

#26-0072

TO:	Honorable Mayor & Members of the Fort Lauderdale City Commission
FROM:	Rickelle Williams City Manager
DATE:	January 6, 2026
TITLE:	Resolution Providing Notice of the Decision to Proceed with the Unsolicited Proposal Submitted by (

Recommendation

For purposes of this action, the "highest-ranked proposer" refers to the proposer determined by the City Commission to be most advantageous to the City based on its comparative evaluation of the unsolicited proposals, taking into consideration project scope, financial structure, risk allocation, and other factors deemed relevant by the City Commission.

Following a comparative evaluation of the unsolicited proposals and follow-up documentation pursuant to the City's standardized baseline assumptions, the staff recommendation regarding proposer ranking, as described further below, is advisory in nature and intended to inform, but not limit, the City Commission's determination.

Background

Holiday Park, considered as one of Fort Lauderdale's signature parks, is home to a wide variety of recreational amenities and facilities including the Parker Playhouse, FTL War Memorial Auditorium, Baptist Health IcePlex, Jimmy Evert Tennis Center, and soon the YMCA and Broward Health free-standing emergency department. To address growing parking demand, City staff initiated a Design Criteria Package (DCP) in 2023 for a new parking structure in Holiday Park. City staff presented parking garage concept options to the City Commission on January 22, 2025 (CAM #25-0032). Following this update, the City Commission directed staff to advance concepts for a surface parking lot on the south parcel. Consistent with that direction, City staff suspended further efforts on the previously contemplated parking garage concept.

On March 7, 2025, the City received an unsolicited proposal from Holiday Park Parking Partners LLC. A revised proposal was submitted by the proposer on April 10, 2025.

On May 5, 2025, the City received a separate unsolicited proposal from Park Place Garages LLC. City staff determined that both proposals met the statutory definition of a "qualifying project" under Section 255.065, Florida Statutes, and that each included the required \$25,000 application fee.

On May 20, 2025, during the City Commission Conference Meeting, staff presented an update on the Holiday Park parking initiative, including a high-level overview of the two (2) unsolicited proposals (CAM #25-0571). At that meeting, the City Commission requested that City staff further evaluate the unsolicited proposals and provide a comparative analysis prior to the City Commission's summer recess.

City staff met separately with representatives from Holiday Park Parking Partners LLC on June 6, 2025, and with representatives from Park Place Garages LLC on June 10, 2025. The meetings were limited to clarifying key aspects of the proposals, general business terms, and ensuring a mutual understanding of anticipated timelines and deliverables. City staff provided the City Commission with an update on the status of the unsolicited proposal evaluation at the June 30, 2025, City Commission Conference Meeting (CAM #25-0656).

On June 30, 2025, during a City Commission Conference Meeting, the City Commission requested that City staff prepare a walk-on resolution for the City Commission Regular Meeting to accept the two (2) existing unsolicited proposals and establish a forty-five (45)-day competition period following publication, consistent with the timeframes as authorized under Section 255.065, Florida Statutes. The walk-on resolution (CAM #25-0550) was approved that evening. The forty-five (45)-day competition period commenced on July 8, 2025, and closed on August 22, 2025, at 5:00 p.m. During the competition period, the City received one (1) additional proposal from G3 Development and one (1) revised proposal from Park Place Garages LLC. On August 25, 2025, staff advised the City Commission of the three (3) unsolicited proposals received during the statutory competition period via Letter to the Commission No. 25-155 and confirmed that the proposals had been made publicly available online on the City's project website.

On September 3, 2025, the City Commission approved a motion to terminate for convenience, the Bermello, Ajamil & Partners, LLC agreement related to the Holiday Park Garage Design Criteria Package (CAM #25-0773). Consistent with prior City Commission direction, City staff continued to advance the surface lot through a design task order with Kittleson and Associates. The surface lot design is substantially complete and the conceptual site plan is included as Exhibit 5.

City staff engaged PFM Financial Advisors (PFM) to provide third-party, advisory support in connection with the review of the three (3) unsolicited proposals. The scope of work included conducting a comparative review of the unsolicited proposals and preparing side-by-side comparative summaries of each submission to inform staff's evaluation. The review included a comparative assessment of developer and project attributes (such as parking spaces, ancillary development, and costs), financial structure assumptions, and the preparation of comparative matrices to facilitate review. PFM also conducted preliminary financial due diligence and high-level financing analyses. PFM reviewed ownership structures, key business terms, asset control, and risk allocation, and reviewed financial pro formas to inform staff's understanding of potential project considerations and City impacts. PFM prepared an executive-level summary of its advisory work, which was incorporated into materials presented by staff to the City Commission, as requested.

On December 2, 2025, the City Commission approved a resolution appointing law firm Greenberg Traurig, P.A. as special counsel in connection with the Public Private Partnership (P3) project for the Holiday Park Parking Garage (CAM #25-0898).

The December 16, 2025, City Commission Conference Meeting agenda included presentations from City staff, PFM, and the three (3) proposers (CAM #25-1057) regarding the project history, key considerations, and the proposers' qualifications, experience, and proposed methodologies. During the City Commission Regular Meeting the City Commission deferred any decisions to the January 6, 2026, Regular Meeting and requested that City staff meet with the proposers and standardize pricing information for comparability purposes.

On December 22, 2025, City staff met virtually with each proposer individually to outline next steps in the process and provide an overview of a forthcoming letter that would include a Project Confirmation Sheet. During the meetings, the proposers provided process-related feedback, asked questions regarding the forthcoming Project Confirmation Sheet and confirmed their understanding of the anticipated timelines.

On December 23, 2025, City staff issued a letter to each of the developers which included a Project Confirmation Sheet. In addition, City staff issued Letter to the Commission (LTC) No. 25-285 advising the City Commission of the correspondence. As provided to each proposer, the Project Confirmation Sheet established a standardized set of baseline parameters applicable to all proposers, including parameters related to the parking garage, surface parking lot and Fire Rescue/EMS substation components of the project:

- 1. General Assumptions The developer shall provide the all-in capital delivery cost for each of the three (3) below referenced project components. The cost estimates should include any profits, overhead, or other cost factors associated with the project. As the City is evaluating self-financing the project, and to mitigate any price variability based on the cost of capital, each response should not include the cost for the developer to finance the project. The cost should not include any additional/optional cost factors such as a solar array, vertiport, or any expenditures that the developer would be responsible for. Pricing shall be limited to capital delivery costs only, and shall exclude optional or elective features, design enhancements, lifecycle or operating costs, future expansion allowances, and any specialty equipment not expressly included in the City's standardized baseline assumptions. The timeline should be based on the date that the City provides a Notice to Proceed, which will be the date an agreement is executed for the work to be performed.
- 2. Parking Garage Free-standing parking garage located directly east of Parker Playhouse consisting of 1,000 parking spaces. The cost for the garage should include all direct capital costs associated with the planning, design, and construction of a free-standing parking garage, including the structural framework, decks, ramps, required building systems (e.g., elevators, lighting, ventilation, electrical systems) and landscaping necessary for turnkey delivery. The project cost shall include the garage structure, required building systems and components, landscaping, and any other considerations necessary for turnkey delivery. The project cost should be reflective of the proposal submitted with enhanced landscaping and exterior facades to align with the surrounding environment. The project cost should not include any optional or elective features or enhancements such as solar arrays, vertiport, or any expenditures that the developer would be responsible for. The Developer shall confirm the anticipated timeline for substantial project completion, with such timeline to commence upon issuance of a Notice to Proceed following execution of the Comprehensive Agreement.
- 3. Surface Parking Lot Stand-alone surface parking lot located south of SE 8 Street (Nininger Drive) and west of G. Harold Martin Drive. The construction cost should be based on the City-provided parking lot preliminary design and the 60% design plan Opinion of Probable Cost (OPC) which incorporates approximately 292 parking spaces. The developer should include all direct capital costs associated with construction of the surface parking lot based on the pay items including in the OPC. The Developer shall confirm the anticipated timeline for substantial project completion, with such timeline to commence upon issuance of a Notice to Proceed following execution of the Comprehensive Agreement.

4. Fire Station - For purposes of comparative pricing only, the City is seeking an assumed 8,000 square feet Fire/EMS station integrated within the parking garage footprint. The square footage reference is intended solely to support normalization of costs across proposals. For comparative pricing purposes, the proposer may assume a configuration generally consistent with a Fire/EMS facility. For pricing normalization, such a configuration may include two (2) bays, sleeping quarters with seven (7) bunks, two (2) administrative offices, and support spaces including limited restrooms with to showers. shared (kitchen/dining/dayroom), fitness center/gym, and operational support spaces as further defined in Attachment 2. The developer shall provide the cost to deliver a Fire/EMS station per the specifications included above and the associated timeline for completion. Additional considerations, such as the alerting systems, specialized equipment, and other project-specific features, shall be excluded from the cost estimate and will be addressed during the subsequent design phase or addressed through an interim or comprehensive agreement.

On December 30, 2025, each proposer submitted its Project Confirmation Sheet. City staff met virtually with each proposer individually to confirm and clarify the submitted Project Confirmation Sheets and ensure a mutual understanding of the standardized baseline parameters. For comparative purposes, each proposer provided a cost-perspace; however, staff independently verified these figures by dividing the total proposed cost for each component by the corresponding number of spaces. Minor rounding differences were identified between proposer-stated and staff-calculated amounts, but none materially impacted the total project cost. The three (3) Project Confirmation Sheets are included as Exhibit 6 and are summarized below for informational and comparative purposes based on the City's standardized baseline parameters.

SUMMARY	G3 Development	Holiday Park Parking Partners	Park Place Garages
Parking Garage	\$22,339,823	\$31,387,011	\$26,588,211
Parking Lot	\$3,666,585	\$3,421,511	\$3,500,000
Fire/EMS Station	\$8,924,951	\$7,096,000	\$6,522,286
Total Cost	\$34,931,359	\$41,904,522	\$36,610,497

PARKING GARAGE	G3 Development	Holiday Park Parking Partners	Park Place Garages
Cost*	\$22,339,823	\$31,387,011	\$26,588,211
Number of Spaces	1,000	1,000	1,000
Cost Per Space*	\$22,339.82	\$31,387.01	\$26,588.21
Timeline**	11	9	12

^{*}Includes a 5% contingency amount

^{**}Number of months from the Notice to Proceed (Construction Only)

PARKING LOT	G3 Development	Holiday Park Parking Partners	Park Place Garages
Cost*	\$3,666,585	\$3,421,511	\$3,500,000
Number of Spaces	292	292	292
Cost Per Space*	\$12,556.80	\$11,717.50	\$11,986.30
Timeline**	2	6	3

^{*}Includes a 5% contingency amount

^{**}Number of months from the Notice to Proceed (Construction Only)

FIRE/EMS STATION	G3 Development	Holiday Park Parking Partners	Park Place Garages
Cost*	\$8,924,951	\$7,096,000	\$6,522,286
Square Footage	8,000 sq. ft.	8,000 sq. ft.	8,000 sq. ft.
Cost Per Foot*	\$1,115.62	\$887.00	\$815.29
Timeline**	12	11	14

^{*}Includes a 5% contingency amount

City staff recommend that the City Commission consider two (2) primary factors in evaluating the project. The first factor is the capital cost and associated funding sources required to deliver the project, which will vary depending on the project components the City Commission elects to advance, including (i) the parking garage only; (ii) the parking garage with the surface lot; or (iii) the parking garage, surface lot, and Fire/EMS substation. The second factor is the operational and maintenance considerations associated with the project, including staffing, equipment, utilities, lifecycle replacement, and other ongoing operational requirements.

The following information is provided as additional background to assist the City Commission with its evaluation and determination of next steps:

Funding Sources and Financial Considerations:

 Parking Fund Overview – The Parking Fund is a self-supporting enterprise fund and is funded exclusively through user-based revenues, including parking meters, permit sales, and citations. Parking operations, including, garage and lot maintenance, parking enforcement, administrative support, and operational staffing are funded solely through these revenues and do not rely on ad valorem tax support.

In FY 2026, the Parking Fund is projected to generate \$28.4 million in revenue, against projected annual operating expenses of \$24.5 million. Net operating revenues are retained within the Parking Fund and have historically been used to support major capital reconstruction and rehabilitation projects for City parking assets. Recent capital appropriations funded through the Parking Fund include improvements to the City Hall Parking Garage, construction of the Federal Courthouse Garage, Las Olas Garage façade lighting improvements, and parking meter technology upgrades.

^{**}Number of months from the Notice to Proceed (Construction Only)

 Fire Station Operational Considerations – General Fund support will be needed for the fire station component of the project. At inception, staffing for the station will be drawn from existing units, which will allow for a more efficient geographical response. Any future staffing needs will be incorporated into the City's long range financial sustainability plan based on trends in population growth.

Preliminary costs include the following:

- Fire station buildout (beyond a baseline shell), is estimated at \$2.0 million, which includes the equipment and furniture needed to create a fully functional fire station.
- Ongoing fire station operating expenses, which include the utilities, janitorial services, routine maintenance, and other operating costs needed to support continued operations.

Future staffing costs to onboard new units include the following considerations:

 Full Station Staffing Expense – Adding both a fire suppression unit and a rescue unit to the station will result in \$7.3 million in year-one costs and \$5.7 million in ongoing staffing.

FULL STATION EXPENSE	Year One Cost	Ongoing Costs
Staffing	\$5,098,907	\$5,348,882
Vehicle Purchases	\$1,707,883	
Ongoing Vehicle, Equipment, and Operating Expenses*	\$452,983	\$343,608
Total Costs	\$7,259,773	\$5,692,490

 EMS Substation Expense - Adding a rescue unit to the station will result in \$3.2 million in year-one costs and \$2.7 million in ongoing staffing.

EMS SUB STATION EXPENSE	Year One Cost	Ongoing Cost
Staffing	\$2,433,323	\$2,549,020
Vehicle Purchase	\$559,334	
Ongoing Vehicle, Equipment, and Operating Expenses*	\$250,200	\$162,095
Total Costs	\$3,242,857	\$2,711,115

 Fire Assessment Fee Considerations - The City currently funds a portion of the Fire Rescue Department through the Fire Assessment, which is a non-ad valorem special assessment used to fund fire rescue services and first-response rescue services, also referred to as "Basic Life Support" services. The Fire Assessment cannot be used to fund Emergency Medical Services (EMS), also referred to as Advanced Life Support (ALS).

The staffing costs for units that are primarily used for fire suppression are 100% recoverable under the Fire Assessment, this includes Engines and Ladders. Under the City's current staffing model, rescue vehicles (ambulances) are assumed to be staffed by two (2) EMS personnel and one (1) fire rescue personnel. As a result, only one-third of EMS staffing costs would be recoverable under the Fire Assessment. Capital expenses, such as the fire station build-out cost, would be 67% recoverable under the Fire Assessment based on the existing administrative factor, as outlined in the Fire Rescue Assessment Program Update completed by Stantec Consulting (CAM #25-0433).

The next three (3) years of planned Fire Rescue Department capital projects include Fire Station #117 (i.e., the Heron Garage Full-Service Substation), Full-Service Substation #88, and Fire Station #13, which are built into the existing Fire Assessment rate. The City uses a three-year average of allocated project costs to gradually recover anticipated capital expenses and avoid rate spikes in the assessment program.

Fiscal Year (FY) 2028 will be the first year that the Fire Assessment fee will be used to offset salary expenses for the twenty-eight (28) firefighters currently supported by the Staffing for Adequate Fire and Emergency Response (SAFER) grant. If the City intends to maintain full cost recovery under the Fire Assessment, any increase in service levels will result in a higher fire assessment rate.

<u>Development and Urban Density:</u>

- The Downtown Regional Activity Center is the zoning district adjacent to Holiday Park that has experienced the greatest growth and has the potential for significant development.
- In the last ten (10) years Flagler Village (Broward Boulevard going north to Searstown and from Andrews Avenue east to Federal Highway) has had approximately 3,234 dwelling units built. Another 2,345 dwelling units are under construction and 7,430 dwelling units have received a development permit but are not yet under construction. While new projects are being proposed and approved for development, not as many are transitioning to the construction phase as quickly as in the recent past.
- Planning initiatives such as the Geller Amendment and the State of Florida's Live Local Act should factor into the growth potential for the area adjacent to Holiday

Park as well as within a reasonable radius of the site. Both policies have permissive regulations for height and density and have the potential to add density along major transit routes such as Sunrise Boulevard and Federal Highway.

The City's development review process for all proposed developments includes a review of the infrastructure that will serve a proposed development. Aspects such as water and wastewater capacity, roadway level of service, and fire services are part of the evaluation to determine if a proposed project meets the adequacy requirement of the City's Unified Land Development Regulations.

Fire/EMS Station:

As continued growth occurs within the City's urban core, including the development of multiple high-rise residential projects, it is appropriate to consider the potential impacts on emergency response times. The City of Fort Lauderdale Fire Rescue Department continues to experience increased service demands driven by population growth, high-rise development, and expanding commercial activity. In response to these conditions and as part of the City's ongoing public safety infrastructure planning, construction has been initiated on two (2) new Fire/EMS stations, as detailed below, to improve coverage in areas where response times and service demand have been identified as elevated, and where additional growth is anticipated.

The National Fire Protection Association (NFPA) publishes industry benchmarks indicating a target first fire engine arrival time of approximately four (4) minutes and an overall response time of approximately six (6) minutes. Currently, 90th percentile response times near Holiday Park and Flagler Village, as shown in Exhibit 7, are nine minutes and fifty seconds (9:50) and nine minutes and thirty-one seconds (9:31), respectively, above NFPA standards and not including the time needed for vertical responses. High-rise buildings introduce additional challenges beyond traditional traffic and horizontal travel; crews must account for vertical response, navigating elevators and stairwells, which add time before lifesaving operations can begin. Additionally, a new free-standing emergency room is being built in this area, which will generate EMS calls that do not currently exist.

To assist in mitigating coverage and response time challenges, current Fire/EMS station projects are in progress as listed below:

• Station 88 (507 SE 11th Court) - Construction is scheduled to commence later this year with completion anticipated in late 2027. Upon becoming operational, Station 88 is expected to improve coverage within the Rio Vista neighborhood and support continued growth in the downtown. At initial occupancy, Station 88 is planned to house a single rescue company with the facility designed to accommodate future expansion as service demand increases. Equipment and personnel associated with this station were placed into service in 2024 and are currently operating from Station 2 (528 NW 2nd Street). Upon completion of the facility, operations will transition to the new station location.

 Station 117 (216 SE 8th Avenue) - Approved in 2023 as a Public-Private Partnership with Las Olas Parking Solutions, LLC, Station 117 is intended to improve service coverage to the Las Olas Isles and Victoria Park neighborhoods. Fire apparatus for this station was purchased in 2024, and staffing plans currently contemplate the addition of fourteen (14) personnel upon completion of the facility.

Each new station will be accompanied by a workload review to ensure resources are deployed where demand is greatest and that operational balance is maintained across the department. The construction of these stations will close critical coverage gaps, eliminate high-risk zones , and position the City to meet the evolving needs of our community.

Parking Operations:

- The Parking Services Division of the Transportation and Mobility Department manages, operates, and maintains approximately 10,900 parking spaces citywide, including four (4) garages and thirty-two (32) surface parking lots. The Division employs sixty-nine (69) full-time staff responsible for the daily operation and maintenance of these facilities.
- The Parking Fund's FY 2026 Adopted Budget is \$32,659,063. The Parking Fund maintains a capital budget of up to \$4,200,000 which is allocated toward expanding parking capacity, improving facility quality and the overall parking experience, investing in smart-parking technologies, and expanding electric-vehicle charging infrastructure. Depending on the scope and complexity of each project, capital development and maintenance work is performed by a combination of internal staff and outside contractors.
- With support from internal teams and a combination of consultants and contractors, the Parking Services Division recently completed a major structural restoration of the City Hall parking garage, totaling approximately \$2,000,000. In 2023, the Division completed approximately \$3,000,000 in structural repairs at the Riverwalk Center parking garage.
- Current initiatives include replacement of the façade lighting system at the Las Olas garage (approximately \$1,200,000) and implementation of smart-parking technology intended to reduce the environmental impact of drivers searching for available spaces while enhancing customer service. Parking Services has also implemented an electric-vehicle charging program and continues to expand its electric-vehicle charging infrastructure across City parking facilities.
- City staff recommend that the Parking Services Division operate and maintain the Holiday Park parking garage and surface parking lot. As part of this operational approach, City staff further recommend that these parking facilities be programmed to charge parking fees in order to generate revenue to offset the costs associated with construction, operation and ongoing maintenance. The parking

fees would be designed to reflect and meet the needs of the various Holiday Park facilities, which may include a combination of hourly parking, parking permits, resident rates or resident exemptions, and event-related parking.

 For comparative purposes only, application of the City's existing ordinance at Holiday Park would result in an hourly rate of \$3.00 with a resident rate of \$1.50.
If the City Commission elects to advance the parking components of the project, City staff, in coordination with the selected proposer, will conduct a comprehensive parking study and present potential parking fee scenarios to the City Commission for consideration in advance of construction.

Recommendation (continued from above)

It is recommended that the City Commission adopt a resolution determining the highest-ranked proposer (and second and third ranked proposers) for purposes of initiating negotiations pursuant to Section 255.065, Florida Statutes, and authorizing the City Manager to proceed with negotiations, beginning with the highest-ranked proposer.

Based on the comparative evaluation of the unsolicited proposals under the City's standardized baseline assumptions, as confirmed through the Project Confirmation Sheet process to eliminate elective features and normalize pricing across proposals, and recognizing that all proposers are qualified and capable of delivering the project, G3 Development is recommended as the highest-ranked proposer due to its lowest overall capital cost (in aggregate) across all project components evaluated on a normalized and comparable basis.

Each proposal included a consistent five percent (5%) contingency, further supporting the reasonableness and comparability of the pricing. In addition, the schedule differences among the proposals were determined to be immaterial for purposes of ranking, and the recommendation is therefore driven by overall cost efficiency under standardized assumptions rather than qualifications or delivery timelines. **Overall, G3 Development offers the most financially prudent option while still delivering a quality project within a practical implementation timeline.**

City staff further recommend that the project parking facilities be programmed to charge parking fees in order to generate revenue to offset the costs associated with construction, operation and ongoing maintenance.

As noted above, the staff recommendation of G3 Development as the highest-ranked proposer is advisory in nature and intended to inform, but not limit, the City Commission's determination.

Based on the extensive project history, standardized comparative pricing submissions, staff and consultant evaluations, operational and funding considerations, and the broader policy and public safety context outlined above, the City Commission deliberated, and the final ranking of the three (3) proposers is as follows:

1		
01/06/2026		
CAM #26-0072		

۷		-
3		_

The City Commission accepts the evaluation and ranking of the unsolicited proposals and authorizes the City Manager to enter into negotiations with the highest ranked proposer (_________) of a proposed Interim and/or Comprehensive Agreement. Upon the recommendation of the City Manager, the City Commission may terminate negotiations with the highest-ranked proposer and direct the City Manager to initiate negotiations with the second-ranked or subsequent-ranked proposer, in the order consistent with the procedure in Section 255.065, Florida Statutes, and as defined within.

If and when a proposed interim and/or a comprehensive agreement is negotiated, the City Manager will present the proposed agreement to the City Commission for review and consideration. Pursuant to Section 255.065, Florida Statutes, the approval of the qualifying project by the City of Fort Lauderdale is subject to entering into a comprehensive agreement. Until such time as a comprehensive agreement is approved and executed, the City of Fort Lauderdale retains the right to discontinue negotiations or decline to proceed with any proposals.

Resource Impact

There is no fiscal impact associated with this action as any City obligations will be determined during the project negotiations and brought forward to the City Commission for consideration as part of the interim and/or comprehensive agreement approval process.

Strategic Connections

This is a Fiscal Year (FY) 2026 Commission Priority, advancing Public Spaces and Community Initiatives.

This item supports the 2029 Strategic Plan, specifically advancing:

• The Public Places Focus Area, Goal 5: Build a beautiful and welcoming community.

This item advances the Fast Forward Fort Lauderdale 2035 Vision Plan: We Are Here.

This item supports the Advance Fort Lauderdale 2040 Comprehensive Plan specifically advancing:

- The Public Places Focus Area
- The Parks, Recreation & Open Spaces Element
- Goal 1: Be a community where persons of all ages are able to partake in a fun and healthy lifestyle

Attachments

Exhibit 1 – G3 Development Unsolicited Proposal

Exhibit 2 – Holiday Park Parking Partners LLC Unsolicited Proposal

Exhibit 3 – Park Place Garages LLC Revised Unsolicited Proposal

Exhibit 4 – PFM Financial Advisors Report

Exhibit 5 – Holiday Park Parking Surface Lot Design

Exhibit 6 – Project Confirmation Sheets (All Proposers)

Exhibit 7 – 2025 EMS Response Times

Exhibit 8 – Resolution

Prepared by: Ben Rogers, Assistant City Manager

Angela Salmon, Program Manager, Office of Real Estate

Yvette Matthews, Assistant City Manager Chris Cooper, Deputy City Manager

Stephen Gollan, Fire Chief

Milos Majstorovic, Transportation and Mobility Department

Susan Grant, Special Advisor

Charter Officer: Rickelle Williams, City Manager