



**COMMUNITY REDEVELOPMENT AGENCY  
REQUEST FOR QUALIFICATIONS  
RFQ NO. 17-043**

**STATEMENT OF INTEREST AND QUALIFICATIONS FOR  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY**

DPZ CoDESIGN  
1023 SW 25TH AVENUE  
MIAMI, FLORIDA 33135  
TEL 305 644 1023

CONTACT: SENEN ANTONIO  
SENEN@DPZ.COM

AUGUST 23, 2017



August 23, 2017

City of Pensacola  
Purchasing Office  
City Hall, 6th Floor  
222 West Main St.  
Pensacola, Florida 32502  
Tel 850 435 1835

1023 SW 25TH AVENUE  
MIAMI, FLORIDA 33135  
TEL 305 644 1023

Attn: Mr. George Maiberger, Purchasing Manager

Dear Mr. Maiberger,

**COMMUNITY REDEVELOPMENT AGENCY  
REQUEST FOR QUALIFICATIONS  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY  
RFQ NO. 17-043**

We, DPZ CoDESIGN (DPZ), are writing this letter to inform you of our team's interest in the above referenced work. We look forward to helping the City of Pensacola in realizing the potential of the Urban Core, Eastside Urban Infill, and Westside Community Redevelopment Areas (CRAs) as unique and lively local destinations; as great places to live, work, shop, dine, visit, and recreate; as important foci of community pride; as models of sustainable growth; and as economic successes.

With over 35 years in the practice of urban planning and architecture, and with over 350 projects for a wide range of built environments in the United States and internationally, DPZ is the recognized leader in planning and design for Smart Growth and sustainable development. Our many built examples of authentic communities have been used as models throughout the industry.

DPZ has worked across the full range of planning scales, including counties, cities, corridors, downtowns, districts, and neighborhoods. The firm's method of integrating land use master plans with codes and regulations is currently being applied to sites ranging from 10 to 10,000 acres throughout the United States. DPZ offers a comprehensive, collaborative approach through which sound planning and urban design, matched with the proper implementation tools, create vital, sensitively planned and designed, and highly financially successful developments.

DPZ has partnered with Hall Planning & Engineering (HPE), one of the leading engineering firms in the state of Florida, and with Sustainable Town Concepts (STC), a Pensacola-based firm who will serve as an Embedded Assessor of the planning and design work, in addition to providing guidance and support to DPZ for the interfaces between sustainability and planning/urban design. Our team is familiar with the various aspects of planning and development in Pensacola, Escambia County, and the surrounding regions, having undertaken numerous planning efforts in these areas.

We very much look forward to the opportunity to present our team's qualifications in further detail, as well as some of our initial thoughts for this planning and coding undertaking, which we envision to embody the best new practices in land use planning, placemaking, and form-based coding.

Thank you for this opportunity; we hope to hear back from you soon with the next steps.

Respectfully yours,



Senen M. A. Antonio LEED-AP CNU-A UAP  
Partner



Marina Khoury RA CNU-A LEED-AP  
Partner

## A. INTRODUCTION – TABLE OF CONTENTS

### A. INTRODUCTION

Cover Letter

[Page i](#)

Table of Contents

[Page ii](#)

Certification Regarding Debarment Forms

[Page iii](#)

Submittal Signature Sheet

[Page v](#)

### B. CERTIFICATION AS A VBE/SBE/MBE/DBE/WBE

Small/Minority/Disadvantaged/  
Women-Owned Business Enterprise  
Participation Form

[Page vii](#)

DPZ MBE Certificate

[Page viii](#)

### C. DESCRIPTION OF APPROACH

Key Issues and Proposed Approach

[Page 1](#)

### D. PROPOSED SCHEDULE

Work Plan and Schedule

[Page 3](#)

### E. TEAM EXPERTISE

DPZ Firm Profile, Resumes for Key Staff Members,  
and Letters of Commitment

[Page 11](#)

HPE Firm Profile, Resume for Key Staff Member,  
and Letter of Commitment

[Page 18](#)

STC Resume for Key Staff Member  
and Letter of Commitment

[Page 20](#)

### F. COMPARABLE PROJECTS

DPZ Comparable Projects

[Page 21](#)

HPE Comparable Project

[Page 27](#)

STC Comparable Projects

[Page 28](#)

### G. SAMPLE CODE DOCUMENTS

DPZ Sample Code Documents

[G1](#)

### APPENDIX

RFQ Addendum

[App1](#)

RFQ Evaluation Sheet

[App4](#)

## 52.209-5 FAR Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters

1. The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its Principals:
  - A. Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.
  - B. Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
  - C. Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.
2. The Offeror has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.
  - A. "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (*e.g.*, general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.
  - B. The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
  - C. A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.
  - D. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
  - E. The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

## A. INTRODUCTION - CERTIFICATION REGARDING DEBARMENT FORMS

### **52.209-6 FAR Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment**


*(This form does not count against page total)*

1. The Government suspends or debar Contractors to protect the Government's interests. The Contractor shall not enter into any subcontract in excess of \$25,000 with a Contractor that is debarred, suspended, or proposed for debarment unless there is a compelling reason to do so.
2. The Contractor shall require each proposed first-tier subcontractor, whose subcontract will exceed \$25,000, to disclose to the Contractor, in writing, whether as of the time of award of the subcontract, the subcontractor, or its principals, is or is not debarred, suspended, or proposed for debarment by the Federal Government.
3. A corporate officer or a designee of the Contractor shall notify the Contracting Officer, in writing, before entering into a subcontract with a party that is debarred, suspended, or proposed for debarment (see FAR 9.404 for information on the Excluded Parties List System). The notice must include the following:
  - A. The name of the subcontractor.
  - B. The Contractor's knowledge of the reasons for the subcontractor being in the Excluded Parties List System.
  - C. The compelling reason(s) for doing business with the subcontractor notwithstanding its inclusion in the Excluded Parties List System.

The systems and procedures the Contractor has established to ensure that it is fully protecting the Government's interests when dealing with such subcontractor in view of the specific basis for the party's debarment, suspension, or proposed debarment.

DPZ Partners, LLC dba DPZ CoDESIGN

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

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

Senen M. A. Antonio

\_\_\_\_\_  
Printed Name

August 23, 2017

\_\_\_\_\_  
Date

**THIS FORM MUST ACCOMPANY SUBMITTAL.**

**SIGNATURE SHEET**

(This form does not count against page total)

**QUALIFICATION NO. 17-043**

URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY

Legal Name of Firm: DPZ Partners, LLC dba DPZ CoDESIGN

Signature: 

Name (type/print): Senen M. A. Antonio

Title: Partner

Address: 1023 SW 25th Avenue

City: Miami State: Florida Zip: 33135

Telephone: 305 644 1023 Fax No.: 305 644 1021 Date: August 23, 2017

Email Address: senen@dpz.com

**TO RECEIVE CONSIDERATION FOR AWARD,  
THIS SIGNATURE SHEET  
MUST BE RETURNED AS PART OF YOUR RESPONSE.**

(This form does not count against page total)

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**SMALL / MINORITY / DISADVANTAGED / WOMEN-OWNED  
BUSINESS ENTERPRISE  
PARTICIPATION FORM**

*(This form does not count against page total)*

Please indicate if your firm is certified as an S/M/D/WBE.

Respondent's Name:	Respondent's Designation
DPZ Partners, LLC dba DPZ CoDESIGN	FL Certified WBE

If your firm is partnering with or subcontracting with a certified S/M/D/WBE, please provide the information requested below.

NAME OF S/M/D/WBE FIRM	PARTNER OR SUBCONTRACTOR	% OF CONTRACT PERFORMANCE
1. _____		
2. _____		
3. _____		
4. _____		
5. _____		
6. _____		
7. _____		
8. _____		
9. _____		
10. _____		

**THIS FORM MUST BE INCLUDED IN SUBMITTAL.**



B. CERTIFICATION AS/PARTNERSHIP WITH VBE/SBE/MBE/DBE/WBE - DPZ MBE CERTIFICATION



State of Florida  
*Minority, Women &  
Service-Disabled Veteran*  
Business Certification

DPZ Partners, LLC

Is certified under the provisions of  
287 and 295.187, Florida Statutes for a period from:

January 25, 2016 to January 25, 2018

Torey Alston, Executive Director

Florida Department of Management Services  
Office of Supplier Diversity

Office of Supplier Diversity • 4050 Esplanade Way, Suite 380 • Tallahassee, FL 32399-0950 • 850.487.0915 • [www.oscd.dms.state.fl.us](http://www.oscd.dms.state.fl.us)

DPZ Partners, LLC is a Women's Business Enterprise (WBE) certified with and by the State of Florida.

## C. DESCRIPTION OF APPROACH – KEY ISSUES AND PROPOSED APPROACH

The codification of overlay districts for the Urban Core, Eastside Urban Infill, and Westside CRAs is intended to ensure a predictable and easily administered framework for continued appropriate growth, whilst preserving neighborhood character; improving connectivity and walkability; and engendering lively, livable communities. This effort must focus on enhancing each CRA's qualities and nurturing the appropriate balance of uses and activities; leveraging investments in community facilities and spaces to complement and enhance private initiatives; strengthening the existing and expanding development context; and protecting historic buildings and culturally and/or environmentally significant areas/vistas. The development framework, via these overlay codes, must create complete communities for living, working, shopping, and dining; provide opportunities for cultural enrichment, learning, and recreation; and present the communities with identifiable centers as well as gathering places for both daytime and evening hours. The CRAs all have a gridiron block structure – a good chassis for a form-based code overlay (see below). Nonetheless, and with the exception of the Downtown section of Palafox Street, each CRA has gaps in urbanism and an unpredictability in use and form (especially along major corridors); the overlay codes must create the framework for the proper balance of uses, addressing shortfalls in the provision of specific uses, and introducing uses that complement rather than compete with existing ones.

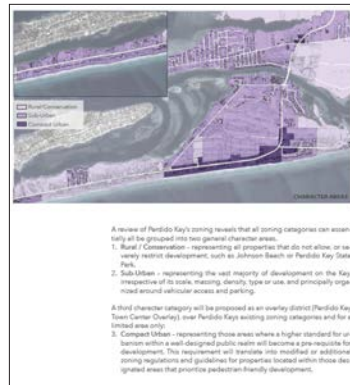
Reviewing market opportunities and the competitive position of each CRA across market sectors is integral to developing the code overlays. Per the CRA, the team assumes that the economic data and plan recommendations in the prior CRA Plans remain valid. Pensacola has diverse economic drivers (military, tourism and hospitality, exporting companies, medical and healthcare, institutions/education, downtown commercial activity etc.) and a robust market brand (i.e. as "the legal, commercial, financial, and cultural center of Northwest Florida"); the development impetus from such welcomed economic growth can be at odds with the goal of maintaining a cultural and built history of a different scale. Meanwhile, demographics (aspiration to attract more young adults/a younger workforce), a consumer/employment culture that increasingly values connections and shared experiences, and the demand for housing diversity similarly draw more people to live in mixed use urban nodes. The anticipated growth of residential use (e.g. quality "missing middle" housing) requires commensurate diversity in the retail and commercial sectors. Long term value and market confidence will be created via codes with guidelines that are easily understood and administered by the city as well as by developers and property/business owners.

The CRA code overlays also must promote memorable, beautiful public places and facilities – rational frameworks for complete systems/rosters of open spaces and civic amenities – towards enhancing views and access to the surrounding natural features, especially the underdesigned asset which is the waterfront. Moreover, we recognize that connecting places and destinations, promoting pedestrian activity and public transit, providing ample and convenient parking, and ensuring local and regional accessibility are critical to the success of each CRA. Emergent opportunities include the creation of a more walkable street and block network (building from the existing street grid) and introducing a system of thoroughfare standards that could provide greater potential for transit and bicycle usage (i.e. Complete Streets). Strategies also will be developed to better manage parking, including those to help maximize the use of spaces and make informed decisions about the location, scale, and design quality of any proposed parking resources.

DPZ's planning, design, and coding philosophy, by its very definition, is embedded in sustainable development strategies, not just from an environmental and energy standpoint, but equally important, from land use, cultural, and economic standpoints as well. We shall integrate in the codes, as appropriate, LEED-Neighborhood Development (ND) criteria (which DPZ co-wrote). Moreover, the CRA code overlays should promote the development of forms and use of materials that are appropriate to the specific developmental, environmental, and aesthetic conditions of Pensacola. The goal is that the anticipated development disposition and architectural design in the three CRAs would be responsive to the historical and cultural foundation of Pensacola (i.e. references to local natural forms and built traditions, e.g. buildings of architectural value; use of local/open-source materials; response to local climatic conditions, etc.), and thus are authentic and sustainable.

User-friendly standards, guidelines, and pilot projects are essential elements to neighborhood planning, design, and coding. Well-organized, clearly presented implementation plans help en-

*A sampling of Florida municipal codes by DPZ (top to bottom: Perdido Key; Miami 21; Downtown West Palm Beach; and Orange County*



SECTION 4. TRANSECT ZONE	
TABLE 4.10A BUILDING FORM SUMMARY: TA 3 HIGH INTENSITY TA	
<b>BUILDING FORMS/STANDARDS:</b>	<b>PERMITTED MASSING:</b>
<b>HEIGHT:</b>	<b>HEIGHT:</b>
<b>AREA:</b>	<b>AREA:</b>
<b>USE:</b>	<b>USE:</b>
<b>FORM:</b>	<b>FORM:</b>
<b>SCREENING:</b>	<b>SCREENING:</b>
<b>LANDSCAPE:</b>	<b>LANDSCAPE:</b>
<b>ACCESSIBILITY:</b>	<b>ACCESSIBILITY:</b>
<b>ENVIRONMENTAL:</b>	<b>ENVIRONMENTAL:</b>
<b>ARCHITECTURE:</b>	<b>ARCHITECTURE:</b>
<b>DESIGN:</b>	<b>DESIGN:</b>
<b>CONSTRUCTION:</b>	<b>CONSTRUCTION:</b>
<b>OPERATION:</b>	<b>OPERATION:</b>
<b>MAINTENANCE:</b>	<b>MAINTENANCE:</b>
<b>REPAIR:</b>	<b>REPAIR:</b>
<b>DEMOLITION:</b>	<b>DEMOLITION:</b>
<b>RENOVATION:</b>	<b>RENOVATION:</b>
<b>RESTORATION:</b>	<b>RESTORATION:</b>
<b>RECONSTRUCTION:</b>	<b>RECONSTRUCTION:</b>
<b>REDEVELOPMENT:</b>	<b>REDEVELOPMENT:</b>
<b>REURBANIZATION:</b>	<b>REURBANIZATION:</b>
<b>REGENERATION:</b>	<b>REGENERATION:</b>
<b>RENEWAL:</b>	<b>RENEWAL:</b>
<b>REPAIR/RECONSTRUCTION:</b>	<b>REPAIR/RECONSTRUCTION:</b>
<b>RENOVATION/REMODELING:</b>	<b>RENOVATION/REMODELING:</b>
<b>RESTORATION/RECONSTRUCTION:</b>	<b>RESTORATION/RECONSTRUCTION:</b>
<b>REDEVELOPMENT/REURBANIZATION:</b>	<b>REDEVELOPMENT/REURBANIZATION:</b>
<b>REGENERATION/RENEWAL:</b>	<b>REGENERATION/RENEWAL:</b>
<b>REPAIR/RECONSTRUCTION/RENOVATION/REMODELING/RESTORATION/RECONSTRUCTION/REDEVELOPMENT/REURBANIZATION/REGENERATION/RENEWAL/REPAIR/RECONSTRUCTION/RENOVATION/REMODELING/RESTORATION/RECONSTRUCTION/REDEVELOPMENT/REURBANIZATION/REGENERATION/RENEWAL:</b>	<b>REPAIR/RECONSTRUCTION/RENOVATION/REMODELING/RESTORATION/RECONSTRUCTION/REDEVELOPMENT/REURBANIZATION/REGENERATION/RENEWAL/REPAIR/RECONSTRUCTION/RENOVATION/REMODELING/RESTORATION/RECONSTRUCTION/REDEVELOPMENT/REURBANIZATION/REGENERATION/RENEWAL:</b>

## C. DESCRIPTION OF APPROACH – KEY ISSUES AND PROPOSED APPROACH

- 1 DPZ team members update design proposals while receiving input from the work session at the other side of the Charrette studio.
- 2 Team engineers review site constraints at a DPZ Charrette
- 3 A Charrette stakeholders meeting
- 4 A Charrette public presentation



sure that the codes become a living guide for decision-makers. Providing all users – including the City, land-owners, and potential developers – with easy-to-interpret regulating plans, standards, and graphic guidelines assures that the vision for each CRA code overlay is met with an equivalent measure of “bricks and mortar” and sets the tone for development well into the future.

In view of this planning effort's emphasis on development predictability, form, massing, and character, as well as the importance of integrating the above considerations under unified codes and overlays, we propose the adoption of a form-based approach to the scope of work. DPZ pioneered form-based planning, design, and coding, beginning with the very first modern form-based code – that for Seaside, Florida. Our form-based codes are designed to support walkable and mixed-use neighborhoods, transportation options, conservation of open lands, local character, housing diversity, and vibrant downtowns. Because DPZ's form-based codes are presented in primarily graphic form, they are increasingly known as user friendly and “transparent” alternatives to conventional zoning codes. Our form-based codes are integrated land development ordinances, folding zoning, subdivision regulations, urban design, public works standards, and architectural controls into one compact document.

We propose a Scope of Services and Work Plan comprising four Phases subdivided into fourteen Tasks. The first three of the four Phases comprise the scope described in the RFQ – from understanding the context (including urban diagnostics), to drafting and finalizing the code overlays. In addition to these, and based on our extensive experience with municipal coding efforts, we propose a fourth Phase, comprising code adoption and implementation:

- Phase I: Understanding the Context, the four Tasks include Project Kick-Off; Collection, Collation, and Review of Previous Studies and Base Information and Materials; Urban Diagnostics; and Review by and with City/CRA, Revisions to the Project Schedule and Other Adjustments
- Phase II: Production of Draft Overlays\*, the four Tasks include the Preparation of the Draft Set of Codes and Overlays (including a draft of a proposed Zoning Equivalency Chart [vis-a-vis the existing Pensacola Land Development Code]); Draft Testing of Sample Conditions; Review by and with City/CRA and Public Presentation of the Draft.
- Phase III: Production of Final Overlays includes the Preparation of the Final Draft Set of Codes and Overlays (including a final draft of the proposed Equivalency Chart); Review by and with City/CRA and Public Presentation of the Final Draft; and the Preparation of the Final Set of Codes and Overlays.
- Phase IV: Adoption and Implementation includes Technical Support; the preparation of Presentation Aids and Graphics; conducting Training Sessions; and the preparation of A Guidebook and Handouts of the Updated Zoning Code and Map.

\* The DPZ team proposes that the development of the CRA Codes and Overlays be prepared using DPZ's Charrette methodology (ideally in Phase II). In a one- to two-week work session, the Charrette will assemble decision-makers and the community at large to collaborate with the DPZ team in information sharing, iterative design proposals, feedback and revisions, organizing this complex project quickly, enabling informed decisions, and saving months of sequential coordination. The Charrette is effective in managing a large public audience, encouraging input and producing valuable political and market feedback. The dynamic and inclusive process, with frequent presentations, is a fast method of identifying and overcoming obstacles, where inputs of all the players are collectively organized at one meeting and ultimately sustains the momentum of constituents. The shared experience helps vest interest in the design and build support for the vision, and a better final product is created through the assimilation of many ideas in a dynamic, collaborative and cost effective process. More information on DPZ Charrettes – including links to videos of past DPZ Charrettes – is available at <http://www.dpz.com/Charrettes/About>

Phases I, II, and III are envisioned to comprise 165 days, per the RFQ. Phase IV provisionally is estimated to comprise an additional 60 days. This being said, we understand the process and deliverables must be tailored to the needs of the City. Our team possesses the flexibility and experience that enable us to adjust to evolving parameters/conditions and requirements.

## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

The proposed Work Plan and Schedule – as stated previously – are anticipated to comprise 165 days for Phases I, II, and III, and provisionally 60 days for Phase IV. The Work Plan has been developed incorporating the Charrette process described prior. It should be noted that depending on the project start date, the Schedule may potentially run into a number of national holidays and will warrant review upon confirmation of such start date.

Graphics of the proposed Schedule (in two parts, with the main RFP scope comprising Phases I to III shown first and the proposed additional Phase IV shown after) are provided below.

TASKS	MEETINGS AND PRESENTATIONS			PROJECT WEEK																							
	Work Group (+ Staff)	Staff	Public	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>PHASE I: UNDERSTANDING THE CONTEXT (WEEKS 1 - 7)</b>	4 mtgs.	As needed		PHASE I																							
Task 1.1 Project Kick-Off	1 mtg.	☑																									
Task 1.2 Collection, Collation, and Review of Previous Studies and Base Information and Materials	2 mtgs.	☑																									
Task 1.3 Urban Diagnostics		☑																									
Task 1.4 Review by and with City/CRA, Revisions to the Project Schedule and Other Adjustments	1 mtg.	☑																									
<b>PHASE II: PRODUCTION OF DRAFT OVERLAYS (WEEKS 7 - 15)</b>	2 mtgs.	As needed	2 mtgs.	PHASE II																							
Task 2.1 Preparation of the Draft Set of Codes and Overlays	1 mtg.	☑	☑																								
Task 2.2 Draft Testing of Sample Conditions		☑	☑																								
Task 2.3 Review by and with City/CRA and Public Presentation of the Draft	1 mtg.	☑	☑																								
<b>PHASE III: PRODUCTION OF FINAL OVERLAYS (WEEKS 16 - 24)</b>	1 mtg.	As needed		PHASE III																							
Task 3.1 Preparation of the Final Draft Set of Codes and Overlays		☑																									
Task 3.2 Review by and with City/CRA and Public Presentation of the Final Draft	1 mtg.	☑																									
Task 3.3 Preparation of the Final Set of Codes and Overlays		☑																									
<b>PHASE IV: ADOPTION PROCESS AND IMPLEMENTATION (WEEKS 25 - 33)</b>	1 mtg.	As needed	1 mtg.	PHASE IV																							
Task 4.1 Technical Support	1 mtg.	☑																									
Task 4.2 Presentation Aids and Graphics		☑																									
Task 4.3 Training Sessions	1 mtg.	☑	☑																								
Task 4.4 A Guidebook and Handouts of the Updated Zoning Code and Map		☑																									

**Project Management / Ongoing Tasks for all Phases**

- Prepare support materials and graphics for meetings and public outreach
- Coordinate with Staff before meetings to determine roles and approach
- Follow up with Staff after meetings to clarify next steps
- Phone conversations, email communication, and briefings (as needed)

**Notes**

- The proposed Work Plan, Schedule, and Deliverables are subject to adjustment in consultation with the City of Coral Gables, upon consultant appointment.
- Specific deliverables are described in the document text.

TASKS	MEETINGS AND PRESENTATIONS			PROJECT WEEK									
	Work Group (+ Staff)	Staff	Public	25	26	26	27	28	29	30	31	32	33
<b>PHASE I: UNDERSTANDING THE CONTEXT (WEEKS 1 - 7)</b>	4 mtgs.	As needed											
Task 1.1 Project Kick-Off	1 mtg.	☑											
Task 1.2 Collection, Collation, and Review of Previous Studies and Base Information and Materials	2 mtgs.	☑											
Task 1.3 Urban Diagnostics		☑											
Task 1.4 Review by and with City/CRA, Revisions to the Project Schedule and Other Adjustments	1 mtg.	☑											
<b>PHASE II: PRODUCTION OF DRAFT OVERLAYS (WEEKS 7 - 15)</b>	2 mtgs.	As needed	2 mtgs.										
Task 2.1 Preparation of the Draft Set of Codes and Overlays	1 mtg.	☑	☑										
Task 2.2 Draft Testing of Sample Conditions		☑	☑										
Task 2.3 Review by and with City/CRA and Public Presentation of the Draft	1 mtg.	☑	☑										
<b>PHASE III: PRODUCTION OF FINAL OVERLAYS (WEEKS 16 - 24)</b>	1 mtg.	As needed											
Task 3.1 Preparation of the Final Draft Set of Codes and Overlays		☑											
Task 3.2 Review by and with City/CRA and Public Presentation of the Final Draft	1 mtg.	☑											
Task 3.3 Preparation of the Final Set of Codes and Overlays		☑											
<b>PHASE IV: ADOPTION PROCESS AND IMPLEMENTATION (WEEKS 25 - 33)</b>	1 mtg.	As needed	1 mtg.	PHASE IV									
Task 4.1 Technical Support	1 mtg.	☑											
Task 4.2 Presentation Aids and Graphics		☑											
Task 4.3 Training Sessions	1 mtg.	☑	☑										
Task 4.4 A Guidebook and Handouts of the Updated Zoning Code and Map		☑											

**Project Management / Ongoing Tasks for all Phases**

- Prepare support materials and graphics for meetings and public outreach
- Coordinate with Staff before meetings to determine roles and approach
- Follow up with Staff after meetings to clarify next steps
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**Notes**

- The proposed Work Plan, Schedule, and Deliverables are subject to adjustment in consultation with the City of Coral Gables, upon consultant appointment.
- Specific deliverables are described in the document text.

## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

### PHASE I: UNDERSTANDING THE CONTEXT (WEEKS 1 - 7)

**Task 1.1: Project Kick-Off (Week 1).** A Project Kick-Off meeting will be conducted to establish the process and procedures of the Project; the Project Schedule of work, production, meetings and presentations; the Work Plan Services and Deliverables; and methods of communication of proposals and progress.

**Meetings:** 1 meeting with City/CRA Work Group and Staff; other meetings with Staff as needed.

**Task 1.2: Collection, Collation, and Review of Previous Studies and Base Information and Materials (Weeks 1 - 6).** The DPZ team, with assistance and provision from the City/CRA, will begin collating the base plan information (maps, surveys, and other baseline data as well as prior plans) needed for the planning, design, and coding work. The review will also require repeated on-site reconnaissance in order to understand how the various elements proposed in such documents interface under existing conditions, and in order to build an understanding of how the prior plans relate to current conditions and to each other.

**Deliverables:** PowerPoint presentations

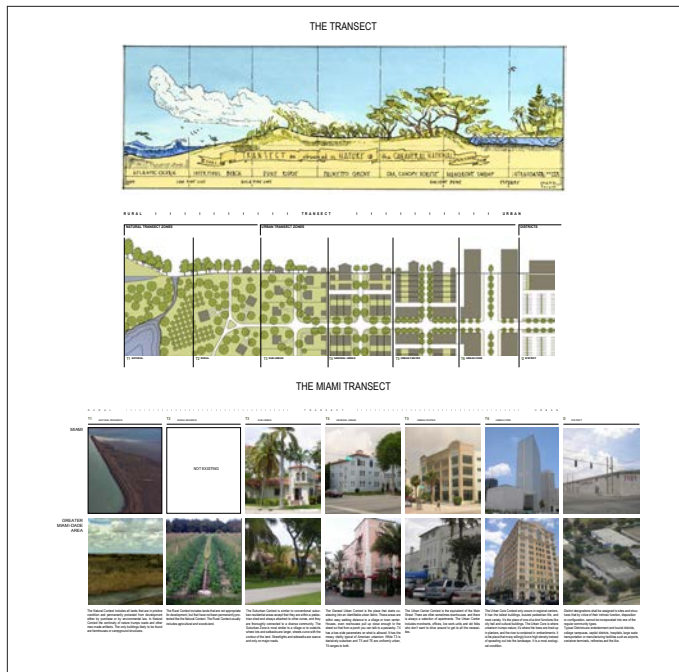
**Meetings:** 2 City/CRA Work Group and Staff meetings (one of these may be in tandem with Task 1 and may include a tour of each CRA and other areas of critical concern, e.g. transition areas), other meetings with Staff as needed.

**Task 1.3: Urban Diagnostics (Weeks 2 - 7).** This task comprises the documentation of the Review of Previous Studies and Base Information and Materials, as well as an Urban Diagnostics exercise for the three CRAs. The DPZ Team will document the existing conditions within, and/or development parameters for, the CRAs, the elements for which will include:

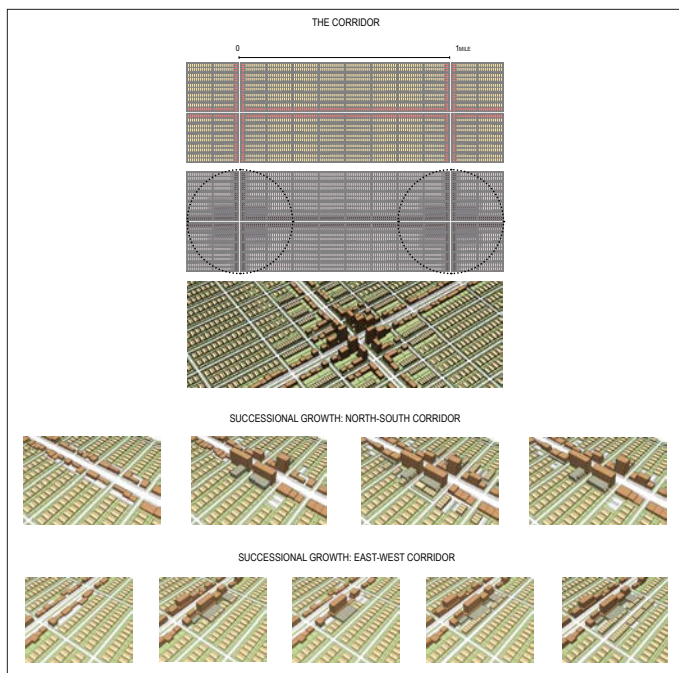
- Economic Profile; Real Estate Market Constraints and Opportunities Review; and Market Demand Forecasts, Niche & Strategy, and Funding
- Land Use, Planning and Urban Design: Land Use and Development Patterns; Form and Character; and Organizational and Regulatory Context (specific to this last sub-task, the DPZ team shall collate, review, and assess current planning/development regulations and procedures, to develop the mission, goals, and structure of the new codes; to develop an outline of the adjustments identified as desirable by the prior CRA Plans; and to review the relationship of the Codes to other existing regulations, e.g. the Land Development Code)
- Transportation and Civil Works: Transportation, Traffic, Thoroughfare Design/Civil Works and Parking Review
- Coastal and Other Environmental Issues

The DPZ team shall produce an Urban Diagnostics document, which serves as a foundation for preparing the Code overlays. In addition to the final documentation, this task may also include the preparation of an executive summary

Excerpts from the Miami 21 Code and Zoning Map for the City of Miami, FL (2010).



Rural-to-Urban Transect of typical Miami conditions



Corridor growth pattern studies of typical Miami conditions

## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

of the Diagnostics for a general audience. Last but not least, the DPZ team shall also produce a draft outline of the Code and Overlay work products, for discussion with the City/CRA (see Task 1.4 below).

**Deliverables:** Urban Diagnostics document (possibly including an Executive Summary), a draft outline of the Code and Overlay work products, PowerPoint, web and media communication materials

**Meetings:** Meetings with Staff as needed

**Task 1.4: Review by and with City/CRA, Revisions to the Project Schedule and Other Adjustments (Week 7).** This task comprises a review and finalization of the outline of the Code and Overlay work products, as well as the intended processes following the work of Phase 1 and the public response to the work, confirming or revising the Work Plan as needed.

**Deliverables:** Final outline of the Code and Overlay work products, media communication materials as needed

**Meetings:** 1 City/CRA Work Group and Staff meeting

### PHASE II: PRODUCTION OF DRAFT OVERLAYS (WEEKS 7 - 15)

**Task 2.1: Preparation of the Draft Set of Codes and Overlays (Weeks 7 - 12).** This task begins with a review of alternative regulatory schemes, and their advantages and disadvantages. This is followed by the determination of overall organization and specific techniques of the proposed regulations; the identification of which portions of the existing regulations require changes in content or format, and whether any portions of the existing regulations are to be retained unchanged or with adjustments; an outline of document sections and content; followed by a draft of the text and graphics of each proposed CRA Code. A draft Zoning Equivalency Chart is initiated with this task to track proposals throughout the process, and to facilitate comparisons of differences and commonalities between the existing and proposed codes as they evolve.

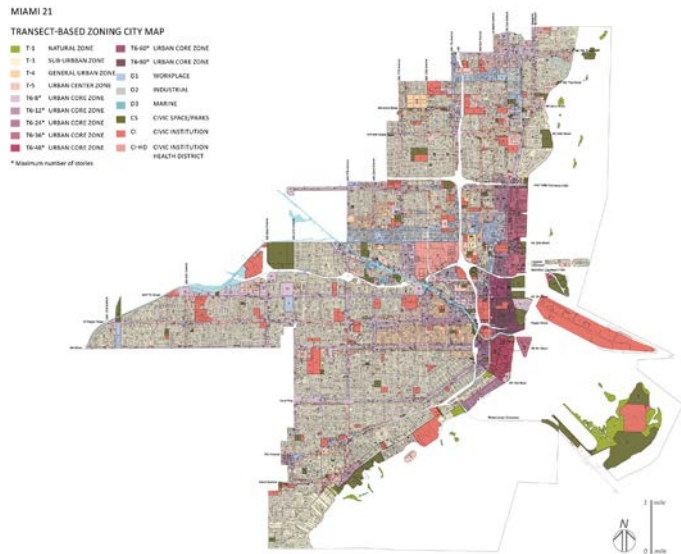
Draft Overlays will be prepared and applied to the map of each CRA. While we anticipate that the City/CRA might intend to have a final Code Overlay in GIS format, the first and successive drafts of the Overlay Maps may be in a different format if needed for public review.

**Deliverable:** Summary of alternative schemes, outlines for each Code, Electronic and paper copies of the CRA Codes/Overlay Maps/Equivalency Chart - Draft, PowerPoint presentation, web and media communication materials

**Meetings:** A public Charrette (see below), other meetings with Staff as needed

**Task 2.2: Draft Testing of Sample Conditions (Weeks 7 - 12).** This task examines a number of planning, urban design, and building development conditions, identified concurrent with the development of the Draft Set of Codes and Overlays

New Zoning Code: Miami 21's Transect-Based City Zoning Map



Miami 21: Sample Zoning Page - Building Function: Uses  
The Building Function table allocated over 40 uses (consolidated from 360 uses in the old code).

	T3 SUB-URBAN			T4 URBAN GENERAL			T5 URBAN CENTER			T6 URBAN CORE		
	R	L	O	R	L	O	R	L	O	R	L	O
<b>DENSITY (UNITS PER ACRE)</b>	9	9	18	36	36	36	65	65	65	150P	150P	150P
<b>RESIDENTIAL</b>												
SINGLE FAMILY RESIDENCE	R	R	R	R	R	R	R	R	R	R	R	R
COMMUNITY RESIDENCE												
AMBULATORY UNIT												
TWO FAMILY RESIDENCE				R	R	R	R	R	R	R	R	R
MULTIFAMILY HOUSING				R	R	R	R	R	R	R	R	R
DORMITORY							E	E	E	R	R	R
HOME OFFICE				R	R	R	R	R	R	R	R	R
WORK - LIVE												
<b>LODGING</b>												
BED & BREAKFAST							W	W	W	E	R	R
INN										E	R	R
HOTEL										R	R	R
<b>OFFICE</b>												
OFFICE							R	R	R	R	R	R
<b>COMMERCIAL</b>												
AUTO-RELATED COMMERCIAL ESTAB.										W	W	W
ENTERTAINMENT ESTABLISHMENT										W	W	W
ENTERTAINMENT ESTAB. - ADULT												
FOOD SERVICE ESTABLISHMENT							R	R	R	R	R	R
ALCOHOL BEVERAGE SERVICE ESTAB.							R	R	R	R	R	R
GENERAL COMMERCIAL							R	R	R	R	R	R
RETAIL RELATED COMMERCIAL ESTAB.										W	W	W
OPEN AIR RETAIL										W	W	W
PLACE OF ASSEMBLY										W	W	W
RECREATIONAL ESTABLISHMENT										R	R	R
<b>CIVIC</b>												
COMMUNITY FACILITY							W	W	W	W	W	W
RECREATIONAL FACILITY							E	R	R	E	R	R
RELIGIOUS FACILITY							E	R	R	E	R	R
<b>CIVIL SUPPORT</b>												
COMMUNITY SUPPORT FACILITY							W	W	W	W	W	W
INFRASTRUCTURE AND UTILITY							W	W	W	W	W	W
MAJOR FACILITY												
MUNICIPAL							E	W	W	E	W	W
PUBLIC PARKING							W	W	W	E	W	W

The Building Function table allocates over 40 uses (consolidated from 360 uses in the old code).

Zones are further described by intensity with Restricted (R), Limited (L) and Open (O) designations.

Permitting processes are keyed within the zones: Allowed By Right (R), Allowed By Warrant: Administrative Process (W), and Allowed By Exception: Public Hearing (E).

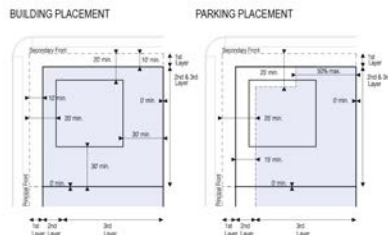
# D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

Miami 21: Sample page from Zoning Code

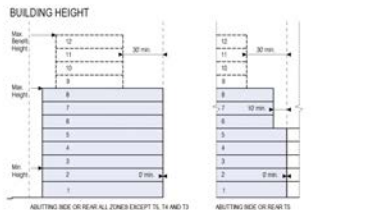
## MIAMI 21 AS ADOPTED - OCTOBER 2009

### ARTICLE 5. SPECIFIC TO ZONES 5.6 URBAN CORE TRANSECT ZONES T6-8

BUILDING DISPOSITION	
LOT OCCUPATION	
a. Lot Area	5,000 s.f. min.; 40,000 s.f. max.
b. Lot Width	50 ft. min.
c. Lot Coverage	
-1-8 Stories	80% max.
- Above 8 <sup>th</sup> Story	15,000 sq. ft. max. Floorplate for Residential & Lodging 30,000 sq. ft. max. Floorplate for Office & Commercial
d. Floor Lot Ratio (FLR)	5 / 25% additional Public Benefit
e. Frontage at front Setback	70% min.
f. Open Space Requirements	10% Lot Area min.
g. Density	150 du/acre max. *



BUILDING SETBACK	
a. Principal Front	10 ft. min.; 20 ft. min. above 8 <sup>th</sup> Story
b. Secondary Front	10 ft. min.; 20 ft. min. above 8 <sup>th</sup> Story
c. Side	0 ft. min.; 30 ft. min. above 8 <sup>th</sup> Story
d. Rear	0 ft. min.; 30 ft. min. above 8 <sup>th</sup> Story
e. Abutting Side or Rear T5	
0 ft. min. 1 <sup>st</sup> through 5 <sup>th</sup> Story	10 ft. min. 6 <sup>th</sup> through 8 <sup>th</sup> Story
Abutting Side or Rear T4	
6 ft. min. 1 <sup>st</sup> through 5 <sup>th</sup> Story	25 ft. min. above 5 <sup>th</sup> Story
Abutting Side or Rear T3	
10% of Lot depth** min. 1 <sup>st</sup> through 2 <sup>nd</sup> Story	25 ft. min. 3 <sup>rd</sup> through 5 <sup>th</sup> Story
	46 ft. min. above 5 <sup>th</sup> Story



BUILDING CONFIGURATION	
FRONTAGE	
a. Common Lawn	prohibited
b. Porch & Fence	prohibited
c. Terrace or L.C.	prohibited
d. Forecourt	permitted
e. Stoop	permitted
f. Shopfront	permitted (T5-B L & T5-B O only)
g. Gallery	permitted by Special Area Plan
h. Arcade	permitted by Special Area Plan

BUILDING HEIGHT	
a. Min. Height	2 Stories
b. Max. Height	8 Stories
c. Max. Benefit Height	4 Stories Abutting all Transect Zones except T3

\* Or as modified in Diagram 9

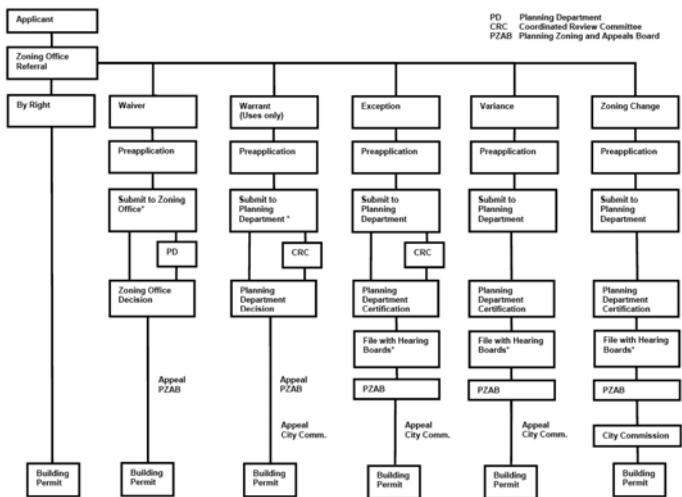
Miami 21: The Permitting process is also simplified from the prior code and is clearly outlined

## MIAMI 21 AS ADOPTED - OCTOBER 2009

### ARTICLE 7. PROCEDURES AND NONCONFORMITIES

#### DIAGRAM 14 PERMITTING PROCESS

#### PERMITTING PROCESS DIAGRAM



as potential concerns for stakeholders or staff. These may address examples of institutional growth, commercial development/redevelopment, and residential property development, for each showing the possible development scenario under current zoning and that intended by the proposed updated zoning.

**Deliverables:** PowerPoint presentation, web and media communication as needed

**Meetings:** A public Charrette (see below), other meetings with Staff as needed

*Note: Tasks 2.1 and 2.2 include a multi-day Charrette, as described in the preceding section, to develop the Code and Overlay proposals in an efficient manner with a properly managed stakeholder engagement process.*

**Task 2.3: Review by and with City/CRA and Public Presentation of the Draft (Weeks 13 - 15).** The City/CRA shall review the Draft document outputs of Tasks 2.1 and 2.2 and provide coordinated and aggregated comments to the DPZ team in the form of a single, mark-up copy of the Draft documents. The City/CRA and DPZ shall meet at the close of Week 15 to review and discuss these comments.

**Deliverables:** Mark-up of Tasks 2.1 and 2.2 outputs (by the City/CRA)

**Meetings:** 1 City/CRA Work Group and Staff meeting to review the mark-up/comments on the Draft documents, 1 presentation of the Draft by the DPZ team to the City Council, Community Redevelopment Agency, Planning Board, in an open Public Forum. (Note: Both the Work Group/staff meeting and the public presentation may be conducted in tandem at the close of Week 15.)

#### PHASE III: PRODUCTION OF FINAL OVERLAYS (WEEKS 16 - 24)

**Task 3.1: Preparation of the Final Draft Set of Codes and Overlays (Weeks 16 - 19).** Under this task, the DPZ team will use reasonable efforts to incorporate all feedback and comments from the City/CRA and community members on the Draft documents and incorporate such requested changes in the Final Draft Set of CRA Codes and Overlays. The DPZ team will complete the Final Draft Set of CRA Codes and Overlays and deliver the same to the City/CRA within four weeks after receipt of comments by and from the City/CRA.

**Deliverables:** Electronic and paper copies of the CRA Codes/Overlay Maps/Equivalency Chart - Final Draft, PowerPoint presentation, web and media communication materials

**Meetings:** Meetings with Staff as needed

**Task 3.2: Review by and with City/CRA and Public Presentation of the Final Draft (Weeks 20 - 21).** The City/CRA shall review the Final Draft documents and provide coordinated and aggregated comments to the DPZ team in the form of a single, mark-up copy of the Final Draft documents. The City/

## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

CRA and DPZ shall meet at the close of Week 21 to review and discuss these comments.

**Deliverables:** Mark-up of Tasks 2.1 and 2.2 outputs (by the City/CRA)

**Meetings:** 1 City/CRA Work Group and Staff meeting to review the mark-up/comments on the Final Draft documents

**Task 3.3: Preparation of the Final Set of Codes and Overlays (Weeks 22 - 24).** Under this task, the DPZ team will use reasonable efforts to incorporate all feedback and comments from the City/CRA and community members on the Final Draft documents and incorporate such requested changes in the Final Set of CRA Codes and Overlays. The DPZ team will complete the Final Set of CRA Codes and Overlays and deliver the same to the City/CRA within three weeks after receipt of comments by and from the City/CRA.

**Deliverables:** Electronic and paper copies of the CRA Codes/Overlay Maps/Equivalency Chart - Final, PowerPoint presentation, web and media communication materials

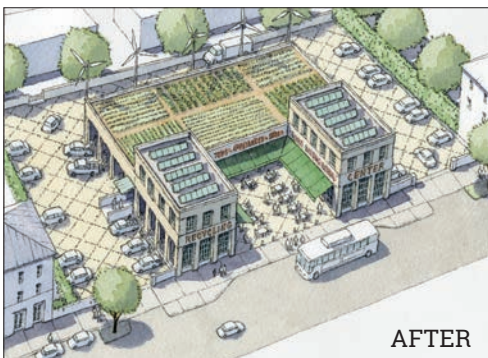
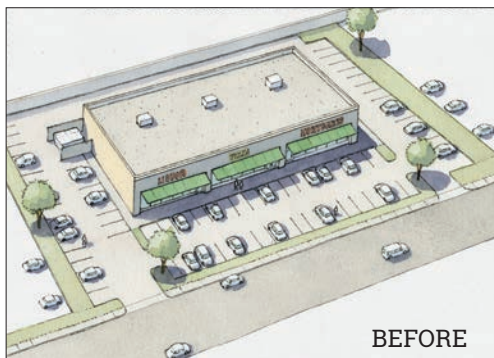
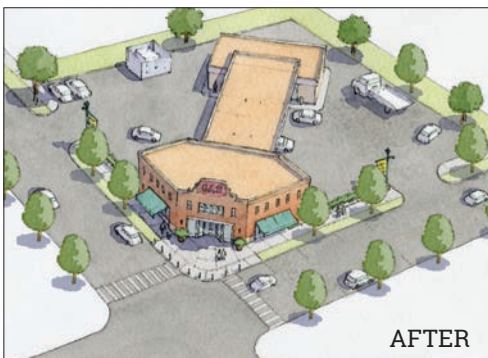
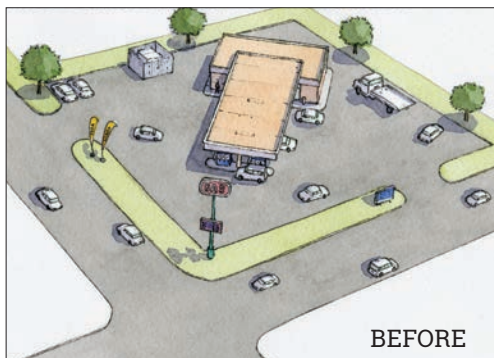
**Meetings:** Meetings with Staff as needed

### PHASE IV: ADOPTION PROCESS AND IMPLEMENTATION (WEEKS 25 -33)

**Task 4.1: Technical Support (Weeks 25 - 30).** This task comprises the provision of technical support from the DPZ team to City/CRA Staff during the Adoption Process.

**Deliverables:** Responses to on-going questions and comments, advice on potential changes and adjustments, written and graphic documentation for public communication.

(Below) Images of various meeting types from the Miami 21 planning process



(Left) Implementation Tools: These images from the Sprawl Repair Manual depict the urban transformation of conventional development types, here a commercial strip center and a corner gas station. With intelligent redevelopment techniques, these suburban building types can easily be modified and infilled to create additional real estate opportunities. These new spaces repair car-dominated domains, create more pedestrian friendly building frontages and spaces, and allow for growth while preserving open space and historic neighborhoods.



## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE

The screenshot shows the Miami21 website with the following content:

- Navigation:** About, Background & Trends, Zoning Code, FAQ, Documents, Related Efforts, Get Involved.
- Language:** ESPAÑOL, KREYÓL.
- Project Vision:**
  - Miami of the 21st Century:** Miami 21 represents the "Miami of the 21st Century" and entails a holistic approach to land use and urban planning. It provides a clear vision for the City that is supported by specific guidelines and regulations so that future generations can reap the benefits of well-balanced neighborhoods and rich quality of life.
  - Miami 21:** takes into account all of the integral factors that make each area within the City a unique, vibrant place to live, learn, work and play. Six elements served as the lynchpins in the development of the blueprint of Miami: Zoning (Miami 21 Zoning Code), Economic Development, Historic Preservation, Parks and Open Spaces, Arts and Culture, and Transportation.
  - The Miami 21 Zoning Code:** is a [Form-Based Code](#) guided by tenets of [New Urbanism](#) and [Smart Growth](#) principles. [Learn more about Planning Trends.](#)
  - See [illustrative examples](#) of good planning principles.
- Project Update:** Miami 21 went into effect on Thursday, **May 20, 2010**. Most of the information provided on this website is for **educational** and **historical** purposes only, however, the latest Miami 21 Code and latest zoning information can be accessed by using the link to the right, **Latest Documents**.
- Latest Documents:** **New! Miami 21 Code - as of May 2017**. View the [Interactive Zoning Application](#) for the latest zoning and property information. View [learning tutorial](#) for Interactive Zoning Application.

The screenshot shows a YouTube video player with the following details:

- Title:** City of Miami -- GIS Land Development Application Tutorial
- Channel:** City of Miami Gov (1.3K subscribers)
- Views:** 2,772 views
- Thumbnail:** Features the City of Miami seal and the text "CITY OF MIAMI GIS LAND DEVELOPMENT APPLICATION".
- Progress:** 0:03 / 4:08

**Meetings:** 1 City/CRA Work Group and Staff meeting; other Staff meetings as needed.

**Task 4.2: Presentation Aids and Graphics (Weeks 25 - 30).** Under this task, Presentation Aids and Graphics are prepared as needed for the Staff during the Adoption Process.

**Deliverables:** Text and graphic paper and electronic documents, PowerPoint presentations, web and media communication materials as needed

**Meetings:** With Staff, as needed

**Task 4.3: Training Sessions (Weeks 31 - 33).** Training Sessions shall be undertaken to provide instruction on the use of the Updated Zoning Code and Map to City officials and Staff, professionals, residents, civic associations and other stakeholders; the number and frequency of these are to be determined.

**Meetings:** 1 Work Group and Staff meeting; 3 Staff meetings; 1 public session

*Other Implementation Tools:*

*(Above) The Miami 21 website, regularly updated*

*(Right) A video tutorial for the Interactive Zoning Application process*

## D. PROPOSED SCHEDULE - WORK PLAN AND SCHEDULE



DPZ Partner Marina Khoury leading a Charrette work session

**Task 4.4: A Guidebook and Handouts of the Updated Zoning Code and Map (Weeks 31 - 33).** A Guidebook and Handouts of the Updated Zoning Code and Map shall be prepared in both electronic and hard-copy formats for ongoing use by City Officials and Staff.

**Deliverables:** Text and graphic paper and electronic documents, web and communication media materials

**Meetings:** Staff meetings as needed.

DPZ believes that its recent, current, and projected workload will not interfere with our ability to undertake the scope of work contemplated herein in a professional, diligent, and timely manner.

DPZ has chosen to remain a small firm in order to maintain complete control over quality of our work. With the continued success of our projects, we have fairly consistently received more offers of employment than our 28-person firm can handle, and we have responded by selecting only those projects that best exemplify our professional objectives.

We only respond to RFQs and RFPs when we believe that there exists an opportunity for us to make a significant contribution and an opportunity for us to learn as well as to teach. In this manner, we maintain a steady workload, alongside the capacity to undertake new projects as the opportunities arise.

Our confidence in maintaining this balance among current and anticipated project demands stems from our experience with other similar projects, and from an office methodology which is geared to providing a high level of service to a limited client base. When DPZ chooses to work on a specific project, we dedicate the majority of our resources to that project in anticipation of finishing it quickly. We typically take on only one major new planning/design project each month, and most of the significant work is completed during the intense, time-efficient Charrette.

## D. PROPOSED SCHEDULE – WORK PLAN AND SCHEDULE

In fact, the public workshop/design Charrette is the most significant factor in our timely provision of services. Under this methodology, the DPZ team sets up an office on or near the project site and leads a collaborative design process that is intended to incorporate the contributions of local government, consultants, and the public at large with the entire design team committed to the project one hundred percent over the course of each workshop. All DPZ team members identified in this proposal are available to work on this study.

Many of our clients, especially municipal governments, agree that our workshops/Charrettes are a much more effective, efficient and inexpensive way to produce a successful plan and code.

Furthermore, few clients wish to avoid the considerable publicity which each workshop/charrette typically generates. Our municipal clients are especially enthusiastic about the ability of the workshop/Charrette to bring together disparate governmental bodies and community decision-makers that are not accustomed to acting collectively.

In addition, DPZ always operates as a “virtual firm,” collaborating with affiliate firms from our large network of professionals, apart from the local municipal staff in the various places we work. These affiliates, here in the form of HPE and STC, provide valuable assistance to the team in terms of assessments and preparation of proposals vis-a-vis the local development context.

Last but not least, and as requested in the RFQ, information on the current workload of the firm and personnel assigned to work with or consult with the CRA is summarized in the table below.

Name	Man-Hours Available	Man-Hours Committed to Existing Projects	Estimated Man-Hours to Be Allocated to This Project	Man-Hours of Reserve Capacity
Marina Khoury	100%	50%	35%	15%
Michael Weich	100%	50%	40%	10%
Greg Littell	100%	50%	40%	10%
Elizabeth Plater-Zyberk	100%	75%	15%	10%
Rick Hall	100%	75%	10%	15%
Christian Wagley	100%	40%	50%	10%

# DPZ CODESIGN

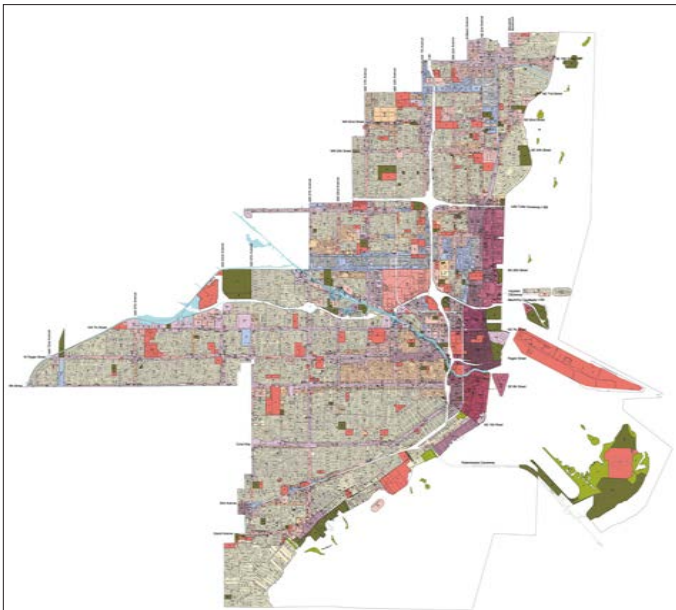
1023 SW 25TH AVENUE  
MIAMI, FLORIDA 33135  
TEL 305 644 1023

DPZ Partners (dba CoDESIGN), also known as DPZ, is a leader in form-based planning, urban design, coding, and architecture, with over 300 projects for new and existing communities in the U.S. and internationally. DPZ's contributions to planning, design, and regulations have been widely recognized for their excellence and influence on the making of walkable urbanism, complete neighborhoods, and resilient communities.

DPZ was founded in 1980 (a 37-year old practice as of 2017) and is based in Miami, Florida, with satellite offices in Gaithersburg, Maryland and Portland, Oregon, as well as affiliates in Europe and Asia.

A tightly-knit midsize company of 26, DPZ is dedicated to innovation in preserving and improving the built and natural environment. A protean organization, DPZ collaborates with others, retaining the flexibility of a small office, while providing the capacity and expertise of a larger multi-disciplinary firm.

*A sampling of Florida municipal master plans and codes by DPZ (clockwise from top left: Miami 21; Downtown West Palm Beach; Perdido Key, Escambia County; and Downtown Doral.*



## E. TEAM EXPERTISE - DPZ FIRM PROFILE

DPZ is distinguished from other firms by its:

- ongoing pursuit of innovative solutions;
- volume of built/implemented work and the lessons learned from these projects;
- public process, including the DPZ charrette and rapid prototyping;
- business efficiency, as a small firm that collaborates with others; and
- Partners' renown in the field.

DPZ is the recognized leader in Traditional Neighborhood Development (TND) design and our many built examples of authentic TNDs have been used as models throughout the industry to effect change in planning, regulatory, development, marketing, and financing practices. Since its founding, DPZ's growing body of work has exerted a major influence on the practice and direction of urban planning in the United States.

As a progressive, cutting-edge think tank, DPZ's most recognized initiatives, publications, and contributions include, but are not limited to Sprawl Repair, Light Imprint, Lifelong Communities, Agrarian Urbanism, Lean Urbanism, and the Rural-to-Urban Transect.

DPZ pioneered form-based planning, design, and coding, beginning with the very first modern form-based code – that for Seaside, Florida – and subsequently developed the SmartCode, a model design and development code which has been adopted by municipalities and developers across the United States and internationally.

DPZ's form-based codes are designed to support walkable and mixed-use neighborhoods, transportation options, conservation of open lands, local character, housing diversity, and vibrant downtowns. Thus, our codes discourage sprawl development, automobile dependency, loss of open lands, monotonous subdivisions, deserted downtowns, and unsafe streets and parks. Because DPZ's form-based codes are presented in primarily graphic form, they are increasingly known as user friendly and "transparent" alternatives to conventional zoning codes.

Specifically, DPZ's SmartCode is an integrated land development ordinance, folding zoning, subdivision regulations, urban design, public works standards, and architectural controls into one compact document. It also is the only unified Transect-based code available for all scales of planning, from the region to the community to the block and building. As a form-based code, it keeps towns compact and rural lands open, while reforming the destructive sprawl-producing patterns of separated-use zoning.

The SmartCode also enables the implementation of a community's vision by coding the specific outcomes desired in particular places. It allows for distinctly different approaches in different areas within the community, unlike a one-size-fits-all conventional code. To this end, it is meant to be locally customized by professional planners, architects, and attorneys. This gives the SmartCode great political power, as it permits buy-in from stakeholders. (Note: The SmartCode serves as the chassis for many of the recent updated municipal zoning codes nation-wide and abroad, including that for Miami.)

DPZ is closely affiliated with the Form-Based Codes Institute (FBCI). DPZ Founding Partner Andres Duany is an FBCI Emeritus Board Member and an Instructor. Similarly, Duany and several other DPZ Partners are members of the Transect Codes Council, the advisory board to the Center for Applied Transect Studies (CATS).

DPZ has a strong track record of providing planning, urban design, and coding services for various successful cities and downtowns; towns and town centers; and villages throughout the United States and internationally. We possess unparalleled experience working with various authorities, agencies and municipalities, including, where required, in venues with a great degree of public engagement. In carrying public sector projects forward, DPZ intensively coordinates all stakeholders, agencies and levels of municipal governments from work order through the approval processes.

*The Rural-to-Urban Transect*



DPZ Partners: FORM-BASED CODING - NATIONAL EXPERIENCE (1988 - 2016)

MUNICIPAL						
1	Orange County Code	Orange County, Florida	2016	Co-Prime	(in progress)	Sustainable Land Development Code
2	City of West Haven-TOD Code	West Haven, Connecticut	2016	Prime	TOD	Plan & Form-Based Code for TOD areas
4	Downtown Bethel	Bethel, Connecticut	2016	Prime	TOD	TOD Code
5	Tigard Triangle Code	Tigard, Oregon	2015	Co-Prime	Guidelines	Tigard Lean Code Manual
6	Reinvent Phoenix	Phoenix, Arizona	2014	Prime	TOD	Plan & Form-Based Code for TOD areas
7	Downtown Mobile	Mobile, Alabama	2013	Prime	FBC	Downtown Plan & Form-Based Code
8	BullStreet Redevelopment	Columbia, South Carolina	2012	Prime	FBC	Plan and Form-Based Code
9	Mandeville	Mandeville, Louisiana	2011	Prime	Zoning	Infill Plan and Code
10	Cobb County, Mableton	Mableton, Georgia	2011	Prime	FBC	Master Plan (438 ac) Form Based-Code (13,814 ac)
11	Miami 21	Miami, Florida	2010	Prime	FBC	Complete overhaul of City's Zoning Code to new Form-Based Code
12	Town of Taos Public Works Manual	Taos, New Mexico	2009	Prime	Guidelines	Public Works Manual
13	Cornelius Town Center	Cornelius, North Carolina	2008	Prime	TOD	Infill Plan and Code
14	St. Bernard Parish Plan	St. Bernard, Louisiana	2008	Prime	FBC	Form-Based Code for City
15	Abbeville & Vermillion Parish Plan	Vermillion Parish, Louisiana	2007	Prime	FBC	Plan and Form-Based Code
16	Unified New Orleans Plan	New Orleans, Louisiana	2006	Co-Prime	FBC	3 Comprehensive Post-Katrina Plan for New Orleans/Form-Based Code
17	Lake Charles Parish Plan	Lake Charles, Louisiana	2006	Prime	FBC	Downtown District Plan and Code
18	Down City Providence	Providence, Rhode Island	2004	Prime	FBC	Downtown Revitalization Plan and Code
19	Heart of Peoria	Peoria, Illinois	2003	Prime	FBC	Urban Infill/Downtown Plan and Form-Based Code Framework
20	Downtown Fort Myers	Fort Myers, Florida	2001	Prime	SC	Downtown Plan and SmartCode
21	Downtown Sarasota	Sarasota, Florida	2000	Prime	SC	Downtown Plan and SmartCode
22	NW Hillsborough County	Tampa, Florida	1999	Prime	FBC	Regional Plan and Code
23	Onondaga County	Onondaga County, New York	1999	Prime	TND	Regional Plan and TND Ordinance
24	Downtown Kendall	Kendall, Florida	1998	Co-Prime	FBC	Suburban Retrofit and Form-Based Code
25	Plan Baton Rouge	Baton Rouge, Louisiana	1998	Prime	TND	Downtown Plan and Form-Based Code
26	Downtown West Palm Beach	West Palm Beach, Florida	1993	Prime	TND	Downtown Corridor Plan and Form-Based Code
27	Downtown Naples/Fifth Ave	Naples, Florida	1993	Prime	FBC	Downtown Plan and Code
28	Downtown Stuart	Stuart, Florida	1988	Prime	FBC	Downtown Plan and Code

The built result of the firm's work has brought visible value to communities throughout the country. Our work with zoning codes, founded in our originating of form-based codes, encourages quick implementation and tangible results.

DPZ, led by Plater-Zyberk and Marina Khoury, undertook the preparation of the new zoning code for the City of Miami (Miami 21), approved in 2010. In addition, Plater-Zyberk led the establishment of the first Traditional Neighborhood Development (TND) code in Miami-Dade County. DPZ, led by Khoury, currently is also part of a team developing a new code for Orange County, FL.

The table above shows DPZ's Form-Based Codes for various municipalities across the United States from 1988-2016 (Note: the dates show start dates). Very recently, DPZ has been selected to undertake the zoning code update for the City of Coral Gables, FL; the master plan and code for the Bonita Beach Road Corridor, for the City of Bonita Springs, FL; and the master plan and code for Downtown Kirkwood, MO.

A copy of our MBE certification has been provided in Section B herein.

## E. TEAM EXPERTISE - DPZ KEY STAFF MEMBERS



### MARINA KHOURY RA CNU-A LEED-AP, PARTNER - PARTNER-IN-CHARGE

Marina Khoury is an expert in sustainable urban redevelopment and revitalization, regional and municipal plans, and form-based codes. As a Partner at DPZ, she has been Director of its Washington D.C. office since 2007, and has been employed at DPZ for 20 years. She was employed at other firms for 5 years prior to joining DPZ. A licensed architect and fluent in several languages, Khoury has worked on the design and implementation of projects worldwide, and speaks globally widely on issues related to Smart Growth and affordable, sustainable, and walkable communities. She is active in numerous civic groups including the Congress for the New Urbanism (CNU), where she served as a Board member of the DC chapter from 2007-2012; she currently serves on the following Boards: Form-Based Code Institute (FBCI), Sustania Council, and the Center for Applied Transect Study (CATS). She also is a member of the New Urban Guild and a LEED Accredited professional. Last but not least, Marina has been the project lead for several of DPZ's form-based coding projects, including Miami 21 and the Perdido Key Master Plan and Code, along with those others listed below. 35% of her time will be assigned to this project.

#### Relevant Experience: Selected Projects

Perdido Key Master Plan & Code, Perdido Key FL  
 Miami 21, Vision Plan and Form Based Code, Miami, FL  
 Orange County Land Development Code, Orange Co., FL  
 National Kuwait Code, Kuwait  
 Charleston Board of Architecture Review Process Assessment and Update, Charleston, SC  
 Downtown Kendall Master Plan, Miami, FL  
 Downtown Sarasota Master Plan and Code, Sarasota, FL  
 Downtown Fort Myers Master Plan and Code, Fort Myers, FL  
 Downtown Derby Master Plan and Code, Derby, CT  
 Town Madison (Urban Center Infill) Master Plan and Code, Madison, AL  
 Bethel TOD Plan & Code, CT  
 West Haven TOD Plan & Code, CT  
 Mark Center and Small Area Plan and Code, Alexandria, VA  
 Design District Master Plan and Guidelines, Miami, FL  
 Port Au Prince Plan and Code, Haiti  
 Al Ain CBD Structure Plan and Code, Abu Dhabi, UAE  
 Western Makkah Structure Plan, Master Plan & Codes, Makkah, Kingdom of Saudi Arabia  
 Dammam Structure Plan, Dammam, Kingdom of Saudi Arabia  
 New Town St. Charles Master Plan and Form-Based Code, St. Charles, MO  
 Westhaven Master Plan and Form-Based Code, Franklin, TN  
 Lorelei Master Plan and Code, Laurel Island, Charleston, SC

#### Education and Active Registration

1992	Master of Architecture, University of Wisconsin – Milwaukee (UW-M)
1992	Master of Urban Planning, UW-M
1989	Bachelor of Science in Architecture (with honors), UW-M
1985 - 1988	Ecole Speciale d'Architecture, Architecture Program, Paris, France
2015 - Present	Board Member Form-Based Code Institute (FBCI)
2009 - Present	Board Member Center for Applied Transect Study (CATS)
2007 - Present	Member of New Urban Guild
2001 - 2007	Member of City of Miami's Urban Development Review Board
1998 - Present	CNU, Credited Professional, Board Member CNU-DC (2007-2012)

#### Selected Lectures

2015	Featured Speaker-United Nations Environmental Programme's Global Forum for Human Settlements UN HQ, New York Keynote Speaker-BPD's Annual Meeting, Amsterdam, Netherlands - "Places People Thrive" & "Community Outreach, Positioning Your Community, Knowing Your Market"
2014	Invited Speaker, Sustania Council, Copenhagen, Denmark
2012	Invited Speaker, Municipality of Makkah SmartCode Workshop, Jeddah, KSA
2011	Guest Speaker-New Partners for Smart Growth, Charlotte, NC
2010	Guest Speaker-National League of Cities' First Tier Suburbs Council, DC "Miami 21" Guest Speaker-AIA National Convention, Miami, FL "Settlements of the 21st Century"



August 23, 2017

City of Pensacola  
Purchasing Office  
City Hall, 6th Floor  
222 West Main St.  
Pensacola, Florida 32502  
Tel 850 435 1835

1023 SW 25TH AVENUE  
MIAMI, FLORIDA 33135  
TEL 305 644 1023

Attn: Mr. George Maiberger, Purchasing Manager

Dear Mr. Maiberger,

**COMMUNITY REDEVELOPMENT AGENCY  
REQUEST FOR QUALIFICATIONS  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY  
RFQ NO. 17-043**

We, DPZ CoDESIGN (DPZ), are writing this letter of commitment confirming Marina Khoury's participation on the above referenced project per the scope described in Section D and per the terms described in her resume provided on the preceding page.

Respectfully yours,



Senen M. A. Antonio LEED-AP CNU-A UAP  
Partner



## E. TEAM EXPERTISE - DPZ KEY STAFF MEMBERS



### MICHAEL D. WEICH CNU-A, PROJECT MANAGER - PROJECT MANAGER

Michael Weich is a project manager and designer with extensive experience in managing and planning and urban and architectural design, including regional and municipal plans, mixed-use new towns, transit-oriented development, and suburban retrofits in the United States, Canada, Asia, Europe, and the Middle East. Michael has been employed by DPZ for 11 years and works in the firm's Kentlands office in Gaithersburg, Maryland. Weich and his family live in Kentlands, one of DPZ's first Traditional Neighborhood Developments. He is an active member in the community, and manages the Kentlands Community Garden, a project he helped to design and build and was awarded a "Friend of the Foundation" award for in 2014 as well as a City of Gaithersburg Environmental Award in 2015 and 2016. Last but not least, Mike has been the project manager for several of DPZ's form-based coding projects, including the Perdido Key Master Plan and Code and the Orange County Code, along with those others listed below. 40% of his time will be assigned to this project.

#### Relevant Experience: Selected Projects

Perdido Key Master Plan & Code, Perdido Key FL  
 Orange County Land Development Code, Orange Co., FL  
 National Kuwait Code, Kuwait  
 Charleston Board of Architecture Review Process Assessment and Update, Charleston, SC  
 Downtown Derby Master Plan and Code, Derby, CT  
 Town Madison (Urban Center Infill) Master Plan and Code, Madison, AL  
 Baton Rouge - Mid-City Master Plan, Baton Rouge, AL  
 Bethel TOD Plan & Code, CT  
 West Haven TOD Plan & Code, CT  
 Mark Center and Small Area Plan and Code, Alexandria, VA  
 Newburgh Waterfront Master Plan and Code, NY  
 Mission Road Master Plan & Code, Calgary, Alberta, Canada  
 Bedford Farms, Master Plan, NY  
 Renn Farm, Master Plan, Frederick, MD  
 Hertfordshire Regional Plan, Hertfordshire County, UK  
 Southlands Master Plan, Tsawwassen, British Columbia, Canada  
 Cottonwood Mall Retrofit, Holladay, UT  
 Ruskin Heights Master Plan, Fayetteville, AR  
 Tree Hill Master Plan, Richmond, VA  
 Blackhorse Master Plan, Gettysburg PA  
 Pine Hall Master Plan, State College, PA  
 Arcona Master Plan, Harrisburg, PA  
 Imperial Master Plan, Sugar Land, TX  
 Project Liberty Master Plan, Manila, Philippines  
 Al Ain CBD Structure Plan and Code, Abu Dhabi, UAE  
 Western Makkah Structure Plan, Master Plan & Codes, Makkah, Kingdom of Saudi Arabia  
 Bawwabat Al Sharq Master Plan, Dammam, Kingdom of Saudi Arabia  
 Business Oasis Master Plan, Dammam, Kingdom of Saudi Arabia  
 Dammam Structure Plan, Dammam, Kingdom of Saudi Arabia

#### Education and Active Registration

2012	Andrews University School of Architecture, visiting critic
2005 - 2006	Master of Architecture, Andrews University, Michigan
2001 - 2005	Bachelor of Science in the study of Architecture, Andrews University, Michigan
2003 - Present	Accredited Member, Congress for the New Urbanism
2012	Lecturer, Planning in the Middle East, Andrews University, MI



August 23, 2017

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Attn: Mr. George Maiberger, Purchasing Manager

Dear Mr. Maiberger,

**COMMUNITY REDEVELOPMENT AGENCY  
REQUEST FOR QUALIFICATIONS  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY  
RFQ NO. 17-043**

We, DPZ CoDESIGN (DPZ), are writing this letter of commitment confirming Michael Weich's participation on the above referenced project per the scope described in Section D and per the terms described in his resume provided on the preceding page.

Respectfully yours,



Senen M. A. Antonio LEED-AP CNU-A UAP  
Partner

## E. TEAM EXPERTISE - DPZ KEY STAFF MEMBERS



### GREG LITTELL, DESIGNER - PLANNER/DESIGNER

Greg Littell is an urban designer with a professional urban planning degree. His experience extends to downtown revitalizations, TOD, and new community master plans, suburban retrofit projects, and code work. He has been employed by DPZ for one year, and similarly was employed by another firm for one year and interned at two other firms over two years as well. His interest in urban planning started at a young age growing up in Pittsburgh, PA watching the city transform from a rust-belt steel town to a technology and innovation hub. Last but not least, in his one year at DPZ. Greg has served as a designer for several of DPZ's form-based coding projects, including the Perdido Key Master Plan and Code and the Orange County Code, along with those others listed below. 40% of his time will be assigned to this project.

#### Relevant Experience: Selected Projects

Perdido Key Master Plan & Code, Perdido Key FL  
 Orange County Land Development Code, Orange Co., FL  
 Owls Head Master Plan and Code, Defuniak Springs, FL  
 Lower Merion Township Code, Ardmore, PA  
 Bethel TOD Plan & Code, CT  
 ABQ Central Corridor TOD Planning and Code Analysis, Albuquerque, NM  
 Downtown Derby Master Plan and Code, Derby, CT  
 National Kuwait Code, Kuwait  
 Charleston Board of Architecture Review Process Assessment and Update, Charleston, SC  
 Lorelei Master Plan and Code, Laurel Island, Charleston, SC  
 Desert Color Master Plan, St. George, UT  
 Aliso Viejo Master Plan, Aliso Viejo, CA  
 Sycamore Master Plan, Charleston, SC  
 Princess Anne Village Master Plan, Virginia Beach, VA  
 Presence Resurrection Medical Center Strategic Visioning, Chicago, IL  
 I-49 Corridor Preservation, Lafayette, LA  
 Johnson Square Master Plan, Johnson, AR  
 Lakeside Master Plan, Culman, AL  
 Old Wauhatchie Pike Master Plan, Chattanooga, TN

#### Education and Active Registration

2016	Bachelor of Urban Planning, University of Cincinnati
2015 - Present	Congress of the New Urbanism, Member
2012 - 2016	University of Cincinnati Planning Student Organization



August 23, 2017

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Attn: Mr. George Maiberger, Purchasing Manager

Dear Mr. Maiberger,

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REQUEST FOR QUALIFICATIONS  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY  
RFQ NO. 17-043**

We, DPZ CoDESIGN (DPZ), are writing this letter of commitment confirming Greg Littell's participation on the above referenced project per the scope described in Section D and per the terms described in his resume provided on the preceding page.

Respectfully yours,



Senen M. A. Antonio LEED-AP CNU-A UAP  
Partner

## E. TEAM EXPERTISE - DPZ KEY STAFF MEMBERS



### ELIZABETH PLATER-ZYBERK FAIA CNU LEED-AP, FOUNDING PARTNER - PROJECT ADVISOR

A renowned leader in community planning, Elizabeth Plater-Zyberk has expertise at every scale: from the village, to the campus, the town, the city and the region. Ms. Plater-Zyberk is a Founding Partner of DPZ Partners and has been employed by DPZ since 1979 (39 years); prior to DPZ, she was among the Founding Partners of Arquitectonica, where she worked for 3 years. She also is a Malcom Matheson Distinguished Professor at the University of Miami School of Architecture, where she was Dean from 1995-2013. A graduate of Princeton University, she served on the Board of Trustees for 14 years and has received Honorary Doctorates from the University of Pennsylvania (2001), Notre Dame (1996), and Rollins College (1995). Plater-Zyberk is a founder of the Congress for the New Urbanism, characterized by the New York Times as "the most important phenomenon to emerge in American architecture in the post-Cold War era." She has been recognized with numerous awards. Her publications include *The New Civic Art* and *Suburban Nation*. Last but not least, she has been the project lead for several of DPZ's form-based coding projects, including Miami 21 (with Marina Khoury), along with those others listed below. 15% of her time will be assigned to this project.

#### Relevant Experience: Selected Projects

Miami 21, Vision Plan and Form Based Code, Miami, FL  
 Downtown West Palm Beach, Downtown Master Plan and Code, FL  
 Downtown Kendall Master Plan, Miami, FL  
 Downtown Doral Master Plan and Code, Doral, FL  
 DownCity Providence Redevelopment Master Plan and Code, Providence, RI  
 Downtown Stuart Master Plan, Stuart, FL  
 Mississippi Renewal Forum Disaster Recovery and Renewal, 11 Gulf Coast municipalities, MS  
 Design District Master Plan and Guidelines, Miami, FL  
 Coconut Grove Business Improvement District Redevelopment Action Plan, Miami, FL  
 Coconut Grove Streetscape Study, Miami, FL  
 East End Transformation Master Plan, Richmond, VA: APA VA Award, 2011  
 Rice Village Urban Infill and Streetscape Master Plan, Houston, TX  
 University Mall Urban Infill/Sprawl Repair Master Plan, Provo, UT  
 Amelia Park Master Plan, Fernandina Beach, FL  
 Windsor Master Plan and Code, Vero Beach, FL  
 Seaside Master Plan and Code, Sta. Rosa Beach, FL  
 Presence Sts Mary and Elizabeth Medical Center Master Plan - West Town Visioning, Chicago, IL  
 Good Shepherd Catholic Church, Miami, FL: AIA Miami Award of Excellence, 1996  
 Palmer Trinity School Campus Plan, Miami, FL

#### Education and Active Registration

1979 - Present	Professor, University of Miami School of Architecture, with tenure
1995 - 2013	Dean, University of Miami School of Architecture
2008, 1998	Resident, American Academy in Rome
1980 - 1995	Visiting Professorships at Harvard, Maryland, Yale, and Virginia
1974	Master of Architecture, Yale School of Architecture
1972	Bachelor of Arts in Architecture and Urban Planning, Princeton University
2005 - Present	Board, Institute of Classical Architecture and Art
2008 - 2015	United States Commission of Fine Arts
2008 - 2010	Miami-Dade County Climate Change Advisory Task Force
2004	LEED Accredited Professional, U.S. Green Building Council
1996	Elected AIA College of Fellows
1993 - 2004	The Congress for the New Urbanism, Co-Founder and Board Member Licensed Architect, NCARB

#### Awards and Honors

2012	Albert Simons Medal of Excellence, College of Charleston
2008	The Richard H. Driehaus Prize for Classical Architecture, ICAA
2002	Arthur Ross Award in Community Planning
2001	The Vincent J. Scully Prize, National Building Museum
2001, 1997	Honorary Doctorates, University of Pennsylvania, University of Notre Dame
1993	The Thomas Jefferson Memorial Foundation Medal in Architecture



August 23, 2017

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Attn: Mr. George Maiberger, Purchasing Manager

Dear Mr. Maiberger,

**COMMUNITY REDEVELOPMENT AGENCY  
REQUEST FOR QUALIFICATIONS  
URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
COMMUNITY REDEVELOPMENT AREA OVERLAY  
RFQ NO. 17-043**

We, DPZ CoDESIGN (DPZ), are writing this letter of commitment confirming Elizabeth Plater-Zyberk's participation on the above referenced project per the scope described in Section D and per the terms described in her resume provided on the preceding page.

Respectfully yours,



Senen M. A. Antonio LEED-AP CNU-A UAP  
Partner

## E. TEAM EXPERTISE - HPE FIRM PROFILE



Hall Planning & Engineering, Inc. is a multimodal transportation planning and engineering firm specializing in multiple practice areas within the transportation profession. Richard A. (Rick) Hall, P.E., CNU, and HPE President, is a registered professional engineer in 22 states. Based on his extensive transportation planning and conceptual design experience, the firm focuses on both Planning and Preliminary Engineering, especially the vital interface between Planning and Design. Multimodal transportation aspects of community plans, subarea/sector plans and corridor studies are key HPE emphasis areas. Expert witness, public participation and charrette tasks are routinely performed by HPE and traffic engineering, site impact studies and private and public growth management related studies are also special skills. Other practice areas of the firm include hurricane evacuation studies and specialty data collection (e.g. origin-destination and trip generation studies).

A core planning principle for HPE is to incorporate multimodal planning elements into every project. The firm believes multimodalism begins with walking. Therefore, HPE designs walkable transportation systems that not only serve to move automobiles efficiently but also to safely accommodate pedestrians, bicyclists and transit users.

This focus on walkability and land use-based transportation leads HPE to design thoroughfares for individual projects that are multimodal and context sensitive. HPE has tailored transportation recommendations for private clients and municipalities all over the country, with these two concepts in mind. The firm also works to refine federal standards and definitions, such as functional highway classification, that favor automobile dependency through work with the Federal Highway Administration (FHWA), Institute of Transportation Engineers (ITE) and American Association of State Highway and Transportation Officials (AASHTO).

Rick Hall built HPE's engineering practice over the last sixteen years to perform transportation consulting for engineering and planning projects with emphasis on transforming conceptual plans into preliminary engineering designs. The firm, under his direction, performs corridor studies, traffic engineering studies, walkable neighborhood transportation system designs, Level of Service analyses, hurricane evacuation analyses, parking analyses and conceptual roadway design. Mr. Hall has published research on augmenting the functional classification system for defining walkable neighborhood thoroughfares, taught walkable neighborhood transportation design at numerous short courses and conferences, led development of HPE's Walkability Index (applied at the block face level, the Walkability Index measures the propensity for pedestrian, bike and transit use in urban communities) and has applied walkable principles to urban community street designs in over a dozen states and four countries.

Mr. Hall also serves as a Visiting Professor at the Florida State University Department of Urban and Regional Planning where he has taught land use and transportation courses at the graduate level. Extensive readings in the "New Urbanism", Neo-traditional neighborhood design and other emerging concepts led to a strengthened commitment to land use and context sensitive based transportation planning. Beyond just connecting land uses with pipe-like fittings, streets and other modal facilities should encourage desired development. This academic background combined with active charrette and workshop design experience makes the firm uniquely qualified to deal with controversial transportation and land use projects.

HPE staff has worked throughout the nation and has participated in over 100 charrettes and design workshops, yielding new or revitalized, livable communities. The company is located in Tallahassee, Florida.

322 Beard St., Tallahassee, FL 32303 • (850) 222-2277 • [www.hpe-inc.com](http://www.hpe-inc.com)



## **RICHARD A. HALL, P.E.**

### **PRESIDENT/TRANSPORTATION ENGINEER**

#### **Professional Qualifications**

#### **Education**

M.S. Transportation Engineering  
Virginia Polytechnic Institute, 1971

B.S. Civil Engineering  
Virginia Polytechnic Institute, 1970

#### **Employment Record**

Hall Planning & Engineering (1996-Present)  
Transportation Consulting Group (1987-1996)  
Barr-Dunlop and Associates (1983-1987)  
Post, Buckley, Schuh & Jernigan (1980-1983)  
Florida Department of Transportation (1971-79)

#### **Areas of Expertise**

Walkable Community Design  
Traffic Level of Service Analysis  
Traffic Operations Analysis  
Public Involvement / Conceptual Design  
MPO Planning  
DRI / Comprehensive Planning Analysis  
Expert Testimony

#### **Professional Activities**

Institute of Transportation Engineers  
National Society of Professional Engineers  
Florida Engineering Society  
Congress for the New Urbanism

#### **Registration:**

Florida (PE #0021458)

### **Professional Synopsis**

Richard A. Hall, P.E., CNU, President of Hall Planning and Engineering (HPE) for 21 years, is a practicing, registered transportation engineer dealing with planning, design and regulatory issues in the transportation field. His services and expertise include land use and transportation issues for community design charrettes, public involvement projects, traffic engineering studies, conceptual design studies, growth management analysis, development-related transportation studies, MPO issues, parking and circulation studies, preliminary design studies, and other tasks. Rick will mainly be responsible for the transportation/traffic/Complete Street/parking and general circulation aspects of the study. He will allot 10% of his time to this project.

Rick has completed over 100 transportation plan projects with urban designers, planners and engineers from many firms. He joins architects and urban designers who understand the transportation elements of excellent urban design. Working with these skilled designers and planners, Rick has learned that vision, established by professionals trained in arranging quality places, should precede transportation design. He has worked with planners to coordinate these visionary concepts and incorporate the community desires of citizens. His process ensures that the engineers design infrastructure to match the community's vision for its future. Then, accurate coding of land development patterns with specified street designs yields the clearest process for regulating successful places. The visions are translated into built places. Finally, in addition to this context based design philosophy, he is fully versed in transportation system, corridor and intersection analysis using conventional traffic operations programs. He fully understands arterial street capacity. The penultimate factor, after total number of lanes, is the green time/cycle length ratio for key signalized intersections in your network. He routinely applies Synchro and other programs to evaluate traffic operations.

Rick has worked on numerous Complete Streets and Corridor Plans as a transportation engineer. He participated as a subconsultant with DPZ for the Perdido Key Master Plan. HPE's work included participation in a charrette, review of street designs, parking, and traffic circulation issues for Perdido Key. He also addressed ways transportation systems could be enhanced to encourage the walkability of mixed use centers emerging along Perdido Key Drive. The team developed pedestrian scale improvements that will provide pedestrian safety and comfort in the centers while also facilitating efficient automobile travel for longer trips through the Key. Rick worked with the City of Mobile in the "complete street" review of roundabout design in the Springhill community located at Dauphin and McGregor. He was responsible for the review and analysis of key plans, reports and images related to the transportation features in the surrounding area.

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## E. TEAM EXPERTISE - HPE KEY STAFF MEMBER



August 23, 2017

City of Pensacola  
222 West Main St.  
Pensacola, Florida 32502

Dear Sir or Madam:

RE: Participation in Urban Design and Code Amendment Services for Community Redevelopment Area Overlay

Hall Planning & Engineering, Inc. (HPE) is pleased to partner with DPZ CoDESIGN to provide the services requested under the RFQ for Urban Design and Code Amendment Services. Specifically, we are writing this letter of commitment confirming Rick Hall's participation on the above referenced project per the scope described in Section D, and for the following services:

- Expertise in transportation/traffic/Complete Streets/parking/general circulation issues that make communities more walkable and bikeable.
- Expertise in Coding of the Civil portions of complete streets
- Extensive local knowledge of and outreach to the neighborhoods and people who live and do business within the City's three designated CRAs.

Thank you for providing this exciting opportunity. If you have any questions, please call.

Sincerely,

Richard A. Hall, P.E.  
President

RAH/Im



**Christian M. Wagley**  
801 East Larua St.  
Pensacola, FL 32501  
(850) 687-9968

[christian@sustainabletownconcepts.com](mailto:christian@sustainabletownconcepts.com)

### **Employment and Professional Experience**

**Principal**, *Sustainable Town Concepts* (November 2008 – present)

Consulting with builders, developers, architects, and homeowners to create homes and towns that are energy-efficient, healthy, and friendly to pedestrians and cyclists. Provide green home certifications and assessments, green development assessments that chart a more environmentally-friendly path for entire communities, landscape consultation and freelance writing. Recent projects include:

- green home certifications, Alys Beach
- Sustainable Business Plan, Seaside
- Owl's Head charrette, Walton County, FL
- Bagdad (FL) Transportation and Open Space Master Plan
- co-author, *Green by Design* (book in preparation)

**Adjunct Instructor**, University of West Florida Department of Earth and Environmental Sciences (January 2016 – present)

Teaching courses in *Introduction to Environmental Science* and *Urban Planning*.

**Environmental Program Manager**, *Alys Beach*, (July 2004 – October 2008)

Oversaw the environmental performance of a new traditional neighborhood development, including the reduction of energy, water, and harmful chemical use through the construction of more environmentally-friendly homes, creation of sustainable construction guidelines for new homes, protection of natural resources on-site, the operation and maintenance of resort facilities, and green building/development education.

### **Education**

Master of Science, Biology/Coastal Zone Studies, University of West Florida, Pensacola, FL  
June, 1996

Bachelor of Science, Geography and Environmental Planning, Towson University, Towson, MD  
May, 1992

### **Professional affiliations**

Florida Green Building Coalition Certifying Agent  
Congress for the New Urbanism Accredited

### **Project Assignment**

We expect to provide services up to one-half time of one full-time position.

E. TEAM EXPERTISE - STC KEY STAFF MEMBER



August 23, 2017

City of Pensacola  
222 West Main St.  
Pensacola, Florida 32502

**RE: Participation in Urban Design and Code Amendment Services for  
Community Redevelopment Area Overlay**

Dear Sir or Madam:

Sustainable Town Concepts is pleased to partner with DPZ CoDESIGN to provide the services requested under the RFQ for Urban Design services. We specifically propose to provide, as an Embedded Assessor to the team:

--expertise in environmental issues such as stormwater, urban ecology, and people-friendly design that makes communities more walkable and bikeable.

--extensive local knowledge of and outreach to the neighborhoods and people who live and do business within the City's three designated CRAs.

We expect to provide services up to one-half time of one full-time position. Thank you for providing this exciting opportunity for Pensacola.

Sincerely,

*Christian Wagley*

Christian Wagley  
Principal  
FGBC Certifying Agent #1010  
CNU-A

**801 East Larua St., Pensacola, FL 32501 (850) 687-9968**

**PERDIDO KEY MASTER PLAN AND CODE**

Location: Perdido Key, Escambia County, Florida  
 Size: 2,300+ Acres (including a natural preserve)  
 Date: 2012, 2015  
 Type of Development: Corridor/Downtown Master Plan and Code  
 Type of Code: Mandatory  
 Status: Adopted/In Implementation (2015 version)  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrettes, regular municipal and public input and review  
 Client Type: Public Sector client (County)  
 Reference: Doug Underhill  
 County Commissioner  
 Escambia County, FL  
 T 850 595 4920  
 E district2@myescambia.com

Within the next five to ten years, Perdido Key is envisioned to take on some of the characteristics of other Florida cities like Seaside, along Hwy 30A, or Winter Park, near Orlando. A new master plan, in addition to changes to current zoning regulations, will make the southwestern corner of Escambia County more welcoming to shoppers, diners, pedestrians and cyclists.

DPZ, working with the County's development services division, prepared a master plan for Perdido Key's main corridor (including key development parcels along it), accompanied by recommended zoning changes for effecting the proposed urban transformation.

DPZ and the county first developed a Perdido Key master plan in 2012. In 2015, an update to the plan was undertaken, incorporating public input that voiced strong support for walkability and environmental sensitivity

The master plan includes proposals for five different town centers, included to illustrate potential options for areas that would be characterized by retail and mixed-use buildings organized around central gathering spaces.

Suggested zoning changes are intended to reinforce walkability, create more choices and stress consistency in different areas. They address details like setbacks, lot widths, permitted uses, and building heights, among others.



**Article 5**  
Standards & Tables

**TABLE 5A BUILDING FORM SUMMARY TABLE**

	PK-1	PK-3A	PK-3B	PK-4A
<b>LOT OCCUPATION</b>				
Residential	not applicable	not applicable	not applicable	not applicable
Office	not applicable	not applicable	not applicable	not applicable
Commercial	not applicable	not applicable	not applicable	not applicable
Industrial	not applicable	not applicable	not applicable	not applicable
Public	not applicable	not applicable	not applicable	not applicable
Religious	not applicable	not applicable	not applicable	not applicable
Community	not applicable	not applicable	not applicable	not applicable
Other	not applicable	not applicable	not applicable	not applicable
<b>BUILDING DISPOSITION</b>				
Principal	not applicable	not applicable	not applicable	not applicable
Accessory	not applicable	not applicable	not applicable	not applicable
Outbuilding	not applicable	not applicable	not applicable	not applicable
<b>BUILDING CONFIGURATION - HEIGHT</b>				
Principal Building	no Conditional Use	20' max above finish floor w/ 3 stories max	20' max above finish floor w/ 3 stories max	4 stories max
Accessory Building	not applicable	not applicable	not applicable	not applicable
Outbuilding	not applicable	not applicable	not applicable	not applicable
<b>SETBACKS - PRINCIPAL BUILDING</b>				
Front Setback	not applicable	10' min	10' min	10' min
Side Setback	not applicable	5' min	5' min	5' min
Rear Setback	not applicable	5' min	5' min	5' min
Corner Setback	not applicable	5' min	5' min	5' min
<b>SETBACKS - OUTBUILDING</b>				
Front Setback	not applicable	5' min	5' min	5' min
Side Setback	not applicable	5' min	5' min	5' min
Rear Setback	not applicable	5' min	5' min	5' min
Corner Setback	not applicable	5' min	5' min	5' min
<b>PRIVATE FRONTAGES</b>				
Common Yard	not applicable	not applicable	not applicable	not applicable
Front and Side	not applicable	not applicable	not applicable	not applicable
Rear	not applicable	not applicable	not applicable	not applicable
Other	not applicable	not applicable	not applicable	not applicable
<b>BUILDING FUNCTION</b>				
Residential	not applicable	not applicable	not applicable	not applicable
Office	not applicable	not applicable	not applicable	not applicable
Commercial	not applicable	not applicable	not applicable	not applicable
Industrial	not applicable	not applicable	not applicable	not applicable
Public	not applicable	not applicable	not applicable	not applicable
Religious	not applicable	not applicable	not applicable	not applicable
Community	not applicable	not applicable	not applicable	not applicable
Other	not applicable	not applicable	not applicable	not applicable

**Article 5**  
Standards & Tables

**TABLE 5A PK-3A - BUILDING FORM**

	PK-3A
<b>LOT OCCUPATION</b>	not applicable
<b>BUILDING DISPOSITION</b>	not applicable
<b>BUILDING CONFIGURATION - HEIGHT</b>	20' max above finish floor w/ 3 stories max
<b>SETBACKS - PRINCIPAL BUILDING</b>	10' min
<b>SETBACKS - OUTBUILDING</b>	5' min
<b>PRIVATE FRONTAGES</b>	not applicable
<b>BUILDING FUNCTION</b>	not applicable

**Building Height:**  
 1. Building height shall be measured to the highest finished floor level.  
 2. Building height shall be measured to the highest finished floor level of the building.  
 3. Building height shall be measured to the highest finished floor level of the building.

**Principal Building:**  
 1. The Principal Building shall be the building with the largest floor area.  
 2. The Principal Building shall be the building with the largest floor area.

**Accessory Building:**  
 1. The Accessory Building shall be the building with the smallest floor area.  
 2. The Accessory Building shall be the building with the smallest floor area.

**Outbuilding:**  
 1. The Outbuilding shall be the building with the smallest floor area.  
 2. The Outbuilding shall be the building with the smallest floor area.

**Private Frontages:**  
 1. Private frontages shall be the frontages that are not public frontages.  
 2. Private frontages shall be the frontages that are not public frontages.

**Building Function:**  
 1. Building function shall be the function of the building.  
 2. Building function shall be the function of the building.

**Notes:**  
 1. No other use shall be allowed.  
 2. All setbacks shall be measured to the finished floor level.  
 3. Setbacks shall be measured to the finished floor level.  
 4. Setbacks shall be measured to the finished floor level.  
 5. Setbacks shall be measured to the finished floor level.

## F. COMPARABLE PROJECTS - DPZ

SECTION 6: USE STANDARDS

TABLE 6-1: USES

Use	Residential	Office	Public	Industrial	Community	Other
Office						
Community						
Industrial						
Public						
Residential						

### ORANGE COUNTY CODE

Location: Orange County, Florida  
 Size: 1,000 Square Miles  
 Date: 2016 - Present  
 Type of Development: County-wide Code  
 Type of Code: Mandatory  
 Status: Under Preparation  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrettes, regular municipal and public input and review  
 Client Type: Public Sector client (County)  
 Reference: Susan McCune, AICP  
 Planning Division - Community, Environmental, and Development Services  
 T 407 836 0952  
 E Susan.McCune@ocfl.net

SECTION 4: TRANSECT ZONES

TABLE 4-1: TA BUILDING FORM SUMMARY, TA.3 HIGH INTENSITY TA

Illustration of building form standards for High Intensity TA, showing a 3D architectural rendering of a multi-story building with setbacks and height restrictions.

Table with columns for Building Form Elements and Building Form Standards.

Canin Associates and DPZ have been engaged by Orange County Florida to prepare comprehensive updates to the County's Land Development Code. The scope of work comprises five broad tasks – Task 1: General Assessment; Task 2: Market Area Analysis; Task 3: Public Engagement; Task 4: Targeted Market Areas Code Development; and Task 5: County-wide Code Development – and is anticipated to be completed in three years. Specific deliverables include but are not limited to:

- Code Modules. The code update shall regulate development to ensure high-quality public spaces by context-sensitive building types and uses. It shall incorporate building form standards, street standards, (plan and cross-section), use regulations, descriptive building or lot types, regulating plan requirements, and other elements needed to implement the development strategies for transit oriented development (TOD) and greenfield development.
- Zoning Atlas. The Zoning Atlas will be the new zoning document for Orange County. However, to fully implement the vision, further studies such as the calibration of specific Place Types plans with local public involvement will be required after the adoption of the code which will result in further map amendments.
- Transect Zone Standards. The preparation of the Standards include the development of the major design parameters associated with site and building requirements. These standards govern basic building form, placement, and fundamental urban elements to ensure that all buildings complement neighboring structures and the street. Development regulations may include building form standards such as "build-to-lines" or "required building lines" and building type or form designations.
- Subdivision (/Place Type) Standards. The preparation of these standards includes revisions to or replacement of the current Subdivision standards, and may include the development of land development standards categorized by Place Type such as location and types of open spaces permitted, permitted roadway types, maximum block sizes, and other standards that are most appropriately addressed at the scale of the pedestrian shed.
- Other Major Standards include those for signage, streets, landscape, and open space that may be integrated into multiple transect zones or Place Types as appropriate, and will be developed in detail after the primary transect-based standards are largely complete. Public space/street standards define design attributes and geometries that balance the needs of motorists, pedestrians, bicyclists, and transit riders while promoting a vital public realm. These standards shall include design specifications for sidewalks, travel lane widths, parking, curb geometry, trees, lighting, etc.
- Development Regulations for areas within the urban service area and rural settlement areas, as well as in greenfield development areas may include: maximum block sizes to enhance interconnectivity and walkability; public space types (such as greens, squares, and parks); and other special features.

SECTION 7: FRONTAGE YARDS & LANDSCAPE STANDARDS

TABLE 7.1: FRONTAGE YARD TYPES

Illustration of frontage yard standards for Suburban and Urban types, showing 3D architectural renderings of buildings with front yards and landscaping.

Table with columns for Frontage Type, Illustration, and Standards.

SECTION 5: SITE DEVELOPMENT STANDARDS

TABLE 5-1: OPEN SPACE STANDARDS ILLUSTRATED

Table with columns for Open Space Standards, Illustration, and Description.

**MIAMI 21**

Location: Miami, Florida  
 Size: 35 Square Miles  
 Date: 2004 -2010  
 Type of Development: City-wide Zoning Code  
 Type of Code: Mandatory  
 Status: Adopted  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrettes, regular municipal and public input and review  
 Client Type: Public Sector client (City)  
 Reference: Manny Diaz  
 former Mayor of Miami  
 T 305 416 3180  
 E manny@lydeckerdiaz.com



PROPOSED ATLAS

T1	NATURAL	T6-60"	URBAN CORE
T3	SUB-URBAN	T6-80"	URBAN CORE
T4	GENERAL URBAN	D1	WORK PLACE
T5	URBAN CENTER	D2	INDUSTRIAL
T6-8"	URBAN CORE	D3	MARINE
T6-12"	URBAN CORE	CS	CIVIC SPACE/PARKS
T6-24"	URBAN CORE	CI	CIVIC INSTITUTION
T6-36"	URBAN CORE	CHD	CIVIC INSTITUTION - HEALTH DISTRICT

- 2014 Global Human Settlements Award in Planning and Design, Global Forum on Human Settlements
- 2014 AIA Institute Honor Award for Regional and Urban Design; The American Institute of Architects
- 2011 APA National Planning Excellence Award for Best Practice
- 2010 Driehaus Form-Based Code Award
- 2010 Paul Crawford Distinction for a Ground-Breaking Code
- APA FL 2010 Award of Excellence, Best Practices Category

Responding to Miami’s rapid growth, the City’s Planning Department commissioned DPZ to embark on an unprecedented mission: a complete overhaul of the City’s zoning code with the largest known application of a form based code. The project name “Miami 21” represents the “Miami of the 21st Century” and entails a holistic approach to land use and urban planning, broadening the scope of a traditional zoning code to become a truly comprehensive plan. Miami 21 will provide a clear vision for the City that will be supported by specific guidelines and regulations to: address the public and private realm, create a more efficient permitting process, and provide a stable environment for investment.

	T3 SUB-URBAN			T4 GENERAL URBAN			T5 URBAN CENTER			T6 URBAN		
	R	L	O	R	L	O	R	L	O	R	L	O
DENSITY (UNITS PER ACRE)												
RESIDENTIAL												
SINGLE-FAMILY RESIDENCE												
COMBINATION RESIDENCE												
APARTMENT UNIT												
FAMILY RESIDENCE												
MIXED-FAMILY RESIDENCE												
HOUSING												
HOME OFFICE												
OFFICE												
OFFICE												
COMMERCIAL												
AUTO-RELATED COMMERCIAL												
ENTERTAINMENT ESTABLISHMENT												
ENTERTAINMENT ESTAB. - ADULT												
FOOD SERVICE ESTABLISHMENT												
RECREATIONAL ESTABLISHMENT												
GENERAL COMMERCIAL												
MIXED-RELATED COMMERCIAL												
OFFICE RETAIL												
PLACE OF ASSEMBLY												
RECREATIONAL ESTABLISHMENT												
CIVIC												
COMMUNITY FACILITY												
RECREATIONAL FACILITY												
RELIGIOUS FACILITY												
CIVIL SUPPLY												
COMMUNITY SUPPORT FACILITY												
MANUFACTURING AND UTILITIES												
SALES FACILITY												
WAREHOUSE												
PUBLIC PARKING												

Miami 21 proposes dual yet distinct goals of conservation and development. Conservation goals are intended to preserve neighborhoods and historic site, create sustainable development through green building incentives, conserve energy through green initiatives, improve connectedness for walkability, increase access to natural environments and improve quality of life for residents. Development goals are intended to develop corridors to function as transit-oriented centers, ensure predictable environment for growth and appropriate development, incentivize LEED and maintain future growth capacity of downtown.

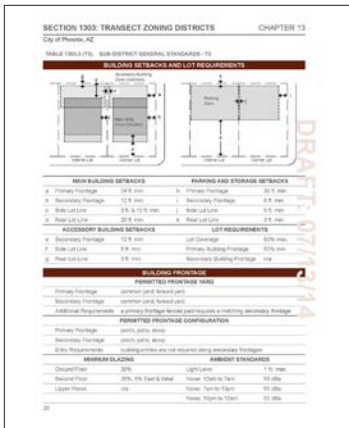
Six elements, in particular, serve as the linchpins in the development of the blueprint: a Form-based Code, Economic Development, Transportation, Parks and Open Spaces, Arts and Culture, and Historic Preservation.

The project was a huge cooperative venture with many public meetings and meetings with the Office of Mayor Manuel A. Diaz, the Office of City Manager Pedro G. Hernandez, the Offices of City Commissioners, the Planning Department, the Office of Zoning, the Department of Economic Development, the Department of Capital Improvements and Transportation, the Office of the City Attorney, the Neighborhood Enhancement Team (NET), CitiStat, the Office of Communications, the Department of Public Works, the Department of Parks and Recreation, and the Department of Code Enforcement.

Miami 21 was fully adopted – as DPZ had submitted it – in May 2010.



## F. COMPARABLE PROJECTS - DPZ



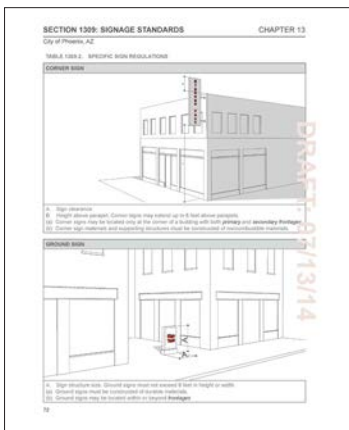
### REINVENT PHOENIX

Location: Phoenix, Arizona  
 Size: 5 City Transit Corridors  
 Date: 2013 - 2014  
 Type of Development: Zoning Code, TOD/Corridor Master Plans  
 Type of Code: Mandatory  
 Status: Adopted  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrettes, regular municipal and public input and review  
 Client Type: Public Sector client (City)  
 Reference: Curt Upton, City of Denver  
 formerly City of Phoenix Planning and Development  
 T 720 865 2942  
 E curt.upton@denvergov.org



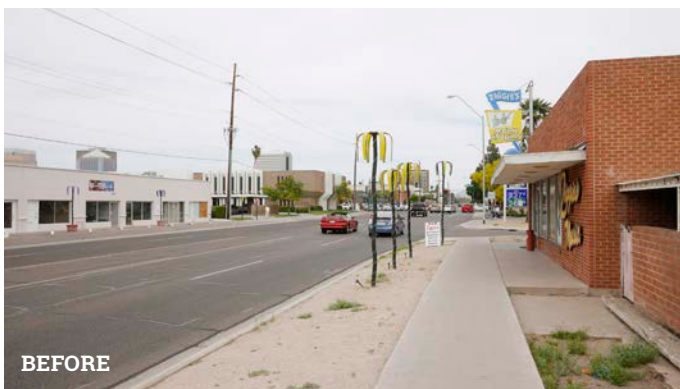
DPZ undertook the design, coding, and implementation plan for five TOD districts located along the existing Metro light rail corridor in the City of Phoenix. DPZ led a team with over a dozen national and local consultants; the DPZ Team also worked closely with the Gateway Steering Committee representing the local community, the City of Phoenix Planning and Development Department and other departments, agencies and organizations, as well as the City's partners, Arizona State University (ASU), and St. Luke Health Initiative.

As a recipient of a U.S. Department of Housing and Urban Development Community Challenge Grant from the Office of Sustainable Housing and Communities, the City of Phoenix has started the process of defining a new vision for a more livable and equitable development future. The DPZ team worked with the City and its partners to create long-term, sustainable vision and plans for the five TOD Districts, and to help stimulate growth within them while also positively influencing the larger city. The six main components of this vision include: Diverse and Affordable Housing; Thriving Economic Development; Green Infrastructure; Balanced Land Use; Connected Mobility; and Health and Vitality.



The multi-year process included large scale planning, envisioning potential futures and best-use scenarios addressing land-use, transportation, utilities, affordability, and development regulations. The main focus of the scope was the preparation of a new zoning code addressing land within 1/2 mile of light-rail stations. The process included engaging local architects and developers, separately, in review of current processes and those DPZ proposed.

Reinvent Phoenix has resulted in a number of small-scale interventions continuing to transform the city, as well as commitment to major thoroughfare reconfigurations now secured through CIP. The TOD code was adopted in July 2015.



The photo and rendering above show a main thoroughfare with the addition of light rail and numerous streetscape improvements, including on-street parking, planted medians, a protected bike lane, storefront improvements, and wider sidewalks with seating areas. Below are excerpts from the new code.

**WEST HAVEN TOD AND FORM BASED CODE**

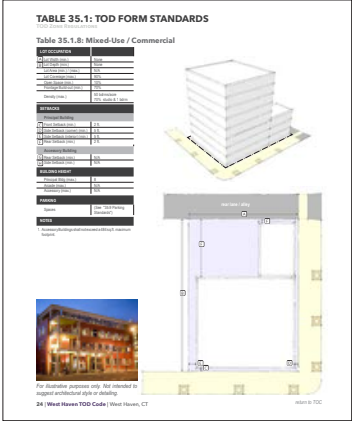
Location: West Haven, Connecticut  
 Size: 130 Acres  
 Date: 2014 - 2016  
 Type of Development: Form Based Code, TOD Master Plan  
 Type of Code: Mandatory  
 Status: Drafting Completed  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrette, regular municipal and public input and review  
 Client Type: Public Sector client (City)  
 Reference: Joe Riccio, Commissioner  
 Department of Planning and Development  
 T 203 937 3580  
 E jrificio@westhaven-ct.gov

In the summer of 2013, the City of West Haven opened the state-of-the-art West Haven passenger station. Working with the momentum of the new station and with great support of the state government, the City of West Haven identified 130 acres for a Transit-Oriented Development vision plan as well as an updated code to ease its implementation.

Hired by the City in 2014, the DPZ team looked at three levels of intervention, considering underlying land ownership carefully: a lean vision, with infill and other minimal intervention strategies; a short-term vision, which includes smaller incremental development; and a longer-term vision with redevelopment that can accommodate significant population growth.

All three plans prioritize retrofit and adaptive re-use; preserve a combination of housing, commercial, and light industrial uses; identify specific parcels in need of sprawl repair; suggest street modifications that accommodate all modes of circulation; and look to the larger urban area, connecting the TOD area to West Haven’s historic Main Street. Given the importance of this transportation node and the proposed higher densities and mixed-use building types, a code was prepared to facilitate and incentivize the right kind of development.

Currently, the project is moving towards implementation, inspiring other cities along the Connecticut rail lines to follow suit.





# F. COMPARABLE PROJECTS - DPZ

## DOWNTOWN MOBILE PLAN AND FORM-BASED CODE

Location: Mobile, Alabama  
 Size: Approx. 700 Acres  
 Date: 2012 -2013  
 Type of Development: Downtown-wide Code  
 Type of Code: Mandatory  
 Status: Adopted  
 Vision Plan: Yes  
 Nature of Public Involvement: Public Charrette, regular municipal and public input and review  
 Client Type: Public Sector client (City Agency)  
 Reference: Elizabeth Stevens  
 President & CEO  
 Downtown Mobile Alliance  
 Tel 251 434 8498  
 E estevens@downtownmobile.org



The Code and Downtown Plan for Mobile, as prepared by DPZ, sought to rectify a number of inadequacies within the existing system. The most visible problems being a lack of retail vitality and high vacancy rates along the area's primary corridor, Dauphin Street. A strong youth, nightlife, and music scene exists currently, and a new plan had to take lighting, parking, safety and noise into account. The antiquated and ponderously large existing downtown code document was also contributing to unnecessary difficulty in permitting renovations and construction.

A new zoning code was proposed, meant to streamline the planning process and make the downtown area more attractive to investment. Traffic patterns were studied and recommendations made to improve the pedestrian and cycling experience downtown. New traffic calming methods and street alignments were also proposed to more efficiently direct auto traffic in the core. This included the conversion of a number of one-way streets to two-way thoroughfares.

As the design progressed it became clear that the solutions for Downtown as a whole could not only extend the length of Dauphin, but required surgical interventions in the centers of the surrounding neighborhoods as well. This complex collection of recommendations was processed into a remarkably concise public policy document, which should help to efficiently guide the cities continued renewal well into the future.

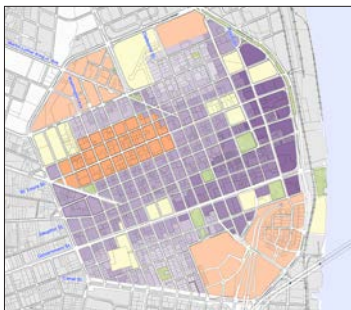


Table 4: Frontage Types

Frontage Type	Requirements		Illustration
	By Right	Special Requirements	
Shared Lawn	Districts T-4.1	Fences are prohibited within the first lot layer. Walls may be permitted in the first lot layer where required for retaining changes in grade.	
	Use Categories: Residential, Lodging		
Yard	Districts T-4	A fence or wall is required along the front property line, with a maximum height of 4 feet, except where grade change dictates heights. Fences and walls may be shared along side property lines. Fences may be constructed of painted wood pickets, steel or iron. Walls may be constructed of brick or stone.	
	Use Categories: Residential, Lodging, Office		
Terrace	Districts T-4.2, T-5, SD-WH	Terraces raise the first lot layer to the principal entry. Terraces may be raised between 20 and 36 inches above sidewalk grade. Surfaces may be paved or landscaped. Forecourts may be covered by an awning. Terraces may encroach into the private frontage up to 100% of its depth.	
	Use Categories: All		
Stoop	Districts T-4.2, T-5, TR, SD-WH	Sloops provide access to raised entries where setbacks are short. Surfaces adjacent to stoops may be paved or landscaped. Sloops may encroach into the private frontage up to 100% of its depth. Stairways recessed into building facades to provide access to a raised downway are considered stoops.	
	Use Categories: All		
Common Entry	Districts T-4.2, T-5, SD-WH	Common entries provide a single point of entry for multiple units or uses. Canopies may encroach over the sidewalk within 2 feet of the curb. Surfaces may be paved or landscaped. Metal fences and hedges or masonry walls, no greater than 4 feet in height, may be installed at the property line.	
	Use Categories: Residential, Lodging, Office, Education, Civil Support		

Table 1: Building Configuration

Sub-District	Setbacks				Buildings Per Lot**	Frontage Buildout	Height	
	Front****	Secondary	Side	Rear			Building	Parking
T-4.1	10 ft - 15 ft*	5 ft min.	10 ft min.*	20 ft min.	2 max.	no min.	2 max.	n/a
T-4.2	0 ft - 12 ft	0 ft min.	0 ft min.	0 ft min.	3 max.	no min.	2 max.	n/a
T-5.1	0 ft - 5 ft****	12 ft max.	0 ft min.	0 ft min.	no max.	80% min.	3 max**	34 ft max.
T-5.2	0 ft - 5 ft****	12 ft max.	0 ft min.	0 ft min.	no max.	100% min.	5 max.	60 ft max.
T-6	0 ft - 10 ft****	12 ft max.	0 ft min.	0 ft min.	no max.	100% min.	no maximum	80 ft max.
SD-WH	0 ft - 10 ft	0 ft min.	0 ft min.	0 ft min.	no max.	no min.	6 max.	60 ft max.

\* Match setbacks of adjacent buildings where they differ from the standard.  
 \*\* Height may be increased to match neighboring structures.  
 \*\*\* Structures containing enclosed conditioned space.  
 \*\*\*\* A 600 SF max. forecourt may be recessed into the building  
 \*\*\*\*\* Buildings along Government Street may be setback an additional 12 feet beyond the below standards

Table 2: Shopfront Elevation Elements  
 Cornice: Trim required at the eave or top of parapet. May include one or more habitable floors for buildings over 6 stories.  
 Shaft: Determined by the building height.  
 Base: A minimum of 16 feet in height as measured from the average sidewalk grade at the building frontage. For buildings over 6 stories, the base should extend to the vertical extent of the second story.



**PERDIDO KEY II MASTER PLAN  
ESCAMBIA COUNTY, FL  
IN COLLABORATION WITH DPZ PARTNERS, LLC**

**HPE RESPONSIBILITY:**

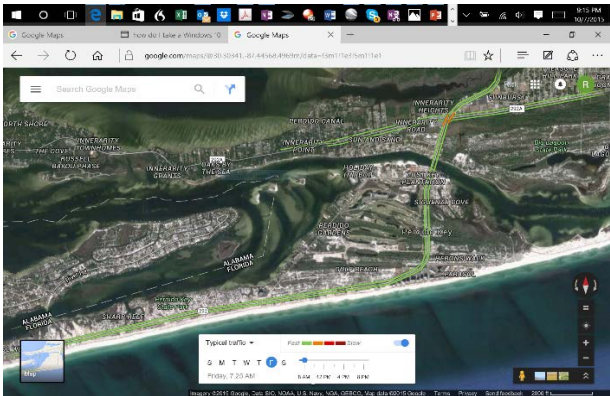
Conceptual transportation assessment and design recommendations

**CLIENT'S NAME & ADDRESS:**

Marina Khoury  
DPZ Partners, LLC  
1023 SW 25th Ave.  
Miami, FL 33135  
(305) 644-1023  
[marina@dpz.com](mailto:marina@dpz.com)

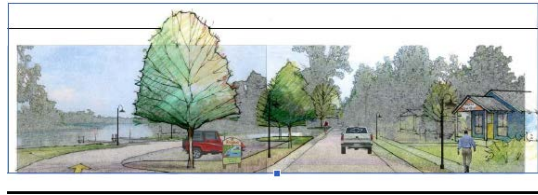
Hall Planning & Engineering, Inc. participated as a subconsultant with Duany Plater-Zyberk Partners for the Perdido Key Master Plan (Escambia County, Florida). HPE's work included participation in a charrette to achieve public involvement, review of street designs, parking, and traffic circulation issues for Perdido Key.

HPE also addressed ways transportation systems could be enhanced to encourage the walkability of mixed use centers emerging along Perdido Key Drive. The team developed pedestrian scale improvements that will provide pedestrian safety and comfort in the centers while also facilitating efficient automobile travel for longer trips through the Key.



322 Beard St., Tallahassee, FL 32303 • (850) 222-2277 • [www.hpe-inc.com](http://www.hpe-inc.com)

## Bagdad Village Transportation and Open Space Master Plan



The Bagdad (FL) Village Transportation and Open Space Master Plan reflects the current desires of the community as they relate to improving the safety and ease of mobility within Bagdad, and to improving the function and beauty of parks and public spaces. The mobility emphasis is on measures that will make the Village a safer and more pleasant place to walk and bicycle; park improvements are predominantly those that support the mobility efforts and make parks more enjoyable to use. Taken as a whole, the Plan improves quality of life, provides opportunities for economic development, and helps to protect the natural environment.

The Plan connects public spaces with sidewalks and bicycle lanes, while also adding streetscape improvements that calm traffic and improve community aesthetics by converting overhead utilities to underground, adding landscaping, lighting, and storm water controls. Land use changes provide for greater diversity of businesses, reducing the need to leave the Village to meet certain daily needs for employment, shopping, and services. Parks are considered for improved parking, additional bicycle facilities, restrooms, lighting, and other improvements tailored to the needs of each particular park.

Developed over a one year period of public meetings, the Plan recommends changes to the Santa Rosa County zoning codes to facilitate a mix of uses and infill development that is compatible with the Village. Completed for the Bagdad Waterfronts Partnership, a nonprofit organization of residents and businesses, the Plan provides a community vision that helps to prioritize action while positioning Bagdad to receive additional government and private monies for Village projects. The Plan is fluid, meaning that it can change with community needs and desires.

The Plan was developed by Sustainable Town Concepts and Volk Design Consultants. A copy is available on the Bagdad Waterfronts Partnership webpage at:

[http://bagdadwaterfronts.org/documents/FinalMasterplan\\_revcompressed.pdf](http://bagdadwaterfronts.org/documents/FinalMasterplan_revcompressed.pdf)

**Sustainable Town Concepts**

**801 East Larua St.**

**Pensacola, FL 32501**

**850-687-9968**

[Christian@sustainabletownconcepts.com](mailto:Christian@sustainabletownconcepts.com)



## G. SAMPLE CODE DOCUMENTS

As required by the RFQ, DPZ is pleased to provide herein links to several sample code documents selected from the comparable projects included in Section F.

### MIAMI 21

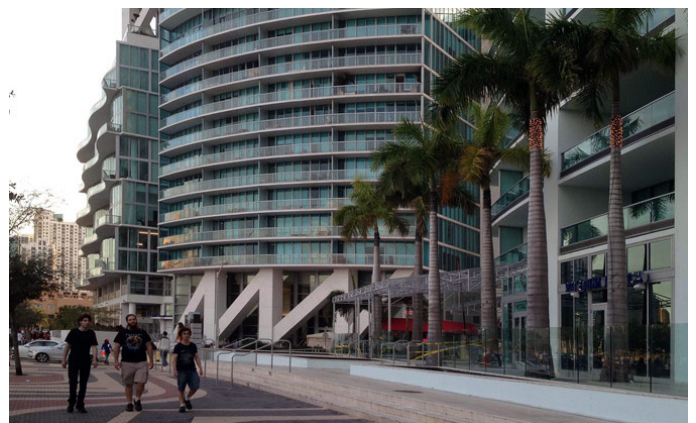
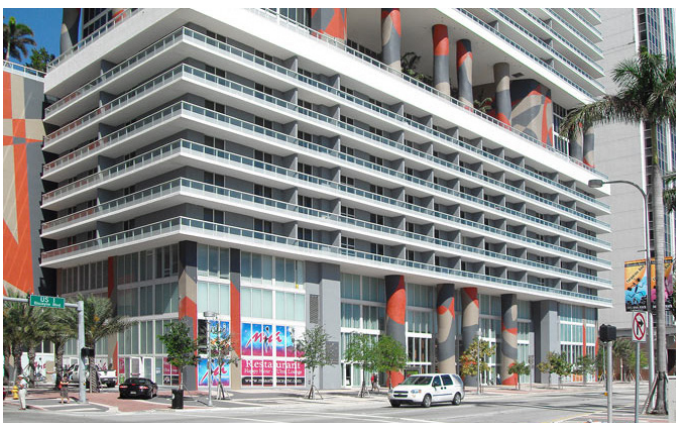
An comprehensive description of the context, development and preparation, and use of the Miami 21 code and its associated documents is provided at <http://www.miami21.org/>

The Final Draft Code (dd April 2008) may be viewed/downloaded at [http://www.miami21.org/final\\_draft\\_code\\_april2008.asp](http://www.miami21.org/final_draft_code_april2008.asp)

As stated on the City's website, the Miami 21 Code has evolved as the City's neighborhoods and the needs of its constituents have changed. These changes are reflected in amendments which are formal changes or additions made to the Miami 21 Code. The document at this link - [http://www.miami21.org/PDFs/Amendment\\_List/M21\\_Amendments\\_List\\_Aug\\_2016.pdf](http://www.miami21.org/PDFs/Amendment_List/M21_Amendments_List_Aug_2016.pdf) - provides a summary of amendments to the Miami 21 Code since its original adoption.



*Miami 21 opened doors to mixed-use development, achieved by basing zoning less on land use and more on the physical form. Infilling these once underused properties has increased the value of these communities. The previous code left scars of hostile environments for pedestrians and non-motorized vehicles, as it catered to the car-dependent culture. Miami 21 is human-scaled development. Recent construction across the city hugs the sidewalk, conceals parking, and fosters livability for each neighborhood by providing everyday conveniences within easier reach.*



*New development along Miami's Biscayne Boulevard complies with Miami 21's regulations prescribing mixed uses on this important corridor, with commercial uses required on the ground floor and residential uses permitted above podium. Miami 21 molds the recent development boom into the correct areas: transportation corridors, MetroRail stations, neighborhood centers, and urban cores, while providing the necessary transition in form to adjacent lower density areas.*

## G. SAMPLE CODE DOCUMENTS

The Final Code for Miami 21 (dd May 2017) may be viewed/downloaded at <http://www.miami21.org/finalcode.asp>

Last but not least, the Miami 21 Zoning Atlas may be viewed/accessed at <http://maps.miamigov.com/miamizoning/>

### PERDIDO KEY MASTER PLAN AND CODE

The Perdido Key Master Plan serves as the Vision Plan; it may be viewed/downloaded at [https://myescambia.com/docs/default-source/perdido-key/perdido-key-master-plan-design37cefbe15a36cfab4b5ff000ad5567.pdf?sfvrsn=dd6d9772\\_2](https://myescambia.com/docs/default-source/perdido-key/perdido-key-master-plan-design37cefbe15a36cfab4b5ff000ad5567.pdf?sfvrsn=dd6d9772_2)

During DPZ's initial engagement by Escambia County in 2012 - 2013, DPZ prepared a Draft Perdido Key (Form Based) Code, which may be viewed/downloaded at <https://file.dpz.com/download/a47600>

During DPZ's second/follow-up engagement by the County, the Form-Based Code was supplanted by a hybrid code; DPZ was charged with reviewing the County's Land Development Code (LDC), and with adding form standards to the same. The Perdido Key Overlay District under this modified LDC, along with other associated documents may be viewed/downloaded at <https://myescambia.com/docs/default-source/sharepoint-developmental-services/land-development-code.pdf?#page=155>, <https://myescambia.com/docs/default-source/sharepoint-developmental-services/land-development-code.pdf?#page=168>, and [https://myescambia.com/docs/default-source/perdido-key/perdido-key-master-plan-towncenter-overlay-map4dcefbe15a36cfab4b5ff000ad5567.pdf?sfvrsn=a76d9772\\_2&mapName=General&mapType=pkmpTowncenter](https://myescambia.com/docs/default-source/perdido-key/perdido-key-master-plan-towncenter-overlay-map4dcefbe15a36cfab4b5ff000ad5567.pdf?sfvrsn=a76d9772_2&mapName=General&mapType=pkmpTowncenter)

### REINVENT PHOENIX

The Master Plans for 5 TODs prepared by DPZ serve as the Vision Plans for each; the Final Reports for these may be viewed/downloaded at <https://file.dpz.com/download/db0c44>

The City of Phoenix took the content from these Master Plan Reports and incorporated them into their District Policy Plans, which in turn may be viewed/downloaded at <https://www.phoenix.gov/pdd/topics/reinvent-phx>

DPZ's form-based Walkable Urban (WU) Code for all TOD Districts (Final Draft) may be viewed/downloaded at <https://file.dpz.com/download/987e89>

The City of Phoenix made some graphic modifications to DPZ's document and issued it as the Final WU Code; the content remains essentially the same. This Final WU Code may be viewed/downloaded at <http://www.codepublishing.com/AZ/Phoenix/?PhoenixZ13/PhoenixZ13.html>

### DOWNTOWN MOBILE PLAN AND FORM-BASED CODE

The Downtown Mobile Plan serves as the Vision Plan; the Final Report may be viewed/downloaded at <https://www.dropbox.com/s/jmljryhw3zn9aau/MOBILE%20Final%20Report%209913.pdf?dl=0>

DPZ's Form-Based Code for Downtown Mobile, adopted as is, may be viewed/downloaded at [https://www.cityofmobile.org/announcement\\_files/ddd\\_document\\_\\_in\\_entirityb.pdf](https://www.cityofmobile.org/announcement_files/ddd_document__in_entirityb.pdf)

Date: August 8, 2017

CITY OF PENSACOLA, FLORIDA  
 ADDENDUM #1  
 TO THE REQUEST FOR QUALIFICATIONS

**URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
 COMMUNITY REDEVELOPMENT AREA OVERLAY**


RFQ NO: 17-043

The following items take precedence over the documents for the above named item. All other terms and conditions shall remain the same.

**A SIGNED COPY OF THIS ADDENDUM MUST BE RETURNED WITH YOUR  
 SUBMITTAL AS ACKNOWLEDGEMENT.**

Company: DPZ Partners, LLC dba DPZ CoDESIGN Date: August 23, 2017

Authorized Representative: Senen M. A. Antonio Title: Partner  
 Printed Name

Signature: 

**Questions and Answers**

- Q. We assume that the urban design and code amendment services in part would be performed in consideration of economic trends and foreseen city growth/growth in the three CRAs. In this regard, we acknowledge the prior studies undertaken by the City, including the CRA Plans, the reports for which are provided at <http://cityofpensacola.com/532/Planning-Documents>. This being said, does the City envision the chosen planning/urban design consultant to undertake the preparation of (updated) economic/market assessments for the three CRAs (especially given that the CRA plans are 7 years old and older)? Or should the chosen consultant assume the economic data, projections, and recommendations in the CRA Plans remain valid?
- A. The consultant should assume the economic data and plan recommendations remain valid.
- Q. Do the boundaries and acreages for the three CRAs remain as shown in the prior CRA Plan documents?
- A. Yes.
- Q. Does the City have other technical expertise (e.g. transportation/traffic engineer, civil engineer, landscape designer, legal expert/land use attorney, etc.) – either in-house or a third-

## APPENDIX - RFQ ADDENDUM

party retained separately by the City – that would be made available to the chosen planning/urban design consultant? If not, are RFQ respondents expected to have these areas of expertise on their respective teams?

- A. The City has some in-house transportation/traffic engineer, civil engineer, and legal expertise. However, consultant should have some of this expertise available.
- Q. What other resources are to be made available by the City to the selected Consultant (e.g. City staff [skillsets and man-hours]; meeting space/s and equipment; etc.?)
- A. City staff is available to provide district and neighborhood historic information, planning & zoning data, other regulatory information, community input assistance, and public meeting space. The City has laptops and monitors/ display for Power Point presentations.
- Q. The RFQ states on page 4 that only one round of revisions to the CRA overlay district codes is required/anticipated (i.e. from the draft set under Phase II to the final product under Phase III); grateful for your confirmation that only one round of revisions is required.
- A. The goal of this process is to gather sufficient input and response to the draft to allow for a single round of revisions.
- Q. The RFQ states on page 4 that under Phase II, the consultant shall present the draft to the City Council, Community Redevelopment Agency, and Planning Board in an open Public Forum. Would that be a single, coordinated public forum where all three aforementioned entities would be present? Or would are individual presentations (i.e. one per City entity) be required? Are there other presentations required apart from this described in the RFQ?
- A. These boards meet separately, although an effort will be made to coordinate special meetings within the time frame of a single visit by the consultant.
- Q. Would the City be amenable to undertaking the preparation of the CRA overlay district codification in part using a Charrette approach?
- A. Yes.
- Q. Are hardcopies of deliverables/work products required, and if so, how many copies of each would be required?
- A. Yes. Eight copies.
- Q. Has the City set a fee/budget for this urban design/coding effort, and if so what is this figure?
- A. The total anticipated budget is \$155,000, including travel and expenses. A \$40,000 Florida DEO Community Planning Technical Assistance Grant award is anticipated by September 1, 2017, but will not increase this budget.
- Q. We note the 30-page RFQ submission limit, along with the specified Sections A-G. Would blank pages, i.e. empty/non-content odd numbered pages at the end of a section be counted towards the 30-page limit?
- A. No.
- Q. We assume that the S/M/D/WBE Participation Form is to be included in Section B of the submission and that it does not count towards the 30-page limit; grateful for your timely

confirmation on this matter. Are respondents required to include the pertinent S/M/D/W/VBE certificates, and would those count towards the 30-page limit? Grateful, too, for your timely confirmation on this matter.

A. The S/M/D/WBE Participation Form is to be included in Section B of the submission, and does not count toward the 30 page limit. Pertinent S/M/D/W/VBE certificates are required, if applicable, and do not count toward the 30 page limit.

Q. Section G, Sample Code Document/s: As the sample documents can comprise several dozens, if not hundreds of pages, may respondents provide in the hardcopy version of the submission a set of hotlinks from which the sample codes might be viewed/downloaded and/or provide the sample documents in the softcopy version of the submission?

A. Yes.

Q. Into which section should respondents provide those forms on pages 14, 15, 17, and 18 of the RFQ?

A. These documents are not included in the 30 page limit and should be attached to the back of the submission.

Q. Does the City have a list of preferred VBEs?

A. The City does not have a preferred list. Under City Ordinance, to be eligible for VBE points, the firm must be registered with the State of Florida as a Veteran Business Enterprise and must have an office located in Escambia or Santa Rosa County, Florida.



**APPENDIX - RFQ EVALUATION SHEET**

**EVALUATION SHEET  
 URBAN DESIGN AND CODE AMENDMENT SERVICES FOR  
 COMMUNITY REDEVELOPMENT AREA OVERLAY  
 RFQ NO. 17-043  
 WRITTEN SUBMITTAL**

Name of Firm(s): DPZ Partners, LLC dba DPZ CoDESIGN

Reviewer: \_\_\_\_\_

	<u>Possible Points</u>	<u>Awarded Points</u>
<b>Experience and ability of the firm:</b>	<b>40</b>	_____
1. Qualifications of principals		
2. Overall staff resources		
3. Capability of proposed office		
4. Experience of firm on projects of similar size and scope		
<b>Experience and qualifications of proposed staff:</b>	<b>40</b>	_____
1. Background and experience in stated discipline		
2. Experience of proposed personnel on similar projects		
<b>Ability to meet City schedule:</b>	<b>15</b>	_____
1. Ability to meet or exceed scope of service production timeline		
2. Current workload of firm and of personnel assigned to work with or consult with the CRA		
<b>MBE/SBE/DBE Participation</b>	<b>3</b>	_____
<b>Veteran Owned Business (VBE)</b>	<b>2</b>	_____
	<b>TOTAL POINTS</b>	_____

Comments:

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**DPZ**  
CODESIGN