

City of **Coral Gables**

A Proposal For

COMPREHENSIVE PLAN

EVALUATION AND APPRAISAL REPORT

Prepared By



SOLIN AND ASSOCIATES, INC.
Planning Consultants

with

DAVID PLUMMER & ASSOCIATES, INC.
TRAFFIC CONSULTANTS

and

CASELLA AND ASSOCIATES
SPECIAL CONSULTANT FOR REDEVELOPMENT

AUGUST 19, 1994



LESTER L. SOLIN, JR., AICP
PRESIDENT

SOLIN AND ASSOCIATES, INC.

PLANNING CONSULTANTS

901 DOUGLAS AVE., SUITE 207
ALTAMONTE SPRINGS, FL 32714

AREA CODE 407
882-7200

August 19, 1994

Mr. Walter Carlson, Acting Planning Director
City of Coral Gables
405 Biltmore Way
Coral Gables, Florida 33134

Dear Mr. Carlson:

Thank you for discussing the Coral Gables with me. As indicated during our phone conversation, SOLIN AND ASSOCIATES, INC. (SAI) is extremely interested in providing professional planning services to the City of Coral Gables. **David Plummer and Associates, Inc.** has agreed to serve as the transportation consulting firm on this project and assist as the local project liaison on short notice when Les Solin is not scheduled to be in Coral Gables. **Casella and Associates** will be a special consultant for redevelopment during the second contract phase.

SOLIN AND ASSOCIATES, INC. can briefly be characterized as follows:

- SAI specializes in comprehensive planning and land development regulations. SAI also assists local governments in grantsmanship, facilitating citizen participation and visioning, housing, recreation, fiscal management, annexation, and related public policy. Over ninety-eight percent of the firm's clients are local municipalities and counties who seek SAI's services for professional assistance in preparing comprehensive plans and land development regulations. Les Solin has worked with over fifty Florida local governments.
- The firm has been honored with eight awards for comprehensive plans and land development regulations prepared for local governments, including a 1993 Award of Merit for the Key West Comprehensive Plan from the Florida Chapter of the American Planning Association. SAI has also won a national "Award of Special Recognition" from the American Planning Association(APA). A plan prepared by SAI was honored by DCA as the "Most Outstanding 1991 Comprehensive Plan" prepared by a Florida local government of 50,000 population or less.
- LESTER L. SOLIN, JR.,AICP, Principal, has been honored by his peers who elected him Vice-President of the American Institute of Certified Planners (AICP). He currently chairs the AICP Ethics Committee and the Professional Practice Committee.

The attached proposal summarizes SAI's substantial partnerships with Florida local governments. Thank you for your interest in Solin and Associates, Inc. I pledge responsible and responsive service to the City of Coral Gables.

Very truly yours,

A handwritten signature in black ink, appearing to read 'LESTER L. SOLIN, JR.' followed by 'Principal'.

LESTER L. SOLIN, JR., AICP
Principal

TABLE OF CONTENTS

	PAGE
I. CREDENTIALS AND RELATED EXPERIENCE	
Solin and Associates, Inc.	I-1
David Plummer & Associates, Inc.	I-23
Casella and Associates	I-25
II. PROJECT ORGANIZATION AND MANAGEMENT	
Project Organization and Management	II-1
III. PROPOSED WORK PROGRAM, SCHEDULE AND BUDGET	
Proposed Work Program	III-1
Proposed Schedule	III-7
Proposed Budget	III-8
IV. RESUMES OF KEY PROFESSIONALS	
Solin and Associates, Inc.	IV-1
David Plummer & Associates, Inc.	IV-5
Casella and Associates	IV-10

ILLUSTRATIONS

Figure 1	SAI's Comprehensive Planning Experience Matrix	I-19
Figure 2	SAI's Land Development Regulations Experience Matrix	I-20
Figure 3	SAI's Housing Experience Matrix	I-21
Figure 4	SAI's Fiscal and Facility Analysis Experience Matrix	I-22
Figure 5	Project Organization and Management	II-1
Figure 6	Proposed Work Program and Schedule	III-7

DAVID PLUMMER & ASSOCIATES, INC.

4225 Salzedo Street, Coral Gables, Florida 33146 (305) 444-2116 (305) 444-4986 Fax

SOLIN AND ASSOCIATES, INC.
LESTER L. SOLIN, JR., AICP,
PRESIDENT
901 Douglas Avenue, Suite 207
Altamonte Springs, FL 32714
(407) 682-7200
FAX (407) 682-7206

All of SAI's Comprehensive Plans have been adopted by the local government and approved by DCA.

SAI has won 8 national, state or local awards for comprehensive plans and coastal development regulations.

SOLIN AND ASSOCIATES, INC., (SAI) is one of Florida's most experienced consultants in preparation of comprehensive plans and land development regulations. Les Solin, AICP, President of Solin and Associates, Inc, has over 28 years of comprehensive planning experience, with an emphasis in coastal areas of Florida. Over ninety-eight percent of the firm's clients are local municipalities and counties who seek SAI's services for professional planning assistance.

- **LES SOLIN**, AICP, founder and President of SAI, is frequently called upon to lecture at state and national professional conferences on Comprehensive Planning and Land Development Regulations. For the past five years, he has been an instructor for the Florida Chamber's Growth Management short course in Comprehensive Planning, Evaluation and Appraisal Reports, Plan Implementation and Legislative Updates.
- SAI has assisted Florida local governments in preparing over 100 comprehensive plan elements and has prepared seven (7) unified land development codes. Department of Community Affairs (DCA) has approved all of SAI's plans submitted for State review. Four plans were acknowledged with state-wide awards.
- In 1991, Solin and Associates, Inc. prepared the plan that received the DCA Award as the "Best Plan for a Florida City of 50,000 or Less." Similarly, in 1993, as winner of an Award of Merit for the Key West Comprehensive Plan, SAI was the only private firm honored by the Florida Chapter of the American Planning Association. SAI, also, has received local, state and national awards for other local government comprehensive plans and coastal development regulations.
- More than 60 percent of SAI's clients have signed multiple contracts with the firm.
- Since 1988, **LES SOLIN** has served as one of seven elected commissioners on the governing board of the **AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP)** and is currently Vice President of AICP. AICP is the professional development organization that certifies planners; participates in the accreditation of collegiate planning programs; promotes professional development; and enforces ethics in the profession. He chairs the **AICP Ethics Committee**.
- **LES SOLIN** has been qualified and frequently serves as an expert witness in matters surrounding land use and comprehensive planning.

CLIENT COMMUNITIES

Following is a sample of Florida municipalities and counties which have selected **SOLIN AND ASSOCIATES, INC.**, for professional planning consultation in preparing comprehensive plans, land development regulations and/or expert testimony on land use and zoning issues.

Coastal Local Government Clients

- City of Key West
- Town of Malabar
- Town of Melbourne Village
- City of Sebastian
- City of Vero Beach
- Martin County
- St. Lucie County
- City of Cape Coral
- City of West Palm Beach
- City of Fort Walton Beach
- City of Melbourne
- Sarasota County
- City of Fort Pierce
- Indian River County
- City of Port St. Lucie
- City of Delray Beach
- City of Longboat Key

SAI has worked extensively with local governments throughout the State of Florida.

Other Local Government Clients

- City of Sanford
- City of Casselberry
- City of Deland
- Town of Howey-in-the-Hills
- City of Kissimmee
- City of Sebring
- Alachua County
- Central Florida Regional Planning Council
- City of Oviedo
- City of Longwood
- City of Opelika (ALA)
- Lake County
- Highlands County
- Florida League of Cities
- City of Belle Isle
- Metro Nashville-Davidson County (TN)

SAI: Leadership on the "Cutting Edge" is demonstrated by Awards and Recognition.

AWARDS AND RECOGNITION

SAI and/or its clients has received awards and special recognition from the following professional and business community organizations:

- **1993 Florida Chapter of the American Planning Association Award of Merit for the City of Key West Comprehensive Plan.**
- **1991 Florida Department of Community Affairs (DCA) Award for Most Outstanding Comprehensive Plan for a Florida city of 50,000 or less population.**
- **1988 National Award of Special Recognition, American Planning Association**
- **1987 Award of Excellence, Florida Chapter, American Planning Association**
- **1987 "Most Outstanding Public Sector Planning Project," Florida Planning and Zoning Association**
- **1984 Award of Merit, Florida Chapter, American Planning Association**
- **1984 Award of Special Recognition, Port St. Lucie Chamber of Commerce**
- **1983 Award of Merit, Florida Chapter, American Planning Association**

SAI'S COMPREHENSIVE PLANNING AND EVALUATION AND APPRaisal REPORT EXPERIENCE

SAI has prepared Evaluation and Appraisal Report (EARs), evaluated and/or updated the Comprehensive Plans or elements thereof for the following local governments:

- City of Key West
- City of Sanford
- City of Sebastian
- City of Kissimmee
- City of Malabar
- City of Deland
- City of Delray Beach
- City of Melbourne Beach
- City of Longboat Key
- City of Port St. Lucie
- City of Opelika (AL)
- Nashville-Davidson County (TN)
- Sarasota County
- Martin County
- Indian River County
- City of Cape Coral
- City of West Palm Beach
- City of Fort Walton Beach
- City of Sebring
- City of Lakeland (for Central Florida Regional Planning Council)
- City of Winter Haven (for Central Florida Regional Planning Council)

Following are descriptions of key features of comprehensive plans prepared by SAI.

CITY OF OPELIKA (AL): VISION STATEMENT AND STRATEGIC PLAN FOR REDEVELOPMENT. As lead consultant SAI interviewed nearly 50 community residents, bankers, real estate brokers, merchants, service providers, and City officials as part of this collaborative public-private partnership. SAI focused on strategic actions and funding sources needed to achieve redevelopment of the City's Downtown, a mixed-use community south of the Downtown, and major gateway corridors. The City adopted the Vision Statement and Strategic Plan and included both in a pending federal Enterprise Community grant application.

CITY OF KEY WEST: COMPREHENSIVE PLAN, 1993. SAI was commissioned by the City to prepare the Comprehensive Plan for the City of Key West after a national search. The contract also included as additional services the preparation of land development regulations to implement the Comprehensive Plan. Preparation of the Key West Comprehensive Plan was a dynamic process involving over thirty (30) public meetings, including workshops and public hearings before the Planning Board and the City Commission. Key West is a major tourist island destination designated by the State of Florida as "an area of Critical Concern." SAI coordinated all work with locally elected and appointed state officials, local staff, Florida Department of Community Affairs (DCA) Key West and Tallahassee, SFWMD, and SFRPC. The Key West Plan has been adopted by the City. The City contracted with Solin and Associates, Inc. to assist in negotiating a Compliance Agreement with the State. In August 1993, the DCA found the Plan in compliance.

CITY OF SANFORD: COMPREHENSIVE PLAN, 1991. SAI prepared all elements of the Sanford Comprehensive Plan. This Plan incorporated an urban area-wide perspective. Land use issues, traffic system improvements, natural environment features, fiscal management issues, and infrastructure were evaluated from a multi-jurisdictional perspective. The plan provided the data analysis and policy directives for establishing an interlocal agreement between the City and Seminole County regarding annexation, future land use policy, and delivery of urban services.

The City of Key West
Comprehensive Plan
received an Award of Merit
from the Florida Chapter of
the American Planning
Association in 1993.

A major feature of the Plan included the identification of major centers of planned future high-intensity development, essentially outside of the current corporate limits of the City. The City of Sanford and Seminole County have agreed to coordinate such land use decisions, realizing that most of the urban area will be annexed into the City. This plan was adopted by the City and approved by the State of Florida.

Solin and Associates, Inc. was selected by Central Florida Regional Planning Council for contract work in evaluating local plans.

The City of Sebastian Comprehensive Plan was named "Most Outstanding Comprehensive Plan" for a city of 50,000 or less population in 1991 by the Florida Department of Community Affairs.

SAI's plan for the Town of Malabar was the second plan approved by the State of Florida under the Local Government Comprehensive Plan Act of 1985

CENTRAL FLORIDA REGIONAL PLANNING COUNCIL: REGIONAL REVIEW OF LOCAL PLANS 1991. The Central Florida Regional Planning Council (CFRPC) selected Solin and Associates, Inc. to perform a regional review of comprehensive plans for the Cities of Winter Haven and Lakeland. The CFRPC considered several consultant proposals and selected SAI based on its substantial experiences and successful track record in preparing comprehensive plans for Florida local governments.

CITY OF DELAND: COMPREHENSIVE PLAN CONSERVATION ELEMENT, 1991. SAI focused on the natural resources within the City, including vegetative communities, aquatic habitats and threatened and endangered animal and plant species. SAI estimated current and future water needs based on land development patterns. In addition, SAI prepared a comprehensive set of goals, objectives for appropriate management of the City's natural resources. This element was adopted by the City and approved by the State of Florida.

CITY OF SEBASTIAN: COMPREHENSIVE PLAN, 1991. SAI has worked with this coastal city since 1981 and prepared the City's comprehensive plan (adopted in June, 1991). SAI also updated the City's LDR. SAI prepared the City's first Comprehensive Plan adopted in 1981. The City subsequently requested SAI to prepare a Unified Land Development Code to assist Plan implementation. The Code, adopted in 1985, includes performance standards for growth management and incorporates all of the City's land development regulation into a single volume.

TOWN OF INDIAN RIVER SHORES: COMPREHENSIVE PLAN, 1989. SAI prepared all elements of the Town's Comprehensive Plan adopted May 1990. The Town is a affluent barrier island community. The State of Florida declared this plan compliant with Rule 9J-5, FAC. SAI also assisted the Town in grantsmanship, site plan review, and preparation of selected development regulations, including a tree protection ordinance.

CITY OF KISSIMMEE: COMPREHENSIVE PLAN, 1989. SAI, working with Tipton and Associates Incorporated (i.e., TAI developed the traffic circulation element), prepared all elements of the City of Kissimmee Comprehensive Plan. The City adopted the Plan in 1990 and was ruled compliant by the State.

TOWN OF MALABAR: COMPREHENSIVE PLAN, 1988. SAI completed the comprehensive plan for the Town of Malabar, a coastal community abutting the Indian River Lagoon, a designated aquatic preserve of state and national significance. SAI maintained an ambitious early submission schedule. The plan was adopted by the Town Council and was ruled compliant by the State of Florida.

SAI's work for Sarasota County concluded the County's first publicly funded sector plan for implementing their nationally recognized Comprehensive Plan.

TOWN OF MELBOURNE VILLAGE: COMPREHENSIVE PLAN, 1988. SAI prepared all plan elements for this small Brevard County community. The town comprises less than two (2) square miles and was established as a planned community. Every residential lot within the Town abuts a natural greenbelt system. The Town Council adopted all elements of the comprehensive plan. The State ruled all elements of the plan compliant.

SARASOTA COUNTY: ENGLEWOOD SECTOR PLAN, 1987. SAI completed a project for Sarasota County which included a detailed sector plan designed to provide future growth management policies for the Englewood Area. This area is a 16 square mile unincorporated Gulf Coast community with a long narrow barrier island and several estuaries requiring special coastal management. The sector plan incorporated a detailed plan for land use, infrastructure improvements, economic development, natural resource conservation, and fiscal management. The planning process was driven by an Englewood citizen advisory committee. SAI attended numerous meetings to identify and resolve growth management, economic development, transportation, infrastructure, and resource conservation issues. The Plan was adopted by the County Commission.

TOWN OF LONGBOAT KEY: COMPREHENSIVE PLAN UPDATE, 1985. The Town Commissioners funded this project when confronted with major divisive land use, traffic, and housing issues. SAI was selected to prepare the plan after a nationwide competitive search. SAI worked with Tipton Associates, Inc. (TAI developed the Traffic Circulation element) on this project. The new Comprehensive Plan elements were predicated on in-depth analysis of demography, housing, economic conditions, traffic circulation, together with natural and man-made systems. The Plan was adopted after a volatile series of Town Hall meetings. The hearings were marked by substantial debate over the following issues addressed in the plan:

- Preserving future opportunities for stable residential single-family development;
- Reducing density, intensity and height of new structures along Gulf of Mexico Drive in order to avoid increased traffic congestion and to reduce exposure of future populations to the impacts of hurricane driven winds and tides;
- Adoption of performance criteria mandating that new development retain open space and provide project amenities in order to preserve the Town's character and avoid disruptive influences on established neighborhoods;
- Intergovernmental reviews requiring multi-jurisdictional review of project impacts transcending local jurisdiction boundaries. Such reviews were designed to ensure consistency with applicable local, regional and state policies for managing natural resource conservation, avoiding increased hurricane evacuation times, ensuring consistent land use patterns, and other similar multi-jurisdictional issues.

SAI's work on the City of Longboat Key Comprehensive Plan is given large share of the credit for promoting improved land management through use of performance criteria

Mr. Solin also assisted the Town as an expert witness during litigation which sustained the integrity of the Plan.

The West Palm Beach Comprehensive Planning initiative provided new redevelopment directives for one of Florida's emerging dynamic central business districts.

SAI also participated in drafting the West Palm Beach City Center Development Code which was the recipient of a statewide "Award of Merit."

SAI was the recipient of an Award of Merit presented by the Florida Chapter of the American Planning Association for the City of Port St. Lucie plan. This Plan also received an Award of Recognition from the local Chamber of Commerce.

SAI received an Award of Merit from the Florida chapter of the American Planning Association for its work in preparing all elements of the Martin County Plan.

CITY OF WEST PALM BEACH: ANALYSIS OF CITY CENTER PLAN, 1985. The City Commission requested that SAI critically evaluate the City's plan for city center development in light of emerging divisive issues confronting regulation of land use within and around the central business district. SAI's West Palm Beach City Center planning services were designed to revitalize the City Center, encourage infill and mixed use development within specific areas, and encouraged development and redevelopment activities consistent with an overall plan for redevelopment of the City Center. SAI developed policies addressing the following issues:

- Form and function of City Center subareas.
- Distribution of densities, building mass, and building height.
- Protection of waterfront views.
- Provision of strategically located open spaces as well as above ground level design considerations.
- Needed infrastructure improvements, including underground utilities, solid waste storage and screening and off-street parking.
- Urban design improvements.

CITY OF DELRAY BEACH: COMPREHENSIVE PLAN COASTAL MANAGEMENT EVALUATION AND APPRAISAL, 1985. SAI along with Coastal Planning and Engineering as subconsultant prepared an evaluation and appraisal of the coastal management element of the City of Delray Beach Comprehensive Plan. The City has a history of shoreline instability. Re-nourishment has assisted shoreline stabilization efforts. The evaluation and appraisal report addressed deficiencies in the City's planning process and identified a comprehensive approach to coastal management. Coastal Planning and Engineering prepared the final coastal management element.

CITY OF PORT ST. LUCIE: COMPREHENSIVE PLAN, 1984. The City of Port St. Lucie Comprehensive Plan demonstrated SAI's ability to accurately assess local conditions and develop innovative planning programs for stimulating economic development. In this case, a land use conversion process was conceived to foster development of additional neighborhood and community retail centers together with supportive commercial services and industrial development. This strategy was necessary since the City, which originally was planned as a residential community with a build-out population of over 200,000, had a significant deficit in land appropriately planned for accommodating commercial services required by community residents. The plan also fostered conservation of environmentally fragile lands, retention of designated parks and open space, and performance standards for promoting neighborhood conservation.

MARTIN COUNTY: COMPREHENSIVE PLAN, 1982. The planning process included over 40 public meetings and generated substantial citizen input. During litigation the plan was sustained by the District Court Judge who rendered an opinion which reflects very favorably on the plan's methodology, growth management concepts, and implementation policies. Mr. Solin assisted Martin County as an expert witness during this litigation.

SAI's work for Martin County included preparation of a detailed capital improvement program and budget together with a comprehensive work program for enhancing fiscal management. The work program incorporated use of diverse strategies for funding community infrastructure needs, including application of performance standards, user fees, and impact fees.

SAI'S EXPERIENCE EVALUATING THE MID-FLORIDA REGULATORY ENVIRONMENT AND IMPACTS ON ECONOMIC DEVELOPMENT

This project was part of a major economic development initiative involving four Counties and the City of Orlando.

SAI prepared a highly visible assessment of the regulatory framework within Metro Orlando.

The final recommendations provided a basis for refining planning and regulatory practices presenting obstacles to economic development.

ASSESSMENT OF MID-FLORIDA REGULATORY ENVIRONMENT ON ECONOMIC DEVELOPMENT AND RECOMMENDATIONS.

Solin and Associates, Inc., (SAI) recently completed a series of assessments of the regulatory environment on economic development within each of the four counties and the City of Orlando comprising the Mid-Florida region. SAI's work was undertaken as an independent subcontractor to Real Estate Research Consultants, Inc. (Orlando). The assessments of the regulatory environment addressed the following issues.

I. ADVANCING FRAMEWORK FOR ECONOMIC DEVELOPMENT

A. Evaluation of Existing Public Policy Opportunities and Constraints

- Does public policy embrace economic development?
- Is there a strategy for realizing opportunities?
- Are constraints to economic development addressed?
- Does public policy impede economic development?

B. Perspectives of Community Leadership

- Are leaders of industry and commerce involved in reviewing projects which promote economic development?
- Is the tone of public policy consistent with economic development perspective of community leadership?

II. STRATEGIC PLANNING AND REGULATIONS FOR ECONOMIC DEVELOPMENT

A. Goals and Objectives Focused on Economic Development

1. Target Industries

- a. Has the County identified target industries (TI)? If so, what are they and how were they identified?
- b. Is there a diversification of existing/targeted industries?

2. Management of Strategic Sites

- a. Management of Vacant or Underdeveloped Lands
 - i. Has the County targeted areas of the County for Economic Development (ED)?
 - ii. Has the County designated vacant areas for TI?
 - iii. Is there a variety of lot sizes of vacant lands designated for TI?
 - iv. Are environmentally sensitive lands contained or adjacent to ED target areas?
 - v. Is the allocation of TI acreage consistent with the needs of the TI's?
 - vi. Is allocation of TI acreage consistent with County's projected population and employment projections?
 - vii. Is the price of land designated for TI reasonable?
 - viii. Does the County have vacant industrial/office/business parks which could be used by TI?
 - ix. Does the ratio of residential to non-residential development create a tax burden?

Issues analyzed by SAI included incentives for redevelopment as well as regulatory obstacles to redevelopment.

Plans and regulatory systems must ensure that investments in infrastructure are coordinated with redevelopment objectives.

The regulatory assessment also focused on mechanisms for encouraging public private partnerships.

- b. Land Development Requirements Sensitivity to Target Industries
 - i. What types of variances do TI frequently request?
 - ii. What types of rezoning or conditional uses do TI frequently request?
 - iii. What percentage of rezoning/variance requests are denied based on environmental requirements?

3. Redevelopment

- a. What redevelopment opportunities towards ED has the County established?
- b. How are concurrency management and impact fee requirements managed for redeveloped projects?

4. Transportation

- a. Level of Service Requirements
- b. Does the County have Transportation Impact Fees?
- c. Does the County have Concurrency Management Regulations and Procedures?
- d. Are the ED target areas accessible by tractor trailer, rail, air, port and/or mass transportation?
- e. Are ED targeted areas accessible to transportation which carry hazardous materials/waste which may be necessary for TI?

5. Infrastructure

- a. What are the level of service requirements for water, sewer, stormwater management and waste disposal?
- b. What are the impact fee requirements for water, sewer, stormwater management, and solid waste disposal?
- c. Is capacity available for water, sewer, stormwater management, and solid waste disposal?
- d. Are the ED target areas currently served on-site by water, sewer, stormwater management, and solid waste disposal?
- e. What are the cost implications of alternative stormwater regulation alternatives?

6. Related Economic Development Services

- a. Does zoning accommodate a wide range of housing opportunities close to TI?
- b. Economic Development Awareness Public Meetings

B. Implementation Strategies Sensitive to Economic Development

1. Program Initiatives

2. Public/Private Partnerships

- a. Does the County have public/private partnership ventures?
- b. Does the County have procedures for public/private partnership ventures?

SAI's recommended regulatory initiatives to promote economic development.

3. **Continuing Oversight** - involve an Economic Development Commission when reviewing development proposals.
4. **Capital Improvement Program and Concurrency**
 - a. Is capital improvements program sensitive to ED needs?
 - b. Do concurrency requirements for small business expansions and redevelopment which don't increase concurrency demands differ from those for new development?
 - c. What are the various taxes levied by the County?
5. **Incentives**
 - a. Do you perceive that TI are developing within the County without the need for incentives?
 - b. Is the County's planning office approached by potential TI for incentive information?
 - c. What incentives (TIF, TDR, Enterprise Zones) are available to TI?
 - d. Are there any incentives unique to TI (not offered to other land use development)?
 - e. What development/redevelopment grants/financial assistance programs are available within the County?
 - f. Are there any incentives available for the creation/expansion of new business?
6. **Examples of Regulatory Initiatives**
 - a. Customer Service Orientation
 - i. Is County's Regulatory Information easily accessible?
 - ii. Advancing Economic Development
 - b. Substantive Provisions
 - c. Procedural Revisions
 - d. Different permitting procedures for TI and non-TI?
 - e. What imperfections are cited within the permitting process which may cause project delays?
 - f. Do you perceive resistance from developers of up-front money required early in the permitting process?
 - g. Do you perceive resistance from developers of bonding requirements, land dedications/fee-in-lieu?
 - h. Prepare *User Friendly* Information Manual and Graphics.
 - i. Does the County have procedural manuals or handbooks which quickly and easily convey LDR requirements?
7. **Taking Advantage of Legislative Options**
 - a. Does the County have any representation for State lobbying regarding ED legislation?
 - b. Has the County considered participating in the Florida's Enterprise Zone Program or in the pending Federal Enterprise Zone Program?

**Summary outline of SAI's
Economic Development
Recommendations.**

**SAI'S
EXPERIENCE
DRAFTING LAND
DEVELOPMENT
REGULATIONS**

**Streamlining the
development review
process is a focal point of
SAI's regulatory
enhancements.**

III. Recommendations

- A. Focused Identification of Target Industry**
- B. Strategy for Managing Reservation of Strategic Sites For Industry and Commerce**
- C. Ensuring Available Infrastructure**
- D. Incentives for Redevelopment**
- E. Economic Development Support Services**
- F. Regulatory Initiatives**
 - 1. Consumer Service Orientation
 - 2. Substantive and Procedural Reforms
- G. Take Advantage of Florida Growth Management Legislative Initiatives**

LAND DEVELOPMENT REGULATIONS, CITY OF KEY WEST, Currently in Progress. Following SAI's completion of the City of Key West Comprehensive Plan, SAI was retained by the City to prepare the updated land development regulations. This dynamic project addresses a diverse array of issues. The Key West LDRs introduced contemporary land use controls, including historic preservation guidelines; mixed-use districts key to very distinctive areas of the historic "old town"; and a complete overhaul of development review procedures for purposes of streamlining the review process. Other issues addressed include:

- Established a management framework for multi-agency review of large-scale development proposals and for all projects impacting wetlands and other environmentally fragile natural resources.
- Regulated opportunities for converting permanent housing resources to transient units. The displacement of permanent housing units through conversion to transient living accommodations is a major problem. Housing supply is severely constrained by limited land resources and the island's cyclical economy. Streamlining the development review process is a focal point of SAI's regulatory enhancements.
- Conceived a development review process which incorporates procedures for site plan review and review of developments of community impact.
- Although the City has abundant historic structures and had already adopted a historic district, the administrative review process lacked criteria for guiding many of the diverse issues which regularly confront decision makers.
- Density and intensity of land use, including consideration of infrastructure limitations and concurrency management was addressed.

SAI places high priority on integrating contemporary development review concepts, including performance criteria for achieving visions for the future.

Florida law has introduced the term "Concurrency Management" which requires that all new development provide needed infrastructure and services concurrent with impacts of development.

SAI is committed to building consensus as a cornerstone for achieving public and private sector partnerships.

LAND DEVELOPMENT REGULATIONS, CITY OF CASSELBERRY, 1992. SAI prepared the first unified land development regulations. The Casselberry LDRs were highlighted by the introduction of a contemporary development review process together with a comprehensive array of performance criteria designed to achieve objectives identified in the Comprehensive Plan. A key feature of the Casselberry LDRs is a contemporary format which renders the unified code user friendly. Also, the LDRs introduced a new set of commercial districts and also mixed-use districts designed to foster commercial and mixed-use development pursuant to comprehensive plan objectives. The format is summarized below:

General Provisions

- Preamble
- Development Agreements
- Administration/Enforcement

District and General Regulations

- Zoning District Regulations
- Conditional Use Criteria
- General Regulations
- Comp Plan Implementation
- Nonconforming Uses & Noncompliant Structures

Performance Criteria

- Concurrency Management
- Stormwater Management
- Nuisance Abatement
- Off-Street Parking and Loading
- Environmental Protection
- Landscaping/Tree Protection
- Signage
- Appearance/Design

Specific Development Procedures

- Planned Unit Development
- Site Plan Review
- Subdivision

Glossary

CONCURRENCY MANAGEMENT ORDINANCE, CITY OF LONGWOOD, 1992. SAI prepared a concurrency management ordinance adopted in October, 1992, by the City Commission. The ordinance vests all single-family and two-family units as "diminimus" developments and non-residential projects that have an impact of 1.5 or less equivalent units of concurrency facilities demands. The ordinance included incentives for redevelopment.

LAND DEVELOPMENT REGULATIONS, TOWN OF HOWEY-IN-THE-HILLS, 1992. The Town of Howey-in-the-Hills' adopted new land development regulations, prepared by SAI, represented a major departure from previous zoning regulations. The unified code streamlined development review procedures, initiated a site plan review process based on performance criteria, and introduced the Town's first sign regulations. The Mission Inn golf resort provided the land resources for the City's first mixed-use planned development regulations.

EXECUTIVE SUMMARY OF DEVELOPMENT REVIEW PROCESS, LAKE COUNTY, 1992. Solin and Associates Inc. prepared an executive summary of Lake County's development review process. SAI was requested to:

- Assess issues/opportunities surrounding the development review process;
- Prepare a handbook which succinctly describes the development review process including graphic flow charts. The intent was to develop a responsive user friendly summary of the administrative review process.

In carrying out these objectives SAI coordinated closely with County management and staff. The County also involved a representative persons from private industry who regularly participate in the development review process. This assignment was significant since the assignment culminated in a document which explains relationships between the Lake County's Comprehensive Plan, the LDRs and other State and Regional rules and regulations which impact development options within many of the County's environmentally sensitive areas.

LAND DEVELOPMENT REGULATIONS, CITY OF SANFORD, 1991-92. SAI completed Land Development Regulations for the City of Sanford directed toward implementing the Comprehensive Plan prepared by SAI adopted by the City and approved by DCA. The Plan and LDRs included analysis of commercial and mixed-use activity centers. The LDRs included a land use analysis of emerging centers of commerce and industry, as well as evolving mixed-use activity centers. The LDRs incorporated several new commercial and mixed-use districts designed to accommodate these emerging centers of commerce and industry and mixed-use activity centers. The LDRs also provided a comprehensive set of performance criteria designed to assist in achieving a smooth land use transition, protect stable residential areas, and preserve natural environmental resources.

LAND DEVELOPMENT CODE, CITY OF SEBASTIAN, 1990. In 1990, SAI completed updating the Land Development Code for this coastal community on Central Florida's east coast. Sebastian's Land Development Code, originally prepared by SAI and adopted by the City in 1985, was as one of the State's first uniform land development codes. SAI was also commissioned to prepare the City's Comprehensive Plan in 1981 and again in 1987. Major attributes of this Land Development Code include:

One of Florida's first unified land development codes was prepared by SAI.

Refined administrative provisions;

Planned unit development regulations;

Contemporary performance standards addressing such issues as:

- Criteria for traffic impact analysis;
- Special design criteria for state road corridor development;
- Wellfield aquifer recharge protection
- Concurrency management
- Mandated minimum open space provisions;
- Screening and buffering, landscaping, and tree protection standards
- Criteria for preservation of wetlands;
- Flood plain protection and surface water management;
- Adequate public facility requirements;
- Excavation, erosion, and sedimentation controls;
- Dedication of park land and facilities requirements; and
- Other provisions designed to implement mandates of the Comprehensive Plan; CH 163, Pt. II; and Rule 9J-30 and 9J-24.

Restructured the subdivision regulations including:

- Review procedures for major and minor subdivision proposals;
- Incorporated mandated improvement and design standards; and
- Regulations governing construction of required improvements.

Refined regulations governing signage;

A glossary of terms was included as an integral part of the Code.

SAI served as facilitator during a comprehensive series of meetings with public officials (i.e., the City Council and the Planning and Zoning Board organized as a Joint Committee).

LAND DEVELOPMENT CODE, TOWN OF MALABAR, 1989-1990. After preparing one of Florida's first adopted Comprehensive Plans for the Town of Malabar, SAI was requested to prepare a land development code pursuant to Section 163.3202 F.S., and Section 9J-5.24, F.A.C. The revised "Unified Development Code" was adopted in January 1990 and was approved by DCA. The Code includes the following components:

Malabar's LDRs were one the first development codes accepted by DCA under Florida's growth management initiative.

- Concurrency Management System;
- Resource Conservation Performance Standards;
- Land Unit Development Regulations;
- Public Facilities Level of Service Standards;
- Traffic Impact Analysis;
- Recreation and Open Space Standards;
- Landscape Regulations;
- Development Standards for a "Gateway" Corridor;
- Signage Regulations;
- Refined Procedures for Code Administration;
- Comprehensive Revisions to the Site Plan Review Procedures;
- Other Innovative Regulations required to implement the Town's Comprehensive Plan.

The St. Lucie County Sea Turtle Protection Ordinance won a National Award of Special Recognition from APA and 2 State Awards of Excellence.

ST. LUCIE COUNTY: COASTAL DEVELOPMENT REGULATIONS, 1987. St. Lucie County commissioned SAI, as the lead consultant, and the environmental planning firm, Applied Biology Incorporated, to research the impacts of coastal development on sea turtles. This effort included drafting a comprehensive sea turtle protection and development regulations which received wide-spread exposure through an elaborate citizen participation process. Not only was the ordinance locally well-received, but also generated interest throughout the State and nation. The project was honored with a "National Award of Special Recognition" by the American Planning Association (APA) and also received two State Awards of Excellence. The U.S. Center for Environmental Education and the Florida Department of Natural Resources have described this work as "model legislation" and have distributed the project to several other coastal communities throughout the State and nation.

CITY OF FORT PIERCE: STREAMLINED ADMINISTRATIVE REVIEW PROCEDURES, 1986. The City of Fort Pierce commissioned SAI to assist the City in streamlining the planning and development review process. The major elements of this project included:

- Consider the suitability of a tiered review in the site plan review process (i.e., less restrictive procedures for smaller developments and more restrictive procedures for larger scale developments);
- Restructure the land uses allowed within prospective zoning districts;
- Establish standards for regulating conditional land uses; and
- Drafted an Administrative Manual for guiding departmental reviews of development proposals.

INDIAN RIVER COUNTY: COMPREHENSIVE AMENDMENTS TO LAND DEVELOPMENT REGULATIONS, 1985-86. Indian River County requested SAI to assist its Planning staff in developing comprehensive amendments to several County land development regulations. This effort was also tied into assisting implementation of recently completed comprehensive plan. Major components of this project included:

- Restructured zoning districts, the table land uses, and developed anew framework for regulating uses; this requiring administrative permits, and special exceptions.
- Streamlined the administrative review process, including criteria for review.
- Defined the site plan review process, including development of performance standards designed to assist comprehensive plan implementation.
- Substantially revised sign ordinance to include contemporary approaches to regulation.

SAI Incorporated a highly visible downtown urban design initiative in the West Palm Beach City Center Development Code

The City Center Development Code was a recipient of an "Award of Merit" from the Florida Chapter of the American Planning Association.

SAI's ADDITIONAL PROJECT DESCRIPTIONS

FISCAL AND FACILITY ASSESSMENTS

CITY OF WEST PALM BEACH: CITY CENTER & CITY-WIDE DEVELOPMENT CODE, 1984-86. The City of West Palm Beach retained a multi-disciplinary team, headed by Solin and Associates, Inc. in 1984. The project included drafting a development Code, emphasizing urban design controls within the City Center and more traditional development regulations for the remainder of the City. The West Palm Beach project accomplished the following:

- Encouraged infill and mixed use development within specific areas.
- Fostered redevelopment activities consistent with an overall plan for City Center redevelopment.
- Adapted the urban design standards achieving the design objectives incorporated in the City Center Plan, including:
 - Protection of waterfront views;
 - Provision of strategically located open spaces at ground and above ground levels;
 - Mandated requisite infrastructure improvements;
 - Established a basic level of required urban design amenities.
- Incorporated incentive zoning provisions directed toward achieving specific objectives stipulated in the City Center Plan.
- Applied land use intensity concepts in regulating development within high intensity growth centers.

Below is a list of additional projects that SAI has prepared:

CITY OF SANFORD: ANALYSIS OF THE INTERIM PROPRIETARY AND GENERAL SERVICES FEE, 1992. The City contracted SAI to review the Interim Proprietary and General Services Fee Draft (Interim Services Fee) which was prepared by the City's Finance Department. The Interim Service's purpose is to finance the additional City service costs created by new development between the time a certificate of occupancy is issued and the development is included on the County's ad valorem tax rolls. The fee will shift the responsibility of the costs of City services from the City to the developer during this interim. To evaluate the soundness of the Interim Services Fee methodology, SAI used the following criteria:

- Findings of Need for the Interim Services Fee;
- Equitable Allocation of the Fee; and
- Completeness of the Administrative Procedures.

CITY OF SANFORD: IMPACT FEE ANALYSIS, 1992. SAI was hired by the City of Sanford to update and improve the City's impact fees for fire, police and recreation services. The update of these impact fees included variable impact fees for new residential and nonresidential development based on an analysis of the City's actual capital costs incurred in delivering the respective services. SAI reviewed another firm's previous work, including supportive documentation, methodology, and a fee structure for carrying out these impact fee programs. SAI critiqued the methodology, update the background study, and refined the impact fee structure, including calculating residential impact fees and variable impact fees for nonresidential uses based on actual capital costs incurred in servicing respective nonresidential land uses.

HOUSING

HIGHLANDS COUNTY: HOUSING ASSISTANCE PLAN, 1993. SAI in concert with Government Funding Specialist, Inc. (GFSI) completed a "Housing Assistance Plan" which was subsequently approved by the Highlands County Board of Commissioners as well as the Florida Housing Finance Agency in June 1993. The project included establishment of an Affordable Housing Committee. In concert with this Committee, the Board of County Commissioners, and GFSI, SAI drafted provisions establishing:

- 1) The Highlands County Housing Partnership, a public-private community based organization that prepares persons for the responsibility of home ownership, counseling of tenants, and establishment of support services such as day care, health care and transportation; and
- 2) Highlands County Housing Assistance Trust Fund; and
- 3) The Highlands County Housing Assistance Program, a program designed to increase the availability of affordable housing units by applying local, State, and private resources and cost-savings regulatory measures to reduce the cost of housing to persons of special needs and who have very low to moderate incomes.

The Highlands County HAP is used by the Florida Housing Finance Agency as the model for other communities to follow.

The primary goal of the Highlands County HAP is to assist "local housing partners" efficiently build, rehabilitate and preserve affordable housing. The most important aspect of the HAP is the allocation of \$250,000 in SHIP funds to provide a stable and adequate funding source for the identified housing activities. The HAP developed in Highlands County covers a three year period, from FY 1993 to FY 95, and includes the following activities:

1. **Home Repair and Improvement Loan Guarantees.** The first component of the HAP is a public/private partnership between Highlands County and local lending institutions to provide home repair and improvement loans at reduced costs to reach homeowners in the communities that cannot meet the credit criteria for market rate home improvement loans. The loans are guaranteed by \$50,000 in SHIP funding. Average loans are approximately \$15,000 with a minimum of \$2,500 per homeowner. Six Highlands County financial institutions have committed a total of \$500,000 for the loan pool.

At its 1993 Annual Conference, the Florida Low Income Housing Coalition "showcased" the Highlands County HAP as one of Florida's most successful public/private housing partnerships.

2. **Down Payment Assistance Loans.** The second component of the HAP is the use of \$150,000 in SHIP funds as down payment assistance for potential homebuyers in Highlands County that cannot otherwise meet the down payment criteria for market rate home mortgages. Most of the funds, \$126,000, are going toward purchases of new homes and homes in need of rehabilitation, with only \$24,000 going toward purchase of existing homes not in need of rehabilitation.
3. **Non-Profit CBO Grant Program.** Ten percent of the SHIP funds (\$25,000) shall be used as grants to non-profit community based organizations (CBOs). Our target position for CBOs is to leverage at a minimum of six dollars (\$6) of projected appraised value for every one (\$1) dollar of ship funds received, with a maximum grant \$5,000/unit.

HIGHLANDS COUNTY HOUSING INCENTIVE PLAN, 1994. SAI and GFSI prepared the Housing Incentive Plan (HIP) for Highlands County. SAI reviewed Highland County's existing policies, procedures, ordinances, land development regulations, and comprehensive plan, and identified barriers that impede, prevent or otherwise discourage the construction of affordable housing. The HIP contains specific incentives for removing the identified barriers to the provision of affordable housing in the following areas:

- Definition of affordable housing
- Development review process
- Zero-lot line configurations
- Parking and setback requirements
- Street and sidewalk requirements
- Increased density
- Impact fees
- Capacity reservation
- Public lands inventory

As part of the HIP, SAI developed a process for reviewing the impact of new regulations and policies on affordable housing. The HIP, including recommended government actions that promote, encourage, and facilitate the construction of affordable housing as well as an implementation schedule was approved by the Highland County Board of County Commissioners and the Florida Housing Finance Agency.

CONCURRENCY MANAGEMENT SYSTEM EXPERIENCE

SAI developed concurrency management regulations for the following Florida local governments:

- Town of Howey-in-the-Hills, 1992
- City of Longwood, 1992
- City of Key West, 1991
- City of Sebastian, 1990
- Town of Malabar, 1988

The Longwood and Key West concurrency management projects included developing a computerized spreadsheet and procedures manual for monitoring, evaluating, and tracking the concurrency management process.

SPECIAL PURPOSE LAND DEVELOPMENT REGULATIONS

SAI has developed the following special purpose regulation either as part of a whole land development regulation or as a specific ordinance:

- a. Mixed Use Development Regulations, St. Lucie County (1987).
- b. Satellite Dish/Solar Collector Regulations, St. Lucie County (1987)
- c. Planned Unit Development Ordinance, City of Sebastian (1985)
- d. Planned Unit Development Ordinance, Indian River County (1985).

**OTHER RESOURCE
PRESERVATION
REGULATIONS**

Following is a summary of Solin and Associates Inc.'s experience with resource preservation regulations for Florida local governments.

- a. Wetlands Protection Ordinance:
 - Indian River County (1987)
 - Alachua County (1988)
 - Town of Indian River Shores (1989)
- b. Estuarine Shoreline Protection Ordinance, St. Lucie County (1986).
- c. Beach and Dune Preservation and Restoration Ordinances
 - Indian River County (1987)
 - Town of Indian River Shores (1986)
 - City of Fort Pierce (1986)
- d. Mangrove Protection Ordinance, Town of Indian River Shores (1988).
- e. Landscape and Tree Ordinance, City of Vero Beach (as Planning Director, 1980)
- f. Flood Plain Ordinance, City of Vero Beach (as Planning Director, 1980)

REFERENCES

Jay Marder, AICP, Director
Department of Planning and Development
City of Sanford
P.O. Box 1778
Sanford, FL 32772-1778
(407) 330-5670

Ted Strader, Planning Director
City of Key West
605A Simonton Street
Key West, FL 33040
(407) 292-8229

David Moon, AICP, Planning Director
City of Oviedo
400 Alexandria Boulevard
Oviedo, Florida 32765
(407) 366-7000

Owen Beitsch, AICP, Partner
Real Estate Research Consultants
200 Robinson Street Suite 690
Orlando, FL 32801
(407) 843-5635

Paul Mazade, Planning Director
Town of Howey-in-the-Hills
101 North Palm Avenue
Howey-in-the-Hills, FL 32737
(904) 324-2290

Rosalie Lasky, City Clerk
Joan Borcenk, Assistant City Clerk
Town of Malabar
P.O. Box 245
Malabar, FL 32950
(407) 727-7764

Dick Wells, Director
Community Development Department
City of Casselberry
95 Triplet Lake Drive
Casselberry, FL 32707
(407) 263-3919

Danny E. Taylor, Director of Planning and Economic Development
700 Fox Trail
Opelika, AL 36803
(205) 705-5156

Dale Eacker, State Planning Review Officer
Jim Quinn, Chief of Critical Areas Program
Florida Department of Community Affairs
Bureau of Local Planning
2740 Centerview Drive
Tallahassee, FL 32399
(904) 487-4545 (Eacker)
(904) 488-4925 (Quinn)
Each person has reviewed SAI State Grant work

Note: All persons noted above served as the primary contact officer for each respective project.

FIGURE 1
SAI'S COMPREHENSIVE PLAN EXPERIENCE

PUBLIC CLIENTS		Malabar	Sebastian	Kissimmee	Sanford	Key West	Deland	Melbourne Village	Indian River Shores	Delray Beach	CFRPC	Cane Coral	Martin County	Port St. Lucie	West Palm Beach	Long Boat Key	Sebring	Sarasota County
COMP PLAN COMPONENTS																		
Adopted	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Land Use	X	X	X	X	X			X	X	X		X	X		X		X	
Traffic Circulation	X	X	X	X	X			X	X			X	X		X		X	
Housing	X	X	X	X	X			X	X			X	X		X		X	
Public Facilities	X	X	X	X	X			X	X			X	X				X	
Coastal Management	X	X			X				X			X	X				X	
Conservation	X	X	X	X	X	X		X	X			X	X				X	
Recreation and Open Space	X	X	X	X	X			X	X			X	X				X	
Intergovernmental Coordination	X	X	X	X	X			X	X			X			X		X	
Capital Improvements	X	X	X	X	X			X	X			X					X	
Concurrency Management	X	X	X	X	X			X	X									
CFRPC Comp. Plan Review											X							
Evaluation and Appraisal	X	X							X	X			X			X		
Sector Plan																	X	
City Center Evaluation															X			
State Awards		1			2								3	4				
Expert Witness											X	X						

1. DCA Award for "Best Comprehensive Plan for City under 50,000 Population."
2. FLAPA "Award of Merit" 1993, assisted settlement agreement.
3. FL-APA "Award of Merit" 1983, assisted settlement agreement.
4. FL-APA "Award of Merit" 1984, assisted settlement agreement.

FIGURE 2
SAI'S RELATED LDR EXPERIENCE

LDR COMPONENTS		PUBLIC CLIENTS														
		Malabar	Sebastian	Casselberry	Sanford	Key West	Longwood	Lake County	Indian River Shores	Howey-in-the-Hills	Indian River County	St. Lucie County	Alachua County	Port St. Lucie	West Palm Beach	Fort Pierce
Unified LDR	X	X	X	X	X				X							
Preamble	X	X	X	X	X				X					X		
Comp. Plan Consistency	X	X	X	X	X				X							
Land Use/Zoning	X	X	X	X	X				X	X				X		
Planned Development	X	X	X	X	X				X	X	X			X		
General Provisions	X	X	X	X	X				X	X				X		
Conditional Uses	X	X	X	X	X				X	X				X		
Site Plan Review	X	X	X	X	X				X	X				X		
Performance Criteria	X	X	X	X	X				X	X				X		
Environmental	X	X	X	X	X				X	X	X				X	
Infrastructure	X	X	X	X	X				X	X				X		
Urban Design				X	X	X			X							
Mixed Use Activity Centers				X	X	X					X			X		
Cluster Housing				X	X				X							
Nuisance Abatement	X	X		X	X				X	X				X		
Off-Street Parking	X	X	X	X	X				X	X				X		
Airport Regulations		X		X	X					X						
Nonconformities	X	X	X	X	X				X	X				X		
Administration	X	X	X	X	X				X	X				X		
Concurrency Management	X	X	X	X	X	X			X							
Landscaping	X	X	X	X	X				X	X				X		
Tree Protection	X	X	X	X	X				X	X	X			X		
Subdivision Regulations	X		X	X	X				X					X		
Signage	X	X	X	X	X				X	X				X		
Special Studies		X					X				X				X	
Streamline Procedures	X	X	X	X	X				X	X				X	X	
Developer Guide							X									
Land Use Conversion													X			
Access Control/Cross Easements		X	X	X	X											

FIGURE 3
SAPS HOUSING EXPERIENCE

CLIENT COMMUNITIES		Fort Walton Beach	Key West	Sanford	Sebastian	Melabar	Indian River Shores	Kissimmee	Melbourne Village	Port St. Lucie	Martin County	Long Boat Key	Englewood	Casselberry	Horvey-in-the-Hills	Indian River County	West Palm Beach	St. Lucie County
		AREAS OF HOUSING EXPERIENCE																
INVENTORIES		X	X	X	X	X	X	X	X	X	X	X	X					
Population and Housing Census Data		X	X	X	X	X	X	X	X	X	X	X	X					
Building Permit Data		X	X		X	X	X	X	X			X	X					
Housing Characteristics		X	X	X	X	X	X	X	X	X	X	X	X					
Structure Type		X	X	X	X	X	X	X	X	X	X	X	X					
Tenure		X	X	X	X	X	X	X	X			X	X					
Age of Housing Stock		X	X	X	X	X	X	X	X			X	X					
Contract Rent/Mortgage		X	X	X	X	X	X	X	X			X	X					
Value of Owner - Occupied Units		X	X	X	X	X	X	X	X					X				
Ratio of Income to Housing Costs		X	X	X	X	X	X	X	X					X				
Housing Conditions		X	X	X	X	X	X	X	X			X	X					
Lacking Complete Plumbing Facilities		X	X	X	X	X	X	X	X			X	X					
Lacking Kitchen Facilities		X	X	X	X	X	X	X	X			X						
Lacking Central Heat/Air Facilities		X	X	X	X	X	X	X	X			X						
Overcrowded Dwelling Units		X	X	X	X	X	X	X	X			X	X					
Standard vs. Substandard		X	X	X	X	X	X	X	X			X	X					
Public/Subsidized Housing		X	X	X	X	X	X	X	X									
Foster Care and Group Care Homes		X	X	X	X	X	X	X	X			X						
Mobile Homes		X	X	X	X	X	X	X	X			X	X	X				
Historically Significant Housing		X	X	X	X	X	X	X	X					X				
Rural and Farm Worker Housing		X	X	X	X	X	X	X	X									
Construction Activity		X	X	X	X	X	X	X	X	X	X	X	X	X	X			
ANALYSIS		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Update Census Housing Unit Data		X	X	X	X	X	X	X	X	X	X	X	X					
Projected Housing Distribution by Structure Type		X	X	X	X	X	X	X	X	X	X	X	X	X				
Projected Households by Size		X	X	X	X	X	X	X	X	X	X	X	X	X				
Projected Households Income Distribution		X	X	X	X	X	X	X	X					X	X			
Projected Housing Needs		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Proj'd Prv't Sector Ability to Meet Needs: Structure Type/Tenure		X	X	X	X	X	X	X	X									
Population Projections		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Proj'd Housing Demand by Type/Land Area Req'mt		X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Strategies for Meeting Special Housing Needs		X	X	X	X	X	X	X	X	X	X	X	X	X	X			
GOALS, OBJECTIVES & POLICIES		X	X	X	X	X	X	X	X	X	X	X	X	X	X			
REGULATORY MECHANISMS		X	X	X	X							X		X	X	X	X	X
Land Use Density/Intensity		X	X	X	X							X		X	X	X	X	X
Compatibility of Structure Types		X	X	X	X							X		X	X	X	X	X
Screening/Buffering for Land Use Compatibility		X	X	X	X									X	X	X	X	X
Affordable Housing		X	X	X	X									X	X			X
Group Home and Foster Care		X	X	X	X									X	X	X	X	X
Cluster Housing		X	X	X	X		X							X	X	X	X	X
Manufactured Housing		X	X	X	X									X	X	X	X	X
Mixed Use Development		X	X	X	X									X	X	X	X	X
Urban Design Standards		X	X	X	X	X								X	X	X	X	X
Site Plan Review		X	X	X	X	X						X		X	X	X	X	X
Subdivision		X	X	X	X							X		X	X	X	X	X
Historic Preservation		X	X	X	X									X	X			X

FIGURE 4
SAI'S FISCAL AND FACILITY
ANALYSIS EXPERIENCE

CLIENT COMMUNITIES	FISCAL AND FACILITY TASKS		
	FISCAL ANALYSIS	FACILITY ANALYSIS	CONCURRENCY MANAGEMENT
Sanford	X	X	X
Key West	X	X	X
Malabar	X	X	X
Sebastian	X	X	X
Kissimmee	X	X	
Melbourne Village	X	X	
Indian River Shores	X	X	
Martin County	X	X	
Sarasota County	X	X	
Casselberry			X
Longwood			X
Howey-in-the-Hills			X

CASELLA AND ASSOCIATES

310 Overbrook Drive, Clearwater, Florida 34616 (813) 443-4928

**DAVID PLUMMER &
ASSOCIATES, INC.
DAVID PLUMMER, PE,
PRESIDENT
4225 Salzedo Street
Coral Gables, Florida 33146
(305) 444-2116
(305) 444-4986 FAX**

The firm of David Plummer & Associates, Inc. (DPA) is an organization of civil engineers and planners offering professional services throughout the South Florida area.

DPA was incorporated in 1978 for the specific purpose of providing transportation oriented services, throughout South Florida, in both the public and private sectors. Since that time the firm has experienced a steady yet controlled growth. In 1983, DPA began providing services to the public sector in Lee County, Florida, which led to the opening in 1985 of a second office in Ft. Myers. In 1987, a third office was opened in West Palm Beach to serve the Treasure Coast.

DPA has been specializing in providing transportation oriented services to the public and private sectors since 1978.

DPA is organized into two technical divisions: Civil Engineering and Transportation Planning. Operationally, however, there is continuous interchange of information and expertise between the two groups, as well as among all three offices. This approach expands the base of each discipline while ensuring technically sound and implementable solutions.

With dozens of Comprehensive Plan Amendments and traffic circulation elements completed, DPA brings special insight to, as well as, thorough knowledge of, traffic analysis, planning, concurrency, and the zoning issues involved in these projects. We have completed some of the most interesting and challenging comprehensive plans such as Sanibel Island and Coral Gables. Incidentally, as the Coral Gables traffic engineering consultant, we are also helping the City of Coral Gables with the implementation of a very ambitious street closing neighborhood protection plan.

DPA has worked extensively throughout South Florida, including working for the Cities of Coral Gables, Miami, and Homestead as well as Dade County.

Our public clients include the Florida Department of Transportation, Collier County, Dade County, Broward County, Lee County, Martin County, St. Lucie County, Charlotte County and Monroe County, as well as the Cities of Miami, Coral Gables, Homestead, Ft. Lauderdale and Ft. Myers. Providing service to these public clients has enabled our professionals to establish excellent working relationships with the various local, regional and state government agencies.

Because of the firm's business approach to engineering, its principals are experienced in the complex relations among financial, technical, and "people" aspects of a successful project. This balance between engineering and business enables us to work with our clients from the earliest stages as part of the team of architects, planners, attorneys, and finance officers helping to shape and direct projects from the earliest planning stages through the approval process and into implementation.

TEN REPRESENTATIVE PROJECTS

- **Lee County Comprehensive Plan, Traffic Circulation Element.**
Lee County Community Development Department
- **Collier County Level of Service Study.**
Collier County Transportation Services Division
- **Sanibel Island Comprehensive Plan, Traffic Circulation Element**
City of Sanibel
- **City of Palm Beach Gardens, Transportation Standards Ordinance**
City of Palm Beach Gardens
- **Lee County Impact Fee Ordinance**
Lee County Community Development Department
- **Ocala Area Transportation Study**
Ocala Area MPO
- **City of Coral Gables Fire Station Comprehensive Plan Amendment**
City of Coral Gables
- **City of Coral Gables Comprehensive Plan, Traffic Circulation Element**
City of Coral Gables
- **City of Fort Lauderdale Comprehensive Plan, Traffic Element**
City of Fort Lauderdale
- **Downtown Miami Transportation Study**
Downtown Development Authority

CASELLA & ASSOCIATES
SAM CASELLA, AICP,
PRESIDENT
310 Overbrook Drive
Clearwater, Florida 34616
(813) 443-4928

SAM CASELLA, AICP is an urban planner, with 20 years of experience leading up to his election as President-elect of the American Planning Association (APA) in 1992. His over 20 years of planning practice is varied, including comprehensive and strategic planning, and also extensive work in redevelopment, downtown and neighborhood planning, affordable housing, and economic development. His clients have included over 30 local governments and others.

Sam has had his own consulting practice since 1983, and previously was Executive Director of the Clearwater Downtown Development Board, and a planner in Clearwater, Florida, and Charlotte, North Carolina. He has a masters degree in urban planning from Hunter College in New York City.

SAM CASELLA's experience in comprehensive planning goes back to the Charlotte-Mecklenburg Comprehensive Plan in 1973-75, when Sam had a key role in preparing the comprehensive plan. Sam formulated and directed a creative public input program for the plan that included using mass media as well as small groups. Sam also wrote portions of the plan, and contributed innovative ideas, such as the concept of redeveloping Fourth Ward, that later produced dramatic results. Sam has also served as a consultant on comprehensive plans in Florida under that State's progressive growth management laws, including comprehensive plans in Hillsborough County, Manatee County, and Palm Beach County. The **Manatee County Plan** was designated "Best County Plan" by the Florida Department of Community Affairs.

Sam has been a leader in moving the American Planning Association towards greater concern for social equity issues. He served as Chairman of the Task Force for Women and Minorities, as Social Equity liaison of the APA Board, and was instrumental in putting social equity into APA's Development Plan as a major goal. He has been involved in the development of APA's Agenda for America's Communities as APA's President.

Sam has received five awards from APA for professional activity, and is a charter member of the American Institute of Certified Planners (AICP). Among his publications is a PAS Report on Tax Increment Financing that is a standard reference for planners. He has made presentations at planning conferences and workshops in ten states. He is a frequent writer for APA publications and speaker at planning conferences and workshops. He is a charter member of the American Institute of Certified Planners. Sam has a Master's in Urban Planning from Hunter College in New York City.

PROFESSIONAL SERVICES:

- Comprehensive and Strategic Planning
- Affordable Housing
- Community and Grants Development
- Economic Development and market analysis
- Development Regulations
- Redevelopment studies and Downtown Planning
- Impact Fees, User Fees and Tax increment financing

CLIENT LIST:

City of Albuquerque, NM
City of Delray Beach, FL
City of Fort Walton Beach, FL
City of Greensboro, NC
City of Key West, FL
City of Kissimmee, FL
City of Miami Beach, FL
City of North Port, FL
City of Palmetto, FL
City of Tampa, FL
City of Winter Haven, FL
Charlotte-Mecklenburg Planning Commission, NC
Charlotte Uptown Development Corporation, NC
Clearwater Neighborhood Housing Services Inc., FL
Cocoa Redevelopment Agency, FL
Highlands County, FL
Hillsborough County, FL
Hollywood Redevelopment Agency, FL
Jacksonville Beach Redevelopment Agency, FL
Livingston Corridor Association, Tampa, FL
Town of Longboat Key, FL
Manatee County, FL
Miami-Dade County, FL
Palm Beach County, FL
Panama City Redevelopment Agency, FL
Pasco County, FL
Pinellas Neighborhood Business Consortium, FL
Royal American Development Company, Panama City, FL
Sebring Redevelopment Agency, FL
Tallahassee-Leon Planning Department, FL
Tampa-Hillsborough County Planning Commission, FL
Volusia County, FL
Walker Parking Consultants Inc., Tampa, FL
Wallace Roberts & Todd, Coral Gables, FL
Washington County Chamber of Commerce, FL

**RELATED
PROJECTS:**

Project: Enterprise Community Strategic Plan
Location: Greensboro, North Carolina
Client: City of Greensboro Community Development Department
Completion: June 1994

Project: USF Area Strategic Plan
Location: Hillsborough County, Florida
Client: Hillsborough County Community Development Department
Completion: May 1994

Project: Strategic Plan Facilitation
Location: Lafayette, Louisiana
Client: Lafayette Area Planning Commission
Completion: May 1994

Project: Economic development Plan for Marine and Riparian Industries
Location: Volusia County, Florida
Client: Ponce de Leon Port Authority
Co-consultants: Kenneth Leventhal & Company
Completion: April 1994

Project:	Expert Witness, Convention Village Redevelopment (Defense of TIF district)
Location:	Miami Beach, Florida
Client:	Broad and Cassell, representing the City of Miami Beach
Completion:	March 1994
Project:	Impact Fee and User Fee Analysis
Location:	North Port, Florida
Client:	City of North Port, Fire Rescue District
Completion:	January 1994
Project:	Economic Analysis Plan
Location:	Palm Beach County, Florida
Client:	Palm Beach County Planning Department
Co-consultants:	James Duncan & Associates, and DEVPLAN Inc.
Completion:	September 1993
Project:	Expert Witness, Jabour vs. City of Key West (Defense of TIF district)
Location:	Key West, Florida
Client:	City of Key West
Completion:	August 1993
Project:	Finding of Necessity and Redevelopment Plan
Location:	Downtown North (a diverse area surrounding the downtown).
Client:	Panama City Community Redevelopment Agency
Completion:	January 1993
Project:	Myakkahatchee Creek Environmental Park - Preservation 2000 Grant Application (grant of \$141,150 awarded to the City)
Location:	North Port, Florida
Client:	City of North Port
Completion:	January 1993
Project:	Finding of Necessity for Convention Village Redevelopment
Location:	Miami Beach, Florida
Client:	City of Miami Beach
Co-consultants:	Wallace, Roberts & Todd (WRT), Inc.
Completion:	1992
Project:	Economic Research and Strategy
Location:	North Port, Florida
Client:	City of North Port Planning Department
Completion:	1992
Project:	Neighborhood Strategic Plan
Location:	Cocoa, Florida
Client:	City of Cocoa Redevelopment Agency
Co-consultant:	WRT Inc.
Completion:	1992
Project:	Findings of Necessity: Key West Bight and Bahama Village, Redevelopment Plan: Key West Bight.
Location:	Key West, Florida
Client:	City of Key West
Co-consultant:	WRT Inc.
Completion:	1992

Project:	Government Center Plan
Location:	Sebring, Florida
Client:	Sebring Redevelopment Agency
Co-consultant:	TBE Inc.
Completion:	1991
Project:	Downtown Waterfront Plan
Location:	Sebring, Florida
Client:	Sebring Redevelopment Agency
Co-consultant:	TBE, Inc.
Completion:	1991
Project:	Finding of Necessity for Redevelopment and Strategy
Location:	Kissimmee, Florida
Client:	City of Kissimmee
Completion:	1991
Project:	Rational Basis of Housing Bonus Program
Location:	Cocoa, Florida
Client:	City of Cocoa Redevelopment Agency
Completion:	1990
Project:	Development Fee Options (economic impact assessment)
Location:	Charlotte, N.C.
Client:	Charlotte-Mecklenburg Planning Commission
Co-consultants:	James Duncan and Associates, Kelly & Potter, and GFOA
Completion:	1990
Project:	Finding of Necessity and Redevelopment Plan
Location:	St. Andrews District, Panama City, Florida
Client:	Community Redevelopment Agency of Panama City
Completion:	1989
Project:	Evaluation of Redevelopment District Criteria
Location:	Tallahassee, Florida
Client:	City of Tallahassee
Completion:	1989
Project:	Redevelopment Policy Study (Included evaluation of findings for Downtown Miami, South Miami, Coral Gables, and Homestead)
Location:	Miami-Dade County, Florida
Client:	Dade County
Co-consultants:	Wallace, Roberts & Todd; GA Partners; Holland & Knight.
Completion:	1988
Project:	Economic Basis of the County Comprehensive Plan
Location:	Tampa, Florida
Client:	Tampa-Hillsborough County City-County Planning Commission
Completion:	1988
Project:	Comprehensive Plan: (Economic, Land use, Housing, Recreation, and Intergovernmental elements). Consistency of LDR with comprehensive plan.
Location:	Palmetto, Florida
Client:	City of Palmetto, Florida
Co-consultant:	Wade-Trim, Inc.
Completion:	1988

Project:	Capital Improvements Element of the Comprehensive Plan
Location:	Long Boat Key, Florida
Client:	Town of Long Boat Key
Co-consultant:	Reynolds, Smith & Hills, Inc.
Completion:	1988
Project:	North Greenwood Economic Development Strategy
Location:	Clearwater, Florida
Client:	Clearwater Neighborhood Housing Services Inc.
Completion:	1988
Project:	Livingston Corridor Market Analysis/Land Use Plan Amendment
Location:	Hillsborough County, Florida
Client:	Livingston Corridor Association
Co-consultants:	Taub & Williams; Lincks & Associates; Conservation Consultants
Completion:	1988
Project:	Economic Analysis: Pasco County Comprehensive Plan
Location:	Pasco County, Florida
Client:	Florida Land Design & Engineering, Inc. (Division of Dames & Moore)
Completion:	1988
Project:	Economic Element of County Comprehensive Plan
Location:	Manatee County, Florida
Client:	Manatee County Government
Co-consultant:	Florida Land Design & Engineering, Inc. (Division of Dames & Moore)
Completion:	1987
<i>(Designated as the Best County Plan by the Florida Department of Community Affairs)</i>	
Project:	Finding of Necessity and Community Redevelopment Plan
Location:	Palmetto, Florida
Client:	City of Palmetto
Completion:	1986
Project:	Community Redevelopment Plan (conditions analysis, zoning, incentives.)
Location:	Delray Beach, Florida
Client:	Community Redevelopment Agency/City of Delray Beach
Co-consultants:	WRT, Inc.; W. H. Keller, Inc.; Economic Research Associates.
Completion:	1986
Project:	Pinellas Business Opportunities Study
Location:	Pinellas County, Florida
Client:	Pinellas Neighborhood Business Consortium, (Pinellas County and the cities of Largo, Clearwater, and St. Petersburg). Largo administered the contract.
Completion:	1986
<i>(Winner of an Award of Excellence from the FAPA Suncoast Section.)</i>	
Project:	Parking Study - Future Growth Analysis
Location:	Downtown Panama City, Florida
Client:	Walker Parking Consultants, Inc.
Completion:	1986

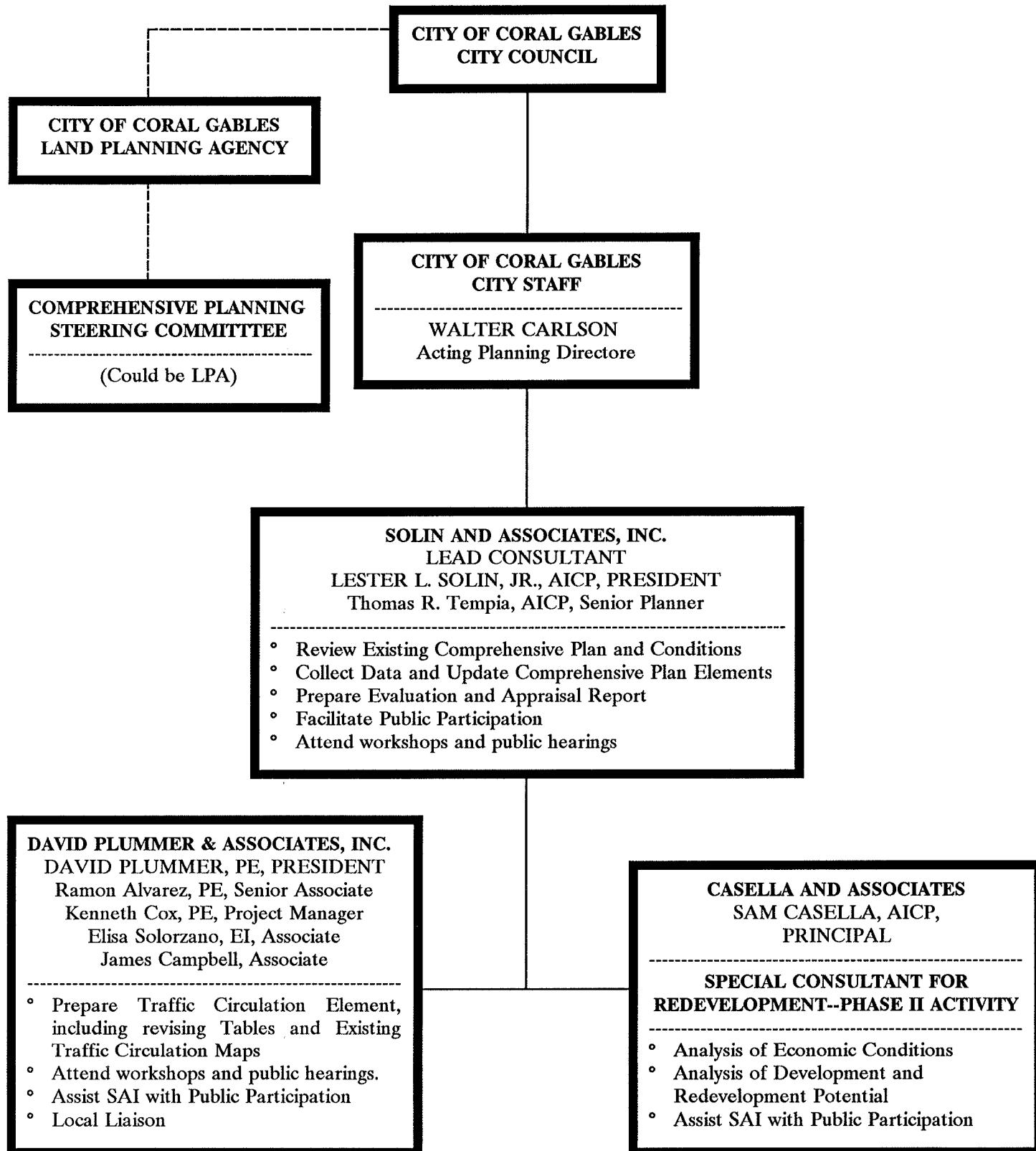
<p>Projects Previous to Starting Consultant Practice</p>	Project: Downtown Redevelopment Plan
	Location: Hollywood, Florida
	Client: Downtown Hollywood Center, Inc.
	Co-consultants: Wallace, Roberts & Todd; Kimley-Horn Associates; Hammer, Siler, George Associates; and the Project for Public Spaces, Inc.
	Completion: 1985
	Project: Downtown Financing Program
	Location: Albuquerque, New Mexico
	Client: City of Albuquerque
	Completion: 1985
	Project: West Tampa Market Study
	Location: Tampa, Florida
	Client: City of Tampa
	Completion: 1985
	<i>(Winner of an Award of Merit from the FAPA Suncoast Section.)</i>
	Project: CDBG Plan and Economic Element
	Location: Fort Walton Beach, Florida
	Client: CDBG Program, City of Fort Walton Beach
	Completion: 1985
	Project: Creation of Community Redevelopment Area (Included Finding of Necessity)
	Location: Winter Haven, Florida
	Client: City of Winter Haven
	Completion: 1984
	Project: Expansion of Redevelopment Area (Included Finding of Necessity)
	Location: Jacksonville Beach, Florida
	Client: Jacksonville Beach Redevelopment Agency/City of Jacksonville Beach
	Completion: 1984
	Project: Creation of Enterprise Zone (Included Finding of Necessity)
	Location: Chipley, Florida
	Client: Washington County Chamber of Commerce
	Completion: 1984
	Project: Finding of Necessity and Community Redevelopment Plan
	Location: Downtown Panama City, Florida
	Client: Panama City Downtown Improvement Board/Community Redevelopment Agency
	Completion: 1983
	Prior to 1983, Mr. Casella was employed in the public sector for 10 years. Activities included:
	Project: Fourth Ward Downtown Neighborhood
	Location: Charlotte, North Carolina
	Description: Downtown residential redevelopment in a historic neighborhood, combining public and private action. Prepared strategy and zoning/historic preservation guidelines.
	Employer: Charlotte-Mecklenburg Planning Commission

Project:	Charlotte-Mecklenburg Comprehensive Plan
Description:	Mr. Casella was responsible for (1) economic analysis and commercial development planning, (2) general development strategy statement, (3) inter-element coordination, and (4) designing and conducting the public participation program.
Employer:	Charlotte-Mecklenburg Planning Commission
Project:	Downtown Plan
Location:	Clearwater, Florida
Consultant:	RTKL Inc.
Description:	Downtown plan by RTKL Inc. and the City of Clearwater. Mr. Casella was the City's project planner.
Employer:	City of Clearwater
	<i>(Winner of an Award of Merit from FAPA)</i>
Project:	Administration of Downtown District
Location:	Clearwater, Florida
Description:	Mr. Casella was executive director of a downtown development agency whose activities included implementation of the downtown plan, establishment of a tax increment district (currently \$725,000 annually), creation of a new zoning ordinance, public/private development of a new office building and parking garage, waterfront band shell (site of annual Clearwater Jazz Festival), and streetscape improvements.
Employer:	Clearwater Downtown Development Board

II. PROJECT ORGANIZATION AND MANAGEMENT

Figure 5 illustrates the proposed project management and staffing for the City of Coral Gables Evaluation and Appraisal Report, and identifies levels of responsibilities and summarized task assignments.

FIGURE 5: PROJECT ORGANIZATION AND MANAGEMENT



PROPOSED WORK PROGRAM, SCHEDULE, AND BUDGET

This section of the proposal presents the proposed work program, budget, and schedule. As requested, the schedule and budget addresses only the first phase of the work program since the City has stated that the second phase is the target of a separate request for proposal (RFP).

SAI strongly urges the City to reconsider the administration of the City's Comprehensive Plan Evaluation and Appraisal Report through two separate and distinct RFPs and contracts. This administrative strategy would not enable items cited in Phase II to commence in a timely manner. SAI is confident that the first phase of the contract does not include some significant work components that should be started concurrently with the first phase of the work program. Nevertheless, SAI has submitted a detailed work program, budget, and schedule for Phase I, including a visioning process as the cornerstone of the our proposed public participation effort. A work program for phase II is also included without a detailed schedule and budget consistent with the terms of the RFP and proposed contract award.

PHASE I: COMMENCE DATA BASE UPDATE AND IDENTIFY COMPREHENSIVE PLAN ISSUES

1.00 MEET DEPARTMENT OF COMMUNITY AFFAIRS CONTRACT REQUIREMENTS

- 1.01 **Condition of Each Comprehensive Plan Element When Adopted.** SAI shall describe the condition of each element at the time the Comprehensive Plan was adopted. SAI shall include summaries of data and analysis from each element. David Plummer & Associates, Inc. (DPA) will describe the condition of the Traffic Circulation element at the time of adoption.
- 1.02 **Current Conditions of Each Comprehensive Plan Element.** Pursuant to the terms of the City's contract with DCA [Reference: §III(B)(2)(b)], SAI shall describe the condition of each element of the City's adopted Comprehensive Plan as of the date of submittal of the work products identified in Part I of this work program. DPA will describe the current condition of the Traffic Circulation element. Pursuant to the terms of the City's contract with DCA, the date of such submittal shall be no later than August 15, 1995 (Reference: §XI). SAI shall coordinate with staff to determine changes in the adopted Comprehensive Plan which have occurred since February 16, 1989, including:
 - a. Updates to the supportive technical data included in the Plan;
 - b. Amendments to the goals, objectives, and policies;
 - c. Amendments to the Future Land Use Map; and
 - d. Identification of major comprehensive planning issues confronted by the City since adoption of the Plan in February 16, 1994.
- 1.03 **Summarize Comprehensive Plan Text and Future Land Use Map Amendments.** SAI shall prepare a tabular summary of all land use text and map amendments and all other substantive text amendments to the Plan identified in Step 1.02 above.
- 1.04 **Prepare Updated Existing Land Use Map and Table of Existing Land Uses.** SAI shall coordinate with the City to determine the most cost effective method for updating the City's existing land use map. In accomplishing this task, SAI generally relies largely on staff debriefings together with data base summaries prepared by staff. Major data sources would include aerial photography for base years 1989 and 1994, building permit data (1989-1994), and site plans (1989-1994) to identify changes in existing land use since February, 1989. The land use changes identified will also be tabulated in an updated existing land use profile.

1.05 **Prepare A New Existing Traffic Circulation Map.** DPA shall prepare a new "existing" traffic circulation map depicting current conditions. The map will be prepared by updating traffic volumes from available counts. The count sources include FDOT, Metro-Dade County, the Coral Gables Traffic Concurrency Model and the residential street closing data collection efforts. The base map will be provided by the City. New count locations (from available data) will be added, as needed, to reflect a more detailed city arterial/collector road system consistent with previous evaluations and consultations with City staff.

1.06 **Summarize Condition and Quality of All Natural Resources.** SAI shall review the existing Plan elements for land use, coastal management, and conservation in order to identify all natural resources unique to the City. SAI shall identify major changes in the condition and quality of natural resources based on available data from the City, SFRPC, SFWMD, and other agencies which monitor the condition of natural resources. SAI shall prepare necessary text and supportive maps required to document changes in the condition and quality of natural resources.

1.07 **Public Participation.** Effective communication strategies are critical to developing a comprehensive plan evaluation. A visioning process together with a comprehensive series of public workshops/meetings is proposed by SAI. Workshops are intended to provide for substantial citizen input and are proposed subsequent to each major product deliverable. During each such workshop a key deliverable product will be discussed and the Board will be briefed concerning the next scheduled product.

SAI's experience suggests that workshops are most productive and constructive when our professionals prepare and disseminate draft products for review at each scheduled meeting. SAI is committed to timely delivery of products with sufficient lead time for the reviewing entity to read the documents prior to each public workshop. Timely delivery of such start-up products "focuses" the public workshops and enables the City leadership and public participants to contribute constructively to mainstream issues underlying City objectives.

The ELMS III legislation encourages a "vision statement" as part of the Comprehensive Plan. SAI proposes a vision process as the cornerstone of the collaborative planning process. Following are major components of the program:

- a. **Establish Comprehensive Plan Steering Committee.** The City should determine whether the Planning Board or another advisory committee shall serve as the Steering Committee.
- b. **Steering Committee Orientation.** The consultant and City staff shall meet with members of the Steering Committee for purposes of orienting them to EAR planning process and establish appropriate community outreach. The Steering Committee should be briefed regarding the overall work program schedule for planning activities. Finally, planning benchmarks should be established and the nature and limitations of their involvement should be described.
- c. **Visioning Process.** A "vision statement" should be an early product outcome of the planning process. The vision statement should be predicated on feedback obtained from a representative and broad spectrum of interests within the City.
 - i. **Interviews.** SAI proposes to interview approximately 50 persons over a two to three day period. This can only be accomplished if City staff selects the interviewees with consent of the Steering Committee. City staff would also be in charge of logistics, including establishing a schedule of interviews at one-half hour intervals at City Hall. The schedule could begin very early and extend to evening hours in order to provide opportunity for persons without flexible schedules to arrange interview times before or after working hours. Staff would also be in charge of follow-up reminders by telephone on the day of the scheduled interview to ensure a high rate of participation. Participants

would receive a letter from the Mayor thanking them for their participation. SAI would be responsible for the interviews which would be designed to determine basic perspectives of the City's development, city services, physical and economic development, and related positive and negative attributes.

ii. **Sample Questions.** Interview questions should be general and provide maximum freedom of response. Follow-up questions could address more penetrating issues related to an interviewee's initial response. Typical questions include:

- How would you describe the City and your neighborhood?
 - Physical development?
 - Economic development?
 - Quality of life?
- What are some of the City's positive attributes?--Your neighborhood?
- What are some of the City's negative attributes?--Your neighborhood?
- If you had the power to do four things to improve the City during the next five years, what would they be?
- If you had the power to do four things to improve your neighborhood during the next five years, what would they be?

iii. **Analyze Results of Interviews.** SAI shall analyze the results of the interviews, coordinate with staff, and prepare written summary for members of the Steering Committee.

iv. **Steering Committee Meeting to Develop A Framework for Visioning.** City staff shall schedule a meeting of the Steering Committee. SAI in concert with City staff shall meet with the Steering Committee and shall review community perspectives derived from results of the interviews. SAI shall facilitate a discussion directed at assessing Community values and forces impacting development and redevelopment within the City. This Steering Committee Meeting will provide a basis for articulating a Vision Statement. Sample issues and questions to be discussed may include:

- Strengths of our city: What are our assets? What makes us want to live/stay here?
- Weaknesses in our city: What are our liabilities? What do we not like about our community or neighborhood?
- Opportunities for our community: What factors will help our community in the future? How can we make our community better?
- Threats to our community: What factors are endangering our community? What factors will prevent us from making our community better?
- Forces on our community: What factors have in the past impacted our community and shaped it?
- Values to be represented in a community vision statement: What is important to the people of our community and the future of our community?

v. **Analyze Results of the Steering Committee Meeting and Prepare Draft Vision Statement.** SAI shall analyze results of the Steering Committee Meeting and prepare a preliminary vision statement for the Steering Committee's consideration.

vi. **Steering Committee Develops Vision Statement.** SAI in concert with City staff shall meet with the Steering Committee. SAI shall discuss the preliminary draft of the vision statement. The Steering Committee shall review and refine the vision statement.

1.08 Refinements Based on Public Participation and Review by City Council Prior to Transmittal to DCA

PART II: CONTINUATION OF EVALUATION AND APPRAISAL REPORT PREPARATION, TRANSMITTAL TO DCA, AND ADOPTION

2.00 PREPARING THE EVALUATION AND APPRAISAL REPORT

2.01 **Comparison of Objectives with Results.** SAI shall compare the Comprehensive Plan's adopted objectives with the actual results. The comparison shall be based upon the following criteria:

- a. Comparison of objectives, including specific and measurable targets, to the actual results and conditions.
- b. Determine whether the objective was achieved.

2.02 **Major Problems and Issues.** SAI shall identify major problems and issues related to the development, physical deterioration, location of land uses within Coral Gables. SAI shall further analyze the social and economic effects of these major problem issues on the City. At a minimum, SAI will examine the following problems and issues:

- a. The accuracy and use of the population projections;
- b. Actual vs. anticipated rate of development;
- c. The effect of concurrency requirements;
- d. The maintenance and/or achievement of adequate Level of Service Standards;
- e. Coordinating with development the provision of public facilities and services;
- f. The actual vs. projected revenues and expenditures regarding capital improvements;
- g. The generation and status of new revenue sources;
- h. Physical deterioration of public buildings, utilities, infrastructure, recreation facilities, and parks, and the need for replacement or rehabilitation;
- i. Physical deterioration of buildings and structures in the commercial, and industrial land use categories;
- j. Physical deterioration of the housing stock, including mobile homes;
- k. The location of development with regard to existing infrastructure;
- l. The location of development in relation to where development was anticipated in the adopted plan, such as within areas designated for urban growth;
- m. The location of development in relation to its compatibility with safety and evacuation in coastal high hazard areas;
- n. The location of development in relation to the maintenance of environmentally sensitive areas; and
- o. The social and economic effects of the major problems previously identified by providing a description of the effects.

2.03 **Problems and Opportunities.** SAI shall meet with staff to identify unanticipated and unforeseen problems and opportunities which have occurred since Plan adoption. SAI shall describe the impact of these problems and opportunities on the Comprehensive Plan.

2.04 **Comprehensive Plan Consistency.** SAI shall assess the consistency of the Comprehensive Plan with:

- a. Changes to State Comprehensive Plan since 1985;
- b. Changes to South Florida Regional Planning Council Strategic Regional Policy Plan;
- c. Changes to Rule 9J-5, F.A.C.; and
- d. Changes to Chapter 163, Part II, F.S.

2.05 **Addressing Planning Issues.** SAI shall identify any needed actions to address the planning issues raised during the evaluation and appraisal of the Comprehensive Plan. SAI shall perform the following tasks at a minimum:

- a. Calculate new or revised population projections based on minimum 5-year and 10-year timeframes;
- b. Develop new or revised goals, objectives and policies;
- c. Revise future conditions maps;
- d. Prepare a new capital improvements element;
- e. Determine other actions, such as monitoring and evaluation procedures; and
- f. Identify additional studies to be completed.

2.06 **Identify Plan Amendments.** SAI shall identify proposed or anticipated plan amendments to address or implement the changes identified in Task 2.05. Specifically, SAI shall:

- a. Identify proposed or anticipated plan amendments; and
- b. Provide a schedule for transmittal and adoption of the plan amendments identified in the previous section.

3.00 TRANSMITTAL OF THE EVALUATION AND APPRAISAL REPORT

- 3.01 The Local Planning Agency (LPA) shall review the Coral Gables EAR.
- 3.02 The LPA shall transmit the EAR to the City Council and the Department of Community Affairs (DCA) simultaneous.
- 3.03 The City Council shall adopt, or adopt with changes, the proposed evaluation and appraisal report within 90 days after receiving the proposed report from the LPA.
- 3.04 The local governing body shall submit 3 copies of the report to DCA within 10 working days of adoption including:
 - A. graphics and text,
 - B. support documents including data and analysis,
 - C. a submittal letter stating the dates on which the local government held the requisite public hearings, and
 - D. a copy of the adoption ordinance.

4.00 DEPARTMENT OF COMMUNITY AFFAIRS (DCA) REVIEW

- 4.01. Within 30 days of receiving an adopted EAR or addendum, DCA shall determine its sufficiency. This review shall not be a compliance review, but shall be a determination that:
 - A. the report or addendum was adopted and submitted timely; and
 - B. the adopted report or addendum addresses all the requisite provisions.
- 4.02 DCA may provide substantive comments regarding the report or addendum at this if a written request is received from the local government with the report. Comments provided during the sufficiency review will not be binding on the local government or DCA.
- 4.03 Upon completion of its sufficiency review, DCA will notify the City in writing of its sufficiency determination.
 - a. If the adopted report or addendum is sufficient, the City shall proceed with adoption of EAR-based plan amendments
 - b. If the adopted report or addendum is not sufficient, the City is prohibited from amending its comprehensive plan until an EAR or addendum that is sufficient is adopted and submitted.

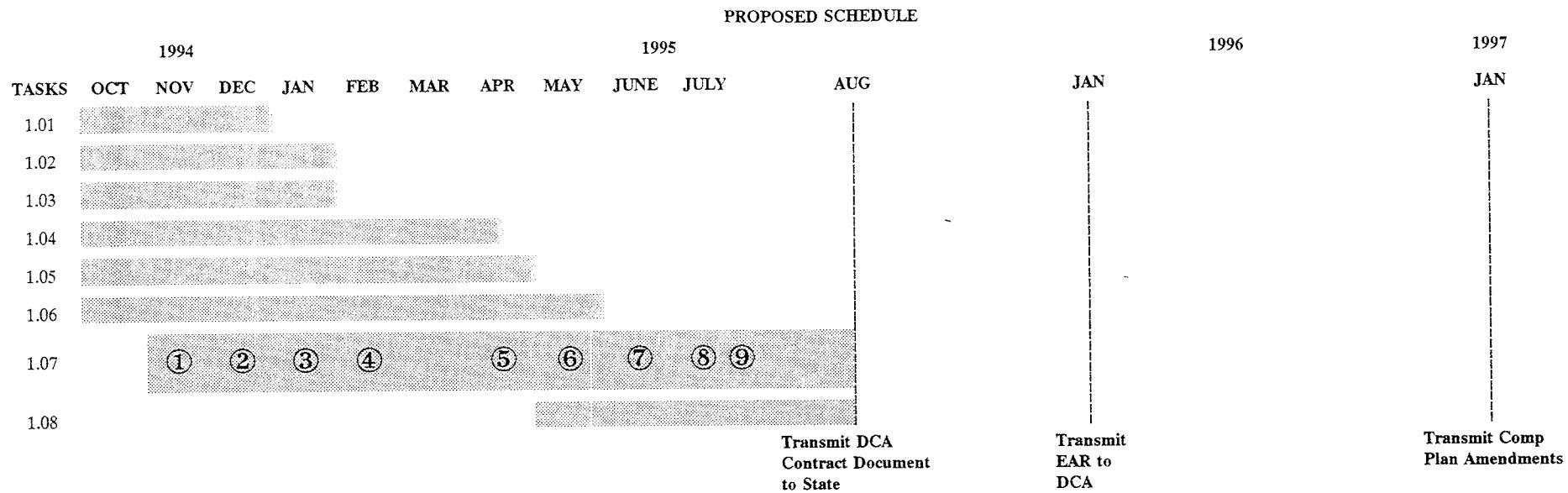
4.04 If an evaluation and appraisal report is not submitted and/or adopted by the due dates, the City is prohibited from amending its comprehensive plan until an EAR or addendum that DCA determines sufficient is submitted and/or adopted.

5.00 ADOPTION OF EVALUATION AND APPRAISAL REPORT (EAR) AMENDMENTS.

5.01 Within one year of the adoption of an EAR, the City shall amend its comprehensive plan based upon the recommendations contained therein.

5.02 All EAR-based plan amendments shall be subject to compliance review.

5.03 A local government may adopt its EAR-based plan amendments simultaneously with the adoption of the EAR or addendum.



Explanatory Notes Denote the Number and Timing of Comprehensive Plan Steering Committee meetings scheduled for Phase I of the Contract period. The notations describe the subject matter to be discussed at each of the proposed Comprehensive Plan Steering Committee meetings:

- ① Explain contract work program and elements of public participation process.
- ② Review deliverable products from Task 1.01, which describe the condition of each element at the time of adoption.
- ③ Orient Steering Committee to the visioning process pursuant to Task 1.07 (b). Also, the Committee shall review deliverable products from Tasks 1.02 and 1.03, which describe current conditions of each element and summarizes any amendments to the Comprehensive Plan, respectively.
- ④ The Committee reviews results of interviews and develops a framework for vision statement pursuant to Task 107 (c) (iv).
- ⑤ Develop vision statement pursuant to Task 1.07 (c) (vi).
- ⑥ Review deliverable products from Tasks 1.04 and 1.05, which update the existing land use map and existing traffic circulation map, respectively.
- ⑦ Review deliverable products from Task 1.06, which are the condition and quality of natural resources.
- ⑧ ⑨ LPA and City Council consider approving contract document for transmittal to DCA.

Proposed Budget

<u>Phase I Tasks</u>	<u>Estimated Costs</u>
1.01 Condition of Each Comprehensive Plan Element When Adopted	\$ 7,000
1.02 Current Conditions of Each Comprehensive Plan Element	9,000
1.03 Summarize Comprehensive Plan Text and FLUE Map Amendments	4,000
1.04 Prepare Updated Existing Land Use Map and Table of Existing Land Uses	8,700
1.05 Prepare A New Existing Traffic Circulation Map	9,800
1.06 Summarize Condition and Quality of All Natural Resources	9,500
1.07 Public Participation	15,000
1.08 Final Review and Revisions	4,000
Projected Expenses	8,000
Total Estimated Budget:	\$75,000

The professional fee schedule for the Solin and Associates, Inc. Team for additional services:

CATEGORY	HOURLY RATES
Principals	\$90
Project Manager -- Traffic Circulation	\$85
Senior Engineer -- Traffic Circulation	\$75
Senior Planner	\$70
Engineer	\$65
Special Consultant (Phase II)	\$100

SOLIN AND ASSOCIATES, INC.

901 Douglas Avenue, Suite 207, Altamonte Springs, Florida 32714 (407) 682-7200 FAX (407) 682-7206

IV. RESUMES OF KEY PROFESSIONALS

LESTER L. SOLIN, JR., AICP
PRINCIPAL,
SOLIN AND ASSOCIATES

EDUCATION

University of North Carolina - Chapel Hill
Bachelor of Arts in Political Science, 1964
Georgia Institute of Technology
Master of City Planning, 1970
Florida Institute of Technology
Master of Business Administration, 1981

PROFESSIONAL CERTIFICATION

Charter Member of American Institute of Certified Planners (AICP);
Certified Planner #2063

PROFESSIONAL SOCIETY MEMBERSHIPS AND OFFICES HELD

- Vice President, AMERICAN INSTITUTE OF CERTIFIED PLANNERS (AICP).
- Chairperson, AICP Ethics Committee.
- Florida Planning and Zoning Association, District Director for Central Florida.
- American Planning Association, Florida Chapter, Formerly Vice President, Treasurer, Director of Professional Development, State Executive Committee and Legislative Committee Chair.
- American Planning Association, Tennessee Chapter, Past Secretary-Treasurer.

AWARDS

- Award of Merit for Comprehensive Planning, Florida Chapter of the American Planning Association (FAPA), 1993
- Most Outstanding Comprehensive Plan for a City Under 50,000 Population. Awarded by Florida Department of Community Affairs (FDCA), 1991.
- Award of Special Recognition for Public Sector Planning Project, National Jury Award from the American Planning Association, 1988
- Most Outstanding Public Planning Project, Florida Planning and Zoning Association, 1987.
- Award of Excellence Development Regulations, FAPA, 1987.
- Award of Merit for Comprehensive Planning, FAPA 1984.
- Award of Merit for Comprehensive Planning, FAPA, 1983.

EXPERIENCE

Mr. Solin has over 28 years local planning experience including 15 years within the public sector prior to the founding of his consulting firm in 1981. He has 20 years experience directing planning programs and projects in Florida communities. His combined public and private planning experience includes service to more than 50 Florida counties and municipalities. He specializes in local planning administration, comprehensive planning, coastal management, housing, development review, impact assessments, regulatory processes, and offers expert testimony regarding land use planning. He has been an active speaker in state and national planning workshops and seminars sponsored by the American Planning Association and the Florida Chamber of Commerce. He assisted the Department of Community Affairs, the Florida Chapter American Planning Associations and the Florida Planning and Zoning Association in presenting updated perspectives of Florida's local government comprehensive planning legislation and has worked as facilitator in statewide Planning Workshops for Local Elected Government Officials and Planning Commissioners.

Mr. Solin's governmental experience includes work at the local, metropolitan, and regional level with the Metropolitan Nashville-Davidson County Planning Commission (1966-1974); North Central Florida Regional Planning Council (1974-1976); and City of Vero Beach (1976-1981) prior to initiating his consulting practice.

**COMPREHENSIVE PLANS, LAND DEVELOPMENT CODES, ZONING CODES,
SPECIAL PLANNING STUDIES, AND OTHER REGULATORY PROJECTS**

Comprehensive Plans:

- Key West
- Fort Walton Beach
- Vero Beach
- Indian River Shores
- Sebastian
- Melbourne Village
- Kissimmee
- West Palm Beach
- Nashville-Davidson County (TN)
- Port St. Lucie
- Longboat Key
- Martin County
- Delray Beach
- Deland
- Malabar
- Sebring
- Sanford

Analysis of Impacts of Regulatory Systems on Economic Development

- Orange County
- Seminole County
- Lake County
- Osceola County
- Orlando

Sector Plans

- Englewood Community, Sarasota County
- Carver-Jeter Community, City of Opelika (ALA)

Housing

- Housing Assistance Plan, Highlands County

Land Development Regulations:

- Key West
- Howey-in-the-Hills
- West Palm Beach
- Sanford
- Oviedo
- Indian River County
- Casselberry
- Malabar
- Sebastian
- Vero Beach
- Martin County

Impact Fee and Related Revenue Enhancements

- Impact Fee, Interim Proprietary and General Services Fee Study, City of Sanford

Special Regulatory Analysis

- Housing Incentive Plan, Highlands County
- Concurrency Management Ordinance, City of Longwood
- Executive Summary of Land Development Regulations, Lake County
- City Center Development Code, City of West Palm Beach
- Mixed Use Development Regulations, St. Lucie County
- Regulations for Satellite Dish Receivers and Solar Collectors, St. Lucie County

Conservation and Natural Resource Protection

- Estuarine Shoreline Protection and Access Ordinance, St. Lucie County
- Sea Turtle Protection Ordinance, St. Lucie County
- Wetland Protection Ordinance, Alachua County
- Wetland Protection Ordinance, Town of Indian River Shores
- Shoreline Protection, St. Lucie County
- Landscape and Tree Ordinance, City of Vero Beach (As Planning Director)
- Flood Plan Ordinance, City of Vero Beach (As Planning Director)

EXPERT TESTIMONY

- **Florida Association of Realtors, and R.J. Collins vs. Florida Department of Community Affairs;** Case No. 92-6324 RGM; State of Florida Division of Administrative Hearings; Upon request by the Florida League of Cities provided testimony as an expert witness, 1993.
- **Lost Tree Village Corporation vs. Indian River Shores and the Department of Community Affairs;** Case No. 90-5021GM; State of Florida Division of Administrative Hearings; Served as an expert witness in an action filed by Lost Tree Village Corporation challenging Town's Comprehensive Plan, 1990.
- **Hess Realty Corporation vs. City of Melbourne;** Case No. 89-7049-CA-D; Circuit Court of the Eighteenth Judicial Circuit, Brevard County; Provided expert testimony regarding land use and zoning during litigation challenging actions by the City, 1989.
- **Avatar Properties, Inc., vs. City of Cape Coral;** Case No. 89-2030-GM; State of Florida Division of Administrative Hearings; Provided expert testimony in negotiating a settlement with the Avatar Properties, an intervenor challenging the City's Comprehensive Plan, 1989.
- **Florida Department of Community Affairs vs. City of Cape Coral;** Case No. 89-2030-GM; State of Florida Division of Administrative Hearings. Served as an expert witness in negotiating a Compliance Agreement with the Florida Department of Community Affairs, 1989.
- **Petition to Establish St. Lucie West Community Development District;** State of Florida Division of Administrative Hearings; Expert testimony addressing issues of utility service needs and consistency of the St. Lucie West Community Development proposal with the City's adopted Comprehensive Plan; Port St. Lucie, Florida, 1989.
- **5811 Gulf of Mexico Drive, Ltd. vs. Town of Longboat Key;** Case No. 87-453-CIV-T-15C, United States District Court, Middle District of Florida, Tampa Division. Expert testimony regarding land use and Comprehensive Plan policy, 1987.
- **City of Sebastian vs. FEC Railroad;** State of Florida Division of Administrative Hearings; Expert testimony regarding demographic trends, land use, traffic circulation, and land use policy; Sebastian, Florida, 1983.
- **Village Green Federation Unit Inc. vs. Florida Atlantic Associates;** Case No. 83-148CA17; Circuit Court of the Nineteenth Judicial Circuit, Indian River County. Expert testimony regarding land use and land development regulation, 1983.
- **Palm Beach Investment Properties, Inc. et. al. vs. Martin County;** Case No. 83-1356CA, Circuit Court of the Nineteenth Judicial Circuit, Martin County. Expert testimony regarding land use, Comprehensive Plan methodology/policy, 1982.
- **Eddy vs. Town of Indian River Shores;** Case No. 81-48; Circuit Court of the Nineteenth Judicial Circuit, Indian River County. Expert testimony regarding land use and land development regulations, 1982.

THOMAS R. TEMPIA
AICP
SENIOR PLANNER
SOLIN AND ASSOCIATES

EDUCATION

Georgia Institute of Technology
Master of City Planning, 1988
State University of New York at Albany
Bachelor of Arts in History/Political Science, 1986
University of Central Florida
Master in Public Administration (Anticipated December 1995)

PROFESSIONAL CERTIFICATION

Member of American Institute of Certified Planners (AICP).

EXPERIENCE

Mr. Tempia responsibilities with Solin and Associates, Inc., include the drafting and revising of comprehensive plans, land development regulations, and special studies impacting such contemporary planning issues as concurrency management, coordinating development with service delivery systems, historic preservation, and market feasibility. He is skilled in computer applications for planning projects.

Mr. Tempia has acquired substantial experience as a planning professional in the Central Florida area. Prior to joining SAI, Mr. Tempia directed the Department of Planning and Development for the City of Belle Isle, coordinating such undertakings as the City's 1990 Comprehensive Plan; writing and implementing the Land Development Code including the City's Concurrency Management Program; Site Plan Review; Annexation studies; the preparation of grant applications; and serving as the City's liaison with the Orange County and City of Orlando, East Central Florida Regional Planning Council, the Florida Department of Community Affairs (DCA), and other planning related agencies.

In addition, Mr. Tempia has served as Assistant Planner with the City of Kissimmee and Planning Intern with the East Central Florida Regional Planning Council. Mr. Tempia was assigned responsibilities related to the Community Development Block Grant program, as well as special studies in the areas of demographic analysis, future land use inventory, and projected recreation needs.

Comprehensive Plans/Elements

- Malabar
- South Daytona
- Fort Walton Beach
- Belle Isle
- Rockledge
- Cocoa

Land Development

- Key West
- Malabar
- Oviedo
- Belle Isle
- Kissimmee

Special Studies

- Housing Incentive Plan for Highlands County
- Special Project Reports: Annexation and Stormwater Master Plan, City of Belle Isle
- Plan Review for redevelopment, building permits, site plans, and subdivision plats
- Special Study of Unincorporated Enclaves, City of Kissimmee
- CDBG Applications, City of Kissimmee
- Data Analysis/ Site Survey for Downtown Historic District Studies, City of Kissimmee

DAVID PLUMMER & ASSOCIATES, INC.

4225 Salzedo Street, Coral Gables, Florida 33146 (305) 444-2116 (305) 444-4986 Fax

DAVID S. PLUMMER, PE
PRESIDENT
DAVID PLUMMER &
ASSOCIATES, INC

EDUCATION

Bachelor of Science, Civil Engineering
University of Arizona

Masters in Business Administration, Finance
Northwestern University

REGISTERED PROFESSIONAL ENGINEER

State of Florida - #17976
State of Illinois - #62-26484

PROFESSIONAL AFFILIATIONS

Institute of Transportation Engineer
Urban Land Institute
Coral Gables Planning and Zoning Board
Florida Department of Community Affairs Transportation Committee
Dade County Impact Fee Committee
Florida Supreme Court Transportation Training
Northwest Dade/Southwest Broward Planning Committee

EXPERIENCE

Mr. Plummer is responsible for the technical and administrative direction of all projects undertaken by the firm. His engineering career spans more than 30 years and includes both public agencies and private firms. He has had positions with the Traffic Institute, Northwestern University; the Illinois Division of Highways; and the California Department of Transportation.

Mr. Plummer is considered an expert in many complex traffic civil engineering issues and has lectured extensively at North Carolina State University; University of Hawaii; University of Alaska; Northwestern University; College of Engineering/San Juan, Puerto Rico; University of Miami; and Florida International University. His published work includes: Cost Analysis for the Proposed Capital Improvements for the Local Bus Operation, Recommended Practice Guidelines for Driveway Design and Location, and Intersection Capacity Analysis Charts and Procedures.

His professional committee work includes: ITE Driveway Design Standards, ITE Trip Generation Manual (3rd, 4th & 5th Edition), ITE Parking Generation, Florida Generalized Levels of Service, ITE Reversible Traffic Lanes, and ITE Neo-Traditional Neighborhood Design Standards.

REPRESENTATIVE PROJECTS

- Broward County Computerized Signal Systems
- DuPont Circle Reversible Lanes
- SW 8th Street Reversible Lanes
- University of Miami Circulation/Signs Plan
- SW 8th/SW 7th Street One Way Street System
- Coral Gables Residential Street Protection Plan
- Coconut Grove Weekend Shuttle Routes
- Preferential Rail Preemption (US 1)
- Cypress Lakes Traffic Signal System
- South Miami Red Road/Sunset Drive Traffic Circulation

EDUCATION

Master of Science, Engineering,
University of South Carolina

Bachelor of Science, Civil Engineering,
University of Puerto Rico

REGISTERED PROFESSIONAL ENGINEER

State of Florida - #33065

PROFESSIONAL AFFILIATIONS

- Institute of Transportation Engineers
- American Society of Civil Engineers
- IVHS Council - ITE
- National Parking Association

CONTINUING EDUCATION

- Northwestern Traffic Institute Highway Capacity Workshop
- FHA and UMTA UTPS Training Session
- Florida Department of Transportation FSUTMS Workshop
- Institute of Transportation Engineers IVHS Workshop

EXPERIENCE

Mr. Alvarez is the manager responsible for the direction of DPA's transportation planning, traffic engineering, and preliminary engineering functions. Traffic engineering projects directed by Mr. Alvarez include traffic impact assessment studies for a variety of single and mixed-use developments such as residential, retail, offices, hospitals, stadiums, recreational attractions, movie theaters, conventional/drive-through banks and restaurants, rapid transit stations, as well as Development of Regional Impact Statements. His traffic engineering expertise and experience extends to traffic operations, diversion (street closings), and safety studies. In addition, he performs corridor arterial and intersection traffic operations studies which entails technical analysis and project coordination with clients, public officials, and citizen groups.

Mr. Alvarez' background also includes a variety of traffic circulation, demand and feasibility studies, traffic and roadway planning/design, network analysis, technical analysis for several transit studies, and traffic demand forecasting. His experience extends to traffic signal systems, including retiming and the use of software such as, HCS, SOAP, PASSER, and TRANSYT-7F. He also teaches traffic engineering at the University of Miami.

REPRESENTATIVE PROJECTS

- Dade County Traffic Engineering Consultant
- Miami Shores Traffic Pattern Studies
- FDOT Traffic Operations Study
- FDOT Traffic Data Collection
- Coral Gables Traffic Engineering Consultant
- Collier County Level of Service
- SW Florida Regional Airport
- MIA Westside Cargo Area
- Homestead Baseball Stadium
- Seaquarium FQD
- FDOT Safety Studies
- MIA Airport Concurrency

EDUCATION

Bachelor of Science, Civil Engineering
Florida International University

REGISTERED PROFESSIONAL ENGINEER

State of Florida #46572

PROFESSIONAL AFFILIATION

Institute of Transportation Engineers

CONTINUING EDUCATION

Federal Highway Administration, Highway Capacity Workshop

EXPERIENCE

Mr. Cox is a project engineer with responsibilities in traffic engineering and transportation planning. His duties include traffic forecast modeling with the Florida Standard Urban Transportation Model Structure (FSUTMS), and traffic impact analysis for large and small scale projects, including single and mixed use development of regional impact (DRI) projects. His experience includes concurrency applications, site access, signal design, as well as, quality control and the coordination of a variety of data collection projects.

Mr. Cox has also worked extensively with the Highway Capacity Software (HCS), TRANSYT-7F, and PASSER II and III software packages for arterial progression and intersection traffic operations studies.

REPRESENTATIVE PROJECTS

- State of Virginia 2010 Transportation Plan
- Louisa, Virginia Origin/Destination Study
- Florida Department of Transportation District-Wide Data Collection
- Florida Department of Transportation Emergency Traffic Signal Design
- Florida International University Master Plan

EDUCATION

Bachelor of Science, Civil Engineering
University of Miami

ENGINEER INTERN

State of Florida #1087ET221

EXPERIENCE

Ms. Solorzano is involved in the project management of documents and traffic engineering studies for both private and public sector clients.

Specific experience includes data collection and analysis; traffic projections, distribution, and assignment; origin/destination studies; link and intersection capacity analysis; parking surveys; travel time studies; signal warrant and progression studies; and land use amendment studies.

REPRESENTATIVE PROJECTS

- Merrick Way Parking Facility Study
- Loehmanns Plaza Parking Study
- Downtown Miami DRI Traffic Study
- SE Overtown Park West DRI Traffic Study
- The Key Biscayne Hotel and Villas DRI Hurricane Evacuation Study
- Heron Centre DRI Traffic Study
- City of Coral Gables Traffic Circulation Element
- Bluegrass Lakes Land Use Plan Amendment
- Silver Lakes Land Use Plan Amendment
- Silver Lakes Florida Quality Development Traffic Study
- Brickell Gateway Major Use Special Permit Traffic Impact Study
- Gran Central Major Use Special Permit Traffic Impact Study
- NW 36th Street Arterial Study
- Milam Dairy Road Arterial Study
- NW 72nd Avenue Signal Operations Study
- US 1/SW 72nd Avenue Signal Operations Study
- Brickell Avenue/SE 14th Terrace Signal Warrant Study

EDUCATION

Assoc. of Science, Civil Engineering Technology
Miami-Dade Community College

PROFESSIONAL AFFILIATIONS

- Institute of Transportation Engineers
- International Municipal Signal Association:
 - Associate Traffic Signal Technician
 - Associate Sign and Markings Specialist
 - Traffic Signal Certification
 - Work Zone Safety Specialist

CONTINUING EDUCATION

- Urban Mass Transit Planning
- Highway Capacity Analysis
- Transportation Planning
- Basic Traffic Engineering

EXPERIENCE

Mr. Campbell is responsible for the design, and supervision of the technical staff, in the preparation of signalization, roadway signing, parking layouts, roadway pavement marking layout, traffic circulation studies, maintenance of traffic plans and intersection geometric improvements. He also performs various types of traffic planning services for origin and destination interview locations.

Before joining DPA, Mr. Campbell was with Metropolitan Dade County in the Traffic Operations Division. He conducted a variety of traffic surveys and other services which involved the planning, design, geometric improvements and the implementation of traffic control schemes for special events occurring within Dade County, such as parades, festivals or athletic events. Other duties included the review of plans prepared by others which would affect traffic circulation within Dade County. Mr. Campbell developed the first Dade County Standards Handbook for the design of signals and pavement markings.

REPRESENTATIVE PROJECTS

- South Dade Hurricane Emergency Signals
- MIA Employee Parking and Access
- Miami International Airport Perimeter Road
- Ft. Myers Regional Airport Origin & Destination Study
- SW Florida Regional Airport
- Airport Road Signal Design at Naples Airport
- Key West Signalization and Signing and Marking
- Broward County Computerized Signal System
- NW 103rd Street Signalization & Maintenance of Traffic
- Dade County School Signalization Projects
- SW 117th Avenue Signalization
- Cypress Lakes Drive Signalization, Ft. Myers
- Florida Department of Transportation Minor Projects - Districts 4 & 6
- Key West Signalization, Signing and Pavement Marking Upgrade
- I-95 Logo Sign Design in Central Florida
- Sheridan Street Roadway Signing, Markings, Signalization & Street Lighting
- Monroe County Fire Emergency Signals
- Miami Beach Parking Study

CASELLA AND ASSOCIATES

310 Overbrook Drive, Clearwater, Florida 34616 (813) 443-4928

EXPERIENCE

21 Years experience in planning.

Casella and Associates since 1983; Products: Comprehensive, Strategic, redevelopment, and economic planning for over 30 clients.

Executive Director, Clearwater Downtown Development Board, 1977-83; Products: Award-winning downtown plan. New zoning ordinance. Creation of redevelopment agency. Tax increment financing which now generates \$725,000 per year. Feasibility and parking studies.

Senior Planner, City of Clearwater, Florida, 1975-77; Products: Downtown Plan. Comprehensive Plan. Historic preservation planning.

Planner II, Charlotte-Mecklenburg Planning Commission, Charlotte, North Carolina, 1973-75; Products: City-County comprehensive plan and public input program. Fourth Ward in-town residential redevelopment. Land use, transportation, and airport planning.

Social Caseworker, New York City Department of Social Services, Brooklyn, 1969-1972

EDUCATION

Master of Urban Planning, Hunter College, City University of New York, 1973

Bachelor of Arts, Long Island University, 1967

CERTIFICATION/AWARDS

- AICP, Certified Planner #2253, since 1976
- Award of Excellence, American Planning Association, Suncoast Section, for Pinellas Business Opportunities Study
- Karen B. Smith Chapter Achievement Award, APA, 1987 National Planning Award for outstanding chapter project.
- Award of Merit, APA, Suncoast Section, 1986, for West Tampa Market Study.
- Award of Excellence, APA, Florida Chapter, 1986, for Suncoast Section leadership.
- Award of Merit, APA, Florida Chapter, 1980, Plan for Downtown Clearwater.

PUBLICATIONS

- Monthly columns in *Planning* magazine since June 1993, such as "Reinventing Planning," "The Subject is the People," and "Is Zoning Relevant?"
- "A Quantum Response to Non-Euclidean Planning," *Journal of the American Planning Association* Autumn 1993, p. 485.
- *Tax Increment Financing*, PAS Report, American Planning Association, Chicago, Sept. 1985.
- "Tax Increment Financing," *PAS Memo*, APA, Jan. 1983. Also in *Center City Report* International Downtown Executives Association, Washington DC, Jan 1983
- *Organization Options in Downtown Development*, IDEA, Washington, DC 1982
- "Industrial Development bonds in Downtown Development" *City Center Report* IDEA, Dec. 1980.
- Plus all project publication listed under Representative Projects.

PROFESSIONAL AND COMMUNITY SERVICE

American Planning Association (APA), Washington DC: President 1993-95; Board of Directors 1988-96. Chairman: Executive Transition committee 1993, Executive Committee 1993-94, Development Plan and Budget Committee 1992-94; Performance Committee 1990-91; Task Force for Women and Minorities 1990-91. Member: Governance Committee, Ethics Committee, Environmental Quality Task Force, and National Infrastructure Task Force.

APA Florida Chapter: Board Directors 1986, ex officio 1989-92. Chairman: Task Force for minority Participation, 1989-90. **Suncoast Section**: Chairman, 1986; Secretary, 1985; Nomination Committee 1987.

Tampa Bay Regional Planning Council: Regional Awards Jury, 1993. Chairman: Economic Resources Committee, GMAC 1990

Florida Redevelopment Association: Board of Directors: 1981-83. Membership Chairman 1981

International Downtown Executives Association: Team leader, Consulting Panel, 1980

Town of Belleair. Chairman, Historic Preservation Commission, 1992-94

South Ward School. PTA President, 1987-88 (successful preservation of National register school)

Clearwater Neighborhood Housing Services: Organizing committee, 1979

Volunteers in preservation, Clearwater, Florida, Advisor, 1977

PRESENTATION

Keynote Address, New York Metro Chapter APA, New York City, June 1994

Equity Planning, Norman Krumholz Symposium, Cleveland State University, May 1994

Keynote Address North Carolina APA Conference, Raleigh, May 1994

Planning for the 21st Century, APA National Conference, San Francisco, April 1994

Standards for Success US Army Directorate of Public Works, Las Vegas, March 1994

Keynote Address Louisiana Chapter of APA, New Orleans, February 1994

Keynote Address South Carolina Chapter of APA, Columbia, January 1994

Guest Lecture, Florida State University, Tallahassee, January 1994

Agenda For America's Communities Workshop, Minnesota APA, Minneapolis, 11/1993

Reinventing Planning, Texas Chapter of APA, Houston, October 1993

Reinventing Planning, California Chapter of APA, Modesto, October 1993

Infrastructure Finance Tampa Bay Regional Planning Council, May 1993

Tax Increment Finance Workshop Oklahoma Chapter APA, Oklahoma City, April 1993

Guest Lecture, University of Florida, Gainesville, March 1993

Keynote Address Suncoast Section APA, St. Petersburg, February 1993

Regional Economic Development, Tampa Bay Regional Planning Council, 11/1992

Planning Officials Workshop, Highlands County, November 1992

New Frontiers in Planning Four State Planning Conference, Wichita, November 1992

Rediscovering Community Florida APA Conference, Miami, October 1992

Downtown Planning in the 21st Century Florida APA Conference, Orlando, 11/1991

Marketing for Economic Development, Alabama APA Conference, Mobile 10/1991

Economic Restructuring, Florida Main Street Program, New Port Richey, February 1991

Tax Increment Financing Four State Planning Conference, Fayetteville October 1990

How to Start a CRA, Florida Redevelopment Association, Daytona Beach, June 1990

Tax Increment Financing Virginia Ass'n of Hsg & Com Dev Officials, Lynchburg, 5/90

Tax Increment Financing Texas APA Annual Conference, Lubbock, October 1989

Designing Places for People Florida APA Annual Conference, Miami, November 1985

Creative Financing for Capital Facilities - TIF PTS Workshop Denver, Boston, and Atlanta 11/84 -1/85

Tax Increment Financing, International Downtown Association, New Orleans, 9/82

Downtown Revitalization, Council of State Community Affairs Agencies, Columbia 2/81