Transportation Authority (the T). Recommended scheduling changes necessary to achieve improved service delivery and developed ongoing program for timed-transfer scheduling. Assisted staff in identifying most appropriate service type and utilization of resources for study area.

Research Triangle Park 50-Year Master Plan - As Task Manager, Mr. Bush developed transit aspects of 50-year master planning effort. Identified locations for rail stations and conceptual alignment for future Light Rail Transit (LRT) system. Developed short-term bus plans.

Capital Area Metropolitan Planning Organization Transit Development Plan - Mr. Bush served as project manager for short- and long-range transit study in Wake County. Completed overall evaluation of transit needs in conjunction with half-cent sales tax referendum. Identified bus transit needs for Raleigh, Cary, and Triangle Transit systems to complement long-range rail plans. Developed detailed service plan for Capital Area Transit (CAT) in Raleigh for the short-term. Determined service plan, capital plan, and financial impacts. Conducted public meetings and stakeholder interviews to solicit input.

Piedmont Authority for Regional Transportation Long Range Plan - As Project Manager, Mr. Bush handled overall evaluation of long-term planning for transportation agency with responsibility for two urban counties in the Triad area of North Carolina encompassing Greensboro, High Point, and Winston-Salem. Developed strategic plan for expansion of transit services for use in soliciting voter approval of dedicated sales tax referendum. Determined service plan, capital plan, and financial impacts. Conducted public meetings and stakeholder interviews to solicit input.

JATRAM Transit System Study - As Project Manager, Mr. Bush completed comprehensive operational analysis of JATRAM system. Evaluated areas of potential demand through analysis of census and travel demand data. Reviewed performance of existing routes using boarding and alighting checks. Developed recommendations for improved performance and new services.

Transit Network Study - Mr. Bush served as project manager for Transit Authority of Northern Kentucky (TANK) study of existing operations and future plans. Developed recommendations for future transit goals for region south of Cincinnati.

Service Planning Task Order - As Project Manager, Mr. Bush provided on-call consulting assistance to Maryland Transit Administration. Developed new shuttle image, audited route profile report, completed inventory of parking facilities, and conducted on-time performance review.



Long-Range Visioning - As Project Manager, Mr. Bush evaluated Akron METRO's services and developed long-range vision. Conducted productivity review, public workshops, and 20-year plan preparation.

Greenville and Pitt County Regional Transit Feasibility Study - As Project Manager, Mr. Bush studied feasibility for consolidating transit services in Pitt County. Examined City of Greenville, Pitt County, East Carolina University, and Pitt County Memorial Hospital. Considered range of management options from coordinating certain activities to consolidation of the organizations.

Downtown Knoxville Transportation Linkages Study - As Transit Planning Task Leader, Mr. Bush developed operating plans for bus trolley service connecting downtown to University of Tennessee and surrounding communities. Estimated costs and vehicle requirements.

Lafayette Parish Transit Study - As Task Manager, Mr. Bush analysed needs of City of Lafayette Transit (COLT) fixed-route and complementary paratransit service. Developed and evaluated service alternatives designed to increase system performance. Investigated opportunities for coordinating services provided by the Lafayette Parish School Board, University of Southwestern Louisiana, and private provider transportation services with COLT to reduce duplication of services and possibly expand transportation coverage. Developed 20-year financial analysis of recommended service changes. Identified \$160,000 annual savings and \$380,000 annual investment opportunities.

Advanced Planning and Environmental Assessment Project - Mr. Bush served as a Transportation Planner who reviewed conditions of four components of Central Oklahoma Transportation and Parking Authority's metropolitan area projects transportation system, including downtown rail and interim bus services. Reviewed and confirmed route alignments, terminal locations, and stop locations of components and used results of review to prepare operating plans for each of four components. Estimated annual costs for each of four components and documented results of analysis in planning report.

City of Houston Airport Shuttle Alternatives Analysis - As Transportation Planner on the project, Mr. Bush identified alternative strategies for management and operation of parking shuttle at Houston Intercontinental Airport; resulted in annual savings of \$770,000, or 29% of current cost. Interviewed Department of Aviation personnel, observed schedules and vehicle assignments, analyzed driver job specifications, and evaluated ridership patterns to determine opportunities for improvement. Reviewed fleet maintenance and procurement procedures, analyzed cost of shuttle operations, and evaluated potential for privatization.

Annual and Five-Year Service Programs - As Transportation Planner on the project, Mr. Bush developed annual updates of METRO's five-year service program. Identified potential service changes, estimated ridership, coordinated with five-year programs of other departments, and documented final program. Prepared annual service plans for \$175,000,000 operating budget. Managed implementation of service changes, including express and subscription bus service.

Service Prioritization Methodology - As Task Manager, Mr. Bush designed methodology for prioritizing proposed service projects using combination of efficiency and effectiveness measures. Identified ways to quantify impacts of service changes based upon major transit attractors and generators served. Evaluated over 160 projects for inclusion in annual implementation plan.

"Lifeline" Service Program - As Transportation Planner on the project, Mr. Bush created "lifeline" program to identify existing and candidate routes to serve areas of critical need, such as social service locations, subsidized housing, and public medical facilities. Pioneered evaluation approach that acknowledged special nature of locations and lessened pressure to cut service on routes when service reductions required due to financial constraints.

Major Activity Center Service Plans - As Transportation Planner on the project, Mr. Bush implemented operating plans for all seven major activity centers in METRO service area. Redesigned downtown service to improve coverage of developed areas, to minimize walk distances required for transferring riders and riders destined to downtown, to establish layover zones for operators, and to create focal points for future capital improvements. Created service focal points in Greenspoint and Westchase to increase visibility of transit in suburban locations.



District of Columbia Streetcar Privatization Study - As Transportation Planner on the project, Mr. Bush reviewed letters of interest submitted for contracting of streetcar and bus services in Washington, DC. Reviewed Letters of Interest (LOI) for impacts to city's bus services.

Trunk Highway (TH) 65 Commuter Bus Study - As Transportation Planner on the project, Mr. Bush hired to refine service and capital plan for new commuter bus service to downtown Minneapolis. Updated bus plan in CMAQ grant; estimated ridership using Longitudinal Employer Household Dynamics (LEHD) data from United States census; and determined costs. Held meeting with potential bidders in preparation for RFP.

Highway to Highway (H2H) Environmental Impact Study Connection - As Transportation Planner on the project, Mr. Bush prepared Environmental Impact Statement (EIS) for Seward highway to Glenn highway (H2H) connection for Alaska Department of Transportation and Public Facilities. Developed multimodal solutions to improve mobility for vehicles, transit, bikes, and pedestrians between Seward and Glenn highways. Created BRT alternatives and participated in public meetings.

I-75 Project Development and Environment Study - As Transit Task Manager, Mr. Bush developed transit master plan for corridor included conceptual BRT guideway alongside widened freeway. Served as transit task manager; coordinated Project Development & Environment (PD&E) process with Federal Transit Administration (FTA), developed service concepts, and identified phased implementation plan for improvements along 22-mile corridor.

Hillsborough Area Regional Transit (HART) Bus Rapid Transit Planning Study - As Transit Operations Task Leader, Mr. Bush identified two best corridors, prepared service and capital plans, and developed implementation schedule.

Piedmont Authority for Regional Transportation (PART) Alternatives Analysis - As Task Manager, Mr. Bush Contributed to second phase of PART study; examined 40-mile corridor for potential rail service on existing freight lines. Served as task manager for purpose and need and alternatives descriptions tasks. Participated in public involvement process. Developed BRT and regional rail service plans.

Eastrans Commuter Rail Feasibility Study - Mr. Bush served as project manager for study to evaluate potential for introducing commuter rail service on 100 miles of existing rail lines in Wake County and adjacent counties. Developed cost estimates, schedules, and target ridership levels.

Triangle Transit Authority (TTA) Bus Fleet Management Plan - As Project Manager, Mr. Bush prepared FTA-required bus fleet management plan in association with TTA's regional rail implementation. Determined bus requirements, procurement plan, and maintenance facility's needs. Issued supplement contract to address additional questions from FTA.

Piedmont Triad Region Mobility Major Investment Study - As Project Manager, Mr. Bush served as project manager for transportation alternatives linking Greensboro, Winston-Salem, and High Point for Piedmont Authority for Regional Transportation (PART). Considered alternatives including Bus Rapid Transit and regional rail. Conducted public meetings, reviewed cost estimates, and prepared documentation for precursor report for Federal Transit Administration new starts process.

Central Phoenix and East Valley Major Investment Study - As Transportation Planner on the project, Mr. Bush developed operating philosophy for bus and rail service for Phoenix metropolitan area as part of Preliminary Engineering/Environmental Impact Statement (PE/EIS) for area's rail studies. Prepared detailed operating plans for each bus route in system for use in the long-range transportation modeling efforts.

Southeast Corridor - As Transportation Planner on the project, Mr. Bush developed bus service options for Southeast Corridor for METRO's strategic planning for 2020 long-range plan. Prepared revised transit service plan for short-term transit improvements and developed program of improvements based on demonstrated need and stakeholder input. Assisted in definition of recommended transit facilities for corridor. Prepared Operating & Maintenance cost estimates and assessed financial feasibility for recommended plans.



Priority Corridor Alternatives Analysis - As Transportation Planner on the project, Mr. Bush developed bus operating plans for priority corridor alternatives analysis and draft environmental impact statement (DEIS). Analyzed no action, transit systems management, busway, and light-rail alternatives. Coordinated coding of operating plans into EMME/2 transit-modeling package.

System Connector - As Transportation Planner on the project, Mr. Bush developed operating plans for system connector alternatives analysis rail study. Prepared service descriptions for input into UTPS transit-modeling package.

Houston High Occupancy Vehicle (HOV) System Plans - As Transportation Planner on the project, Mr. Bush prepared operating plans for METRO's 100 mile, six HOV-lane systems. Located park and ride lots and transit centers, and developed coordinated service plan between commuter and local services in corridors. Performed operational analyses required for alternatives analysis and draft environmental impact statements studies.



Vivian L. Brooks AICP

Ms. Brooks, AICP, MURP, FRA-RA, is an urban planner, redevelopment professional, land use and zoning policy expert and urban market analyst. She has over 18 years of experience in urban redevelopment planning and project development as a director in both non-profit and public organizations.

She provides urban planning, public engagement and strategic planning to IBI as well as maintaining a planning consulting practice, Community Planning Solutions, LLC. Services provided include: urban planning, land use, development entitlement, public engagement, redevelopment plans, workforce housing policy, implementation plans, public-private partnership structure and transit oriented policy guidance. Ms. Brooks has extensive experience in the development of community redevelopment area plans consistent with Fla. Stat §163.3 including the drafting of land use policies that enable the implementation of CRA plans. She is a South Florida native with an in-depth knowledge of the market and policy factors affecting Florida cities.

Urban Redevelopment Planning Experience

Boynton Beach Community Redevelopment Plan, Boynton Beach, Florida — Ms. Brooks led the effort to create a new community redevelopment plan encompassing the 1,650-acre CRA area. She led 6 public workshops to obtain community consensus. The Plan was the first in the history of the Boynton Beach CRA to provide a comprehensive vision for the entire community redevelopment area. The Plan includes policies that provide density bonuses to implement the Transit Oriented Development Area supporting the future Tri-Rail Coastal Link commuter rail line and creating linkages between the various neighborhoods within the CRA.

The Set Transformation Plan, Delray Beach, Florida — Ms. Brooks is on the IBI team charged with creating a broad plan for a 993-acre community within the Delray Beach CRA. The Set Transformation Plan addresses connectivity within the community and the South Florida region, housing development, infrastructure improvements and issues of social equity. The Plan is based upon community input collected through one-on-one interviews and community workshops involving over 250 participants. Ms. Brooks' role in this project is community outreach and engagement, data collection and analysis, policy recommendations and authoring of the plan.

Northwood Mixed-Use District, West Palm Beach, Florida — To further the implementation of the Northwood/Pleasant CRA Plan, Ms. Brooks led the effort to adopt new land use and zoning codes for the downtown area within the Northwood neighborhood of West Palm Beach. The new form-based code maintains the historic character of the district while encouraging greater density and design flexibility.

Transit Oriented Development Planning Experience

Downtown Transit-Oriented Development District, Boynton Beach, Florida — As executive Director of the Boynton Beach CRA, Ms. Brooks worked with the South Florida Regional Transportation Authority and Treasure Coast Regional Planning Council to create a zoning overlay for

Education

Bachelor of Political Science, Florida Atlantic University, Boca Raton, FL - 1997

Master of Urban & Regional Planning, Florida Atlantic University, Ft. Lauderdale, FL - 2001

Experience

10/2017 – Present

IBI Group (Florida) Inc, Pompano Beach FL,
Senior Urban Planner

2016–Present

Community Planning Solutions, LLC, West Palm Beach, FL, Director

2011-2016

Boynton Beach Redevelopment Agency, Boynton Beach, FL, Executive Director

2005-2011

Boynton Beach Redevelopment Agency, Boynton Beach, FL, Assistant Director

1999-2005

Neighborhood Renaissance, Inc., West Palm Beach, FL, Assistant Director

Registrations/Designation

Certified Planner – #020755 – American Institute of Certified Planners

Florida Redevelopment Professional Designation (FRA-RP)

Florida Certified Business Enterprise (CBE) - Woman Owned – Urban Design and Engineering Services - 9-2017

Memberships

American Planning Association
Florida Planning Association
Business Development Board of the Palm Beaches
Urban Land Institute



a transit oriented development area within downtown Boynton Beach. The TOD Overlay District code permits increased density to both aid in the redevelopment of downtown and to create a compact walkable area with a variety of destinations. The TOD overlay has encouraged new, dense development. Currently, there are 1,312 residential units under construction or in the development pipeline within the TOD Overlay District.



FELIPE SÁES AZENHA

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PROFESSIONAL EXPERIENCE

Gridics

Co-Founder & VP of Business Development (September 2014-Present)

- Raised \$2.5mm from private investors for real estate data, analytics, and zoning SAAS applications.
- Captained the management team that developed and brought products to market
- Built relationships with brokers, land-use attorneys, developers, investors, appraisers and architects
- Efficiently managed administrative, financial, and accounting functions
- Effectively interviewed, hired, trained and directed team members

Zillow (as part of the StreetEasy acquisition)

Senior Market Manager (August 2013-August 2014)

- Cultivated and maintained strategic partnerships with large brokerage firms, multiple listing services and real estate developers throughout the southeast US.

StreetEasy

Senior Market Manager (October 2012-August 2013)

- Successfully led StreetEasy expansion into the South Florida market prior to acquisition by Zillow.

HSBC Private Bank International

Assistant Vice President, Relationship Manager, Miami, Florida (May 2008-October 2012)

- Managed a \$100 million portfolio composed of 250 clients from throughout Latin America
- Worked with new and existing clients to identify investment objectives and match client profiles to available products and services

Banco Itaú Europa International (as part of ABN AMRO acquisition)

Assistant Vice President, Account Manager, Miami, Florida (June 2007-April 2008)

- Assisted head of the Personal Banking to manage the department, prepared reports, and serviced clients
- Coordinated, supervised, and trained team of 5 account managers
- Cultivated leads and strengthened relationships between the company and clients through quality service

ABN AMRO Bank

Assistant Vice President, Account Manager, Miami, Florida (November 2005-June 2007)

- Assisted Private Banking officers with account management of high-net-worth-clients
- Coordinated implementation, enhancements, and training of newly introduced CRM software

Espírito Santo Bank

Account and Project Manager, Miami, Florida (November 2003-November 2005)

- Assisted head of the Private Banking department with account management of high-net-worth-clients
- Coordinated implementation and staff training of new CRM software

Peace Corps

Project Manager, San Lorenzo, Guatemala (May 1998-May 2000)

- Managed and supervised over 60 well-pump projects and 150 people
- Trained host country nationals in Appropriate Technology small business ventures
- Designed, participated, and evaluated community development training programs

EDUCATION

Master of Real Estate Development and Urbanism

University of Miami, Coral Gables, FL, May 2012

Master of Science in Organizational Management

School for International Training, Brattleboro, VT, December 2006

Bachelor of Arts in International Relations

Syracuse University, Syracuse, NY, May 1996

Licenses and Skills

- Florida Real Estate Brokers License
- Fluent in Portuguese and Spanish
- Microsoft Word, Excel, Powerpoint, Salesforce and Wordpress

Luciana Lins/ llins@gridics.com

Luciana Lins de Mello is an architect and urban planner with a Masters degrees in both Architecture and Engineering. Prior to joining Gridics, Luciana worked with Pelli Clarke Pelli Architects in New haven, CT where she developed master plans, airports and university campus buildings. In 2009 Luciana co-founded an architecture firm based in Sao Paulo, Brazil. Her firm was responsible for the design of several production facilities for airplane manufacturer Embraer as well as many bespoke residences. In 2013 Luciana was asked to join IPPLAN, a non profit urban planning institute, where she was responsible for developing master, comprehensive and transportation plans throughout Brazil. Luciana is also a professor and has taught architecture related courses at several universities. At Gridics, Luciana is contributing her experience to help develop Zonar - the future of smart urban development.

WORK EXPERIENCE

Project Manager, Gridics; Miami, FL, 2016–present

Product developer and pipeline manager of comprehensive urban planning and zoning software for cities.

Architect and Urban Planner, IPPLAN; São José dos Campos, SP, 2013–2015

Architect and planner at a non-profit organization developing strategic urban planning mechanisms through the development of zoning regulations.

Key Accomplishments

Comprehensive Zoning Code for the City of São Bento do Sapucaí, Sao Paulo - Brazil.

Mobility Plan for the city of Tremembé, Sao Paulo - Brazil.

Downtown Revitalization Plan and Public Benefits Analysis for the City of São José dos Campos, SP - Brazil.

University Professor, Universidade Paulista; São José dos Campos, SP, 2010–2015

University Professor, Universidade Vale do Paraíba; São José dos Campos, SP, 2013-2014

Visiting Professor, SENAC; São José dos Campos, SP, 2011

University professor teaching in the fields of design thinking (architecture, planning and landscape).

Partner/Co-Founder, Giannini Arquitetura + Design; São José dos Campos, SP, 2007–2015

Founding partner and managing business director.

Key Accomplishments

Embraer KC-380 Production Facility in Botucatu, SP - Brazil

Embraer KC-380 Production Facility in Cavião Peixoto, SP - Brazil

Grupo Libra Administrative Building in the port of Santos, SP - Brazil

Auditorium and Administrative building in Brasília, DF – Brazil

Architectural Designer, Pelli Clarke Pelli; New Haven, CT, 2001–2006

While at Pelli Clarke Pelli Architects, Luciana's experience included a range of both national and international architectural and planning projects as well as design competitions.

Key Accomplishments

Las Islas de las Canarias Waterfront Redevelopment Plan, Las Palmas, Canary Islands - Spain

City Center of Liverpool, the Paradise Street Development, Liverpool - UK

Airport Terminal and Parkade, Winnipeg International Airport, Winnipeg, MB - Canada

Student Center, Grinnell College, Grinnell, IA, US

Minneapolis Central Library, Minneapolis, MN – US

COMMUNITY SERVICE

Volunteer, Little Havana Master Plan, Miami, FL, 2017

Workshop facilitator in the creation of a plan for Little Havana.

Member of COMAM, 2015

Appointed by the city of São José dos Campos, Brazil to be a member of the Environmental Council Board

Volunteer, Creative Arts Workshop Community Center, New Haven, CT, winter 2003-2004

Metalsmithing Monitor.

EDUCATION

Master's in Civil Engineering in Air Transport

Technological Institute of Aeronautics, São José dos Campos, SP, 2015

Master's in Architecture

University of New Mexico-Main Campus - Albuquerque, NM, 2000

Bachelor's Arts of Architecture

University of New Mexico-Main Campus - Albuquerque, NM, 1998

AWARDS, PRESENTATIONS AND PUBLICATIONS

O Vale, newspaper articles in the field of urban planning, November 30th, 2014 and November 23th, 2015 *Intelligent Cities*

X International Convention on Environment and Development, Publication, Cuba, 2015

Urban Planning for the surroundings of Viracopos International Airport

IX Air Transportation Symposium, Publication, São Paulo, 2015

Fuel consumption analysis of jet and turboprop airplane fleets

XIII Air Transportation Symposium, Presentation and Publication, São Paulo, 2014

Planning and Economic Intervention model applied to urban areas around airports

VI Latin American School of Systemic Thinking and Design Annual Meeting, Presentation, São José dos Campos, SP, 2013. Aerropolis

The American Institute of Architects Award, American Institute of Architects, 2001

For the excellence of studding Architecture

Frontier Award, 1999

Best Undergraduate Architecture Student going to graduate Architecture School

FMSM Scholarship Award, Flatow, Moore, Shaffer & McCabe Architects, 1999

Best portfolio of architecture work

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Max Zabala, principal of OSKI Studio and Director of the Zonar product in Gridics, is an architectural and urban planner with over a decade of experience.

As a native of Ecuador, Mr. Zabala is fluent in English and Spanish. Mr. Zabala earned a degree in architecture and engineering technology from Wentworth Institute of Technology at Boston, MA in 2001 and later graduated from the Masters of Architecture program at the University of Miami in 2007. Mr. Zabala has experience with both private and public projects in all phases of the architectural and urban planning process, including design development through construction administration, merging technical expertise and design flexibility.

During his Urban Planning career, Mr. Zabala developed Zonar, the world's first site-specific zoning application. Zonar allows anyone to understand development capacity for any parcel or assemblage, design new zoning codes, run scenarios, and more.

PROFILE

OSKI Studio LLC	<i>Principal</i>
Miami, FL.	2012 - present
Gridics LLC	<i>Zonar Product Director</i>
Miami, FL.	2016 - present

Past Experience

Duany Plater-Zyberk & Co (Manager)	'07-'12
Gale Associates, Inc. (Designer)	'01-'05
R.E. Dinneen Architects & Planners	'00-'01
RVC Architects	'99-'00

EDUCATION

University of Miami	2007
Master of Architecture	

Wentworth Institute of Technology,	
Architectural Studies	2001

SELECTED PROJECTS

Haiti: Developing Sustainable Traditions & Innovations in Architecture and Urbanism for the Region, Towns and the Rural Villages of Arcahaie
Regional Planning and Sustainable Strategies.
Arcahaie, Haiti2013

Rackspace
Mall Retrofit
San Antonio, TX..... 19 AC

PortSide Miami
New Wall Trade Center Miami Master Plan
Miami, FL.....33 AC

Lebanon Waterfront City
Marina Mixed Use Devpmt.
Beirut, Lebanon.....231 AC

Rio Lujan
Town Center Neighborhood Design
Tigre, Argentina37AC

Prados de la Florida,
Mixed Use Development
Salcedo, Ecuador5.5 HA

Bonfil
Mixed Use Development
Hermosillo, Mexico 1,700 HA

QingDao 360
Mixed Use Development
QingDao, China32 HA

Regional Planning and Zoning Isabela
Sustainable Regional and Urban Codes
Isabela Island, Galápagos..... 2014

Sustainable Hamlet Santo Tomas
Sustainable Hamlet Prototype
Isabela Island, Galápagos..... 10 HA

Puerto Velasco Ibarra
Urban Regulations, Infrastructure and Urban Re-Zoning
Florea Island, Galápagos.....35 HA

Santa Rosa
Urban Regulations, Infrastructure and Urban Re-Zoning
Santa Cruz Island, Galápagos..... 15 AC

Mineral de Pozos
Mixed Use Development
Mineral de Pozos, Mexico 850 HA

Puerta Oeste
Mixed Use Development and Regional Plan
Hermosillo, Mexico 2,100 HA

Bawwabat
Mixed Use Development
Dammam, Saudi Arabia80 HA

CODES

Sustainable Regional and Urban Regulations
Florea Island, Galápagos.....2012

Urban Regulations for Puerto Villamil
Isabela Island, Galápagos.....2012

Sustainable Regional and Urban Regulations
Isabela Island, Galápagos.....2014

Sustainable Regional and Urban Regulations
Santa Cruz Island, Galápagos.....2013

Patricia Frexes Ramudo Vice President Engineering

Ms. Ramudo has 32+ years of experience in the civil engineering field. She has extensive experience in the design of hydraulic systems, including site development projects, water distribution systems, flood mitigation projects and the computer simulation of steady-state and transient flow of fluid transmission system. Projects have been carried from conceptual design and modeling through construction and monitoring. She has been a Project Manager for numerous projects for public and private sector Clients and was responsible for hydraulic analysis, construction administration, design and analysis of water/sewer/storm water systems and permit acquisition at the federal, state and local levels. In addition, Ms. Ramudo is also experienced in the design and rehabilitation of existing systems which are in violation of jurisdictional codes or require modification for upgrading.

Her skill sets include proficiency in software modeling, Microsoft Office, AutoCAD, WaterCAD, SewerCAD, CASCADE and K-PIPE.

Representative Experience

Briny Avenue Streetscape, Pompano Beach, FL - Engineer of Record for a streetscape project in Pompano Beach. Responsibilities were carried through initial assignments, including working with project team creating an inventory and analysis that illustrated potential opportunities and constraints in the project area, construction documents, permitting and construction administration. A 'shared street' concept was selected that will consider the interaction of pedestrians, bicyclists, and motorists with smart growth and urban design concepts, creating a safe and enjoyable environment for the community. The scope of work included coordination of underground utilities, including water, sewer, drainage, gas, electric, telephone and cable.

The Set Redevelopment Plan, Delray Beach, FL – Urban Planning for the unified W. Atlantic and Southwest Neighborhood Redevelopment Plans. Assessment of the community's needs, market demands, redevelopment opportunities and development trends. Community outreach and stakeholder interviews to provide public input and expression of the community's vision.

Hernando County, FL —Negotiation Appraisal Reports and Valuation services for multiple properties in accordance with FDOT Master Contract. Scope included: site visits, meetings with County and WMD. Preparation of Engineering and Land Planning Reports addressing proposed roadway improvements, R-O-W access acquisition area, existing land use, zoning, concurrency, grading analysis, drainage/stormwater management analysis and utility analysis.

Pompano Beach Ten Year Public Art Master Plan and Public Art Guidelines, Pompano Beach, FL – Coordination between City's Public Art Community, art community and residents to create a working document of General Public Art Program Guidelines – a guide for City Departments and agencies for the development of cultural resources and funding through Public and private funds.

Education

Hydraulics & Hydrology Master of Science, Cornell University, Ithaca, NY, 1983

Civil Engineering Bachelor of Science, University of Miami, Miami, FL, 1979

Experience

1/2017 – Present

IBI Group (Florida) Inc, Pompano Beach FL, Vice President Engineering

2014–1/2017

IBI Group (Florida), Inc, Pompano Beach, FL, Engineering Manager

2007-2014

IBI Group (Florida), Inc, Pompano Beach, FL, Affiliate, Chief Engineer

1987–2014

ICON Design Group, Inc., Boca Raton, FL, Principal

1984–1987

CCL Consultants, Inc, Pompano Beach, FL, Project Manager

1981–1984

McLaughlin Engineers, Denver, CO, Project Engineer

Registrations

Florida PE License No. 35798
Colorado PE License No. 22979
LEED®AP

Languages

English
Spanish

Civic Affiliations

City of Boca Raton Citizens' Pedestrian and Bikeway Advisory Board

City of Boca Raton Green Living Advisory Board



West Palm Beach Public Art Master Plan – Art in Public Places (AiPP), West Palm Beach, FL – Coordination of research and development of the AiPP Master Plan, “a guiding force for the City and its AiPP Program to evolve and succeed”. This quote is from a recommendation letter from the Coordinator of Art for the City of West Palm Beach, Sybille Welter. IBI Scope included community outreach through surveys and Charrettes, preparation of Exhibits and public presentation for Commission approval.

USGSA – Customs and Immigration Services Tri-County Facilities; Miami, Fort Lauderdale and Royal Palm Beach, FL -- LEED Consultant for three projects to provide engineering compliance and certification, in coordination with USGBC. Scope included Water Use, Heat Island and Sustainable Site credits.

Publix Signalization Improvements, Lantana, FL — Project Manager responsible for preparing design, utility coordination, permit submittals and processing for approvals for traffic signalization improvements as required by Palm Beach County. Project scope includes coordination with FPL and the Underground Utility and Structural Engineer subconsultants. IBI prepared plans for a new traffic signal. Additional services include preparation of legal descriptions, coordination with Electrical Contractor during installation, Resident Project Representation during construction, inspections and Final Engineer’s Certification.

Emergency Traffic Signal at Fire Station 72, Sunrise, FL — Prepared updated design plans to current Broward County Traffic Engineering Dept. standards. Additional assignments included utility coordination, submittal and processing for approvals through BCED and City of Sunrise. Additional scope items included coordination with FPL, Resident Project Representation during installation and construction, inspections and Final Engineer’s Certification.

ICON Design Group, Inc, Boca Raton, FL — Principal and Director of Engineering for various projects. Responsibilities included: coordinating and addressing clients’ criteria in the design and construction phases while meeting deadlines and budget for site development and sustainable projects. An integral component of professional services provided were effective communication of engineering solutions, from the conceptual design and modeling through monitoring of the construction phase and completion. Additional responsibilities included: management of the contract document development, plan review, permitting and construction administration of civil projects.



Christopher Pence Senior GIS/CAD Technician

Mr. Pence is a Senior GIS/CAD Technician whose duties include research, analysis and input of data for engineering plans. He is skilled in the use of software programs for the creation of graphics and maps for production of quality maps and exhibits suitable for Public Hearings, Due Diligence Reports and governmental agency submittals for project permitting.

Mr. Pence is fluent in the use of state of the art GIS, engineering and graphics software including: AutoCAD Civil 3D, ARC/GIS, Adobe CS, and Microsoft Office.

Representative Experience

Benzaiten Center for Creative Arts – Historic Lake Worth Train Depot – Lake Worth, FL – A permanent urban arts community containing production facilities, exhibitions, and educational opportunities. Scope items included preparation of exhibits and graphics to secure regulatory approvals.

Briny Avenue Streetscape – Pompano Beach, FL — A ‘shared street’ concept was selected that will consider the interaction of pedestrians, bicyclists, and motorists with smart growth and urban design concepts. Production of CAD design and construction documents including exhibits and reports related to site analysis, opportunities, constraints and inventory.

Pompano Beach Ten Year Public Art Master Plan and Public Art Guidelines – Pompano Beach, FL – exhibits and graphics to support Plan and secure approvals.

Pompano Beach Wayfinding Study – Pompano Beach, FL – Member of IBI team that designed a conceptual wayfinding system to preserve and enhance the Historic Downtown Pompano Beach Area.

Ranger Drainage District – Orange County, FL – Prepared all analytical mapping tools required to support drainage modeling and implementation of water control plans for engineering. Created numerous maps for District and Orange County use;

City of Dania Beach CRA – Dania Beach, FL – Provided GIS production of CAD design and construction documents for US 1 right of way landscape improvements. Data analysis and thematic mapping were created to support engineering recommendations for street improvements as well as bridge replacements, hardscaping and utility improvements.

Dade Boulevard Bicycle Path – Miami Beach, FL – Produced engineering plans for bicycle path design and construction. Also produced drawing plans for canal seawall replacement in addition to providing many GIS exhibits related to the project.

Education

ESRI User Conference - Seminars:
Cartography/Creating Better Maps + Map Design
for GIS + Developing Address Management
Systems: The Fundamentals, July 2005

ESRI Certification Course, West Palm Beach, FL,
2004

AutoCAD Certificate, Wake Technical College,
Raleigh, NC, 1999

Experience

2004–Present

IBI Group (Florida) Inc., Pompano Beach, FL,
Senior GIS/CAD Technician

2003–2004

CCL Consultants, Inc., Pompano Beach, FL,
GIS/CAD Technician

2000–2002

Post, Buckley, Schuh & Jernigan, Inc., West Palm
Beach, FL, CAD Technician

2000

Tower Engineering, Raleigh, NC, CAD Technician



IBI Group is a multi-disciplinary consulting organization offering services in four areas of practice:
Urban Land, Facilities, Transportation and Systems.

We provide services from offices located strategically across the United States, Canada, Europe, the Middle East and Asia.