



R M A

REINVENTING YOUR CITY

June 18, 2025

CITY OF COCONUT CREEK, FLORIDA
ECONOMIC REDEVELOPMENT STRATEGY

RFP No. 06-18-25-11



RMA

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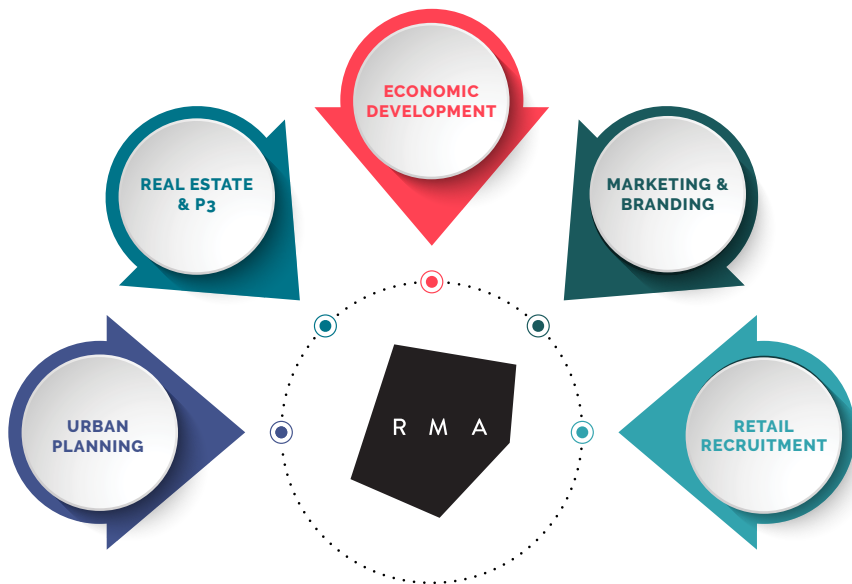
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QUALIFICATIONS AND EXPERIENCE 1

RMA and RMA Real Estate Services is a full service economic (re)development and real estate brokerage firm under one roof, passionately reinventing cities and target areas to bring hidden assets and unrecognized value to the forefront. We have a proven track record assessing, developing and implementing plans/programs that are improving communities by utilizing a realistic, comprehensive and effective approach - resulting in **billions in private sector investment** within our client areas.

We offer comprehensive services in five specialized areas:



RMA was formed in 2009 by Principal Members, Kim Briesemeister, a Certified Redevelopment Administrator, and Christopher J. Brown, combining their talents and 50+ years of experience providing consulting and management services to governments in the field of urban redevelopment and placemaking, regionally, nationally and internationally. RMA Real Estate Services was formed in 2011, extending our team as a real estate brokerage that is built upon our successful redevelopment experience.

Across the two firms, there are 14 staff members whose areas of expertise includes all aspects of **economic development, business attraction and marketing, place branding and positioning, real estate development and public-private partnerships (P3), urban design and planning, government administration and community consensus building**. Our active practitioners have led some of the most successful economic development efforts throughout Florida communities during the last 30 years, transforming many areas into thriving business/entertainment districts. In South Florida alone, our services are highly recognized for such notable revitalization projects as Oakland Park, Pompano Beach, West Palm Beach, and Delray Beach.

RMA's highly experienced professionals are committed to our clients in their pursuit of economically diverse and healthy communities. To contract with RMA is to gain access to redevelopment and real estate leaders in under one multi-faceted firm, and thereby achieve sustainable economic stimulation.

RMA is licensed to conduct business in the State of Florida and has the experience, in-house expertise and financial stability to successfully complete and implement projects of all sizes.



REDEVELOPMENT MANAGEMENT ASSOCIATES

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

RMA REAL ESTATE SERVICES LLC

is a boutique real estate brokerage firm specializing in real estate for governments. The principal broker, Christopher J. Brown, is the principal partner at Redevelopment Management Associates, as well.

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EXPERIENCE & SERVICES

RMA is at the forefront of local economic development and redevelopment, working on-site and implementing physical change. Our team of industry professionals has significant experience working with communities to develop and implement strategic financing and economic development efforts. We are redevelopment specialists with specific areas of expertise including:

CRA MANAGEMENT & ADMINISTRATION

- ▶ RMA Principals/department directors served as city and CRA executive-level directors and/or staff members and have day-to-day hands-on implementation experience
- ▶ RMA Principals have previously independently managed four of the largest CRAs in the state of Florida: Delray Beach, Fort Lauderdale, Hollywood, and West Palm Beach
- ▶ RMA Principals are both former Florida Redevelopment Association (FRA) Presidents

CRA CONSULTING

- ▶ CRA Management
- ▶ CRA Implementation
- ▶ CRA Plans
- ▶ CRA Compliance
- ▶ Findings of Necessity
- ▶ Public Finance
- ▶ Public-Private Partnerships (P3)
- ▶ Branding & Marketing
- ▶ Incentives
- ▶ Real Estate

CRA & PUBLIC FINANCE

- ▶ Bond Issue Analysis & Recommendations
- ▶ Enterprise Zones/Opportunity Zones
- ▶ TIF Analysis

PARKING

- ▶ Parking System Analysis
- ▶ Parking Enterprise Funds
- ▶ Parking Ordinances

URBAN DESIGN & PLANNING

- ▶ Master Plans
- ▶ Visioning
- ▶ Land Use Amendments & Zoning Regulations
- ▶ Urban Design
- ▶ Transit Oriented Corridor (TOC)
- ▶ Streetscape

PUBLIC PARTICIPATION

- ▶ Charrettes
- ▶ Public Workshops
- ▶ Stakeholder Meetings
- ▶ Surveys
- ▶ Digital and Social Media
- ▶ Targeted Collateral and Direct Mail

ECONOMIC DEVELOPMENT

- ▶ Economic Development Strategic Plans
- ▶ Feasibility Analysis
- ▶ Market Assessment
- ▶ Demographics and Workforce Research and Analysis
- ▶ Economic Development Implementation Strategy
- ▶ Incentive Development & Analysis
- ▶ Legislative Analysis
- ▶ Strategic Economic Planning
- ▶ Market Demand Study
- ▶ Gap Analysis
- ▶ Retail Feasibility
- ▶ Retail Strategy

BUSINESS ATTRACTION & MARKETING & BRANDING

- ▶ Strategic Marketing Plan Creation and Implementation
- ▶ Business Attraction/Retention/Expansion
- ▶ Business/Industry Surveys
- ▶ Branding/Logos
- ▶ Digital/Social Media Plans
- ▶ Cultural Arts Management and Programming
- ▶ Special Events
- ▶ In-house Collateral Design

REAL ESTATE

- ▶ Public-Private Partnership Agreements (P3)
- ▶ Brokerage
- ▶ Leasing
- ▶ Fiscal & Economic Impact Analysis
- ▶ Parking Utilization Analysis & Planning
- ▶ Land and Entitlement Processing
- ▶ Strategic Economic Planning
- ▶ Business Valuation Service
- ▶ Incentives
- ▶ Market Research
- ▶ Real Estate Market Analysis
- ▶ Fiscal Impact and Tax Analysis
- ▶ Intergovernmental Relations
- ▶ Negotiations

RMA AWARDS

The Roy F. Kenzie Awards celebrate the most innovative and effective redevelopment programs in Florida and are awarded annually in 14 categories by the Florida Redevelopment Association (FRA). *Bonding capabilities, fieldwork capabilities are not applicable to this project.*

2022

- ▶ **North Miami Beach CRA:** Roy F. Kenzie Award, Cultural Enhancement (NMB Banners Brochures and Bites Boost Business)

2021

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Out-of-the-Box (McNab House Restaurant and Botanical Gardens)

2020

- ▶ **West Palm Beach CRA:** Roy F. Kenzie Award, FRA President's Award and Cultural Enhancement Award (The Rhythm of Redevelopment Series)
- ▶ **West Palm Beach CRA:** Roy F. Kenzie Award, Capital Projects/Infrastructure (Clematis Streetscape Project)
- ▶ **RMA/City of Deltona:** Roy F. Kenzie Award, Management Programs and Creative Partnerships (Deltona Strategic Economic Development Plan & Implementation)

2019

- ▶ **(CFCAR) Central Florida Commercial Association of Realtors Hallmark Award: Deal of the Year** (Deltona, FL Property Sale of \$13.2 Million)

2018

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

2017

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

2016

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Management Programs Creative Partnerships (Turner School of Construction Management)
- ▶ **West Palm Beach CRA:** Roy F. Kenzie Award, Out-of-the-Box (Lot 23 Artist Program)
- ▶ **Margate CRA:** Roy F. Kenzie Award, Annual Report

2015

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Outstanding New Building Project (731 Retail Shoppes)
- ▶ **American Planning Association Florida Award of Merit:** Comprehensive Plan – Small Jurisdiction (City of North Miami Beach)

2014-2017

- ▶ **Florida Festivals & Events (FFEA):** 52 awards for West Palm Beach CRA, Pompano Beach CRA, Dania Beach CRA, Margate CRA, and Oakland Park CRA

2014

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Planning Studies (Downtown Pompano Overlay District)
- ▶ **Urban Land Institute Southeast FL/Caribbean Area Vision Award Finalist:** Project of the Year (Pompano Beach Streetscape and Dune Enhancement)
- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Creative Organizational Development & Funding (East CRA Parking Management)

2013

- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Management Programs and Creative Partnerships (CRA Business Resource Center)

2012

- ▶ **Dania Beach CRA:** Roy F. Kenzie Award, Cultural Enhancement
- ▶ **Pompano Beach CRA:** Roy F. Kenzie Award, Planning Studies (Downtown Pompano Transit Oriented Corridor)

2011

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

KISSINGER DESIGN AWARDS

2023

- ▶ **Frederick R. Stressau:** Award and Award of Excellence



ECONOMIC REDEVELOPMENT STRATEGY OPERATIONAL PLAN FOR THE CITY OF COCONUT CREEK

RMA's multidisciplinary project team has identified the following work plan to fulfill the City of Coconut Creek's Economic Redevelopment Strategy. The project work plan will advance the City toward its goal of attaining a comprehensive set of economic development and redevelopment evaluations of particular sites and a long-term fiscal and financial analysis, with consideration of various impactful contingencies.

Scope of Services Summary

Phase 1: Market and Site Analysis

Phase 2: Long-Term Financial Impact Projections & Sustainability Planning

Phase 3: Economic Redevelopment Strategic Plan

PHASE 1: MARKET AND SITE ANALYSIS

TASK 1 - KICKOFF MEETING AND ON-SITE ASSESSMENT

The background review will include the data and documents provided by City staff, but will also include "drive-arounds," both independently as well as with staff, to observe environmental factors we will consider for the Market and Site Analysis Report. To physically visit an area is vital for understanding the opportunities and constraints there are. The On-site assessment will enable RMA to fundamentally grasp the City's economic, real estate, and urban design attributes. During this stage, we would take inventory of the private property owners and establish the criteria that will be used to identify which of them may be considered as prime candidates for redevelopment (Task 4). A recurring bi-weekly meeting schedule will be established between the Consultants and the City, as well.

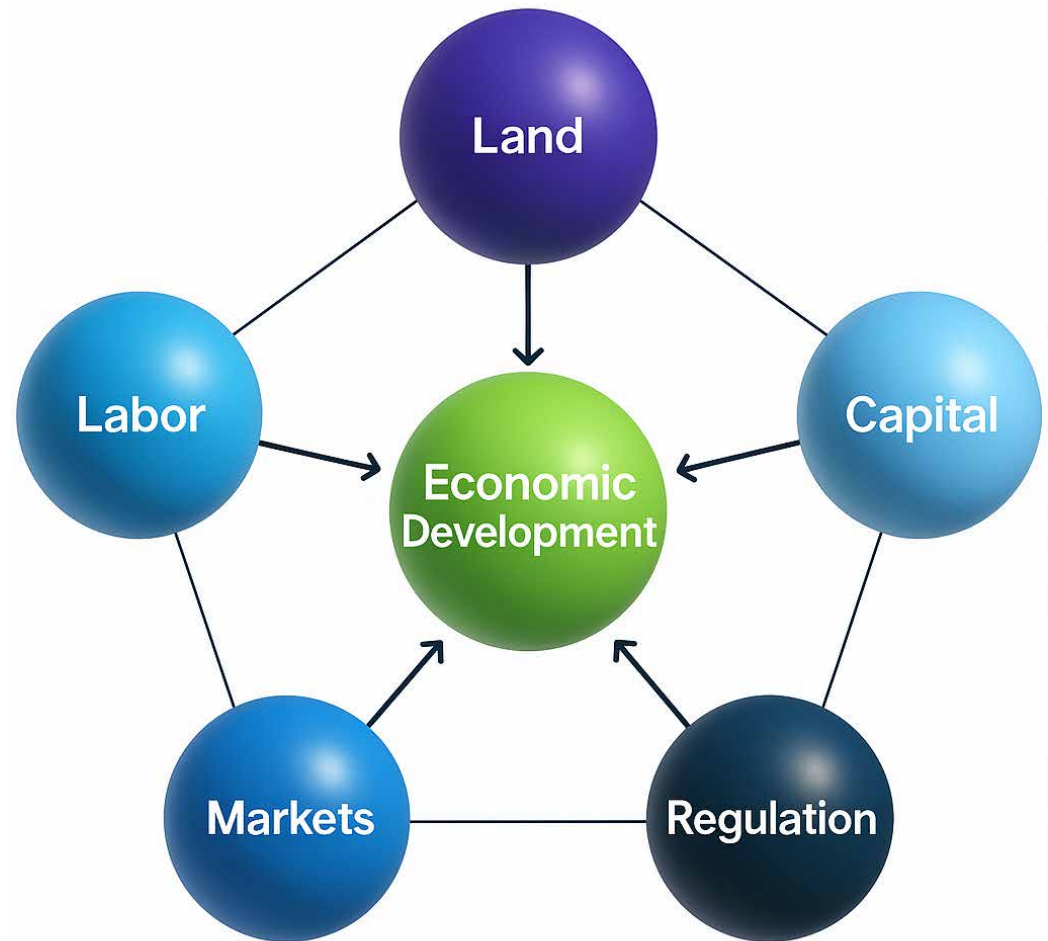
TASK 2 - CITYWIDE ECONOMIC PROFILE & IDENTIFICATION OF REDEVELOPMENT AREAS

RMA's approach examines present economic drivers. To ground our strategy in evidence, we compare ten-year intervals using Census Bureau's 5-Year Estimates to detect structural trends in demographics employment, housing, and income. We assess these patterns in relation to the broader regional economy to position Coconut Creek within its competitive and collaborative context. We conduct a thorough SWOT analysis that integrates long-run shifts with immediate challenges.

The SWOT analysis informs the evaluation of economic growth trends, opportunities (including those presented at the City, County, regional, and State level), as well as the areas that are underutilized and nearly obsolescent. By capitalizing on the City's incomparable strengths and assets, we will create a prioritization framework to identify initiatives that are the most efficient use of Coconut Creek's resources and would yield the largest return on investment, for near-term interventions and long-term resilience.

The team reviews data on existing demographics, socio-economics, economic and business conditions, institutional capacity, real estate, quality of life, and infrastructure and physical conditions to identify current and potential economic engines. We will analyze these data sets through five economic drivers:

1. **Land** – RMA will discover market opportunities and constraints to pinpoint strategic areas where the City can influence development. Our analysis entails historical and current land acquisition plans and trending market conditions to ensure land within the City is a driving force behind healthy growth. We'll look for P3 opportunities and define our public sector role to attract development.
2. **Labor** – External pressures on the labor market at the national, state, and regional level have significant, compounded effects to the local market. We reveal what those influences mean for Coconut Creek, Broward County, and South Florida.
3. **Capital** – Critical to an effective Market and Site Analysis is understanding the local financing environment, credit conditions, and the City's capacity for incentives. RMA is a leader in crafting targeted incentives programs with impressive results.
4. **Markets** – The relationship between market demand and market supply will uncover opportunities for new investments, the type of investments highly sought, and the infrastructure capacity to realize those investments.
5. **Regulation** – Investors scrutinize a city's regulations early in their evaluation. Thus, in order to reach a city's vision, it is important that the regulations reflect consistent elements that create a better, safer, and more pleasant public realm. Coconut Creek will prove a sustainable environment for development.



RMA utilizes industry-recognized analytical tools, as well as a number of proprietary methodologies to evaluate economic conditions and markets. Research tools include Loopnet and CoStar and the local tax roll for real estate research. US Census, Bureau of Labor Statistics, Florida Department of Revenue, ESRI, Nielsen/Claritas, Dun and Bradstreet and Moody's for consumer, demographic, and business information. ImPlan for economic modeling, and ArcGIS for mapping and imagery may be utilized.

Our real estate team consists of professionals with CCIM certifications, providing RMA with access to additional modeling platforms designed exclusively for development. The review of demographic and lifestyle data, along with real estate information, housing conditions, labor market, business types, spending potential and other economic data points will enable the team to develop potential build-out scenarios that the market can support, including demand analysis for residential and commercial development that will inform the recommendations the team will make. This data will also highlight Coconut Creek's differences with other Florida cities and ways it can distinguish itself nationally.

TASKS 3 & 4 - SITE-BASED URBAN DESIGN & PLANNING ANALYSIS

Utilizing readily available information, we will complete a desktop analysis of the potential privately owned sites targeted for redevelopment, as well as the four (4) publicly owned vacant sites. Data that will be utilized shall include zoning, existing land use regulations, property appraiser information, market data and analysis, available boundary surveys, Broward County GIS information, including environmental layers, such as vegetation, topography, and storm drainage. Additional relevant information shall include pedestrian and vehicular circulation, traffic, land use, future land use, utilities, and adjacent land uses. As part of this process any barriers to redevelop will be identified and discussed as part of the inventory and analysis process.

The MainStreet project, new projects, and others underway will be part of the important data we study while conducting our analyses and projections.

After a site inventory has been completed based on the above information, the Team will prepare site opportunity diagrams illustrating the opportunities and constraints of each of the public and privately held sites. Once the opportunities have been identified, the sites will be preliminarily ranked for redevelopment based on their strategic opportunities.

TASK 3 - CITY-OWNED PARCELS REAL ESTATE FINANCIAL ASSESSMENTS

For the four named City-owned parcels, we will conduct a Market Analysis and Highest and Best Use Analysis using a custom-built Excel model that compares a range of development alternatives, side by side. Each scenario is evaluated on a stabilized basis using consistent financial metrics such as yield on cost, development profit, and return on investment. This allows us to move beyond generic feasibility assessments, because we additionally provide the City with a clear, quantitative basis to understand which land uses best align with its strategic and fiscal goals. Our approach also ensures flexibility to test different development assumptions and policy scenarios in real-time.

We use a discounted cashflow model that captures the full life cycle of each proposed development—from initial investment and construction through lease-up, stabilized operations, and reversion. The model incorporates debt terms, capital stack structures, and timing assumptions, offering a clear and accurate picture of potential returns. We will coordinate with the City to validate construction cost assumptions, which is critical to ensuring realistic outcomes. We also intend to discuss the availability of development incentives directly with the City before incorporating them into financial modeling, to ensure alignment with policy and fiscal priorities.

TASK 4 - PRIVATELY OWNED PROPERTIES REAL ESTATE FINANCIAL ASSESSMENTS

From Task 1, after establishing criteria and taking inventory, in collaboration with the City staff, five (5) privately owned properties will be selected, at most, as the optimal sites for redevelopment. Their prior evaluation entails their respective characteristics and relevant market data.

Market feasibility for privately owned sites will be grounded in both demand forecasts and competitive positioning. We analyze regional trends in housing, office, and commercial absorption, and then match these with feasible development formats based on each site's constraints and advantages. Our demand assessments go beyond sector-level speculation by identifying real-world product types, price points, and absorption expectations that are well-suited for the Coconut Creek context. We also consider which sectors — such as clean energy or medical services — could catalyze additional investment and diversify the local economy.

We evaluate the financial, social, and environmental implications of various redevelopment scenarios in order to present a holistic understanding of their impact. Financially, we examine revenue potential, cost requirements, and net fiscal effects; socially, we assess job creation and community benefits; environmentally, we account for sustainability and infrastructure demands. Rather than examining these outcomes in isolation, we use an integrated lens that allows the City to see where trade-offs occur — and where win-win outcomes are most likely. Should a robust assessment of the economic impact be needed, we can also use IMPLAN for that purpose.



Phase 1 Deliverable

- ▶ Market and Site Analysis Report

PHASE 2: LONG-TERM FINANCIAL IMPACT PROJECTIONS & SUSTAINABILITY PLANNING

TASK 1 - CITY'S FINANCIAL ASSESSMENT

While the City's budget processes are necessarily complex, our goal is to establish a reasonable baseline. This phase involves a high-level assessment of the City's fiscal structure, with particular attention to recurring revenue sources, core service expenditures, and future infrastructure obligations; thereby setting the stage for how the introduction of new development projects will shift key fiscal metrics.

TASK 2 - REVENUE PROJECTIONS AND FISCAL IMPACT MODELING

Because municipal budgets are detailed and often subject to institutional constraints, our financial modeling will remain at a strategic level, drawing on a blend of economic indicators and budget drivers. We quantify how new development scenarios affect the City's fiscal balance over 10- and 20-year horizons. This includes estimating incremental revenue from increased property values and new businesses, as well as identifying any new expenditure demands. We will use distinct tools for economic forecasting and financial modeling, but our primary objective is to illustrate how the City's fiscal position evolves under different growth trajectories.

TASK 3 - COST-BENEFIT ANALYSIS OF REDEVELOPMENT SCENARIOS

To assess cost-benefit outcomes, we will account for both capital investments and ongoing costs, then estimate the timing and scale of resulting fiscal benefits. Because individual developments may generate overlapping effects, such as increased property values in surrounding areas, we will calculate payback periods by anchoring the start of the return timeline to the end of all public investment. This ensures that all attributable revenues are counted consistently and avoids the complexity of assigning incremental benefits to individual projects in isolation, which often masks the compounding value of coordinated redevelopment.

TASK 4 - SUSTAINABILITY AND FINANCIAL RESILIENCE

Long-term financial resilience requires proactive planning, especially as Coconut Creek nears build-out. We will explore diversification of revenue sources, fiscal policy adjustments, and best practices in debt management to ensure that the City can absorb shocks and fund future needs. Our work emphasizes sustainability, in terms of both environmental and fiscal strategy, so that the City remains on solid footing even as economic conditions or service demands evolve.



Phase 2 Deliverables

- ▶ Long-Term Financial Impact Projections & Sustainability Plan
- ▶ Fiscal Analysis Modeling Tool

PHASE 3: ECONOMIC REDEVELOPMENT STRATEGIC PLAN

Ultimately, the Economic Redevelopment Strategy will identify realistic, actionable development and redevelopment steps that can be implemented by the City and its partners to achieve economic vitality, sustainability, and a resilient community. It will be based on the findings of the Market and Site Analysis Report (Phase 1) and the Long-Term Financial and Sustainability Plan (Phase 2).

TASK 1 - ECONOMIC REDEVELOPMENT STRATEGIC PLAN FINAL REPORT

The comprehensive Economic Redevelopment Strategic Plan (“Strategic Plan”) will describe how to merge the present, untapped potential of Coconut Creek’s economic, real estate market, regulatory, and fiscal capabilities with more than its stated objective. It will propose innovative initiatives, realistic recommendations, and prioritize the next steps, while upholding the community’s character, to grow and diversify the local economy. It will focus on the economic, property, and financial analyses key findings.

Our Strategic Plan will entail economic redevelopment tactics regarding private industry and business attraction and retention. Workforce conditions, needs and influences are critical to economic development, and connectivity to industry and education is critical. RMA will describe implementable incentives and those that are offered in Florida through other agencies. The actionable Strategic Plan will include specific recommendations for creating, building and growing partnerships for successful redevelopment.

We will develop conceptual sketches for inclusion in the Economic Redevelopment Strategic Report. Land uses will be designated, and the redevelopment sites will be prioritized, based on the economic redevelopment strategies. Each concept will consider the most appropriate land use, zoning, scale of development, potential development timeline and an illustrative plan.

RMA understands the marketing strategies that are most optimal. Our recommendations include how to identify target audiences, how to convey information to them, the mediums through which they consume information, and how the City can catch their attention.

TASK 2 - EXECUTIVE SUMMARY AND PRESENTATION

The RMA project team will finalize and deliver an executive summary and presentation to the City Commission. Prior to Phase 3, the RMA project team is at the City’s disposal to arrange an in-progress presentation to the City Commission.



Phase 3 Deliverables

- ▶ Economic Redevelopment Strategic Plan Final Report
- ▶ Executive Summary
- ▶ Work-In-Progress City Commission Presentation
- ▶ Final City Commission Presentation

CURRENT CLIENTS

COUNTY CLIENTS

- ▶ Citrus County
- ▶ Osceola County

MUNICIPAL CLIENTS

- ▶ City of Sarasota
- ▶ City of St. Cloud
- ▶ Town of Lake Park
- ▶ City of Mount Dora
- ▶ City of North Miami Beach
- ▶ City of Pompano Beach
- ▶ City of West Palm Beach
- ▶ City of Winter Park

CRA CLIENTS

- ▶ City of Bartow CRA
- ▶ City of Ft. Myers CRA
- ▶ City of Pompano Beach CRA



OSCEOLA
COUNTY *be first
to what's next.*



CITY OF
MOUNT
DORA



WEST PALM BEACH



The background of the slide features a light gray, stylized map grid. The grid consists of various sized squares and rectangles, some of which are interconnected by lines. Two prominent circular nodes are visible, each with a smaller white circle inside, suggesting a network or a specific location on a map. The overall aesthetic is clean and modern.

SAMPLE OF WORK

DELTONA, FL

I-4 Logistics Park

Client

DOT Properties NV
Deltona, FL

Services Provided

- ▶ Market Analysis
- ▶ Real Estate Services
- ▶ Targeted Business Attraction
- ▶ Strategic Planning



2019: Central Florida
Commercial Association of
Realtors Hallmark Award,
"Deal of the Year"

ISSUE

The City of Deltona is centrally located northeast of Orlando, Florida and is the most populous city in Volusia County. Deltona has a strategic location in Central Florida: located midway between the cities of Orlando and Daytona Beach (28 miles, respectively) and two deep water ports (City of Tampa and City of Jacksonville), and 61 miles from Port Canaveral, soon to be designated a commercial freight port in addition to its well-known cruise ship designation. This makes it an ideal location for an industrial park offering logistics, manufacturing and related uses.

The City's industry sector targets included health services and educational institutions of higher learning, manufacturing - including light manufacturing industry, assembly, clean manufacturing, research and development, warehouse, small distribution facilities, offices, and allied businesses.

Upon completing the Strategic Economic Development Action Plan for the City, the owners of the property retained the RMA Real Estate team to handle real estate transactions for the Logistics Park.

STRATEGY

RMA's team of professionals continued an economic development approach with a real estate based foundation to identify the areas most suitable for a commerce park. A strategic plan was created to enhance the City's assets for business attraction. With the Amazon Distribution center open and running, the time was ripe for the adjacent acreage to be marketed to the industrial development community. The RMA real estate team continued discussions with developers and users to complete the logistics park. RMA's real estate team was successful in getting the property owner to the table with the City to discuss development. This resulted in the creation of Portland Industrial Park, a 240- acre master planned commerce center with a focus on logistics.

OUTCOME

A 1,000,000-square-foot Amazon distribution center was constructed, providing 1,500 permanent jobs and adding a \$100-million asset to the City. This project clearly defines economic development in the best possible sense. Additionally another large industrial facility is currently being developed that will add more jobs and revenue to the City of Deltona. The Plan has resulted in a clear direction, with strong support from the public and private sector that will ensure the success of Deltona's quest for commercial investment. The second phase is now underway.

The second phase will expand the logistics center and provide additional sites for development. The new 1,700,000-square-foot industrial project brings additional logistics capabilities to this center of industry in Deltona. The real estate part of this complicated project was handled from planning to execution, and finally to brick and mortar buildings, providing jobs to the area, and creating a place of industry in Deltona.

RMA received the 2019 Central Florida Commercial Association of Realtors Deal of the Year

This project which was the first in Volusia County for Amazon. The massive 1.4 million square foot fulfillment center promised to be a magnet for new industrial growth in the City. This facility provides 1,500 full-time jobs and hundreds of part-timers.

Another 1 million square feet Amazon center was built directly across the street and opened in 2024, with plans for another 500,000 square building and two smaller flex industrial buildings.

Deltona was catapulted to the forefront of industry in Central Florida because of the additional jobs, increased property taxes, and recognition as a logistics hub this project achieved.



Amazon fulfillment center. Photo credit: The Repository



OAKLAND PARK, FL

Strategic Plan, Downtown
Branding, Marketing &
Business Attraction Plan,
PR/Special Events

Client

Oakland Park Community
Redevelopment Agency,
Oakland Park, FL

Services Provided

- ▶ Economic & Market Analysis
- ▶ CRA Plan Review
- ▶ 5-Year Strategic Action Plan
- ▶ Lease Negotiations
- ▶ Business Attraction
- ▶ Marketing
- ▶ Special Events
- ▶ Incentives
- ▶ Planning, Zoning & Code revisions
- ▶ Project Management
- ▶ Website & Social Media Development & Management



Florida Festivals & Events
(FFEA)

ISSUE

Prior to RMA's engagement, the City of Oakland Park had spent over \$30 million upgrading the infrastructure in and around the downtown core, however that alone was not enough to attract private developers to invest in the city. Many buildings remained blighted or vacant and the city's tax base was on the decline. In addition, the Florida East Coast railroad tracks divided the downtown, making a traditional Mainstreet difficult to achieve. The city lacked an economic engine to spur growth, such as a courthouse or hospital, and there were no public assets to build upon, such as a beach. There wasn't a clearly defined downtown city center, demographics were very low, the city had a very limited budget, and the City had no clear vision for the Downtown.

RMA was initially contacted by the City of Oakland Park to create a five-year strategic plan for the entire City with twelve locations identified as redevelopment target sites. Actions plans were drafted for each site, however RMA suggested that the City focus on the Downtown area first. The City agreed, and RMA was again retained to assist the City in acquiring grant funds through Broward County's Redevelopment Capital Program (RCP). As part of the redevelopment strategy, a marketing component was needed, so the city instructed RMA to also create a Marketing Plan and Business Incentive package.

STRATEGY

The comprehensive approach to Re-Inventing this City included an economic and market research analysis, redevelopment strategic planning, a real estate development action plan, and a marketing and business attraction campaign.

The RMA team needed to identify a niche this city could use to brand itself and become a viable and desirable area for investment. This was a challenge considering Oakland Park is situated next to the very popular and well-known city of Fort Lauderdale.

The RMA team quickly discovered that the City of Oakland Park had an existing cluster of culinary related businesses including caterers, upscale kitchen and appliance stores, cabinet makers, culinary kitchens, and the only shared commercial kitchen in Broward County. RMA captured these findings into a single brand, the Downtown Oakland Park Culinary Arts District, and developed a strategic, results-driven plan that included launching a strong marketing and business attraction campaign.

To address the divide of Main Street, the RMA planning team recommended to initially turn the focus to the east side of the railroad tracks enabling the cluster of restaurants and retailers to locate in one area. After promoting the culinary concept, RMA attracted the first brewery in Broward County, Funky Buddha, who wanted a large vacant warehouse space located in the downtown area for production and a tasting room. The existing zoning did not allow for brewing, so RMA assisted the city in creating a zoning category to support the new South Florida trend of brewery concepts. A full Local Activity Center (LAC) was codified to allow for flexible zoning on all properties in the downtown.

Using the new-found success of the culinary brand and the first anchor tenant of Funky Buddha Brewery, RMA then set out to realign the focus of the entire downtown by creating visual elements to tie the area together, including banner signage, street improvements and connection points for pedestrians, and increased special events to bring more visitors.

OUTCOME

- ▶ After the initial market investigation and analysis, RMA branded the downtown core as a Culinary Arts District and repositioned the area as a place where all things culinary could occur.
- ▶ The Funky Buddha Brewery, the largest craft brewery in South Florida, selected the emerging Culinary Arts District as their home and opened phase one of their two-phase plan in 18,000 SF of warehouse space at Oakland Station. They later doubled in size with the phase two addition of 19,000 SF for an on-site bottling operation and restaurant concept. Today, they have expanded to 180,000 square feet and are a major employer in the district.
- ▶ In the first two years of the Culinary Arts District being established, over 8 properties valued at nearly \$15 million had changed hands within the half-mile Downtown Local Activity Center (LAC).
- ▶ A popular local restaurateur selected the space adjacent to the Funky Buddha Brewery for restaurant/retail build-out in 3,800 SF, attracting additional interest to the Oakland Station warehouse property including an indoor Central Market concept proposed by RMA.
- ▶ The Urban Farming Institute began development and operation of a first-of-its-kind Urban Farm Park, including a weekly Farmers Market component, bringing sustainability to the Downtown Oakland Park Culinary Arts District.
- ▶ The launch of a successful monthly “Farm to Chef Showcase” event during the weekly Farmers Market, featured local restaurant chef’s performing a live cooking demonstration utilizing fresh ingredients from market vendors.
- ▶ The Urban Art Park, at the center of the Culinary Arts District, repurposed a blighted corner for the benefit of the community by creating additional green space and an arts & cultural outlet.
- ▶ Broward College, along with other culinary schools, researched the Culinary Arts District as a top location for their new Food Arts & Business Center campus concept (estimated 1,000 students).
- ▶ The well-known, successful Allied Kitchen & Bath opened a second location in 20,000 square feet in the heart of the downtown.



POMPAÑO BEACH, FL

Downtown Master Plan, Land Use Amendment & Zoning Regulations

Client

Pompano Beach Community
Redevelopment Agency

Services Provided

- ▶ Master Planning
- ▶ Urban Design & Massing Analysis
- ▶ Design Charrette
- ▶ Transit Oriented Corridor
- ▶ Land Use Amendment
- ▶ Zoning Regulations
- ▶ Form-based Code



2018: Roy F. Kenzie Award,
Promotion (Downtown
Innovation District)



2014: Roy F. Kenzie
Award, Planning Studies
(Downtown Pompano
Overlay District)



2012: Roy F. Kenzie
Award, Planning Studies
(Downtown Pompano
Transit Oriented Corridor)

ISSUE

RMA initiated, on behalf of the City of Pompano Beach, a land use and zoning amendment for a 269 acre area generally known as the Downtown of Pompano Beach. The Downtown area encompasses the historical African American neighborhood west of the FEC Railway, the “Old Pompano” commerce area to the east and the Civic Center to the south.

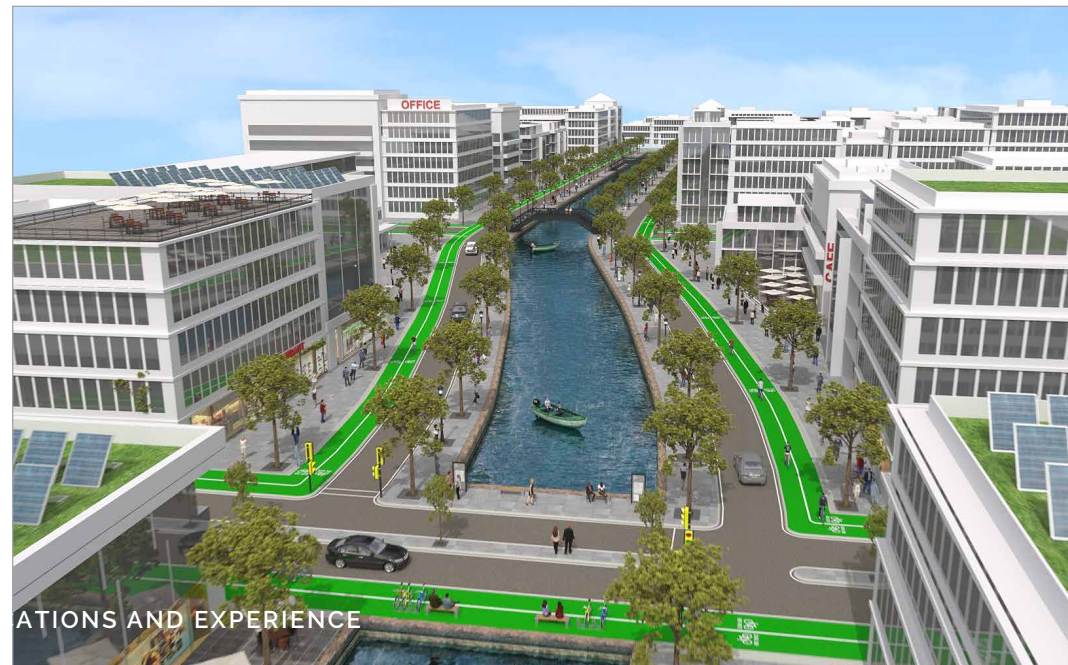
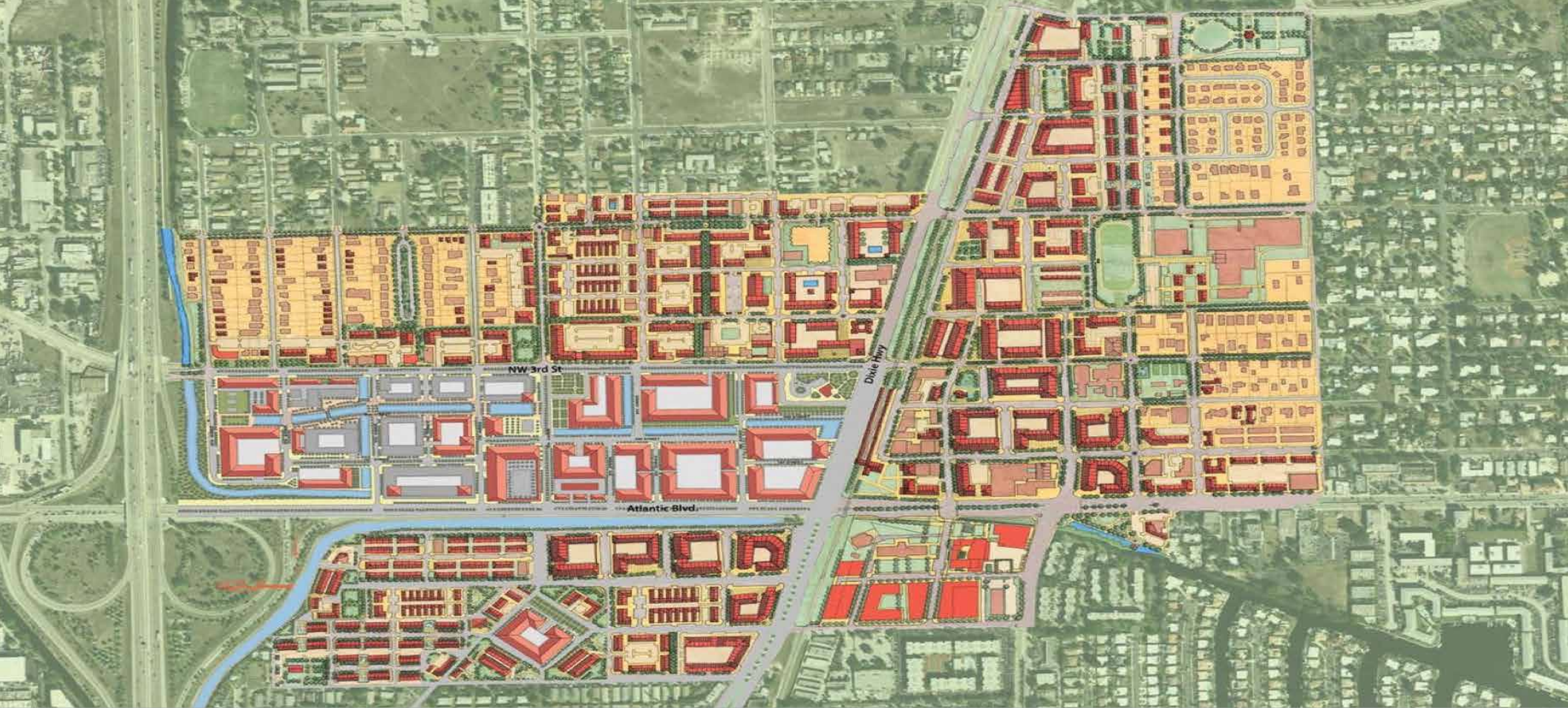
STRATEGY

The project entailed over 20 public meetings, including a design charrette with residents, in order to engage community input and support. RMA wrote the zoning regulations for the transit oriented corridor (TOC) and assisted the planning staff through its adoption. The general concept of the TOC calls for higher density mixed-use located in and around the two transit stations; a bus terminal and the a future rail stop on Dixie Highway. The historic single-family neighborhoods on the edges are preserved by maintaining their current designation. Specific zoning regulations and form-based code were drafted to ensure the appropriate transition of height, setbacks, and uses were maintained adjacent to the single-family neighborhoods.

OUTCOME

In 2012, the project received the FRA (Florida Redevelopment Association) Roy F. Kenzie award for the planning and design of the Transit Oriented Corridor. In 2014, a second FRA Roy F. Kenzie award was received for the zoning regulations of the Transit Oriented Corridor. In addition, this project was featured as a session topic at the national APA conference in 2015.

The land use amendments have led to positive change in the area including the first major groundbreaking for City Vista Apartments, a mixed-use development with 111 apartments and 3,800 square feet of ground floor commercial space. This development is the next step in the creation of The Pompano Beach Innovation District within the Downtown, which also included the transformation of a deteriorating historic building into the critically acclaimed venue, Historic Ali Cultural Arts.



POMPAÑO BEACH, FL

Pier Development Public-Private Partnership (P3)

Client

City of Pompano Beach and
Pompano Beach Community
Redevelopment Agency

Services Provided

- ▶ Acted as Prime Redevelopment Consultant
- ▶ Negotiated P3 Development
- ▶ Managed Consultants & Advisers
- ▶ Assisted with Bond Issuance
- ▶ Community Outreach

ISSUE

The Pompano Beach CRA determined that attracting private sector investment to a redevelopment parcel known as the “Pier Site” was a top priority. The six-acre property located next to the beach consisted of a surface parking lot and other civic buildings. The site was situated in a prime location next to the beachfront area that was about to undergo a \$10-million major streetscape, beach beautification and dune restoration project. The CRA and City recognized the value in advertising the site to attract a reputable developer that could bring new commercial development to the blighted beach area, now slated for revitalization.

STRATEGY

The process to secure a private sector development partner was through an RFQ, a Request for Qualifications. This process, unlike an RFP (Request for Proposal), is designed to first identify a qualified development team and secondly, allow time to further develop a proposed concept. The qualification of the development team was of utmost importance, therefore the selection committee was seeking to identify a development partner that has owned and operated similar type projects, has designed and developed similar type developments, acted as a developer/owner who has been responsible for sales, leasing and marketing of the development, and demonstrated their ability to finance developments they own and operate.

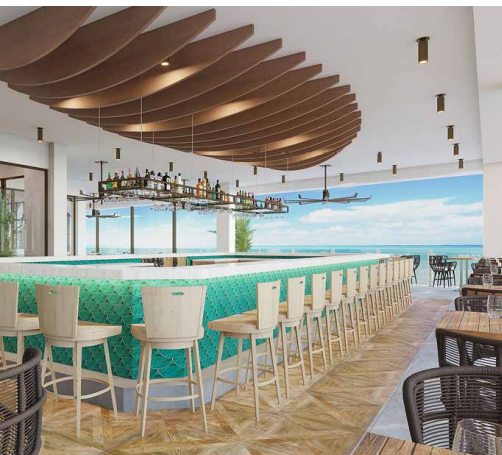
In 2010, the CRA issued a request for qualifications (RFQ) for the development of the six-acre parcel. One response was received and the selection committee deemed that proposal incompatible with the pier development objectives. At the time the first RFQ was issued, the real estate market was also in a depressed state and financing for redevelopment projects was practically impossible to obtain. Staff reissued the RFQ in September of 2011 and received two proposals for the site. RMA principals then began negotiations on the business terms for the proposed development of the site with the most qualified firm.

OUTCOME

RMA's guidance and management of the P3 process for the pier site led to the City to partnering with a firm whose members have been responsible for numerous noteworthy redevelopment projects including commercial, residential and mixed-use projects. The first tenant, the Beach House restaurant, opened in 2018 and other tenants including Oceanic, Kilwin's, and a dual-branded Hilton hotel, completed the development in 2023. This new beach-oriented development, now known as the Pompano Beach Fishing Village, has been financially rewarding for the City:

- ▶ More than \$48.5 million in projected city revenues from the pier development over the next 50 years
- ▶ Assessed value multiplied over 4 times by 2022 (\$11M pre-construction, to \$52M in 2022)
- ▶ Parking revenues increased from approximately \$500,000 prior to FY 2012 to \$6.5 million in FY 2022 (700% increase)
- ▶ Rent revenue over \$815,000 annually (FY 2022)
- ▶ Over 500 permanent jobs created

RMA and Kissinger Design collaborated on the Pompano Beach Pier Development project.



PEMBROKE PINES, FL

Update to the Citywide Economic Development Strategic Plan

Client

City of Pembroke Pines, FL

Services Provided

- ▶ Economic Development Analysis
- ▶ Real Estate Market Analysis and Projections
- ▶ Community Population Trends
- ▶ Peer-Comparison

ISSUE

Although the City of Pembroke Pines' existent EDSP provided a framework to achieve the City's goals, it was created in 2014, and the strategies lacked context in the wake of the COVID-19 pandemic. Furthermore, the City had five identifiable obstacles that were relevant to economic development:

1. Small lot configuration on the east side of the City, creating cost issues for parcel assemblage.
2. Limited availability of land.
3. Limited funding sources posed by the absence of Community Redevelopment Agency nor any special taxing districts.
4. Inconsistent data on the present economic base and local business landscape.
5. Lack of diversification in the business climate economic base, as a majority of commercial activity was retail-based.

The City was in need of updates to the Citywide Economic Development Strategic Plan (EDSP) for the City's Planning and Economic Development Department.

STRATEGY

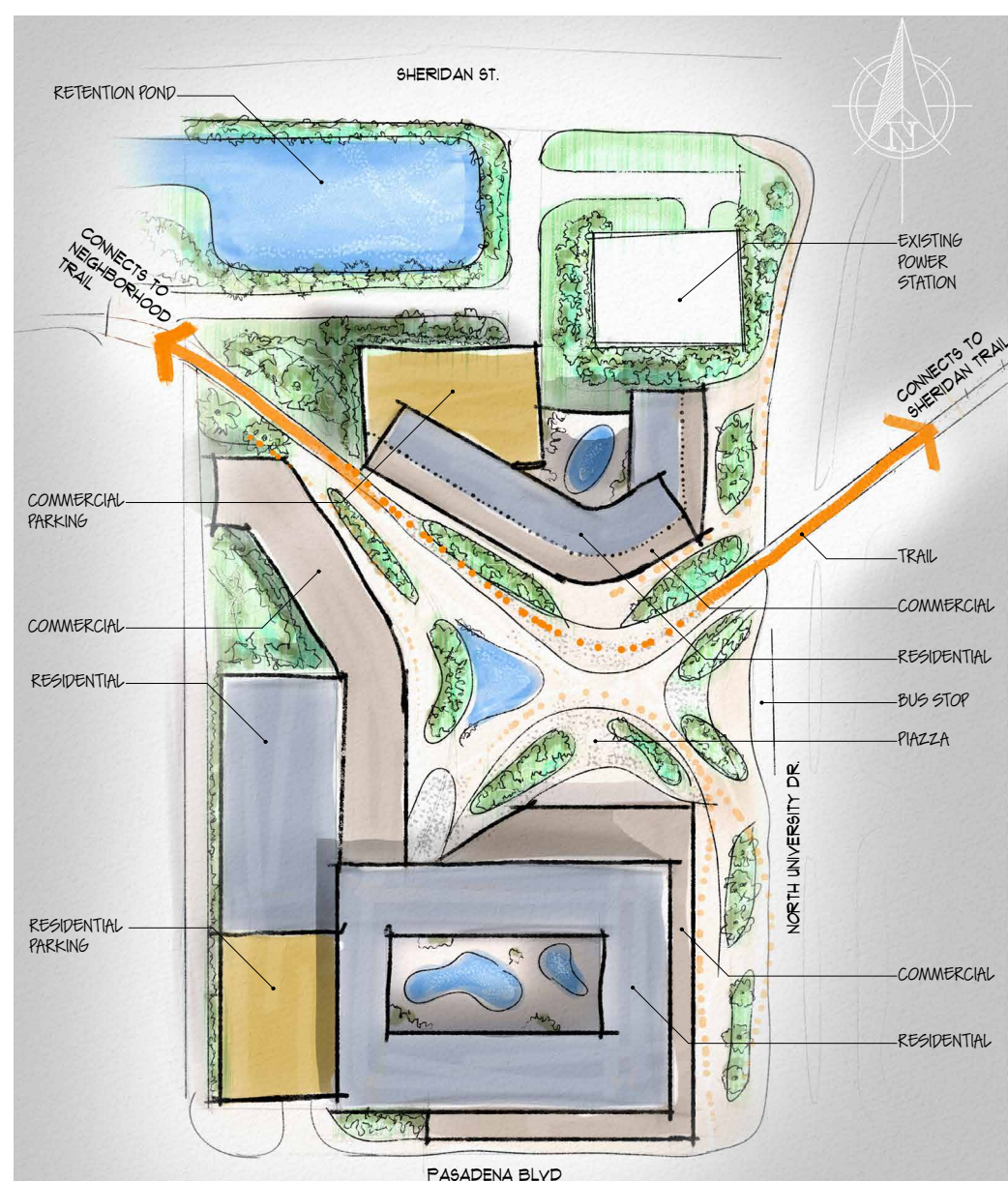
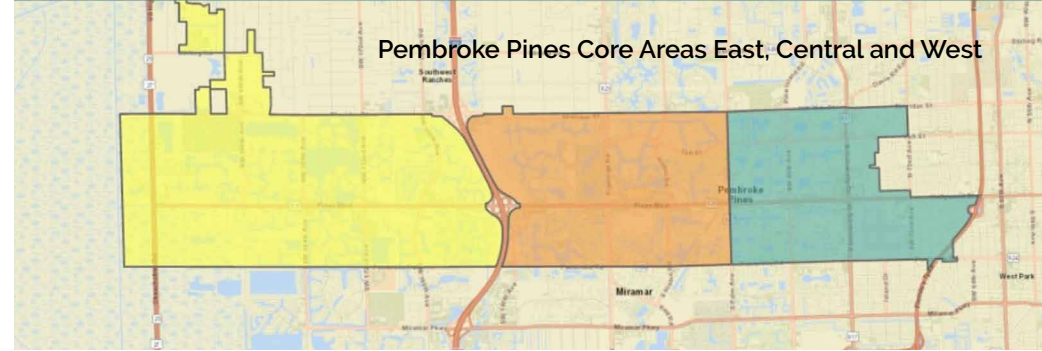
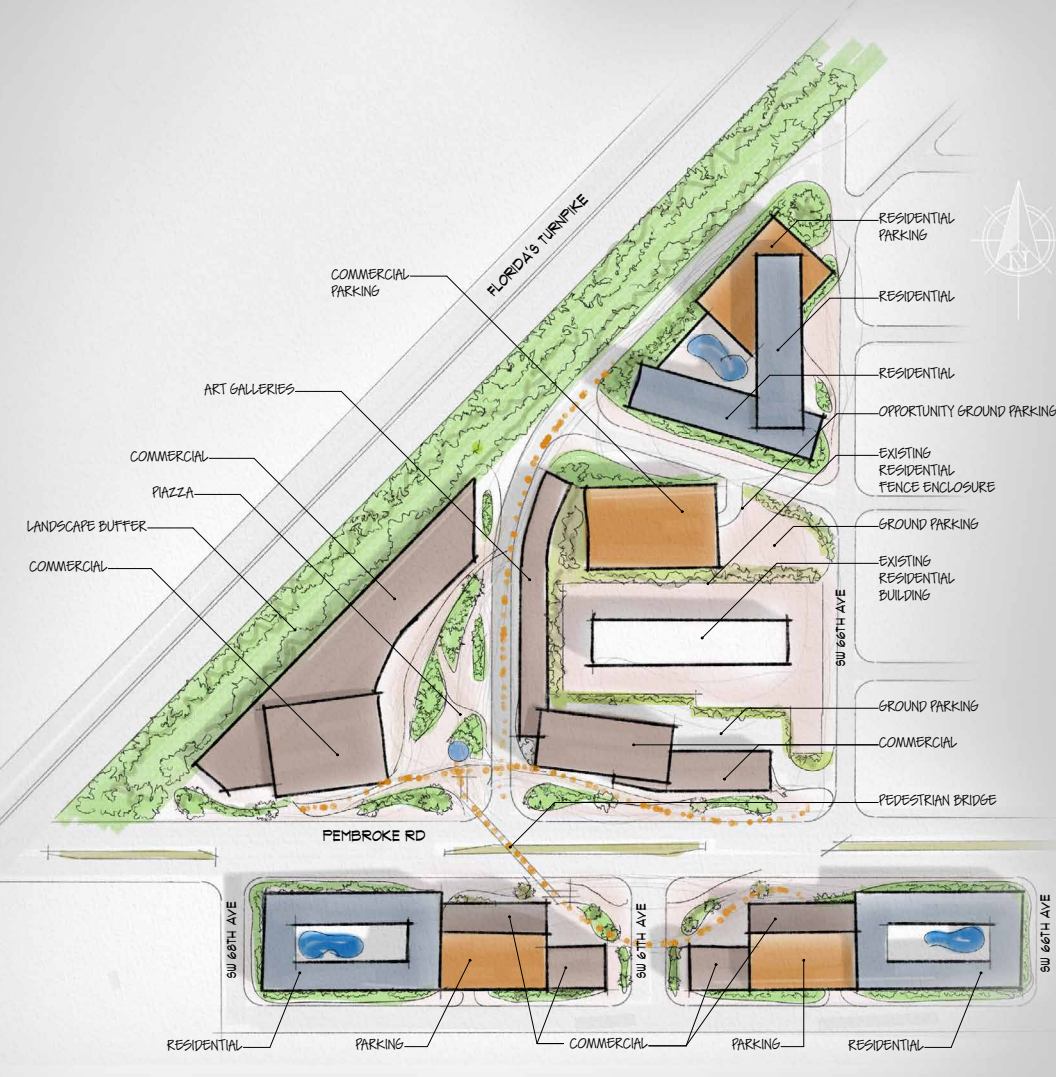
RMA understood clearly that the strategies developed would need to effectuate and perpetuate a high quality of life in Pembroke Pines.

In preparing the EDSP, RMA first conducted a robust Market Analysis in tandem with a partner, Willdan Group, Inc., to produce a thorough research-based profile on the City. The Market Analysis provided a review of the Pembroke Pines trade area, including the commercial real estate market, demographic and lifestyle data on the residential population, business revenue, and consumer trends. Stakeholder input was gathered through different mediums to supplement the research. Mapping, imagery, and GIS analysis were also a part of examining the existing conditions.

RMA next integrated its insight from the Market Analysis with other relevant City, County and Regional plans and initiatives to create a new set of targeted strategies in the 2022-2023 Economic Development Strategic Plan. The objectives described in the updated EDSP were formed to address the needs and impediments for existing business, define methods for attracting and growing new business areas of opportunity, and promote key redevelopment corridors. The strategies identified provide the City of Pembroke Pines instructive and responsive tactics to overcome its challenges, facilitate the growth and expansion of existing industry and business sectors by enhancing the business climate and creating higher-paying jobs.

OUTCOME

Based on the data and the studies, RMA generated 65 specific tactics, or "action-items," captured in the 2022-2023 Economic Development Strategic Plan. The refreshed EDSP created by RMA was presented to the City Commission and heralded as "nothing short of visionary" by one, for its road-map approachability. The City can rely on the EDSP regarding its economic future over the next 5 to 10 years, building upon and increasing the City's current tax base. With it, the City can steer its activity toward its ultimate goal of sustaining and expanding its economic base in order to provide for a high quality of life for all residents, achieving both employment opportunities and position the City as a great place to live, learn, work, and play.



WEST PALM BEACH, FL

Visioning, Master Planning & Zoning Regulation | North End Mixed-Use Districts

Client

West Palm Beach Community Redevelopment Agency

Services Provided

- ▶ Master Plan
- ▶ Visioning
- ▶ Comprehensive Plan Amendments
- ▶ Zoning Regulations
- ▶ Mixed-Use Districts
- ▶ TOD
- ▶ Land Use Amendments
- ▶ Design Charrettes/Public Input
- ▶ CRA Management
- ▶ Economic Development Plan
- ▶ Retail/Residential Market Potential & Demand Analysis
- ▶ Public-Private Partnerships (P3)
- ▶ Business Attraction/Retention Marketing & Special Events
- ▶ Project Implementation & Management

ISSUE

The North End of the West Palm Beach CRA had faced years of stagnation due to economic downturns and shortfalls in the current zoning regulations. The CRA of West Palm Beach retained RMA to develop a master plan for the North End of West Palm Beach, which encompasses the Northwood/Pleasant City CRA and three mixed-use districts (Currie Park, Northwood Village and the Broadway Corridor) and the Pleasant City neighborhood. In addition to the master plan, the CRA retained RMA to amend the Comprehensive Master Plan and Zoning Regulations for the three mixed-use districts based on a new vision plan.

STRATEGY

RMA organized and conducted a 7-day design workshop within the community that engaged a great number of residents, business owners and stakeholders within the North End. The goal of the design workshop was to create a vision and an implementation strategy for the redevelopment of the North End. The Currie Park area is situated on the east side of the CRA along the Intracoastal Waterway. This area has the largest number of vacant properties within the North End and the greatest interest for redevelopment due to its location. The master plan for this area focused on creating a physical and visual connection to Currie Park and the waterway. The Northwood area is the North End's entertainment district with an eclectic mix of restaurants, galleries and shops. This area's success is in part due to the rebranding and marketing strategies implemented by RMA.

The district, however, still has room for growth. The master plan proposes a transit oriented district anchored on the west end by a future passenger rail station along the FEC. The Broadway Corridor is characterized today by crime and blight. The master plan recommended various development scenarios and specific streetscape improvements to the roadway to support the proposed development. RMA is managing and overseeing a traffic consultant to conduct a lane elimination project along Broadway. This project will convert a portion of the roadway from 4 lanes to 2 lanes and will provide parking and a greenway in the central median, with a shared use path for pedestrians and bicyclists, in order to enhance the multimodal mobility in the district. The Pleasant City Neighborhood is the oldest African American neighborhood within the City. The master plan identified specific streetscape improvements, new greenways and open spaces as well as infill opportunities for single family. RMA has completed, through adoption, the Comprehensive Plan and Zoning Amendments for the Currie Mixed-Use District and is currently working on the text changes for the Northwood and Broadway Mixed-Use Districts Comprehensive Plan and Zoning Regulations based on the new vision plan.

OUTCOME

The completion of the vision for the Currie Park Mixed Use District, along with the subsequent zoning changes, garnered interest from developers immediately. The entire 20 acres was purchased by one developer, who subsequently created a master plan nearly mirroring the RMA plan. The developer plans to begin development with a 47,000SF urban grocer within the district along with a 15-story residential property and improvements to Currie Park, which could include a marina and two restaurants. It is estimated that this first phase could bring over \$1 million per year in additional tax increment to the Northwood/Pleasant City CRA.



WEST PALM BEACH, FL

CRA Management & Administration, CRA Plan Implementation & CRA Marketing

Client

West Palm Beach
Community Redevelopment
Agency

Services Provided

- ▶ Branding
- ▶ Business Attraction & Marketing
- ▶ Collateral Development
- ▶ Comprehensive Plan & Zoning Assistance
- ▶ CRA Management & Administration
- ▶ Cultural Arts
- ▶ Design Charrettes & Public Input
- ▶ Economic Development Plan
- ▶ Graphic Design
- ▶ Historic Preservation
- ▶ Incentives
- ▶ Land Use Amendments
- ▶ Project Management
- ▶ Public Relations
- ▶ Public-Private Partnerships
- ▶ Retail & Residential Market Potential & Demand Analysis
- ▶ Site Plan Review
- ▶ Website Development & Management

ISSUE

The West Palm Beach consists of two separate redevelopment areas comprising approximately 1,399 acres. RMA Principal Kim Briesemeister served as the Executive Director of the West Palm Beach CRA for eight years from 2005-2013. As CRA Executive Director, she was responsible for expanding and improving the CRA through management, implementation and updates to the CRA Plans for the two districts. In 2014 though, the CRA was in need of additional CRA Management services.

STRATEGY

In 2014, RMA was contracted by the City of West Palm Beach to provide CRA Management & Administration services which include the ongoing implementation of the CRA Plans. RMA's management and implementation of the CRA Plans for both redevelopment areas focuses on enhancing the physical and business environments, improving the quality of life for residents and creating inviting and interesting areas for visitors and investors. This is accomplished with visioning sessions/community input; land development regulation changes/master planning; streetscape improvements; promotion/implementation of incentives to attract/retain businesses; and execution of marketing initiatives.

OUTCOME

Ms. Briesemeister as WPB CRA Director and Shawn Mitchell, as the Budget Director, created financial forecasts and two redevelopment finance plans to conservatively structure over \$120 million in debt financing. Additionally, accomplishments include increased investor activity in targeted areas; 10-15 new businesses opening in one year and the purchase/renovation of the Sunset Lounge as part of the transformation of Historic Northwest neighborhood into the hub of cultural tourism in West Palm Beach.



Light Pole Banners

Northwood Village | Walkers Guide



Northwood Village | Flyer



SUNRISE, FL

Market Analysis & Site Redevelopment

Client

City of Sunrise, FL

Services Provided

- ▶ Market Analysis
- ▶ Void and Gap Analysis
- ▶ Highest and Best Use Analysis
- ▶ Conceptual Designs

ISSUE

A major feature of the City of Sunrise's East Sunrise Improvements Master Plan is the identification of properties that are suitable for redevelopment. Sunrise had a focus on improving vehicular interconnectivity, particularly in and around the City Village Center on the Sunset Strip. To begin the process of activating the zone, the City purchased interior properties opposite City Park, which totaled 1.4 acres. The City was aware that the existent land-use regulations and zoning codes encumbered the properties' combined ability to generate tax revenue.

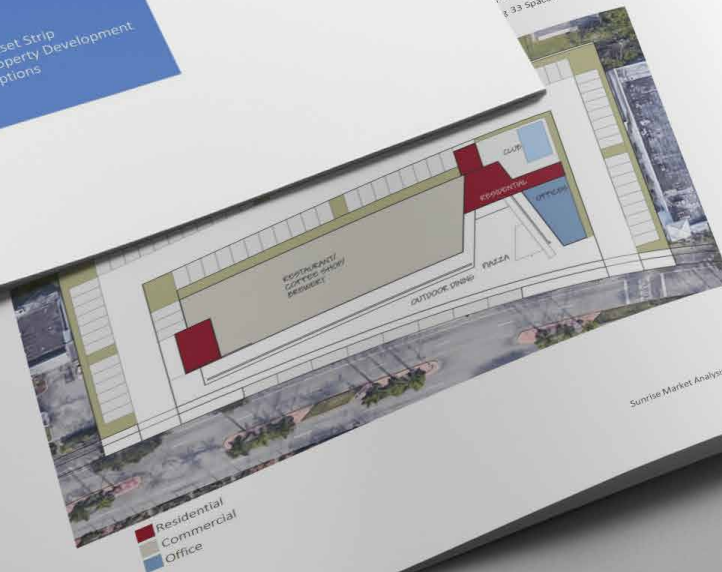
STRATEGY

Having written the East Sunrise Improvements Master Plan in 2018, RMA was keenly familiar with the goals, especially for East Sunrise to be a dynamic, welcoming community. With the Master Plan at its core, RMA took the proximity among the subject site, the Village Arts Plaza, the City Park, and a single-family residential neighborhood into consideration while examining office, multi-family, and retail real estate reports that ranged from the Sun Belt region (national) to the Sunrise submarket (local). RMA conducted a "Void and Gap" analysis to identify spending leakages and tenant populations outside the area, and a "Highest and Best Use" analysis that would not be restricted to the present land use regulations.

OUTCOME

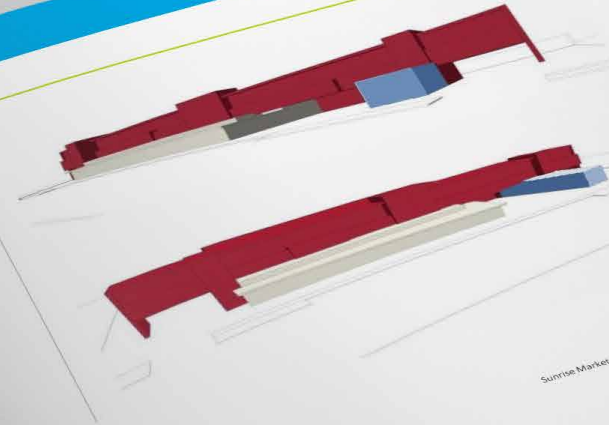
RMA created a summary titled the Market Analysis and Site Redevelopment Report ("Report") with proposals to achieve the East Sunrise Improvements Master Plan's goals as they related to the Sunset Strip. The Report provided the City with color sketches, massing diagrams, and illustrative elevations for four proposed conceptual redevelopment designs that would be feasible at the 1.4-acre site. Based on the goals of the City and on the demographic and macroeconomic data for present and future Sunrise, RMA made recommendations for the applicable land use or combination of land uses that would be supportive for any of the schemes, aligned with market projections, and grant east-west fluidity.

SUNRISE MARKET ANALYSIS & SITE REDEVELOPMENT CONSULTATION



OPTION 2

☐ RESIDENTIAL
☐ COMMERCIAL
☐ OFFICE



Market Analysis & Redevelopment Consultation

NORTH MIAMI BEACH, FL

Strategic Finance Action Plan, COVID-19 Recovery, and Project Management Services

Client

North Miami Beach
Community Redevelopment
Agency

Services Provided

- ▶ Five-Year Action Plan
- ▶ Five-Year Strategic Finance Plan
- ▶ Implementation Matrix
- ▶ COVID-19 Recovery
- ▶ Annual Reports
- ▶ Economic Development Staff Support



2022: Roy F. Kenzie Award,
Cultural Enhancement
(NMB Banners Brochures
and Bites Boost Business)

ISSUE

The City of North Miami Beach was making progress with exciting new development projects spurred by recent zoning amendments and a newly crafted brand strategy provided by RMA, when COVID-19 hit. The City explored options to assist local businesses, while also focusing on how to ensure the tax base remained stable during the downturn in the economy. The City's Miami-Dade County neighbors were strong competitors for business attraction, plus they had more revenue in their CRA districts to provide grants and relief efforts. The City was faced with the short-term crisis due to COVID-19 and the lack of an Action Plan to ensure immediate steps were taken towards implementing projects and programs that would provide economic recovery in the short-term and future stability.

STRATEGY

The City engaged RMA to assist them with a variety of initiatives to not only deal with the immediate economic impacts, but to also craft a realistic Action Plan for recovery to move forward. RMA's approach was to structure managerial, operational, and financial goals for both the short-term stability and long-term growth.

Short-Term COVID-19 Recovery - First, RMA had drafted a general yet specific COVID-19 Recovery Playbook that formed the basis of analysis for the City of North Miami Beach. One very important economic indicator showed that the City's tax base was comprised of over 73% residential properties. This made a difference when determining the best approach to provide government assistance to businesses since the City's financial exposure was in the large residential base, not the retail and commercial sectors. Ultimately it was decided to use limited amounts of city, not CRA, funds to assist businesses. The City also focused on providing other relief to businesses that were not financial based, including relaxed zoning laws to enable outdoor restaurant seating in parking areas and general marketing efforts to attract business.

Strategic Finance Action Plan - In addition to some short term efforts to shore up local businesses, the City remained squarely focused on creating a Strategic Action Plan with detailed implementation elements. RMA recommend the city not only prepare an Action Plan, but also an accompanying Finance Plan to ensure adequate funds were available and strategically placed to spur activity. The final step was a detailed matrix that provided a schedule for the targeted projects and programs to keep city and CRA staff on track.

Once the Strategic Finance Action Plan and matrix were complete, RMA provided input on the staffing structure needed to implement the plans. RMA summarized the economic findings into a succinct set of action items with a proposed organizational structure and associated financing plan to support the activity over a five-year period.

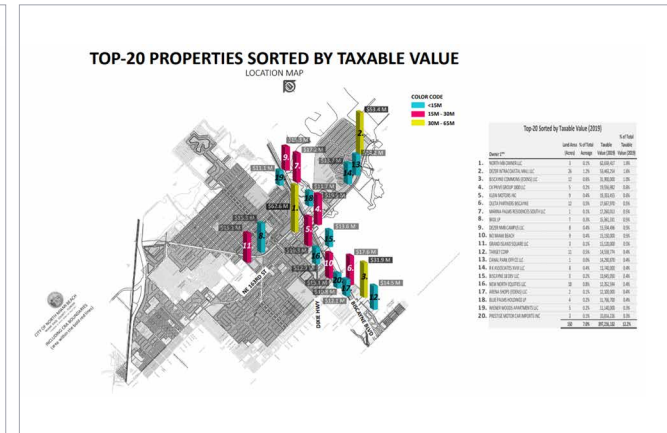
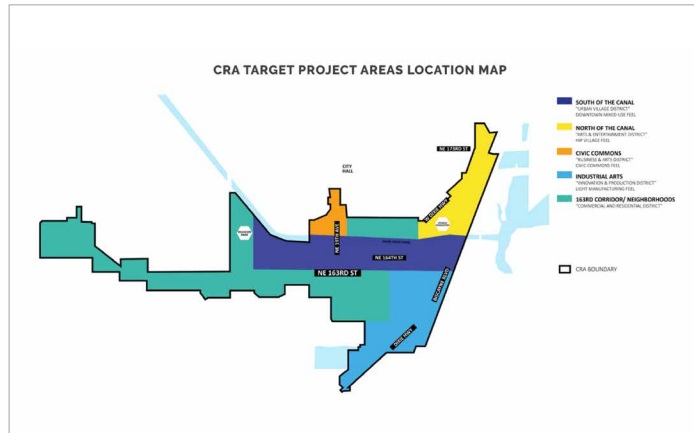
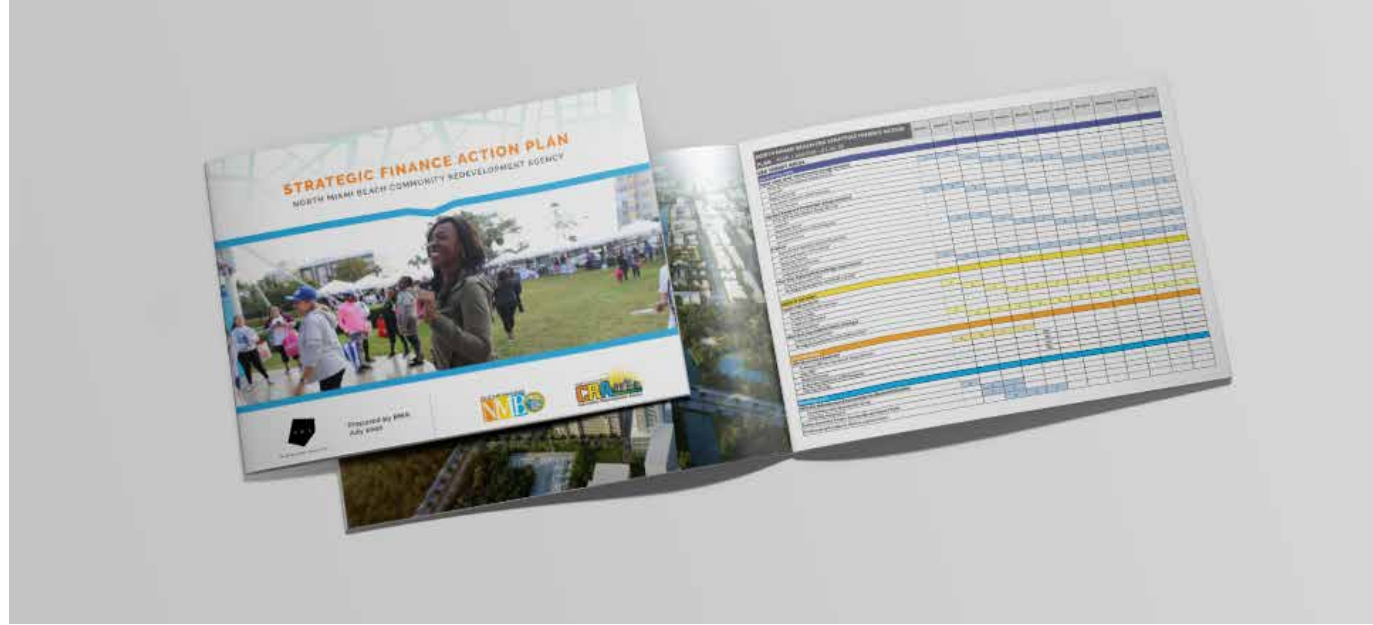
OUTCOME

The COVID-19 Recovery and the Strategic Finance Action Plan have already proved a powerful combination to provide guidance and to stabilize the city's financial future.

THE KEY IS IN IMPLEMENTATION!

We have said it before and we will say it again:

Many cities hire firms to write plans, do studies, or conduct economic real estate analysis, but these plans rarely contain any viable implementation component. RMA provides a direct path to implementation and uses a "Strategic Finance Action Plan" format that mandates action and implementation. In addition to Economic Analysis, Planning, Real Estate and Business Recruitment, we include other necessary elements when creating a path for implementation. Because RMA team members have worked directly in city and CRA departments, our plans are packed with realistic action items and measurable outcomes. In just two months, the City of North Miami Beach now has a renewed sense of purpose, as well as a clear and concise set of projects and plans that are already in implementation mode for addressing their recovery and future growth.



SOUTH OF THE CANAL EXAMPLES & INSPIRATIONS

PUBLIC ART MURAL



Bellsouth Building



Mural Example

INDUSTRIAL ARTS EXAMPLES & INSPIRATIONS

POTENTIAL OPPORTUNITY SITES



NMB Existing



Example of Mixed-Use Industrial Arts, Source: LA Art with Remax



NMB Existing



Example of Repurpose Architecture, Source: Sinergia Cowork Palermo/Emilio Mignone + Marcos Guipani

WEST COLUMBIA, SC

Citywide Redevelopment Plan and Neighborhood Revitalization Plan

Client

City of West Columbia, SC

Services Provided

- ▶ Market & Real Estate Analysis
- ▶ City and Community Positioning
- ▶ Citywide Redevelopment Plan and Implementation Matrix
- ▶ Community Revitalization Plan

ISSUE

In 2017, the City of West Columbia was on the verge of transformation due to a catalytic mixed-use development that had just broken ground overlooking the Saluda River, immediately west of Downtown Columbia. The City recognized that this new development, along with the City's strategic location, low cost and ease of doing business, riverfront and cultural amenities, and quality of life would lead to additional development. The City, through its leadership, wanted to ensure that a comprehensive approach was in place to guide a thoughtful and smart growth plan that would be followed to maintain the City's unique character while also forging its path into the future. Additionally, the City recognized that while it focused on economic development, it must also focus on community revitalization. An initiative that would strategically tie economic development to building wealth in the community.

STRATEGY

RMA was retained by the City of West Columbia to develop a Citywide Redevelopment Plan and a Community Revitalization Plan. The RMA team hosted one-on-one, focus group, and community meetings to develop plans that were community driven as well as based on a detailed market analysis that focused on land, labor, capital, markets, regulation, tourism and community culture.

OUTCOME

Both visionary strategic plans were unanimously adopted by the City of West Columbia council. RMA's implementation plan for redevelopment and revitalization included a path for the City to encourage business development and revitalization. The end result is a holistic plan that provides for community and business outreach throughout the area, and a strategy plan that acts as a blueprint for the City to follow to achieve success. In 2023, the City again retained RMA to provide an analysis of their accomplishments to date and to update their strategic plans for the next 5 years. In May of 2024, the West Columbia City Council adopted the 2024 Citywide Redevelopment and Neighborhood Revitalization Plans."



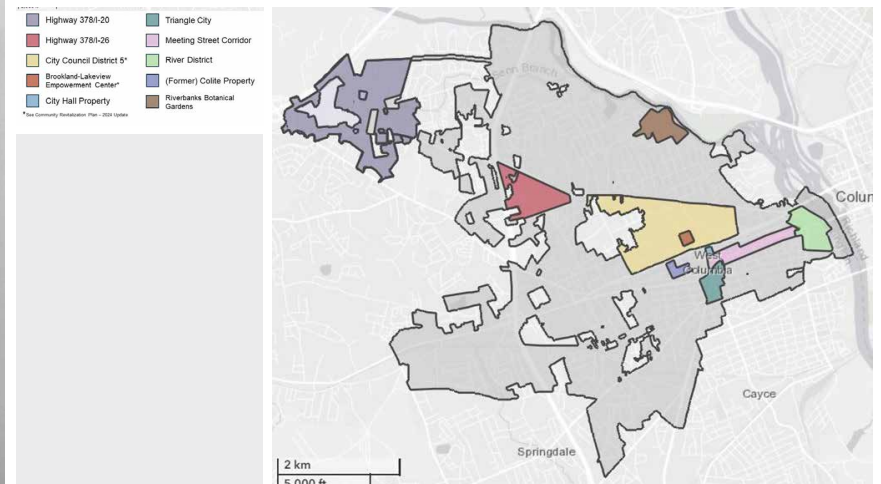
Redevelopment Plan Update



Redevelopment Plan Update



- Crosswalks on State
- Building façade improvements
- Focused business attraction
- Alexander Place
- Mill Village Streetscape
- Brookland & 4 West
- Public Parking
- Carraway Park
- Meeting Street Artisan Market
- Fire Station - Brewery



OWENSBORO, KY

Riverfront Planning /
Landscape Architecture /
Urban Design

Client

City of Owensboro, KY

Services Provided

- ▶ Master Planning and Community Outreach & Engagement
- ▶ Team Leadership and Management
- ▶ Conceptual Design
- ▶ Schematic Design
- ▶ Design Development
- ▶ Construction Documents
- ▶ Permitting
- ▶ Bidding Assistance
- ▶ Construction Related Services

ISSUE

Located in northern Kentucky, across the river from Evansville, Indiana, the City of Owensboro is situated on the historic “Yellow Banks” of the Ohio River. Like most riverfront cities, Owensboro had turned it’s back to the riverfront for decades and had an under utilized linear park along the river. While the City had completed two major projects in the 1990’s with the establishment of the RiverPark Center, a performance venue and the under grounding utilities on Main Street a block away from river, the small park and boat ramp on the riverfront was not being used.

To increase the recognition of Owensboro as a place to live, do business and visit and a desire for developing a world class riverfront, the City embarked upon a master planning process. The initial idea by the city of 52,000 people was to simply create a continuous walkway along the riverfront.

STRATEGY

Paul Kissinger led a multi-disciplinary team of consultants and developed a master plan for the 1.4 mile riverfront district. His leadership, planning and design spanned three periods of governmental leadership and implemented a successful incremental approach to the redevelopment of the riverfront. This strategy contributed to the success of the City and County to pass a County-wide resolution to place an insurance stamp tax to raise significant funds to implement the final riverfront park development, during the global financial crisis in 2009.

Projects over the thirteen year period included:

- ▶ Master Planning of the Riverfront District.
- ▶ Design through implementation of an outdoor patio expansion for performances at the RiverPark Center.
- ▶ Design through implementation of the Mitch McConnell Riverfront Park and Plaza, another outdoor venue for performances associated with the existing hotel located on the riverfront.
- ▶ Design through implementation of the English Park Boat Ramp improvements, which relocated the downtown boat ramp making room for the Smothers Park improvements.
- ▶ Conceptual Design of First Street riverfront connection from Downtown to English Park.
- ▶ Design through implementation of the Riverfront Crossing, a pedestrian connection from main street to the riverfront.
- ▶ Design and implementation of Smothers Park, including the Lazy Dayz Playground and Outdoor Museum, a fully accessible playground, the Shelton Memorial, the only Vietnam MIA memorial in the country, concession building and major water features and outdoor venues for festivals and music concerts.

OUTCOME

Since 2001, the riverfront development has contributed to over a 1 billion dollars of public and private investments and led to significant economic growth, job creation and urban revitalization. Investments, in addition to the riverfront included a hospital, hotels, restaurants, grocery stores, residential projects, Conference Center, Blue Grass Museum and other public improvements. The strategic investments have transformed the city’s infrastructure, healthcare facilities, and downtown area which has positioned Owensboro as a competitive and desirable destination for growth.

* work completed by Paul Kissinger while at a previous firm.





RESOURCES AND AVAILABILITY 2

PROJECT MANAGEMENT & QUALITY CONTROL

RMA's philosophy when assisting clients is that we are an extension of your staff and an integral part of your team. Our work is our reputation and we take project management and quality control and assurance very seriously. Through our proven Project Management and Quality Control procedures, including sub-consultant supervision (if applicable), contract compliance and enforcement of industry standards, we strive for continuous improvement in both company and client performance. The Project Director/Manager will be responsible for overall project management and quality assurance.

PROJECT MANAGEMENT

RMA has extensive experience with all aspects of project management under the government management and administration umbrella and understands the workload scheduling, monitoring and responsiveness that is necessary. Our team has the knowledge and experience to create a targeted project management plan that will be successfully executed within the designated time and budget parameters. The RMA team works with the client to establish and maintain clear lines of communication and to identify standard operating procedures, including administrative processes to be followed. This will include specifics for monitoring the direction and instructions provided, as well as the protocol to follow for advising staff. RMA team members are mobile and work out of all RMA offices and are readily available to clients during working hours by telephone and email.

RMA has a strong record of performing our work within mutually established budget and time constraints, and the Project Director/Manager will be responsible for ensuring compliance with a project's budget and time requirements. RMA has developed an efficient methodology and approach to projects, customized for each client. Work will be accomplished by senior managers and department heads with input from the Principals, and technical support from the entire team.

RMA procedures include bi-weekly project manager and principal meetings to review client work, for peer review and input, and to ensure timely delivery of services on schedule. The team also has experience working with state and federal agencies on meeting deadlines and reporting requirements on many levels. Members of the entire RMA team have deep knowledge of applicable statutes, principles and approaches and internal peer review is a valuable component of our process.

RMA utilizes Deltek/Ajera, a cost and scheduling control software, to keep track of a project's progress, budgeting and billing in real time. In addition to utilizing this software, the Project Director/Manager and team meet weekly to review project status, work content and deliverables, and scheduling to ensure that production and schedule requirements are fulfilled.

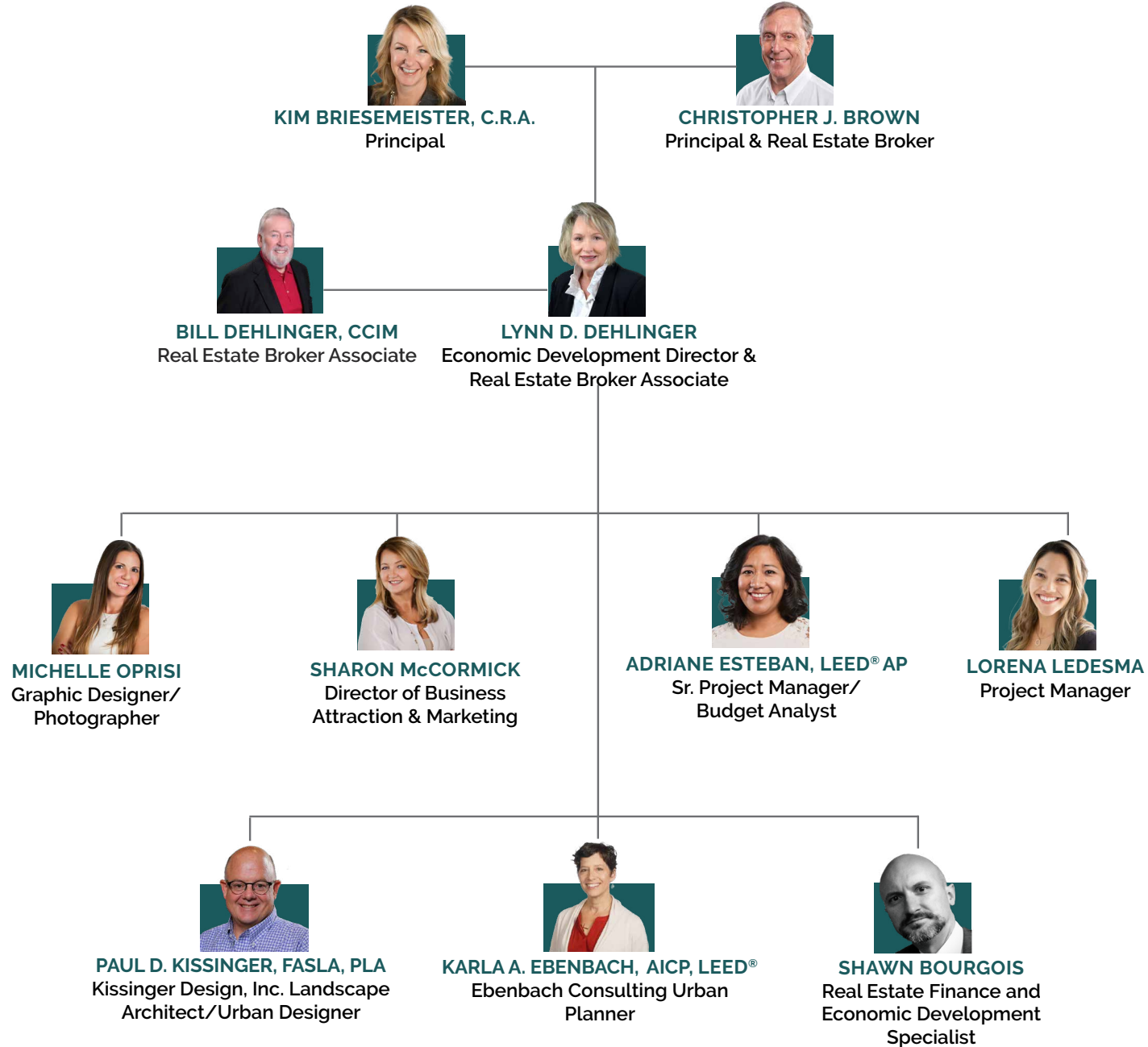
QUALITY CONTROL PROCEDURES

- ▶ Utilize an organization chart with detailed task descriptions, including the team member assignment for who will carry out the specified tasks.
- ▶ Detail not only who is responsible for carrying out a particular task, but also specify who is responsible for checking the work.
- ▶ Verify details of requests for specific programs, events and collateral utilizing a project task sheet.
- ▶ Research to determine quality vendors for all event and collateral production.
- ▶ Inspect all collateral designs and samples to ensure the required details are addressed. Collateral material that doesn't meet the requirements or standard expected is rejected/returned.
- ▶ Implement feedback and input from team and the coordinate the correction of any issues.
- ▶ Utilize a corrective action plan to address any quality problems and specify how to deal with them for compliance of objectives. The person responsible for quality assurance verifies how a non-compliance originated upon receiving notification and initiates a tracking report so that the occurrence is not repeated.

EQUIPMENT AND SERVICES

The equipment and services are entirely at the disposal of the RMA team to perform the services presented for the execution of the Economic Redevelopment Strategy project in the intended 6- to 8-month time-frame.

STAFFING CONFIGURATION





LYNN D. DEHLINGER

Economic Development Director & Licensed Real Estate Broker Associate

Years of Experience

25

Areas of Expertise

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

Education

Attended University of Georgia and Purdue

Professional Affiliations

- ▶ Florida Redevelopment Association Board
- ▶ ICSC Alliance National Committee
- ▶ ICSC Alliance Past Public Sector Chair, State of Florida
- ▶ International Council of Shopping Centers (ICSC)
- ▶ Licensed Real Estate Broker, State of Florida
- ▶ Former Director, Commercial Industrial Real Estate Brokers Association

Certifications

- ▶ Licensed Real Estate Broker, State of Florida

Bio

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

Economic Development and Research

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

Business Attraction and Retention

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

Visioning and Placemaking

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

Real Estate Development

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

Finance

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



CHRISTOPHER J. BROWN

Principal/Licensed Real Estate Broker

Years of Experience

30+

Areas of Expertise

- ▶ Zoning Mixed-Use Development
- ▶ Regulations/Urban Design Regulations
- ▶ CRA Redevelopment Plans
- ▶ Public-Private Partnerships (P3)
- ▶ Real Estate Development
- ▶ Redevelopment Planning & Management
- ▶ Community Engagement/Meeting
- ▶ Facilitator

Education

M. City Planning | University of Pennsylvania
M. Architecture | University of Pennsylvania
B.A. | Yale University

Professional Affiliations

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

Bio

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

Urban Design Regulations

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

Public Private Partnerships

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

Real Estate Development

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

Historic Preservation

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

Redevelopment Planning and Management

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

Certifications

- ▶ FL General Contractor
- ▶ FL Real Estate Broker



KIM BRIESEMEISTER, C.R.A.

Principal

Years of Experience

30+

Areas of Expertise

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

Education

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

Professional Affiliations

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

Certifications

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

Bio

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

Redevelopment Management

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

Visioning and Planning

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

Financing Redevelopment

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



BILL DEHLINGER, CCIM

Licensed Real Estate Broker Associate

Years of Experience

16

Areas of Expertise

- ▶ Real Estate Development & Brokerage

Education

Graduate of Broward College

U.S. Air Force

Professional Affiliations

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

Bio

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

Project Examples

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



SHARON W. McCORMICK

Director of Business Attraction & Marketing

Years of Experience

30+

Areas of Expertise

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

Education

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

Professional Affiliations

- ▶ International Council of Shopping Centers
- ▶ Florida Redevelopment Association
- ▶ Alliance of Women Executives, Founding Member and Former Board Member

Bio

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

Visioning & Placemaking/Marketing & Branding

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

Economic Development, Research & Implementation

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

Business Attraction & Retention

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



ADRIANE ESTEBAN, LEED® AP

Sr. Project Manager/Budget Analyst

Years of Experience

18

Areas of Expertise

- ▶ CRA Budgeting & Administration
- ▶ Project Management
- ▶ Public-Private Partnerships (P3)
- ▶ Construction Management
- ▶ Leasing & Acquisition
- ▶ CRA Plans

Education

B.S. | Building Construction | Georgia Institute of Technology

Professional Affiliations

- ▶ Florida Redevelopment Association, Member
- ▶ National Association of Women in Construction (NAWIC) Greater Orlando Chapter, Past Board of Directors Member

Certifications

- ▶ LEED®, AP (Accredited Professional)
- ▶ OSHA Certified (10 hour)
- ▶ Florida Redevelopment Association-Redevelopment Professional (FRA-RP™)

Bio

Ms. Esteban specializes in CRA budgeting and administration, incentive management and project management. She has extensive experience managing projects from the design phase to construction and has a proven record of delivering results on time and on budget. She has also worked on leasing agreements, acquisitions, CRA Plan updates, and public-private partnerships. Working for RMA clients over the past 13 years she has successfully developed and managed CRA budgets, CRA construction projects, real estate agreements, and has assisted local businesses through the design and permitting phases of projects. Prior to RMA, her work experience included working as an Assistant Project Manager for Hardin Construction Company and as an Intern for Skanska Building USA.

CRA Budgeting & Strategic Finance Action Plans

- ▶ Pompano Beach CRA Financing and Implementation Plans - Fiscal Years (FY) 2014-2019
- ▶ Margate CRA - Preliminary FY15 Budget, FY2016
- ▶ North Miami Beach CRA Strategic Finance Action Plan (FY 2022-2028)
- ▶ St. Cloud CRA Strategic Finance Action Plan (FY 2023-2027)
- ▶ Haines City CRA Strategic Finance Action Plan (FY 2024-2028) (In Progress)

Public-Private Partnerships (P3)

- ▶ Harbor Village Shoppes Façade and Arcade Improvements, Pompano Beach CRA
- ▶ Pier Development Agreement Oversight & Coordination, Pompano Beach CRA
- ▶ Pompano Beach CRA Incentive Programs
- ▶ North Miami Beach CRA Incentive Programs

Construction Management and Administration

- ▶ Pompano Beach Pier Parking Garage Pre-Construction & Contract Coordination, Pompano Beach CRA
- ▶ 731 Hammondville Rd. (new commercial building), Pompano Beach CRA
- ▶ Pompano Beach CRA Business Resource Center (interior build-out)
- ▶ Pompano Beach CRA Office Expansion (interior build-out)
- ▶ CoCo Key Hotel & Water Park (renovation), Orlando, FL
- ▶ Orlando Premium Outlets Expansion (new commercial buildings), Orlando, FL
- ▶ Winter Garden Village at Fowler Groves (new commercial development), Winter Garden, FL

Real Estate

- ▶ Term Sheets - Pompano Beach CRA, FL
- ▶ Commercial Leases - Pompano Beach CRA, FL
- ▶ Contracts for Sale and Purchase - Pompano Beach CRA, FL

CRA Plans

- ▶ Mount Dora CRA Plan Update & Extension of Sunset
- ▶ Sarasota CRA Plan Update
- ▶ Miami Beach North Beach CRA Plan
- ▶ North Miami Beach CRA Plan Update & Finding of Necessity Update (In Progress)



LORENA LEDESMA

Project Manager/Licensed Real Estate Sales Associate

Years of Experience

7

Areas of Expertise

- ▶ Market Analysis
- ▶ Business Attraction
- ▶ Data Collection, Research & Analysis
- ▶ Strategic Planning & Budgeting
- ▶ Social Media Marketing
- ▶ Event Planning & Coordination
- ▶ Business Development

Education

B.A. Political Science | University of Central Florida

Additional Skills

- ▶ Fluent in English and Spanish
- ▶ Basic proficiency in French

Professional Affiliations

- ▶ Florida Redevelopment Association
- ▶ Greater Fort Lauderdale Alliance
- ▶ ArtServe Board of Trustee

Bio

Ms. Ledesma's knowledge of marketing and strategic planning stems from her background in economic development and property management, where she has experience in markets of various sizes and makeup, including Boca Raton, Gainesville, Lauderhill, Orlando, and Tuscaloosa. Her capacity to analyze and strategize further supplement her aptitude in business attraction and development, market analysis, public relations, advertising, and event planning.

Previously an Economic Development Coordinator for the City of Lauderhill, Ms. Ledesma collaborated with public and private entities to design and present projects before regional authorities and stakeholders for redevelopment and business attraction and retention. As related to economic development, her responsibilities included coordination with real estate and finance professionals, and conduct socioeconomic analysis for community programming.

During her time in property management, Ms. Ledesma was a Senior Area Leasing Consultant whose territory was comprised of three properties that totaled 1,000 units. She trained and managed leasing and marketing agents to maximize occupancy while maintaining profitability at six properties across two states.

At RMA, she examines market survey data, historical study and future projection of tourism, and consumer research data trends for analyses of economic viability. Ms. Ledesma also coordinates tasks pertaining to marketing, from branding to communications. In 2022, she acquired her Florida Real Estate Sales Associate license.

Visioning & Placemaking

- ▶ North Miami Beach, FL | Branding & Marketing Strategic Planning
- ▶ Fort Myers Beach, FL | Community Branding & Marketing Plan
- ▶ Pompano Beach, FL | McNab Park Botanical Gardens Redevelopment and House Restoration
- ▶ Wilton Manors, FL | Marketing and Branding Strategic Plan

Business Attraction & Retention

- ▶ Lauderhill, FL | Developed loan program to attract new businesses to redevelopment districts and to improve and retain target businesses

CRA Management

- ▶ North Miami Beach, FL | CRA Management and Support Staffing

Economic Development & Research

- ▶ Lauderhill, FL | Micro Loan Program; Commercial Property Improvement Program
- ▶ North Miami Beach, FL | Strategic Marketing Plan: Examined market survey data, historical study/future projection of tourism and consumer research data trends; analysis of net economic retention
- ▶ Fort Myers Beach, FL | Strategic Marketing Plan: Examined market survey data, historical study/future projection of tourism and consumer research data trends; analysis of net economic retention
- ▶ Sunrise, FL | Market Analysis and Site Redevelopment Analysis
- ▶ Pembroke Pines, FL | Economic Development Strategic Plan Update

Event Planning

- ▶ Lauderhill, FL | Jazz Under the Stars; Lauderhill Beer-B-Q; Empowerment Series; State of 38th Mixer; Living My Best Life seminars



PAUL D. KISSINGER, FASLA, PLA

Kissinger Design, Inc.

Landscape Architect / Urban Designer

Years of Experience

35+

Areas of Expertise

- ▶ Urban Design and Planning
- ▶ Redevelopment Planning
- ▶ Public Realm
- ▶ Hospitality
- ▶ Master Planning
- ▶ Design Guidelines
- ▶ Community Engagement
- ▶ Retail / Mixed Use / Entertainment
- ▶ Residential
- ▶ Regional and Transit Planning

Education

MLA, Kansas State University
BSNR, University of Michigan

Professional Affiliations

- ▶ American Society of Landscape Architects
- ▶ Council of Fellows, ASLA
- ▶ Gubernatorial Appointment to the Florida Board of Landscape Architects

Bio

Paul Kissinger has over 35 years of experience in the world of planning, landscape architecture and urban design. He led a team of professionals and has completed over 100 projects across the globe in hospitality, entertainment and attractions, urban design and redevelopment planning, community planning, public realm, and environmental projects. Many of which has been recognized by domestic and international organizations as award winning. Positively impacting the environment by influencing the process, he has developed an innate talent to design organic, impactful spaces that offer visual appeal and social justice for users across the globe. At the foundation of Paul's altruistic approach lies a focus on innovation as a way of life – placing technology, non-complacency, and sustainability at the forefront of every project. He derives great satisfaction in knowing that what he advocates for, supports, and produces will ultimately change lives for the better.

Urban Design and Planning

- ▶ Pompano Beach NW CRA Connectivity Plan, Pompano Beach, FL
- ▶ Pompano Beach NW CRA Complete Streets Project, Pompano Beach, FL
- ▶ Pompano Beach NW CRA 6th Tactical Urbanism Plan, Pompano Beach, FL
- ▶ Pompano Beach Old Town Parking Garage and Connectivity Plan, Pompano Beach, FL
- ▶ Pompano Beach East CRA Dune Enhancement and Streetscape Improvements, Pompano Beach, FL
- ▶ Pompano Pier Redevelopment, Pompano Beach, FL
- ▶ Pompano Beach Old Town Mixed Use Parking Garage Study, Pompano Beach, FL
- ▶ Oakland Park CRA Master Plan, Oakland Park, FL
- ▶ Oakland Park Downtown Revitalization Plan, Oakland Park, FL
- ▶ Oakland Park Federal Highway Business District Overlay District, Oakland Park, FL
- ▶ Owensboro Riverfront Master Plan, Owensboro, KY
- ▶ Aruba Streetscape, Oranjestad, Aruba
- ▶ Columbus Riverfront, Columbus, GA
- ▶ Destin Harbor Front Redevelopment, Destin, FL
- ▶ Duval Street Redevelopment Concept Plan, Key West, FL
- ▶ Santa Rosa Island Master Beautification Plan, Pensacola Beach, FL

Public Realm

- ▶ Jaco Pastorius Park, Oakland Park, FL
- ▶ Las Olas Corridor Improvements, Fort Lauderdale, FL
- ▶ Smothers Park Riverfront Improvements, Owensboro, KY
- ▶ Valletta Cruise Ship Terminal and Waterfront Improvements, Valletta, Malta
- ▶ Vinhomes Central Park, Ho Chi Minh City, Vietnam

Transit and Regional Planning

- ▶ Turks and Caicos National Physical Development Plan, Turks and Caicos Islands
- ▶ FEC Railway Corridor Station Suitability and Design Guidelines, Dade, Broward, Palm Beach Counties, FL
- ▶ Tri-Rail Station Design Guidelines and Station Implementation, Dade, Broward, Palm Beach Counties, FL
- ▶ Brightline Miami Station and TOD, Miami, FL
- ▶ Brightline West Palm Beach TOD, West Palm Beach, FL

Licenses and Certifications

- ▶ Licensed Landscape Architect in Florida, Michigan, Kansas, Kentucky
- ▶ Council of Landscape Architects (CLARB) Certified



KARLA A. EBENBACH, AICP, LEED®

Ebenbach Consulting, LLC Urban Planner

Years of Experience

15+

Areas of Expertise

- ▶ Project Management
- ▶ Government Consulting
- ▶ Resilience Initiatives
- ▶ Strategic Planning & Policy Development
- ▶ Communications Management
- ▶ Environmental Sustainability
- ▶ Stakeholder Relations
- ▶ Network Development
- ▶ Comprehensive Planning
- ▶ Land Development Regulations

Professional Affiliations

- ▶ American Planning Association (APA)
- ▶ Congress for the New Urbanism, Member
- ▶ LEED Green Associate
- ▶ Urban Land Institute
- ▶ American Society of Adaptation Professionals
- ▶ APA 2024 Divisions Council Initiative
- ▶ APA Sustainability & Resilience Series
- ▶ AICP Sustainability & Resilience CM Credit Task Force
- ▶ APA Climate Change Policy Guide (2021)

Bio

Ms. Ebenbach is a highly qualified urban planning consultant with 15+ years in regional and local project management. She specializes in sustainability and resilience policymaking and is an expert in strategic planning, stakeholder engagement, and policy development. She is also knowledgeable of public, private and philanthropic sector planning contexts and is skilled at program leadership and communications to inform and to engage.

Comprehensive Planning & Code Amendments

- ▶ City of North Miami, FL
- ▶ City of Opa-locka, FL
- ▶ City of Riviera Beach, FL
- ▶ City of West Palm Beach, FL
- ▶ Turks and Caicos Islands
- ▶ Village of Biscayne Park, FL

Public Engagement & Visioning

- ▶ City of North Miami, FL
- ▶ City of Opa-locka, FL
- ▶ City of Riviera Beach, FL
- ▶ City of West Palm Beach, Broadway Corridor
- ▶ Village of Miami Shores, FL

Downtown Revitalization & Analysis

- ▶ City of Miami Downtown Development Authority, Flagler District
- ▶ City of Sarasota, Parklet Study
- ▶ City of West Palm Beach CRA, Broadway Corridor
- ▶ Terra for Miami-Dade County, Missing Middle Housing

Urban Redevelopment Policy and Planning

- ▶ City of North Miami, FL
- ▶ City of Opa-locka, FL
- ▶ City of Riviera Beach, FL
- ▶ City of West Palm Beach, FL
- ▶ Turks and Caicos Islands
- ▶ Flagler Business Improvement District, Miami, FL

Education

- ▶ Master of Urban Planning | Harvard University, Graduate School of Design, Cambridge, MA
- ▶ Bachelor of Arts | University of Pennsylvania, College of Arts and Sciences, Philadelphia, PA



SHAUN P BOURGOIS

Real Estate Finance and Economic Development Specialist

Years of Experience

21

Areas of Expertise

- ▶ Real Estate Finance & Development
- ▶ Economic Development Strategy
- ▶ Financial & Quantitative Modeling
- ▶ Public-Private Partnership Structuring
- ▶ Urban Redevelopment & Revitalization
- ▶ Mixed-Use and Mixed-Income Project Analysis

Education

M.B.A | American University
M.T.S | Harvard University
B.A Arts in Philosophy and Religion |
Hampden-Sydney College

Certifications

- ▶ MMW – Making Markets Work Certificate (Springfield Centre)
- ▶ AFM – Advanced Financial Modeling Certificate (Investment Banking Institute)
- ▶ REFM – Real Estate Financial Modeling Certificate (Urban Land Institute)

Bio

Mr. Bourgeois is an economic and financial analysis planning specialist for new investment opportunities globally. His assignments have included economic analysis of planned investments, strategic direction setting at the corporate and business unit levels, business case development for new ventures, acquisition due diligence, market and competitor analysis, and quantitative and financial modeling for real estate development and economic development planning.

He has Industry experience in agriculture, heavy industry, real estate, education, retail, chemicals, paper, direct marketing, water and wastewater, biotech, among others, giving him a strong foundation for economic development planning.

With on the ground assignments in the United States, Italy, Jordan, Egypt, Saudi Arabia, United Arab Emirates, China and Ethiopia, he brings both global experience and most importantly an understanding of the competitive environment that will shape future economic activities in the US and abroad.

Projects

- ▶ Led the financial analysis of a large scale redevelopment plan for two blocks in downtown Charlotte, NC for a range of stakeholders, including the Charlotte Housing Authority, City of Charlotte, Mecklenburg County, Bank of America and Charlotte-Mecklenburg Library
- ▶ Created a far-reaching economic development plan for Thomasville, Georgia's most recent Comprehensive Plan that builds on their existing assets for long term growth
- ▶ Provided the business case and financial analysis for a city-owned portion of undeveloped land in Miami's South Beach neighborhood that preserves land, maximizes social impact and aligns with community interests Led strategy and financial team's analysis a planned mixed-income, mixed use investment on a city-wide block to determine market segments and the property's highest and best use for the Charlotte Housing Authority
- ▶ Led the economic development efforts for a new city in China, as well as two different large area tourism developments; these engagements required extensive economic analysis, financial modeling and corporate strategy for selected catalytic projects intended to anchor each investment.
- ▶ Provided the business case for multiple new investments in China, including demographic analysis, target market purchasing power quantification, investor identification, global and local trends, competitor identification and phased delivery options
- ▶ Evaluated the market opportunity of a potential acquisition in the industrial water space for a Fortune 500 client and recommended against a costly expansion with a low probability of success
- ▶ Evaluated the market opportunity of a potential acquisition in the direct marketing space for one of the UK's largest marketing firms that focused on emerging industry threats and long term supportive revenue factors
- ▶ Produced a market and management evaluation of a potential acquisition in the global water EPC space for a foreign buyer that recommended a 20% discount to the asking price based on in person diligence of the target in Italy
- ▶ Performed a comparative study of national investment policies to support the country of Jordan's national investment strategy and 30 investment opportunities determined by a complex demand-led market-facing evaluation process
- ▶ Worked with the CEO of an industry leading biotech company on its corporate roadmap and financial strategy
- ▶ Performed the economic and financial analysis for US market entry plans of water industry companies in Australia public service tax; utility revenues; tax increment; general non-advalorem; etc.



MICHELLE OPRISI

Graphic Designer/Photographer

Years of Experience

16

Areas of Expertise

- ▶ Graphic Design
- ▶ Photography
- ▶ Web Design
- ▶ Branding
- ▶ Marketing
- ▶ Proposals

Education

B.S. | Art Institute of Fort Lauderdale

Bio

Ms. Oprisi is a creative marketing and business development specialist with a diversified portfolio. Michelle is responsible for developing ideas, coordinating projects and proposal execution. She is an experienced photographer, graphic designer and award winning artist, that has been published locally, nationally and internationally. oprisi.com

Graphic Design

- ▶ Downtown North Miami, Marketing Campaign
- ▶ Downtown North Miami, Brand Standards
- ▶ Sumter County Proposal
- ▶ Dania Beach Arts & Seafood Celebration, Sponsorship Package
- ▶ City of Margate CRA, Annual Report
- ▶ City of Margate CRA, In The BIZ
- ▶ City of Lauderhill, GO Bond Campaign
- ▶ Fort Lauderdale, Banner Stand
- ▶ RMA Website & Brand Design

Photography

- ▶ Mount Dora Grandview District
- ▶ Dania Beach Arts & Seafood Celebration
- ▶ Dania Beach Website
- ▶ City of Margate CRA
- ▶ Pompano Beach
- ▶ RMA Website & Proposals
- ▶ West Palm Beach
- ▶ North Miami

REFERENCES 3

REFERENCES

	Project Name	Location	Scope of Services Provided	Project Fees	Contact Person & Information	Contract Start & Completion
1	City of Pembroke Pines Update to the Citywide Economic Development Strategic Plan	Pembroke Pines, FL	▶ Economic Development Analysis	\$128,100	Michael Stamm, Jr.	2022-2023
			▶ Real Estate Market Analysis and Projections		Assistant City Manager / Director of Planning & Economic Development	
			▶ Community Population Trends		601 City Center Way, Pembroke Pines, FL 33025	
			▶ Peer-Comparison		(954) 392-2100	
					mstamm@ppines.com	
2	I-4 Logistics Park	Deltona, FL	▶ Real Estate Services	\$327,500	Jerry Mayes	2021-2023
			▶ Market Analysis		Economic Development Director (Retired)	
			▶ Targeted Business Attraction		(Business Address N/A)	
			▶ Strategic Planning		(407) 848-4505	
					jerrydonna1949@gmail.com	
3	City of Pompano Beach Professional Consulting Services	Pompano Beach, FL	Ongoing Redevelopment Consultation, including:	\$29,968/month	Greg Harrison	(Renewed) 2024 -Present
			▶ Public-Private Partnerships (P3s) Development		City Manager	
			▶ Financial Analysis		100 W. Atlantic Blvd., Pompano Beach, FL 33060	
			▶ Market Analysis		(954) 786-4601	
			▶ Marketing & Community Outreach		greg.harrison@copbfl.com	
			▶ General Project Management of Consultants & Advisers			
4	Downtown Kissimmee CRA Brand Strategy	Kissimmee, FL	▶ Brand Development	\$89,695	Benjamin Burnett	2024-2025
			▶ Branding Implementation Plan		Redevelopment Planner	
			▶ Marketing Budget		101 Church Street, 5th Floor, Kissimmee, FL 34741	
			▶ Community Engagement		(407) 518-2584	
			▶ Market Research		benjamin.burnett@kissimmee.gov	
5	West Columbia Citywide Redevelopment Plan and Neighborhood Revitalization Plan	West Columbia, SC	▶ Market & Real Estate Analysis	\$139,500	Brian E. Carter, AICP	2023-2024
			▶ City and Community Positioning		City Administrator	
			▶ Citywide Redevelopment Plan and Implementation Matrix		200 N. 12th Street, West Columbia, SC 29169	
			▶ Community Revitalization Plan		(803) 939-8600	
					bcarter@westcolumbiasc.gov	



RFP No. 06-18-25-11

RMA

Redevelopment Management Associates

Supplier Response

Event Information

Number: RFP No. 06-18-25-11
Title: Economic Redevelopment Strategy
Type: Request for Proposals
Issue Date: 5/25/2025
Deadline: 6/18/2025 11:00 AM (ET)
Notes: The City of Coconut Creek, Florida, is inviting proposals from qualified candidates to create a comprehensive set of economic redevelopment strategies and conduct a thorough evaluation of the economic potential of vacant land owned by the City. This initiative must align with the scope of services, terms, and conditions outlined in the Request for Proposals (RFP).

Contact Information

Contact: Lorie Messer Procurement Analyst
Address: A/P - Finance & Administrative Services
Government Center
4800 West Copans Road
Coconut Creek, FL 33063
Phone: 1 (954) 956-1584
Fax: 1 (954) 973-6754
Email: lmesser@coconutcreek.net

RMA Information

Address: 2302 E. Atlantic Blvd.
Pompano Beach, FL 33062
Phone: (954) 695-0754
Fax: (754) 222-8081
Email: accounts@rma.us.com
Web Address: www.rma.us.com

By submitting your response, you certify that you are authorized to represent and bind your company.

Kim Briesemeister

Signature

accounts@rma.us.com

Email

Submitted at 6/17/2025 11:06:59 AM (ET)

Supplier Note

Redevelopment Management Associates is pleased to submit our proposal to the City of Coconut Creek in response to RFP No. 06-18-25-11, Economic Redevelopment Strategy.

Response Attachments

RFP 06-18-25-11_RMA - ECONOMIC REDEVELOPMENT STRATEGY.pdf

RMA Economic Redevelopment Strategy Proposal

RFP# 06-18-25-11 - FORMS (signed).pdf

RMA Required Forms

RMA Certifications & Licenses.pdf

RMA Attachments - Required Certifications & Licenses

Bid Attributes

1 Section I - General Terms and Conditions

I acknowledge reading and understanding the General Terms and Conditions.

☒ Yes

2 Section II - Special Terms and Conditions

I acknowledge reading and understanding the Special Terms and Conditions.

☒ Yes

3 Section III - Detailed Requirements - Scope of Services

I acknowledge reading and understanding the Detailed Requirements - Scope of Services.

☒ Yes

4 Section IV - Required Documents

I acknowledge and understand that all forms shall be completed and notarized (if applicable) and submitted as a requirement of this solicitation.

☒ Yes

5 Insurance Requirements

I acknowledge reading and understanding the Insurance Requirements and shall upload with my response a copy of a current Certificate of Insurance as a requirement of this solicitation.

☒ Yes

6 Visa Credit Card - Preferred Method of Payment

The City of Coconut Creek has implemented a Visa Procurement Card (P-Card) Program through Truist Bank. The City's preference is to pay for goods/services with the P-Card. This program allows the City to expedite payment to our vendors. Some of the benefits of the P-Card Program to the vendor are: payment received within 72 hours of receipt and acceptance of goods, reduced paperwork, issue receipts instead of generating invoices, resulting in fewer invoice problems, deal directly with the cardholder (in most cases). Vendors accepting payment by the P-Card may not require the City (Cardholder) to pay a separate or additional convenience fee, surcharge or any part of any contemporaneous finance charge in connection with a transaction. Such charges are allowable, however must be included in the total cost of their response. Vendors are not to add notations such as "+3% service fee" in their response. All responses shall be inclusive of any and all fees associated with the acceptance of the P-Card. Vendors agreeing to accept payment by P-Card must presently have the capability to accept Visa or take whatever steps necessary to implement the ability before the start of the agreement term.

☐ No

7 Purchase by other Governmental Agencies

Please indicate if you will permit other governmental entities to purchase from your agreement with the City of Coconut Creek.

☐ Yes

8 Scrutinized Companies and Countries of Concern per Sections 287.135, 215.473, & 287.138, Florida Statute

By checking "yes" below, Contractor hereby certifies that it: a) has not been placed on the Scrutinized Companies that Boycott Israel List, nor is engaged in a boycott of Israel; b) has not been placed on the Scrutinized Companies with Activities in Sudan List nor the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and c) has not been engaged in business operations in Cuba or Syria. If City determines that Contractor has falsely certified facts under this paragraph or if Contractor is found to have been placed on the Scrutinized Companies Lists or is engaged in a boycott of Israel after the execution of this Agreement, City will have all rights and remedies to terminate this Agreement consistent with Section 287.135, Florida Statutes, as amended. The City reserves all rights to waive the certifications required by this paragraph on a case-by-case exception basis pursuant to Section 287.135, Florida Statutes, as amended. Beginning January 1, 2024, the City must not enter into a contract that grants access to an individual's personal identifying information to any Foreign Country of Concern such as: People's Republic of China, the Russian Federation, the Islamic Republic of Iran, the Democratic People's Republic of Korea, the Republic of Cuba, the Venezuelan regime of Nicolás Maduro, or the Syrian Arab Republic, unless the Contractor provides the City with an affidavit signed by an authorized representative of the Contractor, under penalty of perjury, attesting that the Contractor does not meet any of the criteria in subparagraphs (2)(a)-(c) of Section 287.138, Florida Statutes, as may be amended. Beginning January 1, 2025, the City must not extend or renew any contract that grants access to an individual's personal identifying information unless the Contractor provides the City with an affidavit signed by an authorized representative of the Contractor, under penalty of perjury, attesting that the Contractor does not meet any of the criteria in subparagraphs (2)(a)-(c) of Section 287.138, Florida Statutes, as may be amended. Violations of this Section will result in termination of this Agreement and may result in administrative sanctions and penalties by the Office of the Attorney General of the State of Florida.

☐ Yes

9 E-Verify Requirements

Effective January 1, 2021, public and private employers, contractors and subcontractors must require registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

a) All persons employed by Contractor to perform employment duties within Florida during the term of the contract; and

b) All persons (including subvendors/subconsultants/subcontractors) assigned by Contractor to perform work pursuant to the contract with the City. The Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the City of Coconut Creek.

By entering into this Agreement, the Contractor becomes obligated to comply with the provisions of Section 448.095 Florida Statutes, "Employment Eligibility," as amended from time to time. This includes, but is not limited to, utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit to Contractor attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. Contractor agrees to maintain a copy of such affidavit for the duration of this Agreement. Failure to comply with this paragraph will result in the termination of this Agreement as provided in Section 448.095, Florida Statutes, as amended, and Contractor may not be awarded a public contract for at least one (1) year after the date on which the Agreement was terminated. Contractor will also be liable for any additional costs to City incurred as a result of the termination of this Agreement in accordance with this Section.

☒ I acknowledge and Agree

10 Conflict of Interest

Contractor affirms that they read and understand Florida Statute 112.313, Standards of conduct for public officers, employees of agencies, and local government attorneys. For purposes of determining any possible conflicts of interest, all respondents must disclose if any City of Coconut Creek employee is also an owner, or employee of their business. If yes, give person(s) names(s) and position(s) and you must file a statement with the Supervisor of Elections, pursuant to Florida Statutes 112.313 with your business.

☒ I Affirm

11 Drug Free Workplace

In accordance with Florida Statutes, Chapter 287, Section 287.087, Vendor hereby affirms that their business does:

1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition. 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations. 3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1). 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than 5 days after such conviction. 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by, any employee who is so convicted. 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

Yes

12 Exceptions to the Request for Proposal

Proposals that are exceptions to that which are specified and outlined here. However, all alterations or omissions of required information or any change in the solicitation requirements is done at the risk of the Proposer presenting the bid and may result in the rejection thereof. Please list exceptions, if any, in this attribute. If there are no exceptions, type "none".

none

Bid Lines

1	Development of a Comprehensive Economic Redevelopment Strategies and Detailed Economic Development Evaluation of City-owned vacant land. UOM: <u>Lump Sum</u> Unit Price: \$174,900.00 Total: \$174,900.00
---	---

Response Total: \$174,900.00



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/06/2024

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

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

PRODUCER Iron Ridge Insurance Services 17595 S. Tamiami Trail Suite 107 Fort Myers FL 33908	CONTACT NAME: Karen Brinkley PHONE (A/C, No, Ext): (800) 775-8526 E-MAIL ADDRESS: karen.brinkley@hilbgroup.com FAX (A/C, No): (239) 288-7544
INSURED Redevelopment Management Associates LLC 2302 E Atlantic Blvd Pompano Beach FL 33062	INSURER(S) AFFORDING COVERAGE INSURER A: Accelerant Specialty Insurance Co INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:

COVERAGES **CERTIFICATE NUMBER:** CL248632848 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below ☐ Y ☐ N ☐ N/A						PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			S0004PL00199501	08/13/2024	08/13/2025	Per Claim \$2,000,000 Aggregate \$2,000,000

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

Professional Liability is written on a claims-made basis

CERTIFICATE HOLDER

For Proposal Purposes

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

09/20/2024

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

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

PRODUCER Hayward Brown - Flagler, Inc. 3200 E. Moody Blvd. P.O. Box 1669 Bunnell FL 32110	CONTACT NAME: Dora Spada PHONE (A/C, No, Ext): (386) 437-7767 E-MAIL ADDRESS: dora@haywardbrownflagler.com FAX (A/C, No): (386) 437-9226
INSURED Redevelopment Management Associates, LLC 2302 E Atlantic Blvd. Pompano Beach FL 33062	INSURER(S) AFFORDING COVERAGE INSURER A: Southern Owners INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:
	NAIC # 10190

COVERAGES**CERTIFICATE NUMBER:** CL249521717**REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			78290443	10/01/2024	10/01/2025	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 CGL Plus Endt \$
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			78290443	10/01/2024	10/01/2025	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ EXCESS LIAB DED RETENTION \$			4929044300	10/01/2024	10/01/2025	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N ☐ N / A						PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

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

The General Liability policy scheduled above includes a Blanket Additional Insured and Blanket Waiver of Subrogation. Coverage is primary and non-contributory.

CERTIFICATE HOLDER**CANCELLATION**

For Information Only

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

AUTHORIZED REPRESENTATIVE

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CERTIFICATE OF LIABILITY INSURANCE

RD1

DATE (MM/DD/YYYY)
05/24/2024

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

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

PRODUCER
AON RISK SERVICES SOUTH INC
3550 LENOX ROAD NORTHEAST
SUITE 1700
ATLANTA GA 30326

CONTACT NAME: Aon Risk Services, Inc of Florida

PHONE (A/C, No, Ext): 833-506-1544

FAX (A/C, No):

EMAIL ADDRESS: work.comp@trinet.com

INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Indemnity Insurance Company of North America

43575

INSURER B:

INSURER C:

INSURER D:

INSURER E:

INSURER F:

INSURED
TriNet Group, Inc.
REDEVELOPMENT MANAGEMENT ASSOCIATES LLC DBA RMA
1 Park Place, Suite 600
Dublin, CA 94568-7983

COVERAGES

CERTIFICATE NUMBER: 15779003

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE \$
	☐ CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$
	☐ POLICY ☐ PROJECT ☐ LOC						PRODUCTS - COMP/OP AGG \$
	☐ OTHER						\$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident) \$
	☐ ANY AUTO OWNED AUTOS ONLY						BODILY INJURY (Per person) \$
	☐ SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	☐ HIRED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
	☐ NON-OWNED AUTOS ONLY						\$
	UMBRELLA LIAB						EACH OCCURRENCE \$
	☐ OCCUR						AGGREGATE \$
	EXCESS LIAB						\$
	☐ CLAIMS-MADE						
	DEC						
	RETENTION \$						
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	Y/N		WLR_C57279977	07/01/2024	07/01/2025	X PER STATUTE OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N	N/A				E L EACH ACCIDENT \$ 2,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E L DISEASE - EA EMPLOYEE \$ 2,000,000
							E L DISEASE - POLICY LIMIT \$ 2,000,000

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

Workers Compensation coverage is limited to worksite employees of REDEVELOPMENT MANAGEMENT ASSOCIATES LLC DBA RMA through a co-employment agreement with TriNet HR II, Inc.
List of additional covered entities under the above policy:
dba RMA

CERTIFICATE HOLDER

Redevelopment Management Associates
2302 E Atlantic Blvd.
Pompano Beach, FL 33062

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Aon Risk Services South Inc

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BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-357-4829

VALID OCTOBER 1, 2024 THROUGH SEPTEMBER 30, 2025

Business Name: REDEVELOPMENT MANAGEMENT ASSOCIATES LLC

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

Owner Name: REDEVELOPMENT MANAGEMENT ASSOCIATES
Business Location: 2302 E ATLANTIC BLVD
POMPANO BEACH
Business Phone: 954-695-0754

Business Opened: 03/05/2009
State/County/Cert/Reg:
Exemption Code:

Rooms

Seats

Employees

Machines

Professionals

1

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

Receipt Fee 33.00
Packing/Processing/Canning Employees 0.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT

WHEN VALIDATED

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

Mailing Address:

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

Receipt # 04C-23-00004617
Paid 07/22/2024 33.00

2024 - 2025

2025 FLORIDA LIMITED LIABILITY COMPANY ANNUAL REPORT

DOCUMENT# L09000020387

Entity Name: REDEVELOPMENT MANAGEMENT ASSOCIATES, LLC

Current Principal Place of Business:

2302 E. ATLANTIC BLVD
POMPANO BEACH, FL 33062

Current Mailing Address:

2302 E. ATLANTIC BLVD
POMPANO BEACH, FL 33062 US

FEI Number: 26-4367102

Certificate of Status Desired: Yes

Name and Address of Current Registered Agent:

BRIESEMEISTER, KIM
2031 NE 62ND COURT
FORT LAUDERDALE, FL 33308 US

The above named entity submits this statement for the purpose of changing its registered office or registered agent, or both, in the State of Florida.

SIGNATURE:

Electronic Signature of Registered Agent

Date

Authorized Person(s) Detail :

Title MGRM
Name METROSTRATEGIES, INC.
Address 2031 NE 62ND COURT
City-State-Zip: FORT LAUDERDALE FL 33308

Title MGRM
Name BROWN, CHRISTOPHER J
Address 218 N.W. 9TH STREET
City-State-Zip: DELRAY BEACH FL 33444

I hereby certify that the information indicated on this report or supplemental report is true and accurate and that my electronic signature shall have the same legal effect as if made under oath; that I am a managing member or manager of the limited liability company or the receiver or trustee empowered to execute this report as required by Chapter 605, Florida Statutes; and that my name appears above, or on an attachment with all other like empowered.

SIGNATURE: CHRISTOPHER J. BROWN

MANGING PARTNER

01/14/2025

Electronic Signature of Signing Authorized Person(s) Detail

Date

State of Florida

Department of State

I certify from the records of this office that REDEVELOPMENT MANAGEMENT ASSOCIATES, LLC is a limited liability company organized under the laws of the State of Florida, filed on March 2, 2009.

The document number of this limited liability company is L09000020387.

I further certify that said limited liability company has paid all fees due this office through December 31, 2025, that its most recent annual report was filed on January 14, 2025, and that its status is active.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fourteenth day of January,
2025*




Secretary of State

Tracking Number: 2930499664CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

BROWN, CHRISTOPHER J

218 NW 9TH ST
DELRAY BEACH FL 33444

LICENSE NUMBER: BK403029

EXPIRATION DATE: SEPTEMBER 30, 2026

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 07/19/2024

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.





Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

BROWN, CHRISTOPHER J

218 NW 9TH ST
DELRAY BEACH FL 33444

LICENSE NUMBER: BK3354509

EXPIRATION DATE: SEPTEMBER 30, 2026

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ISSUED: 07/19/2024

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

BROWN, CHRISTOPHER J

ROCKWELL DEVELOPMENT COMPANY
200 LINDELL BLVD
SUITE 923
DELRAY BEACH FL 33483

LICENSE NUMBER: CGC027809

EXPIRATION DATE: AUGUST 31, 2026

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ISSUED: 07/19/2024

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

CONSTRUCTION INDUSTRY LICENSING BOARD

THE GENERAL CONTRACTOR HEREIN IS CERTIFIED UNDER THE
PROVISIONS OF CHAPTER 489, FLORIDA STATUTES

BROWN, CHRISTOPHER J

RMA REAL ESTATE SERVICES, LLC
2302 EAST ATLANTIC BLVD
POMPANO BEACH FL 33062

LICENSE NUMBER: CGC1526776

EXPIRATION DATE: AUGUST 31, 2026

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ISSUED: 07/19/2024

Do not alter this document in any form.

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Certificate of Completion

by

Kim Briesemeister

Is hereby designated a

Certified Redevelopment Administrator

By successfully completing the course requirements as
set forth by the Florida Redevelopment Association



President

October 2012

Date





Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

DEHLINGER, LYNN

1266 VISTA LAGO PLACE
LADY LAKE FL 32159

LICENSE NUMBER: BK3008377

EXPIRATION DATE: MARCH 31, 2027

Always verify licenses online at MyFloridaLicense.com

ISSUED: 06/09/2025

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

DEHLINGER, WILLIAM PAUL

1266 VISTA LAGO PL
LADY LAKE FL 32159

LICENSE NUMBER: BK3117545

EXPIRATION DATE: MARCH 31, 2027

Always verify licenses online at MyFloridaLicense.com

ISSUED: 03/11/2025

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Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

DIVISION OF REAL ESTATE

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

LEDESMA, LORENA ALEXANDRA

3900 NE 18TH AVENUE
APT. 45
OAKLAND PARK FL 33334

LICENSE NUMBER: SL3552074

EXPIRATION DATE: MARCH 31, 2026

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 02/16/2024

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05/28/2020

Dear Mr. Adriane,

The Green Business Certification Institute's records indicate that you passed the LEED® Professional Exam™. Please see the details for your exam achievement, below:

Exam Track	Exam Date	Result
LEED AP (New Construction)	Jun 06, 2009	Pass

In passing the LEED AP exam, you became recognized as a LEED AP by GBCI. For your reference, your GBCI # is 103777423.

Thank you for your participation in the LEED® Professional Credentialing program. We wish you all the best in your work to create and sustain a thriving built environment.

Sincerely,

Green Business Certification Inc. (GBCI)



Adriane Esteban

Is hereby designated a

FRA-Redevelopment Professional

By successfully completing the course requirements as
set forth by the Florida Redevelopment Association

A stylized, cursive signature in dark ink, appearing to read "Blair", is placed above a horizontal line.

President

October 2014



Ron DeSantis, Governor

Melanie S. Griffin, Secretary



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF LANDSCAPE ARCHITECTURE

THE LANDSCAPE ARCHITECT HEREIN HAS REGISTERED UNDER THE
PROVISIONS OF CHAPTER 481, FLORIDA STATUTES

KISSINGER, PAUL DAVID

K-STER DESIGN INC
9841 HURON RIVER DRIVE
KISSINGER DESIGN INC.
DEXTER MI 48130

LICENSE NUMBER: LA0001611

EXPIRATION DATE: NOVEMBER 30, 2025

Always verify licenses online at [MyFloridaLicense.com](https://myfloridalicense.com)

ISSUED: 11/05/2023

Do not alter this document in any form.

This is your license. It is unlawful for anyone other than the licensee to use this document.





GREEN BUSINESS CERTIFICATION INC. CERTIFIES THAT

Karla Ebenbach

HAS ATTAINED THE DESIGNATION OF

LEED[®] Green Associate[™]

by demonstrating the knowledge and understanding of
green building practices and principles needed to
support the use of the LEED green building program.

11383610-GREEN-ASSOCIATE

CREDENTIAL ID

04 DEC 2020

ISSUED

03 DEC 2024

VALID THROUGH

A handwritten signature in black ink, reading "Peter Templeton".

PETER TEMPLETON

PRESIDENT & CEO

U.S. GREEN BUILDING COUNCIL & GREEN BUSINESS CERTIFICATION INC.

AICP

KARLA A. EBENBACH

HAS QUALIFIED AS A

MEMBER

AMERICAN INSTITUTE OF CERTIFIED PLANNERS

JULY 1998

DATE OF MEMBERSHIP



PRESIDENT



EXECUTIVE DIRECTOR

SECTION IV - REQUIRED DOCUMENTS

Proposal Requirements Checklist

Proposer has completed the required documents listed in the checklist below. The required documents shall be executed, notarized (if applicable), and submitted as a condition to this Request for Proposals.

Proposer shall electronically submit all required documents and any other pertinent information electronically through the eBid System.

Required Documents – Must be uploaded with submittal	Yes	No
<i>Scope of Services Proposed (Required):</i>		
(1) Qualifications and Experience	☒	☐
(2) Resources and Availability	☒	☐
(3) References	☒	☐
<i>These forms need to be signed, notarized where required, and uploaded to the eBid system with your submittal:</i>		
Proposal Information	☒	☐
Proposal Confirmation	☒	☐
Indemnification Clause	☒	☐
Non-Collusive Affidavit	☒	☐
Proposer's Qualification Statement	☒	☐
Acknowledgement Proposers Qualification Statement	☒	☐
Sworn Statement on Public Entity Crimes	☒	☐
Affidavit of Compliance with Foreign Countries of Concern	☒	☐
References	☒	☐
<i>Vendor must provide the following documents and upload to the eBid system:</i>		
Certificate of Insurance	☒	☐
Business Tax Receipt	☒	☐
Company's www.Sunbiz.org Record	☒	☐
Copies of Valid Certifications / Licenses	☒	☐

PROPOSER INFORMATION

Communications concerning this proposal shall be addressed to:

Company Name: Redevelopment Management Associates, LLC
 Social Security/Federal Tax I.D. No.: 26-4367102
 Proposer's Name (Print): Christopher J. Brown Title: Principal
 Address: 2302 E. Atlantic Blvd.

 City/State/Zip: Pompano Beach, FL 33062
 Phone: 954-695-0754 Fax: _____
 Email: accounts@rma.us.com

ACKNOWLEDGEMENT OF ADDENDA

Instructions: Complete Part I or Part II, Whichever Applies

Part I:

Proposer has examined copies of all the Contract Documents and of the following Addenda (receipt of all which is hereby acknowledged).

Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____
Addendum No: _____	Dated: _____

Part II:

☒ No Addendum was received in connection with this RFP.

It is understood and agreed by Proposer that the City reserves the right to reject any and all proposals, to make awards on all items or any items according to the best interest of the City, and to waive any irregularities in the proposal or in the proposals received as a result of the RFP. It is also understood and agreed by the Proposer that by submitting a proposal, Proposer shall be deemed to understand and agree that no property interest or legal right of any kind shall be created at any point during the aforesaid evaluation/selection process until and unless a contract has been agreed to and signed by both parties.

Christopher J. Brown
 Proposer's Authorized Signature

6/12/25
 Date

Christopher J. Brown
 Proposer's Printed Name

PROPOSAL CONFIRMATION

In accordance with the requirements to provide an **Economic Redevelopment Strategy** pursuant to **RFP 06-18-25-11**, the undersigned submits the attached proposal.

Proposer accepts and hereby incorporates by reference in this proposal all of the terms and conditions of the scope of work, including EPA Standards, Motor Vehicle Safety Standards and required warranty and guarantee certificates.

Proposer is fully aware of the scope of work based on these requirements, the legal requirements (federal, state, county and local laws, ordinances, rules and regulations) and the conditions affecting cost, progress or performance of the work and has made such independent investigation as Proposer deems necessary.

This proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false or sham proposal; Proposer has not solicited or induced any person; firm or a corporation to refrain from proposing and Proposer has not sought by collusion to obtain for himself any advantage over any other Proposer or over City.

The Proposer shall acknowledge this Proposal by signing and completing the spaces provided. I hereby submit this Proposal Package for the Economic Redevelopment Strategy, RFP No.06-18-25-11 to the City of Coconut Creek with the full understanding of the Request for Proposal, General Terms and Conditions, Special Terms and Conditions, Detailed Requirements, and the entire Proposal Package.

Christopher J. Brown
Proposer's Name


Signature

6/12/25
Date

State of: FLORIDA

County of: BROWARD

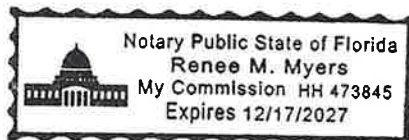
The foregoing instrument was acknowledged before me this 12th day of June, 2025, by Christopher J. Brown, who is (who are) personally known to me or who has produced _____ as identification and who did (did not) take an oath.


Notary Public Signature

Renee M. Myers
Notary Name, Printed, Typed or Stamped

Commission Number: HH 473845

My Commission Expires: 12/17/2027



INDEMNIFICATION CLAUSE

(Page 1 of 1)

The parties agree that one percent (1%) of the total compensation paid to Contractor for the work of the contract shall constitute specific consideration to Contractor for the indemnification to be provided under the Contract. The Contractor shall indemnify and hold harmless the City Commission, the City of Coconut Creek, and its agents and employees from and against all claims, damages, losses and expenses including attorney's fees arising out of or resulting from the performance of the work provided that any such claim, damage, loss or expense (1) is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property (other than the work itself) including the loss of use resulting therefrom, and (2) is caused in whole or in part by any negligent act or omission of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, regardless of whether or not it is caused in part by a party indemnified hereunder.

In any and all claims against the City, or any of their agents or employees by any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation under this Paragraph shall not be limited in any way by any limitation on this amount or type of damages compensation or benefits payable by or for the Contractor or any subcontractor under Workers' Compensation Acts, Disability Benefit Acts or other Employee Benefit Acts. Nothing in this section shall affect the immunities of the City pursuant to Chapter 768, Florida Statutes, as amended from time to time, nor shall it constitute an agreement by the City to indemnify Contractor, its officers, employers, subcontractors or agents against any claim or cause of action.

Christopher J. Brown

Contractor's Name

Christopher J. Brown

Signature

6/12/25

Date

State of: FLORIDACounty of: BROWARD

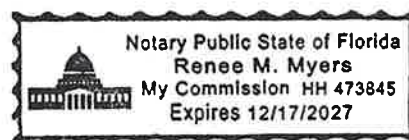
The foregoing instrument was acknowledged before me this 12th day of June, 2025, by Christopher J. Brown, who is (who are) personally known to me or who has produced _____ as identification and who did (did not) take an oath.

Renee M. Myers

Notary Public Signature

Renee M. Myers

Notary Name, Printed, Typed or Stamped

Commission Number: HH 473845My Commission Expires: 12/17/2027

NON-COLLUSIVE AFFIDAVIT

State of FLORIDA)
)ss.
 County of BROWARD)

Christopher J. Brown being first duly sworn, deposes and says that:

- (1) He/she is the Principal
 (Owner, Partner, Officer, Representative or Agent)
 of Redevelopment Management Associates, LLC the Proposer that has submitted the attached proposal;
- (2) He/she is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
- (3) Such proposal is genuine and is not a collusive or sham proposal;
- (4) Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham proposal in connection with the work for which the attached proposal has been submitted; or to refrain from bidding in connection with such work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm or person to fix the price or prices in the attached proposal of any other Proposer, or to fix an overhead, profit, or cost elements of the proposal price or the proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed work;
- (5) The price or prices quoted in the attached proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

Signed, sealed and delivered
in the presence of:



By: 

Christopher J. Brown

(Printed Name)

Principal

(Title)

ACKNOWLEDGEMENT

State of FLORIDA

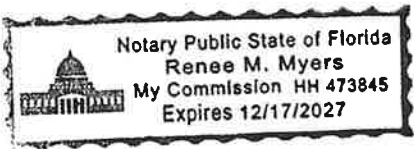
County of BROWARD

The foregoing instrument was acknowledged before me this 12th day of June, 2025,
by Christopher J. Brown, who is personally known to me or who has produced
_____ as identification and who did (did not) take an oath.

WITNESS my hand and official seal



NOTARY PUBLIC



Renee M. Myers

(Name of Notary Public: Print, Stamp, or
Type as Commissioned.)

PROPOSER'S QUALIFICATION STATEMENT

In order to properly evaluate the proposal submittals, Proposers are expected to complete the questionnaire and include the following documentation. By attesting to this submittal, Proposer guarantees the truth and accuracy of all statements and answers herein contained.

SUBMITTED TO: City of Coconut Creek
Procurement Division
4800 West Copans Road
Coconut Creek, FL 33063

Submitted By: Redevelopment Management Associates, LLC
Name: Christopher J. Brown
Address: 2302 E. Atlantic Blvd.
City, State, Zip Pompano Beach, FL 33062
Telephone No. 954-695-0754
Fax No. _____

Check One

- ☐ Corporation
☒ Partnership
☐ Individual
☐ Other

1. State the true, exact, correct and complete name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

The correct name of the Proposer is: Redevelopment Management Associates, LLC

The address of the principal place of business is: 2302 E. Atlantic Blvd.,
Pompano Beach, FL 33062

2. If Proposer is a corporation, answer the following:

- a. Date of Incorporation: _____
b. State of Incorporation: _____
c. President's Name: _____
d. Vice President's Name: _____
e. Secretary's Name: _____
f. Treasurer's Name: _____
g. Name and Address of Resident Agent: _____

3. If Proposer is an individual or a partnership, answer the following:

- a. Date of Organization: March 2, 2009
b. Name, Address and Ownership Units of all Partners: _____
Christopher J. Brown, 2302 E. Atlantic Blvd., Pompano Beach, FL 33062, 49% Ownership
Kim Briesemeister, 2302 E. Atlantic Blvd., Pompano Beach, FL 33062, 51% Ownership
c. State whether general or limited partnership: General

4. If Proposer is other than an individual, corporation or partnership, describe the organization and give the name and address of principals:

5. If Proposer is operating under a fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute.

6. How many years has your organization been in business under its present business name? 16

a. Under what other former name has your organization operated?

7. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this proposal. Please attach certificate of competency and/or state registration.

LLC= L09000020387 / FEI Number: 26-4367102

8. Litigation/Judgments/Settlements/Debarments/Suspensions:
Submit information on any pending litigation and any judgments and settlements of court cases relative to providing Economic Redevelopment Strategy services that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government during the last five (5) years.

None

9. Have you ever failed to complete any work awarded to you? If so, state when, where and why?

No

10. List the pertinent experience of the key individuals of your organization (continue on insert sheet, if necessary).

See Insert Sheet attached

11. State the name of the individual(s) and titles who will personally supervise the work:

Christopher J. Brown, Principal & Licensed Real Estate Broker; Lynn Dehlinger, Economic
Development Director & Licensed Real Estate Broker Associate

12. State the name and address of the attorney, if any, for the business of the Proposer:

N/A

13. State the names and addresses of all businesses and/or individuals who own an interest of more than five percent (5%) of the Proposer's business and indicate the percentage owned of each such business and/or individual:

Christopher J. Brown, 2302 E. Atlantic Blvd., Pompano Beach, FL 33062 = 49% Ownership

Kim Briesemeister, 2302 E. Atlantic Blvd., Pompano Beach, FL 33062 = 51% Ownership

14. State the names, addresses and the type of business of all firms that are partially or wholly owned by Proposer:

Redevelopment Management Associates, LLC - 2302 E. Atlantic Blvd., Pompano Beach, FL 33062 / Consulting

RMA Real Estate Services, LLC - 2302 E. Atlantic Blvd., Pompano Beach, FL 33062 / Real Estate Brokerage

15. State the name of Surety Company which will be providing the bond, and the name and address of agent:

N/A

16. List the following information concerning all Proposer's contracts in progress as of the date of submission and completed projects over the last five (5) years. (In case of any co-venture, list the information for all co-ventures.)

<u>Name of Project</u>	<u>Owner</u>	<u>Total Contract Value</u>	<u>Contracted Date of Completion</u>	<u>% of Completion to Date</u>
------------------------	--------------	-----------------------------	--------------------------------------	--------------------------------

See Insert Sheet attached

17. Have you personally inspected the site of the proposed work?

Yes ☒ No ☐

18. Do you have a complete set of documents, including drawings and addenda, if applicable?

Yes ☒ No ☐

19. Did you attend the pre-proposal conference if any such conference was held?

Yes ☐ No ☐ No Conference Held ☒

20. Bank References:

Bank	Address/City/State/Zip	Telephone
First Citizens Bank	6555 North Federal Hwy., Ft. Lauderdale, FL 33308	954-771-6948

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


 Proposer's Signature

6/12/25
 Date

ACKNOWLEDGEMENT

PROPOSER'S QUALIFICATION STATEMENT

State of FLORIDA

County of BROWARD

On this the 12th day of June, 2025, before me, the undersigned Notary Public of the State of Florida, Personally appeared 

Christopher J. Brown

Christopher Brown

And

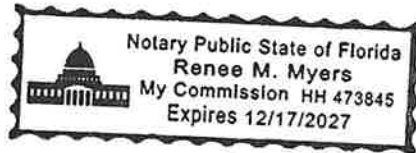
(Name(s) of individual(s) who appeared before notary)

whose name(s) is/are Subscribed to within the instrument, and he/she/they acknowledge that he/she/they executed it.

WITNESS my hand and official seal.

NOTARY PUBLIC

SEAL OF OFFICE:



Renee M. Meyer
NOTARY PUBLIC, STATE OF FLORIDA

Reneé M. Myers

(Name of Notary Public: Print,
Stamp, or Type as Commissioned)

☒ Personally known to me, or
☐ Produced identification

(Type of Identification Produced)

☐ DID take an oath, or
☒ DID NOT take an oath

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

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with RFP No. 06-18-25-11 for Economic Redevelopment Strategy.
2. This sworn statement is submitted by Redevelopment Mangement Associates, LLC (name of entity submitting sworn statement) whose business address is 2302 E. Atlantic Blvd., Pompano Beach, FL 33062 and (if applicable) its Federal Employer Identification Number (FEIN) is 26-4367102. (If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement: _____.)
3. My name is Christopher J. Brown and my
(Please print name of individual signing)
relationship to the entity named above is Principal.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that a "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, includes but is not limited to:
 1. A predecessor or successor of a person convicted of a public entity crime: or
 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The Ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding thirty-six (36) months shall be considered an affiliate.
7. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision

of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, who are active, or who have been active, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity within the last five (5) years of this sworn statement.

8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **Please check all statements that are applicable.**

- ☒ Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
- ☐ The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989, AND (Please indicate which additional statement applies.)
- ☐ There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)
- ☐ The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

9. Based on information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. **Please check if statement is applicable.**

- ☒ The person or affiliate has not been placed on the convicted vendor list.
(If the box is not checked, please describe any action taken by or pending with the Department of General Services.)

10. The herein sworn statement shall be subject to and incorporate all the terms and conditions contained in Section 287.133 of the Florida Statutes.
11. Conviction of a public entity crime shall be cause for disqualification.

Christopher J. Brown

Proposer's Name



Signature

Date: 6/12/25State of: FLORIDACounty of: BROWARD

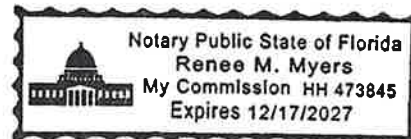
The foregoing instrument was acknowledged before me this 12th day of June, 2025, by Christopher J. Brown, who is (who are) personally known to me or who has produced _____ as identification and who did (did not) take an oath.



Notary Public Signature

Renee M. Myers

Notary Name, Printed, Typed or Stamped

Commission Number: HH 473845My Commission Expires: 12/17/2027

**Affidavit of Compliance with Foreign Countries of Concern
Pursuant to Section 287.138, Florida Statutes (2023)**

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

1. Entity is not owned by the government of a foreign country of concern as defined in Section 287.138, Florida Statutes. (Source: § 287.138(2)(a), Florida Statutes.)
2. The government of a foreign country of concern does not have a controlling interest in Entity. (Source: § 287.138(2)(b), Florida Statutes.)
3. Entity is not organized under the laws of, and does not have a principal place of business in, a foreign country of concern. (Source: § 287.138(2)(c), Florida Statutes.)
4. The undersigned is authorized to execute this affidavit on behalf of Entity.
5. The undersigned further sayeth naught.

Date: June 12, 2025.

Signed: 

Entity: Redevelopment Management Associates, LLC

Name: Christopher J. Brown

Title: Principal

STATE OF FLORIDA

COUNTY OF BROWARD

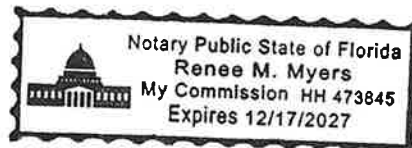
Sworn to (or affirmed) and subscribed before me, by means of ☒ physical presence or ☐ online notarization, this 12th day of June, 2025, by Christopher J. Brown, as Principal for Redevelopment Management Associates, LLC, who is personally known to me or who has produced _____ as identification.

Notary Public Signature: 

State of Florida at Large (Seal)

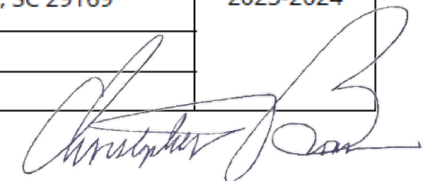
Print Name: Renee M. Myers

My commission expires: 12/17/2027



REFERENCES

	Project Name	Location	Scope of Services Provided	Project Fees	Contact Person & Information	Contract Start & Completion
1	City of Pembroke Pines Update to the Citywide Economic Development Strategic Plan	Pembroke Pines, FL	▶ Economic Development Analysis	\$128,100	Michael Stamm, Jr.	2022-2023
			▶ Real Estate Market Analysis and Projections		Assistant City Manager / Director of Planning & Economic Development	
			▶ Community Population Trends		601 City Center Way, Pembroke Pines, FL 33025	
			▶ Peer-Comparison		(954) 392-2100	
					mstamm@ppines.com	
2	I-4 Logistics Park	Deltona, FL	▶ Real Estate Services	\$327,500	Jerry Mayes	2021-2023
			▶ Market Analysis		Economic Development Director (Retired)	
			▶ Targeted Business Attraction		(Business Address N/A)	
			▶ Strategic Planning		(407) 848-4505	
					jerrydonna1949@gmail.com	
3	City of Pompano Beach Professional Consulting Services	Pompano Beach, FL	Ongoing Redevelopment Consultation, including:	\$29,968/ month	Greg Harrison	(Renewed) 2024 -Present
			▶ Public-Private Partnerships (P3s) Development		City Manager	
			▶ Financial Analysis		100 W. Atlantic Blvd., Pompano Beach, FL 33060	
			▶ Market Analysis		(954) 786-4601	
			▶ Marketing & Community Outreach		greg.harrison@copbfl.com	
			▶ General Project Management of Consultants & Advisers			
4	Downtown Kissimmee CRA Brand Strategy	Kissimmee, FL	▶ Brand Development	\$89,695	Benjamin Burnett	2024-2025
			▶ Branding Implementation Plan		Redevelopment Planner	
			▶ Marketing Budget		101 Church Street, 5th Floor, Kissimmee, FL 34741	
			▶ Community Engagement		(407) 518-2584	
			▶ Market Research		benjamin.burnett@kissimmee.gov	
5	West Columbia Citywide Redevelopment Plan and Neighborhood Revitalization Plan	West Columbia, SC	▶ Market & Real Estate Analysis	\$139,500	Brian E. Carter, AICP	2023-2024
			▶ City and Community Positioning		City Administrator	
			▶ Citywide Redevelopment Plan and Implementation Matrix		200 N. 12th Street, West Columbia, SC 29169	
			▶ Community Revitalization Plan		(803) 939-8600	
					bcarter@westcolumbiasc.gov	



PROPOSER'S QUALIFICATION STATEMENT (CONTINUED)

Question 10. List the pertinent experience of the key individuals of your organization.

Christopher J. Brown,
Principal & Licensed Real Estate Broker

- Real Estate Market Analysis
- Fiscal Impact and Tax Analysis
- Parking Utilization Analyst & Planner
- Public-Private Partnership (P3) Negotiations
- Commercial Real Estate Brokerage Services
- Real Estate Development
- Master Plans
- Visioning & Urban Planning
- Transit Oriented Corridor (TOC)
- Streetscape Planning
- Intergovernmental Relations
- Redevelopment Implementation
- Land Use Amendments & Zoning Regulations Strategy

Lynn Dehlinger,
Economic Development Director
Licensed Real Estate Broker Associate

- Commercial Real Estate Brokerage Services
- Economic Development Strategy
- Economic Impact Analysis
- Demographics and Workforce Research & Analysis
- Real Estate Market Analysis
- Mixed-Use Planning & Implementation
- Feasibility Analysis
- Market Demand Study
- Gap Analysis
- Retail Feasibility
- Retail Strategy

Kim Briesemeister, C.R.A.,
Principal

- Redevelopment & Urban Revitalization
- Redevelopment Implementation
- Public-Private Partnership (P3) Negotiations
- Visioning & Urban Planning
- Financing Redevelopment
- Fiscal Impact and Tax Analysis
- Master Plans
- Visioning
- Transit Oriented Corridor (TOC)
- Streetscape Planning
- Intergovernmental Relations
- Incentive Programs
- Land Use Amendments & Zoning Regulations Strategy

Bill Dehlinger, CCIM,
Licensed Real Estate Broker Associate

- Commercial Real Estate Brokerage Services with specialization in
- Land, Industrial, Office, and Retail
- Broker's Opinion of Value
- Site Selection
- 1031 Exchanges
- Cost Segregation
- Demographics and Workforce Research & Analysis
- Real Estate Market Analysis
- Mixed-Use Planning & Implementation
- Feasibility Analysis
- Land Use Amendments & Zoning Regulations Strategy

Paul D. Kissinger, FASLA, PLA,
Landscape Architect / Urban Designer

- Urban Design and Planning
- Redevelopment Planning
- Public Realm
- Hospitality
- Master Planning
- Design Guidelines
- Community Engagement
- Retail / Mixed Use / Entertainment
- Residential
- Regional and Transit Planning

Shaun P. Bourgois,
Real Estate Finance & Economic Development Specialist

- Real Estate Finance & Development
- Economic Development Strategy
- Financial & Quantitative Modeling
- Public-Private Partnership Structuring
- Urban Redevelopment & Revitalization
- Mixed-Use and Mixed-Income Project Analysis

Adriane Esteban, LEED,
Sr. Project Manager & Budget Analyst

- Economic Development Strategic Plans
- City/CRA Budgeting & Administration
- Public-Private Partnerships (P3) Negotiations
- Incentive Development
- Construction Management
- Business Attraction, Retention, & Expansion
- Land Use Amendments & Zoning Regulations Strategy

Karla A. Ebenbach, AICP, LEED,
Urban Planner

- Project Management
- Government Consulting
- Resilience Initiatives
- Strategic Planning & Policy Development
- Communications Management
- Environmental Sustainability
- Stakeholder Relations
- Network Development
- Comprehensive Planning
- Land Development Regulations

Sharon McCormick,
Director of Business Attraction & Marketing

- Economic Development Strategic Plans
- Strategic Marketing Planning and Implementation
- Retail Market Demand Study
- Retail Strategy
- Business Attraction, Retention, & Expansion
- Placemaking Strategy ("Urban Acupuncture")
- Targeted Marketing Collateral Design
- Visioning
- Market Assessment
- Demographics and Workforce Research and Analysis

Lorena Ledesma
Project Manager & Licensed Real Estate Sales Associate

- Economic Development Strategic Plans
- Real Estate Market Analysis
- Demographics and Workforce Research and Analysis
- Business Attraction
- Data Collection, Research & Analysis
- Incentive Development
- Targeted Marketing Collateral Design

PROPOSER'S QUALIFICATION STATEMENT (CONTINUED) Forms Question 16 - Contracts in Progress

Name of Project	Owner	Total Contract Value	Contracted Date of Completion	% Completion to Date
Professional Real Estate Broker Services	Citrus County	Commission Rate 5%	3/5/24 (on hold)	On-Hold
Continuing Strategic Communications, Community Outreach, Social Media Management and Marketing Services	Osceola County	\$100,000 per project	1/31/2026	On-Going
Economic Impact, Financial Feasibility and Market Analysis	City of Sarasota	Continuing Contract. Task Authorization issued by Client as needed.	9/24/2027	CCNA Contract. Task Authorization not issued yet.
Professional Real Estate Services	City of St. Cloud	Commission Rate 5%	2/5/2027	On-Going
Public Relations and Marketing Services	Town of Lake Park	Continuing Contract. Task Authorization and hourly services as requested	3/18/2027	On-Going
NE Finding of Necessity Update	City of Mount Dora	Billed Hourly	TBD	Work completed as directed by Client.
CRA Project Management and Support Staffing FY 2024-2025	City of North Miami Beach	\$127,217	9/30/2025	67%
Professional Consulting Services	City of Pompano Beach	\$359,611	7/31/2027	On-Going
Professional Consulting Services	City of Pompano Beach CRA	\$398,600	7/31/2027	On-Going
CRA Consulting Services & CRA Management	City of West Palm Beach	\$2,691,000	5/31/2027	On-Going
General Planning Services	City of Winter Park	Continuing Contract. Task Authorization issued by Client as needed.	5/22/2028	Task Authorization not issued yet.
MLK CRA Plan Update (RMA sub-consultant)	City of Ft. Myers CRA	\$34,500	8/1/2025	50%
CRA Consulting Services- Phase II_2025	City of St. Cloud CRA	Typically \$50,000 Annually	Upon full PO disbursement	Approximately 24%

PROPOSER'S QUALIFICATION STATEMENT (CONTINUED)

Forms Question 16 – Completed Projects over the last five (5) years

2020

- Manatee County – Professional Planning Services (RMA sub-consultant to Wade-Trim)
- City of Mount Dora – Real Estate Brokerage Services
- City of Palm Bay – Real Estate Brokerage Services
- City of Pinellas Park – Economic Development Analysis and Strategies (RMA sub-consultant to Willdan)
- Sumter County – Economic Development Marketing Services
- St. Lucie County – Freight Logistics Zone Market Analysis and Planning Study
- City of North Miami Beach CRA – CRA Services
- City of North Miami Beach – Recovery Playbook
- City of St. Cloud CRA – CRA Basics Training

2021

- Citrus County – Pro Services to Dev Comprehensive Plan Amendment & Land Dev Code Update for the 486 Interchange Mgt Area
- City of Mount Dora – Real Estate Brokerage Services
- City of West Palm Beach – CRA Services
- Miami-Dade County – Economic Mobility Development, TOD, and Transit Hubs Assessment (Sub to Atkins)
- DOT Properties Deltona – Professional Real Estate Brokerage and Consulting
- City of Fort Myers Beach – Community Branding Strategy

- City of Jacksonville – Downtown Redevelopment Plan (RMA sub-consultant to Willdan)
- City of Lauderhill – Marketing and Educational Campaign
- City of Pinellas Park – Economic Development Strategic Plan (RMA sub-consultant to Willdan)
- City of Sarasota – Newtown CRA Plan Update
- City of Miami Beach – North Beach CRA Plan (RMA subconsultant to Daedalus)

2022

- City of Eustis – Strategic Plan (RMA sub-consultant to Willdan)
- City of Miami Beach – P3 Consulting Pool
- City of Miramar – Professional Management Consultants
- Osceola County – Pool for Marketing & Communications
- City of Pembroke Pines – Economic Development Strategic Plan Update
- City of Sunrise – Market Analysis and Site Redevelopment Strategy
- City of Sunrise – East Sunrise Improvement Master Plan
- City of Wilton Manors – Market Analysis & Branding Study
- City of St. Cloud CRA- Board Workshop and Strategic 5-Year Finance Action Plan

2023

- City of Ft. Myers – Plan Update (RMA sub-consultant to Brindley Pieters & Associates)
- City of St. Cloud – Real Estate Brokerage Services
- City of Winter Park – General Planning Services
- City of Pembroke Pines – Economic Development Strategic Plan Update

- Escambia County – Beulah Master Plan (RMA sub-consultant to CPH)
- Citrus County – Professional Services for Land Development Code Updates for Interchange Management Area
- Sumter County – Economic Development Plan & Marking Updates
- City of Haines City CRA – Strategic 5-Year Finance Action Plan
- City of Sarasota – Parklet Study
- City of Mount Dora – CRA Basics Presentation

2024

- Citrus County – Real Estate Brokerage Services
- City of Miami Beach – Economic Development Consulting Services (RMA sub-consultant to Daedalus)
- City of Sarasota – Economic Impact, Financial Feasibility & Market Analysis Consulting Services
- City of Kissimmee CRA – Downtown Kissimmee Community Redevelopment Agency (DKCRA) Brand Strategy
- Town of Lake Park – Public Relations & Marketing Services
- City of West Columbia, SC – Revitalization and Redevelopment Plan
- City of Lake Wales CRA – CRA Expert Witness (RMA Subconsultant to SHEPARD, SMITH, HAND & BRACKINS, P.A)
- City of Mount Dora CRA – Northeast CRA (NECRA) Finding of Necessity Update

2025

- City of Sarasota – Market Analysis & Visioning
- City of Bartow CRA – Community Development Feasibility Study
- City of Bartow CRA – CRA Expansion Site Preliminary Site Analysis & Rendering

City of



**COCONUT
CREEK**

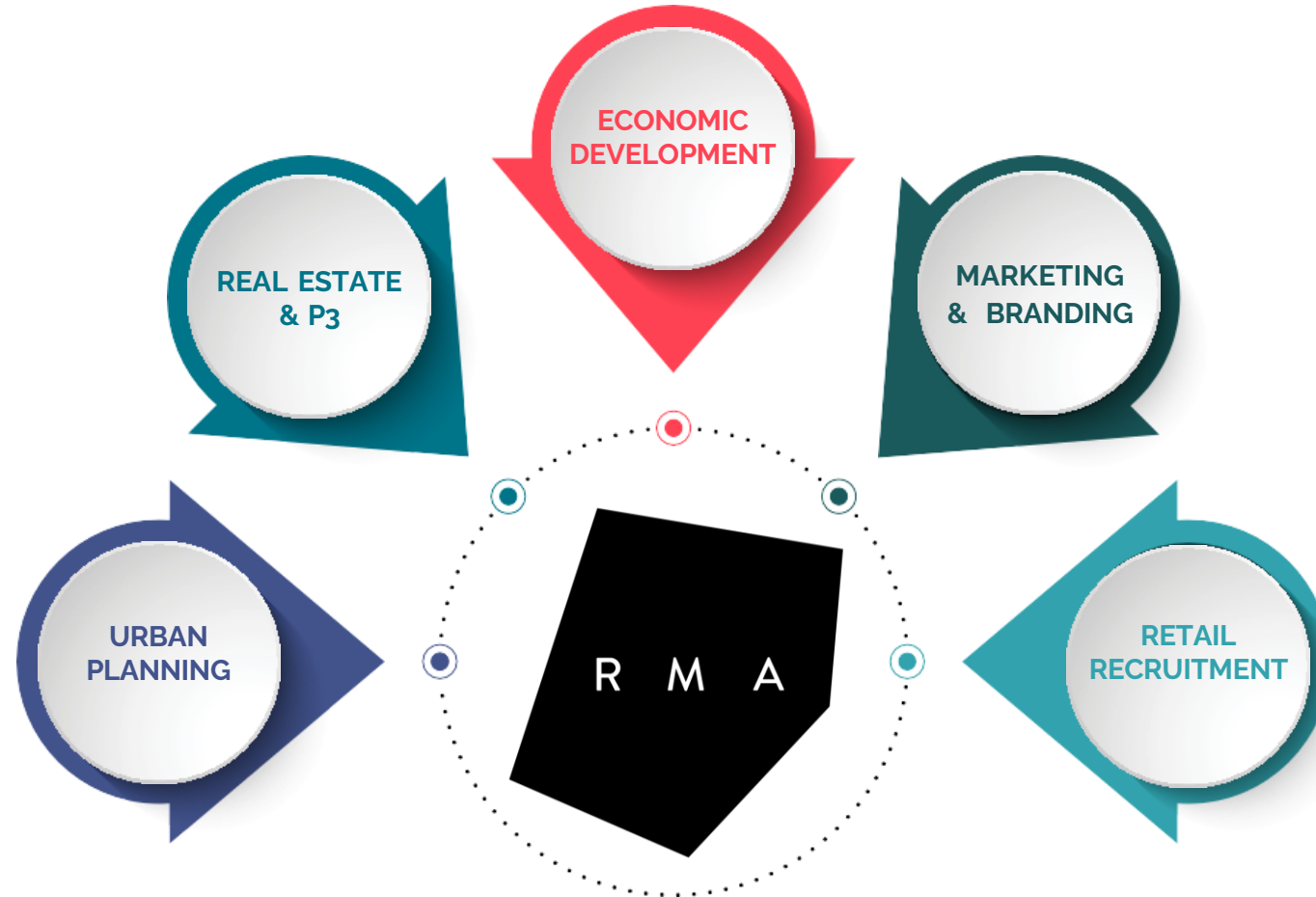
Economic Redevelopment Strategy



July 24, 2025 | RFP No. 06-18-25-11

We are RMA

A highly specialized **TEAM** of professionals with a multi-disciplined approach



RMA's City-Focused Results



REINVENTING YOUR CITY

- ✓ **Billions** in redevelopment projects built
- ✓ **Hundreds of businesses** attracted
- ✓ Significant **increases** in municipal tax base
- ✓ Effective, authentic **marketing, branding & repositioning**
- ✓ **Uniform messaging** across communications

Maximize Tax Revenue and Quality of Place & Life



Q1. Flexibility to the Budget

We respectfully submit a revised proposal price of **\$126,900** to align with budget considerations while delivering a robust and actionable redevelopment strategy.



Q1. Flexibility to the Budget

The following are included in the new pricing for the (4) City-owned Parcels.

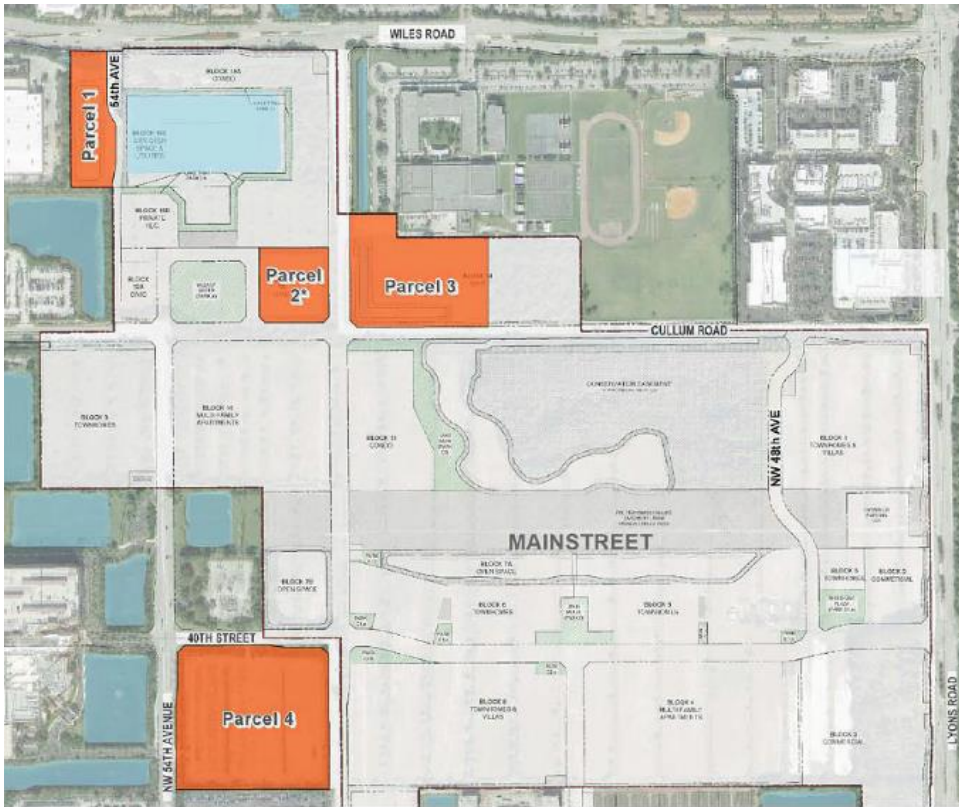
Site Assessment and Data Collection

Market and Economic Analysis

Highest and Best Use Analysis

Financial Feasibility and Valuation

Market Strategy and Recommendations



Q1. Flexibility to the Budget

The following are included in the new pricing for the properties, City- and privately owned.

Property Selection and Prioritization for up to five (5) properties

Market Feasibility and Demand Analysis

Redevelopment Scenarios and Impact Assessment

Case Study Examples

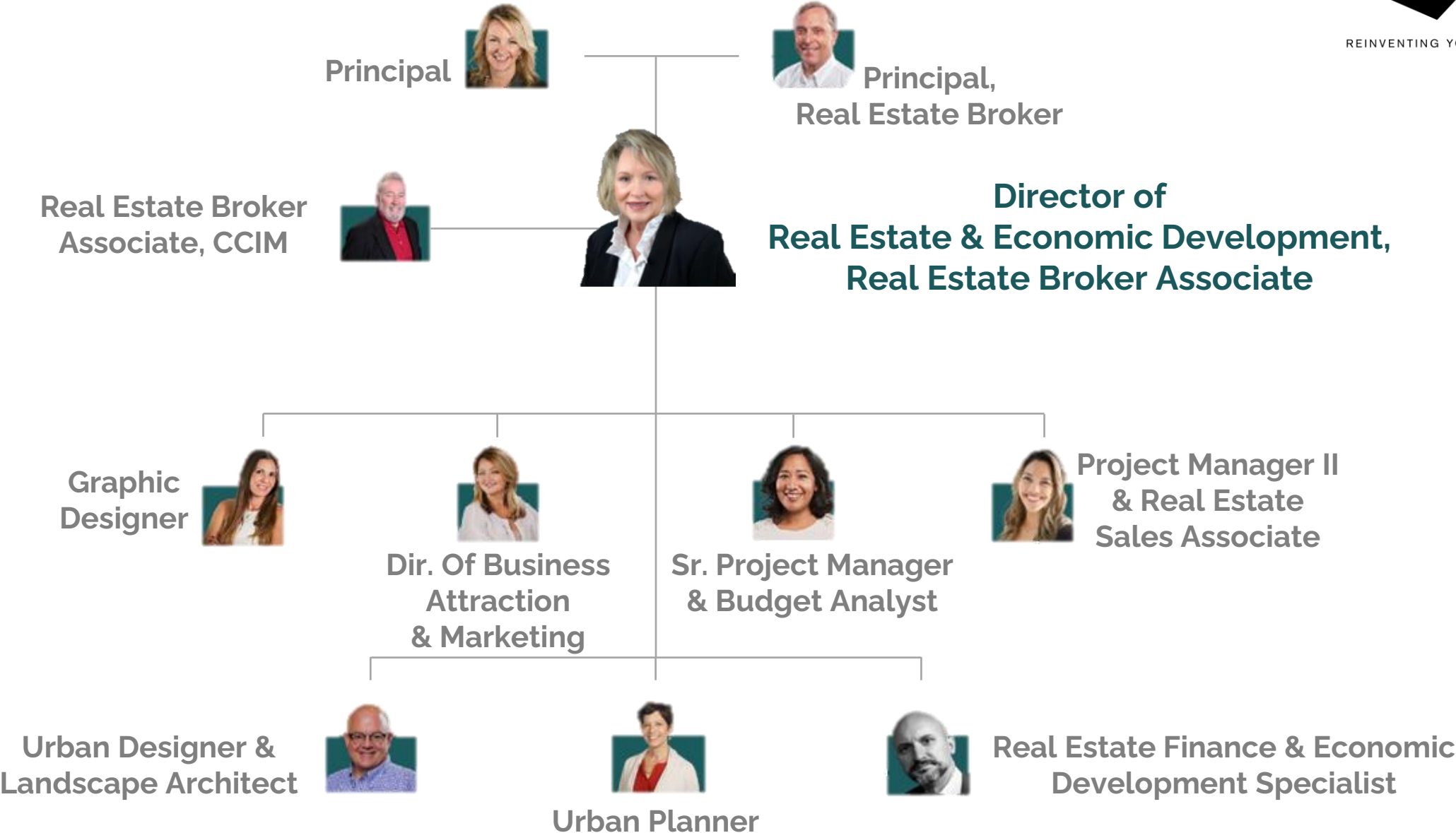
Tailored recommendations for each site, including concept sketches



Q2. Staffing Approach & Capacity



REINVENTING YOUR CITY



Q2. Staffing Approach & Capacity



Team of Experienced Professionals focused on the Initiative with our Key Contributors:

Design Architect

Urban Planner

Financial Analyst

Commercial Real Estate Broker

Economist

Marketing and Branding Director



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Q3. Long-Term Financial Planning

So, what does
the data say?

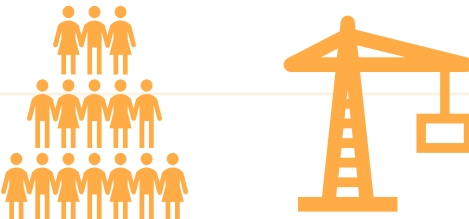
Q3. Long-Term Financial Planning Walkthrough



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COCONUT CREEK'S FINANCIAL ASSESSMENT	
Historical Data Collection	Baseline Fiscal Structure Analysis
 Budget Documents	 Growth Rate Calculations
 Revenue Streams	 Per Capita Analysis
 Expenditure Categories	 Trend Identification
 Population Trends	 Infrastructure Obligations

Q3. Long-Term Financial Planning Walkthrough

REVENUE PROJECTIONS & FISCAL IMPACT MODELING		
Baseline Forecast Development		
10-Year & 20-Year		
Growth Scenario Development		
Baseline		
Moderate Growth		
Accelerated Growth		

Q3. Long-Term Financial Planning Walkthrough



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COST-BENEFIT ANALYSIS OF REDEVELOPMENT SCENARIOS

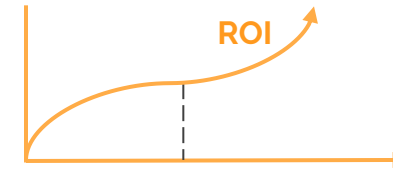
Public Investment Estimates



— Years —

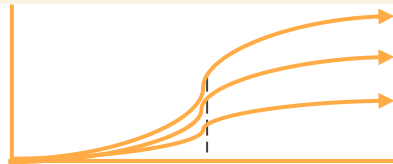


Scenario Comparison

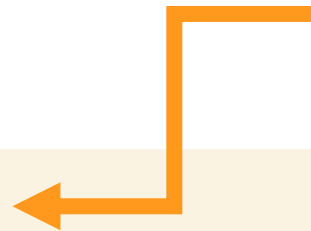


Breakeven Point

Fiscal Return Calculations



Payback Period



Scenario Comparison



Year 5 Year 10 Year 20

Q3. Long-Term Financial Planning Walkthrough



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SUSTAINABILITY & FINANCIAL RESILIENCE	
Revenue Diversification Analysis	Fiscal Sustainability Metrics
 	  
Risk Assessment	Deliverables Integration
	



REINVENTING YOUR CITY

Vision

Q4. Scope of Services

**Connecting where you are, with where
you want to be.**

Alignment of Redevelopment Concepts

Market Trends Today: Wellness

- Wellness: the pursuit of activities, choices and lifestyles that lead to a state of holistic health
- Health-conscious consumers
- Array of services and products
- Requirements for business: abundant foot and auto traffic
- Highly visible storefront signage
- Access



Relevant Experience



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Pembroke Pines *Economic Development Strategic Plan Update*

Relevant Experience



REINVENTING YOUR CITY



SKY BUILDING

A Catalyst for Downtown Growth
1100 Park Lane East



Oakland Park *Five-Year Strategic Action Plan*

Relevant Experience



Pompano Beach *Pier Development P3*





THANK YOU, City of Coconut Creek!



REINVENTING YOUR CITY

July 24, 2025 | RFP No. 06-18-25-11