

**RESOLUTION NO. 24-10-121**

**A RESOLUTION OF THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA APPROVING AN AGREEMENT PURSUANT TO RFP 24-10 FOR THE COMPREHENSIVE PLAN UPDATE; AUTHORIZING THE VILLAGE MANAGER TO EXECUTE THE AGREEMENT; AUTHORIZING THE VILLAGE MANAGER TO EXPEND BUDGETED FUNDS; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, a Comprehensive Plan is a tool to provide guidance for the development of a community while preserving environmental features and community character; and

**WHEREAS**, Islamorada, Village of Islands (the "Village") desires to update its Comprehensive Plan; and

**WHEREAS**, on April 9, 2024, the Village Council gave direction to seek the services of a professional consultant or consulting firm to update the Comprehensive Plan (the "Project"); and

**WHEREAS**, the Village prepared and advertised Request for Proposals ("RFP") 24-10 to solicit proposals from qualified consultants and consulting firms to complete the Project; and

**WHEREAS**, RFP 24-10 was issued in accordance with Sec. 2-327(b) and (c)(4) of the Village's Purchasing Guidelines in the Village Code of Ordinances; and

**WHEREAS**, the Village received five (5) proposals in response to RFP 24-10; and

**WHEREAS**, the Village Manager established an Evaluation Committee (the "Committee") to review proposals to the RFP and make a recommendation to the Village Council for the selection of a consultant to complete the Project; and

**WHEREAS**, the Committee reviewed and ranked the five (5) proposals using the selection criteria detailed in RFP 23-10 and provided a report to the Village Council recommending award of the Project to Inspire Placemaking Collective, Inc.; and

**WHEREAS**, the Village Council determined that it desired to receive presentations from the proposers to gather additional information and make the determination about the proposer

most capable of completing the Project; and

**WHEREAS**, the Village Council invited all five (5) proposers to make presentations to the Village Council on September 12, 2024, and received presentation from the four (4) proposers that accepted the invitation; and

**WHEREAS**, the Village Council found that Able City East LLC had superior background and experience and that the proposal best meets the needs of the Village; and

**WHEREAS**, the Village Council approved the selection of Able City East LLC through the adoption of Resolution No. 24-09-102; and

**WHEREAS**, the Village Council finds that approval of entering into an Agreement with Able City East LLC for the Project is in the best interest of the Village and its residents.

**NOW THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA, AS FOLLOWS:**

**Section 1.**     **Recitals.** The above recitals are true and correct and incorporated into this Resolution by this Reference.

**Section 2.**     **Approval of Agreement.** The Village Council hereby approves the Agreement with Able City East LLC to complete the Project, substantially in the form attached hereto as Exhibit "1", for completion of the Project in an amount not to exceed One Hundred Twelve Thousand and 00/100 Dollars (\$112,000.00).

**Section 3.**     **Execution of Agreement.** The Village Manager is authorized to execute the Agreement with Able City East LLC on behalf of the Village, to execute any required documents to implement the terms and conditions of the Agreement, and to execute any extension and/or amendments to the Agreement, subject to approval as to form and legality by the Village Attorney.

**Section 4.**     **Authorization of Fund Expenditures.** Notwithstanding the limitations imposed upon the Village Manager pursuant to the Village's Purchasing Procedures Ordinance, the

Village Manager is hereby authorized to expend budgeted funds for the Project.

**Section 5.**     **Effective Date.** This Resolution shall take effect immediately upon its adoption.

Motion to adopt by Vice Mayor Mahoney, seconded by Councilman Gregg.

**FINAL VOTE AT ADOPTION**

**VILLAGE COUNCIL OF ISLAMORADA, VILLAGE OF ISLANDS**

Mayor Joseph B. Pinder III	YES
Vice Mayor Sharon Mahoney	YES
Councilman Mark Gregg	YES
Councilwoman Elizabeth Jolin	YES
Councilman Henry Rosenthal	NO

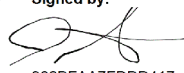
**PASSED AND ADOPTED ON THIS 10th DAY OF OCTOBER, 2024.**

Signed by:  
  
F8EB3A68BD794EF...  
\_\_\_\_\_  
JOSEPH B. PINDER III, MAYOR

ATTEST:

DocuSigned by:  
  
008BA9A9B2704D5...  
\_\_\_\_\_  
MARNE MCGRATH, VILLAGE CLERK

APPROVED AS TO FORM AND  
LEGALITY FOR THE USE AND BENEFIT  
OF ISLAMORADA, VILLAGE OF ISLANDS:

Signed by:  
  
362BFAA7FDD417...  
\_\_\_\_\_  
JOHN J. QUICK, INTERIM VILLAGE ATTORNEY



## **AGREEMENT**

THIS IS AN AGREEMENT, dated the 14<sup>th</sup> day of November, 2024, between:

### **ISLAMORADA, VILLAGE OF ISLANDS**

a Florida municipal corporation, hereinafter "**VILLAGE**," and

### **King Design Collaborative, LLC dba Able City East**

a profit corporation authorized to do business in the State of Florida, hereinafter

**"CONTRACTOR."**

## **WITNESSETH:**

In consideration of the mutual terms and condition, promises, covenants, and payments hereinafter set forth, VILLAGE and CONTRACTOR agree as follows:

### **Article I. PREAMBLE**

In order to establish the background, context and form of reference for this Agreement and to generally express the objectives, and intentions, of the respective parties herein, the following statements, representations and explanations shall be accepted as predicates for the undertakings and commitments included within the provisions which follow and may be relied upon by the parties as essential elements of the mutual considerations upon which this Agreement is based.

**Section 1.01** The VILLAGE is in need of an independent experienced contractor to provide services to Update the Village's Comprehensive Plan (the "Project").

**Section 1.02** On May 29, 2024, the VILLAGE issued Request for Proposals No. 24-10 for the Project, including all Exhibits and Addenda (the "RFP").

**Section 1.03** On July 11, 2024, the VILLAGE received a proposal from CONTRACTOR, for completion of the Project as expressed in the RFP.

**Section 1.04** On August 8, 2024, the evaluation committee evaluated and ranked the proposal in accordance with the RFP and provided a report to the Village Council of Islamorada, Village of Islands (the "Village Council").

**Section 1.05** On September 12, 2024, the Village Council received presentations from the proposers and determined that CONTRACTOR was a the highest ranked, responsive and responsible proposer for the Project.

**Section 1.06** On September 17, 2024, the Village Council of Islamorada, Village of Islands (the "Village Council") adopted Resolution No. 24-09-102, awarding the RFP to CONTRACTOR and authorizing the Village to negotiate and execute this Agreement with CONTRACTOR for the Project.

**Section 1.07** VILLAGE and CONTRACTOR desire to enter into this Agreement for the completion of the Project in accordance with the RFP and on the schedule set forth in ARTICLE 3 entitled "TIME FOR COMPLETION".



## **Article II. SCOPE OF WORK**

**Section 2.01** CONTRACTOR shall furnish all necessary expertise, personnel, tools, materials, equipment and supervision, to perform all of the work for the Project described in the RFP, and the Proposal, a copy of which is attached hereto and specifically made a part of this Agreement as Exhibit "A".

**Section 2.02** CONTRACTOR hereby represents to VILLAGE, with full knowledge that VILLAGE is relying upon these representations when entering into this Agreement with CONTRACTOR, that CONTRACTOR has the professional expertise, experience and personnel to perform the services to be provided by CONTRACTOR for the Project pursuant to the terms of this Agreement.

**Section 2.03** CONTRACTOR assumes professional and technical responsibility for performance of its services to be provided hereunder in accordance with applicable recognized professional standards.

**Section 2.04** None of the work or services under this Agreement for the Project shall be subcontracted by CONTRACTOR, unless CONTRACTOR obtains prior written consent from the VILLAGE. Approved subcontractors shall be subject to each provision of this Agreement and CONTRACTOR shall be responsible and indemnify the VILLAGE for its subcontractors' negligent acts, errors or omissions.

## **Article III. TIME FOR COMPLETION**

**Section 3.01** The CONTRACTOR shall commence work as directed by the VILLAGE and in accordance with a Project Timeline. The Project Timeline shall be based upon the timeline as stated in Exhibit "A" to this Agreement as may be modified and agreed upon during negotiation of this Agreement and provided as Exhibit "B". CONTRACTOR shall complete all work in a timely manner in accordance with the Project Timeline or be subject to liquidated damages pursuant to Section 3.03.

**Section 3.02** Anything to the contrary notwithstanding, minor adjustment to the Project timeline for completion approved by VILLAGE in advance, in writing, will not constitute a delay by CONTRACTOR. Furthermore, a delay due to an Act of God, fire, lockout, strike or labor dispute, riot or civil commotion, act of public enemy or other cause beyond the control of CONTRACTOR shall extend this Agreement for a period equal to such delay and during this period such delay shall not constitute a delay by CONTRACTOR.

**Section 3.03** VILLAGE and CONTRACTOR recognize that time is of the essence with respect to the completion of the Project and VILLAGE would suffer financial loss if the Project is not completed within the time specified in the timeline for completion set forth in Exhibit "A" as mention above, subject to adjustments of such timeline as approved by the Village as provided in the RFP and Proposal. VILLAGE and CONTRACTOR also recognize the expense and difficulties involved in proving with reasonable certainty the actual loss or damage suffered by VILLAGE if the Project is not completed on time. Accordingly, in lieu of requiring any such proof, VILLAGE and CONTRACTOR agree that, as liquidated damages for delays, or early termination of the

Agreement, CONTRACTOR shall pay VILLAGE, in addition to any other damages and/or remedies to which VILLAGE may be entitled, the dollar amount equal to six one hundredths of a percent (0.06%) per day of total Contract Price (as defined below) for each calendar day within the first fifteen (15) days after the final completion date set forth in the timeline where the CONTRACTOR fails to reach final completion in accordance with the RFP and Proposal attached hereto as Exhibit "A" or in the event of early termination of the Agreement, for each calendar day within the first fifteen (15) days from termination to the stated completion date. For each calendar day after the first fifteen days following the final completion date provided in the timeline where the CONTRACTOR fails to reach final completion in accordance with the RFP and Proposal the VILLAGE shall be entitled to the dollar amount equal to one tenth of one percent (0.1%) per day of total Contract Price until the CONTRACTOR achieves final completion with respect to a delay or in the event of earlier termination of the Agreement, for each calendar day after the first fifteen days from termination to the stated final completion date, the Village shall be entitled to the dollar amount equal to one tenth of one percent (0.1%) per day of total Contract Price. CONTRACTOR further agrees that the amount of liquidated damages assessed pursuant to this paragraph is reasonable and does not constitute a penalty. Although the parties recognize the difficulty of proving the loss or damage suffered by the VILLAGE due to delay or early termination, the CONTRACTOR acknowledges and agrees that the amount of liquidated damages approximate the loss anticipated at the time of execution of this Agreement.

#### **Article IV. CONTRACT PRICE, GUARANTEES AND WARRANTIES**

**Section 4.01** The VILLAGE hereby agrees to pay CONTRACTOR for the faithful performance of this Agreement, for work completed in accordance with the Proposal attached hereto as Exhibit "A", and as directed by VILLAGE. Prices for work completed by the CONTRACTOR shall be as reflected in Exhibit "A". A total contract price hereto is referred to as Contract Price and shall not exceed \$112,000.00.

**Section 4.02** The VILLAGE will make payments to CONTRACTOR for completed and proper work and in the amounts stated in Exhibit "A" in accordance with the Local Government Prompt Payment Act in Chapter 218, Florida Statutes.

**Section 4.03** The CONTRACTOR shall guarantee all portions of the Project against poor workmanship and faulty materials for a period of twelve (12) months after final payment and shall immediately correct any defects which may appear during this period upon notification by VILLAGE.

**Section 4.04** The CONTRACTOR shall specify warranty duration and guidelines, inclusions and exclusions for all products.

**Section 4.05** The making and acceptance of the final payment shall constitute a waiver of all claims by the CONTRACTOR other than those arising from requirements of the specifications.

**Section 4.06** CONTRACTOR is prohibited from placing a lien on the Village's property. This prohibition applies to; inter alia, all sub-contractors and suppliers and labors.

## **Article V. CONTRACTOR'S LIABILITY INSURANCE**

**Section 5.01** The CONTRACTOR shall not commence work under this Agreement until CONTRACTOR has obtained all insurance required under this Article and such insurance has been approved by the VILLAGE nor shall the CONTRACTOR allow any Subcontractor to commence work on his sub-contract until all similar such insurance required of the subcontractor has been obtained and approved.

**Section 5.02** Certificates of insurance, reflecting evidence of the required insurance, shall be filed with the VILLAGE prior to the commencement of the work. These Certificates shall contain a provision that coverage afforded under these policies will not be canceled until at least thirty (30) days prior written notice has been given to the VILLAGE. Policies shall be issued by companies authorized to do business under the laws of the State of Florida.

**Section 5.03** Financial Ratings of the insurers must be no less than "A" in the latest edition of "Bests Key Rating Guide", published by A.M. Best Guide.

**Section 5.04** Insurance shall be in force during the term of this Agreement. In the event the insurance certificate provided indicates that the insurance shall terminate and lapse during the period of this Agreement, then in that event, the CONTRACTOR shall furnish, at least thirty (30) days prior to the expiration of the date of such insurance, a renewed certificate of insurance as proof that equal and like coverage for the balance of the period of the Agreement and extension thereunder is in effect. The CONTRACTOR shall not continue to work pursuant to this contract unless all required insurance remains in full force and effect.

**Section 5.05** Comprehensive General Liability insurance to cover liability bodily injury and property damage. Exposures to be covered are as follows: premises, operations, products/completed operations, and certain contracts. Coverage must be written on an occurrence basis, with the following limits of liability:

- (a) Workers' Compensation Insurance – as required by law;
- (b) Comprehensive General Liability Insurance, including Premises Operation, Products and Completed Operations, Blanket Contractual Liability, Personal Injury Liability, Expanded Definition of Property Damage - \$1,000,000 combined single limit;
- (c) Automobile Liability Insurance - \$300,000 per occurrence, \$300,000 per Accident for bodily injury and \$1,000,000 per accident for property damage; and

Contractor shall obtain all necessary endorsements to support these requirements.

The insurance provided by the contractor shall apply on a primary basis. Any insurance, or self-insurance, maintained by the Village shall be excess of, and shall not contribute to, the insurance provided by proposer.

The insurance maintained by the contractor shall apply on a first dollar basis without application of a deductible or self-insured retention. The contractor shall pay on behalf of the Village or the Village's council members, officials, officers, agents and employees any deductible or self-

insured retention applicable to a claim against the Village or the Village's council, officials, officers, agents and employees.

**Section 5.06** The CONTRACTOR shall hold the VILLAGE, its agents, and employees, harmless on account of claims for damages to persons, property or premises arising out of CONTRACTOR's negligent operations in completing the Project and name the VILLAGE as an additional insured under their policy.

**Section 5.07** The VILLAGE reserves the right to require any other insurance coverage it deems necessary depending upon the exposures.

## **Article VI. PROTECTION OF PROPERTY**

**Section 6.01** At all times during the performance of this Agreement, the CONTRACTOR shall protect the VILLAGE's property and properties adjoining the Project site from all damage whatsoever on account of the work being carried on pursuant to this Agreement.

## **Article VII. CONTRACTOR'S INDEMNIFICATION**

**Section 7.01** The CONTRACTOR agrees to release the VILLAGE from and against any and all liability and responsibility in connection with this Agreement and the matters contained herein. The CONTRACTOR further agrees not to sue or seek any money or damages from VILLAGE in connection with this Agreement except with respect to payment for services rendered with respect to this Agreement.

**Section 7.02** The CONTRACTOR shall indemnify and hold harmless the VILLAGE and its officers and employees from liabilities, damages, losses, and costs, including but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the CONTRACTOR and other persons employed or utilized by the CONTRACTOR, in the performance of the Agreement.

**Section 7.03** If a court of competent jurisdiction holds the VILLAGE liable for certain tortuous acts of its agents, officers, or employees, such liability shall be limited to the extent and limit provided in 768.28, Florida Statutes. This provision shall not be construed as a waiver of any right or defense that the VILLAGE may possess. The VILLAGE specifically reserves all rights as against any and all claims that may be brought.

**Section 7.04** Nothing in this Agreement shall be deemed or treated as a waiver by the VILLAGE of any immunity to which it is entitled by law, including but not limited to the VILLAGE's sovereign immunity as set forth in Section 768.28, Florida Statutes.

## **Article VIII. INDEPENDENT CONTRACTOR**

**Section 8.01** This Agreement does not create an employee/employer relationship between the parties. It is the intent of the parties that the CONTRACTOR is an independent contractor under this Agreement and not the VILLAGE's employee for all purposes, including but not limited to, the application of the Fair Labor Standards Act minimum wage and overtime payments, Federal Insurance Contribution Act, the Social Security Act, the Federal Unemployment Tax Act, the

provisions of the Internal Revenue Code, the State Workers Compensation Act, and the State unemployment insurance law. The CONTRACTOR shall retain sole and absolute discretion in the judgment of the manner and means of carrying out the CONTRACTOR's activities and responsibilities hereunder provided. This Agreement shall not be construed as creating any joint employment relationship between the CONTRACTOR and the VILLAGE and the VILLAGE will not be liable for any obligation incurred by CONTRACTOR, including but not limited to unpaid minimum wages and/or overtime premiums.

## **Article IX. CHANGES TO SCOPE OF WORK AND ADDITIONAL WORK**

**Section 9.01** The VILLAGE may request changes that would increase, decrease or otherwise modify the Scope of Work to be provided under this Agreement as described in Article II of this Agreement. Such changes or additions to the Project must be in accordance with the provisions of the Code of Ordinances of the VILLAGE and must be contained in a written amendment, executed by the parties hereto, with the same formality and with equality and dignity prior to any deviation from the terms of this Agreement, including the initiation of any additional or extra work to the Project. Each amendment shall at a minimum include the following information on the Project:

PROJECT NAME  
PROJECT DESCRIPTION  
ESTIMATED PROJECT COST  
ESTIMATED COST FOR ADDITION OR CHANGE TO PROJECT  
ESTIMATED PROJECT COMPLETION DATE

**Section 9.02** In no event will the CONTRACTOR be compensated for any work which has not been described in a separate written agreement or amendment executed by the parties hereto.

## **Article X. TERM AND TERMINATION**

**Section 10.01** This Agreement may be terminated by either party for cause, or the VILLAGE for convenience, upon ten (10) days written notice by the VILLAGE to CONTRACTOR in which event the CONTRACTOR shall be paid its compensation for services performed to termination date. In the event that the CONTRACTOR abandons this Agreement or causes it to be terminated, for reasons other than the Villages breach of this Agreement, the CONTRACTOR shall indemnify the VILLAGE against any loss pertaining to this termination up to a maximum of the full Contract Price. All finished or unfinished documents, data, studies, plans, surveys, and reports prepared by CONTRACTOR shall become the property of VILLAGE and shall be delivered by CONTRACTOR to VILLAGE.

**Section 10.02** This Agreement shall take effect as of the date of execution as shown herein below and continue for such time as is contemplated by the VILLAGE.

## **Article XI. CONTRACT DOCUMENTS**

**Section 11.01** CONTRACTOR and VILLAGE hereby agree that the following Exhibits, which are attached hereto and made a part thereof, are fully incorporated herein and made a part of this Agreement, as if written herein word for word: this Agreement; including Affidavit Attesting to Noncoercive Conduct for Labor or Services attached hereto; CONTRACTOR's Proposal in response

to the RFP as set forth and incorporated into this Agreement as Exhibit "A"; the RFP as incorporated into this Agreement and all other addendums and exhibits thereto. In the event there is a conflict between the terms of the RFP, CONTRACTOR'S Proposal, and this Agreement, the terms of this Agreement shall prevail.

## **Article XII. MISCELLANEOUS**

**Section 12.01 Legal Representation.** It is acknowledged that each party to this Agreement had the opportunity to be represented by counsel in the preparation of this Agreement and, accordingly, the rule that a contract shall be interpreted strictly against the party preparing same shall not apply due to the joint contribution of both parties.

**Section 12.02 Assignments.** This Agreement, or any interest herein, shall not be assigned, transferred, or otherwise encumbered, under any circumstances, by CONTRACTOR without the prior written consent of VILLAGE. For purposes of this Agreement, any change of ownership of CONTRACTOR shall constitute an assignment which requires VILLAGE approval. However, this Agreement shall run to the VILLAGE and its successors and assigns.

**Section 12.03 Records.** CONTRACTOR shall keep books and records and require any and all subcontractors to keep books and records as may be necessary in order to record complete and correct entries as to personnel hours charged to this engagement, and any expenses for which CONTRACTOR expects to be reimbursed, if applicable. Such books and records will be available at all reasonable times for examination and audit by VILLAGE and shall be kept for a period of three (3) years after the completion of all work to be performed pursuant to this Agreement. Incomplete or incorrect entries in such books and records will be grounds for disallowance by VILLAGE of any fees or expenses based upon such entries.

**Section 12.04 Public Records.** VILLAGE is a public agency subject to Chapter 119, Florida Statutes. To the extent that CONTRACTOR is acting on behalf of VILLAGE pursuant to Section 119.0701, Florida Statutes, CONTRACTOR shall:

- (a) Keep and maintain public records that ordinarily and necessarily would be required to be kept and maintained by VILLAGE were VILLAGE performing the services under this Agreement;
- (b) Provide the public with access to such public records on the same terms and conditions that the Village would provide the records and at a cost that does not exceed that provided in Chapter 119, Florida Statutes, or as otherwise provided by law;
- (c) Ensure that public records that are exempt or that are confidential and exempt from public record requirements are not disclosed except as authorized by law; and
- (d) Meet all requirements for retaining public records and transfer to VILLAGE, at no cost, all public records in possession of the CONTRACTOR upon termination of this Agreement and destroy any duplicate public records that are exempt or confidential and exempt. All records stored electronically must be provided to the VILLAGE.

**IF CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 305-664-6412, Clerk@islamorada.fl.us, or by mail: Village Clerk, 868800 Overseas Highway, Islamorada, FL 33036.**

**Section 12.05 Ownership of Documents.** Reports, surveys, plans, studies and other data provided in connection with this Agreement are and shall remain the property of VILLAGE, upon payment to CONTRACTOR pursuant to the payment terms of this Agreement.

**Section 12.06 No Contingent Fees.** CONTRACTOR warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the CONTRACTOR, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for CONTRACTOR, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the award or making of this Agreement. For the breach or violation of this provision, the VILLAGE shall have the right to terminate the Agreement without liability at its discretion, to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift or consideration.

**Section 12.07 E-Verify.** CONTRACTOR shall comply with Section 448.095, Fla. Stat., "Employment Eligibility," including the registration and use of the E-Verify system to verify the work authorization status of employees. Failure to comply with Section 448.095, Fla. Stat. shall result in termination of this Contract. 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. If this Agreement is terminated for a violation of the statute by CONTRACTOR, CONTRACTOR may not be awarded a public contract for a period of 1 year after the date of termination.

**Section 12.08 Scrutinized Companies.**

- (a) CONTRACTOR certifies that it and its subconsultants are not on the Scrutinized Companies that Boycott Israel List. Pursuant to Section 287.135, F.S., the City may immediately terminate this Agreement at its sole option if the CONTRACTOR or its subconsultants are found to have submitted a false certification; or if CONTRACTOR, or its subconsultants are placed on the Scrutinized Companies that Boycott Israel List or is engaged in the boycott of Israel during the term of the Agreement.
- (b) If this Agreement is for more than one million dollars, CONTRACTOR certifies that it and its subconsultants are also not on the Scrutinized Companies with Activities in Sudan, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria as identified in Section 287.135, F.S. Pursuant to Section 287.135, F.S., the City may immediately terminate this Agreement at its sole option if CONTRACTOR, its affiliates, or its subconsultants are found to have submitted a false certification; or if CONTRACTOR, its affiliates, or its subconsultants are placed on the

Scrutinized Companies with Activities in Sudan List, or Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria during the term of the Agreement.

- (c) CONTRACTOR agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under this Agreement.
- (d) As provided in Subsection 287.135(8), F.S., if federal law ceases to authorize the above-stated contracting prohibitions then they shall become inoperative.

**Section 12.09 Noncoercive Conduct for Labor or Services.** In accordance with Section 787.06, Florida Statutes, the CONTRACTOR has attested to the affidavit incorporated herein that CONTRACTOR does not use coercion for labor or services.

**Section 12.10 Notice.** Whenever any party desires to give notice unto any other party, it must be given by written notice, sent by registered United States mail, with return receipt requested, addressed to the party for whom it is intended and the remaining party, at the places last specified, and the places for giving of notice shall remain such until they shall have been changed by written notice in compliance with the provisions of this section. For the present, the CONTRACTOR and the VILLAGE designate the following as the respective places for giving of notice:

VILLAGE: Village Manager  
Islamorada, Village of Islands  
86800 Overseas Highway  
Islamorada, Florida 33036

COPY TO: Village Attorney  
Islamorada, Village of Islands  
86800 Overseas Highway  
Islamorada, Florida 33036

CONTRACTOR: Jason King, AICP, CNU-A  
Able City East  
6621 SW 63<sup>rd</sup> Court  
Miami, FL 33143  
[jason@able.city](mailto:jason@able.city)

**Section 12.11 Binding Authority.** Each person signing this Agreement on behalf of either party individually warrants that he or she has full legal power to execute this Agreement on behalf of the party for whom he or she is signing, and to bind and obligate such party with respect to all provisions contained in this Agreement.

**Section 12.12 Exhibits.** Each Exhibit referred to in this Agreement forms an essential part of this Agreement. The exhibits if not physically attached should be treated as part of this Agreement and are incorporated herein by reference.

**Section 12.13 Headings.** Headings herein are for convenience of reference only and shall not be considered on any interpretation of this Agreement.



**Section 12.14 Severability.** If any provision of this Agreement or application thereof to any person or situation shall, to any extent, be held invalid or unenforceable, the remainder of this Agreement, and the application of such provisions to persons or situations other than those as to which it shall have been held invalid or unenforceable shall not be affected thereby, and shall continue in full force and effect, and be enforced to the fullest extent permitted by law.

**Section 12.15 Governing Law.** This Agreement shall be governed by the laws of the State of Florida with venue lying in Monroe County, Florida.

**Section 12.16 Disputes.** Any claim, objection, or dispute arising out of the terms of this Agreement shall be litigated in the Sixteenth Judicial Circuit Court in and for Monroe County.

**Section 12.17 Extent of Agreement.** This Agreement together with Contract Documents and Exhibits, attached hereto, as amended herein above represents the entire and integrated agreement between the VILLAGE and the CONTRACTOR and supersedes all prior negotiations, representations or agreements, either written or oral.

**Section 12.18 Waiver.** Failure of the VILLAGE to insist upon strict performance of any provision or condition of this Agreement, or to execute any right therein contained, shall not be construed as a waiver or relinquishment for the future of any such provision, condition, or right, but the same shall remain in full force and effect.

**[ANY CONTRACT DOCUMENTS FROM THE RFP SHALL BE INSERTED IN AGREEMENT  
BEGINNING ON THE FOLLOWING PAGE]**

### Affidavit Attesting to Noncoercive Conduct for Labor or Services

Nongovernment Entity name: King Design Collaborative, LLC dba Able City East ("**Vendor**")

Vendor FEIN: 99 - 2319984

Address: 6621 SW 63<sup>rd</sup> Court

City: South Miami \_\_\_\_\_ State: FL Zip: 33143

Phone number: 305-394-4819 \_\_\_\_\_ Email Address: jason@able.city

As a nongovernmental entity executing, renewing, or extending a contract with a government entity, **Vendor** is required to provide an affidavit under penalty of perjury attesting that **Vendor** does not use coercion for labor or services in accordance with Section 787.06, Florida Statutes.

As defined in Section 787.06(2)(a), coercion means:

1. Using or threatening to use physical force against any person;
2. Restraining, isolating, or confining or threatening to restrain, isolate, or confine any person without lawful authority and against her or his will;
3. Using lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or service are not respectively limited and defined;
4. Destroying, concealing, removing, confiscating, withholding, or possessing any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
5. Causing or threatening to cause financial harm to any person;
6. Enticing or luring any person by fraud or deceit; or
7. Providing a controlled substance as outlined in Schedule I or Schedule II of Section 893.03 to any person for the purpose of exploitation of that person.

As a person authorized to sign on behalf of **Vendor**, I certify that **Vendor** does not use coercion for labor or services in accordance with Section 787.06.

#### Written Declaration

**Under penalties of perjury, I declare that I have read the foregoing Affidavit and that the facts stated in it are true.**

By: \_\_\_\_\_  
Authorized Signature

Print Name and Title: Jason King \_\_\_\_\_

Date: September 20, 2024 \_\_\_\_\_

**[SIGNATURE PAGE TO AGREEMENT]**

**IN WITNESS WHEREOF**, the parties have executed this Agreement: The VILLAGE, signing by and through its Village Manager, attested to by its Village Clerk, duly authorized to execute same, and by CONTRACTOR, by and through its duly authorized officer to execute same.

**VILLAGE**

ISLAMORADA, VILLAGE OF ISLANDS, FLORIDA

By:  DocuSigned by: 70DC8F73F08C400...  
Robert Cole, Village Manager


AUTHENTICATION:

 DocuSigned by: 008BA9A9B2704D5...  
Marne McGrath, Village Clerk


APPROVED AS TO FORM AND LEGALITY  
FOR THE USE AND BENEFIT OF ISLAMORADA,  
VILLAGE OF ISLANDS, FLORIDA, ONLY

 Signed by: 362BFAA7FDD417...  
John J. Quick, Interim Village Attorney

WITNESS:

  
Print Name: Pamela King\_\_\_\_\_

**CONTRACTOR**

By:   
Print Name: Jason King\_\_\_\_\_

Title: Founder, Principal\_\_\_\_\_

Date: September 20, 2024\_\_\_\_\_

Exhibit "A"  
FORM OF CONTRACTOR'S PROPOSAL

Exhibit "B"

PROJECT TIMELINE

**40+** years  
BUILDING COMMUNITIES

**ORIGINAL**



# ISLAMORADA, VILLAGE OF ISLANDS

## COMPREHENSIVE PLAN UPDATE (RFP 24-10)

JULY 11, 2024

**able.city** EAST

Planning • Community Engagement  
Economic Development • Architecture

In partnership with:

**STREETPLANS**



Ninigret Partners, LLC



Horsley Witten Group  
Sustainable Environmental Solutions

6621 SW 63rd Ct, Miami, FL 33143  
(305) 394-4819 | [www.able.city](http://www.able.city) | [jason@able.city](mailto:jason@able.city)









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## COVER LETTER

In Partnership With: **STREETPLANS**

 Ninigret Partners, LLC



July 11, 2024  
Islamorada, Village of Islands  
Attn: Village Clerk  
86800 Overseas Highway  
Islamorada, Florida 33036

**RE: Comprehensive Plan Update (RFP 24-10)**  
**Dear Selection Committee,**

We are very excited to discuss the Comprehensive Plan Update with you. Your goals fit neatly with the strengths of our firm and the team we have assembled. **Able City East** will lead the team, focusing on urban design and policy planning. **Ninigret Partners** specializes in sustainable economic development with a belief that there does not have to be a trade-off between livability, economic prosperity, and environmental concerns. **Street Plans Collaborative** is an internationally-renowned, yet local, transportation firm. **Horsley Witten Group** lends their national expertise as engineers in coastal planning.

**This will not be a plan which sits on the shelf.** Too often, comprehensive planning is a perfunctory exercise, however, your RFP calls for a review of the Land Development Regulations (LDRs) and we believe that this task is critical to plan implementation. All of our Comprehensive Plan and Master Plan work involves specific recommended amendments needed to implement the plan. This could be as simple as strategic code interventions or as detailed as the groundwork toward a new conservation district, Business Improvement District, or form-based coding in the form of an Appendix item ready for adoption.

**We understand Islamorada.** I live in Miami and visit Islamorada as often as possible. I am a boat owner and have experienced the Keys from the sea many many times. I was an urban planner for Monroe County for several years, living in Tavernier, and I continued to help plan the Keys through regional sustainability and transportation plans. My book, *The Climate Planner* (Routledge 2021) describes in detail the challenge posed by climate change to the Florida Keys and I look forward to helping write beautiful Islamorada's next chapter.

We look forward to our next conversation with you,

Respectfully,



**Jason King, AICP, CNU-A**  
CEO, Partner, Principal, Project Director  
Able City East



## Company Overview

Provide an overview of the company detailing the total number and expertise of professional staff that would be assigned to the Project, describing staff credentials, and identifying office locations and staff assigned to those offices throughout the Florida Keys or the nearest locations to the Florida Keys.





Planning • Community Engagement  
Economic Development • Architecture

## CONSULTANT PROFILE

Able City East is a multidisciplinary firm focused on planning, community engagement, economic development, and architecture. Our industry-leading design methodology integrates these disciplines to take a global approach to every project—mindful that each discipline affects and informs the others in the context of place-making. We are dedicated community builders with a mission to transform urban spaces to respond to people's needs by creating environments that encourage growth, innovation, and prosperity. Our belief in empowering communities to discern their needs has led us to collaborate with community members, clients, and partners to shape an ambitious and tangible urban development vision.

*What sets Able City East apart is our industry-leading design methodology which folds in these disciplines to take a global approach to every project—mindful that each discipline affects and informs the others in the context of place-making.*

Able City East does not look at isolated components of a community but instead presents a holistic approach that respects the interconnected and symbiotic relationship of all facets of the community. This synchronistic approach allows us to draw on a wide variety of resources and assets for our clients to improve neighborhoods, cities, counties, and regions while finding the right balance of architectural design, urban planning strategies, and land use for our clients.

Able City East has a deep commitment to enhancing urban development across diverse communities. With an experienced and predominantly bilingual staff, we are uniquely positioned to understand and engage with the diverse cultural and linguistic landscape of our nation, facilitating effective collaboration across various settings. Our extensive expertise in planning and economic development equips us to address the unique needs and opportunities present in dynamic cultural and economic environments.



Our dedication to fostering sustainable growth and inclusivity is evident in our extensive portfolio of successful projects. These projects demonstrate our ability to tailor our approach to meet specific community needs while contributing positively to the broader regional landscape. **Our proven track record across multiple regions highlights our passion for enriching urban environments and supporting economic growth at both the local and national levels.** By leveraging our proficiency in integrating local and regional cultural insights and economic considerations, Able City East is committed to driving transformative projects that resonate with community values and aspirations, ensuring a sustainable and vibrant future wherever we operate.

Able City East, LLC, founded in 2024 by Jason King, is a part of the Able City family of architecture and planning firms (est. 2017). Formerly a Vice President at Dover, Kohl & Partners (DK&P), Jason has successfully led over 200 planning projects worldwide. **His leadership focuses on producing equitable and sustainable outcomes through designs that are not only vital and intelligent but also sensitive and enduring.**

## CORE COMPETENCIES

- PLANNING
- COMMUNITY ENGAGEMENT
- ECONOMIC DEVELOPMENT
- ARCHITECTURE & MASTER PLANS

# *It would be a privilege to work in Islamorada.*



## **Our Offices:**

### **MIAMI, FLORIDA**

#### *Headquarters*

6621 SW 63rd Ct  
Miami, FL 33143  
305-394-4819

### **LAREDO, TEXAS**

#### *Branch Office*

901 Victoria St. Ste. A  
Laredo, TX 78040  
956-725-7418

### **MCALLEN, TEXAS**

#### *Branch Office*

200 S. 10th St. Ste. 907  
McAllen, TX 78501  
956-790-0442

### **EL PASO, TEXAS**

#### *Branch Office*

521 Texas Avenue  
El Paso, TX 79901  
915-201-0607

### **SAN ANTONIO, TEXAS**

#### *Branch Office*

110 Broadway St. Ste. 590  
San Antonio, TX 78205  
210-912-5929

The Able City Family, a multidisciplinary architecture and planning firm with over 40 years of experience, was originally established in Texas and has since expanded its operations across Texas, Florida, and various other regions both nationally and internationally. With a track record of executing award-winning projects around the nation, our team is committed to deeply understanding the unique characteristics of each community we serve. This commitment, combined with our extensive local knowledge and broad national experience, allows us to deliver uniquely effective and distinctive projects.

As a key member of the Able City family, Able City East, founded in 2024 by Jason King, is dedicated to tailoring its approach to align with the specific cultural and environmental contexts of the areas we serve, ensuring that our projects are both impactful and sustainable.

At Able City East, we emphasize extensive public involvement in our planning processes and advocate for a hands-on, visual approach that integrates design studio techniques with policymaking, enhancing community engagement and project outcomes. We actively engage with communities to preserve and promote their cultural heritage, while also assisting developers in creating sustainable communities and neighborhoods.

## **SPECIALIZED STAFF**

Able City East, based in Florida, comprises a diverse team of professionals dedicated to the communities they serve. Our staff includes certified American Institute of Certified Planners (AICP) members, accredited Congress for New Urbanism (CNU-A) professionals, architects, economic specialists, and other specialists essential for impactful urban planning and our holistic approach methodology. **Our CEO and Planning Lead, Jason King, has led multidisciplinary teams across the U.S. and globally, serving as project director and principal author on over 200 plans for regions, cities, towns, neighborhoods, corridors, and parks.** With a commitment to equitable outcomes, he has extensive experience in both the public and private sectors and is the author of *The Climate Planner: Overcoming Pushback Against Local Mitigation and Adaptation Plans* (2021) and *The Equity Planner: Five Tools to Facilitate Economic Development with More Just Outcomes* (2023).

Jason and his team regularly speak on urban design, climate planning, and equity planning at universities and conferences both domestically and internationally. He is a member of the Congress for New Urbanism, a founding member of CNU-Miami, and part of the American Institute of Certified Planners. During his tenure at DK&P, Jason directed many significant projects, encompassing regional and comprehensive plans, parks, transportation, community redevelopment, code updates, and climate plans, as well as vision plans and new community developments.





Planning • Community Engagement  
Economic Development • Architecture

---

## PRIMARY CONTACT & LOCATION

**JASON KING, AICP, CNU-A**

PRINCIPAL, PLANNING DIRECTOR

(305) 394-4819 | [jason@able.city](mailto:jason@able.city)

6621 SW 63rd Ct, Miami, FL 33143

[www.able.city](http://www.able.city)

---

## Firm Information

### FIRM STRUCTURE

Able City East, LLC is a Limited Liability Corporation,  
Incorporated in the State of Florida.

### FIRM PARTNERS

**Pamela Stacy King, CNU-A**

**Jason King, AICP, CNU-A**

### LITIGATION & INSURANCE CLAIMS HISTORY

Able City East, LLC has no litigation or claims.

### OTHERS

A member of the **able.city** Family.

---

## Selected Awards:

### Congress for the New Urbanism (CNU) / Charter Awards Directed by Able City East staff:

- Plan NoBE in Miami Beach, FL (2017)
- Seven50: Southeast Florida Prosperity Plan (Merit Award, 2016)
- Code SMTX: Tactical Urbanism Intervention for San Marcos, TX (2015)
- Plan El Paso in El Paso, TX (2015)
- Jean Lafitte Tomorrow in Jean Lafitte, LA (2014)
- Southeast Lee County Plan for Conservation and Development (2010)

### American Planning Association (APA) Awards:

- Plan El Paso in El Paso, TX (2015)





## Able City East, LLC.

Prime Planning firm



FLORIDA LOCAL OFFICE'S  
6621 SW 63rd Ct, Miami, FL 33143  
jason@able.city | [www.able.city](http://www.able.city)  
(t) (305) 394-4819

PROFESSIONAL STAFF ASSIGNED TO ISLAMORADA'S COMPREHENSIVE PLAN, INCLUDING THE EMPLOYEE'S NAME, OFFICE ADDRESS, HIGHEST EDUCATIONAL DEGREE COMPLETED, AND/OR TECHNICAL EXPERTISE:



**1. Jason King, AICP, CNU-A, Principal in Charge**

6621 SW 63rd Ct, Miami, FL 33143

**Degree:** Master of Community Planning (MCP), University of Rhode Island

**Expertise:** Urban Planning | **Years of Experience:** 20+

Jason King joined The Able City Family as Partner and Principal in early 2024, bringing a rich background in urban planning and community development from his nationwide experiences. Before joining Able City East, he was a prominent figure at Dover, Kohl & Partners, where he significantly influenced urban design and strategic community planning. Jason's leadership has guided over 200 transformative projects, demonstrating his commitment to sustainable and inclusive placemaking. His strategic approach, focused on comprehensive urban planning principles, addresses the diverse needs of modern populations and aims to create resilient, vibrant environments that enhance quality of life. As the Planning Lead and Principal in Charge, Jason King plays a pivotal role in spearheading progressive urban transformations for Islamorada, Village of Islands. His expertise sets new benchmarks in urban planning, effectively reshaping cityscapes and fostering community interactions geared towards a sustainable future.



**1. Pamela Stacy King, CNU-A**

6621 SW 63rd Ct, Miami, FL 33143

**Degree:** Master of Architecture, Suburb and Town Design, University of Miami

**License:** Urban Planning & Architecture **Years of Experience:** 20+



**4. Carlos Gallinar, AICP, CNU-A**

110 Broadway St. Ste. 590, San Antonio, TX, 78205

**Degree:** Master of City & Regional Planning, Rutgers University

**Expertise:** Urban Planning **Years of Experience:** 20+



**3. Mario A. Peña, AIA, AICP, CNU-A**

110 Broadway St. Ste. 590, San Antonio, TX, 78205

**Degree:** Bachelor in Architecture, University of Colorado at Boulder

**Expertise:** Urban Planning & Architecture **Years of Experience:** 20+



**3. Viviana Frank, FAIA, CecD, CNU-A, NCARB, LEED AP**

110 Broadway St. Ste. 590, San Antonio, TX, 78205

**Degree:** Masters of Science Architecture and Building Design, Columbia University

**Expertise:** Economic Development & Architecture **Years of Experience:** 30+

## ABLE CITY STAFF

The Able City collective, comprising architects, designers, planners, economic developers, writers, and community engagement specialists, **stands ready to support project execution as needed.** This ensures we are always prepared to engage with and enhance projects with the necessary expertise.

# 31 EMPLOYEES



\* Denotes Able City Partners & Principals

3

### Certified Planners

Jason King, AICP, CNU-A\*  
Carlos Gallinar AICP, CNU-A\*  
Mario A. Peña AIA, AICP, CNU-A\*

5

### Certified Congress of New Urbanism (CNU-a)

Jason King, AICP, CNU-A\*  
Pamela Stacy King, CNU-A\*  
Carlos Gallinar AICP, CNU-A\*  
Mario A. Peña AIA, AICP, CNU-A\*  
Viviana Frank FAIA, CECd, CNU-A, LEED AP \*  
Diana Peña CNU-A\*

8

### Community Engagement Specialists

Jason King, AICP, CNU-A\*  
Carlos Gallinar AICP, CNU-A\*  
Mario A. Peña AIA, AICP, CNU-A\*  
Viviana Frank FAIA, CECd, CNU-A, LEED AP \*  
Frank Rotnofsky AIA, LCI, Fitwell Amb.\*  
Diana Peña CNU-A\*  
Lorena Gonzáles  
Sabrina López

1

### Certified Economic Developer

Viviana Frank FAIA, LEED AP, CECd, CNU-A \*

2

### WELL & Fitwell Accredited Professional

Teresa Barker AIA , LEED GA, WELL AP  
Frank Rotnofsky AIA, LCI, Fitwell Amb.\*

3

### LEED Accredited Professionals

Viviana Frank FAIA, CECd, CNU-A, LEED AP \*  
Ricardo Solis AIA, LEED AP\*  
Teresa Barker AIA , LEED GA, WELL AP

6

### Licensed Architects

Mario A. Peña AIA, AICP, CNU-A\*  
Viviana Frank FAIA, CECd, CNU-A, LEED AP \*  
Frank Rotnofsky AIA, LCI, Fitwell Amb.\*  
Ricardo Solis AIA, LEED AP \*  
Claudio Leon AIA, LEED AP, WELL AP  
Teresa Barker, AIA , LEED GA, WELL AP

6

### Project Managers

Teresa Barker AIA , LEED GA, WELL AP  
Alfonso Camacho  
Luis Pruneda, TAS  
Edna Zepeda  
Ernesto Torres  
Gabriel De Leon  
Gilbert Peña  
Juan Garza  
Victor Montes

7

### Architectural Designers

Alfonso Sepulveda  
Angelo Gomez  
Gilbert Peña  
Hector Quintanilla  
Laura Garcia

1

### Tx Accessibility Standards (TAS)

Luis Pruneda, TAS

5

### Professional Support Staff

Anabel Villareal  
Bryan Chavez  
Cierra McCarther  
Sydney Aschbacher  
Ricardo Colindres





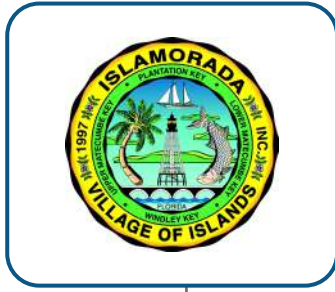
# Tab 2

Under the Viva Laredo Comprehensive Plan, **executed by Able City**, enhancements to street connectivity were pivotal in fostering the development of complete neighborhoods.

## Experience & Project Examples

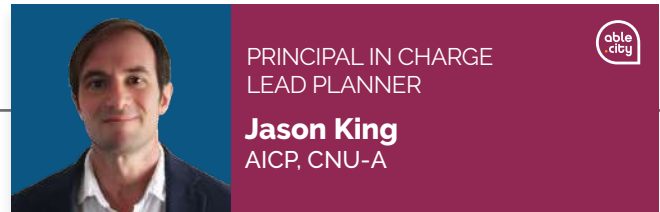
A) Detail the qualifications and experience of the Consultant and services offered and key personnel within the organization. B) Provide examples of similar projects completed.



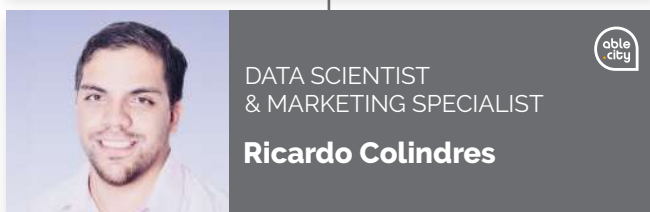
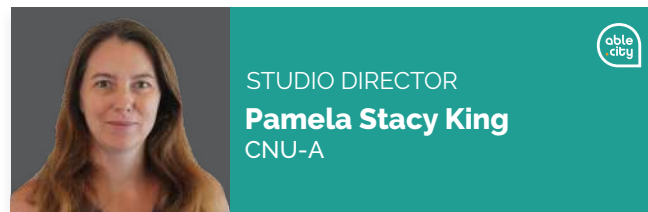


## PROJECT PERSONNEL - ORGANIZATIONAL CHART

At **able.city**, we have meticulously assembled a top-tier project team the **Islamorada's Comprehensive Plan**. Our organizational chart has been crafted to highlight the seamless integration of expertise and resources. We are utilizing all the resources to provide top-quality service. Each team member has been selected for their specialized skills and proven track record in contributing to successful urban development projects, ensuring we bring the best of Able City to **Islamorada, Village of Islands**.



**Jason King's extensive experience leading over 200 planning projects nationwide underscores his capability to lead the Islamorada Comprehensive Plan update.** Committed to creating sustainable and inclusive communities, Jason will apply his expertise to drive transformative visions for Islamorada. With his strategic vision and methodical approach, he aims to set new standards in urban development. **As the Principal in Charge and Lead Planner for the Islamorada initiative, Jason's proven track record promises to achieve the project's goals and establish benchmarks for future development endeavors.**



**able.city** has strategically assembled a team of subconsultants, each possessing specialized expertise directly relevant to the pressing concerns of Islamorada, Village of Islands. This meticulous selection guarantees that the comprehensive plan meticulously addresses the unique challenges and capitalizes on the opportunities specific to the Village, ensuring a robust and forward-thinking strategy for sustainable development.

## STREETPLANS

**Subconsultant: Public Space/Street Standards and Transportation**

**Anthony Garcia, RA, Principal in Charge**  
Transportation and Public Spaces Specialist

**Dana Wall, Senior Project Director**  
Transportation and Public Spaces Specialist



**Ninigret Partners, LLC**

**Subconsultant:  
Economic Development**

**Kevin Hively, Principal, Project Manager**  
Economic Development Specialist

**Beth Ashman, AICP**  
Economic Development Specialist



**Horsley Witten Group**

**Subconsultant:  
Coastal Planning / Environment**

**Ellie Baker, AICP, PM & Environmental Planner**  
Coastal Planning / Environment Specialist

**Jonathan Ford, PE, NCI, Project Manager**  
Coastal Planning / Environment Specialist



Able City East Staff introduces a central park created on relocated rail lines for El Paso Comprehensive Plan, TX.



## DESCRIPTION OF OUR SERVICES

### URBAN PLANNING

At Able City, we are experts in creating innovative urban designs and comprehensive planning strategies that cater to the evolving dynamics of modern cities. Our approach extends beyond the aesthetics and functionality of spaces; it prioritizes sustainability and impactful community involvement. We actively gather public input to balance diverse interests and ensure that our designs align with the visions and expectations of the citizens. By integrating equity into our planning processes, we strive to foster inclusive and sustainable community development. This dedication to equity ensures that every urban space we shape serves both current residents and future generations effectively, while seizing opportunities for economic development and enhancing community well-being.

### COMMUNITY ENGAGEMENT

Recognizing the critical role of stakeholder involvement, we implement comprehensive engagement strategies that encompass a wide range of communication and participatory design processes. Our goal is to empower communities by actively involving them in the planning process, ensuring that their voices are heard, and their needs are addressed.

### ECONOMIC DEVELOPMENT

At Able City, our deep understanding of market trends and community needs drives our approach to economic development, aiming to stimulate growth and sustainability. We focus on optimizing community assets, attracting significant investments, and fostering prosperity, all while respecting local traditions and ensuring enduring sustainability. With over 40 years of

experience, we excel in integrating data analytics into urban planning to create well-informed and functional spaces. Our expertise in developing innovative data-driven studies & models enhances our ability to navigate complex scenarios and steer decision-making processes. This approach positions us to craft better futures for the communities we serve, embodying our commitment to sustainable and strategic urban development.

### ARCHITECTURE

At Able City, our architectural philosophy acknowledges that each building has a story, intertwined with the land, the city, its culture, history, clients, and economic context. We approach design with an open mind, avoiding preconceived ideas in favor of a process rooted in research and active listening to our clients. This method helps us uncover unique design opportunities by thoroughly understanding each project's specific goals, challenges, and context. In urban planning, this approach ensures that new developments seamlessly blend into varied urban landscapes, striking a balance between innovative design and practical urban living. By focusing on the dynamic relationship between architecture and urban planning, we create spaces that not only enhance the aesthetic and functional attributes of an area but also promote sustainable growth and improve the overall quality of urban life.

### CLIMATE PLANNING

Committed to environmental stewardship, our climate planning initiatives are aimed at reducing carbon footprints and enhancing resilience against climate change. By integrating green infrastructure, sustainable land use practices, and resilience planning, we help communities adapt to and mitigate the effects of environmental changes.



## LAND USE & ZONING ORDINANCES

At Able City, we specialize in the essential areas of land use and zoning ordinances, pivotal to guiding urban planning and development effectively. We recognize that zoning laws shape the growth and character of urban spaces, thus we focus on formulating ordinances that align with both progressive vision and community values. Our methodology combines a thorough analysis of current zoning codes with an in-depth assessment of land use trends, ensuring our strategies are well-informed and relevant. We aim to create zoning solutions that promote smart growth, enable mixed-use developments, and conserve crucial open spaces, enhancing both the livability and economic vitality of communities. In addition, we ensure clarity and consistency in our codes, making them predictable for developers and city staff. Collaborating closely with city planners, stakeholders, and residents, we craft adaptable zoning ordinances that address immediate needs while being flexible enough to accommodate future shifts, fostering sustainable urban growth and long-term prosperity.

## COST CONSULTING

Our cost consulting services provide meticulous financial oversight and strategic management, ensuring that all projects adhere to budget constraints and financial goals. This discipline helps in delivering cost-effective solutions without compromising on quality or community benefits.

## HISTORIC PRESERVATION & SITE ANALYSIS

At Able City, we place a strong emphasis on preserving and protecting the unique historic structures, archaeological sites, and design features of our communities. With extensive experience in historic preservation, our team expertly handles renovation

and restoration processes, including designation applications and navigating tax credit opportunities. Every project we undertake is deeply rooted in its place, focusing on the seamless integration of renovated, adapted structures into existing historic neighborhoods. Our dedicated architects are not only skilled in modern design but also in the sensitive adaptations required to maintain the integrity and continuity of heritage areas, ensuring each project is strategically planned for long-term development and growth.

## BUILDING ASSESSMENTS

Thorough evaluations of existing structures allows us to identify their condition, potential issues, and opportunities for improvement. Through on-site inspections, documentation of findings, and analysis of structural, mechanical, and environmental aspects, we can prepare a comprehensive report detailing the assessment results, including recommendations for repairs, renovations, or upgrades to enhance the building's functionality, safety, and efficiency. This service saves time and money to our clients.

## 3D LASER SCANNING

Able City has the capability to provide in-house, local, laser scanning of the building, providing the owner with a detailed 3D record of all existing conditions in the form of 1/8" tolerance point cloud with georeferenced high resolution photography. Through the scanner we have been able to uncover important findings during the existing conditions documentation that helped us enhance the quality of our project while providing precise documentation and evidence throughout the restoration process, and thus facilitating the process to access federal, state and local funding. Laser scanning optimizes restoration and facilitates funding access.





## GRANT WRITING / FUNDING PURSUITS

Able City can help our clients navigate the complex process of securing funding for their project, enabling clients to realize their vision and achieve their goals. We do this by assessing the client's needs, project scope, and funding requirements; then we will help develop a tailored strategy for securing grants or other funding sources.

## GIS MAPPING

Able City offers GIS mapping services, providing clients with the ability to visualize and analyze geographic data. With GIS mapping, we can create detailed maps that incorporate various layers of information, helping clients make informed decisions about their projects. This enhances the planning process by highlighting spatial relationships and patterns.

Able City is well-versed in coordinating approvals from all levels of jurisdictions and regulatory authorities. We work closely with the owner to coordinate the acquisition of any required documentation and approvals.

## SUSTAINABLE DESIGN

At Able City, sustainability transcends environmental concerns, incorporating the ongoing development of social capital through urban planning that integrates ecological, economic, social, and cultural dimensions. We utilize local participatory design processes to regenerate both social and natural environments, thereby improving community well-being and enhancing the quality of life. Our sustainable development strategies involve placemaking, form-giving, implementing alternative energy sources like solar and wind, promoting water conservation, and enhancing mobility options to foster walkability. These efforts are supported by low-impact development, strategic building orientation, and clustered development to minimize ecological impact while optimizing local topography. At Able City, each project is a step toward building more resilient and vibrant communities, ensuring that our comprehensive approach not only meets today's needs but also secures a sustainable and thriving future for generations to come.

## SITE PLANNING & LANDSCAPING

Able City's approach to landscape architecture strives to connect the design to the existing social, ecological, and soil conditions. Our ultimate goal is to provide a good quality of life by preventing soil erosion around buildings and other developed areas, encourage groundwater recharge, and offer valuable shade to protect buildings and people. Choosing native plants allows developed landscape to coexist with nature,

rather than compete with it. Native plants manage stormwater, reduce maintenance and promote plant and wildlife conservation.

## PUBLIC ART

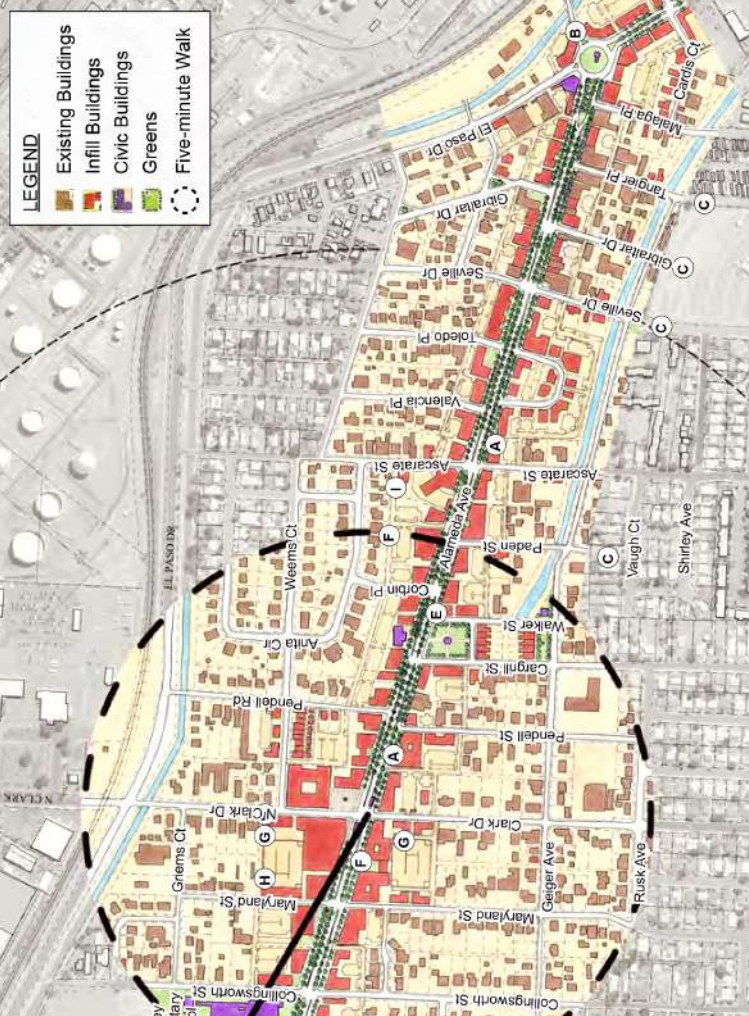
We recognize local and regional arts and culture as the foremost indicator of the community's unique identity. Arts and culture cultivate civic pride and identity and are an essential component to economic development and for attracting and retaining talent. Because we think this element is so important to a community's success, we have integrated its procurement methodology, funding mechanisms, and writing of supporting policy into our core competencies and we have put that into practice as we have written comprehensive plans and neighborhood plans.

## PLANNING EXPERIENCE

**able.city** boasts a wealth of planning experience nationwide, supported by a team that includes certified members of the American Institute of Certified Planners (AICP) and other urban planning experts. Our team's deep understanding of the diverse cultural and linguistic landscapes across the United States enhances our ability to effectively address the nuanced needs of communities in various regions, allowing us to engage deeply with their unique dynamics and planning requirements. Our unwavering commitment to each project underscores our dedication to fostering thriving communities and improving urban environments throughout the nation. **In the following section, we provide an overview of Able City and the team's extensive planning experience.**

## SELECTED PLANNING PROJECTS

- Proposed Mixed-Use Infill District Sarasota County, FL
- Mediterranean Village Code, Coral Gables, FL
- South Miami Hometown Plan, South Miami, FL
- Winter Springs Town Center, Winter Springs, FL
- Smart Plan - South Dade Transitway Corridor, Miami-Dade County, FL
- Downtown Kendall, Miami-Dade County, FL
- East Winter Garden Cra, Winter Garden, FL
- Newfield, Martin County, FL
- Bradenton Form-Based Code, Bradenton, FL
- Map For Mobile & Unified Development Ordinance, Mobile, AL
- Village & Barrio Master Plan, Carlsbad, CA
- Jeddah Urban Design Manual, Saudi Arabia
- Mission Trail Comprehensive Plan, El Paso, TX



## OUR PORTFOLIO INCLUDES:

**100+** Comprehensive Master Plans

**200+** Community Engagement Sessions

VISIT OUR ONLINE PORTFOLIO AT:

<https://www.able.city/portfolio/>



## SELECTED PLANNING PROJECTS

- **Plan Seven50, Southeast Florida Regional Partnership (7 Counties)** \*Project Sheet Included
- **Plan NoBe, Miami Beach, FL**  
\*Project Sheet Included
- **Thomasville Blueprint 2028, Thomasville, GA**  
\*Project Sheet Included
- **Jean Lafitte Tomorrow Comprehensive Plan Update, Jean Lafitte, LA** \*Project Sheet Included
- **Civic Master Plan Phase One, Crystal River, FL**  
\*Project Sheet Included
- **Cocoa Beach Gateways Master Plan, City of Cocoa Beach, FL** \*Project Sheet Included
- **City of Laredo Development Code Rewrite, City of Laredo, TX** \*Project Sheet Included
- **Form-Based Alternative Overlay Districts, Henrico County, VA** \*Project Sheet Included
- **Downtown Master Plan, Missoula, MT**  
\*Project Sheet Included
- Re-Zone Albany, Albany, NY
- Sxwtpqyen Neighborhoods Master Plan And Form-Based Code, Missoula, MT
- Mesa Vista Master Plan, NM
- New Mexico State University, Las Cruces, NM
- North Riverside Parks & Trails Plan, Missoula, MT
- San Antonio Code Assessment and Recommendations, TX
- City of Victoria Unified Development Code, TX
- Horizon City Transit Oriented Development Code Standards, TX
- Viva Laredo Comprehensive Plan, TX
- San Antonio Office of Innovation Smart Cities Roadmap, TX
- Mission Valley Plan For Tourism And Unesco World Heritage Site Designation, El Paso, TX
- Sharyland, Mission, TX
- VIA Transit Unified Development Code Recommendations, TX
- VIA Transit Eastside Mobility HUB, TX
- McAllen Vision Zero Action Plan, TX
- Sheridan Hollow, Albany, NY
- Oak Park & Centennial Hill Plan Montgomery, AL
- El Metro Transit Comprehensive Analysis, TX
- Eagle Pass Downtown Master Plan, TX
- Del Rio Comprehensive Plan, TX
- SATomorrow SubArea Plans-Zoning, TX
- Laredo Downtown TIRZ Guidelines, TX
- The Coves Town Planning, TX



## RELATED RECENT EXPERIENCE

Our team has performed multiple Comprehensive Master Plans across the nation over the last few years, some of our most recent ones include:

- **Plan Seven50**
- **Plan NoBe**
- **SMART Plan - South Dade Transitway Corridor**
- **Viva Laredo Comprehensive Master Plan**
- **Plan El Paso Comprehensive Plan**
- **Eagle Pass Downtown Master Plan**
- **Del Rio Comprehensive Plan**
- **City of Clint Comprehensive Code Rewrite**

*"Able City proved to be a tremendous asset in the development of our facility project. The leadership of Able City listened to our needs and they were able to seamlessly integrate them into the overall vision. The staff was responsive and was able to deliver our project within our challenging schedule. Able City is truly a visionary organization that integrated community needs and organizational expectations into a state of the art design."*

**-MARTIN ORNELAS, DIRECTOR, REAL TRANSIT**

## EXPERIENCE WITH PUBLIC ENTITY CLIENTS

Able City East, LLC, an integral member of the expansive Able City family of planning and architecture firms, specializes in a broad spectrum of planning projects nationwide, including regional and comprehensive plans, parks designs, transportation strategies, community redevelopment, code updates, and innovative climate initiatives. With a focus on revitalizing existing communities and enhancing the cultural heritage of their built environments, the firm also collaborates with developers to create sustainable new communities and neighborhoods. Their approach emphasizes robust public engagement, employing hands-on, visual techniques that seamlessly integrate design with policy-making. Having successfully served a diverse public sector client base, including cities, counties, and community activist groups, Able City East is committed to delivering visionary, practical, and sensitive plans that prioritize equitable outcomes and sustainable development, making them a vital partner for stakeholders aiming to thoughtfully shape their environments.



## JASON KING, AICP, CNU-A

### PRINCIPAL IN CHARGE & PLANNING LEAD



**CNU**  
Congress for the  
New Urbanism

### EDUCATION

**Master of Community Planning (MCP)**  
University of Rhode Island

**Bachelor of Arts in English (BA)**  
South Kingston, Rhode Island

### LICENSES & CERTIFICATIONS

**American Institute of Certified Planners**  
Certified Member (AICP)

**Congress for the New Urbanism**  
Accredited Member (CNU-a)

### PROFESSIONAL EXPERIENCE

**Principal/Partner**  
2024 - present  
Able City

**Principal/ VP**  
2006 to 2024  
Dover, Kohl & Partners

### PUBLICATIONS

**The Climate Planner (2021)**  
Jason King  
**Sustainable Urbanism (2007)**  
Doug Farr, contr. Jason King

### SELECTED LECTURES

**Miami Smart City Expo (2021)**  
“The Climate Planner”  
**CNU Park Bench (2021)**  
“Next Steps in Climate Planning”  
**CNU Park Bench (2020)**  
“Planning for Climate Migration”  
**Rail Volution Pre-Conference (2020)**  
“Miami’s Potential and Challenges for the Future”

### BIOGRAPHY

Jason King serves as Principal and Partner at Able City East. He has directed multidisciplinary teams around the country and has served as the project director and prime author on over 200 plans for cities, towns, neighborhoods, and corridors. He has led several virtual charrettes across the U.S. since the appearance of COVID and the first virtual charrette in Missoula, Montana in March of 2020 according to the National Charrette Institute. From the first plan he worked on for the Tarautao Islands of Thailand, to the multiple plans he authored in Coastal Louisiana, Southeast Florida, and the American Southwest, Jason’s work has focused on book: *The Climate Planner: Overcoming Pushback Against Local Mitigation and Adaptation Plans* (Routledge 2021). Jason’s work is featured in numerous planning texts such as *Sustainable Urbanism* (2007), *Form-Based Codes* (2008), and *Street Design* (2014) and he has been interviewed by the New York Times, Planning Magazine, and National Public Radio.

### SELECTED WORK

**Missoula Downtown Master Plan, Missoula, Montana, 2019-2020:** Jason led the Master Plan Update, which serves as a guide for decisions over the next 10 years impacting Missoula’s historic downtown and adjoining neighborhoods, including modifications to land use and planning regulations, public and private investment decisions, and prioritization for allocation of municipal and community resources. Jason was project manager for the project.

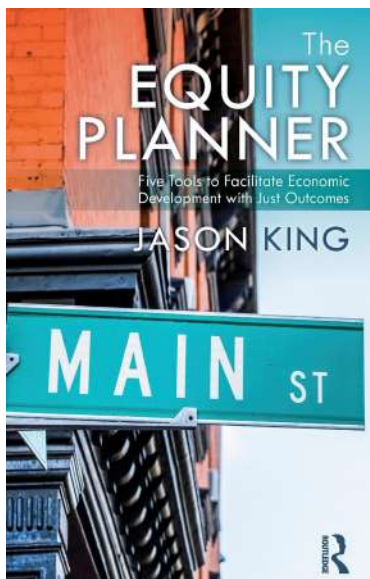
**Wheeler District, Oklahoma City, Oklahoma, 2014:** Jason was the lead designer for the Wheeler District in Oklahoma City, a new neighborhood on the south side of the Oklahoma River, initiated with a public charrette and various events like a Ferris Wheel and concerts, aiming to become the region’s most bikeable community.

**SEVEN50, The Prosperity Plan for Southeast Florida, 2012-2016:** Jason King led a fifteen-firm consultant team and authorized the SEVEN50 Prosperity Report. This fifty-year plan serves seven counties in Southwest Florida, involving over six million people across 121 municipalities. The planning process engaged thousands through summits, workshops, and interactive websites. The project, funded by the US Office of Sustainability Housing and communities, was featured on NPR and in The New York Times.

**El Paso Comprehensive Plan, El Paso, Texas, 2010-2012:** Jason led the Plan El Paso initiative, involving multiple charrettes with a multidisciplinary team, residents, stakeholders, and officials to create and implement the city’s main policy document, covering capital projects, land development, TOD development, and form-based coding.



### The Equity Planner - Jason King



Jason King authored “**The Equity Planner**,” a pivotal resource that provides a dynamic toolkit for achieving equitable outcomes in urban development. As an expert in urban planning, Jason offers in-depth analyses and practical solutions to the challenges posed by increased public and private investment, particularly the displacement of residents and businesses. **The book delves into critical issues such as identity retention, affordability, and the safeguarding of local assets.** Each chapter is fortified with “Notes from the Field,” where Jason shares insights from his direct involvement in various projects, emphasizing strategies that address and overcome local resistance. These real-world applications are presented as case studies, offering methods that readers can adapt to their initiatives. Targeted at urban planners, architects, policymakers, and activists, “**The Equity Planner**” is an indispensable guide for professionals and students alike, aiming to integrate equity into their planning practices to foster inclusive and sustainable community development.

### The Climate Planner - Jason King

Jason King authored “**The Climate Planner**,” a seminal book that addresses the challenges urban planners face regarding climate change mitigation and adaptation at the local level. An expert in the field, Jason demonstrates how to draft climate plans that minimize resistance through effective public involvement, stakeholder engagement, and decision-maker collaboration, all aimed at building trust, forging consensus, and facilitating implementation. While primarily focused on local strategies, the book also provides a thorough grounding in essential global climate concepts, including carbon dioxide levels, the Intergovernmental Panel on Climate Change, the Paris Agreement of 2015, and future forecasts for worldwide energy generation. This knowledge equips planners and citizens to effectively engage in climate conversations locally. Featuring numerous case studies from across the USA, the book illustrates how different communities have overcome pushback and bridged the gap between plans and reality through dedicated public engagement. **Targeted at urban planners, local activists, journalists, government officials, and concerned citizens, this book is a crucial resource for anyone committed to combating climate breakdown and influencing the future of our built environment.**





**CNU**  
Congress for the  
New Urbanism

## EDUCATION

### **Master of Architecture (MArch)**

in Suburb and Town Design  
University of Miami  
Coral Gables, Florida

### **Bachelor of Architecture (BArch)**

University of Miami  
Coral Gables, Florida

## LICENSES & CERTIFICATIONS

### **Congress for the New Urbanism**

Member, 2007 to present  
Accredited, 2010

### **National Charrette Institute**

Certified Charrette Planner, 2007

## PROFESSIONAL EXPERIENCE

### **Principal/Partner**

2024 - present  
Able City, Florida

### **Town Planner**

2006 to 2024  
Dover, Kohl & Partners, Florida

### **Designer I/Job Captain**

Forum Architecture  
& Interior Design, Florida

### **Senior Designer/Project Manager**

Canin Associates, Florida

### **GIS Intern**

Walt Disney Imagineering  
Master Planning Division, Florida

## SELECTED LECTURES

### **CNU Park Bench (2021)**

“Next Steps in Climate Planning”

### **CNU Park Bench (2020)**

“Planning for Climate Migration”

## BIOGRAPHY

Pamela Stacy has helped numerous cities and towns around the country form a vision for the future. She then works with multi-disciplinary teams of professionals who collaborate with stakeholders, business owners and residents to make that vision a reality. In addition to directing projects, Pam has co-authored reports, crafted form-based codes, drawn plans and reviewed plans under a variety of land development regulations, and made policy recommendations on specific plans throughout the country. Pam has been instrumental in building the firms Comprehensive Plan portfolio with a role managing, contributing and editing these specific plans. She is often the lead designer on illustrative plans working closely with the public to help envision more walkable and sustainable futures. In her role as Studio Director, Pamela oversees the production of plans, reports, and codes and ensure they are easily understood, readable, and of the highest quality that Able City has become known for.

## SELECTED PROJECTS

### **Missoula Downtown Master Plan, Missoula, Montana, 2019-2020:**

The plan outlines a decade-long strategy to enhance Missoula’s historic downtown and adjacent areas, focusing on land use changes, investment decisions, and resource allocation. Pam played a key role as the primary writer and editor, ensuring the plan meets community needs.

**Newfield, Martin County, Florida, 2017-2018:** Situated in a central location, Newfield is a large land tract aiming to preserve two-thirds as open space while establishing a high-quality urban village that resonates with its agricultural heritage. Under Pam’s leadership as Project Director and lead designer, the project received the necessary development approvals to commence its first phases.

**2028 Comprehensive Plan, Thomasville, GA, 2017-2018:** This plan seeks to revitalize Thomasville’s downtown and enhance struggling neighborhoods through robust community engagement, including workshops and charrettes. Pam was instrumental in developing and editing this plan, ensuring it met all regulatory requirements and effectively laid out a future vision.

**Wheeler District, Oklahoma City, Oklahoma, 2014-2015:** The Wheeler District is designed to evolve into the region’s premier walkable and bikable urban village, offering diverse housing options and focusing on family and pioneering lifestyles. Pam oversaw the project, directing an intense public design process in August 2014 to incorporate community-preferred features into the neighborhood’s development.

# CARLOS GALLINAR, AICP, CNU-A

## SENIOR PLANNER



**CNU**  
Congress for the  
New Urbanism

### EDUCATION

#### Rutgers University

Master of City & Regional Planning

#### University of Texas at El Paso

Bachelor of Arts Degree

Project Management Certificate

### LICENSES & CERTIFICATIONS

American Institute of Certified  
Planners (AICP)

#### Congress for the New Urbanism

Accredited (CNU-A)

### PROFESSIONAL EXPERIENCE

#### Able City

Planning Director 2023- Present

#### City of Socorro, Texas

Planning Director/Consultant  
2021-2023

#### Gallinar Planning & Development

Principal & Owner - 2015-2022

#### El Paso Independent School District

Executive Director for Planning  
2016 - 2018

#### City of El Paso

Deputy Planning Director - 2012-2016

Comprehensive Plan Manager - 2010  
-2012

### AWARDS & COMPETITIONS

Charter Award Congress for the New  
Urbanism, 2015

### BIOGRAPHY

Carlos Gallinar has over twenty years of professional experience in city planning and community development. His areas of expertise include housing development, municipal planning, sustainability, neighborhood revitalization, building and site planning, public health, economic development, and public participation. This diverse practice spans the public, private, and nonprofit sectors and includes projects throughout the United States. Carlos will serve as the project manager for this project. He has over twenty years of professional planning experience spanning the private, public, and nonprofit sectors. He has managed various size projects with some having multi-million dollar budgets. Projects have also included various size teams and include managing consultants and design professionals. Carlos has also led, managed, or directed the following projects similar in scope:

- Montecillo Smart Code Development, El Paso, TX
- Plan El Paso - Comprehensive Plan
- Onward Alameda Corridor Masterplan, El Paso, TX
- Connecting El Paso: Building Transit-Oriented Neighborhoods and Redeveloping ASARCO, El Paso, TX
- Sun Metro Brio (Bus Rapid Transit), El Paso, TX
- Mission Trail Masterplan, El Paso County, TX
- Horizon City TOD Architectural Design Guidelines, Horizon, TX
- City of Sunland Park Trails Masterplan, Sunland Park, New Mexico

### LEADERSHIP & SERVICE

Paso del Norte Health Foundation, REALIZE Leadership Program 2013-2014; Advisory Member, Texas Health Institute Health in all Policies, 2013; Chairman, City Plan Commission El Paso, Texas, 2009; Ysleta Education Foundation Board Member, 2010-2012; Fellow, Creative Cities Leadership Program Richard Florida Creative Group, 2006-2007

### SELECTED WORK

- County Parks and Recreation Master Plan - El Paso, TX
- El Paso Smart Code - El Paso, TX
- El Paso Mission Trail Masterplan - El Paso, TX
- Alameda Corridor Study - Public Engagement - El Paso, TX
- Viva Laredo Comprehensive Plan - Laredo, TX
- 100+ public engagement projects



**CNU**  
Congress for the  
New Urbanism

## EDUCATION

**University of Colorado at Boulder**  
Bachelor in Architecture

**Harvard University**  
Early College Credits

**Instituto Tecnológico de Estudios  
Superiores Monterrey, Mexico**  
Architecture Study Abroad

## LICENSES & CERTIFICATIONS

**Registered Architect with the State of  
Texas**

License No. 20580

Number of years licensed: +11 years

**The Congress for New Urbanism**  
CNU: Accredited Member

**International Council of Shopping  
Centers,**  
Certified Construction, Design, &  
Development Professional

## PROFESSIONAL EXPERIENCE

**Able City**

Principal/Owner 2017 - present

**Hickey Peña Architects**

Principal/Owner 2008 - present

**Turner, Hickey & Associates**

Associate Partner 2001 - 2008

## LEADERSHIP & SERVICE

AIA Laredo: Former President (2012; 2017)

## BIOGRAPHY

Mario brings 23 years of thoughtful Urban Planning and culturally sensitive Architecture to create environments that cater to diverse populations and foster social cohesion. Mario understands the need to create urbanism that has an appropriate density that is connected and that contributes to the quality of our places.

His perspective through practicing both urban planning and architecture gives him a unique vantage point and understanding of the interconnected spatial, programmatic, urban, and economic factors that must create synergy for the outcome to benefit residents, businesses, and the public sector alike. Passionate about urbanism and smart growth, Mario focuses on long-term place-making and advocating for people-centric design codes and policies. He integrates vision with community input and smart economics while meeting zoning regulations and client goals to render intentional and equitable outcomes based on utilizing best practices in both professional fields.

## SELECTED WORK

- Viva Laredo Comprehensive Plan, Laredo, TX
- Reimagine Del Rio Comprehensive Plan, Del Rio, TX
- San Antonio UDC Assessment and Review, San Antonio, TX
- El Milagro Town Plan, Architectural Standards, and Management District, Mission, TX
- The Coves of Winfield Town Center Urban Plan and Pedestrian Network
- Eagle Pass Downtown Master Plan, Eagle Pass, TX
- Laredo Building and Land Development Code, Laredo, TX
- Laredo New Unified Development Code, Laredo, TX
- VIA Transit Unified Code Development Assessment and ReviewTexas A&M International
- Horizon City Transit Oriented Development Guidelines, Horizon City, TX
- Opportunity Home SA, Alazan Courts Redevelopment, San Antonio, TX
- Boulevard of the Americas Highway/Boulevard Conversion, Laredo, TX
- Encinal North Development Master Plan
- Paseo Casa Blanca Master Plan
- District VII Priority Funds Charrette
- R.E.A.L. Transit Multi-modal Facility
- Public Safety Headquarters



## VIVIANA FRANK, FAIA, CECD, CNU-A, NCARB, LEED AP ECONOMIC DEVELOPMENT



**CNU**  
Congress for the  
New Urbanism

### EDUCATION

#### Columbia University

Masters of Science Architecture  
and Building Design

#### Pratt Institute

Bachelor of Architecture

#### University of Oklahoma

Economic Development Institute

### LICENSES & CERTIFICATIONS

#### Registered Architect with the State of Texas

License No. 18185

#### The Congress of New Urbanism

CNU: Accredited Member

#### Green Building Certification Institute

LEED Accredited Professional

### PROFESSIONAL EXPERIENCE

#### Able City

CEO/ Principal/Owner: 2017– present

#### Frank Architects

Principal/Owner: 1986–2017

#### UTSA School of Architecture

Professor: 1990–1994

### BIOGRAPHY

Viviana Frank is a registered Architect in the state of Texas and New York with over 20 years of experience. She is Congress of New Urbanism accredited and a LEED Professional. Her work has been published and exhibited nationally and internationally in the fields of architecture, interiors/space planning, rural and urban design. Her commitment to the firm and its clients is evident through her accessibility, strong leadership, and detail-oriented vision which has resulted in long-standing and favorable relationships with clients. She has a drive for the evolution of cities and the engagement of its citizens. Viviana Frank has guided the firm through notable projects in the public and private sector, practicing a philosophy that connects people to the places in which they live.

### SELECTED WORK

- Viva Laredo Comprehensive Plan
- VIA UDC Assessment and Diagnostic
- El Metro Palomino Hub
- R.E.AL. Transit Multi-Modal Facility Public Safety
- Hayes Wellness Center and Grounds Master Plan
- Rio Grande River Vega Master Plan
- Oak Street District Master Plan
- “Historic Urban Design Assessment Report”
- “Urban Design Standards” for Downtown
- “El Portal” Riverfront Master Plan
- City of Cotulla Master Plan
- City of Cotulla New City Hall Feasibility Study
- Garros Subdivision Master Plan Development
- City of Zapata Master Plan
- City of Clyde Master Plan Project
- Encinal Master Plan
- Webb County Villa Antigua Master Plan & Border Heritage Museum
- I-35 Adelante Development
- 219 Del Mar Offices
- The River Vega Improvement Phase 1 Project
- Veterans Outreach and Transition CenterLISD
- Gateway Community Health Center

# RICARDO COLINDRES

## DATA SCIENTIST & MARKETING SPECIALIST



### EDUCATION

**Harvard Business School Online**  
Data Science For Business Certificate

**International University of Bad Honnef**  
B.S. Data Science, Germany

**Savannah College of Art and Design**  
Visual Effects Studies, United States

### PUBLICATIONS

**Temporal Convolutional and Recurrent Neural Networks for Sequence Modeling**, 2023, <https://medium.com/@ricardocolindres/temporal-convolutional-and-recurrent-neural-networks-for-sequence-modeling-a8c96e52d8b5>

### PROFESSIONAL EXPERIENCE

**Able City**  
Marketing Specialist  
2024– present

**Oscor Group**  
Data Scientist / Python Developer  
2021–2023

**Graficentro Editores**  
Chief Operating Officer  
2017–2020

**Civett Studios**  
Creative Director  
2017–2020

### BIOGRAPHY

Ricardo Colindres brings over a decade of multifaceted experience in the art and data science world, spanning from hyper realistic renderings to advanced machine learning models, and has consistently met the high expectations of demanding clients. His professional path includes significant collaborations with top global advertising agencies, contributing his expertise to marketing strategies, graphic design, web development, and architectural and planning projects. Ricardo's technical proficiency encompasses not just the creation of high-quality graphic designs but also managing complex publishing workflows for various media such as offset printing, large-format displays, and digital platforms.

In addition to his artistic endeavors, Ricardo has deepened his technical acumen by pursuing studies in Data Science, where he has mastered areas such as machine learning, market research, and advanced data analysis. This combination of art and science allows him to present data in visually engaging ways that enhance comprehension and decision-making for data consumers. His work integrates robust data-driven insights with visually compelling narratives, significantly impacting the effectiveness of the projects he engages with.

Professionally, Ricardo Colindres has been instrumental to major architectural and planning firms, delivering hyperrealistic renderings, 3D models, and immersive augmented and virtual reality experiences that enhance project visualization and planning. Additionally, he has crafted detailed statistical models and reports for analyzing housing trends, providing valuable insights into market dynamics. Ricardo's expertise in data science extends to developing advanced machine learning models for time series analysis and forecasting, which have been particularly beneficial to clients in the retail and financial sectors. His method integrates aesthetic precision with deep analytical rigor, ensuring that each project not only meets visual standards but also aligns strategically with the data-driven objectives of his collaborators.

### DIGITAL PORTFOLIO

- <https://www.kaggle.com/ricardocolindres>
- [www.behance.net/colindres](http://www.behance.net/colindres)
- [www.medium.com/@ricardocolindres](https://www.medium.com/@ricardocolindres)
- [www.github.com/ricardocolindres](https://www.github.com/ricardocolindres)

## PUBLIC SPACE/STREET STANDARDS AND TRANSPORTATION

Able City is collaborating with Street Plans on **Islamorada's Comprehensive Plan**, with a focus on enhancing transportation and infrastructure. **Street Plans will define design attributes and geometries that balance the needs of motorists, pedestrians, bicyclists, and transit riders while promoting a vital public realm. Their scope includes developing detailed design specifications for sidewalks, travel lane widths, parking, curb geometry, trees, lighting, and infrastructure.** This partnership ensures a holistic and sustainable approach to urban development.

Street Plans is renowned for creating sustainable and interactive urban environments, **focusing on multimodal transportation systems and the development of parks, trails, and open spaces.** Their approach combines extensive community engagement with innovative planning techniques, establishing them as leaders in transforming public spaces into vibrant, functional, and bikeable communities. They bring expertise in strategic planning, design, and implementation, and have a history of successful collaborations with various government bodies and private sectors to enhance urban livability.

For Islamorada's Comprehensive Plan, Street Plans and Able City aim to enhance the Village's public spaces and street standards, focusing on creating a balanced and vibrant urban environment. Their collaboration involves crafting comprehensive design specifications that cater to the needs of all users, promoting a dynamic and inclusive public realm. **This includes planning for sidewalks, travel lane widths, parking configurations, curb geometry, tree placements, and optimal lighting solutions, and open spaces.** Leveraging Street Plans' expertise in Tactical Urbanism, the project will integrate innovative, community-focused solutions to enhance urban connectivity and accessibility. This approach uses advanced urban planning techniques and extensive participatory design processes to ensure that the Village's urban fabric is sustainable and aligns with the community's lifestyle and mobility needs. By transforming Islamorada's Comprehensive Plan into a model of integrated urban living, the project aims to bolster safety, enhance accessibility, and foster strong community connections, setting new standards for Village planning and public space utilization.

## RELEVANT PROJECTS:

- Plan NoBe, Miami Beach, FL
- Connect Senoia Master Plan & Unified Development Code, GA
- El Paso Comprehensive Plan, El Paso, TX
- North Austin Walk Audit, Austin, TX
- Alameda Corridor Master Plan, El Paso, TX
- El Paso SmartCode Applications, El Paso, TX
- NYC Trails Strategic Plan, New York, NY
- Atlantic Greenways Trail, Miami Beach, FL
- Connect Waldorf Bicycle & Pedestrian Connectivity Analysis, Waldorf, MD

Street Plans' extensive experience in both public and private sector projects, combined with their proven track record of fostering collaborative partnerships, equips them uniquely to address the complexities of this project. Their methodology ensures that planning solutions are not only practical but also sustainably aligned with the community's long-term goals

**Contact:** Anthony Garcia, RA | Principal

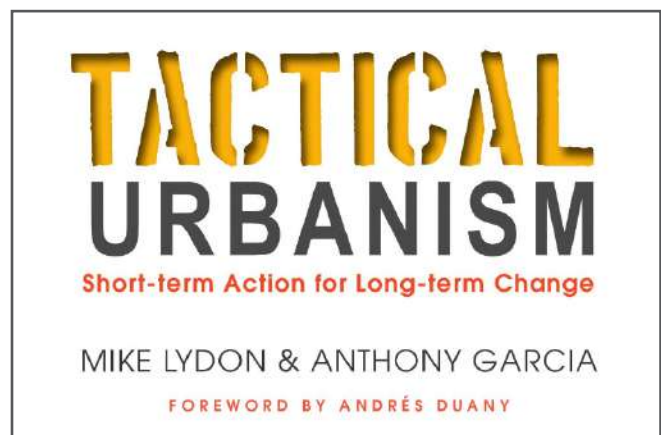
**Phone:** 305-978-6426

**Email:** [tony@streetplans.org](mailto:tony@streetplans.org)

5879 Sunset Dr #2

South Miami, FL 33143, USA

[www.street-plans.com](http://www.street-plans.com)



*Anthony Garcia, from Street Plans, co-authored 'Tactical Urbanism,' a guide that explores impactful, short-term urban projects. This book showcases how tactical interventions, from pop-up parks to open streets, can revolutionize urban areas and foster community and government support for sustainable development.*



**Street Plans is an award-winning active transportation, urban design, and placemaking practice.** Founded in 2009, our firm has a unique and strong track record of integrating the technical details of active transportation planning and street design with broader land use, community design, and economic development goals.

We work with local, regional, state, and national governments; not-for-profits; foundations; and private sector companies to develop and deliver meaningful change - quickly. Indeed, Street Plans is renowned as the leading practitioner and steward of the global Tactical Urbanism methodology. **The firm has pioneered the development, delivery, and evaluation of “Quick-Build” projects that deliver pilot and interim projects as a means for helping communities determine what works - and what does not - before allocating limited capital or grant dollars in long-term investments.**



### Transportation Planning + Design

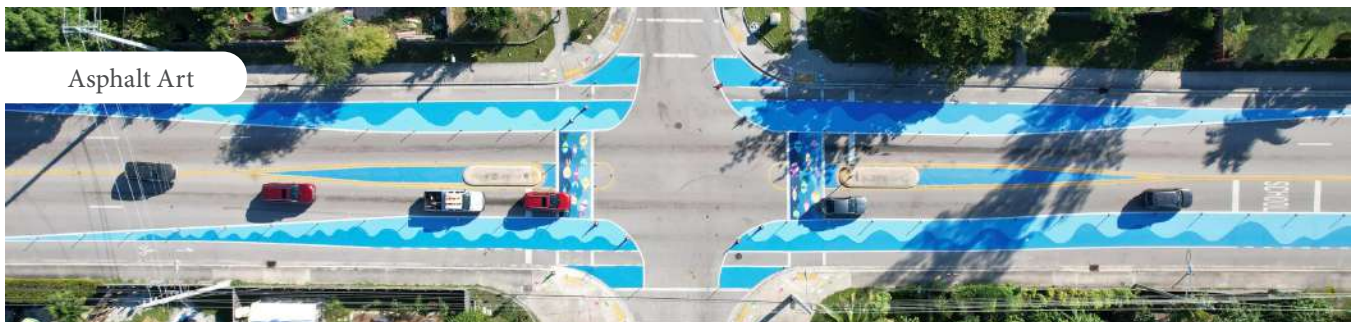
We design corridors, networks, and public spaces that incorporates a focus on social opportunity, economic activity, and access to natural resources.

- **Bicycle, Pedestrian Plans, Greenway, Trail Plans**
- **Corridor Plans**
- **Vision Zero Action Plans**
- **Complete Streets Design Guides**
- **Roadway Striping + Signage Plans**
- **Streetscape Plans**
- **Public Space Design + Management Plans**
- **Road Diet Evaluation Plans**

### Tactical Urbanism + Placemaking

We have extensive experience in the design, delivery, and evaluation of placemaking, Tactical Urbanism, and Quick-Build projects. We also produce industry-leading best practice guides, publications, and tools that help communities test before they invest.

- **Placemaking + Quick-Build Project Design + Implementation**
- **Public Space Activation + Programming**
- **Best Practices Guides**
- **Research Publications**
- **Open-Source Tools**

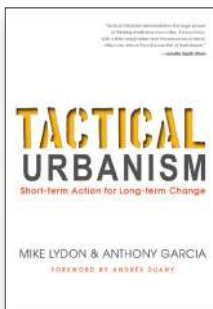




## SELECT AWARDS

- 2023, Caltrans Innovation Award, Move Culver City
- 2023, FL APA Implementation Award, Btactical
- 2019 CNU NE Innovative Engagement Award, Plan BTV Walk/Bike
- 2019 APA Award, Avenue 3 Miami Quick-Build
- 2019 APA Award, GoHuman Tactical Urbanism Demonstration Projects
- 2018 CNU Charter Award, Biscayne Green
- 2017 Cintas Award
- 2017 Seaside Prize
- 2016 FLASLA, Biscayne Green
- 2015 CNU Charter Award, North Beach Plan
- 2015 CNU Charter Award, Plan El Paso
- 2015 CNU Charter Award, Code SMTX
- 2014 CNU Charter Award, Jean Lafitte
- 2014 Charter Award, Hamilton

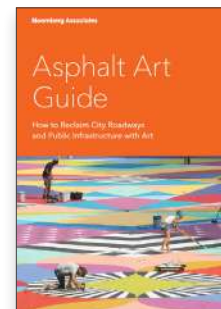
## SELECT PUBLICATIONS



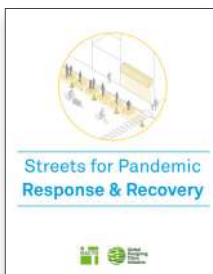
**Tactical Urbanism:  
Short-term Action  
for Longterm  
Change (2015)**



**Tactical Urbanist's Guide to Materials  
and Design (2016)**



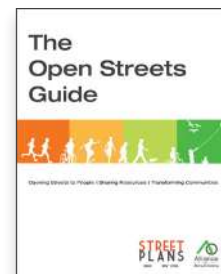
**Asphalt Art Guide  
(2019)**



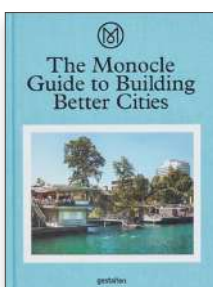
**Streets for Pandemic  
Response & Recovery  
(2020)**



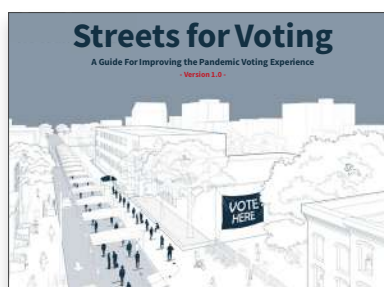
**Fast-Tracked: A Tactical Transit Study  
(2019)**



**The Open Streets  
Guide (2012)**



**The Monocle Guide  
to Building Better  
Cities. (2018)**



**Streets for Voting (2020)**



**Public Space  
Stewardship Guide  
(2015)**



## EDUCATION

**University of Miami School of Architecture**, Master of Architecture, 2005

**New York University, B.A. Architecture & Urban Design**, 2002

## RECENT AWARDS:

- 2019 IDA Award, Coxe Avenue
  - 2018 Charter Award, Biscayne Green
  - 2017 Cintas Fellowship
  - 2017 Seaside Prize
  - 2016 FLASLA, Biscayne Green
  - 2015 Charter Award, North Beach Plan
- Licenses + Affiliations:
- State of FL Licensed Architect: AR97799

## EXPERIENCE

18 years

## BIOGRAPHY

Tony Garcia is a Co-founder of Street Plans and leads the day-to-day operations of the firm. Considered one of the foremost experts in the field of placemaking and street design of his generation, he is a licensed architect and has delivered hundreds of presentations, lectures, and workshops during his career. Having completed over 150,000 sf of street murals around the country, he is one of the most prolific asphalt art muralists in the world, is the author of the Asphalt Art guide, and serves as the technical advisor for over 30 cities as part of the Bloomberg Asphalt Art Initiative.

## BIOGRAPHY

Tony is coauthor of the globally acclaimed series Tactical Urbanism: Short-Term Action, Long-Term Change, co-author of Tactical Urbanism, published by Island Press in March 2015, and together with Mike Lydon is the recipient of the 2017 Seaside Prize. Later in 2018, Tony was awarded the CINTAS Foundation Fellowship for Architecture & Design for contributions to the field of urban design. Tony is a native Miamian and is regarded as a leading advocate and voice in the development of the city's growing list of renowned public spaces and trails, first as the managing editor of the transportation blog TransitMiami.com, then as Chairman of the largest bicycle pedestrian advocacy organization in South Florida, Green Mobility Network. As part of this effort he co-founded the Ludlam Trail project, which will result in the addition of over 50 acres of new park space in Miami-Dade County, and helped prototype and build support for the creation of Biscayne Green, a one-mile park in downtown Miami currently under design. Tony is also a former faculty member at the University of Miami School of Architecture.

## SELECTED WORK

- Miami Beach Bicycle Master Plan, Miami Beach, FL
- Miami Beach Street Design Guide, Miami Beach, FL
- North Beach Master Plan, Miami Beach, FL
- Washington Avenue Bus Platform Analysis, Miami Beach, FL
- Village of Pinecrest U.S. 1 Mobility Plan, Pinecrest, FL
- University of Miami Pedestrian Safety Plan, Coral Gables, FL
- Miami 2030 Bicycle Master Plan, Miami, FL
- Crosstown Greenway Pilot Project, Key West, FL
- Miami-Dade Transportation Quick-Build Program, Miami, FL
- Biscayne Green Pilot Project, Miami, FL
- A Safer Prospect Quick Build Project, Hermosa Beach, CA
- Move Culver City: Reimagining Mobility in Culver City, CA.
- Beverly Hills Bicycle and Pedestrian Education & Safety Campaign, CA
- Westminster 2030 Bicycle Master Plan, Westminster, CO
- Burlington Quick Build Program Design + Materials Guide, Burlington, VT
- Safe Routes for All Active Transportation Plan, New Haven, CT
- Portland Area North Bike/Ped Implementation Plan, Portland, ME
- Hands On Exchange Bicycle + Pedestrian Pilot Project, Akron, OH



**EDUCATION**

**University of Michigan**, Master of Urban Planning, Physical Planning

**University of Michigan**, Master of Science, Environmental Planning

**University of California**, Los Angeles, B.A. Communications

**EXPERIENCE**

8 years

**BIOGRAPHY**

Dana Wall is Street Plans' Senior Project Director based in New York with a background in active transportation, urban design, and public space programming. Prior to moving to New York, Dana lived in Miami for seven years, managing many of Street Plans' South Florida projects with Principal Tony Garcia, and Project Manager Irene Balza. At Street Plans, Dana has implemented over 25 Quick-Build projects, and has contributed her urban design and planning skills to a wide variety of active transportation projects. She recently completed the City of New Haven's first active transportation citywide plan, and is currently leading the production of events and programming for Hazelwood Green, a transformational 180-acre redevelopment and adaptive re-use project in Pittsburgh, PA.

**BIOGRAPHY**

Dana was the Principal Investigator for the firm's 2019 research publication, *Fast-Tracked: A Tactical Transit Study*, sponsored by the Transportation Research Board, and recently managed the delivery of a bicycle and pedestrian pilot project for the City of Livermore, CA. Dana previously served on the board of TransitAlliance Miami, a local nonprofit advocating for safer biking, walking, and transit infrastructure in Miami-Dade County.

**SELECTED WORK**

- Go Ojai Demonstration Project, Ojai, CA
- Tactical East Avenue Pilot Project, Livermore, CA
- A Safer Prospect Quick Build Project, Hermosa Beach, CA
- Move Culver City: Reimagining Mobility in Culver City, CA
- Beverly Hills Bicycle and Pedestrian Education & Safety Campaign, Beverly Hills, CA
- Main Street Redesign & Revitalization Plan, Isleton, CA
- Safe Routes for All Citywide Active Transportation Plan, New Haven, CT
- Btactical Complete Streets Pilot Projects, Fort Lauderdale/Deerfield Beach, FL
- Miami-Dade Transportation Quick-Build Program, Miami, FL
- Biscayne Green Pilot Project, Miami, FL
- Rue Vendome Interim Design Plaza, Miami Beach, FL
- Shore to Core Pedestrian Demonstration Project, West Palm Beach, FL
- Crosstown Greenway Pilot Project, Key West, FL
- Avenue 3 Urban Design Consultant, Miami, FL
- New York City Strategic Trails Plan, New York, NY
- Outdoor Dining Permanent Program Standards, Village of Bronxville, NY
- Let's Ride JC Bicycle Master Plan + Bikeway Design Guide, Jersey City, NJ
- CityWalk Bike + Pedestrian Demonstration Projects, Providence, RI
- Hazelwood Local @ Hazelwood Green, Pittsburgh, PA
- Grounded Placemaking Strategy Document, 6 cities
- Coxe Avenue Corridor Interim Design Project, Asheville, NC
- Fast-Tracked: A Tactical Transit Study, Nationwide

## ECONOMIC DEVELOPMENT

**Able City East is collaborating with Ninigret Partners, specialists in economic development, to forge robust economic and housing strategies for Islamorada's Comprehensive Plan.** Ninigret Partners will leverage their expertise to conduct a thorough analysis of the local economy, identifying key trends in employment, business growth, and workforce dynamics, while also considering the distinct influences of both permanent and seasonal populations. Their comprehensive evaluation will include a review of existing economic data, an assessment of development pressures, and an analysis of fiscal indicators, all aimed at aligning these insights with strategic land use planning.

**Ninigret Partners is well-known for its strategic economic development approach that integrates community insights with economic data to craft comprehensive strategies that transcend traditional economic models.** Ninigret delves deeply into gathering and analyzing often overlooked data from key sectors that conventional economic reports tend to miss. This meticulous approach is pivotal in aligning **Islamorada's economic growth** with sustainable community goals, ensuring development strategies are based on realistic forecasts. In the housing sector, Ninigret will evaluate demographic shifts, migration patterns, construction trends, and affordability to inform the land use plan and influence housing policies. They will recommend updates to zoning laws and housing regulations to support a diverse mix of housing options that cater to the community's needs, promoting balanced growth and inclusivity.

Ninigret Partners' role extends to a detailed review of local and county affordable housing policies to promote equitable growth. The firm will provide recommendations for policy enhancements to more effectively meet the diverse **housing needs of Islamorada's population**, considering the distinctions between permanent and seasonal residents. Through these efforts, Ninigret Partners aims to ensure that the comprehensive plan not only drives economic vitality but also improves livability and tackles the specific challenges faced by the Islamorada community.

Ninigret's methodology, distinguished by its deep stakeholder engagement and cutting-edge planning techniques, establishes the firm as an essential partner in shaping **Islamorada's Comprehensive Plan**. With a strong emphasis on economic development, Ninigret brings critical expertise in analyzing and integrating complex economic data with community feedback to craft strategies that are both visionary and practicable. Their strategic insights are geared towards driving economic growth, optimizing land use, and enhancing housing policies, thereby elevating the overall quality of life in Islamorada. **By focusing on sustainable and inclusive development, Ninigret's contributions are pivotal in transforming the comprehensive plan into a benchmark for holistic urban progress.**

**Contact:** Kevin Hively, Principal in Charge

**Phone:** (401) 225-2305

**Email:** [hively@ninigretpartners.com](mailto:hively@ninigretpartners.com)

**11 South Angell Street Providence,**

**Rhode Island, 02906, USA**

<https://www.ninigretpartners.com/>

Islamorada, Village of Islands



Ninigret Partners, LLC (NP) is an economic consulting firm founded in 2001 that specializes in the art and science of blending customer insights, economic data, and design principles to create effective strategies, products, programs, and business models for businesses, institutions, and communities.



### ECONOMIC DEVELOPMENT

NP has a unique approach to development strategy. In our view, economic development is much more than real estate development; it's the result of a robust, growing business sector. We start with a basic understanding of how businesses make investment decisions and the key success factors needed to build a competitive product or service. We break this knowledge into component pieces that align with areas that public policy can influence.



### MANAGEMENT CONSULTING

NP has over 20 years of experience providing management consulting services. Typically our private sector work is focused on business model design, market dynamics and customer economics. We've adapted this knowledge to help public agency and NGO clients understand the dynamics of their programs and services.



### COMMUNITY PLANNING

NP focuses on three principles in its visioning and planning work. First, ask the right questions. We help our clients articulate what issue it is they are trying to address and target our approach to get the information they need to make the best decision. Second, see the whole board. We bring our combination of business, political and community experience to bear in all our projects, which opens up new understanding and potential opportunities. Third, focus on what you can control.

## AWARD WINNING PROJECTS

NP has been involved in national and state level award winning projects. There have been 14 award winning projects across 11 states (AL, CT, IN, GA, KS, MI, OH, PA, RI, TX, WI). National level projects include:

- **APA Economic Development Award for MassTDI**
- **APA Planning Excellence Award for Pittsburgh EcoInnovation District**
- **APA STAR Award Lebanon OH**
- **APA MERIT AWARD Imagine One 85 Wabash County IN**
- **International Downtown Association Pinnacle Award GR Forward**

In addition, NP projects have been noted in Fast Company's United States of Innovation Top Projects, RISD Design for Manufacturing Program. NP has also been identified as a Best-in-Class Firm by the Indiana Economic Development Corporation's Regional Cities Initiative



## Comprehensive Planning, Housing & Economic Development Experience

NP has been leading and assisting with comprehensive planning projects over the last 20 years. NP's role is typically to assist with the housing and economic development elements to support land use decisions. NP has worked across several New England states, Virginia, New Jersey, Tennessee, Ohio, Indiana, Minnesota, Georgia, Texas, Michigan, North Carolina, Alabama, among others.

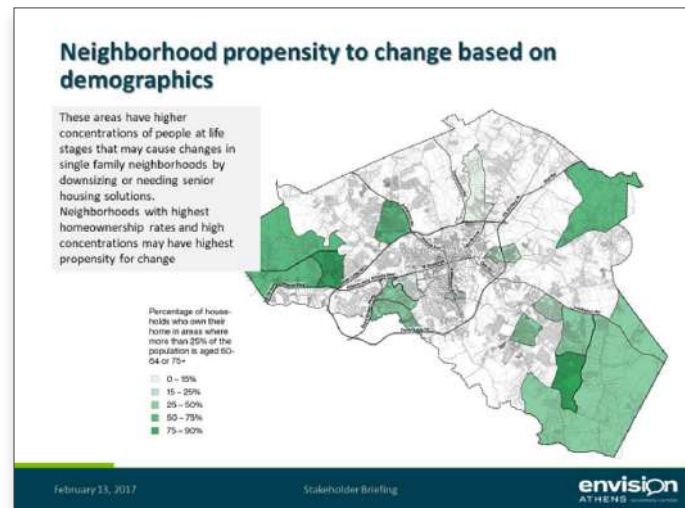
### Comprehensive Planning Projects (complete list available upon request):

- Plan Chattanooga TN (2024)
- Suffolk VA 2045 (2024)
- FrameworkLC, Plan for INTEL, Licking County OH (2023)
- Newark360 Comprehensive Plan, Newark NJ (2022)
- Framework Tuscaloosa AL (2021)
- Imagine Nashua, Nashua NH (2021)
- One 85 Wabash IN (2021)
- Envision Montgomery AL (2020)

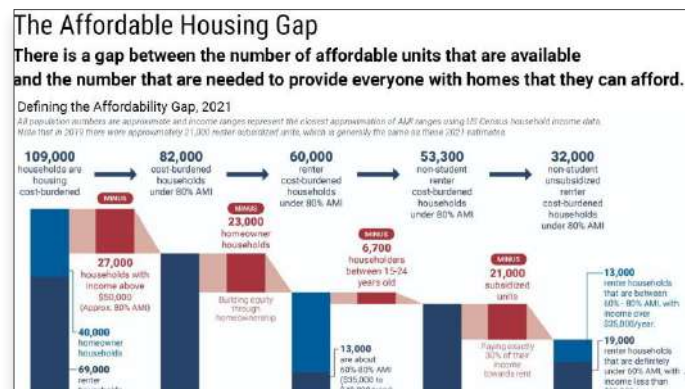
NP has also conducted a number of detailed housing assessments and housing strategies. This work has included workforce housing, urban infill, missing middle, TOD, market dynamics, density strategies, 2nd home markets, and toolkit development.

These have included housing strategies for the State of Rhode Island, Fort Worth TX, Tuscaloosa AL, Hartford CT, Cleveland OH, Park City UT, Athens GA, Burlington VT, Groton CT among others.

Economic development work includes workforce assessments, sector strategies, retail support, and district redevelopment. NP has conducted economic development assignments in 21 states to date.



Neighborhood propensity to change based on demographics, Athens, GA.



Defining Affordability – Ft Worth TX Housing Strategy

**Gloucester's "Blue Economy" is approximately 25% of the city's job base** <sup>(1)</sup>

Gloucester's "Blue" economy (preliminary estimate) is:

- 25% of the city's **employment** base (both salary and wage)
- 19% of the **income** base (both salary and wage)

	2019 Jobs	2019 Wages \$M
Marine Education, Advocacy, Research & Innovation	220-230	\$16-17
Seafood (processing & wholesale)	583	\$46.0
Fishing / Fleet Services	770*	\$41.2*
Tourism	1200	\$31
<b>Maritime Total</b>	<b>2700 - 2800</b>	<b>at least \$135m</b>

Data Source: NP estimates, rental sources. See table 24.12, 24.41, and 47 for detail. These services excludes recreational services and includes ship repair facilities. Employment was estimated using 2018 BLS data and other sources where employment was reported. \*Figures were based on data available for ship repair.

Note: These constitute Long Marine Sector in the Blue Economy Study

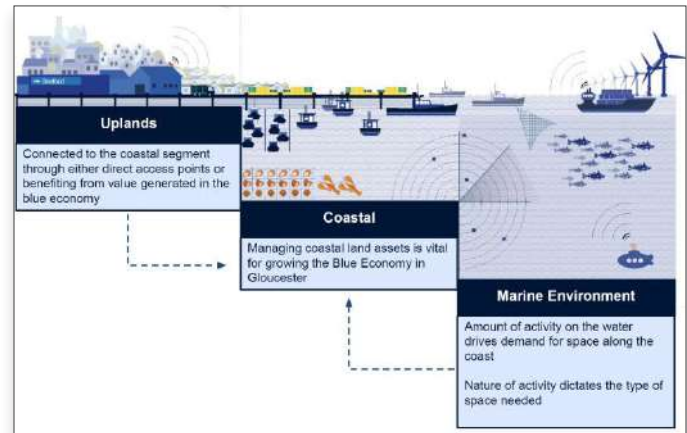
Harbor and Economic Development Strategy – Gloucester MA

## Waterfront Development

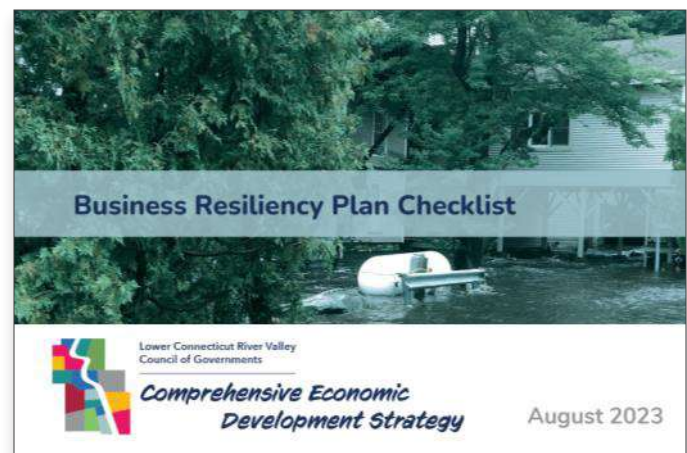
NP has been leading and assisting with waterfront and harbor planning projects over the last 20 years. Projects have ranged from working on Blue Economy development, joint land use planning with the Navy and a consortium of communities, marine industrial waterfront planning, resiliency and risk, and waterfront redevelopment. This work has spanned a number of jurisdictions and coastal management models across New England, New York, Pennsylvania, New Jersey and Virginia. Kevin Hively has also been a featured speaker at the National Working Waterfronts Conference.

### Waterfront Development Projects (complete list available upon request):

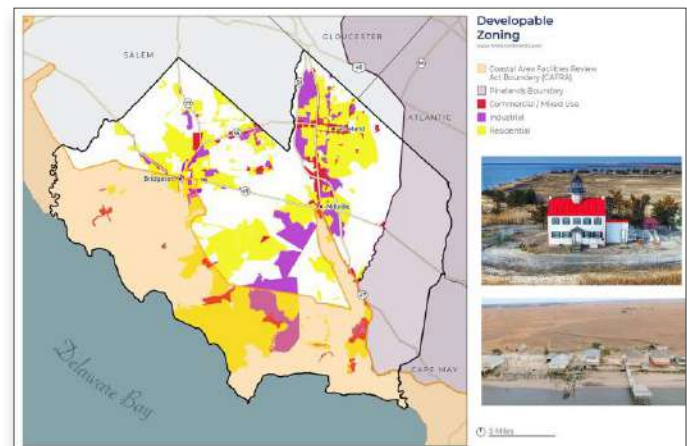
- Flood and Storm Surge Critical Business Exposure and Resiliency Planning – RiverCOG CT (2023)
- Gloucester MA Harbor Plan & Economic Development Strategy (2022)
- Groton CT Thames Street Corridor and Waterfront (2021)
- Newark NJ Port Area Plan (2019)
- JLUS SubBase New London (2019)
- Boston Marine Industrial Park (2018)
- Cumberland County NJ Economic Strategic Plan (2018)
- New Bedford MA Blue Economy Innovation Strategy (2017)
- Newport County RI Economic Analysis (2017)



**Transect approach to waterfront planning - Gloucester Harbor Development Strategy and Harbor Plan**



**Economic Resilience Planning – Lower CT River Valley COG**



**Cumberland County Economic Development Plan**



## EDUCATION

**Brown University**  
BA, Public Policy

**MIT Professional Development Institute**

## BIOGRAPHY

Kevin Hively is founder and President of Ninigret Partners. He brings 22 years of experience working with corporations, governments and leading non profits on key strategic and economic issues. Private clients have included four USNWR top ranked hospitals, and leaders in the fields of medical devices, property and casualty insurance, polymers, and electronics. Public clients include the state development agencies in MA, CT, RI; major cities including Detroit, MI; Boston, MA; Dallas, TX; Philadelphia, PA; Pittsburgh, PA; Hartford, CT; and Fargo, ND. His economic development work has included downtown strategies, innovation economies, retail corridors, neighborhood revitalization, and industry strategies including cell and gene therapy, digital tech, neuroscience, advanced manufacturing, and marine tech.

Previously he was a member of the Global Leadership Management Group for Telesis, the strategy consulting arm of Towers Perrin. While at Telesis he worked with the firm's energy group and co-led the healthcare & Life Sciences Industry initiative. He was also involved in several economic development projects in Oceania and for the Panama Canal Commission. Prior to Telesis, Mr. Hively was Director of Policy for the Governor of Rhode Island. He was involved in a series of economic development projects including the award winning attraction strategy for Fidelity Investments; \$120 million public financing strategy for the Providence Place Mall; launch of the Freight Rail Improvement project; investigation into the feasibility of an intermodal port facility at Quonset Point, and creation of the Slater Technology Investment Fund.





## EDUCATION

**University of Rhode Island**, Master of Community Planning and Area Development, 1996

**Carleton College**, B.A., Latin American Studies

## LICENSES & CERTIFICATIONS

**American Institute of Certified Planners (AICP)**

## BIOGRAPHY

Beth Ashman, AICP has over 20 years of experience in economic and workforce development. Ms. Ashman provides economic research services to NP clients. With NP she has worked on key initiatives related to the innovation economy, the blue economy, and overall economic development strategy.

Beth is a noted applied workforce development expert. She has helped launch apprenticeship programs in Rhode Island involving more than 100 employers. Previously she worked for the Massachusetts Department of Higher Education creating career pathways in Allied Health, Advanced Manufacturing, and Technology. Additionally she developed data sets to measure employment after college outcomes. She has also been research manager for the Massachusetts Technology Collaborative where she worked on digital technology issues. She was also responsible for the Index on Massachusetts Innovation Economy. She also served as Research Director for the RI Economic Policy Council where she supported the efforts of the council with data analysis and reporting on the state of the RI economy.

Beth holds a Masters in Community Planning and Area Development from the University of Rhode Island and a BA from Carleton College. Beth serves on the Mansfield, MA Planning Board. She is also AICP certified.



**In the realm of coastal planning, the collaboration between Able City East and Horsley Witten Group (HW) will significantly enhance the management of coastal resources through innovative and sustainable practices.** This partnership combines Able City East's extensive experience in urban and climate planning and design with HW's interdisciplinary expertise, which includes engineers, scientists, planners, and landscape designers with over three decades of experience in addressing environmental challenges such as climate change, coastal resiliency, and resource protection.

Able City East will draw on HW's comprehensive service offerings, which range from site and community design to emergency preparedness and ecosystem restoration. HW's ability to translate complex environmental data into actionable community plans and their experience engaging a broad spectrum of stakeholders will be pivotal in this collaboration. Together, they will develop robust land use controls and construction standards to protect and enhance Islamorada's coastal ecosystems. This will include conducting detailed habitat assessments, implementing green infrastructure, and developing community resilience plans against climate impacts.

Key initiatives will focus on preserving vital natural habitats such as coastal wetlands, estuaries, marine life, and wildlife areas through rigorous land use controls and building standards. The collaboration aims to reduce the environmental impact of development, enhance public access to shorelines, and strengthen regulations to protect against natural disasters and pollution. It will also emphasize the importance of aligning with federal, state, and regional coastal agendas, underscoring Islamorada's commitment to sustainable and resilient coastal management.

**Through this partnership, Able City East and Horsley Witten Group will ensure that Islamorada's coastal planning efforts are supported by a blend of technical excellence and community-focused solutions, promoting the sustainable management of the community's unique coastal resources.**

**Contact:** Jonathan Ford, Project Manager

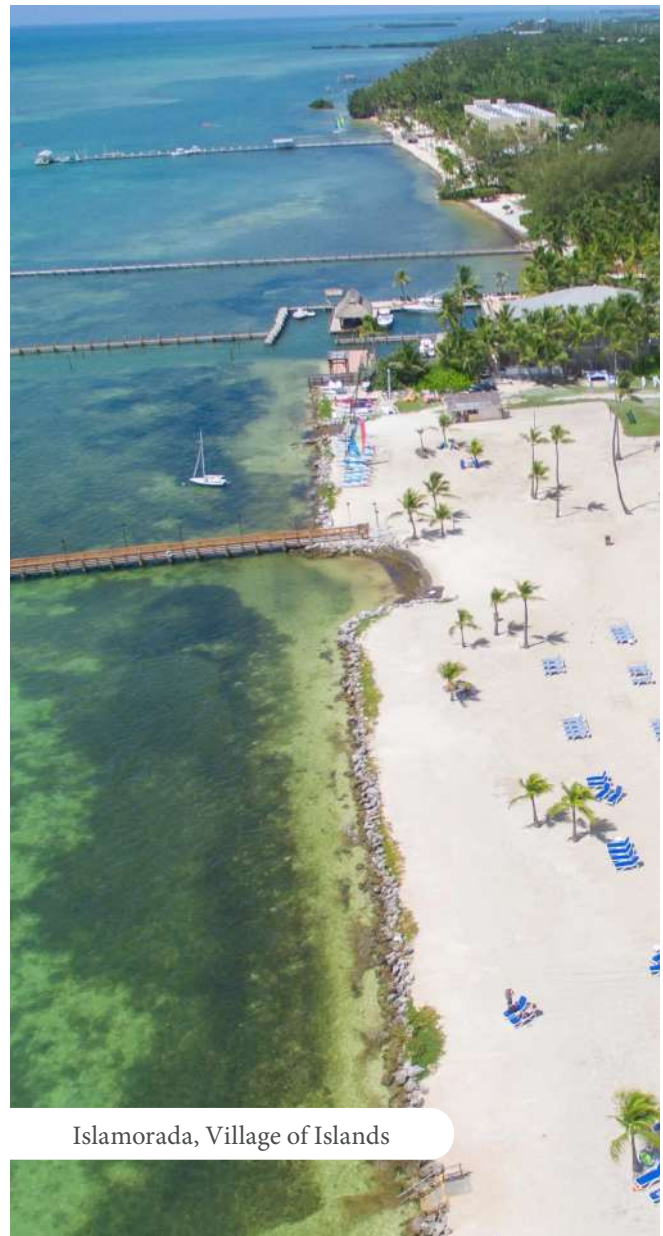
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Islamorada, Village of Islands



**Horsley Witten Group is an interdisciplinary team of engineers, scientists, planners, and landscape designers committed to delivering quality services. The success of our practice is rooted in responsiveness, innovation, and client relationships.** Our dedicated staff of highly skilled professionals manages complex projects in New England and beyond. For over 30 years, the firm has excelled serving as a liaison between decision makers and the public, and translating technical subjects into understandable concepts. The ability to move across disciplines and communicate with groups from all backgrounds sets us apart. HW's award-winning projects address critical environmental challenges including climate change, coastal resiliency, watershed health, and resource protection.

Our services include site and community design, green infrastructure implementation, public engagement, regulatory reform, data system development, resource assessment, habitat restoration, and emergency preparedness. Our clients include the U.S. EPA, NOAA, and the U.S. Department of Justice as well as more than 100 New England municipalities, several state agencies, tribal agencies, non-profit organizations, private organizations, and multiple universities and colleges. HW is a New England-based corporation headquartered in Sandwich, MA with regional offices in Boston, MA, Providence, RI, and Exeter, NH.

### MISSION AND VISION

**Mission Statement:** To address environmental and social challenges with sustainable solutions.

**Vision Statement:** Horsley Witten envisions a world where people and nature thrive together.







## SCIENCE

**Wetlands & Streams:** Resource Area Delineation | Ecological Restoration | Habitat Survey | Rare Species | Permitting

**Hydrogeology:** Sampling & Monitoring | Modeling | Groundwater Protection | Water Supply Development

**GIS Services:** Data Development | Spatial Analysis | Model Development | Remote Sensing | Risk Assessment

**Environmental Site Services:** Environmental Due Diligence | Site Assessment & Remediation | Licensed Site Professional



## PLANNING

**Community Planning:** Comprehensive Planning | Conceptual Design | Community Engagement | Regulatory Reform | Climate Resilience & Adaptation | Hazard Mitigation | Open Space/Recreation Planning

**Water Resource Planning:** Integrated Water Management | Watershed Assessment & Planning Nutrient Management | GIS Services

**Coastal Resources:** Land Use & Ecosystems | Coastal Watershed Planning | Habitat Assessment | Pacific & Caribbean Island Water Resources



## ENGINEERING

**Core Services:** Civil | Environmental | Survey-GIS | Construction Administration | Permitting

**Specialization:** Stormwater | Water Supply | Wastewater | Shoreline Stabilization | Stream Restoration



## DESIGN

**Site Design:** Landscape Architecture | Ecological Design | Parks Pathways | Green Stormwater Infrastructure | Affordable Housing Sites | Urban Design

**Marketing & Education:** Graphic Design | Web Design | Branding Manuals & Handbooks | Handouts & Presentations | Signage

## TRAINING

**Public Sector:** Emergency Preparedness & Response | Water Security | GIS | Custom Technical Trainings

**Best Practices:** Regulatory Tools | Stormwater Management & Design | Source Water Protection | Watershed Planning

## Climate Resilience

Meet the challenges of a changing climate by collaborating with HW's engineers, scientists, and planners.

**Horsley Witten Group works with municipal, state, and federal agencies to provide all aspects of climate resilience and adaptation services.** Changing conditions require a fresh look at policies, investments, and infrastructure. We help public and private entities understand the implications of climate change and how to plan accordingly. Then, we help our clients implement those plans.

Projects may include Municipal Vulnerability Preparedness and resilience planning, emergency preparedness, coastal resilience and living shorelines design, dam management and analysis, tidal culvert replacements, comprehensive plans, and stormwater management.

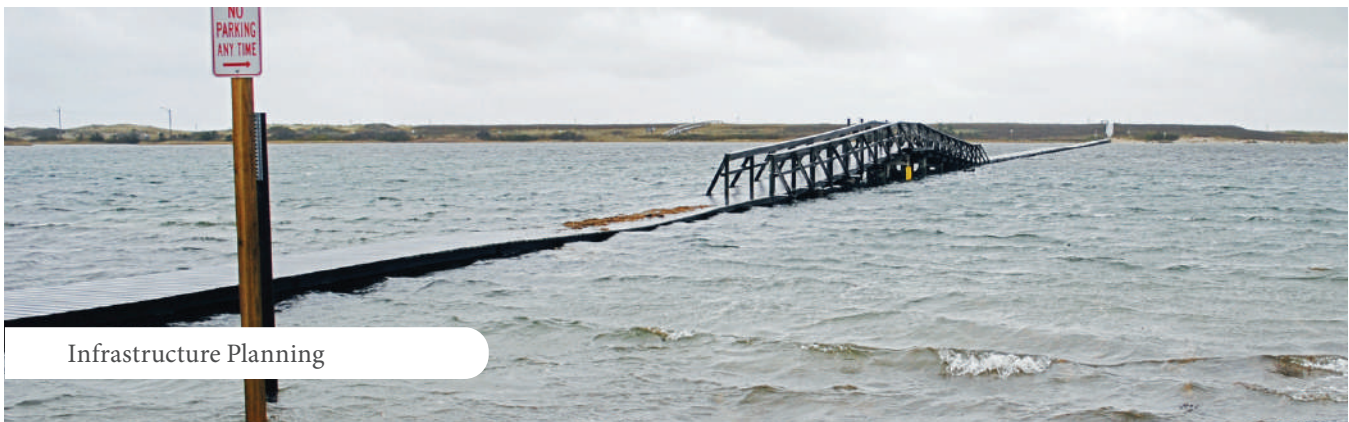


Living Shoreline, Beach Restoration

## Climate Resilience Services

**Our Climate Resilience services include:**

- Ecosystem Restoration
- Vulnerability Assessment & Preparedness Planning
- Zoning Code Audits & Revisions
- GIS Analysis & Modelling
- Training
- Assistance with Grant Funding Process
- Public Outreach
- Emergency Preparedness
- Hazard Mitigation Planning
- Green Infrastructure Planning & Design
- Floodplain Management
- Site Design for Resilience



Infrastructure Planning

## CLIMATE RESILIENCE EXPERIENCE

### HAZARD MITIGATION PLAN UPDATE

#### Multiple Clients from MA to FL

A current hazard mitigation plan can be a powerful tool, helping communities plan for, and remediate impacts of natural hazards. Working with FEMA and municipalities, we developed an approach that featured four primary methods; a planning process, risk assessment, mitigation strategy, and plan maintenance. HW has assisted communities in MA and RI, including Marblehead, Sudbury, Brewster, Scituate, Rockport, Plymouth, Taunton, Natick, Bristol, Cumberland, and Providence. We also have worked with the Mashpee Wampanoag Tribe and the Chickahominy Indian Tribe.

### MORRO BAY ESTUARY & ALBEMARLE-PAMLICO SOUND

#### US EPA Climate Ready Water Utilities

Water and wastewater utilities face real climate change challenges including sea level rise, changes in precipitation patterns leading to drought and flood conditions, and severe storm events that can cause power outages. We worked with the US EPA to conduct an analysis of climate impacts in Morro Bay, CA and Albemarle-Pamlico Sound, NC. With the help of other experts, we assessed potential changes in ground-water quantity and quality because of climate change. This analysis will help both areas to effectively identify climate threats and potential adaptation measures.

### PLAN WEST ASHLEY

#### Urban District Revitalization Plan, Charleston, SC

Plan West Ashley will play a pivotal role in shaping the future of the area's streets, transportation system, neighborhoods, and public spaces. We collaborated with Dover Kohl and Partners to develop a community vision and to view the future investment through the lens of climate change, sea level rise, and resiliency. Building placement, transportation hubs, and roadway design accounted for long-term impacts related to a changing climate.

### THE MASSACHUSETTS MVP PROGRAM

#### MA towns and cities

The MA MVP program provides municipalities with support to plan and implement climate change resiliency projects. HW clients include Newburyport, Newbury, Peabody, Brewster, Tisbury, Kingston, and Shrewsbury. Our certified staff provide presentations, facilitate active discussion, and offer expertise in natural hazard mitigation planning, emergency preparedness/response, floodplain management, ecosystem and water resources management, and municipal and environmental planning. Municipalities that complete the process become MA MVP certified and are eligible to apply for project funding.

### COASTAL RESILIENCE THROUGH GREEN INFRASTRUCTURE

#### Brewster, Kingston, Chatham, MA

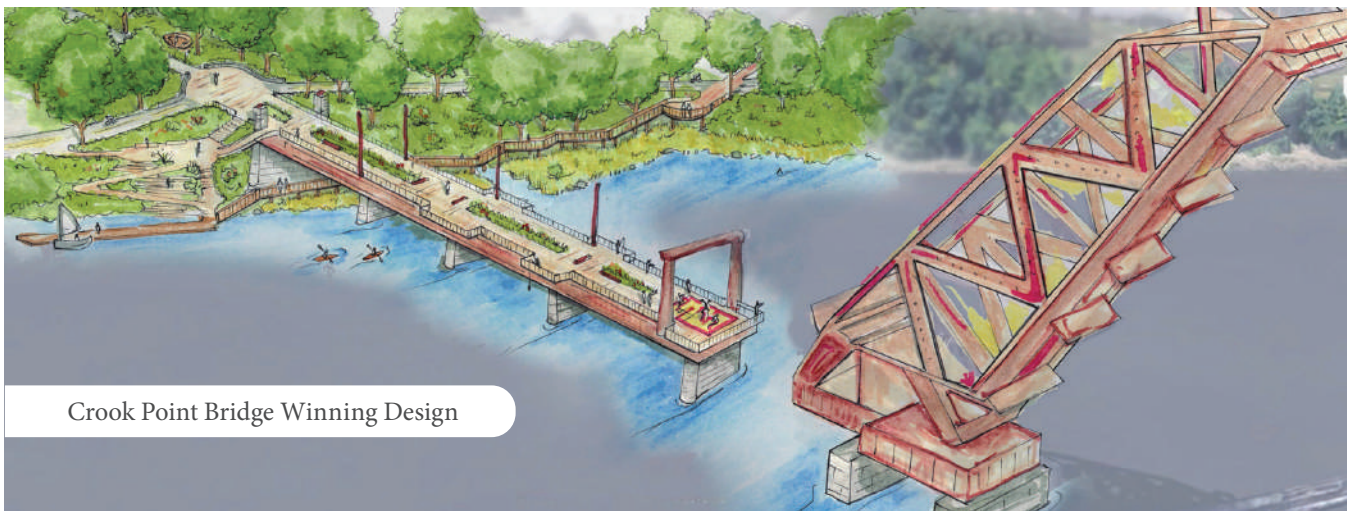
HW provides engineering, permitting, and construction administration services to communities that are taking action to protect these shorelines and adapt to changing conditions. Our work at Breakwater Landing (Brewster), Gray's Beach (Kingston), and Little Beach (Chatham), for example, includes nature-based designs intended to restore ecosystem functions, protect infrastructure, and build community resilience to flooding and storm surge. These projects feature dune and marsh restoration, managed retreat, living shorelines, and innovative stormwater management.





## Urban Design

Horsley Witten Group provides innovative and implementable urban design concepts that support healthy, happy, and inviting places that are in balance with nature. **Our urban designers, landscape architects, and engineers specialize in sustainable neighborhood design and resilient infrastructure.** We apply a “boots-on-the-ground” interdisciplinary approach that draws on our experience implementing sustainable design at various scales, from the watershed to the block, street, and site, generating realistic solutions that people love! We strive to build momentum through a collaborative and participatory design process. Much of our experience involves translation of community values and objectives to consensus designs and implementation plans. We understand visioning builds momentum for long-term change, and realize that decision-makers often need a clear and manageable series of steps to get started. Our design solutions clearly express long-term community vision, and align immediate and short-term actions and investments towards common objectives.



Crook Point Bridge Winning Design



*“The best foundation for design is authentic listening.”*

HW Designer

## Urban Design Services

- **Urban Design services include:**
- Vision & Master Plans
- Neighborhood Design
- Conceptual Site Planning & Yield Analysis
- Waterfront Planning
- Green Streets & Streetscapes
- Greenways & Urban Trails
- Community Outreach
- Public Engagement
- Design Charrettes
- Design Guides & Manuals
- Graphic Design & Project Websites
- Educational Signage

## URBAN DESIGN EXPERIENCE

### WEST ASHLEY VISION & MASTER PLAN

#### Charleston, SC

HW collaborated with Dover, Kohl & Partners to develop a Plan West Ashley, a community vision and master plan for the West Ashley area of Charleston, South Carolina. The City Council adopted the plan and it now plays a pivotal role in shaping the area's future. Our experts led climate resiliency, infrastructure, sustainability, and open space elements of the plan – balancing economic development and growth pressures with environmental impacts and climate change. The plan featured a tool kit for GI and resiliency strategies for various urban conditions found in West Ashley.

### SEWANEE VILLAGE STORMWATER MASTER PLAN

#### The University of the South, Sewanee, TN

A diverse group of stakeholders convened to create an updated plan for approximately 12 acres of the Village, balancing economic development, placemaking, and environmental stewardship. The university wanted to be a model of environmental sustainability. The HW team applied an enhanced existing conditions assessment, creative neighborhood design, innovative block, street, and building landscape architecture, and engineering modeling to help review alternatives and select an ambitious consensus plan. Phased construction is underway.

### SEEKONK RIVERBANK REVITALIZATION

#### Providence, RI

HW has worked with a neighborhood-led coalition with the City of Providence on public outreach, visioning, and design for transformation of a one mile stretch of the Seekonk Riverbank. The community supported design provides a separated riverfront multi-use path, green infrastructure, community parks, complete street design, and improved public connection to the water. We recently won the high-profile Crook Point Bridge design competition, where our vision to revitalize the iconic bridge was selected from 80 proposals received from around the world.

### PANAMA CITY NEIGHBORHOOD RECOVERY PLANS

#### Panama City, FL

We led the sustainability and resilient infrastructure elements of four neighborhood plans. Each plan includes implementable solutions for watershed restoration, coastal adaptation, green infrastructure at neighborhood/block/street/site scales, and design of new public open spaces. Our staff produced a green-blue framework plan for each community as the roadmap for bayou restoration, floodplain/wetland expansion, and connected open spaces integrated with urban design, cultural, and economic objectives.

### DOVER COCHECHO WATERFRONT DEVELOPMENT

#### Dover, NH

HW is leading a design team to create a plan for the Cochecho Waterfront Site, a 21-acre brownfield property. The plan features a waterfront park, dock, mixed-use development, and new street connections to downtown and adjacent parks. We are producing construction documents for the riverfront park, shoreline restoration, new pedestrian-oriented streets, and mass grading for the site, with a focus on earthwork analysis and shoreline design to plan for climate change and sea level rise.



## Landscape Architecture

**Horsley Witten Group** provides comprehensive environmental design and innovative solutions for both public and private sector clients. **HW excels in the integration of sustainable design principles with built and natural environments, through a holistic design process.** Our commitment to this approach allows us to create functional and vibrant places in balance with nature. Our clients benefit from our 30+ years of industry experience combined with a passionate interdisciplinary staff of highly skilled professionals who manage projects of various sizes and complexity. Our team is skilled in providing nature-based solutions that integrate ecologically sensitive design techniques. HW's landscape architects are dedicated to the restoration, creation, and maintenance of spaces that function, thrive and sustain healthy ecosystems, generating connectivity between people and nature.



Woonasquatucket Greenway Concept, Providence, RI

## Landscape Architecture Services

**Landscape Architecture services include:**

- Ecological Planning and Design
- Site Analysis and Plant Inventories
- Master Planning (Connectivity and Conservation)
- Landscape and Shoreline Restoration
- Invasive Species and Land Management Planning
- Trails, Multi-use Pathway and Boardwalk Design
- Green Streets/Streetscapes
- Sustainable Park Design
- Outdoor Classrooms
- Design Guides and Manuals
- Public Outreach, Training and Educational Signage



New Pathway at Heritage Museum and Gardens



## LANDSCAPE ARCHITECTURE EXPERIENCE

### ECOLOGICAL DESIGN

#### West Brittonia, Taunton, MA

At the West Brittonia dam removal project site, we teamed with Sumco, Inc. to implement design/build services for riverfront restoration and plantings along the Mill River for the Nature Conservancy. We coordinated with the Conservation Commission, designed the restoration area, and provided construction coordination and oversight.

### OUTDOOR CLASSROOMS

#### Boston Public Schools, Boston, MA

In a truly rewarding project, we designed outdoor spaces with green stormwater infrastructure (GSI) to manage stormwater runoff and engage students at five Boston Public Schools. The GSI design incorporated various practices to help showcase methods for capturing, transporting, and cleaning stormwater. One component of this project was the integration of stormwater into the science curriculum. We created details in the outdoor classrooms to help students interact with the nature-based systems and monitor and test differences between practices. This project received an award in 2019 at the 25th Annual Secretary's Awards for Excellence in Energy and Environmental Education.

### PATHWAYS

#### Audubon Society of Rhode Island Nature Center, Bristol, RI

At the Audubon Society of Rhode Island, we designed a meandering, accessible path through an open meadow between the Visitor's Center and the wetland boardwalk trail. To blend into the natural surroundings, we used a stabilized soil path that integrates stormwater and erosion control techniques to ensure the longevity of the path and the comfort of the users.

### MANAGEMENT PLANS

#### Norman Bird Sanctuary, Middletown, RI

HW created a comprehensive management plan for the Norman Bird Sanctuary (NBS) that identifies future investments and management opportunities for the property's buildings, grounds, and environmental resources. We conducted field data collection on plant communities, trail conditions, drainage areas and cultural resources. We teamed with McLaughlin & Buie Housewrights, LLC to inventory building conditions. Working with NBS, we identified restoration opportunities and created an invasives species management plan within the historical and cultural context of the Sanctuary's long-term vision. The project received an Honor Award for Planning and Analysis in 2019 from the RIASLA.

### CONNECTIVITY MASTER PLANS

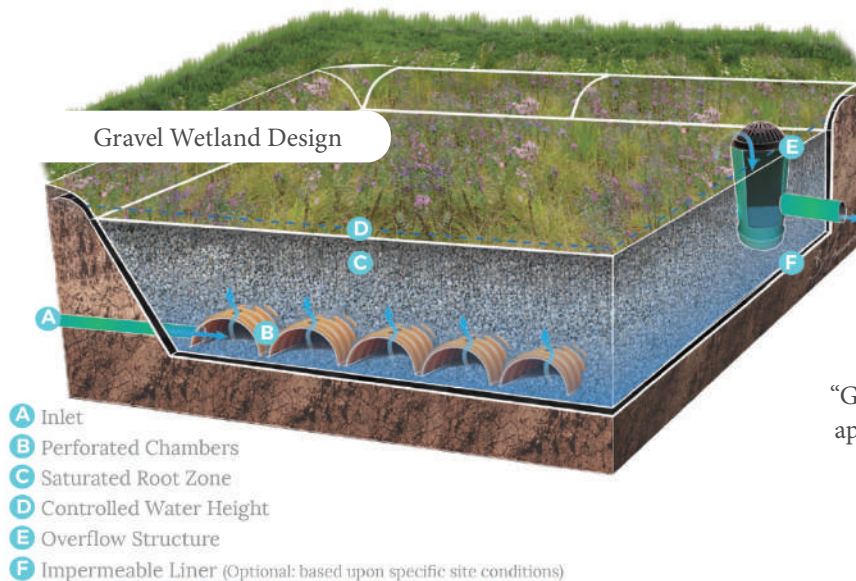
#### Perkins Street Eco-Campus, Peabody, MA

Working with the City of Peabody and community stakeholders, we developed a comprehensive connectivity plan between Emerson Park and Scouting Woods to make the area a regional destination. This area includes various outdoor and indoor recreation areas, playgrounds, a middle school, a dog park and many acres of wetlands and woodlands. The plan gives priority to natural systems and pedestrians by restoring and conserving existing environments while developing safe and effective infrastructure,



## Green Stormwater Infrastructure

**What's in a name?** Green Stormwater Infrastructure (GSI) has been known by many names and acronyms over the years – Smart Growth Practices, Better Site Design, Low Impact Design (LID), Green Infrastructure (GI), and Nature-based Design to name a few. Regardless of what it is called, the design intent is the same. GSI mimics natural processes to manage stormwater runoff while also providing healthier spaces for people, plants, and animals. GSI includes a variety of stormwater practices that reduce and/or treat stormwater, such as rain barrels and cisterns, rain gardens, bioretentions, green streets, underground infiltration, porous pavements, and constructed wetlands. **Horsley Witten Group has been on the forefront of GSI planning and design from its very inception.** We work with state and federal agencies, nonprofits, towns, and cities to provide all aspects of GSI services. **Our staff is experienced in adapting GSI design for a range of site conditions and contexts, from parks to urban centers.** We have developed state and local design manuals that incorporate GSI and have performed code audits to identify GSI opportunities and barriers within local regulations. We have developed GSI curriculums for school systems and conducted hands-on workshops building and maintaining GSI practices. Our staff love getting out into the field for watershed assessments and identifying the best locations for GSI retrofits. We are always following the latest research and data for ways to tweak GSI design to enhance pollutant removals and climate resiliency. We are passionate not only about implementing GSI as we know it today, but pushing it into the future when, who knows, it might be known by another name!



“Green infrastructure is a cost-effective, resilient approach to managing wet weather impacts that provides many community benefits.”

- US EPA

## Stormwater Infrastructure Services

### Green Stormwater Infrastructure services include:

- GSI Planning, Sizing, & Design
- Stormwater Master Plans & Watershed Plans
- Permitting Assistance
- Soil Evaluations
- Field Investigations
- Vulnerability Assessments
- GIS Mapping/Modeling
- Municipal and Public Training
- Native Plant Selection and Restoration
- MS4 and TMDL Assistance
- Phosphorus Control Plans
- ORM Plans and Workshops
- Grant Funding Assistance
- Public Outreach and Engagement
- Construction Oversight



## GREEN STORMWATER INFRASTRUCTURE EXPERIENCE

### GSI FOR PARK IMPROVEMENT

#### Roger Williams Park, Providence, RI

We assisted the City of Providence and the Narragansett Bay Estuary Program with the development of a water quality management plan for Roger Williams Park. The goal was to improve the water quality and biodiversity conditions of the Park's ponds. The project included the identification and prioritization of dozens of GI practices, several of which we have designed and constructed. Our projects will be highlighted as part of a new regional GSI Center at the Park!

### WATERSHED-WIDE GSI

#### Three Bays Watershed, Barnstable, MA

HW is working with the Association to Preserve Cape Cod, the Barnstable Clean Water Coalition, and the Town of Barnstable to reduce stormwater pollution in the Three Bays Watershed. We have completed extensive field assessments, identifying and prioritizing over 70 GSI retrofit opportunities! We designed and permitted eight of the top priority sites and have overseen construction on three of them. We will be constructing three more in 2020! We also led numerous outreach activities including hands-on workshops to teach homeowners how to build rain gardens and to train municipal staff, on how to perform GSI maintenance.

### GSI AT BOSTON PUBLIC SCHOOLS

#### Boston Water and Sewer Commission, Boston, MA

We designed GSI to manage stormwater runoff and engage students at five Boston Public Schools. The schools plan to incorporate green infrastructure into their strategic plan for educational programming and capital investments. With help from several partners, HW provided site investigations, GSI feasibility assessments, soil evaluations, GSI siting and design, and assistance with the stakeholder input process. Integration of stormwater into the science curriculum for fifth and seventh graders was one of the most exciting components of this project.

### IMPLEMENTING GSI FOR CSO ABATEMENT

#### New York, NY

New York City is implementing GSI as a cost-effective and green alternative to big tanks/tunnel storage typically used for combined sewer overflow (CSO) abatement. We have helped the City evaluate numerous BMPs including permeable pavements, underground recharge chambers, bioretentions, and blue roofs; providing siting, design, and construction oversight services for a variety of projects. We also collaborated with the City's Office of Green Infrastructure to initiate wide-scale implementation of GSI "bioswales" within City street ROWs and "on-site" practices at several public school sites.

### GSI GUIDANCE FOR PACIFIC AND CARIBBEAN ISLANDS

We developed this guide to help on-island stormwater managers to implement better stormwater management using island examples. It showcases successes from a variety of Pacific and Caribbean islands and provides island-specific information ranging from how to adapt designs using local materials to sizing criteria and rainfall data. This guide is not regulatory but is intended to inspire our island stormwater champions to embrace and implement GSI.





## EDUCATION

**Yale University**, Masters of Environmental Management, Coastal and Watershed Systems

**Bowdoin College**, Bachelor of Arts, Environmental Studies and Spanish

## LICENSES & CERTIFICATIONS

- **American Institute of Certified Planners (AICP)**
- **Certified Municipal Vulnerability Preparedness Provider**
- **APA, MA and Northern New England Chapters**

## PROFESSIONAL EXPERIENCE

**Horsley Witten Group, Inc.**, Senior Project Manager and Senior Environmental Planner, 2006 to present,

**The Nature Conservancy in New Hampshire**, 2000 to 2004

**Coastal and Marine Program Director**, February to September, 2016

**Weston & Sampson Engineers, Inc.**, Senior Environmental Scientist, 2004 to 2005

**Harvard Institute for International Development**, Research Assistant, Central America Project, 1997 to 1998

**ICF Incorporated**, Analyst, 1995 to 1997

## BIOGRAPHY

Ellie Baker has more than 27 years of consulting experience working with federal, state, municipal, non-profit, and other private clients in the fields of environmental planning, policy, design, and science. Specific topics of technical experience include watershed management, stormwater management, nature-based solutions, climate adaptation, site design, non-point source pollution management, municipal codes, environmental permitting, and land use planning. Ellie directs HW's office in Exeter, New Hampshire.

## AREAS OF EXPERTISE

Watershed Planning & Assessment | Integrated Water Management | Stormwater Management | Environmental Permitting & Compliance | Coastal Resources | Climate Change Adaptation

## SELECTED WORK

**Fiscal and Economic Impacts of Sea Level Rise on Plum Island – Newbury and Newburyport, MA:** Led a team to analyze the future fiscal and economic impacts to the two communities as a result of projected sea level rise and storm flood impacts on Plum Island, a barrier beach community integral to both municipalities. Administered funding provided by a MA MVP Action Grant and coordinated an active Advisory Committee process.

**Support for Green Infrastructure Implementation – Mystic River Watershed, MA:** Under contract to EPA Region 1 and ERG, provided technical assistance to Mystic Watershed municipalities on improving and promoting green infrastructure implementation for stormwater management at a variety of scales. Drafted guidance documents, consulted with Mystic Watershed workgroup, and assessed current municipal permit processes.

**Assawompset Ponds Climate Change Management Planning and Project Prioritization:** Provided technical assistance to the project team, consisting of the Southeastern Regional Planning and Economic Development District (SRPEDD), The Nature Conservancy, MassAudubon, Manomet, and the Assawompset Ponds Committee. Compiled and evaluated prior management and restoration recommendations, led a prioritization process, and developed project concepts and cost estimates to facilitate progress toward implementation. Positioned the group for successful MVP and EPA SNEP technical assistance grants for our firm to assist with a Watershed Management and Climate Action Plan and an Upper Nemasket River H&H Study.

**Nemasket River/Assawompset Ponds Water Management and Climate Action Plan – SRPEDD, MA:** Providing technical assistance through a MA MVP grant related to water resource management and climate change to a diverse project team of SRPEDD, MassAudubon, The Nature Conservancy, and local watershed communities.

## SELECTED WORK (CONTINUE)

Developing a watershed management plan that incorporates anticipated climate impacts and addresses the balance of water supply, habitat, recreation, flood management, and other key elements of the watershed.

**Cochecho Waterfront Development Project – Dover, NH:** Leading the permitting services for the project team designing a waterfront park, living shoreline restoration and bank stabilization, along with roadways, utilities, and site preparation for future redevelopment of the area by City-selected developers.

**Municipal Vulnerability Preparedness (MVP) Planning – Multiple Municipalities, MA:** Led Newburyport, Peabody, Newbury, and West Newbury individually through the MVP Planning Process. Served as project manager and point of contact for each municipal team, as well as workshop coordinator, lead facilitator and primary technical presenter at the workshop, and manager for the development of maps, workshop materials and final reports. These communities have since secured over \$1M in MVP Action grant funding.

**Nashua Downtown Riverfront Master Plan – Nashua, NH:** Served as part of a multidisciplinary design team to explore opportunities to expand waterfront accessibility and transform the Nashua Riverfront into a revitalized amenity. Provided an environmental assessment, permitting overview, and opportunities analysis for green stormwater infrastructure to enhance the quality, ecological value, and connectivity of this public space within a larger vision for the City.

**Site Suitability Analysis for Green Infrastructure to Boost Drought Resilience – Commonwealth of Massachusetts:** Managed the development of a GIS-based methodology to identify suitable sites for green infrastructure practices, with the goal of improving drought resilience in a variety of settings in MA. This work was funded by EPA, to support the 2017/2018 MA Hazard Mitigation and Climate Adaptation Plan development process.

**Coastal Resilience Designs along Ipswich River – Ipswich, MA,** Served as Project Manager for the assessment and design of green infrastructure shoreline stabilization projects along approximately ½ mile of the Ipswich River to improve coastal resilience. Assessed nine locations, developed basic concept ideas for each site, and worked with Steering Committee to further develop resiliency designs to permit plans for two locations. Transitioned project into permitting and 90% engineering design.

**Analysis of Nature Based Solutions and Innovative Financing Mechanisms for Nutrient Mitigation – Barnstable, MA,** Provided technical support for the team of The Nature Conservancy and Quantified Ventures to evaluate a variety of nature based solutions (such as cranberry bog restoration, alternative septic systems, fertigation, and phytoremediation) in tandem with an evaluation of innovative financing opportunities to reduce risk and improve results.

**Assessment of Climate Change Impacts on Stormwater BMP Design – Commonwealth of Massachusetts,** Provided technical assistance to the MA Office of Coastal Zone Management (CZM) to perform an assessment of potential impacts of climate change on stormwater BMPs. Contributed to guidance for CZM for funding projects that are resilient to climate change over the lifetime of the infrastructure. Compiled a baseline summary of anticipated climate change impacts, evaluated specific BMPs that had been installed primarily in the near coastal area of MA, and developed example retrofit concepts to illustrate recommended design revisions for those BMPs.

**Green Infrastructure Retrofit Design for West Campus Lot – Bridgewater State University, MA:** Managed the green infrastructure retrofit design for the West Campus Parking Lot, including the design of specialized monitoring weirs and access ports to facilitate the ongoing monitoring of the site for educational purposes. Served as a sub-consultant to Nitsch Engineering, who managed the overall design of the project, including traffic and lighting.

**Sydney's Pond Recreation Area Trail and Boardwalk – Peabody, MA:** Served as Project Manager for the design of a rustic, neighborhood walking trail and raised boardwalk overlooking a pond and wetland. Provided oversight on project approach to minimize the environmental footprint by maintaining a natural style pathway with limited removal of vegetation, a raised boardwalk, and the use of natural wood products instead of pressure treated wood in the wetland environment. Managed the design process from conceptual design through construction bid documents, including environmental permitting.



## EDUCATION

**University of Notre Dame**, Bachelor of Science, Civil Engineering

## LICENSES & CERTIFICATIONS

- **Professional Engineer:** MA, RI, CT, FL National Charrette Institute (NCI)
- **Charrette Planner Certification**  
Co-founder, Current Vice President: New England Chapter of the Congress for the New Urbanism
- **Board of Directors:** Seekonk River Alliance
- **Board of Directors:** Blackstone Parks Conservancy
- **Knight Fellow in Community Building**, University of Miami School of Architecture

## PROFESSIONAL EXPERIENCE

**Horsley Witten Group, Inc.**, Senior Project Manager - Community Design, 2014 to present

**Morris Beacon Design, LLC**, Principal and Founder, 2006 to 2014

**Nitsch Engineering**, Project Engineer, 2002 to 2006

## BIOGRAPHY

Jon has over 23 years of experience as a civil engineering and neighborhood planning innovator and is a recognized leader in the area of New Urbanist planning and engineering. Jon is a 2006 Knight Fellow in Community Building at the University of Miami's School of Architecture, a co-founder of the New England Chapter of the Congress for the New Urbanism, and on the faculty of the Form-Based Codes Institute. Jonathan's project designs have won numerous local and national awards, multiple CNU Charter Awards, the Rudy Bruner Award for Urban Excellence, and the Boston Society of Landscape Architects Honor Award.

## AREAS OF EXPERTISE

Civil Engineering | Urban Design | Downtown & Neighborhood Revitalization | Land Use Planning | Mobility & Complete Street Design | Smart Growth / Low Impact Development

## SELECTED WORK

**Greenbush Transit-Oriented Development, Scituate, Massachusetts:** Led site planning, civil engineering, and landscape architecture design for redevelopment of portions of the MBTA commuter rail parking lot to build a new village center consisting of 78 residential units and 10,000 sq. ft. of commercial space in six buildings.

**Woonasquatucket Vision Plan and Greenway:** Led infrastructure and placemaking design for Providence's Woonasquatucket Vision Plan and Woonasquatucket Greenway. Designed concepts for the area along the Woonasquatucket River from Providence's Olneyville neighborhood to the Providence Place Mall – including parts of three City neighborhoods that have historically faced disinvestment and a disproportionate level of environmental impacts. Focused concepts on providing a separated urban trail to connect Providence Place Mall to Eagle Square, multiple new pocket parks, green infrastructure, trees, and a kayak launch

**Barbara Jordan II, Providence, Rhode Island:** Led site planning, civil engineering, and landscape architecture design for construction of over 80 affordable housing units in 12 buildings on multiple sites in South Providence. Site improvements include upgraded parking areas, utilities, green stormwater infrastructure, and landscape amenities. Barbara Jordan II is one of dozens of HW affordable housing projects in Providence in the last 15 years, constructing many hundreds of sorely needed affordable housing units in the City.

**Panama City Downtown Vision and Neighborhood Plans:** Collaborated with Dover, Kohl and Partners on the Panama City Strategic Vision for Downtown and its Waterfront and Neighborhoods Plan for Glenwood, Millville, and St. Andrews as part of the city-wide Hurricane Michael Recovery Planning Project.



## SELECTED WORK (CONTINUE)

Led sustainability and resilient infrastructure planning and design for each neighborhood fitting into the community vision for future development and preservation, sustainable building, connectivity, and gathering spaces. The Downtown Vision Plan won a 2020 CNU Charter Award.

**Cocheco Waterfront Development, Dover, New Hampshire:** Collaborated with Union Studio to produce a community vision and development plan for the Cocheco Waterfront Site, a 21-acre City owned brownfield property across the river from downtown Dover. Currently leading a 6-consultant team to produce construction documents for public improvements including new streets and a riverfront park, with special focus on green infrastructure, pedestrian-oriented street design, earthwork analysis, and shoreline design to plan for climate change.

**Chattanooga West End:** Collaborated with Dover, Kohl and Partners to develop a Master Land Use Plan for Chattanooga's West End, consisting of 95 acres of industrial oriented land with over  $\frac{3}{4}$  mile of frontage on the Tennessee River. Led the infrastructure design and public realm elements of the plan setting a physical framework for the West End's evolution into Chattanooga's next vibrant, mixed-use neighborhood, including a riverfront nature park, streetcar line, and urban canal system woven through the proposed street network.

**Folly Road Complete Streets Corridor Study, Charleston:** Collaborated with Dover, Kohl and Partners and local stakeholders on a corridor plan for the main spine of James Island, located south of the City of Charleston. Led production of ecological and green infrastructure solutions and integration with pedestrian/bicycle mobility improvements and town placemaking.

**Seekonk River Revitalization Initiative & Crook Point Bridge Design Competition, Providence, Rhode Island:** Led planning and civil engineering tasks as part of a community led initiative to improve a three-quarters of a mile stretch of the Seekonk Riverfront in Providence. Developed concepts that include green infrastructure, complete streets design, and plaza and boat launch improvements to increase public access to the water. Part of a 3-member team that created the winning City of Providence Crook Point Bascule Bridge design competition vision, selected in 2021 from almost 80 international proposals.

**Sewanee Village Implementation Plan, University of the South, Sewanee, Tennessee:** Updated the Implementation Plan for the 10+ acre Village to integrate sustainable neighborhood design principles and green infrastructure, including detailed concept plans for four blocks.

**Plan West Ashley, Charleston, South Carolina:** Collaborated with Dover Kohl and Partners to develop Plan West Ashley, a community vision and plan for the West Ashley area of Charleston, South Carolina - home to over half of Charleston's population. Assisted with the development of broad policies and specific actions to enhance quality of life and protect the area's historic, cultural, and natural environment. Led the infrastructure, sustainability, climate resiliency, and open space elements of the plan.













## Plan Seven50

**Client:** Southeast Florida Regional Partnership (7 Counties)

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King



The Seven50 plan, led by Jason King from Able City in collaboration with Dover Kohl & Partners, represents a visionary blueprint for fostering a more prosperous and resilient Southeast Florida over the next half-century. This strategic initiative prioritizes social inclusion, economic vitality, and environmental stewardship, as it addresses the challenges and opportunities of a rapidly evolving global mega-region. Under Jason King's leadership, a diverse team of regional and national experts collaborated with the South Florida and Treasure Coast Regional Planning Councils to craft this comprehensive approach. The planning process was distinguished by its highly interactive nature, featuring online forums, live events, and extensive public engagement that successfully reached over a million residents. Innovative methods such as interactive mapping, online scenario modeling, and various live polling techniques were employed to solicit and incorporate public input effectively. An executive committee, comprising regional leaders from sectors including education, art, government, and environmental agencies, provided multidisciplinary guidance throughout the project.

Citizen workgroups played a crucial role in addressing key areas such as economic growth, arts and culture enhancement, environmental conservation, climate and energy resilience, and the promotion of inclusive regional leadership. The plan meticulously outlines existing conditions, projects future scenarios, and offers targeted recommendations for municipalities, individuals, and the private sector to collectively improve the region's quality of life. **Additionally, the Seven50 strategy emphasizes adaptation to climate change and flooding, particularly focusing on preparing coastal cities and barrier islands for impending climate impacts through innovative resilience strategies. This includes infrastructure investments in vulnerable, high-value areas, ensuring long-term sustainability and resilience in partnership with local planning councils.** As a direct outcome of the Seven50 plan, numerous independent coalitions have emerged to implement the proposed strategies, undertaking initiatives that range from transit-oriented development to coastal protection. These collaborative efforts are set to evolve and significantly impact the region over the next 50 years and beyond, steering Southeast Florida towards a more sustainable and prosperous future.

## PLANNING FOR RESILIENCE

South Florida's many coastal cities and barrier islands are already beginning to see the impacts of climate change. Seven50 modeled the potential severity in Southeast Florida, and describes strategies for adaptation, retrofit, and retreat. The plan makes a commitment to low-lying, high-investment places that will see future investments in resilience infrastructure.



1. Existing Conditions



2. Rise of 4 feet, no adaptation



3. Rise of 8 feet, no adaptation



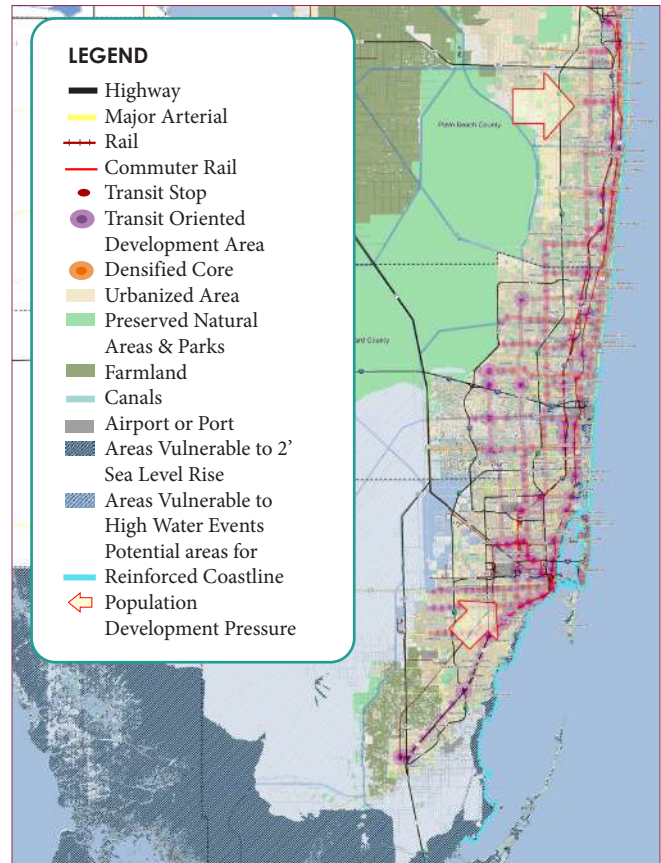
4. Rise of 8 feet, significant adaptation

## COMMUNITY ENGAGEMENT

At the Third Summit held at the Palm Beach County Convention Center, which attracted over 400 participants, Jason King from Able City was a prominent figure. He presented three future scenarios to enhance the region, developed from a computer model by a multidisciplinary consultant team and based on public input from earlier events. These scenarios aimed to “bend the trend” and improve the future of Southeast Florida in areas such as energy, agriculture, and high-tech industries. The event underscored the non-partisan nature of the plan and emphasized public involvement, particularly through an online voting process for the proposed scenarios.

## REGION IN MOTION SCENARIO

A high percentage of new residents are accommodated in walkable, TODs along existing rail lines that extend from Key West to Sebastian Inlet. Street design for the region gets a “software upgrade” for multi-modalism including connecting most neighborhoods to rail transit by streetcar or bus. Western centers for urban development are identified and the region attracts young, highly paid, information economy workers. Climate change adaptation and a reduction in greenhouse gases is a high priority.







## Plan NoBe

**Client:** Miami Beach, FL

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King

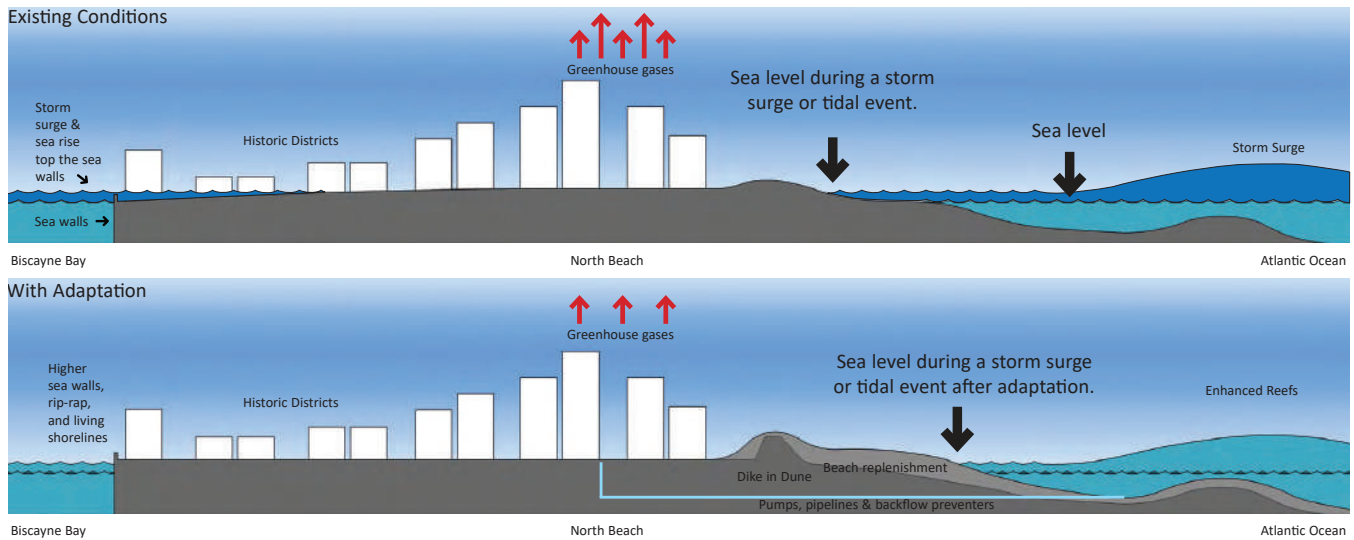


Led by Jason King from Able City in collaboration with Dover Kohl & Partners, a Master Plan was developed for the North Beach District of Miami Beach, introducing an economic and revitalization strategy known as Plan NoBe. This plan provides a framework for public policy in North Beach concerning physical development, setting priorities for public-sector action and guiding private-sector decisions. It includes illustrative plans, diagrams, maps, and pictures to clarify concepts for city officials, residents, developers, community groups, and other stakeholders.

**The creation of Plan NoBe was heavily influenced by direct community input.** The process began in November 2015 with a public kickoff session and a trolley tour of key sites, followed by an intensive charrette that encouraged community brainstorming and public design sessions. **In February 2016, a week-long Open Design Studio was held at the Byron Carlyle Theater, attracting over 1,000 residents and stakeholders.**

The plan was successfully adopted by the City Council in October 2016. Following its adoption, a voter referendum was passed to increase the Floor Area Ratio (FAR) for the Town Center, and new development guidelines are currently being implemented. **Additionally, four new historic districts were designated, significantly increasing the protection of historic structures in Miami Beach.**





## HAZARDS MITIGATION

Miami Beach has faced increased flooding from King Tide and full moon events, leading to initiatives like raising streets and installing new pumps and backflow preventers to protect properties. Despite the high cost of these measures, the potential losses in property value and safety risks from inaction are considered greater. Without adaptation, the lower western bayside of the island would be the first affected by sea level rise, with the eastern oceanfront facing heightened risks from storm surges and beach erosion. **Conversely, with strategic adaptation measures like constructing higher sea walls around bayside properties, enhancing on-site energy generation, promoting alternative transportation, and implementing beach replenishment and dike-in-dune reinforcements, the city could significantly mitigate these risks and protect its infrastructure and residents from future climatic events.**



## THE TOWN CENTER VISION

**A vibrant town center requires a diverse transportation network with efficient buses, bike paths, walkable streets, and car access.** Revitalizing and building efficient mixed-use structures can transform 71st Street into a bustling area for dining and shopping, turning the Town Center into a destination rather than just a thoroughfare. The Illustrative Plan for the Town Center outlines developments like improved street sections, new shade trees, parking facilities, pedestrian crosswalks, enhanced parks, and new infill buildings to foster a dynamic and accessible urban hub.







Proposed: Long-term prospects along Remington Avenue and the US 19 involve improvements to sidewalks, street tree canopies and pedestrian plazas to create a better sense of place.

## Thomasville Blueprint 2028

**Client:** City of Thomasville, GA

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King

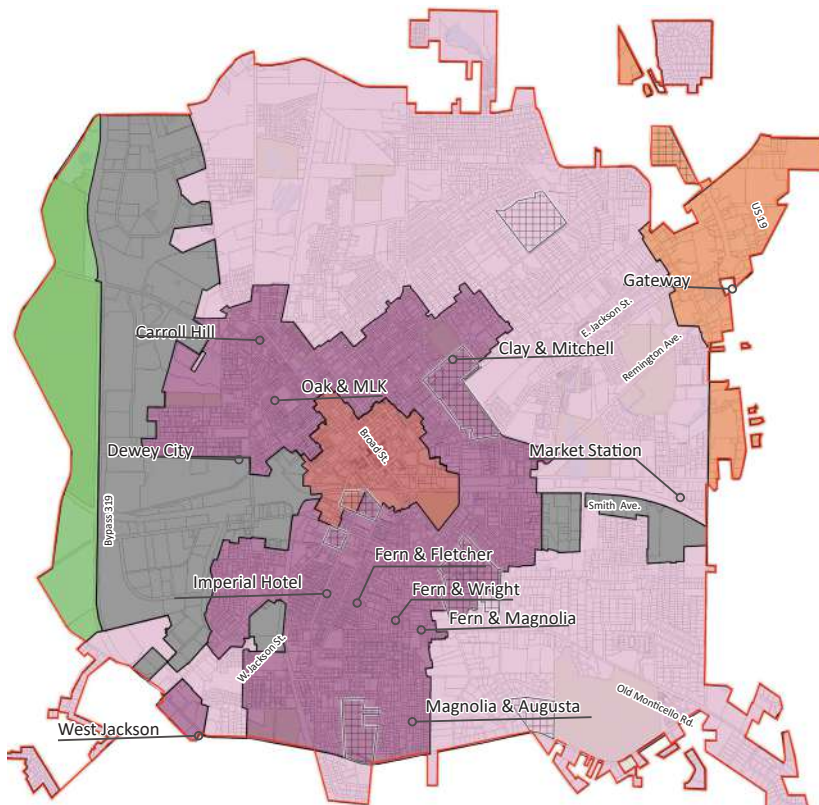


Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Thomasville Blueprint 2028 is a strategic initiative aimed at enhancing the economic, cultural, and social fabric of Thomasville, Georgia. Commissioned in March 2017, this comprehensive plan was forged through an inclusive and participatory public process that merged a grand vision with actionable strategies, designed to meet the city's multifaceted goals. **A pivotal element of this strategy was the introduction of a Form-Based Downtown Code, which updated Thomasville's land development regulations to make the envisioned changes both practical and achievable.** This approach not only kept the city's aspirations realistic but also ensured they were anchored in steps that led to tangible, positive changes, maintaining momentum toward the full realization of the plan.

The development process featured a series of Traveling Workshops in May 2017, culminating in a focused Charrette week in September 2017, where Jason and his team worked closely with community members and local leaders to formulate the city's future goals and vision. The insights gained from these collaborative sessions were encapsulated into three detailed volumes: Building Place, Building Community, and Making It Happen. Together, these documents provide a clear roadmap for the plan's implementation. Today, Thomasville is actively progressing with key projects under this plan, including the significant redesign of W Jackson Street and the construction of a new downtown hotel. **Under Jason King's leadership, the Thomasville Blueprint 2028 continues to serve as a dynamic framework for urban development, significantly enhancing community life and guiding the city toward a thriving future.**



## Future Character Areas Map



The Future Character Areas Map categorizes the City into six Character Area types, largely based on existing development patterns and logical extensions into the future. The purpose of the Future Character Areas Map is to guide future development to help ensure that it is compatible with existing development and to achieve the City's vision. Character Areas are vital to guide street design that is compatible with the City's vision.

### Future Character Areas

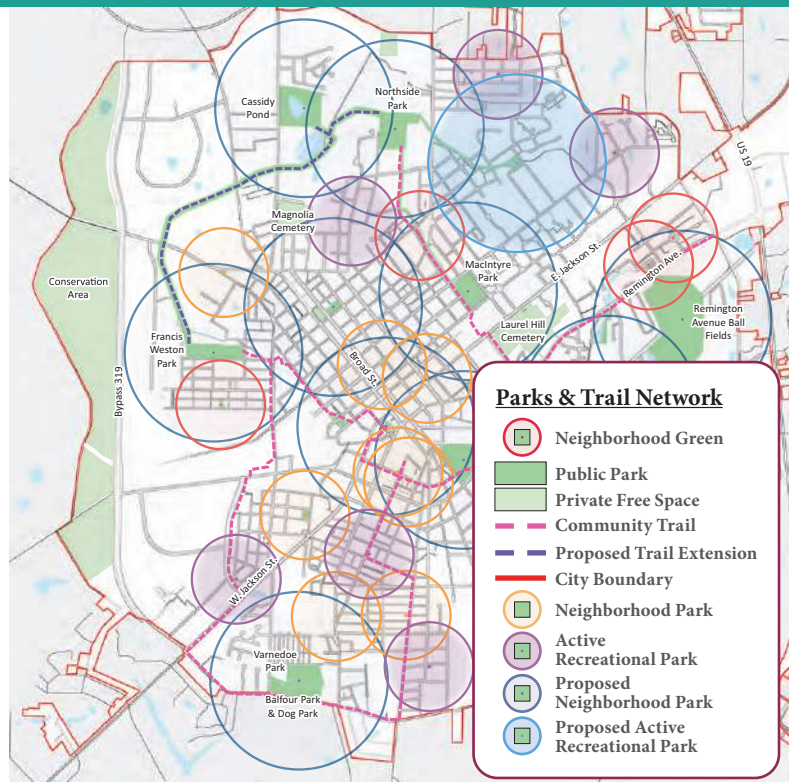
- Downtown
- Traditional Neighborhood
- Suburban Neighborhood
- Highway
- Industrial
- Natural

### Overlays

- Campus

## Potential Future Park and Trail Network

This map shows potential new locations for active regional parks, neighborhood parks, and the completed Thomasville Community Trail Network. Potential new park locations were determined by identifying vacant lots that are close to the planned trail, and in locations that lacked a park. Two new proposed active recreational parks bring more active recreation to Thomasville if desired.







Jean Lafitte Tomorrow Master Plan

## Jean Lafitte Tomorrow Comprehensive Plan Update

**Client:** Jean Lafitte, LA

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King



Rosethorn Park Fishing Market

Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Town of Jean Lafitte—an historic fishing community south of New Orleans outside the current levee system—set out to create a comprehensive resilience plan after being severely affected by flooding from natural disasters, the effects of nearby levee systems, and the 2010 BP oil spill. The plan, developed in partnership with the Center for Planning Excellence (CPEX), builds on previous efforts to guide economic, social, and physical resilience decisions. **During a public charrette lead by Jason King in November 2011, community members and consultants developed six resilience principles: Assess Opportunities & Threats,**

**Enhance Local Assets, Focus on the Heart of Town, Diversify Mobility Options, Build Stronger & Safer, and Live with Water.** The town then launched projects like expanding the boardwalk system through the bayou and developing a nature center to boost tourism and community confidence. Thanks to widespread community involvement and additional consultation with the Army Corps of Engineers, Jean Lafitte's ring levee was incorporated into the 2012 Coastal Master Plan for a Sustainable Coast. The Jean Lafitte Tomorrow Plan was unanimously adopted in April 2013 and has since seen the opening of a new fish market and improvements in town center protections, earning a Special Jury Award from the CNU in 2014 for its innovative approach to resilience.





## Tourism Planning for Jean Lafitte

**Client:** Jean Lafitte, LA

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King



Rosethorn Park Fishing Market

Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Jean Lafitte resilience and development project focused on enhancing tourism in this historic fishing community south of New Orleans. Faced with recurring flooding and environmental challenges, Jean Lafitte aimed to leverage its unique bayou location and rich culinary offerings to attract more extended-stay tourists. **The town emphasized its gateway to the bayou, exceptional local cuisine, and access to river trails, envisioning and securing funding for festivals and events to highlight its historical and cultural attractions. Infrastructure improvements included developing a new dock, a nature center, and expanding the boardwalk system**

**through the bayou to increase accessibility and enrich tourist experiences.** These enhancements, coupled with the creation of a fish market at Rosethorn Park to highlight local seafood, were pivotal in repositioning Jean Lafitte as a compelling destination for tourism. These strategic developments have significantly boosted local tourism, showcasing Jean Lafitte's unique cultural and natural assets to a broader audience.





## Civic Master Plan Phase One

**Client:** Crystal River, Florida

**Execution:** Jason King (Able City) & Dover Kohl & Partners

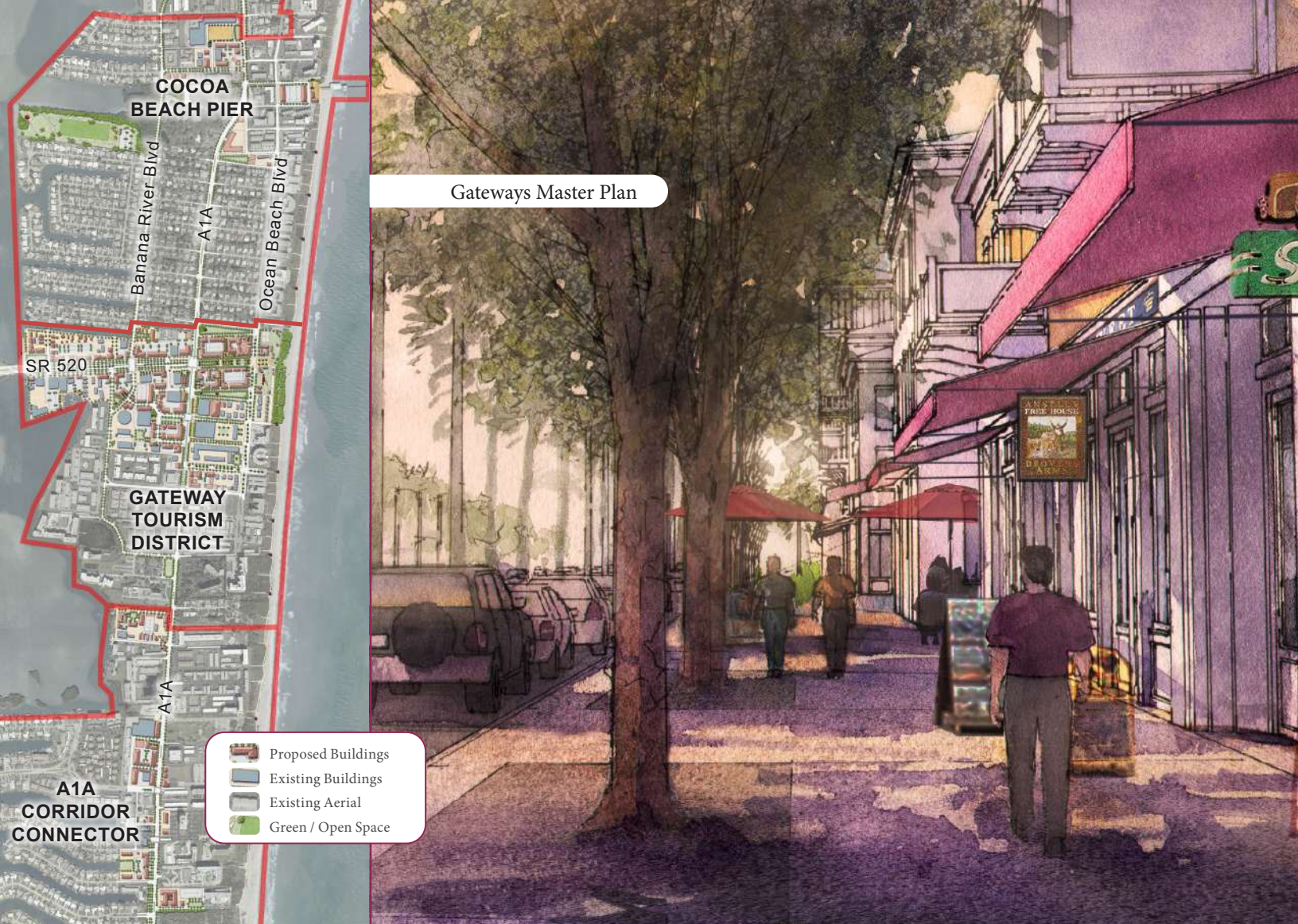
**Planning Lead:** Jason King



Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Crystal River Civic Master Plan is a comprehensive effort to reshape Crystal River, Florida, by redesigning key streets, public spaces, and areas with regulations that mirror the community's values. This plan enhances land use flexibility for local businesses to include mixed-use developments, retail spaces, workplaces, recreational areas, and diverse housing options, aiming to integrate broader housing varieties and local shopping within neighborhoods. The project focuses on three main areas: the Highway 44 Neighborhoods, the Town Square and Community Redevelopment Area (CRA), and the Waterfront.

The first phase involved the Highway 44 area, where a virtual charrette was held on June 1st-3rd, 2020, to develop a community-based land-use and street plan. This event included ten stakeholder meetings and five Open Virtual Studio sessions, allowing community members, local organizations, technical experts, and city officials to directly engage with the design team to provide feedback and discuss the plans. An onsite workshop at City Hall on June 2nd further facilitated public input, ensuring a collaborative and inclusive planning process.





## Cocoa Beach Gateways Master Plan

**Client:** City of Cocoa Beach, FL

**Execution:** Jason King (Able City) & Dover Kohl & Partners

**Planning Lead:** Jason King



Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Gateways Master Plan was initiated to revitalize Cocoa Beach, FL, which had been experiencing a period of limited development. The city enlisted Jason, Dover, Kohl & Partners along with Spikowski Planning Associates, EPR, and Community Design Associates to reverse this trend by encouraging private investment to boost visitor numbers, business activity, and tax revenue. **The plan tackled the city's restrictive development regulations that had stifled growth for decades, recommending revisions to enable new developments. Focused on three key areas with under-utilized spaces, the plan proposed transforming these into vibrant activity centers and enhancing the sense of arrival at the city's northern entrances.** A pivotal five-day design charrette in January 2014 brought together community members, leaders, officials, and property owners, facilitating a collaborative design process that built local consensus and outlined Cocoa Beach's potential. This consensus formed the foundation for public support essential for overcoming regulatory hurdles and fostering desired development. The plan's success was cemented when Cocoa Beach Commissioners unanimously approved it in June 2014, with updates to land development regulations and the Comprehensive Plan underway.





## City of Laredo Development Code Rewrite

**Client:** City of Laredo, TX

**Execution:** Able City (Lead) and Dover Kohl & Partners

**Planning Lead:** Mario Peña (Able City)



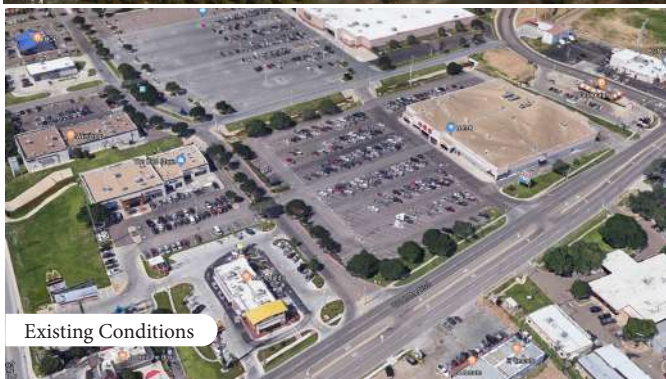
In 2017, the citizens of Laredo, through a dynamic and inclusive public process, designed a forward-looking vision for their city. The comprehensive plan's goals and policies now critically evaluate new development proposals, direct capital improvements, and guide public policy to ensure Laredo remains a community reflective of its residents' aspirations. Following the adoption of the Viva Laredo comprehensive plan, the City launched ReCode Laredo, an initiative to completely rewrite the City's land development code. **This project, rooted in form-based codes, aims to create a more connected, sustainable, and affordable future for Laredo, integrating the community's values and needs directly into its urban fabric.** It is, in essence, a complete organizational and illustrated overhaul plus a codification of the vision of the Comprehensive Plan. It also continues the effort to include citizens and advocate for the learning and decision-making process via a robust community engagement strategy. Able City was hired to direct this very important project for the City of Laredo. Despite delays due to COVID, the project is on track to be completed by the end of 2024.



## City of Laredo Development Code Rewrite Planning in Public



## City of Laredo Development Code Rewrite Proposed Conditions







## Form-Based Alternative Overlay Districts

**Client:** Henrico County, VA

**Execution:** Jason King (Able City), Dover Kohl & Partners  
& Clarion Associates

**Planning Lead:** Jason King (Able City)



Jason King from Able City, in collaboration with Dover Kohl & Partners and Clarion Associates, led the development of Form-Based Alternative Overlay Districts as part of the Zoning Ordinance and Subdivision Regulations Rewrite for Henrico County. This project involved extensive community engagement, with a series of public charrettes held across five key areas within the county. These sessions were crucial in creating the form-based overlay districts integrated into the Unified Development Ordinance. The districts, including the Brookfield Area, Parham/Broad Area, Williamsburg Road Areas, Virginia Center Commons, and the Short Pump Town Center Area, offer an alternative to standard zoning, allowing more flexibility in use while ensuring a more predictable built environment.



## Form-Based Alternative Overlay Districts (Brookfield Area)



## Form-Based Alternative Overlay Districts (Williamsburg Road Areas)







## Downtown Master Plan

**Client:** Missoula, MT

**Execution:** Jason King (Able City) & Dover Kohl & Partners

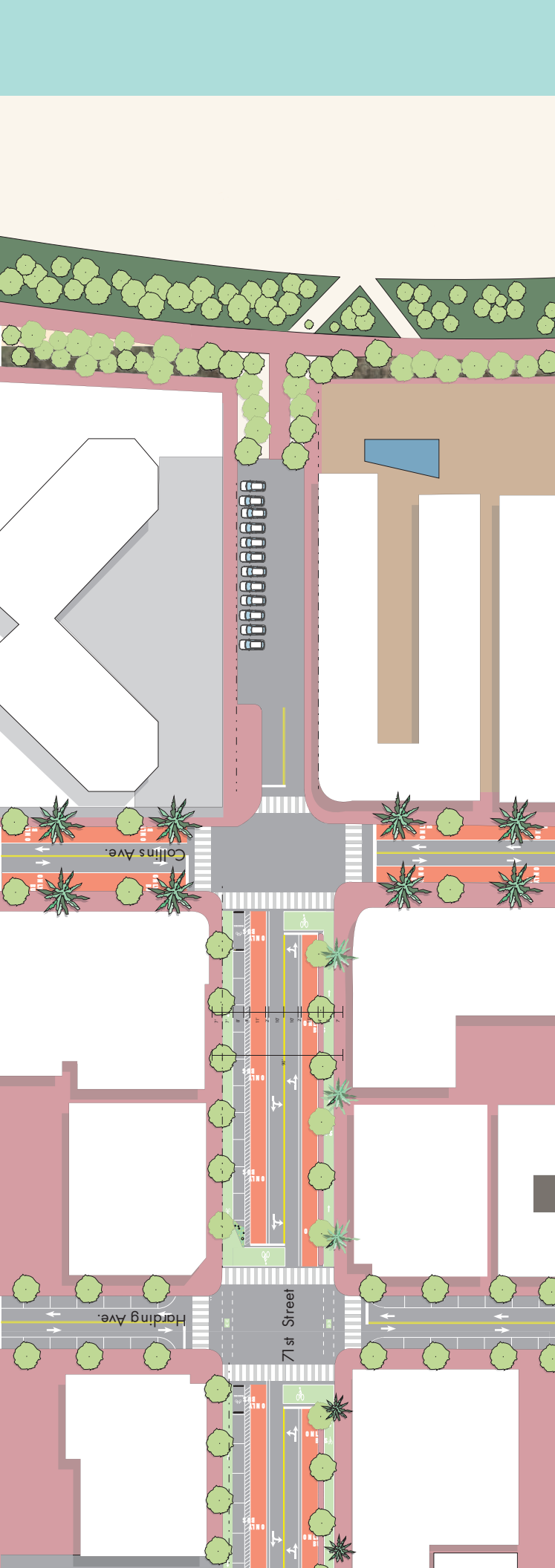
**Planning Lead:** Jason King



Led by Jason King from Able City in collaboration with Dover Kohl & Partners, the Downtown Missoula Master Plan is a comprehensive project overseen by the Downtown Missoula Partnership (DMP). This partnership includes the Downtown Missoula Business Improvement District, the Missoula Downtown Association, and the Missoula Downtown Foundation. Jason King and his team handled crucial aspects such as land use, visualizations, historic preservation, and community engagement, working alongside seven specialty consultants. This master plan addresses multiple facets of urban life including infrastructure, housing, parking, street and urban design, historic preservation, and the development

of retail and commercial spaces. It aims to guide decisions over the next decade affecting Missoula's historic downtown and its adjacent neighborhoods, from land use and planning regulations to public and private investments and the allocation of municipal resources. The update process was marked by deep and genuine community engagement, involving over 1,000 participants through a week-long charrette and extensive online interactions, ensuring broad community input and involvement in shaping the future of downtown Missoula.





# STREETPLANS

## Plan NoBe (Street Plans Project Sheet)

**Client:** Miami Beach, FL

**Execution:** Jason King (Able City), Dover Kohl & Partners & Street Plans

**Planning Lead:** Jason King (Able City)

Street Plans assisted by Jason King from Able City and Dover, Kohl & Partners alongside the City of Miami Beach's master plan steering committee, in the creation of the North Beach Master Plan. The Master Plan aims to guide public policy for the future development and planning of the North Beach District of the City of Miami Beach. Based upon the community's priorities, the Master Plan focused on five priorities: developing a pedestrian-friendly town center, provide more mobility options, capitalize upon the community's existing historic character, better utilize public lands, **and build a more climate-resilient city.** Street Plans led the transportation planning components, which included a design charrette, and produced the master plan report based upon the information gathered from the public during the charrette process. The design charrette was an intensive four-day public brainstorming session. Street Plans engaged with over a thousand participants, including property owners, neighbors, merchants, developers, environmental specialists, historic preservationists, and community leaders. Following the charrette process, Street Plans produced the transportation plan chapter of the Master Plan Report. The report focused on bike, pedestrian, and transit recommendations, as well as land development regulations, design guidelines, and sustainability metrics.





## Connect Senoia Master Plan & Unified Development Code

**Client:** City of Senoia (GA)

**Execution:** Street Plans

**Planning Lead:** Tony Garcia (Street Plans)

**STREETPLANS**

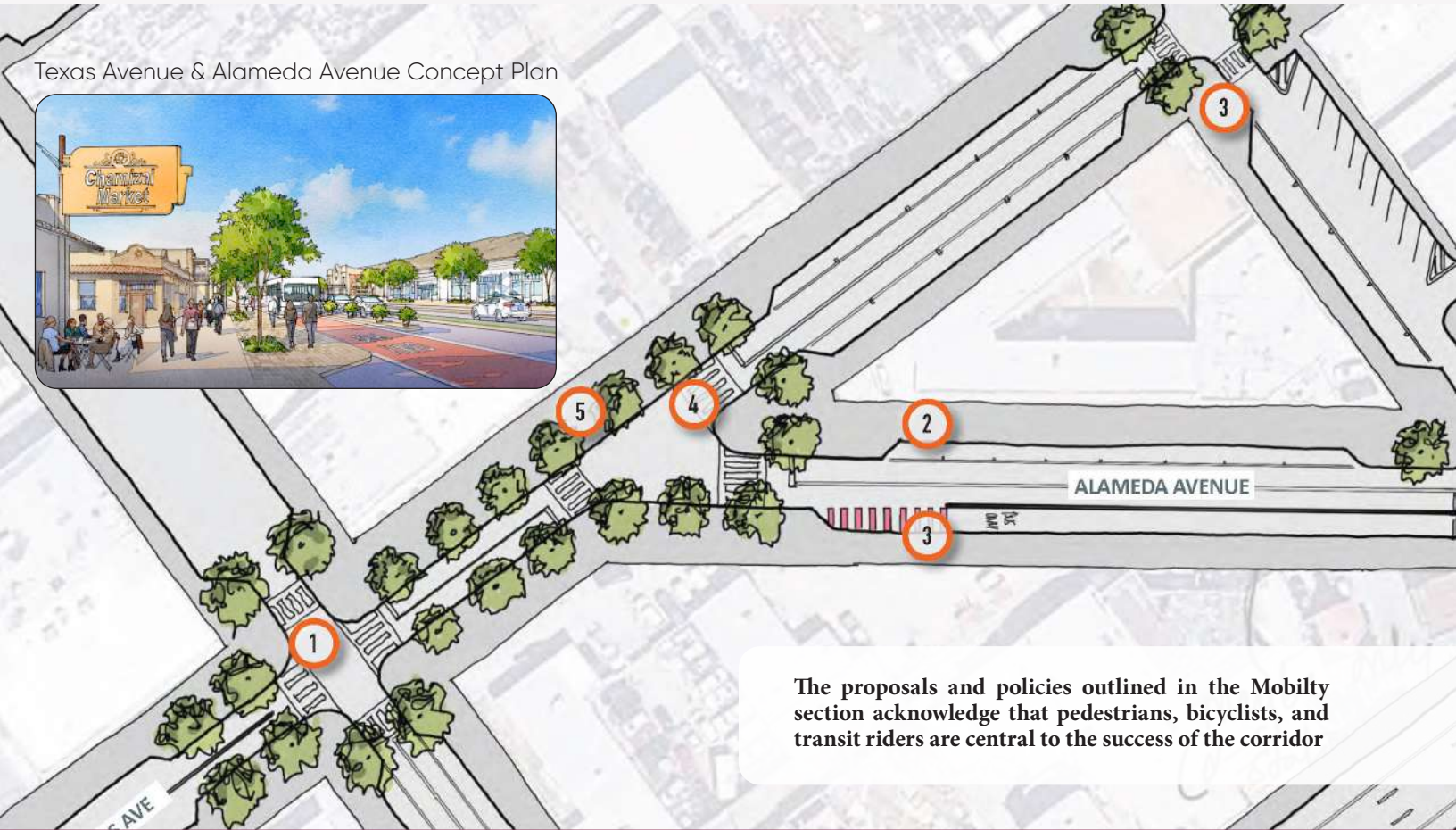
Street Plans was hired as the prime consultant by the City of Senoia to develop a mobility and development strategy and plan for the growing town center and its surrounding area. Named Connect Senoia, the initiative is led by the City in partnership with the Atlanta Regional Commission and aims to encourage thoughtful economic growth and enhance pedestrian and multi-use trail connectivity from the downtown center to Senoia's surrounding neighborhoods. The project consists of the following four components: **1.**Growth & Conservation Plan to control growth and conserve natural lands, **2.**Connectivity Plan that includes a full range of options - from walking, biking, transit, and micro-mobility, **3.**Town Center Plan to lay out a vision for continued development in the town center, and **4.**Unified Development Ordinance to codify the vision identified in the master plans. Connect Senoia is partly funded by the Atlanta Regional Commission's Livable Centers Initiative with additional funding from the City of Senoia. Connect Senoia kicked off with the project team and steering committee in early 2023, and, after an initial phase devoted to working with and educating key developers, the project's public orientation took place in June 2023. **The final deliverables will include a report summarizing the process and detailing recommendations including a 100-Day Action Plan, as well as, the adoption of a new code. The project will be completed by the end of the year.**



## City of Senoia Community Engagement







## Onward Alameda Corridor Master Plan

**Client:** City of El Paso

**Execution:** Street Plans

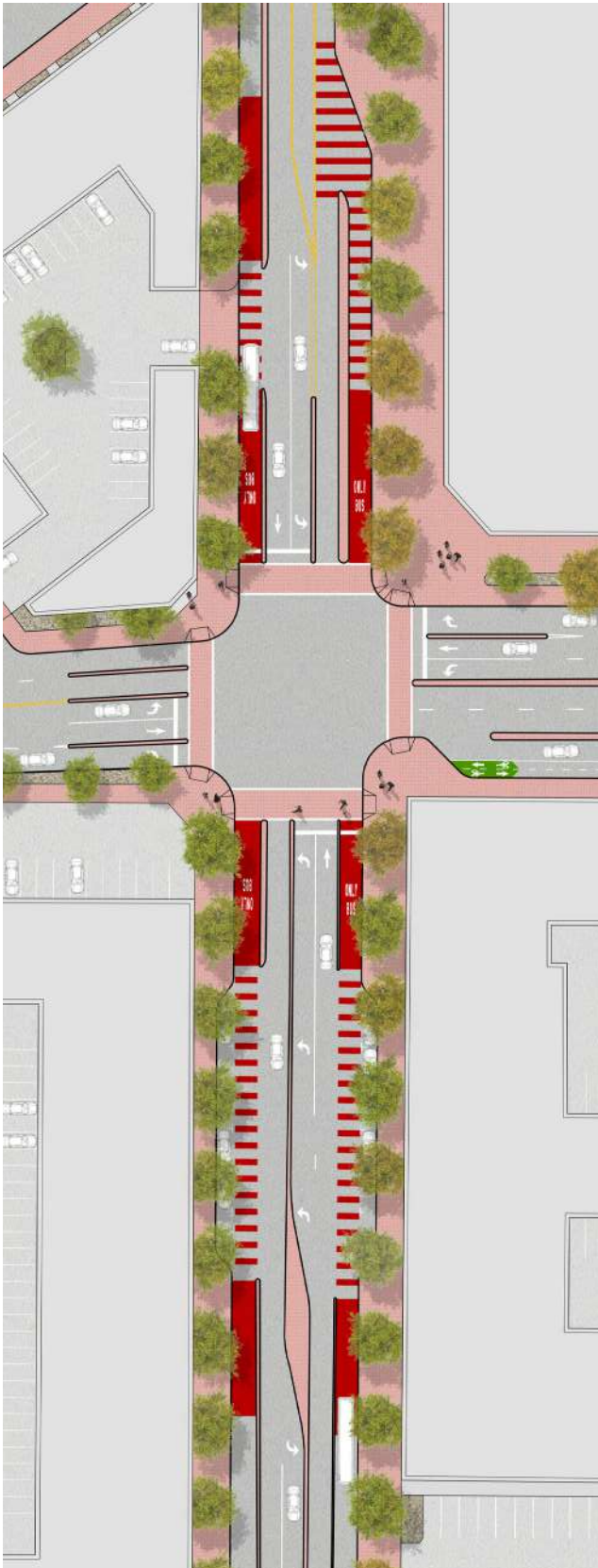
**Planning Lead:** Tony Garcia (Street Plans)

**STREETPLANS**

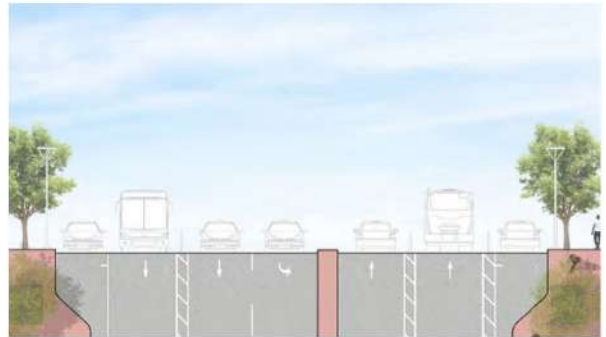
As part of an on-call contract with the City of El Paso, Street Plans developed a mobility master plan for the 14-mile Alameda Corridor. The corridor stretches from the downtown core to the exurban areas on the edge of the city. The team divided the corridor into distinct zones that reflected the predominant land use development patterns and the character of the street. Using existing city data collection technology, Street Plans was able to analyze transportation modes across the different zones, including understanding the mix of transit, bike, and pedestrian trips. Using this data, Street Plans created a robust set of recommendations, from physical changes to the design of the street to operational and policy changes. The focus of the recommendations was to improve walking, biking, and transit usage. The Project Report included a toolkit of pedestrian and transit improvement strategies, as well as detailed plan view graphics and renderings of key locations for transformation along the corridor. For locations with more urban frontage and lower car volumes, the plan envisions an aggressive expansion of sidewalks, street trees, and crosswalks. Further out from the core, where land use is more suburban, the focus of the mobility recommendations is on improving the existing Brio bus network with dedicated bus lanes, queue jumps, and signal improvements. By tailoring proposed interventions to the immediate context, the project team was able to identify specific next steps for the city, while also being practical about what may be accomplished both in the short and long term.



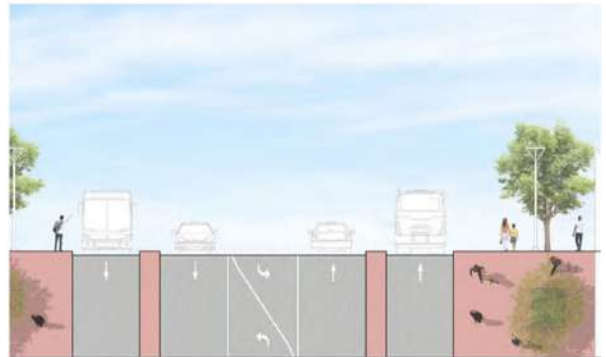
## Onward Alameda Corridor Master Plan Proposed Conditions



Alameda Avenue Existing Conditions



Short-term dedicated bus lane along Alameda Avenue, where space is maintained for other curbside uses, such as parking, loading, or bulb-outs.



The long-term design for a dedicated transit lane along Alameda includes wider sidewalks and concrete curbs to physically separate the bus lane from vehicular traffic.

Alameda Avenue Concept Plan (Left) Existing & Proposed Street Sections (Right)

## STREETPLANS

**Contact:** Anthony Garcia, RA | Principal

**Phone:** 305-978-6426

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South Miami, FL 33143, USA

Online Portfolio: [www.street-plans.com](http://www.street-plans.com)



Graphic Credit: Dover Kohl and Partners

## West Ashley Master Plan

**Client:** City of Charleston

**Execution:** Horsley Witten Group & Dover Kohl and Partners



Horsley Witten Group  
Sustainable Environmental Solutions

Horsley Witten Group collaborated with nationally renowned Dover Kohl and Partners to develop Plan West Ashley, a community vision and plan for the West Ashley area of Charleston, South Carolina – home to over half of Charleston’s population. The Plan will play a pivotal role in shaping the future of the area’s streets, transportation systems, neighborhoods, and public spaces. Plan West Ashley sets broad policies and identifies specific actions to enhance quality of life and protect the area’s historic, cultural, and natural environment. HW led the infrastructure, sustainability, climate resiliency, and open space elements of the plan. An important part of HW’s role was to analyze future investment, both public and private, through the lens of climate change, sea level rise, and resiliency. Following up on Plan West Ashley, the Dover Kohl/Alta/HW team is currently working with the City and the Charleston Parks Conservancy on a master plan for the West Ashley Greenway and Bikeway, totaling over 10 miles of trails connecting neighborhoods and traversing natural ecosystems.





Graphic Credit: Dover Kohl and Partners

## Panama City Strategic Vision for Downtown and its Waterfront

**Client:** City of Panama City

**Execution:** Horsley Witten Group & Dover Kohl and Partners



Horsley Witten Group  
Sustainable Environmental Solutions

Horsley Witten Group collaborated with Dover, Kohl and Partners on the Panama City Strategic Vision for Downtown and its Waterfront; Neighborhoods Plan for Glenwood, Millville, and St. Andrews; and Retrofit of Harrison Avenue – all as part of the City’s Hurricane Michael Recovery Plan. The Downtown Vision and Neighborhoods Plans direct future growth while also preserving the city’s history, connection to the waterfront, and strong sense of community. Our staff led the plans’ sustainability and resilient infrastructure elements, including watershed analysis, coastal adaptation design, urban green infrastructure design, and design of public open spaces. Implementation of the Downtown Vision Plan is underway, including a retrofit of Harrison Avenue, the City’s main downtown commercial street. A shared plaza is proposed at the downtown center, to give a signature look to the city’s heart. The retrofit construction will commence in 2021, featuring a flush pedestrian street experience with extensive tree planting including systems to provide runoff filtering and root zone structural support. The Downtown Vision Plan received a 2020 CNU Charter Award.





## Plan Cruz Bay

**Client:** Love City Strong, U.S. Virgin Islands

**Execution:** Horsley Witten Group



Horsley Witten Group  
Sustainable Environmental Solutions

In 2017, Category 5 Hurricanes Irma and Maria hit the U.S. Virgin Islands within two weeks of each other, causing widespread devastation. As part of ongoing recovery efforts, HW is leading the Plan Cruz Bay project to create a community-led vision for the future of Cruz Bay in St. John. The project features extensive public engagement and participatory planning, including an intensive multi-day design charrette. The outcomes of Plan Cruz Bay are designed to serve as a supplement to the Department of Planning and Natural Resources' HW-led Comprehensive Land and Water Use Plan currently underway territory-wide and will serve as a guiding document to define residents' future vision of the area, inform government decisions, and guide implementation actions. Plan recommendations include proposals for affordable housing, transportation, community spaces, stormwater management, and land use.





# Tab 3

Jason King from Able City, in collaboration with Dover Kohl & Partners, led the ReZone Albany initiative, **employing form-based codes to reshape neighborhood development through community-driven planning and interactive design charrettes**

## Project Approach

Provide a detailed description of the methodology to be used and how tasks will be organized to complete the Project.



## PROJECT APPROACH

### 1. PROJECT KICK-OFF

At the beginning of the project, Able City East and key consultants will convene a kickoff conference with the Village's staff to introduce both the Plan Team and Village Team members. **This meeting will serve as an opportunity to discuss the general scope and mission of the project, ensuring all parties share a unified vision.** During this session, we will solidify our approach, clarify roles and responsibilities, and review the foundational information requirements. We will also develop a detailed project outline and schedule, ensuring that the creation of the plan is well-structured and time-efficient. Additionally, we will identify key stakeholders (e.g., Steering Committee) and strategize on elements of the Public Outreach and Participation Plan to guarantee effective community involvement throughout the project's lifecycle.

### 2. EXISTING CONDITIONS & TRENDS

#### 2.1 Existing Conditions and Trends Analysis

Our team will undertake a thorough review and analysis of existing comprehensive plans, development policies, zoning codes, thoroughfare plans, and infrastructure capabilities. This will include an assessment of growth trends and budgetary frameworks to ensure our proposal is aligned with the strategic vision and long-term planning needs of the region.

**Able City East, in partnership with the economic development experts at Ninigret Partners, LLC, will undertake a comprehensive analysis of community data.** This deep dive into demographics, land use, mobility, open spaces, infrastructure, natural resources, and economic trends will ensure a robust understanding of the community's needs and potentials. The analysis will be enriched with data sourced from both local and third-party providers, filling any gaps and ensuring a comprehensive view of the community. Our findings will be visually detailed through maps and narratives that elucidate community patterns, gaps, and needs. Furthermore, the data analysis will encompass demographic profiles, evaluations of anchor institutions, and a rigorous examination of housing needs across different market segments. It will assess local and regional demand, focusing on retail concentrations, activity generators, and environmental conditions to pinpoint specific market opportunities. Our methodology also includes a Land Use and Urban Design Analysis using Geographic Information Systems

(GIS) and Urban Footprint. This will involve a detailed review of the urban form, the street and block network, and the interplay between buildings and streets, as well as streetscape design characteristics, land use regulations, and physical attributes such as topography and utilities. **Additionally, our review of current thoroughfare plans will include a comprehensive Multimodal Transportation Analysis, conducted in collaboration with Street Plans.** This analysis will cover all modes of transportation, from road networks to pedestrian pathways, ensuring a holistic view of mobility and effectively addressing the diverse transportation needs of the community.



*To guarantee that the comprehensive plan for Islamorada effectively addresses local environmental conditions and risks, Able City East, in collaboration with the renowned Environmental Firm **Horsley Witten Group**, will undertake an initial Environmental and Resilience Analysis. This analysis will utilize advanced tools such as the EPA's Local Greenhouse Gas Inventory Tool and Urban Footprint to ensure a thorough and informed assessment. This analysis will provide a thorough overview of Islamorada's unique topography, land cover, hydrography, floodplains, and coastal hazards, crucial for understanding the village's vulnerability to environmental impacts. Islamorada, known for its rich marine life and diverse ecosystems, faces unique environmental challenges due to its location and ecology. Our assessment will include a detailed examination of the marine and coastal environments, focusing on protecting the local coral reefs, mangroves, and marine fauna that are essential to the area's ecological and economic health. We will also evaluate infrastructure resilience, especially concerning rising sea levels and storm surge impacts, which are critical in planning for Islamorada's sustainable development. Furthermore, the Environmental and Resilience Analysis will integrate geographic and environmental data to assess current and potential impacts of climate change, helping align our planning efforts with Islamorada's strategic vision to protect its natural resources while fostering a resilient and sustainable community.*



This comprehensive and proactive approach ensures that our planning efforts are not only in alignment with the community's current needs but also anticipate future challenges and opportunities, promoting sustainable and inclusive urban development. To facilitate this, the team will prepare base maps and exhibits for the Public Design Charrette, including existing conditions maps and aerial photos of the site. This preparation will ensure a thorough and informed planning process, enabling effective community engagement and detailed discussions during the charrette.

## 2.2 Site Analysis

Key representatives from Able City East will embark on a 3-day site visit to engage directly with the community and conduct initial assessments. This visit includes a village tour guided by Village Staff, where the team will observe conditions firsthand, verify existing data, and discuss local concerns and opportunities. This interaction will help refine the objectives of the comprehensive plan and lay the groundwork for Public Design Charrette.

During the site visit, the team will also hold Initial Stakeholder Meetings to gain insights into the community's dynamics and address pressing issues. These meetings will involve Village departments, community leaders, and discussions on specific topics like transportation, economics, housing, natural resources, cultural and historic preservation, and environmental concerns. These sessions aim to gather feedback on the village's challenges and opportunities and will vary in timing—from early-stage discussions to later reviews of preliminary plan recommendations. Additionally, a Steering Committee Meeting will take place, involving Village staff, community and business

leaders, and other key stakeholders. This meeting is crucial for establishing a steering committee that will hear and integrate the community's vision for the future and address any concerns regarding the public planning process. Members of the steering committee will also be encouraged to participate in broader community meetings to foster inclusive engagement.

## 3. COMMUNITY OUTREACH & EDUCATION

Able City East will leverage a clear understanding of existing conditions to develop a comprehensive public outreach strategy, aimed at fostering enthusiasm and awareness about the new comprehensive plan. This strategy will employ various engagement methods, including media materials and interactive initiatives, designed to clearly communicate the plan's goals and engage the community effectively. This will spotlight opportunities for improvements in equity, mobility, quality of place, quality of life, and economic accessibility.

### Public Outreach Strategy:

- **Website:** A dedicated project website will function as a central resource where the community can access information at their convenience. This comprehensive platform will provide insights into the planning process, educational events, and meetings, alongside showcasing innovative online engagement tools like surveys, visual preference exercises, and interactive mapping. Furthermore, the website will facilitate virtual engagement opportunities, enabling stakeholders to engage in interactive mapping to pinpoint crucial assets and areas of concern, and conduct informal community surveys to capture residents' perspectives and feedback on their community.



Jason King works with members of the public during the charrette.



- **Social Media:** Social media will be instrumental in generating enthusiasm and raising awareness. We will leverage local community social media platforms to broaden the scope of our outreach and produce captivating content, including graphics, updates, and brief video reels, specifically designed for platforms such as Facebook, Instagram, LinkedIn, Youtube, among others. Our pre-engagement efforts will involve sharing content that clearly presents the main goals of the plan and underscores potential opportunities.
- **Marketing and Communication:** To optimize our outreach efforts, we will develop a variety of marketing materials designed to boost community awareness and engagement. These may include flyers, email campaigns, and other promotional materials tailored to capture attention and encourage active participation in the community.

This strategy is crafted to both educate and energize the community about the planning process. Our structured approach guarantees clear, transparent communication throughout the project cycle, aiming to enhance community partnerships and foster public involvement in shaping the community's future.

## 4. DESIGNING IN PUBLIC

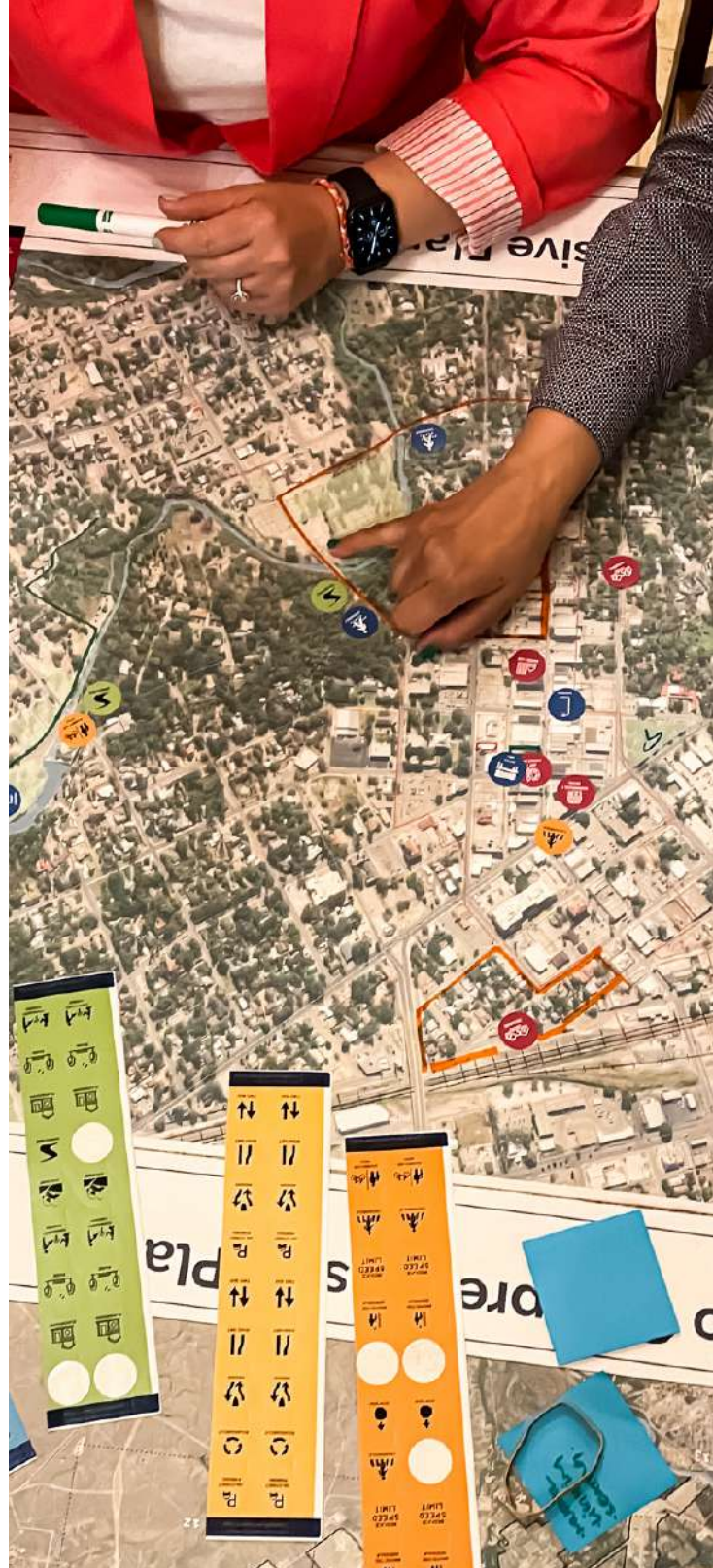
### 4.1 Interviews

We will conduct initial interviews with key stakeholders, including representatives from Village Development Services, the Village Engineer, Public Works Department, Economic Development, Transportation Department, Fire and Police Departments, as well as the Mayor, Village Council, the Planning and Zoning Commission, and other Village Departments.

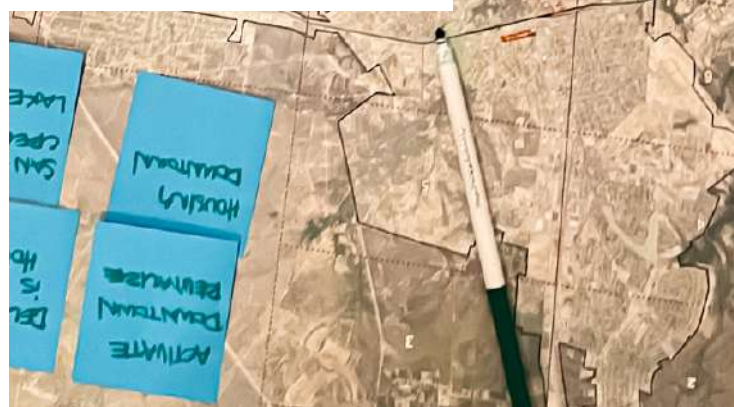
### 4.2 Community Engagement

In collaboration with the Village, Able City East will develop a robust public participation plan that is designed to deeply integrate the community into the planning process. **Our innovative approach combines advanced digital tools with traditional engagement methods to ensure a comprehensive and inclusive participation strategy that resonates with all demographics within the community. Our innovative community engagement strategy includes:**

- **5-Day Public Design Charrettes:** The 5-day Public Design Workshop is a pivotal component of our community engagement strategy, focusing on face-to-face charrettes to ensure all community members, particularly those with limited digital access, can



Able City engages with members of the public during the charrette.



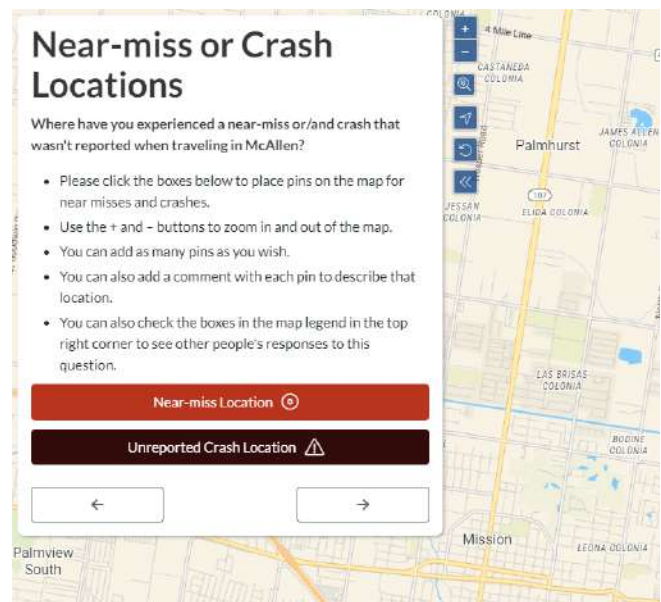


participate meaningfully. These charrettes are designed to facilitate direct interaction, allowing residents to engage with planners, share their insights, and directly influence the planning process. The workshop will launch with a Public Charrette Kick-off and a Hands-On Design Session, where community members will delve into identifying key elements for the Village's future through interactive exercises and discussions. An Open Design Studio will also be established at a central location for the duration of the week, acting as a hub for ongoing input and refinement of emerging visions and design concepts. Concurrently, technical meetings with village staff and key stakeholders will discuss the intricate details of the community's vision, integrating both technical and local insights. **Insights from these interactions will guide the creation of Urban Design Concepts, which will include detailed illustrative plans and renderings that showcase potential enhancements. The Able City East team will develop Conceptual Illustrative Plans for key areas within the Village, accompanied by a series of renderings that vividly depict proposed growth strategies and conservation initiatives. These visual representations will highlight the transformative potential of the planning proposals, providing a clear and engaging visualization of future developments.** These sessions are designed to foster inclusive housing strategies, refine economic development plans, and integrate sustainable urban design practices. **The workshop will culminate in a Work-in-Progress Presentation to validate design concepts and gather further community feedback.** A comprehensive Public Engagement Summary will follow, documenting all activities and feedback to ensure transparency and set the stage for the next phases of the plan.

- **Virtual Charrette & Online Design:** We will facilitate virtual workshops where community members can actively contribute their ideas and feedback through interactive sessions. These workshops will utilize advanced software that supports real-time collaboration and visualizes design changes, effectively bringing urban planning into the 21st century. Additionally, our Remote Public Engagement strategy includes deploying digital platforms that enable residents to interact with the planning process from their homes or via mobile devices. To complement these efforts, we will host Video Conference Interviews and a Public Orientation Webcast. These live sessions will

provide an opportunity to discuss the plan details, answer questions, and collect real-time feedback, ensuring comprehensive community involvement and modernizing the way we engage with urban development.

- **Educational Outreach:** Organizing a comprehensive series of public presentations and interactive workshops that are fundamental to our engagement efforts. These sessions are structured to educate residents about key urban planning concepts, thereby empowering them to actively and effectively engage in the planning discussions. This initiative aims to build a well-informed community capable of shaping their environment thoughtfully and strategically.
- **Interactive Map Applications:** Utilizing interactive map applications that allow residents to identify and provide feedback on areas of concern or potential development within the Village. This tool enhances engagement by enabling users to pinpoint specific locations directly on the map, facilitating targeted and meaningful community input.
- **Online Real-time Survey Tools:** Leveraging live survey technology not only during presentations and workshops but also through standalone community surveys. This approach allows us to collect instant and ongoing feedback from a broader segment of the community, ensuring that all voices are heard and considered in the planning process. These tools enable real-time interaction and are crucial for capturing the diverse preferences and feedback of the community at various stages of the engagement.



An interactive map application designed and used by Able City to collect data from the residents of McAllen

This approach ensures that every community member, regardless of technological proficiency or access, has the opportunity to participate in shaping their Village's future. The Public Design Workshop serves as the centerpiece of our strategy, where we combine these high-tech and low-tech methods to foster a dynamic and participatory planning environment. **This integrated approach is designed to maximize community buy-in and ensure that the Comprehensive Plan truly reflects the diverse needs and aspirations of the Village's residents.**

*What separates us from other planning firms is our conviction that every citizen should be given the chance to become citizen planners for life. Often times, public participation processes will engage citizens for a number of hours or days. We take a different approach, one that makes planners out of laypeople.*

—Able City Approach



Mario Peña works with members of the public.

## 5. DEFINING THE ESSENCE

No one knows **Islamora, Village of Islands** and all its assets better than its citizens. During our community engagement efforts, we will provide opportunities for participants to voice their perspective of Village's essence. We will also integrate research into Village's history, geography, and other cultural assets that will serve as the basis for our branding team to develop an authentic and deep rooted branding strategy. Our branding plan will guide the Village in refining its broadcasted identity through graphics, written sentiments, architecture, wayfinding, and digital media.

## 6. DRAFTING THE PLAN

The Designing in Public process is strategically designed to significantly advance the development of the Comprehensive Plan and Zoning Code. Following the Work-in-Progress Presentation and the conclusion of the public design workshop, the Able City East team will refine initial drafts into a streamlined, visually engaging first draft document. This draft will include illustrations, renderings, and infographics that clearly articulate the community's vision and strategic recommendations.

The plan will be continuously refined through regular feedback and consultations with the steering committee via conference calls and online meetings, ensuring it meets community expectations and integrates a detailed implementation strategy for the next 10, 15, and 20 years. It will outline necessary roles, responsibilities, and potential funding sources, and update existing plans and codes to support the Comprehensive Plan's implementation. **The final plan will represent the community's collective vision, focusing on growth and character, and providing a clear roadmap for both public and private sectors.** Organized around key elements, it will include goals, strategies, and policy directives tailored to address specific resilience challenges and opportunities. Able City East will integrate insights from previous phases to form actionable recommendations and best practices for each strategic plan element, maintaining active engagement with stakeholders to ensure a comprehensive and adaptive approach to urban planning. The main plan elements are the following:

1. **Land Use and Urban Design:** This component of the plan will deliver a comprehensive analysis of existing and projected land use patterns, laying the groundwork for necessary updates to the Zoning Code and Map. Included in this section will be a Future Land Use Plan (FLUP), detailed analysis maps, identifications of redevelopment opportunity sites, and proposals for potential modifications to zoning regulations. The process commences with a thorough land use inventory conducted by Able City, which aims to accurately ascertain current zoning rules. This critical examination is essential for an effective review and reassessment of the village's existing Area Development Plans, determining their current impact and pinpointing areas ready for improvement. Utilizing these findings, our team will leverage its expertise in sustainable urban design to carefully revise and enhance the zoning codes, land use policies, and development standards.



This extensive zoning needs analysis will guarantee that our proposals support growth that is both compatible with community needs and sustainable over the long term. Our approach is designed to be in sync with the community's visions and the strategic intentions of Village officials, thereby fostering well-rounded urban development and furthering the broad planning goals of the Village.



2. **Economic Development:** In collaboration with Ninigret Partners, the Market and Economic Development Analysis conducted by Able City East will map out strategies for achieving a productive mix of uses that meet the community's ongoing needs. This analysis will be intricately aligned with land use recommendations to ensure Islamorada's growth is financially sustainable and meets community goals. The team will delve into key economic trends such as employment, business growth—including self-employment—and workforce issues like commuting patterns. Efforts will include quantifying underrepresented sectors in conventional economic data, analyzing development pressures and their implications on the local economy, evaluating key fiscal indicators and their interplay with land use, reviewing the community's strategic economic development plans,

and identifying pivotal development corridors in conjunction with land use assessments. These comprehensive activities aim to foster coherent and strategically aligned economic growth and community development in Islamorada.

3. **Public Services and Facilities:** Able City will conduct a comprehensive infrastructure assessment to enhance building codes and flood and wind damage prevention ordinances, significantly increasing structural resilience against environmental challenges such as sea level rise and storm surges, common in Islamorada. This assessment will include evaluations of public services and facilities, focusing on their effectiveness and sustainability in light of Islamorada's unique environmental assets and vulnerabilities. Led by Jason King, our team will integrate robust mitigation strategies against identified hazard risks like flooding, into the development regulations. Additionally, the infrastructure assessment will document the current state of essential systems, informing a prioritized Capital Improvements Plan. This plan will incorporate Low Impact Development (LID) techniques to minimize environmental impacts and bolster sustainability. Our strategic approach ensures that Islamorada's Comprehensive Plan supports sustainable growth while addressing the island's specific infrastructure challenges.
4. **Transportation & Infrastructure:** Able City, in partnership with Street Plans, will conduct a comprehensive evaluation of Islamorada's transportation network, including roads, public transit, bicycle paths, and pedestrian infrastructure. Our goal is to identify critical needs and prioritize investments that enhance connectivity, mobility, and accessibility. Utilizing Street Plans' expertise in designing inclusive and efficient transportation systems, we aim to integrate innovative transportation planning and placemaking strategies. Together, we will collaborate with local, county, regional, and state transportation authorities to align our plans with broader regional goals. This approach is designed to improve the quality of life for all residents and support Islamorada's sustainable growth by developing a forward-thinking transportation framework.
5. **Housing:** This plan component identifies potential areas for housing expansion or densification, providing strategies for integrating new developments with existing residential neighborhoods. Building on previous analyses, it





Cocoa Beach, FL - Able City East

will examine critical trends impacting Islamorada's housing market. Key considerations include demographic shifts among permanent residents that may necessitate diverse housing typologies, and the dynamics introduced by seasonal residents and vacation renters, which can strain community cohesion. Additionally, the analysis will explore construction trends to identify target markets for new developments and assess pressures on crucial working waterfront properties, vital to both the local economy and cultural heritage. The study will also evaluate housing affordability and broader market dynamics such as pricing, insurance issues, purchasing behaviors, and supply challenges. These insights will inform the land use strategy regarding appropriate housing densities and typologies and guide the revision and creation of county and local housing policies aimed at fostering affordable housing. This comprehensive approach ensures that housing strategies support growth while addressing socio-economic diversity and preserving the unique characteristics of the community.

6. **Natural Resources and Open Spaces:** This element will enhance previous initiatives by conducting a comprehensive inventory of existing natural resources and open spaces. It will also provide strategic recommendations for enhancing connectivity within the open space network and improving recreational facilities. This approach aims to seamlessly integrate natural environments with community recreational needs, fostering greater access and enjoyment for all residents.
7. **Cultural and Historic Preservation:** This section will focus on identifying key cultural and historic resources within the area. It will offer strategic recommendations aimed at preserving these valuable assets effectively. By outlining specific conservation measures, the plan seeks to safeguard and celebrate the community's rich heritage for future generations.
8. **Costal Management and Conservation:** In the realm of coastal planning, the collaboration between Able City East and Horsley Witten Group (HW) is set to enhance the management of coastal resources through innovative and sustainable practices. This partnership merges Able City East's extensive expertise in urban and climate planning and design with HW's interdisciplinary approach, which includes a team of engineers, scientists, planners, and landscape designers with over three decades of experience in coastal resiliency, environmental challenges, and resource protection.



Able City East will draw upon HW’s proven capabilities in translating complex environmental data into actionable community plans, leveraging their extensive experience with various stakeholders ranging from local municipalities to federal agencies. This joint effort will focus on establishing robust land use controls and construction standards designed to protect and enhance Islamorada’s coastal and marine ecosystems. Key initiatives include conducting detailed habitat assessments, implementing green infrastructure, and developing community resilience plans to combat climate impacts. **This plan element on Coastal Planning takes a thorough approach, focusing on the protection of vital natural habitats such as coastal wetlands, estuaries, marine life, and wildlife areas through rigorous land use controls and building standards.** It targets the reduction of developmental environmental impacts, aims to improve public shoreline access, and fortifies regulations to safeguard against natural disasters and pollutants. It stresses the necessity for policies that limit development in vulnerable areas, give precedence to shoreline activities, manage pollution from dredging and filling operations, and facilitate effective hurricane evacuation plans. Additionally, it underscores the critical importance of aligning with federal, state, and regional coastal agendas, thus affirming Islamorada’s dedication to fostering a sustainable and resilient coastal environment. **Together, Able City East and Horsley Witten Group are committed to ensuring that the plan’s objectives are met by combining technical excellence with community-focused solutions, thereby promoting the sustainable management of Islamorada’s unique coastal resources.**

## 7. DRAFT THE ZONING CODE

Able City East is set to meticulously draft the Village’s Zoning Ordinances. This effort aims to ensure that the new code provide clear, enforceable guidelines that are essential for the successful adoption of the Comprehensive Plan, thus facilitating structured and sustainable urban development. The drafting process will actively involve key stakeholders through public sessions and targeted consultations, ensuring the ordinances reflect community needs and expectations, thereby facilitating structured and sustainable urban development.

### Key Principles for Code Development:

- **Community Values:** The Code will reflect Village’s

community values through an extensive public participation process conducted by Able City and the Team. This approach ensures that new development standards derived from the community will positively influence future growth and align with local preferences.

- **Appropriateness:** Customized to Village’s specific challenges, the code will address the Village’s demographics, environmental concerns, and development capacity. The new regulations will support the preservation of Village’s culture and historical assets, manage growth effectively, and allow for developments that adhere to design standards suitable for the Village’s character.
- **Consistency:** The code will be drafted to be unambiguous and consistent, fostering predictability for both developers and Village staff. They will align with Village’s new Comprehensive Plan and other planning documents, ensuring that the code effectively support the village’s development goals as adopted by the Village council.
- **Flexibility:** Accommodating a variety of development patterns, the new ordinances will provide flexibility in administrative processes to adapt to changing urban needs. They will encourage pedestrian-friendly community centers with mixed uses, while also offering flexibility in zoning parameters such as lot dimensions, parking standards, and building heights.
- **Implementability:** With a deep understanding of Florida’s zoning regulations, Able City East will ensure that Village’s Code is practical and based on the Florida Local Government Code. The ordinances will be designed for straightforward implementation by village staff, differentiating from current codes but grounded in state requirements.

## 8. FINAL DRAFT REVIEW

The team will submit the final draft of the Comprehensive Plan and Zoning Ordinances to Village officials, including feasibility studies and proposed updates to the Village’s subdivision, zoning, and building ordinances. This submission allows sufficient time for village officials to review and provide feedback, ensuring a collaborative refinement process. This approach ensures that all necessary revisions are incorporated into the final draft, facilitating a seamless transition to the formal adoption phase of the comprehensive plan. Following a thorough stakeholder engagement process, Able City East will refine the updated codes based on the feedback received, enhancing clarity and enforceability with visual aids

such as illustrations and diagrams. This makes the ordinances more accessible and easier to implement, underscoring our commitment to developing practical, user-friendly zoning regulations that support Village's strategic development objectives.

## 9. IMPLEMENTATION & ADOPTION

Able City East will provide a comprehensive guide for implementation, tailored for staff and stakeholders to facilitate action and monitor progress. Additionally, we will offer strategies and training for community advocates to support ongoing implementation beyond adoption. We believe that a detailed implementation and action plan is crucial for achieving the vision, goals, and recommendations outlined in the Comprehensive Plan. We will outline the various recommendations found throughout the Plan, providing clear direction on how and where development should occur over the next 10, 15, and 20 years. This will include specific plans for achieving immediate, short-term, and long-term goals, identifying roles, responsibilities, potential funding sources, estimated timelines, and budgets for key projects and strategies. Recommendations for amendments to existing land development regulations and other planning-related documents that support the Comprehensive Plan will also be included.

### 9.1 Code Diagnostic Report

Our team will create a comprehensive code diagnostic report that thoroughly reviews the Village's codes, ordinances, and other recommendations. This report will identify future necessary updates to align with the Comprehensive Plan's intent and goals. Specifically for Islamorada, Able City East will provide a Final Draft of updated and aligned zoning ordinances that seamlessly integrate with the Comprehensive Plan's vision and objectives.

### 9.2 Implementation Plan Development

We will develop an implementation plan to transform the recommendations in the Comprehensive Plan into actionable steps. This plan will guide the Village through project prioritization and phasing, considering variations depending on location and responsible entities. Strategies with financial requirements will include potential funding sources to support their completion.

### 9.3 Matrix of Recommendations

We will create a matrix illustrating how the recommendations in the Comprehensive Plan support the Village's goals. Each recommendation

will detail prioritization, implementation timing, lead organization/entity, desired partners, financial implications, and available funding sources. This matrix will be a tool for the Village to monitor and measure the success of future planning and development efforts.

### 9.4.Final Draft and Adoption Process

The implementation plan will be incorporated into the Final Draft Comprehensive Plan for adoption. After the final review by Village staff, we will prepare the Comprehensive Plan for the Village's adoption process. Able City East will work closely with Village staff to ensure the final plan is in the best format for adoption and will be available to participate in the adoption meeting to ensure a smooth transition.

### 9.5 Deliverables in Various Formats

We will systematically generate and provide the Village with comprehensive deliverables that span the project's breadth. These will include, but are not limited to, Administrative Drafts, Public Review Drafts, and the Final Draft of the Comprehensive Plan and Code. Able City East will deliver these documents in various formats for applications and users. Copies will be produced to facilitate hands-on review during meetings and workshops. Simultaneously, digital copies will be available in PDF format for easy distribution and printing and in Word format to enable trackable revisions during the review process. Furthermore, recognizing the importance of geographic information systems in modern urban planning, we will provide the Zoning Map in an electronic GIS-compatible format. This will ensure seamless integration into the Village's existing GIS infrastructure and enhance the map's functionality and interactivity for users within the Village administration and the general public.

Upon the Village's final approval, we will deliver a consolidated final version that incorporates all changes made during the review and adoption process. This version will be formatted for official publication and dissemination, meeting ADA compliance and ensuring it is readily accessible and navigable by all community members. We pledge to collaborate closely with the Village's Planning Director and IT specialists to confirm that delivering these documents meets the Village's efficiency, transparency, and forward compatibility needs. **Our approach to deliverables ensures that they will be not only comprehensive and accessible but also versatile, ensuring that the final products serve the Village well into the future as a dynamic and living framework for growth and development.**



Able City led the transformative revitalization of Eagle Pass's riverfront downtown, focusing on economic growth, cultural development, and enhanced mobility. This image shows the team's community engagement efforts, crucial for strengthening cross-border ties with Piedras Negras. The project, aligning with TxDOT, ADA, and AASHTO standards, aims to create a vibrant, accessible downtown while preserving the city's heritage.

## Consultant References

Provide at least three (3) clients for whom the Consultant has completed similar projects within the last five (5) years. The references should include the name, address, telephone number and email address of a contact person for each reference cited and link to completed, published comprehensive plan.





## REFERENCES

### **Kenneth Thompson**

City Planner, Planning Department  
Project: Thomasville Blueprint 2028 in  
Thomasville, GA  
Phone: 229-227-4093  
Email: [Kenneth.Thompson@thomasville.org](mailto:Kenneth.Thompson@thomasville.org)  
Plan: <https://blueprintthomasville.org/>

---

### **Linda K. McCarthy**

Executive Director  
Downtown Missoula Partnership: A Collaboration of  
the MDA, BID and MDF  
218 East Main, Suite C  
Missoula, MT 59802  
Phone: 406.543.4238  
Email: [linda@missouladowntown.com](mailto:linda@missouladowntown.com)  
Plan: [https://www.missouladowntown.com/  
downtown-master-plan/](https://www.missouladowntown.com/downtown-master-plan/)

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### **Kelly Carson**

Planning Director  
Planning & Zoning Division  
300 West Plant St · Winter Garden, FL 34787  
Ph 407.656.4111 Ext. 2312 · Fax 407.654.1258  
Email: [kcarson@wintergarden-fl.gov](mailto:kcarson@wintergarden-fl.gov)  
Plan: [https://www.cwgd.com/656/East-Winter-  
Garden-Plan](https://www.cwgd.com/656/East-Winter-Garden-Plan)



Jason King from Able City, collaborating with Dover Kohl & Partners, spearheaded the Code SMTX project in Texas, **successfully rewriting San Marcos' Land Development Code to promote walkable urbanism and align with the city's vision, incorporating form-based codes.**



## Cost Proposal

Provide a complete proposed fee schedule or not-to-exceed cost to complete the Scope of Services. The cost proposal must include a statement that the proposal remains in effect for ninety (90) days.

## BUDGET AND FEE SCHEDULE

Item	Task	Sub-Total
	<b>Task A: Project Administration</b>	<b>\$5,835.25</b>
	1. Project Management and Contract Administration	
	<b>Task B: Project Kick Off Meetings</b>	<b>\$9,097.68</b>
	1. Kickoff Conference (City Staff, Consulting Team, & Stakeholders)	
	2. Overall Project Coordination & Roles Assessment	
	3. Establish Steering Committee Meeting	
	4. Progress Meetings (City Staff, Consulting Team, & Stakeholders)	
	<b>Task C: Existing Conditions &amp; Trends</b>	<b>\$15,965.63</b>
	1. Data Collection and Mapping	
	2. Policy and Socioeconomic Review	
	3. Environmental Conditions & Risk	
	4. Market Analysis & Infrastructure Assessment	
	5. 3-Day Site Visit / Work Sessions	
	6. Existing Conditions Report	
	<b>Task D: 3. Community Outreach &amp; Education</b>	<b>\$8,065.03</b>
	1. Project Website	
	2. Community Outreach & Education (e.g., Social Media)	
	<b>Task E: Vision, Objectives, and Recommendations</b>	<b>\$43,652.89</b>
	1. Key Individual Interviews	
	2. Community Engagement (5-Day Public Design Charrettes)	
	3. Community Interaction ( Web-Based Engagement / Surveys)	
	4. Vision Framework Development (Alternative Scenarios & Strategies)	
	<b>Task F: Plan Creation (Draft)</b>	<b>\$65,549.25</b>
	1. The Essence of Islamorada, Village of Islands	
	2. Land Use and Urban Design	
	3. Economic Development	
	4. Public Services and Facilities	
	5. Transportation & Infrastructure	
	6. Housing Data and Analysis	
	7. Natural Resources and Open Spaces	
	8. Coastal Management and Conservation	
	9. Other Comprehensive Plan Elements	
	10. City Staff, P&Z, City Council Workshop / Meetings	
	<b>Task G: Drafting and Refining The Code</b>	<b>\$57,150.05</b>
	1. Code Rewrite Draft 1	
	2. Code Rewrite Draft 2	
	3. City Staff, P&Z, City Council Workshop / Meetings	



	<b>Task H: Implementation &amp; Adoption</b>	<b>\$18,092.80</b>
	1.Strategic Planning and Implementation	
	2. Implementation Plan & Matrix	
	3.Comprehensive Plan & Code Refinement (Final Draft)	
	4.Adoption Process (Recommendations & Meetings)	
	5.City Council Adoption	
	<b>Task I: Reimbursable Allowances</b>	<b>\$7,426.67</b>
	Printing, Meeting Materials, Supplies	
	Travel Allowance	
	<b>Project Total</b>	<b>\$225,000.00</b>





Jason King from Able City, collaborating with Dover Kohl & Partners, spearheaded the Downtown Montgomery Plan, **integrating form-based codes through the adoption of SmartCode to revitalize the area.** This plan, shaped by extensive community engagement with over 850 participants, has transformed Downtown Montgomery into a vibrant hub for commerce and culture.







Tab

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## Timeline

A proposed timeline to include the Consultant's best estimate of the number of calendar days to complete the Project should be included in the proposal package.



## PROJECT SCHEDULE

Able City has developed a tentative production schedule to complete Islamorada's Comprehensive Plan within a 12-month period, starting from the Notice To Proceed. This timeline aligns with the Village's goals and the extensive scope necessary for a thorough formulation of the Comprehensive. Our close collaboration with Village staff and the full availability of our team throughout the project duration will ensure that each task is completed efficiently within the proposed timeframe.

	● Deliverables    ▲ Meetings / Assessment					
Months	1-2	3-4	5-6	7-8	9-10	11-12
<b>Task A: City Council: Contract Approval</b>						
<b>Task B: Project Kick Off Meetings</b>						
1.Kickoff Conference (City Staff, Consulting Team, & Stakeholders)	▲					
2.Overall Project Coordination & Roles Assessment	●					
3.Establish Steering Committee Meeting						
4.Progress Meetings (City Staff, Consulting Team, & Stakeholders)	▲	▲	▲	▲	▲	▲
<b>Task C: Existing Conditions &amp; Trends</b>						
1.Data Collection and Mapping						
2.Policy and Socioeconomic Review			●			
3.Environmental Conditions & Risk		●				
4.Market Analysis & Infrastructure Assessment		●				
5. 3-Day Site Visit / Work Sessions	▲ ●					
6. Existing Conditions Report			●			
<b>Task D: 3. Community Outreach &amp; Education</b>						
1.Project Website		●				
2.Community Outreach & Education (e.g., Social Media)						
<b>Task E: Vision, Objectives, and Recommendations</b>						
1.Key Individual Interviews			▲			
2.Community Engagement (5-Day Public Design Charrettes)			▲ ●			
3.Community Interaction ( Web-Based Engagement / Surveys)						
4. Vision Framework Development (Alternative Scenarios)				●		
<b>Task F: Plan Creation (Draft)</b>						
1. The Essence of Islamorada, Village of Islands						
2. Land Use and Urban Design						
3. Economic Development						
4. Public Services and Facilities						
5. Transportation & Infrastructure						
6. Housing Data and Analysis						
7. Natural Resources and Open Spaces						
8. Coastal Management and Conservation						
9. Other Comprehensive Plan Elements						
10. City Staff, P&Z, City Council Workshop / Meetings				▲	▲ ●	



Task G: Drafting and Refining The Code						
1.Code Rewrite Draft 1						
2.Code Rewrite Draft 2						
3. City Staff, P&Z, City Council Workshop / Meetings						
Task H: Implementation & Adoption						
1.Strategic Planning and Implementation						
2. Implementation Plan & Matrix						
3.Comprehensive Plan & Code Refinement (Final Draft)						
4.Adoption Process (Recommendations & Meetings)						
5.City Council Adoption						

**Able City East will ensure continuous engagement with the community and stakeholders throughout the project, following the Engagement Plan established during the initial phase.** Regular monthly check-in calls and progress reports will be conducted to maintain open and transparent communication with the Village. Moreover, our team upholds the highest standards with a distinctive quality assurance and quality control process, ensuring project integrity and quality at each stage.

As part of our commitment to transparency and organization, a Gantt Chart Timeline will be integrated into our formal contract with the Village, providing a clear visual of the project schedule. Able City East is dedicated to upholding high standards of quality and timely performance, facilitated by active collaboration and comprehensive involvement from all team members. Our proven ability to meet deadlines and manage budgets is underscored by our use of cost-effective strategies and advanced tools, ensuring that every city planning project not only begins with a clear objective but also remains within budget constraints through detailed cost assessments at every project phase.





Able City East Project





Tab

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## **State and Local Authorization to Transact Business**

Submit proof of authorization to transact and conduct business in the State of Florida. The successful proposer must be fully licensed and certified in the State of Florida at the time of submittal for the type of services to be rendered.

L24000161842  
FILED 8:00 AM  
April 04, 2024  
Sec. Of State  
cgolden

The name of the Limited Liability Company is:  
KING DESIGN COLLABORATIVE LLC

The street address of the principal office of the Limited Liability Company is:  
6621 SW 63RD CT  
SOUTH MIAMI, FL. UN 33143

The mailing address of the Limited Liability Company is:  
6621 SW 63RD CT  
SOUTH MIAMI, FL. UN 33143

The name and Florida street address of the registered agent is:  
JASON J KING  
6621 SW 63RD CT  
SOUTH MIAMI FL. 33143

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: JASON KING



## Article IV

The name and address of person(s) authorized to manage LLC:

Title: AP  
JASON J KING  
6621 SW 63RD CT  
SOUTH MIAMI, FL. 33143 UN

Title: AP  
PAMELA KING  
6621 SW 63RD CT  
SOUTH MIAMI, FL. 33143 UN

L24000161842  
FILED 8:00 AM  
April 04, 2024  
Sec. Of State  
cgolden

Signature of member or an authorized representative

Electronic Signature: JASON KING

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. 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, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.

## MEMORANDUM OF AGREEMENT FOR USE OF NAME AND TRADE DRESS

This Agreement for Use of Name and Trade Dress is entered into on May 13, 2024 between King Design Collaborative, LLC, a Florida limited liability company (“KDC”) and Able City, LLC, a Texas limited liability company (“Able City”).

### RECITALS

- A. KDC and Able City (or their respective owners) plan to open Able City East, LLC within 60 days from the date of this Agreement.
- B. Prior to the opening of Able City East, LLC, KDC will be announcing, explaining and marketing the services of Able City East, LLC, to planning conferences, existing and potential clients, and internally to company staffs
- C. KDC wishes to use the Able City name and trade dress in those activities, and Able City is willing to give its consent to such usage pursuant to the terms of this Agreement.
- D. KDC and Able City also wish to establish proportional assignment of expenses incurred in such activities prior to the establishment of the new firm Able City East. KDC will be responsible for 75% of the expenses while Able City, LLC will be responsible for 25%. All expenses must be approved by both parties. Related expenses for printing and other marketing materials incurred prior to this agreement shall be split in the same manner.

### AGREEMENT

The parties hereto therefore agree as follows:

1. **Purpose.** Able City consents to the use by KDC of the name Able City and to KDC’s use of Able City’s trade dress (as hereinafter defined) for the purpose of marketing, advertising and promoting the services to be offered and provided to planning conferences by Able City East, LLC. The types of usage consented to herein include the use of Able City’s name or logo in print (for banners, business cards, sales literature, promotional material, project proposals, statements of qualifications, and similar items), as well as Able City’s trade dress to include its on-line presence, such as Able City’s web page, its format and designs, and social media outlets. The usage consented to in this Agreement by Able City is non-transferable and can be used by KDC only in connection with the aforementioned purpose.



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# Tab 8

## Appendix A

Submit the completed and signed Appendix A acknowledging receipt of Addenda and Affidavit Attesting to Noncoercive Conduct for Labor or Services.


**APPENDIX A**

**ACKNOWLEDGMENT OF ADDENDA AND DOCUMENTS**

The Proposer hereby acknowledges the receipt of the following addenda issued by the Village and incorporated into and made part of this RFP. In the event the Proposer fails to include any addenda in the table below, submission of this form shall constitute acknowledgment of receipt of all addenda, whether or not received by him/her.

ADDENDUM NUMBER	DATE RECEIVED
<u>ADDENDUM NO. 1</u>	<u>June 6, 2024</u>
<u>ADDENDUM NO. 2</u>	<u>June 18, 2024</u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>
<u> </u>	<u> </u>

In addition to the addenda listed above, I acknowledge receipt of the Affidavit Attesting to Noncoercive Conduct for Labor or Services (attached to Exhibit "B") and if awarded an Agreement with the Village will execute the affidavit attesting that my business does not use coercion for labor or services.

  
\_\_\_\_\_  
Signature  
  
Jason King  
\_\_\_\_\_  
Print name

Partner, Principal  
\_\_\_\_\_  
Title  
  
July 7, 2024  
\_\_\_\_\_  
Date





## COMPETITIVE EVALUATION CRITERIA

We hope that this RFP response has demonstrated that:

1. Able City East brings extensive experience in preparing comparable comprehensive plans, addressing challenges and opportunities similar to those faced by Islamorada. Our team has successfully developed dozens of plans that align with the unique needs of communities like Islamorada, demonstrating a proven track record in strategic urban and environmental planning.
2. Able City East has crafted a clear and actionable work plan, detailing specific steps and procedures to develop a highly effective Comprehensive Plan. This plan includes comprehensive public engagement strategies, rigorous data collection and analysis phases, strategic zoning and land use recommendations, and a robust implementation schedule designed to ensure the plan's success and usability.
3. Our stakeholder/public engagement approach includes extensive public outreach sessions, as well as a week-long charrette. The plan for Islamorada will be drafted (largely) on-site in Islamorada. We also recommended an interactive communications hub, have survey and other high and low tech approaches to employ, and propose as many discussions with the community as needed to see the Comprehensive Plan and Updated Zoning Code adopted.
4. We have demonstrated a thorough understanding of the project scope and a clear grasp of Islamorada's requirements for Comprehensive Plans through our extensive previous work in the state. We believe our proposal reflects a deep appreciation of Islamorada's unique character and community needs.
5. Able City East has quality and relevance of past work and references. We have provided a relevant work history accompanied by several excellent and verifiable references from former municipal clients, particularly those for whom Able City East has prepared Comprehensive Plans for communities similar to Islamorada.
6. Able City East is based in Florida and able to closely work with the Village. We recognize that a great plan is important, but that a local commitment is even more important. Our plans are less a document for the shelf and more the beginning of a new local planning movement.





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EAST

Planning • Community Engagement  
Economic Development • Architecture