



PROPOSAL
New Port Richey RFP
RFP22-015

PREPARED BY:
 The Jorge M. Pérez Metropolitan Center at
 Florida International University
 1930 S.W. 145th Avenue
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FIU
 Jorge M. Pérez
 Metropolitan Center

JS&A RACHEL BACH,
 LLC

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Letter of Interest

June 27, 2022

City of New Port Richey, Attn: City Clerk
Office of
5919 Main Street
New Port Richey, Florida, 34652

Re: "RFP22-015 COMMUNITY REDEVELOPMENT PLAN UPDATE CONSULTING SERVICES"

Dear Sir/Madam,

On behalf of Florida International University (FIU), it is with pleasure that we submit the attached proposal to the City of New Port Richey, Florida for the completion of the "Community Redevelopment Plan Update" per the requirement of RFP 22-015.

The study team is led by the Jorge M. Pérez Metropolitan Center at Florida International University (JPMC) with Jon Stover & Associates, and Rachel Bach serving as partners. The study team is comprised of seasoned and highly respected professionals who have worked together on other economic development and CRA projects. The multi-disciplinary team of experts has the capacity to deliver high quality plans with strong community support along with an established record of successful implementation.

The FIU led study team will work closely with the New Port Richey Community Redevelopment Agency (CRA) to update and amend the current CRA Plan (CRP) and any prior modifications in consideration of changes in market and other conditions in the designated redevelopment area since the CRP's adoption in 2001 and current community aspirations for the redevelopment area. The updated and amended CRP will include a general work program and timeframe within which public and private resources may be used to accomplish a sufficient degree of rehabilitation, restoration, infrastructure improvement, and redevelopment activity over the next ten years.

We look forward to working with the City of New Port Richey Community Redevelopment Agency in updating and amending the existing CRA Plan.

Best regards,



Regnier Jurado
Director, Research Management Solutions

Qualifications Statement

B. Statement of Qualifications and Experience: Overview

1. Proposer Profile: About Our Team

The Jorge M. Pérez Metropolitan Center (JPMC) at Florida International University (FIU) has curated the ideal team to help the New Port Richey CRA update its Master Plan. Our team works together regularly and brings national experience and intimate familiarity with Florida's CRAs and communities and includes recognized experts in our fields. Unlike larger consulting firms, our team becomes fully focused on the communities we serve providing intimate involvement that often extends beyond the terms of the contract without added costs.

Our team of experts brings the ideal blend of knowledge, experience, and insight to support the New Port Richey CRA in developing an updated Master Plan to guide operations over the next ten years. We have unrivaled experience managing and guiding CRAs and have developed Community Redevelopment Master Plans across the state of Florida. Our team blends direct experience with CRA management, institutional leadership on CRA trends and best practices, insights from our economic development work across the country, and experience working together as a team helping CRAs and other organizations realize their goals. Importantly, we are eager to build off of our prior work in Pasco County, throughout the state of Florida, and across the country to New Port Richey.

The project team has a long and proven track record of developing and implementing successful redevelopment strategies focused on commercial and neighborhood revitalization. Our plans focus on economic (re)development, affordable housing, neighborhood revitalization and commercial corridor/main street repositioning. The project Team also has expertise in creating plans consistent with Florida's Community Redevelopment Act, F.S.S. Chapter 163, Part III, F.S. leveraging tax increment financing and utilizing municipal resources to create targeted programming unique to a community's redevelopment challenges. Our team is experienced in designing robust public engagement programs involving all stakeholders and population groups. Importantly, we have vast experience working across the state of Florida, including directly in Pasco County.

2. Team Organization

a) Team Members

The study team will be led by Jorge M. Pérez Metropolitan Center (JPMC) at Florida International University (FIU). The JPMC is joined by Ms. Rachel Bach and Jon Stover & Associates. The team has worked together on multiple projects through the years bringing together a multi-disciplinary perspective with local, regional and national experience, and a long record of successful implementation. Our team's organization blends direct CRA management and implementation experience, institutional leadership on CRA trends and best practices, insights from our economic development work across the country, and experience working together as a team to create a pathway for the realization of community goals.

b) Narrative

The study team brings together an established track record on a wide range of successful economic and CRA plans

Qualifications and Experience: Jorge M. Pérez Metropolitan Center (JPMC) at Florida International University (FIU)

Over the past 25 years, the JPMC has produced many successful plans in Florida, including the following sample:

- *City of Boynton Beach Economic Development and CRA Plan Update (ongoing)*
- *City of Coral Gables Economic Development Strategic Plan (ongoing)*
- *City of Fort Myers Community Economic Development Strategy*
- *Village of Wellington Economic Development Strategic Plan*
- *City of Doral Economic Development Strategic Plan*
- *City of Deerfield Beach Citywide Economic Development Strategic Plan*
- *Healthy West Kendall, Baptist Hospital Community Economic Development Strategy*
- *City of Dania Beach Downtown CRA Economic Analysis*
- *City of Miami Beach Economic Impact Analysis and Brand Study*
- *City of Doral Economic Element to Comprehensive Plan*
- *City of Miami Gardens Comprehensive Economic Development Strategy*
- *City of Miami Florida East Coast (FEC) Railway Corridor Strategic Redevelopment Plan (Midtown Miami)*

Dr. Ned Murray, AICP, Principal
Investigator
Jorge M. Perez Metropolitan Center
Florida International University
1930 S.W. 145th Avenue, Room 302
Miramar, FL 33027
Office: 954-438-8603

Qualifications and Experience: Rachel Bach, LLC

Rachel Bach has more than 20 years of experience in the areas of redevelopment, economic development, housing, and urban planning. Rachel has a strong commitment to customer service and for preserving community character while growing active urban neighborhoods and commercial districts. Rachel has managed multiple Community Redevelopment Agencies as an employee or consultant. She has been hired by several agencies to specifically realign organizational structure, audit, and retool CRA management practices to comply with Ch. 163, Part III and create and manage implementation and financing plans.

Relevant Experience

Urban Redevelopment District Management

- *Downtown Toledo Business Improvement District, Toledo, OH*
- *ConnecToledo, Downtown Toledo Development Corporation, Toledo, OH*
- *Dania Beach Redevelopment Agency, FL*
- *North Miami Beach Redevelopment Agency, FL*

- *Naranja Lakes (Miami Dade County), FL*
- *Lake Worth Community Redevelopment Agency, FL*
- *City of Plantation Community Redevelopment Agency, FL*
- *Plantation Gateway and Midtown Business Improvement Districts, Plantation, FL*

Community Redevelopment Plans and Action Plans

- *Dania Beach Redevelopment Plan, FL*
- *North Miami Beach Redevelopment Plan Update, FL*
- *West Palm Beach CRA Broadway Business Improvement Plan*
- *Naranja Lakes CRA Action Plan, FL*
- *Plantation Redevelopment Plan, FL*

Rachel Bach, LLC
 625 Streamview Drive
 Perrysburg, OH 43551
 954-520-3727

Qualifications and Experience: Jon Stover and Associates

JS&A specializes in development feasibility, economic development strategy, and economic analysis. We help downtowns and communities undertake planning initiatives capitalizing on market opportunities to meet residential, commercial, and agency stakeholders' needs while laying the groundwork for desirable futures. Our team brings a data and market-driven approach to our work. Our team's approach towards economic development strategies does not end at merely identifying market needs and opportunities for city intervention to spur targeted economic growth. We take pride in our experience developing and implementing specific economic development programs and strategies at the local level.

Relevant Experience

- *Seven Oaks Development Strategy and Fiscal and Economic Impact Analysis, Pasco County, FL*
- *Connected City Development Strategy and Fiscal and Economic Impact Assessment, Pasco County, FL*
- *Project Arthur Fiscal and Economic Impact Analysis, Pasco County, FL*
- *Boynton Beach Economic Development Plan*
- *Coral Gables Economic Analysis and Economic Development Strategy*
- *Multiple real estate feasibility assessments and economic development strategy engagements for the Lake Worth CRA*
- *Real estate advisory, market analysis, and development strategy for over 100 acres of greenfield development in Clay County, FL*
- *Impact assessment of the COVID-19 pandemic on the economy of Fort Lauderdale, FL*
- *Commercial District Real Estate Market Analysis in over 25 Communities*
- *Development Positioning for CRA-Owned 1000 Lake Avenue*
- *Kansas City Urban Redevelopment Strategy*
- *Reunion Square Market Analysis and Tax Increment Financing Assessment*
- *MLK Gateway Redevelopment Economic and Employment Impact Assessment*
- *Opportunity Zone Fund Investment Economic, Fiscal, and Community Impact Analysis (Various Projects)*

- *Michigan Street African American Heritage Corridor Master Plan*
- *Middlebury Downtown Master Plan*
- *Pennsylvania Avenue Economic Development Implementation Support*

Jon Stover, Principal
 1701 Rhode Island Avenue NW,
 Office 02-121
 Washington DC 20036
 (202) 695-4956

3. Availability, Capacity, and Location

a. Availability and Capacity

The study team has an established record of “showing up” for our clients and communities. The JPMC does work across the State of Florida and strongly believes on direct community engagement. Both Ms. Rachel Bach and Jon Stover & Associates are very involved in various locations in Florida and regularly engage directly with the communities for which they serve.

b. Location

The JPMC is located in Miramar, Florida which is approximately a 5-hour drive to New Port Richey, Florida. Ms. Bach is located in Perrysburg, Ohio which is a 2 hour and 35 minute travel time by air. Jon Stover & Associates is located in Washington D.C. which is a 1 hour and 56 minute travel time by air

4. CRA Experience

The project team has significant experience working with CRAs throughout the State of Florida. Ms. Rachel Bach was the former Executive Director of the City of Lake Worth CRA and Senior Redevelopment Associate for the City of Pompano Beach CRA. Ms. Bach has also done significant CRA consulting work for the City of Dania Beach and North Miami Beach CRAs. The JPMC has worked extensively with CRAs throughout the state, including the Dania Beach, Deerfield Beach, City of Miami, Fort Lauderdale, Hallandale Beach, and Boynton Beach CRAs. Specific plans include:

- *Dania Beach Redevelopment Plan, FL*
- *North Miami Beach Redevelopment Plan Update, FL*
- *West Palm Beach CRA Broadway Business Improvement Plan*
- *Dania Beach Downtown CRA Economic Analysis*
- *City of Boynton Beach Economic Development Plan and CRA Districts Update*

CRA REFERENCES

Rachel Bach

North Miami CRA Plan Update
North Miami Beach CRA Plan Update and Administration
Contact:
Rasha Cameau, MBA, FRA-RP
Executive Director, North Miami CRA
(Former Special Projects Manager, North Miami Beach)
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Plantation CRA Plan Update and CRA Management

Contact:
Kris Mory, MPA, FRA-RA
Economic Development Director
City of Deerfield Beach
(Former Economic Development Director, City of Plantation)
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Miami-Dade County, Naranja Lakes CRA Plan Action Plan and Implementation

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Jorge Perez Metropolitan Center at FIU

City of Deerfield Beach CRA

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City of Boynton Beach Economic Development Plan and CRA Update

Contact:

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Director of Economic Development and Strategy

Department of Economic Development and Strategy

100 E. Ocean Ave

Boynton Beach, Florida 33425

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City of Dania Beach CRA

Contact:

Rickelle Williams

CRA Executive Director

100 West Dania Beach Blvd,

Dania Beach, FL 33004

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P: 954-924-6801

Scope of Services

C. Scope of Services

1. Project Overview

The New Port Richey Community Redevelopment Agency (CRA) desires to update and amend the current New Port Richey Community Redevelopment Plan (CRP) and prior modifications due to changes in the market and other conditions since the CRP's adoption in 2001. The update will also address community aspirations for the redevelopment area and a pathway for efficient implementation.

The updated Community Redevelopment Plan will provide the CRA with goals and objectives for community redevelopment efforts as well as a general work program and timeframe for program implementation and identify public and private resources to accomplish commercial and neighborhood goals. The *City of New Port Richey Phase II Planning Effort: Downtown and Highway 19 Corridor Master Plan* completed May 4, 2021 will play a significant part in the updated CRP plan. Amendments to the CRP shall be consistent with the adopted Comprehensive Plan and will review land use and zoning with the redevelopment area and may include recommended regulatory amendments to achieve success and consistency with community objectives, as directed by the CRA.

2. Approach

A) As stated in Section 3, B. of the RFP, the Project Team brings significant knowledge of the challenges and opportunities of the City of New Port Richey's Community Redevelopment Area. The Project Team has already evaluated the *2019 Community Redevelopment Plan Update*, *City of New Port Richey Phase II Planning Effort: Downtown and Highway 19 Corridor Master Plan*, and *Rivergate-Palm Master Plan*. *With this knowledge already in place, the project team will hit the road running.*

Our overall project approach includes the following principles:

- 1) Rather than a static snapshot of current market and economic conditions, the most important underpinning of an effective community redevelopment plan is to understand where the City has been, current conditions, and most importantly, where it's going — carefully identifying the most important trends impacting the City's economy, neighborhoods, and districts. The Project Team's analytical approach incorporates a deep understanding of historic and projected economic and market trends, detailing how changes in the regional economy impact local demographic, housing, infrastructure, business creation, and investing dynamics. Capturing this dynamic has been hastened by the economic impacts of the COVID-19 pandemic;
- 2) The Project Team's analytical approach identifies challenges to the local economy and ~~impacts~~ and opportunities that escape traditional economic development and city planning analysis. Our focus is on identifying and capitalizing on emerging economic opportunities, future trends, and real estate investment that will help the City build and sustain a more resilient economy;
- 3) The post-COVID economic recovery has seen a range of economic and market trends that need to be captured by the City's community redevelopment plan. Our team is keenly aware of these changes and trends and the course of action. Using both statewide and national best practices,

the economic analysis will identify industry growth sectors in the post-COVID economy that are propelling growth in high-wage, high skilled jobs specific to the City of New Port Richey. Our team uses cutting-edge data sources to assess how local economies have recovered from the pandemic, how industries can adapt to current consumer preferences, and how New Port Richey can continue to position its economy and industry niche given its regional competitive context.

- 4) The City of New Port Richey already enjoys a competitive position with respect to location, capitalizing on current and future economic growth in the Tampa-St. Petersburg Metropolitan Area. Creating economic development strategies that build on the city's economic assets and quality-of-life aspirations will be critical to harnessing this competitive advantage. Sustaining and balancing economic growth with quality-of-life, affordable housing, and equity will be essential to the 2022 CRA Plan Update.
- 5) Regional economic development has become more competitive than ever before. An effective development incentive "toolbox" requires that local programs maximize opportunity, are targeted, market responsive, and may require creative approaches to traditional issues including land use, zoning, code enforcement, and infrastructure improvements.

B) Specific to the stated needs of the 2022 update of the New Port Richey Community Redevelopment Plan, our approach is deeply informed by our extensive experience supporting the work of CRAs and other place-based organizations in Florida and across the country. With our team's diverse areas of expertise, we have the capacity to blend economic analysis and stakeholder insights into a CRA Plan that: a) meets the requirements of Chapter 163, Part III, and b) creates a clear roadmap for CRA project and programming moving forward. Our project approach includes the following components:

- *Place-Based Economic Development* rooting analysis, goals, and implementation throughout the engagement specific to the New Port Richey CRA and local economic context, diving into community needs and opportunities to enhance Downtown New Port Richey and State Road 19 as a vibrant commercial corridor;
- *People-Based Economic Development* prioritizing authentic community engagement with stakeholders and the public to reflect the stories and needs of the community,
- *Holistic Approach to Neighborhood Intervention and Revitalization* from quantitative analysis of conditions and forecasts to innovative engagement strategies that reflect a bottom-up approach that reaches further into the community for the qualitative and anecdotal stories that captures needs, wants, and opportunities;
- *Communications Strategy and Reputation Management* often overlooked is the internal communications from City Hall to CRA constituents and creating systems for continued communications and "check-ins" with the community to assess how CRA progress is perceived. Furthermore, our approach will assess external perceptions of the City and CRA and create a pathway to promote the positive, create community pride and rebuild confidence in the organization which, over time will have a larger impact on attracting investment to the CRA; and
- *Concise Deliverables* with a strong emphasis on specific implementation action steps that will allow the CRA and stakeholders to clearly understand and execute the goals established in the 2022 CRA Plan.

3. Project Priorities and Goals

- Assessing the socioeconomic shifts, economy and market conditions since the last CRA Plan update to frame a complete picture of existing conditions which will form a basis for our recommendations;
- Reviewing and improving upon what practices have worked for the CRA and bringing national and regional best practices that we will “tweak” to be uniquely tailored to the City of New Port Richey;
- Develop a 5-Year capital improvement program with recommended finance strategies for land acquisition and infrastructure improvements.
- Creating an implementation framework for the New Port Richey CRA moving forward that will allow the CRA to accomplish immediate and longer-term goals that are both ambitious yet achievable;
- Designing deliverables to be easily understood by all, reader-friendly, and visually engaging to help keep the New Port Richey 2022 CRA Plan Update “off the shelf” and into the hands of the community and stakeholders; and
- Ensuring the New Port Richey 2022 CRA Plan Update adheres to all regulatory requirements to include recommendations on cost allocation and combined City and CRA resources for targeted programming. (F.S. Chapter 163, Part III).

4. Why Our Approach is the Most Effective and Beneficial to the New Port Richey CRA?

The JPMC along with Rachel Bach and Jon Stover and Associates bring together a team that has expertise in Florida CRA management and implementation; technical expertise into market dynamics; communication and engagement strategies that focus both on internal and external communications and the power of “listening” to truly understand the underpinnings of community. The City of New Port Richey has the advantage of its history and cultural resources combined with a thriving riverfront. Our team will build upon the City’s progress to further activate these assets and create a connected neighborhood and business community.

Our approach features a thoughtfully designed engagement process placed at the front-end of the project timeline, helping establish a clear vision and set of priorities that will provide a strong foundation to develop specific strategies for the CRA. In addition, our cutting-edge credit card spending data will allow for a robust understanding of how retail is performing within the CRA area and the market areas from which retail businesses attract customers. Furthermore, we plan to develop a highly reader-friendly CRA Plan to ensure the plan is highly understandable to stakeholders and acts as a highly utilitarian roadmap for the CRA moving forward. Lastly, as our track record shows our Project Team stays involved with our communities long after plans are produced or updates. Florida communities have found our on-going technical assistance valuable and reassuring.

5. Benchmarks

In our experience, simple measures and development objectives based on the quantity of jobs is not enough anymore. High-performing, competitive cities are separating themselves from the also-rans by embracing a new economic competitiveness framework. The Project Team will benchmark the City of New Port Richey’s economic competitiveness with select cities. In the post-COVID economy, local economic competitiveness will be defined by the following principles:

- **Stable Long-Term Growth:** Support diversified employment, industry, and occupational growth that is less susceptible to business cycle fluctuations, so that household wealth and income is protected during national economic downturns and shocks as we've witnessed in the past 15 years;
- **Economic Opportunity:** An expanding supply (pipeline) of higher wage job opportunities, and occupations paying competitive wages and incomes that increase rapidly with improved skills and experience;
- **Economic Mobility:** Successful regions monitor and support upward mobility of its resident households, developing policy that actively supports the ideal that regardless of where one starts on the economic ladder, through hard work, education, and perseverance, a family can improve its economic conditions and build wealth for successive generations
- **Equity:** A prosperous local economy has widespread growth whose benefits are shared by residents across the income spectrum. Successful regions are growing opportunity and reducing social costs by supporting increasing household incomes across the income spectrum, and reducing income disparity between the top and bottom of the income ladder;
- **Growing Local Innovation and Global Competitiveness:** Successful cities and regions support local business ability to innovate, adopt new technology, even in traditional industries, to improve performance and global competitiveness;
- **Building Local Human Capital:** Human capital, or the collective knowledge and skills of a regional labor force, is a distinguishing feature of high performing economies. Successful regions are building a *local* labor force with the skills, education, and brainpower to support globally competitive businesses, and obtain higher-wage, high-skilled employment opportunities, rather than seeking to import high-skilled labor. They then leverage the quality of their labor force to improve productivity, competitiveness, and drive new business creation;
- **Growing Local Innovation and Business Development Networks:** Converting local human capital and brain power into new jobs, opportunity and entrepreneurship is significantly strengthened through the growth of effective business development, information and innovation sharing networks;
- **Efficiently Allocating Resources to Stimulate New Economic Growth:** In an era of shrinking federal and state funding, leaders in high performing local economies a) focus and target investments in their local strengths, b) take a disciplined and targeted approach to investments in physical assets, real estate, and infrastructure, and c) focus on high-wage job creation in leading local industries before attempting to create jobs in entirely new industries;
- **Addressing Housing Market Imbalances:** Provide equitable solutions to address housing market imbalances that erode incomes, dampen wealth building, and hamper the retention of younger workers;
- **Support Building Wealth through Asset Ownership Opportunities:** Support broader access to home and business ownership, as a way to both grow new jobs, and grow family wealth. Owning a business is one of the best ways to grow family wealth and provide employment opportunities for the community, but is still out of reach for too many families;

- **Invest in Quality Place-Making:** Develop high quality public places and multiple transportation modes that enhance quality of life, productivity, and inter and intra-city connectedness; and
- **Seek Effective Collaboration and Partnerships:** Successful regions actively engage in strong civic collaboration, and grow leaders who are able to collaborate and partner with businesses and other governments both large and small.
- **Capitalizing on Community Assets:** Focus on strengthening and promoting existing community assets, while using data, community conversations and environmental scanning; discover or rediscover new assets to promote the opportunities and unique attributes of New Port Richey.

6. Metrics

Adopting and regularly monitoring clear performance metrics is a feature of all good government. Adopting the economic development competitiveness framework detailed above as the CRA's ruler for economic performance, and investing in real-time measurement of these performance standards would have numerous advantages, including:

- Shifting City and CRA's economic development policy and program focus from traditional measures of the number of jobs and square feet developed to standards that stress improving the economic health of its businesses and resident families;
- The means for measuring the success of the CRA's planning strategies;
- A guide for future policy and program development, and course corrections as conditions change;
- A platform for quickly responding to requests for information from businesses looking to expand or invest in New Port Richey; and
- A communication platform to receive reviews, complaints, and information from client businesses in the CRA districts.

7. Tasks - Deliverables

The following tasks reflect the types of work noted in the RFP under "Scope of Services":

- A. *Assessment of the 2019 Community Redevelopment Plan (update to the 2001 Plan), and related plans for completed projects and other accomplishments since the time of adoption; an assessment of the degree to which objectives have been achieved (successes and shortcomings); and changes in state statute, as applicable.*

Our team will provide a thorough assessment of the 2019 Community Redevelopment Plan (update to the 2001 Plan) and related plans for completed projects including the City's Comprehensive Plan, Land Development Regulations and Capital Improvements Plan (CIP).

- B. *Analysis of Current Socioeconomic, Real Estate and Market Trends and Opportunities.*

Our team will provide a comprehensive analysis of the economic, market, and demographic conditions within the CRA. We will also conduct a robust analysis of the factors that affect the vitality of the City of New Port Richey in terms livability and business climate. . The existing conditions analysis – featuring qualitative and quantitative assessments – will provide a foundational element for the New Port Richey CRA Plan. Our team of experts will:

1. Assess the economic conditions of the CRA area, the City and adjacent communities from a regional context, to understand how citywide conditions vary from the CRA and region;
2. Analyze the area’s retail mix and employment trends, as well as provide a summary of the area’s affordable housing supply, public spaces and real estate assets. We will also leverage newly available credit card spending data to analyze the performance of retail businesses within the CRA. to understand where retail customers are shopping within the CRA and where they are come from;
3. Assess real estate market conditions. The post-COVID economy has created a good deal of uncertainty in real estate markets, i.e. retail, office, industrial, residential. The Project Team will examine real estate market conditions within the CRA area, including performance trends including, real estate values, vacancies, absorptions, and local and regional market characteristics and dynamics, current and future space demand, and city-wide land availability; and
4. Analyze needs assess potential redevelopment or rehabilitation sites within the CRA area, analyzing the market forces impacting the viability of redevelopment and identifying the most applicable land uses at the identified sites. Our team will work with CRA staff to identify specific vacant and/or underutilized sites to be assessed. For each site, the analysis will include summary of current land uses and tenants, applicable future land uses, potential project partners for each site, and any additional relevant information regarding each site. Sites will be categorized based on priority level. The team will also assess the feasibility of potential site acquisitions for the CRA, assessing the estimated land value and redevelopment potential for selected sites. This analysis will closely inform recommended priorities and strategies to be detailed in the CRA Plan Update.

C. Interviews and public meetings with stakeholders and development of a Public Involvement Plan

Our team will begin this project by hosting a Project Kick-Off meeting. We will discuss the project's goals, relevant background information, and the desired output from the work. This will allow our team to thoroughly understand the context of the project and ensure that we approach our work to best meet the city and stakeholder's needs. Following the Kick-Off Meeting, we will provide the project team and client with a detailed and agreed-upon project workplan highlighting timing and critical milestones.

Our approach is to plan for stakeholder roundtables to present preliminary findings from a “competitive assessment “of the city followed by a discussion of the draft CRA Plan. Our team is

well versed in conducted community meetings, and we employ well-tested engagement methodologies elicit high-quality feedback, generate key consensus, and build goodwill amongst stakeholders through the process. We also have considerable experience conducting meetings digitally as such meetings generally garner higher attendance levels and allow for more efficient and innovative participation and feedback via polls and chat functions.

The team will develop a reader-friendly and easy-to-understand summary SlideDoc document of New Port Richey's existing conditions. This document will be approach and visually engaging to encourage stakeholders to explore the information. As economic development and data analysis experts, we know types of analyses can be challenging to understand and filled with extensive mind-numbing spreadsheets and tables that can be difficult and uninviting for the community. Our innovative communication approach shares the data as stories to the community and inclusively engages all stakeholders – shaping the narrative towards place-based and people-based findings.

D. Evaluation of the boundary of the CRA district and an updated map.

Our team believes CRA Districts need to be reviewed periodically to ensure the District boundaries fully capture the investment and redevelopment opportunities and needs of surrounding areas. The Team will assess properties and development activities both within the existing district and surrounding areas and recommend boundary changes as needed to maximize the CRA's redevelopment planning efforts.

E. Community Participation Events, including but not limited to opinion survey and visioning workshop and open house with the CRA and Stakeholders, citizens to discuss draft plan.

Our team is very experienced in designing and engaging in community participation events. We have found community surveys to be very beneficial especially in the post-COVID environment where many attitudes and perspectives have changed regarding economic development, quality of life, housing affordability, and equity.

Through a mix of an opinion survey, one-on-one interviews, focus groups, and public participation, this engagement process will prioritize the major issues facing the CRA district, generate key consensus, and build goodwill amongst stakeholders through the process. Our approach includes both in-person and digital engagement processes, ensuring the process reaches all key stakeholders in a safe and cost-effective way.

Our team will work directly with the CRA staff throughout this phase. We will vet ideas and opportunities with stakeholders and leverage our team's expertise with CRAs and their operations to ensure that policies and plans reflect the purpose and opportunities of the CRA. With Ms. Bach's prior experience generating these plans directly for CRAs and as a former CRA Executive Director, our policy and plan development will balance the framework of the CRA and the factors unique to New Port Richey and its community.

F. Development of a Vision and Goals, Objectives, and Policies to support the elimination of blight and economic development during the planning timeframe.

Our team will work closely with CRA and city officials, business and community leaders, and area institutions to deliberately develop of a vision and goals, objectives and policies to support the elimination of blight and economic development in the CRA and surrounding areas of need.

G. Creation of an Implementation and Operations Plan to maximize resources and expedite project delivery.

Our team will review current operational procedures, departmental cost allocations and internal capital and human resources necessary to implement plans in order to ensure that the CRA is operating within the confines of Ch. 163, Part III and provide the CRA with a Memorandum of Findings. In addition, we will evaluate external community capacity including non-profits, neighborhood organizations and business groups to identify appropriate partners for project implementation. This will form the basis for operational recommendations within for the Community Redevelopment Agency to efficiently implement plan recommendations.

H. Review of the CRA grant programs with recommendations for improvements and revisions.

Our team will thoroughly review and evaluate the CRA's grant programs, City resources and provide recommendations for target initiatives and grant programs and incentives that align with CRA plan goals improvements and revisions.

I. Review of the City's economic development incentives with recommendations for improvements and revisions.

The team will provide a thorough review of the City's economic development strategies and incentives with recommendations for improvements and revisions. As noted above, regional economic development has become more competitive than ever before. An effective development incentives "tool box" requires that local incentives maximize opportunity, are targeted, market responsive.

J. Development of a five-year capital and operating budget with identification of potential funding sources.

Our team members have developed successful capital and operating budget that leverage external resources, but more importantly managed those budgets and secured funding through federal and state programs as well as private sector engagement. Aside from projecting future TIF revenues broken down by taxing sources. The analysis may include multiple revenue projections, based on various redevelopment scenarios and review supplemental financing options.

The 5-Year Capital and Operating Budget will be organized as an implementation matrix that identifies timing, priority, and resources for the identified work program. This will provide the CRA with an action-oriented framework to implement the goals, plans, and policies. Our implementation matrix will include the consensus-generated economic development goals, policies, actions, players and resources for each strategy within the framework. Importantly, the implementation plan includes budgetary allocations and estimates, staffing recommendations,

and specific action steps of particular partner agencies and local organizations. The plan will include metrics of success, KPIs, and benchmarks to monitor during implementation and track actionable impact and change.

K. Community Redevelopment Plan Development, with supporting documents, including maps and graphics.

Our team will develop an updated Community Redevelopment Plan (CRP) with supporting documents, including maps and graphics. The finished CRP will be provided in both digital and hard copy.

L. Development of a final, "camera ready" plan

Our team is very skilled at providing finished product including camera ready plans, PowerPoint presentations, infographics and other digital and hard copies of all deliverables.

Project Timeline and Budget

Project Timeline and Budget

The following project timeline intends for full project completion within 6 months of contract execution. We anticipate full delivery of the final report by June 2022. However, our proposed timeline is flexible if particular milestones align best with the needs of the City of New Port Richey CRA.

Project Schedule	Aug 2022				Sept 2022				Oct 2022				Nov 2022				Dec 2022					Jan 2023				
	Week				Week				Week				Week				Week					Week				
Tasks	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	
Organizational Structure, Plan Review																										
Project Kick-Off Meeting																										
Reviews of Prior and Existing Plans																										
Community Engagement																										
Development of Public Involvement Plan																										
Interviews and public meetings																										
Stakeholder Roundtables																										
Economic and Land Use Analysis																										
Real estate market analytics																										
Economic base analysis																										
Analysis of existing CRA boundaries																										
New CRA mapping																										
Development of Vision and Goals, Policies and Objectives																										
Development of Five-Year																										

Price Proposal

Our total consulting fee for the New Port Richey CRA Plan Update is \$115,000. This fee includes all intended project costs and professional fees. *However, we are happy to adjust our services and cost proposal to best meet the needs of the City of New Port Richey's budget allocation.*

Cost of Service By Project Phase/Hours	Fixed Total Fee	Estimated Total Hours
Task I: Review of City and CRA Documents, Project-Off Kick-off, Project Management	\$4,500	30
Task II: Citywide Economic Analysis/Evaluation of CRA Neighborhoods	\$30,000	200
Task III. Community Engagement	\$18,000	120
Task IV Development of Vision and Goals, Policies and Objectives	\$11,500	80
Task V Development of Five-Year Capital and Operating Budget with Identification of Potential Funding	\$10,000	60
Task VI Review of the CRA Grant Programs with Recommendations for Improvements and Revisions	\$8,000	50
Task VII Review of the City's Economic Development Incentives with Recommendations for Improvements and Revisions.	\$8,000	50
Task VIII: Final CRA PLAN UPDATE and Implementation Strategies	\$25,000	180
Total Project Fee/Hours	\$115,000	770

Appendices

Appendix 1: Resumes

Jon Stover

Managing Partner

Project Role: Director

Education

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

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

Speaking Engagements

*"Using Existing and Newly Emerging
Data to Understand COVID-19's Impact
and Prepare for Your Main Street's
Post-Pandemic Future," Main Street
Now (2021)*

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

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

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

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

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

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

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

Jon Stover, born and raised in Rochester, New York, is the founder and Managing Partner of Jon Stover & Associates. He is an expert in economic analysis pertaining to public-private economic development initiatives, with a particular expertise in evaluating and supporting Main Street programs. He specializes in fiscal and economic impact analysis; real estate market analysis; and economic development strategies. Stover has secured, planned, and directed hundreds of projects working for and partnering with county agencies, city departments, community groups, non-profit organizations, universities, neighborhood stakeholder organizations, real estate developers, and private business owners.

Relevant Project Experience

Michigan Street African American Historic Corridor Strategic Plan | *Buffalo, New York*
Michigan Street African American Historic Corridor Commission

Pennsylvania Ave East Main Street Market Analysis, COVID-19 Impact Assessment, and Retail Enhancement Strategy | *Pennsylvania Ave East Corridor, Washington, DC* |
Pennsylvania Ave East Main Street

Barracks Row COVID-19 Impact Analysis | *Capitol Hill, Washington, DC*
Barracks Row Main Street

Gaithersburg Market Analysis and Highest and Best Use Assessment | *Gaithersburg, Maryland* | *Chesapeake Equities*

Reimagining Reeves Market Analysis and Transformation Strategy | *Washington, DC*
DC Deputy Mayor's Office of Planning and Economic Development, Office of Planning

Indian River Lagoon Impact Assessment | *St. Lucie County, Florida*
WTL+a, Treasure Coast Regional Planning Council

Kingston Arts and Cultural Master Plan | *Kingston, New York*
City of Kingston

1000 Lake Ave Development Feasibility and Positioning | *Lake Worth Beach, Florida*
Lake Worth Community Redevelopment Agency

Wisconsin Dells Entertainment Facility Feasibility and Impact | *Wisconsin Dells, WI*
Wisconsin Dells Visitor and Convention Bureau, Wisconsin Dells Festivals, Inc.

Windsor-Osborne Small Area Plan – Market Analysis | *Brookhaven, Georgia*
City of Brookhaven

Cleveland Park Market Analysis, Retail Enhancement Strategies, and Implementation |
Cleveland Park Main Street, Washington DC | *Cleveland Park Business Association*

Lake Worth Arts and Cultural Master Plan | *Lake Worth Beach, Florida*
Lake Worth Community Redevelopment Agency

Chevy Chase Main Street Market Analysis, COVID-19 Impact Assessment, and Retail Enhancement Strategy | *Chevy Chase, Washington, DC* | *Chevy Chase Main Street*

Reunion Square Market Analysis, Community Benefits Assessment and Tax Revenue Analysis | *Washington, DC* | *Four Points LLC*



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

A certified business enterprise (CBE) located in the District of Columbia, JS&A specializes in economic and real estate analysis, market analysis, economic impact analysis, forming neighborhood and commercial revitalization strategies, and implementing strategic opportunities to bolster local economies.

Founded in 2009, JS&A has completed hundreds of projects around the country for town, city, and state agencies, nonprofit organizations such as Main Streets and Business Improvement Districts, and private developers and business owners.

Official Firm Name: Stover & Associates LLC (DBA Jon Stover & Associates)
 Address: 1701 Rhode Island Avenue NW, Office 02-121 Washington DC 20036
 Phone: (202) 695-4956
 Email: jstover@stoverandassociates.com

For more information about our firm, team, and previous experience, visit www.jonstoverandassociates.com.

Our Affiliations

- Main Street America Allied Member
- International Downtown Association
- American Planning Association
- Responsible Hospitality Institute
- Staff Certified by the American Institute of Professional Planners

Recent Publications

Measuring Impact for Main Street Transformation: A Practitioner's Guide. Co-Authoring with National Main Street Center (2018).

Firm Information

- Legal Status: Corporation
- Number of Full-Time Employees: 3
- Years in Business: 12



JS&A's Abilities to Meet and Satisfy the Needs of the City

JS&A brings extensive experience developing and helping stakeholders implement small area plans, sector plans, economic development initiatives, and public planning projects for a range of city and county agencies. We specialize in understanding the current real estate market, projecting future market demand and populations, aligning strategies with other applicable public and private resources, and crafting programming and policy recommendations that help guide local partners through the implementation process of community and economic development initiatives. We approach our work by balancing the realities of the market and development with stakeholders' vision for the future and developing strategic action plans to incrementally achieve desirable places for residents, customers, business owners, and visitors.



Market Feasibility

We support developers, agencies, and community development corporations assess the market viability for potential strategies and specific development projects.



Population and Employment Projections

We analyze demographic and economic data to project future population and employment growth across various geographies and timeframes.



Demand Forecasting

We analyze consumer spending data, demographic data, and local commercial trends to forecast local demand for residential, office, retail, industrial, cultural, and civic uses.



Policy Recommendations

We help local stakeholders connect the dots between data and strategic objectives by developing policy recommendations regarding land use, affordable housing, and economic development.



Public-Private Partnerships

We specialize in helping local municipalities align projects and strategies with available public and private resources and identify strategic partners to help achieve community development objectives.



Tourism & Recreational Industry Analysis

We help municipalities better leverage their cultural and natural assets as economic development drivers. We assess the economic and fiscal impact of specific industries and identify key strengths and growth opportunities.

JS&A's Abilities to Meet and Satisfy the Needs of the City (Continued)

JS&A specializes in development feasibility, economic development strategy, and economic analysis. We help downtowns and communities undertake planning initiatives capitalizing on market opportunities to meet residential, commercial, and agency stakeholders' needs while laying the groundwork for desirable futures. Our team brings a data and market-driven approach to our work. But at the end of the day, we know that analysis must be combined with local knowledge and input to ensure a strategy or plan is effectively implemented. Our team's approach towards economic development strategies does not end at merely identifying market needs and opportunities for city intervention to spur targeted economic growth. We take pride in our experience developing and implementing specific economic development programs and strategies at the local level. Approaches that we have particular familiarity with include, but are not limited to, the following:



Development Financing and Incentives

We support developers, agencies, and community development corporations apply for state and federal funding sources including calculating potential value capture mechanisms such as TIF districts.



Municipal Real Estate Ownership, Management, and Redevelopment

We leverage our development expertise to help cities strategically position their assets for optimal benefits.



Retail and Business Attraction and Retention

We strategize with cities and place management organizations to bring new businesses to commercial districts and support existing establishments for prosperous futures.



Implementation Capacity Generation and District Management

We help create and enhance the capacity of local-serving economic development nonprofits to serve as the implementation partners for economic development strategies and provide business support services for commercial districts.



Economic Development Policy

From helping to develop legacy business classifications and support to strategic input for nightlife industry assistance to mitigate the impacts of COVID-19 to bolstering customer bases for the local economy, we help develop a wide range of policies to meet specific needs.



Impact Quantification and Return on Investment

We measure economic, fiscal, and community benefits of places, development, initiatives, organizations, and more to help stakeholders understand value of economic development and make well-informed decisions for their city's future.

Select Recent JS&A Experience

Market Analysis and Development Feasibility

- 616 Eye Street Market Analysis and Economic Impact Assessment
- Commercial District Real Estate Market Analysis in over 25 Communities
- Development Positioning for CRA-Owned 1000 Lake Avenue
- Development Impact of the Clara on MLK
- Eastover Sector Plan Redevelopment Strategy
- H Street Corridor Investment Assessment
- Hechinger Mall Visioning and Redevelopment Opportunity Assessment
- Kansas City Urban Redevelopment Strategy
- Market Analysis and Community Impact Assessment for a Youth Entrepreneur Coworking Space
- Meadow Green Court Market and Demand Analysis
- Re-Imagining Reeves Market Study and Feasibility Assessment
- Reunion Square Market Analysis and Tax Increment Financing Assessment

Economic Development, Strategic Planning, Policy and Programming

- 2030 Smithville Comprehensive Plan
- Barracks Row Main Street Market Analysis, Strategic Plan, and Executive Board Visioning
- Buford Highway Master Plan Real Estate & Demographic Analysis
- Downtown East Re-Urbanization Strategy
- Eastern Market Main Street Near-Term Strategic Plan
- Economic Generators Analysis for Maryland – National Capitol Park & Planning Commission
- Greater Brookland BID Feasibility and Operational Recommendations
- Howard County Retail Feasibility Analysis and Zoning Recommendations
- Innovation Space Feasibility Assessment and Policy Support Strategy Barracks Row Main Street Near-Term Strategic Plan
- Kingston Arts and Cultural Master Plan
- Michigan Street African American Heritage Corridor Master Plan
- Middlebury Downtown Master Plan
- Pennsylvania Avenue Economic Development Implementation Support

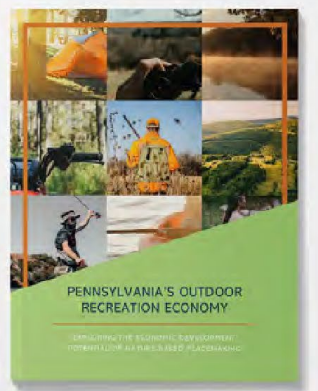
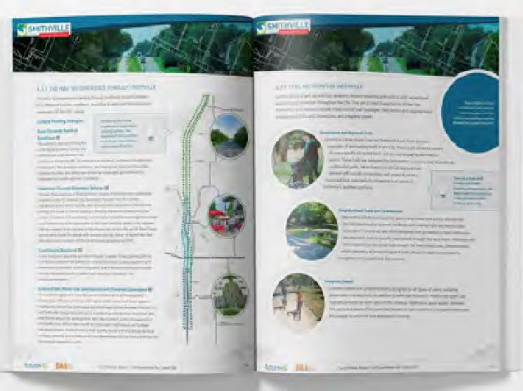
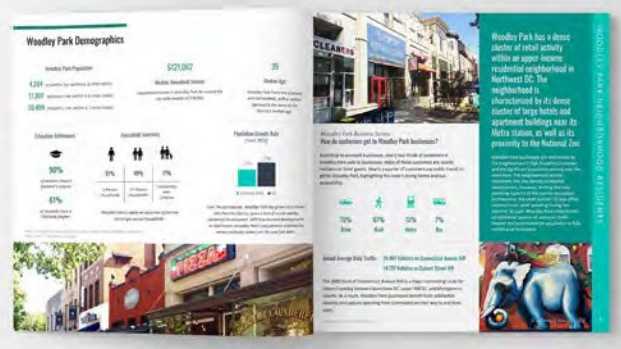
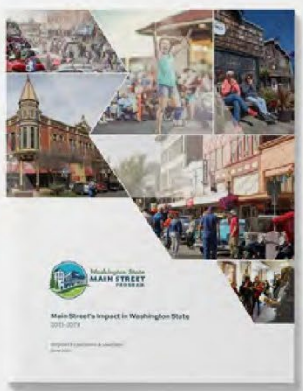
- River District Association Strategic Plan and Fund Development Plan
- Southwest Neighborhood Plan
- Upper 14th Street Main Street Feasibility Analysis
- Ward 7 Business Partnership Vacant Space Activation Implementation Support
- Western Avenue Corridor Market Analysis, Development Feasibility, and Policy Recommendations
- Wisconsin Dells Entertainment Facility Development Impact Assessment

Tourism Enhancement Strategies and Impact

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

Economic, Fiscal, and Community Impact Analysis

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



Samples of recently completed JS&A work. Full project reports are available upon request.

At JS&A, we pride ourselves on our data-driven methodologies paired with our abilities to create engaging, reader-friendly deliverables. We believe that having high-quality outputs from our work helps create more buy-in for our clients moving forward. Our approach strengthens communication,

interaction, and conversations between our clients and stakeholders while creating meaningful understanding and interest – and ultimately – results



CONTACT

1930 SW 145th Ave #302,
Miramar, FL 33027

(954) 438-8603

murrayn@fiu.edu

CREDENTIALS

Ph.D. Urban & Regional Planning
University of Massachusetts at Amherst

M.S. Community Development
University of Missouri at Columbia

B.S. History & Social Studies
Worcester State College

ECONOMIC DEVELOPMENT EXPERTISE

- Real Estate Market Analysis
- Industrial Planning & Policy
- Project Site Assessments
- Public Infrastructure Planning
- Local Government Planning & Management
- Downtown & Commercial Corridor Redevelopment
- Business and Community Engagement

NED MURRAY

ASSOCIATE DIRECTOR



Jorge M. Pérez
Metropolitan Center

PROFILE

Dr. Ned Murray, AICP, Associate Director is a leading expert on economic development policy and planning and real estate market analytics. He has served as principal investigator (PI) on many landmark planning and economic studies for cities and counties in South Florida. As a highly respected former city planning and development director, Dr. Murray has hands-on experience and knowledge of industrial development at the local level.

PROFESSIONAL EXPERIENCE

Dr. Murray also has over twenty years of professional urban planning and development experience, including 12 years as a former Director of Planning and Development in Massachusetts. He is a national expert on industry clusters and targeted industries. Dr. Murray has authored and presented numerous papers on economic development, housing, and urban planning, including articles published in *Economic Development Quarterly (EDQ)*, the *Economic Development Journal*, the *Journal of Public Affairs Education* and the *Council for Urban Economic Development's Commentary*. Dr. Murray led the planning team on the design and development of Midtown Miami and the revitalization of the worldly-renowned Wynwood Arts District.

RECENT ECONOMIC MARKET STUDIES, PLANS, AND PUBLICATIONS

- *City of Fort Myers: Community Economic Development Strategy*
- *When Work Disappears: Planning the Post-COVID-19 Economy*
- *West Kendall: Community Economic Development Strategy*
- *Village of Wellington Economic Impact Analysis and Plan*
- *City of Doral Economic Analysis Competitive Assessment*
- *City of Doral Economic Developments Strategic Plan*
- *City of Deerfield Beach Citywide Economic Development Strategic Plan*
- *City of Delray Beach Competitive Assessment & Cluster Strategies*
- *City of Dania Beach Dania Beach City Center Development: Economic Analysis and Community Charrette*

Rachel Bach, AICP

Seasoned professional with more than 20 years experience in the areas of economic development, housing, redevelopment and urban planning with a "hands on" approach to managing projects. Strong commitment to customer service and a passion for preserving community character while growing active urban neighborhoods and commercial districts.

Personal Traits and Work Ethic.

Enthusiastic, fair and honest, great public speaking skills, avid community engagement specialist; politically savvy; and multi-disciplinary in approach to projects and problem solving. Other traits include a high regard for teamwork, commitment to continued personal and professional growth, always keeping a sense of humor and maintaining positive relationships with co-workers, peers and the community

EDUCATION

1993- Bachelor of General Studies, Kent State University

Specialization/Certificate: Urban Studies and Planning
Minor: Business Administration

1999- Master of Urban and Regional Planning, Florida Atlantic University

Concentration: Real Estate Development and Design

EXPERIENCE

Rachel Bach, LLC, (Perrysburg, OH) Planning and Development Consultant (2019- Current)

Planning and development consultant primarily working in Northwest Ohio and Southeast Florida. Currently providing Urban Planning, Zoning, and Code Enforcement Administration in Northwest Ohio with a focus on rural and small-town revitalization. Tasks include standardizing operations and development review; revision to zoning, code enforcement and business regulations, site plan review and staff training. In addition, as a partner consultant, conducting a review of the regulatory environment, opportunity analysis, and capital improvement and financing strategies for Martin County.

ConnecToledo, Downtown Development Corporation (Toledo, OH) President/CEO (2017 - 2019)

Chief Executive of the newly relaunched Downtown Development Corporation. Improved efficiencies and reorganized operations to include rolling off public parking management into a separate entity and combined operations of the Corporation with the Downtown Toledo Improvement District. Managed overall downtown maintenance and hospitality services provided by the Downtown Ambassadors and coordinated with the City, County, TMACOG and other organizations on downtown transportation projects and riverfront events and urban trail planning.

RMA, LLC, (Pompano Beach, FL) Senior Redevelopment Associate (2013- 2017)

Provided contracted municipal executive and management services in the areas of economic development and urban redevelopment managing all aspects of administration, marketing, capital projects, facilities, and maintenance. Past assignments include managing multiple redevelopment agencies providing forensic reviews and reorganization including financial management practices, consulting and maintenance practices and contracts and bid processes. Also provided general planning and zoning consulting services related to redevelopment initiatives and project management for other cities.

Holistic Planning Group (Boca Raton, FL), President (2008 - 2013)

Co-founder of a private redevelopment and economic development consultancy. Open! services included strategic planning, redevelopment programming, housing affordability analysis, TIF and gap financing analysis and capital project management. Past clients include Miami-Dade County, City of Miami, City of West Palm Beach CRA, City of Deerfield Beach and multiple private development companies. Served for three (3) years as redevelopment consultant for Naranja Lakes CRA and organized several communities clean up events, code compliance and community policing initiatives.

City of Lake Worth, Florida, Interim Community Services Director (2008 - 2009)

Provided direct management and coordination of a departmental reorganization to Building, Code Compliance, and Planning and Historic Preservation divisions into a centralized and coordinated Community Services Department. Established cross disciplinary teams to address redevelopment matters including unsafe structures, overcrowding issues, and streamlining enforcement of a "demolition by neglect" historic preservation ordinance. Collaborated with the Lake Worth Community Redevelopment Agency to secure a \$22 million NSP grant through a consortium of non-profit and

governmental entities to initiate a full scale infill housing redevelopment program supporting expansion of the arts within some of the most distressed neighborhoods in the City and initiated a program to redevelop the Lake Worth Park of Commerce. Also managed the transition to a new permitting software system with full integration of the development review process, expedited permitting and accounts receivable/automated fine billing.

Urban Land Institute, Terwilliger Center for Workforce Housing (Washington D.C.), SE Florida Project Director (2007 – 2008)

Served as Southeast Florida Project Director for ULI's Workforce Housing initiative that focused on three of the highest cost housing affordability regions in the nation. Engaged local Southeast Florida/Caribbean ULI membership and stakeholders to devise strategies to write down the cost of developing workforce and affordable housing in the South Florida region and provide technical assistance to local governments and residential real estate developers to implement strategies. Worked at ULI national headquarters with colleagues to co-author a model inclusionary zoning ordinance and assisted in lobbying efforts at the Federal level to create a tax credit program for owner occupied housing.

ADDITIONAL EXPERIENCE:

- Lake Worth Community Redevelopment Agency, Executive Director (2005 – 2007)
- City of Plantation, FL, Economic Development Coordinator (2000 – 2005)
- Keith and Schnars, PA, Project Manager (1997 – 2000)
- Broward County Planning Department, Planner (1996 – 1997)
- Downtown Fort Lauderdale Transportation Management Association, Planning Intern (1995 – 1996)

COMMUNITY SERVICE:

- City of Fort Lauderdale Historic Preservation Advisory Board (Past Board Member)
- Broward County Chapter of the American Planning Association (Past Treasurer)
- City of Boca Raton Education Committee, (Past Member)
- Great American Clean Up (Organizer, 3 years)

CAREER HIGHLIGHTS AND PROJECTS

Urban Redevelopment District Management

- ConneCToledo/Downtown Toledo Improvement District, OH
- Dania Beach Redevelopment Agency, FL
- North Miami Beach Redevelopment Agency, FL
- Naranja Lakes (Miami Dade County), FL
- Lake Worth Redevelopment Agency, FL
- City of Plantation, Gateway and Midtown Districts, FL

Urban Planning and Zoning

- Dania Beach Redevelopment Plan, FL
- North Miami Beach Zoning, Land Use and Incentives, FL
- West Palm Beach Broadway Business Improvement Plan
- Lake Worth Park of Commerce Infrastructure Study, FL
- Naranja Lakes CRA Action Plan, FL
- Plantation Redevelopment Plan, FL
- Plantation Midtown Rezoning, FL
- Broward County Annexation Studies, FL
- Miami Dade County Housing Trust Fund Strategy

Capital Projects

- Chester Byrd Park Art and Fitness Trail, Dania Beach, FL
- PATCH Urban Farm, Dania Beach, FL
- 6th Avenue South Utility Undergrounding and Beautification Project, Lake Worth, FL
- Downtown and Dixie Highway Parking Lots, Lake Worth
- Neighborhood Sidewalk Reconstruction Project, Lake Worth

Successful Grants and Project Financing

MEMBERSHIPS AND AFFILIATIONS:

- American Institute of Certified Planners (AICP)
- American Planning Association
- International Downtown Association
- American Association of Code Enforcement

Public/Private Partnerships

- Dania Beach Civic Center RFQ, FL
- Margate City Center RFQ, FL
- Northwood Village Merchant Assistance Program, West Palm Beach, FL
- Plantation Gateway Catalytic Investment Program - Plantation General Hospital MRI Expansion and Plantation Grove Mixed Use
- Plantation Gateway Façade Grant Program, FL

Economic Development Incentive

- Florida Qualified Targeted Industry Incentive – Total Quality Logistics (TQL) Expansion, Dania Beach, FL
- Florida Enterprise Zone Tax Refund Incentive – Casino at Dania Beach, FL
- North Miami Beach Tax Increment Recapture Program – Authored and managed program
- Palm Beach County Revenue Industrial Bond – Patten Company Expansion, Lake Worth, FL
- Florida Workforce Alliance Job Training Grant – Precision Response Expansion, Plantation, FL
- Florida Qualified Targeted Industry Incentive – DHL Latin American HQ, Plantation, FL

Marketing and Events

Direct Project Experience with Equitable Economic and Community Development

Our project team brings regional and national expertise in helping place-based economic development organizations and municipalities bolster their local economy through strategic economic development and craft an environment to best support its community and their needs - taking a holistic approach to community and economic development.

Our relevant project examples demonstrate our experience and abilities with distilling complex community needs and issues into action-oriented implementable frameworks. These projects also highlight our team's ability to strategize for neighborhoods where businesses want to locate, customers want to shop and dine, and residents want to live.

Our team's familiarity with and experience consulting with local and regional CRA's provide us with foundational knowledge on the intricacies of Community Redevelopment Plans and how to best position CRA's to equitably support their communities. The following relevant project experience showcases our expertise in the following areas:

Place-Based Economic Development

- Lake Worth Arts and Cultural Master Plan and Economic Development Strategy (JS&A)
- Reunion Square Market Analysis, Impact Assessment, and Tax Revenue Analysis (JS&A)
- Place-Based Economic Development Organization Formation, Operations, and Implementation Support (JS&A)
- Downtown East Re-Urbanization Strategy Small Area Plan (JS&A)
- Livable Centers

Study for Brays Oaks District

(TJKM) People-Based Economic

Development

- The City of Delray Beach Competitive Assessment and Clusters Strategy (JPMC)
- Dania Beach City Center Development: Economic Analysis and Community Charrette (JPMC)
- City of Deerfield Beach Economic and Competitive Advantages Analysis and Citywide Economic Development Strategy (JPMC)

Equity, Inclusion, and Community Needs

- When Work Disappears: Planning the Post-COVID-19 Economy (JPMC)
- City of Miami

Affordable Housing Master Plan

(JPMC)Community

Redevelopment Plans and

Additional CRA Services

- CRA Management Services and Community Redevelopment Plan Update (Rachel Bach, LLC)
- Forensic Audit of CRA Financial Compliance, Administrative Oversight of Programming and Staff, and Property Management (Rachel Bach, LLC)
- Former Executive CRA Director (Rachel Bach, LLC)

Appendix 2: Sworn Statement on Public Entity Crimes

CITY OF NEW PORT RICHEY PUBLIC ENTITY CRIME STATEMENT

“A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crime may not submit a bid or proposal on a contract to provide any goods or services to a public entity, may not submit a bid or proposal with a public for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a PROPOSER, supplier, sub-PROPOSER, or consultant under a contract with any public entity, and may not transact business with any consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

I state that this PROPOSER complies with the above.

Signed: _____

Printed Name: Regnier Jurado
Title: Director, Research Management Solutions

Date: 6/27/2022

Appendix 3: Non-Collusive Affidavit

**Schedule A
NON-COLLUSIVE AFFIDAVIT**

State of Florida; County of Miami Dade being first duly sworn, deposes and says that:

- (1) He/she is the Authorized Organization Representative
(Owner, Partner, Officer, Representative or Agent) of the PROPOSER that has submitted the attached proposal;
- (2) He/she is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
- (3) Such proposal is genuine and is not a collusive or sham proposal;

Signed, sealed and delivered in the presence of:

By:


(Printed Name) Regnier Jurado

(Title) Director, Research Management Solutions

ACKNOWLEDGEMENT

State of FLORIDA

County of MIAMI-DADE

The foregoing instrument was acknowledged before me this 28 day of JULY, 2022, by, who is personally known to me or who has produced REGNIER JURADO as identification and who did (did not) take an oath.

WITNESS my hand and official seal

NOTARY PUBLIC

(Name) BETSY PEREZ



My Commission expires on JAN 14, 2024