



City of Fort Lauderdale • Procurement Services Division
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**BEST AND FINAL COST PROPOSAL
RFP #745-11393**

Cost to the City: Contractor must quote firm, fixed, annual rate for all services identified in this request for proposal. This firm fixed annual rate includes any costs for travel to the City. No other costs will be accepted. This firm fixed annual rate will be the same for the initial contract period.

Failure to use the City's COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.

TOTAL PROJECT COST: \$ \$197,000 (attach a breakdown of costs and suggested payment schedule and list staff hours, including hourly rates for each staff person dedicated to the project).

Proposer: Redevelopment Management Associates (RMA)

Signature: [Signature] Date: 6/11/2014

Print Name: Kim Briesmeister



Attached Cost Breakdown (to be paid monthly based on percentage complete):

Task 1: Design Standards and Plan Development \$89,000

Includes project objectives, due diligence, economic analysis, design analysis, and plan development.

Task 2: ULDRs \$38,000

Includes physical recommendations for architectural design and design standards into new zoning districts. It also includes the approval process.

Task 3: Public Involvement \$20,000

Includes two public presentations, an Idea Exchange open house event, stakeholder meetings, and on line survey, and a social media campaign.

Task 4: North Beach \$50,000

Includes finalizing the vision with due diligence, design analysis, and plan development, as well as new zoning districts, a public realm survey, and a special study for Breaker's Avenue.

Total: \$197,000

TEAM MEMBER	HOURLY RATE	STAFF HOURS
Principal	\$230	30
Director of Economic Development	\$185	62
Senior Engineer	\$195	96
Urban Designer III	\$135	389
Planner III	\$135	148
Planner I	\$105	154
Urban Designer I	\$105	258
Graphic Design Manager	\$95	372
Marketing Coordinator	\$95	8
Social Media Consultant	\$125	40
Renderer	\$130	77



**BEST AND FINAL QUESTIONNAIRE
RFP #745-11393**

Please clarify your scope of services to address the following:

- 1) Delivery of the implementation plan for the North Beach area including the following:
Immediate and long term public realm, infrastructure, and resiliency concepts to complement the design guidelines in a holistic approach and identification of specific capital improvements within the right-of-way, including:

- a. phasing plan identifying immediate, short term and long term projects and associated funding opportunities

RESPONSE: Phasing will be determined based using a two-pronged prioritization matrix. The first prong will include the master plan goal statements and a subset of corresponding criteria for achieving these goals. Projects will be ranked from 1-3 according to how well they meet each criteria. The second prong will address funding options and will identify specific funding sources and the criteria to qualify for funds. Projects with the highest ranking under both prongs will be in the first phase.

In terms of funding, we will start by examining opportunities to add high priority projects to the City's Capital Improvement Program. Other projects may be funded with bonds, federal funding and through partnerships with private developers. We will investigate funding opportunities at the federal, state and local levels.

- b. sustainable yet practical and feasible engineering solutions to address stormwater elements / flooding issues / availability of water supply

RESPONSE: RMA is aware that the City has numerous initiatives for sustainability and environmental protection that impact stormwater, flooding and water supply. RMA will work with the City's engineers to further define the impacts to the North Beach area as they are defined in the stormwater master plan. Including techniques in sustainability such as pervious pavements and bio-swales in addition to the traditional engineering solutions, like exfiltration trenches, will minimize total stormwater runoff and provide additional water quality. By using the City's GIS data and available building department information, the age of the stormwater elements in the North Beach area can be estimated and a proactive inspection program can be undertaken to prioritize maintenance as opposed to adding unnecessary expenditures.



RMA will review the potential for tidal control structures and stormwater pumping, similar to other barrier island solutions in Miami Beach and Pompano Beach for their impacts on the current flooding conditions.

More importantly, RMA understands the mid-term impacts of the impending FEMA "Coastal A" Zone study that will put additional restrictions on redevelopment as well the long term impacts of sea level rise as being studied by the Southeast Florida Climate Compact.

Finally, RMA will work in conjunction with the proposed water and sewer master plan update to develop accurate redevelopment population projections for the potential for additional water requirements.

At the same time, however, RMA recognizes the need to put water conservation into redevelopment plans and codes to make more of the current supply available to new projects. Examples include requirements for water reducing fixtures and more efficient mechanical system for cooling, to Florida Friendly landscaping in conjunction with stormwater harvesting to reduce irrigation consumption. Water demands are going to be the key limiting factor for Florida's future and RMA understands the cost feasible, environmental friendly and sustainable solutions necessary for success.

c. multi-modal mobility/transportation

RESPONSE: Our planners and engineers have general knowledge about transportation and mobility and will create design standards in consideration of street hierarchy and street types, traffic patterns, and multiple users. If a more robust analysis is required, RMA may subcontract with a transportation planner or engineer.

d. parking issues (existing back-out parking conditions and availability of parking)

RESPONSE: Our existing conditions analysis will include an assessment of existing parking conditions, available public and private spaces, both on-street and off street. If back-out parking is eliminated, the City must provide replacement parking. Our analysis will include a review of potential off-site parking solutions including additional surface parking, structured parking, and on-street parking.



- e. general cost estimates for capital improvements in the North Beach Village area

RESPONSE: RMA's engineer, Horacio Danovich, will evaluate costs and feasibility for capital improvements.

- f. detailed cost estimates for implementation of Breakers Avenue exemplary project

RESPONSE: More detailed cost estimates for Breakers Avenue will be conducted by RMA's engineer Horacio Danovich. If needed, we may subcontract with a cost estimating company to verify costs. It's important to note that cost estimates will fluctuate over time and the City should delay official cost estimates until they have identified a dedicated funding source and a construction timeline.

- 2) Give greater consideration that City staff will provide updated existing conditions text for the Central Beach area and base maps used for existing conditions analysis. Staff can also provide assistance with site visits, survey work/field visits, GIS mapping, etc.

RESPONSE: Our fee proposal reflects this additional assistance from City staff. We will need a thorough GIS database and will rely on the City to generate necessary mapping. We may also ask staff to prepare a photographic survey of each street and create a database of images for our team's use.

- 3) Communicating the existing master plan concepts including design guidelines to the public in order to obtain consensus from the development community, Fort Lauderdale Beach neighbors, including the Central Beach Alliance, and the City Commission.

Public outreach has already been conducted in determining the "vision" for the Central Beach area and general planning principles. Therefore, public outreach should focus on building consensus of design concepts for the entire Central Beach area, as well as the North Beach Village area.

City staff can provide assistance with public outreach, site visits, survey work/field visits, GIS mapping, etc.

RESPONSE: Being able to communicate the relationship between the existing concepts and guidelines with the proposed regulations to the public, to build consensus, begins with a true understanding of the community's vision and



underlying regulations. Our team will invest the time to thoroughly understand the vision and the feedback received thus far by the community to help the public visualize clearly the expected outcome. Our aim is “not to start from scratch” but instead to build upon the great work the City and the community has already done and support their vision.

We will rely on staff to advertise and organize public outreach efforts, solicit participation in community surveys, post outcomes and presentations on-line, generate newspaper articles to advertise meetings and message the intent of the master planning work.

- 4) Method for creating graphic images using latest graphic-design technologies to complete the user-friendly and form-based design guidelines.

RESPONSE: Our graphics always start with hand sketches of conceptual ideas generated during the site and building analysis phase. Once the initial concepts are confirmed, we can determine the palette of appropriate building typologies to be drawn in Auto Cad. Drawings will illustrate precise lot and building standards by building type. We will also use Sketchup modeling for 3d visualization of auto cad drawings. This is useful when presenting zoning concepts to the public. Final design guidelines will be created using Adobe In-Design for graphic illustration and layout of standards. Additional graphics will provide overall plan graphics to illustrate height, density, street hierarchy, street connectivity, open space, and uses.

- 5) Can you provide examples of resilience measures incorporated into a master plan?

RESPONSE: Typically resilience refers to withstanding environmental changes related to sea level rise, storm surges and wind storms. This is most immediately addressed by increasing the minimum ground floor building elevation and requiring breakaway structures on the ground floor of buildings which are in the Coastal High Hazard area. We are currently addressing this in Pompano Beach for new commercial projects along the beach. Team member Melissa Hege helped to address similar issues, prior to working at RMA, for Hollywood Beach once changes in flood maps meant that all new structures with “habitable space” on the ground floor would be forced to elevate their first floor from three to eight feet above the Boardwalk. This meant that restaurants, retail and residential uses, which were all considered “habitable space” could not be flush with the sidewalk and could have been devastating to the public realm that makes Hollywood Beach so unique. The City successfully lobbied Tallahassee to change the definition of “habitable space” to exclude retail and restaurant. New retail spaces are required to have breakaway structure on the ground floor and restaurants are required to have their kitchens on the second floor to minimize damages in case of flooding.



Resilience can also refer to economic resilience. RMA specializes in creating places based on available real estate and nuances in the market. Our solutions are long term as evidenced by successful work on Atlantic Avenue in Delray Beach, Downtown Hollywood, the Northwest Progresso CRA in Fort Lauderdale, and West Palm Beach. As an example, in a newer venture, we have revitalized Northwood Village in West Palm Beach and set annual goals for tenant mix to ensure a specific balance of tenants and uses.

- 6) Who on the team will be the primary presenter at public meetings?

RESPONSE: Natasha Alfonso

- 7) What role and level of involvement will the firm's partners/principals have in this project?

RESPONSE: Principals will oversee and provide expertise related to redevelopment and financing and also design solutions. They will also attend some meetings with stakeholders and the client.

- 8) What involvement did RMA have specifically when referring to the Pompano Beach improvement project?

RESPONSE: RMA completely managed and oversaw the entire beach redevelopment project including marketing and communications, funding and visioning. More specifically, RMA:

- Developed the vision for the redevelopment of the Beach
- Developed the vision and criteria for the streetscape improvements
- Wrote the RFP and specifications
- Hired and managed the contractor in charge of design development and construction of the streetscape improvements
- Analyzed costs
- Funded and financed the project
- Issued bond and oversaw dispersion of the bond
- Stayed on time and within budget
- Analyzed existing parking conditions and needs assessment
- Determined Parking Enterprise Fund was needed
- Managed a year-long process to work with the City's legal and finance department with ultimate approval by City Commission to establish the Parking Enterprise Fund
- Created the Parking Enterprise Fund as new funding source
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- Coordinated community outreach to ensure construction was conducted smoothly
- Mitigated businesses affected by construction with marketing and public relations activity
- Utilized the new brand concept on banners and signage

9) What visual (or 3D) tools are included within the proposed scope to help demonstrate the code and design changes to the public?

RESPONSE: Sketchup modeling for building typologies and lot diagrams to demonstrate basic form and massing as well as computer animated 3d renderings (photorealistic) to demonstrate the character of the area.

10) What funding mechanisms will be explored (or likely proposed) as part of implementing the Breaker's Avenue plan?

RESPONSE: We will examine opportunities to first add the project to the City's Capital Improvement Program. We will investigate funding opportunities at the federal, state, and local levels including bonds and partnerships with private developers.