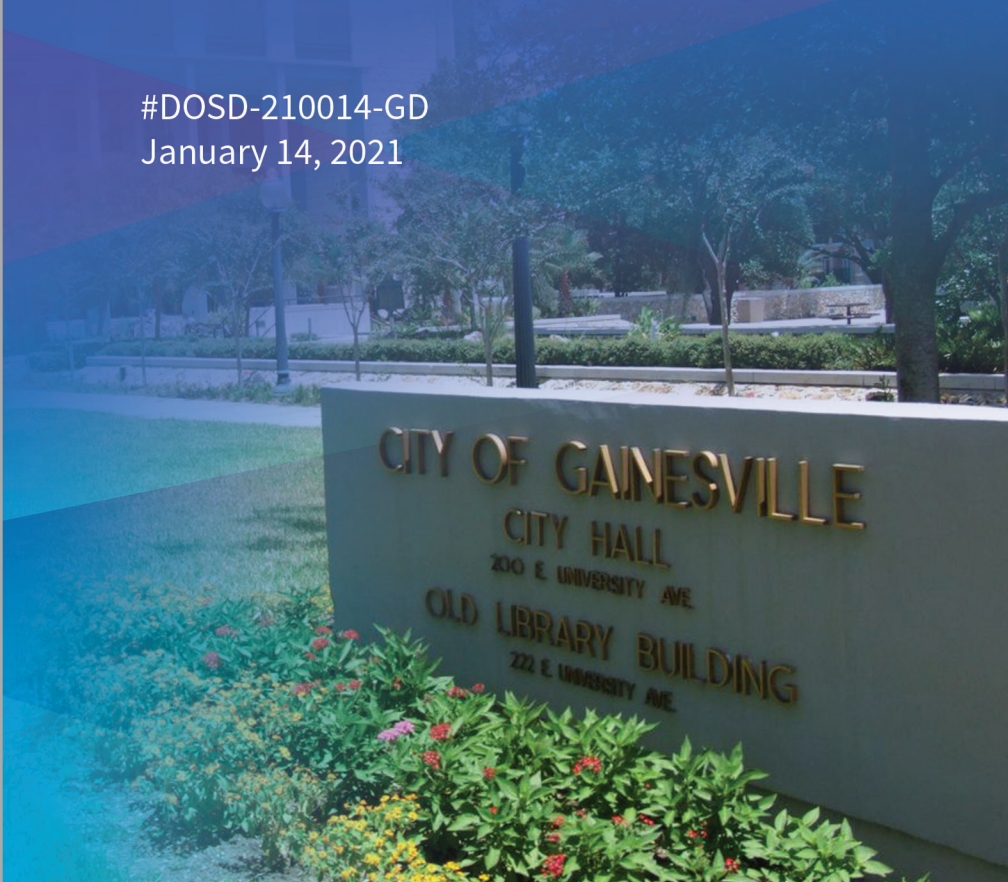


**City of Gainesville**

**Request for Proposal**

**Gainesville, FL,  
Zoning Review &  
Inclusionary Study**

#DOSD-210014-GD  
January 14, 2021



**GREAT INSIGHTS.  
GREATER OUTCOMES.**

# LETTER OF INTEREST

**CITY OF GAINESVILLE  
RFP # DOSD-210014-GD**

Gainesville, FL, Zoning Review  
& Inclusionary Study

**CONSULTANT NAME &  
ADDRESS**

Tindale Oliver  
1000 N. Ashley Drive  
Suite 400  
Tampa, FL 33602

**DESIGNATED CONTACTS**

Steven A. Tindale, P.E., FAICP  
President/Chief Executive  
Officer

Role: *Principal-in-Charge*  
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stindale@tindaleoliver.com

Catherine Hartley, AICP,  
CNU-A  
Director of Community  
Planning

Role: *Project Manager*  
(813) 224-8862  
chartley@tindaleoliver.com

January 14, 2021

Ms. Gayle Dykeman  
City of Gainesville  
Procurement Division  
200 E. University Avenue, Rm 339  
Gainesville, FL 32601

**RE: RFP # DOSD-210014-GD – Gainesville, FL, Zoning Review & Inclusionary Study**

Dear Ms. Dykeman:

Tindale Oliver is pleased to submit this proposal to support the City of Gainesville for the above-referenced project. For over 31 years, we have worked with local governments throughout Florida and nationwide, with projects spanning community planning, public finance, transportation, and transit. Our staff includes certified planners, accredited CNU professionals, economists, and GIS and graphics specialists to help local communities realize more attainable housing options.

**Data-Driven Approach**

Tindale Oliver's approach integrates robust numerical and spatial data analysis. Each community planning project begins with a community profile of demographic, land use, development, and economic trends to frame the community based on its development history, context within the broader metropolitan area, and comparison to peers.

Florida Department of Revenue data indicate that there are slightly over 32,000 multi-family units in Gainesville (including condominiums) and slightly less than 27,000 single-family units. Permitting data from the U.S. Census Bureau reflects the accelerated shift over the past few decades towards permitting of multi-family residential—between 1990 and 2004, an annual average of 172 single-family and 199 multi-family residential units were permitted; between 2005 and 2019, the annual average of single-family units permitted decreased to 86, and the average annual permits for multi-family increased dramatically, to 440.

This shift has implications for the age of structures. New building or major renovation of single-family residential units peaked in the 1970s, and multi-family units peaked in the 2000s. As a result, sizable portions of single-family units are older and may be at a point where they might benefit from renovation or redevelopment.

In addition to housing current residents, the City will also need to consider housing for future residents. Based on data from the University of Florida's Bureau of Economic and Business Research (BEBR) data, the city's population grew at less than 1% per year, on average, between 2010 and 2019, a relatively manageable growth rate. Approximately 15% of city acreage is vacant, an indication that it could accommodate new development, yet over half of this land is currently **designated for government uses**.

Our prior projects included in this proposal highlight more detailed analysis that may inform efforts to provide more attainable housing options. Tindale Oliver analyzed wage/salary information, housing stock characteristics, and locational factors for targeting workforce housing strategies in the Housing Master Plan prepared for the City of Doral. For the Broward Metropolitan Planning Organization, we employed an Environmental Justice index that can

be applied for the City of Gainesville to understand where there may be communities facing disproportionate barriers to accessing adequate housing and outsized impacts from a lack of attainable options.

Tindale Oliver's experience also includes detailed calculations to generate in-lieu fee options for the City of Hallandale Beach and the City of Tamarac. Our Public Finance team has also completed more than 350 impact fee studies, several of which have reviewed options for incorporating fee-based incentives and other strategies to promote affordable housing.

### **In-Depth Knowledge on Best Practices & Implementation**

Tindale Oliver also relies on a breadth of case study research to inform our approach. We have reviewed the practices of over 35 cities and counties in Florida, in addition to other practices in local communities around the nation, to understand which strategies are commonly used and which have been relatively effective in promoting affordable housing. The practices encompass regulatory measures and incentives to diversify housing options, development process incentive strategies (e.g., expedited permitting and administrative approval), regulatory mandates, and support via local funding sources and other resource support (e.g., selling surplus land below market value). We have completed additional in-depth reviews of regulations, administrative practices, and outcomes for six inclusionary zoning programs, three linkage fee programs, and seven affordable housing trust funds supported by local revenue sources.


Our general expertise in Comprehensive Planning and Land Development Codes, including form-based codes, is also rooted in best practices cases and first-hand experience implementing these policies and regulations in local government. Steve Tindale spent 20 years of his career working for the City of Tampa. Our Director of Community Planning and project manager for this project, Catherine Hartley, spent 14 of her 17 years of experience working in local government, with 4 years at the City of Bradenton administering a form-based code and affordable housing programs. She has managed and contributed to two Land Development Code updates and numerous comprehensive plan amendments, including evaluation and appraisal reports (EAR) and EAR-based amendments. Last February, the Florida Planning and Zoning Association recognized her for her “collaborative effort to implement inspired and innovative planning solutions and creative strategies to provide quality affordable housing” for The Addison, a mixed-use, Low Income Tax Credit affordable housing project in Bradenton. In November, she was a featured speaker at the “Homes for Pinellas” Virtual Summit, sponsored by Pinellas County and Forward Pinellas, where she discussed local government innovations for providing affordable housing.

Tindale Oliver also keeps up to date with State legislation that impacts affordable housing policies and practice at the local level, including HB 7103 (approved 2019) and HB 1339 (approved 2020).

### **Our Commitment**

We will work collaboratively with the City staff and policy leaders to guide exploration and selection of the most effective solutions to achieve more attainable housing options based on the City's needs, strong data analysis, and vetted practices. We look forward to the opportunity to serve the Gainesville community in the pursuit of more equitable housing opportunities and outcomes.

Sincerely,



Steven A. Tindale, P.E., FAICP  
Principal-in-Charge



Catherine Hartley, AICP, CNU-A  
Project Manager



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TECHNICAL  
PROPOSAL

B



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# TECHNICAL PROPOSAL

t a b **B**

## Introduction

Communities have much to gain from providing a wider range of attainable housing options, including a variety of housing types, sizes, and price points that meet the needs of households with varying incomes and lifestyles. Aside from quality-of-life, health, and well-being improvements for households that benefit directly from housing that fits their needs and budget, there are collective benefits for the whole community. Communities are tackling the affordability problem to promote cohesion and social bonds, looking at ways to allow people to live closer to their jobs, not having to move around as frequently due to costs or limited options, and age in place to foster multi-generational communities. They are also pursuing economic and civic benefits by providing affordable housing to attract and retain a diversity of people who work in local government, schools, hospitals, businesses, and services. To accomplish these housing goals, many counties and municipalities in Florida are rethinking their role among the network of agencies, organizations, and individuals that promote more housing options, looking beyond the traditional federal and State aid tied to formal affordable housing programs. They are evaluating and implementing local regulations, incentives, funding sources, and other tools to increase housing options in their communities.

A lack of quality, affordable housing choices is a widespread problem that many communities face, but they may experience it in different ways and to different degrees. A look at the rental market provides an example of the need for better options. According to a 2019 report from the Shimberg Center for Housing Studies, the number of renter households in Florida increased from approximately 1.8 million to approximately 2.6 million between 2000 and 2017; as a result, the state's homeownership rate fell from 70% to 65%. The report indicates that the increase in renter households was accompanied by an increase in the number of cost-burdened renters, defined in this case as those paying more than 30% of household income on rent and utilities. There were nearly half a million additional cost-burdened renter households in 2019 compared to 2000, and most made at or below 60% of the Area Median Income. There are additional considerations for specific demographic groups, some of which have needs particularly not well-served by the current housing system; the report includes findings related to age, individuals with special needs, family/individual households, and occupation, among others, as well as additional factors such as racial disparities in homeownership rates.

There is a legitimate public purpose in providing for affordable housing. Several studies have shown that housing stability affects children's health, education, and future income outcomes (*Housing Matters*, The Urban Institute). Housing for all income levels located in proximity to jobs reduces travel times and transportation costs, which, in turn, reduces stress at home, increases quality time with family, and allows a family to spend its income on other needs such as healthcare, food, and clothing.





Gainesville is not immune to the need for affordable housing—for all income levels, not just moderate- or low-income households. Estimates for 2020 from the Shimberg Center indicate that over 11,000 households are spending more than 50% of their incomes on housing costs, and over 25,000 households spend 30–50% of their income on housing. This means that more than half of the city’s households are considered cost-burdened or severely cost-burdened.

Communities whose urban form is auto-centric place even more of a burden on households. According to the Center for Neighborhood Technology, the average household in the city spends more than \$10,000 per year on transportation costs, and more than 50% of household income is spent on housing and transportation costs combined. This significantly limits a household’s ability to pay for basic needs such as health care, food, clothing, and child care. Additionally, it impacts disposable income that could be spent on entertainment and retail items that are not necessarily needs, impacting the local economy. These households are also less likely to put money away for emergencies.

## Project Understanding

The City of Gainesville is embarking on a courageous project to evaluate its regulations for exclusionary housing practices. Many communities will explore inclusionary zoning options without determining if their codes limit housing options and increase costs needlessly. Further, this project explores the local housing market to determine the cost and availability of housing, including construction costs, the number and types of new residential development sale and rent prices, absorption rates, and geographic distribution of new and existing units. With that information, the feasibility of adopting an inclusionary zoning ordinance and what incentives the City must offer in the wake of HB 7103 will be explored. Finally, policy briefs will be provided that inform City staff and elected officials about the best practices and innovative policies, tools, and strategies that communities employ to facilitate the construction of affordable housing, increase diverse housing choices, reduce homelessness, and address environmental justice.

## Approach

### Exclusionary Zoning Review

Tindale Oliver will first review the City’s comprehensive plan to determine its support of affordable housing. If elements of exclusionary regulations or lack of support for housing diversity exist, such as a lack of policy allowing accessory dwelling units, we will recommend edits to those policies or draft new policies that support housing diversity and affordability. We will conduct a thorough review of the City’s

Comprehensive Plan, Land Development Code, and technical manuals to determine what regulations and practices are, in effect, exclusionary. Many exclusionary standards are embedded in:

- > Buffering standards
- > Minimum unit sizes beyond that required by Florida Building Code
- > Minimum lot sizes
- > Limits to missing middle housing
- > Subdivision and street standards (block sizes, connectivity, street design)
- > Process (administrative approvals vs. public hearings)
- > Compatibility standards
- > Parking standards
- > Density
- > Single-use zoning
- > Accessory dwelling unit regulations
- > Gated communities/private streets

Many exclusionary zoning practices, including race and class segregation, can be traced to FHA requirements dating back to the 1930s. The 1939 *FHA Mortgage Underwriting Manual* recommended restrictions such as only one home per lot, a 10-ft separation between homes, separation of single-family from multi-family and commercial uses, and natural or artificial barriers (landscaping and buffering) that protect neighborhoods from “the infiltration of business and industrial uses, lower-class occupancy, and inharmonious racial groups.” FHA underwriters also favored loans for lots that were at least 50 ft wide—twice as wide as a standard urban lot at the time—and 30–40% maximum lot coverage. Most FHA-backed mortgages were written for densities of only 3–4 units per acre, and mortgages for individually-owned apartments (condominiums) were not backed by the FHA until the 1960s (and still today, most condominiums are not backed by FHA).

### Market Study

The purpose of the market study is to assess current market data and conditions to determine changes in existing and future housing demand and its impact on prices and affordability. The housing demand and supply assessment will examine the existing and future housing needs of the city’s population and analyze the affordability gap based on household incomes and housing values. The study will also assess the existing housing inventory, including changes in occupancy status, age of structures, vacancies, development trends, sales and rental prices, and absorption rates. We will also estimate the buildout under existing regulations and trends determine if there is enough density to support projected growth. Specifically, the study will include the following:

- > Definition and measurement of affordable housing for Gainesville – city profile
- > Housing supply analysis – inventory by type, single/multifamily, own/rent
- > Development trends – permits over time by type and spatially distributed; identification and mapping of both market rate and affordable projects, both existing and entitled/permitted.
- > Housing demand analysis – labor market and economic base, employment and housing demand, household composition and income, housing affordability and cost burden, identification of gaps
- > Future housing demand – population and employment projections
- > Vacant land analysis and buildout scenario – determination if city can accommodate future growth with existing densities and intensities, based on Future Land Use, Zoning, and previous development trends (if projects were built to maximums allowed by land use regulations)
- > Conclusions – shifts in housing supply and demand, trends in affordability gaps, worker resident impacts, housing and transportation costs

### Inclusionary Zoning Policy

Inclusionary Zoning (IZ) is a local land use planning tool that requires a housing developer under certain circumstances to include a percentage or specified number of affordable housing units within a market rate development. IZ ordinances sometimes allow an alternative of contributing to a housing fund or development of off-site units in lieu of producing the affordable units on-site. However, HB 7103 changed the landscape of IZ in Florida; the law now requires local governments to provide incentives to “fully offset all costs” to the developer as a result of the affordable housing requirement.

Some basic steps can be taken to implement an IZ ordinance in compliance with the law. The first is to estimate the costs that a developer would incur from providing the affordable units. Costs to determine are:

- > Construction costs – materials, labor, overhead
- > Soft costs – architectural, surveying, and engineering services, planning approvals, permits fees, impact fees, legal and insurance fees, environmental review, etc.
- > Land Costs – per acre, total cost, per unit cost
- > Parking costs required spaces x cost per space
- > Other costs – amenities, required open space/recreation, required landscaping, etc.

The second step is to determine how much the government will have to offset. This is determined by calculating the

expected revenue the developer will generate per unit. Revenues for the affordable units is determined by the number of bedrooms and maximum rent or sale rates (determined by HUD) per household size and income. It will also depend on whether or not the local government requires the developer to meet 30%, 50%, 80%, or 120% of the area median income or a combination thereof. Once the revenue is determined, the local government will know how much it will have to offset.

#### **Expense to build affordable unit – Revenue from sale/rental of unit = Cost to offset**

Next, the incentives that can be used to offset the cost differential must be determined. These can include density and intensity bonuses, waiving fees and abating taxes, lowering parking standards, allowing flexible site design in order to accommodate more units, or land value capture from increasing entitlements.

Once the City determines the costs of the units and the incentives it is willing to offer, the value of the incentives must be determined. This value is linked to and determined by the local housing market conditions, such as the cost of land.

Last, the local government must determine if it wants to be mandatory or voluntary.

Once these steps are completed, the City can write the legislation to adopt the program.

### Policy Briefs

Tindale Oliver will prepare policy briefs for City staff and elected officials that contain innovative affordable housing tools from around the U.S. These tools include policy changes, financing mechanisms, programs, and partnerships with groups such as non-profits and faith-based organizations. The policy briefs will contain specific amendments to the City’s Comprehensive Plan, land development regulations, subdivision standards, and technical manuals that will reduce exclusionary policies and regulations and increase housing choice, availability, accessibility, and affordability.

Building on our research of Florida practices, the brief will include nationwide best practices that implement affordable housing, promote housing stability, reduce homelessness, and combat racial disparities and segregation.

## Workload & Availability

Tindale Oliver Team members have availability to dedicate the necessary time to complete this project. Tindale Oliver’s Project Manager has recently completed several projects and others are in the final stages. The following table illustrates the percentage of time each team member has available for this project. Given the availability of this level of staffing, and based on a review of our current work load and upcoming potential work, we feel comfortable that we can meet most desired time frames while still providing a high quality product. The table below illustrates the availability of the staff assembled for this project.

**Tindale Oliver Team Availability**

Team Member	Project Role	% Time Available
Catherine Hartley	Project Manager	50%
Steve Tindale	Principal-In-Charge	45%
Nilgun Kamp	Senior Advisor	35%
Ali Ankudowich	Task Leader	45%
Patrick Dougherty	Data and Analysis/GIS	35%
Elizabeth Schuck	Environmental Justice	25%
Robert Layton	Public Finance Planner	35%
Alex Law	Policy Research	15%

## Willingness to Meet Time & Budget Requirements

Since 1989, Tindale Oliver has demonstrated our ability to complete projects on time and within budget, rarely requiring change orders. Successful completion of lump-sum task orders for our clients is built on a solid understanding of the task order process we use as part of our Quality Assurance/Quality Control process.

## Project Schedule

Our proposed project timeline is provided in the following page. Upon receipt of the contract and final scope negotiations, this schedule will be reviewed with the Project Team at the kickoff meeting and, if needed, modified to better accommodate the City’s needs. With dedicated project staff, the Tindale Oliver Team has the necessary resources to meet the desired time frame and provide a high-quality product.



### Tindale Oliver Team Proposed Project Timeline

Task Description	2021												2022		
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
1 Project Management/ Coordination															
2 Data Collection & Review															
3 Review Comp Plan and Code															
4 Market Study															
5 IZ Policy Development															
6 Policy Briefs															
7 Public Outreach															
8 Public Workshops/Hearings															

- Task Duration
- Briefs and Reports
- Workshops/Presentations
- Kick-off Meeting/PMP
- Developer Interviews
- Final IZ Policy
- Coordination Calls/Meetings
- Outreach Activities

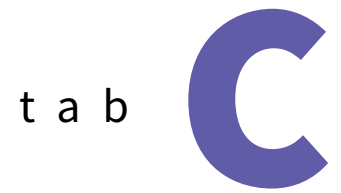
# PRICE PROPOSAL

# C



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# PRICE PROPOSAL



## Price Proposal

The professional fees and expenses associated with the Gainesville, FL, Zoning Review & Inclusionary Study contract are estimated at \$198,571. This is a lump sum budget all-inclusive of travel, administrative costs, and other expenses.

The required Price Proposal Form is on the next page, followed by a breakdown of our proposed project budget. Tindale Oliver will be happy to respond to any questions from City staff to clarify our proposed cost and/or provide additional information as necessary.





### PART 3 – PRICE PROPOSAL

---

**Proposer Company Name:** Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Proposers are required to submit three (3) components in the pricing proposal:

- 1) Lump Sum price for the entire project – all-inclusive of travel, administrative costs and other expenses.
- 2) Provide a breakdown of the lump sum by task.
- 3) Detail hourly rate of each of the positions within Proposer’s company that will be participating in the development of the work product.
- 4) Price will be evaluated at 10% of the total evaluation points awarded.
- 5) **NOTE:** The City of Gainesville will approve coach air travel only. The City will pay only for the cost of administrative fees, i.e. copies, long distance phone calls, etc. Evidence of these expenditures will be submitted when invoicing the City.

Submitted by:

William L. Ball, AICP  
Name (printed)

DocuSigned by:  
*William L. Ball*  
9961A8FB42FD462...  
\_\_\_\_\_  
Signature

January 12, 2021  
Date

Chief Operating Officer  
Title

**City of Gainesville  
 Gainesville, FL, Zoning Review & Inclusionary Study  
 Tindale Oliver Proposed Project Budget**

Tasks	Principal In Charge	Project Manager/ Policy Development	Senior Associate - Fees and Public Finance	Task Manager - Market Data	Task Manager - Environmental Justice	Senior Planner/ Task Manager	GIS/ Graphics/ Data Analysis	Cost
	306.207	190.377	297.429	137.412	236.94	106.491	106.491	
<b>TASK 1: Contract Administration</b>	0	40	0	0	0	10	0	\$ 8,680
<b>TASK 2: Land Development Code and Comprehensive Plan Review</b>	6	88	0	0	24	56	0	\$ 30,240
<b>TASK 3: Market Study</b>	16	40	8	60	0	80	160	\$ 48,696
<b>TASK 4: IZ Policy Development and Public Involvement</b>	60	40	60	16	0	120	16	\$ 60,515
<b>TASK 5: Policy Briefs</b>	16	120	12	0	16	120	24	\$ 50,439
<b>Total Fees</b>	<b>\$30,008</b>	<b>\$62,444</b>	<b>\$23,794</b>	<b>\$10,443</b>	<b>\$9,478</b>	<b>\$41,106</b>	<b>\$21,298</b>	<b>\$198,571</b>

# QUALIFICATIONS

# D





# QUALIFICATIONS

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## Firm Overview

Since 1989, Tindale Oliver has provided industry-leading multimodal transportation, transit, public finance, and community planning & design solutions to public sector clients throughout the U.S. By combining creativity and insight with technical expertise and national and regional knowledge, the firm delivers quality, innovative planning and engineering services that have led to a national reputation for exceptional client service and insightful, actionable solutions to issues that government officials face in planning, designing, financing, and implementing projects and policies. Headquartered in Tampa, Florida, its 75+ staff include professional engineers, certified planners, certified ADA accessibility inspectors, economists, GIS analysts, and LEED and CNU certified professionals who provide solutions in four primary solution areas:

- > Community Planning
- > Public Finance
- > Multimodal Transportation
- > Transit

The principals of Tindale Oliver and our Director of Community Planning, who will serve as Project Manager for this contract, have invested more than 70 years of their professional careers working for city, county, and state agencies. This experience affords them a real-life understanding of issues government officials face in planning as well as administration and implementation of plans, programs, and improvements. Our work is directed specifically to the role of local governments in supporting overall community activities while understanding how to set terms and incentives that garner support from the private sector.

Tindale Oliver's Community Planning Team develops frameworks to transform the social and built environment by bringing together the many stakeholders (residents, business owners, employees, elected officials, government staff, and others) that participate in the daily activity of the places where we work, live, and enjoy ourselves. This team understands the great diversity of places, organizations, and institutions that make up our communities and calibrates its approaches and services based on local conditions. Our community planning experience includes the following planning types:

- > Comprehensive Planning
- > Land Development Code Updates and Form-Based Codes
- > Affordable Housing Planning
- > Corridor Studies
- > Development Feasibility Studies
- > Schools Planning
- > Parks, Greenways, and Trails Planning



- > Land Management and Land Use Planning
- > Redevelopment and Adaptive Reuse Planning
- > Special and Small Area Plans

Local communities have sought to ensure attainable housing options for a variety of reasons, including support of economic development and promotion of community cohesion so community members can live near where they work, age in place, and not have to move frequently due to cost constraints. We have reviewed practices of over 35 local Florida cities and counties related to affordable housing and other practices in local communities nationwide. Although these cases illustrate a number of approaches for increasing attainable housing options, the true issue is creating a program that will generate the units and funding to provide housing that will have a significant impact to address the Gainesville community’s needs. The following are specific activities that will support efforts to identify a successful approach, based on the expertise of our Community Planning group and additional expertise from our Public Finance, Transportation, and Transit teams:

- > *Economic and demographic analysis* – Tindale Oliver maintains a database of demographic and economic characteristics of Florida’s 67 counties and historical trends spanning four decades, current rank of each county in terms of several variables, and the variation in this rank over time. Variables in the database include population, growth rates, tax base distribution, permitting levels, employment, wages, income, and taxable revenue per capita, among others. This database and information enable Tindale Oliver to provide a perspective on counties and municipalities about their historical, current, and projected future conditions to make informed policy decisions. The data also illustrate unique relationships between variables over time, such as how single-family and multi-family building compares and the relationship between square footage built and taxable value over time. Additionally, we have employed a spatial analysis index to identify Environmental Justice communities based on American Community Survey data, which can help in understanding where there may be communities facing disproportionate barriers to accessing adequate housing and outsized impacts from a lack of attainable housing options.
- > *Affordable Housing Planning* – We have completed housing plans for Florida communities, including a Housing Master Plan for Doral with a focus on workforce housing and in-lieu fee studies for Hallandale Beach, Tamarac, and Hollywood (ongoing). We contextualized this work by looking at national, statewide, and local trends and conditions. We tailor our analysis to the local community context in terms of current housing burden and needs as well as potential housing needs of future

residents based on estimated population growth. We also analyze housing stock characteristics affecting supply (e.g., type, price point, availability).

In addition to analyzing information on current housing needs and conditions, we have collected information on the effectiveness of strategies for supplying attainable housing, based on the review of practices in over 35 cities and counties in Florida in addition to other practices in local communities nationwide, that can be further tailored to a certain local context. This review included in-depth study of regulations, administrative policies, and outcomes in local Florida communities related to inclusionary zoning programs, linkage fee programs, and a selection of funding programs with locally sourced revenues administered through housing trust funds. Inclusionary zoning programs reviewed include those for Miami-Dade County, Palm Beach County, Monroe County, the Town of Jupiter, the Village of Islamorada, and the City of Key West.

Through our in-lieu fee work, we also became particularly familiar with Broward’s countywide approach to identify and address local affordable housing needs via its BrowardNext Land Use Plan and Administrative Rules. Additionally, we have analyzed locational factors that can help target strategies to certain locations (e.g., vacant sites for new development, likely redevelopment areas based on structural age and value, sites where necessary future land use and zoning designations are in place, proximity to employment, transit, and other amenities, etc.)

Tindale Oliver also keeps up-to-date on State legislation that impacts housing policies at the local level. Two recent examples include HB 7103 (approved 2019) and HB 1339 (approved 2020); this legislation required incentives to offset costs to developers for affordable housing contributions related to inclusionary zoning and linkage fees (the latter in the case of residential or mixed-use residential developments). Counties, municipalities, and special districts were also allowed to waive impact fees for affordable housing without having to offset revenue losses with other funds. Also, allowances were made for counties and municipalities to approve affordable housing on any parcel zoned for residential, commercial, or industrial use.

- > *Comprehensive Planning and Land Development Code Amendments* – Through our experience in Comprehensive Planning and Land Development Code updates (see example of our work in Pinellas Park in Related Projects section), we have reviewed policy approaches from various contexts to understand a range of solutions to meet community needs. This includes the experience of Tindale Oliver’s Director of Community Planning in

applying a form-based code in the urban setting of Bradenton. Form-based code is one approach to promote a range of housing types, including the “missing middle” multi-family housing of approximately 2–12 units, near amenities and services in a walkable context. Additionally, we have compiled a preliminary list of small code edits that provide straightforward ways to eliminate barriers to providing more attainable housing options supplementing more comprehensive and long-term tools to address housing. We are familiar with State statutes such as those governing Comprehensive Plan requirements to frame our efforts.

- > *Impact Fee Studies and Fee Schedule Updates* – Our Public Finance team understands a range of local public finance tools, including impact fees based on nexus and proportionality of impacts of new development, assessments based on benefit to those assessed, Municipal Service Taxing Units, and others. Regarding impact fees, we have completed more than 350 studies, from which we gained a thorough understanding of local public service and infrastructure needs and fee impacts on development. In addition to addressing services and infrastructure, several of these studies reviewed options for incorporating fee-based incentives for more attainable housing options such as fee reductions based on technical calculations (e.g., tiered fees for different housing sizes); policy-based fee incentives such as deferrals, reductions, and waivers; and other strategies used with these approaches. This experience with impact fees will be useful in analysis of an alternative option to an inclusionary zoning policy—the linkage fee. Linkage fees must meet legal nexus and proportionality requirements; our work calculating legally-defensible fees based on development impact provides us with detailed insights on this issue.
- > *Mobility and Transit Planning* – Tindale Oliver has worked on Comprehensive Plans and Land Development Codes that address land use and mobility integration through both regulatory and incentive-based programs. This has included mobility plans that define mobility corridors and activity centers that connect people with where they need to be, increase tax revenues, and reduce car travel demand through proper design/density/mix. We have also completed a variety of transit work, including Transit Development Plans. This experience provides us with a basis for coordinating attainable housing options with affordable and effective transit and additional transportation options.

### Tindale Oliver Documents & 508 Expertise

Tindale Oliver has prepared ADA-compliant PDFs for our public sector clients and follows the principles and

associated guidelines in the Web Content Accessibility Guidelines (WCAG) 2.0 Level AA. Our in-house expert has extensive experience in preparing accessible documents for the Federal Transit Administration (FTA) and has prepared accessible documents for numerous clients, ranging from complex technical documents to graphically-intensive executive summaries.

### Virtual Meetings/Events

Tindale Oliver has created, managed, coordinated, and hosted virtual meetings, open houses, presentations, webinars, and public outreach events for our public sector clients. Our in-house experts have experience using Zoom, GoToMeeting, GoToWebinar, Microsoft Teams, and other platforms. We can create custom event registration pages for meetings requiring pre-registration, event recordings, email reminders, polls and surveys, attendee reports, and more to accommodate your specific meeting needs. We also can provide technical training and support to your team prior and during virtual meetings as needed.

Given ongoing restrictions due to COVID-19, Tindale Oliver currently offers multiple virtual meeting options, as noted above, to our clients to ensure that projects remain on schedule. Depending on the scope of the meeting and number of participants, certain platforms perform better than others. We have had much success conducting different types of meetings using these platforms, including staff meetings/presentations, public open houses, advisory/stakeholder committee presentations, and Board/Council presentations/adoption hearings.

### Litigation Statement

Tindale Oliver has no past, pending, or present litigation, arbitration, or dispute relating to the services described herein. In addition, no claims have been made against our errors and omissions insurance carrier for any service rendered, nor for any other purpose.

### Exceptions to the RFP

Tindale Oliver has no exceptions to RFP #DOSD-210014-GD.

### Project Management Team



**Catherine Hartley, AICP, CNU-A**, will serve as Project Manager. She is an award-winning planner with an extensive depth and breadth of experience. For the last 16 years, she has worked for the public and private sectors, focusing her energy on the integration of transportation, land use, and site planning and making traditional, walkable places legal in comprehensive plans



and zoning codes. She has a unique combination of experience with project management, budgeting, emergency management, and planning from policy to zoning and site planning. She has managed and contributed to two Land Development Code updates and numerous comprehensive plan amendments, including Evaluation and Appraisal Reports (EARs) and EAR-based amendments.

Catherine specializes in context-sensitive infill development and missing middle housing. Recently, she was contracted by Pearl Homes, a leader in LEED-certified affordable housing, to consult on three site plans in the Bradenton area, ensuring they meet code, context, and community vision. She recently was selected for a General Planning Services contract with Forward Pinellas, Okaloosa County’s Mobility Plan and Fee contract, and for small business enterprise certified contracts in Pinellas County. The Florida Planning and Zoning Association recognized her for her collaborative effort to implement “inspired and innovative planning solutions and creative strategies to provide quality affordable housing” for The Addison, a mixed-use, Low



Income Tax Credit/affordable housing project in Bradenton, Florida.

**Steve Tindale, P.E., FAICP**, will serve as Principal-in-Charge. For the past 50 years, his primary work activities have involved planning, designing, and managing major studies and public facility projects. His extensive background in city government includes serving as Director of Public Works for the City of Tampa, where he was responsible for all planning engineering projects and the overall administration of the Public Works Department and was involved in reviewing and approving large developments and resolving major annexation issues.

Steve’s extensive municipal experience enables him to provide global guidance and quality control to the engineering and planning projects in which Tindale Oliver specializes for cities, counties, and throughout Florida. Other areas of expertise include comprehensive plans, community development plans, impact fee studies, developing traffic and parking studies, public facilities planning, capital budgeting, municipal finance,

transportation planning and engineering, and project implementation.

### Team Organization Chart, Resumes, & Staff Licenses/Certifications

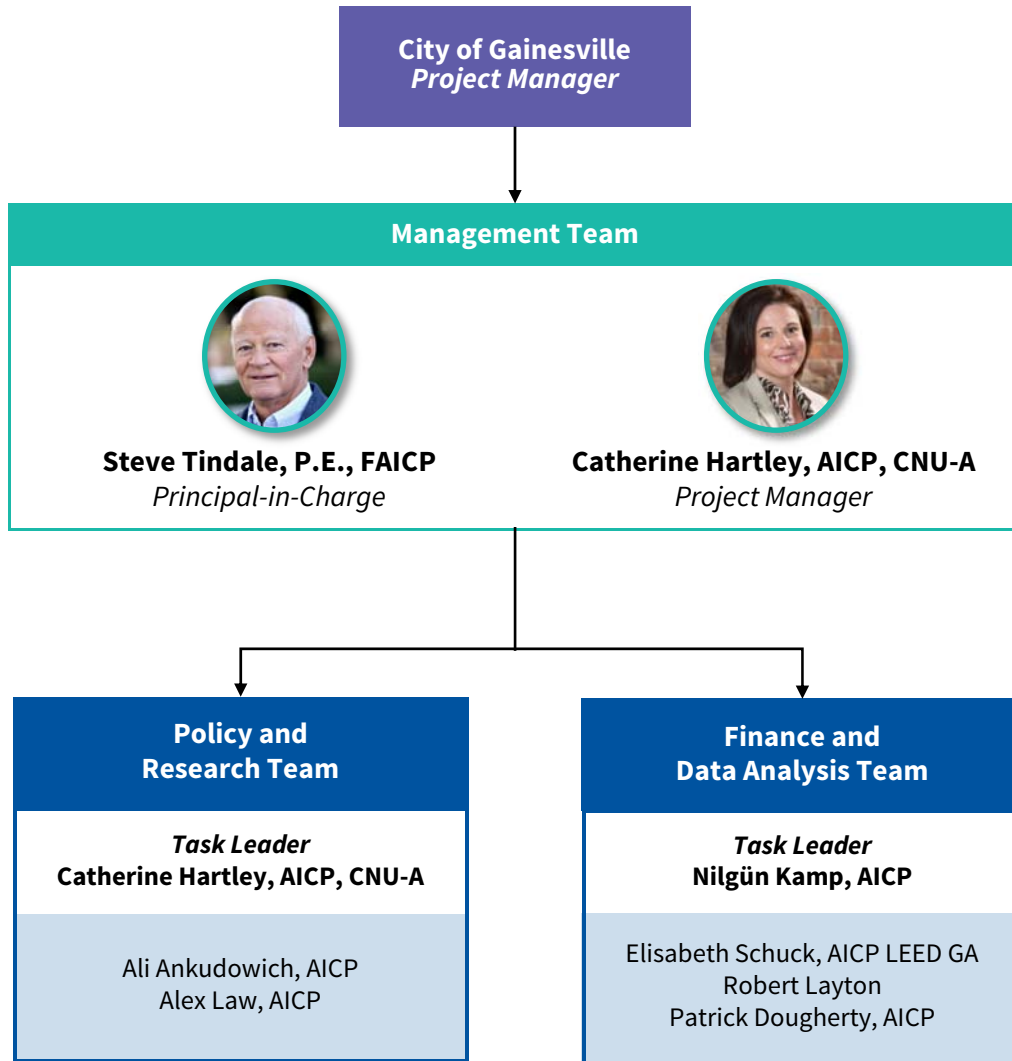
Our team organization chart is on the next page, followed by detailed resumes for the key personnel and support staff proposed for this project. These resumes provide additional information on the education, professional certifications and affiliations, related project experience, and pertinent skill sets for all Tindale Oliver Team key staff. In accordance with the RFP, copies of staff licenses and certifications are included in Tab E.

### References & Relevant Projects

In accordance with the RFP, three references for projects of similar scope, performed within the past three years, are included on Exhibit C—Reference Form located in Tab E of our proposal submittal. Detailed summaries for these projects and additional related projects to further highlight our past performance in terms of work quality, schedule adherence, and cost control begin on page D-22. These projects represent the kind of effort and support that the City of Gainesville can expect from our team.

We recognize that successful execution on similar jobs is best demonstrated through client references of individuals who can attest to our performance, and we encourage you to contact any of these references regarding the quality of our staff and work.

**Gainesville, Florida Zoning Review & Inclusionary Study**  
**Tindale Oliver Team Organization Chart**





### Office Location

Tampa, FL

### Education

- > MS, Planning, Florida State University (2004)
- > BS, Interdisciplinary Social Science, Florida State University (2002)
- > Undergraduate Certificate in Planning Studies, Florida State University (2002)

### Years of Experience

17

### Years with Tindale Oliver

<1

### Certifications

- > AICP #20874
- > Congress of the New Urbanism Accredited Professional
- > FEMA NIMS ICS 100, 200, 300, 400, 700, and 800
- > Form Based Code Institute Certificate

### Professional Affiliations

- > American Planning Association
- > Congress for New Urbanism
- > Better Block Tampa
- > Strong Towns Founders Circle
- > Incremental Development Alliance
- > Board Member, Tampa Bay Chapter, Congress of the New Urbanism and Suncoast Section of Florida Chapter of APA (6 years)

## Catherine M. Hartley, AICP, CNU-A

Director of Community Planning

Role: Project Manager

Catherine is an award-winning planner with an extensive depth and breadth of experience, having worked for the last 17 years for both the public and private sectors, focusing her energy on integrating transportation, land use, and site planning, and making traditional, walkable places legal in comprehensive plans and zoning codes. She has a unique combination of experience with project management, budgeting, and planning from policy to zoning and site planning. She has managed and contributed to two Land Development Code updates and numerous comprehensive plan amendments, including evaluation and appraisal reports (EAR) and EAR-based amendments. For the past two years, she has focused on context-sensitive infill development and regulatory reforms to make affordable and missing middle housing feasible.

### Relevant Project Experience

#### Affordable/Workforce Housing Implementation

City of Bradenton and Pearl Homes | Bradenton, FL | 2018–2020\*

Worked through issues on several affordable housing projects, most notably Grand Palms, a 55+ affordable housing project, and The Addition, a 94-unit mixed-income/mixed-use project, both with development constraints that required creative solutions. In 2020, worked through site planning issues on three affordable housing projects in Manatee County. Speaker at “Homes for Pinellas” Virtual Summit regarding local government innovations to implement affordable housing.

#### Coastal High Hazard Area and Peril of Flood Act Analysis and EAR-based Comprehensive Plan Amendments

City of Bradenton | Bradenton, FL | 2019\*

Using data model provided by Tampa Bay Regional Planning Council, assessed risk posed by potential sea-level rise and flooding in sliding scale of 1–6 ft, particularly threats to critical infrastructure such as lift stations; model illustrated that potential sea-level rise of 1 ft followed existing AE flood zones. Drafted policy to increase freeboard by 1 ft and committed to annually evaluate increasing it by 2 ft based on changes in model.

#### Evaluation and Appraisal Reports/Comprehensive Plan Amendments

St. Pete Beach and City of Bradenton, FL | 2009–2019\*

Authored and transmitted comprehensive plan amendments and special area plans. In 2006, authored and transmitted amendments to Fernandina Beach plan, creating new waterfront mixed-use category that encouraged context-sensitive new development while protecting City’s working waterfront; authored amendment that recognized City’s historical plat and development density, unclogging pent-up demand for infill development in areas burdened with arbitrary density and intensity limits. In 2008, authored EAR-based amendments for St. Pete Beach, updated Special Area Plan for 8th Avenue Commercial District. In 2015, for Hillsborough County Development Services, coordinated with Planning Commission on plan update, drafted policy changes. From 2016–2020, authored updates to Future Land Use, Transportation, and Conservation/Coastal Management Elements as part of Evaluation and Appraisal of City’s plan.



**Form-based Coding Land Development Code Updates**

Hillsborough County and City of Bradenton, FL | 2013–2020\*

Worked on form-based code under development in Little Manatee South Community Plan Area. As Community Development Director for City of Bradenton, interpreted and implemented the form based code, trained staff on how to use it, and drafted several amendments to it. Both codes were calibrated versions of Smart Code.

**Land Development Code Updates**

Fernandina Beach and City of Bradenton, FL | 2006, 2019–2020\*

Oversaw two land development code updates, switching to performance-based code. Subjective conditional uses and special uses that required public hearings replaced with supplemental standards to be approved administratively by staff. Draft regulations contain range of missing middle housing choices and palette of context-sensitive street design options.

**Entitlements, Representing Local Government**

Various Clients | 2004–2020\*

Involved in all planning levels, including representing government interest in re-zonings, special uses, conditional uses, variances, Future Land Use Map amendments, Planned Unit Developments, certificates of appropriateness, plats, site planning.

**Multimodal Transportation District Analysis and Comprehensive Plan Amendments**

City of Tarpon Springs and City of Destin, FL | 2007–2008\*

Developed alternative to traditional transportation concurrency. Used FDOT Multimodal Quality of Service ARTPLAN model, calibrated it to take into account urban form and population-to-jobs ratio; all streets in study area given Quality of Service score ranging for sidewalks, bike lanes, transit service. Improvements to system recommended, 10-year capital improvement plan developed, recommended changes to Future Land Use and Transportation Elements of City's Comprehensive Plan, including filling sidewalk gaps, adding bike lanes, and funding a circulator.

**Waterfronts Florida Program: Program Management and Vision Plan and Case Study**

Fernandina Beach and Florida Department of Community Affairs | Fernandina Beach, FL | 2005–2008\*

Convened steering committee of small downtown businesses, port, two operating paper mills, and City's planning and historic preservation boards. Using visioning sessions, drafted and implemented Waterfront Vision Plan through comprehensive plan and zoning code amendments. Wrote statewide case studies on designated Waterfront Communities.

\* Work conducted prior to joining Tindale Oliver



## Steven A. Tindale, P.E., FAICP

Principal/President and Chief Executive Officer

Role: *Principal-in-Charge*

### Office Location

Tampa, FL

### Education

- > MS, Business Administration/Management, University of South Florida (1976)
- > BS, Engineering, University of South Florida (1970)

### Years of Experience

51

### Years with Tindale Oliver

31

### Certifications

- > Florida P.E. #16434 (1977)
- > AICP #014432 (1999)

### Professional Affiliations

- > College of Fellows, American Institute of Certified Planners (AICP)
- > American Planning Association (APA)
- > American Public Works Association (APWA)
- > Institute of Transportation Engineers (ITE)
- > Urban Traffic Engineers Council (UTEC)

Steve's primary expertise is in planning, designing, and managing major studies and public facility projects. His extensive background in city government includes serving as Director of Public Works for the City of Tampa, where he was responsible for all planning engineering projects and the overall administration of the Public Works Department and was involved in reviewing and approving large developments and resolving major annexation issues. His extensive municipal experience enables him to provide global guidance and quality control to the engineering and planning projects in which Tindale Oliver specializes for cities, counties, and throughout Florida. Other areas of expertise include comprehensive plans, community development plans, impact fee studies, developing traffic and parking studies, public facilities planning, capital budgeting, municipal finance, transportation planning and engineering, and project implementation.

### Relevant Project Experience

#### **Hillsborough County Schools Long Range Plan**

Hillsborough County | Hillsborough County, FL | 2017, 2020

*Principal-in-Charge*

(2016) Preparation of Long Range School Planning Study to address growth management and infrastructure plan and funding alternatives available to build and maintain needed infrastructure. Review of trends in population, future population projections by State and County MPO for transportation and planned/proposed development in the county; evaluation of student generation rates of all homes; review of existing capacity and anticipated growth; estimate of cost of building new schools; review of funding needs for maintenance; development of cost/revenue analysis. (2020) Update to Long Range Plan and school impact fee, creation of separate Long Range Plan for a subarea.

#### **City of Hollywood Impact Fee Study**

City of Hollywood | Hollywood, FL | 2019-Ongoing

*Principal-in-Charge*

Creation and update of fee structure consistent with City's goals and policies in Comprehensive Plan, Neighborhood Master Plan, Capital Improvement Plan, Transportation Plan, Fire Assessment Study, and Citywide Parks Master Plan. Study to ensure that City accurately accounting for true cost of providing future services and that fees collected reflect those costs.

#### **Hallandale Beach Financial Study**

City of Hallandale Beach | Hallandale Beach, FL | 2018

*Project Manager*

Technical study to document current cost, credit, and demand components associated with providing capital facilities and resulting fee schedules.

#### **Martin County Impact Fee Update**

Martin County | Martin County, FL | 2019-Ongoing

*Principal-in-Charge*

Revision and update to Martin County's impact fees for transportation, public buildings, parks & recreation (active parkland and beach access), law enforcement & corrections, fire rescue, public libraries, conservation, and open space, and schools.

**Manatee County Impact Fee Update**

Manatee County | Manatee County, FL | 2019-Ongoing  
*Principal-in-Charge*

Impact fee study to compile and analyze technical data, including changes in population, demographics, and other relevant factors required to support new impact fee schedule.

**Commerce and Technology Park Master Plan**

City of Fort Walton Beach | Fort Walton Beach, FL | 2017-2019  
*Principal-in-Charge*

Creation of Master Plan; evaluation of 2016 Competitive Analysis and other pertinent data; analysis of current and anticipated market demand, economic conditions, facilitation of stakeholder engagement process to understand perspectives of property owners, business operators, workers in Park, and others throughout city and region.

**Bayshore Gateway Triangle Community Redevelopment Plan**

Collier County | Collier County, FL | 2017-2019  
*Principal-in-Charge*

Update to Redevelopment Plan to promote new vision for CRA and holistic approach to more urban, multi-modal, and arts and culture-oriented redevelopment—conduct of public outreach; assessment of issues and opportunities; detailed framework of goals, objectives, and policies to guide redevelopment; creation of capital and non-capital improvement plan to implement framework.

**Adaptive Reuse Overlay**

City of Doral | Doral, FL | 2019  
*Principal-In-Charge*

Preparation of overlay district to facilitate transition of adaptive reuse study area north of Downtown Doral to address purpose, authorized land uses, site development standards, building development standards, and other applicable regulations.

**Uptown Urban Village Land Use Amendment and Form Based Code Master Plan**

City of Fort Lauderdale Traffic and Transportation | Fort Lauderdale, FL | 2018  
*Principal-In-Charge*

Establishment of planning framework by amending land uses to a mixed-use designation that supports multi-modal development. Authoring of form-based code to guide development toward creating thriving mixed-use district. Plan objectives include advancing ULI recommendations, community engagement, enhancing assets, improvements to bicycle/pedestrian and parks/open space infrastructure, evaluating Uptown brand to ensure strong sense of place, recommending codes to support the vision, predicting growth, and developing next steps to support the vision.

**Miami Underline Financial Analysis**

Friends of the Underline | Miami-Dade County, FL | 2019  
*Principal-in-Charge*

Analysis of development conditions and funding options for Miami Underline project, which consists of parks, urban trail, and arts amenities. Underline Special District study to assess capital and operating revenue sources in light of development types, development amounts, jurisdictional boundaries, and other existing conditions along Underline. Additional considerations included ease of implementation and administration of each funding tool, use and performance of funding tools in projects similar to the Underline, and potential future revenue estimates based on specific scenarios. Analysis resulted in set of feasible options to facilitate project construction completion and successful operation.





## Ali Ankudowich, AICP

Planner

*Role: Policy and Research Team Support*

### Office Location

Tampa, FL

### Education

- > Master of Urban & Regional Planning, University of California Los Angeles (2017)
- > BA, French Studies, Smith College (2012)

### Years of Experience

5

### Years with Tindale Oliver

3

### Certifications

AICP # 31838 (2019)

### Professional Affiliations

APA Florida

Ali is a planner on the Community Planning and Design Team. Her experience emphasizes policy and qualitative research, with applications primarily for transportation, land use, urban design, and economic development planning.

### Relevant Project Experience

#### *Pinellas Park Comprehensive Plan and Land Development Code Update*

City of Pinellas Park | Pinellas Park, FL | 2017-Ongoing  
*Planning Support*

Update to City's Comprehensive Plan and Land Development Code to include more holistic approach to redevelopment, economic development, and multimodal transportation. Restructure and reimagination of Comprehensive Plan, review and refresh of Land Development Code to more closely align standards with updated Comprehensive Plan.

#### *Concord Development Ordinance Update*

City of Concord | Concord, NC | 2018-Ongoing  
*Planning Support*

Land Development Code updates associated with policies and strategies included in adopted 2030 Land Use Plan. Identification of regulatory alternatives available to City of Concord to outline how regulatory alternatives fit within City's existing code and to reach consensus on preferred regulatory strategies, drafting of revisions to City's code, preparation of public review draft of Land Development Code edits, facilitation of community workshop to present proposed changes in public review draft.

#### *Adaptive Reuse Plan*

City of Doral | Doral, FL | 2018-2019  
*Planning Support*

Evaluation of current conditions, validation of future direction through community/stakeholder outreach and staff coordination; review/assessment of existing plans and policies currently guiding redevelopment/development; fieldwork to document existing conditions and potential investment opportunities in study area. Addressing of overall transportation patterns and existing roadway access/conditions, transit service, and bike and pedestrian connections in study area and key assets and attractions outside CRA.

#### *Illustrative Zoning Guide*

City of Doral | Doral, FL | 2018  
*Planning Support*

Planning and graphic design services to develop guide to provide illustrations of existing zoning standards to educate property owners, development community, general public to specific zoning and landscape requirements for new development, infill, redevelopment.

**Bayshore Gateway Triangle Community Redevelopment Plan Update**

Collier County | Collier County, FL | 2017-2019

*Planning Support*

Update to Redevelopment Plan to promote new vision for CRA and holistic approach to more urban, multi-modal, and arts and culture-oriented redevelopment—conduct of public outreach; assessment of issues and opportunities; provision of detailed framework of goals, objectives, and policies to guide redevelopment; creation of capital and non-capital improvement plan to implement the framework.

**Affordable Housing Master Plan**

City of Doral | Doral, FL | 2018

*Planning Support*

Development of Housing Mater Plan that addresses needs for workforce housing in growing and dynamic city in Miami-Dade County. Development of detailed assessment of current housing stock (housing type, tenure and valuation trends), examining workforce housing trends, examination of current workforce characteristics (commuting patterns, industries, incomes, etc.), assessment of impacts of continued population and employment growth, development of recommendations to respond to current/future need to support continued economic development in the community.

**Parks & Recreation Master Plan**

Collier County | Collier County, FL | 2018

*Planning Support*

Comprehensive inventory of County's existing facilities. Review of plans and documents relevant to development of Final Master Plan. Facilitation of public engagement; development of supply/demand & demographics/trend analysis; preparation, distribution, and evaluation of needs assessment; development of vision, design guidelines, and implementation strategy and final master plan.

**Heights Mobility Plan**

FDOT District 7 | Tampa, FL | 2018

*Planning Support*

Plan to improve safety and mobility in Greater Seminole Heights/Tampa Heights neighborhoods with a focus on Florida Ave and Tampa St/Highland Ave corridor between downtown Tampa and Hillsborough River, including extensive public engagement process, identification of short-term safety and mobility improvements while working with the community and local agencies to develop transformative alternatives for corridor that better reflect transportation needs of community and better serve variety of users served.

**2045 Long Range Transportation Plan**

Pasco County MPO | New Port Richey, FL | 2018-2020

*Planning Support*

Five-year update of *Mobility 2040* LRTP. Coordination and execution of 2045 LRTP, development of socio-economic data, scenario planning, cost and revenue analysis, public engagement, development of needs plan, development of cost affordable plan. Innovative and key aspects of plan development to include incorporating all modes of travel, consideration of new ACES technology elements (autonomous, connected, electric, shared vehicles), innovative public engagement, and incorporation of Vision 54/56 recommendations.

**2045 Long Range Transportation Plan**

Sarasota-Manatee MPO | Sarasota and Manatee Counties, FL | 2018-Ongoing

*Planning Support*

Review of current trends and conditions for LRTP update; review of existing demographic and employment conditions to capture topics such as impacts of coastal and environmental considerations, commuting patterns of suburban/residential areas, location of affordable housing, and update of MPO goals, objectives and prioritization criteria for developing Cost Affordable 2045 LRTP.



### Office Location

Tampa, FL

### Education

- > Master of Urban and Regional Planning, University of South Florida (2016)
- > BS, Human Geography/GIS, Pennsylvania State University (2014)

### Years of Experience

6

### Years with Tindale Oliver

6

### Certifications

AICP #31949 (2019)

### Professional Affiliations

American Planning Association (APA)

American Association of Geographers (AAG)

## Patrick Dougherty, AICP

Planner/GIS Analyst

Role: Finance and Data Analysis Team Support



Patrick is a Planner and GIS/Data Analyst with a background in human geography, geographic information systems, spatial analysis, and data management, providing expertise in visualizing and analyzing data for a wide array of projects. He has experience and expertise in community planning and design and public finance projects, among various other transportation-related projects.

### Relevant Project Experience

#### **Pinellas Park Comprehensive Plan and Land Development Code Update**

City of Pinellas Park | Pinellas Park, FL | 2017-Ongoing

Planner/GIS Analyst

Update to City’s Comprehensive Plan and Land Development Code to include more holistic approach to redevelopment, economic development, and multimodal transportation. Review and refresh of Land Development Code to more closely align standards with updated Comprehensive Plan.

#### **Uptown Urban Village Land Use Amendment and Form Based Code Master**

City of Fort Lauderdale Traffic and Transportation | Ft. Lauderdale, FL | 2018

Planner/GIS Analyst

Establishment of planning framework by amending land uses to a mixed-use designation that supports multimodal development. Authoring of form-based code to guide development toward creating a thriving mixed-use district. Plan objectives include advancing ULI recommendations, community engagement, enhancement of assets, improvements to bicycle/pedestrian and parks/open space infrastructure, evaluation of Uptown brand to ensure strong sense of place, recommending codes to support the vision, prediction of growth, development of next steps to support vision.

#### **Adaptive Reuse Plan**

City of Doral | Doral, FL | 2018-2019

Planner/GIS Analyst

Evaluation of current conditions, validation of future direction through community/stakeholder outreach and staff coordination; review/assessment of existing plans and policies currently guiding redevelopment/development; fieldwork to document existing conditions and potential investment opportunities in study area. Addressing of overall transportation patterns and existing roadway access/conditions, transit service, and bike and pedestrian connections in study area and key assets and attractions outside CRA.

#### **Bayshore Gateway Triangle Community Redevelopment Plan Update**

Collier County | Collier County, FL | 2017-2019

Planner/GIS Analyst

Update to promote new vision for CRA and holistic approach to more urban, multimodal, and arts and culture-oriented redevelopment. Conduct of public outreach; assessment of issues and opportunities; provision of detailed framework of goals, objectives, and policies to guide redevelopment; creation of capital and non-capital improvement plan to implement framework.



**Commerce and Technology Park Master Plan**

City of Fort Walton Beach | Fort Walton Beach, FL | 2017-2019

*Planner/GIS Analyst*

Evaluation of 2016 Competitive Analysis and other pertinent data; analysis of current and anticipated market demand, economic conditions, facilitation of stakeholder engagement process to understand perspectives of property owners, business operators, workers in Park, and others throughout city and region.

**Community Redevelopment Plan Update**

City of Fort Walton Beach | Fort Walton Beach, FL | 2017-2018

*Planner/GIS Analyst*

Update to 2015 CRA Plan vision, goals, and objectives to reflect changes within city. Development of Finding of Necessity, recommendation for addition of areas into CRA. Planning process included data analysis, stakeholder and community workshops, development of detailed implementation plan to guide CRA investment until sunset date.

**Community Redevelopment Plan**

City of St. Pete Beach | St. Pete Beach, FL | 2016

*Planner/GIS Analyst*

Development of CRA Plan and negotiation with Pinellas County regarding adoption of tax increment revenue district to plan for redevelopment of St Pete Beach Downtown and Gulf Boulevard Commercial/Resort Community Redevelopment Area over next 30 years.

**Affordable Housing Master Plan**

City of Doral | Doral, FL | 2017-2018

*Planner/GIS Analyst*

Development of Housing Master Plan that addresses needs for workforce housing, detailed assessment of current housing stock (housing type, tenure and valuation trends), examination of workforce housing trends and characteristics (commuting patterns, industries, incomes, etc.), assessment of impacts of continued population and employment growth, development of recommendations to respond to current/future need to support continued economic development in community.

**Neighborhood Planning**

City of Port St. Lucie | Port St. Lucie, FL | 2018

*Planner/GIS Analyst*

Development of six Neighborhood Plans to achieve the City's strategic goals of having stable neighborhoods, quality housing, diverse economy, mobility choices, and enhanced leisure opportunities. Plans included neighborhood involvement strategy composed of interactive workshops, surveys, and focus group meetings for each planning area. Included data collection and analysis, existing conditions analysis, reviewing of existing documents, neighborhood area fieldwork, framework development, and branding to produce final community plan and presentation. Assistance with development of form-based design guidelines for corridor targeted for new development.

**East Main Street Strategic Action Plan**

City of Lakeland | Lakeland, FL | 2015

*Planner/GIS Analyst*

Small area study for East Main Street District to identify potential economic development, urban design, and transportation strategies to strengthen existing business, attract industry, and ensure district's future as important urban employment center. Proposal of incentives to encourage business growth and incubation, presentation of urban design and transportation recommendations to improve access, encourage development, create sense of place. Encouragement of partnerships to create opportunities for education and entrepreneurship.



### Office Location

Tampa, FL

### Education

- > MA, Economics, University of South Florida (1995)
- > MA, International Relations & Pacific Studies, University of California San Diego (1992)
- > BA, Economics, University of California San Diego (1990)

### Years of Experience

27

### Years with Tindale Oliver

17

### Certifications

AICP #019238 (2004)

### Professional Affiliations

- > American Planning Association (APA)
- > American Institute of Certified Planners (AICP)
- > Women's Transportation Seminar Board Member, Tampa Bay Chapter
- > Growth and Infrastructure Consortium, Board of Directors

## A. Nilgün Kamp, AICP

Principal/Director of Public Finance

*Role: Task Leader—Finance and Data Analysis Team*

Nilgün has been involved in public infrastructure financing for over 27 years. She has served as the project manager for approximately 200 impact fee, assessment, and user fee development and implementation studies for transportation, fire, EMS, schools, law enforcement, correctional facilities, government buildings, solid waste, libraries, and parks and recreational facilities. Her experience also includes demographic and travel behavior analysis, demographic and population projections for funding studies, travel behavior analysis, economic and fiscal impact studies, demand components, demand analysis, and other related assessment and impact fee support activities. She is regularly invited to make presentations at the industry conferences.

### Relevant Project Experience

#### *City of Hollywood Impact Fee Study*

City of Hollywood | Hollywood, FL | 2019-Ongoing  
*Project Manager*

Creation and update of fee structure consistent with City's goals and policies in Comprehensive Plan, Neighborhood Master Plan, Capital Improvement Plan, Transportation Plan, Fire Assessment Study, and Citywide Parks Master Plan. Study will ensure that City is accurately accounting for true cost of providing future services and that fees collected reflect those costs.

#### *Hallandale Beach Financial Study*

City of Hallandale Beach | Hallandale Beach, FL | 2018  
*Project Manager*

Technical study to document current cost, credit, and demand components associated with providing capital facilities and resulting fee schedules.

#### *Martin County Impact Fee Update*

Martin County | Martin County, FL | 2019-Ongoing  
*Project Manager*

Revision and update of Martin County's impact fees for transportation, public buildings, parks & recreation (active parkland and beach access), law enforcement & corrections, fire rescue, public libraries, conservation, and open space, and schools.

#### *Manatee County Impact Fee Update*

Manatee County | Manatee County, FL | 2019-Ongoing  
*Project Manager*

Impact fee study to compile and analyze technical data, including changes in population, demographics, other relevant factors required to support new fee schedule.

#### *Flagler County Impact Fee Study*

Flagler County | Flagler County, FL | 2019-Ongoing  
*Project Manager*

Update to County's system of impact fees for transportation, parks, libraries, fire rescue, emergency medical services, law enforcement, and public buildings. Includes data collection, project organization, and preparation of final report containing all recommended changes to County's current impact fee ordinance as needed to implement recommended changes to County's impact fee system.

**Hernando County Transportation Impact Fee Update**

Hernando/Citrus MPO | Hernando County, FL | 2019-Ongoing

*Project Manager*

Update to County's transportation impact fee to address changes in impact fee variables and coordination of impact fee program with County's growth management and economic development goals.

**North Collier Fire Impact Fee Indexing**

North Collier Fire District | Collier County, FL | 2019

*Project Manager*

Calculation of fire impact fee indices to reflect cost changes since calculation of District's fire impact fees in 2015. Review of changes in land values within District and in construction and equipment/vehicle prices. Calculation of indices applied to existing fee schedule to develop updated fee schedule.

**Apopka Transportation Impact Fee Update Study**

City of Apopka | Apopka, FL | 2019-Ongoing

*Project Manager*

Update to City's transportation impact fee and traffic master plan and portions of Transportation Element of Comprehensive Plan to identify transportation needs and develop improved program that eliminates deficiencies and accommodates growth.

**Impact Fee Studies**

Collier County | Collier County, FL | 2018-Ongoing

*Project Manager*

Multi-year contract. Development/update of impact fees in transportation, fire rescue, EMS, schools, library, government buildings, correctional facilities, parks & recreation, and law enforcement.

**Impact Fee Updates**

City of Lakeland | Lakeland, FL | 1991, 2006, 2008, 2009, 2015, 2019

*Project Manager*

Update of transportation impact fee in 1991; in 2006, 2008, 2009, 2015 and 2019, update to several impact fee programs, including parks and recreation, fire protection, and law enforcement and conduct of indexing studies. 2015 update included converting City's Roadway Transportation Fee to Multimodal Transportation Fee, providing City with more flexibility in its program expenditures.

**Multimodal Transportation Impact Fee**

City of Orlando | Orlando, FL | 2013

*Project Manager*

Preparation for and conduct of staff review meetings, project briefings, presentations to City staff and administrators and Technical Advisory Committee for implementation of updated ordinance for Multimodal Transportation Impact Fee that allows expenditure of funds on transit, bicycle, and pedestrian capital projects.





**Office Location**

Tampa, FL

**Education**

- > Master of Landscape Architecture, University of Guelph; Guelph, Ontario; Canada (1997)
- > Bachelor of Environmental Studies/Urban and Regional Planning, University of Waterloo; Waterloo, Ontario; Canada (1993)

**Years of Experience**

22

**Years with Tindale Oliver**

6

**Certifications**

AICP #017247 (2001)

**Professional Affiliations**

American Institute of Certified Planners (AICP)

**Alex Law, AICP**

Urban Designer/Planner

*Role: Policy and Research Team Support*

Alex has more than 22 years of experience providing professional community planning and urban design, and park and recreation services to a variety of local, county and state government agencies. Assignments have included community master plans, small area plans, redevelopment plans, park and recreation master plans, corridor plans, parking master plans, transit oriented development, form based and land development codes and design guidelines/standards.

**Relevant Project Experience**

***Becker Road Overlay District Design Standards***

City of Port St. Lucie | Port St. Lucie, FL | 2019  
*Planner/Urban Designer*

Preparation of form-based design standards and regulating plan for Becker Road Overlay District to address design elements, including building types, location of building(s) on site in relation to adjacent streets, setbacks, and architectural elements.

***Uptown Urban Village Land Use Amendment and Form Based Code***

City of Fort Lauderdale Traffic and Transportation | Ft. Lauderdale, FL | 2019  
*Planner/Urban Designer*

Establishment of planning framework by amending land uses to mixed-use designation that supports multimodal development. Authoring of form based code to guide development toward creating thriving mixed-use district. Plan objectives included advancing ULI recommendations, community engagement, enhancing assets, improvements to bicycle/pedestrian and parks/open space infrastructure, evaluating Uptown brand to ensure strong sense of place, recommending codes to support the vision, predicting growth, and developing next steps to support the vision.

***2030 Concord Land Use Plan***

City of Concord | Concord, NC | 2017  
*Planner/Urban Designer*

Update and reimagination of Land Use Plan (LUP) for second largest city in Charlotte Metropolitan Area. Goals included engaging community in planning process, refocusing LUP to address future growth challenges, simplifying plan structure to make it more accessible to public and decision-makers. Included assessment of existing conditions, updating of data and analysis, developing new growth vision, simplifying future land use map and categories.

***Illustrative Zoning Guide***

City of Doral | Doral, FL | 2018  
*Planner/Urban Designer*

Planning and graphic design services to develop Illustrative Zoning Guide to provide illustrations of existing zoning standards to help educate property owners, development community, and general public to specific zoning and landscape requirements for new development, infill and redevelopment.

**Commerce and Technology Park Master Plan**

City of Fort Walton Beach | Fort Walton Beach, FL | 2017-2019  
*Planner/Urban Designer*

Creation of Master Plan; evaluation of 2016 Competitive Analysis and other pertinent data; analysis of current and anticipated market demand, economic conditions, facilitation of stakeholder engagement process to understand perspectives of property owners, business operators, workers in Park, and others throughout city and region.

**Community Redevelopment Plan Update**

City of Fort Walton Beach | Fort Walton Beach, FL | 2017-2018  
*Planner/Urban Designer*

Update to 2015 CRA Plan vision, goals, and objectives and reflect changes within city. Development of Finding of Necessity, recommended addition of areas into CRA. Planning process included data analysis, stakeholder and community workshops, development of detailed implementation plan to guide CRA investment until sunset date.

**Neighborhood Planning**

City of Port St. Lucie | Port St. Lucie, FL | 2018  
*Planner/Urban Designer*

Development of six Neighborhood Plans to achieve City's strategic goals of stable neighborhoods, quality housing, diverse economy, mobility choices, and enhanced leisure opportunities. Plans included neighborhood involvement strategy composed of interactive workshops, surveys, and focus group meetings for each planning area. Included data analysis, framework development, branding to produce final community plan and presentation. Assistance with development of form-based design guidelines for corridor targeted for new development.

**East Main Street Strategic Action Plan**

City of Lakeland | Lakeland, FL | 2015  
*Planner/Urban Designer*

Small area study to identify potential economic development, urban design, and transportation strategies Community and Redevelopment Planning to strengthen existing business, attract industry, and ensure district's future as important urban employment center. Proposals of incentives to encourage business growth and incubation; presentation of urban design and transportation recommendations to improve access, encourage development, and create a sense of place; encouragement of partnerships to create opportunities for education and entrepreneurship.

**Parks, Recreation, Pathways, and Open Space Master Plan**

City of Casselberry | Casselberry, FL | 2017  
*Planner/Urban Designer*

Development of Master Plan to guide City in making decisions regarding its park facilities, programs, and activities, including analysis of existing park facility conditions/needs assessment, conduct of community workshops/surveys, development of vision and recommendations, creation of framework to implement projects and operational needs for next 20 years.

**Parks, Open Spaces, Recreation, and Services Master Plan**

Haines City Parks & Recreation Department | Haines City, FL | 2016  
*Planner/Urban Designer*

Assessment and identification of community demand, update to level of services, benchmarking of similar communities, identification of system enhancements, recommendations for organizational improvements, development of detailed capital implementation and operational costs in plan to support City as it seeks CAPRA Certification.



### Office Location

Tampa, FL

### Education

BA, Economics/Business Administration, University of Florida (2007)

### Years of Experience

13

### Years with Tindale Oliver

13

### Professional Affiliations

American Planning Association (APA)

## Robert Layton

Project Manager

Role: Finance and Data Analysis Team Support

Robert's primary experience is in public finance studies, including impact fee and assessment studies for fire, EMS, schools, law enforcement, correctional facilities, government buildings, transportation, solid waste, libraries, and parks and recreational facilities. His background in economics enables him to work effectively with economic/demographic variables, capital improvement programs, expenditure and revenue figures, and other financial material. He also has an extensive experience with property appraiser databases and has been involved in the preparation of administrative manuals for several jurisdictions.

### Relevant Project Experience

#### City of Hollywood Impact Fee Study

City of Hollywood | Hollywood, FL | 2019-Ongoing  
Planner

Creation and update of fee structure consistent with City's goals and policies in Comprehensive Plan, Neighborhood Master Plan, Capital Improvement Plan, Transportation Plan, Fire Assessment Study, and Citywide Parks Master Plan. Study to ensure that City accurately accounting for true cost of providing future services and that fees collected reflect those costs.

#### Halladale Beach Financial Study

City of Hallandale Beach | Hallandale Beach, FL | 2018  
Planner

Technical study to document current cost, credit, and demand components associated with providing capital facilities and resulting fee schedules.

#### Martin County Impact Fee Update

Martin County | Martin County, FL | 2019-Ongoing  
Principal-in-Charge

Revision and update to Martin County's impact fees for transportation, public buildings, parks & recreation (active parkland and beach access), law enforcement & corrections, fire rescue, public libraries, conservation, and open space, and schools.

#### Manatee County Impact Fee Update

Manatee County | Manatee County, FL | 2019-Ongoing  
Planner

Impact fee study to compile and analyze technical data, including changes in population, demographics, and other relevant factors required to support new impact fee schedule.

#### Flagler County Impact Fee Study

Flagler County | Flagler County, FL | 2019-Ongoing  
Planner

Update to County's system of impact fees for transportation, parks, libraries, fire rescue, emergency medical services, law enforcement, and public buildings. Includes data collection, project organization, and preparation of final report containing all recommended changes to County's current impact fee ordinance as needed to implement recommended changes to County's impact fee system.



**Hernando County Transportation Impact Fee Update**

Hernando/Citrus MPO | Hernando County, FL | 2019-Ongoing  
*Planner*

Update to County's transportation impact fee to address changes in impact fee variables and coordination of impact fee program with County's growth management and economic development goals.

**North Collier Fire Impact Fee Indexing**

North Collier Fire District | Collier County, FL | 2019  
*Planner*

Calculation of fire impact fee indices to reflect cost changes since calculation of District's fire impact fees in 2015. Review of changes in land values within District and construction and equipment/vehicle prices, calculation of indices applied to existing fee schedule to develop updated fee schedule.

**Transportation Impact Fee Update Study**

City of Tampa | Tampa, FL | 2010, 2014, and 2019  
*Planner*

Development and projection of impact fee revenue, revision of transportation impact fee schedules for all six Tampa districts (2010). Identification of roadway project needs for each district to support development of District Master Plans, preparation of presentations summarizing planned population and employment growth, existing roadway conditions, roadway projects (completed, ongoing, and planned) and existing and planned transit service for each district. Conversion of transportation impact fee to multimodal fee (2014), update to multimodal transportation impact fee (2017).

**Impact Fee Updates**

City of Lakeland | Lakeland, FL | 2008, 2009, 2014, 2019-Ongoing  
*Planner*

Update to City's transportation impact fee (2008); in 2006, 2008, 2009, 2014, and 2019, update to several impact fee programs, including parks & recreation, fire protection, and law enforcement, indexing studies. 2014 update included converting City's Roadway Transportation Fee to Multimodal Transportation Fee, providing City with more flexibility in its program expenditures.

**Mobility/Multimodal Fee Study**

Martin MPO | Martin County, FL | 2019-Ongoing  
*Planner*

Study to provide mobility/multimodal fee scenarios to adequately fund capital transportation improvements of multiple modes, including case study research and interviews to develop set of best practices for fee development and implementation.

**Orange County Transportation Impact Fee**

Orange County | Orange County, FL | 2017-Ongoing  
*Planner*

Update to roadway and multimodal impact fee variables to reflect changes to cost, credit, and demand components since 2012. Addressing fee variation by geographic area, fee levels under needs-based and asset-based approaches, fee reductions for mixed-use developments based on internal capture, and tool for potential fee reductions for certain types of land.

**Impact Fee Update Studies**

Orange County | Orange County, FL | 2011 and 2017  
*Planner*

Update to several fee areas, including fire rescue and schools. Developed new parks and recreation facilities impact fee program, updated transportation and parks impact fees. Fulfill ongoing contract to review alternative impact fee studies.



### Office Location

Tampa, FL

### Education

- > MA, Geography, University of South Florida (2008)
- > BS, Environmental Science Stetson University (2003)

### Years of Experience

18

### Years with Tindale Oliver

17

### Certifications

- > AICP #021945 (2007)
- > LEED GA #10609088 (2010)

### Professional Affiliations

- > American Institute of Certified Planners (AICP)
- > American Planning Association (APA)
- > Florida APA Suncoast Section, Executive Committee (2010-2012)
- > Leadership in Energy & Environmental Design (LEED)

## Elisabeth Schuck, AICP, LEED GA

Senior Project Manager

Role: Finance and Data Analysis Team Support

Elisabeth has been involved primarily in transit/multimodal planning, public finance, and policy planning projects. Her experience includes parks master plans, growth management policy, comprehensive plan amendments, long range transportation plan cost and revenue forecasts, TDPs, and impact fee studies. She also has significant experience managing all aspects of public involvement, including in-person meetings, large-scale workshops, and technology-based applications, including project websites, surveys, and social media. She lends her expertise to planning and design through preparing community vision plans that seek to integrate community land use and multimodal transportation strategies as a means to enhance mobility, improve economic development, and provide fiscally-responsible solutions for long-term needs. Her multi-disciplinary background in transit, finance, and policy provides a unique approach to this type of work.

### Relevant Project Experience

#### Title VI/LEP, DBE Goal and EJ Assessment

Broward MPO | Broward County, FL | 2017-Ongoing  
Project Manager

Two-part project—update of Broward MPO’s Title VI/Limited English Proficiency (LEP) Plan and calculation of updated Federal Transit Administration (FTA) overall DBE goal per federal requirements; creation and implementation of process for MPO to conduct standardized Title VI and Environmental Justice (EJ) assessments of its different plans and programs.

#### TBARTA Envision 2030 Regional TDP

TBARTA | Tampa, FL | 2019-2020  
Deputy Project Manager

Development of agency’s first Regional Transit Development Plan (*Envision 2030: The Future of Transit in Tampa Bay*), strategic guide for TBARTA and partner agencies for transit in five-county Tampa Bay region. Focus on establishing organizational and financial strategy and facilitating regional coordination with other transit operators.

#### Transit Development Plan Major Update

Broward County Transit (BCT) | Broward County, FL | 2013, 2019  
Deputy Project Manager

Major update of 10-year TDP to meet FDOT TDP requirements. Development of 10-year vision for transit supported by realistic financial plan, conduct of extensive public participation, performance assessment of existing transit services, identification and evaluation of transit alternatives, comprehensive service and financial plan for next decade. Development of phased implementation plan and related financial plan to detail 10-year vision, convening of TDP Advisory Review Committee, assessment of existing plans and county baseline conditions to establish actionable situation appraisal, work with staff to develop detailed capital and information technologies plan for TDP timeframe.

**Transit Development Plan**

Heartland Regional TPO | Highlands County, FL | 2017

*Project Manager*

Initial feasibility and 2017 Major TDP update for recently-designated urbanized area, which has provided TD paratransit services for years. Evaluation of need and potential for implementing new urban public transit service and system; with extensive public input, identification of local needs and transit preferences for fixed-route, flex, and on-demand service. Strategic vision within TDP to guide planning, development, and implementation of potential future public transportation service within urbanized area. Plan received 2018 Rural Achievement Regional Leadership and Excellence Award from National Association of Regional Councils and Florida American Planning Association 2018 Project Award.

**Transit Development Plan**

Volusia County (VOTRAN) | Volusia County, FL | 2011, 2016

*Senior Planner*

TDP major update, including significant public outreach via on-board survey; update to alternatives addressing current commitment to funding public transit to ensure that vision would reflect mobility needs of community; provision of implementable plan to show stakeholders how investment in public transportation services and transit infrastructure is necessary and vital to overall growth and health of Volusia County.

**Transit Development Plan**

Okaloosa County | Okaloosa County, FL | 2016

*Senior Planner*

Coordination of public involvement plan and process, base data compilation and analysis, performance evaluation of existing services, situation appraisal, goals and objectives, assessment of transit demand and mobility needs, development of proposed transit enhancements, and preparation of 10-year implementation plan and financial plan.

**Uptown Urban Village Land Use Amendment and Form Based Code Master Plan**

City of Fort Lauderdale Traffic and Transportation | Fort Lauderdale, FL | 2018

*Senior Planner*

Establishment of planning framework by amending land uses to a mixed-use designation to support multi-modal development. Authoring of form based code to guide future built form of study area toward creating a thriving mixed-use district. Objectives include advancing ULI recommendations, community engagement, enhancing assets, improvements to bicycle/pedestrian and parks/open space infrastructure, evaluating Uptown brand to ensure strong sense of place, recommending codes to support the vision, predicting growth, and developing next steps to support the vision.

**Parks & Recreation Master Plan**

Collier County | Collier County, FL | 2011, 2018

*Project Manager*

Development of comprehensive inventory of County's existing facilities. Review of plans and documents relevant to development of Final Master Plan. Facilitation public engagement; development of supply/demand & demographics/trend analysis; preparation, distribution, and evaluation of needs assessment; development of vision, design guidelines, and implementation strategy and final master plan.

**Parks, Recreation, and Trails Master Plan Update**

Lake County Parks and Trails Division | Lake County, FL | 2017

*Senior Planner*

Update to existing Countywide Parks & Recreation System Master Plan adopted in 2005 to enable County to meet standards for national accreditation through Commission for Accreditation of Parks and Recreation Agencies (CAPRA) and Statewide Comprehensive Outdoor Recreation Plan (SCORP). Tasks included research, surveys, studies, analysis, and outreach services.

# Countywide Housing Strategy Research & Participation in Homes for Pinellas Virtual Summit Series

Pinellas County, Florida

Through a contract with Pinellas County, Tindale Oliver conducted research on various local government affordable housing programs and compiled baseline spatial information on existing affordable units, land use, and zoning to support a countywide housing strategy. Research focused on regulations, administrative practices, and outcomes for specific programs based on inclusionary zoning, a linkage fee, and/or locally sourced funding administered through a local affordable housing trust fund. Tindale Oliver also provided supporting materials (e.g., reports, code sections, ordinances, etc.).

Tindale Oliver’s Director of Community Planning, participated in the “Homes for Pinellas” Virtual Summit, speaking at the “Local Government Innovation” session and presenting on how performance zoning, such as form-based codes, can facilitate affordable housing production. Provided were multiple examples of small code edits that local governments can do now to reduce exclusionary zoning regulations, including reducing parking, landscape buffers, minimum lot and unit sizes, number of principal uses on a lot, and more. The session can be viewed at <https://youtube/Nru4m2WAvCI>.



*This quadplex is one example of “missing middle” housing (multi-family housing between approximately 2 and 12 units); code regulations can allow and facilitate these types of developments to provide more housing options.*

## Knowledge

- > Understanding of opportunities and limitations of traditional State and federal programs to support housing affordability.
- > Knowledge of efforts in over 35 local governments in Florida and others nationwide to supplement traditional State and federal affordable housing programs through development regulations and affordable housing mandates, incentives, and financing tools.
- > Staff experience in local government related to administration of form-based code and facilitation of housing project implementation.

## Insights

- > Focused research on local programs with particularly promising outcomes, including inclusionary zoning, linkage fees, and local funding sources administered through local housing trust fund; inclusionary zoning programs reviewed include Miami-Dade County, Palm Beach County, Monroe County, Town of Jupiter, Village of Islamorada, and City of Key West. Assessed program performance (e.g., total units constructed, total in-lieu fee collected), uses of in-lieu fee funding, and regulatory changes made due to adoption of HB 7103.
- > Compilation of form-based code and other regulatory approaches and examples to promote broader variety of housing options.

## Outcomes

- > Summary materials/presentation illustrating particular success of affordable housing efforts funded through bonds or General Fund money and efforts realized through use of form-based codes and other regulatory amendments and outcomes of other types of efforts.
- > Databases/maps of baseline countywide spatial data to support implementation of countywide housing strategy

### Tindale Oliver Contact:

Catherine Hartley, AICP, CNU-A  
Director of Community Planning  
1000 N. Ashley Drive Ste. 400  
Tampa, FL 33602  
(813) 224-8862  
[chartley@tindaleoliver.com](mailto:chartley@tindaleoliver.com)

### Client Contact:

Evan Johnson, AICP  
Strategic Initiatives Manager  
Housing and Community Development  
Department  
310 Court Street  
Clearwater, Florida 33756  
(727) 464-5692  
[evjohnson@co.pinellas.fl.us](mailto:evjohnson@co.pinellas.fl.us)



## Impact Fee and In-Lieu Fee Study

City of Hallandale Beach

Tindale Oliver was retained in 2017 by the City of Hallandale Beach to prepare an impact fee for four service areas and in-lieu fees for affordable housing and parking. This ongoing study will address all variables of impact fees and review Broward County's regulatory land use requirements for affordable housing and the City's parking requirements and inventory in developing the in-lieu fees.

### Knowledge

- > Changing demographics with increase in younger population and significant seasonal population.
- > County requirement to provide affordable housing for certain significant land use/zoning changes.
- > Need to develop funding for necessary infrastructure.

### Insights

- > Limited vacant property, suggesting need for high level of redevelopment in future.
- > Significance of City's CRA and Activity Centers in the Land Use Plan.
- > Fluctuations in cost of providing housing along waterfront vs. rest of city.
- > High level of construction activity in southeast Florida, resulting in high construction costs.

### Outcomes

- > Developed impact fees for multimodal transportation, parks and recreation, fire rescue, and law enforcement service areas.
- > For multimodal transportation impact fee, developed alternative scenarios measuring all travel vs. travel on city roads.
- > Provided parameters needed to establish parking in-lieu fee.
- > Conducted research on practices used by other jurisdictions in Broward County and Florida on parking and affordable housing in-lieu fees.
- > Provided options in adopting in-lieu fees for affordable housing mitigation to respond to County regulations and assist in increasing future affordable housing units.



*Tindale Oliver was retained to develop impact fees for four services areas and in-lieu fees for affordable housing and parking.*

### Tindale Oliver Contact:

Nilgün Kamp, AICP  
Principal, Director of Public Finance &  
Infrastructure Planning  
1000 N. Ashley Drive, Suite 400  
Tampa, FL 33602  
(813) 224-8862  
NKamp@tindaleoliver.com

### Client Contact:

Keven Klopp  
Director of Development Services  
400 South Federal Highway  
Hallandale Beach, FL 33009  
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KKlopp@hallandalebeachfl.gov

# Workforce Housing Assessment & Housing Master Plan

City of Doral, Florida

The City of Doral identified a shortage of workforce housing in the community and seeks to create an environment in which the private sector can provide housing units that are attainable for workers in the community who currently must commute from other areas in Miami-Dade County. The City retained Tindale Oliver to complete an assessment of existing housing and programs and policies to encourage the development of workforce housing focused on both government employees and professionals in target industries identified by the City. The Housing Master Plan includes an evaluation of housing stock and needs, analysis of federal and local regulations, and recommended policies to address workforce housing issues.

## Knowledge

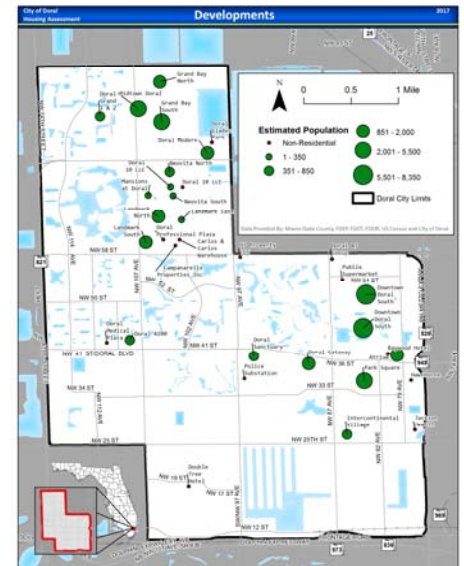
- > Extensive research on national trends in housing and existing workforce housing programs throughout Florida.
- > Built a database of existing workforce housing affordability throughout Florida for comparative analysis.
- > Application of understanding of local government finance and tax value trends.

## Insights

- > Due to land value and construction costs, focus of workforce program needs to be on multi-family apartments and condominiums.
- > Currently 7,575 units using units (vacant and occupied) with values within workforce range; vast majority available near top of range.
- > Expansion of workforce housing income range will capture majority of target professions.

## Outcomes

- > Assessment of existing housing by type and value to better understand current shortage of workforce housing.
- > Identification of opportunity areas where opportunities for workforce housing development exist.
- > Recommendations focused on variety regulations, including inclusionary housing policy, and incentives to encourage and maintain workforce housing.



*Doral projects 79% increase in population by 2030 and likely to continue increased housing costs.*

### Tindale Oliver Contact:

Ali Ankudowich, AICP  
Senior Planner  
1000 N. Ashley Drive Ste. 400  
Tampa, FL 33602  
(813) 224-8862  
aankudowich@tindaleoliver.com

### Client Contact:

Javier Gonzalez, CFM  
Assistant Planning and Zoning Director  
City of Doral  
8401 NW 53rd Terrace  
Doral, FL 33166  
(305) 593-6630 Ext. 3005  
javier.gonzalez@cityofdoral.com

# DBE, Title VI Programs & LEP Plan, Title VI/Environmental Justice Reviews of Plans & Programs

Broward MPO

200827C



planning | design | engineering

Tindale Oliver was contracted by the Broward MPO in 2017 for this two-part project. The first part involved updating the Broward MPO's Title VI/Limited English Proficiency (LEP) Plan and calculating its updated Federal Transit Administration (FTA) overall DBE goal per federal requirements. The second part involved creating and implementing a process for the MPO to conduct standardized Title VI and Environmental Justice (EJ) assessments of its different plans and programs.

## Knowledge

- > Deep understanding of federal requirements for calculating triennial DBE goals and preparing Title VI/LEP plans.
- > Extensive knowledge of metropolitan planning requirements that serve as the foundation for the Broward MPO in developing its core work products.

## Insights

- > Documented practice of using creative methods to integrate Title VI/EJ assessments as part of the public outreach and transportation planning processes to evaluate and effect the outcomes.
- > Familiarity with the Broward MPO's plans and programs through previous work efforts for the MPO, Broward County Transit, and other local agencies.

## Outcomes

- > Updated DBE goal that meets FTA expectations concerning methodology and provides MPO with realistic goal based on anticipated contracting opportunities for ready and willing DBEs, cross-checked by historical performance.
- > Created and implemented operating procedures to ensure MPO staff are knowledgeable of process used to calculate overall DBE goal and can replicate process to prepare future DBE goal updates.
- > Established composite GIS-based EJ Index that will be used to identify areas of Broward County through high, medium, and low indicators of Title VI/EJ impacts.
- > Created detailed assessment methodology to provide MPO with user-friendly assessment of each plan and program reflecting potential positive impact or potential adverse rating system.



*A composite GIS-based assessment of the Title VI/EJ populations throughout Broward County was used to produce an "EJ Index" reflecting areas of high, medium, and low potential impacts of transportation plans and programs on Title VI/EJ populations.*

### Tindale Oliver Contact:

Elisabeth Schuck, AICP, LEED GA  
Sr. Project Manager  
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Tampa, FL 33602  
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eschuck@tindaleoliver.com

### Client Contact:

Charlene A. Burke  
Grants Planning Principal Planner  
Broward MPO  
100 W Cypress Creek Road, #650  
Fort Lauderdale, FL 33309  
(954) 876-0055  
burkec@browardmpo.org

## Pinellas Park Comprehensive Plan Update

City of Pinellas Park, FL

The City of Pinellas Park contracted Tindale Oliver to update its Comprehensive Plan, including a first phase of amendments for consistency with countywide rules. The second phase currently underway focuses on extensive public and stakeholder outreach to develop a vision that will guide updates to the policy framework; preliminary themes identified to address through the update include support for the City's Community Redevelopment Area planning efforts, improving local transportation connectivity in view of the strong presence of regional roadways in the city, and promotion of economic development with consideration of the city's sizable industrial base.

### Knowledge

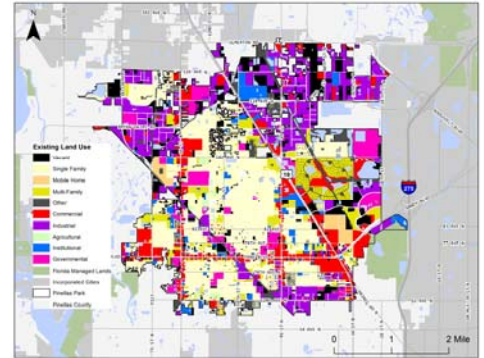
- > Understanding of unique Pinellas County context with countywide planning rules.
- > Understanding of relationship between regional and local development, transportation, and coordination and how that influences the local planning efforts.
- > Experience with variety of outreach and analytical techniques to inform Comprehensive Plan policies.

### Insights

- > City has a sizable redevelopment area that can serve as focal point for its development.
- > City has excellent regional access due to regional roadway network within its boundaries, which can support economic development efforts and connections to employment centers.
- > City has unique rural and residential area at its center that adds diversity to city along with corridor commercial and industrial uses.

### Outcomes

- > Identifying policies to support implementation of community redevelopment area plan, consistent with countywide rules.
- > Evaluating opportunities to support regional attractions and development, such as industrial base, to promote city as a destination and not simply pass-through area.
- > Identifying opportunities to support Complete Streets planning and improvements to promote local transportation safety and connectivity.



*Pinellas Park has a unique mix of commercial corridors (in red), industrial land (in purple), and rural/residential areas (in yellow) that provide a basis for framing future growth and development in the city.*

#### Tindale Oliver Contact:

Catherine Hartley, AICP, CNU-A  
 Director of Community Planning  
 1000 N. Ashley Drive, Suite 400  
 Tampa, FL 33602  
 (813) 224-8862  
[chartley@tindaleoliver.com](mailto:chartley@tindaleoliver.com)

#### Client Contact:

Nick Colonna  
 Planning & Development Services Director  
 City of Pinellas Park  
 6051 78th Avenue N  
 Pinellas Park, FL 33781  
 (727) 369-5620  
[NColonna@Pinellas-Park.com](mailto:NColonna@Pinellas-Park.com)



# REQUIRED FORMS & DOCUMENTATION

# E



*Photo courtesy of  
[www.flickr.com/photos/gainesville](http://www.flickr.com/photos/gainesville)*

# REQUIRED FORMS & DOCUMENTATION

t a b **E**

In accordance with RFP #DOSD-210014-GD, the following forms and documentation are included in this section:

- > RFP Cover Page
- > Bidder Verification Form
- > Drug-Free Workplace Form
- > Reference Form
- > Tindale Oliver W-9 Form
- > Tindale Oliver Florida Business License
- > Tindale Oliver Certificate of Corporate Status
- > Staff Licenses/Certifications
- > Tindale Oliver Affirmative Action Policy
- > Addendum #1
- > Addendum #2







Procurement Division  
200 E University Avenue, Rm 339  
Gainesville, FL 32601  
(352) 393-8789  
December 14, 2020

**REQUEST FOR PROPOSAL:** #DOSD-210014-GD  
Gainesville, FL, Zoning Review & Inclusionary Study

**PRE-PROPOSAL MEETING:**  Non-Mandatory  Mandatory  N/A  Includes Site Visit  
**DATE:** Monday, January 4, 2021 **TIME:** 10:00am Eastern Time  
**LOCATION:** ZOOM – all Zoom access information is located in Exhibit F

**QUESTION SUBMITTAL DUE DATE** Thursday, January 7, 2021, 3:00pm Eastern Time

**DUE DATE FOR UPLOADING PROPOSAL:** Thursday, January 14, 2021; 3:00pm Eastern Time

**SUMMARY OF SCOPE OF WORK:** The City of Gainesville is seeking a consultant to assist with the development of a series of policy and program efforts related the City's equitable development goals.

For questions relating to this solicitation, contact: Gayle Dykeman, [dykemangb@cityofgainesville.org](mailto:dykemangb@cityofgainesville.org)

Bidder is not in arrears to City upon any debt, fee, tax or contract:  Bidder is NOT in arrears  Bidder IS in arrears  
Bidder is not a defaulter, as surety or otherwise, upon any obligation to City:  Bidder is NOT in default  Bidder IS in default

Bidders who receive this bid from sources other than City of Gainesville Procurement Division or DemandStar.com MUST contact the Procurement Division prior to the due date to ensure any addenda are received in order to submit a responsible and responsive offer. Uploading an incomplete document may deem the offer non-responsive, causing rejection.

**ADDENDA ACKNOWLEDGMENT:** Prior to submitting my offer, I have verified that all addenda issued to date are considered as part of my offer: Addenda received (list all) #1 on 1/4/2021, #2 on 1/11/2021

Legal Name of Bidder Tindale-Oliver & Associates, Inc.

DBA: Tindale Oliver

Authorized Representative Name/Title: William L. Ball, AICP, Chief Operating Officer

E-mail Address: BBall@tindaleoliver.com

FEIN: 59-2929811

Street Address: 1000 N. Ashley Drive, Suite 400, Tampa, FL 33602

Mailing Address (if different): \_\_\_\_\_

Telephone: ( 813 ) 224-8862

Fax: ( 813 ) 226-2106

By signing this form, I acknowledge I have read and understand, and my business complies with all General Conditions and requirements set forth herein; and,

Proposal is in full compliance with the Specifications.

Proposal is in full compliance with the Specifications except as specifically stated and attached hereto.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE:** \_\_\_\_\_

DocuSigned by:  
*William L. Ball*  
0861A8FB42FD462

**SIGNER'S PRINTED NAME:** William L. Ball, AICP, Chief Operating Officer

**DATE:** January 12, 2021

This page must be completed and uploaded to DemandStar.com with your Submittal.

# EXHIBIT B BIDDER VERIFICATION FORM

**1. LOCAL PREFERENCE (Check one)**

Local Preference requested: .....  YES  NO

A copy of the following documents must be included in your submission if you are requesting Local Preference:

- a) Business Tax Receipt
- b) Zoning Compliance Permit

**2. Qualified Small Business and/or Service Disabled Veteran Business Status (Check one)**

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Small Business? .....  YES  NO

Is your business qualified, in accordance with the City of Gainesville's Small Business Procurement Program, as a local Service-Disabled Veteran Business?  YES  NO

**3. Living Wage Compliance**

See Living Wage Decision Tree: (Check one)

- Living Wage Ordinance does not apply (check all that apply)
- Not a covered service
- Contract does not exceed \$100,000
- Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
- Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

**4. REGISTERED TO DO BUSINESS IN THE STATE OF FLORIDA**

Is Bidder registered with Florida Department of State's, Division of Corporations, to do business in the State of Florida?

YES  NO (refer to Part 1, 1.6, last paragraph)

If the answer is "YES", provide a copy of SunBiz registration or SunBiz Document Number

(#     K58299    )

If the answer is "NO", please state reason why: \_\_\_\_\_

**5. DIVERSITY AND INCLUSION (Applies to solicitations above \$50,000)**

Does your company have a policy on diversity and inclusion?  YES  NO

If yes, please attach a copy of the policy to your submittal.

Note: Possessing a diversity and inclusion policy will have no effect on the City's consideration of your submittal, but is simply requested for information gathering purposes.

Tindale-Oliver & Associates, Inc., dba Tindale Oliver  
Bidder's Company Name

William L. Ball, AICP, Chief Operating Officer  
Printed Name/Title of Authorized Representative

William L. Ball \ January 12, 2021  
Signature of Authorized Representative \Date

*This page must be completed and uploaded to DemandStar.com with your Submittal.*



## EXHIBIT A

### DRUG-FREE WORKPLACE FORM

The undersigned bidder in accordance with Florida Statute 287.087 hereby certifies that

Tindale-Oliver & Associates, Inc., dba Tindale Oliver

does:

(Name of Bidder)

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

As the person authorized to sign the statement, I certify that this bidder complies fully with the above requirements.

DocuSigned by:

*William L. Ball*

6661A8FB42FD462

Bidder's Signature William L. Ball, AICP, Chief Operating Officer

January 12, 2021

Date

In the event of a tie bid, bidders with a Drug Free Workplace Program will be given preference. To be considered for the preference, this document must be completed and uploaded to DemandStar.com with your Submittal.

## EXHIBIT C REFERENCE FORM

**Company Name of Bidder:** Tindale-Oliver & Associates, Inc., dba Tindale Oliver

Provide information for three references of similar scope performed within the past three years.  
You may include photos or other pertinent information.

**#1** Year(s) services provided (For Example: 1/2018 to 12/2019): 3/2020 - 11/2020

Company Name: Pinellas County

Address: 310 Court Street

City, State Zip: Clearwater, Florida 33756

Contact Name: Evan Johnson, AICP, Strategic Initiatives Manager

Phone Number: (727) 464-5692 Fax Number: \_\_\_\_\_

Email Address: Evjohnson@co.pinellas.fl.us

**#2** Year(s) services provided (For Example: 1/2018 to 12/2019): 6/2017 - 6/2018

Company Name: City of Doral

Address: 8401 NW 53 Terrace

City, State Zip: Doral, Florida 33166

Contact Name: Javier Gonzalez, CFM, Assistant Planning & Zoning Director

Phone Number: (305) 593-6630 Ext. 3005 Fax Number: \_\_\_\_\_

Email Address: Javier.gonzalez@cityofdoral.com

**#3** Year(s) services provided (For Example: 1/2018 to 12/2019): 8/2017 - 5/2018

Company Name: Hallandale Beach

Address: 400 South Federal Highway

City, State Zip: Hallandale Beach, Florida 33009

Contact Name: Keven Klopp, Director of Development Services

Phone Number: (954) 457-1375 Fax Number: \_\_\_\_\_

Email Address: KKlopp@hallandalebeachfl.gov

**Request for Taxpayer  
Identification Number and Certification**

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

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

Print or type. See Specific Instructions on page 3.	<p>1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank. <b>Tindale-Oliver &amp; Associates, Inc.</b></p>	
	<p>2 Business name/disregarded entity name, if different from above</p>	
	<p>3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only <b>one</b> of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor or single-member LLC    <input type="checkbox"/> C Corporation    <input checked="" type="checkbox"/> S Corporation    <input type="checkbox"/> Partnership    <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ _____</p> <p><b>Note:</b> Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is <b>not</b> disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) ▶ _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from FATCA reporting code (if any) _____</p> <p><small>(Applies to accounts maintained outside the U.S.)</small></p>
	<p>5 Address (number, street, and apt. or suite no.) See instructions. <b>1000 N. Ashley Drive, Suite 400</b></p>	<p>Requester's name and address (optional)</p>
	<p>6 City, state, and ZIP code <b>Tampa, FL 33602</b></p>	
	<p>7 List account number(s) here (optional)</p>	

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

<b>Social security number</b>											
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		-									
<b>or</b>											
<b>Employer identification number</b>											
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5	9	-	2	9	2	9	8	1	1		

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

<b>Sign Here</b>	<p>Signature of U.S. person ▶ <i>Linda J. Tindale</i></p>	<p>Date ▶ <b>January 1, 2021</b></p>
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**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).



**Purpose of Form**

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

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

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

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


 Ron DeSantis, Governor
 

**STATE OF FLORIDA**

**BOARD OF PROFESSIONAL ENGINEERS**


THE ENGINEERING BUSINESS HEREIN IS AUTHORIZED UNDER THE  
PROVISIONS OF CHAPTER 471, FLORIDA STATUTES

**TINDALE-OLIVER & ASSOCIATES, INC.**

1000 N ASHLEY DRIVE  
SUITE 400  
TAMPA FL 33602

**LICENSE NUMBER: CA5249**  
**EXPIRATION DATE: FEBRUARY 28, 2021**

Always verify licenses online at MyFloridaLicense.com



Do not alter this document in any form.

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

## *State of Florida Department of State*

I certify from the records of this office that TINDALE-OLIVER & ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on January 13, 1989.

The document number of this corporation is K58299.

I further certify that said corporation has paid all fees due this office through December 31, 2020, that its most recent annual report/uniform business report was filed on January 9, 2020, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Ninth day of January, 2020*



*Ronald R. DeSantis*  
Secretary of State

Tracking Number: 054444660CC

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

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



Ron DeSantis, Governor

STATE OF FLORIDA

FBPE  
FLORIDA BOARD OF PROFESSIONAL ENGINEERS

BOARD OF PROFESSIONAL ENGINEERS

THE PROFESSIONAL ENGINEER HEREIN IS LICENSED UNDER THE PROVISIONS OF CHAPTER 471, FLORIDA STATUTES

TINDALE, STEVEN A.  
1000 NORTH ASHLEY DRIVE  
SUITE 400  
TAMPA FL 336020000

LICENSE NUMBER: PE16434  
EXPIRATION DATE: FEBRUARY 28, 2021  
Always verify licenses online at MyFloridaLicense.com

Do not alter this document in any form.  
This is your license. It is unlawful for anyone other than the licensee to use this document.

American Institute of Certified Planners  
declares

### Steven A. Tindale

A Member of the College of Fellows of AICP

In recognition of exemplary leadership, high standards, outstanding achievements, and distinguished contributions to the advancement of the art and science of the planning profession.

*James M. Drinan*  
James M. Drinan, Jr.  
Chief Executive Officer

*Glenn E. Larson*  
Glenn E. Larson, AICP  
AICP President

## The American Institute of Certified Planners

The Professional Institute of the American Planning Association

hereby qualifies

### Catherine M. Hartley

as a member  
with all the benefits  
of a Certified Planner and  
responsibility to the  
AICP Code of Ethics  
and Professional Conduct.

Certified Planner Number: 020874

July 12, 2006

*Jane Stewart*

PRESIDENT

*Paul Farr*

EXECUTIVE DIRECTOR



# CNU

The Congress for the New Urbanism  
on the nomination of the faculty of the  
University of Miami  
School of Architecture  
recognizes

### Catherine Hartley

as a CNU Accredited Member

DATE  
June 9, 2009



*Elizabeth Plater-Zyberk*  
ELIZABETH PLATER-ZYBERK  
Dean  
University of Miami  
School of Architecture

*John Nohquist*  
JOHN NOQUIST  
President and CEO  
Congress for the  
New Urbanism



The Board of Directors of the  
Form-Based Codes Institute acknowledges that

### Catherine M. Hartley AICP, CNU-A

has completed the Institute's three-course  
training series.

*Mary Madden*  
Mary Madden  
Chairperson  
Form-Based Codes Institute

*Carol Wyant*  
Carol Wyant  
Executive Director,  
Form-Based Codes Institute

FBCI  
Form-Based Codes Institute

This certificate hereby qualifies

### Alexandra Ankudowich, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 31838

*Joel Albizo*  
Joel Albizo, FASAE, CAE  
Chief Executive Officer  
American Planning Association

*Deborah Lawlor*  
Deborah Lawlor, FAICP, PP  
AICP President  
American Institute of Certified Planners



American Institute of Certified Planners  
Creating Great Communities for All

This certificate hereby qualifies

### Patrick Dougherty, AICP

as a member with all the benefits of a Certified Planner and a commitment to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 31949

*Joel Albizo*  
Joel Albizo, FASAE, CAE  
Chief Executive Officer  
American Planning Association

*Deborah Lawlor*  
Deborah Lawlor, FAICP, PP  
AICP President  
American Institute of Certified Planners



American Institute of Certified Planners  
Creating Great Communities for All

## The American Institute of Certified Planners

The Professional Institute of the American Planning Association

hereby qualifies

### A. Nilgun Kamp

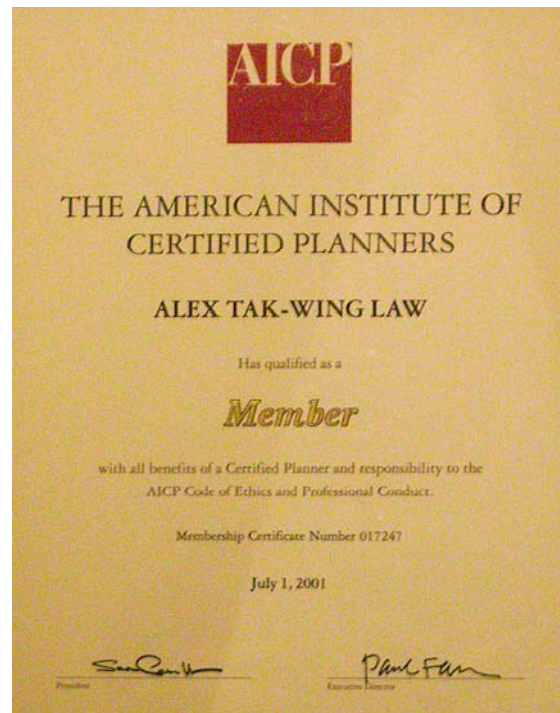
as a member with all the benefits of a Certified Planner and responsibility to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 019238

October 1, 2004

*Daniel Lamber*  
PRESIDENT

*Paul Fan*  
EXECUTIVE DIRECTOR



## The American Institute of Certified Planners

The Professional Institute of the American Planning Association

hereby qualifies

### Elisabeth P. Schuck

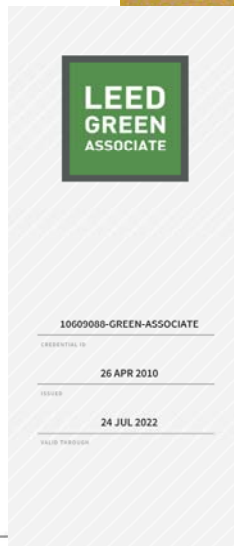
as a member with all the benefits of a Certified Planner and responsibility to the AICP Code of Ethics and Professional Conduct.

Certified Planner Number: 021945

July 23, 2007

*[Signature]*  
PRESIDENT

*Paul Fan*  
EXECUTIVE DIRECTOR



GREEN BUSINESS CERTIFICATION INC. CERTIFIES THAT

### Elisabeth Schuck

HAS ATTAINED THE DESIGNATION OF

### LEED® Green Associate™

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

*Mahesh Ramanijan*  
MAHESH RAMANIJAN  
PRESIDENT & CEO, U.S. GREEN BUILDING COUNCIL  
PRESIDENT & CEO, GREEN BUSINESS CERTIFICATION INC.

# AFFIRMATIVE ACTION PLAN

“A Commitment to Equal Opportunity Employment”

Prepared by Casey Malia Sledzinski,  
Director of Human Resources

January 2021

TRANSPORTATION

PLANNING / DESIGN

TRANSIT

PUBLIC FINANCE

**GREAT INSIGHTS.  
GREATER OUTCOMES.**



planning | design | engineering



**Tindale Oliver**  
**EXECUTIVE ORDER 11246**  
**AFFIRMATIVE ACTION PROGRAM**

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## Affirmative Action/Equal Employment Opportunity Policy Statement

January 1, 2021

Tindale Oliver affirms its commitment to equal employment opportunity and has submitted an Affirmative Action Plan for the purpose of maintaining that promise with particular emphasis on the minority workforce population and the utilization of minority professional firms, consultants, and/or suppliers.

Special meetings will be conducted with executive management and supervisory personnel to explain the intent of the plan and individual responsibility for effective implementation, making clear my commitment to the program. Additionally, the plan will be discussed at employee orientation and leadership training programs.

Outside sources such as recruitment subcontractors, vendors, and suppliers will be informed verbally and in writing about our affirmative action policies.

Mrs. Casey Sledzinski, Director of Human Resources, is hereby appointed the firm's Affirmative Action Officer. She will have the day-to-day responsibility for the implementation and monitoring of our plan.

The Affirmative Action Plan is available for your review during normal working hours. For review of the plan, please contact Mrs. Casey Sledzinski, Director of Human Resources at 813-224-8862, or via email at [csledzinski@tindaleoliver.com](mailto:csledzinski@tindaleoliver.com).



Steven A. Tindale  
Chief Executive Officer

## Organization Profile



### Employee Count

Total: 75

### Executives/Sr. Officials & Managers

Total: 6  
4 WM, 1 HM, 1 WF

### Administrative/Support

Total: 12  
2 WM,  
4 WF, 4 HF, 2BF

### First/Mid Officials & Managers

Total: 19  
8 WM, 2 HM, 1 AM, 1 2M  
4 WF, 2 HF, 1AF

### Technicians

Total: 8  
1 WM, 1 AM, 2 BM  
4 WF

### Professionals

Total: 30  
14 WM, 2 HM, 1 AM, 1 BM  
7 WF, 4 HF, 1 BF

## Job Group Analysis: Listing of Minority Data by Job Groups

Executives/Sr. Officials & Managers		
Bill	Ball	Chief Operating Officer
Robert	Cursey	Principal/Director of Metropolitan Trans. Planning
Nilgun	Kamp	Principal
Demian	Miller	Principal
Joel	Rey	Principal
Steven	Tindale	Chief Executive Officer

First/MID Officials & Managers		
Paola	Baez	Sr. Project Manager
Lucy	Bengochea	Controller
Gordon	Blain	Sr. Project Manager
Susan	Boda	Marketing Director
William	Bowman	Director of Transp/Engrg/SE Reg Mgr.
Benjamin	Cates	IT Manager
Kristopher	Debnam	Project Manager
Richard	Dreyer	Senior Associate
Randall	Farwell	Senior Associate
Catherine	Hartley	Director of Community Planning
Christopher	Keller	Sr. Project Manager
Donald	Kloehn	Sr. ADA Specialist
Mauricio	Micolta	Director of Roadway Design
Luis	Monsalve	Principal Engineer/QA/QC Manager
Jill	Quigley	Senior Associate
Elisabeth	Schuck	Sr. Project Manager
Asela	Silva	Senior Associate
Casey	Sledzinski	Director of Human Resources
Bryan	Weinstein	Director of ADA

## Job Group Analysis: Listing of Minority Data by Job Groups - Continued

ADMINISTRATIVE		
Tanya	Archer	Office/HR Administrator
Ksenia	Baute	Accounting Supervisor
Christina	Bowers	Marketing Assistant
Larysa	Figuroa	Project Accountant
Elyse	Garcia	Marketing/HR Intern
Ingris	Grimaldo	Marketing Assistant
Enisha	Jamison	Accounting Clerk
Donald	Latkovic	Accounting Consultant
David	Rynerson	Scheduler
Roslyn	Samuel	Office Manger
Andrea	Sauvageot	Communications & Research Coordinator
Linda	Tindale	Accounting Assistant

PROFESSIONALS		
Alexandra	Ankudowich	Senior Planner
Kayla	Burrows	Transit Intern
Juan	Butler	Senior Programmer
Buse	Cengiz	Traffic Engineer
Taylor	Cox	Assistant Project Manager
Patrick	Dougherty	Senior Planner
Jeffrey	Easterling	Vehicle Inspector
George	Edmiston	Safety Enforcement Expert
Abel	Espino Martinez	Transportation Engineer
Gerald	Galloway	Info Systems Intern
Sarah	Goolsby	Project Manager
Amanda	Harig	Transit Intern
Silvia	Hernandez Martinez	Roadway Design/TS&E Intern
Randall	Hunkins	IT Support Specialist
Steven	Infanti	Assistant Project Manager
Alex	Law	Urban Designer/Planner
Robert	Layton	Project Manager
Jessica	Mackey	Sr. Planner
Scott	Michael	Sr. Designer
Helene	Miles	Senior Planner
Kevin	Moderie	Assistant Project Manager
Robert	Modys	Assistant Project Manager Planner
Laura	Molennor	Sr. Graphics/Web Designer
Justin	Nahas	Planner I
Ines	Nizeye	Assistant Project Manager
Isaac	Pinckney	Planner I
Natasha	Serra	Senior Planner
Sofia	Thordin	Planner I
Rudolph	Umbs	Field Worker/Sr. Traffic Safety Engineer
James	Van Pelt	Transportation Specialist
Robert	Wallace	Senior Engineer



**Job Group Analysis: Listing of Minority Data by Job Groups - Continued**

TECHNICIANS		
Brian	Andruskiewicz	IT Intern
Morgan	Cook	Public Finance Intern
Daniele	Green	ADA Compliance Intern
Suzanne	Lanham	Temp - Consultant (Scheduler)
Lauren	O'Neill	Planning Intern
Christophe	Reed	Lead Monitor
Davon	Scott	Lead Monitor
Blake	Sizemore	Transportation Specialist

## Job Group Analysis: EEO-1 Categories

Job Title	Job Group	EEO Category
Chief Operating Officer	<b>1</b>	<b>Officials &amp; Managers</b>
Chief Executive Officer		
Controller		
Director of ADA		
Director of Community Planning		
Director of Human Resources		
Director of Roadway Design		
Director of Transp/Engrg/SE Reg Mgr.		
IT Manager		
Marketing Director		
Principal		
Principal Engineer/QA/QC Manager		
Principal/Director of Metropolitan Trans. Planning		
Project Manager		
Senior Associate		
Sr. ADA Specialist		
Sr. Project Manager		
Assistant Project Manager		
Assistant Project Manager Planner		
Field Worker/Sr. Traffic Safety Engineer		
Info Systems Intern		
Planner 1		
Project Manager		
Safety Enforcement Expert		
Senior Engineer		
Senior Planner		
Senior Programmer		
Sr. Designer		
Sr. Graphics/Web Designer		
Traffic Engineer		
Transportation Engineer		
Transportation Specialist		
Urban Designer/Planner		
Vehicle Inspector	<b>3</b>	<b>Technicians</b>
ADA Compliance Intern		
Lead Monitor		
Public Finance Intern		
Temp - Consultant (Scheduler)		
Transportation Intern		
Transportation Specialist		
IT Intern		
Accounting Assistant	<b>5</b>	<b>Administrative</b>
Office/HR Administrator		
Accounting Assistant		

Job Title	Job Group	EEO Category
Accounting Clerk		
Accounting Consultant		
Accounting Supervisor		
Communications & Research Coordinator		
Marketing Assistant		
Marketing/HR Intern		
Office Manager		
Project Accountant		
Scheduler		

**Utilization Analysis:**  
***Placement of Incumbents in Job Groups***

JOB CATEGORY	TOTAL # OF INCUMBENTS	# OF FEMALES	FEMALE INCUMBENCY %	# OF MINORITIES	MINORITY INCUMBENCY %
Officials & Managers (1)	25	8	32%	8	32%
Professionals (2)	30	12	40%	9	30%
Technicians (3)	8	4	50%	3	38%
Office & Clerical (5)	12	10	83%	6	50%



## Designation of Responsibility for Implementation

### *Responsibilities of the Equal Employment Opportunity Manager*

The Director of Human Resources has the responsibility for designing and ensuring the effective implementation of Tindale Oliver Affirmative Action Program (AAP). These responsibilities include, but are not limited to, the following:

1. Developing Equal Employment Opportunity (EEO) policy statements, affirmative action programs, and internal and external communication procedures.
2. Assisting in the identification of AAP/EEO problem areas.
3. Assisting management in arriving at effective solutions to AAP/EEO problems.
4. Designing and implementing an internal audit and reporting system that:
  - a) Measures the effectiveness of Tindale Oliver's program.
  - b) Determines the degree to which AAP goals and objectives are met.
  - c) Identifies the need for remedial action.
5. Keeping Tindale Oliver's Executive Committee informed of equal opportunity progress and reporting potential problem areas within the company through quarterly reports.
6. Reviewing the company's AAP for qualified minorities and women with all managers and supervisors at all levels to ensure that the policy is understood and is followed in all personnel activities.
7. Ensuring compliance information is posted and up to date.
8. Serving as liaison between Tindale Oliver and enforcement agencies.

***Responsibilities of Managers and Supervisors:***

It is the responsibility of all managerial and supervisory staff to implement Tindale Oliver's AAP. These responsibilities include, but are not limited to:

1. Assisting in the identification of problem areas, formulating solutions, and establishing departmental goals and objectives when necessary.
2. Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner when hiring, promoting, transferring, and terminating actions occur.
3. Reviewing the job performance of each employee to assess whether personnel actions are justified based on the employee's performance of his or her duties and responsibilities.

## Action-Oriented Programs

Tindale Oliver has instituted action programs to eliminate identified problem areas and to help achieve specific affirmative action goals. These programs include:

1. Conducting annual analyses of job descriptions to ensure they accurately reflect job functions.
2. Reviewing job descriptions by department and job title using job performance criteria.
3. Making job descriptions available to recruiting sources and to all members of management involved in the recruiting, screening, selection, and promotion processes.
4. Evaluating the total selection process to ensure freedom from bias through:
  - a) Reviewing job applications and other pre-employment forms to ensure Information requests are job-related.
  - b) Evaluating selection methods that may have a disparate impact to ensure that they are job-related and consistent with business necessity.
  - c) Training personnel and management staff on proper interview techniques.
  - d) Training in EEO for management and supervisory staff.
5. Using techniques to improve recruitment and increase the flow of minority and female applicants. Tindale Oliver presently undertakes the following actions:
  - a) Includes the phrase "Equal Opportunity/Affirmative Action Employer" in all printed employment advertisements.
  - b) Places help wanted advertisement, when appropriate, on sites to drive exposure to minority and female applicants.
  - c) Disseminates information on job opportunities to organizations representing minorities, women and employment development agencies when job opportunities occur.
  - d) Encourages all employees to refer qualified applicants.
  - e) Actively recruit at secondary schools, community colleges, and colleges and universities with strong minority or female enrollments.

## Tindale Oliver Firm Overview

Tindale Oliver was established in 1989 to provide infrastructure engineering, planning, and innovative financing programs for local government entities and private developments. Today, Tindale Oliver is a firm with a national reputation as a leader in providing high-quality, innovative planning, and engineering services to public and private sector clients. The professionals at Tindale Oliver have extensive public management experience that translates to a real-life understanding of the issues related to engineering, planning, economics, and finance.

The principals of Tindale Oliver have invested more than 40 years of their professional careers working for City and State agencies. This experience affords them a true understanding of the issues faced by government officials in transportation infrastructure planning, developing innovative infrastructure financing alternatives, and more importantly, how to implement selected alternatives.

Tindale Oliver offer professional consulting services in the following service areas:

- Multimodal Transportation Planning
- Transit Planning and Operations
- Transportation Engineering and Safety
- Roadway Design
- ADA Compliance and Accessibility
- Community Planning
- Public Finance, Infrastructure Planning, and Smart Growth

Selected capabilities of Tindale Oliver include the following:

- Transportation Planning
- Corridor/Sub-Area Studies
- Congestion/Mobility Management Systems
- Transit Planning and Operations
- Transportation Engineering
- Traffic Operations/Safety
- Community Planning
- Land Use and Comprehensive Planning
- GIS and Web-Based Applications
- Public Finance
- Accessibility and ADA Compliance

Tindale Oliver serves clients throughout Florida and more than 20 other states throughout the US.



**Assignment of Responsibilities of the Equal Employment Opportunity/Affirmative Action Program**

The EEO Coordinator for Tindale Oliver is Bill Ball. The duties of the EEO Coordinator are to:

1. Develop and update written affirmative action plans consistent with Tindale Oliver policy.
2. Implement the affirmative action program, including internal and external dissemination of Tindale Oliver's policy and program.
3. Coordinate recruitment and employment of women and minorities.
4. Serve as a liaison between Tindale Oliver and its contractors.
5. Serve as a liaison between protected class groups and Tindale Oliver.
6. Conduct and/or coordinate EEO training and orientation of Tindale Oliver supervisors, managers, and subcontractors to inform them of their responsibilities pursuant to the Affirmative Action Plan.
7. Ensure that all managers and supervisors understand that it is their responsibility to take action to prevent the harassment of protected class employees and applicants for employment.
8. Ensure that all minorities and women are provided equal opportunity as it relates to company-sponsored training programs, recreation/social activities, benefit plans, pay, and other working conditions without regard of race, sex, color, etc.
9. Review the qualifications of all employees to ensure that minorities and women are given full opportunity for transfers and promotions.
10. Periodically audit training programs, hiring, and promotion patterns to remove impediments to the attainment of the Affirmative Action goals and objectives.
11. Design, implement, and maintain annual EEO audit, reporting, and record systems that measure the effectiveness of the employer's AAP and determine if the employer's goals and objectives have been attained. The records and reports will be made available to the appropriate enforcement agencies.
12. Identify any problem areas and recommend solutions.
13. Keep management informed of the latest developments in the area of EEO.
14. Receive, investigate, and attempt to resolve all EEO complaints.

15. Coordinate implementation of necessary remedial actions to meet compliance requirements and goals.
16. Hold regular discussions with project managers, supervisors, and employees to ensure Tindale Oliver's equal employment opportunity policies are being followed.
17. Monitor subcontractors and work sites to ensure compliance in such areas as:
  - a) Proper employment of women and minority employees
  - b) Proper display of EEO posters
  - c) Existing working conditions free of harassment and intimidation due to race, sex, national origin, etc.

## Dissemination of Affirmative Action Policy and Plan

### A. Internal Dissemination

1. The policy statement will be permanently and conspicuously displayed in areas such as employee bulletin boards. Tindale Oliver, as an equal employment opportunity employer also will print the policy statement in the company newsletter and other publications.
2. This policy will be made available to all employees including part-time, temporary, or seasonal employees.
3. The EEO/AA policies will be included in Tindale Oliver's policy manual.
4. Tindale Oliver will review the organization's EEO/AA policies with all employees and management at least once per year.
5. Tindale Oliver will conduct orientation and training sessions to thoroughly inform staff and management of its EEO/AA commitment.
6. Tindale Oliver will develop internal communication of obligation to engage in affirmative action efforts to employ women and minorities, in such a manner as to foster understanding, acceptance, and support among executive, management, supervisors, and all other employees; and to encourage such persons to take the necessary action to aid the EEO Coordinator in meeting this obligation.

### B. External Dissemination

1. Tindale Oliver will notify all recruitment sources, including the protected class media, of its EEO/AA policy and encourage them to refer women and minority individuals to assist in achieving Tindale Oliver's affirmative action objectives.
2. Tindale Oliver will include the statement "Equal Opportunity Employer/Contractor" or "Affirmative Action Employer/Contractor" in all advertisements used to recruit employees and contractors.
3. Tindale Oliver will notify all subcontractors, vendors, and suppliers verbally and in writing of the EEO/AA policy requiring supportive action on their part.
4. Tindale Oliver will include the EEO/AA clause in all bid specifications and contracts.

## Recruitment of Employees

- A. When Tindale Oliver adds employees, it will use media that targets women and minorities to advertise the openings and will allow sufficient time after the publication of the advertisement to generate sufficient numbers of protected class applicants.
- B. All solicitations or advertisements for employees placed by or in behalf of Tindale Oliver or its subcontractors will state that all qualified applicants will receive consideration for employment, regardless of their race, color, religion, age, religion, gender, gender identity or expression, sexual orientation, marital status, ancestry, national origin, citizenship status, disability, or status as a covered veteran that does not interfere with job performance with reasonable accommodation handicap. Copies of advertisements for employment are kept in the recruiting management system.
- C. Tindale Oliver will not indicate in “Help-Wanted” advertisements, any preference, limitations, specification, or discrimination based on gender, unless gender is a bona fide occupational qualification for a job involved. The placement of an advertisement in columns classified by publishers on the basis of gender, such as columns headed, “Male” or “Female” will be considered an expression of a preference, limitation, specification, or discrimination based on gender.
- D. Active recruiting programs, where applicable, will be carried out at secondary schools, community colleges, and colleges/universities with predominately minority and female enrollments. Recruiting efforts at all schools will incorporate efforts to reach minorities and females.
- E. Tindale Oliver and its subcontractors will make job opportunity information equally available to potential applicants from both protected and non-protected class groups, unless there is a bona fide occupational requirement for a job.
- F. Recruitment brochures pictorially presenting work situations will include minorities and females.
- G. Special efforts will be made to include minorities and females on personnel relations staff.

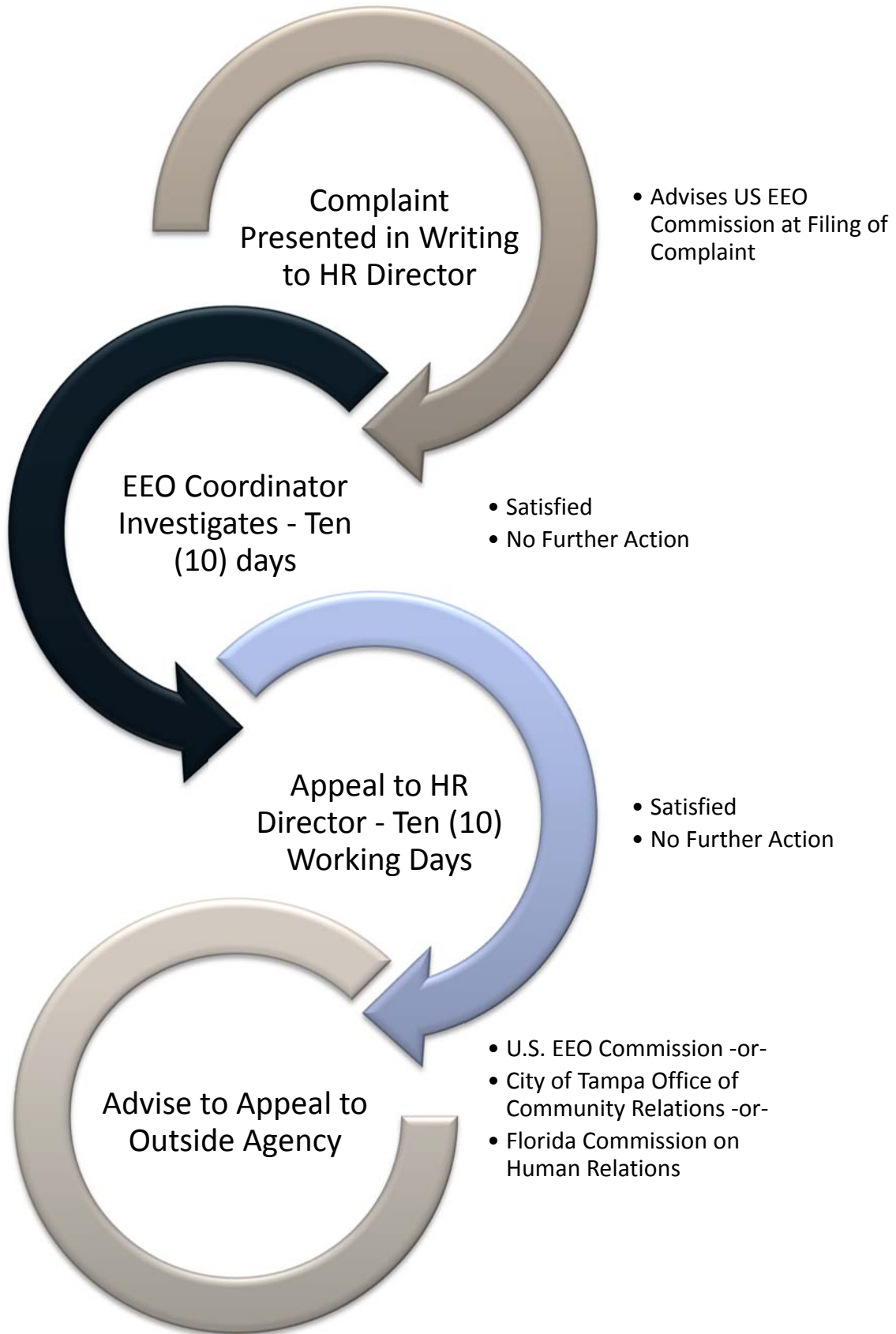


**Goals and Timetables**

Upon consideration of the availability of minorities and women for each of the job categories in Tindale Oliver, the firm will be able to identify specific job categories that are underutilized. To correct the underutilization, an assessment of potential hiring/promotional opportunities for each job category within the next year has been conducted. Good faith efforts will be made in the coming year to continue internal development and promotion of females/minorities in the Professional's category as our current work demands increase.

Tindale Oliver has held employee focus group sessions to gather feedback from staff and discuss the topics of diversity, equity and inclusion. Employees will have additional opportunities to express their insights and provide recommendations for firm action related to diversity, equity and inclusion throughout the coming year. Opportunities will include anonymous surveys and discussion groups. Tindale Oliver will implement actions in an effort to positively impact our work environment to supports the successful hiring, growth and development of our diverse staff.

# Internal EEO Complaint Procedure





# City of Gainesville

Budget and Finance Department  
Purchasing Division

200827C

**Addendum Publish Date:** January 4, 2021

## Gainesville, Florida Zoning Review & Inclusionary Study RFP #: DOSD-210014-GD ADDENDUM NO. 1

**Bid Due Date:** January 14, 2021, 3:00pm (Local Time)

**NOTE:** The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. Any questions regarding this solicitation shall be submitted in writing to the City of Gainesville (CoG) Procurement Division by 3:00pm, (local time), January 7, 2021, 3:00pm local time. Submit questions to: [dykemangb@cityofgainesville.org](mailto:dykemangb@cityofgainesville.org)
2. Please find attached:
  - a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
  - b. A copy of the Pre-Bid Discussion/Information Checklist
3. Following is a review of the Pre-Bid Meeting that was held via Zoom Conference on January 4, 2021, 10:00am Eastern Time:
  - a. City of Gainesville Staff represented by Gayle Dykeman, City of Gainesville Procurement Specialist III and Andrew Persons, Project Manager.
  - b. Gayle Dykeman started the meeting by reviewing important Procurement areas of the solicitation, including the solicitation schedule and submittal due date.
    1. All communication must go through Gayle Dykeman throughout the duration of the solicitation.
    2. All submittals must be entered in DemandStar.com by the due date and time – DemandStar is programmed to reject any bids that are entered after that time. DemandStar is a free tool for vendors to submit bids. DemandStar will automatically close the solicitation at the specified date and time, and the City will not accept any late proposals, regardless of the format presented.
    3. Spoke at length about the rules guiding the Cone of Silence.
    4. Required forms – updated on the Meeting Checklist form attached
  - c. Andrew Persons provided an overview of the intent of the solicitation. He outlined the three key areas of the solicitation: Inclusionary Zoning, Exclusionary Zoning and request for a 'white paper' that discusses and analyses alternative zoning solutions that may be used in other agencies throughout the country.



# City of Gainesville

Budget and Finance Department  
Purchasing Division

4. Following are questions and answers that were discussed in the meeting:

- a. Question:  
What is the budget for the consultant?
- Answer:  
\$200,000

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

### CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

SIGNATURE: DocuSigned by:  
*William L. Ball*  
0661A8FE42ED462

LEGIBLY PRINT NAME: William L. Ball, AICP, Chief Operating Officer

DATE: January 12, 2021



# **City of Gainesville**

Budget and Finance Department  
Purchasing Division

**Addendum Publish Date:** January 11, 2021

## **Gainesville, Florida Zoning Review & Inclusionary Study RFP #: DOSD-210014-GD ADDENDUM NO. 2**

**Bid Due Date:** January 14, 2021, 3:00pm (Local Time)

**NOTE:** The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary.

1. Please find attached:
  - a. A copy of the Cone of Silence period information (Financial Procedures Manual Section 41-424 Prohibition of lobbying in procurement matters) that was discussed.
2. Following is a question that was received by the Questions deadline:

**Question:**

In terms of the scope of the project, is the City looking for a consultant to simply provide a study, recommendations, and implementable policies and procedures for an IZ policy for the City to then take over? Or is the City looking for a consultant to see the IZ policy through to completion?

For example, if the City is seeking a consultant to work on the IZ policy to completion by drafting all the policies and procedures related to IZ (ordinance, deed restrictions, internal policies, etc.) that would be a longer time frame than simply providing recommendations given that a codified IZ policy would surely need to go through the community engagement process which would extend the time frame of project completion.

**Answer:**

The City expects the final work products from the consultant to include a comprehensive market study for the Gainesville housing market informing implementable recommendations that the consultant would then turn into draft policies and procedures. The consultant and City staff would work collaboratively in bringing the program through the legislative adoption process.





# City of Gainesville

Budget and Finance Department  
Purchasing Division

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 2 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

## **CERTIFICATION BY PROPOSER**

The undersigned acknowledges receipt of this Addendum No. 2 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER COMPANY NAME: Tindale-Oliver & Associates, Inc., dba Tindale Oliver

SIGNATURE: DocuSigned by:  
*William L. Ball*  
0661A8FB42FD462

LEGIBLY PRINT NAME: William L. Ball, AICP, Chief Operating Officer

DATE: January 12, 2021



# **City of Gainesville**

Budget and Finance Department  
Purchasing Division

## **CITY OF GAINESVILLE FINANCIAL SERVICES PROCEDURES MANUAL**

### **41-424 Prohibition of lobbying in procurement matters**

Except as expressly set forth in Resolution 170116, Section 9, during the Cone of Silence as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees, except the Procurement Division or the procurement designated staff contact person. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Cone of Silence period means the period between the issue date which allows for immediate submittals to the City of Gainesville Procurement Division in response to an invitation to bid, or a request for proposal, or qualifications, or information, or an invitation to negotiate, as applicable, and the time that City Officials or the Procurement Division, or City Department awards the contract.

Lobbying means when a person seeks to influence or attempt to influence City Officials or employees with respect to a decision of the City, except as authorized by procurement procedures.

# Tindale X Oliver

