



MHCP

COLAB

CITY PLANNING, MOBILITY,
REDEVELOPMENT + COMMUNICATIONS



Urbē
STUDIO
Community | Places | Mobility



City of Fort Lauderdale land Use Plan Amendment

RFP No. 492
December 3, 2025

Contact: Melissa Hege
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5701 Biscayne Boulevard,
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December 9, 2025

City of Fort Lauderdale

Procurement Services Division

100 N Andrews Avenue

Fort Lauderdale, FL 33301

Re: Event No. 492 — Land Use Plan Amendment (LUPA) Application

Dear Selection Committee,

MHCP Colab (Colab), together with GAI Community Solutions Group and Urbē Studio, is pleased to submit this proposal for professional services for the Future Land Use Plan Amendment (LUPA) for the Central City Community Redevelopment Area. We are excited for the opportunity to support the City of Fort Lauderdale in advancing a comprehensive strategic land use framework that can guide reinvestment, strengthen neighborhood identity, and lay the foundation for long-term redevelopment across Central City. This initiative represents a significant step for the CRA, and we welcome the opportunity to contribute our experience in urban planning, land use policy, and equitable redevelopment to help shape the area's future. **We will service this contract from our Miami office at 5701 Biscayne Boulevard.**

Central City is a significant district within Fort Lauderdale. The CRA Plan identifies long-standing challenges—aging housing stock, limited reinvestment, high renter occupancy, fragmented commercial corridors, mobility barriers, and outdated zoning—that continue to affect economic activity and residential stability. At the same time, the area benefits from strong civic organizations, proximity to major corridors such as Sunrise Boulevard, and recent reinvestment momentum along NE 4th Avenue and 13th Street. The LUPA is a crucial opportunity to unify these dynamics and provide the policy structure needed to support mixed-use development, diversified housing options, improved connectivity, and neighborhood-serving retail that better reflects the community's vision.

We bring experience that directly aligns with this project's needs. Our team has supported municipalities and agencies across South Florida and beyond with land-use, mobility, and redevelopment initiatives that require strong coordination, technical expertise, and accessible public communication. Our work includes the **Central Broward TOD Toolkit for the U.S. Department of Transportation and the Broward MPO, the FTA Small Starts Application for the Broward Commuter Rail**, ArcGIS analysis tools for 16 municipalities, and station-area assessments for the City of Oakland Park. We have also **supported comprehensive planning initiatives for Fort Lauderdale**, as well as the cities of West Melbourne, Fort Myers Beach, and the Village of Pinecrest; provided development review services for the City of Miami Gardens; currently serve as **Economic Development coordinators with the CRAs of NW 7th Avenue and NW 79th Street in Miami-Dade County**; and are preparing a zoning code update for **downtown Augusta, Georgia**, as well as **Midtown Miami**, along with **pedestrian priority zones (PPZs) for Little Havana in Miami**. These experiences reflect our commitment to creating planning tools that are technically sound, community-responsive, and grounded in the realities of local implementation.

Founder and Principal Melissa Hege, AICP, brings 25 years of leadership in urban planning, policy analysis, and community-driven redevelopment both locally and nationally. Her work emphasizes clarity, collaboration, and a deep understanding of land use processes at the municipal, county, and state levels. Melissa will serve as project leader for this effort and will guide coordination with City of Fort Lauderdale staff, the CRA, Broward County Planning Council, Broward County Commission, Florida Commerce, FDOT, and local civic groups to ensure a complete and well-supported LUPA submission.

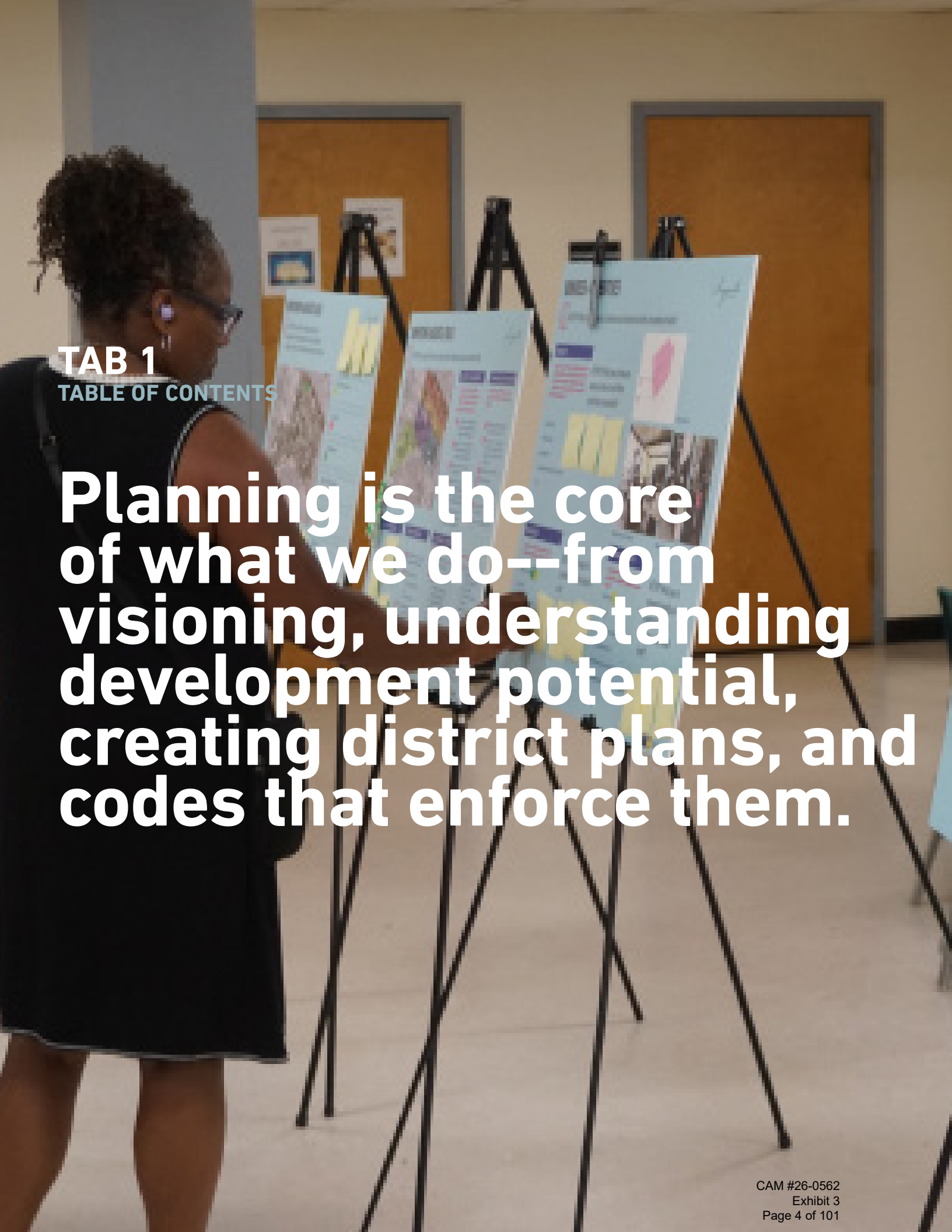
Colab, GAI, and Urbe Studio will support land use planning, zoning, GIS, community redevelopment areas, and urban design for the LUPA. **GAI has provided services to over 75 Community Redevelopment Agencies (CRAs)** in throughout Florida, helping them update existing plans or modify and expand their CRA areas, and is recognized as a redevelopment thought leader. At the same time, **Urbe Studio** offers additional planning experts to supplement public outreach and expertise in transportation and mobility, similar to work performed for the **Himmarshee Village area**. Together, we offer a collaborative structure that brings precision, creativity, and an implementation-oriented mindset to every phase of the process.

We're fully committed to helping the City and CRA meet your proposed schedule. We appreciate the opportunity to submit this proposal to prepare a future Land Use Plan Amendment that reflects both the aspirations of the Central City community and Fort Lauderdale's long-term growth vision.

Sincerely,



Melissa Hege, AICP, LEED AP, Principal
MHCP Colab
5701 Biscayne Blvd CS-1
Miami, FL 33137
Melissa@mhcpcolab.com
305.607.9257

A woman with dark curly hair, wearing glasses and a black sleeveless dress, is looking at a large document on an easel. The document is a table of contents with various colored sections and text. In the background, there are two wooden doors and other easels with documents.

TAB 1

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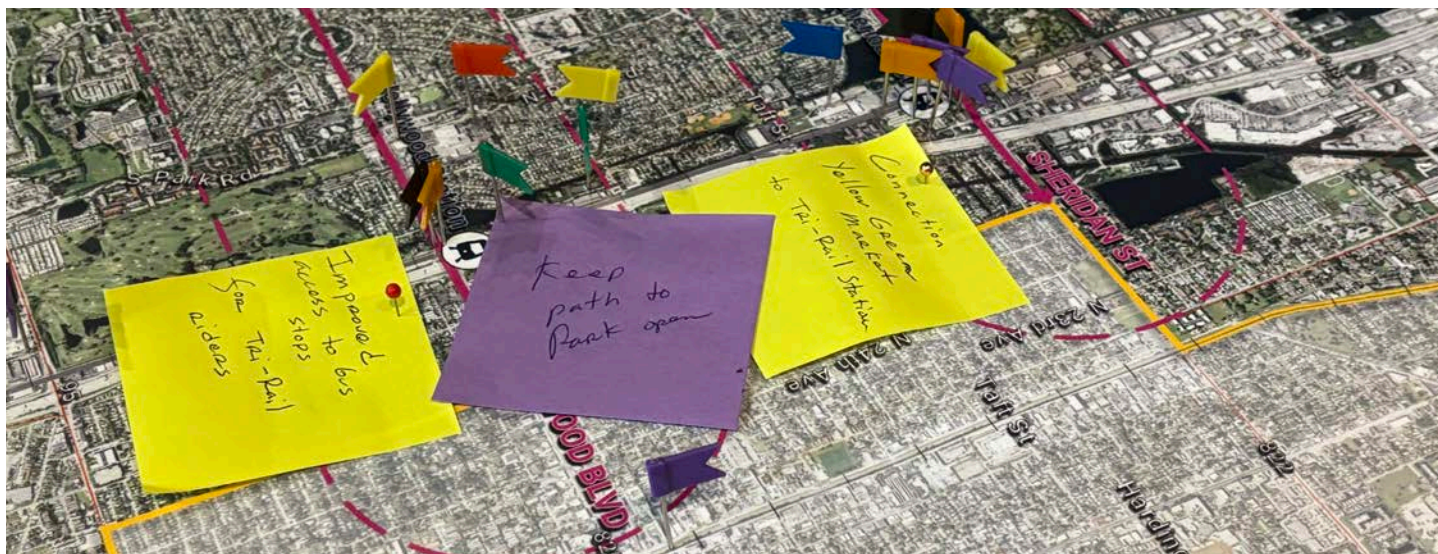
Planning is the core of what we do--from visioning, understanding development potential, creating district plans, and codes that enforce them.

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EXECUTIVE SUMMARY

**We develop
communications
strategies to tell the story
of a place and the planning
process.**



EXECUTIVE SUMMARY

MHCP Colab (Colab), together with Urbe Studio and GAI is excited for the opportunity to support the City of Fort Lauderdale in advancing a comprehensive and strategic land use framework that aligns with the current zoning update to both support redevelopment while strengthening the Central City CRA community. We are an **award-winning planning firm** composed of certified planners, urban designers, and engagement specialists. For over 25 years, our principals have lead planning, zoning and redevelopment initiatives across South Florida and the southeastern United States. Colab has built a strong track record in comprehensive planning and zoning and redevelopment work in Florida and Broward County. Our work has contributed to transformative outcomes in communities such as Midtown Miami, Downtown West Palm Beach, Little Havana, Wynwood, and Downtown Hollywood, Florida.

We will service this contract from our Miami office at 5701 Biscayne Boulevard. Colab is a certified Small Business Enterprise (SBE) and Woman-Owned Business. The firm is organized as a Limited Liability Company (LLC) and is registered as a legal business entity in the State of Florida. Our office is located on Biscayne Boulevard in Miami.

Colab will deliver a successful future Land Use Plan Amendment (LUPA) because of these three major strengths:

1. Local planning expertise.
2. Team leadership by our firm principals
3. A technical approach with a strong communications strategy

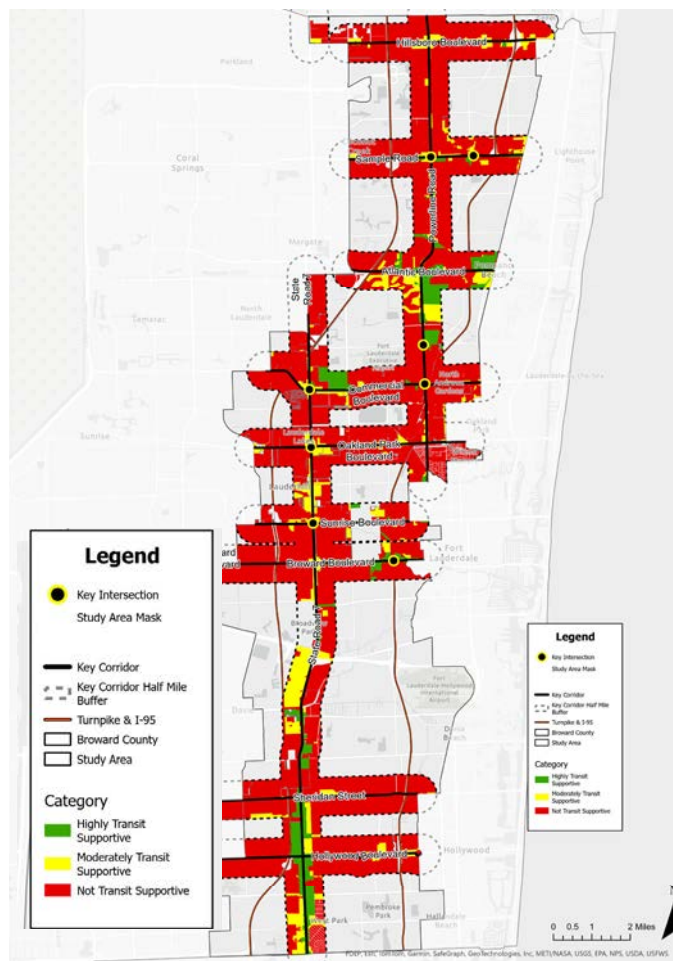


1. LOCAL PLANNING + REDEVELOPMENT EXPERTISE

Broward County: Our team has collaborated with local municipalities, the Broward County Planning Council (BCPC), FDOT, the Broward MPO and Broward County on Future Land Use and affordable housing policy for both: (1) the Broward Commuter Rail related to station area planning and the (2) Central Broward TOD Toolkit. We understand the County's unique future land use structure, mobility plans and development trends. These two projects gave us direct, practical experience navigating Broward County's land-use review process. We also gained a strong understanding of how County policies influence redevelopment, how densities and intensities are allocated, and how land-use designations can be structured to support transit-oriented growth.

(1) For the Broward Commuter Rail project, Colab worked very closely with Fort Lauderdale and their Urban Design and Planning Department (UDP) and Transportation and Mobility (TAM) departments to justify the proposed Fort Lauderdale South station and demonstrate its growth potential including:

- Available land,
- Remaining development allocations from the comprehensive plan,
- Zoning,
- Existing land-use,
- Assessed redevelopment potential,
- Provided insight into market conditions,
- Affordable housing policy,
- Bicycle/pedestrian accessibility,
- Infrastructure constraints, and
- Development in the pipeline.



(2) The Central Broward TOD Toolkit was a multidisciplinary planning study for the central Broward corridor to address planning and transportation deficiencies in areas facing the greatest equity challenges. Using ArcGIS and a policy review of 16 municipalities, our team evaluated future land use, existing zoning codes, development readiness, infrastructure capacity, market conditions, and access to neighborhood services along major corridors. This work synthesized regional land-use policy, redevelopment patterns, affordability gaps, transit conditions, and equity indicators and recommended utilizing the existing County policies that already support more densities, affordable housing and transit.

COMPREHENSIVE PLANNING

We understand the comprehensive planning process and have prepared comprehensive plan updates, Future Land Use Element amendments, and map amendments for multiple Florida jurisdictions including Fort Lauderdale, Village of Pinecrest, City of West Melbourne, For Meyers Beach, Downtown West Palm Beach and Downtown Hollywood. These projects often combine land-use amendments with zoning updates, affordable housing strategies, and redevelopment frameworks—experience that aligns closely with the City’s needs for this RFP.



COMMUNITY REDEVELOPMENT AREAS

We currently service two CRAs and understand the rapidly changing regulations that governs these special taxing districts. Similar to the Central City CRA, in both the NW 79th Street CRA and NW 7th Avenue CRA in Miami-Dade County, we are evaluating opportunities to adjust zoning and underlying land use to expand development potential, support mixed-income housing, and catalyze neighborhood-serving commercial activity. Our partner, **GAI**, provides services to numerous Community Redevelopment Agencies (CRA) throughout Florida, helping them update existing plans or modify and expand their CRA area. GAI is recognized as redevelopment thought leaders.



2. TEAM LEADERSHIP AND PROJECT MANAGEMENT BY OUR FIRM PRINCIPALS

We offer strong project management led by an AICP-certified Project Manager with more than 25 years of experience in similar large-scale land use and zoning projects.

Our interdisciplinary team brings six core professionals to respond to daily needs with additional support staff with a record of successful planning and land use projects. Each team member has been selected based on their experience with comparable projects requiring multi-phase coordination, extensive public outreach, and the preparation of comprehensive amendment packages that meet State and County requirements.



Melissa Hege, AICP, Colab's firm Principal will be the Project Lead. She is a certified planner with 25 years of experience in South Florida and nationally, Melissa has worked with close to 50 municipalities, public agencies and CRAs in South Florida and nationally including CRAs in Hollywood, Miami, West Palm Beach and Central Florida. She created master plans and zoning codes that were the framework for CRA plans in Midtown Miami, downtown Hollywood, Hollywood Beach, Plantation State Road 7, South Miami, Downtown West Palm Beach and Downtown Cocoa Beach. She developed infrastructure and mobility projects and supported private development projects to stimulate redevelopment in North Miami Beach; Wynwood; Downtown Miami; Fort Lauderdale; East Tampa; Lafayette, LA; Detroit, MI; and Laurens County, SC.

Other key team members include:



Matt Hege, FRA-RA, Director MHCP Colab is a redevelopment specialist with 25 years of experience. Matt will offer further guidance on project approach and communication, overseeing all project communications. His experience includes extensive focus for municipal and corporate communications strategy, public relations campaigns, brand awareness, media relations with expertise in public private partnerships.



Kailey Saver, AICP, Senior Planner, MHCP Colab will manage planning deliverables. She brings over nine years of experience in public and private sector planning. Kailey was project manager for the Nassau County, FL Comprehensive Plan update, as well as Tallahassee and Leon County Vision and Comprehensive Plans.



Jesica Perkul, Architect and Senior Planner, MHCP Colab will manage urban design deliverables including urban design and zoning analysis and urban design illustrations. She will also ensure consistency with the zoning and the Future Land Use plan amendment.



Claudia Ray, Senior Planner and Urban Designer, GAI has two decades of experience working with public, private, and institutional clients on planning, landscape design, and architecture projects of all scales. Claudia supports redevelopment strategy, design analysis, and land-use recommendations.



Fabian De La Espriella, AICP, Founding Principal, Urbe Studio, Firm Leader
Fabian will develop the transportation and mobility components and provide additional outreach support. Fabian is the founding principal of Urbe Studio with over twenty years of experience in urban design and livable transportation planning. He recently lead the Himarshee Village visioning and outreach effort.





3. TECHNICAL APPROACH WITH A STRONG COMMUNICATIONS STRATEGY

METHODOLOGY

We approach our planning projects with a three-phase process that connects research with thoughtful and innovative solutions and accountability:

1. Discovery is the research phase of our work. We conduct extensive research and internal processes that guide decision making while building an engagement strategy to involve stakeholders and the community.

2. Drill down is when we assess and evaluate the findings from “discovery”. We dig deeper into existing conditions—market trends, regulations, and infrastructure—to pinpoint strengths, challenges, and opportunities. It is the opportunity to evaluate what is working and what is not. Preliminary outreach happens here.

3. Design is when we craft recommendations with ongoing outreach and public input. We turn findings into action by developing policy updates, recommendations, and outreach strategies to implement concepts and policies.



Public Engagement throughout the process

Staff Workshop | One-on-one Meetings with Leadership | Stakeholder Meetings | Community Survey | Talking Points + FAQs | Website Content

PROJECT UNDERSTANDING

We understand this project as having two primary areas of focus:

1. The future Land Use Plan amendment and consistency with the zoning update.
2. Community outreach, awareness and engagement.

Colab can provide both. We have experience evaluating and drafting zoning codes and future land use plans for dozens of clients, giving us a strong understanding of how zoning and land use interact.

Future Land Use Plan Amendment:

As City Planners, our firm and project team have extensive experience with Florida comprehensive plans and amendments, particularly in future land use. Central City CRA's unique conditions require land-use designations that can support mixed-use development, small businesses, attainable housing options, and public realm improvements while avoiding unintended displacement pressures. This is particularly relevant along Sunrise Boulevard, NE 4th Avenue, and NE 13th Street, where redevelopment interest is growing but existing land-use classifications are fragmented. Creating a single future land use designation for the entire Central City CRA can address these needs in coordination with the rezoning that is currently in process.

Broward County’s Activity Center Future Land Use designation already promotes affordable housing, mixed uses, and higher densities for transit-oriented development—aligning closely with the CRA’s vision for diverse housing and a vibrant, transit-supported district. A unified land-use designation like the Activity Center category is a significant opportunity to align future land-use decisions with broader mobility and redevelopment initiatives.

Community Outreach, Awareness and Engagement:

The RFP lays out an extensive outreach concept with up to 18 public meetings and up to 12 presentations to official boards prior to the public hearings for plan adoption. We propose developing an outreach strategy and communications plan to organize engagement and the approval process and in alignment with the following phases:

The outreach strategy and communications plan will establish a playbook to include a variety of engagement opportunities that will achieve broad outreach and increase community awareness through different and convenient platforms.

OUTREACH STRATEGY

- 1 Preliminary Engagement:**
LUPA Framework should yield very detailed input and direction from the Central City Redevelopment Advisory Board (CCRAB) and adjacent civic associations (up to 12 meetings).
- 2 Secondary Engagement:**
Crafting the LUPA will be done in collaboration with the Design Review Committee (DRC) and the community with large format workshops and smaller, follow up meetings (up to 3).
- 3 Public Hearings: LUPA Approval Process** is more formal and the LUPA will have been thoroughly vetted and revised to reflect public comment and board input.

The outreach strategy will define the overall approach to community engagement throughout the plan development process and includes required meeting, workshops, engagement tools, surveys and presentations. It provides the framework for integrating community feedback into the land-use scenarios and ensuring that residents understand how the proposed amendment affects neighborhood character, mobility, and housing options.

COMMUNICATIONS PLAN AND MESSAGING

The communications plan serves as a script for the project team to ensure consistent messaging. Bilingual materials include project fact sheets summarizing goals, key messages, and frequently asked questions, press announcements and releases and content for the project website.

Colab will work with the City and CRA to finalize engagement tools in the outreach strategy and communications plan including both traditional and digital.

TAB 3

EXPERIENCE AND QUALIFICATIONS

- A. FIRM'S QUALIFICATION
- B. QUALIFICATION OF PROJECT TEAM
- C. RELEVANT EXPERIENCE

We develop tangible solutions to improve planning opportunities.



FIRM'S QUALIFICATION

MHCP Colab (Colab) is an award-winning planning and communications firm composed of certified planners, urban designers, and engagement specialists based in Miami's Upper Eastside. For over 25 years, our principals have led code analysis, development review, and zoning and land-use code drafting across South Florida and the southeastern United States.

Our work has contributed to transformative outcomes in communities such as Midtown Miami, Downtown West Palm Beach, Little Havana, Wynwood, and Downtown Hollywood, Florida.

Founded in 2009, Colab was established to deliver integrated urban planning and communication services rooted in collaboration, technical rigor, and design excellence. The firm operates as a true co-laboratory, leveraging the leadership of senior staff and the specialized expertise of our technical team and trusted partners. This structure allows us to maintain a high level of quality while remaining flexible, efficient, and responsive to municipal needs.

PLANNING PHILOSOPHY

Planning is the core of what we do--from visioning, understanding development potential, creating district and neighborhood plans, and codes that enforce them. This combination allows us to create innovative solutions that engage communities and foster collaboration. Together, we strive to build sustainable and vibrant cities for the future.

AREAS OF EXPERTISE

- Zoning + Land Use
- Visioning + Redevelopment
- Public Engagement
- Public Relations
- Mobility + Transit-Oriented Development

CONTACT INFO

Melissa Hege, Principal
5701 Biscayne Boulevard, Suite CS1
Miami, FL 33137



NW 7th Avenue Community Redevelopment Area Community Focus Group

melissa@mhcpcolab.com
305.754.6797

SUSTAINABILITY STATEMENT

At Colab, sustainability guides both our project work and our daily operations. Our planning and design efforts prioritize resilient, people-centered solutions—from climate-responsive urban design and green infrastructure to multimodal mobility and community-driven placemaking.

As a small practice, we naturally maintain a low carbon footprint. Remote work and virtual meetings reduce commuting and travel-related emissions, conserve energy, and allow us to collaborate efficiently across regions. This flexibility also supports our team's mental health and well-being by promoting balance, autonomy, and a healthy work environment.

By integrating sustainable principles into what we create and how we work, we help build more re-

silient, equitable, and environmentally responsible communities.

Colab holds all required business licenses and maintains the professional certifications pertinent to the services we provide, including AICP credentials among senior planning staff.

WE HELP COMMUNITIES ENVISION THEIR FUTURE BY LEVERAGING THEIR ASSETS AND STRENGTHS.

We develop tangible solutions to improve redevelopment opportunities.

COMPANY CULTURE

Urban planning is the science of fostering places for all people and our firm strives to establish a workplace environment that reflects this. Our goal is to build a collaborative culture where each of us shares different ideas and perspectives to make our work better and develop our full potential.

EXPERTISE & KNOWLEDGE

STATE, REGIONAL, AND LOCAL PLANNING EXPERTISE

We work collaboratively with Florida state agencies, local governments, regional planning entities, and transportation authorities to advance regulatory and policy changes, update zoning codes, and prepare comprehensive planning documents that help communities manage growth while preserving their essential character. Our team routinely coordinates multi-agency review, aligns local initiatives with County and State requirements, and delivers clear, actionable recommendations tailored to community goals.

At the regional scale, Colab conducted a comprehensive evaluation of zoning, land-use, housing, and equity issues across 16 Broward municipalities, resulting in the **Central Broward TOD Toolkit**. This work synthesized regional land-use policy, redevelopment patterns, affordability gaps, transit conditions, and equity indicators—**insights that directly strengthen our ability to support the City in preparing its Future Land Use Element and Map Amendments for the Central City CRA.**

EXPERIENCE WITH COMMUNITY REDEVELOPMENT AREAS (CRAS)

We have substantial experience working with Community Redevelopment Areas, including the NW 79th Street CRA and NW 7th Avenue CRA in Miami-Dade County. In these areas, we are evaluating opportunities to adjust zoning and underlying land use to expand development potential, support mixed-income housing, and catalyze neighborhood-serving commercial activity. This work mirrors the objectives of the Central City CRA and reinforces our understanding of how land-use policy can effectively drive redevelopment.

TRANSIT-ORIENTED DEVELOPMENT (TOD) EXPERTISE

Our firm brings strong TOD experience through the BCR Small Starts project, developed in partnership with cities and FDOT, the Broward TOD Toolkit, and the Pinecrest US1 Vision Plan Update. These projects required integrating density, intensity, multimodal access, and equity considerations into land-use and transportation planning.

COMPREHENSIVE PLANNING + CONSISTENCY REVIEWS

We understand the comprehensive planning process and have prepared comprehensive plan updates, Future Land Use Element amendments, and map amendments for multiple Florida jurisdictions including:

- Fort Lauderdale – Comprehensive Plan (various elements)
- Village of Pinecrest – Comprehensive Plan updates, (current work)
- City of West Melbourne – Comprehensive Plan updates
- Fort Meyers Beach- Comprehensive Plan updates
- Downtown West Palm Beach
- Village of Pinecrest – Density/intensity adjustments along US-1 corridor

These projects often combine land-use amendments with zoning updates, affordable housing strategies, and redevelopment frameworks—experience that aligns closely with the City's needs for this RFP.

We also have direct experience preparing consistency reviews, land-use analyses, and technical documentation for most of our projects described in this proposal including for downtown Augusta to prepare the zoning code update, downtown West Palm Beach code update and BCR south station assessments.

CERTIFICATIONS

Colab is a certified Small Business Enterprise (SBE) and Woman-Owned Business. The firm is organized as a Limited Liability Company (LLC) and is registered as a legal business entity in the State of Florida. Our office is located on Biscayne Boulevard in Miami.



QUALIFICATION OF PROJECT TEAM

The success of the Central City Future Land Use Element and Future Land Use Map Amendment depends on a highly qualified, coordinated, and multidisciplinary team. Our team brings together senior-level urban planners, AICP-certified project leadership, public engagement specialists, GIS analysts, transportation and infrastructure advisors, and technical writers with extensive experience working on complex, multi-agency land use amendments in Florida.

Colab will deliver a successful future Land Use Plan Amendment (LUPA) because of these three major strengths:

- (1) Local planning and redevelopment expertise.
- (2) Team leadership and project management by our firm principals.
- (3) A technical planning approach with a strong communications strategy.

Each member of the team has been selected based on their experience with comparable projects requiring multi-phase coordination, extensive public outreach, and the preparation of comprehensive amendment packages that meet State and County requirements. Collectively, our team has worked on Future Land Use amendments, zoning code overhauls, CRA implementations, form-based codes, and comprehensive planning initiatives throughout Florida and across the U.S.

RELATIVE SIZE AND ORGANIZATIONAL STRUCTURE

Colab consists of a compact team of five professionals, including management, technical, and support staff. This size and structure ensure efficient coordination, direct senior-level involvement, and adequate capacity to manage project tasks, research, GIS analysis, stakeholder coordination, and quality control throughout the duration of the assignment.



ADDITIONAL CONSULTING PARTNERS

In addition to Colab's core staff, two specialized consulting partners will support key aspects of this assignment. Their expertise expands the team's technical depth, design capacity, and regional planning experience.



GAI CONSULTANTS / COMMUNITY SOLUTIONS GROUP (CSG)

GAI's Community Solutions Group brings significant experience in master planning, landscape architecture, urban analytics, and public-realm planning across Florida. Their team regularly supports local governments, redevelopment agencies, and transit-oriented initiatives with place-based planning, regulatory tools, and community visioning strategies. CSG's depth in land use policy, corridor planning, parks and open space systems, master plan implementation, and urban design strengthens the multidisciplinary framework required for the Central City FLU and FLUM Amendment.



URBE STUDIO

URBE adds further capacity in land-use planning, urban design, zoning analysis, and community-focused planning. Their work includes zoning updates, comprehensive plan amendments, redevelopment district strategies, and multimodal planning for Florida municipalities. Urbe's experience with existing-conditions documentation, regulatory analysis, and community coordination supports the analytical and design tasks required for this project.

Together, Colab, GAI/CSG, and Urbe form a unified team prepared to deliver a technically robust, context-sensitive, and implementable Future Land Use Element and FLUM amendment for the City of Fort Lauderdale.

ORGANIZATIONAL CHART

Below is a summary of our core team for this three year contract. Availability is shown for each team member per task. Resumes follow.



City of Fort Lauderdale

Client



Melissa Hege, AICP, LEED AP
Principal

Project Lead/Principal in
Charge

Project Team

Future Land Use + Outreach

**Melissa Hege, AICP, Lead
(30%)**

Oversight + Quality Control
Planning Policy, Code Writing,
Land Use + Transportation Policy

**Matt Hege, FRA-RA,
Deputy Project Manager
(30%)**

Communications + Outreach,
Redevelopment, Engagement,
Redevelopment

**Jesica Perkul, Urban
Designer (40%)**

Zoning and Land Development
Code Analysis
Site Planning + Design

**Kailey Saver, AICP, Senior
Planner
(50%)**

GIS and Data Analysis
Development Review
Comprehensive Planning

Urban Design + Economic Development

Claudia Ray, MSAUD (20%)

Urban Design and Placemaking,
Community Engagement

**Owen Beitsch, PhD, FAICP,
CRE, FRA-PA (20%)**

Housing and Social Policy
Planning

**Laura Smith MPA, FRA-RA,
CRE (10%)**

Economic Development,
Redevelopment Planning,
Economics

Other: Parks System Planning

**Kristin Caborn, CPRE, FCP
(As needed)**

Parks System Planning

Transportation + Outreach

**Fabian De la
Espriella, AICP (20%)**

Transportation Planning +
Outreach

**Jorge A. Barrios, PE
(15%)**

Transportation Engineer

**Mateo Van Thienen
(15%)**

Transportation Analyst



STAFFING APPROACH

We offer a multi-disciplinary team uniquely positioned to deliver:

- Planning + Zoning
- Urban Design + Economic Development
- Transportation + Mobility
- GIS + Socio-Economic Analysis
- Public Engagement & Communications

Colab manages a focused portfolio of projects led directly by our Principal and Director. We oversee all deliverables, maintain detailed work logs, and provide monthly reports to ensure accountability. Senior team members stay engaged throughout every project, ensuring consistent communication, strong oversight, and expert guidance.

Our team will collaborate closely with partner firms to combine planning, transportation, design, engagement, graphics, and analytics expertise necessary for a successful outcome.

PROJECT LEADER

Melissa Hege, AICP, MHCP, Colab, Principal, will be the Project Leader and oversee the overall design vision, content, and project workflow. She will be the primary point of contact and will establish the foundation for the LUPA approach. Melissa understands the county and state planning laws that regulate land use and zoning. For 25 years, she has prepared code updates, land use plans and master plans in Florida, Louisiana, South Carolina, and Georgia.

LEADERSHIP TEAM

The Leadership Team will guide the overall direction of the project and manage coordination across firms.

Matt Hege, FRA-RA, Director MHCP Colab is a redevelopment specialist with 25 years of experience. Matt will offer further guidance on project approach and communication, overseeing all project communications. He leads the firm's public-private initiatives, redevelopment and economic analysis, community outreach, public relations, and strategic communications, bringing expertise in comprehensive planning and project messaging.

Kailey Saver, AICP, Senior Planner, MHCP Colab will manage planning deliverables. She brings over nine years of experience in public and private sector planning. Kailey was project manager for the Nassau County, FL Comprehensive Plan update, was Urban Planner for the Connect Abilene 2040 Comprehensive Plan in Abilene, TX, as well as Tallahassee and Leon County Vision and Comprehensive Plans in Florida and Future Forney Comprehensive Plan in Forney, TX.

Jesica Perkul, Architect and Senior Planner, MHCP Colab will manage urban design deliverables including urban design and zoning analysis and urban design illustrations. She will also ensure consistency with the zoning and the Future Land Use Plan amendment. Jesica is a native of Buenos Aires and brings over a decade of experience shaping cities through planning, design, strategy, and placemaking.

PROJECT TEAM

To deliver a comprehensive and fully integrated planning process, MHCP Colab has assembled a unified team in partnership with Urbe Studio and GAI's Community Solutions Group (CSG). This collaboration brings together complementary strengths in planning, zoning, transportation, urban design, analytics, community engagement, and implementation.

Each firm contributes specialized expertise

- MHCP Colab provides leadership in comprehensive planning, zoning updates, land use policy, and project management.
- GAI/CSG contributes nationally recognized expertise in urban analytics, redevelopment strategy, parks and public space planning, wayfinding, and environmental graphics.
- Urbe Studio adds capabilities in transportation planning, mobility analysis, design, graphics, and bilingual engagement.

Through this combined structure, the City benefits from a coordinated, multidisciplinary team with the capacity to address all aspects of the Future Land Use Amendment—from policy and analysis to mapping, transportation, community outreach, visuals, and economic evaluation. Our approach ensures seamless communication, unified project vision, and access to senior-level experts throughout the duration of the contract. Subconsultant team members include:

Fabián De la Espriella, AICP (URBE Studio)

Transportation and mobility planning support, multimodal corridor analysis, and transportation element guidance. Also contributes to outreach in Spanish.

Jorge Barrios, PE (URBE Studio)

Transportation engineer specializing in multimodal analysis, traffic evaluation, and safety assessments. Will support transportation and mobility components.

Mateo Van Thienen (Urbe Studio)

Transportation analyst providing GIS mapping, multimodal modeling, and visualization support.

Claudia Ray, MSAUD (GAI/CSG)

Urban designer contributing to corridor design, placemaking strategies, and redevelopment frameworks.

Owen Beitsch, PhD, FAICP (GAI/CSG)

Senior advisor offering economic strategy guidance, fiscal impact analysis, long-term housing insights, and redevelopment evaluation.

Ana Kimelton (GAI/CSG)

Environmental graphics and wayfinding specialist. Provides visual communication and branding for public-facing materials.

Kristin Caborn (GAI/CSG)

Parks and public space planner contributing to open space, recreation planning, and livability strategies.

Laura Smith, FRA-RA, CRE (GAI/CSG)

Urban analytics director providing socio-economic analysis, redevelopment feasibility, and demographic insights.

KEY ROLES & RESPONSIBILITIES

Project Manager (AICP): Primary point of contact; leads coordination with City, CRA, BCPC, FloridaCommerce; oversees schedule, deliverables, and amendment content.

- **Senior Urban Planner:** Supports land use analysis, policy drafting, and consistency review with the Broward County Land Use Plan.
- **GIS Specialist:** Prepares maps, analysis layers, and data visualizations required for the amendment report.
- **Public Engagement Lead:** Designs and manages presentations, CCRAB and civic association meetings, and public outreach documentation.
- **Transportation & Infrastructure Advisors:** Support traffic analysis, multimodal review, and coordination with FDOT and County agencies.
- **Technical Writer / QA Reviewer:** Ensures clarity, accuracy, and compliance across all reports, staff memos, and presentation materials.

TEAM STRUCTURE

This project will be led by **Melissa Hege**, an AICP-certified Project Manager with 25 years of Florida based planning work. Each of our team members has particular expertise to address the project needs including land-use policy and GIS analysis, public engagement, urban design, affordable housing, and transportation mobility. —ensuring that all work is precise, efficient, and fully aligned with City, County, and State requirements.



MELISSA HEGE, AICP, LEED AP



Principal
Project Lead

CREDENTIALS

American Institute of Certified
Planners #016841
LEED Accredited Professional

EDUCATION

University of Pennsylvania, MA City
Planning
Brandeis University, BA Literature
Harvard University Career Discovery
Program

ULI Introduction to Market Analysis
Spring 2025

PROFESSIONAL ASSOCIATIONS

Chair, Miami TPO, Bicycle Pedestrian
Committee
American Planning Association
Urban Land Institute (ULI)
Florida Redevelopment Association
(FRA)

25 YEARS OF EXPERIENCE

Founder and Principal Melissa Hege leads the firm's urban planning work. She has worked with close to 50 municipalities, public agencies and CRAs in South Florida and nationally specializing in zoning, land use and redevelopment with additional expertise in mobility and outreach. She has a unique perspective of how land use and transportation policy shapes the built environment and is adept at taking plans from concept to adoption including Midtown Miami, and an award-winning initiative to design and implement safer streets for children walking to school in Little Havana. Her award winning plans highlight this expertise and her ability to engage communities and identify the right combination of planning that makes successful places.

RELEVANT PROJECTS

USDOT THRIVING COMMUNITIES CENTRAL BROWARD TOD TOOLKIT

Melissa oversaw the land use and zoning assessment for Central Broward. This included how regulatory policy and equity can support transit and improved connectivity in Broward County to further enhance existing and future transit ridership and TOD place making.

BROWARD COMMUTER RAIL SMALL STARTS APPLICATION

Melissa led station area planning for Broward Commuter Rail to evaluate and selected candidates for development potential, transit supportive zoning and policies, housing policies and developed the FTA Small Starts grant application for land use and economic development.

NW 7TH AVENUE AND NW 79TH STREET CRAS

Co-leading economic development strategies for Miami Dade County's NW 7th Avenue and NW 79th Street CRAs and design lead for master planning specific parcels and providing zoning modifications for these redevelopment districts.

OTHER PLANS

Augusta Unified Development Ordinance Update, GA
Pinecrest Parkway (US1) Vision Plan, Village of Pinecrest
Visioning, Outreach and Comprehensive Plan Update for West Melbourne, FL
Little Havana Pedestrian Priority Zones, Miami, FL
Wynwood Street Tree Master Plan + Public Engagement, Miami, FL
Midtown Miami Zoning Code + Design Standards, Miami, FL
Tactical Urbanism Policy, West Palm Beach, FL



Director
Communications + Outreach

CREDENTIALS

Florida Public Relations Association
FRA Redevelopment Administrator,
FRA-RA

EDUCATION

East Carolina University, MBA
East Carolina University, BS,
Communications

Massachusetts Institute of
Technology (MIT), School of
Architecture and Planning Certificate:
Planning and Zoning Process, Public/
Private Partnerships, 2022

PROFESSIONAL ASSOCIATIONS

Florida Redevelopment Association
(FRA)
Florida Chapter, American Planning
Association (FL APA)
Urban Land Institute (ULI)

25 YEARS OF EXPERIENCE

MATTHEW HEGE

Matthew Hege, MBA, is the Firm Director with 24 years of experience in outreach, communications, and public relations. Matthew has expertise in municipal and public-private partnerships (P3s), focusing on economic development. His experience includes extensive focus for municipal and corporate communications strategy, public relations campaigns, brand awareness, media relations with expertise in public private partnerships. He is a certified Redevelopment Administrator for the Florida Redevelopment Association and earned a certification in Public-Private Partnerships from MIT.

RELEVANT PROJECTS

NW 7TH AVENUE AND NW 79TH STREET CRAS

Co-leading economic development strategies for Miami Dade County's NW 7th Avenue and NW 79th Street CRAs and design lead for master planning specific parcels and providing zoning modifications for these redevelopment districts.

PINECREST PARKWAY (US1) VISION PLAN, VILLAGE OF PINECREST

Matt co-led the visioning plan, an update of the Village's Parkway(US1) Plan. The vision process included a review of the land development regulations impacting development along the US1 corridor with emphasis on Miami Dade County's SMART Plan alternative for zoning and land use. He directed the communications strategy and public outreach to identify clear goals and objectives for the planning process and facilitated talking points and FAQ's for the Pinecrest Parkway Citizen's Committee to shape the vision.

OTHER PLANS

Augusta Downtown Zoning Code Update
NW 7th Avenue Community Redevelopment Area Economic Development Planning
NW 79th Street Community Redevelopment t Area Economic Development Planning
USDOT Central Broward TOD Toolkit
Visioning, Outreach and Comprehensive Plan Update for West Melbourne, FL
Little Havana Pedestrian Priority Zones, City of Miami

KAILEY SAVER, AICP



Senior Planner

Deputy Project Manager

CREDENTIALS

American Institute of Certified Planners (AICP) #307121

EDUCATION

University of Hawaii, Master of Urban and Regional Planning

University of South Carolina,
Bachelor of Arts, Geography

PROFESSIONAL ASSOCIATIONS

American Planning Association (APA)

KEY SKILLS

Land Use Planning + Zoning
Bicycle and Pedestrian Planning
Walkability Design
Placemaking
Development Review
Community Engagement

9 YEARS OF EXPERIENCE

Kailey Saver brings over nine years of experience in public and private sector planning. Her background includes development review, zoning and land use planning, complete streets design, parks, recreation, open space, and trails planning, and community engagement. Kailey has helped communities in Texas, Oklahoma, and Florida shape their futures through integrating public engagement and assessments into implementable plans. Her desire to create healthy and sustainable communities has guided her efforts in long-range and current planning initiatives.

RELEVANT PROJECTS

NASSAU COUNTY, FL 2050 VISION PLAN

Collaborated with Nassau County, FL to develop a Vision Plan that shapes planning efforts, informs policy decisions, and directs future investments. The Plan included a review of existing conditions, extensive community engagement, and a review of best practices to create implementable recommendations to shape Nassau's future.

NASSAU COUNTY 2030 COMPREHENSIVE PLAN, TRANSPORTATION ELEMENT UPDATE

Assisted Nassau County in updating the transportation element of the 2030 Comprehensive Plan. The comprehensive plan amendment incorporated a complete streets policy, enhanced multi-modal transportation options, introduced a sidewalk fee-in-lieu policy, and included an updated data and analysis for the mobility element.

FORNEY COMPREHENSIVE PLAN, TX

Supported the development of an updated Comprehensive Plan for the City of Forney, TX. The plan included a review of existing conditions, community engagement, and an implementation blueprint to support long-term vitality.

CULTIVATE CANTON VISION PLAN, CANTON, TX

Led the development of Cultivate Canton Comprehensive Plan to guide land use, economic development, and livability in Canton, Texas. The plan included community visioning, land use and mobility analyses, population projections, and socio-economic data to create a 10-year program that will guide policies, investments, plans, and other city improvements.

JESICA PERKUL



Urban Planner/Architect

Planning Support + Deliverables

EDUCATION

Master's in Urban Economics,
Universidad Torcuato Di Tella,
Argentina

Bachelor's in Architecture,
Universidad de Buenos Aires,
Argentina.

Executive Program in Artificial
Intelligence for Smart Cities,
Massachusetts Institute of
Technology (MIT), In Progress

HONORS

2022, Buenos Aires International
Architecture Biennale: Award of
Excellence in Public Facilities for Ex
Elefante Blanco – Ministry of Human
Development and Habitat

2022, World Smart City Awards:
Recognition for Ciudad 3D Platform
– Government of Buenos Aires
Innovation Project

10 YEARS OF EXPERIENCE

Jesica is an architect and urban planner with over a decade of experience leading complex urban projects across Latin America and the United States. With a background in urban economics, she specializes in zoning, housing policy, and redevelopment strategies that integrate innovation with social impact. Jesica has guided large-scale public space initiatives and neighborhood transformations, coordinating closely with governments, developers, and communities to align vision, design, and implementation. Her work focuses on creating equitable, resilient, and people-centered cities.

RELEVANT PROJECTS

DOWNTOWN AUGUSTA ZONING ORDINANCE

Provided advisory support in updating the zoning overlay for the historic downtown of Augusta, focusing on public engagement and alignment with regulatory frameworks.

ELEFANTE BLANCO REDEVELOPMENT , BUENOS AIRES

Led the transformation of the historic Elefante Blanco site, coordinating the demolition of the abandoned structure and overseeing the design and construction of the new Ministry of Human Development and Habitat. The project also delivered a new public park with inclusive recreational areas and community facilities as a catalyst for neighborhood renewal.

BUENOS AIRES URBAN CODE UPDATE

Contributed to the comprehensive revision and update of the city's zoning and planning code, aligning land use strategies with contemporary needs for density, mobility, and sustainable growth.

PARQUE DE LA INNOVACIÓN MASTER PLAN

Supported the launch of the public competition and the implementation of the master plan for the Parque de la Innovación, a major mixed-use development designed to attract knowledge-based institutions and companies including regulatory changes and planning guidelines.

YOUTH OLYMPIC GAMES, BUENOS AIRES

Contributed to the planning and construction of the Olympic Village and multiple venues for the Youth Olympic Games, coordinating design, permitting, and inter-agency collaboration to ensure delivery on time and within budget. Created this award winning policy plan. Oversaw design and construction securing \$10.5M in funding.

OWEN BEITSCH, PHD, FAICP, CRE, FRA-PA



Senior Director, Urban Analytics
Role: Housing and Social Policy Planning

CREDENTIALS

Fellow, American Institute of Certified Planners (AICP)

Counselor of Real Estate (CRE)
Real Estate License: FL, #SL595584

Certified Trainer, Florida
Redevelopment Academy

EDUCATION

PhD, Public Affairs, University of
Central Florida
Masters of Urban and Regional
Planning (MURP), Florida State
University

PROFESSIONAL ASSOCIATIONS

Affordable Housing Work Group,
Florida Chapter of the American
Planning Association
American Institute of Certified
Planners

Associate Editor, Real Estate Issues
Mayor's Housing Advisory Panel, City
of Orlando

Orlando Housing Authority,
Commissioner
Orlando Neighborhood Improvement
Corporation, Chairman

42 YEARS OF EXPERIENCE

Dr. Beitsch serves as Senior Director of Economics for GAI's Community Solutions Group (CSG) and is a long-standing faculty member in urban planning at the University of Central Florida. His expertise includes land use economics, housing and social policy, tax policy, and special district finance, with a focus on tax increment financing for major infrastructure projects across the country. A founding member and former Chair of the Orlando Neighborhood Improvement Corporation (ONIC), he also spent eight years on the Orlando Housing Authority Board. Dr. Beitsch is an AICP Fellow and Counselor of Real Estate, and he regularly teaches the Elected Officials Training program for the Florida Chapter of the American Planning Association (APA). Dr. Beitsch has authored several publications and articles on real estate economics, housing, land use, and development, contributing to both academic and professional discourse in these fields.

RELEVANT PROJECTS

Regional Affordable Housing Initiative, Orange/Osceola/Seminole County

Collaborated with a consortium of four local governments—Orange, Seminole, and Osceola Counties, and the City of Orlando—to complete Florida's first regional affordable housing initiative. Developed shared strategies to address housing affordability as a regional economic development barrier, resulting in a coordinated plan that earned special recognition from the Florida Chapter of the American Planning Association for its innovative approach and content.

Housing Needs Study, City of Wildwood, FL

Senior Advisor for Housing Needs Assessment, City of Wildwood, FL — evaluated demographics, housing inventory, and affordability; projected 2050 demand for 49K units; identified land shortfalls and recommended regulatory updates and a Housing Action Plan

OTHER PROJECTS

- + Orange County Housing Authority, Housing Relocation & Redevelopment Plan, Orlando, FL
- + Carver Park Housing Study, Orlando, FL
- + Housing Market Analysis, Quest, Inc., Orlando, Florida
- + Transportation Funding Analysis for Miami, Tampa, and Orlando, FL
- + Transit-Oriented Development (TOD), Port Authority of Allegheny County, Pittsburgh, PA
- + NeoCity, Technology Park, Lead Real Estate Advisor, Kissimmee, FL
- + Panama City Developer Solicitation and Implementation, Panama City, FL.
- + City of Gainesville Developer Solicitation and Implementation, Gainesville, FL.
- + SR 429 Land Use + Economic Development Study, Cities of Ocoee and Winter Garden, FL.
- + Financial & Market Assessment, OBT Development Board, Orange County, FL
- + Employment Center Master Plan, City of Mount Dora, FL.

FABIAN DE LA ESPRIELLA, AICP



Principal

Transportation + Mobility Lead

CREDENTIALS

American Institute of Certified
Planners #026021

EDUCATION

University of Florida, MA, Urban &
Regional Planning
Pontificia Universidad Javeriana,
BS, Architecture

PROFESSIONAL ASSOCIATIONS

Past Chair, APA Gold Coast Section
American Planning Association

AWARDS

FLASLA Award of Excellence for
Biscayne Green; 2017; American
Society of Landscape Architects
Florida Chapter

IDA Award of Excellence for Biscayne
Green, Public Space Category; 2017;
International Downtown Association

CNU Charter Award for Biscayne
Green; 2018; The Congress for the
New Urbanism (CNU)

21 YEARS OF EXPERIENCE

Fabian is the founding principal of Urbe Studio with over twenty years of experience in urban design and livable transportation planning. His work centers on context-sensitive, multimodal solutions that enhance safety, connectivity, and quality of life. He has worked on unique and relevant projects in both the public and private sectors, giving him a broad understanding in the planning and implementation of multimodal infrastructure. He has led and collaborated on projects in Florida and across the country. Based on his integrated land use and transportation approach to design, Fabian understands pedestrian issues and walkability, street design and connectivity, traffic calming, placemaking, urban redevelopment and revitalization, and transit station area design and planning. As a professional with a design and planning background, he is interested in advancing initiatives to make cities better places to live.

RELEVANT PROJECTS

INTEGRATED LAND USE & TRANSPORTATION

Fabian helps create frameworks that integrate land use, urban design, and transportation interventions with policy and market realities. Fabian has been involved in several Complete Streets projects for a variety of agencies and state transportation departments in Florida and New Jersey, among others. These projects focused on developing multi-modal context-sensitive solutions that support community goals, cater to the access and mobility needs of all users, and are financially and economically sound. Fabian led between 2016-2017 the concept development and implementation of a Complete Streets pilot project featuring the first bus-only lane and dedicated bicycle lane in Downtown Miami. This project repurposed a downtown corridor into a multimodal street that provides transit priority and expands mobility choices to all street users.

BROWARD COUNTY REGIONAL COMPREHENSIVE SAFETY ACTION PLAN (SS4A); BROWARD COUNTY, FL

The Broward Metropolitan Planning Organization (BMPO) recently received a \$5 million Safe Streets and Roads For All (SS4A) grant from the Federal Highway Administration (FHWA). The Safety Action Plan is a joint commitment between the Broward MPO and Broward County to develop county-wide implementation strategies to prevent roadway deaths and serious injuries. This planning study will provide low cost, high impact approaches such as region-wide safe speeds strategies, Complete Streets and Vision Zero policies, and deployment strategies for innovative technologies. Fabian supported the WSP team on safe systems planning, multimodal infrastructure and community engagement tasks.



CLAUDIA RAY, MSAUD
Senior Planner + Urban Designer
 Urban Design & Placemaking w

EDUCATION

MSAUD, Architecture and Urban Design, 2012, Columbia University
 B. Architecture, 2005, Universidad Simon Bolivar, Venezuela

Ms. Ray is a creative, forward-thinking Senior Project Planner and Urban Designer within GAI's Community Solutions Group (CSG). She has two decades of experience working with public, private, and institutional clients on planning, landscape design, and architecture projects of all scales. Ms. Ray's award-winning work demonstrates her proven ability to envision, design, and implement strategies while understanding the place, and listening to stakeholders and clients. She has a clear understanding of different scales of the built environment, its social and economic dynamics, governance, and private development.

RELEVANT PROJECTS

WAREHOUSE ARTS DISTRICT AND DEUCES LIVE ACTION PLAN, ST. PETERSBURG, FL

Responsible for creating a public realm and placemaking framework and action plan for the 22nd Street South corridor and Deuces Live Main Street in St. Petersburg, Florida. She identified over 30 future infrastructure projects and programs and schematic designs to guide implementation.

Vine Street Community Redevelopment Area Plan Update, Kissimmee, FL

Updating the 2012 CRA Plan envisioning its growth over the next decade including a robust engagement process, identifying potential redevelopment sites and establishing distinct sub-areas along the corridor—each with tailored visions, goals, transportation initiatives, and investment strategies.



LAURA SMITH, FRA-RA, CRE
Urban Analytics Director
 Redevelopment & Economics

CREDENTIALS

Counselor of Real Estate (CRE) Professional
 FRA-RA, Designated Redevelopment Administrator

EDUCATION

MA, Urban and Regional Planning, University Central FL
 MA, Public Administration, University of South Florida
 BA, Political Science, University of South Florida

Ms. Smith serves as Urban Analytics Director within GAI's Community Solutions Group (CSG), where she conducts and oversees the research and analysis of market, economic, and demographic data; commercial, industrial, and multifamily performance indicators; census data; and employment statistics for various products of the firm. Ms. Smith served as a professional municipal planner for 7 years writing and updating land development codes and development plan reviews; as well as comprehensive plan rewrites and updates, Evaluation and Appraisal Reports (EAR), Community Redevelopment Agency (CRA) Findings of Necessity (FON), and CRA Redevelopment Plans.

RELEVANT PROJECTS

CITY OF ST. CLOUD DOWNTOWN WAYFINDING

Created a wayfinding program for the historic downtown St. Cloud, while coordinating with the Florida Department of Transportation to implement signage.

HERITAGE TRAIL, CITY OF GAINESVILLE

Aided in creating the historic trail route and developing schematic design for interpretive signage for Florida's first nationally registered African-American neighborhood.

PASCO PARKS AND RECREATION MASTER PLAN CAPITAL IMPROVEMENT PROGRAM

Created all graphics communications to increase public awareness for the Pasco County 2015 Parks and Recreation Master Plan including logo, collateral and social media.



ANA KIMELTON
**Director of Wayfinding and
 Environmental Graphics**
 Branding, Signage and
 Wayfinding

CREDENTIALS

Digital Marketing Certificate, University of South Florida

EDUCATION

BFA, Industrial Design, Savannah College of Art + Design
 BS, Graphic Design, Instituto de Diseño de Caracas
 BS, Industrial Design, Instituto de Diseño de Caracas

Ms. Kimelton is a Senior Environmental Graphic Designer in GAI's Community Solutions Group (CSG). With 12 years of experience, she is a passionate Graphic and Industrial Designer, who is vastly skilled with product design and development and branding. Her background in industrial design gives her extensive knowledge of fabrication and materials. Research plays a big part in her design methodology. Ms. Kimelton has worked on national and international projects for cities such as Daytona Beach, Kuala Lumpur, Buena Park, Oklahoma City, and Naples; and on campus wayfinding for Central Michigan University, Virginia State University, and New Jersey Institute of Technology.

RELEVANT PROJECTS

CITY OF ST. CLOUD DOWNTOWN WAYFINDING

Created a wayfinding program for the historic downtown St. Cloud, while coordinating with the Florida Department of Transportation to implement signage.

HERITAGE TRAIL, CITY OF GAINESVILLE

Aided in creating the historic trail route and developing schematic design for interpretive signage for Florida's first nationally registered African-American neighborhood.

PASCO PARKS AND RECREATION MASTER PLAN CAPITAL IMPROVEMENT PROGRAM

Created all graphics communications to increase public awareness for the Pasco County 2015 Parks and Recreation Master Plan including logo, collateral and social media.



KRISTIN CABORN
**Parks and Public Spaces
 Director**
 Park System Planning

CREDENTIALS

Certified Park and Recreation Executive (CPRE) (11160)
 Florida CPTED (Crime Prevention Through Environmental Design) Practitioner

EDUCATION

MS, Recreational Studies, University of Florida
 BS, Recreation (Honors), University of Florida

Ms. Caborn brings nearly three decades of extensive parks and recreation management and planning experience involving managing several multimillion-dollar parks and recreation projects, and providing master plan implementation and phasing plans services for public sector clients. Ms. Caborn thoroughly understands the municipal park planning process through her experience as a previous Parks and Recreation Director, where she was actively involved in all aspects of park planning, including extensive public involvement and facilitation. She was named to Engineering News-Record's Southeast Top 20 under 40 in 2015.

RELEVANT PROJECTS

NORTH MIAMI BEACH PARKS AND RECREATION MASTER PLAN

Project Manager for the first-ever PRMP for the City of North Miami Beach, including inventory collection, LOS, and walkability analysis using GIS; recommendations; and capital improvement program (CIP) planning.

MOUNT DORA PARKS AND RECREATION MASTER PLAN

Project Manager for the Park and Recreation Master Plan which included a complete inventory of the existing park and recreation infrastructure, a comprehensive public input program, and provided a final vision and master plan for the next 10 years including a live inventory of facilities and amenities that the City.



JORGE A. BARRIOS, PE

**Transportation Engineer/
Planner**

Transportation + Mobility

CREDENTIALS

Professional Engineer
FL#78827
CA#823329

EDUCATION

University of California, Berkeley, MS, Transportation Engineering
University of Florida, BS, Civil Engineering

Jorge specializes in developing data-driven recommendations that can properly inform decision-making processes. He combines his academic background in transportation engineering with experience in urban planning and a passion for analyzing and visualizing data of all shapes and sizes. Jorge has been an integral part of high-profile projects in California and Florida across a wide range of topics, including freeway operations, origin-destination analyses, transit corridor studies, areawide safety analyses, and applied research.

RELEVANT PROJECTS

METROPLAN ORLANDO GENERAL PLANNING CONSULTANT

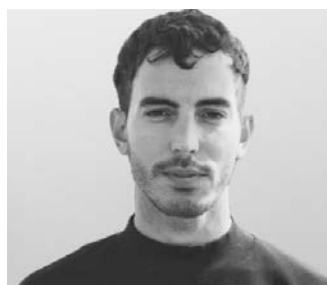
Supported MetroPlan Orlando since 2016 with a wide variety of transportation projects, ranging from neighborhood-level origin-destination analyses to regional freight planning.

BROWARD BSAP SCHOOL ZONE ACTION PLAN (SS4A)

Developed and executed a prioritization methodology for the County's Safety Action Plan that ranked 300 schools using environmental characteristics and crash history and a crash data dashboard.

SCHOOLS AND PARKS SAFETY DASHBOARD, HIALEAH, FL

Jorge developed a web-based dashboard to display detailed crash data and related datasets for individual schools and parks within the City of Hialeah.



MATEO VAN THIENEN

**Transportation Analyst/
Planner**

Transportation + Mobility

EDUCATION

University of Florida, BA, Sustainability & the Built Environment

Mateo is a data-driven urban designer and transportation planner and has experience in data analysis, concept visualization, urban planning, and landscape architecture. He holds a bachelor's degree in Sustainability and the Built Environment, with concentrations in Geodesign and Landscape Architecture. Mateo's work includes data analysis, mapping, bikeshare station site design, 2D and 3D conceptual visualization, and multimodal corridor studies and small area plans focused on improving roadway safety and pedestrian and bicycle infrastructure. He is passionate about sustainability and the relationships between active transportation and community well-being.

RELEVANT PROJECTS

LIVABLE TRANSPORTATION & COMPLETE STREETS

Mateo helped with concept development of Complete Streets projects for a variety of agencies and state transportation departments in Florida, Virginia, Maryland, Washington, DC developing multi-modal context-sensitive solutions.

CITY OF ORLANDO DOWNTOWN ACTION PLAN

To create a walkable downtown, Mateo developed preliminary CAD re-design street concepts for more than 25 city blocks to show on-street parking additions, lane re-configurations, cycle-track additions, and multimodal improvements.

BROWARD COUNTY REGIONAL SAFETY ACTION PLAN (SS4A)

Supported safe systems planning, multimodal infrastructure and community engagement tasks for the County's Safety Action Plan.



RELEVANT EXPERIENCE

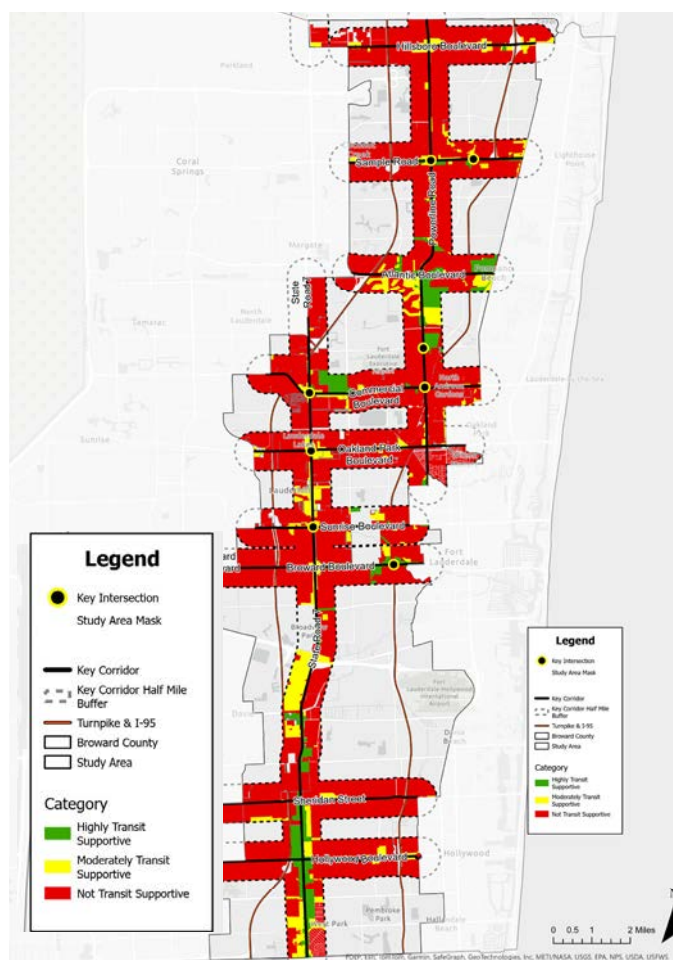
With proven experience in communities like Fort Lauderdale, we offer a multi-disciplinary team uniquely positioned to deliver expertise in:

- Land Use & Comprehensive Planning within Florida's legal and regulatory context
- GIS Mapping, Spatial Analysis & Data Visualization
- Socio-Economic & Demographic Data Analysis
- Public Outreach, Stakeholder Engagement & Communications
- Affordable Housing Policy, Needs Assessments & Program Alignment
- Community Redevelopment Area (CRA) Planning, Evaluation & Implementation

Colab manages a focused portfolio of projects, led directly by our Principal and Director for a hands-on approach. We oversee all deliverables, track progress through detailed work logs, and provide monthly reports to ensure accountability. This process guarantees high-quality results and direct access to our experts. More importantly, one of our defining strengths is that senior team members remain engaged in every aspect of the project, ensuring clear communication and expert accountability.

Significant works include:

- Principal in charge for **Pinecrest Parkway Vision Plan Update.**
- Lead planner and engagement specialist for **2022 West Melbourne Comprehensive Plan Update.**
- Lead planner for **Broward MPO's Central Broward TOD Toolkit.**
- Project manager for **Downtown Augusta Zoning Code.**
- Primary author for **BCR South Small Starts** application to support a \$300M infrastructure investment.
- Authored key elements for **2020 Fort Lauderdale Comprehensive Plan update.**
- Drafted the design guidelines and zoning for **Midtown Miami**, a now-thriving neighborhood.
- Created **Little Havana's Pedestrian Priority Zones** and \$40M in pedestrian improvements.
- Leading redevelopment initiatives for the **NW 7th Avenue and NW 79th Street CRAs in Miami Dade County** including master planning and code updates.



USDOT Thriving Communities CENTRAL BROWARD TRANSIT ORIENTED DEVELOPMENT TOOLKIT FOR BROWARD MPO

The US Department of Transportation (USDOT) awarded Broward MPO technical support through the Thriving Communities Program (TCP). Recognizing the housing and transportation challenges the Central Broward region faces, Broward MPO is using the grant to build a TOD Toolkit, as a resource for the least connected and most transit-dependent populations in the county, municipalities between I-95 and the Florida Turnpike, which represents the least connected and most transit-dependent population.

This Toolkit aims to suggest an alternative approach to the current development patterns in Central Broward, whose population is most vulnerable to displacement and in most need of connected communities. We also

analyzed existing zoning for each municipality along major corridors and categorized them as supporting compact, dense communities that could support future transit infrastructure. **We found that while most of the study area used suburban zoning standards, the county already had several policies to guide potential regulatory changes for individual municipalities, including the Activity Center future land use category.** This became the basis of the toolkit and informed the next phase of work, establishing vision typologies for prototypical development scenarios and recommending municipalities align their underlying zoning with new locations for Activity Centers.

The TOD Toolkit will be presented for final approval end of 2025.



Rendering of proposed Downtown Fort Lauderdale station.

Broward Commuter Rail Small Starts, Florida

STATION AREA PLANNING, LAND USE AND ECONOMIC DEVELOPMENT

Colab played a pivotal role as lead planner in shaping the vision for the Broward Commuter Rail. Tasked with evaluating eight potential station areas, our team guided the process of recommending six key station locations that will define the system's success.

Through a rigorous analysis, we built a clear and widely accepted evaluation matrix—balancing land use, economic development potential, and community priorities. We had extensive coordination with municipalities to take a deeper dive into each site's regulatory framework, housing and transit policies, development pipeline, and long-term projections for population and employment. **The analysis included each neighborhood's growth potential, whether plans, policies, and zoning support new transit-oriented development,**

available land and investment opportunities, a mix of residential and commercial uses, and a comprehensive code review. It also included extensive coordination with municipalities to collect data on development capacities based on the Comprehensive Plans, planned developments, affordable housing policy, bonuses, and population and employment projections.

Colab also led the urban design and community engagement efforts and created compelling visuals, presentation materials, and immersive station renderings that sparked meaningful conversations at a hybrid workshop. The project was approved December 2023 locally and approved for Federal funding this past year.

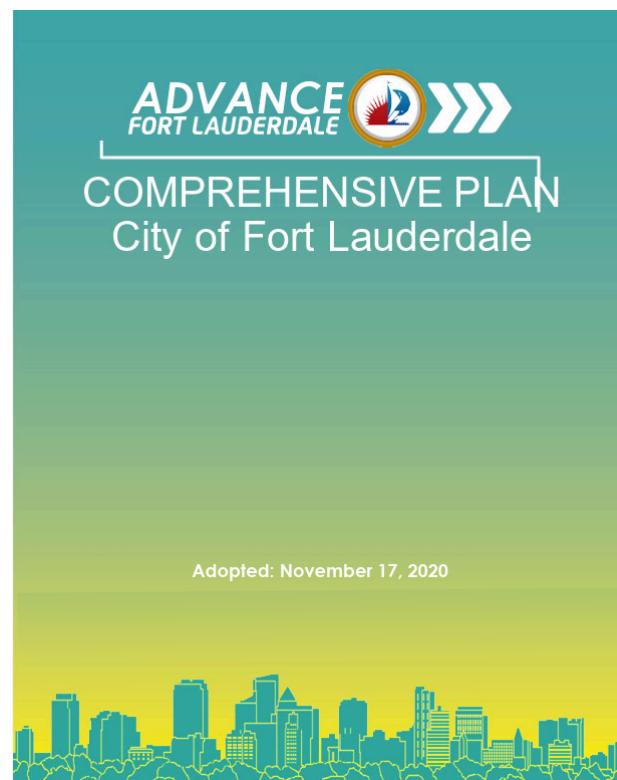
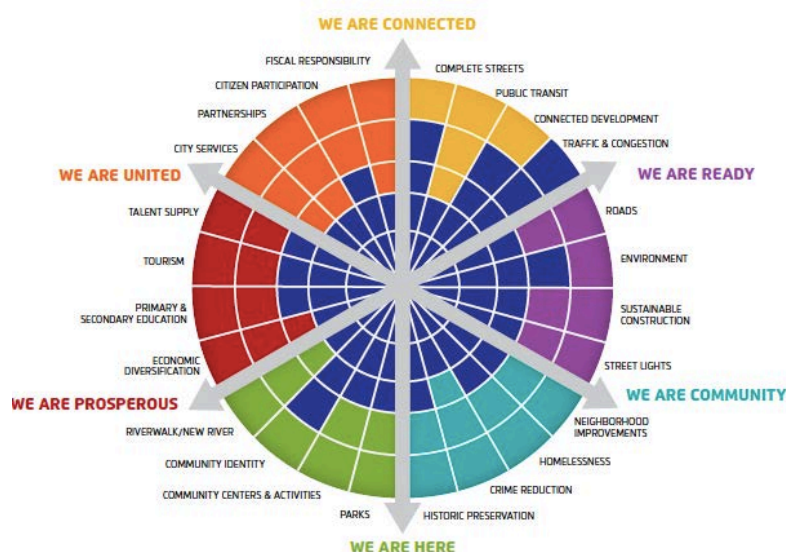


Downtown Augusta, Georgia

ZONING ORDINANCE UPDATE + ENGAGEMENT

MHCP COLAB is spearheading historic downtown Augusta's code update and public engagement. Sixty years of zoning amendments have created a unified development code that is difficult to use, inconsistent, and ambiguous. Our approach is to connect the city's major employment center, the University of Augusta medical complex, to downtown through the existing warehouse district that separates the two. By updating the allowable uses of the warehouse district and increasing the development potential, the city can better transition to the historic core and attract more housing for employees and students and better activate the Savannah River, which fronts a series of surface parking lots and the backs of buildings. Public input included a series of focus group sessions, steering committee sessions, open houses and several press

pickups to generate **more than 500 online survey responses** from residents, businesses and developers. Recommendations include simplifying the overall code by consolidating the zoning districts and overlays into three distinct subdistricts, enhancing the riverfront with active uses on the primary frontages and corners, allowing residential throughout the downtown as of right, removing parking minimums, allowing a mix of uses. We strive for a simpler code with a streamlined review process to reduce current barriers to development and help attract more investment and people downtown. The code includes diagrams and econometrics by lot size to illustrate dimensional standards.



Fort Lauderdale, FL

ADVANCE FORT LAUDERDALE COMPREHENSIVE PLAN UPDATE

In Spring 2018, Colab was engaged as a subconsultant to develop four elements for Fort Lauderdale's most recent Comprehensive Plan Update. This innovative plan sought to redesign each element for clarity and legibility for the community at large using the six themes from the city's previous Vision Plan: (1) Neighborhood enhancement, (2) infrastructure and sustainability, (3) business development, transportation, education, (4) public places, (5) public safety, (6) internal support, leadership and fiscal responsibility.

For Colab, this meant reviewing the previous comprehensive plan elements for repetition and ambiguity and revising the text to be more succinct and straightforward. It also included revising and reorganizing the goals, objectives and policies.

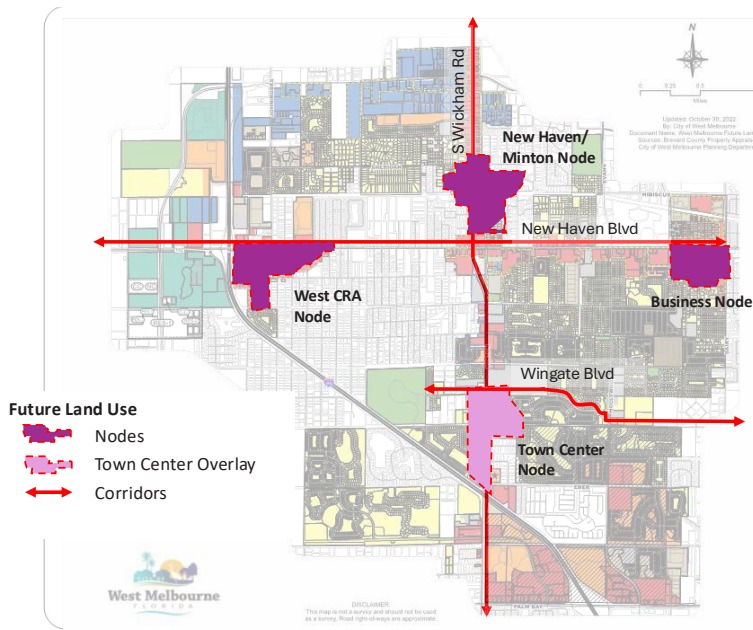
Colab restructured and organized the elements and prepared new policies and narratives in alignment with the previous

vision plan for the:

- Intergovernmental Coordination Element
- Public Schools Element
- Capital Improvements Element
- Administrative Element

The result was a streamlined version of the four elements that provided a new overall structure for coordinating and administering the updated Comprehensive Plan.

With a tight turn around, the draft of the four elements was completed in less than two months.



MENTIMETER RESULTS VISIONING SESSION WEST MELBOURNE

The following results show the mentimeter responses of the residents attending both in person Visioning Session and the virtual workshops (audience, digital, paper responses). This also includes additional comments from residents in attendance.

In Person Visioning Session

Sign in: 29
Mentimeter Participants: 18*
Hard Copy Surveys: 4

Virtual Visioning Session

Sign in: 13
Mentimeter Participants: 10*

*Note: Participants using Mentimeter were able to skip questions

QUALITY OF LIFE

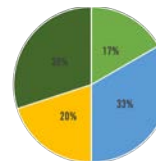
Question: Do we want to maintain or enhance our quality of life?



Additional comments

- Enhance what we have but not over growth
- Maintain & Enhance both 3x
- Address overpopulated schools
- Improve housing opportunities
- Greenspace
- Fun things such as cultural center
- Affordable housing

Question: What would enhance the quality of life in your opinion?



Additional comments

- Keep small town feel

Nodes and corridor approach to development and future build out for the future land use map. Survey results substantiated our future land use recommendations with a robust community engagement plan.

West Melbourne, Florida VISION AND COMPREHENSIVE PLAN

Colab developed the public engagement strategy and visioning process for the West Melbourne Comprehensive Plan and prepared the Future Land Use, Conservation, and Parks elements.

Colab developed a communications strategy and talking points to share with the community. Outreach efforts to foster input from stakeholders and Council members regarding the community's ideas have generated key themes and a branding concept for the comprehensive planning process. The outreach effort included over 145 participants across two visioning sessions, an open house with interactive boards, two workshops, stakeholder interviews, and surveys designed to generate ideas and build consensus on themes and growth scenarios. The project was approved in May 2024.

“Matt and Melissa of MHCP Colab are a dynamic team that brought their enthusiasm, vast facilitation skills, and organization to our citizen visioning workshops for West Melbourne’s comprehensive plan rewrite. Their interpersonal skills at dealing with a diversity of people and attitudes during the workshops contributed to the professional and composed tone of the workshop, which makes the job of city planners easier. We are glad they are part of the comprehensive plan rewrite team.”

--Planning Director, Christy Fischer



Fort Meyers Beach, FL

COMPREHENSIVE PLAN UPDATE

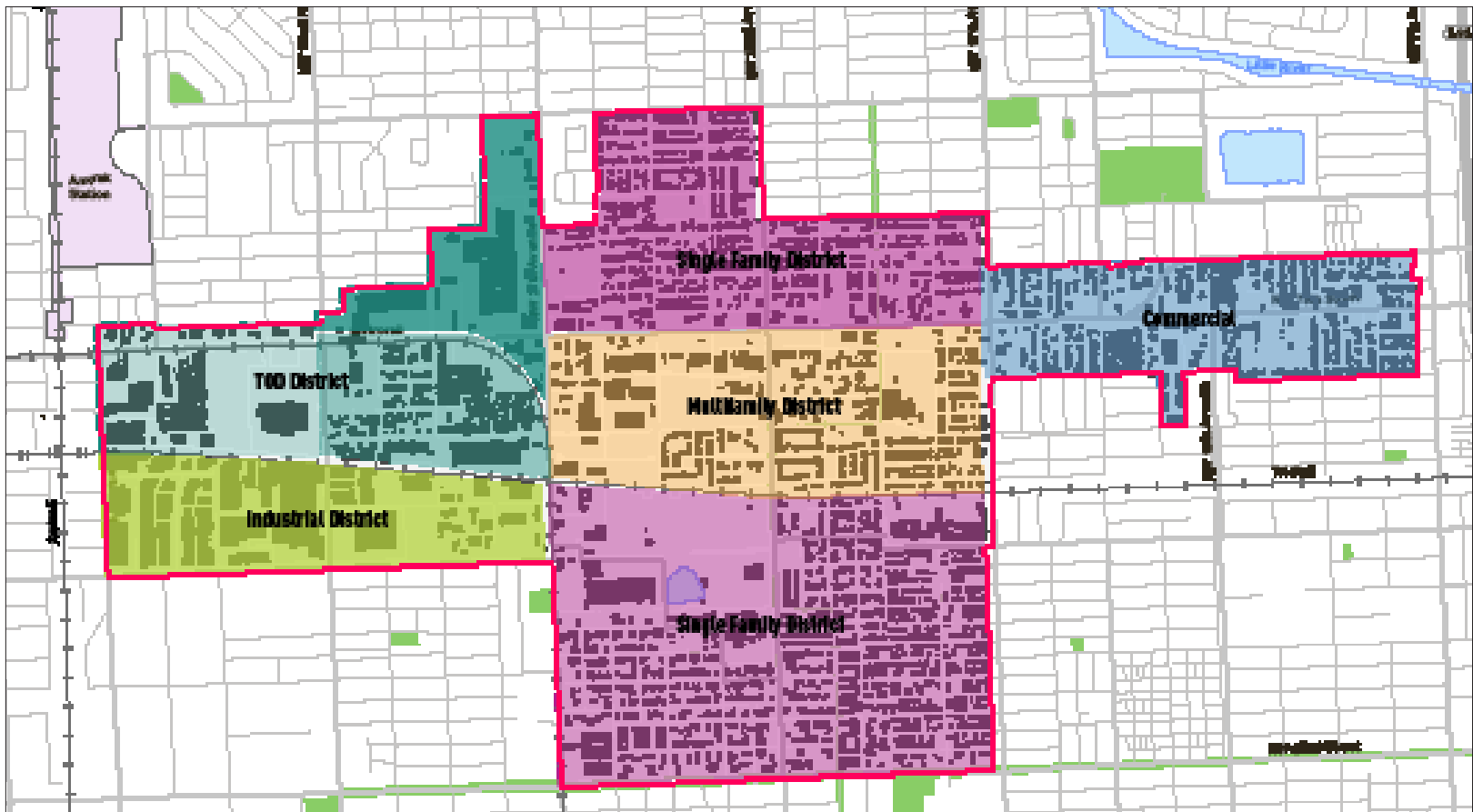
In Fall 2021, Colab was part of a team to prepare the Comprehensive Plan update for Fort Meyers Beach. A coastal island community with a tremendous amount of tourism and vacation rentals, the plan sought to

With a projected population of 6,700 people in 2040, a median housing sales price of \$1.35M in 2022 and a severe lack of affordable housing to support the local workforce, the Plan's vision was to create new districts to direct increased density and intensity, including modified densities, to five special districts that are designated redevelopment areas. A linear island, the new districts are evenly distributed throughout the town to provide centers of activity with mixed uses and housing within close proximity to all residents.

Colab restructured and organized the elements and prepared new policies and narratives that supported the concept of new, mixed-use districts for the Conservation, Community Design,

Recreation, Historic Preservation and Capital Improvements elements.

The **Community Design** element provided standards for the community's appearance, land development regulations, design standards and parking. It focused on connectivity, character, and reinforcing new districts. The **Historic Preservation** element provided guidelines for preserving structures and enhancing historic preservation. The **Recreation** element updated the level of service standards, equity access criteria, programming, monitoring, acquisition and inventory. The **Conservation** element provided guidance on additional land acquisition, protections from development activities, healthy wildlife habitats, water supply, education, and monitoring and evaluation. The **Capital Improvements Plan** element was updated to reflect changes in priorities and capital investments.



Proposed zoning subdistricts for NW 79th Street Redevelopment Area.

NW 7th Avenue CRA and 79th Street CRAs, Miami, Florida

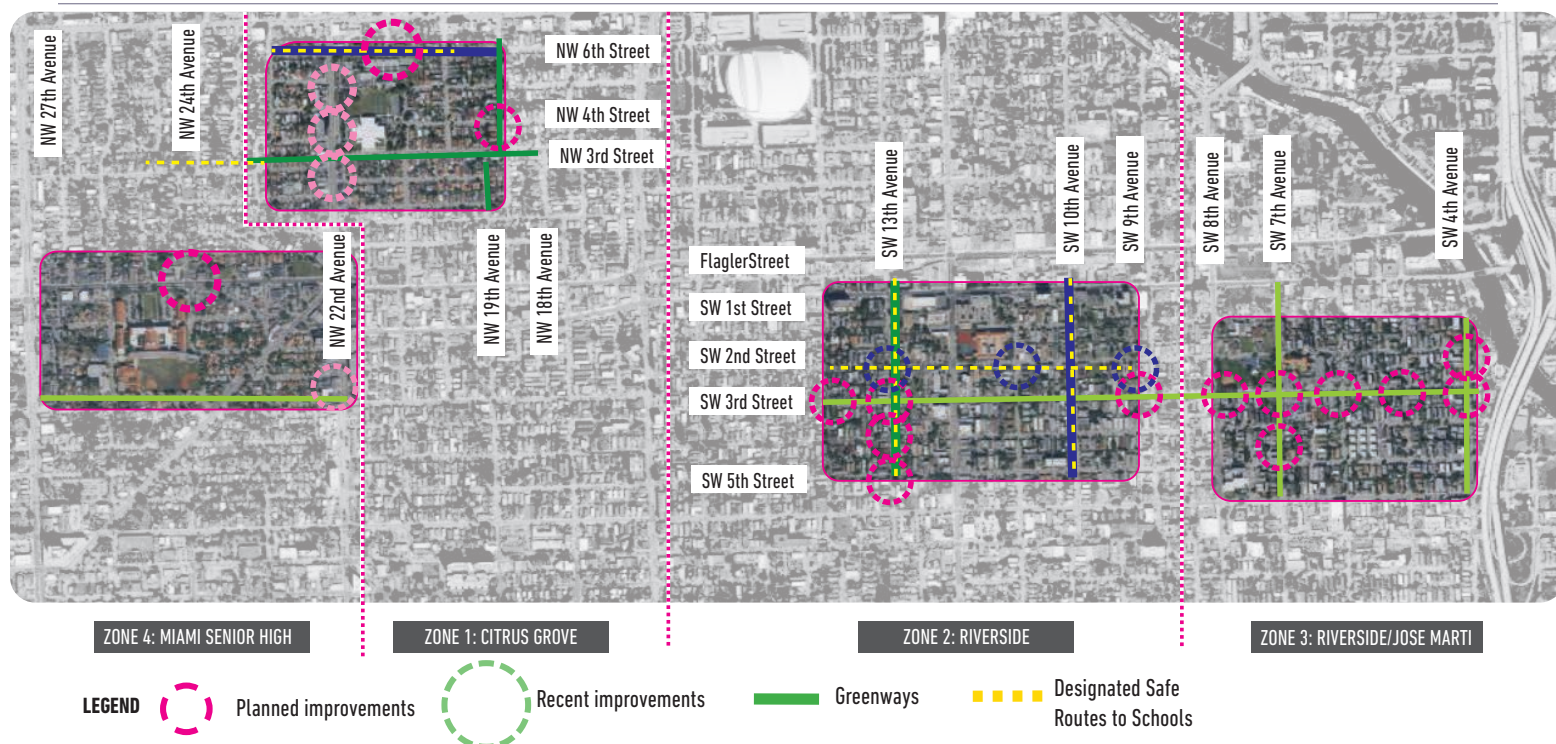
ACTION PLAN, ZONING CODE AND MASTER PLANNING

Colab completed our first year of economic development services to the NW 7th Avenue CRA and the NW 79th Street CRA in Miami-Dade County on April 3, 2025. We were tasked with developing a five-year action plan for both CRAs. The NW 7th Avenue CRA's five-mile corridor is primarily commercial and was, historically, the main north/south route that preceded the interstate highway. Since I-95 was built, the corridor has declined and became a redevelopment area in 2012. NW 79th Street CRA's 1400 acres has a vast amount of vacant and underdeveloped land, modest single-family neighborhoods that could be vulnerable to gentrification and displacement, a large industrial core linked to the FEC rail corridor, and a growing transit-oriented development district.

Our approach for both CRAs was to conduct an **extensive existing condition and mapping analysis using ArcGIS to understand land values, development patterns**, unsafe structures, and redevelopment opportunities; transform our findings into actionable priorities; and, ultimately, develop a master plan and vision.

We continue conducting a land analysis for potential redevelopment sites in coordination with an overall master plan and code amendments. Our work also includes a project dashboard and interactive website to access parcel data and redevelopment opportunities.

The Action Plans were approved in March and June 2025 and **the zoning will be modified by 2026**. This is a multi-year contract.



City of Miami

LITTLE HAVANA PEDESTRIAN PRIORITY ZONES

MHCP Colab fostered a clear commitment from the City of Miami and a mandate from the Florida Department of Transportation (FDOT) to make Little Havana safer for children and families to walk to school.

Little Havana is a culturally rich community, large population (76,000), active with people walking and 11,421 households with children. It has the highest concentration of schools in Miami. Transportation grids are problematic with very aggressive drivers that use the neighborhood to cut through to other parts of the city and downtown Miami. Using Florida Department of Highway Safety Motor Vehicles crash data provided by the Florida Department of Transportation (FDOT), MHCP Colab confirmed 293 pedestrian crashes and 12 fatalities over a five-year period from 2012-2017. This is the highest incident of pedestrian crashes in Miami Dade County.

Through coordination with the City, County and State,

Colab developed policy language to support roadway safety improvements in four pedestrian priority zones.

These design criteria have been adopted by the City of Miami December 2020. New policy requires crosswalks, designated greenways, 25mph speed limits on local streets, leading pedestrian intervals and midblock crossings for 20 total new projects. Several projects have already been implemented and priority one projects are in design with construction completed by 2026.

Our public relations approach generated widespread support and \$3M appropriations from a bipartisan bill through the State Legislature signed in June 2021. Additional funding of \$2.5M was allocated by the District Commissioner. Multiple press conferences and a media walking tour generated coverage from Univision, NBC 6, Miami Herald and Miami Today.



Massing analysis and concept for updated zoning district.

Pinecrest Parkway US-1, Florida VISION PLAN + CODE REWRITE

MHCP Colab led the Village's Pinecrest Parkway (US1) Vision Plan and code update, responding to Miami Dade County's desire to up-zone around planned transit stations and corridors, including US1. Managing community expectations and key points was a critical part of our work. We launched a communications strategy to provide factual information about the project, address community concerns, and offer an alternative development scheme and zoning revisions around the proposed transit stations. The key drivers of plan recommendations included a strong housing market, a high disposable income spent outside of Pinecrest, and demand for dining, entertainment, and more places to go.

Our communications strategy and talking points identified clear goals and objectives for the planning process to foster community outreach. Colab worked with a Citizens'

Committee of resident architects, landscape architects, and planners to shape the vision under the guidance of the planning department and with our design subconsultant MKSK. **Together, we conducted eight interactive meetings with the Citizen Committee and the public to design the plan vision and evaluate the corridor needs and opportunities in consideration of the community preferences.** This included conceptual plans and 3d renderings of transit-oriented development around planned station areas for community-wide visioning. Upon approval Colab drafted the zoning code update.

The Village Council adopted the Vision Plan and zoning revisions in November and December 2022.



Midtown Miami

MASTER PLAN AND ZONING OVERLAYS

Firm Principal, Melissa Hege was a lead planner for the former 56-acre Buena Vista rail yard which was transformed into Midtown Miami--the most significant redevelopment project both in terms of private investment and program size. The team developed a plan to integrate the massive, vacant site into the urban fabric of the city to create a new neighborhood and provide a much needed retail hub under the direction of a New York developer. This included creating a funding mechanism through a new Community Redevelopment Agency, developing a streetscape plan, segmenting the project into two overlay **Special Districts (SDs), now known as Special Area Plans (SAP)**, drafting a new zoning code and design guidelines.

Midtown Miami is now a thriving and bustling neighbor-

hood which has created a sense of community, increased jobs, and added value to the surrounding neighborhoods.

Midtown Miami was the catalyst for the Miami Design District and Wynwood by opening up a 56-acre walled storage yard and reconnecting the street grid to these adjacent districts. The CRA was an essential funding element for streetscape improvements, public parking structures and public spaces.



City of Miami Business Improvement District

PUBLIC ENGAGEMENT FOR WYNWOOD ARTS DISTRICT STREET TREE MASTER PLAN

The Wynwood Street Tree Master Plan encompassed urban planning and landscape design for over 10 miles of streetscape for the Wynwood District that embodies the best practices and principles of sustainability, environmental resiliency, open public space, pedestrian/ bike mobility and neighborhood connectivity.

Public input was a driving influence in the design. MHCP Colab lead the public engagement strategy under the Arquitectonica Geo team to guide outreach to business owners, property owners and residents. Through traditional and non-traditional outreach efforts, our team was able to understand community concerns to best address the issues and challenges as the district continues to grow and evolve. This included an open meeting with interactive boards and paper survey, 45-minute mini-workshops by geographic

areas with property owners and businesses and a special event at Wynwood Yards which provided a casual and social opportunity to learn about the project with a live demonstration that captured the community's comments.

Colab also provided expertise in urban analysis, zoning and implementation and provided a strategy for prioritizing and funding the streetscape designs. The plan was adopted in 2019.

Rapid design sessions, a gallery style open house and a special event at Wynwood Yards were engagement strategies designed to match the unique character of the Wynwood Arts District stakeholders.

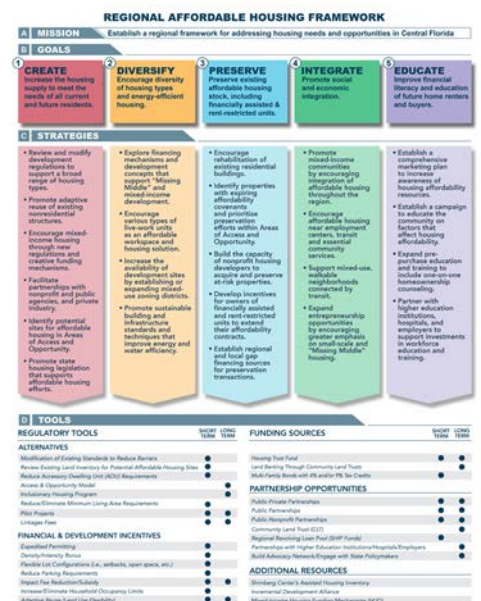
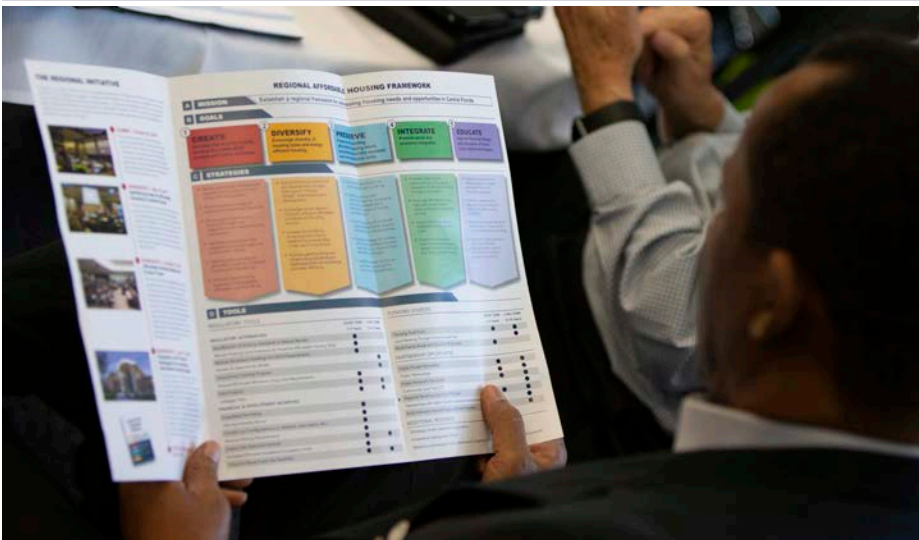


Jacksonville, Florida

RIVERPLACE BOULEVARD COMPLETE STREET

GAI's Community Solutions Group (CSG) worked with the City of Jacksonville, Florida, on the implementation of a place-based reconstruction and "road diet" for Riverplace Boulevard. The project had been long identified as a top-priority project of the South Bank Community Redevelopment Area (CRA), focusing on the need to balance auto movement with increased bike/pedestrian safety. The objectives of this road diet also incorporated a "placemaking" approach in order to support emergent development, such as residences and retail, while addressing a regional desire for increased access to the Riverwalk. CSGI led the public involvement effort, exploring several alternative scenarios, which helped guide the City in selected the

most appropriate final design. The preferred concept included a roadway reduction from 5 to 3 vehicular lanes; buffered bike lanes; on-street parking; increased sidewalks and pedestrian crossings; as well as contemporary streetscape solutions such as low-impact design (LID) urban rain gardens, lighting, and decorative seat walls. The project also features enhanced access to public transit and utility improvements. GAI further worked with the City to achieve the project vision. As prime consultant, GAI served as Engineer-of-Record, and provided all landscape architecture and civil engineering services. Today, the project is successfully built, and is a highly popular example of a Complete Street that fulfills the diverse community needs of the City.



Orange, Osceola, Seminole Counties, and City of Orlando, Florida

REGIONAL AFFORDABLE HOUSING INITIATIVE

Working with a consortium of four local government partners—drawn from Orange, Seminole, and Osceola Counties, and the City of Orlando—GAI's Community Solutions Group assisted with the completion of the first regional affordable housing initiative in Florida. These four local governmental authorities recognized shared strategies in order to provide a more powerful approach to mitigating this major regional barrier to sustained economic development.

For nearly 16 months, CSG advised these governments about various regulatory, financial, and programmatic tools that could be adapted and implemented in each

partnering jurisdiction. The outcome of the continued interactions resulted in a document describing the scope of the problem, the identification of solutions specific to the problem, and commonly themed tools that could be embraced across jurisdictional lines.

Effectively, this coordination seeks to ensure a stable platform, while challenging each participating government to enact changes and report their progress on a range of measures intended to advance housing at varied price points. Many of the recommendations have been implemented, even while the report awaits adoption in each jurisdiction.

48



Project Background:

The City of Fort Lauderdale Development Services Department is advancing preliminary outreach activities to incorporate public input into the early planning phase of a himmarshee district revitalization plan.

Objectives:

The overall intent for this effort is to:

-  Conduct preliminary outreach to incorporate public input into the early planning phase of the Himmarshee District Revitalization Plan.
-  Learn about the stakeholders' concerns and desires for the area
-  Identify opportunities to enhance and revitalize Himmarshee Street and the Himmarshee (H-1) Historic District
-  Get input about desired next steps



Fort Lauderdale, FL HIMMARSHÉE REVITALIZATION PLAN PRELIMINARY OUTREACH

The City of Fort Lauderdale Development Services Department advanced preliminary outreach activities to incorporate public input into an early planning phase of a Himmarshee area revitalization plan. Through a solicitation process, the department retained Urbe Studio as a consultant to advance this effort.

The overall desire is to revitalize this area and attract development that complements the district's amenities and attractions. The City is looking to identify opportunities to enhance and revitalize this area through updates to the existing land development code, implementation of a more integrated streetscape and creation of design criteria to ensure new development is compatible with this district while maintaining and respecting the historic character of the area.

The scope items completed as part of this task included:

- Project management and coordination with City staff;
- Conducting one-on-one virtual discussions with key stakeholders;
- Supporting City staff in the development of a communication strategy to drive attendance to open house;
- Preparing presentation materials and informational boards for open house event;
- Planning, attending and leading discussions at interactive open house event;
- Preparation of summary report and presentation with findings.

The City is using the outcomes of this planning process to identify and evaluate next steps. This project was completed in 2024. The final report can be found [HERE](#).

SCHOOL ZONES ACTION PLAN FACTSHEET



**SAFE STREETS
4 BROWARD**
Powered by The Broward MPO & Broward County

KSI CRASHES WITHIN 1/2 MILE FROM SCHOOLS

WHEN?



FAST FACT

KSI means **Killed or Seriously Injured**. This indicates collisions leading to fatality or serious bodily injury.



42.5% of all KSI crashes in Broward County occur within a 10-minute walk from a school.



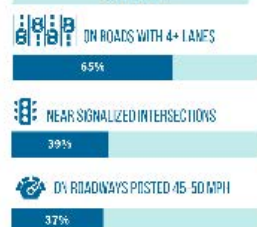
33.3% of all pedestrian KSI crashes in Broward County are tagged near (within 1/4 of a mile from) schools or parks.



1 IN 5 CHILDREN KILLED*

*2018-2022 crash data revealed that 101 (4%) crashes within a half-mile radius of schools involved children under 19. 14.8% of these crashes involved children walking and biking. 1 out of 5 children involved in these crashes was killed.

WHERE?



Crashes involving children under 19 near schools are relatively rare because school zones are working!

Flashers, crossing guards, as well as reduced speeds and school zone signs are effective in creating safer roadway conditions around schools. Continued investment in school zone safety can further reduce risks and ensure a secure path to education for every child.



Broward County, FL

BROWARD COUNTY REGIONAL COMPREHENSIVE SAFETY ACTION PLAN (SS4A)

The Broward Metropolitan Planning Organization (BMPO) recently received a \$5 million Safe Streets and Roads For All (SS4A) grant from the Federal Highway Administration (FHWA). The Safety Action Plan is a joint commitment between the Broward MPO and Broward County to develop county-wide implementation strategies to prevent roadway deaths and serious injuries with an emphasis on underserved communities.

The vision of the BSAP is to achieve zero traffic fatalities and severe injuries in all of Broward County through action. This applies to drivers, pedestrians, bicyclists, public transportation, micro-mobility modes and non-motor vehicle users.

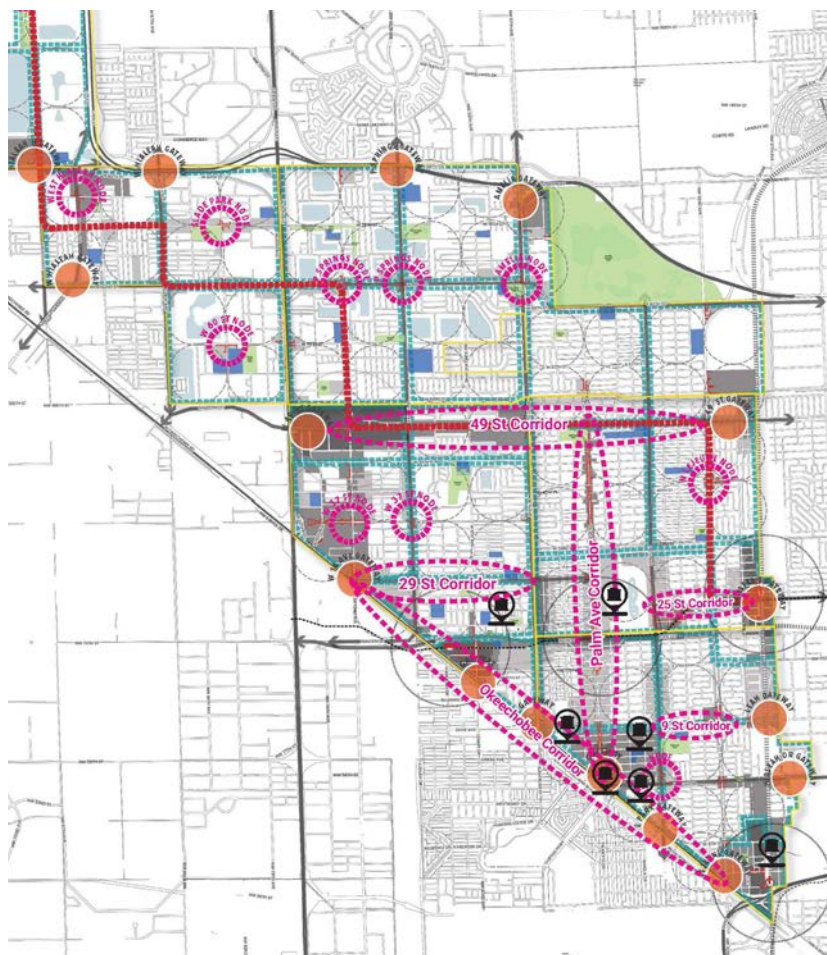
The following objectives informed the development of this plan:

- Committing to Zero

- Engage Regional Safety Leadership to Inform the Plan
- Equitable Public Participation and Outreach
- Transparent Tracking and Progress
- Policy Recommendations to Get to Zero
- Creation of a Prioritized Project Program

An inclusive analysis of facilities, crash data, policies, and demographics was completed. This process provided high impact approaches such as region-wide safe speeds strategies, Complete Streets and Vision Zero policies, and deployment strategies for innovative technologies. Projects for implementation were identified and prioritized as short- and long-term projects.

Urbe Studio participated on this project as part of the WSP team leading the School Zones Action Plan and the development of a Quick Build Guide. Our team also supported other safe systems planning, and community engagement tasks.



Hialeah, FL

CITY OF HIALEAH 2050 MASTER PLAN

In 2023, the City of Hialeah launched an ambitious initiative to define a long-term vision for its future through the creation of the Hialeah 2050 Master Plan. Timed to align with the City's centennial anniversary in 2025, this effort sets a forward-looking agenda for the next 25 years—one focused on enhancing livability, infrastructure, and community well-being across Hialeah's diverse neighborhoods.

Grounded in extensive data analysis and meaningful public engagement, the City is advancing a data-driven approach to address high-risk conditions on streets near schools and parks as part of its broader 2050 Master Plan goals. This strategy focuses on improving safety conditions for vulnerable road users—particularly children and older adults—by addressing high-crash corridors and intersections near key

community destinations.

The findings from the crash analysis informed the selection of three parks/schools, which were identified as areas with highest need. These three locations were prioritized for targeted safety improvements. Targeted investment areas include James Bright Elementary, Amelia Earhart Park, and Benny Babcock Park. The City is committed to incorporating these strategies to advance multimodal safety, reduce disparities in transportation outcomes, and ensure safer streets for all users.

Urbe Studio led the Safe Access to Schools and Parks analysis, dashboard development and recommendations through a data-driven approach to identify roadway safety challenges and opportunities to enhance safe walking and biking options for students and families.

TAB 4

APPROACH TO SCOPE OF WORK

A. UNDERSTANDING OF THE CITY'S NEEDS & PROJECT APPROACH

B. FACILITIES, TECHNOLOGICAL CAPABILITIES & RESOURCES

C. WORKLOAD, STAFFING & AVAILABILITY

One of our defining strengths is that senior team members remain engaged in every aspect of the project.

Wynwood Street Tree Master Plan
Questions for Public Meetings #2
Prepared 9.06.2018

Topic 1: Prioritizing pedestrian safety over the car
What are you most concerned about regarding pedestrian safety in Wynwood?
What improvements would you most like to see made?

Topic 2: Better solutions for car circulation
What are your greatest concerns about car traffic patterns in Wynwood?
What should be done to address these concerns?

Topic 3: More trees and informal seating
Where should shade trees be added in Wynwood? How can
Where is the greatest opportunity for more informal seating?
Where are the best locations for parklets?

Topic 4: Maintain Wynwood's current in-
What are the most important
What elements

UNDERSTANDING OF THE CITY'S NEEDS



As Fort Lauderdale plans for future redevelopment within the Central City CRA, now is an ideal moment to evaluate which planning tools best support its long-term goals. Broward County's Activity Center Future Land Use designation already promotes affordable housing, mixed uses, and higher densities for transit-oriented development—aligning closely with the CRA's vision for diverse housing and a vibrant, transit-supported district.

Central City CRA's unique conditions require land-use designations that can support mixed-use development, small businesses, attainable housing options, and public realm improvements while avoiding unintended displacement pressures. This is particularly relevant along Sunrise Boulevard, NE 4th Avenue, and NE 13th Street, where redevelopment interest is growing but existing land-use classifications are fragmented. Creating a single future land use designation for the entire Central City CRA can address these needs in coordination with the rezoning that is currently in process. Both the Future Land Use Plan and Map amendments (LUPA) will enable the City to clarify development expectations, support neighborhood-serving uses, and attract responsible investment that responds to both market conditions and resident needs.

Through our recent planning and transit oriented development work in Broward County, we have established working relationships with City and County staff, the Broward County Planning Council and other decision-makers whose support will be vital to the Central City CRA Future Land Use Plan Amendment.

Fort Lauderdale's land-use decisions must remain fully consistent with Broward County land-use policy and its multi-agency review process. The LUPA must demonstrate compliance with the Future Land Use Plan—including density and intensity thresholds, flex unit consistency, infrastructure and public facilities capacity, hurricane evacuation standards, school and park levels of service, and the County's affordable housing requirements for amendments generating or reallocating residential units. It will also require a Future Land Use Map (FLUM) amendment to Broward County's FLUM. Close coordination with the Broward County Planning Council is essential to ensure a smooth, defensible, and timely review process.

A unified land-use designation like the Activity Center category is a significant opportunity to align future land-use decisions with broader mobility and redevelopment initiatives. As transit investments advance along the Northeast Corridor, Fort Lauderdale can evaluate how land-use strategies support transit readiness, walkability, and access to services—especially for residents who rely on multimodal transportation. A unified designation will also help the City better coordinate redevelopment with long-term infrastructure planning.

Our team brings a clear understanding of Fort Lauderdale and Broward County through two recently completed projects.

CONNECTED COMMUNITIES TOD TOOLKIT – BROWARD MPO

The Central Broward TOD Toolkit was a multidisciplinary planning study evaluating land use, development readiness, infrastructure capacity, market conditions, and access to neighborhood services along major corridors. Our team recommended strategies to enhance transit-supportive density and foster more connected, compact communities around key intersections and Activity Centers.

Through this work, we gained a strong understanding of how County policies influence redevelopment, how densities and intensities are allocated, and how land-use designations can be structured to support transit-oriented growth. The lessons learned directly inform how Fort Lauderdale can coordinate the Central City CRA LUPA with County policy, transit investments, and long-term redevelopment goals.

BROWARD COMMUTER RAIL: STATION AREA ASSESSMENT & SMALL STARTS SUPPORT

For the Broward Commuter Rail project, Colab evaluated and selected six potential station locations along the FTA's New Starts guidelines and developed the land-use and economic development rationale. Zoning, land-use, and redevelopment assessments provided insight into market conditions, public-private partnerships, bicycle/pedestrian accessibility, infrastructure constraints, and pipeline development opportunities.

We also worked closely with the City of Fort Lauderdale's Urban Design and Planning Department to gather key inputs for:

- Future land-use and maximum development potential based on site and total acreage
- Existing land-use and redevelopment patterns
- Commercial/residential square footage in coordination with GIS staff
- Zoning consistency and development constraints
- Affordable housing policy requirements
- Capital improvements, mobility studies, and infrastructure needs

These two projects significantly reinforced our understanding of how land-use changes function within aging urban areas and how to craft amendments that balance community priorities, economic feasibility, and regulatory compliance. They also gave us direct, practical experience navigating Broward County's land-use review process—knowledge that will help ensure a smooth and timely LUPA for the Central City CRA.



Project Vision + Methodology

Our methodology will ensure that the City receives a clear, data-driven, defensible amendment that supports its long-term vision for the Central City CRA and advances smoothly through the full approval process.

To support the City's efforts to prepare a coordinated Future Land Use Element update and Future Land Use Map Amendment for the Central City CRA our team will:

- **Confirm project goals and needs to create a single Future Land Use designation** that supports market rate and affordable housing with a mix of uses.
- **Coordinate and refine the proposed rezoning to ensure consistency with project intent.**
- **Develop a detailed project timeline and staffing plan** outlining the roles of Colab, GAI/CSG, and URBE for each phase of analysis, drafting, County coordination, and final documentation.
- **Organize the work into clear phases**—existing conditions review, land use and zoning alignment, corridor analysis, scenario evaluation, draft materials, and final amendment package—allowing the City to review interim deliverables before moving to the next stage.
- **Public engagement strategy and communication plan** to coordinate public comments, stakeholder

Comprehensive Plan Highlight WEST MELBOURNE

The Future Land Use concept of mixed-use nodes connected by commercial corridors in this suburban community in Central Florida guided all of the comprehensive plan elements. We explained this approach and the comprehensive planning process with clear talking points about the project on the city's website, and reinforced these concepts at community meetings and stakeholder interviews.

input and comments from the various governing bodies and boards.

- **Coordinate early with the Broward County Planning Council**, identifying consistency requirements, density and intensity thresholds, and any policy considerations that may affect the FLUM amendment.
- **Prepare Future Land Use Amendment and Map for City and County** supported by GIS analysis, policy review, and redevelopment capacity evaluation, ensuring a clear, defensible, and streamlined amendment process.
- **Maintain a fully digital workflow**, using shared project folders, GIS datasets, email summaries, and scheduled check-ins to keep the process moving efficiently and maintain version control throughout the project.

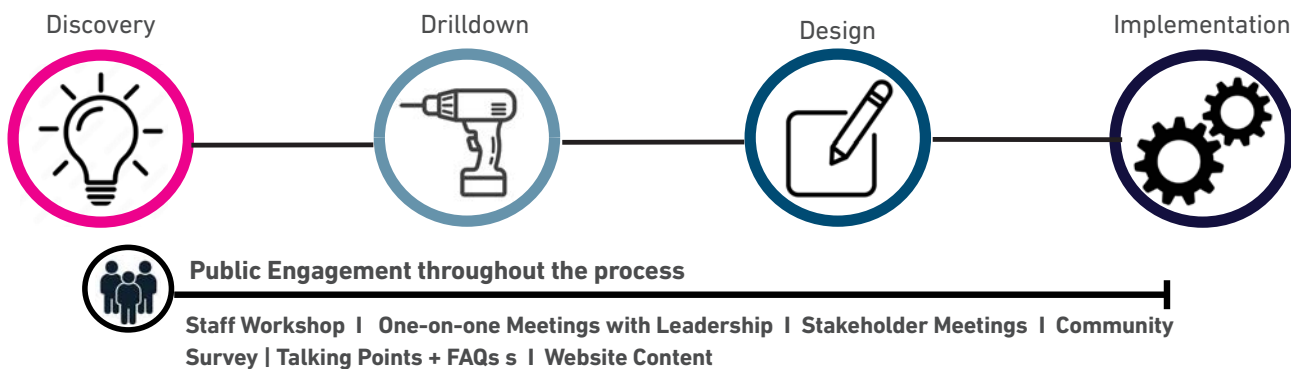
PLANNING APPROACH

We understand this project has two primary areas of focus:

1. **The future Land Use in land use planning, zoning, redevelopment and relevant local and state statutes, and**
2. **Community outreach, awareness and engagement.**

Colab can provide both. We have experience evaluating and drafting zoning codes and future land use plans for dozens of clients, giving us a strong understanding of how zoning and land use interact. We also specialize in communications and develop engagement strategies and communications playbook at the outset of every project.

We approach our planning projects with a three-phase process that connects research with thoughtful and innovative solutions and accountability:



1. Discovery is the research phase of our work. We conduct extensive research and internal processes that guide decision making while building an engagement strategy to involve stakeholders and the community.

2. Drill down is when we assess and evaluate the findings from “discovery”. We dig deeper into existing conditions—market trends, regulations, and infrastructure—to pinpoint strengths, challenges, and opportunities. It is the opportunity to evaluate what is working and what is not. Preliminary outreach happens here.

3. Design is when we craft recommendations with ongoing outreach and public input. We turn findings into action by developing policy updates, recommendations, and outreach strategies to implement concepts and policies.



TECHNICAL APPROACH & SCHEDULING METHODOLOGY

Engagement Approach

	Phase 1													Phase 2						Phase 3									
Months	1	2	3	4	5	6	7	8	9	1	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
Preliminary Meetings + CCRAB (2)																													
Draft LUPA (3-4 mos)																													
Website + Engagement Materials(1)																													
Preliminary Engagement (5 mos)																													
Secondary Engagement (5mos)																													
Public Hearings (4 mos)																													
Transmittal and Final Hearings																													

The RFP lays out an extensive plan for outreach and engagement. It envisions up to 18 public outreach meetings at key milestones and up to 12 public presentations to official boards prior to the public hearings for first and second readings for plan adoption. The phased approach describes how outreach aligns with developing the LUPA.

1 Phase 1 Preliminary Engagement: LUPA Framework

The outreach process begins with creating the engagement materials, followed by preliminary engagement with the Central City Redevelopment Advisory Board (CCRAB) and adjacent civic associations (up to 12 meetings). These meetings will set the framework for the Future Land Use Plan Amendment and should yield very detailed input and direction from participants.

2 Phase 2 Secondary Engagement: Crafting the LUPA

The second part of the engagement focuses on crafting the Future Land Use Plan Amendment with the Design Review Committee (DRC) and holding large-format workshops and community meetings (up to 3). This phase includes the primary public workshop prior to advancing to the formal hearing stage, as well as additional smaller follow-up meetings (up to 3).

3 Phase 3 Public Hearings: LUPA Approval Process

The final part of the engagement is more formal. By this stage, the LUPA will have been thoroughly vetted and revised to reflect public comment and board input. This phase begins with the Planning and Zoning Board (PZB) hearing, followed by the City's first reading, presentation to the Broward County Planning Council (BCPC), and the County's first reading. All meetings will be open to the public for additional comments.

We propose developing an outreach strategy and communications plan to help organize these efforts in a targeted and effective way.



WORK PLAN ALIGNED WITH THE RFP TASKS

PHASE 1: Preliminary Engagement: LUPA Framework Early Direction & Coordination (Tasks 1–4)

- Project kick-off to establish project approach with City and CRA staff.
- Develop communication strategy and engagement plan including schedule, tasks, roles and responsibilities.
- Review previous studies and draft LDRs for the proposed rezoning.
- Conduct scenario testing to ensure consistency with zoning code.
- Meet with Broward County Planning Council staff to confirm expectations and coordinate amendments.
- Coordinate with City Attorney, Broward County Traffic Engineering, and FDOT for early technical alignment.
- Draft approach and presentation for proposed future land use designation for the CCRAB.

PHASE 2: Secondary Engagement: Crafting the LUPA Preparing the Future Land Use Amendment Report (Task 5)

We will prepare a complete Land Use Amendment Report that meets Broward County Administrative Rules requirements, including data and analysis requirements for:

- Existing and proposed land use designations
- Density and intensity analysis
- Population projections and redevelopment potential
- Affordable housing strategy (Policy 2.16.2)
- Public facilities (potable water, sewer, drainage, solid waste)
- Transit and traffic analysis and multimodal considerations
- School capacity, park level of service, natural and historical resources

Establishing Project Approach Highlight

CENTRAL BROWARD TOD TOOLKIT

Colab conducted a similar kick-off process for the Central Broward TOD Toolkit which was prepared for Broward MPO under USDOT's Thriving Communities initiative. In addition to the team kickoff, tour and stakeholder meetings with municipalities, we reviewed all of the municipal, county and state policies affecting land use, zoning, transportation, affordable housing and equity.

Project Website & Public-Facing Materials (Task 6)

We will develop a project website that provides communication materials about the project including project fact sheet, frequently asked questions, draft materials, maps, presentation slides, schedule, and points of contact. It can also include a survey and interactive features.

Public Comments, Revisions and Preliminary Approval: Draft Amendment Presentations (Tasks 7–8)

- CCRAB: Present up to four (4) times on draft materials.
- Civic Associations: Up to twelve (12) presentations to civic associations and stakeholders
- Public Presentation/Stakeholder Meetings: Up to three (3) prior to DRC and up to three (3) prior to PZB.
- DRC: Attend DRC meetings, respond to comments, and prepare up to four (4) revised drafts.

PHASE 3: Public Hearings: LUPA Approval Process

Planning and Zoning Board (PZB) Meetings (Tasks 9)

- Prepare required mail notices, public participation materials, PZB staff reports, and revisions (up to 5).
- Present amendment at up to four (4) PZB hearings.

Public Hearings and Transmittal (Tasks 10–21)

- Present at City Commission conference meetings.
- First Reading City: Prepare agenda memoranda (CAMs) and hearing materials for first reading.
- Transmit to State
- Submit to the BCPC: Respond to conditional recertification comments.
- First Readings BCPC and County Commission: Participate in BCPC hearing, County advertising approval, and County hearing.

Final Transmittals & Recertification (Tasks 22–23)

- Address Florida Commerce comments.
- Second Reading BCPC: Adoption hearing.
- Second Reading City: Adoption hearing.
- Transmit final amendments to State.
- Request final recertification from BCPC.

Communications Plan Highlight **VILLAGE OF PINECREST**

Colab developed an extensive communications plan to ensure transparency in a community that was concerned about development. We launched a communications strategy to provide factual information about the project, address community concerns, and offer an alternative development scheme and zoning revisions. Together, we conducted eight interactive meetings with the Citizen Committee and the public to design the plan vision and evaluate the corridor needs and opportunities in consideration of the community preferences.

Engagement Highlight **NW 79TH STREET COMMUNITY REDEVELOPMENT AREA**

Colab created three focus groups for business owners, property owners and residents to engage the community about the economic development strategy and action plan for this two square mile redevelopment area in Miami-Dade County. Organizing community input by stakeholders with similar investments facilitated robust discussions and inputs.

OUTREACH STRATEGY + COMMUNICATIONS PLAN

The outreach strategy and communications plan will establish a playbook to include a variety of engagement opportunities that will achieve broad outreach and increase community awareness through different and convenient platforms.



Outreach Strategy

The outreach strategy will define the overall approach to community engagement throughout the plan development process. In alignment with the RFP, our outreach strategy will:

- Identify required CCRAB and civic association outreach meetings (up to 18 outreach meetings and 12 presentations).
- Organize workshop formats, meeting agendas, and targeted engagement sessions.
- Coordinate digital engagement tools for residents who cannot attend in person.
- Develop activity boards, surveys, and informational graphics to present key concepts.
- Ensure that all engagement is consistent, accessible, and aligned with City communications standards.

This strategy provides the framework for integrating community feedback into the land-use scenarios and ensuring that residents understand how the proposed amendment affects neighborhood character, mobility, and housing options.



Communications Plan and Messaging

The communications plan serves as a script for the project team to ensure consistent messaging. Communication materials can be distributed at meetings, on-line and to media inquiries and includes:

- Project fact sheets summarizing goals, key messages, and frequently asked questions.
- Website content, including project updates, timelines, draft maps, and infographics.
- Engagement materials, such as presentation decks, informational boards, and meeting notices.
- Press releases and public announcements to support transparency and reach non-digital audiences.
- Bilingual materials (English/Spanish) to broaden community access and increase participation.

Engagement Highlight

AUGUSTA UNIFIED DEVELOPMENT ORDINANCE UPDATE

Colab led the engagement and outreach strategy for the Augusta Unified Development Ordinance update. To generate community awareness, we prepared a project fact sheet and a list of frequently asked questions which demonstrated the link between the comprehensive plan Envision Augusta, and the zoning code update.

Public outreach included:

- Interdepartmental staff meetings
- Stakeholder meetings
- A series of virtual and in person focus group sessions
- Steering committee sessions
- Two (2) open houses
- Online survey

Press pickups generated more than **500** online survey responses from residents, businesses and developers.

ENGAGEMENT TOOLS

Colab will work with the City and CRA to finalize engagement tools in the outreach strategy and communications plan. These typically fall within two categories: traditional tools and digital tools.

Traditional Engagement Tools

Traditional engagement methods are in person meetings that often include a formal presentation, discussion and engagement activities. We propose a variety of meeting types including:

- **Public Open House Meetings** to present big ideas at a specific time and place. These could include interactive boards, Mentimeter real time polling, break out sessions and photo booths.
- **Participation in monthly Civic Association** meetings to answer questions.
- **Focus Groups** for smaller discussions on key topics and concerns.
- **Presentations to boards and Committees** to inform plan recommendations including CCRAB, PZAB and DRC.

Digital Engagement Tools

Digital engagement consists of online or virtual based engagement strategies that make it easier for the community to participate. We do this for some of our current clients. These include:

- **Customized project website** accessed via a link from the city's website to serve as the central hub for community updates, offering tools like surveys and interactive maps for civic engagement, as well as access to important resources and project deliverables. It can include an automated public input website and dashboard to manage outreach efforts and share information through the ArcGIS dashboard.
- **Surveys to supplement community** meetings and community preferences.
- **Virtual Meetings** can provide an alternative to in-person open houses. These meetings can be recorded and posted on the project website to allow residents to participate in their own time.
- **Instant Polling** can be utilized during online or in public meetings to gather and display input in real time.
- **Digital Renderings** to help illustrate key planning concepts.



Historic Architecture
Sidewalks
Walkability
Green Spaces
Downtown Augusta
Natural open space
Playgrounds
Gardens
Single-family homes
Riverwalk
Nature
Trails
Recreational centers

What physical aspects of your community do you most want to preserve?- Augusta UDO Update



FACILITIES, TECHNOLOGY AND RESOURCES DEDICATED TO THE CITY PROJECT

Our team brings a comprehensive suite of analytical, mapping, visualization, and communication tools to support every stage of the Future Land Use Plan Amendment. These capabilities ensure accurate data, clear graphics, well-coordinated documentation, and a transparent public process aligned with City and County requirements.

Data, Mapping & Analysis Tools

- We begin each project with a rigorous review of existing conditions and policy frameworks.
- We use ArcGIS Pro, ArcGIS Online, Business Analyst, and Excel to map and analyze land use, zoning, population density, land value, ownership, unsafe structures, mobility patterns, and redevelopment opportunities.
- We also map equity indicators, affordable housing patterns, and demographic trends to understand community needs and distributional impacts.
- Site visits and follow-up conversations with staff, stakeholders, and leadership help validate and expand our findings.

Graphic Production & Visual Communication

- We use Adobe Illustrator, InDesign, and Photoshop to produce layered maps, trend visualizations, scenarios, and clear graphics for public distribution.
- For zoning and urban design work, we test build-out scenarios in AutoCAD and create planometric and axonometric diagrams in SketchUp and Photoshop.
- These tools help translate complex analyses into visuals that residents, advisory boards, and elected officials can easily understand.

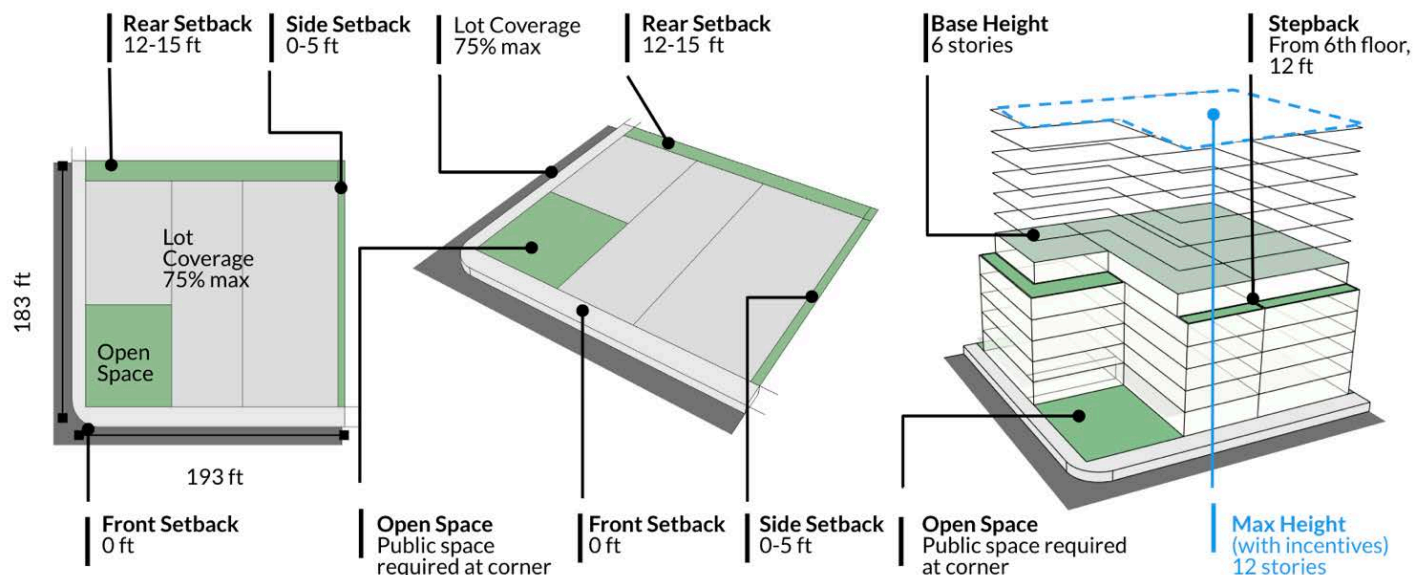
Regulatory & Policy Expertise

- We regularly research case studies using ULI, APA, and national planning resources.
- Our team closely monitors State legislative changes affecting land use and zoning.
- We have deep experience with Broward County policy, including Countywide FLU Map amendments, flex unit allocation, affordable housing policy, and the Broward Planning Council review process.
- Several team members hold CRA training credentials (FRARA) and have extensive experience working within CRAs.

Certified and Experienced Planning Team

- Our team includes AICP-certified planners and fellows, each maintaining 32 continuing education credits bi-annually.
- We bring experience in redevelopment, zoning, land-use amendments, comprehensive plans, and equitable planning across Florida and Broward municipalities.

FACILITIES, TECHNOLOGY AND RESOURCES DEDICATED TO THE CITY PROJECT



Community Engagement & Interactive Tools

- We build surveys and dashboards using ArcGIS Survey123 and ArcGIS Dashboards.
- We use Mentimeter during community meetings to gather live feedback.
- We create ArcGIS StoryMaps and public-facing project websites to enhance transparency and accessibility.
- These platforms allow residents to explore maps, data, and project materials interactively.
- When needed, we support outreach through targeted digital promotions to broaden participation.

Land Use, Transportation & Zoning Capabilities

- Development of the Central Broward TOD Toolkit for Broward MPO, analyzing land use, mobility, equity, and redevelopment readiness.
- Experience preparing station area assessments and redevelopment analyses for Broward communities.
- Zoning code development and graphic regulation work in Pinecrest, West Palm Beach, Downtown Hollywood, Hollywood Beach, Cocoa Beach, and Augusta.
- Ability to translate complex zoning concepts into clear, visually supported regulations.

Public Relations & Coordination Experience

- Preparation of press releases, public notices, community meeting materials, and media-ready content for planning projects.
- Experience supporting elected officials and staff with communication materials that reinforce project goals and manage community expectations.

Quality Control & Project Management

- Internal multi-step review for all maps, drafts, analyses, and reports.
- Version-controlled digital environment with shared folders and live-tracking of deliverables.
- Senior-level oversight on every major submission to ensure accuracy and consistency.



NW 79th Street CRA Economic Development Action Plan Workshop



CURRENT WORKLOAD

Colab manages a focused portfolio of projects, led directly by our Principal and Director for a hands-on approach. We oversee all deliverables, track progress through detailed work logs, and provide monthly reports to ensure accountability. This process guarantees high-quality results and direct access to our experts. More importantly, one of our defining strengths is that senior team members remain engaged in every aspect of the project, ensuring clear communication and expert accountability.

The following breakdown represents our current project workflow for the firm's Principals. Our team will have additional capacity as some of our projects near completion.

Our principals currently have approximately 35% capacity for Central City CRA, and our staff has 60% capacity.

- Pinecrest Comprehensive Plan
20% weekly for next 6 months
- NW 79th Street CRA: Economic Development Coordinators
20% weekly- multi-year contract, ongoing
- NW 7th Avenue CRA: Economic Development Coordinators
20% weekly- multi-year contract, ongoing
- Augusta Zoning Code: Outreach and Entertainment District
5% weekly for the next 4 months, ending by March 2026
- FDOT D6 Engagement for Shared Use Path Liaison to City of Miami
5% weekly for 12 months
- City of Miami, Pedestrian Priority Zones: Expert consultant role as liaison to District Commissioner's office to Office of Capital Improvements and Public Works
5% weekly time commitment, annual contract

TEAM COMMITMENT + CAPACITY

Wynwood STREETSCAPE Master Plan

Experts with a record of success.

Our interdisciplinary team unites core professionals to meet daily needs, supported by additional staff and subcontractors with a proven track record in Comprehensive Plan updates for more than 20 years. Our project lead and project manager will be dedicated to daily and weekly time allotments to ensure adequate work capacity for the duration of the project. We are sensitive to project workflow and have allocated work capacity to meet the project's needs and ongoing weekly demands including travel, meetings and outreach. **COLAB** will be the prime contract holder and manage the overall project and drafting process with design, transportation and affordable support from GAI.

Recognition by our peers.

- 2022, Award of Excellence, FL APA, Little Havana Pedestrian Priority Zones
- 2019, Health Foundation of S. Florida Grant Recipient
- 2016, Miami Foundation Public Space Challenge Winner
- 2009, Award of Excellence, FL APA Gold Coast Section, Palmetto Bay Bicycle and Pedestrian Master Plan
- 2008, Award of Excellence, FL APA, West Palm Beach Zoning Code
- 2001, Award for Outstanding Mobility Project, FL APA Gold Coast Section, Alton Road Traffic Calming Study
- 2000, Award of Excellence, FL APA, Miami Beach, Municipal Mobility Plan

If selected, this project will be a primary project for our team as we have allocated sufficient resources to ensure timely completion for adoption.

Wynwood Business Improvement District Street Tree Master Plan Special Event and Property Owner Design Workshop

TAB 5
REFERENCES

**We help communities
envision their future by
leveraging their assets
and strengths.**

REFERENCES

See Reference forms for additional information

Augusta, Georgia

Unified Development Ordinance Update

Kevin Boyd, Augusta Unified Development Ordinance
Development Services Manager, City of Augusta
kboyd@augusta.gov
(706)-828-7173
Current client

Miami Gardens

Planning and Zoning Support Services

Alex Matos, Miami Gardens Planning Support Services
Planning and Land Development Chief, City of Miami Gardens
amatos@miamigardens-fl.gov
(305) 914-9113
Current client

Miami Dade County

NW 79th Street Corridor

Community Redevelopment Agency

Vivian Cao, Miami Dade County Office of Management and
Budget
Vivian.Cao@miamidade.gov
(305) 375-4941
Current client

West Melbourne

Vision and Comprehensive Plan Update

Christy Fischer, Planning Director, West Melbourne
cfischer@westmelbourne.gov
(321) 837-7778

USDOT Connected Communities

Transit Oriented Development Toolkit for Broward MPO

Greg Stuart, Executive Director
stuartg@browardmpo.org
(954) 876-0035

Florida Department of Transportation District 6

Little Havana SW 6th Street Shared Use Path

Shereen Ye Fong, Transportation Planner IV, FDOT District 6
Shereen.yeefong@dot.state.fl.us
(305) 470-5393
Current client

City of Miami

Little Havana Pedestrian Priority Zones

William Ortiz, District Chief of Staff, City of Miami
Wortiz@miamigov.com
(305) 303-2371
Current client

TAB 6

MINORITY/WOMEN (M/WBE) PARTICIPATION

We draw insight from emerging planning approaches and apply them to our projects.

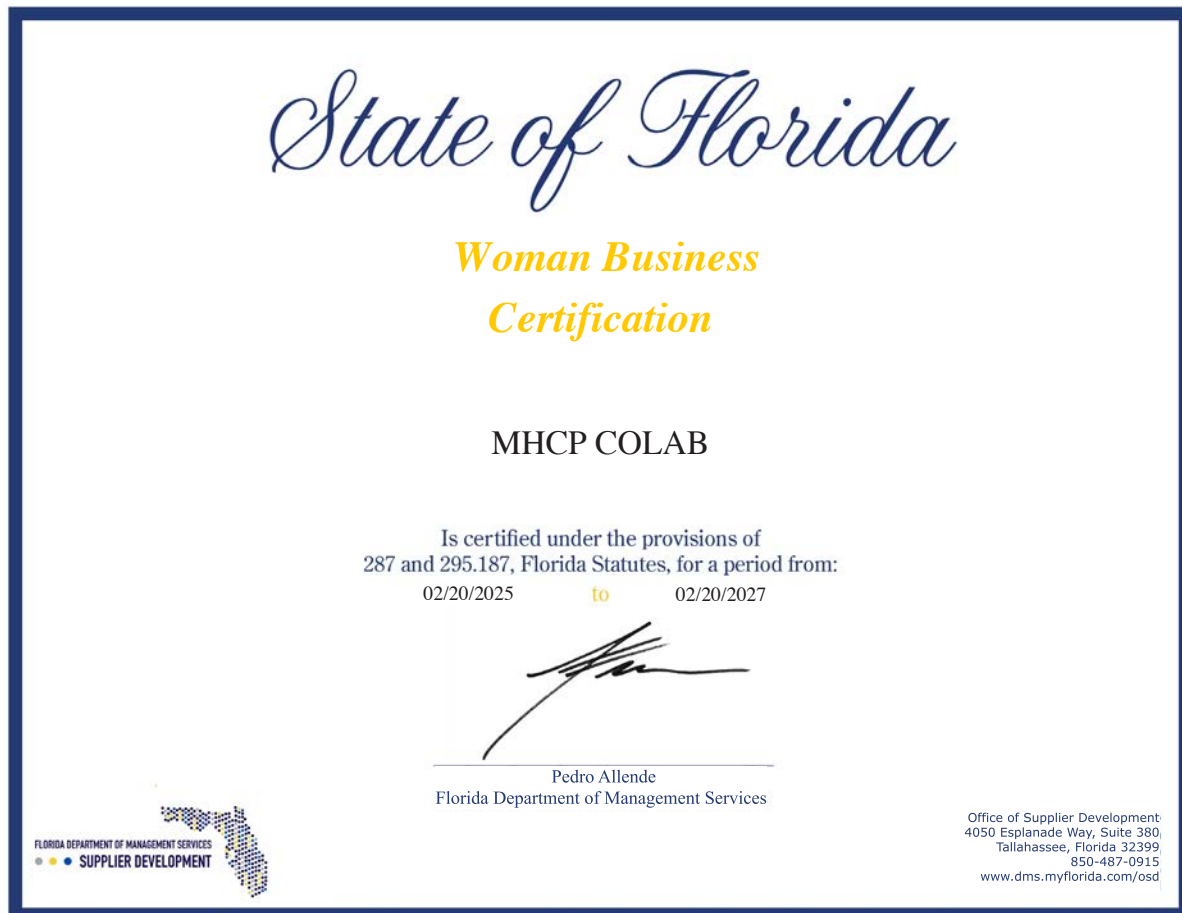


WOMEN (M/WBE)/DBE/SBE PARTICIPATION

MHCP Colab is a certified Women- and Minority-Owned Business Enterprises (M/WBE), Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE).

Urbe Studio is a certified SBE and DBE.

OUR FIRM VALUES INCLUSION NOT ONLY AS A POLICY REQUIREMENT BUT AS A CORE PRINCIPLE THAT STRENGTHENS PROJECT OUTCOMES AND REFLECTS THE COMMUNITY WE SERVE.



**Office of Small Business Development**

111 NW 1 Street, 19th Floor
Miami, Florida 33128
T 305-375-3111 F 305-375-3160
miamidade.gov

December 16, 2024

Melissa Hege
MHCP COLAB LLC
5701 Biscayne Boulevard, Suite CS1
Miami, FL 33137

Approval Date: December 11, 2024 - Disadvantaged Business Enterprise (DBE)

Anniversary Date: May 14, 2026

Dear Melissa Hege,

Miami-Dade County Office of Small Business Development (SBD), is pleased to notify you that your firm is certified under the Florida Unified Certification Program (UCP). Your firm meets the eligibility requirements for certification as a Disadvantaged Business Enterprise (DBE) in accordance with 49 CFR Part 26.

DBE certification is continuous with no expiration date; however, firms are required to attest that there are no changes via the No Change Declaration form on or before the firm's anniversary date to remain certified. You will be notified of your annual responsibilities in advance of the Anniversary Date listed above. You must submit the annual No Change Declaration form no later than the Anniversary Date to maintain your eligibility. Your firm will be listed in the UCP DBE Directory which can be accessed through the Florida Department of Transportation's website: <http://www3b.dot.state.fl.us/EqualOpportunityOfficeBusinessDirectory/>.

DBE certification is NOT a guarantee of work, but it enables the firm to compete for and perform contract work on all USDOT Federal Aid (FAA, FTA and FHWA) projects in Florida as a DBE contractor, sub-contractor, consultant, sub-consultant or material supplier.

If at any time there is a material change in your firm, you must advise this office by sworn affidavit and supporting documentation within thirty (30) days. Changes include, but are not limited to ownership, officers, directors, management, key personnel, scope of work performed, daily operations, on-going business relationships with other firms, individuals or the physical location of your firm. After our review, you will receive instructions as to how you should proceed, if necessary. Failure to comply will result in action to remove your firm's DBE certification.

It is strongly recommended that you register your firm as a vendor with Miami-Dade County. To register, you may visit: <http://www.miamidade.gov/procurement/vendor-registration.asp>. Thank you for your interest in doing business with Miami-Dade County. If you have any questions or concerns, you may contact our office at 305-375-3111 or sbdcert@miamidade.gov.

Sincerely,

Jeanise Cummings-Labossiere
Section Chief, Small Business Development

NAICS & Industry Title: (Your firm is eligible to compete for and perform work on all USDOT Federal Aid projects throughout Florida and may earn DBE or ACDBE credit for work performed in the following areas.)

NAICS 541320: LANDSCAPE ARCHITECTURAL SERVICES

NAICS 541611: ADMINISTRATIVE MANAGEMENT AND GENERAL MANAGEMENT CONSULTING SERVICES

NAICS 541820: PUBLIC RELATIONS AGENCIES



Internal Services Department
Small Business Development
111 NW 1 Street, 19th Floor
Miami, Florida 33128
T 305-375-3111
F 305-375-3160

October 13, 2023

Melissa Hege
MHCP COLAB LLC DBA MHCP COLAB
5701 Biscayne Boulevard
Suite CS1
Miami, FL 33137

Approval Date: May 31, 2023 Small Business Enterprise - Goods & Services (SBE-G&S)
Expiration Date: May 31, 2026

Dear Melissa Hege,

Miami-Dade County Small Business Development (SBD), a division of the Internal Services Department (ISD), has completed the review of your application and attachments submitted for certification. Your firm is officially certified as a Miami-Dade County Small Business Enterprise. The Small Business Enterprise (SBE) programs are governed by Sections 2-8.1.1.1.1; 2-8.1.1.1.2; 2-10.4.01; 10-33.02 of Miami-Dade County's Codes. This Small Business Enterprise - Goods & Services (SBE-G&S) certification is valid for three (3) years. However, to validate continuing eligibility, SBD may conduct random audit(s) within the three (3) year certification period. **Failure to provide required documentation for a random audit will initiate the decertification process.**

At the time of expiration, your firm will submit a Re-certification Application at least one hundred and eighty (180) days, but not less than, ninety (90) days, prior to the end of the three (3) year certification term via the County's web-based system, Business Management Workforce System (BMWS). This will ensure sufficient time for process by SBD. **Failure to provide the re-certification application and required supporting documentation will initiate the decertification process.**

If at any time there is a material or business structure change in the firm including, but not limited to, ownership, officers, director, scope of work being performed, daily operations, affiliations(s) with other businesses or the physical location of the firm, you must notify this office within thirty (30) calendar days of the effective date of the change(s) via the BMWS. Notification should include supporting documentation. You will receive timely instructions from this office as to how you should proceed, if necessary. **Failure to notify SBD of any changes may result in immediate action to decertify the firm.**

This letter will be the only approval notification issued for the duration of your firm's three-year certification. If the firm attains graduation or becomes ineligible during the three-year certification period, you will be properly notified following an administrative process that your firm's certification has been removed pursuant to the code. Your firm's name and tier level will be listed in the directory for all SBE certified firms, which can be accessed through Miami-Dade County's SBD website: <https://www.miamidade.gov/global/business/smallbusiness/home.page>. The categories as listed below affords you the opportunity to bid and participate on contracts with Small Business Enterprise measures.

It is strongly recommended that you register your firm as a bidder with Miami-Dade County. To register, you may visit: <https://www.miamidade.gov/global/business/procurement/home.page>. Thank you for your interest in doing business with Miami-Dade County. If you have any questions or concerns, you may contact our office at 305-375-3111 or via email at sbdcert@miamidade.gov.

Sincerely,

Jeanise Cummings-Labossiere
Section Chief, Small Business Development

CATEGORIES: (Your firm may bid or participate on contracts only under these categories)

NIGP 91826: PUBLIC RELATIONS CONSULTING
NIGP 91890: STRATEGIC PLANNING AND CONSULTING
NIGP 91892: URBAN PLANNING CONSULTING
NIGP 96153: MARKETING SERVICE, INCLUDING DISTRIBUTION, PUBLIC OPINION SURVEYS, RESEARCH, SALES PROMOTIONS, ETC.
NIGP 96160: PUBLIC OPINION SURVEYS (INACTIVE, PLEASE SEE COMMODITY CODE 961-53 EFFECTIVE JANUARY 1, 2016)
NIGP 96194: ZONING, LAND USE STUDIES

TAB 7
SUBCONTRACTORS

**Our award winning
expertise in effective,
transparent and
informative outreach
is rooted in urban
planning.**

SUBCONSULTANT TEAM

Our team includes subconsultants **GAI and Urbë Studio**, who are experts in their fields and will provide additional depth in transportation and mobility, design and economic development. The firm leaders are the key staff and will be for overall project intent, provide direction and oversight under each of their specialties. These include:



URBAN DESIGN + PLACEMAKING + HOUSING

GAI will lead urban design, housing and economic development, and support our team in redevelopment planning and placemaking. They also provide expertise in parks planning and wayfinding.

Claudia Ray will lead Urban Design & Placemaking for GAI. Ms. Ray is a creative, forward-thinking Senior Project Planner and Urban Designer within GAI's Community Solutions Group (CSG). She has two decades of experience working with public, private, and institutional clients on planning, redevelopment, landscape design, and architecture projects of all scales.

Owen Beitsch, Phd, FAICP, CRE, FRA-PA will lead housing and social policy planning for GAI. Dr. Beitsch serves as Senior Director of Economics for GAI's Community Solutions Group (CSG) and is a long-standing faculty member in urban planning at the University of Central Florida. His expertise includes land use economics, housing and social policy, tax policy, and special district finance, with a focus on tax increment financing for major infrastructure projects across the country.

Laura Smith, FRA-RA, CRE provides expertise in urban analytics. She serves as Urban Analytics Director within GAI's Community Solutions Group (CSG), where she conducts and oversees the research and analysis of market, economic, and demographic data; commercial, industrial, and multifamily performance indicators; census data; and employment statistics for various products of the firm.

GAI'S PRACTICES

LANDSCAPE ARCHITECTURE

GAI blends ecology, culture, and design to create vibrant outdoor environments—from parks and plazas to campuses and communities. Through green infrastructure design, they integrate natural systems with human needs, crafting spaces that are sustainable, functional, and beautiful. Through thoughtful planning and design, they transform land into lasting experiences.

MASTER PLANNING

GAI leads visionary master plans for new and existing communities, creating clear frameworks that balance priorities, guide decisions, and drive action. They also craft regulatory tools that turn vision into lasting impact, aligning diverse stakeholders around cohesive, forward-thinking strategies.

PARKS

They plan and design parks and systems that support public health, environmental sustainability, and economic vitality. GAI's work helps communities envision and implement systems that serve diverse users, adapt to changing needs, and deliver long-term value. They develop strategic guidelines for investment, programming, and stewardship, aligning vision with action to create spaces that contribute to stronger, more livable communities.

URBAN ANALYTICS

GAI uses a deep understanding of market dynamics, financial feasibility, and economic context to inform strategic decision making. With expertise in real estate positioning, revenue generation, public-private partnerships, and redevelopment strategies, they craft actionable solutions that align with broader goals. Their work bridges data and vision, delivering grounded and transformative strategies.

WAYFINDING

GAI creates intuitive, functional wayfinding systems for complex communities and environments. They design clear, user-centric strategies tailored to each place—considering natural features, landmarks, user behavior, and stakeholder goals. By understanding how people navigate and perceive space, GAI makes wayfinding seamless, enhancing the experience for both locals and visitors.

PROJECT TYPES

- + Active Transportation and Trails
- + Branding and Identity
- + Campus Master Plans
- + Community Redevelopment Areas
- + Community Visioning
- + Complete Streets and Streetscapes
- + Corridor Planning
- + Demographics and Socio-Economics
- + Economic and Fiscal Impact
- + Environmental Graphics
- + Feature Amenity Areas
- + Financial Modeling
- + GIS Analysis
- + Green Infrastructure
- + Housing and Markets Reports
- + Land Use and Regulatory Planning
- + Master Planned Communities
- + Mixed Use and Infill Development
- + Neighborhood Enhancements
- + Opportunity Sites Prospectus
- + Parks and Open Space Design
- + Parks and Recreation Systems
- + Real Estate and Market Analysis
- + Redevelopment Districts
- + Transit-Oriented Development
- + Wayfinding System Plans

**TRANSPORTATION + MOBILITY + OUTREACH**

Urbe Studio, LLC will lead transportation and mobility and support outreach efforts. They focus on placemaking and livable streets strategies and facilitate transportation solutions that integrate community objectives, accommodate all users of roadways including pedestrians and cyclists. Urbe has completed mobility efforts in numerous Florida and Broward communities including Orlando and Fort Lauderdale. They are a certified Minority Business Enterprise (MBE) in the State of Florida.

Fabian De La Espriella, AICP, Founding Principal, Urbe Studio, Firm Leader
Fabian will develop the transportation and mobility components of the LUPA and provide additional outreach support. Fabian is the founding principal of Urbe Studio with over twenty years of experience in urban design and livable transportation planning. His work centers on context-sensitive, multimodal solutions that enhance safety, connectivity, and quality of life. He has a broad understanding in the planning and implementation of multimodal infrastructure.

Jorge A. Barrios, PE

Jorge specializes in developing data-driven recommendations that can properly inform decision-making processes. For 14 years, Jorge has been an integral part of high-profile projects in California and Florida across a wide range of topics, including freeway operations, origin-destination analyses, transit corridor studies, areawide safety analyses, and applied research. Jorge recently managed and executed safety-focused projects for MetroPlan Orlando, City of Orlando, and FDOT's State Safety Office and has been active in Safe Streets for All-funded projects, translating crash data into actionable, prioritized insights to help cities and counties make more informed decisions.

WHAT URBE DOES

Urbe services center on the integration of land-use and transportation, placemaking, multimodal corridor planning, implementation of Complete Streets strategies, public and stakeholder engagement processes, and full project management and task coordination.

URBE'S CULTURE

Urbe's culture is defined by collaboration, adaptability, and curiosity. We are committed to delivering solutions that reflect community needs, elevate local identity, and foster vibrant and resilient places. Their team is passionate about building partnerships, promoting equitable outcomes, and providing innovative planning tools tailored to each project.

SERVICE AREAS

Urbe's Transportation Services

Transportation systems play a critical role in shaping urban environments and daily life. Urbe Studio approaches mobility through an integrated, multimodal lens—balancing safety, access, and community needs.

They design corridor plans that improve walkability, transit access, and bicycle connectivity while strengthening urban form and supporting local economic vitality. Their approach includes evaluating land use, development patterns, infrastructure constraints, and multimodal opportunities to deliver implementable solutions that improve quality of life.

Placemaking

They draw upon local identity to create public spaces that foster connection and community wellness.

Urbe Studio leads placemaking initiatives that build on social, physical, and cultural assets—designing inviting environments, strengthening neighborhood character, and enhancing the everyday experience of residents and visitors.

Their placemaking work is rooted in collaboration, aligning community aspirations with actionable design strategies.

Community & Stakeholder Engagement

Urbe believes that healthy, engaged communities are essential to successful planning. Urbe Studio leads inclusive engagement processes that bring residents, business owners, and stakeholders into the conversation early and often.

They design workshops, facilitation tools, and outreach strategies that ensure clear communication and meaningful participation. Their team is committed to fostering community ownership and ensuring that public input shapes planning outcomes.

TAB 8
REQUIRED FORMS

**Our award winning
expertise in effective,
transparent and
informative outreach
is rooted in urban
planning.**

Fee Proposal

Summary of Work Process

We are committed to completing each task to meet the City's need and for each project's initiation, at a minimum, we will finalize a scope of work according to the city's objectives, organize and lead a staff kick-off meeting, provide a schedule for completion and data requests. We will employ our three phased planning approach--discovery, drilldown, design--to ensure that each assignment is creative, comprehensive and delivered with exceptional quality.

Meetings and Internal Communication

As an extension of the City staff for this contract, we will be available for virtual and in person meetings, telephone calls and email communications.

Invoices + Progress Reports

The City will be billed monthly with an invoice and a detailed progress report. The progress reports will summarize work completed for the invoice period and work to be completed in the upcoming month. Weekly time detail will also be tracked for all time billed by project by staff. This provides accountability to the City Commission and helps to keep the project on track.

Expenses

Expenses are embedded into the lump sum fee and will not be charged as an additional cost.

Additional Services

If additional services are required the contract, they may be negotiated as a lump sum or hourly based on the hourly rates provided below. Hourly rates are subject to change and may include a 3% annual escalation.

Hourly Rates

Colab Principal	\$275
Director	\$225
Designer	\$175
Senior Planner	\$150
GAI Senior Director	\$325
Director 2	\$275
Director 1	\$240
Senior Manager2	\$215
Senior Manager 1	\$195
Manager	\$180
Senior Professional	\$160
Professional	\$130
Technician	\$115
Urbe Principal	\$190
Analyst	\$141
Transportation Engineer	\$180

Proposed Fee and Discounted Rate

See attached forms and proposal.

Forms are included as a separate file.

SECTION VI - COST PROPOSAL PAGE

Proposer Name: MHCP COLAB LLC

The proposer agrees to supply the services at the prices bid/proposed below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor shall quote firm, fixed, costs for all services identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

Item	Deliverable	Not to Exceed Amount
Task 1 - Research & Define Project Scope	Completed Project Scope	\$ 7,840
Task 2 - Meet with Broward County Planning Council	Prepare and Submit Meeting Summary	\$ 4,480
Task 3 - Presentation to Central City CRA Board (CCRAB)	Submit and Present Proposed Future Land Use Plan to the CCRAB	\$ 17,920
Task 4 - Meet with City Attorney and Stakeholders	Prepare and Submit Meeting Summary for Review	\$ 2,240
Task 5 - Prepare Land Use Amendment Report	Prepare and Submit Land Use amendment Report	\$36,960
Task 6 - Create Project Website	Deliver Website that Meets the City's Standards	\$11,200
Task 7 - Consultant to Present on Draft Future Land Use Element and Future Land Use Plan Amendment Applications to the Central City Community Redevelopment Advisory Board (Up to 4 Meetings)	Presentation to CCRAB (Up to 4 Meetings)	\$ 28,880
Task 8 - Development Review Committee (DRC) Meetings	Attend Development Review Committee (DRC) Meetings	\$22,400
Task 9 - Planning and Zoning Board (PZB) Meeting	Attend PZB Meeting	\$22,400

Item	Deliverable	Not to Exceed Amount
Task 10 - City Commission Conference Meeting Presentation	Present at City Commission Conference Meeting	\$5,600
Task 12 - City Commission Transmittal Hearing - First Reading	Presentation to City Commission	\$2,240
Task 13 - Transmit Future Land Use Element and Future Land Use Map Amendment to the FloridaCommerce	Prepare Transmittal Package and Submit to FloridaCommerce and Agencies that Review Comprehensive Plan Amendments	\$3,360
Task 14 - Broward County Planning Council (BCPC) Submittal and Request Conditional Recertification	Submittal to Broward County Planning Council	\$3,360
Task 15 - Address BCPC Comments	Revised land use plan amendment report and prepare memo on how BCPC Comments have been addressed.	\$5,600
Task 16 - BCPC Hearing	Present Land Use Plan Amendment and Answer Questions at BCPC Meeting	\$1,792
Task 17 - County Commission - Approval of Notice to Advertise LUPA	Attend County Commission Meeting	\$1,792
Task 18 - County Commission Transmittal Hearing	Present Land Use Plan Amendment and Answer Questions at BCPC Hearing	\$1,792
Task 19 - Address FloridaCommerce Comments Issued on City and County Transmittals	Adjust Amendment Language and Prepare Memorandum on How FloridaCommerce Comments were Addressed.	\$5,600
Task 20 - County Commission Adoption Hearing - Second Reading	Attend County Commission Hearing and Answer Questions	\$1,792
Task 21 - City Commission Adoption Hearing - Second Reading	Attend City Commission Adoption Hearing and Answer Questions	\$1,792
Task 22 - Prepare Transmittal of Adopted Amendments to DEO	Prepare Transmittal Package and Submit to FloridaCommerce and Agencies that Review Comprehensive Plan Amendments	\$1,792

Item	Deliverable	Not to Exceed Amount
Task 23 - Request BCPC to Finalize Recertification of the Future Land Use Element and Future Land Use Map.	Prepare Request to Finalize Recertification of the Future Land Use Map Element and Future Land Use Map.	\$1,120
	Total Not Exceed Project Fees	\$ 189,952

Total Not to Exceed Project Fees:

_____One-hundred eighty-nine thousand nine-hundred fifty-two

(words)

Submitted by:

Melissa Hege_____
Name (printed)



Signature

12/05/2025_____
Date

Principal and Owner MHCP Colab_____
Title

CITY OF FORT LAUDERDALE BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder/proposer to ensure that their response is submitted electronically through the [City's on-line strategic sourcing platform](#) prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you 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/>).

Company: (Legal Registration) MHCP COLAB LLC EIN (Optional): _____

Address: 5701 Biscayne Boulevard Suite CS1

City: __ Miami State: FL Zip: 33137

Telephone No.: 305.754.6797 FAX No.: _____ Email: melissa@mhcpcolab.com

Delivery: Calendar days after receipt of Purchase Order (**section 1.02 of General Conditions**): 880 days or 29 months

Total Bid Discount (**section 1.05 of General Conditions**): 12%

Check box if your firm qualifies for DBE (**section 1.09 of General Conditions**): ☒

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
Addendum 1 and 2 are the same.	Dade issued	December 1, 2025					

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A.

The below signatory 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/proposal. 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. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

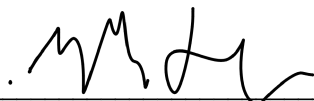
Submitted by:

Melissa Hege

Name (printed)

11/17/2025

Date


Signature

Principal and Owner

Title

AFFIDAVIT OF COMPLIANCE WITH FOREIGN ENTITY LAWS
(Florida Statute- §287.138, 692.201, 692.202, 692.203, and 692.204)

The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury as follows:

1. Entity is not owned by the government of a foreign country of concern as defined in Section 287.138, Florida Statutes. (Source: § 287.138(2)(a), Florida Statutes)
2. The government of a foreign country of concern does not have a controlling interest in Entity. (Source: § 287.138(2)(b), Florida Statutes)
3. Entity is not organized under the laws of, and does not have a principal place of business in, a foreign country of concern. (Source: § 287.138(2)(c), Florida Statutes)
4. Entity is not owned or controlled by the government of a foreign country of concern, as defined in Section 692.201, Florida Statutes. (Source: § 288.007(2), Florida Statutes)
5. Entity is not a partnership, association, corporation, organization, or other combination of persons organized under the laws of or having its principal place of business in a foreign country of concern, as defined in Section 692.201, Florida Statutes, or a subsidiary of such entity. (Source: § 288.007(2), Florida Statutes)
6. Entity is not a foreign principal, as defined in Section 692.201, Florida Statutes. (Source: § 692.202(5)(a)(I), Florida Statutes)
7. Entity is in compliance with all applicable requirements of Sections 692.202, 692.203, and 692.204, Florida Statutes.
8. **(Only applicable if purchasing real property)** Entity is not a foreign principal prohibited from purchasing the subject real property. Entity is either (a) not a person or entity described in Section 692.204(1)(a), Florida Statutes, or (b) authorized under Section 692.204(2), Florida Statutes, to purchase the subject property. Entity is in compliance with the requirements of Section 692.204, Florida Statutes. (Source: §§ 692.203(6)(a), 692.204(6)(a), Florida Statutes)

The undersigned is authorized to execute this affidavit on behalf of Entity.

Name: Melissa Hege Title: Principal Entity: LLC

Signature: [Signature] Date: 11/17/2025

NOTARY PUBLIC ACKNOWLEDGEMENT SECTION

STATE OF FLORIDA
COUNTY OF MIAMI-DADE

The foregoing instrument was acknowledged before me, by means of ☒ physical presence or ☐ online notarization, this 1st day of DECEMBER, 2025, by MELISSA HEGE, as

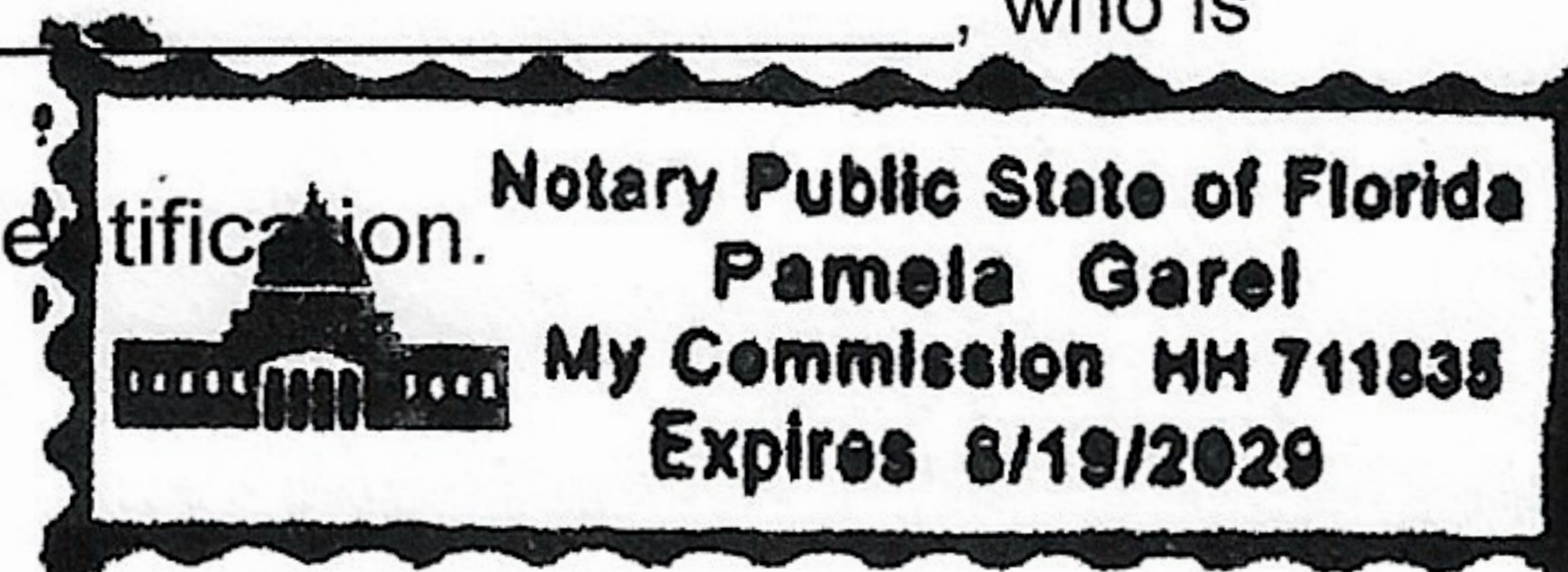
_____ for _____, who is
personally known to me or who has produced _____ as identification.

Notary Public Signature: [Signature]

Print Name: PAMELA GAREL

(Notary Seal)

My commission expires: 08-19-2029



SPECIFIC REFERENCES FORM

The contractor shall have previous construction experience in the State of Florida with projects of similar scope and scale (or larger). Complete this form in its entirety. **Note: Do not include proposed team members or parent/subsidiary companies as references in your submittal.**

PRIME BIDDER'S NAME: MHCP Colab

CLIENT NO. 1 – Name of firm to be contacted: Broward MPO Address: 100 West Cypress Creek
Road 6th Floor, Suite 650. Fort Lauderdale, Florida 33309-2181

Contact Person: Greg Stuart

Phone No: 954.876.0035

Contact E-Mail Address: stuartg@browardmpo.org

Project Performance Period: 05/24 to 05/25

Project Name: _____

USDOT Connected Communities: Central Broward Transit Oriented Development Toolkit for Broward MPO

Location of Project: Central Broward between I-95 and the Florida Turnpike

Description of the overall scope: Technical support through the USDOT Thriving Communities Program to
build a TOD Toolkit as a resource for the least connected and most transit dependent population in the county
and suggested an alternative approach to current development patterns.

Description of work that was self-performed by Bidder: _____

Colab led all of the GIS mapping analysis for existing and planned transportation, neighborhood amenities and services, equity mapping, affordable housing mapping, renters most vulnerable to displacement. A major part of our scope was to analyze existing zoning for each municipality along major corridors and categorized them as supporting compact, dense communities that could support future transit infrastructure. We found that while most of the study area used suburban zoning standards, the county already had several policies to guide potential regulatory changes for individual municipalities, including the Activity Center future land use category. This became the basis of the toolkit. Colab developed boards and participated in two public workshops. We also prepared the planning report for existing conditions and policy recommendations and collaborated with the project lead on ideas and recommendations.

SPECIFIC REFERENCES FORM

CLIENT NO. 2 – Name of firm to be contacted: Miami Dade County Address: Stephen P. Clark

Building 111 NW 1st Street, Suite 625. Miami, FL 33128

Contact Person: Vivian Cao, Office of Management and Budget

Phone No: (305) 375-4941

Contact E-Mail Address: Vivian.Cao@miamidade.gov

Project Performance Period: 04/2023- Ongoing multi-year contract

Project Name: Nw 79th Street CRA and NW 7th Avenue Economic Development Coordinator

Location of Project: Miami Dade County

Description of the overall scope: Providing economic development services to two CRAs that had been generally inactive for several years. The two CRAs have two different boards that are appointed by the current County Commissioners.

Description of work that was self-performed by Bidder:

In year one, our team built capacity among the new board members and prepared extensive existing conditions analysis using ArcGIS for mapping to understand land values and development patterns, unsafe structures and redevelopment opportunities. We transformed the findings into a 5-year action plan which was developed in partnership with the CRA Board through a board retreat and several public meetings and stakeholder meetings. We created a GIS dashboard and website prior to the executive director's onboarding.

In year two, our team is working with the executive director to build specific project studies and opportunities related to mobility, zoning and land use updates, parks and open space and coordinating with the development community and the grants team.

SPECIFIC REFERENCES FORM

CLIENT NO. 3 – Name of firm to be contacted: Village of Pinecrest

Address: 126245 Pinecrest Parkway, Pinecrest, FL 33156

Contact Person: Yocelyn Gomez, Village Manager, Stephen Olmsted, Planning Director

Phone No: 305.234.2121

Contact E-Mail Address: ygaliano@pinecrest-fl.gov, solmsted@pinecrest-fl.gov

Project Performance Period: 06/2023-10/2023 (Vision Plan) to
11/25 to ongoing (Comprehensive Plan Update)

Project Name: Village of Pinecrest Comprehensive Plan Update and Vision Plan Update for US 1

Location of Project: Village of Pinecrest, Miami-Dade County

Description of the overall scope: Comprehensive Plan Update for Village of Pinecrest and Vision Plan Update for US 1 in conjunction with Miami Dade County's planned transit corridors and zones. MHCP Colab led the Village's Pinecrest Parkway (US1) Vision Plan and code update, responding to Miami Dade County's desire to up-zone around planned transit stations and corridors, including US1.

Managing community expectations and key points was a critical part of our work.

We were recently hired to update the Villages' Comprehensive Plan including their Future Land Use Element.

Description of work that was self-performed by Bidder: _____

MHCP COLAB conducted eight interactive meetings with the Citizen Committee and the public to design the plan vision and evaluate the corridor needs and opportunities in consideration of the community preferences. This included conceptual plans and 3d renderings of transit-oriented development around planned station areas for community-wide visioning. Upon approval Colab drafted the zoning code update.

We are currently updated the Data and Analysis based on the population projections and are updated the Comprehensive Plan elements accordingly. We are the prime contractor.



CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept the credit card or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below, you agree with these terms.

Please indicate which credit card payment you prefer:

☒ X_ MasterCard

☐ Visa

MHCP COLAB LLC

Company Name

Melissa Hege

Name (Printed)

A handwritten signature in black ink, appearing to read 'M. Hege', written over a horizontal line.

Signature

Principal

Title

11/17/2025

Date



E-VERIFY AFFIRMATION STATEMENT

Solicitation/Bid /Contract No: 492-Land Use Amendment- Rebid

Project Description:

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- A. all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- B. all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: MHCP COLAB LLC

Authorized Company Person's Signature: 

Authorized Company Person's Title: Principal

Date: 11/17/2025



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.

NAME

RELATIONSHIPS

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.

Authorized Signature

Melissa Hege

Name (Printed)

Principal

Title

11/17/2025

Date



**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

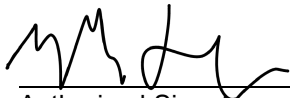
Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- A. Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability, or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.



Authorized Signature

Melissa Hege, Owner and Principal

Print Name and Title

11/17/2025

Date



LOCAL BUSINESS PREFERENCE

Section 2-199.2, Code of Ordinances of the City of Fort Lauderdale, (Ordinance No. C-12-04), provides for a local business preference.

In order to be considered for a local business preference, a bidder must include the Local Business Preference Certification Statement of this ITB, as applicable to the local business preference class claimed **at the time of bid submittal**.

Upon formal request of the City, based on the application of a Local Business Preference the Bidder shall, within ten (10) calendar days, submit the following documentation to the Local Business Preference Class claimed:

- A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **and**
- B) List of the names of all employees of the bidder and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of bid submittal shall result in the bidder being found ineligible for the local business preference.

THE COMPLETE LOCAL BUSINESS PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK:

https://library.municode.com/fl/fort_lauderdale/codes/code_of_ordinances?nodeId=COOR_CH2_AD_ARTVFI_DIV2PR_S2-186LOBUPR

Definitions: The term "Business" shall mean a person, firm, corporation or other business entity which is duly licensed and authorized to engage in a particular work in the State of Florida. Business shall be broken down into four (4) types of classes:

1. Class A Business – shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **and** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
2. Class B Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **or** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
3. Class C Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone **and** staffed with full-time employees within the limits of Broward County.
4. Class D Business – shall mean any Business that does not qualify as either a Class A, Class B, or Class C business.



LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local business price 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) is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the City of Fort Lauderdale current year Business Tax Receipt **and** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

- (2) is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Business Tax Receipt **or** a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

- (3) is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

Business Name

- (4) requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

MHCP COLAB LLC

Business Name

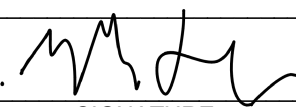
- (5) requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

- (6) is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186 and does not qualify for Local Preference consideration.

Business Name

BIDDER'S COMPANY: **MHCP COLAB LLC**

AUTHORIZED COMPANY PERSON: **Melissa Hege** .  11/17/2025

PRINT NAME SIGNATURE DATE



DISADVANTAGED BUSINESS ENTERPRISE (DBE) PREFERENCE

Section 2-185, Code of Ordinances of the City of Fort Lauderdale, provides for a disadvantaged business preference.

In order to be considered for a DBE Preference, a bidder must include a certification from a government agency, as applicable to the DBE Preference class claimed **at the time of bid submittal**.

Upon formal request of the City, based on the application of a DBE Preference the Bidder shall, within ten (10) calendar days, submit the following documentation to the DBE Class claimed:

A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **or** State of Florida active registration **and/or**

B) List of the names of all employees of the bidder and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of bid submittal shall result in the bidder being found ineligible for the disadvantaged business preference.

THE COMPLETE DBE PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: <https://www.fortlauderdale.gov/home/showpublisheddocument?id=56883>

Definitions

- a. The term "disadvantaged class 1 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the city, and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.
- b. The term "disadvantaged class 2 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business within the limits of the city with a full-time employees and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.
- c. The term "disadvantaged class 3 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the Tri-County area and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.
- d. The term "disadvantaged class 4 enterprise" shall mean any disadvantaged business enterprise that does not qualify as a Class A, Class B, or Class C business, but is located in the State of Florida and provides supporting documentation of its disadvantaged certification as established in the City's Procurement Manual.



DISADVANTAGED BUSINESS ENTERPRISE CERTIFICATION STATEMENT

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

- (1) is a disadvantaged class 1 enterprise as defined in the City of Fort Lauderdale Ordinance Section 2-185 disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the city, and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.

Business Name

- (2) is a disadvantaged class 2 enterprise as defined in the City of Fort Lauderdale Ordinance Section 2-185 disadvantaged business enterprise that has established and agrees to maintain a permanent place of business within the limits of the city with a full-time employee(s) and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.

Business Name

- (3) is a disadvantaged class 3 enterprise as defined in the City of Fort Lauderdale Ordinance Section 2-185 disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the Tri-County area and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.

Business Name

- (4) is a disadvantaged class 4 enterprise as defined in the City of Fort Lauderdale Ordinance Section 2-185 disadvantaged business enterprise that does not qualify as a Class A, Class B, or Class C business, but is located in the State of Florida and provides supporting documentation of its disadvantaged certification as established in the City's Procurement Manual.

MHCP COLAB LLC

Business Name

- (5) is not considered a Disadvantaged Enterprise Business as defined in the City of Fort Lauderdale Ordinance Sec.2-185 and does not qualify for DBE Preference consideration.

Business Name

BIDDER'S COMPANY: **MHCP COLAB LLC**

AUTHORIZED COMPANY PERSON: **Melissa Hege**

PRINT NAME

SIGNATURE

11/17/2025

DATE



CITY OF FORT LAUDERDALE

**SWORN STATEMENT PURSUANT TO SECTION 287.087, FLORIDA
STATUTES, ON PREFERENCE TO BUSINESS WITH
DRUG-FREE WORK PLACE PROGRAMS**

I certify that I have established a Drug Free Work Place program and have complied with the following

- a. Published and distributed to each employee a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibitions.
- b. Required all new employees to undergo laboratory testing as a condition of employment and will require all employees, as a condition of their continued employment, to undergo laboratory testing to detect illegal drug or alcohol use according to Florida Statutes 440.101 and 440.102.
- c. Ensured that applicants with a confirmed positive drug or alcohol screening test result are not considered for employment.
- d. Have tested employees when reasonably suspected of illegal drug or alcohol use.
- e. Ensured that any employee refusing to take a drug or alcohol screening test in violation of the Drug Free Work Place Policy is subject to dismissal for failure to abide by the provisions of the Policy.
- f. Informed employees about the dangers of drug abuse in the workplace, the business' policy of maintain a drug-free workplace, any available drug counseling, rehabilitation and employee assistance programs and the penalties that may be imposed upon employees for drug abuse violations.
- g. In the statement specified in subparagraph a, notified the employees that, as a condition of their employment, the employee will abide by the terms of the statement and will notify their employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States of any state, for a violation occurring in the workplace no later than 5 days after such conviction.

- h. Have required all employees to sign a copy of this statement of compliance acknowledging their understanding and agreeing to abide with the requirements of the Drug Work Place Policy.
- i. Will impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by, any employee who is so convicted.
- j. Am making a good faith effort to continue to maintain a Drug Free Work Place through implementation of this document.

BY: Matthew Hege DATE: 11/17/2025
NAME (Printed) Matthew Hege TITLE: Director
COMPANY NAME: MHCP COLAB LLC

Affix Company Seal





THE HARTFORD
BUSINESS SERVICE CENTER
3600 WISEMAN BLVD
SAN ANTONIO TX 78251

November 17, 2025

Truist Bank
ISAOA/ATIMA
Attn: Insurance Department
PO Box 1626
WILSON NC 27894-1626

Account Information:

Policy Holder Details :	MHCP COLAB, LLC
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Contact Us

Need Help?

Chat online or call us at
(866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,

Your Hartford Service Team



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
11/17/2025

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 USAA INSURANCE AGENCY INC/PHS 65812845 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251		CONTACT NAME: PHONE (866) 467-8730 (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:	
INSURED MHCP COLAB, LLC 5701 BISCAYNE BLVD STE CS1 MIAMI FL 33137-2644		INSURER(S) AFFORDING COVERAGE INSURER A : Sentinel Insurance Company Ltd. NAIC# 11000 INSURER B : Hartford Casualty Insurance Company 29424 INSURER C : INSURER D : INSURER E : INSURER F :	

COVERAGES**CERTIFICATE NUMBER:****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	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYYY)	LIMITS		
A	COMMERCIAL GENERAL LIABILITY	X		65 SBM AB4305	02/11/2025	02/11/2026	EACH OCCURRENCE	\$2,000,000	
	CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
	General Liability						MED EXP (Any one person)	\$10,000	
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$2,000,000	
	POLICY ☐ PRO-JECT ☒ LOC						GENERAL AGGREGATE	\$4,000,000	
	OTHER:						PRODUCTS - COMP/OP AGG	\$4,000,000	
A	AUTOMOBILE LIABILITY			65 SBM AB4305	02/11/2025	02/11/2026	COMBINED SINGLE LIMIT (Ea accident)	\$2,000,000	
	ANY AUTO						BODILY INJURY (Per person)		
	ALL OWNED AUTOS						SCHEDULED AUTOS	BODILY INJURY (Per accident)	
	X HIRED AUTOS						X NON-OWNED AUTOS	PROPERTY DAMAGE (Per accident)	
	UMBRELLA LIAB EXCESS LIAB						EACH OCCURRENCE		
	DED						RETENTION \$	AGGREGATE	
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N	N/A	65 WEC AE8S1X	02/11/2025	02/11/2026	X PER STATUTE	OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						E.L. EACH ACCIDENT	\$1,000,000	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE -EA EMPLOYEE	\$1,000,000	
							E.L. DISEASE - POLICY LIMIT	\$1,000,000	
A	DATA BREACH - DEFENSE & LIAB COVG			65 SBM AB4305	02/11/2025	02/11/2026	Limit	\$50,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations. 30 day Notice of Cancellation will be provided in accordance with Form SS1224, attached to this policy.

Professional Liability; 5096658528; 02/11/25-02/11/26; \$2,000,000 each claim/\$2,000,000 aggregate. Certificate holder is an additional insured per the Business Liability Coverage Form SS0008, attached to this policy.

CERTIFICATE HOLDER

Truist Bank
ISAOA/ATIMA
Attn: Insurance Department
PO Box 1626
WILSON NC 27894-1626

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type.
See Specific Instructions on page 3.

1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)

MHCP COLAB LLC

2 Business name/disregarded entity name, if different from above.

3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor

☐ C corporation

☒ S corporation

☐ Partnership

☐ Trust/estate

☐ LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership)

Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.

☐ Other (see instructions)

3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions

☐

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any)

(Applies to accounts maintained outside the United States.)

5 Address (number, street, and apt. or suite no.). See instructions.

5700 Biscayne Blvd Suite CS-1

6 City, state, and ZIP code

Miami, FL 33137

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

-

-

OR

Employer identification number

2

7

-

1

2

8

6

1

7

1

Part II Certification

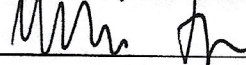
Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here

Signature of U.S. person



Date

5/24/25

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they



[Department of State](#) / [Division of Corporations](#) / [Search Records](#) / [Search by Entity Name](#) /

Detail by Entity Name

Florida Limited Liability Company
MHCP COLAB, LLC

Filing Information

Document Number	L09000051327
FEI/EIN Number	27-1286171
Date Filed	05/27/2009
Effective Date	05/19/2009
State	FL
Status	ACTIVE
Last Event	LC AMENDMENT AND NAME CHANGE
Event Date Filed	09/08/2021
Event Effective Date	09/02/2015

Principal Address

5701 BISCAYNE BLVD
CS-1
MIAMI, FL 33137

Changed: 09/08/2021

Mailing Address

5701 BISCAYNE BLVD
CS-1
MIAMI, FL 33137

Changed: 09/08/2021

Registered Agent Name & Address

HEGE, MELISSA
611 N.E. 55TH STREET
MIAMI, FL 33137

Name Changed: 09/02/2015

Authorized Person(s) Detail

Name & Address

Title MGR

HEGE, MELISSA J
611 N.E. 55TH STREET
MIAMI, FL 33137

Title AMBR

HEGE, MATTHEW
5701 BISCAYNE BLVD
CS-1
MIAMI, FL 33137

Annual Reports

Report Year	Filed Date
2022	04/14/2022
2023	05/01/2023
2024	04/24/2024

Document Images

04/24/2024 -- ANNUAL REPORT	View image in PDF format
05/01/2023 -- ANNUAL REPORT	View image in PDF format
04/14/2022 -- ANNUAL REPORT	View image in PDF format
09/08/2021 -- LC Amendment and Name Change	View image in PDF format
04/17/2021 -- ANNUAL REPORT	View image in PDF format
06/07/2020 -- ANNUAL REPORT	View image in PDF format
04/10/2019 -- ANNUAL REPORT	View image in PDF format
03/29/2018 -- ANNUAL REPORT	View image in PDF format
04/26/2017 -- ANNUAL REPORT	View image in PDF format
03/29/2016 -- ANNUAL REPORT	View image in PDF format
09/02/2015 -- REINSTATEMENT	View image in PDF format
04/19/2011 -- ANNUAL REPORT	View image in PDF format
01/05/2010 -- ANNUAL REPORT	View image in PDF format
05/27/2009 -- Florida Limited Liability	View image in PDF format