

**Redevelopment Management**

\$ 122,000.0

0

\$ 0

#	Locked	Items	Selected	UnitPrice	TotalCost
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0

#0-1	FALSE	Total Project Cost	\$ 0	\$ 122,000.0	\$ 122,000.0
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# Question Set 1: Tab 1 - Experience & Ability

## Question Set 1 Instructions

The relative experience and qualification of each applicant's proposed team, with respect to the project scope, will be judged and a relative rating assigned. This parameter expresses the general and specific project-related capability of the team and indicates the adequate depth and abilities of the organization which it can draw upon as needed. This will include management, technical, and support staff.

#	Question	Response	Comment
1.0.1	Explain your firm's interest in working on this project, a positive commitment to perform the required work and a description of the firm.	The RMA team is excited about this opportunity to serve the City of Pembroke Pines and pledge to perform the tasks assigned and to deliver a flexible Economic Development Strategic Plan to guide the City in its economic development efforts. RMA has helped our clients create successful urban revitalization initiatives by analyzing, composing, adopting, amending, and successfully implementing a wide variety of realistic studies and plans throughout Florida. This implementation experience provides a very different lens through which we view visioning efforts, and it is through that lens, that our strategic and implementation plans resulted in over \$1 billion in economic investment in the cities we have served. Our full service firm was founded in 2009 and is	
1.0.2	Describe the size of your firm.	RMA currently has 14 full-time employees that service our consulting and management contracts.	
1.0.3	Describe your firm's financial history, strength and stability.	RMA is financially stable and has the ability to manage and maintain our client contracts. We do not have any litigation in the company history.	
1.0.4	Describe your firm's range of activities.	RMA is the only full service firm that provides economic development, strategic planning, marketing, branding, business attraction and real estate.	
1.0.5	Describe the specialized experience and technical competence of the firm or persons with respect to working on similar projects	RMA is a multi-disciplined firm with in-house expertise in all the disciplines needed for this initiative. These skill sets include redevelopment, economic development, real estate leasing and development, residential and commercial development, business attraction and marketing, public place making, and planning. The RMA and Willdan team have completed Economic Development Strategic Plans for multiple cities throughout Florida and our team includes a Certified Economic Developer and licensed brokers.	
1.0.6	Do you have a minimum of two (2) years of experience. Please provide proof of such experience.	Yes	RMA has provided our LLC information as part of this submittal and we have attached project pages and references to highlight our previous relevant experience.
1.0.7	The firm or person's must provide information on their proximity to and familiarity with the area in which the project is located.	Headquartered in Pompano Beach, RMA is very familiar with South Florida, and particularly Broward County. RMA has serviced many clients in Broward County including Ft. Lauderdale, Hollywood, Dania Beach, Davie, Oakland Park, Wilton Manors, among others, and currently has clients in Pompano Beach, Sunrise and Lauderhill within Broward County.	

1.0.8	Explain the availability and access to the firm's top level management personnel.	Project Director Lynn Dehlinger has over six years with the RMA team and will be provide 50% of her time to this project. RMA Principals Kim Briesemeister and Chris Brown are located in Pompano Beach, and make themselves available to clients. All RMA personnel will respond to correspondence within 24	We are known for our personalized, customized service, providing long term service. Ms. Dehlinger will lead the project team which has been involved directly with similar projects in South Florida, including Wilton Manors, Fort Lauderdale, Davie, Tamarac and Pompano Beach. Our project management process provides for timely reporting and client updates that are informative and produce quality results.
1.0.9	Please describe the past record of performance of the firm or person with respect to accessibility to clients, ability to meet schedules, communication and coordination skills.	The RMA Team adheres to a strict project management schedule and an internal requirement is to respond to clients within 24 hours. We have a long track record of meeting schedules. Communication with our clients is critical and we suggest speaking with clients if not weekly, then bi-monthly at minimum.	
1.0.10	Identify the contact person and supervisory personnel who will work on the various projects, including the relative experience of all professionals proposed for use on the team.	The project director for this project will be Lynn Dehlinger with Adriane Esteban serving as the project manager. Molly McCay, CECD will lead the financial analysis and Carlos Villareal will provide market analysis and GIS mapping. Public engagement will be coordinate by RMA's Marketing Director, Sharon McCormick. The entire team has experience in writing and implementing strategic plans and have worked together on other projects.	
1.0.11	Provide summaries of key persons and on-site staff to be assigned to the project with emphasis on their experience with similar work.	Lynn Dehlinger is RMA's Director of Economic Development and has also been involved in complex commercial real estate projects. Her recent experience with similar projects include Wilton Manors, Pinellas Park, Deltona, and Sumter County. Adriane Esteban is a Certified Redevelopment Administrator and has extensive experience managing projects from the design phase to construction and has a proven record of delivering results on time and on budget. Molly McCay possesses 30 years of economic policy and planning experience providing consulting services to public and private clients. Molly frequently serves as an economic advisor to municipalities, investors and developers, engineering firms, nonprofit organizations, and	Support staff for RMA and Willdan include: Sharon McCormick, RMA's Marketing Director, who has extensive experience leading public engagement Carlos Villareal is experienced in fiscal impact analysis, GIS and mapping, including for the recent Pinellas Park EDSP. Lorena Ledesma is RMA's project coordinator who will assist with data collection Resumes for all personnel for this project are included as additional information.
1.0.12	Explain the ability and experience of the field staff with specific attention to project related experience.	The team presented within this proposal has worked collectively on projects that are similar to the Pembroke Pines assignment. We are comfortable with the South Florida dynamic which is very different the business models in other areas of the country. Our skills are anchored by our foundation in applied economic analysis, commercial financing structures, urban planning, business attraction, retention, marketing and branding.	

1.0.13	Contractor should list any applicable qualifications, including education, experience, honors and awards received, and professional associations of which the firm and/or its personnel are members.	<p>Lynn Deninger is a licensed real estate broker he has been a featured panelist and speaker for the International Council of Shopping Centers, Florida League of Cities, Florida Planning and Zoning Association, Florida Redevelopment Association, Commercial and Industrial Real Estate Brokers, and Central Florida Commercial Board of Realtors. She was recently named one of the region's Most Influential Women in Business. She is a member of ULI and ICSC.</p> <p>Adriane Esteban, B.S. Building Construction, Certified Redevelopment Professional, LEED, AP</p> <p>Molly McCay, MA in International Politics and Economics, CECD, Certification in Social Science research</p> <p>RMA Professional</p>	A comprehensive list of awards received by RMA have been included as additional information.
1.0.14	Provide the recent, current, and projected workload of the firm.	RMA is currently consulting or providing management services for eight (8) cities and we have ongoing professional service contracts in other cities. Our projected workload is expected to be similar to the current workload as consulting contracts are completed, with additional added.	
1.0.15	What is your reputation compared to your peers in the market?	<p>Our reputation is supported through our involvement and representation in several local, state and national forums.</p> <p>Our senior team holds positions on the boards of ULI (Urban Land Institute), ICSC (International Council of Shopping Centers), CCIM, (Certified Commercial Investment Members), FRA (Florida Redevelopment Association), IEDC (International Economic Development Council) and</p>	
1.0.16	What is your reputation like among customers and how have you developed it?	Our customers and clients have been developed over many years of providing prompt, efficient service with innova	
1.0.17	How does your service differ from similar competitors? How do you win and retain business?	RMA is the only full service firm that provides economic development, strategic planning, marketing, branding, business attraction and real estate. We have maintained some of the same clients for over a decade and continue to build relationships with new clients. We win and retain business by establishing relationships and providing high quality and implementable deliverables.	

## Question Set 2: Tab 2 - Previous Experience / References Form

### Question Set 2 Instructions

Provide specific examples of similar contracts delivered by the proposed team members. Provide details on related projects (preferably where the team was the same). References should be from the last five years and should be capable of explaining and confirming your firm's capacity to successfully complete the scope of work outlined herein. As part of the proposal evaluation process, the City may conduct an investigation of references, including a record check or consumer affairs complaints. Proposers' submission of a proposal constitutes acknowledgment of the process and consent to investigate. The City is the sole judge in determining Proposers qualifications.

In regards to the References Form portion, you will have the ability to enter information for 5 different references including the Reference Contact Information and the specific Project Information.

#	Question	Response	Comment
<b>Previous Experience</b>			
2.1.1	How many clients have you provided Services for?	RMA has served over 40 municipal clients, mainly in Florida since 2009. RMA has completed similar projects for ten (10) municipal clients	
2.1.2	What similar or related projects have you worked on within the past three years?	City of Pinellas Park, FL City of Deltona, FL City of Jacksonville, FL Citrus County, FL Sumter County, FL Wilton Manors, FL	
2.1.3	What challenges did you face and how did you overcome them?	The primary challenges faced when consulting for government include opposition or disagreement within the public and efficiently navigating the government systems, which can often move more slowly than the private sector. These challenges are overcome by RMA's thorough public engagement process and our use of an experienced project manager to lead the project.	A carefully crafted public input process is a critical component to every planning and redevelopment initiative, and it needs to be both meaningful to the community and valuable to the planning process. The public input process can be limited or extensive based on client input; extensive approaches are inclusive of neighborhood and civic associations, redevelopment and/or economic committees, business representatives, and residents. Our team will coordinate with the County to identify the best approach that will work for this community and commission.
2.1.4	How many of your clients are repeat clients?	17	RMA provides both consulting and management services and many of our clients have retained us for more than one service. We have provided services for Pompano Beach since 2009 and West Palm Beach since 2014 with multiple contracts. Other examples of repeat clients include, but aren't limited to, Deltona, Sumter County, Ormond Beach, Dania Beach, North Miami, North Miami Beach, Miramar, St. Cloud, etc... It is always a goal of RMA to continue relationships with our clients and we have a long history of doing such.
2.1.5	How much of your revenue is derived from managing projects similar to ours?	54% of our revenue is a result of consulting projects, which includes Economic Development Strategic Plans	
<b>Reference #1: Reference Contact Information</b>			
2.2.1	Name of Firm, City, County or Agency	City of Deltona, FL	
2.2.2	Address	2345 Providence Blvd. Deltona, FL 32725	
2.2.3	Contact Name	Jerry Mayes	
2.2.4	Contact Title	Economic Development Manager	
2.2.5	Contact E-mail Address	jmayes@deltonafl.gov	
2.2.6	Contact Telephone #	386.878.8100	
<b>Reference #1: Project Information</b>			
2.3.1	Name of Contractor Performing the work	Redevelopment Management Associates (RMA)	
2.3.2	Name and location of the project	Strategic 5-Year Economic Development Plan for Business Park & Manufacturing Related Recruitment, Deltona, FL	
2.3.3	Nature of the firm's responsibility on the project	Research and analysis for development Strategic 5-Year Economic Development Plan for Business Park & Manufacturing Related Recruitment including Identification of Issues and SWOT Analysis, Market and real estate assessment, Developer One on One Meetings, Implementation Plan Development, Identification of Metrics.	
2.3.4	Project duration	3 Years	Multiple phases

2.3.5	Completion (Anticipated) Date	December 2021	
2.3.6	Size of project	NA	Strategic Plan for Industrial Park, Size of park is 130 acres and Deltona has a population of approximately 92,000
2.3.7	Cost of project	\$75,000	
2.3.8	Work for which staff was responsible	Research and Analysis and preparation of Strategic 5-Year Economic Development Plan, including identification of Issues and SWOT Analysis, Market and real estate assessment, Developer One on One Meetings,	
2.3.9	The results/deliverables of the project	Deltona's Strategic 5-Year Economic Development Plan resulted in the creation of Portland Industrial Park. Currently under development is a 1M square foot Amazon distribution center, providing more than 500 permanent jobs with benefits for the City, and a \$100 Million project being added to the tax base.	
<b>Reference #2: Reference Contact Information</b>			
2.4.1	Name of Firm, City, County or Agency	Sumter County, FL	
2.4.2	Address	7375 Powell Road Wildwood, FL 34785	
2.4.3	Contact Name	Frank Calascione	
2.4.4	Contact Title	Economic Development Director	
2.4.5	Contact E-mail Address	Frank.Calascione@sumtercountyfl.gov	
2.4.6	Contact Telephone #	352.689.4400	
<b>Reference #2: Project Information</b>			
2.5.1	Name of Contractor Performing the work	Redevelopment Management Associates (RMA)	
2.5.2	Name and location of the project	Economic Development Marketing Services, Sumter County, FL	
2.5.3	Nature of the firm's responsibility on the project	The County retained RMA to provide Economic Development Marketing Services to develop an Economic Development Strategic Plan and a Tourism Strategic Plan with branded, standardized messaging to effectively communicate the County's opportunities.	
2.5.4	Project duration	3 Years	
2.5.5	Completion (Anticipated) Date	Ongoing	
2.5.6	Size of project	NA	Sumter County is approximately 130,000, project was for a specific corridor
2.5.7	Cost of project	125,000	
2.5.8	Work for which staff was responsible	Economic Development Marketing Services, Strategic Planning, Marketing, Copy Editing, Graphic Design	
2.5.9	The results/deliverables of the project	RMA developed and designed the Sumter County Economic Development Strategic Plan (2020- 2022) and the Sumter County Tourism Strategic Plan (2020-2022) to provide targeted plans for the County to meet their economic development goals and assist with marketing and promotions. These services include RMA's delivery of materials on time, and below budget.	
<b>Reference #3: Reference Contact Information</b>			
2.6.1	Name of Firm, City, County or Agency	Wilton Manors	

2.6.2	Address	2020 Wilton Drive Wilton Manors, FL 33302	
2.6.3	Contact Name	Kim Allonce	
2.6.4	Contact Title	Economic Development Manager	
2.6.5	Contact E-mail Address	<a href="mailto:kallonce@wiltonmanors.com">kallonce@wiltonmanors.com</a>	
2.6.6	Contact Telephone #	954.390.2102	
<b>Reference #3: Project Information</b>			
2.7.1	Name of Contractor Performing the work	Redevelopment Management Associates (RMA)	
2.7.2	Name and location of the project	Market Analysis and Strategic Cooridor Plan, Wilton Manors	
2.7.3	Nature of the firm's responsibility on the project	RMA was retained by the City of Wilton Manors to develop a marketing and branding strategy for the five major commercial corridors within the City. This project was part of the State of Florida's Department of Economic Development's Incentive Program.	
2.7.4	Project duration	6 Months	
2.7.5	Completion (Anticipated) Date	May 2022	
2.7.6	Size of project	NA	Wilton Manors has a population of approximately 13,000 and project was for a specific corridor within Wilton Manors
2.7.7	Cost of project	74,500	
2.7.8	Work for which staff was responsible	Market Analysis and Specific Strategic Cooridor Plan	
2.7.9	The results/deliverables of the project	The project was recently completed and presented to the State of Florida and to the City Commission. The corridors were branded with beautiful and colorful marketing identities, and the City is in the process of implementing the strategies recommended	
<b>Reference #4: Reference Contact Information</b>			
2.8.1	Name of Firm, City, County or Agency	City of Pompano Beach	
2.8.2	Address	100 W. Atlantic Blvd. Pompano Beach, FL 33060	
2.8.3	Contact Name	Greg Harrison	
2.8.4	Contact Title	City Manager	
2.8.5	Contact E-mail Address	<a href="mailto:greg.harrison@copbfl.com">greg.harrison@copbfl.com</a>	
2.8.6	Contact Telephone #	954.786.4601	
<b>Reference #4: Project Information</b>			
2.9.1	Name of Contractor Performing the work	Redevelopment Management Associates (RMA)	
2.9.2	Name and location of the project	Consulting, Pompano Bech, FL	
2.9.3	Nature of the firm's responsibility on the project	CRA Management, Site Plan Review, Comprehensive Plan and Zoning assistance, Business Attraction/Marketing/Special Events, Incentives, Public- Private Partnerships, Project Management	RMA has been contracted by the City of Pompano Beach since 2009 in various roles.
2.9.4	Project duration	13 Years	
2.9.5	Completion (Anticipated) Date	Ongoing	

2.9.6	Size of project	NA	The City of Pompano Beach is approximately 112,000 and the CRA encompasses approximately 3,200 acres
2.9.7	Cost of project	Various	RMA has been contracted by the City of Pompano Beach since 2009 in various roles and the cost of consulting and management projects have varied over the years.
2.9.8	Work for which staff was responsible	CRA Management & Admin. for the Pompano Beach CRA (2009-2018) and City/CRA Consulting (2018-present), including Urban Design & Planning, Site Plan Review, Comprehensive Plan and Zoning, Economic Development, Market & Feasibility Analysis, Community Engagement, Innovation District, Real Estate, Public-Private Partnerships, Project Management, Historic Preservation, Business Attraction, Marketing/Branding, Special Events, Incentives, Cultural Arts	
2.9.9	The results/deliverables of the project	In Pompano Beach, taxable values have more than doubled in the last 10 years, in part due to the redevelopment initiatives of RMA. RMA has managed projects from business attraction, to beach improvements, to a P3 negotiation, which resulted in a development that's projected to bring \$48MM in revenues to Pompano Beach over the next 50 years.	
<b>Reference #5: Reference Contact Information</b>			
2.10.1	Name of Firm, City, County or Agency	City of St. Cloud	
2.10.2	Address	1300 9th Street St. Cloud, FL 34769	
2.10.3	Contact Name	Antranette Forbes	
2.10.4	Contact Title	CRA/Economic Development Director	
2.10.5	Contact E-mail Address	<a href="mailto:antranette.forbes@stcloud.org">antranette.forbes@stcloud.org</a>	
2.10.6	Contact Telephone #	407.957.7234	
<b>Reference #5: Project Information</b>			
2.11.1	Name of Contractor Performing the work	Redevelopment Management Associates (RMA)	
2.11.2	Name and location of the project	5 Year Strategic Finance Action Plan, St. Cloud CRA	
2.11.3	Nature of the firm's responsibility on the project	Completion of a Five Year Financing and Action Plan for the St. Cloud CRA. Implementation strategies and financing included	
2.11.4	Project duration	6 Months	
2.11.5	Completion (Anticipated) Date	February 2022	
2.11.6	Size of project	The St. Cloud CRA is 700 Acres	
2.11.7	Cost of project	\$25,000	
2.11.8	Work for which staff was responsible	RMA was retained by the St. Cloud CRA to review their current plans to develop a 5 Year Strategic Finance and Implementation Plan. This plan highlighted projects the CRA should undertake in the next 5 years and provided an implementation plan along with financing options. The Plan was adopted in February 2022 and RMA was retained in May 2022 to assist in plan implementation.	

2.11.9	The results/deliverables of the project	The Plan was delivered on time and on budget and adopted in February 2022. RMA was then retained in May 2022 to assist in plan implementation, which is currently ongoing	
80 Questions		100.00% Complete	

# Question Set 3: Tab 3 - Firm's Understanding and Approach to the Work

## Question Set 3 Instructions

The understanding that the applicant and consultants demonstrate as to the requirements and needs of the project, including an evaluation of the thoroughness demonstrated in analyzing and investigating the scope of the project.

#	Question	Response	Comment
3.0.1	Provide a narrative statement demonstrating an understanding of the overall intent of this solicitation, as well as the methods used to complete assigned tasks.	<p>The RMA team will provide an innovative economic development action plan with specific strategies based on market research and analysis to accomplish the City's goals of social equity, growth and expansion, and promote key redevelopment corridors. The Action Plan will position the City as a great place to live, learn, work and play. Our strategic initiatives are based on market conditions; our unique understanding of real estate development reality allows our team to provide direction for development that is actionable. Our initiatives include actions for business development and recruitment that are resilient, and provide for changing conditions and the unexpected challenges that businesses face today. Our Project Mobilization &amp;</p>	
3.0.2	Please clearly describe all aspects of the project proposed.	<p>Management includes designing and executing an ongoing Project Management Plan to direct the Project Team's research, analysis, stakeholder outreach/community involvement, and client communications throughout the engagement. The Economic Profile Report and Community Assessment will collect and analyze key data on existing demographic, economic, real estate and physical conditions to identify current and potential economic engines and formulate a baseline for the Market Analysis and Action Plan. Our evaluation of City Real Estate Transactions 2011-2022 will include a high-level real estate market demand assessment in the regional market area based on</p>	
3.0.3	Include details of your approach and work plans.	<p>Understanding the profile of the City, including its history and demographics is important to develop a strategic plan. We will assess the market and identify those areas that offer opportunity, including retail, office, industrial, healthcare, and residential. Our labor and workforce assessment is indepth; with an emphasis on job market research to identify areas of strengths and weaknesses in order to focus on opportunities. Our real estate analysis will include projections based on market realities and our knowledge of the development community in South Florida specifically. By completing a real estate analysis of the transactions that have transpired, we can offer guidance and projections for future planning.</p>	

3.0.4	How would you organize this project in terms of milestones?	<p>Tasks for the project are outlined with specific timelines associated with each task. Some tasks are overlapping, such as market analysis, while others such as the Action Plan are a result of the analysis, research and input received during the process of discovery. Milestones include completion of the economic profile, community assessment, real estate evaluation, plans review, workforce assessment, and incentives. Stakeholder participation is ongoing, and fluid throughout the process. All of these culminate in the Action Plan.</p>	
3.0.5	Identify any issues or concerns of significance that may be appropriate.	<p>The City is approaching buildout, with limited availability of land, limited funding sources, and small lot configuration in areas of the City. There is a lack of diversity in the current economic base with high levels of retail businesses, and limited numbers of those businesses and industries that provide higher paying jobs. The City Center project has few parcels under development review, and upon completion will provide more than 160 acres of facilities for residential, commercial, medical and office uses. This successful project is a roadmap for future planning, with lessons to be learned from the development.</p>	
3.0.6	How do you ensure the quality of your services?	<p>The quality of our services is based on our seasoned professionals who have worked together extensively successfully on projects throughout Florida and the Southeast. The team is anchored by specialists in economic analysis, commercial development, marketing and branding, strategic planning and urban planning. We are committed to a complete and thorough analysis and understanding of the City, its leadership and vision, as well as its character and</p>	
3.0.7	What criteria do you use to measure your quality?	<p>The RMA team has a successful record of achievement working with cities, towns, counties and special districts throughout the United States, with a heavy concentration of our work in South Florida. Benchmark milestones and goals are part of our action plans. Our success with our clients includes more than a billion dollars in private investment. The measurement of our team's quality is based on results, quantified in job creations and economic prosperity which includes tax base enhancement.</p>	
3.0.8	How often do you find mistakes or errors in your work and what is done to correct these errors, and what is the average correction time?	<p>Indepth analysis and action plans require collaboration, and hours of review and quality assurance for completeness, accuracy and sourcing. Our reports are submitted in draft format for review by staff and city leadership, with typical correction times less than 5 business days.</p>	

3.0.9	Describe the firm's techniques to quality control. At a minimum describe the firm's technique to control design and contract documentation, including record keeping.	Upon receipt of the notice to proceed, the Project Team will develop, schedule and lead a Project Kick-Off meeting with the assigned Pembroke Pines Client Team to clarify and agree upon the project goals and successful consultant tasks and deliverables. Our project management process includes Delttek, a proprietary project management system. Client access to Dropbox is provided to share and review documents and our staff internally communicates weekly with a minimum of bi-monthly updates with our clients. The KWIA Team's local	
3.0.10	A brief statement must be included which explains why your proposal would be the most effective and beneficial to the City of Pembroke Pines.	knowledge and deep experience in similar economic development strategic planning projects within the State of Florida ensures that the services provided are creative in approach, yet flexible throughout the process to respond to a variety of business retention and attraction efforts in the competitive context. Our subject matter experts have worked together for more than 15 years, supporting both public and private clients to implement economic development plans and provide marketing, branding, financial analysis and strategies and public policy support. The Action Plan developed for Pembroke Pines must use the most current market	
10 Questions		100.00% Complete	

## Question Set 4: Contact Information Form

#	Question	Response	Comment
<b>Company Information</b>			
4.1.1	Company Name	Redevelopment Management Associates (RMA)	
4.1.2	Company Address	2302 E. Atlantic Blvd. Pompano Beach, FL 33062	
<b>Primary Contact for the Project</b>			
4.2.1	Contact Name	Lynn Dehlinger	
4.2.2	Contact Title	Economic Development Director	
4.2.3	Contact E-mail Address	<a href="mailto:lynn@rma.us.com">lynn@rma.us.com</a>	
4.2.4	Contact Telephone Number	407-619-2848	
<b>Authorized Approver</b>			
4.3.1	Contact Name	Allison Justice	
4.3.2	Contact Title	Sr. Associate	
4.3.3	Contact E-mail Address	<a href="mailto:allison@rma.us.com">allison@rma.us.com</a>	
4.3.4	Contact Telephone Number	954-695-0754	
10 Questions		100.00% Complete	

## Question Set 5: Proposer's Background Information

### Question Set 5 Instructions

The PROPOSER acknowledges and understands that the information contained in response to this Qualification Statement shall be relied upon by CITY in awarding the contract and such information is warranted by PROPOSER to be true. The discovery of any omission or misstatement that materially affects the PROPOSER's qualifications to perform under the contract may cause the CITY to reject the Bid, and if after the award, to cancel and terminate the award and/or contract.

#	Question	Response	Comment
<b>Former Business</b>			
5.1.1	Under what former name has your business operated? Include a description of the business.	NA	
5.1.2	At what address was that business located?	NA	
<b>Past Failure</b>			
5.2.1	Have you ever failed to complete work awarded to you. If so, when, where and why?	No	
<b>Inspected</b>			
5.3.1	Have you personally inspected the proposed WORK and do you have a complete plan for its performance?	Yes	
<b>Subcontracting</b>			
5.4.1	Will you subcontract any part of this WORK? If you will be subcontracting any part of this work, provide details including a list of each sub-contractor(s) that will perform work in excess of ten percent (10%) of the contract amount and the work that will be performed by each subcontractor(s). (Note: The proposed list of subcontractor(s) may not be amended after award of the contract without the prior written approval of the Contract Administrator, whose approval shall not be reasonably withheld.)	Yes	Willdan Financial Services will be performing GIS and Mapping services allong with assiting RMA in economic analysis.
<b>Bankruptcy Petitions</b>			
5.5.1	List and describe all bankruptcy petitions (voluntary or involuntary) which have been filed by or against the Proposer, its parent or subsidiaries or predecessor organizations during the past five (5) years. Include in the description the disposition of each such petition.	NA	
<b>Bond Claims</b>			
5.6.1	List and describe all successful Bond claims made to your surety(ies) during the last five (5) years. The list and descriptions should include claims against the bond of the Proposer and its predecessor organization(s).	NA	
<b>Claims, Arbitrations, Administrative Hearings and Lawsuits</b>			
5.7.1	List all claims, arbitrations, administrative hearings and lawsuits brought by or against the Proposer or its predecessor organizations(s) during the last (10) years. The list shall include all case names; case, arbitration or hearing identification numbers; the name of the project over which the dispute arose; and a description of the subject matter of the dispute.	NA	
<b>Criminal Proceedings or Hearings</b>			
5.8.1	List and describe all criminal proceedings or hearings concerning business related offenses in which the Proposer, its principals or officers or predecessor organization(s) were defendants.	NA	
<b>Company Classification</b>			
5.9.1	In regards to the commodities/services proposed, which of the following best classifies your firm? If you selected any options besides "Original Provider" please explain.	Original Provider	
<b>Debarment/Suspension</b>			
5.10.1	Have you ever been debarred or suspended from doing business with any governmental agency? If you have been debarred or suspended from doing business with any governmental agency, please explain.	No	
<b>Similar Experience &amp; Contracts</b>			
5.11.1	Describe the firm's local experience/nature of service with contracts of similar size and complexity, in the previous three (3) years.	RMA and Willdan both have experience in Broward County and have completed similar projects in Ft. Lauderdale, Tamarac and Miramar.	NEED: In the past three years, projects in Pinellas Park, Wilton Manors and Tamarac were similar in size and complexity.
<b>12 Questions</b>		<b>100.00% Complete</b>	

## Question Set 6: Vendor Registration Checklist

### Question Set 6 Instructions

The City has included various documents in the Vendor Registration portal on the Bonfire website. This process is intended to make the bidding process easier for vendors that bid on multiple City projects. This process will allow vendors to complete and submit the following standard forms and documents at any time prior to bidding on a project. In addition, the vendors will be able to utilize these same forms without the need to re-fill and re-submit the forms each time they bid on a City project. In the event that the City does not have one of the forms or documents listed below for your company, the City may reach out to your company after the bid has closed to obtain the document(s).

Furthermore, please make sure to update this information on an as-needed basis so that all pertinent information is accurate, such as local business tax receipts, and any other relevant information.

This section will summarize your responses to those relevant documents.

#	Question	Response	Comment
<b>Vendor Information Form</b>			
6.1.1	Did you submit a completed Vendor Information Form in the Vendor Registration Portal?	Yes	
<b>Form W-9 (Rev. October 2018 or later)</b>			
6.2.1	Did you submit a W-9 Form (Revised October 2018 or later) in the Vendor Registration Portal?	Yes	
<b>Company Profile</b>			
6.3.1	Did you submit your Company Profile Form in the Vendor Registration Portal?	Yes	
<b>Sworn Statement on Public Entity Crimes Form</b>			
6.4.1	Which option did you select on the Sworn Statement on Public Entity Crimes Form?	A) Not Charged / Convicted	
<b>Equal Benefits Certification Form</b>			
6.5.1	Which option did you select on the Equal Benefits Certification Form?	A) Complies	
<b>Vendor Drug-Free Workplace Certification Form</b>			
6.6.1	Which option did you select on the Vendor Drug-Free Workplace Certification Form?	Complies Fully	
<b>Scrutinized Company Certification</b>			
6.7.1	Did you submit a completed Scrutinized Company Certification in the Vendor Registration Portal?	Yes	
<b>E-Verify System Certification Statement</b>			
6.8.1	Did you submit a completed E-Verify System Certification Statement in the Vendor Registration Portal?	Yes	
<b>Veteran Owned Small Business Preference Certification</b>			
6.9.1	Which option did you select on the Veteran Owned Small Business Preference Certification? Note - If certifying that your business is a Veteran Owned Small Business, you must also attach a "Determination Letter" from the U.S. Dept. of Veteran Affairs Center	Not a Veteran Owned Small Business	
<b>Local Business Tax Receipts</b>			
6.10.1	Did you submit your Local Business Tax Receipts in the Vendor Registration Portal?	Yes	
<b>Local Vendor Preference Certification</b>			
6.11.1	Which option did you select on the Local Vendor Preference Certification? Note - If certifying that your business is a Local Pembroke Pines or Broward County vendor, you must also attach applicable current business tax receipt(s) along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) year.	Local Broward County Vendor	
<b>11 Questions</b>		<b>100.00% Complete</b>	



**NON-COLLUSIVE AFFIDAVIT**

BIDDER is the Owner

---

(Owner, Partner, Officer, Representative or Agent)

BIDDER is fully informed respecting the preparation and contents of the attached Bid and of all pertinent circumstances respecting such Bid;

Such Bid is genuine and is not a collusive or sham Bid;

Neither the said BIDDER nor any of its officers, partners, owners, agents, representative, employees or parties in interest, including this affidavit, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other BIDDER, firm or person to submit a collusive or sham Bid in connection with the Contract for which the attached Bid has been submitted; or to refrain from bidding in connection with such Contract; or have in any manner, directly or indirectly, sought by agreement or collusion, or communications, or conference with any BIDDER, firm, or person to fix the price or prices in the attached Bid or any other BIDDER, or to fix any overhead, profit, or cost element of the Bid Price or the Bid Price of any other BIDDER, or to secure through any collusion conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Contract;

The price of items quoted in the attached Bid are fair and proper and are not tainted by collusion, conspiracy, connivance, or unlawful agreement on the part of the BIDDER or any other of its agents, representatives, owners, employees or parties in interest, including this affidavit.

Printed Name/Signature Kim BRIESEMEISTER 

Title Principal

Name of Company Redevelopment Management Associates (RMA)



**VENDOR INFORMATION FORM**

<b>MAIN CONTACT INFORMATION</b>			
<b>Company Name (Legal Name as filed with IRS)</b>	<u>Redevelopment Management Associates</u>		
<b>Doing Business As (DBA)</b>	<u>RMA</u>		
<b>Primary Business Address</b>	<u>2302 E. Atlantic Blvd</u>		
	<b>City:</b>	<u>Pompano Beach</u>	
	<b>State:</b>	<u>FL</u>	<b>Zip:</b> <u>33062</u>
	<b>Country:</b>	<u>USA</u>	
<b>Remit To Address</b>	<u>2302 E. Atlantic Blvd.</u>		
	<b>City:</b>	<u>Pompano Beach</u>	
	<b>State:</b>	<u>FL</u>	<b>Zip:</b> <u>33062</u>
	<b>Country:</b>	<u>USA</u>	
<b>Order From Address</b>	<u>2303 E. Atlantic Blvd.</u>		
	<b>City:</b>	<u>Pompano Beach</u>	
	<b>State:</b>	<u>FL</u>	<b>Zip:</b> <u>33062</u>
	<b>Country:</b>	<u>USA</u>	
<b>Foreign Entity (Yes/No)</b>	<u>NO</u>		
<b>Telephone Number</b>	<u>954-695-0754</u>		
<b>Primary Company E-mail</b>	<u>accounts@rma.us.com</u>		
<b>Fax</b>	<u>754-240-7885</u>		
<b>Website</b>	<u>RMA.us.com</u>		
<b>DUNS</b>	<u>025446432</u>		
<b>Independent Contractor (Yes/No)</b>	<u>Yes</u>		
<b>Identification Number</b>	<b>SSN:</b>		<b>FID:</b> <u>26-4367102</u>

<b>GENERAL PAYMENT TERMS</b>		
<b>Discount Percent</b> Defines the discount percentage the vendor extends to your organization.	<b>Days to Discount</b> Number of days which payment must be received to claim the discount percent.	<b>Days to Net</b> Number of days that the vendor allows before requiring net payment.

<b>CONTACT INFORMATION</b>			
<b>Contact Name (First &amp; Last Name)</b>	<u>Kim Briesemeister</u>		
<b>Description/Title/Position</b>	<u>Principal</u>		
<b>Phone (Voice)</b>	<u>954-695-0754</u>		
<b>Phone (Text)</b>	<u>954-829-3508</u>	<b>Opt In (Y/N):</b>	<u>Y</u>
<b>Fax</b>	<u>754-240-7885</u>		
<b>E-mail</b>	<u>kim@rma.us.com</u>		

# Request for Taxpayer Identification Number and Certification

**Give Form to the  
 requester. Do not  
 send to the IRS.**

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

<b>Print or type.</b> See Specific Instructions on page 3.	<b>1</b> Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.		
	<b>2</b> Business name/disregarded entity name, if different from above		
	<b>3</b> Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.		<b>4</b> Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
	<input type="checkbox"/> Individual/sole proprietor or single-member LLC <input type="checkbox"/> C Corporation <input type="checkbox"/> S Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate		Exempt payee code (if any) _____
	<input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____ <b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.		Exemption from FATCA reporting code (if any) _____
	<input type="checkbox"/> Other (see instructions) ▶ _____		<i>(Applies to accounts maintained outside the U.S.)</i>
	<b>5</b> Address (number, street, and apt. or suite no.) See instructions.		Requester's name and address (optional)
<b>6</b> City, state, and ZIP code			
<b>7</b> List account number(s) here (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. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>									
				-			-		
<b>or</b>									
<b>Employer identification number</b>									
				-					

## 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.

<b>Sign Here</b>	Signature of U.S. person ▶ <i>Janice Pennington</i>	Date ▶ 7.1.2020
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## 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](http://www.irs.gov/FormW9).

### Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*



**COMPANY PROFILE FORM**

Please provide the following information so that the City could better get to know your company's background.

<b>MAIN CONTACT INFORMATION</b>			
<b>Company Name (Legal Name as filed with IRS)</b>	<b>Redevelopment Management Associates, LLC</b>		
<b>Doing Business As (DBA)</b>	<b>RMA</b>		
<b>Primary Business Address</b>	<b>2302 E. Atlantic Blvd.</b>		
	<b>City:</b>	<b>Pompano Beach</b>	
	<b>State:</b>	<b>FL</b>	<b>Zip:</b>
<b>Country:</b>	<b>USA</b>		

<b>Organization Background</b>	
<b>Please state the year that you company started its business</b>	<b>2009</b>
<b>Please state the year that your company started providing service under your current business name</b>	<b>2009</b>
<b>What State is your Company Registered In?</b>	<b>Florida</b>

<b>Professional License Information</b>		
<b>License Type</b>	<b>License Number</b>	<b>Expiration</b>

*Please list any applicable professional licenses required to perform the services your company offers.*

<b>Please Provide a Summary of your Company and What Services you provide</b>
<p>RMA is a full-service economic (re)development firm passionately reinventing cities and target areas to bring hidden assets and unrecognized value to the forefront. We have a proven track record assessing, developing, and implementing CRA plans and programs that are improving communities by utilizing a realistic, comprehensive, and effective approach. The result is <i>Billions</i> in private sector investment drawn to our client areas.</p> <p><b>We offer comprehensive services in five specialized areas:</b></p> <ul style="list-style-type: none"> <li>➤ Economic Development &amp; Redevelopment Strategic Planning</li> <li>➤ Business Attraction &amp; Marketing</li> <li>➤ Real Estate &amp; Public-Private Partnerships (P3)</li> <li>➤ Urban Design &amp; Planning</li> <li>➤ Government Management &amp; Administration/Financing</li> </ul>



**SWORN STATEMENT  
ON PUBLIC ENTITY CRIMES  
UNDER FLORIDA STATUTES CHAPTER 287.133(3)(a).**

1. This sworn statement is submitted Redevelopment Management Associates (RMA)  
(name of entity submitting sworn statement) whose business address is  
2302 E. Atlantic Blvd. Pompano Beach, FL 33062  
and (if applicable) its Federal Employer Identification Number (FEIN) is  
26-4367102. (If the entity has no FEIN, include the Social Security  
Number of the individual signing this sworn statement: \_\_\_\_\_.)
  
2. My name is Kim Briesemeister and my  
(Please print name of individual signing)  
  
relationship to the entity named above is Principal.
  
3. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
  
4. I understand that a "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
  
5. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:
  1. A predecessor or successor of a person convicted of a public entity crime: or
  2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The Cityship by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a



joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

6. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

7. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **(Please indicate which statement applies.)**

A) Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.

B) The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND **(Please indicate which additional statement applies.)**

B1) There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. **(Please attach a copy of the final order.)**

B2) The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. **(Please attach a copy of the final order.)**

B3) The person or affiliate has not been placed on the convicted vendor list. **(Please describe any action taken by or pending with the Department of General Services.)**

Kim BRIESEMEISTER  
Bidder's Name/Signature

Redevelopment Management Associates (RMA)  
Company

6/29/2022  
Date



## EQUAL BENEFITS CERTIFICATION FORM FOR DOMESTIC PARTNERS AND ALL MARRIED COUPLES

Except where federal or state law mandates to the contrary, a Contractor awarded a Contract pursuant to a competitive solicitation shall provide benefits to Domestic Partners and spouses of its employees, irrespective of gender, on the same basis as it provides benefits to employees' spouses in traditional marriages.

The Contractor shall provide the City and/or the City Manager or his/her designee, access to its records for the purpose of audits and/or investigations to ascertain compliance with the provisions of this section, and upon request shall provide evidence that the Contractor is in compliance with the provisions of this section upon each new bid, contract renewal, or when the City Manager has received a complaint or has reason to believe the Contractor may not be in compliance with the provisions of this section. Records shall include but not be limited to providing the City and/or the City Manager or his/her designee with certified copies of the Contractor's records pertaining to its benefits policies and its employment policies and practices.

The Contractor must conspicuously make available to all employees and applicants for employment the following statement:

**“During the performance of a contract with the City of Pembroke Pines, Florida, the Contractor will provide Equal Benefits to its employees with spouses, as defined by Section 35.39 of the City’s Code of Ordinances, and its employees with Domestic Partners and all Married Couples”.**

The posted statement must also include a City contact telephone number and email address which will be provided to each contractor when a covered contract is executed.

### SECTION 1 DEFINITIONS

1. **Benefits** means the following plan, program or policy provided or offered by a contractor to its employees as part of the employer's total compensation package which may include but is not limited to sick leave, bereavement leave, family medical leave, and health benefits.
2. **Cash Equivalent** mean the amount of money paid to an employee with a domestic partner or spouse in lieu of providing benefits to the employee's domestic partner or spouse. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee for his or her spouse from a traditional marriage.
3. **Covered Contract** means a contract between the City and a contractor awarded subsequent to the date when this section becomes effective valued at over \$25,000 or the threshold amount required for competitive bids as required in section 35.18(A) of the Procurement Code.
4. **Domestic Partner** shall mean any two (2) adults of the same or different sex who have registered as domestic partners with a governmental body pursuant to state or local law authorizing such registration, or with an internal registry maintained by the employer of at



least one of the domestic partners. A contractor may institute an internal registry to allow for the provision of equal benefits to employees with domestic partners who do not register their partnerships pursuant to a governmental body authorizing such registration, or who are located in a jurisdiction where no such governmental domestic partnership registry exists. A contractor that institutes such registry shall not impose criteria for registration that are more stringent than those required for domestic partnership registration by the City of Pembroke Pines.

5. **Equal benefits** means the equality of benefits between employees with spouses and/or dependents of spouses and employees with domestic partners and/or dependents of domestic partners, and/or between spouses of employees and/or dependents of spouses and domestic partners of employees and/or dependents of domestic partners.
6. **Spouse** means one member of a married pair legally married under the laws of any state within the United States of America or any other jurisdiction under which such marriage is legally recognized, irrespective of gender.
7. **Traditional marriage** means a marriage between one man and one woman.

## SECTION 2 CERTIFICATION OF CONTRACTOR

The firm providing a response, by virtue of the signature below, certifies that it is aware of the requirements of Section 35.39 "City Contractors providing Equal Benefits for Domestic Partners and all Married Couples" of the City's Code of Ordinances, and certifies the following (**Check only one box below**):

- A.** Contractor currently complies with the requirements of this section; or
- B.** Contractor will comply with the conditions of this section at the time of contract award; or
- C.** Contractor will not comply with the conditions of this section at the time of contract award:  
or
- D.** Contractor does not comply with the conditions of this section because of the following allowable exemption (**Check only one box below**):
  - 1.** The Contractor does not provide benefits to employees' spouses in traditional marriages;
  - 2.** The Contractor provides an employee the cash equivalent of benefits because the Contractor is unable to provide benefits to employees' Domestic Partners or spouses despite making reasonable efforts to provide them. To meet this exception, the Contractor shall provide a notarized affidavit that it has made reasonable efforts to provide such benefits. The affidavit shall state the efforts taken to provide such benefits and the amount of the cash equivalent. Cash equivalent means the amount of money paid to an employee with a Domestic Partner or spouse rather than providing benefits to the employee's Domestic Partner or spouse. The cash equivalent is equal to the employer's direct expense of providing benefits to an employee's spouse;



City of Pembroke Pines

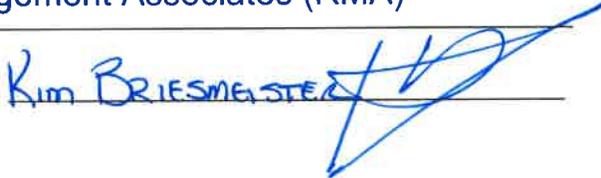
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3. The Contractor is a religious organization, association, society, or any non-profit charitable or educational institution or organization operated supervised or controlled by or in conjunction with a religious organization, association, or society;

4. The Contractor is a governmental agency;

**The certification shall be signed by an authorized officer of the Contractor. Failure to provide such certification (by checking the appropriate boxes above along with completing the information below) shall result in a Contractor being deemed non-responsive.**

COMPANY NAME: Redevelopment Management Associates (RMA)

AUTHORIZED OFFICER NAME / SIGNATURE: Kim BRIESMEYER 



## VENDOR DRUG-FREE WORKPLACE CERTIFICATION FORM

### SECTION 1 GENERAL TERM

Preference may be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

**IDENTICAL TIE BIDS** - Preference may be given to businesses with drug-free workplace programs. Whenever two or more bids that are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drugfree workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish 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 prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining 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.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the 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 or any state, for a violation occurring in the workplace no later than five (5) days after each conviction.
5. 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.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

### SECTION 2 AFFIRMATION

Place a check mark here only if affirming bidder **complies fully** with the above requirements for a Drug-Free Workplace.

Place a check mark here only if affirming bidder **does not** meet the requirements for a Drug-Free Workplace.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for Drug-Free Workplace Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for Drug-Free Workplace Preference based on their sub-contractors' qualifications.**

  
\_\_\_\_\_  
Authorized Signature

Kim Briesemeister  
\_\_\_\_\_  
Authorized Signer Name

Redevelopment Management Associates (RMA)

\_\_\_\_\_  
Company Name



SCRUTINIZED COMPANY CERTIFICATION
PURSUANT TO FLORIDA STATUTE § 287.135.

I, Kim Briesemeister, Principal, on behalf of Redevelopment Management Associates (RMA),
Print Name and Title Company Name

certify that Redevelopment Management Associates (RMA)
Company Name

- 1. Does not participate in a boycott of Israel; and
2. Is not on the Scrutinized Companies that Boycott Israel list; and
3. Is not on the Scrutinized Companies with Activities in Sudan List; and
4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. The City shall provide notice, in writing, to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section 215.4725, F.S. or is engaged in a boycott of Israel; and 2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector list, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

Redevelopment Management Associates(RMA)

Company Name

Kim Briesemeister Principal
Print Name / Signature Title



**E-VERIFY SYSTEM CERTIFICATION STATEMENT  
(UNDER SECTION 448.095, FLORIDA STATUTES)**

1. Definitions:

- a. **“Contractor”** means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration. “Contractor” includes, but is not limited to, a vendor or consultant.
- b. **“Subcontractor”** means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.
- c. **“E-Verify system”** means an Internet-based system operated by the United States Department of Homeland Security that allows participating employers to electronically verify the employment eligibility of newly hired employees.

2. Effective January 1, 2021, Contractors, shall register with and use the E-verify system in order to verify the work authorization status of all newly hired employees. Contractor shall register for and utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

- a. All persons employed by a Contractor to perform employment duties within Florida during the term of the contract; and
- b. All persons (including subvendors/subconsultants/subcontractors) assigned by Contractor to perform work pursuant to the contract with the City of Pembroke Pines. The Contractor acknowledges and agrees that registration and 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 with the City of Pembroke Pines; and
- c. Should vendor become the successful Contractor awarded for the above-named project, by entering into the contract, the Contractor shall comply with the provisions of Section 448.095, Fla. Stat., “Employment Eligibility,” as amended from time to time. This includes, but is not limited to registration and utilization of the E-Verify System to verify the work authorization status of all newly hired employees. Contractor shall also require all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The Contractor shall maintain a copy of such affidavit for the duration of the contract.

3. Contract Termination

- a. If the City has a good faith belief that a person or entity with which it is contracting has knowingly violated s. 448.09 (1) Fla. Stat., the contract shall be terminated.
- b. If the City has a good faith belief that a subcontractor knowingly violated s. 448.095 (2), but the Contractor otherwise complied with s. 448.095 (2) Fla. Stat., shall promptly notify the Contractor and order the Contractor to immediately terminate the contract with the subcontractor.
- c. A contract terminated under subparagraph a) or b) is not a breach of contract and may not be considered as such.
- d. Any challenge to termination under this provision must be filed in the Circuit Court no later than 20 calendar days after the date of termination.
- e. If the contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

**Redevelopment Management Associates** \_\_\_\_\_

COMPANY NAME: \_\_\_\_\_

PRINTED NAME / AUTHORIZED SIGNATURE: \_\_\_\_\_



## VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE CERTIFICATION

### SECTION 1 GENERAL TERM

#### VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE

The evaluation of competitive bids is subject to section 35.37 of the City's Procurement Procedures which, except where contrary to federal and state law, or any other funding source requirements, provides that preference be given to veteran owned small businesses. To satisfy this requirement, the vendor shall affirm in writing its compliance with the following objective criteria as of the bid or proposal submission date stated in the solicitation. A veteran owned small business shall be defined as:

1. "Veteran Owned Small Business" shall mean a business entity which has received a "Determination Letter" from the United States Department of Veteran Affairs Center for Verification and Evaluation notifying the business that they have been approved as a Veteran Owned Small Business (VOSB).

A preference of two and a half percent (2.5%) of the total evaluation point, or two and a half percent (2.5%) of the total price, shall be given to the **Veteran Owned Small Business (VOSB)**. This shall mean that if a **VOSB** submits a bid/quote that is within 2.5% of the lowest price submitted by any vendor, the **VOSB** shall have an option to submit another bid which is at least 1% lower than the lowest responsive bid/quote. If the **VOSB** submits a bid which is at least 1% lower than that lowest responsive bid/quote, then the award will go to the **VOSB**. If not, the award will be made to the vendor that submits the lowest responsive bid/quote. If the lowest responsive and responsible bidder IS a "**Local Pembroke Pines Vendor**" (**LPPV**) or a "**Local Broward County Vendor**" (**LBCV**) as established in Section 35.36 of the City's Code of Ordinances, entitled "Local Vendor Preference", then the award will be made to that vendor and no other bidders will be given an opportunity to submit additional bids as described herein.

If there is a **LPPV**, a **LBCV**, and a **VOSB** participating in the same bid solicitation and all three vendors qualify to submit a second bid, the **LPPV** will be given first option. If the **LPPV** cannot beat the lowest bid received by at least 1%, an opportunity will be given to the **LBCV**. If the **LBCV** cannot beat the lowest bid by at least 1%, an opportunity will be given to the **VOSB**. If the **VOSB** cannot beat the lowest bid by at least 1%, then the bid will be awarded to the lowest bidder.

If multiple **VOSBs** submit bids/quotes which are within 2.5% of the lowest bid/quote and there are no **LPPV** or **LBCV** as described in Section 35.36 of the City's Code of Ordinance, entitled "Local Vendor Preference", then all **VOSBs** will be asked to submit a **Best and Final Offer (BAFO)**. The award will be made to the **VOSB** submitting the lowest **BAFO** providing that that **BAFO** is at least 1% lower than the lowest bid/quote received in the original solicitation. If no **VOSB** can beat the lowest bid/quote by at least 1%, then the award will be made to the lowest responsive bidder.

#### COMPARISON OF QUALIFICATIONS

The preferences established in no way prohibit the right of the City to compare quality of supplies or services for purchase and to compare qualifications, character, responsibility and fitness of all persons, firms or corporations submitting bids or proposals. Further, the preference established in no way prohibit the right of the city from giving any other preference permitted by law instead of the preferences granted, nor prohibit the city to select the bid or proposal which is the most responsible and in the best interests of the city.

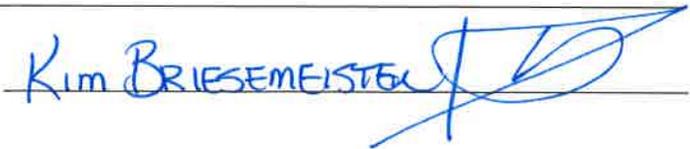
### SECTION 2 AFFIRMATION

#### VETERAN OWNED SMALL BUSINESS (VOSB) PREFERENCE CERTIFICATION:

- Place a check mark here only if affirming bidder meets requirements above as a Veteran Owned Small Business. In addition, the bidder must attach the "Determination Letter" from the U.S. Dept. of Veteran Affairs Center.
- Place a check mark here only if affirming bidder does not meet the requirements above as a VOSB.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for VOSB Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for VOSB Preference based on their sub-contractors' qualifications.**

COMPANY NAME: Redevelopment Management Associates (RMA)

PRINTED NAME / AUTHORIZED SIGNATURE: Kim Briesemeister 

# BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

**VALID OCTOBER 1, 2021 THROUGH SEPTEMBER 30, 2022**

**DBA:** REDEVELOPMENT MANAGEMENT ASSOCIATES LLC  
**Business Name:** REDEVELOPMENT MANAGEMENT ASSOCIATES LLC

**Receipt #:** 327-13386  
**Business Type:** BUSINESS/FINANCIAL/CONSULTANT (CONSULTING)

**Owner Name:** REDEVELOPMENT MANAGEMENT ASSOCIATES  
**Business Location:** 2302 E ATLANTIC BLVD  
POMPANO BEACH  
**Business Phone:** 954-695-0754  
**Business Opened:** 03/05/2009  
**State/County/Cert/Reg:**  
**Exemption Code:**

**Rooms**                      **Seats**                      **Employees**                      **Machines**                      **Professionals**  
1

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

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

### THIS BECOMES A TAX RECEIPT

### WHEN VALIDATED

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

### Mailing Address:

REDEVELOPMENT MANAGEMENT ASSOCIATE,  
2302 E ATLANTIC BLVD  
POMPANO BEACH, FL 33062

**Receipt #** 1CP-20-00009214  
**Paid** 07/19/2021 33.00  
07/16/2021 **Effective Date**

**2021 - 2022**

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT



## LOCAL VENDOR PREFERENCE CERTIFICATION

### SECTION 1 GENERAL TERM

#### LOCAL PREFERENCE

The evaluation of competitive bids is subject to section 35.36 of the City's Procurement Procedures which, except where contrary to federal and state law, or any other funding source requirements, provides that preference be given to local businesses. To satisfy this requirement, the vendor shall affirm in writing its compliance with either of the following objective criteria as of the bid or proposal submission date stated in the solicitation. A local business shall be defined as:

1. "Local Pembroke Pines Vendor" shall mean a business entity which has maintained a permanent place of business with full-time employees within the City limits for a minimum of one (1) year prior to the date of issuance of a bid or proposal solicitation. The permanent place of business may not be a post office box. The business location must actually distribute goods or services from that location. In addition, the business must have a current business tax receipt from the City of Pembroke Pines.

**OR;**

2. "Local Broward County Vendor" shall mean or business entity which has maintained a permanent place of business with full-time employees within the Broward County limits for a minimum of one (1) year prior to the date of issuance of a bid or proposal solicitation. The permanent place of business may not be a post office box. The business location must actually distribute goods or services from that location. In addition, the business must have a current business tax receipt from the Broward County or the city within Broward County where the business resides.

A preference of five percent (5%) of the total evaluation point, or five percent (5%) of the total price, shall be given to the **Local Pembroke Pines Vendor(s)**; A preference of two and a half percent (2.5%) of the total evaluation point for local, or two and a half percent (2.5%) of the total price, shall be given to the **Local Broward County Vendor(s)**.

#### COMPARISON OF QUALIFICATIONS

The preferences established in no way prohibit the right of the City to compare quality of supplies or services for purchase and to compare qualifications, character, responsibility and fitness of all persons, firms or corporations submitting bids or proposals. Further, the preference established in no way prohibit the right of the city from giving any other preference permitted by law instead of the preferences granted, nor prohibit the city to select the bid or proposal which is the most responsible and in the best interests of the city.

### SECTION 2 AFFIRMATION

#### LOCAL PREFERENCE CERTIFICATION:

- Place a check mark here only if affirming bidder meets requirements above as a Local Pembroke Pines Vendor. In addition, the business must attach a current business tax receipt from the City of Pembroke Pines along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) year.
- Place a check mark here only if affirming bidder meets requirements above as a Local Broward County Vendor. In addition, the business must attach a current business tax receipt from the Broward County or the city within Broward County where the business resides along with any previous business tax receipts to indicate that the business entity has maintained a permanent place of business for a minimum of one (1) year.
- Place a check mark here only if affirming bidder does not meet the requirements above as a Local Vendor.

**Failure to complete this certification at this time (by checking either of the boxes above) shall render the vendor ineligible for Local Preference. This form must be completed by/for the proposer; the proposer WILL NOT qualify for Local Vendor Preference based on their sub-contractors' qualifications.**

COMPANY NAME: Redevelopment Management Associates

PRINTED NAME / AUTHORIZED SIGNATURE: Kim BRIESEMEISTER



REINVENTING YOUR CITY

# FIRM PROFILE **1**



**RMA** is a full service economic (re)development firm passionately reinventing cities and target areas to bring hidden assets and unrecognized value to the forefront. We have a proven track record assessing, developing and implementing plans/programs that are improving communities by utilizing a realistic, comprehensive and effective approach - resulting in over \$1 billion in private sector investment within our client areas.

**We offer comprehensive services in five specialized areas:**

- ▶ Economic Development
- ▶ Business Attraction & Marketing
- ▶ Real Estate
- ▶ Urban Design & Planning
- ▶ Government Management & Administration

RMA was formed in 2009 by Principal Members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, combining their talents and 50+ years of experience providing consulting and management services to governments in the field of urban redevelopment and place making, regionally, nationally and internationally. RMA headquarters is in Pompano Beach, Florida, with additional Florida office locations in Delray Beach, Jacksonville and the Central Florida area.

Our expertise includes all aspects of **economic development, business attraction and marketing, real estate development and public-private partnerships (P3), urban design and planning, government administration** and community consensus building. RMA's active practitioners have led some of the most successful economic development efforts in Florida cities during the last 30 years, transforming many areas throughout Florida into thriving business/entertainment districts, including Delray Beach, Fort Lauderdale, Hollywood, Pompano Beach and West Palm Beach.

RMA's 20 highly experienced professionals are committed to helping our clients in their pursuit of economically diverse and healthy communities. The benefits of working with us include comprehensive access to industry leaders in specialized redevelopment fields under one firm - providing years of knowledge, experience and proven success as evidenced by the client cities we have helped reinvent.

**Our firm has the experience, in-house expertise and financial stability to successfully complete and implement projects of all sizes.**



**REDEVELOPMENT MANAGEMENT ASSOCIATES** is a small, independent and majority woman-owned Limited Liability Corporation headquartered in Broward County, licensed to do business by the State of Florida. Principal Members are Kim Briesemeister and Chris Brown.

**RMA HQ**  
2302 E. Atlantic Blvd.  
Pompano Beach, FL 33062  
P: 954.695.0754 | F: 754.240.7885  
[info@rma.us.com](mailto:info@rma.us.com) | [www.rma.us.com](http://www.rma.us.com)

## 10 REASONS WHY IS RMA'S APPROACH IS THE MOST BENEFICIAL AND EFFECTIVE?

- 1. Superior Market and Economic Data Analytics:** Anyone can collect economic data, very few firms can translate that data into effective redevelopment strategies, and then use Florida State Statute 163, Part III to get maximize results. We know how to leverage data to attract the private sector to invest in your CRA.
- 2. Vision:** The first chapter in our book, "ReInventing Your City" is Vision. Over 30 years, we learned that successful CRA's all have a clearly defined vision, and if the vision is lacking, we know how to correct it. We involve the community and stakeholders, and ensure the Vision is strong enough to stand the test of time. We also understand the long-term vision that a CRA needs to identify the right redevelopment, rehabilitation, and improvement projects.
- 3. Mobility Matters:** We look at all aspects of transportation and pedestrian movement holistically including parking, traffic, last-mile distribution, pedestrian links and transit, and we understand the importance of creating walkable communities.
- 4. Effective Public Participation Techniques:** Our team's approach to public participation provides the most flexibility and inclusive way for the community to provide input. Based on our experience of being "implementors" of CRA projects, our approach factors in the real-world factors that impact executing CRA projects and programs.
- 5. We are Masters of P3 and Real Estate Redevelopment:** We don't believe any other firm can claim to have personally negotiated 14 public/private partnership project development agreements for CRA's, all of which got built. We know how to attract redevelopment activity because we understand how to connect the public and private sector. There is only one way to increase the TIF, and that's through real estate value increases, and that's our forte.
- 6. Financial Tools and Funding:** One of RMA's most requested services is our Strategic Finance and Action Plans. This type of long-term financial approach to redevelopment guides the CRA over an extended period, allowing the process to work. We also have first-hand knowledge of additional funding sources that expand the CRA budget.
- 7. Implementation:** Our firms focus has always been on implementation. Too many plans end up on a shelf and we have mastered the implementation matrix tied to the financial plan mentioned above.
- 8. We are Realistic:** We take an aggressive approach to redevelopment but a conservative approach to realistic redevelopment strategies and projects. This ensures the most representative view of situations and policy approaches regarding TIF.
- 9. We've Done This - A LOT:** We understand the approval process needed for CRA Plan Updates and the importance of collaboration and communication with CRA and City staff. Drafting CRA Plans was part of our work while managing many of our CRA districts, as well as providing these services as a consulting firm.
- 10. Finally - We are Likable and Easy to Work With:** We are very passionate about CRA's and the redevelopment process of a city. We get engaged and excited working in this field, so our clients enjoy the process along with us. We put in extra time when needed, and we make sure our city and CRA client is happy and satisfied with our work product.

## AWARDS

The Roy F. Kenzie Awards celebrate the most innovative and effective redevelopment programs in Florida and are awarded annually in 14 categories. FFEA's program recognizes members' innovation, individuality and creative collaboration. According to its website, for over 20 years, "Florida Festivals & Events Association has been promoting and strengthening the festival, event and fair industry in Florida. FFEA currently supports more than 500 event industry professional members who collectively represent 3,500 events."

### FRA (FLORIDA REDEVELOPMENT ASSOCIATION)

#### 2020

- ▶ **West Palm Beach CRA:** Roy F. Kenzie Award Cultural Enhancement and FRA President's Award
- ▶ **West Palm Beach CRA:** Roy F. Kenzie Award Capital Projects/Infrastructure
- ▶ **RMA/City of Deltona:** Management Programs and Creative Partnerships

#### 2018

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award: Promotion - Downtown Innovation District

#### 2017

- ▶ **Margate CRA:** Roy F. Kenzie Award: Promotion - Margate Under the Moon
- ▶ **North Miami:** Roy F. Kenzie Award: Planning Studies - Downtown Strategic Marketing Plan

#### 2016

- ▶ **Pompano Beach CRA:** Management Programs/Creative Partnerships; Turner School of Construction Management
- ▶ **West Palm Beach CRA:** "Out of the Box" Award; Lot 23 Artist Program

#### 2012

- ▶ **Dania Beach CRA:** Roy F. Kenzie Award: Cultural Enhancement

#### 2011

- ▶ **Dania Beach CRA:** Roy F. Kenzie Award: Marketing

### FFEA (FLORIDA FESTIVALS & EVENTS)

#### 2017

- ▶ **Dania Beach CRA:** *Arts & Seafood Celebration* - Commemorative Poster: 1<sup>st</sup> Place, Facebook: 1<sup>st</sup> Place, PR/Media Campaign: 1<sup>st</sup> Place, Sponsorship Program: 2<sup>nd</sup> Place, Website: 2<sup>nd</sup> Place, Promotional Mailer: 2<sup>nd</sup> Place, Television Ad: 3<sup>rd</sup> Place; *Dania Beach Neighborhood Ambassadors Events* - Community Outreach Program: 1<sup>st</sup> Place, Television Ad: 3<sup>rd</sup> Place; *The PATCH Urban Farm and Market* - Outdoor Ad/Billboard: 1<sup>st</sup> Place; *Green Program* - 2<sup>nd</sup> Place
- ▶ **Margate CRA:** *Sounds at Sundown* - Facebook: 3<sup>rd</sup> Place
- ▶ **West Palm Beach CRA:** *BBQ Brews & Blues* - Photo: 1<sup>st</sup> place, Radio: 1<sup>st</sup> place; *Bourbon & Bowties* - Promotional Mailer: 2<sup>nd</sup> place; *Sunset Lounge Old School Series* - Radio Ad: 2<sup>nd</sup> place



#### 2016

- ▶ **Pompano Beach CRA:** *Ali Cultural Art Center* - Brochure/Invitation, Grand Opening; *Old Town Untapped* - Social Media, Brochure/Invitation; *Green Market* - PR Media Campaign, Radio Campaign
- ▶ **Dania Beach CRA:** *Arts & Seafood Celebration* - Social Media Campaign, PR Media/Campaign, Commercial Poster, Facebook, Sponsorship Program, Website, Tickets & Invitations, T-Shirt, Radio Ad
- ▶ **West Palm Beach CRA:** *The Sunset Jazz Series* - Tickets & Invitations; *Heart & Soul Fest* - Radio Ad, Program/Event Guide
- ▶ **Margate CRA:** *Kaye Stevens Statue Dedications* - Tickets & Invitations; *Margate Under the Moon* - Facebook

#### 2015

- ▶ **Dania Beach CRA:** *Arts & Seafood Celebration* - Radio Ad and Event Program
- ▶ **Margate CRA:** *Celebrate Margate* - Poster
- ▶ **Pompano Beach CRA:** *Green Market* - Promotional Item; *VIP Program* and *Light Up MLK* - Photo
- ▶ **West Palm Beach CRA:** *Art & Wine Promenade* - Social Media

#### 2014

- ▶ **Dania Beach CRA:** *Arts & Seafood Celebration* - Commemorative Poster
- ▶ **Pompano Beach CRA:** *Volunteer Night Out*, *Light Up MLK* - Ornament, *Passport to Pompano*, *ArtHall* - Documentary, Community Outreach Program
- ▶ **West Palm Beach CRA:** *Art & Wine Promenade* - Social Media; *Heart & Soul Fest* - Invitation
- ▶ **Oakland Park:** *Farm to Chef* - Social Media

# WILLDAN FIRM PROFILE

Willdan Group, Inc. (Willdan/WGI) was founded in 1964 as an engineering firm working with local governments. Willdan has evolved to become a leading nationwide provider of professional technical and consulting services to utilities, government agencies, and private industry. Willdan's service offerings span a broad set of complementary disciplines that include electric grid solutions, energy efficiency and sustainability, engineering and planning, and municipal financial consulting. For additional information, visit Willdan's website at [www.willdan.com](http://www.willdan.com). Follow Willdan on LinkedIn, Facebook, and Twitter.

Established in 1988, Willdan Financial Services (WFS), an operating division within Willdan, is one of the most experienced public sector economic and financial analysis consulting firms in the United States. WFS has assisted 800+ public agencies to successfully navigate a broad range of economic, redevelopment, real estate, infrastructure, and financing initiatives.

Willdan's 1,500 team members serve clients in more than 50 offices across the United States. Team members include nationally recognized subject matter experts (SME's) for all areas related to connected, resilient, and progressive communities. Willdan has added economic, strategic, and operational value for communities by delivering industry-leading solutions that address changes in resources, infrastructure, technology, regulations, and industry trends and positively transform government and commerce

## Willdan Financial Services

### Areas of Expertise

- Economic development strategic plans
- Financial feasibility studies
- State/Federal grant writing & program management
- Fiscal and economic impact analysis
- Real estate market analysis and advisory services
- Redevelopment/revitalization implementation
- Tax increment finance district formation and amendment
- Multifamily housing development strategies
- Municipal Financial Advisor (MFA) Services
- Infrastructure CIP planning
- Utility rate and cost of service studies
- User fee studies and cost allocation plans
- Special district administration services
- Development impact fee establishment and analysis
- Long-term financial plans and cash flow modeling
- Property tax audits
- Public-Private Partnerships
- Business attraction, retention, and expansion

**Founded in 1964**

**50+ Offices Nationwide**

**800+**  
**Municipal/Government Clients**

**Unique Stakeholders Engaged**  
**1,000+**

**Catalytic Investment/Development**  
**\$10 Billion**

**Member of**

- ULI**  
Urban Land Institute
- IEDC**  
International Economic Development Council
- APA**  
American Planning Association
- ICSC**  
International Council of Shopping Centers
- CNU**  
Congress for the New Urbanism

**Multi-Skilled Team**

- Economic Developers**
- Real Estate Market Analysts**
- Financial Feasibility Consultants**
- Strategic Planning & Implementation Experts**
- Community Engagement Experts**

# RESUMES **2**





**KIM BRIESEMEISTER, C.R.A.**  
Principal

**Years of Experience**  
30

**Areas of Expertise**

- ▶ Redevelopment & Urban Revitalization
- ▶ Redevelopment Management
- ▶ Public-Private Partnerships (P3)
- ▶ Visioning & Urban Planning
- ▶ Financing Redevelopment

**Education**

A.A. | Specialized Business, International Correspondence School  
ICSC Marketing I & II, John T. Riordan School of Professional Development

**Certifications**

- ▶ Certified Redevelopment Administrator (C.R.A.)

**Bio**

Ms. Briesemeister has managed redevelopment of some of the largest, most complex CRA districts and redevelopment projects in South Florida, including West Palm Beach, Pompano Beach, Fort Lauderdale and Hollywood, which led to total transformation of urban districts within the cities. This included preparing urban vision plans, Transit Oriented Development strategies and financing mechanisms, drafting/implementing downtown revitalization plans, negotiating public-private partnerships, marketing, branding, business attraction/ retention, and community consensus building. She oversaw the acquisition and disposition of approximately \$100 million in public property targeted for redevelopment that resulted in over \$1 billion in private development activity.

**Professional Affiliations**

- ▶ Advisory Board, University of Miami, Master in Real Estate Development & Urbanism
- ▶ Florida Redevelopment Association, Past President
- ▶ Urban Land Institute
- ▶ International Council of Shopping Centers, Past Co-Chair Alliance Program
- ▶ International Economic Development Council

**Redevelopment Management**

- ▶ Management and project oversight of large redevelopment projects
- ▶ Negotiated over eleven (11) public/private partnership (P3) agreements and real estate transactions resulting in over \$1 billion in private development projects
- ▶ Oversaw the acquisition and disposition of approximately \$100 million in public property targeted for redevelopment
- ▶ Hired and managed engineer and design consultants for million-dollar streetscape improvement projects
- ▶ Created and managed incentive programs, grants and other financing tools
- ▶ Managed business recruitment and retention programs
- ▶ Created and managed city branding and marketing programs to reposition cities

**Visioning and Planning**

- ▶ Transit Oriented Development (TOD) strategies and financing mechanisms
- ▶ Drafted downtown revitalization plans
- ▶ Drafted marketing plans and strategies for retail districts for business attraction which attracted over 100 new businesses to the downtown area

**Financing Redevelopment**

- ▶ Created and managed finance plans and budgets in excess of \$100 million for redevelopment including bond issues
- ▶ Identified and recommended financing strategies for over \$ 200 million in public investment improvements to leverage private development
- ▶ Drafted multiple Five-Year redevelopment finance plans and programs
- ▶ Recommended strategies to leverage tax increment financing for bond issues or capital improvements
- ▶ Leveraged public sector resources to attract grant funds for redevelopment projects
- ▶ Worked with lenders, financial institutions and other agencies to secure financing and funding for redevelopment projects

**Awards**

- ▶ FRA, Roy F. Kenzie Award
  - ▶ 2012, Planning, Pompano Beach, FL
  - ▶ 2011, Marketing, Dania Beach, FL
  - ▶ 2009, Cultural Enhancement, West Palm Beach, FL
  - ▶ 2001, Best New Project, Fort Lauderdale CRA
  - ▶ 2000, Five-Year Finance Plan, Fort Lauderdale CRA
  - ▶ 1997, Downtown Marketing Program, Hollywood, FL
  - ▶ 2007 ICSC Maxi Award: Branding & Marketing, West Palm Beach, FL
- ▶ 2006 Florida League of Cities: Innovation Showcase
- ▶ 1989 ICSC Merit Award



**CHRISTOPHER J. BROWN**  
Principal/Real Estate Broker

**Years of Experience**  
33

- Areas of Expertise**
- ▶ Urban Design Regulations
  - ▶ Public-Private Partnerships (P3)
  - ▶ Real Estate Development
  - ▶ Redevelopment Planning & Management
  - ▶ Community Engagement/Meeting Facilitator

**Education**  
M.A. | University of Pennsylvania  
B.A. | Yale University

- Certifications**
- ▶ General Contractor
  - ▶ Real Estate Broker

**Bio**

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

**Professional Affiliations**

- ▶ Congress of New Urbanism
- ▶ Urban Land Institute
- ▶ International Council of Shopping Centers
- ▶ Florida Redevelopment Association, Past President
- ▶ Business Loan Fund of the Palm Beaches Inc., Board of Directors
- ▶ Palm Beach Photographic Center, Board of Directors

**Urban Design Regulations**

- ▶ Plantation Midtown Master Plan and Design Guidelines, Plantation, FL
- ▶ City of Stuart Urban Design Guidelines and Overlay District, Stuart, FL
- ▶ Pompano Beach CRA Northwest, East District Master Plans and Design Guidelines, Pompano Beach, FL

**Public Private Partnerships**

- ▶ Pompano Beach Pier Redevelopment, Pompano Beach, FL
- ▶ Harbor Village Shops, Pompano Beach, FL
- ▶ Atlantic Grove Mixed Use Development, Delray Beach, FL
- ▶ Ocean City Retail/Office Center, Delray Beach, FL
- ▶ Hyatt Place Hotel, Delray Beach, FL
- ▶ Central Market Retail Center, Oakland Park, FL

**Real Estate Development**

- ▶ 1350 Main, Mixed Use High Rise Development, Sarasota, FL
- ▶ The Lofts, Mixed Use Development, Gainesville, FL
- ▶ Crossings Condominium, Houston, TX

**Historic Preservation**

- ▶ Spady History Museum, Delray Beach, FL
- ▶ State of Florida Historic Preservation Office, Delray Beach, FL
- ▶ Delray Beach CRA Office, Delray Beach, FL

**Redevelopment Planning and Management**

- ▶ Pompano Beach Community Redevelopment Plan Update, Pompano Beach, FL
- ▶ Business Improvement District Plan, Naples, FL
- ▶ Parking Enterprise Fund, Pompano Beach, FL
- ▶ Public Parking and Parking Management, Delray Beach, FL
- ▶ Business Attraction and Incentives, Delray Beach, FL



## LYNN D. DEHLINGER

Director of Economic Development,  
Broker Associate

### Years of Experience

25

### Areas of Expertise

- ▶ Economic Development
- ▶ Real Estate Development & Brokerage
- ▶ Retail & Mixed-Use Planning & Implementation
- ▶ Public-Private Partnerships (P3)
- ▶ Community Engagement/Meeting Facilitator

### Education

Attended University of Georgia and Purdue

### Certifications

- ▶ Licensed Real Estate Broker, State of Florida

### Bio

Ms. Dehlinger's accomplishments include commercial development projects throughout Florida and Georgia, including award winning redevelopment projects. She has been a featured panelist and speaker for the International Council of Shopping Centers, Florida League of Cities, Florida Planning and Zoning Association, Florida Redevelopment Association, Commercial and Industrial Real Estate Brokers, and Central Florida Commercial Board of Realtors. She was recently named one of the region's Most Influential Women in Business. She has negotiated major land development projects with municipalities, including developments of regional impact, public-private partnerships and local development agreements. She has been involved in development projects for major retailers in the Southeast including Publix, The Home Depot, Epic Theaters, and Walmart. She has authored market analysis for business development and worked with national and international companies to expand their operations and employment base. She currently serves on the board of the Florida Redevelopment Association and ICSC's P3 National Alliance committee. Her experience in negotiating complex agreements, in all aspects of business development including planning, branding and recruitment, position her well for effective leadership and management in today's complex business environment.

### Professional Affiliations

- ▶ Florida Redevelopment Association Board
- ▶ ICSC Alliance National Committee
- ▶ ICSC Alliance Past Public Sector Chair, State of Florida
- ▶ International Council of Shopping Centers (ICSC)
- ▶ Licensed Real Estate Broker, State of Florida
- ▶ Former Director, Commercial Industrial Real Estate Brokers Association
- ▶ Board of Directors, Helpful Hands Seminole
- ▶ City of Winter Springs Parks and Recreation Advisory Board

### Economic Development and Research

- ▶ Created several Market and Economic Development Strategic Plans including Team Volusia Initial Strategic Plan, Holly Hill Economic Development Plan, Alachua Downtown Business Attraction Plan, Titusville Economic Development Plan and Cape Coral Redevelopment Plan
- ▶ Conducted Market Analysis and analyzed data to develop plans for implementation of specific strategies including marina development and turnpike operations
- ▶ Market Analysis and Planning for private sector including Boca Raton, St. Petersburg, Bradenton, Orlando, Largo and Conyers
- ▶ Marketing Analysis and Planning for municipalities including Holly Hill, Titusville, Cape Coral, West Columbia, Sumter County

### Business Attraction and Retention

- ▶ Analyzed available properties for development and created retail attraction plans in Florida and Georgia including Atlanta, Orlando, Ft. Lauderdale, Miami, and St. Petersburg

### Visioning and Placemaking

- ▶ Acted as director of development for several mixed-use and retail projects throughout Georgia and Florida, including Atlanta, Ft. Lauderdale, St. Augustine, Tampa and Orlando. Activities included initial project vision and development.

### Real Estate Development

- ▶ Directed development efforts for mixed-use projects including acquisition of property, regulatory enhancements, identification of uses and tenants and marketing of projects.

### Finance

- ▶ Conducted research and analysis of project development scenarios including:
  - ▶ Projections
  - ▶ Fiscal Impacts
  - ▶ Proforma Analysis



## ALLISON JUSTICE

Senior Associate

**Years of Experience**  
25

### Areas of Expertise

- ▶ Redevelopment & Urban Revitalization
- ▶ Redevelopment Management
- ▶ Public-Private Partnerships (P3)
- ▶ Budgeting & Administration
- ▶ Project Management

### Education

M.B.A. | Florida Atlantic University  
B.S. | Kansas State University

### Certifications

- ▶ Certified Redevelopment Professional (C.R.P.)
- ▶ 2021 Urban Land Institute Leadership Institute

### Bio

Ms. Justice has served both the public and private sectors in multiple roles Project Manager, Auditor, and Marketing Account Executive. Her redevelopment experience within cities and Community Redevelopment Agencies (CRAs) for the last ten (10) years encompasses Redevelopment Plan implementation, including joint ventures and public-private partnerships, budgeting and finance, grant writing, marketing, incentives, public involvement, infrastructure and business attraction. She has constructed and overseen budgets of over \$40 Million and managed projects that include the Clematis Streetscape Project and the attraction and development of one of South Florida's largest micro-breweries.

### Professional Affiliations

- ▶ Florida Redevelopment Association
- ▶ International Council of Shopping Centers
- ▶ Urban Land Institute
- ▶ Congress of New Urbanism

### Infrastructure Project Management

- ▶ Clematis Streetscape, West Palm Beach CRA
- ▶ Banyan Boulevard, West Palm Beach CRA
- ▶ Tamarind Avenue, West Palm Beach CRA

### Public Involvement Management

- ▶ Shore to Core Design and Research Competition, West Palm Beach CRA
- ▶ South End Market and Design Analysis, City of West Palm Beach
- ▶ North End Visioning Week, 7 Day Charrette, West Palm Beach CRA
- ▶ Currie, Broadway and Northwood Mixed Use Rezoning, City of West Palm Beach
- ▶ Culinary Arts District Branding , Oakland Park, FL

### Economic Development and Redevelopment Planning & Implementation

- ▶ Anchor Site Redevelopment, West Palm Beach CRA
- ▶ North End Vision, West Palm Beach CRA
- ▶ Five-year Strategic Action Plan, Oakland Park, FL

### Joint Ventures & Public/Private Partnerships

- ▶ E 38th St. Public Plaza, Oakland Park, FL
- ▶ Tent Site, West Palm Beach CRA
- ▶ Anchor Site, Mixed-Use Development and Ground Lease Negotiations, West Palm Beach, FL
- ▶ The Grand, Mixed-Income/Workforce Housing Development, West Palm Beach CRA

### Incentive Creation and Implementation

- ▶ Façade and Business Site Improvement Program
- ▶ Development and Relocation Program
- ▶ Merchant Assistance Program
- ▶ Strategic Investment Program
- ▶ Workforce Housing Incentive Program

### Grants

- ▶ South Florida Transportation Oriented Development Grant, West Palm Beach CRA
- ▶ Florida State Legislature for Broadway Corridor, City of West Palm Beach
- ▶ DEO Grant for Broadway Corridor, City of West Palm Beach
- ▶ Broward County Redevelopment Capital Program(RCP) (BRP), Oakland Park, FL



**SHARON W. McCORMICK**  
Director of Business Attraction & Marketing

**Years of Experience**

30+

**Areas of Expertise**

- ▶ Business Attraction & Retention
- ▶ Research & Analysis/Marketing Plans & Implementation
- ▶ Brand Identification & Development/Strategy & Campaigns
- ▶ Cultural Arts & Special Events
- ▶ Community Engagement/Meeting Facilitator

**Education**

B.S. | Appalachian State University  
ICSC Marketing I & II - John T. Riordan School of Professional Development

**Professional Affiliations**

- ▶ International Council of Shopping Centers
- ▶ Florida Redevelopment Association

**Bio**

Ms. McCormick is a creative thinker with the ability to develop unique and strategic solutions while adhering to government regulations, statutory requirements and community/client values and character. She is a highly skilled leader with extensive award-winning experience in place branding and marketing that has led to millions of dollars of capital investment and increased revenues in RMA's client cities. She has been a featured speaker at both local and national conferences and seminars including the International Downtown Association (IDA) regional and national conferences, Florida Redevelopment Association (FRA), CHAT South Florida's Synergy Summit for Cultural & Heritage Tourism, and Florida League of Cities Economic Development Summit.

**Business Attraction & Retention**

- ▶ Analyzed merchandise mix and available property in target areas
- ▶ Developed incentive programs to attract new businesses to target areas and to improve and retain target businesses
- ▶ Developed and implemented business communication strategies to educate business owners and enhance or improve their individual marketing strategies
- ▶ Created tailored marketing and communications strategies to promote opportunities to specific target audiences

**Visioning & Placemaking/Marketing & Branding**

- ▶ Developed numerous place brands, development strategies and marketing campaigns for several RMA client cities
- ▶ Created advertising and cross promotional business marketing campaigns through owned, shared, earned and paid media
- ▶ Project managed creative development of wayfinding systems and light pole banner campaigns
- ▶ Designed and executed award winning consumer and business attraction and retention campaigns and event programs targeting primary, secondary and tertiary markets, while developing the area's unique brand
- ▶ Managed numerous ground breaking and grand opening events drawing from 50 to 10,000 attendees
- ▶ Developed collaborative community engagement programs involving local and county arts organizationals, individual artists and residents
- ▶ Created the award winning Neighborhood Ambassador volunteer participation program

**Economic Development, Research & Implementation**

- ▶ Manage development of digital marketing strategies including websites, social media strategies, content development and e-communications
- ▶ Develop and direct storyboards for economic development video production
- ▶ Authored Strategic Marketing Plans and Managed Implementation
- ▶ Conducted and analyzed market survey data, retail gap analysis, tourism research data and consumer behavior research data

**Awards**

- ▶ 2018 FRA, Roy F. Kenzie Award: Promotion - Downtown Innovation District | Pompano Beach, FL
- ▶ 2017 FRA, Roy F. Kenzie Award: Planning Studies - Downtown Strategic Marketing Plan | North Miami, FL
- ▶ 2017 FRA, Roy F. Kenzie Award: Promotion - Margate Under the Moon | Margate CRA
- ▶ 2012 FRA, Roy F. Kenzie Award: Cultural Enhancement | Dania Beach, FL
- ▶ 2011 FRA, Roy F. Kenzie Award: Marketing, Dania Beach, FL
- ▶ 2009 FRA, Roy F. Kenzie Award: Cultural Enhancement, West Palm Beach CRA
- ▶ 2009 FRA, Roy F. Kenzie Award: Creative Organizational Development and Funding, West Palm Beach
- ▶ 2007 ICSC Maxi Award; Marketing Excellence: Public Relations; Branding and Marketing, West Palm Beach CRA
- ▶ 2020 FRA, Roy F. Kenzie Award: Presidents Award - The Rhythm of Redevelopment Series, West Palm Beach, FL



## **BILL DEHLINGER, CCIM**

Real Estate Broker

**Years of Experience**  
16

**Areas of Expertise**  
▶ Real Estate Development & Brokerage

**Education**  
Graduate of Broward College  
U.S. Air Force

**Certifications**  
▶ Licensed Real Estate Broker, State of Florida

### **Bio**

With sixteen years of commercial real estate experience, Bill has a proven record of success in Central Florida. His consulting areas of expertise include: general brokerage (Land, Industrial, Office, Retail), site selection, 1031 Exchanges, Cost Segregation, NNN leasing as well as investing for individuals through their tax-deferred saving plans. Bill is an active participant in the commercial real estate market in Central Florida through his membership in ORRA, NAR, FAR, CCIM, ICSC, Orlando Regional Commercial Council and CFCAR. He currently serves as CCIM Florida Chapter Central District Immediate Past President, and Board of Directors. Prior to becoming involved with commercial real estate, Bill traveled internationally for IBM and Hewlett Packard providing training sessions for their top sales executives. He has been a guest speaker and has received awards from several colleges throughout the area. Bill served on the Board of Directors for Habitat for Humanity in Seminole County as well as the Rotary Club of Winter Springs. Bill was the recipient of the prestigious Hallmark Deal of the Year Award from the Central Florida Commercial Association in 2019.

### **Professional Affiliations**

- ▶ CCIM Florida VP Operations
- ▶ ORRA
- ▶ NAR
- ▶ FAR
- ▶ CFCAR
- ▶ Orlando Regional Commercial Council

### **Project Examples**

- ▶ Sanford, FL: HCA Sanford - Market Analysis and Brokerage Services
- ▶ Oviedo, FL: Corporate HQ - Market Analysis and Real Estate Brokerage Services
- ▶ Deltona, FL: DOT Properties, NV - Brokerage Services
- ▶ Palm Bay, FL: City of Palm Bay - Value Opinion and Real Estate Brokerage Services



## Molly McKay, CEcD, MA

### Managing Principal

Ms. McKay possesses 30 years of economic policy and planning experience providing consulting services to public and private clients. Molly frequently serves as an economic advisor to municipalities, investors and developers, engineering firms, nonprofit organizations, and others throughout project feasibility, financing, and implementation.

In this advisory role, Molly conducts research and scenarios testing to evaluate real estate market and economic conditions, measure the public costs and benefits of innovative financing and incentive mechanisms, and provide strategic real estate development planning support services related to inform economic development policy frameworks. She designs and develops custom-built multivariate financial, fiscal, and economic modeling tools, industry cluster analyses, local and regional economic competitiveness benchmarking, project management plans, case studies, best practices, evaluation summaries, and project implementation, monitoring and reporting plans.

Molly frequently serves government entities across all public service sectors including planning and economic development departments, utilities, housing authorities, transit agencies, airport authorities, and global development institutions. Recent research focuses on the following:

- Placemaking strategies for Downtown revitalization
- Disinvested retail redevelopment and reuse strategies
- Advanced manufacturing industry retention and expansion strategies and incentives
- Linking public arts districts with Complete Streets infrastructure investments
- Successful public-private mixed income housing models
- Urban, suburban, and rural business incubator/co-working facility operations and funding models
- Leveraging Transit-Oriented Development to maximize economic development goals

Before joining Willdan, she was a senior associate of the Economic Policy and Planning Practice of AECOM Economics (formerly Economics Research Associates) from 2003 to 2012; a manager in the Real Estate Consulting and State & Local Tax Practices of Ernst & Young (1997 to 2002), and program coordinator, ULI-the Urban Land Institute's International and Advisory Services (1995 to 1997) and the International City/County Management Association (ICMA) in Washington, DC (1992 to 1995). Molly serves ULI-the Urban Land Institute as Redevelopment & Reuse Council Chair, DEI Vice-Chair, Washington's Leadership Institute Planning Committee Member, and Housing Impact Task Force Subcommittee Chair.

### Select Project Experience

- **City of Pinellas Park, FL** – Economic Development Strategic Plan
- **City of Jacksonville, FL** – DIA - Downtown Market Feasibility Analysis
- **City of Tamarac, FL** – Economic Development Strategic Plan; Developer Incentives Study
- **City of Miramar, FL** – Economic Development Action Plan
- **City of Little Rock, AR** - Rock Region METRO, TOD Market & Feasibility Study
- **City of Taylorsville, UT** - Commercial Center BRT Master Planning/Revitalization Initiative
- **City of Fort Lauderdale, FL** – Economic Development Strategic Action Plan
- **City of Lancaster, TX** – Economic Development Strategic Plan
- **City of Kalispell, MT** – Core Area Market & Financial Feasibility Analysis
- **CXS/City of Memphis, TN** – Graceland Master Plan Tourism Market Analysis & Tax Increment Financing Plan

#### Education

*Master of Arts (Honors), International Politics & Economics Fulbright Scholar, University of Exeter, Devon, UK*

*Bachelor of Arts (Honors), University of Kansas*

*Study Abroad: University of Law, Economics & Political Science, Aix-Marseille III, Aix-en-Provence, France and the Guadalajara Language Institute, Mexico*

*Post-Graduate Studies: Real Estate Finance & Investment, Johns Hopkins University Cary Business School, Washington, DC*

#### Accreditation

*Certified Economic Developer (CEcD), International Economic Development Council*

*Certification in Social Science Research Methodology, University of Exeter, Devon, UK*

#### Professional Affiliations

*American Planning Association (APA)*

*Congress for New Urbanism*

*International Economic Development Council (IEDC)*

*ULI – the Urban Land Institute*

**31 Years' Experience  
10 Years' with Willdan**



## Carlos Villarreal, MPP

### Senior Project Director

Mr. Villarreal possesses extensive experience documenting nexus findings for development impact fees, preparing capital improvement plans, facilitating stakeholder involvement, and analyzing the economic impacts of fee programs. He has supported adoption of fee programs funding a variety of facility types, including, but not limited to, transportation, parks, library, fire, law enforcement and utilities.

### Select Project Experience

**City of Pinellas Park, FL – Economic Development Strategic Plan:** Primary responsibility was the development of the economic model. Served as the economic analyst and GIS specialist and led the data collection and analysis.

**City of Jacksonville, FL – DIA - Downtown Market Feasibility Analysis:** Served as the economic analyst and was responsible for data collection and analysis. Primary for the development of the economic model.

**MNCPPC, VA – Prince George’s Plan 2035 (Evaluation 2019):** Served as the economic analyst and GIS specialist on MNCPPC’s Plan 2035’s evaluation of progress against goals related to Countywide “Indicators of Success.” Willdan created a demographic and economic benchmarking dashboard to measure the success of key indicators and growth management goals.

**City of Waco, TX – Comprehensive Plan Fiscal Impact Analysis:** Lead financial analyst in the preparation of a fiscal analysis that examined the implications of the City’s most recent Comprehensive Plan. To test the fiscal sustainability of the Comprehensive Plan, Willdan formulated prototype developments that captured the fiscal implications of several development patterns. The analysis measured the fiscal costs (such as police services) and revenues (such as property taxes) generated by development, with a range of development variables including development type and geographically specific policies (such as residential tax abatements in targeted areas).

**Alameda Point Development Corporation, CA – Alameda Point Conceptual Financing Plan:** Served as the financial analyst for the Alameda Point Development Corporation on a number of assignments related to the financing of infrastructure at Alameda Point, the feasibility of development, the financing of services, fiscal impacts and mitigation, and selection of developers.

**City of Roseville, CA – Specific Plan Fiscal Studies:** Supporting analyst for fiscal impact analyses of: Diamond Plaza Rezone, Paseo del Norte Rezone, and Hewlett Packard Area Rezone projects. The goal of each analysis was to determine the fiscal impact of the proposed land use change. The results of the analysis allowed the City to determine what kind of financial mitigation was needed from proposed new development under each new land use scenario to support City service standards.

**Kern Council of Governments, CA – Regional Alternative Funding Program:** Served in the role of project manager for the establishment of Regional Alternative Funding Program for the County of Kern, which consisted of a deficiency analysis and nexus study to fund transportation projects in the County.

**City of Riverbank, CA – Tax Sharing Program:** Served as the lead financial analyst. Willdan reviewed the City’s tax sharing agreement and gathered tax sharing agreements and other data from a range of other jurisdictions. Willdan constructed a fiscal model based on a range of hypotheticals to estimate the net fiscal revenue the city receives from new development.

#### Education

*Master of Public Policy,  
Richard and Rhoda  
Goldman School of Public  
Policy, University of  
California, Berkeley*

*Bachelor of Arts,  
Geography, University of  
California, Los Angeles;  
Minor in Public Policy and  
Urban Planning*

#### Areas of Expertise

*Fiscal Impact Analyses  
Development Impact Fees  
Public Facilities  
Financing Plans  
GIS Analysis*

#### 16 Years' Experience

**16 Years' with Willdan**

# EXPERIENCE **2**



## DELTONA

Strategic 5-Year Economic  
Development Plan

### Agency

City of Deltona, FL

### Performance Period

2018 - Present

### Services Provided

- ▶ Market Analysis
- ▶ Real Estate Evaluation
- ▶ Targeted Industry Recruitment

## ISSUE

The City of Deltona is a suburban city of approximately 90,124 residents centrally located northeast of Orlando, Florida and is the most populous city in Volusia County. It is located on the northern shore of Lake Monroe along the St. Johns River. Deltona has a strategic location in Central Florida: located midway between the cities of Orlando and Daytona Beach (28 miles, respectively) and two deep water ports (City of Tampa and City of Jacksonville), and 61 miles from Port Canaveral, soon to be designated a commercial freight port in addition to its well-known cruise ship designation.

Since 2011, the Office of Economic Development (OED) industry sector targets had included health services and educational institutions of higher learning. Recruitment had been successful and was ongoing, however, in 2017 the City's elected officials (City of Deltona Commission) assigned the OED the task of validation, refinement, and identification of new target industries. Commission meetings, public meetings, and research and data gathering were used to determine a new targeted industry sector: Manufacturing - including light manufacturing industry, assembly, clean manufacturing, research and development, warehouse, small distribution facilities, offices, and allied businesses.

The City of Deltona issued a Request for Proposals from firms that have an expertise in developing successful strategic plans for economic development organizations and municipalities. RMA was selected to provide a strategic action plan for a business/commerce park designed to position Deltona to compete for investment and increase its tax base, while maintaining its community character.

## STRATEGY

RMA's team of professionals took an economic development approach with a real estate-based foundation to identify the areas most suitable for a commerce park, and create a strategic plan designed to enhance the City's assets for business attraction. This holistic approach to develop a strategic action plan for Deltona was critical for success. RMA's tasks included a market analysis, and in-depth research to determine the industries most suitable for the City and this particular area. One notable area, a prime 240+/- acre site, had been held for more than 30 years by a privately-owned investment group out of Australia and the City had not been successful in getting the property owner to the table to discuss development.

Our research and communications with local, regional, state, national and international stakeholders included outreach that resulted in interest from several property owners to participate with the City in the creation of a logistics center. Our analysis identified the City's current economic conditions and market potential to attract new investment and demonstrated to the real estate market the advantages of doing business in the City of Deltona, and the viability of a logistics center.

Upon the completion of the market analysis, RMA provided a comprehensive report highlighting demographics, psychographics, existing businesses and consumer trends and new business development opportunities. This report laid the foundation for the development of the strategic action plan. In the plan, specific areas for opportunities were identified and conceptual plans created to demonstrate the highest and best use of the properties for development. Public-private partnerships, form-based zoning codes, pedestrian friendly connectivity and multimodal transit, housing, infrastructure, history, culture and community connections were addressed. To connect initiatives to realistic implementation, various funding sources such as public-private partnerships, grants, and government loans were identified as potential opportunities to assist with economic development.

Site readiness was identified with the assistance of local and regional energy providers, resulting in the education of property owners to the immediate marketability of their properties. Opportunity sites were identified, analyzed and conceptual plans developed to determine the number and sizes of buildings that would be appropriate for the proposed business/commerce park.

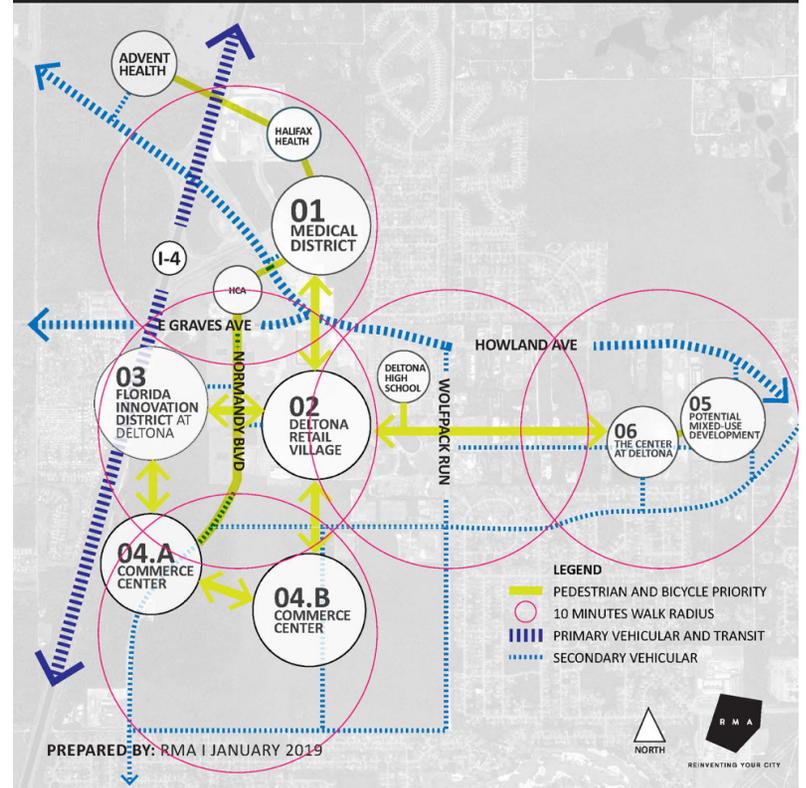
## OUTCOME

Deltona's Strategic 5-Year Economic Development Plan resulted in the creation of Portland Industrial Park. Currently under development is a 1M square foot Amazon distribution center, providing more than 500 permanent jobs with benefits for the City, and a \$100 Million project being added to the tax base. This project clearly defines economic development in the best possible sense. The Plan has resulted in a clear direction, with strong support from the public and private sector that will ensure the success of Deltona's quest for commercial investment. The second phase of Portland Industrial Park is now underway.



Deltona's High School's CTE Program provides critical training for industry.

## CONNECTION AND CIRCULATION DIAGRAM AT DELTONA



## SUMTER COUNTY

Economic Development  
Marketing Services

**Agency**  
Sumter County, FL

**Performance Period**  
2017- Present

**Services Provided**

- ▶ Strategic Planning
- ▶ Marketing
- ▶ Copy Editing
- ▶ Graphic Design

### ISSUE

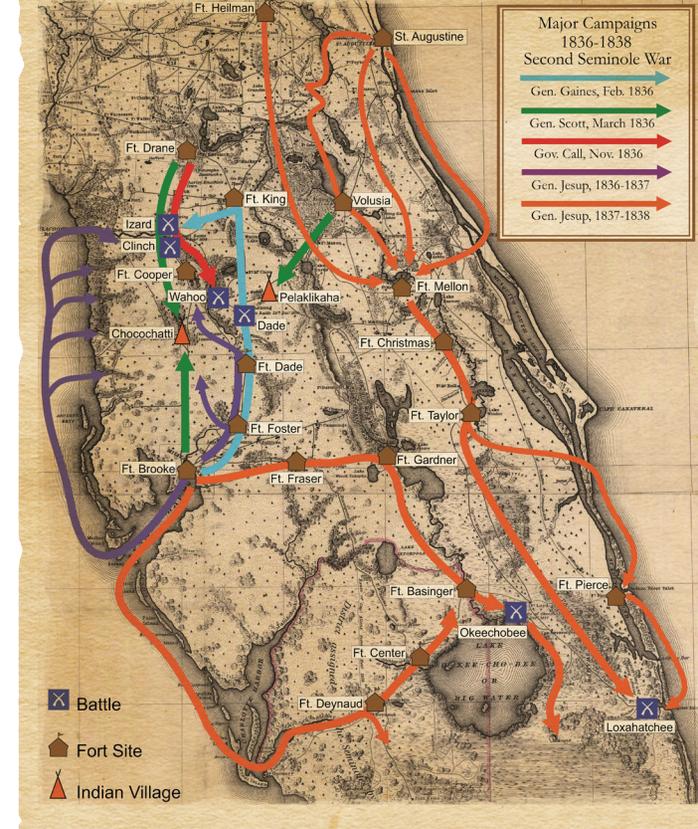
Sumter County, located in Central Florida, is at the Crossroads of Interstate-75 and the Florida Turnpike. Sumter County has an aggressive economic development program and provides timely and efficient support to existing businesses by providing access to resources that improve their success and encourage their expansion. Their mission is also to promote awareness of Sumter County as a desirable, beneficial and strategically advantageous location for new business. As the “Center of Florida Commerce” it is of paramount importance for Sumter County to communicate the County’s economic development opportunities throughout the State, Regional, National, and International Markets. A professional marketing approach with branded, standardized messaging was desired for this accredited Economic Development Organization. With land available for commercial development, the right message had to be conveyed, and the targeted companies accessed to make site selectors and business owners aware of the opportunities.

### STRATEGY

The County retained RMA to provide Economic Development Marketing Services to develop an Economic Development Strategic Plan and a Tourism Strategic Plan with branded, standardized messaging to effectively communicate the County’s opportunities. RMA’s team approach is grounded in our understanding of business and real estate. We understand what business needs to know about an area, and we use our customized approach and successful experience to go beyond the data. Demographics, traffic counts, and psychographics are important pieces of the puzzle, but the workforce of an area is also key to the selection process for commercial development. Access to higher education classes that are of relevance to the targeted industries is another key component of consideration. RMA’s expertise and understanding of these criteria help us to provide high-quality graphic design that is targeted to specific industries as appropriate for each client.

### OUTCOME

RMA developed and designed the Sumter County Economic Development Strategic Plan (2020-2022) and the Sumter County Tourism Strategic Plan (2020-2022) to provide targeted plans for the County to meet their economic development goals and assist with marketing and promotions. These services include RMA’s delivery of materials on time, and below budget.



## CITRUS COUNTY

Suncoast Parkway  
Interchange Management  
Areas

### Agency

Citrus County, FL

### Contact

Brad Cornelius  
Wade Trim, Inc.

### Performance Period

Dates

### Services Provided

- ▶ Stakeholder Engagement
- ▶ Land Development and Real Estate Market Analysis
- ▶ Demographic & Market Analysis

## ISSUE

RMA utilized their knowledge and expertise in real estate market feasibility and development, and real estate market analysis to assess the impact of the new interchanges created because of the Suncoast Parkway Extension, which is projected to propel Citrus County into a new era of progress with environmental sustainability and resilient economic growth.

The Suncoast Parkway 2 Extension opened in early 2022 and is a four-lane toll road extending thirteen miles from US 98 to State Road 44. It will continue another three miles to County Road 486. There are two new interchanges that have been created as a result of the tollroad. Cardinal Street and State Road 44 are the interchanges, and creation of applicable land development regulations and comprehensive plan amendments are the subject of the assignment.

RMA conducted the real estate market feasibility analysis utilizing multiple data sources to evaluate and to inform the County regarding:

- ▶ Policy recommendations specific to land use regulations
- ▶ Development strategies
- ▶ Resiliency planning for mixed-use applications
- ▶ Optimum retail mix

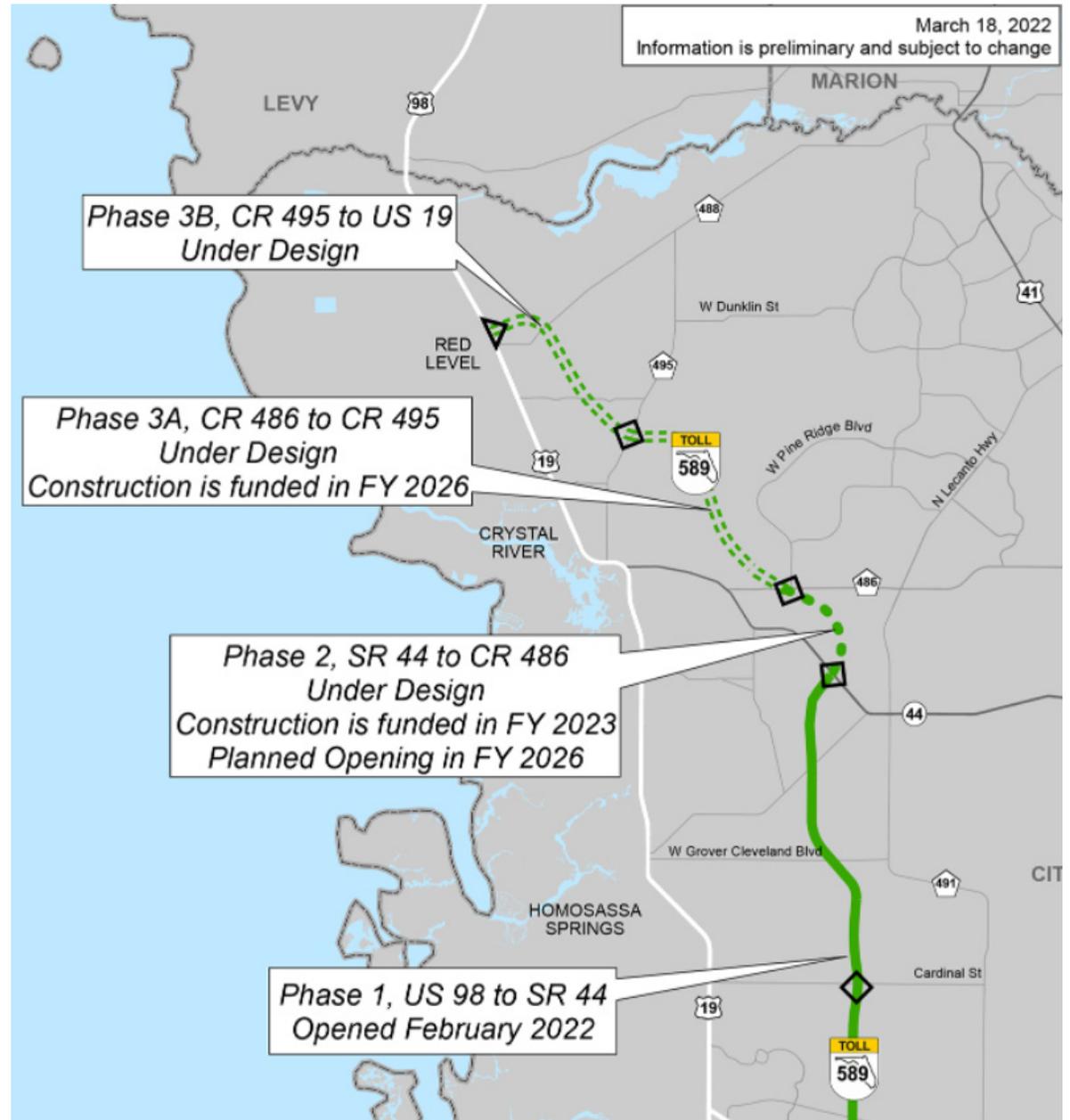
This assignment involved the compilation, analysis, update, and expansion of baseline demographic data and real estate trends and projections, providing an assessment of development opportunities and constraints for the Interchange Management Area project limits for two interchanges.

RMA participated in stakeholder interviews with real estate developers, brokers, property and business owners and others to determine the market, and compatible commercial and residential uses of the area.

The key observations from the market analysis indicate an expanded transportation network that links to robust Florida markets with large tracts of land available for development.

## OUTCOME

SR 44 and Cardinal Street Interchange Management Areas are each unique in their appeal to the market. As the Suncoast Parkway Extension becomes more traveled, the County is exercising care to ensure that smart planning includes improved transportation, centralized water and sanitary sewer integrated with good stewardship of the land to provide for the ongoing prosperity of Citrus County.



## ST. LUCIE COUNTY

Treasure Coast International  
Airport

### Agency

St. Lucie County, FL

### Contact

Peter W. Jones A1A  
Economic Development Manager  
Phone 772 462 1550

### Performance Period

Dates

### Services Provided

- ▶ Stakeholder Engagement
- ▶ Real Estate Market Analysis
- ▶ Synopsis Development
- ▶ Incentives Analysis
- ▶ Demographic & Market Analysis

## ISSUE

RMA utilized their knowledge and expertise in real estate market feasibility and development, and real estate market analysis to assess the current, and project the future feasibility of St. Lucie County Treasure Coast International Airport Freight Logistics Zone (TCIAFLZ). Treasure Coast International Airport is a commercial airport with approximately 3,844 acres including approximately 1,200 acres of undeveloped property known as the Freight Logistics Zone. The primary purpose of the project was to define a flexible development program that allows for growth of the TCIAFLZ, while embracing the sensitive environment of this area.

The real estate market feasibility analysis utilized multiple data sources to evaluate and to inform the County regarding:

- ▶ Policy recommendations
- ▶ Development strategies
- ▶ Resiliency planning for mixed-use applications
- ▶ Synopsis development

This was a complex undertaking involving the compilation, analysis, update, and expansion of baseline demographic data and real estate trends and projections, providing an assessment and conceptual scenarios of development opportunities and constraints.

RMA conducted stakeholder interviews with real estate developers, brokers, airport personnel, business owners in the vicinity and others to determine the market, regulatory conditions, and targeted incentives required to attract private development activity.

The key observations from the market analysis indicate a wide range of aviation and aeronautical services, flight training, business and corporate travel, air taxi and charter services, fueling and fuel storage, medical transport, food services, missionary flights, boat building and emergency rescue services and facilities are available. Known as the Gateway to the Bahamas, the Caribbean and Latin America, the opportunities are significant for the TCIAFLZ.

## OUTCOME

The St. Lucie County Treasure Coast International Airport Freight Logistics Zone now has a flexible development program that will allow for economic growth, with development of targeted industries. The plan is centered on the opportunities for development utilizing an objective, data-driven approach, with a focus on enhanced utilization of county property in a methodical, results driven approach.



# TREASURE COAST INTERNATIONAL AIRPORT FREIGHT LOGISTICS ZONE

**Opportunities to Invest in  
Florida's Treasure Coast**

## PINELLAS COUNTY, FL

City of Tamarac, FL  
Economic Development  
Strategic Plan

### Agency

Pinellas County, FL

### Contact

Kathleen Gunn  
Assistant City Manager  
Tel #: (954) 597-3510 | Email:  
Kathleen.Gunn@tamarac.org

### Performance Period

Dates

### Services Provided

- ▶ Stakeholder Engagement
- ▶ Real Estate Analysis & Public-Private Partnership
- ▶ Retail & Small Business Development
- ▶ Fiscal/Economic Impact Analysis
- ▶ Affordable Housing
- ▶ Economic, Workforce & Demographic Analysis
- ▶ Commercial Area Redevelopment Plans

## ISSUE

Willdan prepared the City of Tamarac's Economic Development Strategic Plan (the Economic Development Element of the City's Comprehensive Plan), adopted in May 2018. This planning effort was funded by the Florida Department of Economic Opportunity and included the preparation of a baseline Data & Analysis Report; as well as identification and recommendation of potential citywide economic development incentive programs for business retention and recruitment that are applicable to five retail revitalization "Focus Areas" and citywide; a targeted business incubation strategy, formulation of a land bank policy; establishment of a public realm improvements (Placemaking) fund; and an implementation program and "economic dashboard" of benchmarking metrics to measure the success of strategies and initiatives.

To achieve the City's economic development goals and objectives, Willdan conducted stakeholder interviews and a private bus tour sponsored by ULI - the Urban Land Institute - of Focus Areas with real estate developers, brokers, retail tenants and others to determine the market and regulatory conditions required to attract private redevelopment activity in the City's most disinvested retail plazas.

This innovative public outreach process resulted in the assemblage and disposition of one site now undergoing mixed-use residential/retail redevelopment by Eden Multifamily.

The five-year plan envisions approximately \$5 million of economic development investments supported by multiple sources of funding from the City's General Fund, grants and other alternative funding opportunities allocated to each of the plan's five-year implementation horizon.

## PROJECT SUCCESSES

The Economic Development Element deliverable was named in the top 5 of more than 80 State of Florida Office of Economic Opportunity Grant submissions for the quality and tactical implementation plan. Willdan/RMA were subsequently hired in 2019 to conduct a Developer Incentives Study to establish the City of Tamarac's Developer Incentives Program, including guidelines and application process.



## CITY OF FORT LAUDERDALE, FL

Economic Development  
Strategic Action Plan

### Agency

Fort Lauderdale, FL

### Contact

Jenni Morejon, President & CEO  
Fort Lauderdale DDA  
110 East Broward Blvd, Suite 1610  
Fort Lauderdale, FL 33301  
(954) 463-6574 | jenni@ddaftl.org

### Performance Period

Dates

### Services Provided

- ▶ Real Estate Market Analysis & Public-Private Partnership
- ▶ Retail Attraction
- ▶ Convention Center Area Planning
- ▶ Entrepreneurial & Tech Innovation
- ▶ Peer Cities Case Study Research & Benchmarking
- ▶ Economic, Workforce & Demographic Analysis

## ISSUE

The City of Fort Lauderdale's Sustainable Development Department retained Willdan to develop the City's Five-Year Economic Development Strategic Action Plan. Following substantial community outreach including more than 100 individual stakeholder interviews and 7 public meetings, the Project Team produced an Economic Profile Report; an Economic Development Issues Identification and Prioritization Analysis; and an Economic Benchmarking Assessment comparing key statistical trends in Fort Lauderdale to nine competitive cohort cities.

To inform the policy recommendations resulting from the economic performance indicators, Willdan conducted substantial national case study research on best practices in transit-oriented development, business incubation/acceleration, and retail retention and recruitment. The results of these analyses directed the identification of 10 Economic Development Strategic Action Plan Initiatives related to entrepreneurial business development/job creation, retail recruitment and retention, small business loan funding, economic development placemaking marketing/branding public transportation/parking facility advocacy. Implementation of the EDSAP is guided by an organizational and institutional assessment, a detailed annual funding plan, and an "Annual Economic Development Benchmarking Dashboard" to track progress in achieving the Plan's targeted outcomes.

Project Successes: The Business Retention & Expansion Program initiative implemented from this EDSP effort was subsequently awarded "Platinum BREP Program" of 2018 by the International Economic Development Council.



## CITY OF TAMARAC, FL

Economic Development  
Strategic Action Plan

### Agency

City of Tamarac, FL

### Contact

Kathleen Gunn  
Assistant City Manager  
(954) 597-3510  
Kathleen.Gunn@tamarac.org

### Performance Period

Dates

### Services Provided

- ▶ Stakeholder Engagement
- ▶ Real Estate Analysis & Public-Private Partnership
- ▶ Retail & Small Business Development
- ▶ Fiscal/Economic Impact Analysis
- ▶ Affordable Housing
- ▶ Economic, Workforce & Demographic Analysis
- ▶ Commercial Area Redevelopment Plans

## ISSUE

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## CITY OF TAMARAC, FL

Developer Incentive Program

### Agency

City of Tamarac, FL

### Contact

Lori Funderwhite  
Economic Development Manager  
(954) 597-3513  
Lori.Funderwhite@tamarac.org

### Performance Period

Dates

### Services Provided

- ▶ Economic Development Strategic Plan (EDSP) Implementation
- ▶ Stakeholder Engagement - Real Estate Developers and Commercial Property Owners
- ▶ Incentive Program Case Study Research & Analysis
- ▶ Commercial Area Redevelopment Plan Analysis

## ISSUE

Building upon the framework Willdan created for the City of Tamarac Economic Development Strategic Plan 2018-2022 (EDSP), (Economic Development Element of City's Comprehensive Plan, adopted May 2018), Willdan and RMA were selected to conduct a Developer Incentives Study to establish the City of Tamarac's Developer Incentives Program, including guidelines and application process. The team provided real estate and incentive program expertise for an implementation strategy to target developer and commercial property owner investment.

Based on the incentive program case study research and analysis to define the significant factors influencing the decision process for developers and property owners to invest in an area, it was determined that two programs would be most effective at redeveloping and revitalizing Tamarac's outdated commercial plazas and catalyzing new impactful development: 1) Façade & Exterior Improvements Grant, and 2) Commercial Real Estate Development Accelerator (REDA) Grant.

The Developer Incentives Program is applicable to five retail revitalization "Focus Areas", as well as other areas throughout the city, to attract private redevelopment activity in the city's most disinvested retail plazas.

The application period started Q4 2021 and ends 12/31/2023, with \$3.5 million of economic development investment supported by funding from the City's General Fund. The Façade & Exterior Improvements Grant Program has \$1.5 million allocated, and the Commercial Real Estate Development Accelerator (REDA) Grant program has \$2 million allocated.

## PROJECT SUCCESSES

The Developer Incentives Program was approved and funded in June 2021 with a target of six transformative projects at \$250,000 each and four catalytic projects at \$500,000 each. The Program is currently attracting interest from a variety of developers and investors via promotion on the Urban Land Institute (ULI) and Commercial Real Estate Development Association (NAIOP) websites.



# Join Us!

## RETAIL PLAZA REDEVELOPMENT TOUR

City van leaves from  
**TAMARAC CITY HALL**  
7525 NW 88th Avenue  
Tamarac, FL

Thursday  
**MAR. 29, 2018**  
1:00 PM to  
4:30 PM

Join the City and representatives from the ULI-the Urban Land Institute's Reuse & Redevelopment Council on a study tour of five retail plazas ripe for revitalization.

The City is drafting a Five-Year Economic Development Plan. The purpose of the tour:

- Share demographic and real estate market data related to the focus areas
- Evaluate the physical and location conditions of the sites
- Engage in an informal collaborative discussion about the real estate development potential and market economics of the sites

*What would it take to get you to redevelop these sites into major mixed-use projects?*

**Study Tour Itinerary:**

- Site 1:** Wal-Mart Neighborhood Market Plaza  
6921-7251 NW 88th Avenue
- Site 2:** Shoppes at Tamarac  
8501-8601 W McNab Road
- Site 3:** Highlander and Presidential Plaza  
4699-4989 N. State Road 7
- Site 4:** Tamarac Marketplace  
10000-10098 W McNab Road
- Site 5:** Jewelry Exchange Plaza  
7118-7166 N University Drive





**CITY OF POMPANO BEACH  
BUSINESS TAX RECEIPT  
FISCAL YEAR: 2021 - 2022**

**Business Tax Receipt Valid from: October 1, 2021 through September 30, 2022**

4463954  
REDEVELOPMENT MANAGEMENT ASSOC LLC  
2302 E ATLANTIC BLVD  
  
POMPANO BEACH FL 33062

9/21/2021

**THIS IS NOT A BILL**

THIS IS YOUR BUSINESS TAX RECEIPT. PLEASE POST IN A CONSPICUOUS PLACE AT THE BUSINESS LOCATION.

**BUSINESS OWNER:** REDEVELOPMENT MANAGEMENT ASSOC  
**BUSINESS LOCATION:** 2302 E ATLANTIC BL POMPANO BEACH FL

**RECEIPT NO:** CLASSIFICATION  
22-00092052 CONSULTANT

**NOTICE:** A NEW APPLICATION MUST BE FILED IF THE BUSINESS NAME, OWNERSHIP OR ADDRESS IS CHANGED. THE ISSUANCE OF A BUSINESS TAX RECEIPT SHALL NOT BE DEEMED A WAIVER OF ANY PROVISION OF THE CITY CODE NOR SHALL THE ISSUANCE OF A BUSINESS TAX RECEIPT BE CONSTRUED TO BE A JUDGEMENT OF THE CITY AS TO THE COMPETENCE OF THE APPLICANT TO TRANSACT BUSINESS. THIS DOCUMENT CANNOT BE ALTERED.

**BUSINESS TAX RECEIPTS EXPIRE SEPTEMBER 30<sup>TH</sup> OF EACH YEAR**



Ron DeSantis, Governor

Julie I. Brown, Secretary



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**DIVISION OF REAL ESTATE**

THE BROKER HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

**DEHLINGER, WILLIAM PAUL**

1266 VISTA LAGO PL  
LADY LAKE FL 32159

**LICENSE NUMBER: BK3117545**

**EXPIRATION DATE: MARCH 31, 2023**

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Ron DeSantis, Governor



**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**

**DIVISION OF REAL ESTATE**

THE BROKER HEREIN IS LICENSED UNDER THE  
PROVISIONS OF CHAPTER 475, FLORIDA STATUTES

**BROWN, CHRISTOPHER J**

218 NW 9TH ST  
DELRAY BEACH FL 33444

**LICENSE NUMBER: BK3354509**

**EXPIRATION DATE: SEPTEMBER 30, 2022**

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**DIVISION OF REAL ESTATE**

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**DEHLINGER, LYNN**

1266 VISTA LAGO PLACE  
LADY LAKE FL 32159

**LICENSE NUMBER: BK3008377**

**EXPIRATION DATE: MARCH 31, 2023**

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# APPLICATION FOR REGISTRATION OF FICTITIOUS NAME

REGISTRATION# G16000002965

Fictitious Name to be Registered: RMA

Mailing Address of Business: 2302 E. ATLANTIC BLVD.  
POMPANO BEACH, FL 33062

Florida County of Principal Place of Business: BROWARD

FEI Number:

**FILED**  
**Jan 07, 2016**  
**Secretary of State**

Owner(s) of Fictitious Name:

REDEVELOPMENT MANAGEMENT ASSOCIATES, LLC  
2302 E. ATLANTIC BLVD.  
POMPANO BEACH, FL 33062  
Florida Document Number: L09000020387  
FEI Number: 26-4367102

I the undersigned, being an owner in the above fictitious name, certify that the information indicated on this form is true and accurate. I further certify that the fictitious name to be registered has been advertised at least once in a newspaper as defined in Chapter 50, Florida Statutes, in the county where the principal place of business is located. I understand that the electronic signature below shall have the same legal effect as if made under oath and I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s. 817.155, Florida Statutes.

CHRISTOPHER J. BROWN

01/07/2016

Electronic Signature(s)

Date

Certificate of Status Requested ( )

Certified Copy Requested ( )