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# CENTRAL BEACH MASTER PLAN

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RFP #745-11393

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**SUBMITTED BY:**  
Redevelopment Management Associates, LLC  
3109 E. Atlantic Blvd. Suite B  
Pompano Beach, FL 33062  
Contact: Alicia Alleyne  
954.695.0754  
Alicia@rma.us.com

**PREPARED FOR:**  
City of Fort Lauderdale  
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Procurement Services  
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BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: Christopher Brown (signature) 4/22/14 (date)

Name (printed) Christopher Brown Title: Principal  
Company: (Legal Registration) Redevelopment Management Associates

**CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).**

Address: 3109 B East Atlantic Blvd  
City: Pompano Beach State: FL Zip: 33062  
Telephone No. 954-458-0754 FAX No. 954-288-2081 Email: Chris@rma.us.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): \_\_\_\_\_  
Payment Terms (section 1.04): \_\_\_\_\_ Total Bid Discount (section 1.05): \_\_\_\_\_

Does your firm qualify for MBE or WBE status (section 1.09): MBE \_\_\_\_\_ WBE   
ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No. \_\_\_\_\_ Date Issued \_\_\_\_\_  
P-CARDS: Will your firm accept the City's Credit Card as payment for goods/services?  
YES \_\_\_\_\_ NO

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS. If this section does not apply to your bid, simply mark N/A in the section below.  
Variances: \_\_\_\_\_

revised 11-29-11

BID PROPOSAL SIGNATURE PAGE

## PART VII - PROPOSAL PAGES – COST PROPOSAL

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).

### TASK 1: DESIGN STANDARDS AND PLAN DEVELOPMENT \$89,000

Described in Tab 5 part 1 and includes project objectives, due diligence, economic analysis, design analysis, and plan development.

### TASK 2: ULDRS \$38,000

This is described in Tab 5 part 2 and includes physical recommendations for architectural design and design standards into new zoning districts. It also includes the approval process.

### TASK 3: PUBLIC INVOLVEMENT \$25,000

Described in Tab 5 part 3 and 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 \$45,000

Described in Tab 5 part 3 and 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	12
Director of Economic Development	\$185	64
Senior Engineer	\$195	76
Project Manager III	\$135	283
Urban Designer III	\$135	256
Planner III	\$130	32
Planner I	\$105	162
Urban Designer I	\$105	258
Graphic Design Manager	\$95	378
Marketing Coordinator	\$95	14
Social Media Consultant	\$125	40
Renderer	\$105	76

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

- 3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).
- 3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

<u>NAME</u>	<u>RELATIONSHIPS</u>

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

STATEMENT OF  
NON-COLLUSION

**LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT**

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm its local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) \_\_\_\_\_ Business Name  
 is a **Class A Business** as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(2) \_\_\_\_\_ Business Name  
 is a **Class B Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and their addresses shall be provided within 10 calendar days of a formal request by the City.

(3) Redevelopment Management Associates  
 Business Name  
 is a **Class C Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

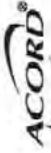
(4) \_\_\_\_\_ Business Name  
 requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(5) \_\_\_\_\_ Business Name  
 requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

(6) \_\_\_\_\_ Business Name  
 is considered a **Class D Business** as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2, and does not qualify for Local Preference consideration.

BIDDER'S COMPANY: Redevelopment Management Associates  
 AUTHORIZED COMPANY PERSON: Christy J. Jones NAME SIGNATURE DATE

LOCAL VENDOR  
 PREFERENCE



**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
8/20/2013

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

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

PRODUCER Hayward Brown - Flagler, Inc. 3200 E. Moody Blvd. P. O. Box 1669 Bunnell FL 32110	CONTACT NAME Rosa Grant PHONE No. (386) 437-7767 FAX IAC No. (386) 437-9226 EMAIL ADDRESS: rosag@haywardbrownflagler.com
INSURED Redevelopment Management Associates, LLC 3109 East Atlantic Blvd #B Pompano Beach FL 33062	INSURER A: Southern-Owners INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES  
CERTIFICATE NUMBER: CL1382007861

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADD/ISSUER INSR LTR	POLICY NUMBER	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR		78290443	10/1/2013 10/1/2014	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (EA OCCURRENCE) \$ 300,000 MED EXP (Ayr car to person) \$ 10,000 PERSONAL & ADY INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> NET <input type="checkbox"/> LOC				
A	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS <input type="checkbox"/>		78290443	10/1/2013 10/1/2014	COMBINED SINGLE LIMIT (EA ACCIDENT) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000
A	UMBRELLA LIAB EXCESS LIAB DED RETENTIONS		4929044300	10/1/2013 10/1/2014	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY PROPERTY DAMAGE EXCLUDED (Mandatory in FL) If yes, describe under DESCRIPTION OF OPERATIONS below		78108506	8/12/2013 8/12/2014	WC STATUS: <input checked="" type="checkbox"/> OTHER: <input type="checkbox"/> E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - CA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101. Additional Remarks/Schedule, if more space is required)

CERTIFICATE HOLDER

CANCELLATION

Redevelopment Management Associates, LLC 3109 E Atlantic Blvd. Suite B Pompano Beach, FL 33062	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
J Sullivan, Jr./RMG	AUTHORIZED REPRESENTATIVE

ACORD 25 (2010/05)  
IN5025 (2010/05) 01

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CERTIFICATE OF INSURANCE

April 22, 2014

City of Fort Lauderdale  
Procurement Services Division  
Room 619  
City Hall  
100 N. Andrews Ave, Fort Lauderdale, FL 33301



Re: RFP #745-11393; Central Beach Master Plan

**Redevelopment Management Associates, LLC (RMA)** is pleased to transmit a proposal to update and finalize the Central Beach Master Plan with the intent to codify design standards for the City's Department of Sustainable Development. We understand that the City would like to build upon the previous work of the draft Central Beach Master Plan and to confirm community preferences in order to set clear building and streetscape design standards for future development. We also understand that plans are most successful when they utilize a real estate driven approach. RMA is the largest full service firm in the State of Florida specializing in planning, economic and redevelopment services to communities. We truly understand the challenges and opportunities that exist. RMA is passionate about creating great communities and is effective at promoting the great things that happen within redevelopment districts like Central Beach. RMA was formed in 2009 to combine the talents of its members to provide consulting and management services to governments in the field of urban redevelopment. Our principal members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, have been engaged in redevelopment and consulting for nearly 50 years combined. All of work starts with a plan. It's one of the things we do best.

RMA's team of experienced professionals has successfully transformed many South Florida areas into thriving business districts and/or entertainment districts. Our approach is comprehensive and effective and has resulted in over \$750 million in private sector investment in redevelopment areas. We are experts at planning and redevelopment, but also excel in urban design, code writing, real estate development, business attraction, retail and real estate marketing, public relations, and most importantly, community consensus building. While not all of this expertise has been identified in the Central Beach RFP, we will use this professional knowledge to create a real estate driven plan that incorporates economic opportunities and market demand with good architectural and urban design principles. RMA is a full service redevelopment firm with 24 highly trained employees all engaged in building better communities.

Central Beach is a growing community which is experiencing development pressures typical of many coastal communities. The key is to balance the needs of the community with the desires of commercial property owners and potential developers and the additional tax base which can be reinvested into the area. Right now there is a disconnect between private investment and public sector redevelopment and capital improvement efforts. In addition to addressing the physical needs of the study area and developing urban design and regulatory strategies that will improve the overall environment for residents, visitors and businesses to thrive, RMA will address private sector needs. As a CRA, Central Beach, south of Alhambra, has additional redevelopment tools to implement the master plan. RMA will use its expertise in CRA





management and implementation and create strategies to capitalize on these tools for the Central Beach Master Plan and to bridge the gap between public and private sector initiatives. Our approach takes into account real estate redevelopment potential and market conditions to support growth with business driven solutions that capture the essence of the area.

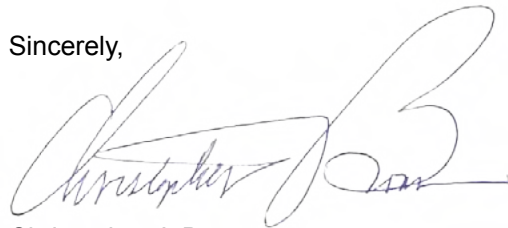
The benefit of updating this master plan is that it will reinforce the plan's original principals related to the public realm, while creating an expectation for future development in the study area which can piggyback on the goals, objectives, and strategic initiatives identified in Press Play Fort Lauderdale Strategic Plan 2018 and Fast Forward Fort Lauderdale: Our Vision 2035. It will prescribe future development patterns and identify the best opportunities for public investment. It will also engage the community, provide tools for improving the area's aesthetic value, and create opportunities to coordinate new investments which are consistent with the character areas established in the first plan.

All RMA employees are experts in the field of redevelopment with individuals specializing in the following areas:

- ✓ Planning and Urban Design
- ✓ Code Writing
- ✓ Landscape and Streetscape Design
- ✓ Marketing
- ✓ Branding and Repositioning Districts
- ✓ Business Development and Business Attraction
- ✓ Real Estate Redevelopment and Rehabilitation
- ✓ Economic Development
- ✓ Incentive and Grant Programs

We believe our firm is most qualified to meet your goals and we look forward to working with you.

Sincerely,



Christopher J. Brown  
Principal Member  
chris@rma.us.com  
P: 561.706.5545



Kim J. Briesemeister  
Principal Member  
kim@rma.us.com  
P: 954.829.3508

## HERE'S WHAT OUR CLIENTS SAY ABOUT US...

*"The best thing the Pompano Beach CRA did was to hire RMA. They have made milestones of progress in such a very short period of time."*

**- Mayor Lamar Fisher**

*"I can say without any hesitation that hiring RMA to help us implement our redevelopment program is without a doubt one of the best decisions that we have made as an agency. I would highly recommend them to any CRA or Municipality that requires expert help in moving their initiatives forward."*

**- Jeremy Earle, ASLA AICP, Executive Director of Dania Beach Community Redevelopment Agency**

## A.) ASSESSMENT OF CAPABILITIES & ABILITIES TO PERFORM SCOPE OF SERVICES

### WHO WE ARE & HOW WE WILL HELP YOU MEET YOUR GOALS

The goal of the Central Beach community and the intent of the plan is to develop regulatory standards and capital improvements which contribute to a more comfortable, pedestrian-oriented beach environment, framed with appropriately-scaled, mixed use buildings that help create a vibrant, active resort and residential community. This is a good start, but in order to realize this vision, Central Beach and the North Beach area need to develop real estate driven strategies that incorporate economic opportunities and market demand with good architectural and urban design principles.

The RMA team uses the resources of our urban design and planning experts to create blueprints for future development which confirm and reinforce a place's identity and brand. The results are impressive. In Pompano Beach we re-imagined and reinvented the beachfront and Pompano Beach Boulevard in a powerful visual strategic improvement project which has catalyzed the area and created a new family environment and atmosphere on the beach. This has, in turn, initiated private investment from new and existing businesses. In addition, parking revenues on the beach have increased from \$550,000 per year to almost \$1,000,000 dollars per year. We have also done this for Downtown Delray Beach and Atlantic Avenue, which has become a model for redevelopment in the State of Florida and beyond. The plan for downtown Delray focused on mixed-use development, street beautification, cultural facilities, workforce and urban infill housing, parking, downtown marketing, land acquisition, business loan program, façade grants. From 1991 to 2000 the tax increment grew from \$300,000 to over \$3 million. Each of these projects started with a plan. The following section describes our approach to creating such a plan.

### 1. DESIGN STANDARDS & PLAN DEVELOPMENT

Let's start with the Master Plan. The master plan is the blueprint for Central Beach's development. It creates an expectation for building design, branding and tenant mix, community engagement, and public realm improvements. The master planning process may vary, but essentially, it looks like this:

#### DEFINING PROJECT OBJECTIVES. WHERE DO WE WANT TO GO?

This is an internal process among key stakeholders to identify and agree to 5 to 10 primary objectives. Our team interviews stakeholders and steering committee members individually to define the preferred outcome and methodology of the planning process. These meetings begin to answer the following questions:

- What are the expectations from this planning process?
- What is the ideal vision for Central Beach and North Beach?



- What are the priorities for redevelopment?
- What are the business development opportunities?
- What are the most critical issues and concerns?
- What are the internal and external issues and key trends which may influence these issues?
- What are the strengths and weaknesses? The assets?
- What are the opportunities and threats?
- What are the impediments to success?
- What community do you most identify with and aspire to be like?

## DUE DILIGENCE & NEEDS ASSESSMENT. WHAT ARE THE HINDRANCES?

Once we understand where we want to go, we start to document the current landscape to understand how to get there. This includes evaluating the existing physical characteristics (including flood zones), perceptions about the place, circulation systems, policy and regulatory tools, property ownership, land uses and real estate in the context of the project objectives. Due diligence can be done quickly when good baseline data is already available. The process always reveals the initial needs and the path to resolve those needs which is visually summarized in the issues and opportunities analysis diagram. Again, the approach is real estate driven with a focus on existing property and business development. Benchmarking is also a good way to validate the initial findings compared to similar case studies.

Central Beach will have flood zone issues which limit development. There are a few ways to address this limitation with the city engineer through additional design requirements or by changing the use criteria for habitable space.

We will also consider the retail in North Beach and the recent private investment in small hotel properties there. How can the city leverage these small incremental improvements to attract more investment and related businesses and create a real brand and identity for North Beach?

## MAJOR ELEMENTS OF DUE DILIGENCE PROCESS:

1. Review background information
2. Review previous studies including citywide economic development plan, Press Play Fort Lauderdale Strategic Plan 2018 and Fast Forward Fort Lauderdale: Our Vision 2035, the Beach CRA Plan, North Beach Village Workshop Plan, Streetscape Master Plan, Beach Overlay Districts, among others
3. Inventory of the existing physical characteristics including circulation
4. Land use and ownership inventory including parks and open space
5. Assess existing conditions and regulations identify regulatory policies which may be perpetuating undesirable conditions and compare underlying land use to zoning
6. A diagrammatic assessment of existing growth patterns
7. Issues and Opportunities Analysis Diagrams (SWOT Analysis)
8. Real estate and business assessment
9. Benchmarking

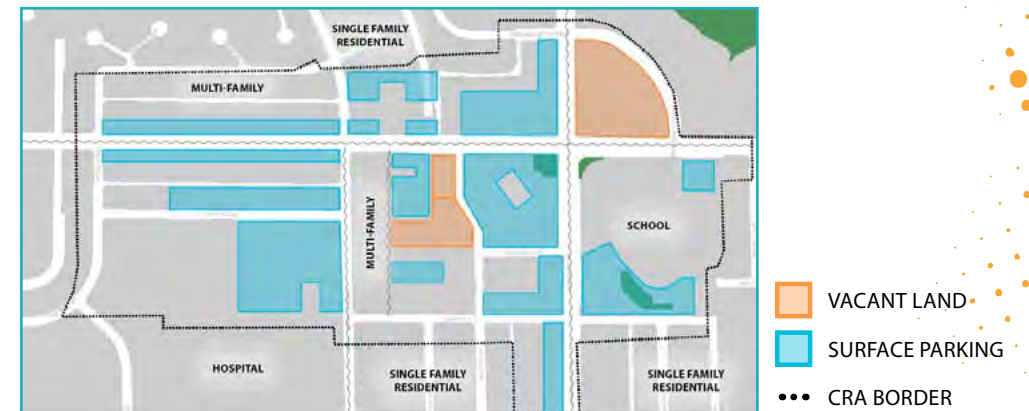


Diagram of vacant and underdeveloped land

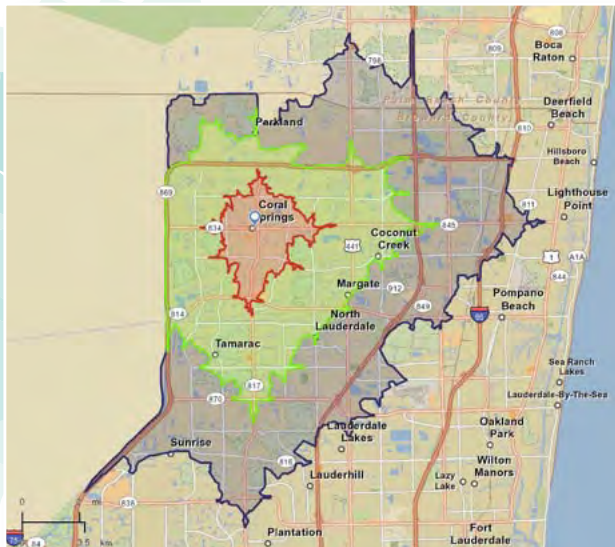
## ECONOMIC ANALYSIS. WHAT DOES THE DATA SHOW?

The economic analysis is the secret to successful plans. The analysis creates a baseline of the current market demand in the market area for retail, housing, office, residential and hotel and project that demand in the short term. It documents land development patterns including age of building stock, distribution of uses, and demographic trends including housing tenure, housing condition, and population characteristics. It also identifies the major employment clusters and tracks opportunities for new development and markets related to these clusters. This data is summarized as a development program and likely timing of new development based upon an estimate of when rents/sales prices reach a level to support new construction. Once you have this information, you can begin to build a three-dimensional model and study how new buildings can massed and formed.

The City is already working with a consultant to develop an economic analysis. It will be important to review the findings from this study which will impact the Central Beach area. This will also help determine the right approach for business development and reveal the needs and opportunities for business improvement. We use a market driven approach for our master planning work, based on data and our experience in collaborations with many private and quasi-public entities. For example, in Coral Springs, the market analysis showed that the downtown area was sandwiched between two communities in the 80th percentile for income earners and educational attainment who were shopping and doing business elsewhere. RMA developed a strategy using public private partnerships to capture this leakage with a new, mixed-use, downtown with 200,000 square feet of retail and close to 2000 dwelling units in the next eighteen years under the direction of the CRA.

## KEY INTENDED OUTCOMES FROM ECONOMIC ANALYSIS:

1. A market analysis identifying current supply and future demand
2. Identify corridor growth and development issues
3. Create the development program
4. Create the basis for the architectural massing study



*The economic analysis evaluates business opportunities relative to the population living within a 5, 10, and 15 minute drive time.*

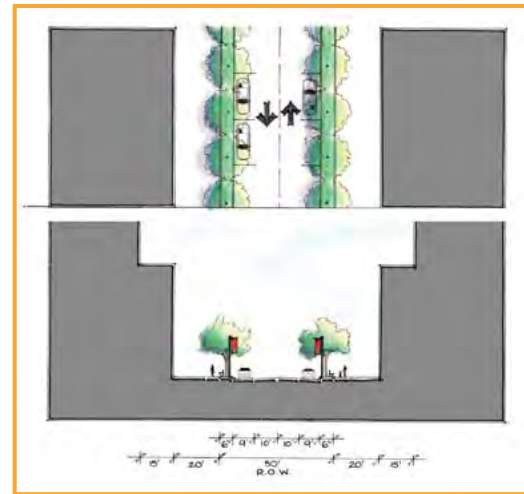
## DESIGN ANALYSIS. WHAT WILL IT LOOK LIKE?

Once we know what we want, what we can build and the obstacles to getting there, we are ready to design the final build-out and overall concept. This is done by our urban design studio on the project site, in an internal design charrette. Our team creates plans, street sections, and three dimensional renderings to test and plan for future development using the development program from the economic analysis and the current land use and zoning regulations. We compare existing zoning to proposed zoning with massing diagrams. Our analysis also includes parking, which has the single most impact on development capacities. It also addresses improvements to the public realm. The result is a conceptual plan for development.

Since many public improvements have already been designed and developed, we will evaluate additional improvements in the context of the planned capital improvements. We will also propose public improvements specifically in the North Beach area.



- Existing Buildings
- New Buildings
- Proposed Structured Parking
- Proposed Parks and Open Space



*The design analysis illustrates the proposed build out scenario and street sections.*

## MAJOR ELEMENTS OF PLAN DEVELOPMENT:

1. Conceptual plan
2. Renderings
3. Street sections
4. Design standards analysis diagrams
5. Capital improvements

## PLAN DEVELOPMENT. PUTTING THE PIECES TOGETHER AND EMPOWERING COMMUNITIES. HOW TO GET THERE?

The master plan is the culmination of the due diligence and needs assessment, economic analysis, and the design analysis. Here's where the real estate approach becomes important. The conceptual plan is broken down into distinct development scenarios rather than planning principles. This is an action-oriented approach to master planning which is both aggressive and effective. Instead of waiting for developers to build on their own time table, this approach empowers communities to pursue the right kind of development and in coordination with public capital improvement plans to support private investment. Branding and marketing reinforce this by attracting and expanding specific types of development and businesses. The development regulations provide the tools to enforce mix of uses, location of uses, and building types.



Examples of how we communicate our ideas.



## MAJOR ELEMENTS OF PLAN DEVELOPMENT:

1. Conceptual plan development scenarios
2. Recommended design standards for future development
3. Capital improvements
4. Economic strategies

Therefore, the outcome of this task will be twofold. One will be physical recommendations which illustrate urban design and regulatory intervention related to building massing, architectural design and streetscape design. The other will be economic strategies which focus on implementing the proposed development scenarios.



Conceptual plan scenarios indicate proposed phasing and development program for different parcels.

PROPOSED PHASING STRATEGY FOR REDEVELOPMENT INITIATIVES For Illustrative Purposes				
	Apartments	Townhomes	Retail Sf	Office sf
<b>PHASE ONE 2015-2019</b>				
1. Municipal Complex			1300 sf	
2. Financial Plaza	500 du		75,000 sf	
3. Educational Core	250 du	75 du	85,000 sf	22,000 sf
4. Old City Hall	65 du			
5. NE Neighborhood	200 du		23,000 sf 40,000 sf grocery	
TOTAL	1115 du	75 du	107,800 sf 40,000 sf grocery	22,000 sf
<b>PHASE TWO 2020-2024</b>				
6. Village Square	88 du	58 du	64,000 sf	
<b>PHASE THREE 2025-2028</b>				
7. West Sample North		47 du		
8. West Sample South	250 du	36 du		
TOTAL	250 du	83 du		
<b>PHASE FOUR 2029-2032</b>				
9. Coral Springs Drive	300 du			
10. Bank of America	200 du		40,000sf	
TOTAL	500 du		40,000sf	

## 2. UNIFIED LAND DEVELOPMENT REGULATIONS

The next step to master planning is codifying the physical recommendations for architectural design and design standards into new zoning districts. Every city is different, but there are some basic elements which should always be included in these new zoning districts. These are use standards, districtwide standards, and building configuration. **Use standards** should address uses which may become non-conforming, as well as special uses related to alcohol, noise, and outdoor seating. **Districtwide standards** for street hierarchy, height, character areas, and open space create a rationale for how the standards vary for different streets and areas. Overall plan diagrams illustrate where each of these standards apply throughout the zoning district. Additional diagrams will depict street sections. **Building configuration** standards are the meat of the zoning district and include FAR (if applicable), density, height and height bonuses (if applicable), lot standards for setbacks, parking ratios, loading and service and curb cuts by sub-district or character area. It's best to illustrate these as basic massing diagrams and sections or, as tables that summarize development standards. Building configuration may also include additional design standards for parking structures, ground floor uses, façade articulation, and building transparency both overall and at the ground floor. These are illustrated in the zoning document, as well. Once the sections are created, RMA will present the overall approach to the client and prepares the draft ordinance. We can also carry the ordinance through the formal approval process including Planning and Zoning Board and City Commission.

If the City has determined that they would like a form based zoning code for Central Beach, RMA can craft a code which meets the intent of this approach. We will also use the established character areas to determine sub-district boundaries and design standards. The code will include illustrations of preferred building form and streetscape design and will address connectivity, open space, architecture, sustainable design, and North Beach area public projects.

**DOWNTOWN POMPANNO BEACH OVERLAY DISTRICT BUILDING PLACEMENT REGULATING DIAGRAMS**

**SUB-DISTRICT: CORE / CENTER**

**DEFINITION:**  
a multi-level building organized around a central core where a part of the building is higher in proportion to its width and length.

**LEGEND:**  
 - BUILDING LINE  
 - PROPERTY LINE  
 - HABITABLE SPACE  
 - PARKING AREA

**LOT STANDARDS:**

	MIN.	MAX.
a. Lot Width	300'	250'
b. Lot Depth	300'	N/A
c. Lot Coverage	N/A	80%
d. Lot Area	N/A	N/A
e. Pervious Area	10%	N/A
f. Front Setback	0'	20'
g. Corner Side Setback	0'	20'
h. Interior Side Setback	0'	N/A
i. Rear Setback	0'	N/A

**OPEN SPACE STANDARDS:**  
All multi-family residential, live-work units and mixed use developments with residential dwellings shall reserve a minimum of 5% of the site for common, private open space.

**BUILDING FRONTAGE STANDARDS:**  
CORE: 90% Minimum  
CENTER: 80% Minimum

**NOTES:**  
\* Please refer to the setback table for additional front setback requirements on specific streets. Where a roll-upside is provided, the setback shall be 0 feet.  
\*\* Except 10' minimum when abutting residential and alley is not existing or proposed.

**TOWER BUILDING TYPE**

**BUILDING MASSING**

**BUILDING CONFIGURATION**

**BUILDING SETBACKS**

*Our codes use diagrams and tables to illustrate development regulations in a clear and concise manner.*

### MAJOR ELEMENTS OF ULDR:

1. Use standards
2. Districtwide standards
3. Building configuration by character area
4. Diagrams and tables
5. Draft ordinance
6. Approvals



## 3. PUBLIC INVOLVEMENT

There can't be a plan without community input. Public outreach is a critical component to every planning and redevelopment initiative, but it needs to be both meaningful to the community and valuable to the planning process. RMA and its employees utilize a range of strategies to reach key community members and to develop a process in the spirit of collaboration and agreement. These include:

1. Advisory boards and steering committees establish a consistent process for accountability and review and also create a local advocate for the work that is being conducted.
2. Stakeholder interviews and focus groups enable very specific and detailed discussions around a particular issue in an intimate setting.
3. An Idea Exchange provide a 2 to 3 hour time frame where individuals can stop by at their convenience to discuss ideas and learn about a project's status in a personal and casual setting. Boards can illustrate a project's progress and also provide a blank space for participants' comments.
4. On-line surveys are a way to measure community interest in a particular approach and to understand specific concerns and ideas.
5. Public presentations provide an opportunity to share a project's progress at key milestones.
6. Design workshops enable our designers to collect public comment and input and then collaborate with professionals off-site, to create design concepts.
7. Social media website and comment pages allow the community to participate in a convenient way and also gives the municipality the opportunity to message content to a larger audience. Social media website and comment pages allow the community to participate in a convenient way and also gives the municipality the opportunity to message content to a larger audience. Social Media are strategies are specifically designed to keep the public engaged with events, activities and opportunities within the CRA. RMA will implement cutting edge technology to inform, update and engage constituents.

In Central Beach our team will conduct multiple stakeholder interviews and at least two presentations. We'd also like to introduce social media with our social media expert, to engage a larger audience and piggy back on some of the previous outreach efforts using online surveys and an Idea Exchange. The Idea Exchange can help vet the ideas and principles from the North Beach Village Community Focus Meeting and the goals identified in the Central Beach Master Plan and shift the discussion to a real estate driven approach to the plan.



7 out of 10 users  
are active on  
at least 1 social  
networking site



## 4. NORTH BEACH AREA

While Central Beach has gotten both public and private investment, North Beach remains on the fringe. This is mostly because the Central Beach area is within the Beach Community Redevelopment Area and has had the benefit of additional funding, planning, and investment related to redevelopment. North Beach is excluded from these boundaries, but still has redevelopment needs which can be addressed through this special planning process. The City should consider combining this planning process with the Central Beach Master Plan and creating a special section to address North Beach and its unique set of issues. By choosing this approach, we can combine efforts and acknowledge the interrelationship between the two areas. Here how we would develop this combined vision:

### FINALIZING THE VISION. EVALUATE PUBLIC COMMENTS & CONDUCT FOLLOW UP MEETINGS.

Some work has already been done to engage the community in this planning process so we'll need to understand the comments from the November workshop to determine the next steps for moving forward. Participants discussed issues related to land use, building design, parking, form based code, streetscape, but there was little mention of economic development and business attraction. This is important because we understand that although the area is not attracting high rise development like Central Beach, it is garnering interest from some small scale hotels and restaurants which are renovating existing buildings and upgrading facades. As these businesses become more successful, parking will become a challenge. Therefore, like Central Beach, the vision needs to address parking demands and growth projections, as well as proposed development scenarios. This can be evaluated during the plan development process for Central Beach once the two efforts are combined. The effort will include due diligence, the economic analysis, the design analysis, and plan concept. The recommendations will stem from the November workshop, but will evolve with the plan's development. They will also specifically address:

- **Data collection and public realm survey** to include a survey of existing conditions related to the public realm, right of way and parking conditions. This exercise will identify potential capital improvements and impediments to these improvements.
- **Breakers Avenue** parking redesign and evaluating potential funding sources or developing creative real estate strategies to pay for improvements.

### ULDR AMENDMENTS.

The next step is the regulatory amendment. North Beach already has an Interim Use Ordinance which needs to be reviewed and assessed in terms of the proposed plan. North Beach's zoning rewrite will follow a similar format to that described for Central Beach. The two amendments should be drafted and approved simultaneously and introduced as one amendment again, to recognize the interrelationship between the two areas and to reinforce the character areas.



*North beach is starting to see more business development and investment.*

### MAJOR ELEMENTS OF PLAN DEVELOPMENT:

1. Conceptual plan development scenarios
2. Recommended design standards for future development
3. Public realm survey and capital improvements
4. Breakers Avenue parking design and funding alternatives
5. Economic strategies

### MAJOR ELEMENTS OF ULDRS:

1. Use standards
2. Districtwide standards
3. Building configuration by character area
4. Diagrams and tables
5. Draft ordinance
6. Approvals

## B.) RMA'S DISTINCTIVE COMPETENCE, STAFF QUALIFICATIONS & RESUMES

The previous section provided an overview of our Team's ability to deliver results! The approach needed to meet the goals as established in the RFP is not new to our team; we have a proven record of success and will use this base of experience to provide superior master planning, urban design, and code writing services to the City of Fort Lauderdale and the Central Beach community.

RMA is also unique in that we truly understand redevelopment. Although this RFP is for master planning and code writing, a successful master plan is action oriented and implementable. And we know how to do this. We are a full service firm with an extremely talented team of high performing professionals. We're local, we're highly trained and we're ready to be your partner.

RMA's unique approach to planning a target area or an entire city is effective because of our ability to understand the needs of each client and provide the appropriate mix of design, planning, and a real estate knowledge. It's not enough to have plan with a sensitive urban design analysis. A plan needs to be actionable and provide real strategies to attract the right kind of development in coordination with capital improvements. RMA's founding principals have been doing this for over 30 years for redevelopment agencies and municipalities.

Our success stories always starts with a plan. The plan becomes the roadmap for all expenditures and initiatives and is evaluated regularly for effectiveness. **Melissa Hege, a certified planner, LEED AP, RMA's Director of Planning, is an expert at writing and implementing master plans.** She has over 16 years of experience in Florida and spent a year developing a master plan and land development regulations for Midtown Miami which catalyzed development in adjacent Wynwood and the Miami Design District. She also authored the master plan and land development regulations for downtown West Palm Beach, Hollywood Young Circle, and Downtown Cocoa Beach. A focus on community outreach, goal setting, neighborhood preservation, and implementation is essential to her work as noted in her involvement with the Village of Pinecrest's Strategic Plan.

**A key team member is Natasha Alfonso, our Director of Urban Design** with both local and international experience turning places around with creative and engaging urban

design initiatives. She has extensive knowledge of new urban design principals and what makes for good architecture. She will lead the urban design analysis for the Central Beach Master Plan using an internal charrette process to maximize the team's creativity. Some of her key charrettes include:

- Downtown Pompano Beach (TOC) Charrette and Area Plan
- Pompano Beach East CRA Parking and Massing Study Charrette and Area Plan
- West Palm Beach Belvedere Station Charrette and Master Plan
- State Road 7 (Boca Raton Area) Charrette and Area Plan
- Miami Dade County Urban Center Districts (TOC) Charrettes and Area Plans for Ojus, Naranja, Cutler Ridge, Model City/ Brownsville, Okeechobee Station, and Leisure City
- Hip Strip Master Plan, Montego Bay, Jamaica
- Parc de L'Alliance Master Plan, Braine L'Alleud, Belgium
- Tripoli Waterfront Master Plan, Tripoli, Libya
- Berenice Bay Master Plan, Berenice, Egypt

**Another key team member is Kevin Crowder, a certified economic development professional.** Kevin provides the planning and urban design team with the data needed to understand the development potential and any leakage that may be occurring. The gap analysis identifies what a community is lacking and the demographic data allows us to make the case for how new development will be supported. Each city has different opportunities and we will identify capitalize on them for Central Beach's future.





CHRIS BROWN  
PRINCIPAL

AREAS OF EXPERTISE:

- Urban Design Regulations
- Public/Private Partnerships
- Real Estate Development
- Redevelopment Planning & Management

YEARS OF EXPERIENCE: 32

EDUCATION:

M.A. | University of Pennsylvania

B.A. | Yale university

BIO:

Mr. Brown has extensive experience in planning and design, real estate development, finance and redevelopment management. Mr. Brown served for 9 years as the Executive Director of the highly successful Delray Beach CRA when it was just in its infancy. He is recognized throughout Florida for the legacy he has left in Delray Beach and is responsible for negotiating multiple public private partnerships and creating the marketing co-op. Mr. Brown's successes in redevelopment can be attributed to his experience in real estate, working for and as a real estate developers.



MELISSA J. HEGE, AICP, LEED®AP  
PLANNING DIRECTOR

AREAS OF EXPERTISE:

- Master Plans & Studies
- Redevelopment Planning
- Zoning

YEARS OF EXPERIENCE: 16

EDUCATION:

M.C.P. | University of Pennsylvania

B.A. | Brandeis University

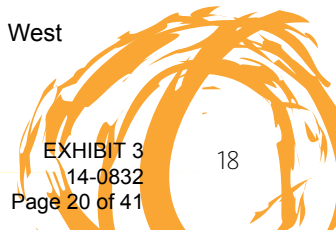
Syracuse University Pre-architecture program | Florence, Italy

BIO:

**Ms. Melissa Hege, AICP, LEED AP**, RMA's Planning Director, was educated at the University of Pennsylvania and Brandeis University. Her portfolio includes master plans and redevelopment plans for local and national cities, which translate design based solutions into practical applications. She has shared her knowledge and expertise in various speaking engagements, professional articles, and as adjunct faculty at Florida Atlantic University. Ms. Hege served as project manager and senior planner at Zyscovich Architects for 10 years and, over a three-year period, was the author and project manager for Downtown West Palm Beach's Master and subsequent urban regulations. The project received the Florida Chapter of the American Planning Associations' highest honor in 2008. Ms. Hege is currently managing a revision to the City of Coral Springs' Downtown CRA Plan.

AWARDS:

2008 Florida APA Award of Excellence: Zoning and Design Guidelines | Downtown West Palm Beach





NATASHA ALFONSO  
DIRECTOR OF URBAN DESIGN

AREAS OF EXPERTISE:

- Planning & Zoning
- Charrettes & Urban Design
- Architectural Design & Site Planning

YEARS OF EXPERIENCE: 14

EDUCATION:

M.ARCH. | University of Miami

B.ARCH. | University of Miami

BIO:

Ms. Alfonso is an urban planner/designer specializing in community revitalization projects and new urban community design. She has extensive knowledge of new urban design principals and what makes for good architecture. She has more than 10 years of international experience emphasizing planning projects at a variety of scales: for both the public and private sectors and was Principal Planner for Miami-Dade County's Urban Design Center.

AWARDS:

- 2012 FRA Planning Studies Award: TOC Planning Study | Downtown Pompano Beach



RACHEL BACH  
BUSINESS DEVELOPMENT  
DIRECTOR

AREAS OF EXPERTISE:

- Economic Development & Redevelopment Planning
- Joint Ventures & Public/Private Partnerships
- Incentives
- Federal & State Funding Initiatives

YEARS OF EXPERIENCE: 16

EDUCATION:

M.U.R.P. | Florida Atlantic University

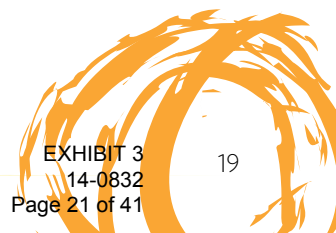
B.G.S. | Kent State University

BIO:

Ms. Bach has served both the public and private sectors in multiple roles including CRA Director, Development Services and Economic Development Director. Over the past 16 years she has gained specific expertise in strategic planning, budget and finance, affordable housing, historic preservation, land use and zoning and capital project management.

AWARDS:

- 2005 FEDC Marketing/Public Relations Award: Economic Development Website and Rebranding | City of Plantation





HEATHER TRIBOU  
URBAN DESIGNER | PLANNER

AREAS OF EXPERTISE:

- Community Organizer
- Master Planning & Design Development
- Policy Review Writing & Recommendations
- Visioning & Graphics

YEARS OF EXPERIENCE: 5

EDUCATION:

Masters in Planning in Civic Urbanism | Rollins College

B.A. | University of Florida

BIO:

Ms. Tribou’s expertise combines a unique set of visioning skills coupled with a versatile skill-set of creating clear and concise planning, design and technical documents. Over the past six years her community involvement demonstrates her ability to manage complex projects requiring strong leadership, problem solving and communication. Her education offers up- to-date knowledge in green infrastructure, place making and transit-oriented development policy and design.



KEVIN S. CROWDER, CEcD  
ECONOMIC DEVELOPMENT  
DIRECTOR

AREAS OF EXPERTISE:

- Economic Development & Redevelopment Planning
- Research & Analysis
- Joint Ventures
- Marketing & Promotion

YEARS OF EXPERIENCE: 19

EDUCATION:

B.G.S. | West Texas A&M University

BIO:

Mr. Crowder’s experience includes 15 years with the City of Miami Beach and the Miami Beach Redevelopment Agency as the Director of Economic Development and Government Affairs, leading the City’s economic development program and multi-jurisdictional lobbying efforts. Mr. Crowder is an IEDC Certified Economic Developer (CEcD), whose primary areas of expertise are business and entrepreneurial assistance, private capital investment, market research, joint ventures, redevelopment agency programs and government affairs. He has conducted detailed economic, fiscal, and market analysis for business development, investment, and policy issues and created a broad municipal market research and business assistance program. Mr. Crowder currently serves on the board of the Florida Redevelopment Association.



HORACIO DANOVICH  
PROJECT ENGINEER

AREAS OF EXPERTISE:

- Streetscape, Landscape & Roadway Projects
- Construction Management
- Architectural Design & Site Planning

YEARS OF EXPERIENCE: 20

EDUCATION:

M.S. | Fairleigh Dickinson University

B.S. | Fairleigh Dickinson University

BIO:

Mr. Danovich has over 20 years' experience in the areas of infrastructure design and project management. Mr. Danovich has worked for both the public and private sectors and has a solid grasp of the challenges in retrofitting older urban areas in providing with new utilities and infrastructure. Mr. Danovich also has extensive experience managing large scale construction projects and understands permitting requirements and the need to collaborate with County, State and Federal entities on sensitive projects.



VICTORIA VITALE  
MARKETING COORDINATOR

AREAS OF EXPERTISE:

- Marketing Strategy
- Communications
- Public Relations
- Broadcast Journalism
- Special Events

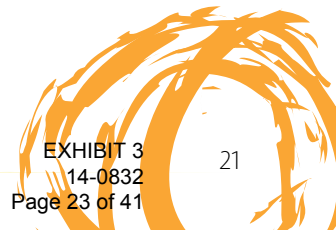
YEARS OF EXPERIENCE: 5

EDUCATION:

B.A. | Florida Atlantic University

BIO:

Ms. Vitale joined RMA with a Bachelor of Arts in Communications, Public Relations. She has experience in event organization and planning, as well as, a creative niche in video design, broadcast communication and creative writing. Ms. Vitale recently managed all aspects of advertising and signage, design and production, for the award winning Dania Beach Arts & Seafood Celebration. She coordinated all aspects of the annual marketing plan for the event and successfully managed budgets, logistics, volunteers and sales.





JESSICA MULDER  
CREATIVE DIRECTOR

AREAS OF EXPERTISE:

- Graphic Design
- Marketing
- Project Management
- Event Planning & Coordination

YEARS OF EXPERIENCE: 10

EDUCATION:

B.A. | University of Central Florida

BIO:

RMA Creative Director Ms. Mulder’s experience is diverse and multi-faceted; her expertise includes but is not limited to: Graphic Design, Branding, Marketing, Advertising, Social Media Marketing and Consulting, Public Relations, Copy Writing, Project Management and Event Planning. Ms. Mulder’s work history includes Marketing, Design and Project Management for clientele nationwide including New York City, New Jersey, Pennsylvania, South Florida, Texas, California, and more, with experience encompassing Creative Direction, Branding and Web Development to Marketing Plan Design, Strategy and Execution. Her wide range of skills and experience in different markets and creative areas make her a great fit for the RMA team.



TERRA SPERO  
SOCIAL MEDIA, MARKETING &  
BRANDING CONSULTANT

AREAS OF EXPERTISE:

- Social Media Marketing
- Mobile Application Development
- Search Engine Optimization
- Website Design & Development
- Digital Strategy

YEARS OF EXPERIENCE: 10

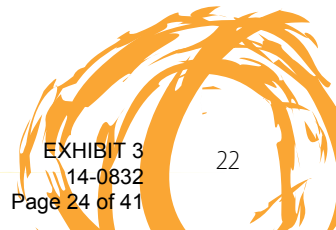
EDUCATION:

M.B.A. | Barry University

B.A. | Nova Southeastern University

BIO:

Ms. Spero has been a digital media-marketing advocate for a large range of businesses and municipalities for over 10 years. Founding RealTime Marketing Group 5 years ago, she has since become a nationally recognized expert, thought-leader, and speaker in the social media-marketing field. Spero has launched a variety of social media and digital marketing campaigns for multiple municipalities, and has helped various local government and quasi-governmental agencies build both community and event awareness. In 2012, the social media event campaigns completed by RealTime Marketing Group won both the gold & silver awards from the Florida Festival and Events Association. In addition, her successful work at building engaging community based pages for cities has resulted in her speaking at both the spring and national conferences for the International Downtown Association.





## C.) ESTIMATED TIME TABLE | TASKS 1 & 2

MONTHS													
TASKS	1	2	3	4	5	6	7	8	9	10	11	12	13
<b>TASK 1. DESIGN STANDARDS &amp; PLAN DEVELOPMENT</b>													
<b>Project Objectives</b>													
<b>Due Diligence</b>													
<b>Market Analysis</b>													
<b>Design Analysis</b>													
<b>Conceptual Development Scenarios</b>													
Recommended Design Standards													
Capital Improvements													
<b>Deliverables</b>													
Plan Development													
Presentation						*							
<b>TASK 2. ULDRS</b>													
<b>Zoning Code</b>													
Zoning Draft													
Diagrams													
Internal Review													
City Staff Review Meeting(s) 30 Days													
<b>Approval Process</b>													
Backup to Planning & Zoning 30 Days										*			
Planning & Zoning Board Meeting(s)											*		
City Commission 1st Reading												*	
City Commission 2nd Reading													*
<b>Deliverables</b>													
Draft Zoning Code									*				
Final Zoning Code										*			
Staff Presentation									*				

CONTINUED ON FOLLOWING PAGE...

## C.) ESTIMATED TIME TABLE | TASKS 3 & 4

	MONTHS												
TASKS	1	2	3	4	5	6	7	8	9	10	11	12	13
<b>TASK 3. PUBLIC INVOLVEMENT</b>													
Stakeholder Interviews													
Idea Exchange													
Presentation 1			*										
Presentation 2						*							
Online Survey													
Social Media													
<b>TASK 4. NORTH BEACH</b>													
<b>Due Diligence</b>													
<b>Public real survey</b>													
<b>Design Analysis</b>													
<b>Conceptual development scenarios, Breaker's Ave</b>													
Capital improvements funding													
<b>Zoning Code</b>													
Zoning Draft													
Diagrams													
Internal Review													
City Staff Review Meeting(s) 30 Days													
<b>Deliverables</b>													
Plan Development													
Draft Zoning Code													
Final Zoning Code													

**BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT**  
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000  
**VALID OCTOBER 1, 2013 THROUGH SEPTEMBER 30, 2014**

**DBA:** REDEVELOPMENT MANAGEMENT ASSOCIATES LLC  
**Business Name:** REDEVELOPMENT MANAGEMENT ASSOCIATES LLC  
**Owner Name:** J K BRIESEMEISTER / C BROWN  
**Business Location:** 3109 E ATLANTIC BLVD #B POMPANO BEACH  
**Business Phone:** 954-829-3508

**Receipt #:** 327-13386  
**Business Type:** BUSINESS/FINANCIAL/CONSULTANT (CONSULTING)  
**Business Opened:** 03/05/2009  
**State/County/Cert/Reg:**  
**Exemption Code:**

Rooms	Seats	Employees	Machines	Professionals
		1		

For Vending Business Only						
Number of Machines:			Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
33.00	0.00	0.00	0.00	0.00	0.00	33.00

**THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS**

**THIS BECOMES A TAX RECEIPT WHEN VALIDATED**

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

**Mailing Address:**  
 J K BRIESEMEISTER / C BROWN  
 3109 E ATLANTIC BLVD #B  
 POMPANO BEACH, FL 33062

**Receipt #** WWW-12-00095657  
**Paid** 09/20/2013 33.00

**2013 - 2014**

BUSINESS TAX RECEIPT

## ASSESSMENT OF CITY OF FORT LAUDERDALE'S NEEDS & THE QUALITY OF THE PROPOSAL TO MEET THOSE NEEDS

We understand that there are three critical needs to Central Beach and the North Beach Village. The first is to update the Central Beach Plan to reflect changes in the development climate and community values. The second is to finally codify the Central Beach Plan so that new development is consistent with the vision. The architectural and design standards from the original plan were never incorporated into the City's land development regulations and cannot be enforced. The third most critical need is coordinating private development initiatives with the Beach CRA, the BID and the City using a real estate driven approach.

How do these needs relate to the initiatives and priorities that came out of the citywide strategic plan and vision plan? There are some similarities. The Press Play Fort Lauderdale Strategic Plan 2018 prioritized infrastructure, public places, neighborhood enhancement, business development, and public safety for the next five years. Fast Forward Fort Lauderdale: Our Vision 2035 prioritized transportation, resiliency, neighborhoods, tourism, education and business, and diversity for the next 22 years. The Central Beach Master Plan will set an expectation for future development as it relates to improved infrastructure and transportation, better public spaces and neighborhoods, and business development. Here's a more robust explanation of how these citywide strategies relate to Central Beach's unique needs.

### INFRASTRUCTURE TO SUPPORT PRIVATE INVESTMENT | TRANSPORTATION & RESILIENCY

Infrastructure is vital to attracting development, as is a viable, multi-modal transit system and a resiliency plan to adapt to climate change, but these need to happen in coordination with private sector investment. Right now, there is still a disconnect between private investment and public improvements. The Central Beach master plan will recommend discreet development scenarios and infrastructure needs and coordinate key redevelopment initiatives to reflect the changing development climate. These may be streetscape improvements, parks, utilities, and parking to support private investment from existing property owners and future owners and will capitalize on the public investment already underway on Las Olas Boulevard, the adjacent parking lots, and at the Aquatic Center.

### PUBLIC PLACES/NEIGHBORHOOD ENHANCEMENT | NEIGHBORHOODS & DIVERSITY

Great public places and neighborhood enhancements create stronger and more engaged communities. In fact, a study by the Knight Foundation noted that three main indicators are what drive people to like where they live; 1) the aesthetics of the city – clean streets, beautiful neighborhood and overall physical attributes; 2) activities and things to do – Fort Lauderdale clearly has a vibrant night life and myriad activities for visitors and residents to enjoy and 3) a sense of belonging and acceptance which is described as a city that is welcoming to a wide variety of individuals from young and old, college grad to retiree. The Central Beach Master Plan can provide strategies for improving aesthetics, social offerings, and openness as development opportunities increase and properties are improved. The code rewrite will address how these indicators affect building design, ground floor uses, residential uses, and parking. Both will be done in coordination with public and private sector.

### CENTRAL BEACH'S CRITICAL NEEDS:

1. Update the plan to reflect changing development climate
2. Codify the plan for future development
3. Coordinate private investment with the Central Beach initiative with a real estate driven approach

### FAST FORWARD FORT LAUDERDALE: OUR VISION 2035

**WE ARE CONNECTED.** We move seamlessly and easily through a safe transportation system where the pedestrian is first.

**WE ARE READY.** We are a resilient and safe coastal community.

**WE ARE COMMUNITY.** We are a neighborhood of neighborhoods.

**WE ARE HERE.** We are an urban center and a vacationland in the heart of South Florida.

**WE ARE PROSPEROUS.** We are a subtropical City, an urban laboratory for education and business.

**WE ARE UNITED.** We are a strong and vibrant kaleidoscope of multi-generational cultures, ethnicities, and community partners.

## BUSINESS DEVELOPMENT | TOURISM, EDUCATION & BUSINESS

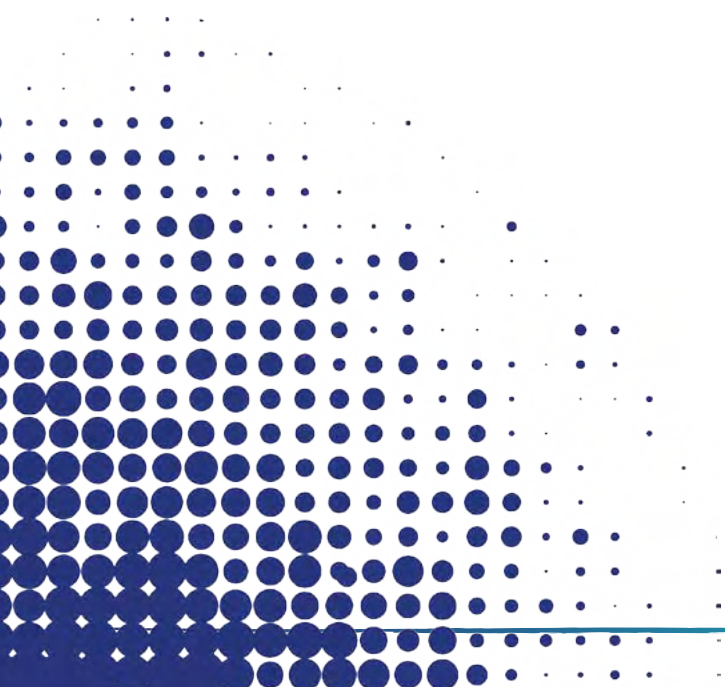
RMA excels at business development and business attraction. This is important for Central Beach as the community determines the image they want to project and the types of businesses to attract. North Beach is experiencing renewed investment and interest in capitalizing on its historic structures with hotels and restaurants. Central Beach continues to see hotels, condo hotels, and luxury condominiums. The ULDRs will regulate new buildings and renovations that will affect new businesses and reinforce the preferred identity which may depend on the character area. Likewise, the Central Beach Master Plan will promote a development climate for new businesses that reinforces its priorities and objectives.

## PUBLIC SAFETY

Public safety improves as day time and night time populations increase. This is evident in all vibrant and thriving cities and is key to supporting tourism and attracting businesses and private investment. Because we are redevelopment specialists we know that the action oriented real estate approach we are suggesting, will help spur redevelopment quickly to increase the population and public safety. In addition, this will capitalize on the public safety initiatives from the BID and Beach CRA. RMA suggests using the term “Ambassador” for the security forces. In downtown West Palm Beach they act in a dual role of security officers as well as representatives of the city for residents and visitors. In fact, in the Northwood Village area of West Palm Beach, research showed the perception of lack of safety was at 48% by those surveyed in 2005. After the security program was initiated, those who felt a lack of safety dropped to 8%! That was direct result of the marketing and promotion of the security program.

REDEVELOPMENT MANAGEMENT ASSOCIATES IS PREPARED TO ROLL UP OUR SLEEVES AND ASSIST THE CITY OF FORT LAUDERDALE AND THE CENTRAL BEACH COMMUNITY IN CREATING AN ACTION-ORIENTED PLAN AND COMPLIMENTARY REGULATIONS FOR ITS FUTURE.

OUR MOTTO IS:  
PLAN THE WORK...  
THEN WORK THE PLAN!





PRINCIPAL  
KIM BRIESEMEISTER

PRINCIPAL  
CHRISTOPHER J. BROWN

OUR TEAM

THE RMA TEAM ASSIGNED TO THE CITY OF FORT LAUDERDALE'S CENTRAL BEACH MASTER PLAN IN TAB 5 IS AVAILABLE TO PROVIDE THE SUPPORT NECESSARY TO MEET AND EXCEED THE EXPECTATIONS INCLUDED IN THE SCOPE OF SERVICES AS PRESENTED IN THIS RFP.



PLANNING DIRECTOR  
MELISSA HEGE  
Master Plans & Studies,  
Redevelopment Planning, Zoning.



DIRECTOR OF URBAN DESIGN  
NATASHA ALFONSO  
Planning & Zoning, Charrettes &  
Urban Design, Architectural Design  
& Site Planning



BUSINESS DEVELOPMENT DIRECTOR  
RACHEL BACH  
Economic Development & Redevelopment  
Planning, Joint Ventures & Public/Private  
Partnerships, Incentives, Federal & State  
Funding Initiatives.



URBAN DESIGNER  
HEATHER TRIBOU  
Community Organizer, Master Planning &  
Design Development, Policy Review Writing  
& Recommendations, Visioning & Graphics



ECONOMIC DEVELOPMENT DIRECTOR  
KEVIN S. CROWDER, CECD  
Economic Development, Redevelopment  
Planning, Research, Analysis, Joint  
Ventures, Marketing and Promotion.



HORACIO DANOVICH  
PROJECT ENGINEER  
Streetscape, Landscape & Roadway  
Projects, Construction Management,  
Architectural Design & Site Planning.



MARKETING COORDINATOR  
VICTORIA VITALE  
Marketing Strategy,  
Communications, Public  
Relations, Broadcast Journalism,  
Special Events.



CREATIVE DIRECTOR  
JESSICA MULDER  
Graphic Design, Branding,  
Marketing.



MARKETING  
TERRA SPERO  
Social Media Branding.

## LIST OF SERVICES

In addition to providing knowledge and expertise in planning, zoning, and urban design RMA offers the following services as a full service redevelopment firm:

- Marketing and Event Planning
- Branding
- Public Relations
- Real Estate Development Analysis
- Real Estate Marketing and Promotions
- Construction Management
- Public/Private Partnership Negotiations
- Staffing Services
- Training
- Business Attraction/Retention
- Strategic Finance Plans
- Project Management
- Business Improvement Districts

## RATE SCHEDULE

Professional Services	Hourly Rate
Urban Designer I	\$105
Urban Designer II	\$120
Urban Designer III	\$135
Sr. Urban Designer	\$155
Planner	\$ 95
Planner I	\$105
Planner II	\$115
Planner III	\$130
Sr. Planner	\$155
Project Coordinator I	\$ 80
Project Manager I	\$ 95
Project Manager II	\$115
Project Manager III	\$135
Sr. Project Manager	\$155
Special Events Coordinator	\$ 60
Graphic Designer	\$ 75
Special Events Manager	\$ 90
Marketing Coordinator	\$ 95
Marketing Manager	\$125
Marketing Director	\$185

Professional Services	Hourly Rate
Engineer	\$ 95
Engineer I	\$110
Engineer II	\$125
Engineer III	\$170
Sr. Engineer	\$195
Ec. Development Director	\$185
Ec. Development Manager	\$145
Ec. Coordinator	\$125
Ec. Development Asst.	\$ 80
Construction Director	\$175
Construction Manager	\$145
Inspector	\$ 95
Clerk	\$ 80
Sr. Redevelopment Associate	\$195
Managing Director	\$205
Principal	\$230

AGENCY NAME: Pompano Beach CRA

ADDRESS: 100 West Atlantic Boulevard  
Pompano Beach, FL 33060

PHONE: 954.786.4600

CONTACT: Dennis Beach | City Manager

DATE SERVICES PROVIDED: 2009 - Present

AGENCY NAME: City of Coral Springs

ADDRESS: 9551 West Sample Road  
Coral Springs, FL 33065

PHONE: 954.344.5906

CONTACT: Jennifer Bramley | Deputy City Manager

DATE SERVICES PROVIDED: 2013 - Present

AGENCY NAME: City of North Miami Beach

ADDRESS: 17011 NE 19th Avenue, 4th Floor  
North Miami Beach, FL 33162

PHONE: 305.948.2900

CONTACT: Ana Garcia | City Manager

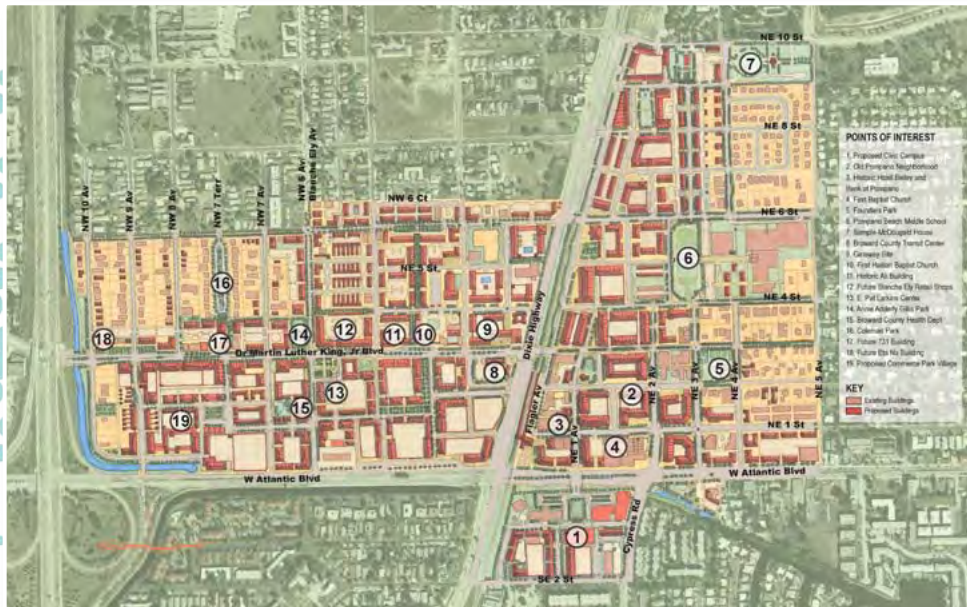
DATE SERVICES PROVIDED: 2013 - Present



TRANSIT ORIENTED DISTRICT LAND USE AMENDMENT AND ZONING REGULATIONS

CLIENT: CITY OF POMPANO BEACH

RMA initiated, on behalf of the City of Pompano Beach, a land use amendment for a 269 acre area generally known as the Downtown of Pompano Beach. The Downtown area encompasses the historical African American neighborhood west of the FEC Railway, the “Old Pompano” commerce area to the east and the Civic Center to the south. The project entailed over 20 public meetings, including a design charrette with residents, in order to engage community input and support. RMA wrote the zoning regulations for the transit oriented corridor and assisted the planning staff through its adoption. The general concept of the TOC calls for higher density mixed use located in and around the two transit stations; one is the new bus terminal and the other is the future rail stop on Dixie Highway. The historic single family neighborhoods on the edges are preserved by maintaining their current designation. Specific zoning regulations were drafted to ensure the appropriate transition of height, setbacks and uses were maintained adjacent to the single family neighborhoods. In 2012, **RMA’s Urban Designer, Natasha Alfonso**, received the FRA’s Roy F. Kenzie award for the planning and design of the Transit Oriented Corridor.



## POMPANO BEACH BOULEVARD STREETScape IMPROVEMENTS

CLIENT: CITY OF POMPANO BEACH

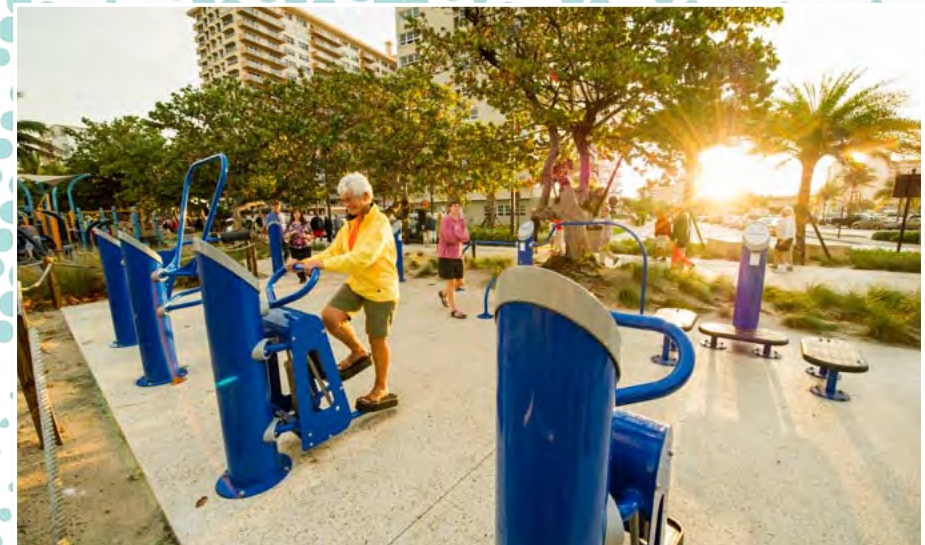
### THE EAST BEACH DISTRICT

The Pompano Beach Boulevard Streetscape and Dune Enhancement is the CRA's most visual strategic improvement project that has catalyzed the area creating a new family environment and atmosphere on the beach. The entire beach project was completed over an aggressive 18 month period.

Located in the East Community Redevelopment Area, the Pompano Beach Boulevard corridor was blighted, uninviting and included a narrow sidewalk and a roadway where vehicular speeds could get up in excess of 50 miles per hour. Historically the terminus of Atlantic Boulevard was a blighted parking lot on the beach. The beach community also resented parking along the beach and long since removed public parking making the area uninviting to city residents. A complete renovation was required including a mindset change to open the beach for better access and more public usage. Passive green spaces with meandering walkways are designed to invite the residents and tourists to come and enjoy the family atmosphere now found on the beach.

In addition, dilapidated structures were re-skinned and re-roofed to upgrade their looks and promote a public resort environment. One of the main components of the project is the 17' promenade with gateways to the beach, seating and art elements. The terminus of Atlantic Blvd. on Pompano Beach was transformed from a drab parking lot to a gateway lawn "The Great Lawn" completes with a plaza and interactive water feature.

The Great Lawn was configured for everyday use and special events as infrastructure (water and power) were included as amenities. This project restored and stabilized 2,800 linear feet of beach dune along the existing, publicly accessible, municipal beachfront. The project also addressed necessary infrastructure improvements to support the Pompano Pier Development.



## ATLANTIC BOULEVARD STREETScape IMPROVEMENTS

CLIENT: CITY OF POMPANO BEACH

### THE EAST BEACH DISTRICT

The purpose of this project was to create a promenade entry to the beach on Atlantic Boulevard from US 1/Federal Highway to SR A1A. This entailed narrowing the roadway from three lanes in each direction to two lanes in each direction to widen the sidewalks for the promenade entry to the beach.

This was a joint partnership agreement (JPA) with FDOT, the City of Pompano Beach, and the Pompano Beach CRA coordinated the reconstruction of Atlantic Boulevard in an effort to change the character of the area.

The results of this concerted effort is increased visibility for merchants, enhanced tourist opportunities, and increased private development particularly for restaurants, retail, and entertainment. This \$6M investment among the three agencies has already produced dramatic results for the business community between 10 and 50% in increased sales at the completion of construction May 2013.

Moreover, the terminus the corridor between A1A and Pompano Beach Boulevard was funded solely by the CRA and has become the focal point of Pompano Beach with a 20' wide sidewalk, lush landscape, and a complete façade renovation.



## CRA PLAN, MASTER PLAN AND DOWNTOWN MIXED USE DISTRICT ZONING REGULATIONS

### CLIENT: CITY OF CORAL SPRINGS

RMA was retained by the CRA to revise their CRA Plan. The CRA is approximately 136 acres which comprises of the entire downtown area. As part of the CRA Plan, RMA developed a vision plan for their downtown in order to create a guideline for the redevelopment and mixed use district regulations. RMA organized and conducted a design workshop within the community that engaged a great number of residents, business owners and stakeholders within the downtown. RMA is currently retained to establish and write the Downtown Mixed Use District regulations that are consistent with the Local Activity Center designation.

The Downtown area encompasses the old City Hall site, the future municipal complex, the business and office districts, part of the hospital district, the County Library and City Charter site. The overall plan concept suggests a more integrated street network with new streets, new pedestrian paths and passageways, aesthetic upgrades to drainage canals, 12.65 acres of open space and great plazas, a dynamic mix of uses including 1900 multi-level residential units, 200 town homes, and 215,000 square feet of retail, as well as cultural and educational opportunities. These elements are incorporated into distinct sub areas each with their own identity and character.

The immediate objective for the next five years is to focus on the Downtown Core to capitalize on the redevelopment activities from the Municipal Complex and to build new infrastructure to support additional development. The key priorities include completing an art walk, streetscape improvements, and new streets to complete the street grid. Another key priority is property acquisition and public private partnerships for the purposes of redeveloping the Downtown Core and the NE neighborhood, and redeveloping public property within the Educational Core in the first five years.



## DOWNTOWN MIXED USE DISTRICT STRATEGIC MARKETING PLAN, BUSINESS INCENTIVE PACKAGES & AMENDMENTS TO ZONING REGULATIONS

CLIENT: CITY OF OAKLAND PARK

The City of Oakland Park retained RMA to create and implement a Strategic Marketing Plan and several business incentive packages within the City's Local Activity Center (LAC), also known as the Downtown Mixed Use District (DTMUD). In less than one year, RMA was able to secure the first Craft Brewery in Broward County and a one of a kind Urban Farm/Park. Multiple properties have changed hands in the short life of the project and all new owners are bringing in culinary related uses as part of the branding strategy for the Downtown. It became apparent during the rebranding of the Downtown that specific changes to the zoning regulations were needed in order to encourage the redevelopment of the Downtown. RMA is currently finalizing the amendments to the DTMUD regulations and Design Guidelines. Specific changes include the creation of a Culinary Arts Sub Area as well as new development standards addressing height, lot coverage etc. Additionally, RMA conducted a detailed parking analysis of the core area of the Downtown in order to determine the current and future parking needs. As a result of this analysis, the City has exempted a specific area from the parking requirements.



## CURRIE, NORTHWOOD & BROADWAY MIXED USE DISTRICTS MASTER PLAN, LAND USE AMENDMENT & ZONING REGULATIONS

CLIENT: CITY OF WEST PALM BEACH

The CRA of West Palm Beach retained RMA to develop a master plan for the Northend CRA, which encompasses three mixed use districts (Currie Park, Northwood Village and the Broadway Corridor) and the Pleasant City neighborhood. RMA organized and conducted a 7-day design workshop within the community that engaged a great number of residents, business owners and stakeholders within the Northend. The goal of the design workshop was to create a vision and an implementation strategy for the redevelopment of the Northend, which has faced years of stagnation due to shortfalls in the current zoning regulations and economic downturns.

The Currie Park area is situated on the east side of the CRA along the intercoastal waterway. This area has the largest number of vacant properties within the Northend and the greatest interest for redevelopment due to its location. The master plan for this area focused on creating a physical and visual connection to the Currie Park and waterway. The Northwood area is the Northend's entertainment district with an eclectic mix of restaurants, galleries and shops. This area's success is due to the rebranding and marketing strategies implemented by RMA. The district, however, still has room for growth. The master plan proposes a transit oriented district anchored on the west end by a future passenger rail station along the FEC. The Broadway Corridor is characterized today by crime and blight. The master plan recommended various development scenarios and specific streetscape improvements to the roadway to support the proposed development. The Pleasant City Neighborhood is the oldest African American neighborhood within the City. The master plan identified specific streetscape improvements, new greenways and open spaces as well as infill opportunities for single family.

RMA has been retained to rewrite the zoning regulations for each one of the mixed use districts based on the new vision plan and redevelopment strategy.



## MARGATE CITY CENTER MASTER PLAN

CLIENT: CITY OF MARGATE CRA

The City of Margate's Community Redevelopment Agency issued a request for proposals to gauge the interest from developers for the redevelopment of the City Center, a 70 acre area within the City's Transit Oriented Corridor. The goal of the CRA is to redevelop the City Center as a vibrant downtown with mixed uses that provide a place for work, living and entertainment. The CRA retained RMA to develop a master plan for this area in order to create a vision for their downtown and a framework for developers to work from. The master plan identified the downtown's main street and civic center and established a network of parks and open spaces integrally connected to the new neighborhoods. The master plan enhanced the downtown's waterfront edge by creating a linear park with various points of attractions including a kayak launch, exercise areas, a bandshell and public market all lined by residential and commercial uses. The CRA has also retained RMA to negotiate the public private partnerships for the City Center.



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DOWNTOWN MIXED USE DISTRICT LAND USE AMENDMENT & ZONING REGULATIONS

CLIENT: CITY OF NORTH MIAMI BEACH

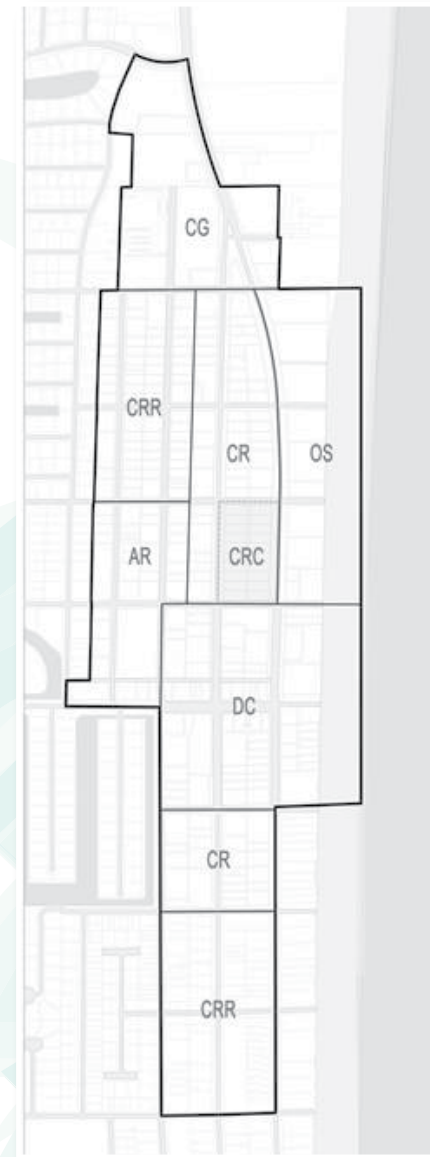
RMA is currently initiating, on behalf of the City of North Miami Beach, a land use amendment for the Downtown area and Biscayne Boulevard Corridor. The Downtown encompasses the area west of W. Dixie Highway just north of 163rd Street and includes the future passenger rail station at the intersection of 164 Street and Dixie Highway. The purpose for the land use amendment is to establish a transit oriented district with high intense residential and commercial uses within the Downtown. The Biscayne Boulevard corridor is a transit corridor characterized by strip shopping centers. The goal of the land use amendment here is to encourage mixed-use development as well. Concurrently with the land use amendment RMA is working on the rezoning of these areas and new zoning regulations, which will be consistent with the land use amendments.

DOWNTOWN VISION & DESIGN BASED CODE

CLIENT: CITY OF COCOA BEACH

Between 2009 and 2013, **Ms. Hege** developed a master plan vision and a design based code for downtown Cocoa Beach on behalf of the City. The master plan vision became part of the downtown CRA plan and identified several key initiatives to stimulate private investment and growth. The first was to focus on the four core blocks along the Minutemen Causeway and evaluate both infill and new development with adequate parking. The second was to reconsider the circulation for pedestrians by reviving the old alleys for foot traffic with public infrastructure improvements and extend back patios, rear gardens, and outdoor cafes. The third was to redevelop the City Hall site to incorporate other commercial uses and public spaces. And the fourth was to create an architectural vocabulary for new development based on the existing physical and cultural characteristics of this coastal community.

The Design Based Code provided a manual of design standards to both illustrate and articulate this architectural vocabulary according to each sub district within the downtown. The accompanying zoning code provided more specific and measurable requirements to further enforce the design standards and to enable some of the elements described in the master plan vision. The code was approved and adopted in February of 2013.



Cocoa Beach design based code.

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