

B) FIRM QUALIFICATIONS AND EXPERIENCE

BCLA'S HISTORY



Bonnie C. Landry and Associates, P.A. (BCLA) was founded by Bonnie Landry, AICP, after serving as a local government planner for 20 years. BCLA experienced early success when the firm was hired to staff the Village of Indiantown's (Florida's newest municipality) planning department upon its charter in December 2017. BCLA staff was under contract to set up a complete planning office including file structures, forms, policies and procedures. The Firm was also essential in the review of development applications and staffing the zoning desk for public inquiries, assisting with building permit review and administering the transitional comprehensive plan and land development codes. All of this was done prior to the inaugural election of the Village Council. Following that, BCLA drafted and ushered to successful approval of the inaugural Comprehensive Plan for the Village of Indiantown. At that time, the firm's president discovered a niche market to provide long range and short range planning support to municipalities who were faced with a difficult job market to recruit full-time professional staff. BCLA filled this void with planners on a contractual basis. This support included large cities such as the City of Port St. Lucie, as well as smaller municipalities of Sewall's Point and Stuart. While the Firm continues to offer current planning support, the Firm has diversified to Long Range planning projects by preparing EAR-based amendments to comprehensive plans at numerous local governments followed by updating the land development regulations to comply with the new plan. While updating the comprehensive plans and land development regulations, the staff works as independently as preferred by the client with related government staff, and technical advisory committees (comprised of community leaders, general public and municipal staff).

The Small Business Administration was a key to this early success. The Firm's president participated in the Business Accelerator Program (BAP) which was a 10-week course providing training and technical support for small businesses to grow and thrive. BCLA was the 2019 recipient of the BAP grant program, funding the purchase live polling system that continues to be instrumental in efficiently facilitating public outreach meetings. Using handheld devices, the system provides live results in colorful, easy-to-read graphs. The system proves to be a way to gain consensus with a diverse group of participants.



BCLA receives grant from BAP at a BOCC meeting

Notable BCLA projects include updates to Brevard County's Comprehensive Plan and Land Development Regulations to support the 2023 designation of the Brevard Barrier Island Area as Area of Critical State Concern (ACSC). This is the first such ACSC designation in nearly 40 years, providing a unique opportunity for BCLA.

Although the client list continues to grow north (Brevard County) and west (Dade City and Town of St. Leo), the majority of BCLA clients are located in Southeast Florida. Bonnie Landry, president of the firm, holds several industry certifications, including the American Institute of Certified Planners (AICP), Congress for the New Urbanism (CNU-A), Crime Prevention Through Environmental Design (CPTED), and pre-qualification in Land Planning/Engineering and Transportation Statistics by the Florida Department of Transportation.

WSP'S HISTORY



WSP USA Inc. (WSP) provides the complete range of planning, zoning and urban design services for clients in the public and private sectors. Our planners apply the latest concepts in sustainable planning to improve social, economic, and environmental conditions. We help our clients find the right solutions to their challenges through innovative planning and design and strong knowledge of federal, state and local regulatory environments.

With a 138-year history, WSP is one of the oldest continuously operating consulting firms in the United States. Globally, WSP has more than 73,000 employees, including over 200 offices and over 19,000 staff across the U.S., serving multiple markets of advisory, buildings, industrial and energy, environment, and transportation and infrastructure. Over that time, we have become a global consulting firm assisting public and private clients to plan, develop, design, construct, operate and maintain thousands of critical infrastructure projects around the world. Our portfolio ranges from mega projects that define an entire region to smaller, local projects that keep a community pulsing. With this depth of experience and range of experts, WSP brings a strong, dedicated, and committed team to the City of Hollywood.

JS&A'S HISTORY



Jon Stover & Associates (JS&A) works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, urban design, community interest, and real estate development. As Economic Development Consultants, we inform, develop, and implement strategies to strengthen a place economically, visually, and socially.

A certified business enterprise (CBE) located in the District of Columbia, JS&A specializes in economic and real estate analysis, market analysis, economic impact analysis, forming neighborhood and commercial revitalization strategies, and implementing strategic opportunities to bolster local economies. Founded in 2009, JS&A has completed hundreds of projects around the country for town, city, and state agencies, nonprofit organizations such as Main Streets and Business Improvement Districts, and private developers and business owners.

LEHTINEN SCHULTZ'S HISTORY



LEHTINEN
SCHULTZ
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Lehtinen Schultz, PLLC ("Lehtinen Schultz") is a service-oriented business law firm based in Miami, Florida. The Firm's attorneys serve national and international clients in connection with real estate, land use, commercial litigation and municipal matters in South Florida, including Miami-Dade, Broward and Palm Beach Counties. The Firm handles complex local governmental law, land use and environmental matters before governmental entities at the local, state, and federal levels.

The Firm serves as counsel to individual property owners and corporations, as well as local government and state agencies on a broad range of matters related to the use of real estate. Notable public representation by Bob de la Fuente and Amanda Hand includes the City of Miami Beach, the Early Learning Coalition of Miami-Dade/Monroe, Inc. and the City of Miami. Shareholder Dexter Lehtinen

serves as the City Attorney for the City of West Miami, and Claudio Riedi acts as special counsel for the Village of Palmetto Bay and the Village of Wellington in litigation matters.

The Firm handles all aspects of real property entitlement, as well as civil litigation related to the following issues:

- Zoning approvals
- Amendment of local government comprehensive plans
- Platting and site plan approval
- Traffic impacts and mitigation
- Due diligence review
- Administrative and Civil land use appeals
- FOIA and Florida Sunshine Law Issues

RELATED EXPERIENCE

Name of Project	Description	Project Lead and Members	Outcome
<p>Town of St. Leo</p> <p>Evaluation and Appraisal Review of the Town’s Comprehensive Plan and Update to the Town’s LDRs</p> <p><i>2023 - Current</i></p>	<p>Update the Town’s Comprehensive Plan, map series and LDR to reflect current planning laws; Identify and engage key stakeholders, including local government officials, community leaders, residents, and business owners; Facilitate public meetings, workshops, and forums to gather input and feedback; FL Commerce CPTA Grant Writing; Facilitate transmittal and adoption hearings including preparing all documents. Assist with advertising for all public hearings.</p>	<p><i>BCLA is the primary firm.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Myriam Sanabria (Planning Technician) Michael Meier (Planner) Michael Blevins (GIS)</p>	<p>80% Complete</p> <p>Comprehensive Plan has been adopted; Town’s LDR updates are in progress ready for adoption</p>
<p>Village of Palm Springs</p> <p>Vision Plan, Comprehensive Plan and Land Development Regulations</p> <p><i>2023 – 2025</i></p>	<p>Three-phase approach: New Vision Plan, EAR-based amendments to the Comprehensive Plan and correlating text amendments to the LDRs. BCLA planned and facilitated public and joint workshops to develop a new vision for the Village; this was followed by the EAR-based amendments to comply with current Florida Community Planning Laws and to support the Village’s new vision. The firm updated all Data, Inventory and Analysis and facilitated the transmittal and adoption hearings to FL Commerce. The firm followed this by updating the Land Development Regulations to support the New Vision (including creating a new zoning district) and the new Comprehensive Plan Update.</p>	<p><i>BCLA is the primary firm.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Myriam Sanabria (Planning Technician and Spanish Translator) Michael Meier (Planner) Frank Veldhuis (GIS)</p>	<p>100% Complete</p>

Name of Project	Description	Project Lead and Members	Outcome
<p>Brevard County</p> <p>Evaluation and Appraisal Review of the Comprehensive Plan; Land Development Regulations</p> <p><i>2023 - Current</i></p>	<p>Thorough review of all Comprehensive Plan Elements against changes in state statues, local conditions and utilities master planning. BCLA facilitated a series of meetings with pertinent department staff for each Element to discuss needs, updated data and inventory for all Elements, and prepared a matrix of recommended changes to comply with state law. The Firm also facilitated the transmittal hearings, ORC report responses and amendments needed for the adoption hearing. The Firm will follow this with text amendments to the LDRs once the county adopts the amendments.</p>	<p><i>BCLA is the primary firm.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Myriam Sanabria (Planning Technician) Michael Meier (Planner)</p>	<p>90% Complete.</p> <p>EAR-based amendments transmitted by BOCC November 7, 2024.</p> <p>The county is seeking an extension from Florida Commerce as this amendment is being affected by Senate Bill 180.</p>
<p>Brevard County</p> <p>Comprehensive Plan Amendment to Support the Brevard Barrier Island designation of Area of Critical State Concern (ACSC); Land Development Regulations</p> <p><i>2023 - Current</i></p>	<p>This is the first such designation in 40 years. BCLA had the unique opportunity to prepare a new Comprehensive Plan Element to support the Area of Critical State Concern in compliance. BCLA facilitated a public education and outreach meeting which yielded 242 participants (200 live and 42 virtual). The meeting included live polling, developing a project webpage and online survey. Coordinated with County staff and state review agency personnel to review existing protections and develop new and amended policies to protect the area from the impacts of development. The Firm is under contract to develop LDRs to support this designation that will immediately follow adoption of the comprehensive plan.</p>	<p><i>BCLA is the primary firm.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Myriam Sanabria (Planning Technician) Michael Meier (Planner)</p>	<p>90% Complete.</p> <p>ACSC Element was transmitted by BOCC on November 7, 2024. The county is seeking an extension from Florida Commerce as this amendment is being affected by Senate Bill 180.</p>

Name of Project	Description	Project Lead and Members	Outcome
<p>Brevard County</p> <p>Adoption of Water Supply Facilities Work Plan (WSFWP) and Related Comprehensive Plan Amendments</p> <p><i>2023 - 2024</i></p>	<p>Preparation of updated WSFWP responding to updated Water Management District Regional Water Supply Plan. BCLA collected and analyzed data including service area boundaries, demand projections, facility capacity, and regional water supply issues. The Firm coordinated with Planning and Utilities departments to update the WSFWP and prepare Comprehensive Plan amendments.</p>	<p><i>BCLA was the primary firm. Kimley-Horn & Associates was a sub-contractor.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Myriam Sanabria (Planning Technician) Michael Meier (Planner) Kimley-Horn & Associates (Engineering)</p>	<p>100% Complete</p> <p>The WSFWP and associated Comprehensive Plan amendments were adopted by BOCC September 5, 2024.</p>
<p>City of Daytona Beach</p> <p>Professional Planning Services for the 7-Year Evaluation and Appraisal Review</p> <p><i>April 2024 – May 2024</i></p>	<p>BCLA was contracted as sub-consultant to assist primary consultants with EAR-based amendments to City’s Comprehensive Plan. BCLA developed a matrix of changes to Florida Community Planning Laws and reviewed the current Comprehensive Plan to identify all policies requiring amendment for compliance. BCLA assisted with the new/revised policies.</p>	<p><i>BCLA was a sub-contractor on this project. Kimley-Horn & Associates was the primary firm.</i></p>	<p>100% Complete</p> <p>The matrix of state law and policy recommendations was delivered May 24, 2024.</p>
<p>City of Port St. Lucie</p> <p>EAR-Based Amendments to the Comprehensive Plan</p> <p><i>January 2020 – November 2020</i></p>	<p>Evaluation and Appraisal Review of Comprehensive Plan; updated all supporting DIA; and drafting of the GOP amendments, including resiliency policies to address Peril of Flood Act; facilitation of all meetings, preparation of public notices, preparing agenda items and prepared all correspondence with the State.</p>	<p><i>BCLA was the primary firm.</i></p> <p>Bonnie C. Landry, AICP (Principal Planner) Heather Shaw (Project Coordinator) Frank Veldhuis (GIS)</p>	<p>100% Complete</p> <p>Adopted by Council and DEO October 26, 2020</p>

Name of Project	Description	Project Lead and Members	Outcome
<p>City of Miami City Attorney</p> <p>Special Counsel</p> <p><i>2018-Present</i></p>	<p>Special Counsel to the City of Miami on historic preservation and planning and zoning appeals, as well as environmental matters. Ms. Hand acts as special counsel where there is a conflict of interest within the City of Miami on land use matters, such that outside counsel is required. She also advises the City of Miami on environmental matters.</p>	<p><i>Amanda Quirke Hand was the project lead.</i></p>	<p>N/A</p>
<p>City of Miami Beach City Attorney's Office</p> <p>Multiple Special Land Use Counsel</p> <p><i>2016-Present</i></p>	<p>Represented City regarding appeals of various land use board approvals and Planning Director decisions including Normandy Isle substance abuse facility, 1212 Lincoln Rd., Raleigh Hotel, Deauville Hotel, 5333 Collins Ave., 1330 15th St.</p>	<p><i>Lehtinen Shultz PLLC was the primary firm.</i> Bob de la Fuente Amanda Quirke Hand</p>	<p>N/A</p>
<p>DC Dept. of Small and Local Business Development (Former); Currently with the Alexandria, VA Economic Development Partnership</p> <p>Numerous real estate analysis and P3 studies for City of DC</p>	<p>JS&A conducted over a dozen separate engagements overseen by myself on behalf of the DC Department of Small and Local businesses, including retail support and enhancement strategy, land use feasibility analysis, fiscal and economic impact analysis, BID and Main Street feasibility studies, and public-private partnership strategy work. Their work significantly helped strengthen our programs operations, funding, and impact.</p>	<p><i>Jon Stover and Associates was the primary firm.</i></p>	<p>100% Complete</p>

Name of Project	Description	Project Lead and Members	Outcome
<p>City of Camas, Washington</p> <p>North Shore Subarea Plan</p> <p><i>July 2019 – November 2023</i></p>	<p>WSP assisted the City with development of a subarea plan for the North Shore. The project included community visioning, land use and transportation alternative development, extensive community and stakeholder engagement, and preparation of a North Shore specific zoning code and design manual.</p>	<p><i>WSP was the primary firm.</i></p>	<p>100% Complete</p>
<p>City of Racine, WI</p> <p>Zoning Code Update</p> <p><i>2024 - Current</i></p>	<p>WSP is leading a comprehensive update to the City’s zoning ordinance to align with the 2050 Comprehensive Plan, balance diverse community needs, and support high-quality, context-sensitive development. The update will streamline regulations into a user-friendly format, establish predictable standards and procedures, and incorporate both form-based and traditional districts to guide redevelopment, infill, and the preservation of neighborhood and downtown character. Informed by a community character area analysis and a code assessment, WSP is now drafting the new code, building on a 2024 community kick-off meeting that introduced the project and gathered public input.</p>	<p><i>WSP is the primary firm.</i></p>	<p>N/A</p>
<p>Lake Worth Beach Community Redevelopment Agency</p> <p>Real Estate Analysis Services</p> <p><i>March 2016 - January 2017</i></p>	<p>Real estate analysis services to guide the re-use of a city-owned building in Lake Worth, Florida. JS&A completed a market analysis for market-rate residential, affordable residential, office use, and retail uses; a redevelopment feasibility assessment and positioning recommendations; and a financial analysis for multiple development scenarios.</p>	<p><i>JS&A was the primary firm.</i></p>	<p>100% Complete</p>

Select Recent JS&A Experience

Comprehensive Plans, Strategic Planning, Policy & Programming Recommendations, and Economic Development Strategy

- 2030 Smithville Comprehensive Plan
- Redbank Comprehensive Plan and Small Area Plan
- Keene Comprehensive Plan
- Boca Raton Annexation Analysis
- Cape Canaveral Economic Development Plan
- Lake County On-Call Planning and Policy Services
- Lake Worth Arts & Cultural Master Plan and Redevelopment Feasibility Assessment of 1000 Lake Ave
- Prince George's County Fiscal Impact of Growth and Land Use Strategy
- Boynton Beach Economic Development Strategy
- Gwinnett County Land Use Strategy and Analysis Services
- Kingston Arts and Cultural Master Plan
- Maryville Downtown Masterplan
- Town of Farragut Town Center Master Plan
- Michigan Street African American Heritage Corridor Strategic Action Plan, Economic Development Strategy, and Real Estate Plan
- River District Association Strategic Plan and Fund Development Plan
- H Street Corridor Investment Assessment
- Sodus Point Market Analysis & Downtown Vibrancy Strategy
- Re-Imagining Reeves Market Study and Feasibility Assessment
- Reunion Square Market Analysis and Tax Increment Financing Assessment
- Barracks Row Main Street Market Analysis, Strategic Plan, and Executive Board Visioning
- Buford Highway Master Plan Real Estate & Demographic Analysis
- Downtown East Re-Urbanization Strategy
- Eastern Market Main Street Near-Term Strategic Plan
- Economic Generators Analysis for Maryland – National Capitol Park & Planning Commission
- Commercial District Real Estate Market Analysis and Enhancement Strategies in over 50 Communities
- Howard County Retail Feasibility Analysis and Zoning Recommendations
- Pennsylvania Avenue Economic Development Implementation Support

- Southwest Neighborhood Plan
- Short North Arts District Market Analysis, Customer Base Assessment, and Enhancement Strategy
- Ward 7 Business Partnership Vacant Space Activation
- Western Avenue Corridor Market Analysis, Development Feasibility, and Policy Recommendations

Tourism Enhancement Strategies and Impact

- Outdoor Recreation & Nature-Based Placemaking Economic Impact in State of Pennsylvania
- Wisconsin Dells Entertainment Facility Development Impact Assessment
- 15-Year Economic and Fiscal Impact Assessment of Hershey Tourism and Hershey Corporation
- DC Nightlife Economy Impact Assessment
- Nighttime Economy Impact Assessment Best Practices and Recommendations
- Toronto Nightlife District Support Strategy, City Data Coordination, and Data Comparison Template

Economic, Fiscal, and Community Impact Analysis

- Fort Lauderdale Business Sector Economic Impact Assessment and Post-COVID Recovery
- Indian River Lagoon Economic and Impact Assessment
- 1401 Pennsylvania Avenue Development Economic and Employment Impact Assessment
- Art All Night Economic and Fiscal Impact Assessment
- COVID-19 Impact on Barracks Row Businesses
- Connected City Economic and Fiscal Impact Assessment
- DC Water Infrastructure Construction Economic Impact on Local Businesses
- Georgetown GLOW Visitor Profile and Economic Impact
- MLK Gateway Redevelopment Economic and Employment Impact Assessment
- Opportunity Zone Fund Investment Economic, Fiscal, and Community Impact Analysis (Various Projects)
- Project Arthur Proposed Development Economic and Fiscal impact Assessment
- Statewide Economic Impact of Historic Preservation through Washington State Main Street Program
- Tennessee Main Street Program Statewide Return on Investment and Program Support Materials
- Washington State Main Street Economic & Fiscal Impact Analysis & Strategic Recommendations

SPECIFIC PROJECT DESCRIPTIONS

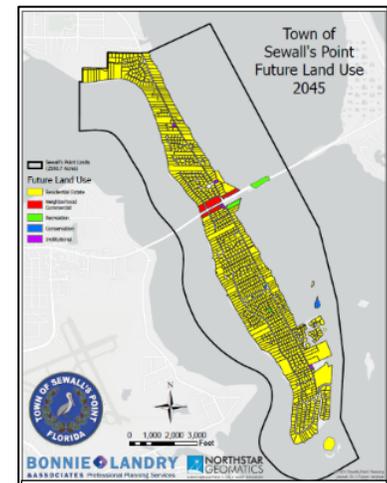
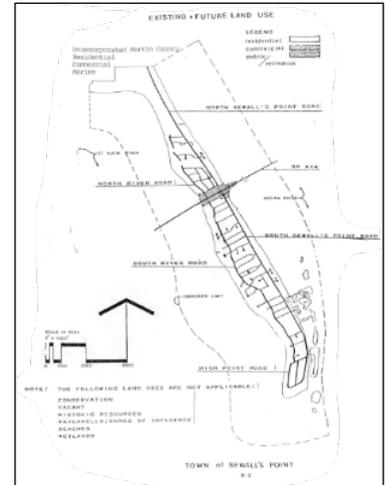
EAR BASED AMENDMENTS TO COMPREHENSIVE PLAN AND LDR UPDATES 2021-2022 – TOWN OF SEWALL’S POINT, FL



The Town of Sewall’s Point’s Comprehensive Plan was adopted in December 1989. Since that time, the Town had not updated the plan nor completed an Evaluation and Appraisal Review (EAR). With nearly 400 changes to Community Planning law over the past 30 years, the

Department of Economic Opportunity (DEO) recommended a complete re-write of the Town’s plan. The project was divided into two phases – Phase I (Fiscal year 2021) Data, Inventory and Analysis (DIA); and Phase II (Fiscal year 2022) Goals, Objectives and Policies (GOPs). The firm also prepared a DEO Technical Assistance Grant Application on behalf of the Town, which resulted in \$50,000 in funding to offset the cost. The project included the newly required Property Rights Element (required as of July 2021) and resiliency policies (required as of 2015). BCLA partnered with Northstar Geomatics to prepare the required map series. These new digital maps replaced the hand-drawn maps from the 1980s.

Bonnie C. Landry and Associates (BCLA) was tasked to maintain the Town’s “small-town feel,” while meeting each State-mandated requirement. The firm carefully managed all comments to ensure each resident of the Town felt “heard” throughout the process. A “Matrix of Comments” was maintained to record the comment source, the correlating change, and the date of change.



1989 FLU Map compared to updated 2022 FLU Map



Four Public Workshops were conducted, allowing the residents to participate in live, interactive polling. This interactive activity is particularly effective with residents who desire to participate, but are not comfortable speaking to a large group. The participants can silently “vote,” allowing for all residents to be heard. In order to reach more residents, the same poll was printed and made available at Town Hall, posted on the project web page, and sent via email to all residents. The consultant considered all public comments, incorporating them into the Comprehensive Plan, as appropriate, while ensuring the policies continued to align with Florida law. This project was transmitted to the Florida Department of Economic Opportunity and adopted June 2022.

**REVISIONS TO THE LAND DEVELOPMENT REGULATIONS AND CODES REVISIONS –
TOWN OF SEWALL'S POINT, FL**



BCLA is currently under contract with the Town to serve as the General Planning Consultant for day to day inquiries and application review.

Code Revisions for the Town, completing the below LDR updates following the Comprehensive EAR-based Amendments.

Florida law requires local governments to update the Land Development Regulations within a year of a comprehensive amendment. BCLA reviewed and reported on Code Revisions needed for consistency with the updated Comprehensive Plan. The updates were drafted and presented to the Town Commission by BCLA. These updates were adopted on January 10, 2023.

Revisions to regulations for Marine Structures: The Town staff identified that standards for dock roof heights, on a practical basis, prohibited properties on the eastern side of the peninsula from building dock roofs due to the method that dock elevations were measured, (cannot be a be higher than its adjoining upland property). With the variations of elevations from east to west, it essentially prevented eastern properties from meeting the standard and not having the option to build a dock roof. BCLA developed a process for these property owners to apply for a dock roof, which included a requirement for Design Standards that would ensure water views of neighbors were not obstructed.

Conditional Uses for Restaurants and Food Stores: BCLA drafted the Code Revisions and Ordinances for the Town of Sewall's Point to define restaurants and food stores as conditional uses and to provide a method for these uses to be reviewed and approved by the Board of Zoning Adjustment. The Ordinances provided an application process which included objective criteria for consideration of these to ensure consistency for this process. Criteria for review included compatibility, noise, odor, lighting, signage, traffic safety, parking, and hours of operation. BCLA drafted all legal notices, agenda items and coordinated with the Town Attorney to ensure legal sufficiency.

Process for Alternative Use Permits: The existing Code included the provision to consider a use not contemplated in the permitted use table. BCLA developed an application and process for this to assist for future applications. Since this text amendment was adopted, two such uses have been approved, and two new small businesses are in operation.

Development Review Standard Operating Procedures: As a general planning consultant, the Firm developed applications, forms and standard operating procedures for all development types. Now in place, it allows the building staff to work more independently thereby reducing the need and the cost for consultants to perform many of these tasks.

UPDATE VISION, COMPREHENSIVE PLAN AND LAND DEVELOPMENT REGULATIONS - VILLAGE OF PALM SPRINGS

Visioning Process



The Village of Palm Springs contracted BCLA to prepare a new Vision for the Commercial Corridor to attract new businesses and stimulate the local economy. The Visioning included a market study and 3-D modeling (prepared by subconsultant Kimley Horn and Associates) to analyze economic conditions and determine if the local market could support higher densities and intensities.

BCLA then facilitated a hands-on activity for the joint committees of Village Council, CRA Board and Planning and Zoning Board to “build” site plans using color-coded blocks to represent building, landscaping and parking. Through this hands-on activity, the group better understood the relationship of vertical construction to open space and how it made more room for public amenities.



EAR-based Amendments



Following the Visioning phase, the Firm provided a complete revision of the Village’s Comprehensive Plan. The Firm analyzed the current Goals, Objectives and Policies (GOPs); updated the Data, Inventory & Analysis (DIA); and reviewed recently adopted CRA and mobility master plans. For each Element, the Firm prepared new GOPs to incorporate new data, provisions of the new vision and master plans and changes in local conditions and state statutes, as well as an updated Comprehensive Plan map series. The Firm facilitated joint workshops and the required

transmittal hearings and subsequently coordinated submission to state agencies for review. Following receipt of the Objections, Recommendations and Comments report, the Firm prepared corresponding amendments and facilitated the adoption hearing. The Firm prepared the required advertising, agenda summaries and ordinances for all public hearings throughout the process.

LDR Revisions

The third and final phase of this project was to update the Land Development Regulations to be consistent with the updated Comprehensive Plan. The Firm prepared code updates and facilitated workshops and public hearings.

SMALL-AREA PLAN, EAR-BASED AMENDMENTS AND WATER SUPPLY PLANNING – BREVARD COUNTY

South Beaches Small Area Plan Study Update



BCLA was contracted to review and update Brevard County's Small Area Plan Study for its South Beaches area, originally adopted in 1992. Key areas for review included future land use and zoning in the area, infrastructure availability, transportation network volumes and capacity, natural resources and hurricane evacuation capabilities. At the direction of the County, the Firm analyzed the potential impacts of density increases in the area. During the preparation of plan amendments, the task was paused due to the legislature passing HB 1489 designating the subject area as a new Area of Critical State Concern.

Comprehensive Plan EAR-Based Amendments

BCLA has prepared EAR-based (Evaluation and Appraisal Review) amendments to the County's Comprehensive Plan to make it consistent with current laws and changes in local conditions. The Firm gave special attention to major changes to the County's utilities master planning resulting from the updated WSWFP and new wastewater regulations within the Indian River Lagoon BMAP areas. In coordination with staff from each relevant County department, the Firm reviewed current policy sufficiency and updated relevant datasets including population projections, economics and demography, transportation network Q/LOS, environmental indicators, imperiled species, and utilities infrastructure availability for the County. In addition, the Firm completed an exhaustive review of the current Comprehensive Plan against a proprietary matrix of changes in Community Planning Law since the last plan amendment.

Combining staff input and direction, the Firm updated data and state requirements. BCLA also prepared amendments to the Comprehensive Plan, including updates to the Glossary to support changes throughout the plan.

BCLA assisted the County with the preparation of the LPA and Commission transmittal hearings. The amendments were adopted with responses and amendments needed from the ORC report. The amendment was paused by Florida Commerce due to SB180. BCLA and the County is currently working with the State to complete the adoption process.

Water Supply Facilities Work Plan Update

The County contracted BCLA to prepare a statutorily required update to its Water Supply Facilities Work Plan (WSFWP). This project was especially complex given the many overlapping utility service areas for potable water, sewer and reclaimed water across municipal and unincorporated County jurisdictional boundaries. The Firm managed this project in parallel with new state BMAP wastewater planning requirements arising out of the 2020 Clean Waterways Act (SB 712) and the 2023 Indian River Lagoon Protection Program (HB 1379), resulting in successful adoption with no comments from SJRWMD. Kimley Horn supported this plan as a subconsultant to BCLA.

LOCAL ADOPTION OF NEW AREA OF CRITICAL STATE CONCERN – BREVARD COUNTY

Comprehensive Plan Amendments to adopt an Area of Critical State Concern



In 2023, the Florida legislature designated the Brevard Barrier Island area as an Area of Critical State Concern (ACSC). This designation required the County to review and update its Comprehensive Plan and Land Development Regulations to protect this area from adverse impacts of development. BCLA was contracted to prepare the local ACSC implementation.

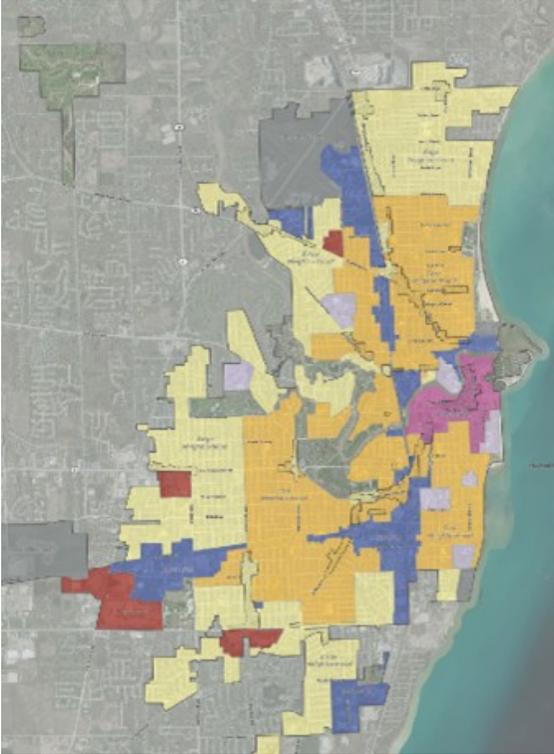
Because the last ACSC (Apalachicola) was designated in 1985, the Firm worked closely with staff from Florida Commerce and other state agencies to shepherd the policy development process in coordination with the County's Planning and Development and Natural Resources Management departments. The existing Comprehensive Plan policies were exhaustively reviewed for relevance to the statute's Guiding Principles for Development within the ACSC. The Firm prepared a series of matrices to track policy development, highlighting new or amended ACSC policies.



BCLA prepared a detailed Public Involvement Plan (PIP) to ensure thorough participation throughout the policy development process. To this end, the Firm assisted the County with the creation and maintenance of a dedicated project webpage complete with draft documents and an online survey. In addition, the Firm planned and executed a highly successful public workshop with a virtual

attendance option including a thorough plan presentation and live polling. This event generated among the highest turnout in County workshop history, with more than 200 attendees live and 42 participants online. BCLA created a Public Engagement Summary Report organizing and analyzing the results of the webpage, online survey, workshop and emails, including more than 500 comments. This report was presented to County staff and Commissioners for inclusion in the plan.

BCLA consolidated statutory requirements, staff direction, state agency technical assistance and public input to prepare the draft plan for the current ongoing transmittal and adoption phases. The amendments were adopted with responses and amendments needed from the ORC report. The amendment was paused by Florida Commerce due to SB180. BCLA and the County is currently working with the State to complete the adoption process.



City of Racine Zoning Code Update

City of Racine, WI

WSP is working with the City of Racine on a comprehensive update to the city's zoning ordinance to balance the city's diverse needs, align with the City's 2050 Comprehensive Plan, and foster new development in accordance with the city's vision. This update intends to ensure high quality and context sensitive development, create a user-friendly format, and implement standards and procedures that result in predictable development outcomes. The code will utilize both form-based districts and standard districts to facilitate redevelopment, infill development, and strengthen the character of the city's historic downtown and diverse neighborhoods.

A community character area analysis was performed to identify and map areas of the city by broad place type categories. This analysis provides a framework for updating the zoning code and identifying where form-based code (FBC) districts are needed. A code assessment was also performed on the existing zoning code to spot preliminary issues, identify potential regulatory approaches to address issues identified, and create an organizational framework to ensure a comprehensive code drafting process.

A community kick-off meeting was held in 2024 where the planning team provided an overview of zoning and land development regulations to the community, introduced the zoning code update project, and solicited feedback from participants. The planning team is currently in the process of drafting the code.

Client: City of Racine, WI
Contact: Jeff Hintz, CNU-A
Assistant Director Department of City Development
(262) 636-9151
jeff.hintz@cityofracine.org
Status: In Progress
Budget: \$200,000
Dates: June 2023 -
Current
Disciplines: Zoning • Urban Design
• Land Use Planning •
Community Engagement

REFERENCES

As highlighted throughout this proposal, Bonnie C. Landry and Associates and our subconsultants have successfully completed numerous projects for communities similar to the City of Hollywood.

Refer to Exhibit B: Vendor Reference Forms submitted electronically, as specified on the RFP document.

Please refer to the following pages for reference letters and evaluations from municipalities that share their experiences working with our team.



Planning & Development Department
2725 Judge Fran Jamieson Way
Viera, FL 32940

BOARD OF COUNTY COMMISSIONERS

It is my pleasure to recommend the firm of Bonnie C. Landry and Associates, P.A. (BCLA). The Firm has a proven track record to deliver quality professional planning services on time and within budget; and specifically, EAR-based amendments to Florida Comprehensive Plans.

As Interim Director of Planning and Development for Brevard County, I can attest to this Firm's ability to deliver professional planning services to local governments. Brevard County has been under contract with BCLA since January 2023 as a continuing Professional Contractor for Urban Planning Consultant. Since that time, BCLA has proven to be responsive, reliable and professional. The Firm has assisted the county in developing several planning documents including the EAR-based Amendments to the Brevard County Comprehensive Plan including a new element to support the recent designation of the Brevard Barrier Island as an Area of Critical State Concern (ACSC). The Comprehensive Plan updates have been transmitted to the State and have an anticipated adoption in Spring 2025.

BCLA has an established working relationship with the state agencies serving Brevard County which will make data collection and analysis seamless. It is also of note that the Firm has an excellent working relationship with Florida Commerce, which provides a positive communication flow as questions arise.

One of the Firm's strengths is facilitating interactive and engaging public outreach. For the ACSC, the Firm utilized a variety of outreach methods which yielded a tremendous public response. The outreach meeting was held on the barrier island so that residents did not need to travel to Viera. This approach of taking the meeting to the people yielded an attendance of more than 200 participants live; and more than 40 participants virtual. The Firm's use of handheld live polling devices was also key to ensure all 240 participants were heard. Due to the large group, offering individual speakers was not practical. Comment cards were provided for open dialogue not covered in the polling.

Based upon my personal experiences with the overall quality of work and the Firm's attention to detail, I recommend Bonnie C. Landry and Associates. If you select BCLA for your comprehensive plan update, you will understand why the County enjoys working with Bonnie and the team at BCLA.

Respectfully,

A handwritten signature in black ink, appearing to read 'Billy Prasad'.

Billy Prasad

Interim Director of Planning and Development Brevard County

JOHN TOMPECK
Mayor

DAVID KURZMAN
Vice Mayor

JAMES W. CAMPO, CFP
Commissioner

FRANK FENDER
Commissioner

KAJA MAYFIELD
Commissioner

TOWN OF SEWALL'S POINT



DAN HUDSON
Interim Town Manager

APRIL C. STONCIUS, CMC
Town Clerk

TINA CIECHANOWSKI
Chief of Police

JACK REISINGER, CBO
Building Official

HOLLY VATH, CGFO
Finance Director

May 5, 2022

To Whom it May Concern:

Please accept this letter of recommendation for the firm Bonnie C. Landry and Associates.

The Town of Sewall's Point contracted with Bonnie C. Landry and Associates, P.A., (BCLA) to draft and facilitate the adoption of the EAR Based Comprehensive Plan Amendments. Because the plan had not been updated since 1989, this project entailed a complete rewrite of the document due to the more than 400 changes to Florida Community Planning laws.

As Interim Town Manager, I have worked directly with BCLA to make the final revisions to the Transmitted document based upon comments in the Objections, Recommendations, and Comments Report (ORC). During that time, I appreciated the Firm's attention to detail and responsiveness. It was also clear that the Firm understood the community and responded to its comments to ensure the plan reflected the uniqueness of the Town of Sewall's Point.

The final draft demonstrates the technical competence of the Firm and its commitment to deliver the services within the timetable we desired. It is also important to note that this project was funded, in part, with a grant from the Department of Economic Opportunity. So, in addition to drafting the plan, the Firm wrote and managed the \$50,000 Technical Assistance Grant that was awarded to the Town.

Based upon the overall quality of the work and the Firm's attention to detail, I recommend Bonnie C. Landry and Associates. This firm has shown competency across the board and has been a pleasure to work with. Please contact me if you would like to speak further.

Respectfully,

Dan Hudson
Interim Town Manager
Town of Sewall's Point
772-287-2455 x 12
dhudson@sewallspoint.org



Town Hall
(772) 287-2455

One South Sewall's Point Road
townhall@sewallspoint.org

Sewall's Point, FL 34996
www.sewallspoint.org





To Whom it May Concern:

I am pleased to provide this letter of reference for the professional planning firm of Bonnie C. Landry and Associates, P.A. (BCLA).

BCLA was selected as the General Planning Consultant to prepare a Vision Plan and the EAR-based amendments of the Comprehensive Plan for the Village of Palm Springs. These tasks will be followed with the correlating text amendments to the Land Development Regulations for consistency with the updated plan. The firm proved themselves to be consistently responsive and professional throughout all phases of the project. The firm works exclusively with government clients, and each of the team has had experience in the public sector. This makes them keenly aware of the stretched public resources, so they understand the importance of working as independently as possible to expending valuable Village staff time when possible. Therefore, we continue to depend on them as an extension to Village staff.

BCLA and the firm's president with more than 25 years of experience has the experience and knowledge to spearhead projects such as yours. So, I am confident to say that if you select this firm, you will enjoy working with the entire BCLA team.

Sincerely,

Iramis Cabrera
Planning, Zoning and Building Director
Village of Palm Springs
561-584-8200, ext. 8461



April 23, 2024

To Whom it May Concern:

Please accept this letter of recommendation for the Professional Planning Firm of Bonnie C. Landry and Associates, P.A. (BCLA). Prior to my role as the Village Manager, Ms. Landry's firm was hired to draft and facilitate the adoption of the Village of Indiantown's (Village) Inaugural Comprehensive Plan, which was accomplished one year shy of the State's deadline.

Since my employment at the Village, BCLA has been utilized to provide procurement services for the Village. This entails all aspects of a request for a bid from initial solicitation to award. Ms. Landry's ability to adapt and assist in various aspects of local government has been invaluable for the Village.

Prior to my employment with the Village, I was Martin County's County Administrator. Ms. Landry was an employee of the County's Community Redevelopment Department where I was able to observe her ability to facilitate, accommodate, and communicate with multiple residents and organizations to garner consensus.

I am aware of other successful projects BCLA has performed, and clients that have been extremely satisfied with the efforts of Ms. Landry and her team. Based upon my knowledge, and what I have heard from others, this is a very dependable and competent team.

Should you need any additional information, I am available to discuss it further.

Sincerely,

Taryn G. Kryzda
Village Manager
Village of Indiantown
772-597-8282
tkryzda@indiantownfl.gov

15516 S.W. Osceola Street. Ste. B, Indiantown, Florida 34956 Post Office Box
398 Indiantown, Florida 34956
772-597-9900 www.indiantownfl.gov



TOWN OF ST. LEO

www.townofstleo.org



(352) 588-2622
Fax (352) 588-3010
Email: townclerk@townofstleo.org

P.O. Box 2479, St. Leo, FL 33574
Office Location:
34544 County Road 52, St. Leo, FL 33574

April 25, 2024

To Whom it May Concern:

I'm happy to provide this letter of recommendation for the planning firm of Bonnie Landry and Associates, P.A. They were the right choice for our professional planning needs.

Our collaboration with Bonnie and her dedicated team on the Town of St. Leo's 2024 EAR-Based Comprehensive Plan has been a resounding success. They are dependable, highly communicative and responsive, and display great attention to detail. Those qualities have consistently reinforced to me that we made the right decision in hiring them. I believe they would be an excellent choice for any municipal planning needs.

Bonnie Landry & Associates, P.A. has a proven track record and has demonstrated to me a commitment to excellence. I believe that if you hire them for your project, you will be in capable hands.

Sincerely,

Andrea Calvert, MMC
Town Administrator and Clerk

PAST PERFORMANCE EVALUATION FORM

(Check appropriate box)

Performance Elements	Excellent	Good	Acceptable	Poor	Unacceptable
Quality of Services/ Work	✓				
Timeliness of Performance	✓				
Cost Control	✓				
Business Relations	✓				
Customer Satisfaction	✓				

1. Name & Title of Evaluator: Joan Oliva, Executive Director

2. Signature of Evaluator: 

3. Name of Organization: Lake Worth Beach Community Redevelopment Agency

4. Telephone Number of Evaluator: 561-493-2580

5. State type of service received: see attached

6. State Contract Number, Amount and period of Performance _____

7. Remarks on Excellent Performance: Provide data supporting this observation. Continue on separate sheet if needed)

8. Remarks on unacceptable performance: Provide data supporting this observation. (Continue on separate sheet if needed)

Attachment to the Past Performance form for JS&A

5. State Type of Service Received

Real estate analysis services to guide the re-use of a city-owned building in Lake Worth, Florida. JS&A completed a market analysis for market-rate residential, affordable residential, office use, and retail uses; a redevelopment feasibility assessment and positioning recommendations; and a financial analysis for multiple development scenarios.

6. State Contract Number, Amount, and Period of Performance

Two project phases totaled \$26,150. Contract: 16-024.01. Period: March 2016 - January 2017.

7. Remarks on Excellent Performance

JS&A completed a thorough, on-time, and extremely useful analysis that helped inform City and CRA decision-making. The building in question has since been sold by the city and is currently being rehabbed for co-working and ground floor retail use. We highly recommend them as a firm.

8. Remarks on Unacceptable Performance

N/A

C) PROJECT TEAM AND PROJECT LEADERSHIP

PROJECT LEAD



Bonnie Landry, President of the Firm, will lead the project team **direct all three phases of the project**. She is dedicated to ensuring timely delivery of each task and strict adherence to the established budget for the City of Hollywood. With more than 25 years of professional planning experience in a broad range of disciplines, she is uniquely qualified to manage a project of this scope which touches many of the disciplines for which she is qualified. Ms. Landry has a strong background in public outreach, policy planning and implementation of policies into Land Development Regulations and related Codes of Ordinances. As a former local government employee, she

knows the importance of providing the most accurate cost estimate for each project to avoid the challenges of a change order. In the seven years as a consultant to local governments, she has not requested a change order for any of the agreed tasks in each of the contracts.

Certified by the American Planning Association (AICP), Ms. Landry holds a bachelor's degree in journalism from Louisiana State University and completed coursework for Congress for New Urbanism accreditation at the University of Miami (CNU-a). She also earned her Crime Prevention Through Environmental Design (CPTED) certification through coursework at Florida Atlantic University. And finally, she is pre-certified by the Florida Department of Transportation in the disciplines of Land Planning/Engineering and Transportation Statistics.

Ms. Landry led the development of numerous comprehensive plans including notably the inaugural Comprehensive Plan for Florida's newest municipality, the Village of Indiantown. She is currently leading the Comprehensive Plan amendments and land development regulations in Brevard County to support the recent designation of Area of Critical State Concern (ACSC), the first designation in nearly 40 years. She has been published in the National APA Magazine, with her Port Salerno Gateway project, which featured her community redevelopment in "Breaking Down the Jersey Barrier."

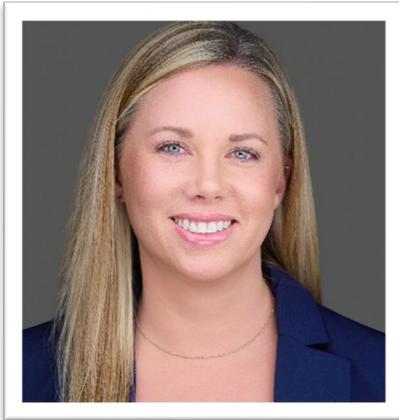


Ms. Landry is active with the American Planning Association. She has presented at numerous APA Florida conferences, where she has spoken on topics such as



sustainable stormwater design and achieving consensus among diverse populations. Most recently, In 2021, she contributed to a panel discussion on "Women in Planning," sharing lessons on running a planning firm.

PROJECT COORDINATOR

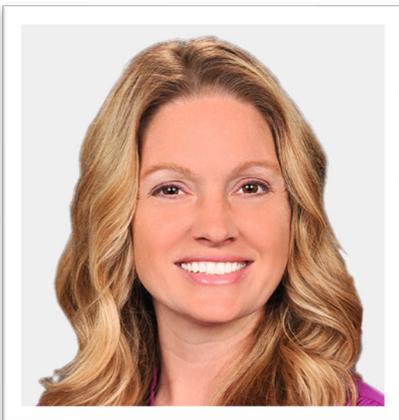


Heather Shaw is the Project Coordinator and Office Manager at Bonnie C. Landry and Associates (BCLA). She will **manage the City of Hollywood zoning code project through all phases**, including scheduling, budgeting, invoicing, and coordination of meetings and deliverables.

Skilled in **graphic design** and **public communication**, Ms. Shaw supports public engagement efforts by preparing clear, visually compelling materials and assisting with community workshops. She ensures deadlines are met with high-quality results, maintains open communication with City staff and stakeholders, and oversees project workflows from start to finish. Working closely with BCLA’s president, Bonnie Landry, she provides seamless operations, responsive service, and dependable project management for the City of Hollywood.

STAKEHOLDER ENGAGEMENT

Murriah Delke is an Assistant Vice President and Transportation Planner at WSP who will **lead stakeholder engagement** for the City of Hollywood project. She brings 20 years of government relations experience, including the past decade focused on transit-related planning and implementation. Ms. Delke has extensive knowledge of state, regional, and local transportation regulations and agency coordination, which she leverages to guide complex projects from planning through delivery. She is a **proven leader in community engagement**, with experience working closely with elected officials, city staff, and residents—particularly underrepresented groups such as non-English speaking communities—to ensure inclusive and equitable participation. Known for her ability to foster collaboration and build consensus, Ms. Delke ensures that project outcomes **reflect the diverse needs and priorities** of the communities they serve.



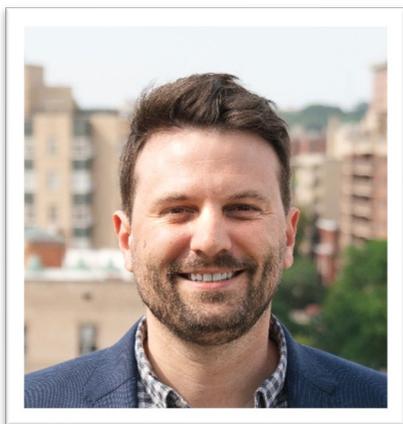
Michelle Kendall, AICP, is a tenured land use planner and senior leader in WSP’s Southeast region with **deep expertise in public and stakeholder engagement and consensus-building**. She has extensive experience navigating municipal processes and facilitating meaningful participation from diverse community groups, elected officials, and city staff. Kendall brings **strong knowledge of zoning regulations and land use planning**, having managed a wide variety of projects for governmental clients, including zoning code updates, land use studies, and long-range planning initiatives. Her skills ensure that planning efforts are both responsive to community priorities

and aligned with regulatory frameworks.



Myriam Sanabria is a bilingual Planning Technician at Bonnie C. Landry and Associates who plays a **key role in community and stakeholder engagement**. Fluent in both English and Spanish, she ensures that Spanish-speaking residents are fully included in public meetings, workshops, and outreach activities—helping bridge communication gaps and foster meaningful participation. In addition to her engagement role, Mrs. Sanabria assists with the development of performance measures and project coordination. She holds a Bachelor of Science in Chemistry from the University of Puerto Rico and brings strong analytical, organizational, and problem-solving skills, along with valuable experience in local government operations and planning processes. Her ability to connect with diverse communities makes her an asset to the City of Hollywood zoning code project.

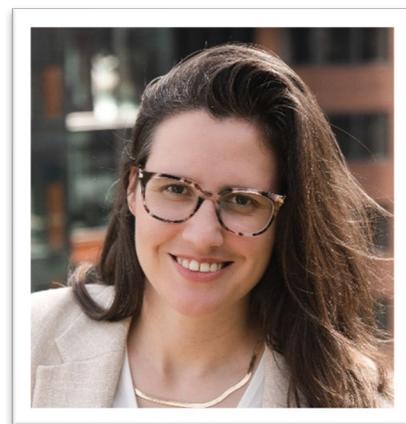
ECONOMIC ANALYSIS TEAM

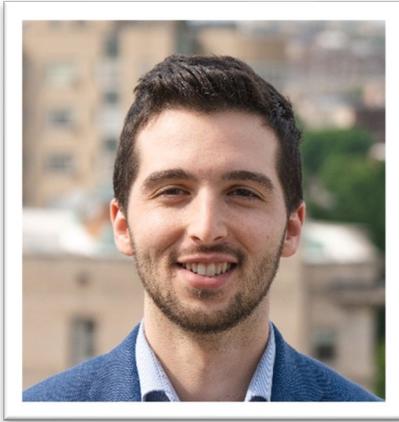


Jon Stover is the founder and Managing Partner of Jon Stover & Associates. Mr. Stover is an expert in neighborhood revitalization and public-private **economic development initiatives** that help local stakeholders achieve a shared vision for their communities. He specializes in real estate market analysis; fiscal and economic impact analysis; development feasibility; inter-agency coordination; and economic development strategies. Mr. Stover has secured, planned, and directed projects working for and partnering with hundreds of county agencies, city departments, community groups, non-profit organizations, neighborhood stakeholder organizations,

real estate developers, and private business owners.

Leslie Gray, AICP, specializes in the intersection between physical and **land use planning, economic analysis, and community development**. Her professional expertise includes zoning and land use analysis, real estate market analysis, economic development strategies and impact analysis, and site feasibility studies. As her work spans from parcel specific to nationwide studies, Ms. Gray leverages her background in architecture and urban planning to provide communities with insights on planning for projected changes and leveraging local assets and competitive advantages through master planning and land use consulting services.





Aaron King has successfully completed projects relating to **retail market analysis**, small business technical assistance strategy, commercial corridor revitalization, **development feasibility, economic and fiscal impact analysis, zoning and policy review** and strategy, and community engagement. Mr. King combines his background in public policy and community development to engage with stakeholders, collect and analyze data, and craft actionable strategies for a range of public and private sector clients, which have included real estate developers, city agencies, economic development corporations, and community development nonprofits.

FORM BASED/ARCHITECTURAL TEAM

Robert Piatkowski is an urban designer and planner focused on **placemaking and human scaled development through community-centered processes** with the belief that good design is essential for **livable and sustainable communities**. Robert brings experience on projects across the country including **zoning and form-based codes**, downtown master plans, neighborhood plans, street design, corridor studies, comprehensive plans, and traditional neighborhood and town development. Robert's background in civil engineering and transportation planning allows him to design with an approach that integrates engineering, and infrastructure needs and to effectively communicate and coordinate across disciplines to create implementable plans. Having participated in and helped lead numerous public design charrettes, Robert's work is centered on working as a partner with communities to craft their vision for the future and providing the technical expertise and guidance necessary to make it a reality.



Josh Turner is a Lead Urban Designer with WSP and an architectural and planning professional with over 18 years of experience **addressing complex urban challenges**. His work focuses on **transportation infrastructure, transit-oriented development (TOD), and mixed-use feasibility from zoning and urban design** perspectives. He is currently guiding zoning policy for the MTA and NYC Department of City Planning to integrate accessibility into new development near transit stations and leading TOD planning and design for the Jacksonville Transit Authority's transition of the Skyway to an autonomous vehicle system. His portfolio also includes master planning for Philadelphia's Penn's Landing, waterfront

redevelopment in Brooklyn and Queens, and reimagining single-use office parks in metropolitan DC as vibrant, transit-centric neighborhoods.

RESILIENCY TEAM



Michael Flood, AICP, is the **Resiliency and Sustainability Lead** and an advisory services senior vice president with more than 33 years of consulting experience **specializing in resiliency and adaptation planning**. He has led national projects assessing risks from extreme weather and climate change and developing strategies to address those risks, with a **focus on how land use, zoning, and development decisions intersect with climate resiliency**. His work includes evaluating potential impacts on buildings and facilities in the Northeast and Southeast; transit and transportation systems in Alabama, Florida, New York, and Connecticut; and infrastructure across

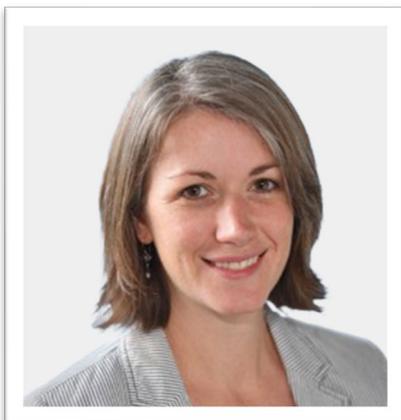
the United States, including California, Alaska, and Minnesota. Mike has also advanced methods, tools, and prioritization processes that help agencies make effective, forward-looking decisions—ensuring zoning and development standards are responsive to climate risks and resilient to future conditions.

ZONING CODE/TRAINING

Lee Walton, AICP, has led master planning for federal projects in more than 10 states and has over 15 years of DoD master planning experience. He has **extensive experience with zoning regulations, codes development and comprehensive planning** and has been a land use subject matter expert in court. Mr. Walton was recognized with an award by the American Society of Landscape Architects, Georgia chapter for Afghanistan Military Master Planning program, and multiple awards from the American Planning Association for local government land use planning. Training: American Planning Association Federal Planning Division 2022



Workshop.



Elise 'Nicole' McDermott, AICP, is a planner with multidisciplinary experience in **architecture, landscape architecture, and land use planning**. She brings expertise in **zoning code updates, training, and implementation**—helping communities understand and apply new standards through clear, accessible materials and workshops. Her background includes master planning, strategic planning, feasibility assessments, and environmental planning and permitting, with work spanning both urban and rural settings. Skilled at communicating complex ideas to diverse audiences,

Nicole collaborates with public and private stakeholders to create innovative, practical solutions that strengthen communities and ensure zoning codes are both functional and user-friendly.



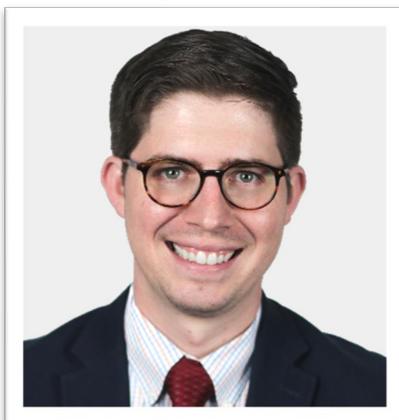
Anna Bentley, AICP, specializes in **performance monitoring and metrics** while leveraging extensive industry experience to provide project management, planning, and policy services to both public and private clients, with a **focus on zoning, land use, and community engagement**. She is skilled in strategic problem-solving, creative solutions, and clear client communication, and has worked closely with municipal governments to navigate public processes and local politics. Anna brings expertise in facilitating high-profile projects, collaborating with technical staff, elected officials, public agencies, and community stakeholders to ensure informed

decision-making.

Mike Meier is a Senior Planner with BCLA and will lead the review and outline of the **proposed zoning structure, prepare the PUD Analysis Report, and support zoning code modernization and performance metrics review**. He brings strong analytical skills and extensive experience in public service, including two terms on the Stuart City Commission (serving as Mayor in 2020), and leadership roles with the Treasure Coast Council of Local Governments and the Treasure Coast Regional League of Cities. Mike's background as an elected official provides valuable insight for public hearings and stakeholder engagement. At BCLA, he specializes in legislative impacts on community planning, as well as environmental, sustainability, and climate-related concerns.



GIS TEAM



Thomas Rodrigues, AICP, is the **GIS Spatial and Analysis Lead** and South Florida Planning lead for WSP, with a strong **focus on GIS applications to support planning and analysis**. Over the course of his career, he has developed a broad understanding of transportation challenges and opportunities through work in both the public and private sectors. He has extensive experience in Transportation and Transit Planning, Grant Writing, and Public Outreach. Thomas leads Transit Development Plans, Transit-Oriented Development master plans, and corridor studies for clients across Florida.



Sandrine Charles is an associate planner with experience with **2D and 3D GIS mapping and analysis, research, and programming.** Sandrine's responsibilities have included researching transportation development processes, analyzing zoning and CDMP policies, drafting small advisory group PowerPoints, producing maps, and updating portions of transit development plans. In addition, Sandrine created **custom GIS tools and template** Excel spreadsheets to streamline data processing and analysis for sociodemographic studies.

GRAPHICS TEAM

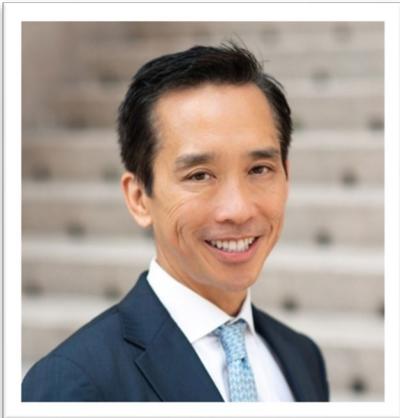
Chun Xu is an **urban designer** and transportation planner with WSP's Miami, Florida office. Chun has a master's degree in city and regional planning from Cornell University. Her technical expertise includes **urban design and development, housing and community planning, zoning, and economic and sustainable development.** She is skilled in project management, quantitative and qualitative analysis, data visualization, and design. Chun is proficient in InDesign, Illustrator, Python, SQL, ArcGIS, QGIS, SketchUp, AutoCAD, and Figma.



Roger L. Montelongo, AICP, is an **urban designer** with over eight years of experience **specializing in downtown revitalization, strategic planning, placemaking, and inclusive community engagement.** Skilled in graphic design and data-driven visualization, he creates compelling materials that help communities understand planning proposals and participate meaningfully. His experience spans land-use planning, mobility strategy, and public-space activation, including work on strategic plans for Corpus Christi and mobility projects in Wisconsin and Indiana. At WSP, Roger combines visionary design with technical expertise to foster connections between people and places,

ensuring communities thrive through innovative, community-driven planning.

LEGAL TEAM



Bob de la Fuente is a founding shareholder of Lehtinen Schultz and the head of the **Firm's Land Use, Zoning & Local Government Group**. He joined the Firm after a ten-year partnership at Tew Cardenas, LLP. Mr. de la Fuente also served as Director of Florida Development for one of South Florida's largest landowners from 2004-2006. Through this experience, he has developed **extensive familiarity with zoning codes in South Florida**.

Mr. de la Fuente has **represented governmental entities**, including the City of Miami Beach, in a variety of land use related matters including **defending City land use board and Planning Director decisions in quasi-judicial hearings** at the State court and administrative levels. He has represented a variety of private clients in matters requiring administrative and public hearing approvals throughout South Florida including Miami-Dade County, the City of Miami Beach, the City of Miami and the City of Hialeah. Of note, Mr. de la Fuente and his prior firm drafted and obtained approval for the RM-PRD-2 zoning district in the City of Miami Beach. Additionally, he has extensive experience obtaining approvals for his clients' projects, at administrative and quasi-judicial levels. Through these efforts, Mr. de la Fuente has enjoyed appearing before Zoning Boards, Planning Boards, Historic Preservation Boards, City Commissions, City Councils, and many other administrative bodies. He has also served as board counsel to nonprofit agencies. Mr. de la Fuente has also served as procurement counsel for private entities and on behalf of quasi-public not-for-profit entities, guiding his clients through local, county and state procurement regulations through competitive processes.

Amanda Quirke Hand is **Florida Bar Board Certified** in City, County and Local Government Law. Ms. Hand is a **former Assistant City Attorney of the City of Miami**, and was primarily responsible for all planning, zoning, building, historic preservation and public works related matters. Ms. Hand advised the land use and historic preservation boards at all public hearings and drafted and approved legislation. At the time she was at the City of Miami, the City was in the early years of the implementation of Miami 21, a form based code. She assisted in the **interpretation of the new form based code and assisted with the drafting and implementation of amendments to the code**. Ms. Hand also handles all levels of **land use and zoning disputes- from administrative appeals** to circuit court writs and litigation and subsequent appeals. She acts as special counsel to the City of Miami and the City of Miami Beach on conflict or specialized matters, as well as representing private parties on all types of matters related to the ownership and transfer of real property.



ORGANIZATIONAL CHART



Bonnie C. Landry, AICP
BCLA President & Project Lead



Heather Shaw
Project Coordinator



RESUMES



BONNIE LANDRY
& ASSOCIATES Professional Planning Services

CONTACT

+772-201-5052

bonnie@bclandry.com

100 Albany Avenue, Stuart
Suite 300E

www.bclandry.com

EDUCATION

1981-1985
Louisiana State University
• Bachelor of Arts

2011
University of Miami
• Congress for New Urbanism
Accreditation

**CERTIFICATIONS
& AFFILIATIONS**

- FDOT Prequalified in Land Planning/Engineering and Transportation Statistics
- Certified Planner, APA
- Crime Prevention Through Environmental Design (CPTED)
- FL Woman Business Certification
- Stuart/Martin County Chamber of Commerce
- Publication - "Breaking Down the Jersey Barrier" Planning Magazine, 2013

BONNIE LANDRY, AICP

PRESIDENT

PROFILE

Bonnie Landry is an accomplished and respected planning professional with 30 years of dedicated public service. Known for her versatility, she excels in facilitating engaging and innovative public workshops, as well as expertise in comprehensive and transportation planning. With a keen attention to detail, Ms. Landry is adept at accurately interpreting laws and regulations, ensuring compliance in all projects. She has a strong track record in grant writing and is skilled at managing projects to ensure they are completed on time and within budget. Her ability to thrive under pressure has earned her a reputation for delivering successful outcomes in even the most demanding environments.

RECENT RELATED PROJECTS

- **Brevard County** 2023-Current
Urban Planning Consultant
 - Preparing EAR-Based Amendments to the Comprehensive Plan; Updates to the LDRs; and code revisions to support the Area of Critical Concern for the Barrier Island, the first designation in more than 40 years.
 - Update to the Water Supply Facilities Work Plan
 - Review of the South Beaches Small Area Plan
- **Town of St. Leo** 2023-Current
EAR-Based Amendments and LDR
 - Preparing EAR-Based Amendments to the Comprehensive Plan and Updates to the LDRs to support the new plan.
 - Prepared Grant Application for Florida Commerce Technical Assistance Grant
- **Village of Palm Springs** 2023-Current
Vision Plan, EAR-Based Amendments and LDC Update
 - This multi-year project set a long-term vision of the Village and developed Comprehensive Plan Policies to comply with current law; updated related local regulations.
- **Town of Sewall's Point** 2021-2022
EAR-Based Amendments and LDC Update
 - As General Planning Consultant, updated the Town's Comprehensive Plan. This was a repeal/replace as the plan had not been updated since its adoption of 1989. This followed with an update to the Land Development Regulations to comply with the new plan.

WORK EXPERIENCE

- **Bonnie C. Landry and Associates, P.A.** 2018 - Current
President
- **Martin and St. Lucie counties** 1995 - 2018
Planning Manager; Project Manager



CONTACT

772-834-1238

mike@bclandry.com

100 SW Albany Ave. 300E
Stuart, FL 34996

www.bclandry.com

EDUCATION

2005 - 2008

New York University

- BA – Anthropology, Linguistics
- Magna Cum Laude
- Founder’s Day Award
- Edward Sapir Award

SKILLS

- Statistical Analysis
- Data Visualization
- GIS Mapping and Analysis
- Technical Writing
- Code Writing
- Policy Development
- Legislative Tracking

MICHAEL MEIER

PLANNER

PROFILE

Michael Meier serves as Planner at Bonnie C. Landry and Associates. In this role, Mr. Meier manages data and analysis, GIS mapping, and legislative impacts on community planning law. He assists the Principal with policy development and public presentations. Mr. Meier brings his diverse experience as a former municipal elected official and a head of analytics for a global technology company to BCLA’s clientele.

RELATED PROJECTS

- Brevard County** 2023–Current
ACSC/BBIA, EAR Update, WSFWP & Public Involvement
 - Data, inventory & analysis; mapping; policy review and development; County department coordination; public presentation; ORC report response
- Village of Palm Springs** 2023–Current
Visioning Workshops & Update, EAR and LDC Update
 - Data, inventory & analysis; mapping; policy review and development; Village department coordination; ORC report response; code audit and amendment
- Town of St. Leo** 2023–Current
EAR & LDR Update and Public Involvement
 - Data, inventory & analysis; mapping; policy review and development; public presentation; ORC report response

WORK EXPERIENCE

- Bonnie C. Landry and Associates** 2023 - Current
Planner
- House of Hope** 2020 - 2023
Production Manager
- City of Stuart** 2018 - 2022
Mayor, Commissioner
- Ground Floor Farm** 2014 - 2019
Partner, Co-owner
- VINDICO Group (Viant Inc.)** 2008 - 2011
Director, Research & Analytics



CONTACT

772-528-1845

heather@bclandry.com

100 SW Albany Ave. 300E
Stuart, FL 34996

www.bclandry.com

EDUCATION

2006 - 2008

University of Central Florida

- Bachelor's Degree – Education

SKILLS

- Progress Monitoring
- Scope Management
- Public Relations
- Community Outreach
- Survey Design & Analysis
- Stakeholder Engagement
- Collaboration & Teamwork
- Digital Design & Outreach
- Grant Writing & Management

HEATHER SHAW

OFFICE MANAGER & PROJECT COORDINATOR

PROFILE

Heather Shaw serves as the Project Coordinator and Office Manager at Bonnie C. Landry and Associates. In this role, Ms. Shaw oversees project coordination, ensuring deadlines are met with high-quality deliverables, meetings are scheduled efficiently, client requests are promptly addressed, and communication between the firm and clients remains consistent and up to date. Strong communication is one of Ms. Shaw's key strengths, and she takes pride in providing quick responses to all client inquiries.

RELATED PROJECTS

- Brevard County** 2023 – Current
ACSC/BBIA, EAR Update & Public Involvement
• Lead coordination for public outreach; Project monitoring; survey design/analysis; coordinated stakeholder engagement
- Village of Palm Springs** 2023 – Current
Visioning Workshops & Update, EAR and LDC Update
• Coordinating workshops; Assist in grant writing; Organizing stakeholder meetings; designing and monitoring surveys
- Town of St. Leo** 2023 – Current
EAR & LDR Update and Public Involvement
• Organizing and facilitating workshops; Supporting grant writing efforts; Managing stakeholder meetings; designing surveys
- Town of Sewall's Point** 2020 – 2022
EAR & LDR Update and Public Involvement
• Planning public engaging public involvement; Creating and tracking surveys; Coordinating stakeholder meetings; scope management
- City of Port St. Lucie** 2020 – 2022
EAR Based Amendments to the Comprehensive Plan
• Project management and coordinating meetings; assisting at public workshops; correspondence with stakeholders and City staff

WORK EXPERIENCE

- Bonnie C. Landry and Associates** 2019 - Current
Office Manager & Project Coordinator
- Martin County School District** 2009 - 2018
Primary and Secondary School Teacher

BOB de la FUENTE

1200 Brickell Ave.
Suite 507
Miami, FL 33131

LEHTINEN SCHULTZ PLLC, Miami, FL

2014 - Present

Founding Shareholder

Land Use, Zoning and Government Relations. Outside General Counsel and Board Counsel. Appear before City and County Commissions, Councils and Administrative Boards in Miami-Dade County. Secure administrative approvals for entitlements in City of Miami. Represented various developers, hotels and restaurants. Extensive experience securing public hearing approvals. Acted as special counsel for the City of Miami Beach Planning Director. Represented City of Miami Beach in appeals of land use board decisions. Serve as board counsel, providing general counsel services and procurement counsel for not-for-profit organizations. Advise public sector clients on public records, voting conflicts, ethics matters. Zoning due diligence for commercial real estate transactions.

TEW CARDENAS LLP, Miami, FL

1997 – 2004

2006 - 2014

Partner

Land Use and Zoning Law, including Land Use Litigation. Administrative law. General Litigation. Appeared before Federal Courts and State Courts.

LEVIEV BOYMELGREEN, Miami, FL

2004 – 2006

Director of Florida Development

Reported directly to CEO regarding development of Florida projects. Received direct reports from project management, construction management, sales, marketing, public relations, advertising for mixed-use condominium projects in Miami and Miami Beach.

Senior Project Manager

Coordinated strategy and efforts with governmental and regulatory agencies, including the Planning, Zoning & Building Departments, City Managers' Offices, Mayors' Offices and City Commissions of the Cities of Miami and Miami Beach, as well as the Department of Environmental Resource Management, the Florida Department of Transportation and the Federal Aviation Administration. Supervised and accomplished timely and successful filing of State of Florida Condominium Documents and Housing and Urban Development documents. Reviewed and evaluated potential development opportunities for company. Direct contact with lending institutions.

Primary responsibility for planning and design of various condominium mixed use projects in the Cities of Miami and Miami Beach. Direct reports from Construction Management, Sales & Marketing, Contract Administration, Building Management. Supervised and delivered design, construction and completion of sales centers. Primary responsibility for coordination of legal issues including sales contract review and negotiation, land use, real estate, and litigation.

MIAMI-DADE COUNTY STATE ATTORNEY'S OFFICE, Miami, FL 1993 – 1997

Assistant State Attorney

Felony A-Level Prosecutor, specially appointed to Felony Domestic Crimes Unit.

Acting Assistant Chief, Felony Domestic Crimes Unit, February 1997 - May 1997.

Special Assignment: Environmental Crimes Unit.

Over 40 jury trials, ranging from DUI to Manslaughter prosecutions.

Extensive motion practice experience.

EDUCATION

BOSTON UNIVERSITY SCHOOL OF LAW, Boston, MA May 1992

Juris Doctor

Honors: *International Law Journal*, Third Year Editorial Board.

AMHERST COLLEGE, Amherst, MA May 1989

Bachelor of Arts, cum laude

UNIVERSITE DE PARIS, LA SORBONNE, Paris, France Fall 1987 - Spring 1988

Under the auspices of Sweet Briar College Junior Year in France.

RECOGNITIONS

Martindale-Hubbell AV Rated 2003-Present

LEED AP

Super Lawyer 2013-Present

South Florida Legal Guide Top Lawyer 2011-Present

Florida Trend Legal Elite 2009, 2011-2013, 2016 - Present

State Legal Leader

Heavy Hitter in Commercial Real Estate 2011

MEMBERSHIPS

Member, Illinois Bar, 1992-Present

Member, Florida Bar, 1993-Present

Member, Southern District Court of Florida

Chair, Florida Bar Grievance Committee 2023 – Present

Vice-Chair, Florida Bar Grievance Committee 2019-2020; Member 2017 – 2019

Zoetic Stage, Board Member, 2011-Present; Vice-President, 2017 - Present

Miart Foundation, Chairman, 2006-2024

Committee Member, Downtown Development Authority Property Incentives Committee, 2012-2016

Chairman, Best Buddies Miami Advisory Board, 2008-2009

Board Member, Best Buddies Miami Jobs Advisory Board, 2003 – 2008

Board Member, Educate Tomorrow, 2006

Steering Committee, Educate Tomorrow, 2004

Miami-Dade County Asian American Advisory Board, Member 1997 - 2004. First Vice Chair 2000 - 2001

Contact

ahand@aqhlaw.com

www.linkedin.com/in/amanda-hand-9920981b (LinkedIn)

Top Skills

Civil Litigation

Real Estate

Land Development

Amanda Hand

Florida Bar Board Certified City, County, and Local Government Attorney

Miami, Florida, United States

AQH Law

Managing Attorney

December 2020 - Present

Miami, Florida, United States

- Land use, zoning, building, historic preservation, and environmental matters
- Administratively resolve property and business owners' issues with local governments
- Litigation and appeals related to land use, zoning, building, code enforcement, historic preservation, and property rights
- Draft and provide recommendations on proposed local government legislation

Lehtinen Schultz Riedi Catalano de la Fuente

Of Counsel

May 2017 - December 2020 (3 years 8 months)

Miami, Florida

- Land use, zoning, building, historic preservation, and environmental matters Administratively resolve property and business owners' issues with local governments
- Litigation and appeals related to land use, zoning, building, code enforcement, historic preservation, and property rights
- Draft and provide recommendations on proposed local government legislation

City of Miami

Assistant City Attorney

February 2014 - September 2016 (2 years 8 months)

Planning and Zoning, Building, Historic Preservation, and Public Works

- Board Counsel to Planning and Zoning Board, Historic and Environmental Preservation Board, Urban Development Review Board, and Plat and Street Committee
- Draft, review and approve proposed planning and zoning, public works, and related legislation
- Draft, review and approve planning and zoning related agreements and covenants
- Litigation and Appeals related to land use, zoning, eminent domain and environmental matters

Levine Kellogg Lehman Schneider + Grossman LLP

Attorney

January 2010 - January 2014 (4 years 1 month)

Miami, Florida, United States

Land use and zoning specialist

Real estate title litigation and appeals

Property related claims in bankruptcy litigation

Tew Cardenas LLP

Attorney

May 2006 - January 2010 (3 years 9 months)

Obtain land use entitlements for property owners

Environmental and land use litigation

Code enforcement litigation and appeals

Calgon Carbon Corporation

Process Engineer

November 2001 - August 2003 (1 year 10 months)

Process Engineer in continuous process activated carbon manufacturing facility

Rohm and Haas

Process Engineer

May 2000 - November 2001 (1 year 7 months)

Engineer for Superfund site closure

Education

Florida State University College of Law

JD, Law · (2003 - 2006)

University of Dayton

Bachelor's degree, Chemical Engineering · (1996 - 2000)

Jon Stover Managing Partner

Jon Stover is the founder and Managing Partner of Jon Stover & Associates. Mr. Stover is an expert in neighborhood revitalization and public-private economic development initiatives that help local stakeholders achieve a shared vision for their communities. He specializes in real estate market analysis; fiscal and economic impact analysis; development feasibility; inter-agency coordination; and economic development strategies. Mr. Stover has secured, planned, and directed projects working for and partnering with hundreds of county agencies, city departments, community groups, non-profit organizations, neighborhood stakeholder organizations, real estate developers, and private business owners.

Education

*University of Pennsylvania
Masters of Urban Planning
School of Design*

*Certificate in Real Estate Development,
Wharton School of Business and
School of Design
(Joint Program)*

Speaking Engagements

*“Nature-Based Placemaking in Your
Downtown” Main Street NOW,
Richmond (2022)*

*“Using Existing and Newly Emerging
Data to Understand COVID-19’s Impact
and Prepare for Your Main Street’s
Post-Pandemic Future,” Main Street
NOW (2021)*

*“Tips for Measuring the Impact of Your
Program.” Downtown Pennsylvania
Conference, Pennsylvania Main Streets
(2019)*

*“Building Resiliency on Main Street.”
Main Street NOW, Seattle (2019)*

*“Breaking the Black Box of Economic
Impact.” Main Street NOW, Seattle
(2019)*

*NPR’s All Things Considered, Guest
Interview (2018)*

*“Using Data to Bolster Decision
Making.” Tennessee Retail Summit,
Tennessee Main Streets (2018)*

*“Quantifying the Nighttime Economy in
Your City.” Sociable City Summit, New
Orleans (2018)*

*“Local and National Retail Trends: How
Can We Help Businesses Compete Now
and In the Future.” DC Main Street
Executive Director Training (2018)*

Relevant Project Experience

Coral Gables Economic Development Strategy | *Coral Gables, Florida
City of Coral Gables*

Boynton Beach Economic Development and CRA Enhancement Strategy | *Boynton Beach, FL
City of Boynton Beach*

Red Bank Comprehensive Plan and Small Area Plan | *Red Bank, TN
City of Red Bank*

2030 Smithville Comprehensive Plan | *Smithville, MO
City of Smithville*

Keene Comprehensive Plan | *Keene, NH
Town of Keene*

Gulfstream Hotel Impact Analysis and City-CRA Partnership Assessment | *Lake Worth
Beach, FL, City of Lake Worth Beach*

Lake Worth Beach Arts and Culture Economic Development Strategy and CRA Support Study
| *Lake Worth Beach, FL, City of Lake Worth Beach, Palm Beach County, Lake Worth CRA*

Analysis of the Impact of COVID-19 on Business in Fort Lauderdale | *Fort Lauderdale, FL
City of Fort Lauderdale*

Mount Dora Development Feasibility and Fiscal, Economic, and Community Impact Analysis |
Mount Dora, FL, AMCO Development

Real Estate and Analysis to Inform Boston Zoning Update | *Boston, Massachusetts
Boston Planning and Development Agency*

Friendship Heights Post-Pandemic Neighborhood Revitalization Opportunity Snapshot
Washington, DC | Friendship Heights Alliance

Southwest Neighborhood Plan | *Washington, DC | DC Office of Planning*

Mid City East Small Area Plan Real Estate Market Assessment | *Washington, DC
DC Office of Planning*

DC Nightlife Industry Analysis and Economy Impact Assessment | *Washington, DC
Washington DC Economic Partnerships, The Mayor’s Office of Nightlife and Culture*

Innovation Space and Marketplace Analysis | *Washington, DC
Office of the Deputy Mayor for Planning and Economic Development*

Downtown East Small Area Plan | *Washington, DC | DC Office of Planning*

Community and Economic Impacts of Opportunity Zone Development | *Nationwide
EJF Capital*

Leslie Gray, AICP Vice President

Leslie Gray, AICP, specializes in the intersection between physical and land use planning, economic analysis, and community development. Her professional expertise includes zoning and land use analysis, real estate market analysis, economic development strategies and impact analysis, and site feasibility studies. As her work spans from parcel specific to nationwide studies, Ms. Gray leverages her background in architecture and urban planning to provide communities with insights on planning for projected changes and leveraging local assets and competitive advantages through master planning and land use consulting services.

Education

Columbia University
Masters of Science
in Urban Planning

University of Cincinnati
Bachelor of Science
in Architecture

Affiliations

American Institute of
Certified Planners
American Planning Association
Commercial Real Estate Women

Speaking Engagements

“Nature-Based Placemaking in Your
Downtown” Main Street NOW,
Richmond (2022)

Great Lakes Main Street Conference
(Upcoming August 2019)

“Breaking the Black Box of Economic
Impact.” Main Street NOW,
Seattle (2019)

National Main Street Center Training
Webinar with Main Streets (2018)

“Growth and Adaptation of a Main
Street.” Main Street NOW,
Kansas City (2018)

“The Numbers Are In. Learn the
Economic Impact of Your Main Street
Program.” Main Street NOW,
Pittsburgh (2017)

“The Power of Tracking Your Main
Street’s Economic Performance.”
Main Street NOW, Milwaukee (2016)

Experience

Land Use Planner
Bayer Becker
Cincinnati, Ohio

Relevant Project Experience

Coral Gables Economic Development Strategy | Coral Gables, Florida
City of Coral Gables

Boynton Beach Economic Development & CRA Enhancement Strategy | Boynton Beach, FL
City of Boynton Beach

Red Bank Comprehensive Plan and Small Area Plan | Red Bank, TN
City of Red Bank

2030 Smithville Comprehensive Plan | Smithville, MO
City of Smithville

Keene Comprehensive Plan | Keene, NH
Town of Keene

Analysis of the Impact of COVID-19 on Business in Fort Lauderdale | Fort Lauderdale, FL
City of Fort Lauderdale

Real Estate and Analysis to Inform Boston Zoning Update | Boston, Massachusetts
Boston Planning and Development Agency

Arts and Cultural Post-Pandemic Economic Recovery Support Strategy Recommendations
Washington, DC | DC Commission of Arts and Humanities

DC Nightlife Industry Analysis and Economy Impact Assessment | Washington, DC
Washington DC Economic Partnerships, The Mayor’s Office of Nightlife and Culture

COVID-19’s Affect on Barracks Row Businesses in the Capitol Hill Neighborhood
Washington, DC | Barracks Row Main Street

Innovation Space and Marketplace Analysis | Washington, DC
Office of the Deputy Mayor for Planning and Economic Development

Cleveland Park Main Street Capacity Enhancement Strategy | Washington, DC
Cleveland Park Business Association, DC Deputy Mayor’s Office of Planning and Economic
Development

Georgetown GLOW and French Market Event Visitor Profiles and Economic Impact
Washington, DC | Georgetown Business Improvement District

**Economic Impact of Outdoor Recreation Industries on Pennsylvania’s State Economy and
Qualitative Case Studies on Community Benefits and Strategies** | State-wide Pennsylvania
Pennsylvania Downtown Center

Iowa Downtown Revitalization Impact Assessment and Strategic Recommendations
54 Communities Across the State of Iowa | Iowa Economic Development Authority

Lake Worth Arts and Cultural Master Plan | Lake Worth, FL
Cultural Council of Palm Beach County, Lake Worth Community Redevelopment Agency

Aaron King Director, Economic and Real Estate Analysis

Education

*University of Delaware
Bachelor of Arts in Public Policy;
Urban Policy, Planning, and
Historic Preservation Concentration*

Speaking Engagements

*"Building Retail Resiliency on Main
Street." Main Street NOW, Seattle
(2019)*

*"Growth and Adaptation of a Main
Street." Main Street NOW,
Kansas City (2018)*

Experience

*Co-Founder & Director
Better Block Wilmington
Wilmington, DE*

Aaron King has successfully completed projects relating to retail market analysis, small business technical assistance strategy, commercial corridor revitalization, development feasibility, economic and fiscal impact analysis, and community engagement. Mr. King combines his background in public policy and community development to engage with stakeholders, collect and analyze data, and craft actionable strategies for a range of public and private sector clients, which have included real estate developers, city agencies, economic development corporations, and community development nonprofits.

Relevant Project Experience

Great Streets Grant Program Assessment and Strategic Recommendations

Washington, DC | Office of the Deputy Mayor for Planning and Economic Development

Arts and Cultural Post-Pandemic Economic Recovery Support Strategy Recommendations

Washington, DC | DC Commission of Arts and Humanities

Friendship Heights Post-Pandemic Neighborhood Revitalization Opportunity Snapshot

Washington, DC | Friendship Heights Alliance

Gulfstream Hotel Impact Analysis and City-CRA Partnership Assessment | Lake Worth Beach,

FL, City of Lake Worth Beach

Lake Worth Beach Arts and Culture Economic Development Strategy and CRA Support Study |

Lake Worth Beach, FL, City of Lake Worth Beach, Palm Beach County, Lake Worth CRA

Analysis of the Impact of COVID-19 on Business in Fort Lauderdale | Fort Lauderdale, FL City of Fort Lauderdale

Mount Dora Development Feasibility and Fiscal, Economic, and Community Impact Analysis |

Mount Dora, FL, AMCO Development

Main Street Retail Market Analysis and Enhancement Strategies | 15+ Commercial Corridors

in Washington, DC | DC Department of Small and Local Business Development

Reimagining Reeves Market Analysis and Transformation Strategy | Washington, DC

DC Deputy Mayor's Office of Planning and Economic Development, Office of Planning

Deanwood Retail Enhancement Strategy and Vacancy Activation Strategy | Washington, DC

Ward 7 Business Partnership

Economic Impact of Streetcar Ridership | Washington, DC | H Street Main Street

COVID-19's Affect on Barracks Row Businesses in the Capitol Hill Neighborhood

Washington, DC | Barracks Row Main Street

COVID-19's Impact on Pennsylvania Avenue East Corridor and the Chevy Chase Neighborhood

Washington, DC | DC Department of Small and Local Business Development, DC Main Streets

DC Nightlife Industry Analysis and Economy Impact Assessment | Washington, DC

Washington DC Economic Partnership, The Mayor's Office of Nightlife and Culture

Reunion Square Market Analysis, Community Benefits Assessment and Tax Revenue Analysis

Washington, DC | Four Points LLC

Hechinger Mall Redevelopment Vision and Feasibility | Washington, DC

H Street Main Street

Event Visitor Profiles and Economic Impact | Washington, DC

Georgetown Business Improvement District

Rhode Island Avenue Leasing Support & Vacant Space Activation Strategy | Washington, DC

Rhode Island Avenue Main Street



ROBERT PIATKOWSKI, AICP

Urban Design Integration, Form-Based Code



Years with the firm

3

Years total

13

Education

*BS, Civil Engineering,
Georgia Institute of
Technology, 2009*

*MCRP, Master of City and
Regional Planning,
Georgia Institute of
Technology, 2011*

Professional Certifications

*American Institute of
Certified Planners (AICP)
7/2016 - Present*

Professional Memberships

*American Planning
Association (APA)*

*Congress for the New
Urbanism (CNU)*

Urban Land Institute (ULI)

Areas of practice

*Zoning and Form Based Codes
Street Design
Neighborhood Design
Master Planning
Transit-Oriented Development
Comprehensive Planning
Community Engagement &
Visioning
Visualizations*

CAREER SUMMARY

Robert Piatkowski is an urban designer and planner focused on placemaking and human-scaled development through community-centered processes with the belief that good design is essential for livable and sustainable communities. Robert brings experience on projects across the country including zoning and form-based codes, downtown master plans, neighborhood plans, street design, corridor studies, comprehensive plans, and traditional neighborhood and town development. Robert's background in civil engineering and transportation planning allows him to design with an approach that integrates engineering and infrastructure needs and to effectively communicate and coordinate across disciplines to create implementable plans. Having participated in and help lead numerous public design charrettes, Robert's work is centered on working as a partner with communities to craft their vision for the future and providing the technical expertise and guidance necessary to make it a reality.

PROFESSIONAL EXPERIENCE

- **City of Racine Zoning Code Update, Racine, WI:** WSP is working with the City of Racine on a comprehensive update to the city's zoning ordinance to balance the city's diverse needs, align with the City's 2050 Comprehensive Plan, and foster new development in accordance with the city's vision. This update intends to ensure high quality and context sensitive development, create a user-friendly format, and implement standards and procedures that result in predictable outcomes. The code will utilize both form-based districts and standard districts to facilitate redevelopment, infill development, and strengthen the character of the city's historic downtown and diverse neighborhoods. Robert is project manager leading the project team on the update.
- **The Central Broward Connected Communities Vision Kit, Broward County, FL:** WSP led the Capacity Building Team to support the Broward MPO in developing the Connected Communities Vision Kit through USDOT's Thriving Communities Program (TCP). The Vision Kit will provide the MPO and municipalities with resources, strategies, and zoning recommendations to address the diverse challenges and opportunities for Transit-Oriented Development (TOD) in Central Broward. Robert was deputy project manager and urban designer on this project.

PREVIOUS EXPERIENCE

Before joining WSP, Robert's experience included:

- **Mullan Area Master Plan and Form-Based Code, Missoula, Montana:** Robert was deputy project manager for a master plan and form-based code for a 1,500-acre site located four miles from downtown Missoula, Montana. The form-based code includes street types and intersection designs that prioritize walking, biking, and transit for use on existing public streets and new streets created during the development process. Robert was the lead author of the plan report and form-based code.
- **Newfield Town Master Plan and Form-Based Code, Martin County, Florida:** Robert was a studio team member for the design of a new traditional neighborhood development of 4,200 housing units in Southeast Florida. The plan envisioned multiple new neighborhoods with a connected, walkable network of streets, ample public spaces, and a wide variety of housing types. A form-based code was drafted to implement the vision, balancing the need to maintain core elements of the vision



ROBERT PIATKOWSKI, AICP

Urban Design Integration, Form-Based Code

while also allowing flexibility. Robert participated in the design of several neighborhoods and led the creation of the illustrative plan, design portion of form-based code, and unit counts and calculations.

- **Neighborhood Development Code, Covington, Kentucky:** The City of Covington adopted in 2020 a new form-based Neighborhood Development Code to better reflect the city’s historic character and development patterns. The code is structured by “character districts” each with its own set of standards to enable development that respects the surrounding development pattern. Robert, working with Kendig Keast, the prime consultant, lead the process of establishing the mixed-use districts based on a profile assessment of the city as well as defining the standards for each of these districts. Robert also participated in the public design charrette, working with city staff and the community, to establish the framework for the form-based component of the zoning code.
- **Kissimmee Land Development Code, Kissimmee, Florida:** As part of the update to the City of Kissimmee’s Land Development Code, a form-based code for the Downtown was created. Robert was a key member of the subconsultant team that created the transect based form-based code and had a primary role in developing the regulating and special requirements plans as well as the standards for each transect district.
- **Crystal River Civic Master Plan, Crystal River, Florida:** Robert was the deputy project manager for the Crystal River Civic Master Plan, which established a written roadmap for how the city could address issues such as growth, urban design, its waterfront, stormwater, parking, housing, civic buildings, parks, flooding, and preservation, while also establishing a framework for a new zoning ordinance. Robert led the creation of “Future Character Areas,” defining five types of character areas that reflect the desired type and form of development in each part of the city. This section of the master plan set the stage for the city’s desired form-based code.
- **Lake Wales Connected, Lake Wales, Florida:** Robert was a key team member in the creation of Lake Wales Connected, a strategy for the revitalization of Lake Wales’ historic Downtown and one of its most important close-in neighborhoods. Robert participated in the week-long public design charrette and designed new neighborhood plans consisting of walkable blocks and streets. Robert also created the illustrative plan, which synthesized the concepts and individual plan ideas into an artful depiction of the future of Lake Wales. Additionally, Robert was the prime author of the transportation and mobility chapter of the plan. The plan has led to the redesign of key downtown streets into walkable, multi-functional spaces to support more vibrant economic activity, construction of shared-use trails, as well as a new zoning district to enable the plan’s goals. Lake Wales Connected was awarded as the best planning project in Florida in 2020 by the Florida Redevelopment Association.



LEE WALTON, AICP

Zoning Regulations and Performance Measures



Years with firm

20

Years of experience

28

Professional qualifications

Certified Planner

016080

Office Location

Atlanta, Georgia

CAREER SUMMARY

Mr. Walton has led master planning for federal projects in more than 10 states and has over 15 years of DoD master planning experience. He has extensive experience with zoning regulations, codes development and comprehensive planning and has been a land use subject matter expert in court.

Mr. Walton was recognized with an award by the American Society of Landscape Architects, Georgia chapter for Afghanistan Military Master Planning program, and multiple awards from the American Planning Association for local government land use planning. Training: American Planning Association Federal Planning Division 2022 Workshop.

RELEVANT EXPERIENCE

- **Oconee County Planning and Zoning Services On-Call Support, Watkinsville, GA.** Manages team of WSP planners and specialists providing on-call and staff augmentation support to the Oconee County Dept. of Planning & Code Enforcement. Consistent support includes development plan review for zoning compliance, review and analysis of rezoning and variance requests, and progress tracking using the client's online permit system + WSP-developed status and tracking tools. Additionally completed a comprehensive plan update and prepared UDC text amendments.
- **Harris County Planning and Zoning Support Services, Hamilton, GA.** Manages WSP support role to Community Development Department that includes rezoning and variance application reviews, zoning text amendments, and other on-call support. Completed a comprehensive zoning ordinance update into Unified Development Code, adopted in 2022.
- **Livingston Parish Master Planning and Codes Updates, Livingston Parish, LA.** Planning and zoning technical advisor to WSP team preparing comprehensive master plan update, zoning map update and unified development code for the Parish government.
- **Upton County On-call Planning and Zoning Support Services, Thomaston, GA.** Manages WSP support role which has included a comprehensive plan update and drafting of proposed zoning text amendments for land use policy implementation.
- **South Fulton Zoning Update, Fulton County, GA.** Managed the process to update the zoning ordinance ultimately adopted for the new City of South Fulton, including a robust public involvement process and detailed tracking of public input comments to inform zoning text revisions and other code updates.
- **Florida Polytechnic University Campus Master Plan, Lakeland, Florida.** Lead Planner for detailed campus analysis and development of goals, objectives and policies. Completed assessment of impacts of campus development on adopted level of service standards, and prepared campus master plan update documentation for University and Florida Board of Governors review and approval.
- **Barrow County Comprehensive Plan Update and Unified Development Code Update, Winder, GA.** Managed team to complete a comprehensive plan update in accordance with the amended (2014) Georgia State Minimum Planning Standards. Following adoption of the Comprehensive Plan update, the WSP team continued to support Barrow County by identifying needed updates and revisions to the Unified Development Code and completing those updates, including the associated public involvement process and significant coordination with the local homebuilders' association.



LEE WALTON, AICP

Zoning Regulations and Performance Measures

- **Historic District Design Guidelines, Columbus, GA. Project Manager: responsible** for updating the established guidelines, among the most established in Georgia, through preparation of a single document to address the city's 10 locally designated historic districts, including commercial and residential areas. Awarded the 2010 Outstanding Planning Document by the Georgia Planning Association.
- **City of Canton Unified Development Code and Historic District Design Guidelines, Canton, Georgia.** Project Manager responsible for oversight of scope, schedule and project team and technical assistance and editing of design guidelines and development codes. Community planning to update zoning code and development regulations for consolidation into Unified Development Code (UDC) and preparation of historic district design guidelines. Included existing regulations review; development process form and application review and update; stakeholder committee meeting; detailed UDC outline and table of contents preparation for client review; and UDC training for city staff, planning commissioners, City Council, stakeholder committee, and other members of development community and focus groups.
- **Unified Land Development Code – Gordon County, Georgia.** Project Manager for the creation of Gordon County's Unified Land Development Code (ULDC). The ULDC presents all codes pertaining to land use, design and development in a concise, user-friendly format for Gordon County. The ULDC incorporates major updates to the county's zoning ordinance and development regulations based on recommendations from the Comprehensive Plan. Project included facilitation of work sessions with the BOC, three public workshops, and meetings with stakeholder groups and individuals.
- **Overlay Zoning Districts – Gordon County, Georgia.** Project Manager for this project, which was recommended in the Gordon County Comprehensive Plan. The project entails preparation of two overlay zoning districts and design guidelines for inclusion in the new ULDC, which was also managed by Mr. Walton. The districts are intended to prevent areas surrounding Resaca Battlefield (Civil War) and New Echota (Native American site) from developing in a manner that will diminish the historical integrity of these important sites. Public outreach includes individual invitations to 600+ property owners to town hall meetings for the purpose of presenting project goals and receiving public comments on draft district boundaries and design guidelines.



JOSHUA TURNER

Form-Based Code, Visualizations



Years with firm

7

Years of experience

18

Education

Bachelor's Degree,
Architecture, University of
Kansas , 2004

Master's Degree, Architecture
& Urban Design, Columbia
University, 2010

Office Location

Atlanta, Georgia

CAREER SUMMARY

Josh Turner is a lead urban designer with WSP. As an architectural and planning professional, he has over 18 years of experience solving complex, multi-scalar issues affecting our cities and regions. While he has held integral design and management roles for high-profile projects throughout the east coast, a focus of his work centers on transportation infrastructure and real estate development, specifically planning and design for transit-oriented development (TOD) and studying the feasibility of mixed-use developments from the perspective of zoning and urban design.

Josh is currently working with the MTA and NYC DCP to create a zoning policy framework to accommodate easements for accessibility within new development at or near transit stations. Josh is also leading the TOD planning and design for the Jacksonville Transit Authority as they transition the Skyway monorail to a state-of-the-art system for autonomous vehicles, the U2C. Additional experience includes creating the master plan for Philadelphia's waterfront at Penn's Landing, planning and design for new mixed-use waterfront neighborhoods in Brooklyn and Queens and helping communities in metropolitan DC reimagine single-use office parks and retail centers as thriving, transit-centric neighborhoods.

PROFESSIONAL EXPERIENCE

- **JTA U2C TOD Pilot Study, Jacksonville, Florida:** Deputy project manager and TOD task lead for this pilot study. WSP conducted a TOD pilot study for the JTA. With the U2C, the JTA will lead the nation in the planning and integration of on-demand, interconnected AVs as a premium transit service. The U2C will leverage the system's existing assets by retrofitting the elevated monorail guideway for autonomous vehicles. The 2.5-mile system will be expanded to more than 10 miles by connecting the retrofitted guideways to the street network. The TOD study explored the relationship between economic development and revitalization associated with TOD and a transit system based on technologically advanced and non-traditional transit modes. TOD visions were created for station areas that considered AV technology and new mobility.
- **Miami-Dade County East-West SMART Corridor Master TOD Plan Development, Miami-Dade County:** Senior urban designer who is leading the effort to develop TOD station area plans for four stations along the 11-mile MetroRail extension from the Miami Intermodal Center from Florida International University. WSP is assisting the Miami-Dade County in the preparation of a master TOD plan for the East-West Corridor, one of six transit corridors included in the County's SMART plan. This corridor is prone to flooding. WSP has identified and recommended zoning and policy amendments to the Miami-Dade Comprehensive Development Master Plan that would attract transit-supportive uses and promote TOD along the corridor. The plan development process has involved referencing the zoning codes of the Miami-Dade County, the City of Doral, the City of Sweetwater, and the City of Miami and noting how they converge on the corridor. It has also required defining the opportunities and constraints to TOD.
- **Smith Street Development Study, Brooklyn, New York:** Served as the lead urban designer tasked with studying the feasibility of an 800k sf, multi-tower mixed-use residential development on the Gowanus Canal. Key to the study was a thorough understanding of the zoning resolution from an as-of-right perspective and guidance for upzoning. As a foundation to the pre-design concepts developed for the scheme, Josh conducted an in-depth urban design analysis that included examining FEMA flood zone constraints and potential environmental impacts to the Gowanus Canal shoreline.



JOSHUA TURNER

Form-Based Code, Visualizations

PREVIOUS EXPERIENCE

Before joining WSP, Joshua's experience included:

- **Asbury Park Waterfront Vision, Asbury Park, New Jersey:** Lead urban designer tasked with the master plan of one million square-foot of mixed-use development on vacant blocks along Asbury Park's waterfront. The new development serves as the threshold between the boardwalk and beach and the historic upland neighborhoods. Josh designed the new mixed-use blocks to be sensitive of the adjacent architectural character, strengthen the relationship to the water, integrate and maximize recreational opportunities, and optimize a phased built-out approach.
- **Brooklyn Convention Center, Brooklyn, New York:** Served as the lead urban designer for the feasibility study of a 1 million sf convention, office and hotel complex in Red Hook, Brooklyn. To create additional value from their property, the client sought to amend the underlying zoning through New York City's Uniform Land-Use Review Procedure. To support this, Josh conducted an in-depth analysis of the existing zoning resolution, understood issues and opportunities affecting the site from the perspective of urban design and produced options for massing, exterior architecture and recommendations for rezoning.
- **Exhibition GO Station Area Plan, Toronto, Ontario, Canada:** Served as the lead urban designer for the assessment of issues and opportunities as related to station functionality and safety. Josh led the design team with the generation of conceptual options for the development of a functional site plan that provides a starting point for future detailed design work. Key to this was understanding the relationship of the station to the broader context, identifying opportunities to optimize connections and support its role as an important hub within the Liberty Village neighborhood and CNE Lands context. The aim of the plan is to improve safety, functionality and the overall user experience of the Exhibition Go Station as service levels and passenger volumes increase over time.
- **Multimodal Passenger Terminal and Area Plan, Atlanta, Georgia:** Architectural and urban designer for a 1.5 million square-foot multimodal passenger terminal (MMPT) and associated 120-acre master plan in downtown Atlanta. The MMPT rejuvenates a void in downtown Atlanta (the Gulch) with a progressive vision of transportation infrastructure and urban development. Josh led the development of three master plan concepts that offered flexible frameworks serving to reconnect the terminal district to downtown and optimize block sizes for future development. Additional key tasks included identifying and analyzing potential terminal sites, overall planning and design for pedestrian, bus, commuter rail, streetcar, and vehicular circulation, generating architectural concepts for terminal design and the day-to-day management of the design and consultant team.
- **Penn's Landing Waterfront Master Plan, Philadelphia, Pennsylvania:** Lead urban designer for the master plan of a dynamic, 2 million square-foot waterfront neighborhood of apartments, hotels, retail, and restaurants in downtown Philadelphia. Anchored by the Hargreaves designed Penn's Landing Park, Josh collaborated closely with an economic advisor to craft a scheme for development that helps find the new, civic-scaled park and anticipates future market conditions. The goal of the Penn's Landing Master Plan was to test the feasibility of the concept outlined for this site in the original master plan for the Central Delaware River Waterfront.



ROGER L. MONTELONGO, AICP

Zoning and Policy



Years with the firm

<1

Years total

8+

EDUCATION

2018 MSc. Urban Design & City Planning, University College London, UK

2016 BS. Geography Urban & Regional Planning, Texas State University

Professional affiliations

2014+ American Planning Association Member (APA) – Kentucky Chapter, Indiana Chapter, North Carolina Chapter, LGBTQ Division, Transportation Division.

2021+ Congress of New Urbanism (CNU)

Professional qualifications

2023+ American Institute of Certified Planners (AICP) (#34743)

2023+ Congress of New Urbanism Accreditation

CAREER SUMMARY

Roger has over eight years of urban design expertise specializing in downtown revitalization, strategic planning, and placemaking, with a strong emphasis on inclusive community engagement and data-driven design in the private, public, and nonprofit sectors. Certified AICP and CNU-accredited, his academic background from University College London and Texas State University, along with his APA memberships, underscore professional excellence.

His qualifications demonstrate his capacity to lead meaningful engagement efforts, activate public spaces, and facilitate inclusive outreach through pop-up events and strategic programming. His strategic planning expertise was exemplified in 2021 when he co-led the development of a five-year strategic plan for the Corpus Christi Downtown Management District alongside its executive director.

His experience includes land-use and area development planning from his tenure with the City of Corpus Christi's Long-Range Planning team and has been instrumental at WSP for mobility strategy planning, like the SS4A projects in Wisconsin, and Indiana. In addition, his leadership role in both Durham, NC and Corpus Christi, TX, he has been able to successfully engage with the community to implement placemaking initiatives.

At WSP, Roger brings a visionary approach and technical expertise to help clients unlock the full potential of their public spaces. He brings a critical eye for design and a deep passion for community-driven planning. His work is rooted in fostering connections between people and places, ensuring that communities thrive through thoughtful planning and innovative design.

EXPERIENCE PRIOR TO WSP

- **ConcordNEXT Zoning Ordinance, Concord, NH:** Developed public meeting materials focused on Accessory Dwelling Units to support community engagement efforts. Conducted a character analysis, highlighting the need for zoning modifications to better align with the existing neighborhood fabric.
- **Cleveland Form Based Code Charrette, Cleveland, OH:** Developed pre-charrette meeting materials and facilitated discussions during a five-day charrette, guiding stakeholders through planning concepts. Quickly digitized and refined charrette outcomes to support the next phase of the project.
- **CodePiqua Development Code & Transportation Plan (2020), Piqua, OH:** Assisted in the development of transportation standards by creating maps and 3D cross-sections to illustrate bike lane typologies, enhancing visual communication and technical clarity for planning and implementation.
- **ZoneDetroit Zoning Ordinance, Detroit, MI:** Supported the zoning audit and community survey, synthesizing raw data into a clear and compelling slide deck for stakeholder presentations. Conducted a vacancy analysis for residential districts to inform zoning recommendations and policy decisions.
- **Downtown Los Angeles Form Based Code, Los Angeles, CA:** Associate urban designer for the Downtown Los Angeles Form-Based Code, emphasizing form and frontage design over traditional land use. He created clear, engaging graphics—particularly for the Rules of Measurement section—to make complex zoning language accessible. His illustrations in the Form & Frontage chapters improved clarity and usability. The resulting code supports more predictable, design-focused development outcomes and ensures a higher quality public realm throughout downtown Los Angeles.



ROGER L. MONTELONGO, AICP

Zoning and Policy

- **KYTC Creating Vibrant Communities (Statewide, KY)** Urban planner on the CVC project, providing technical quality control for both the Jeffersontown and Glendale plans. His background in urban design added valuable insight to the planning process, enhancing the overall quality and clarity of the recommendations. In addition to his technical contributions, Roger also supported the production of the final deliverables, ensuring a cohesive and well-designed document.
- **KIRPC SS4A Action Plan (Kankakee-Iroquois Region, IN)** Graphic support for a multijurisdictional planning effort in northwest Indiana. Leveraging his background in urban design, he developed complex visualizations using census data, GIS, Illustrator and SketchUp to create a regional connections map that clearly communicated regional movement patterns by county. In addition, he contributed to the development of public engagement materials, drawing on his experience in long-range municipal planning to design effective boards and visuals for open house-style events. His ability to translate technical data into accessible, engaging graphics played a key role in supporting both stakeholder understanding and community outreach.
- **Director of Creative Activation, Downtown Durham, Inc. (2024-2025), Durham, NC** Led creative placemaking initiatives to enhance public spaces and drive community engagement in downtown Durham. Managed the implementation of public art installations, urban activations, and event programming, including the revitalization of Third Friday Durham, which grew to attract record-breaking attendance and expanded artist participation. Spearheaded Luminous Downtown, a semi-permanent lighting installation at Five Points Plaza, improving pedestrian experience and nighttime vibrancy. Developed strategic partnerships with local businesses, artists, and city officials to foster collaboration and economic impact through creative programming.
- **Planning & Urban Design Manager, Corpus Christi Downtown Management District. (2021-2022), Corpus Christi, TX** Managed a \$100,000 budget for holiday décor installations, enhancing the vibrancy of downtown during the holiday season. Led the programming of two key downtown parks, activating public spaces with events and placemaking initiatives. Implemented tactical urbanism projects within the street right-of-way to improve pedestrian experience and urban connectivity. Project managed over 5 different downtown planning studies.

Corridor Redevelopment

- **Water Street Corridor Masterplan (2021), Corpus Christi, TX:** Client project manager leading the vision to transform a 1.3-mile stretch in the heart of downtown into a vibrant, pedestrian-focused corridor. He directed planning efforts to enhance walkability, multimodal connectivity, and streetscape design to support economic vitality and public life. Roger reviewed all key deliverables before stakeholder and city engagement. The plan will expand the downtown tree canopy and connect four major activity nodes, creating a more cohesive and people-centered urban core.
- **Staples Street Corridor Study (2022), Corpus Christi, TX:** Supported the vibrancy analysis to identify underutilized surface parking lots, inactive building frontages, and blank walls that contributed to the corridor's lack of vibrancy. Assisted with technical graphics and data visualization to inform strategic recommendations for enhancing activation and connectivity.



MICHELLE KENDALL, AICP

Land Use and Transportation Integration



Years with firm

20

Years of experience

28

Education

Master's Degree, Urban Studies, State University of New York at Buffalo, 1997

Bachelor's Degree, International Studies, State University of New York at Buffalo, 1994

Professional qualifications

*Certified Planner
FL - 020941*

Office Location

Orlando, Florida

CAREER SUMMARY

Michelle Kendall is a tenured transportation and land use planner, as well as a senior leader in WSP's Southeast region, helping shape and drive the firm's planning focus in Florida. Michelle has a strong knowledge of the regulations of and interactions among state, regional and local transportation agencies, having previously worked as a senior planner and interim director of a regional metropolitan planning organization.

Michelle has managed a wide variety of projects for numerous governmental clients including corridor studies, long-range plans, land use studies and zoning regulations updates.

PROFESSIONAL EXPERIENCE

- **Comprehensive Plan and Planning Tools Update, Rutherford County, Tennessee,** Project manager for the development of a comprehensive plan, zoning regulations and subdivision update for a rapidly growing county in the Middle Tennessee Region. This project included an update of the county's (unincorporated areas only) comprehensive plan, as well as update of zoning ordinance and subdivision regulations. WSP drafted a vision statement and developed goals and objectives based on local history and heritage, community identity, economic diversity, transportation, land use policies and procedures.
- **Lebanon Zoning Update, Lebanon, Tennessee:** Project manager for a comprehensive review of the city's existing ordinance, parts of which date back to 1968. This update ensured that the goals of the newly adopted Land Use Plan and Major Thoroughfare Plan are carried out in a proactive, user-friendly manner. WSP completed a major revision/reorganization of the city zoning ordinance. The new document includes additional graphics and sections to clarify airport buffers, telecommunications towers. WSP addressed outdated definitions and land uses. WSP's project manager brought the City's new planning director up to speed on the project's history and status, agreed on final changes, and worked with him to complete the document for adoption by the planning commission and city council.
- **Green Hills Area Plan, Nashville, Tennessee:** Deputy project manager for a multimodal transportation and land use study for the Hillsboro Road corridor in the Green Hills regional shopping area. The study assessed new opportunities for roadway, pedestrian, bicycle and transit connections to enhance connectivity and cohesiveness, and to minimize the travel time to and through the area. A financing plan was developed to provide implementation opportunities for both the public and private sector stakeholders. WSP prepared a traffic and land use study for the Green Hills regional shopping area. The study involved close coordination with a resource team comprised of representatives from TDOT, various departments within the Metropolitan Government of Nashville and Davidson County, and other stakeholders including business and property owners and residents. The study included an assessment of existing and future land use and transportation conditions and the preparation of future transportation recommendations, including possible financing strategies. Concepts included road diets and landscape enhancements for existing streets, new roundabouts, gateway features, bicycle and pedestrian circulation strategies, and greenway connections.



MICHELLE KENDALL, AICP

Land Use and Transportation Integration

- **Long Hollow Pike Corridor - Phase 1, City of Goodlettsville, Tennessee**, Project manager for study to establish a land use and infrastructure plan based on a market analysis and financial feasibility assessment, for the Long Hollow Pike corridor within the City of Goodlettsville. WSP completed a study to establish a land use and infrastructure plan based on a market analysis and financial feasibility assessment, for the Long Hollow Pike corridor within the City of Goodlettsville, and assess the feasibility and potential impacts of commercial development/redevelopment within the City of Goodlettsville.
- **Rivergate Area Land Use Study, City of Goodlettsville**: Project manager for study for a regional activity center. WSP was responsible for this study to identify development opportunities and challenges for a regional activity center in Middle Tennessee. The goal of this project was to enhance and sustain the long-term viability of the area by utilizing undeveloped land, maximizing the potential of developed land, improving the aesthetics and improving vehicular and pedestrian circulation. The area was assessed for its overall function and focused areas were identified for development potential.
- **Comprehensive Transportation Plan, Henry County, Georgia**: WSP was selected to develop a Comprehensive Transportation Plan for Henry County. Michelle assisted in the development and analysis of alternative land use scenarios evaluated as part of the transportation system needs assessment and project prioritization process. Efforts under this task included sub-allocating parcel level data to traffic analysis zones by land use type and developing a methodology for estimating varying degrees of density associated with five land use development scenarios.
- **SoBro Master Plan, Nashville, Tennessee**: As a subconsultant, Michelle served as WSP's task manager for an urban redevelopment plan for an improving area of downtown Nashville anchored by a new convention center. WSP was responsible for the transportation component of the plan, including a concept for a pedestrian bridge spanning "The Gulch." This concept has now progressed to the development of preliminary design plans.
- **S.R. 426 Corridor Study, from S. Park Avenue to N. Lakemont Avenue, Winter Park, Florida**: Project Manager. The multi-disciplinary WSP team developed safety and traffic improvements for S.R. 426 which are being incorporated into a RRR (Resurfacing, Restoration and Rehabilitation) project through a new process called a "Coalition." The project includes multimodal planning, traffic analysis and modeling, roadway and drainage design, signalization, structural analysis, extensive visualizations and community engagement. Nearly 30 safety countermeasures were proposed to be implemented on this project to provide safer streets for all corridor users. The final deliverable included a conceptual design plan of the preferred alternative, estimated construction costs, traffic analysis reports and before and after 3D renderings of key locations on the corridor.
- **S.R. 405 Corridor Study, Brevard County, Florida**: Project Manager. WSP is leading a corridor study for S.R. 405 from west of S.R. 50 to east of U.S. 1, a distance of approximately 5.4 miles within the City of Titusville and Brevard County. The Study will determine the need for, and potential impacts of, widening the road from two to four lanes. Surrounding land use, future growth, and potential impacts to the study area will be analyzed to determine the location and conceptual design of preferred roadway and mobility improvements.



THOMAS RODRIGUES, AICP

TOD Guidelines, GIS Analysis



Years with firm

10

Years of experience

14

Education

Master's Degree, Urban and
Regional Planning, Florida
Atlantic University, 2011

Bachelor's Degree, English,
Bowdoin College, 2007

Professional qualifications

Certified Planner
247148
FL - 026733

Office Location

Miami, Florida

CAREER SUMMARY

Thomas Rodrigues is the South Florida Planning lead for WSP. Over the course of his career, he has developed a broad understanding of transportation challenges and opportunities through his work in both public and private sector capacities. He has extensive experience in Transportation and Transit Planning, GIS, Grant Writing, and Public Outreach. Thomas leads Transit Development Plans, Transit Oriented Development master plans, and corridor studies for clients across Florida.

PROFESSIONAL EXPERIENCE

- **Jacksonville Transit Oriented Development, Jacksonville, Florida:** Transportation planner. WSP was selected for this transit-oriented development project that includes a 38.4-mile commuter rail corridor along the Florida East Coast Railway from Downtown Jacksonville to St. Augustine, the first planned commuter rail corridor in Northeast Florida. WSP built on the transit-oriented development policies and plans already in place, identify what is unique about the market for transit-oriented development along the corridor, and integrate equitable transit-oriented development and catalytic investments that may be needed to spur transit-oriented development. Thomas served as a lead planner and GIS analyst.
- **City of Miami I-395 Underdeck Open Space Planning and Design, Miami, Florida:** Planner responsible for preparing the transportation and mobility components of the underdeck space of Interstate 395 in Downtown Miami. This new 33-acre open space accompanies the replacement of the existing elevated highway and will become a significant civic space for the Greater Miami area. In close collaboration with the City of Miami's Office of Capital Improvements, WSP is creating a comprehensive urban design assessment that will focus on connecting the Underdeck to both the urban core and the region and developing an urban design and zoning framework to guide new development within the Underdeck project area.
- **Transit Development Plan, Miami-Dade County, Florida:** Project manager responsible for document writing, data collection and research, GIS mapping, system performance assessment, and the development of Department of Transportation and Public Works' Transit Development Plan ten-year plan. Thomas most recently led the effort to prepare the Department of Transportation and Public Works' 2020-2029 Transit Development Plan Major Update. WSP was selected to coordinate major update initiatives that include public involvement and outreach, working cooperatively with local transportation boards and organizations to evaluate the quality of existing services and develop a 10-year program designed to implement transportation strategies.
- **FHWA South Florida Extreme Weather Transportation Assessment, Miami, Florida:** Planner responsible for preparing GIS maps identifying at-risk transportation facilities to sea level rise, storm surge, and precipitation-induced flooding. WSP conducted a multimodal, systemwide vulnerability assessment of transportation infrastructure in South Florida using the FHWA's Climate Change and Extreme Weather Vulnerability Assessment Framework. The climate stressors considered included sea level rise, storm surge, and precipitation-induced flooding. A ranking of facilities by vulnerability was produced which guided the regional transportation planning.
- **Miami-Dade County On-Call GPC Services, Urban Mobility Strategies and Livability Standards, Miami-Dade, Florida:** Project manager responsible for overseeing the study. WSP conducted a study on behalf of the Miami-Dade Transportation Planning Organization to identify improvements to Miami-Dade



THOMAS RODRIGUES, AICP

TOD Guidelines, GIS Analysis

- County's project development process. Efforts include evaluating strategies at the planning, design, and construction phases to yield improved outcomes.
- **South Florida Regional Transportation Authority On-Call GPC, Tri-Rail Coastal Link Station Area Market and Economic Analysis, Miami, Florida,** WSP performed a market and economic analysis for 28 station areas being considered for the Tri-Rail Coastal Link passenger rail service. Thomas evaluated the economic conditions for proposed station areas for the proposed South Florida Regional Transportation Authority Coastal Link service. This effort was an update on a 2013 update, which required data collection and extensive GIS mapping of existing land use and potential opportunities for redevelopment within walksheds at station sites.
 - **Northwest Transit Corridor Feasibility Study, Miami, Florida:** Project manager responsible for the feasibility study to identify potential rapid transit corridors within the northwest corner of the urbanized area of Miami-Dade County. WSP conducted an extensive data collection effort, identifying study area characteristics that could be assets for an eventual transit corridor. Following meetings with key stakeholders, WSP identified preliminary candidate corridors, then refined the list through an in-depth review of conditions along those corridors, including socio-economic characteristics, anticipated population and employment growth, and the concentration of transit-dependent populations. As a result of this analysis, two candidate corridors were recommended for consideration for a rapid transit corridor project.
 - **Waterborne Transportation Feasibility Study Between Black Point Miami and Downtown Miami, Miami, Florida:** Planning and GIS lead for a feasibility study for the Transportation Planning Organization to assess the viability of waterborne passenger service between Black Point Marina in southwest Miami-Dade County and Downtown Miami. Thomas identified opportunities and constraints to the service, developed operational and capital costs for a hypothetical operational plan. The project team analyzed land use, population density, employment density, and integration with existing transit to determine the utility of each potential site. WSP conducted an extensive study of both water-side and land-side existing conditions was performed to identify potential routes and destination sites around Downtown Miami.



MURRIAH DEKLE

Public and Stakeholder Engagement, Plan Development



Years with firm

3

Years of experience

23

Education

MPA, Public Administration,
Florida Atlantic University,
2012

BA, Geography, Florida
Atlantic University, 2003

Professional registrations

Geographic Information
Systems Certificate

Environmental Studies
Certificate

Office Location

Miami, Florida

CAREER SUMMARY

Murriah is an Assistant Vice President and Transportation Planner for WSP who brings 20 years of government relations experience with the past 10 years focused on transit related work. Murriah has a strong knowledge of the regulations and interactions among state, regional and local transportation agencies.

PREVIOUS EXPERIENCE

Before joining WSP, Murriah's experience included:

- **City of Stuart and City of West Palm Beach FL:** Project Planner. Staff planner responsible for compliance review and analysis of development applications including major PUDs, variances, urban code exceptions. Coordination with developers, planning board members and elected officials to develop staff recommendations to achieve code compliance. Implementation of Comprehensive Plan policies and Land Development Codes including text amendments and crafting new policy language related to zoning districts and future land use.
- **Saint Lucie County Board of County Commissioners, Saint Lucie, Florida:** Transit Director. Administered a \$21M annual budget for FY20/21 federal, state, and local municipal services taxes while generating \$3M+ in additional competitive grant funding, enabling innovative service improvements.

PROFESSIONAL EXPERIENCE

- **City of Port St. Lucie Public Works Department, Regulatory Division Traffic Impact Analysis Reviews, Port St. Lucie, Florida:** Project Manager. Coordinates multidisciplinary team members with the city and WSP's Traffic Engineering team to provide traffic impact reviews for Developments of Regional Impact to determine compliance with the TIS Methodology and Procedures. This includes DRI amendments and Access Management analyses for travel demand plots.
- **City of Key West Department of Transportation, Key West, Florida:** Project Manager. Developed the 2025-2034 Transit Development Plan Major Update for FDOT D6 approval. The plan included recommended goals, objectives, and policies, as well as prioritization projects organized by short-term (years 1-5) and long-term (years 6-10) recommendations based on a ten-year budget forecast.
- **Treasure Coast Regional Transit Operations Analysis - Indian River, St. Lucie & Martin County Transit Systems, Vero Beach, Port St. Lucie and Stuart, Florida:** Project Manager. Responsible for the Business Case Analyses of St. Lucie County Transit (ART) and Martin County Transit (MARTY) to ensure future-ready plans for the client/operator. WSP provided financial analysis, transit operations/logistics, and recommendations for the client.
- **Miami-Dade County Transportation Planning Organization General Planning Consultant, Miami, Florida:** Provided support for various task orders including the 2050 LRTP Performance Measurement Goals, Objectives, Measures and Targets in 2024 and most recently, the development of the 2025 Multimodal On-Demand Feasibility Study to Expand First/Last Mile Networks for special events in Miami-Dade County.



MURRIAH DEKLE

Public and Stakeholder Engagement, Plan Development

- **LYNX - 2021 Human Services Transportation Plan Update, Orange County, Florida:** Assisted with data analytics to identify and compile observations for report preparation and recommendations related to the 5310 Vanpool Program. WSP is providing transit planning consulting services for the 2021 update of the Human Services Transportation Plan to reflect any changes to the Fixing America's Surface Transportation Act of 2015, updated 5310 circular, current conditions, changes in populations based on new census data, gaps in services, new technologies and shared mobility services.
- **Broward County Transit General Planning Consultant, Broward County, Florida:** Served as Project Manager for FY2023 Title VI Program Update to ensure Civil Rights compliance with federal regulations as defined by FTA guidance. Provided support for Scheduling and Peer Review Analysis and Fare Analysis to provide recommendations for BCT Administration team to determine opportunities for overall service planning improvements to meet the agency's goals.
- **SunRail Transition Study, Seminole County, Florida:** Transportation planner. WSP is responsible for a study to transfer the ownership and management of SunRail from the FDOT to the Central Florida Commuter Rail Commission. SunRail is a 49.2-mile commuter rail system that extends from Volusia County to Osceola County. The project's objective is to build upon the SunRail Transition Analysis and utilize the information contained within the final report to develop the Final SunRail Transition Plan to serve as a blueprint for the smooth transition.
- **Lake Sumter MPO On-Call Traffic Impact Analysis Review Services 2019, Lake County, Florida:** Assisted with Q1 committee meeting agenda development and agenda item overview for the TDCB meetings of Sumter and Lake Counties. WSP is providing transportation and traffic planning services on a task-order basis. Services include traffic analysis, long-range transportation planning, revenue source analysis, transit planning, sidewalk and trails planning, safety analysis, air and rail planning, travel demand modeling, environmental planning, public involvement plan activities, and administration and compliance activities.
- **Miami-Dade County On-Call General Planning Consultant Services 2019 to 2022, Miami-Dade, Florida:** Assisted with preparing the Transit Development Plan Annual Progress Report for the FDOT District Six. WSP is providing on-call transportation planning services. The tasks included urban and regional transportation planning, mass and rapid transit planning, and highway planning.
- **Tennessee Department of Transportation, Transportation Planning Grants, Town of Walden and City of Etowah, Tennessee:** Currently serves as project manager, collaborating with local municipality grant recipients to develop corridor studies. The studies provide analysis of existing and future conditions, recommendations with conceptual improvements and design, bid, build cost estimates to further prior planning studies with prioritization of projects and implementation funding option.
- **Monroe County Transit, Marathon, Florida:** Provided support to develop Federal Transit Administration (FTA) Low and No Emission fiscal year 2024 grant application and 2024 Transit Existing Conditions Analysis to guide investments for the transit network to implement and expand the recommendations of the county's U.S. Highway 1 Transportation Master Plan to align with organization goals.



MICHAEL FLOOD, AICP

Senior Technical Director, Resiliency and Climate Change



CAREER SUMMARY

Michael (Mike) Flood is an advisory services senior vice president with more than 33 years of consulting experience. Mike has led national projects focused on determining the risks of extreme weather and climate change and developing potential strategies for addressing those risks. This work has included assessing potential impacts on buildings and facilities in the northeast and southeast; transit and transportation facilities in Alabama, Florida, New York, and Connecticut; and transportation facilities across the United States, including California, Alaska, and Minnesota. Mike has worked on developing methods, tools, and strategies to help agencies make effective decisions in adaptation to extreme weather risks through the development of prioritization processes.

PROFESSIONAL EXPERIENCE

Years with firm

18

Years of experience

35

Education

Master's Degree, Urban Planning, University of Virginia, 1993

Bachelor's Degree, Urban Studies, University of Maryland, 1990

Professional qualifications

Certified Planner
106218

Publications

Flood, Michael. "U.S. Cities' Strategies for the Growing Senior Population (Series of Reports)", Partners for Livable Communities, MetLife Foundation, and National Association of Area Agencies on Aging, 2008–2009

Office Location

Baltimore, Maryland

- **RESTORE Act Vulnerability Assessment, Pinellas County, Florida:** 11/2017 - 11/2022: Project manager responsible for the asset and infrastructure vulnerability assessment. WSP conducted a vulnerability assessment and associated services to further discern the local risks, identify opportunities to prepare for change and understand the economic impacts of the various alternatives. The project followed a risk-based methodology to quantify potential future risks from flooding, determine damage and economic costs of future events, and use that information to determine cost-effective design and response strategies. The community considered this an important step toward ensuring the region's long-term viability, and the recommendations were expected to be incorporated into policy and planning documents.
- **C40 Cities Climate Change Adaptation and Mitigation Synergies, Boulder, Colorado:** 08/2017 - 11/2018: Technical lead assisted with sustainability strategies for climate change adaptation and mitigation. C40 developed a tool presenting various sustainability strategies and resilience strategies undertaken by cities and communities worldwide. This tool was a resource for identifying actions but also determining whether there were any co-benefits and tradeoffs that should be considered when moving forward with identified strategies.
- **Monroe County Sea Level Rise Exposure Pilot Study:** 03/2016 - 04/2018: Project manager defined appropriate capital investment decisions for infrastructure in the county in low-lying areas that experienced the effects of sea level rise and tidal flooding. The focus of this project included identifying the most cost-effective design option for their ongoing countywide roadway improvement project. WSP provided planning services to define existing tidal and stormwater inundation areas, define future tidal inundation areas, identify the level of service and design response alternatives, and establish response policies for pilot communities.
- **FHWA South Florida Extreme Weather Transportation Assessment, Miami, Florida:** 03/2015 - 02/2017: Project manager defined long-term climate risks to the county to identify capital program improvements for county infrastructure. The effort focused on defining risks to county infrastructure primarily from tidal and flooding effects but also included precipitation and temperature assessments to capture the full picture of changing conditions. WSP conducted a multimodal, systemwide vulnerability assessment of transportation infrastructure in South Florida using the FHWA's Climate Change and Extreme Weather Vulnerability Assessment Framework. The climate stressors considered included sea level rise, storm surge, and precipitation-induced flooding. A ranking of facilities by vulnerability was produced and guided was on how this assessment can inform regional transportation planning.



MICHAEL FLOOD, AICP

Senior Technical Director, Resiliency and Climate Change

- **Extreme Weather Sessions, Washington, DC, 04/2014 - 09/2015:** Project manager defined long-term climate risks to the county to identify capital program improvements for county infrastructure. This effort focused on defining risks to county infrastructure, primarily from tidal and flooding effects, but also included precipitation and temperature assessments to capture the full picture of changing conditions and develop strategies for how the county should respond. WSP provided the American Association of State Highway and Transportation Officials' Committee of Transportation System Security and Resilience with a summary of the state of resiliency practice amongst the State Department of Transportation. The effort defined risks to county infrastructure primarily from tidal and flooding effects but also precipitation and temperature assessments to capture a full picture of changing conditions to potentially develop strategies for how the county should respond.
- **FHWA Transportation Engineering Approaches to Climate Resiliency, Nationwide: 03/2014 - 05/2019:** Climate vulnerability lead oversaw project development, process development, and application of benefit-cost assessment methodologies. This work incorporated the development of statistically derived future weather risks from multiple climate model outputs, identifying damage and failure costs, and assessing whole lifecycle costs to identify the most cost-effective design strategy for a range of future risks. WSP led the project's advancement in the state of the practice, developing a process for incorporating climate change into design and developing guidance materials for practitioners on designing for various climate stressors. The climate change vulnerability included slope stability, coastal flooding, riverine flooding, wildfire and debris flow, permafrost thawing, and temperature effects.
- **Broward Metropolitan Planning Organization Climate Change Vulnerability Assessment and Adaptation, Broward County, Florida: 10/2013 - 07/2016:** Planning lead identified coastal flooding risks and potential implications for transportation infrastructure and the region's long-range capital planning. The project applied existing and newly developed tools to understand the implications to the region of different sea level rise, inland flooding, storm surge scenarios, and a response focused on ensuring long-term resiliency. The project included a multi-agency oversight committee comprising various environmental, planning, and engineering agency representatives. WSP conducted this study to identify segments of the transportation network exposed to climate change and prioritize the assets undertaking detailed assessments.
- **Gulf Coast Climate Adaptation Study Phase 2, New Orleans, Louisiana: 11/2009 - 08/2015:** Led this more than four-year work effort, including tasks focused on determining risks to transportation infrastructure across all modes of transit, air, highway, rail, energy, and ports. The task included policy assessments and a planning effort to identify which components should be considered the most critical to delivering service in the area. The engineering effort determined the risk at the facility level and developed adaptation strategies and benefit-cost assessments to help local decision-makers understand the implications of climate change.
- **Puerto Rico Economic and Disaster Recovery Plan, Puerto Rico, Other, Puerto Rico, 05/2018 - 08/2019:** Project manager responsible for the strategic actions that could be implemented to expend recovery funds to create a sustainable community resilient to long-term change. WSP assessed government-owned buildings, made recommendations to increase the resiliency of buildings to extreme weather and seismic risks, and identified opportunities to incorporate alternative power sources to increase island-wide sustainability while reducing the impact of power loss in the next event.



SANDRINE CHARLES

GIS and Spatial Analysis



Years with firm

6

Years of experience

8

Education

MA, Geospatial Technologies,
University of Miami, 2019

BASc, Environmental Science,
University of North Carolina at
Chapel Hill, 2017

Office Location

Miami, Florida

CAREER SUMMARY

Sandrine Charles is an associate planner with experience with 2D and 3D GIS mapping and analysis, research, and programming. Sandrine's responsibilities have included researching transportation development processes, analyzing zoning and CDMP policies, drafting small advisory group PowerPoints, producing maps, and updating portions of transit development plans. In addition, Sandrine created custom GIS tools and template Excel spreadsheets to streamline data processing and analysis for sociodemographic studies.

PROFESSIONAL EXPERIENCE

- **Transit Development Plan, Miami-Dade County, Florida:** GIS Analyst and Transportation planner. WSP was selected to coordinate major update initiatives that include public involvement and outreach, working cooperatively with local transportation boards and organizations to evaluate the quality of existing services and develop a 10-year program designed to implement transportation strategies. Sandrine led the development of the GIS analysis and mapping for the TDP.
- **Jackson Street Transportation Master Plan Development, Escambia County, Florida:** WSP provided providing planning services to develop an implementable master plan for the Jackson Street corridor that addresses safety, mobility, and sustainable, long-term economic redevelopment. Sandrine was responsible for developing a survey using Survey123 to gather existing conditions audit data in person along the corridor. She also produced a series of maps showcasing the existing conditions data results, Signal 4 crash data summary, and sociodemographic conditions along the corridor.
- **New Orleans Regional Planning Commission Comprehensive Operations Analysis, Baton Rouge, Louisiana:** Assistant planner responsible for producing GIS maps and data summaries for the RTA and JeT Service Area. WSP prepared a detailed assessment of existing transit and mobility services for the Regional Planning Commission. This comprehensive operations analysis required extensive data collection and outreach to the public and stakeholders. The goal was to design recommendation services for the Regional Transit Authority of New Orleans, the Jefferson Parish Transit, and the St. Bernard Urban Rapid Transit.
- **Miami-Dade County East-West SMART Corridor Master TOD Plan Development, Miami-Dade County, Florida:** Assistant planner and GIS analyst responsible for producing demographic, bicycle, and pedestrian infrastructure maps for station site areas, reviewing Miami-Dade County Transit Oriented Development zoning and CDMP policies. WSP is assisting the Miami-Dade County in the preparation of a master TOD plan for the East-West Corridor, one of six transit corridors included in the County's SMART plan. This corridor is prone to flooding. WSP has identified and recommended zoning and policy amendments to the Miami-Dade Comprehensive Development Master Plan that would attract transit-supportive uses and promote TOD along the corridor. The plan development process has involved referencing the zoning codes of the Miami-Dade County, the City of Doral, the City of Sweetwater, and the City of Miami and noting how they converge on the corridor. It has also required defining the opportunities and constraints to TOD.
- **FDOT Flagler Street Project Development and Environment Study, Miami, Florida:** Associate planner responsible for analyzing Signal 4 crash data and producing crash maps. WSP is providing planning services for the project. State Route 968, also known as Flagler Street, has been identified as one of the eight rapid transit corridors in the 2002 People's Transportation Plan with two segments, including Homestead Extension of Florida to State Route 826 and State Route 826 to Port Miami. The Miami-Dade TPO's Governing Board has directed that the Flagler Street component of the East-West Corridor should be implemented expeditiously, assuming full bus rapid transit, light rail transit, and other premium transit modal technologies.



ANNA BENTLEY, AICP

Technical Director, Land Use and Transportation Planning



Years with firm

1

Years of experience

18

Education

Master's Degree, City
Planning, Massachusetts
Institute of Technology,
2006

Bachelor's Degree, Art
History and Archaeology,
Washington and Lee
University, 1996

Professional qualifications

Certified Planner

Areas of practice

Coordination and
Management / Policy
Development and
Documentation

Management / Program
Management

Municipal Engineering

Transport Planning &
Policy / Integrated
Transport & Land Use
Planning

Urban & Regional
Planning / Land Use
Strategies and Research

Office Location

Richmond, Virginia

CAREER SUMMARY

Anna Bentley uses her industry experience to provide project management, planning, and policy services to both the public and private sectors. Strategic problem solving, creativity, and clear client communication are hallmarks of her practice. Anna's experience working within municipal governments provides a deep understanding of public processes and sensitivity to local politics. Time spent in private practice has developed her commitment and expertise in providing right-sized solutions. She is skilled and accountable in high-profile leadership roles, strategically working with technical staff, elected officials, public agency and private partners, and public stakeholders to ensure informed decision-making.

Anna's experience includes land use, parks and open space, transit, and multi-modal projects, and coordination with various state and local agencies, including the Fairfax County Department of Planning and Development, Fairfax County Park Authority, City of Bozeman, Northern Virginia Regional Commission, Hampton Roads Transit, District of Columbia Department of Transportation, District of Columbia Office of Planning, and City of Bozeman, Montana.

PREVIOUS EXPERIENCE

Before joining WSP, Anna's experience included:

- **At-Large Representative, Old Town North Small Area Plan Advisory Group, Alexandria, Virginia**, Appointed to the advisory group to provide input into the City of Alexandria's planning effort for a residential and industrial area. The Small Area Plan won an American Planning Association Virginia Chapter Economic Development Award in 2018.
- **Director of Community Development, City of Bozeman, Montana**, Managed day-to-day operations for the City's Community Development department which included 35 full-time staff across Planning, Building, Administration, and Code Compliance divisions. Provided leadership, implemented City Commission's priorities, and engaged in annual budgeting, fee review, and staff planning processes. Collaborated and implemented programs with other city departments including Transportation & Engineering, Public Utilities, GIS Services, and Parks. Represented the department and City at public and council meetings. Negotiated compromise solutions with local residents, private developers, building contractors, elected officials, and state regulating bodies.
- **Fairfax County Agency Representative, Virginia Department of Conservation Resources, Virginia**, Participated in large- and small-group meetings with the Virginia Outdoor Plan Technical Advisory Committee. Anna assisted with goal setting and work plan development and provided subject matter expertise for the committee.
- **Lead Planner, Caswell County Transportation Service Plan, North Carolina**, Conducted research and analysis, developed recommendations, provided branding options, and prepared a final report to meet the client's and state's requirements for multiple transit modes.
- **Planner and Researcher, DRPT High-Capacity Corridor Recommendations, Virginia**, Analyzed and developed recommendations for potential high-capacity corridors and modes for the Hamptons Road region. Findings were used in a later, more detailed corridor study.
- **Planner and Researcher, Northern Virginia Regional Commission, Virginia**, Planned and researched to identify potential context-appropriate approaches to



ANNA BENTLEY, AICP

Technical Director, Land Use and Transportation Planning

reducing average vehicle miles traveled, compiled a written report, and presented findings to regional commission members.

- **Planning Consultant and Project Manager, Hampton Roads Transit, Virginia,** Provided project management and lead land use planning services for a peninsula fixed guideway corridor study. The multi-year study examined high-capacity transit corridors, analyzed land use and demographic data, and developed recommendations for mode, alignment, and stops.

PROFESSIONAL EXPERIENCE WITH WSP

- **DRPT Transit General Planning On-Call 2022, Virginia,** 12/2023 - Present, Virginia, Virginia, Virginia. WSP is providing on-call transit planning services for DRPT and CHSM.
- **DRPT CHSM Plan Update, Statewide,** 01/2025 - 03/2026 Project manager for a statewide project to develop a coordinated plan for the state that (1) identifies transportation needs of individuals with disabilities, seniors, veterans, and people with low incomes, (2) provides strategies for meeting those local needs, and (3) prioritizes transportation services and projects for funding and implementation. The project also examines administrative elements of DRPT's FTA Section 5310 program and will provide operational recommendations. WSP is developing coordinated human service mobility plans, with a particular focus on developing realistic, achievable goals and processes to track progress toward goals. The firm is examining the best practices in Section 5310 program management, specifically with regard to regional mobility management programs, federal fund braiding, and federal grant program administration.
- **Greater Richmond Transit Company Paratransit Operation Analysis, Statewide,** 12/2024 - 10/2025 Project manager for the analysis of paratransit system performance and operational model underway for the Greater Richmond Transit Company. The agency provides a variety of on-demand and scheduled paratransit services and retained WSP to assist in recommending improvements. WSP is conducting a comprehensive analysis of the current GRTC paratransit operations and identifying opportunities for performance improvement. A comparison will be done on the existing operations with other transit agencies, identify best practices in the industry, evaluate technology and staffing requirements, and recommend strategies for operational improvements.
- **Hampton Roads Transit Capital and Operating Costs and Service Plan, Statewide,** 06/2024 - 06/2026 Provided planning and communications support for a Hampton Roads Transit study examining the long-term financial sustainability of HRT's system. Worked with GIS and data analysts, she is creating an ESRI StoryMap to share study findings and support agency advocacy efforts. WSP prepared a comprehensive report detailing capital costs, operational costs, and funding opportunities to assist with service planning.



ELISE MCDERMOTT, AICP

Code Evaluation, Training



Years with firm

12

Years of experience

20

Education

Bachelor's Degree,
Architecture, Auburn
University, 2006

Master's Degree, Landscape
Architecture, Auburn
University, 2006

Professional qualifications

Certified Planner
31654
31654

Office Location

Vancouver, Washington

CAREER SUMMARY

Elise 'Nicole' McDermott is a planner with experience as a multidisciplinary consultant in the fields of architecture, landscape architecture, and land use planning. Her skills as a designer and planner enable her to effectively solve problems and communicate complex ideas to diverse audiences. Nicole's background includes master planning, strategic planning, feasibility assessments, and environmental planning and permitting. Nicole has worked in urban and rural settings with public and private stakeholders and always strives to create innovative places that meet the clients' needs and serve the local community.

PROFESSIONAL EXPERIENCE

- **Carty Road Subarea Plan, Ridgefield, Washington;** Planner and outreach specialist responsible for leading community and stakeholder engagement for the Carty Road Subarea Plan for the City of Ridgefield. The work includes developing an outreach strategy to effectively engage property owners within the subarea, as well as the broader community. The subarea planning process will include stakeholder interviews, online surveys, and a project advisory committee to establish a community vision for the area. The process will also include the development of land use and transportation alternatives to implement the vision. WSP managed the Carty Road Subarea planning process for the City of Ridgefield. The project involved planning for the future development of approximately 285 acres of property within the Ridgefield Urban Growth Area (UGA) to capture the unique character of the area and to ensure that future development will be compatible with existing neighborhoods. The process included community engagement, existing conditions and market assessments, visioning, conceptual planning, the creation of zoning and development guidelines, and agency coordination.
- **Comprehensive Plan Update, Black Diamond, Washington:** Planner responsible for assisting with the preparation of the 2015 comprehensive plan update and development regulations for the City of Black Diamond as the city is transformed over the next 10 to 15 years from the home of 4,000 residents to a city of 20,000. Assisted with preparing the Washington State Department of Commerce checklist and project schedule, and updated the land use and housing elements of the comprehensive plan. The update complied with Growth Management Act requirements reviewed through the department of commerce and Puget Sound Regional Council, and is critical to addressing the growth anticipated within the city over the next 20 years, including accommodating needs for residential and employment lands, capital facilities, and transportation infrastructure.
- **Northwest Urban Growth Area Study, Washougal, Washington, 01/2016 - 12/2016:** Deputy project manager and planner responsible for subarea plan development for the City of Washougal. The work included two phases over an 18-month timeline. Phase 1 involved extensive stakeholder outreach and a community visioning process to establish the appropriate type and scale of land uses within the subarea. The final concept plans recommended a mix of residential densities, supporting neighborhood commercial, and a community and neighborhood park system connected with an integrated trail network. Phase 2 of the project included adoption of comprehensive plan and zoning amendments to implement the concept plans. The subarea plans provided the city with the tools they needed to support continued economic prosperity and population growth for a 20-year planning horizon.
- **Fisher's Landing Transit Oriented Development Planning and Feasibility Study, Vancouver, Washington:** Planner responsible for supporting a master plan and feasibility study for C-TRAN, Clark County's public transportation agency. The work included an existing conditions analysis, public and developer outreach, and an



ELISE MCDERMOTT, AICP

Code Evaluation, Training

alternative analysis to assess opportunities and constraints for future transit-oriented development at the Fisher's Landing Transit Center. The existing conditions report included a review of existing site conditions and an assessment of the adequacy of the existing regulatory framework to support a mix of residential, office, and commercial uses

- **Gee Creek Plateau Subarea Plan, Ridgefield, Washington, 01/2017 - 12/2017:** Deputy project manager and planner responsible for development of the Gee Creek Plateau subarea plan for the City of Ridgefield. The plateau was an island of unincorporated land surrounded on all sides by the city. The subarea planning process began with stakeholder interviews and development of a vision and guiding principles. Stakeholders expressed their desire to retain the rural character of the area and preserve existing agricultural uses. The subarea plan recommended unique design standards and clustering provisions to protect open space and agricultural land while supporting residential growth and development.
- **Low Impact Development Analysis, Clark County, Washington:** Planner responsible for reviewing code development standards and recommending changes to eliminate barriers to implementing low impact development in new construction for Clark County. The code analysis included a thorough review of the county's bulk and dimensional standards, parking and loading requirements, landscaping, procedural requirements, and plan policies. The analysis was performed to identify code sections that represented potential barriers and ensured that the county code was updated as required to meet the requirements of the 2013-2018 update to the county's National Pollutant Discharge Elimination System permit.
- **Port Methanol Facility Permitting, Kalama, Washington, 01/2014 - 12/2015:** Project planner responsible for the land and shoreline use chapter of the environmental impact statement for a methanol production and export facility at the Port of Kalama. Work included researching local and regional regulatory and policy documents and developing the draft and final environmental impact statement chapter. The land and shoreline use chapter assessed the potential environmental impacts of the proposed methanol manufacturing facility on surrounding land and shoreline uses, zoning, public policy, and population and housing characteristics.
- **Commercial Avenue Wharf Vision and Property Master Plan, Garibaldi, Oregon:** Planner responsible for land use and regulatory analyses and public outreach support, including a community design charrette, for the Port of Garibaldi's Commercial Avenue Wharf vision plan. The vision plan included a series of planned pedestrian and auto access improvements and design guidelines to ensure that redevelopment provided a safe and inviting working waterfront that stimulated economic development and local job growth.
- **Comprehensive Plan Update, Spokane, Washington:** Planner responsible for assisting with the comprehensive plan audit and review of peer cities and integration of neighborhood planning efforts for the City of Spokane's comprehensive plan update. This work included a review of the corridors and centers-focused plan and policy structure, and the development of several neighborhood plans. The 18-month work scope included stakeholder outreach, interviews, a real estate expert panel, open house, and several neighborhood design workshops, as well as the formulation of recommendations for economic, land use, urban design, and transportation policy updates and the inclusion of neighborhood plans.



Years with firm

3

Years of experience

3

Education

*Bachelor's Degree,
Architecture, Tongji University,
2019*

*Master's Degree, City and
Regional Planning, Cornell
University, 2022*

Office Location

Miami, Florida

CAREER SUMMARY

Chun Xu is an urban designer and transportation planner with WSP's Miami, Florida, office. Chun has a master's degree in city and regional planning from Cornell University. Her technical expertise includes urban design and development, housing and community planning, zoning, and economic and sustainable development. She is skilled in project management, quantitative and qualitative analysis, data visualization, and design. Chun is proficient in InDesign, Illustrator, Python, SQL, ArcGIS, QGIS, SketchUp, AutoCAD, and Figma.

PROFESSIONAL EXPERIENCE

- **Broward Regional Comprehensive Safety Action Plan, Broward County Metropolitan Planning Organization (MPO), Broward County, Florida:** Transportation planner and graphic designer. Chun coordinated the spatial analysis of High-Injury Network and High-Risk Network, BSAP executive plan report and eight focus plans. The Broward Safety Action Plan is a data-driven action-oriented plan that addresses different perspectives of safety (School Zones/School Bus Stop Safety, Rail Safety, Lighting Safety, Midblock Crossing Safety, Technology Safety, Neighborhood Safety, Pedestrian/Bicycle Safety, Safe Speeds) and provides recommendations for policies, design guidelines, standards, and countermeasures in order to achieve zero traffic fatalities and severe injuries in all of Broward County. Chun co-presented this project during the 2025 Joint ITE International and Florida Puerto Rico District Annual Meeting and Exhibition.
- **St. Petersburg Consulting Services:** Urban planner and graphic designer. WSP is providing consulting services to the city of St. Petersburg for multimodal studies, evaluations, and projects supporting the execution of the city's Complete Streets Plan and progress towards a "car free burg." The city continues to face an increased community desire for multimodal mobility to support a burgeoning Downtown, safety of all citizens, and rapidly changing technology and delivery solutions all within a cost-efficient financial framework.
- **The Stitch Master Plan, The Atlanta Downtown Improvement District (ADID), City of Atlanta, Georgia:** Urban designer coordinated the development and led the final deliverables of the Master Plan for the Stitch, a 17-acre park that is planned to be built atop the I-75/I-85 Downtown Connector, with the aim of providing improved connections between Midtown and Downtown Atlanta. The Master Plan explores multiple focus areas including the park itself, multimodal transportation connections, land use, affordable housing, and sustainability & resilience.
- **S.R. 405 Corridor Study, Brevard County, Florida:** Graphic designer and transportation planner. WSP is leading a corridor study for S.R. 405 from west of S.R. 50 to east of U.S. 1, a distance of approximately 5.4 miles within the City of Titusville and Brevard County. The Study will determine the need for, and potential impacts of, widening the road from two to four lanes. Surrounding land use, future growth, and potential impacts to the study area will be analyzed to determine the location and conceptual design of preferred roadway and mobility improvements.
- **City of Key West 10-Year Transit Development Plan (2025-2034) Major Update, City of Key West Department of Transportation, Monroe County, Florida:** Transportation planner and graphic designer who assisted with the identification and evaluation of the transit development direction for the next 10 years, including the strategies to increase ridership and efficiency for current city run services, and enhance connectivity to other local and regional services.

- **Miami-Dade County Transit Development Plan (2025-2034) Annual Update, Miami-Dade County, Florida:** Transportation planner assisting with major update initiatives that include public involvement and outreach, working cooperatively with local transportation boards and organizations to evaluate the quality of existing services and develop a 10-year program designed to implement transportation strategies.
- **Broward County Transit Development Plan (2025-2034) Annual Update, Broward County, Florida:** Transportation planner assisted major update initiatives that include public involvement and outreach, working cooperatively with local transportation boards and organizations to evaluate the quality of existing services and develop a 10-year program designed to implement transportation strategies.
- **Broward County Community Shuttle Route Audit and Data Reconciliation, Broward County Transit (BCT), Broward County, Florida:** Transportation planner conducted a comprehensive capital infrastructure review of the Community Shuttle Program (CSP) in Broward County as Broward County Transportation Department's transit system expands. Tasks include conducting fieldwork for review and evaluation of turn-by-turns, bus stops, schedule, and map for each community shuttle route, verifying the stops' compliance with Americans with Disabilities Act ("ADA") standards, updating the geodatabase to ensure the county and each participating municipality are referencing the same, most up-to-date, and consistent version of the information.
- **BCT General Planning Consultancy Services, Broward County, Florida:** Transportation planner and graphic designer who provided general planning consultancy services to the BCT Department for capital project planning and development; transportation planning and analysis; environmental planning; economic development planning; organizational assessment, research, analysis, and planning; information technology; public involvement and outreach; and grants compliance, monitoring, and development.
- **Monroe County Transit Existing Conditions and Transit Recommendations, Monroe County Transit, Monroe County, Florida:** Transportation planner and graphic designer. Chun conducted an Existing Conditions Assessment including literature review, public outreach, and data analysis to identify transit issues, deficiencies, and opportunities. Establish a baseline to which anticipated future conditions can be measured and proposed transit recommendations.
- **SMART 2.0 Miami-Dade County Future Transit Corridors Evaluation, Miami-Dade Transportation Planning Organization (TPO), Miami-Dade County, Florida:** transportation planner led to identify and evaluate the next generation(s) of transit corridors that build upon the SMART Program, feeding into the 2050 Long Range Transportation Plan (LRTP) development and scenarios evaluation. Tasks include identifying existing transit and mobility services, gaps in existing connectivity, and a ridership overlay showing the highest ridership routes and/or areas, generating traffic, demographic, land use data to propose and evaluate future transit and mobility services, gaps in future connectivity as reflected in the 2045 LRTP.

CERTIFICATIONS



Florida Department of Transportation

RON DESANTIS
GOVERNOR

605 Suwannee Street
Tallahassee, FL 32399-0450

JARED W. PERDUE, P.E.
SECRETARY

March 31, 2025

Bonnie C. Landry, President
BONNIE C LANDRY AND ASSOCIATES, PA
100 SW Albany Avenue, Suite 300E
Stuart, FL 34994

Dear Ms. Landry:

The Florida Department of Transportation has reviewed your application for prequalification package and determined that the data submitted is adequate to technically prequalify your firm for the following professional services types of work per Rule 14-75, F.A.C.:

- 13.3 - Policy Planning
- 13.6 - Land Planning/Engineering

Your firm is now technically prequalified with the Department for Professional Services in the above referenced work types. Your firm may pursue projects in the referenced work types with fees estimated at less than \$500,000.00.* This status shall be valid until March 31, 2026, for contracting purposes.

*Limit for FDOT projects only

Should you have any questions, please feel free to contact me by email at marie.castaneda@dot.state.fl.us or by phone at 850-414-4597.

Sincerely,

A handwritten signature in blue ink that reads "Marie Castaneda". The signature is written in a cursive, flowing style.

Marie Castaneda
Professional Services Qualification Administrator

MC/cbkh

This certificate hereby qualifies

Bonnie C. Landry, AICP

as a member with all the benefits of a Certified Planner
and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number 024392



Paul Farmer, FAICP
Executive Director and CEO



Paul Inghram, AICP
President



and



**ICA ACCREDITED
COURSE - CLASS B**

Bonnie Landry AICP

has been awarded this certificate after completing
the 40-hour CPTED Certified Practitioner Seminar:

Crime Prevention Through Environmental Design

30 AIALU/HSW Credits & State of Florida CEUs, 40 CEU FLDPR and ASIS
CPP Credits, and 17 AICP CM Credits have been awarded on this
30th day of August 2022 in Fort Lauderdale, Florida



Randy I. Atlas, Ph.D., FAIA, CPP, CPTED
Instructor



**AIA
Continuing
Education
Provider**

State of Florida

Woman Business Certification

BONNIE C. LANDRY AND ASSOCIATES PA

Is certified under the provisions of
287 and 295.187, Florida Statutes, for a period from:
01/24/2025 to 01/24/2027



Pedro Allende
Florida Department of Management Services

FLORIDA DEPARTMENT OF MANAGEMENT SERVICES
● ● ● SUPPLIER DEVELOPMENT



Office of Supplier Development
4050 Esplanade Way, Suite 380
Tallahassee, Florida 32399
850-487-0915
www.dms.myflorida.com/osd

State of Florida Department of State

I certify from the records of this office that BONNIE C LANDRY AND ASSOCIATES, PA is a corporation organized under the laws of the State of Florida, filed on March 30, 2018, effective March 29, 2018.

The document number of this corporation is P18000030604.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 22, 2025, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Twenty-second day of January,
2025*



[Handwritten Signature]
Secretary of State

Tracking Number: 9324275177CU
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DEPARTMENT OF SMALL AND LOCAL BUSINESS DEVELOPMENT

CBE Number:
LSR36551112027
Certification Period:
11/12/2024 - 11/12/2027

BUSINESS CERTIFICATION
DIVISION
441 4TH Street, N.W., Suite
850N
Washington, D.C. 20001

Date Issued: 11/12/2024
Certification Categories:
LBE, SBE, ROB

CERTIFICATE OF BUSINESS CERTIFICATION

This acknowledges that

STOVER & ASSOCIATES LLC

Has fulfilled the requirements to be considered a Certified Business Enterprise (CBE). A CBE is a business that is headquartered in the District of Columbia and meets all Local Business Enterprise (LBE) requirements. Businesses with CBE certification receive preference in procurement and contracting opportunities. Pursuant to 2-218.63 this certification can be revoked if a business is found to have violated the laws that govern the CBE program.



DIRECTOR
Rosemary Suggs-Evans

**GOVERNMENT OF THE
DISTRICT OF COLUMBIA**
MURIEL BOWSER, MAYOR

THE OFFICIAL SITE OF THE FLORIDA DEPARTMENT OF BUSINESS & PROFESSIONAL REGULATION



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LICENSEE DETAILS 11:05:05 AM 9/11/2025

Licensee Information

Name:	WSP USA INC. (Primary Name)
Main Address:	ONE PENN PLAZA 4TH FLOOR/LICENSINGUS NEW YORK New York 10119
License Mailing:	ONE PENN PLAZA 4TH FLOOR/LICENSINGUS NEW YORK NY 10119

License Information

License Type:	Engineering Business Registry
Rank:	Registry
License Number:	1462
Status:	Current
Licensure Date:	05/10/1977
Expires:	

Special Qualifications	Qualification Effective

***State of Florida
Department of State***

I certify from the records of this office that WSP USA INC. is a New York corporation authorized to transact business in the State of Florida, qualified on March 5, 1973.

The document number of this corporation is 829626.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on January 7, 2025, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Eleventh day of February,
2025*




 Secretary of State

Tracking Number: 9009765504CU

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

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

American Institute of Certified Planners



Anna O. Bentley, AICP

APA ID: 157771

AICP Membership: Expires 09/30/2025

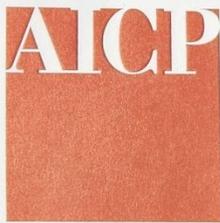
AICP Start Date: 02/07/2010

AICP Certification #: 023784

CM Reporting Period Ends: 12/31/2025

The American Institute of Certified Planners provides the only nationwide, independent verification of planners' qualifications. Certified planners pledge to uphold high standards of practice, ethics, and professional conduct, and to keep their skills sharp and up to date by continuously pursuing advanced professional education.

Badges

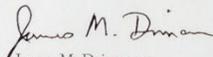


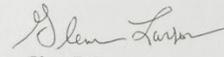
This certificate hereby qualifies

Robert Piatkowski, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 28939


James M. Drinan, JD
Executive Director


Glenn E. Larson, AICP
President



Nicole McDermott, AICP



Choose File No file chosen

Upload

Remove x

APA ID: 293469
Email: nicole.mcdermott@wsp.com
Member Type: Regular Member
Profile Status: Visible only to other members
[Edit Profile](#)

APA Membership: Expires 12/31/2025
Primary Chapter: WA | Expires 12/31/2025

AICP Membership: Expires 12/31/2025
CM Reporting Period Ends: 12/31/2025
CM Grace Period Ends: 04/30/2026

[AICP Certification Dashboard](#)



Badges



Roger L. Montelongo, AICP



Choose File No file chosen

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Remove x

APA ID: 397485
Email: Roger.montelongo.17@ucl.ac.uk
Member Type: Regular Member
Profile URL: www.planning.org/profile/rogermontelongo
Profile Status: Public
[Edit Profile](#)

APA Membership: Expires 03/31/2026
Primary Chapter: KY | Expires 03/31/2026

AICP Membership: Expires 03/31/2026
CM Reporting Period Ends: 12/31/2025
CM Grace Period Ends: 04/30/2026

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Badges



Thomas Rodrigues, AICP



Choose File No file chosen

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Remove x

APA ID: 247148
Email: [REDACTED]
Member Type: Regular Member
Profile Status: Visible only to other members
[Edit Profile](#)

APA Membership: Expires 12/31/2025
Primary Chapter: FL | Expires 12/31/2025

AICP Membership: Expires 12/31/2025
CM Reporting Period Ends: 12/31/2025
CM Grace Period Ends: 04/30/2026

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Badges





THE AMERICAN INSTITUTE OF
CERTIFIED PLANNERS

LEE BRADLEY WALTON

Has qualified as a

Member

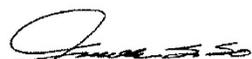
with all benefits of a Certified Planner and responsibility to the
AICP Code of Ethics and Professional Conduct.

Membership Certificate Number 016080

July 1, 2000



President



Executive Director

DIVISION OF CORPORATIONS



Department of State / Division of Corporations / Search Records / Search by Entity Name /

Detail by Entity Name
Florida Limited Liability Company
LEHTINEN SCHULTZ PLLC

Filing Information

Document Number L14000007858
FEI/EIN Number 46-4499366
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State FL
Status ACTIVE
Last Event LC AMENDMENT AND NAME CHANGE
Event Date Filed 08/18/2017
Event Effective Date NONE

Principal Address
1200 Brickell Avenue
Suite 507
MIAMI, FL 33131

Changed: 01/28/2021
Mailing Address
1200 Brickell Avenue
Suite 507
Miami, FL 33131

Changed: 01/28/2021
Registered Agent Name & Address
RIEDI, CLAUDIO, ESQ
1200 Brickell Avenue
Suite 507
MIAMI, FL 33131

Name Changed: 08/18/2017

Address Changed: 01/28/2021
Authorized Person(s) Detail

Name & Address

Title Authorized Member
Domingo G de la Fuente PA
1200 Brickell Avenue
Suite 507
MIAMI, FL 33131

Title Authorized Member
Claudio Riedi, PA
1200 Brickell Avenue
Suite 507
Miami, FL 33131

Annual Reports

Report Year	Filed Date
2023	01/25/2023
2024	03/07/2024
2025	03/11/2025

Document Images

03/11/2025 - ANNUAL REPORT	View image in PDF format
03/07/2024 - ANNUAL REPORT	View image in PDF format
01/25/2023 - ANNUAL REPORT	View image in PDF format
01/24/2022 - ANNUAL REPORT	View image in PDF format
01/28/2021 - ANNUAL REPORT	View image in PDF format
01/27/2020 - ANNUAL REPORT	View image in PDF format
01/28/2019 - ANNUAL REPORT	View image in PDF format
09/11/2018 - ANNUAL REPORT	View image in PDF format
08/18/2017 - LC Amendment and Name Change	View image in PDF format
04/27/2017 - ANNUAL REPORT	View image in PDF format
04/29/2015 - ANNUAL REPORT	View image in PDF format
04/09/2015 - AMENDED ANNUAL REPORT	View image in PDF format
03/19/2015 - ANNUAL REPORT	View image in PDF format
01/15/2014 - Florida Limited Liability	View image in PDF format

Florida Department of State, Division of Corporations

007658

Local Business Tax Receipt

Miami-Dade County, State of Florida
-THIS IS NOT A BILL - DO NOT PAY-

LBT

EXPIRES
SEPTEMBER 30, 2025

Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

7307015

<p>BUSINESS NAME/LOCATION LEHTINEN SCHULTZ PLLC 1200 BRICKELL AVE 507 MIAMI FL 33131</p>	<p>RECEIPT NO. RENEWAL 7597537</p>
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<p>OWNER LEHTINEN SCHULTZ PLLC C/O DE LA FUENTE DOMINGO G MGR</p>	<p>SEC. TYPE OF BUSINESS 213 SERVICE BUSINESS</p>	<p>PAYMENT RECEIVED BY TAX COLLECTOR \$45.00 09/27/2024 PTBTC-24-014843</p>
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Employee(s) 4

This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

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DIVISION OF CORPORATIONS



DIVISION of CORPORATIONS
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Detail by Entity Name

Florida Profit Corporation
DOMINGO G DE LA FUENTE PA

Filing Information

Document Number P06000062550
FEI/EIN Number 20-4820512
Date Filed 05/02/2006
Effective Date 05/02/2006
Status FL
Status ACTIVE
Last Event REINSTATEMENT
Event Date Filed 04/27/2016

Principal Address
1200 Brickell Ave.
Ste. 507
MIAMI, FL 33131

Changed: 09/08/2020
Mailing Address
1200 Brickell Ave.
Ste. 507
MIAMI, FL 33131

Changed: 09/08/2020
Registered Agent Name & Address
DE LA FUENTE, DOMINGO G
1200 Brickell Ave.
Ste. 507
MIAMI, FL 33131

Name Changed: 04/27/2016

Address Changed: 04/06/2021
Officer/Director Detail
Name & Address

Title P

DE LA FUENTE, DOMINGO G
1200 Brickell Ave STE 507
MIAMI, FL 33131

Annual Reports

Report Year	Filed Date
2023	01/27/2023
2024	02/06/2024
2025	02/10/2025

Document Images

02/10/2025 - ANNUAL REPORT	View image in PDF format
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03/04/2020 - ANNUAL REPORT	View image in PDF format
02/11/2019 - ANNUAL REPORT	View image in PDF format
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01/09/2017 - ANNUAL REPORT	View image in PDF format
04/27/2016 - REINSTATEMENT	View image in PDF format
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04/01/2013 - ANNUAL REPORT	View image in PDF format
01/08/2012 - ANNUAL REPORT	View image in PDF format
09/28/2011 - REINSTATEMENT	View image in PDF format
02/09/2010 - REINSTATEMENT	View image in PDF format
04/05/2008 - ANNUAL REPORT	View image in PDF format
01/26/2007 - ANNUAL REPORT	View image in PDF format
05/02/2006 - Domestic Profit	View image in PDF format

The Florida Department of State, Division of Corporations

003003

Local Business Tax Receipt

Miami-Dade County, State of Florida
-THIS IS NOT A BILL - DO NOT PAY

LBT

5909990

<p>BUSINESS NAME/LOCATION DE LA FUENTE DOMINGO G ESQ 1200 BRICKELL AVE STE 507 MIAMI FL 33131-3892</p>	<p>RECEIPT NO. RENEWAL 6164933</p>
---	---

EXPIRES
SEPTEMBER 30, 2025
Must be displayed at place of business
Pursuant to County Code
Chapter 8A - Art. 9 & 10

<p>OWNER DE LA FUENTE DOMINGO G ESQ C/O LEHTINEN SCHULTZ PLLC</p>	<p>SEC. 212 OFFICE OF BUSINESS 212 ATTORNEY 973998</p>	<p>PAYMENT RECEIVED BY TAX COLLECTOR \$70.00 09/27/2024 PTBTC-24-014861</p>
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This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

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CITY OF MIAMI CERTIFICATE OF USE FIRE SAFETY PERMIT

FY 24-25

ISSUED:
Dec 04 2020

BUSINESS NAME: LEHTINEN SCHULTZ PLLC

DBA:

BUSINESS ADDRESS: 1200 BRICKELL AV 507

EXPIRES: 2025-09-30

ACCOUNT NUMBER: 176964

CERTIFICATE NUMBER: 2012000987

COMMENTS:

RESTRICTIONS:

APPROVED USE(S):

CU06 -General Commercial - Office



- PLEASE DISPLAY THIS CERTIFICATE IN A CONSPICUOUS LOCATION AT OCCUPANCY ADDRESS.
- FAVOR DE MOSTRAR ESTE CERTIFICADO EN UN SITIO VISIBLE EN LA DIRECCION DEL COMERCIO.
- TANPRI AFICHE SÈTIFIKA SA A NAN YON KOTE KONSIDÈB NAN ADRÈS OKIPANS.

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D) APPROACH AND WORK PLAN

PROJECT SUMMARY

Bonnie C. Landry & Associates (BCLA), supported by a specialized team of subconsultants, will lead a comprehensive rewrite of the City of Hollywood’s Zoning and Land Development Regulations (ZLDRs), along with related sections of the Code of Ordinances, to create a modern, transparent, and accessible framework for land use and development. This update represents a significant opportunity to align the City’s zoning regulations with its vision for sustainability, equity, economic vitality, and quality of life. Together, our team will simplify complex regulations into clear, user-friendly language while applying best practices in spatial analysis, mapping, and redevelopment planning.

BCLA’s multidisciplinary team brings expertise in innovative and legally defensible zoning reform, economic development, sustainability, climate adaptation, and equitable growth strategies, supported by legal counsel and subject-matter experts to ensure compliance with federal, state, and county land use regulations. We will implement a targeted, place-based approach to refine zoning within the City’s designated Centers and Corridors, Activity Centers, and other priority growth and redevelopment nodes identified in the Hollywood 2050 Comprehensive Plan. Our work will ensure that zoning standards in these areas support complete, walkable urban environments and reflect the design and policy intent of the Comprehensive Plan and Urban Design Guidelines, producing a clear, implementable code that encourages investment and reinforces these areas as anchors of economic activity and community life. A robust public engagement process will guide the effort: BCLA will design and implement an inclusive outreach strategy that elevates diverse community voices, with a detailed plan for meetings, clearly defined roles between BCLA and the City, and accessible materials for all residents, including non-English-speaking communities. The project will culminate in an actionable implementation strategy with mechanisms to monitor progress and outcomes, ensuring a zoning framework that supports inclusive, resilient growth, preserves community values, and encourages long-term investment.

SUMMARY OF PHASES

Phase 1: Initial Zoning Review and Alignment with the Comprehensive Plan

BCLA and team will inform and prepare the City for future phases of zoning reform, ensuring well-organized, legally sound, and user-friendly Zoning and Land Development Regulations that align with the Comprehensive Plan and meet the City’s development goals.

Phase 2: Zoning Code Modernization and Policy Development

The Project Team will modernize the City’s Zoning and Land Development Regulations and Code of Ordinances to align with the Comprehensive Plan and support equitable, transit-oriented, and market-responsive growth. This work will focus on refining zoning districts, updating standards in priority Centers, Corridors, and Activity Nodes, and enhancing tools for mixed-use, climate-adaptive, and well-designed development. Key tasks include strengthening standards for vertically integrated mixed-use buildings, introducing active frontage requirements, modernizing development incentives, and ensuring feasibility through real-world testing. All updates will be written in clear, user-friendly language to facilitate implementation and support long-term redevelopment goals.

Phase 3: Monitoring, Evaluation, and Continuous Improvement

Completion of Phase 3 will position the City’s zoning code as a dynamic, adaptable tool built to evolve with changing community priorities, market conditions, and urban planning best practices. This ongoing refinement will reinforce the code’s ability to guide sustainable growth, strengthen economic vitality, and support a high quality of life for all residents.

DETAILED PROJECT PHASES/TASKS

PHASE 1 INITIAL ZONING REVIEW AND ALIGNMENT WITH THE COMPREHENSIVE PLAN

During the first year, the project team will conduct a comprehensive review of the City’s municipal variance records, escalation cases, Interlocal Agreements, and other zoning data to identify recurring challenges and opportunities for immediate code improvements. This assessment will be paired with a market analysis to evaluate the economic viability of existing zoning designations, identify underperforming areas, and determine where modifications could enhance land productivity and support broader, long-term zoning improvements in subsequent phases.

CODE STRUCTURE REVIEW AND REORGANIZATION

BCLA has extensive experience reviewing, updating, and implementing zoning code and land development regulations for a wide range of local governments throughout Florida. BCLA will conduct a comprehensive review of the City’s Zoning and Land Development Regulations (ZLDRs) and relevant chapters of the Code of Ordinances to assess structure, clarity, and usability. The review will focus on reorganizing articles for logical flow, updating definitions, and proposing new sections—such as an Urban Design Article and an Accessory Dwelling Unit section—to align with the Comprehensive Plan and the City’s Urban Design and Housing Elements. Specific attention will be given to streamlining processes for painting permits and public art, and reviewing standards for uses including pharmacies, medical marijuana, smoke shops, ALFs, schools, auto uses, and distance separation requirements. The BCLA team will also assess Chapter 155 (Basic Land Improvement Code) for consistency with ZLDR provisions, particularly restrictive double frontage lot regulations.

The team will incorporate research into examples of efficient, clear organizational structure of other local government ZLDRs and Codes of Ordinances into the reorganization plan.

For efficiency, this review will inform and provide a basis for the Conflicting Regulations Report.

Deliverables:

- An outline of the Zoning Code’s organization and structure
- A reorganization and restructuring plan for the ZLDRs and Code of Ordinances (including the addition of new articles and sections under the ZLDRs)

ZONING MARKET ANALYSIS FEASIBILITY FINDINGS AND RECOMMENDATION

JSA will lead a comprehensive Zoning Market Feasibility Analysis to evaluate the economic viability of all City zoning districts and development standards. This analysis will identify underperforming zones, assess current and projected market demand, and pinpoint areas where targeted zoning modifications could enhance land productivity and development feasibility.

Our team will conduct a high-level market scan and examine the alignment between existing zoning regulations and the realities of market demand, development costs, and financing conditions. Through a structured engagement process with City staff, the development community, and other key stakeholders, we will identify specific barriers to development and opportunities to better align zoning with planning and economic objectives.

As part of this work, we will evaluate the effectiveness of current zoning tools and incentives and explore potential new mechanisms to support and encourage desired forms of development. This effort will provide a framework for refining zoning regulations to reflect real-world economic conditions and deliver more predictable and productive development outcomes.

Findings from the analysis will culminate in a set of actionable recommendations for underperforming or misaligned zoning districts. These recommendations will be designed to be practical, market-informed, and aligned with the City’s broader planning and economic development goals.

Deliverables:

- A report summarizing market and economic findings for all zoning districts, identifying underperforming zones, highlighting challenges to effective zoning, and providing recommendations for zoning tools, incentives, and strategies to enhance land use productivity and economic outcomes.

CONFLICTING REGULATIONS REPORT

JSA, in collaboration with **Lehtinen-Schultz**, will conduct a comprehensive assessment of zoning best practices, drawing on our extensive experience assisting municipalities across Florida and nationwide in refining and improving their zoning frameworks. This review will build upon prior zoning recommendations identified earlier in the study and focus on key issues and changes highlighted in other Phase 1 analysis tasks. In partnership with City attorneys and staff, we will evaluate best practices particularly relevant to the conditions and challenges facing Hollywood, using these insights to inform adjustments to the zoning and development review recommendations within the study. The analysis will clearly communicate prevailing zoning norms, innovative approaches, and additional policy tools the City may consider incorporating or modifying. These tools could include mechanisms such as base Tax Increment Financing, Transfer of Development Rights, ground leasing of city-owned property, tax abatements, affordable housing mandates or incentives, parking incentives, and more. We will provide specific recommendations on whether any new policies should be developed to encourage desired development outcomes and advance the City’s broader planning objectives. Final recommendations will be refined and completed in coordination with City staff and the City’s legal department.

Deliverable:

- Conflicting Regulations Report highlighting conflicts and recommended changes



REVIEW OF PDS/PUDS

BCLA will lead this task in collaboration with the City to obtain copies of all historical Planned Development (PD) and Planned Unit Development (PUD) approvals. Using this data, we will conduct a thorough review comparing these practices with the City of Miami's Special Area Project. We will prepare a matrix of all zoning districts and their associated development regulations, along with a detailed report containing recommendations to streamline procedures and create more transparent, user-friendly processes.

Deliverable:

- PD/PUDs Analysis Report

SWOT ANALYSIS

BCLA and **JSA** will collaborate to conduct a comprehensive SWOT analysis of the City's Zoning and Land Development Regulations to identify strengths, weaknesses, opportunities, and threats, guiding improvements aligned with the City's goals. This effort includes a detailed review of relevant Federal, State, County, and City plans, rules, laws, interlocal agreements, and other regulations to ensure compliance and consistency. Additionally, applicable case law and recent legal precedents will be considered to ensure that any recommendations are both legally defensible and forward-looking.

Deliverable:

- SWOT Analysis

VARIANCE ANALYSIS REPORT

JSA will review historic variances, exceptions, and zoning approvals from the past five to ten years. City staff will provide records in electronic format and assist by offering context on key issues and opportunities that have emerged. Each case will be categorized, and a comprehensive analysis will be conducted to assess the frequency of variance requests and approvals, the types of zoning and development generating the most variances, and the success rate of projects following variance approval. This analysis will identify patterns and challenges related to variances, highlighting problematic Zoning and Land Development Regulations (ZLDR) that necessitate frequent variances. Additionally, we will identify variance requests commonly approved—indicating potential areas for base zoning amendments—as well as those that rarely result in completed projects. Findings and implications will be reviewed with City staff to inform recommended adjustments to zoning and land use policies and the development review process. The ultimate objective is to foster a more predictable code that facilitates development by-right, thereby reducing the frequency and necessity of variance requests.

Deliverable:

- A comprehensive report documenting historical zoning approvals and variances, identifying trends and recurring issues, and providing actionable recommendations for ZLDR updates to improve clarity, consistency, and efficiency.

LEGAL AND BEST PRACTICES DISCUSSION PAPERS WITH RECOMMENDATIONS

JSA and Lehtinen-Schultz will prepare a comprehensive series of discussion papers organized by thematic areas such as parking, stormwater, and land use. These papers will examine both the legal foundations and nationwide best practices for innovative zoning, drawing on our extensive experience assisting municipalities across Florida and nationwide in refining and improving their zoning frameworks. Building upon prior zoning recommendations identified earlier in the study, our team will conduct a thorough assessment focused on key issues and changes highlighted during Phase 1 analysis. In close collaboration with City attorneys and staff, we will identify the most effective format for addressing each regulatory theme, ensuring that legal precedents are carefully considered to maintain compliance. Each discussion paper will highlight innovative zoning tools, processes, and standards, evaluate the feasibility of strategies such as Transfer of Development Rights and Privately Owned Public Spaces, and explore additional policy mechanisms including Tax Increment Financing, ground leasing of city-owned property, tax abatements, affordable housing mandates or incentives, and parking incentives. Leveraging historical knowledge, updated research, and examples from other jurisdictions, the analysis will clearly communicate zoning norms and innovative practices tailored to the unique conditions and challenges facing Hollywood. The findings will inform adjustments to zoning and development review recommendations, culminating in actionable, forward-looking solutions that are locally applicable. We will also provide specific recommendations regarding the development of new policies to promote desired growth and support the City's broader planning objectives.

Deliverable:

- A set of discussion papers detailing legal requirements, best practices, innovative zoning approaches, and practical, legally sound recommendations for each thematic area.

INTERNAL STAKEHOLDER ENGAGEMENT

BCLA with support from **WSP** will engage City staff across multiple departments—including but not limited to Planning, Engineering, Building, Legal, and Public Works—to identify administrative challenges, gather insights on inter-departmental workflows, and uncover opportunities for process alignment and simplification.

The team will begin by gathering key staff contacts from the City's project lead and coordinating kickoff meetings with individual departments to discuss the project scope and approach. Initial staff input on the current code and its application will be collected during these meetings. After BCLA completes its code structure review and develops a proposed reorganization strategy, the team will hold follow-up meetings with internal stakeholders to present the approach, gather feedback, and incorporate it into the final draft of the reorganization and restructuring plan.

Deliverables:

- Agenda for internal stakeholder engagement sessions
- Report that summarizes internal stakeholder input gathered through meetings, interviews, and workshops.

PHASE 2 ZONING CODE MODERNIZATION AND POLICY DEVELOPMENT

DEVELOPMENT OF MODERNIZED DRAFT ZONING CODE

BCLA, with support from **WSP** and **Lehtinen-Schultz**, will draft a clear and implementable form-based code that organizes regulations around the physical character of development rather than abstract land-use categories, while incorporating sustainability standards. This approach ensures that Hollywood's zoning framework is usable, publicly supported, and delivers predictable, high-quality outcomes for corridors, centers, and neighborhoods while maintaining flexibility for a range of uses.

The code will be structured around building form, frontage types, streetscapes, and public realm standards that align with the City's Urban Design Guidelines. Instead of relying solely on use tables, the project team will employ regulating plans, transects, and frontage specifications that communicate intent through diagrams and illustrations. This allows property owners, developers, and residents to quickly understand what is expected, reducing the need for variances and lengthy negotiations.

Example graphics prepared by **WSP** may include:

- Regulating Plans that illustrate subareas, key corridors, and centers, tied to character zones.
- Building Envelope Diagrams showing maximum heights, setbacks, and massing transitions.
- Frontage and Streetscape Types that clarify sidewalk zones, planting strips, lighting, and outdoor seating.
- Illustrative Sections and 3D Renderings that demonstrate how standards shape walkable, climate-resilient corridors.

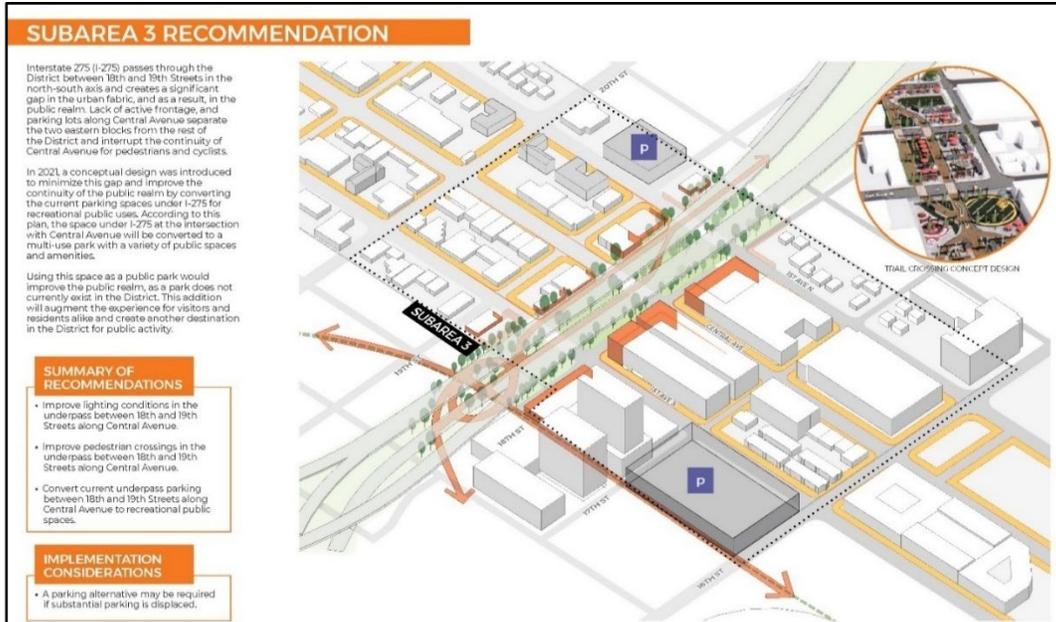
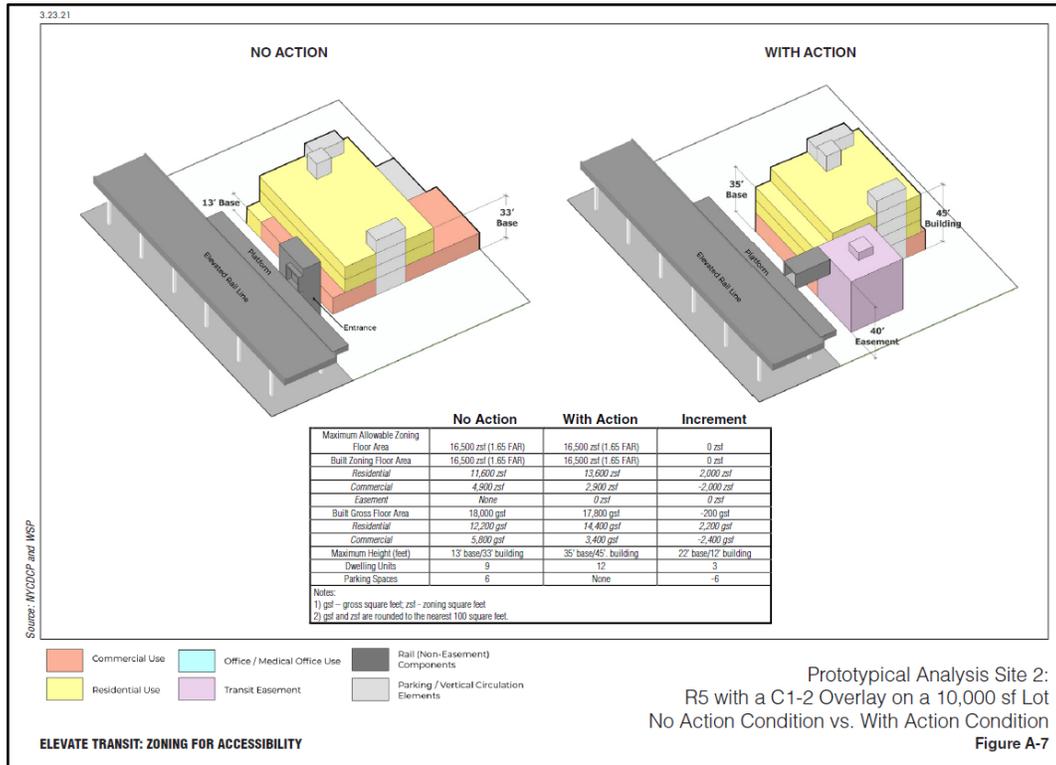
These visual standards will be fully integrated into the zoning document, ensuring usability by staff and the public alike. By pairing calibrated metrics with clear graphics, the form-based code will not only align with Hollywood 2050 goals, but also make the City's vision tangible, enforceable, and market-feasible.

WSP's resilience planners will also identify areas for intervention and improvement for flood resilience. The team will conduct a review of national and regional zoning and land development regulations including innovative tools and standards that integrate flood mitigation, stormwater management, and coastal protection to identify best practices relevant to local adaptation needs. Flood resilience will be an important focus of the draft code, in line with best practices and **WSP's** extensive resilience expertise. Proposed strategies may encompass incentives tied to green infrastructure requirements or on-site retention standards for stormwater management, as well as the incorporation of resilience overlays, elevation requirements, and adaptive triggers for coastal flooding.

Team attorneys **Lehtinen-Schultz** will provide draft review and revision assistance based on their direct experience with form-based codes, such as Miami 21.

Deliverables:

- Draft Zoning Code



DEVELOPMENT STANDARDS AND DESIGN GUIDELINES MATRIX

WSP with support and review by **BCLA** will prepare a dedicated Urban Design Article that establishes clear, enforceable, and visually supported standards for Hollywood’s evolving centers, corridors, and neighborhoods. Our approach is grounded in creating a code that translates the community’s vision into predictable, context-sensitive design outcomes.

The guidelines will prioritize:

- **Frontage Transparency:** Ensuring that ground-floor facades contribute to an active, safe, and engaging public realm. Standards will address minimum transparency ratios, glazing types, and façade rhythm, supported by diagrams that show best practices and flexible approaches for different contexts.
- **Ground-Floor Activation:** Codifying requirements for active uses, entrances, and design elements that contribute to vibrant pedestrian corridors. The article will establish thresholds for retail-ready spaces, liner uses in structured parking, and outdoor seating, all calibrated to market feasibility.
- **Contextual Neighborhood Transitions:** Establishing clear height, massing, and setback standards to guide sensitive transitions between higher-density centers and established neighborhoods. Graphics will illustrate setback requirements, buffering techniques, and design tools to preserve neighborhood character while accommodating growth.

The Urban Design Guidelines will be embedded directly within the zoning framework, supported by a Design Guidelines Matrix that provides a quick-reference tool for staff, applicants, and the public. This integration ensures the guidelines are not a stand-alone reference, but a binding component of the modernized code. By combining calibrated standards with compelling visuals, the Urban Design Article will provide the City with a regulatory tool that elevates design quality, reduces conflict, and advances Hollywood’s long-term placemaking goals.

Deliverables:

- Development Standards
- Design Guidelines Matrix

LAND USE, DENSITY, & CHARACTER		ADAPTIVE REUSE / REHABILITATION	STRATEGIC INFILL	RETROFIT	STRATEGIC INFILL - LARGE	DISTRICT
Category	General	Guidance	Guidance	Guidance	Guidance	Guidance
Multifamily Residential Mixed-Use	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. - garden style multifamily residential buildings should be avoided in all applicable typologies. 	<ul style="list-style-type: none"> - conversion to multifamily residential mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - 20' ground floor for active uses - general overall building height 4-6 floors (60'-70') 	<ul style="list-style-type: none"> - 20' ground floor for active uses - general overall building height 4-6 floors (60'-70') 	<ul style="list-style-type: none"> - 20' ground floor for active uses - general overall building height 4-6 floors (60'-90') - multifamily residential mixed-use should be located within central and active areas of the strategic infill large typology. 	<ul style="list-style-type: none"> - 20' ground floor for active uses - general overall building height 4-6 floors (60'-100') - multifamily residential mixed-use should be located within central and active areas of the district typology.
Multifamily Residential	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. - garden style multifamily residential buildings should be avoided in all applicable typologies. 	<ul style="list-style-type: none"> - conversion to multifamily residential mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - general overall building height 4-6 floors (60'-60') 	<ul style="list-style-type: none"> - general overall building height 4-6 floors (60'-60') 	<ul style="list-style-type: none"> - general overall building height 4-6 floors (60'-60') 	<ul style="list-style-type: none"> - general overall building height 6-9 floors (50'-90')
Townhomes	<ul style="list-style-type: none"> - townhomes should be used in lower density districts and adjacent to single family neighborhoods. townhomes can be used in higher-density typologies to transition building heights lower density adjacent neighborhoods and developments. 	n/a	<ul style="list-style-type: none"> - general overall townhome height 3-4 floors (30'-40') - townhomes can be a primary feature of the strategic infill typology. - when possible, garage access should be from an interior alley. - townhomes should occur in an array of at least three, side by side. 	<ul style="list-style-type: none"> - general overall townhome height 3-4 floors (30'-40') - use of townhomes within the retrofit typology should be driven by adjacent use and context. - townhomes should occur in an array of at least three, side by side. 	<ul style="list-style-type: none"> - general overall townhome height 3-4 floors (30'-40') - placement of townhomes within the strategic infill large typology should be at the edges of the development and used to transition density to lower density and height adjacent neighborhoods and developments. - townhomes should occur in an array of at least three, side by side. 	<ul style="list-style-type: none"> - general overall townhome height 3-4 floors (30'-40') - placement of townhomes within the district typology should be at the edges of the development and used to transition density to lower density and height adjacent neighborhoods and developments. - townhomes should occur in an array of at least three, side by side.
Office Mixed-Use	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. 	<ul style="list-style-type: none"> - conversion to office mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - use of office mixed-use within the strategic infill typology should be informed by existing and/or future context. - general overall building height 3-6 floors (48'-90') 	<ul style="list-style-type: none"> - building height should be informed by current or proposed regulations and density and context of the area where the retrofit typology is applied. - use of townhomes within the retrofit typology should be driven by adjacent use and context. 	<ul style="list-style-type: none"> - general overall building height 3-8 floors (48'-116') - office mixed-use should be located within central and active areas of the strategic infill large typology. 	<ul style="list-style-type: none"> - general overall building height 3-10 floors (66'-165') - office mixed-use should be located within central and active areas of the district typology.

LAND USE, DENSITY, & CHARACTER		ADAPTIVE REUSE / REHABILITATION	STRATEGIC INFILL
Category	General	Guidance	Guidance
Multifamily Residential Mixed-Use	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. - garden-style multifamily residential buildings should be avoided in all applicable typologies. 	<ul style="list-style-type: none"> - conversion to multifamily residential mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - 20' ground floor for active uses - general overall building height 4-6 floors (50'-70')
Multifamily Residential	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. - garden-style multifamily residential buildings should be avoided in all applicable typologies. 	<ul style="list-style-type: none"> - conversion to multifamily residential mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - general overall building height 4-6 floors (40'-60')
Townhomes	<ul style="list-style-type: none"> - townhomes should be used in lower density districts and adjacent to single family neighborhoods. townhomes can be used in higher-density typologies to transition building heights lower density adjacent neighborhoods and developments. 	n/a	<ul style="list-style-type: none"> - general overall townhome height 3-4 floors (30'-40') - townhomes can be a primary feature of the strategic infill typology. - when possible, garage access should be from an interior alley. - townhomes should occur in an array of at least three, side by side.
Office Mixed-Use	<ul style="list-style-type: none"> - max building height should be informed by density and context of adjacent neighborhoods and developments in order to transition from higher to lower densities. 	<ul style="list-style-type: none"> - conversion to office mixed-use should maintain and celebrate the character and legacy of the original building. 	<ul style="list-style-type: none"> - use of office mixed-use within the strategic infill typology should be informed by existing and/or future context. - general overall building height 3-6 floors (48'-90')

INCENTIVE CALIBRATION STRATEGY

JSA with the support of WSP will prepare an Incentive Calibration Strategy that ensures development incentives directly advance the City's goals for livability, equity, resilience, and high-quality urban design. Our approach balances public benefits with private-sector feasibility, creating a transparent framework that encourages investment while safeguarding the community's long-term priorities.

The strategy will begin with a baseline analysis of existing and potential incentive tools, identifying where current programs succeed and where adjustments are needed to align with emerging priorities. The Consultant will define a clear set of desired outcomes, such as affordable housing, ground-floor activation, climate-adaptive design, or enhanced streetscapes, and translate them into measurable metrics.

Building upon this foundation, the Consultant will design a menu of calibrated incentives that provide predictable, by-right opportunities for developers to earn additional entitlements in exchange for delivering community benefits. These may include density or height bonuses, reduced parking requirements, fee offsets, or expedited approvals. Each tool will be tested for market feasibility through financial modeling to ensure the standards are achievable within Hollywood's development context.

To make the strategy transparent and easy to administer, the Consultant will create a benefit-based system that ties incentives directly to public benefits, supported by vibrant graphics and illustrative scenarios. For example, a development that delivers active ground-floor uses and public open space could earn specific increases in height or FAR, while projects that integrate resilient infrastructure could qualify for reduced parking ratios.

Finally, the strategy will establish a monitoring and adjustment framework so that incentives remain effective over time. This will include recommended procedures for evaluation, reporting, and recalibration as market conditions evolve, ensuring that the incentive program continues to deliver the outcomes most important to the City and its residents.

Deliverables:

- Incentive Calibration Strategy

SCENARIO TESTING REPORT

WSP & JSA will prepare a Scenario Testing Report that demonstrates how proposed zoning regulations perform when applied to real-world development conditions. This report will serve as a proof-of-concept, ensuring that the City's updated standards are both visionary and practical.

The Consultant will model a series of representative development scenarios, including infill residential, mixed-use corridors, and higher-intensity centers, to test the workability of proposed standards. These scenarios will evaluate how regulations shape lot configurations, building envelopes, floor-area ratios (FAR), height incentives, setbacks, and parking requirements. By applying the code to actual parcel conditions, we can confirm that the standards produce

outcomes consistent with the City’s design objectives while remaining feasible for the development community.

The report will include:

- Visual simulations, such as site plans, cross-sections, and 3D massing diagrams to illustrate how regulations translate into built form.
- Comparative analysis showing how outcomes under the new code differ from existing standards, highlighting improvements in predictability, walkability, and urban design quality.
- Feasibility testing that considers lot sizes, market conditions, and infrastructure capacity to ensure incentives and requirements are implementable.
- Recommendations for adjustment where scenario testing reveals potential conflicts, unintended consequences, or barriers to achieving desired outcomes.

By grounding the zoning framework in applied scenario testing, the City will gain confidence that the new regulations are not only aligned with the Comprehensive Plan and design guidelines, but also practical, market-ready, and capable of delivering consistent results across Hollywood’s diverse contexts.

Deliverables:

- Graphics for the Visual Simulations
- Technical Memo with Comparative Analysis with recommendations for predictability, walkability and urban design form
- Final Scenario Testing Report

1. BASELINE SCENARIO

In a baseline scenario, the vertical development capacity is allocated between multifamily, office, and retail in line with existing market conditions in the station area, as shown in Table 5-2.

	Multifamily Units	Office GSF	Retail GSF	Total GSF	Implied FAR
JRTC	1,400	910,000	180,000	3,450,000	3.8
BAYMEADOWS	700	170,000	150,000	990,000	1.7
AVENUES WALK	1,200	290,000	240,000	1,730,000	1.7
CR 210	2,400	240,000	140,000	2,760,000	1.5
PALENCIA	1,400	70,000	100,000	1,560,000	1.1
KING STREET	600	70,000	120,000	890,000	1.2
SR 312	700	80,000	40,000	800,000	1.3
Total	8,400 Units	1,850,000	990,000	11,890,000	

	Multifamily		Office		Retail	
	Low	High	Low	High	Low	High
JRTC	30 - 35%	25 - 30%	25 - 30%	20 - 25%	55 - 60%	45 - 50%
BAYMEADOWS	20 - 25%	15 - 20%	5 - 10%	5 - 10%	25 - 30%	20 - 25%
AVENUES WALK	35 - 40%	30 - 35%	15 - 20%	10 - 15%	45 - 50%	35 - 40%
CR 210	75 - 80%	60 - 65%	10 - 15%	10 - 15%	25 - 30%	20 - 25%
PALENCIA	30 - 35%	25 - 30%	65 - 70%	15 - 20%	50 - 55%	40 - 45%
KING STREET	15 - 20%	10 - 15%	65 - 70%	15 - 20%	60 - 65%	50 - 55%
SR 312	15 - 20%	10 - 15%	75 - 80%	20 - 25%	20 - 25%	15 - 20%

TABLE 5-2: BASELINE DEVELOPMENT PROGRAM AND CAPTURE RATE OF LOW AND HIGH DEMAND PROJECT FOR THE SUB MARKET

2. LOW TOD SCENARIO

This scenario captures how transit increases a station areas’ demand for real estate. Based on the market typology of the stations, the development capacity was increased for the determined ‘TOD typologies’ by increasing density of the developable sites, therefore increasing FAR. This scenario is depicted in Table 5-3.

	Multifamily Units	Office GSF	Retail GSF	Total GSF	Implied FAR
JRTC	1,500	1,050,000	200,000	2,750,000	4.3
BAYMEADOWS	700	180,000	150,000	1,070,000	1.9
AVENUES WALK	1,500	290,000	240,000	1,850,000	1.6
CR 210	2,600	240,000	140,000	3,020,000	1.6
PALENCIA	1,500	70,000	100,000	1,710,000	1.2
KING STREET	700	70,000	120,000	890,000	1.3
SR 312	800	170,000	40,000	970,000	1.8
Total	9,100 Units	2,090,000	1,010,000	12,260,000	

	Multifamily		Office		Retail	
	Low	High	Low	High	Low	High
JRTC	30 - 35%	25 - 30%	25 - 30%	20 - 25%	55 - 60%	45 - 50%
BAYMEADOWS	20 - 25%	15 - 20%	10 - 15%	5 - 10%	25 - 30%	20 - 25%
AVENUES WALK	35 - 40%	30 - 35%	15 - 20%	10 - 15%	45 - 50%	35 - 40%
CR 210	80 - 85%	65 - 70%	10 - 15%	10 - 15%	25 - 30%	20 - 25%
PALENCIA	30 - 35%	25 - 30%	65 - 70%	15 - 20%	50 - 55%	40 - 45%
KING STREET	15 - 20%	10 - 15%	65 - 70%	15 - 20%	60 - 65%	50 - 55%
SR 312	15 - 20%	10 - 15%	100%+*	45 - 50%	20 - 25%	15 - 20%

TABLE 5-3: LOW TOD DEVELOPMENT PROGRAM AND CAPTURE RATE OF LOW AND HIGH DEMAND PROJECT FOR THE SUB MARKET

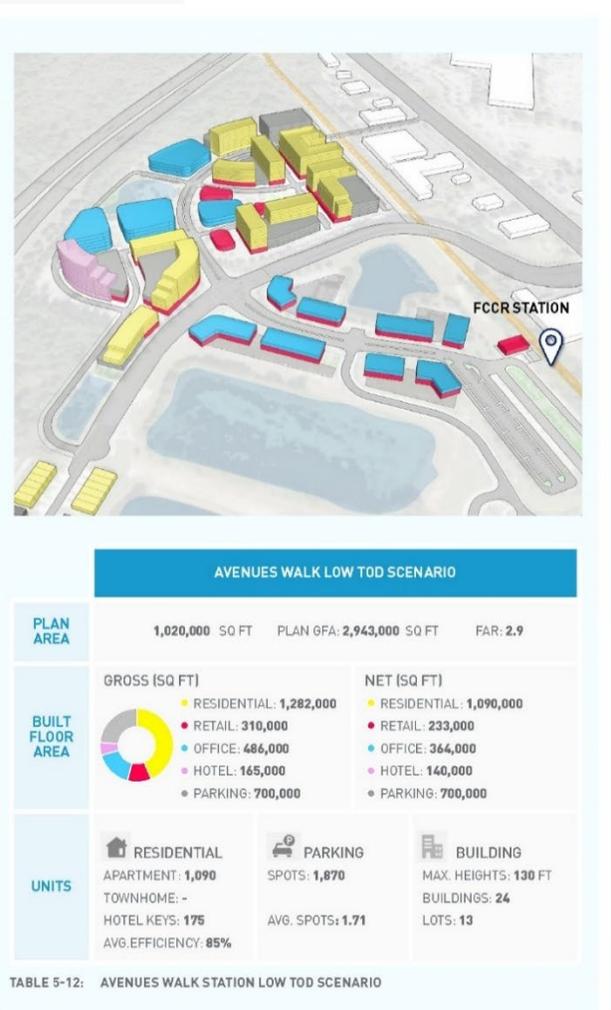
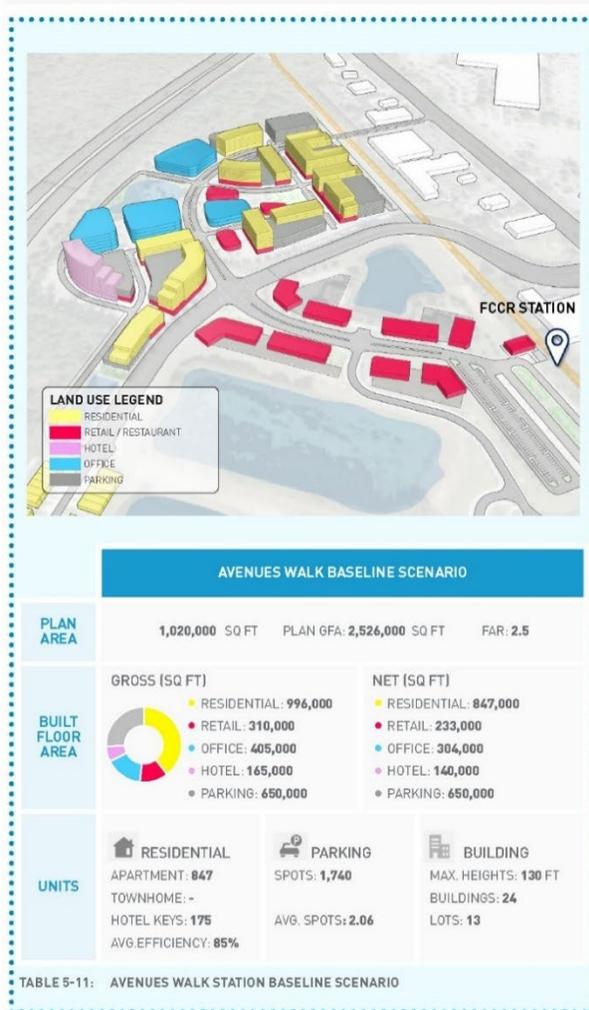
3. HIGH TOD SCENARIO

This scenario captures how a comprehensive TOD strategy would increase demand capacity for determined TOD typologies. The increase is reflected in a higher achievable density that leads to capturing a higher percentage of the real estate demand of the submarket of each station as summarized in Table 5-4.

	Multifamily Units	Office GSF	Retail GSF	Total GSF	Implied FAR
JRTC	1,700	1,190,000	220,000	3,070,000	4.8
BAYMEADOWS	800	190,000	150,000	1,140,000	2.0
AVENUES WALK	1,400	290,000	240,000	1,990,000	2.0
CR 210	2,900	260,000	140,000	3,280,000	1.8
PALENCIA	1,700	70,000	100,000	1,870,000	1.3
KING STREET	800	70,000	120,000	950,000	1.4
SR 312	800	240,000	40,000	1,140,000	2.1
Total	10,100 Units	2,330,000	1,000,000	13,460,000	

	Multifamily		Office		Retail	
	Low	High	Low	High	Low	High
JRTC	35 - 40%	30 - 35%	35 - 40%	25 - 30%	65 - 70%	55 - 60%
BAYMEADOWS	25 - 30%	20 - 25%	10 - 15%	5 - 10%	25 - 30%	20 - 25%
AVENUES WALK	40 - 45%	35 - 40%	15 - 20%	10 - 15%	45 - 50%	35 - 40%
CR 210	90 - 95%	75 - 80%	10 - 15%	10 - 15%	25 - 30%	20 - 25%
PALENCIA	35 - 40%	30 - 35%	65 - 70%	15 - 20%	50 - 55%	40 - 45%
KING STREET	15 - 20%	10 - 15%	65 - 70%	15 - 20%	60 - 65%	50 - 55%
SR 312	15 - 20%	10 - 15%	100%+*	70 - 75%	20 - 25%	15 - 20%

TABLE 5-4: HIGH TOD DEVELOPMENT PROGRAM AND CAPTURE RATE OF LOW AND HIGH DEMAND PROJECT FOR THE SUB MARKET



UPDATED INTERACTIVE ZONING MAP

GIS analysis and mapping are a key element of planning and zoning processes, and **WSP** has extensive experience using spatial analysis to help find the story in the data and tell that story as clearly and compellingly as possible. The project team is ready to help Hollywood reimagine its zoning code through maps, dashboards, and other geographic and analytical tools. Working collaboratively the project team can help Hollywood tell the story behind their new zoning data in a compelling visual manner.

To accomplish this, the project team proposes an approach consisting of the following steps:

1. Mapping Task Initiation & Stakeholder Alignment

As a first step, the project team will define clear roles and responsibilities. This key step ensures specificity to the project team’s functions and outlines how it will collaborate with the city project team, including Hollywood’s GIS lead. Key to this step is an early identification of how the team

will engage with Gridics, the City of Hollywood’s zoning software partner to ensure compatibility between the project team’s work and Gridics.

Successfully completing this task will ensure that the project team and city are aligned on deliverables including zoning code integration, map layers, necessary settings for public interface, as well as training materials to ensure a smooth handoff.

2. Data Integration & Technical Setup

The team will develop a data schema to incorporate the information developed through Phase 1. The zoning code structure will be instrumental for understanding which attributes will be needed in the GIS layer. Drawing on this framework, the modernized zoning code can be developed spatially in the GIS software. Special attention will be paid to clearly delineating overlays that are developed in this code.

Considerations for coordination with Hollywood and Gridics: With many GIS applications moving into the cloud, data integration is a key consideration early in the process. Identifying who will host the data – the project team, Hollywood, or Gridics – is key for a smooth implementation process. This will apply to everything from the high-level architecture of the data schema to the minutia of formatting of language in individual fields.

3. Preparation of the GIS Layer

The study team will create a Geodatabase with the developed zoning code layers. After two rounds of revisions, the layer will be transferred to the City of Hollywood and Gridics team for incorporation into the City’s zoning code. Upon final submission, the City of Hollywood will assume ownership of the file.

4. Training and Capacity Building

During the Third Phase, Monitoring, Evaluation, and Continuous Improvement, the study team will develop a story map to help communicate the changes in the City of Hollywood Zoning Code brought about by this effort. This story map can bridge the gap between the old code and new through an engaging interface that clearly explains the differences. The story map can help as prospective city residents and developers seek to understand the impacts of the changes on their properties and projects.

Deliverables

- GIS-based interactive zoning map reflecting updated zoning framework
- Layered visualization of zoning districts, Centers, and Corridors
- Highlighted development incentives and design standards by location
- Integration with Gridics platform for ongoing City use
- Story Map

COMMUNITY ENGAGEMENT SUMMARY

BCLA with WSP will facilitate engaging and inclusive community engagement activities to ensure public understanding of planning concepts, and comprehensive documentation of all community input. The Firm and its subconsultants have successful track records of facilitating engaging and interesting, well attended public meetings. Public involvement is ever evolving with advancements in technology.



BCLA and WSP utilize best practices and a variety of outreach methods to meet the needs of a variety of learning styles - auditory, visual, verbal, social/interpersonal and kinesthetic. By employing a variety of outreach methods, more of the community will be involved, providing meaningful input to the design of the City's updated zoning code. One such tool is live polling equipment with real time results. This tool allows the audience to see trends of the audience as a whole and is a key to gaining consensus among a large group. These same questions will be available in an online

survey for those members unable to attend a live meeting. The Firm also provides hands on design activities for kinesthetic learners. In this approach, participants are given the same number of blocks that they can stack to different heights on a site plan base. This activity allows the participants to see how building vertically results in more open space and provides opportunities for landscaping and other public amenities.



The project team is committed to fostering inclusive public that elevate community voices. In close partnership local stakeholders, we will ensure that all feedback is carefully documented, analyzed, and translated into actionable insights—supporting a planning process that is both equity-centered and deeply informed by community input.

Inclusive Outreach Support

Outreach strategies will advance equity and ensure meaningful participation from all segments of the community. Specific responsibilities include:

- Development and distribution of multilingual outreach materials, including flyers, digital content, and meeting notices, in languages relevant to the target populations.
- Application of equity-driven engagement practices to reach historically underserved communities, including coordination with community-based organizations and trusted local partners.

- Support for culturally responsive facilitation methods that foster inclusive dialogue and reduce barriers to participation.
- Where indicated, facilitate meeting(s) in Spanish. By conducting the meeting in each of the primary languages representing Hollywood, each of the meetings will be shorter because the time of translating a live meeting between the two languages is eliminated. The Firm has had success in several communities in South Florida with this model. Participants were more comfortable and engaged. The Firm presented this model at a recent Florida APA Conference as a “How to Achieve Consensus Among a Diverse Audience” as a Best Practice.

Deliverables:

- Multilingual outreach materials (print and digital)
- Outreach strategy memo detailing equity-focused practices and community partner engagement

Taller del Plan Integral de la Ciudad de Dade City
 Aprende acerca de la Actualización del Plan Integral y como las Metas, los Objetivos y las Normas darán forma a su ciudad.
 Lunes, 31 de Julio del 2023 / 6:00PM
 Saint Rita's Catholic Church 14404 14th St. Dade City, FL 33523

¿En qué consiste un taller para desarrollar un Plan Integral?
 Este taller de talleres estará enfocándose en educar al público y a la Comisión de la Ciudad acerca de cuál es el propósito de un Plan Integral y su importancia. En los talleres se estarán realizando las actualizaciones para rediseñar una versión preliminar del Plan Integral y obtener los comentarios y sugerencias tanto de la Comisión de la Ciudad como del público presente, y así generar una versión preliminar del Plan Integral que refleje la voz de la Ciudad. La participación y los comentarios y sugerencias del público y de la Comisión son sumamente valiosos ya que serán la guía para desarrollar el Plan Integral de la Ciudad.

WE WANT TO HEAR FROM YOU!
 Scan to complete the survey

US-1 Congestion Management Project

The Martin MPO, in collaboration with Martin County and the City of Stuart, are seeking input on ways to improve traffic and safety on US-1 from the south side of the new Roosevelt Bridge north to the St. Lucie County line.
<https://martinmipo.com/us-1-congestion-management-public-outreach-study/>

14 DE JULIO DE 2022
 PORT ST. LUCIE
 INSTALACIÓN INTERMODAL (ESTACIÓN DE AUTOBUS)
TALLER PÚBLICO

Esta estación de transporte, ubicada en el Arco Boulevard, frente al Complejo Municipal de la Ciudad de Port St. Lucie y adyacente al Centro Comunitario de Port St. Lucie sirve como el punto de conexión de cuatro rutas de autobuses establecidos a proveer una conectividad regional.

El diseño para la fase II involucra en parte mediante fondos de subvenciones de la Administración Federal de Tránsito (FTA), incluye mejoras como un edificio con aire acondicionado con baños públicos, jardines exuberantes, nuevos letreros, área adicional para sillas, estructuras para brindar sombra y posiblemente un centro vibrante y más amigable de mover a las personas del "Punto A" al "Punto B".

División de Tránsito
 CONDOMIO DE ST. LUCIE
 Contacto: Muriel Deitz
 Director División de Tránsito
 (772) 462-8605
 deitzm@artvlcc.com

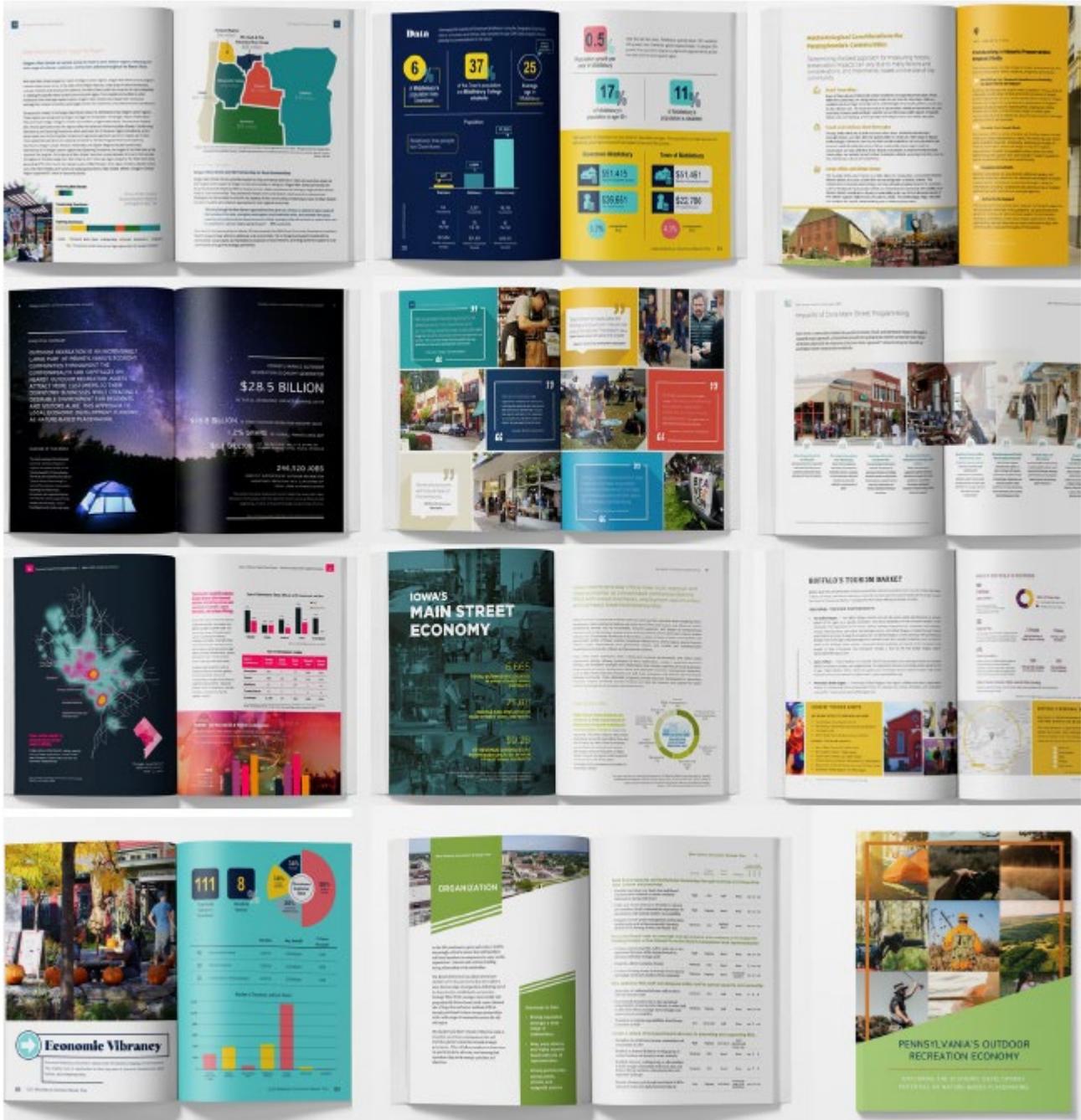
ACOMODACIONES ESPECIALES
 Contacto: Tracy John
 Coordinador ADA
 (772) 462-1778



Florida APA Conference – How to Achieve Consensus Among a Diverse Audience



Village of Indiantown, Spanish Community Public Outreach Event facilitated by BCLA



Visualization and Interactive Engagement Tools

To enhance public understanding and facilitate informed input, the consultant will develop and provide visualization tools and interactive materials for use during public engagement activities. These may include:

- Interactive maps and digital platforms that allow participants to explore planning scenarios and provide geographically specific feedback.
- Visual aids such as infographics, conceptual renderings, and diagrams to communicate technical information in accessible formats.
- Charrette materials including posters, worksheets, and hands-on design tools for use in collaborative planning sessions.
- Live polling for real time graphs of results for building consensus

Deliverables:

- Suite of visualization tools tailored to each engagement activity
- Charrette materials prepared for each workshop or public meeting
- Consolidated polling results from online survey and live meeting poll



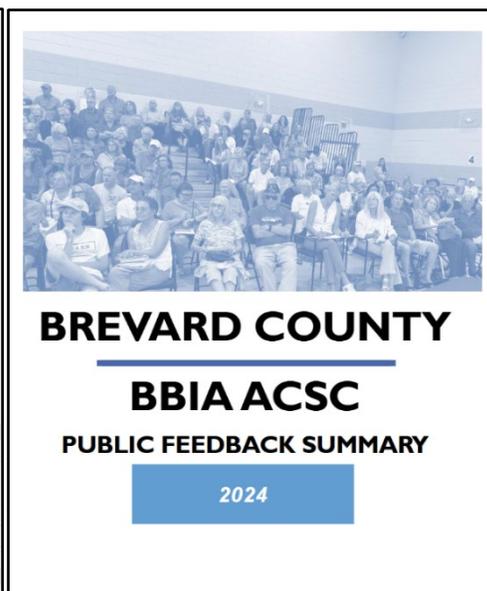
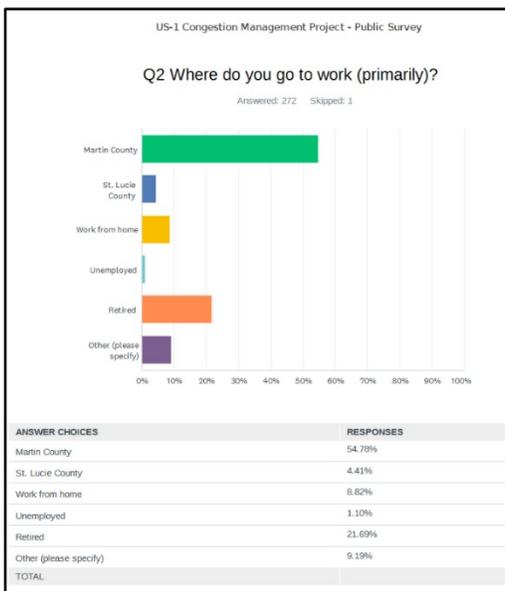
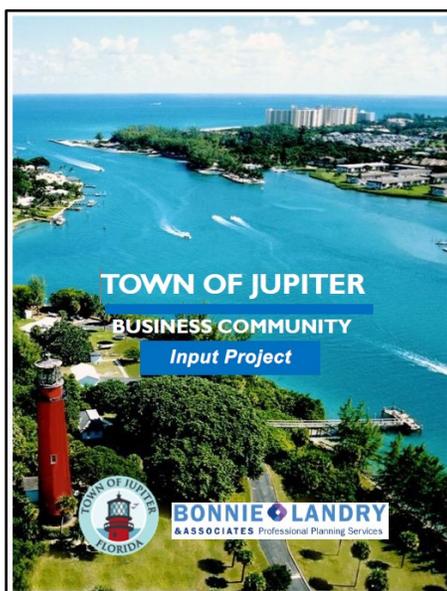
Community Engagement Documentation

The consultant will be responsible for documenting all community engagement activities and synthesizing public input into a comprehensive summary report. This includes:

- Detailed records of all public meetings, workshops, charrettes, and surveys conducted during the engagement process.
- Summaries of key themes, concerns, and priorities expressed by participants.
- Quantitative and qualitative analysis of survey responses and other feedback generated through the community engagement efforts.
- Preparation of a final Community Engagement Summary Report that includes narrative descriptions, visual documentation, and appendices as appropriate.

Deliverables:

- Meeting summaries and survey analysis
- Draft and Final Community Engagement Summary Report



IMPLEMENTATION AND TRAINING PLAN

BCLA will develop a phased adoption plan to implement the updated zoning framework, accompanied by training and informational materials for City staff. The plan will support a smooth transition to new regulations and build staff capacity for ongoing administration. The ramifications of Senate Bill 180 will be considered. To that end, the project team will create a list of codes that can be implemented immediately and those that will be drafted and shelved until Senate Bill 180 is no longer a factor.

Deliverables

- Phased adoption strategy for zoning and code updates
- Training materials and guidance for City staff
- User-friendly reference guides to support ongoing administration
- Recommendations for future refinements and monitoring

PHASE 3 MONITORING, EVALUATION, AND CONTINUOUS IMPROVEMENT

PERFORMANCE METRICS AND BENCHMARKING REPORT

BCLA, WSP & JSA will develop and recommend key performance indicators (KPIs) to track the new code's success at achieving its defined goals. This includes:

- Establish KPIs to measure the success of code updates over time and develop the metrics in consultation with the City and according to best practices. The project team will recommend metrics and organize as KPIs to track resilience, equity, and sustainability outcomes as well as general metrics such as the monthly numbers of applications by type, start-to-finish timeframes for review completions by application type, public comment frequency, customer satisfaction ratings and similar.
- Prepare a Performance Metrics & Benchmarking Report.
- Create a coordinated Annual Code Evaluation Template to support periodic reporting (see *this task later in Phase 3 for more details*).
- Develop and deliver a 4-hour virtual training session for staff on the use of the Annual Code Evaluation Template.
- Create at-a-glance and user-friendly factsheets for residents and developers, explaining the performance metric and benchmarking process.

Deliverables:

- KPIs for resilience, equity, and sustainability outcomes
- Performance Metrics & Benchmarking Report
- Annual Code Evaluation Template
- 2 4-hour staff training sessions
- Factsheets for residents and developers

ANNUAL ZONING CODE EVALUATION REPORT TEMPLATE

BCLA, WSP & Lehtinen-Schultz will develop an Annual Zoning Code Evaluation Report Template

This will include but not be limited to:

- Draft Template for City review and comment
- Review the Template and associated documentation for alignment with evolving State and Federal regulations. Suggest revisions and adjustments, as needed.
- Develop a monitoring dashboard tool to provide information needed by staff for annual reviews of the new code's performance. Use data sourced from the City and various technology (e.g., GIS, PowerBI) to create a dynamic online tool for staff.

Lehtinen-Schultz will provide the legal review of these documents and provide recommendations prior to submitting drafts to the City.

Deliverables:

- Template and associated documentation review for State and Federal alignment
- Monitoring dashboard tool

STAKEHOLDER FEEDBACK SUMMARY

Throughout the project, **BCLA** will compile documentation from all staff meetings, stakeholder meetings and public meetings including but not limited to emails, comment cards, online polling, live polling and workshop materials. Project lead will prepare an executive summary and full report with trends and recommendations. Backup materials will be provided as an appendix if requested (copies of emails, comment cards, sign in sheets).

Value Add: BCLA recommends a video diary for the project that provides dynamic first-hand accounts of how this code should change. We recommend interviewing stakeholders and compiling into a video which would be accessible from the project webpage which would publicize meetings and house draft documents. This optional service is not included in the cost estimate.

For an example of another video diary, please follow this link to the US-1 Congestion Management Project Video Diary: <https://martinmpo.com/us-1-congestion-management-public-outreach-study/>



US-1 Congestion Management Project - Open House
Comment Card

Name: Sarah

Phone:

Email:

Comments:

Please consider the following:
 reducing or closing off entrances or left hand turn lanes
 Sign sync the light & demand w/ traffic (w. band)
 There is usually a large backup from 4-corn.
 do all construction at night.
 work with businesses to encourage carpooling, esp with the amount of people commuting from DSL & Stuart.
 Work with specific employers (large employers) to reduce the
 give incentives to employees who car pool.
 Encourage employers to offer 4 day work weeks or
 stagger work hours (ie. 9am start?)
 offer incentives to businesses to put
 entrances in back of
 May 23, 2024 • 4:30pm-6:30pm
 Flagler Center
 201 SE Flagler Ave • Stuart, FL 34996
 Promote expanding Green River Parkway
 not sure if this is possible

Mt. Roaders are 195 Green River Pkwy, Ind. in Rivard.

US-1 CONGESTION MANAGEMENT STUDY

The public involvement portion of the US-1 congestion management study involved several key activities to engage the community and gather input. Elements of the public outreach process included the following:

- Formation of Project Advisory Committee (PAC)
- Presented at multiple Joint Advisory Committee meetings
- Hosted two public workshop events
- Stakeholder interviews and surveys
- Live polling during PAC meetings, Joint Advisory Committee meetings, and public workshops

To reach a wider audience, a project website was created on the Martin MPO's public website. This website served as a hub for information about the study, including upcoming public meetings and a survey where participants could share their experiences of traveling on US-1. The online survey was advertised on the MPO's website, at Advisory Committee meetings, and also through QR codes given to business owners and residents during stakeholder interviews. The survey contained 19 questions and was primarily used to capture feedback on existing conditions and commuting patterns of users. From May 24th - November 1st the survey recorded 273 total responses. A summary of survey results can be found in Appendix C. In addition to the online survey, live polling questions were broadcasted to the participants of several meetings including the PAC meetings, Joint Committee meetings, and public workshops. The poll consisted of eight (8) questions that intended to gather opinions about where traffic congestion was worse within the study area and which congestion management and safety strategies might be most effective. The full list of questions, and results of the polling are included in Appendix C.

The Project Advisory Committee consisted of professional stakeholders with continual involvement with traffic and engineering projects throughout Martin County. With the use of live polling and discussion during the PAC meetings, the participating members' knowledge of the existing transportation conditions within the study area was captured and helped identify accessibility issues and focus intersections or segments that informed multiple congestion management improvements. The agencies represented in the PAC are listed below:

- FDOT District 4 Safety
- Stuart Police Department
- Martin County Sheriff's Office
- Martin County School Board
- Martin County Growth Management Department
- Martin County Engineering Department

Activity 2: Interactive Site Planning Summary

As each group presented the building they constructed and discussed the above categories (building height, vertical parking, extra amenities, percentage of green space and the site plan restrictions) the joint committees were able to understand a variety of viewpoints. The joint meeting attendees communicated their comfort with a FAR of 1.5 and their understanding of how vertical construction allows for more green space. The participants constructed buildings ranging from 2 stories to 7 stories, sharing their desire for mixed use buildings with various amenities that enhance the public space, such as dining areas, gathering space, lush landscaping, dog parks, playgrounds, roof top amenities, and public art. Each is consistent with the amenities discussed in Activity 2 from this Workshop. This allowed the groups to deepen the discussion and explore how amenities could enhance a development site.

The participants expressed their enjoyment with the hands-on activity and appreciated the 3D demonstration of a 1.5 FAR. There was also a discussion about the importance of setbacks. The group stated that the setbacks are context sensitive and dependent upon the type of construction, building height, building design surrounding roadways, use of adjacent properties, landscaping and amount of open space. The topic of setbacks was also discussed in Activity 3, Questions 2, 4, and 8. Results from the live polling begin on page 18 of this Visioning Summary.

The majority of the participants were in favor of vertical parking and parking that wraps around a building. Most of the vertical parking that the participants constructed were 3 stories tall. The group recognized that vertical parking and wrap around parking free up more space for green space, gathering spaces and other amenities, that are consistent with the priorities for amenities desired with future development.

BONNIE LANDRY ASSOCIATES Professional Planning Services

TARGETED CODE AMENDMENTS

WSP will work with the City and BCLA team to propose a code amendment process that supports future targeted, adaptive code updates. The process will provide a framework for strategic and responsive code change, as new trends emerge and long-range goals shift. The process will position City staff to update code to address:

- Changing market conditions, community priorities, and development trends
- Feedback from performance monitoring and stakeholder engagement
- State or Federal regulatory changes.

The proposed process will be designed to correspond with the City's annual schedule of policy analysis. A detailed flow chart will be prepared to provide at-a-glance guidance for all involved in the annual process.

This will include

- Up to 8 hours of virtual meetings with City staff to inform code update process development, delivered in 2 hours blocks over three days.
- Agendas distributed in advance and followed with a brief meeting summary
- Based on information gathered in the meetings and findings from other interim deliverables, WSP will prepare a step-by-step guide to a new adaptive, targeted code update process. The guide will be written with City staff as the target audience. WSP will deliver a draft for client review, then a final product.
- A well-designed, accessible at-a-glance document will be prepared with members of the public, residents, and developers as the target audience. The document with graphics and diagrams will be ready for electronic distribution and posting to the project web page on the City's website.

Deliverables:

- Agendas and meeting summaries from virtual meetings with City staff
- Step-by-step guide of the targeted code amendment process
- Two-page at-a-glance of the targeted code amendment process including flow chart

Value Add: The Project Team recommends the City consider additional continuing services, to provide ongoing support to the City after closure of this project. This optional service is not included in the cost estimate.

TRAINING AND EDUCATIONAL MATERIALS

BCLA & WSP will develop and deliver a comprehensive suite of training and educational resources tailored to City staff, stakeholders, developers, and residents. These materials will be designed in user-friendly formats in plain language to provide clarity of practical applications of the new code.

Training Resources and User Guides

The team will produce a range of user-friendly materials to support different audiences and learning styles. These will include:

- Digital Tutorials and FAQs: Interactive, plain-language tutorials and frequently asked questions to help staff and the public navigate the updated zoning code and interactive map.
- Training Modules and E-Learning Materials: Structured training content for City staff, including self-paced modules and online resources to support onboarding and continued education.
- Plain-Language Handbooks: Easy-to-understand guides for developers and residents, explaining zoning concepts, procedures, and how to engage with the updated code.

Deliverables:

- Digital tutorials and plain-language FAQs for staff and the public
- Interactive training modules and e-learning materials for City staff
- Plain-language zoning handbooks for developers and residents

Training Sessions and Support

To complement the educational materials, the Project Team will provide direct training support for City staff. This includes:

- Up to 8 hours of in-person training sessions, delivered in 2–4 hour blocks over multiple days.
- Project Team members will facilitate each session, providing hands-on guidance and responding to participant questions.
- Sessions will be interactive and scenario-based, allowing staff to apply zoning code concepts in real-world contexts.

Deliverables:

- Up to 8 hours of in-person training session facilitation
- Training presentation materials and session documentation

GRAPHICS

WSP will develop a suite of graphics and digital tools that translate complex zoning information into accessible, engaging formats for a wide range of audiences.

Our approach of providing high-impact graphics will extend beyond typical mapping to include the development of charts, graphs, infographics, and clear language. These materials will illustrate zoning concepts, building forms, and land use regulations. They can be used during meetings and hearings to clearly communicate the zoning code updates to the public and elected officials, as well as be included in the zoning code itself.

The team will produce high-quality visual materials that illustrate key zoning concepts and support public understanding. These will include:

- GIS-Based Interactive Zoning Map: A dynamic, bilingual, mobile-friendly map that allows users to explore zoning districts, regulations, and land use designations.
- Diagrams and Renderings: Visual representations of building forms, setbacks, transitions, and other zoning elements to support interpretation and application of the code.
- Land Use and Form-Based Graphics: Illustrative diagrams that show how zoning regulations shape the built environment, tailored for both technical and public audiences.
- All graphics will be designed to be accessible across platforms and devices, with attention to clarity, usability, and bilingual presentation.

Project team members will utilize graphics programs, such as InfraWorks, Illustrator, SketchUp, and InDesign, to illustrate zoning concepts, building forms, and land use regulations. We will use these images to visually tell the stories that lie within the data. Prior to development of these, project team members will meet with Hollywood staff to understand their needs and the messaging desired. This process will be collaborative to ensure that all materials meet Hollywood’s standards and express the desired information.

The following images illustrate some of the capability that the project team can bring to this project. The combination of infographics, renderings, cross-sections, tables, and scenario calculations demonstrates were drawn from an assortment of different projects that the team has worked on assisting clients develop visions and redevelopments.

Deliverables:

- GIS-based interactive zoning map (bilingual and mobile-friendly)
- Zoning concept diagrams and building form illustrations
- Renderings of land use scenarios and regulatory applications
- Digital graphics package for use in presentations, training, and public outreach



ADMINISTRATIVE RULES DOCUMENT

BCLA & Lehtinen-Schultz will develop a procedural document that clarifies zoning application evaluations, variance processes, compliance monitoring, and public participation guidelines.

The team's attorneys will apply their knowledge of applicable case law and processes in various municipalities to suggest revisions to all applicable sections. Legal research as well as updated review of other municipalities' best practices will be implemented.

Deliverables:

- Technical memo with summary of findings from review of processes and related case law
- Procedural Rules Report

ADMINISTRATIVE RECORD

BCLA will prepare a complete digital collection of project materials, including reports, drafts, engagement summaries, visuals, and legal documentation compiled for internal City use and public access. The files will be made available on a secure cloud-based file server for the City to download.

Deliverables:

- Link to Administrative Record files for download

TIMELINE FOR COMPLETION*

Phase I Initial Zoning Review and Alignment with the Comprehensive Plan	
Project Tasks	Estimated Length of Time
Proposed Zoning Code Structure	3 months
Zoning Market Analysis Feasibility Findings and Recommendations	5 months
Conflicting Regulations Report	5 months
PDs/PUDs Analysis Report	3 months
SWOT Analysis Report	3 months
Variance Analysis Report	5 months
Legal and Best Practices Discussion Papers with Recommendations	6 months
Internal Stakeholder Engagement Summary	6 months

Phase II Zoning Code Modernization and Policy Development	
Project Tasks	Estimated Length of Time
Modernized Draft Zoning Code	6 months
Development Standards and Design Guidelines Matrix	1 month
Incentive Calibration Strategy	3 months
Scenario Testing Report	3 months
Updated Interactive Zoning Map	1 month
Community Engagement Summary	4 months
Implementation and Training Plan	3 months

Phase III Monitoring, Evaluation, and Continuous Improvement	
Project Tasks	Estimated Length of Time
Performance Metrics and Benchmarking Report	3 months
Annual Zoning Code Evaluation Report Template	2 months
Stakeholder Feedback Summary	2 months
Targeted Code Amendments	3 months
Training and Educational Materials	3-6 months
Graphics	Throughout Project
Administrative Rules Document	3 months
Administrative Record	1 week

*Many of these tasks will be accomplished concurrently. Therefore, total timeline of the project will not exceed the City's time estimate.

Exhibit C: Pricing Table

Instructions: The vendor will provide the length of time (in months) to complete EACH phase and ONE lump sum fee per phase. The fee must be inclusive of all phase deliverables.

IMPORTANT: YOU MUST PROVIDE A PRICE FOR EACH PHASE, DO NOT LEAVE ANY BLANKS

Phase	Task Deliverable	Length of Time (Months)	Total Fee (Lump Sum)
<p align="center">Phase I: Initial Zoning Review and Alignment with the Comprehensive Plan</p>	<p>Proposed Zoning Code Structure: An outline of the updated Zoning Code's organization and structure.</p>	<p align="center">36 <i>Many of these tasks will be accomplished concurrently . Therefore, total timeline of the project <u>will not exceed</u> the City's time estimate.</i></p>	<p align="right">\$ 185,386.15</p>
	<p>Zoning Market Analysis Feasibility Findings and Recommendations: A discussion pertaining to the findings of the market and economic analysis done for all City zoning districts. This will include recommendations for underperforming zoning districts, including the use of new or existing zoning tools and incentives.</p>		
	<p>Conflicting Regulations Report: A comprehensive analysis that identifies inconsistencies, contradictions, or ambiguities within the Zoning and Land Development Regulations and associated chapters of the Code of Ordinances. The report evaluates areas where regulatory language may create confusion, hinder efficient decision-making, or result in conflicting interpretations. The report must provide clear, actionable recommendations for text amendments to resolve the conflicts.</p>		
	<p>PDs/PUDs Analysis Report: A focused analysis of the City's existing PD/PUD practices, including an inventory of all districts and their applicable development regulations. The report should also compare these practices with the City of Miami's Special Area Plan process and recommend ways to adopt transparent PD/PUD procedures into the ZLDRs update.</p>		
	<p>SWOT Analysis Report: A Strengths, Weaknesses, Opportunities, and Threats analysis evaluating zoning challenges and opportunities. The SWOT analysis must include a jurisdictional scan of neighboring municipalities and recommendations for improving inclusive zoning practices.</p>		
	<p>Variance Analysis Report: A focused analysis of past variance approvals to identify trends and propose solutions to reduce reliance on variances.</p>		
	<p>Legal and Best Practices Discussion Papers with Recommendations: Reports highlighting innovative zoning tools and legal foundations for zoning reforms.</p> <p>Internal Stakeholder Engagement Summary: Documentation of internal stakeholder input gathered through meetings, interviews, and workshops.</p>		
<p align="center">Phase II: Zoning Code Modernization and Policy Development</p>	<p>Modernized Draft Zoning Code: A comprehensive draft of the updated zoning regulations, integrating modern tools like form-based codes, sustainability standards, and equitable zoning principles.</p>	<p align="center">27 <i>Many of these tasks will be accomplished concurrently . Therefore, total timeline of the project <u>will not exceed</u> the City's time estimate.</i></p>	<p align="right">\$ 144,047.30</p>
	<p>Development Standards and Design Guidelines Matrix: Matrix to demonstrate how to best align modern development standards with the goals and objectives of the city's urban design guidelines.</p>		
	<p>Incentive Calibration Strategy: A strategy to ensure development incentives produces the goals and objectives of the city's comprehensive plan and the urban design guidelines.</p>		
	<p>Scenario Testing Report: Results of scenario testing used to assess the practical application of proposed zoning regulations and recommend necessary adjustments.</p>		
	<p>Updated Interactive Zoning Map: An interactive, GIS-based zoning map that visually represents the zoning updates. Developed in collaboration with the City's GIS and Gridics teams.</p>		
	<p>Community Engagement Summary: Documentation of all community engagement activities and feedback, including summaries of workshops, surveys, and public meetings.</p> <p>Implementation and Training Plan: A phased adoption plan for updates to the Zoning and Land Development Regulations and associated chapters of the Code of Ordinances, including informational and training materials for City staff.</p>		
<p align="center">Phase III: Monitoring, Evaluation, and Continuous Improvement</p>	<p>Performance Metrics and Benchmarking Report: A report defining performance metrics and benchmarks to monitor the success of the Zoning Code post-implementation.</p>	<p align="center">16 <i>Many of these tasks will be accomplished concurrently . Therefore, total timeline of the project <u>will not exceed</u> the City's time estimate.</i></p>	<p align="right">\$ 167,486.90</p>
	<p>Annual Zoning Code Evaluation Report Template: Yearly reports assessing the effectiveness of the new zoning regulations, identifying areas for adjustment.</p>		
	<p>Stakeholder Feedback Summary: A summary report of ongoing feedback collected from stakeholders during the monitoring phase.</p>		
	<p>Targeted Code Amendments: Recommendations for any necessary zoning code amendments based on monitoring and evaluation findings.</p>		
	<p>Training and Educational Materials: Training resources, presentations, and user guides for City staff and stakeholders to ensure proper understanding and implementation of the updated Zoning Code.</p>		
	<p>Graphics: Visual representations, including diagrams, maps, and renderings that illustrate zoning concepts, building forms, and land use regulations.</p>		
	<p>Administrative Rules Document: A procedural document that clarifies zoning application evaluations, variance processes, compliance monitoring, and public participation guidelines.</p> <p>Administrative Record: A complete collection of project materials, including reports, drafts, engagement summaries, visuals, and legal documentation compiled for internal City use and public access.</p>		
<p align="right">Grand Total:</p>		<p align="right">\$ 496,920.35</p>	