



CITY OF CRESTVIEW CRA

OFFICE OF THE CITY CLERK

P.O. DRAWER 1209, CRESTVIEW, FLORIDA 32536

Phone # (850) 1560 Fax # (850) 682-8077

September 14, 2020

5:00 PM

Council Chambers

CRA Regular Meeting

The Public is invited to view our meetings on the City of Crestview Live stream a at <https://www.cityofcrestview.org> or on the City of Crestview Facebook Page. You may submit questions on any agenda item in advance (by 3:00 PM Please) to cityclerk@cityofcrestview.org.

1. Call to Order
2. Pledge of Allegiance
3. Open Policy Making and Legislative Session
4. Approve Agenda
5. Presentations and Reports
6. Consent Agenda
7. Comments from the Board
8. Comments from the Attorney
9. CRA Director Report
10. City Manager / CRA Administrator Report
11. Action Items

11.1. Approval of Mobility Study from Matrix Design

11.2. Resolution CRA 20-02 2021 Budget

12. Comments from the Audience

13. Adjournment

Note: The Presentations section is for items that were submitted by a citizen or group of Citizens no later than the Wednesday 2 weeks prior to the meeting to the Clerk's office for approval. These items will be scheduled under the section titles Presentations and Reports. Supporting documents must be submitted at this time to be on the regular agenda. All Action Item are for staff and elected officials only and must be submitted for approval no later than the Wednesday 10 days prior to the meeting. Those not listed on the regular agenda who wish to address the council should fill out a yellow card. The Card must be submitted to the City Clerk. Speaking time should be three minutes or less, large groups may designate a spokesperson. All remarks should be addressed to the Council as a whole and not to individual members. All meeting procedures are outlined in the Meeting Rules and Procedures brochure available outside the Chambers. If any person decides to appeal any decision made by the City Council with respect to any matter considered at such meeting or hearing, he or she will need a record of the proceedings, and that, for such purpose, he or she may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. The City Council of the City of Crestview, Florida does not discriminate upon the basis of any individual's disability status. Anyone requiring reasonable accommodation as provided for in the American With Disabilities Act to insure access to and participation in the meeting should contact the Office of the City Clerk at (850)682-1560 prior to the meeting to make appropriate arrangements.



Staff Report

CRA MEETING DATE: September 14, 2020

TYPE OF AGENDA ITEM: Action Item

TO: CRA Board
CC: City Manager, City Clerk, Staff and Attorney
FROM: Elizabeth Roy, City Clerk
DATE: 9/8/2020
SUBJECT: Approval of Minutes from the August 10 CRA Board Meeting.

BACKGROUND:

Minutes are presented for approval at CRA and City Council meetings

DISCUSSION:

Minutes are accomplished as soon as possible after each CRA Board Meeting

Board members are requested to send any corrections to the City Clerk prior to the approval meeting so changes may be made.

Any amendments submitted will be presented at the meeting for approval.

GOALS & OBJECTIVES

This item is consistent with the CRA Strategic Plan 2020 Gateway to Opportunities as follows:

Communication and Citizen updates.

FINANCIAL IMPACT

There is no financial impact for the approval of minutes.

RECOMMENDED ACTION

Staff respectfully requests that the Board approve the minutes from the August 10, 2020 CRA Board Meeting

Attachments

1. 2020.08.10 CRA Minutes

Crestview Redevelopment Agency Meeting
August 10, 2020
5:00 PM
Council Chambers

The Regular Meeting of the Crestview Redevelopment Agency was called to order at 5:00 P.M. Members present were: Chairman Nathan Boyles, Vice Chairman Dr. Margareth Pierre-Larosse, Shannon Hayes, Joe Blocker, Cynthia Brown, Harry LeBoeuf, and Andrew Rencich. Linda Parker was absent from the meeting. Also present were the honorable, City Manager Tim Bolduc, CRA Director Elizabeth Roy, CRA Attorney Jon Holloway and staff members.

CRA Special Meeting

1. Call to Order

This meeting was called to order by Chairman Boyles at 5:00 p.m.

2. Pledge of Allegiance

The pledge was led by Chairman Boyles.

3. Open Policy Making and Legislative Session

4. Approve Agenda

Chairman Boyles asked for any objections or changes to the current Agenda.

A motion made by Commissioner Rencich to approve the Agenda. Seconded by Commissioner LeBoeuf, there were 5 yeas and 0 nays, motion carried.

5. Reports and Presentations

6. Consent Agenda

6.1 Approval of the Minutes from the June 8th CRA Meeting

Commissioner Boyles asked for approval or changes to the minutes.

There were no objections or changes to the minutes they were approved by unanimous consent.

7. Comments from the Board

8. Comments from the Attorney

9. CRA Director Report

Ms. Roy, CRA Director updated the Board on the projects happening in the CRA District which included the parking lot, signs going up on both end of Main Street.

Discussion ensued.

10. City Manager/CRA Administrator Report

11. Action Items

11.1 Approval of Façade Grant from Hideaway Pizza

Ms. Roy, CRA Director informed the Board that Hideaway Pizza had completed a Façade grant before the Covid-19 shut down and now the application needs approval. The Hideaway Pizza is requesting a Facade Grant for improvements to their building at 326 N. Main Street. Facade grant approval requires only one quote per the Current CRA Policy The applicant is requesting a 50% match of total cost of \$4131.20. Staff has reviewed the application and found it to be eligible for the grant. The project qualifies for the program and funds are available therefore Staff is recommending approval.

Discussion ensued.

Chairman Boyles asked for action by the Board.

A motion made by Commissioner Hayes to approve the façade grant for Hideaway Pizza as presented. Seconded by Commissioner Brown with 6 yeas and 0 nays, motion carried.

11.2 Resolution CRA 2020-1 Budget Amendment

Ms. Roy, CRA Director sated that the budget amendment is to accurately reflect revenues and expenses for the end of the budget year.

Chairman Boyles asked for action by Board.

A motion made by Commissioner Brown to approve the Budget Amendment as presented. Seconded by Commissioner LeBoeuf vote 6 yeas and 0 nays, motion carried.

11.3 Introduction of 2021 Preliminary Budget

Ms. Roy, CRA Director presented the Board with the 2021 Preliminary Budget any changes to this budget will be amended after October 1, 2020. There is not expected to be significant change to the proposed 2021 budget. The finalized budget will be presented to the CRA board for approval on September 14, before the Final Budget hearing by the City Council on September

28th. A new strategic plan will be presented at the September 14th meeting that ties to the new budget. Preliminary copies will be distributed before that meeting.

Discussion ensued.

Chairman Boyles asked for action by Board.

Discussion ensued.

A motion made by Commissioner Brown to accept the CRA Preliminary Budget as presented. Seconded by Commissioner Hayes, after discussion the motion was rescinded to be discussed at the September 14, 2020, CRA Meeting.

12. Comments from Audience

13. Comments from the Board

14. Comments from the Attorney

15. Adjournment

Chairman Boyles adjourned the meeting at 5:53 p.m.

Elizabeth M. Roy
CRA Director

Nathan Boyles
Chairman

Minutes approve this 14th day of September, 2020.



Staff Report

CRA MEETING DATE: September 14, 2020

TYPE OF AGENDA ITEM: Presentation

TO: CRA Board
CC: City Manager, City Clerk, Staff and Attorney
FROM: Elizabeth Roy, City Clerk
DATE: 9/9/2020
SUBJECT: Approval of Mobility Study from Matrix Design

BACKGROUND:

On July 28 the Crestview CRA published a request for proposals (RFP) for a mobility study for the CRA district.

DISCUSSION:

The RFP was published in the local newspaper, on the website, on Vendor Registry, and was emailed to interested parties.

There was a Pre-bid conference held for interested vendors on August 10, 2020 in the council chambers at City Hall.

The CRA only received one proposal which was opened on Monday, August 31st at 2:10 PM in the Council Chambers at City Hall.

The evaluation committee met on Thursday, September 3rd at 1:30 PM in the Council Chambers at City Hall. The committee was comprised of Community Development Services Director Barry Henderson, Senior Planner Trae Duley, Finance Director Gina Toussaint, and the Crestview Recreation & Enrichment Services Director Chuck Powell.

The committee was presented an example of a fly-through from the vendor and agreed that this needs to be part of the final presentation. The Fly-through was not included in the original bid, but the CRA director negotiated with the vendor to include with a minimal increase to the bid amount.

There were other questions from the committee that were answered by the vendor to the satisfaction of the Committee Members.

The committee recommends the CRA Board accept the proposal from Matirx Design for a cost of \$140,000

The formal timeline for the presentations outlined in the proposal will be determined by the agreement with Matrix as established by the CRA Director, City Attorney and City Manager.

GOALS & OBJECTIVES

This item is consistent with the CRA Strategic Plan 2020 Gateway to Opportunities as follows:

To revitalize the district capitalizing on current resources and recognized opportunities

1. Establish a revitalization task force to address economic and physical Revitalization
2. Maintain and Strengthen the Façade Grant Program
3. Develop green space, open space parks, and public plaza programs and promote connectivity within the community

To provide infrastructure for current and future needs

1. Develop a sidewalk restoration and maintenance program
2. Review a realign downtown streets for efficiency/eliminate dangerous intersections

Market the District

1. Build and develop an active marketing and branding program
2. Promote CRA district on website and all social media platforms
3. Clearly identify “Historic Downtown Crestview” and direct visitors and locals to the district
4. Develop “Gateways to Crestview”
5. Develop a cohesive “family” of wayfinding signs to the district

Enhance the Aesthetics of the District

1. Develop design guidelines for Facades, signage, landscaping , access and parking
2. Develop area around new courthouse/add public amenities
3. Eliminate informality of enforcement of regulations

Expand Activity in the District

1. Promote Arts in the downtown and entire CRA district

Economic Development in the District

1. Amend Comprehensive plan to mixed use for downtown district
2. Develop a commercial incentive program to encourage new development, economic activities and job creation

FINANCIAL IMPACT

There are three (3) proposals before the Board for the completion of the Mobility Study. The original budget for the study was \$100,000. The Vendor's original proposal was just over \$134,000. With the Addition of the Fly through, normally a \$12,000 - \$15,000 cost, the vendor has agreed to work with the CRA and provide a mobility study to include the fly through for \$140,000, All 3 of these budget proposals are attached.

The proposal that is approved will be presented as the budget in the next action item.

RECOMMENDED ACTION

Staff respectfully requests that the Board accept the recommendation of the committee and approve the Mobility study for the Cost of \$140,000, and allow the CRA Director, City Attorney, and City Manager to formalize the agreement with Matrix and send for signatures.

Attachments

1. Matrix Design Group_Proposal to Crestview_RFP No 20-8-31A
2. CRA line item



A Proposal to Provide:

Services to Create a Mobility Study for the Community Redevelopment Agency Area of the City of Crestview, Florida

RFP#: 20-8-31A
August 31, 2020



Prepared for:





Matrix

August 31, 2020

City of Crestview City Hall
Elizabeth Roy, City Clerk
198 North Wilson Street
Crestview, FL 32536

Reference: **Response to Request for Proposal No. 20-08-31A**
 Proposal for a Mobility Study for the CRA District of the City of Crestview

Dear Ms. Roy and Evaluation Committee:

The mobility study for the Community Redevelopment Agency (CRA) area is an important opportunity for the City of Crestview (City) and its partners to identify and address accessibility, connectivity, and parking issues for the community. It is a critical opportunity to develop a strategy for short- and long-term investments that support safer streets, improve access for all users, and boost economic growth.

Matrix Design Group, Inc. (Matrix) is committed to delivering a mobility plan that builds on Crestview's unique assets, supports all modes of travel, enhances social and economic opportunities, and ultimately, reflects and makes real the City's vision of a more vibrant and sustainable Downtown. Please find enclosed our proposal for the mobility study to be completed on behalf of the City, as solicited in the RFP issued July 2020.

Matrix is a highly qualified professional planning, engineering, urban design, and economics consulting firm. Joining us as a subconsultant for this project is **AVCON, Inc.**, a full-service engineering and planning firm that serves all segments of the transportation and development industries. Our Team is tailor-made to meet the requirements of the Community Redevelopment Agency and the City of Crestview.

We understand the importance of integrating and balancing all modes of transportation and enhancing accessibility to meet the needs of all travelers, including motorists, bicyclists, pedestrians, and both ride share and public transit users. We embrace a long-term partnership with Crestview that will ensure community needs and goals are correctly identified and thoroughly addressed using the guiding principles below.

- **Integrated, Multidisciplinary Perspectives.** Our "matrix" structure reflects a commitment to providing all services needed to execute a project through integrated, multidisciplinary teams of specialists who work together regularly and seamlessly. Our approach incorporates and builds on best practices from all relevant disciplines as the source of innovative and effective solution sets appropriate for clients' specific needs. Providing integrated services eliminates the need for further contracting, simplifies project management, enhances responsiveness, and constitutes an efficiency for Crestview.
- **Comprehensiveness.** A successful mobility plan lays the foundation for community health, economic growth, and vibrancy. Communities prosper when all forms of transportation are supported and well-integrated. Working with the City of Crestview and key stakeholders, Matrix will develop a mobility plan that builds on community and area strengths and addresses identified challenges. Our approach is flexible, works within the City's constraints, and will provide a comprehensive strategy for improved mobility, relative to both immediate needs and long-term goals.
- **Inclusiveness.** Inclusive and equitable transportation systems provide accessible facilities for all modes of travel and thereby provide access to community resources and economic opportunities for all residents. We understand the design needs of bicyclists and pedestrians, as well as motorists. We offer Crestview extensive experience designing 'safety-conscious' intersections for active transportation users and fully incorporate Americans with Disabilities Act (ADA) requirements into our design solutions. We deliver high quality, safe, and equitable public infrastructure to the communities we serve.

Our Team has extensive experience working with the City of Crestview, as well as with municipalities that share many of the same attributes and opportunities. From plans for specific areas to comprehensive plans for

Excellence by Design

counties and cities, Matrix understands the challenges that jurisdictions face in navigating the complex interrelationships among different planning issues, planning elements, and both long- and short-term goals. We highlight our unique suite of qualifications below, with further details provided in the proposal.

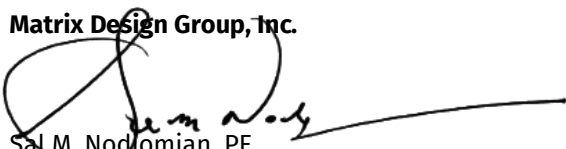
- **National Experience.** We bring best practices and lessons learned from mobility plans and land development projects from across the nation, including from historic coastal communities seeking revitalization and proactive plans to facilitate and accommodate growth and development.
- **State and Local Experience.** We will manage this project from our Niceville office and leverage our state, regional, and local knowledge and experience to deliver sustainable design solutions and planning recommendations appropriate for Crestview based on our knowledge from performing the Fort Walton Beach Landing, Fort Walton Parking Study, Fort Walton Facilities and Operational Assessment, Okaloosa County RESTORE Act Coordinators, Tri-County Community Partnership Initiative Coordinators, Tri-County Growth Management Plan, etc. From other work in the state, we bring intimate knowledge and understanding of Florida's statutes and accessibility guidelines and where they create challenges and opportunities for local municipalities in meeting their planning goals.
- **State-of-the-Art, Innovative Planning.** Our projects integrate advanced technologies such as GIS and scenario planning tools, community engagement software, and interactive maps and project websites to support comprehensive spatial analyses of planning variables, provide clients and communities information about project components and progress, and collect input from all stakeholders.
- **Community Engagement Experts.** We use SWOT analysis, project websites, interactive polling, media coordination, public workshops, stakeholder meetings, charrettes, and visualization preference surveys to provide residents and other stakeholders a range of engagement opportunities and ensure maximum input from a cross-section of the community. Our award-winning outreach and engagement techniques assure clients solution sets are responsive to residents' needs and will have broad community support.
- **Committed to Making a Difference.** Our passion for community planning distinguishes Matrix from other planning firms. Our experienced specialists work tirelessly with staff and leadership to make a difference by providing personalized service that meets the unique needs of each community we serve. At Matrix, our approach is much more than a process that simply meets the RFQ requirements. Instead, our process is engaging, creative, thought-provoking, and instructive. We embrace outside-the-box thinking that leads to tailored, site-appropriate efficiencies and solution sets that can best meet each client's unique challenges and goals. Our projects are recognized for innovative recommendations and pragmatic approaches. This recognition is not taken lightly and inspires us to continually improve and provide the best service to the communities we serve.

It is important to note that Matrix and AVCON have teamed on more than a dozen projects over the last eight years and have established a seamless partnership. Our clients gain the unified efforts of two outstanding firms. Our collective work in developing a mobility plan for Crestview will enhance the overall success of the broader CRA efforts and successfully position all parties in improving the vibrant economic potential of the Downtown area.

We look forward to continuing our outstanding working relationship with the City of Crestview through this extraordinary effort. If you have any questions or require any further information, please contact me at 850.279.4298, or e-mail me at sal.nodjomian@matrixdesigngroup.com.

Best regards,

Matrix Design Group, Inc.



Sal M. Nodjomian, PE
Project Director/Officer-in-Charge



Janie Hollingsworth, PE
Project Manager

Attachment A**PUBLIC RECORDS ADDENDUM**

Matrix Design Group, Inc.

_____ as Contractor, shall comply with the requirements of Florida's Public Records law. In accordance with Section 119.0701, Florida Statutes, Contractor shall:

- a. Keep and maintain public records required by the public agency in order to perform the service.
- b. Upon request from the public agency's custodian of public records, provide the public agency with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided under Florida's Public Records Law or as otherwise provided by law.
- c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of this contract if Contractor does not transfer the records to the public agency: and
- d. Upon completion of the contract, transfer, at no cost, to the public agency all public records in possession of Contractor or keep and maintain public records required by the public agency to perform the service. If Contractor transfers all public records to the public agency upon completion of the contract, Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If Contractor keeps and maintains public records upon completion of this contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to the public agency, upon request from public agency's custodian of public records, in a format that is compatible with the information technology systems of the public agency.
- e. If Contractor has questions regarding the application of Chapter 119, Florida Statutes, to Contractor's duty to provide public records relating to this Agreement, Contractor shall contact the Custodian of Public Records at:**

**City Clerk, City of Crestview
198 North Wilson Street
P.O. Box 1209
Crestview, Florida 32536
(850) 682-1560 Extension 250
cityclerk@cityofcrestview.org**

- f. In the event the public agency must initiate litigation against Contractor in order to enforce compliance with Chapter 119, Florida Statutes, or in the event of litigation filed against the public agency because Contractor failed to provide access to public records responsive to a public record request, the public agency shall be entitled to recover all costs, including but not limited to reasonable attorneys' fees, costs of suit, witness, fees, and expert witness fees extended as part of said litigation and any subsequent appeals.

Introduction



The Team



Matrix

Matrix – Celebrating 20 Years of Service! – Matrix Design Group

(Matrix) is a nationally recognized, employee-owned, award-winning, interdisciplinary firm providing planning, engineering, urban design, economic analysis, and program management for both the public and private sector clients. Throughout our history, we have been performing services similar to those requested in this RFP and have been operating in the local market (Fort Walton Beach, Niceville, Shalimar, Okaloosa County, Eglin AFB, etc.) for nearly fifteen years, providing *Excellence by Design*.

We understand multimodal transportation systems increase access to work, education, entertainment, shopping, and recreation opportunities; improve general connectivity and community engagement; and, ultimately, enhance quality of life for all residents and increase business economic vitality. Our Team has experience designing and planning all types of transportation infrastructure as integrated, forward-looking, city-wide systems. We know that all aspects, including micro-level improvements such as sidewalk gaps and bike lanes, are critical to user safety and system functionality. Our project managers integrate seamlessly into the City's team to make one cohesive organization.

The Matrix office leading this effort is located at 320 Bayshore Drive, Suite B, Niceville, Florida. That is less than 25 minutes from downtown Crestview (19 miles). Matrix is a private, employee-owned company that will be the prime consultant on this project.

Joining Matrix is **AVCON, Inc.** – a well-respected and highly capable local sub-consultant. AVCON's office is located in the same building as Matrix, enabling easy coordination and planning of the project. Their level of involvement and areas of responsibility are further defined later in this section.



Founded in 1988, AVCON serves the transportation, development, facilities and aviation industries and employs more than 100 professionals with expertise in all aspects of civil engineering, electrical engineering, mechanical engineering, plumbing engineering, fire protection design, utilities coordination and design, and structural engineering; traffic planning and highway design; aviation planning and

design; and a full array of design and construction support services. AVCON has built its reputation on delivering innovative and practical engineering solutions to clients throughout the Southeast. These solutions blend both economic and technological elements to provide an effective approach to all of the firm's projects. Whether working on a residential community, facility, park, trail, or roadway, AVCON offers high-level technical expertise based on more than 30 years of hands-on experience—ensuring the job is done right the first time. AVCON prides itself on partnering with clients in *Transforming Today's Ideas into Tomorrow's Reality*.

AVCON offers a full range of planning and engineering services to turn clients' projects into a successful reality.

Development

- Land Planning / Entitlements
- Site Planning
- Civil Engineering

Transportation

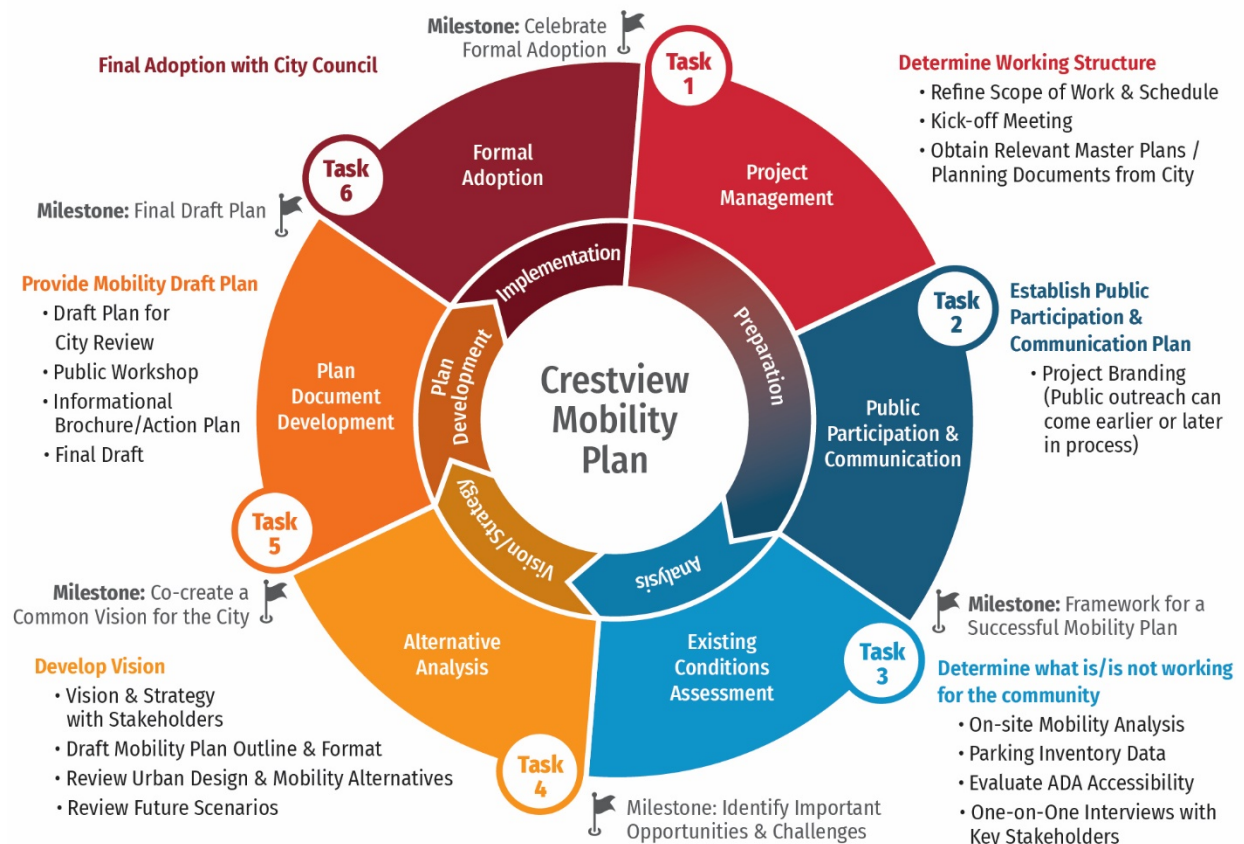
- PD&E / Preliminary Engineering Studies
- Pavement Management Programs
- Pavement Resurfacing / Rehabilitation

- Building Structural Engineering
- Mechanical Engineering / HVAC
- Plumbing
- Fire Protection Engineering
- Building Electrical Engineering
- Project Cost Analysis
- Concrete Pavement Evaluation and Design
- State and Local Highway Design
- Roadway Bridge Design
- Pedestrian Bridge Design
- Miscellaneous Highway Structures
- Traffic Studies / Signalization
- Roadway Lighting

Brief Description of Project Approach

Matrix will assist the City of Crestview and the Community Redevelopment Agency (CRA) develop a shared community vision for transportation mobility that meet the needs of those that live, work, and visit the area. The intent of the Mobility Plan is to guide future development and infrastructure improvements to promote safer streets, improved parking conditions, more accessibility, increase in transportation options and expanded access to opportunities and experiences in the community. In order to develop a successful plan, the Matrix team will evaluate the existing conditions to determine what is and what is not working to help establish the framework of the Mobility Plan.

Our detailed project plan is fully presented in [Section 3: Scope of Work](#). The plan is broken down into six discrete tasks, which are shown in the graphic below.



These tasks are further refined in the Scope of Work section of this proposal and will be discussed, refined, and amended as required at the project kick-off meeting. The process we have laid out is designed to address the requirements in the City's RFP.

Capabilities and Experiences of the Matrix Team

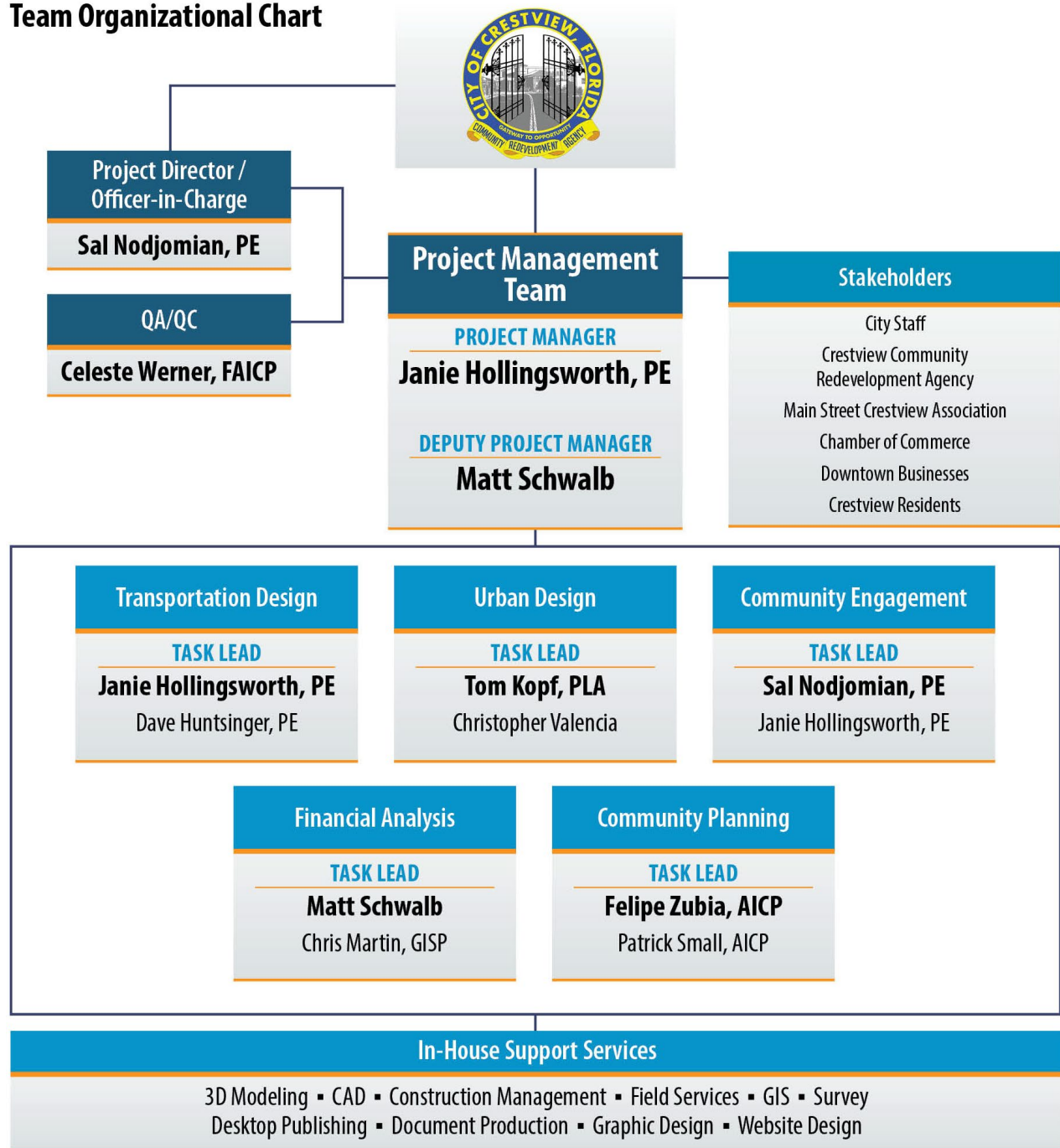
The Team we have assembled for this task is uniquely qualified to partner with the City of Crestview and the CRA on this extremely important effort. Our detailed capabilities are fully presented in the pages that follow. In summary, we offer the following:

- Local firm that has done extensive work in Okaloosa County, the City of Crestview, and surrounding communities;
- Extensive municipal experience in implementing successful mobility plans;
- Talented team to deliver a tailor-made mobility plan to capture city's vision to guide transportation and development investments, projects, programs, and policies;
- National level experience blended with local firm attention;
- Firsthand / working knowledge of numerous foundational components of a mobility plan (Fort Walton Beach Landing Concept Plan, parking study, Brooks Bridge realignment, etc.);
- Our Deputy Project Manager grew up in Crestview and is very knowledgeable about its organization and its values and goals. Because of this familiarity we understand the importance of this project and the required standards of safety, mobility and accessibility for all;
- Integrated team with professional engineers, certified planners, registered architects and landscape architects, economic analysts, and a bench of more than 170 professionals; and
- Reputation of excellence working for numerous local clients: City of Fort Walton, Okaloosa County, Walton County, City of Niceville, Economic Development Council of Okaloosa County, and many more.

The organization chart shown on the following page highlights the roles each of our key Team members will fill. As an extra measure of confidence, as you can see that each functional area is built with redundancy to ensure we provide the City of Crestview the level of service it deserves.

You can find detailed resumes for each of the Team members at the end of this section.

Team Organizational Chart





Janie Hollingsworth, PE

Project Manager, Transportation Design Task Lead, Community Engagement

Areas of Expertise

Strategic Planning
Transit Operations
Traffic Management
Safety & Security
Crisis Operations
Executive Briefings
Traffic Engineering
Traffic Impact Analysis
Multi-modal Planning
Traffic Signal Operations
Business Development
Event Transportation Management

Education

B.S. – Civil Engineering, University of Colorado at Denver

Professional Registrations / Affiliations

Florida Registered Professional Engineer, License No. 74138
Arizona Registered Professional Engineer, License No. 58311
California Registered Professional Engineer, License No. C 85160
Colorado Registered Professional Engineer, License No. 38448
Texas Registered Professional Engineer, License No. 74138

Janie Hollingsworth, PE, is Matrix's Director of Traffic Engineering with over 20 years' experience in traffic engineering and transportation planning. Janie holds professional licenses in multiple states and contributes to the development of industry standards as a member of the National Committee on Uniformed Traffic Control Devices. Her career has been punctuated by prominent assignments for traffic planning and highway-rail grade crossing safety that have led to her involvement in numerous complex projects throughout the United States, including extensive work in Florida.

She has worked throughout the United States to assist municipalities in improving transit, pedestrian, bike and vehicle connectivity. She has evaluated multi-modal operations and implemented recommended safety improvements for downtown master planning, stadium and venue traffic management operations, and large-scale event planning.

Earlier in her career, Ms. Hollingsworth held the position of senior traffic engineer with the City and County of Denver and County Traffic Engineer with Indian River County with oversight of plan review of multimillion and multibillion roadway design, commuter-rail/high-speed rail expansion, traffic forecasting, multi-modal planning, sign/pavement marking design, and traffic signal design. This unique combination of experience in traffic design and planning of multi-modal facilities, roadways, signals and grade crossings provides agencies unparalleled expertise and guidance throughout the project. Furthermore, her requisite knowledge of ADA accessibility guidelines, bike lane design, parking studies provides agencies unparalleled expertise.

Relevant Experience

Multimodal Planning for Indian River County 2019-2020 | Florida

As the County Traffic Engineer for Indian River County, Janie was an active member of the Bike Walk Committee that advocated for complete street designs and participating in community discussions to improve mobility throughout the County. She was also an active member of the Technical Advisory Committee for Metropolitan Planning Organization that guided master planning for roadways and bike and pedestrian facilities throughout the Treasure Coast. Janie was responsible for oversight review and approval of bike lane and sidewalk designs for major land developments and corridor road widening projects.

Downtown Denver Strategic Bike and Pedestrian Master Planning 2005-2011 | Colorado

During her tenure at the City and County of Denver as Senior Traffic Engineer, Janie was instrumental in assisting with developing strategic plans to influence future bike facilities and pedestrian connectivity for Downtown Denver. She also conducted a downtown on-street parking study to increase parking spaces to facilitate more customer parking for businesses and increase revenues for the City. Janie also designed plans to convert one-way streets to two-way operation. As part of the design, angled parking was transitioned to parallel parking in order to widen sidewalk areas to create outdoor seating areas and improved pedestrian connectivity.

County Traffic Engineer for Indian River County 2019-2020 | Vero Beach, Florida

As the County Traffic Engineer, Janie was responsible for review and approval of roadway design, development review plans, multi-modal planning and design, traffic signal design, traffic signal timing and sign and pavement marking design. She developed Hurricane Operation Plans for the County to improve safety and operation during mass evacuations. Janie also developed the Traffic Management Center upgrade plans to interconnect 220+ traffic signals to central command center and Emergency Operations Center.

Chief Executive Officer of Event Transportation Associates (ETA) 2016-2019 | Nationwide

Majority owner of ETA. Responsibilities included designing transportation operations for prominent and high-profile national and international events. She worked in concert with public agencies, local and state DOTs, transit agencies, downtown business organizations, convention centers, large venues to develop multi-modal plans that included transit services, pedestrian walkability routes, bike facility and vehicle routing.

Vice President of Engineering for CTC, Inc 2011-2015 | Nationwide

Responsibilities included delivering engineering consulting services to public agencies, railroads, and contractors in areas relating to traffic signal preemption, highway-rail grade crossing safety, and interconnection for traffic signals adjacent to highway-rail grade crossings. Completed highway-rail grade crossing safety audits. Supervised and led 1,000+ Class I highway-rail grade crossing / traffic signal inspections and closure studies, ensuring adherence to quality and safety standards.

Senior Traffic Engineer for the City and County of Denver 1999-2011 | Denver, Colorado

Responsibilities included supervising professional and technical staff, developing and revising City standards for roadways and traffic control devices, designing traffic calming projects, overseeing the City's 500,000+ signs and pavement markings program, providing plan review of commuter rail and light rail transit plans, complete street designs, parking studies and plans, bike facilities, roadway improvements, creating temporary traffic management plans for construction projects and events, and evaluating traffic simulations models.



Matt Schwalb, MA, MSA

Deputy Project Manager,
Financial Analysis Task Lead

Areas of Expertise

Market Analysis
Financial Modeling (Pro forma)
Economic and Fiscal Impact Assessment
Tax Increment Financing
Economic Development
Focus Group Facilitation
Survey Research
Data Analytics
Client Management

Education

M.S.A. – Public Administration,
University of West Florida
M.A. – Political Science, University of
West Florida
B.A. – International Relations,
University of West Florida

Professional Registrations / Affiliations

National Association of Business
Economists (NABE)
Center for Regional Economic
Competitiveness (CREC)

Matt has nine years of professional experience with market analysis; economic and fiscal impact assessments; real estate pro forma development; focus group facilitation; and survey design, implementation, and analysis. He specializes in conducting market analyses that examine the demand for a variety of commercial products, including food and beverage, retail, office, and multi-family developments. Matt utilizes both quantitative and qualitative approaches to forecasting commercial demand and absorption by square footage / units and then incorporates these estimates into financial models (pro forma) that estimate net-present values, return-on-investment, return-on-equity, break-even points, and return-on-capital for each investor in a given development.

In addition to market and financial analyses, Matt has conducted a wide variety of economic impact assessments, ranging from the fiscal impacts of military installations to the total economic impacts (direct, indirect, and induced) of the sports tourism industry. Matt is proficient with standard econometric input-output models, including REMI PI+, IMPLAN Modeling Software, and RIMMS II multipliers produced by the U.S. Bureau of Economic Analysis. His extensive knowledge and experience provide clients a detailed understanding of federal- and state-level financial, economic, and demographic data; their implications for local planning goals; and modeling tools for identifying development opportunities within specific market contexts.

Relevant Experience

Project Management

Matt has managed a varied of the research projects, focused primarily within survey and focus group frameworks. Experienced in all facets of the project lifecycle, Matt is proficient in guiding clients through project timelines, methodologies, engagement and presentation of project findings and outcomes.

Focus Group Facilitation

Matt has significant experience with focus group-oriented research design. During his time at both Matrix and the Haas Center, Matt has engaged in participant selection, discussion prompt design, facilitation, qualitative data collection, and analysis.

Economic Impact Assessments

Throughout his professional career, Matt has conducted a wide variety of economic impact assessments ranging from evaluating the impacts of a state's military footprint to examining the associated employment impacts of military growth. Additionally, Matt is proficient with standard economic input-output models, including REMI PI+, IMPLAN Modeling Software, and RIMMS II multipliers produced by the U.S. Bureau of Economic Analysis.

Deer Moss Creek Mixed-Use Development | Niceville, Florida

Matt provided market analysis and financial modeling for the 1,100-acre Deer Moss Creek mixed-use development in Niceville, Florida. Matt worked closely with the developer and provided absorption forecasts and property valuation estimates for the entire master-planned community. These estimates ultimately fed into the development's financial model which estimated the net present value and financial return (internal rate of return, cash-on-cash, return-on-equity, and return-on-investment) to the developer and its partners. In addition to the financial model, Matt developed a Tax Increment Financing (TIF) model that projected the increase in property values and the associate tax revenue that would be collected if a TIF district were formed to help with financing the development.

Florida Defense Industry Economic Impact Analysis | Florida

Matt led the 2017 update to the Florida Defense Industry Economic Impact Analysis. The study utilized the REMI PI+ econometric model to estimate and forecast the economic impacts of Florida's Defense Industry. Matt also developed the 2017 Florida Defense Factbook, a graphics-based pamphlet that presents complex state-, regional-, and county-level findings in an easy to understand format. The companion pamphlet exemplifies Matt's ability to effectively communicate financial data to diverse stakeholders in support of informed planning and development decisions.

Luke AFB Growth Management Plan | Glendale, Arizona

Matt completed a comprehensive economic and workforce assessment for Maricopa Association of Governments (MAG), including an evaluation of existing conditions and future growth and demand associated with mission change at Luke Air Force Base and regional development, anticipated gaps in service, and economic and workforce development opportunities available to communities surrounding the base. His work involved developing spending quotients at the zip code level to support intra- and inter-regional comparisons. Matt further provided a series of actionable strategies for fully exploiting current resources and development opportunities to address future needs and development goals, enhance quality of life, and support residents' vision for the region.

Downtown Master Plan | Fort Walton Beach, Florida

As lead economic analyst for the Fort Walton Beach Downtown Redevelopment Master Plan, Matt analyzed market demand for food and beverage, retail, and office product with an emphasis on retail and entertainment options due to the project's location. To better understand the city's redevelopment opportunities, Matt calculated the region's retail pull factor (the degree to which Fort Walton Beach attracts food and beverage and other retail consumption from the surrounding region) and used these patterns to develop supportable retail and entertainment demand (square footages) for the downtown redevelopment area. Using these demand estimates, Matt developed a financial model (pro forma) that estimated the annual financial returns to private-sector developers interested in investing in the city's redevelopment efforts. A series of redevelopment strategies was provided with all analyses.

PuebloPlex Redevelopment Plan | Pueblo, Colorado

Matt utilized IMPLAN modeling matrices to estimate the annual economic impacts to jobs and Gross Regional Product associated with the closure of the Pueblo Chemical Depot and the Pueblo Chemical Agent Destruction Pilot Plant. He also assessed the impacts of the region's redevelopment efforts over a 30-year development horizon to help inform planning decisions and identify effective implementation strategies.

Government Mall of Arizona | Phoenix, Arizona

Matt provided all market analytics for the redevelopment of the Government Mall of Arizona. Analytics included a demographic profile for a series of primary and secondary market areas surrounding the Mall. For each market area, market demand for residential, office, retail and hotel uses were projected over a 10-year period. These projections were critical to producing the subsequent 10-year development program for the State.



Sal Nodjomian, PE

Officer-in-Charge

Sal is the chief executive officer and former director of Government Consulting Services for Matrix. He has a distinguished career leading diverse teams in operations, delivering community and public works services, producing engineering and economic analyses, and developing facility and infrastructure plans and programs. Sal has served as the principal-in-charge on numerous large, complex, multidisciplinary programs, planning efforts, and projects. With 24 years of military service and experience as a Niceville city councilman, local business owner, Niceville-Valparaiso Chamber board member, and local community leader, Sal brings unique understanding to this project.

Areas of Expertise

Municipal Government
Program Management
Facilitation and Public Engagement
Strategic and Master Planning
Major Asset Redevelopment
Infrastructure Development
Economic Impact Analysis
Grant Writing

Education

M.S. – National Security, National Defense University
M.S. – Military Operations, Air University
M.A. – Organizational Management, George Washington University
M.S. – Geotechnical Engineering, Ohio State University
M.A. – Public Administration, Northern Michigan University
B.S. – Civil Engineering, University of Delaware

Professional Registrations / Affiliations

Florida Registered Professional Engineer, License No. 76240
Niceville-Valparaiso Chamber of Commerce, Former Board Member
Society of American Military Engineers
Past National President, Board Member
Association of Defense Communities

Relevant Experience

Program Management

Sal has extensive project and program management experience, having led well over a dozen large scale programs in the last few years. Each of these projects / programs involves significant interaction with elected officials (local, state and federal), stakeholder engagement, detailed fact finding and extensive research, and a full suite of client support activities, including progress reporting, quality assurance, and all required administrative functions. Further, he has tremendous experience coordinating the efforts of subconsultants and providing a seamless experience for his clients.

Public Engagement / Facilitation

As the former installation commander of Eglin AFB, Sal has extensive public engagement experience. He worked with elected officials in the Tri-County area and planning professionals representing numerous stakeholders. Sal has performed in a similar capacity locally (Okaloosa County RESTORE consultant, Tri-County Community Partnership Initiative facilitator, Mid Bay Connector consultant, etc.) and for numerous other communities nationwide.

Redevelopment / Capital Improvement

As program manager for multiple large scale development and redevelopment projects, such as the Fort Walton Beach Downtown Master Plan (Phases 1 and 2) and the overall development of Deer Moss Creek, Sal has personally orchestrated all elements of what this project will entail, including: traffic analysis, transportation planning and alternatives development, capital improvements, cost estimating, economic and financial analysis, stakeholder engagement, community surveys, and public presentations. His position as program manager required skills and knowledge of mobility planning, engineering, public process facilitation, economic analysis, client management, and more.

Community Assessments and Economic Impact Analysis

As program manager, Sal was responsible for overall program execution, to include data collection, analysis, public engagement, and administrative requirements for several large scale community assessments and economic impact studies. These projects typically included market studies, economic and fiscal impact assessments, focus group facilitation, and survey design, implementation, and analysis. In addition to conducting market and financial analysis, Sal's understanding of federal- and state-level financial, economic, and demographic data and their implications for local planning goals was invaluable to clients.



Celeste Werner, FAICP

QA / QC

Areas of Expertise

Comprehensive Planning
Community Planning
Visioning Facilitation and Public Involvement
Master Planning
Economic Development
Governance/Policy Planning

Education

B.S. - Urban Planning, Arizona State University, 1985
B.S. - Landscape Architecture, Arizona State University, 1985

Professional Registrations / Affiliations

Association of Defense Communities, Board Member
Federal Planning Division Treasurer
American Institute of Certified Planners College of Fellows
American Planning Association
Society of American Military Engineers
International Association for Public Participation

Celeste is an industry leader with more than 35 years of experience delivering cutting-edge solutions that meet client objectives and make community visions real. She has served in both the public and private sectors and cultivated in-depth knowledge and technical expertise in land use and growth management planning, compatibility planning, comprehensive and master planning, redevelopment/renewal and urban design, and zoning. Celeste is a proven project and program manager and has successfully executed projects for municipal, state, federal, and military clients throughout Arizona, the United States, and its territories. Celeste is also a nationally-recognized public facilitator who focuses on conflict resolution, collaboration, and consensus building as key to the successful adoption and implementation of planning strategies and solutions.

Relevant Experience

District 4 Master Plan | Santa Rosa County, Florida

Celeste served as the Project Manager on the Santa Rosa County, Florida, District 4 Master Plan project to manage future growth, attract high quality businesses and jobs, protect natural resources, promote high quality design of public spaces, provide for parks and schools, and maintain public safety and municipal services for this bedroom community covering 27 square miles. The Master Plan is a roadmap for growth and development through land use recommendations and an overlay district with an emphasis on land use, housing, transportation and circulation, open space, and economic incentives.

Walton County Comprehensive Plan & Land Development Code | Walton County, Florida

Celeste was the Project Manager for this project which sought to update the County's Comprehensive Plan and Land Development Code. The project's public engagement program used innovative tools to identify issues and made it easy for the public to provide input from their homes or from various community events. The intent of the updates for both the land development code and comprehensive plan was to eliminate inconsistencies and redundancies, provide clarification, and ensure that the plan and code were user-friendly and consistent. In addition, Matrix was charged with ensuring that the plan promoted the original development vision of the County, which was the creation of a town and village development concept. Matrix's responsibilities during the comprehensive plan and land development code updates included rewriting portions of the land development code for clarity and consistency, restructuring the land development code for ease of use, rewriting portions and elements of the comprehensive plan, ensuring that the comprehensive plan promoted the original development vision of the County, and evaluating the land development code.

US 331 Economic Development Corridor Plan | *Walton County, Florida*

Celeste was the Project Manager for the recent US 331 Economic Development Corridor Plan in Walton County, Florida. The intent of the Plan was to establish policy recommendations that preserve the transportation capacity, support future growth, facilitate tourism, improve emergency evacuation times, and create new economic development opportunities. The recommendations featured unique ideas for the region, such as commerce and innovation districts that provide dense enclaves, merging innovation and employment potential of research-oriented anchor institutions, high-growth firms, as well as tech and creative start-ups in well-designed, amenity-rich mixed-use residential and commercial environments. Celeste facilitated the development of five projected buildout scenarios based on specific land use recommendations, and how these scenarios inform development along the US 331 corridor.

Pueblo Downtown Pedestrian Alleyways Master Plan | *Colorado*

As Project Manager, Celeste's goal for the Downtown Pedestrian Alleyways Master Plan was to create pedestrian-friendly spaces that promote increased foot traffic circulating in and between the Riverwalk and Union Depot areas while maintaining vehicular traffic for parking, service, and deliveries in the alleys. This unique urban setting is intended to attract new visitors to the Union Avenue Historic District and improve the economic viability of the district.

Bixby Comprehensive Plan Update | *Bixby, Oklahoma*

Celeste was the Project Manager for this project that involved assessment and updates to transportation, infrastructure (including technology infrastructure), environmental, and parks and open space plans, as well as economic development strategies and supporting land use plans. The Bixby project also involved substantial public engagement in a growing community at the outskirts of the Tulsa Metropolitan Area.

Cherry Creek Entertainment District Master Plan | *Glendale, Colorado*

Celeste served as Project Manager to prepare a preliminary land development master plan for a 25-acre site within the City located along Cherry Creek, adjacent to Colorado Boulevard and south of Virginia Avenue. The City own approximately 35% of the land area and asked Celeste to organize a public-private planning process that created a unique and robust "entertainment district" for all the property owners that takes advantage of the location, access, Cherry Creek and surrounding land uses. Based on this public-private planning process a "Request for Qualifications" was prepared for national urban development and real estate interest to be considered as the Master Developer for the 25-acre site.

Tri-County Small Areas Studies Comprehensive Plan | *Florida*

As Project Manager Santa Rosa, Walton, and Okaloosa counties were faced with the challenge of planning for future residential growth and economic development potential while balancing this with protection of its biggest employer, Eglin Air Force Base (AFB). Celeste developed the Tri-County Small Areas Studies Comprehensive Plan, which evaluated compatible land uses and prepared specific policy and regulatory recommendations for each of the study areas. Specific tools such as new / amended comprehensive plans and policies, zoning regulations, and development guidelines are included in the plan to protect the public's health, safety, and welfare; recognize private land owners' property rights; maintain economic development potential; and promote development that is compatible with activities at Eglin AFB.

Casa Grande Historic Master Plan | *Casa Grande, Arizona*

Celeste managed the "Life on Main" project that created a plan to redevelop a 15-acre site just south of downtown Casa Grande. The resulting Master Plan includes background analysis, recommendations, and a framework to guide land use with flexibility to maximize development density and intensity. Matrix provided regulatory recommendations for rezoning, urban infill, and parking. The Implementation Plan outlines three phases through which city officials and private stakeholders may enact the Master Plan, and a list of recommended actions to help implement it.



Thomas W. Kopf, PLA

Urban Design Task Lead

Tom provides design vision for community design, architecture and landscape architecture for residential and mixed-use communities to create great and livable places. Prior to joining Matrix, Tom was a partner with DTJ Design for 19 years and Founder / Owner of the Design Alliance, Limited. Based in Littleton, Colorado and Lake Geneva, Wisconsin. Tom is a nationally recognized speaker and communicator and has spoken for over 30 years at the International Builders Show, PCBC, ULI as well as many local associations. Tom has authored numerous articles and is considered a thought leader in the industry. His book, *Building Community*, published by BuilderBooks is a go-to design book for community developers.

In addition to residential community master planning, site planning and landscape architecture, Tom has designed mixed-use town centers, resort communities, urban environments, and parks. His design leadership is focused on creating the places for the events in people's lives and enhanced real estate value for his clients. He recently led a team that master planned a new town center in Lakeway, Texas and is currently working on a mixed-use urban village near Edmonton, Alberta. Tom has written *Design Guidelines* to establish the visual character of place and is part of the Design Review Committee for several of the communities he has designed.

Areas of Expertise

Community Visioning and Programming
Community Master Planning
Resort Planning
Site Planning
Landscape Architecture
Architectural Concepts
Communication and Entitlements

Education

B.S. – Landscape Architecture,
University of Guelph, Ontario, Canada

Professional Registrations / Affiliations

Registered Landscape Architect:
Colorado
Member, American Society of
Landscape Architects
Member, National Association of Home
Builders
Design Review Committee – Prairie
Center
Board Member, Trinity Commons
Housing Corporation

Relevant Experience

Downtown Master Plan | Fort Walton Beach, Florida

Downtown Fort Walton Beach's existing alignment and increasing traffic volumes of the historic "main street" of the Fort Walton Beach downtown, has shifted the focus from pedestrians to vehicles through this critical commercial corridor which has negatively impacted downtown businesses and minimized redevelopment opportunities. Matrix Design Group was retained by the City to create a visionary and transformative vision of the downtown as a unique, destination-based, entertainment district.

City Center Specific Plan | Avondale, Arizona

Matrix is currently working to develop the Avondale boulevard Specific Area/City Center Plan in order to implement the City Council's vision for the Boulevard as a premier destination for shopping, restaurants, and entertainment, with exciting missed-use development to include hotels, quality higher-density housing, professional office space, and an atmosphere that is fun, pedestrian-friendly, and conducive to daytime and nighttime activities. Tom is helping to develop the landscape architecture plan.

Arizona Government Mall | *Phoenix, Arizona*

Matrix is currently developing a comprehensive to the plan providing the State with planning services including urban planning, urban design, transportation planning, historic preservation, environmental planning, demographic and economic analysis, legal analysis and business and market area analysis. Tom is providing landscape architecture and urban planning to the project.

Residential Communities

- Quigley Canyon, Hailey, Idaho
- Kona Ranch, Missoula, Montana
- Rehberg Ranch, Billings, Montana
- Triple Creek Meadows, Bozeman, Montana
- Daly Downs, Hamilton, Montana
- Bryce's Valley, Rifle, Colorado
- Salt Creek Ranch, Eagle, Colorado
- The Hill, Ft. Collins, Colorado
- McKay Landing, Broomfield, Colorado
- Mill Creek, Lancaster, Pennsylvania
- Walden, Harrisburg, Pennsylvania
- Stone Bridge, Gettysburg, Pennsylvania
- Prairie Center, Broomfield, Colorado
- Anthology, Parker, Colorado
- Denver Connection, Denver, Colorado
- Edgewood Country Club Concept, Englewood, New Jersey
- Windler Homestead, Aurora, Colorado
- Domenico Farms, Lafayette, Colorado
- Legacy Ridge (various parcels), Westminster, Colorado
- Stonehocker Farms, Adams County, Colorado
- Headwaters, Forest Lakes, Minnesota
- Village at Autumn Lake, Madison, Wisconsin
- Vista Ridge, Littleton, Colorado

Mixed-Used Communities

- Grande Dunes, Myrtle Beach, South Carolina
- Midtown, St. Albert, Alberta, Canada
- Lakeway City Center, Lakeway, Texas
- Jinhai Village Center, Beijing, China

Resort Communities (site design, architecture and landscape architecture)

- St. Antoine, Sun Valley, Idaho
- Little Flower Town, Guangzhou, China
- Luna Gorda, Texas Gulf Coast
- The Park, Abu Dhabi, UAE
- Lusail, Doha, Qatar
- Yishang Hot Springs Resort, Chongqing, China
- Yalikavak Resort Villas, Turkey

Design Guidelines

- Livingston, Calgary, Alberta, Canada
- The Wyoming Club
- The Hill
- Prairie Center
- Quigley Canyon, Hailey, Idaho



Felipe Zubia, AICP

Community Planning Task Lead

Felipe has been a professional planner for more than 25 years. He has worked in both the public and private sectors, developing solution sets and implementation strategies for a range of community planning and redevelopment issues. He helped establish the redevelopment area in Peoria, AZ, that is now home to the Peoria Spring Training Facility and oversaw the redevelopment initiative in nearby Tolleson, AZ. Felipe's experience provides clients a unique perspective and set of tools for developing sustainable communities through intelligent land use and transportation decision making.

Areas of Expertise

Long Range Planning
 Scenario Planning
 Transportation Planning
 Zoning Ordinance Updates
 Meeting Facilitation
 Sustainable Planning Policy
 Public Policy

Education

B.S. - Regional Development,
 University of Arizona

Professional Registrations / Affiliations

American Institute of Certified Planners
 (AICP) #015884
 Arizona Chapter of American Planning
 Association
 Arizona Planning Association
 American Planning Association

Relevant Experience

El Mirage Transportation Needs Assessment | El Mirage, Arizona

Transportation Needs Assessment: Comprehensive, City-wide transportation needs assessment of its residents to develop and analyze existing service levels and coverage. Analysis focused on current modes of transportation and the extent to which each mode is used to access employment, education, health care, recreation, etc.; travel characteristics such as age, gender, employment status, mobility accommodations, etc.; residence characteristics like location of residence, distance to services, etc.; trip characteristics - frequency of trips to each destination, distances to destinations, and connectivity options; personal attitudes and values regarding transportation modes and accessibility; and transportation preferences.

YMPO Traffic Safety Plan | Yuma, Arizona

Principal-in-charge overseeing GIS, land use and demographic data for the purpose of identifying of linkages between land use, incomes and traffic safety anomalies with follow analysis and policy recommendations addressing traffic safety concerns.

Redevelopment Plan | Wickenburg, Arizona

Felipe was the Project Manager for the Town of Wickenburg's redevelopment plan, which addressed an overabundance of vacant properties, blight, future land use, and crime to transform the community into a strong, vibrant, and economically sustainable employment center, tourist destination, and entertainment area. The proactive plan will situate downtown Wickenburg in an economically sustainable position ahead of the construction of a new freeway that may result in diverting substantial amounts of traffic away from downtown.

Arizona Capitol Governmental Mall Plan | AZ Dept of Administration

The Arizona Capitol Mall Master Plan is a redevelopment plan to proactively vision, design and implement both direct public and private investment. As Project Manager, Felipe led the team in developing a comprehensive plan includes that addresses land use, zoning density and intensity, urban design, infrastructure analysis, multimodal transportation planning, historic preservation, environmental planning, demographic and economic analysis, as well as legislative, business and market area analysis.

General Plan Update | Town of Marana, Arizona

Felipe is the Project Manager for this project, which had extensive public outreach to help stakeholders work through several issues unique to the Town of Marana. Such issues included the evaluation of Arizona State Land for developability and preservation, assessment of impacts related to the newly proposed Interstate 11 Corridor, development of multimodal, active transportation routes and the development of strategies to guide future growth in sensitive areas.

General Plan Update | City of Globe, Arizona

Felipe was principal-in-charge for this award-winning general plan update that included character area planning, goals and strategies, implementation recommendations, and GIS mapping.

Comprehensive Plan Update | Village of Glenview, Illinois

Felipe was the project manager for this 10-year update to the Village of Glenview's Comprehensive Plan. Glenview is a well-established, built-out community that presented several unique challenges. As a mature, well-managed community, Glenview was beginning to experience redevelopment pressures. To address this challenge, the process focused on 14 subareas, including downtown, to establish compatibility and site design standards for redevelopment.

General Plan Update and Transportation Master Ploan | City of Buckeye, Arizona

Felipe was a lead planner for this unique planning project for the City of Buckeye. Felipe assisted with the community engagement, which was crucial for achieving buy-in from the public regarding changes and updates to the existing plan and entitled areas.

General Plan | City of Glendale, Arizona

Felipe's role supporting the project manager in the development of this comprehensive update included land, transportation, and infrastructure planning; environmental resources; economic development; and fiscal assessments.

Arizona State Department of Transportation | Arizona

Felipe provided policy oversight and direction as the Chair of the Building a Quality Arizona (bqAZ) Committee. The purpose of bqAZ's Statewide Framework Program was to determine the state's future multimodal transportation needs and established an action plan for moving forward. This planning process has spanned the last three years, included intense interagency and public involvement efforts, and was later successfully adopted by the State Transportation Board.



David Huntsinger, PE

Transportation Design

Areas of Expertise

Public Works
Transportation
Transportation Design
Utility Design
Construction Management
Cost Estimating
Alternative Delivery
Land Development

Education

B.S. – Civil Engineering
University of Colorado at Denver

Professional Registrations / Affiliations

Colorado Registered Professional Engineer, License No. 34293
Arizona Registered Professional Engineer, License No. 71419

David leads our Transportation Center of Excellence with 30 years of municipal program delivery, transportation design, and construction management experience. Employed by the City of Denver for 30 years, most recently as the Director of Infrastructure Project Management for Public Works, David was responsible for the delivery of the Capital Improvement Program. As a division Director, he developed annual and multi-year work plans and strategies for the procurement, management, and delivery of the City's critical capital programs. He also worked with managers and supervisors to ensure that resources were available to achieve work plans, resolved complex business issues, and established management practices and processes that ensured the accomplishment of performance standards. He directed a staff of approximately 140 employees in four divisions, each of which had several large programs underway, including Elevate Denver Bond Program, Platte to Park Hill Storm Program, and the National Western Center Redevelopment, totaling \$2.1 billion.

David was also instrumental with the development of several operational programs for the City of Denver's Public Works Department, including the formation of a new right-of-way permitting and inspection group. This group was created to ensure accurate and timely permitting and inspection of all activities, including construction in the right-of-way.

Relevant Experience

Reconstruction of Brighton Blvd from 29th to 44th | Denver, Colorado

David served as the program director for the design and construction of the multimodal corridor. This program utilized the Construction Manager at Risk delivery method and was constructed as three separate projects with two designers and three contractors. It transformed a 4-lane unimproved roadway to a multimodal 5-lane corridor with protected, elevated bicycle lanes and separate sidewalks. David interacted with a variety of stakeholders, designers, and contractors to complete the projects within budget, on schedule, and with technically sound solutions.

Platte to Park Hill Stormwater Program | Denver, Colorado

This program utilized the design-build delivery method. David provided program direction for the planning, design, and construction of this new portfolio of storm drain improvements, proposed as part of the North Denver Cornerstone Collaborative (NDCC) Mayor's Initiative. Key elements included: construction of a new outfall to the Platte River, an urban drainage channel / trail system along 39th Avenue, and other storm detention and conveyance systems within the Montclair and Park Hill watershed basins.

Reconstruction of University Blvd. from 6th Ave – Cherry Creek Drive North | *Denver, Colorado*

David served as the Project Director for the design and construction of the arterial corridor which improved the roadway, landscaping, and adjacent storm water infrastructure. One of the keys to the success of the project was the complete closure of the intersection of 1st and University for 5 consecutive days. David worked closely with the Cherry Creek North Business District, the Cherry Creek Mall, the adjacent neighborhoods, police, fire, and EMS, which were all impacted by the closure. He was instrumental in the development and implementation of the traffic management and communication plan. The results of the closure reduced the number of phases and accelerated the completion of the project by almost 30 days.

City of Denver Curb Ramp Program | *Denver, Colorado*

David served as the Program Director. The program involved construction of 17,000 curb ramps worth \$30 million throughout Denver in three years. A traditional design, bid, build approach would not work due to the three-year deadline placed on the program, so David developed new contracting methods utilizing existing design standards, leveraging construction tolerances, and creating new contract specifications, which allowed ramps to be constructed with little to no design time or expense. This approach saved the program approximately \$3 million in design, resulting in an additional 1000 ramps constructed.

Lawrence / Arapahoe Protected Bike Lane Project | *Denver, Colorado*

David served as Project Director. This project involved construction of Denver's first parking protected bike lanes on both Lawrence and Arapahoe Streets from Speer Blvd. to Park Avenue. He utilized existing on-call design and construction contracts to deliver the project in less than one month. David supervised several contractors performing specific tasks from signing, striping, hardscape, and traffic control, while coordinating the project with the adjacent property owners.

National Western Center Program | *Denver, Colorado*

David served as the Program Director. He and his staff were responsible to redevelop the 250-acre National Western campus. His team worked closely with the National Western Stock Show, Colorado State University, Denver Museum of Nature and Science, and History Colorado to ensure the planning of the campus met their goals and objectives. David and his team procured several integrated contracts to deliver the program. Within these integrated contracts, several delivery methods were utilized. David was also instrumental in coordinating with Denver Water and Xcel energy to determine their needs and schedules. The design of the campus required the relocation of the Rock Island Railroad. He and his team coordinated with both BNSF and Rock Island Rail Roads to ensure the relocation was completed on time.



Christopher Valencia

Urban Design

Christopher is a Landscape Designer and a recent graduate with a Master in Landscape Architecture from the Spitzer School of Architecture at City College of New York. He is actively involved in a wide variety of project types for both public and private sector clients providing site planning, construction documentation and project visualization services. A transplant to Denver, Christopher moved west for the excitement and outdoor adventures that lay along the Rockies and Front Range. A proponent for sustainable living and design, he hopes to positively affect the City's skyline and ever growing population within the urban area.

Areas of Expertise

Landscape Architecture
Master Planning
Site Planning
Sustainability
Urban Design

Education

M.L.A. - The Spitzer School of Architecture at City College of New York, NY

B.C. - Journalism, University of New Mexico, Albuquerque, NM

Professional Registrations / Affiliations

Member, American Society of Landscape Architects, Colorado Chapter

Relevant Experience

- Little Dry Creek Park – Phase 1 - Westminster, Colorado
- Westminster RTD Station – Westminster, Colorado
- Harvard Gulch HDP & FHAD – Denver, Colorado
- Superior Town Center – Superior, Colorado
- Chestnut Ridge Apartment Complex – Phase 2 – Denver, Colorado
- 25th & Larimer Hotel – Denver, Colorado
- Platte Park Multi-Family Housing – Denver, Colorado
- SWC Springs Downtown Museum – Colorado Springs, Colorado
- University of Nebraska Central Quad Revitalization – Lincoln, Nebraska
- University Health Center – University of Nebraska – Lincoln, Nebraska
- Union Place Pool Deck and Courtyard – Denver, Colorado
- Visualization and Program Base Map Mapping and Production – Freshkills Park, NY
- Private Residence and Spa – Pedasi, Panama
- Brooklyn Botanic Garden Native Flora Garden Extension – Brooklyn, New York
- West Street Watershed Stormwater Project – Phases 1 & 2 – Greenpoint, Brooklyn, New York



Chris Martin, GISP

Financial Analysis

Chris has 18 years of professional experience in the GIS field with 13 of those years with Matrix. He has implemented demographic analysis techniques for numerous transportation and planning studies. Chris has been the GIS lead for dozens of general and community plans, land use plans, and combined community and military strategic compatibility plans. These include local projects such as the Tri-County Growth Management Plan, the Tri-County Small Areas Studies, the Okaloosa Comprehensive Plan, and the Fort Walton Beach Downtown Master Plan. Chris leverages the latest in GIS technologies to provide demographic analysis solutions that inform the decision-making process.

Areas of Expertise

Demographic Analysis
GIS Modeling
Database Development and Management
Data Analysis
Web-Based Applications
Data-Driven Prioritization
Capital Planning
Project Management

Education

M.S. – Geographic Information Science, University of Denver
B.A. – Geography, University of Denver
B.S. – Environmental Science, University of Denver

Professional Registrations / Affiliations

Registered Geographic Information Science Professional

Technical Skills

GIS Software: Esri ArcGIS Suite
CAD Software: AutoCAD
GPS Units: Trimble's Line of Products
Programming: VB.NET, VBScript, VBA, HTML, JavaScript, and SQL
Databases: SQL Server, MySQL, Oracle, PostgreSQL, and Microsoft Access
Reporting Software: Crystal Reports

Relevant Experience

Laveen South Mountain Transportation Study | *Laveen, Arizona*

GIS project manager for the overall study which focused on existing conditions and scenario mapping to improve traffic congestion and safety in this rapidly growing area.

Metropolitan Community College Strategic Location Analysis Study, | *Kansas City, Missouri*

GIS technologies were harnessed to analyze community demographic data, student enrollment metrics, and feeder high school metrics to inform future program and campus locations. The large datasets are summarized in informative maps. Additionally, a drivetime radius analysis was conducted using Esri's Network Analyst extension. The resulting travel model helped identify areas of convenient access and illuminated potential new campus locations.

City & County of Denver Sidewalk Gap Assessment and Design | *Denver, Colorado*

GIS project manager for the conceptual design and construction documents of approximately 1-mile of missing sidewalks throughout the southeast portion of Denver. Tasks included alternatives analysis, field data collection, and stakeholder engagement.

Maricopa Association of Governments, Luke AFB, General Master Plan | *Phoenix, Arizona*

GIS project manager for designing and building a web-based StoryMap application with interactive maps that contained report data and narrative. Also, performed proximity and demographic analyses, generated density base maps, and maintained cartographic consistency between report figure set.

Northern Arizona University and University of Southern Indiana GIS Support | *Various*

Provided GIS analysis and mapping support to these two universities. For Northern Arizona University, Matrix provided a geographic understanding of where they have successfully recruited students and where they would be predisposed to seek employment. The University of Southern Indiana sought a series of maps which depicted classroom and teaching lab space utilization.



Patrick Small, AICP

Community Planning

Patrick Small brings 22 years of professional experience spanning planning for county and local government in both the public and private sectors. He has worked for municipal and county governments and with economic agencies on community plans and master plans, land-use initiatives, and has served as an expert witness on land use cases before the Florida Judicial Court. His background includes authoring legally-defensible community planning policy and land use regulations, compiling and conducting supporting background data and analysis, developing and implementing public outreach programs, and conducting workshops and presentations to governing bodies. His background in writing land development code coupled with his policy and economic development experience provides a holistic approach to unifying policy, implementation, regulation and the built environment.

Areas of Expertise

Community Planning
Master Planning
Land Use Planning
Current Planning
Land Development Regulations
Economic Development
Community Visioning
Public Participation / Stakeholder Facilitation

Education

MEdes – Master of Environmental Design (Planning and Urban Design), University of Calgary

B.S. – Urban Studies, University of Minnesota

B.A. – Urban Studies, University of Winnipeg

Professional Registrations / Affiliations

American Institute of Certified Planners
American Planning Association – Maryland Chapter

Relevant Experience

Community Planning

Patrick's community planning experience includes working with urban and rural communities to establish a shared aspirational community vision and evaluating and overcoming barriers to achieving that vision through analysis that promotes social diversity, economic vitality, environmental responsibility and fiscal sustainability. Patrick is currently completing an update of the Kern County, California General Plan, including an assessment of current and projected conditions, opportunities to address future shortfalls and a Disadvantaged Communities Assessment Report and Implementation Program. Previous community planning efforts include developing a Form-Based Code for PuebloPlex to support economic development, job creation and increased tax base within the Pueblo, Colorado region.

Patrick's other community planning experience includes:

- Santa Rosa County District 4 Master Plan
- Walton County Land Development Code and Development Standards
- US 331 Economic Development Corridor Plan
- Fort Walton Beach Downtown Master Plan
- Monroe County Comprehensive Plan Update
- Florida Keys Overseas Heritage Trail and Scenic Blueways
- Islamorada Land Development Regulations
- North Plantation Key Revitalization Plan and Implementation Work Program
- Newport Innovation Zoning District Code
- Aberdeen I-95 Area Land Use Plan
- Upper Matecumbe Key Corridor Visioning Plan
- Form-Based Code, PuebloPlex

District 4 Master Plan | Santa Rosa County, Florida

Patrick served as the Deputy Project Manager on the Santa Rosa County, Florida, District 4 Master Plan project to manage future growth, attract high quality businesses and jobs, protect natural resources, promote high quality design of public spaces, provide for parks and schools, and maintain public safety and municipal services for this bedroom community of Pensacola. The Master Plan is a roadmap for growth and development through land use recommendations and an overlay district with an emphasis on land use, housing, transportation and circulation, open space, and economic incentives.

US 331 Economic Development Corridor Plan | Walton County, Florida

Patrick was the Deputy Project Manager for the recent US 331 Economic Development Corridor Plan in Walton County, Florida. The intent of the Plan was to establish policy recommendations that preserve the transportation capacity, support future growth, facilitate tourism, improve emergency evacuation times, and create new economic development opportunities. The recommendations featured unique ideas for the corridor, such as commerce and innovation districts that provide dense enclaves, merging innovation and employment potential of research-oriented anchor institutions, high-growth firms, as well as tech and creative start-ups in well-designed, amenity-rich mixed-use residential and commercial environments. Patrick facilitated the development of five projected build-out scenarios based on specific land use recommendations, and how these scenarios inform development along the US 331 corridor.

Comprehensive Plan & Land Development Code Update | Walton County, Florida

Patrick was the Project Manager on the update to the county's Comprehensive Plan and development of their first ever Zoning Code. The project used innovative public outreach methods to identify areas of concern and focused on updating the antiquated Comprehensive Plan, which was largely regulatory in nature, and aligning the Land Development Code, which had decades of piecemeal updates, with the newly updated Comprehensive Plan.

Interstate-95 Area Land Use Plan | City of Aberdeen, Maryland

Patrick was the Project Manager leading a multidisciplinary team to complete a Master Plan and Land Use Study for three planning areas totaling over 1,100 acres adjacent to the I-95 corridor. In preparing the Master Plan, Matrix provide recommendations for the Planning Area boundaries; developed land use and future land use categories, building and site development standards, and street circulation, pedestrian pathways, parks and building form; and provided an implementation plan with goals, policies and strategies to incentive development. Execution included as assessment of marketing tools for business attraction, providing opportunities for "gateway" improvements into the City, and incorporating public input and participation to establish a vision and participate in the master planning process.

Innovation Zoning District Code | City of Newport, Rhode Island

Patrick was the Project Manager on the new Innovation Zoning District to implement the economic goals of the city's Comprehensive Plan. The Innovation District promotes mixed uses and high technologies with connected assets, improved mobility, and development and resilience opportunities, to produce value from innovation, engagement, and investment.

Edgewood Economic Impact Study | Harford County, Maryland

Patrick was the Project Manager for the Edgewood Economic Impact Study, conducting a comprehensive economic impact analysis and facility projection for the Edgewood community in suburban Maryland. This project documented the strengths, gaps, weaknesses for community development through data analysis, GIS mapping, included an assessment of housing inventory and amenities, and provided recommendations for area growth.



Lee Lewis, PE

Consulting Support

Lee has more than 29 years of experience serving governmental agencies with effective consulting services. His entire professional career has been solely with AVCON, Inc., a commitment not frequently observed in this industry. Lee was directly responsible for establishing AVCON's Okaloosa County office in 1998 and for the 22 years of successful project delivery across Northwest Florida that has followed. He became a Principal Partner with AVCON in 2003 and is proud to lead an outstanding staff of highly qualified professionals from AVCON's local office. His experience in engineering and planning ranges from detailed technical specifications to big-picture strategic planning for a 20-year vision and beyond. The experience he offers ensures each project reflects an effective and economical design that considers expansion capabilities, flexibility, and maintenance costs.

Areas of Expertise

Land Use Planning
Pavement & Drainage Design
Master Planning & Capital
Improvement Programming
Project Management
Public Involvement
Cost Estimating

Education

B.S. – Civil Engineering
University of Florida

Professional Registrations / Affiliations

Professional Engineer
Florida #50619
Tau Beta Pi Engineering Honor Society
Okaloosa County Economic
Development Council (EDC),
Vice Chair
Florida Engineering Society (FES)
National Society of Professional
Engineers (NSPE)
Society of American Military Engineers
(SAME)

Relevant Experience

City of Fort Walton Beach Landing Master Plan | *Fort Walton Beach, Florida*

This project included the master planning of Fort Walton Beach Landing to transform it into a citizen and tourist destination. The project included recommendations to accommodate a natural amphitheater seating for the new bandshell, along with new public parking, sidewalks, public boat docks, and a children's splash park. The master planning included meeting with stakeholder groups, city stakeholder groups, city staff, and the Fort Walton Beach Chamber of Commerce to ensure that the plan met the City and the users' needs. The master plan included a capital improvement plan with three phases that are to be constructed as funding becomes available.

Niceville Landing Phase I | *Niceville, Florida*

In 2017, AVCON worked closely with the City of Niceville to obtain and apply a \$500,000 state grant through a Florida Fish and Wildlife Conservation Commission (FWCC) Boating Improvement Fund (BIF) to initiate the first phase of the Niceville Landing on Boggy Bayou within the CRA District. Despite a challenging schedule, AVCON successfully utilized more than \$496,000 in state funding to create the initial phase of the landing project, including a new seawall, concrete pavers, stormwater management improvements, utility connections, and sodding. Lee served as the Project Manager and administered the grant compliance, including reporting, reimbursement requests, agency coordination, and grant close-out reports, to ensure maximum use of the available funds.

Boggy Bayou Headwaters Restoration | *Niceville, Florida*

The Boggy Bayou Headwaters Restoration project addresses sediment reduction, biological productivity, improved habitat, and removal of nuisance species in the northernmost waters of the bayou. It includes inventorying of the natural communities, recommendations for dredging/relocating sediment, removal of nuisance species, and associated permitting. In addition, improvements to enhance public access and recreational opportunities were addressed as well as educational interpretative signage.



Tonia Nation, PE

Consulting Support

Tonia is a registered PE in Florida, serving as the site development manager for AVCON. She has also served as a civil engineering project manager for AVCON for over a decade. She is an Okaloosa County native and grew up in Fort Walton Beach / Destin, Florida. Tonia's career has been focused on design and permitting in Northwest Florida. She has served as the project manager for all different types of public and private projects, including transposition analyses and studies, traffic modeling, parking studies, airport projects, and private sector developments. She understands the local permitting processes and works with local permitting agencies on a daily basis to ensure civil design and permitting is a smooth process.

Areas of Expertise

Design and Permitting
Parks and Open Space Design
Project Management
Local Permitting

Education

B.S. – Civil Engineering
Florida State University

Professional Registrations / Affiliations

Professional Engineer
Florida #64631
Florida Engineering Society
Georgia Airports Association
Society of American Military Engineers-
Continuing Education Committee Chair
City of Crestview Chamber of
Commerce
City of Niceville Chamber of Commerce

Relevant Experience

Lake Lorraine Drainage System Assessment | Shalimar, Florida

Tonia was a project engineer for this condition assessment which reviewed the existing pipes and structures and their physical condition. This assessment was based a combination of field observations and video pipe scoping to identify the pipe condition and provide a replacement recommendation for the deteriorated pipes and inlets within the pipe network. In the second phase, an outfall assessment model of the drainage system was completed using the Stream Technologies modeling software Interconnected Channel and Pond Routing Model (ICPR) to assess the hydraulic capacity of the existing system. The purpose of the ICPR hydraulic modeling was to help determine if the system is flooding due to downstream conditions, or if the system flooding was resulting from lack of pipe capacity. Once the modeling was complete a recommendation was required to provide a phase approach to construction schedule.

Fort Walton Beach Landing Master Plan | Fort Walton Beach, Florida

This project included the master planning of the Fort Walton Beach Landing to transform it into a citizen and tourist destination. Tonia was the AVCON project manager. The project included recommendations to accommodate a natural amphitheater seating for the new bandshell, along with new public parking, sidewalks, public boat docks, and a children's splash-park.

12th Avenue Sidewalk Improvements | Shalimar, Florida

Tonia was a project engineer for this project, which included design of approximately 0.9 miles of sidewalk along 12th Avenue in Shalimar, Florida. The sidewalk project was required to comply with Florida Department of Transportation (FDOT) design standards and Okaloosa County Land Development Code requirements. It was exempt from stormwater requirements, but required coordination with both Okaloosa County Public Works and FDOT because of its funding source.

Company Profile



Overview and History



Founded in 1999, *Matrix Design Group, Inc.* (Matrix) is an award-winning, interdisciplinary firm providing professional planning, engineering, environmental, and program management services for both the public and private sectors. Our staff of more than 170 professionals is recognized for its proactive and creative approach to planning and development based on their in-depth understanding of critical transportation, real estate, financial, and technical variables that are often the keys to a successful project. The staff is also recognized for partnering with clients, taking responsibility for task management and outcomes, and driving projects to successful completion.

Matrix's areas of expertise include the following:

- Transportation planning and design
- Traffic engineering
- Mobility planning
- Community planning
- Compatibility planning
- Geographic Information Systems (GIS)
- Program management
- Financial and cost modeling
- Major asset redevelopment
- Land development
- Environmental services
- Construction management
- Structural and bridge engineering
- Survey
- Water resources
- Landscape architecture and urban design

We are Matrix proud and bring a commitment to excellence to every project. We use our diverse multidisciplinary staff to create functional, attractive, and maintainable design solutions that are responsive to our clients' needs, visions, and budgets. Our professional staff combines advanced technology with proven traditional design methods to provide optimal plans and design solutions.

Our transportation capabilities are enhanced by several other core practices, including water resources, structural design, urban planning, landscape architecture, survey, right of way mapping, construction management, environmental consulting and remediation. This blend of internal disciplines allows us to respond quickly to changing conditions, provide innovative solutions, and develop cost-effective designs. We strive to provide our clients with great service, high quality products, innovative thinking, and state of the practice project management.

We have assembled a team of experts specific to your project needs, bringing the City of Crestview and Community Redevelopment Agency (CRA) the following local transportation and traffic capabilities.

- **Roadway Design:** arterial street design, intersection design, roundabout design, highway, and bicycle path/trail design
- **Transportation Planning:** corridor studies, subarea transportation master plans, mobility plans, site access and circulation studies, transit, pedestrian and bicycle planning, and parking studies
- **Traffic Engineering:** traffic impact studies, safety studies, traffic signal design, signal timing and phasing plans, roundabout analysis and design, signing and striping, traffic control construction plans, access management, and traffic calming
- **Structural Engineering:** bridge, retaining wall design, and structural engineering
- **Water Resource Engineering:** hydrologic and hydraulic analysis of complex projects, including floodplain studies, culvert / channel design and water quality features

- **Utility Coordination:** design and coordination support for major and minor utilities, including waterline, sanitary sewer and storm drainage conveyance systems
- **Landscape Design:** roadway median and tree lawn design
- **Construction Oversight:** construction management and inspection, cost and schedule control, and quality control

Company Capabilities

The Matrix Team's philosophy to mobility planning goes beyond the preparation of basic policies and maps — it is about listening to a client's needs and engaging the community to provide integrated solutions in order to build a livable, healthy, and resilient community. This philosophy engenders more usable plans that provide a range of innovative alternatives specifically tailored to each community's unique identity and situation. We help turn a vision into reality by understanding when to preserve, protect, sustain, and leverage the best characteristics of a community's built and natural environments.

We highlight the qualifications of our Team below.

Multidisciplinary Team

A key aspect of Matrix's approach to professional services is the integration of multiple complimentary disciplines in an active, creative, and collaborative process. Matrix provides all the technical and local expertise and awareness needed to provide professional planning and engineering services to City of Crestview. Matrix understands that each project has its own unique challenges, and we have selected the appropriate staff for this project. In addition to our technical team, we have an incredible graphics team that makes complex information easy to understand and "brands" the project, which leads to higher participation rates and buy-in. Matrix's staff will work with the City, residents, businesses, and other stakeholders to develop a locally relevant and fully executable plan.

Local Knowledge

Our deputy project manager grew up in Crestview and is very knowledgeable about its organization and its values and goals. Our Principal-in-Charge lives and serves as an elected official in a sister city less than 20 minutes away. Because of this familiarity, we understand the importance of this project and the required standards of safety, mobility, and accessibility for all. We constitute an efficiency; we understand the importance of preserving unique community attributes and sense of place and know what those are for Crestview. We are committed to doing so while revitalizing and modernizing for the future. In addition, Matrix's Niceville office is located within 20 miles of the City of Crestview and has local working knowledge of redevelopment projects, policies, and planning documents.

Municipal Experience in Implementing Mobility Plans

Our hand-picked staff has over three decades of experience in implementing mobility improvements in cities and counties. Our staff have developed pedestrian, bicycle, and downtown master plans from initial conception to final build of infrastructure that enhances mobility and connectivity, ensures accessibility, and improves safety while allowing residents and visitors to more fully engage with and benefit from community amenities. We work closely with City leaders and businesses to develop the most comprehensive plan possible. Engaging the community early is the key to success. The passion of the project comes from the stakeholders; we capture that vision, define each element and incorporate it into our plan.

Planning Expertise

Matrix brings extensive experience in the development of comprehensive plans and planning regulations for cities and counties around the United States. From small rural hamlets to large metropolitan areas, our planners understand how to navigate and integrate existing visions and plans, land use and resource regulations, and local and regional decision-making processes for successful mobility planning. Matrix has been engaged in developing and implementing state-of-the-art planning techniques in part through the integration of advanced technologies, to develop plans and designs that meet current needs while looking toward future use demands, sustainability, and resiliency. Utilizing the latest GIS / scenario planning technology, social media, or community engagement software, we understand these components are only as good as their creative use and application through collaboration with our clients. Our planners have the unique experience of integrating community objectives that achieve and respect the goals of being a livable community, respect local heritage and culture, capitalize on unique character and natural beauty, addresses the daily needs of residents, provides proper infrastructure to support community stability and growth, and fosters collaboration and economic vitality.

Traffic Engineering Expertise

Our traffic engineering experts have earned a national reputation for assisting municipalities, events, and residential and commercial developments improve safety, mobility, and connectivity. We help communities design efficient, safe, traffic systems that support all modes of transportation. Our team brings vast experience in integrating Long-Range Transportation Planning (LRTP), ADA Accessible Design standards, existing and future land uses, traffic engineering and innovative roadway design, and public involvement to develop. We implement a “One Build” approach. We know there are roughly 18 different assets in the right-of-way. Everything from water lines to handicap ramps, from pavement markings to light poles. We have seen streets paved and three weeks later a utility is cutting the street to replace it. We ask -- what is the condition of the infrastructure and is there an opportunity to upgrade it with this project? This simple, yet often ignored question, allows us to understand the effects of the project on the infrastructure to only build it once.

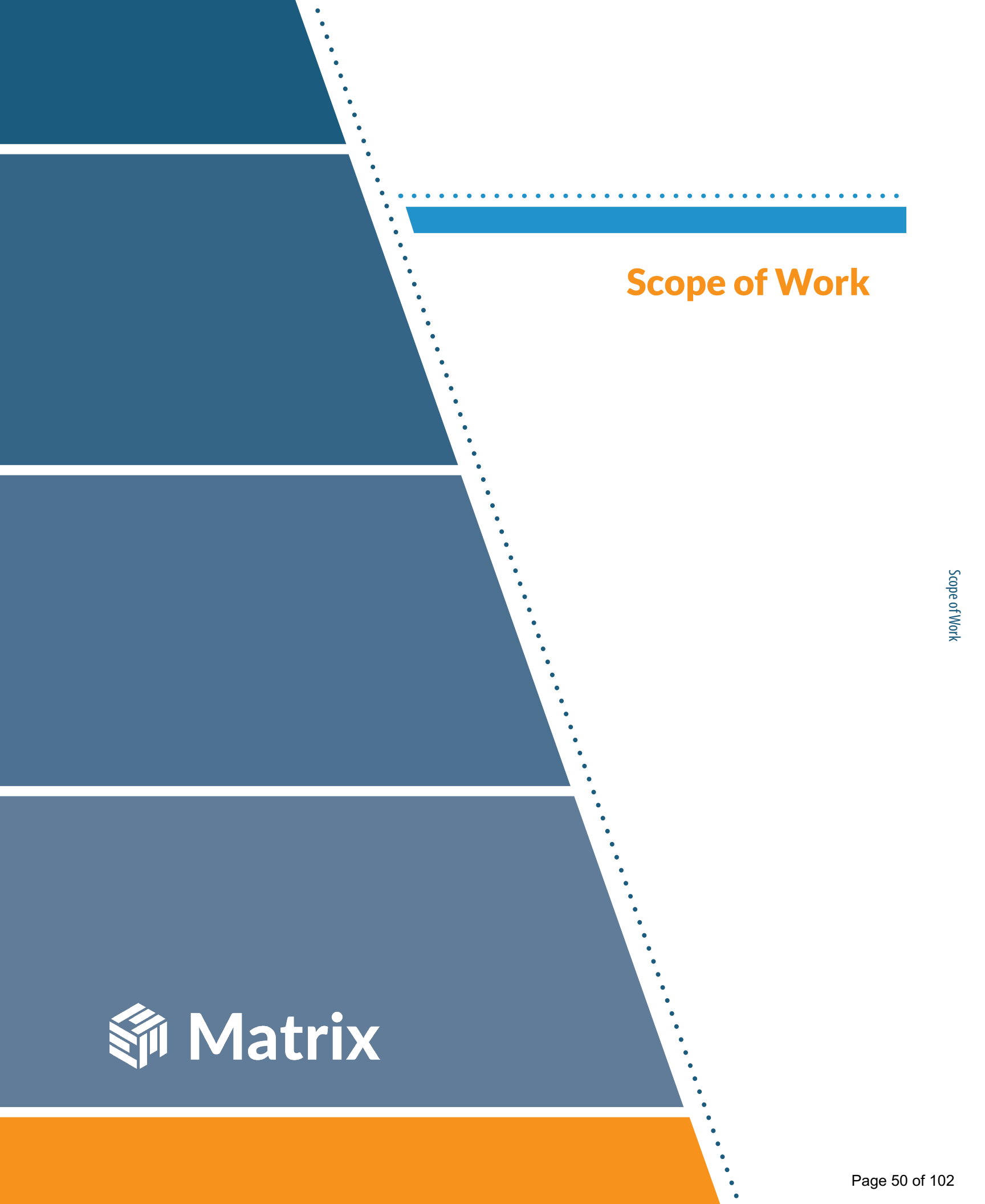
Grant Application Assistance (Optional)

The Matrix Team has numerous strengths, and one of them is the ability to identify innovative funding strategies and maximize funding from traditional and non-traditional sources. Even though grant application assistance is not part of the scope of work of this project, the Matrix team would welcome the opportunity to assist the City with funding strategies prior to and during the adoption phase. This proactive positioning will help smooth the adoption process and also allow the community to accelerate implementation once the Mobility Plan is adopted.

3-D Fly-Through Capability (Optional)



As an additional service, Matrix enhances our design work by developing digital marketing materials. Products such as three-dimensional fly-through videos, which are CAD-based, massing models and videos, as well as architectural rendering graphics, help our clients tell their story to interested stakeholders. These products help bring to life the project and assist with promotional efforts. The image above is an example of one of our renderings developed in this way.



Scope of Work

Scope of Work



Project Approach

A successful mobility plan lays the foundation for community health, economic growth, and vibrancy. If mobility is addressed correctly, then everything else falls into place: business success, positive experiences, safety, and more. Communities prosper when all forms of transportation are accommodated, including pedestrian, bicycle, vehicular (automobile and truck), rail (passenger and freight), and public transit.

As the economic and cultural center of Okaloosa County, the City of Crestview's historic district is poised to leverage the synergy between its positive community attributes, geographic location, and military presence to continue to attract businesses and families as the primary destination community in northern Florida. This is more important now than ever as communities like Crestview are facing so many issues and competing interests, such as availability of housing, social and economic challenges, job growth, cultural enrichment, and mobility, as well providing a safe and healthy environment for current and future residents. In this respect, the City of Crestview's mobility plan is more than just a guide for accessibility; it is a planning blueprint for creating a safe, livable and healthy environment for generations to come.

Working with the City of Crestview, Matrix will develop a mobility plan that builds on community and area strengths and addresses known challenges. Our Team will provide a comprehensive analysis of existing conditions and provide innovative and creative solutions that incorporate the historical and modern elements of the community while positioning the community for future growth in keeping with its goals and vision. We are committed to a flexible approach that can accommodate foreseen and unforeseen budgetary constraints and that will result in a comprehensive strategy for improving mobility, relative to both immediate and long-term needs.

Key components of our approach and the benefits those elements bring to Crestview are outlined below.

City Involvement

Matrix will work in partnership with the City of Crestview to develop a mobility plan that optimizes the use of available infrastructure, improves access for pedestrians and cyclists, provides efficient traffic operations and improves safety. Our approach has evolved over the course of many transportation projects. We will ensure that the development process engages, but does not overburden, our clients. To help facilitate the holistic view of community vision and needs, the City can expect to attend regular scheduled meetings and provide copies of proposed development plans and any existing transportation, street lighting, and parking master plans. The Matrix Team will work closely with the City project manager to refine the scope of work, schedule and expectations. Relying on the strengths of the overall Team, Matrix sees itself as an extension of staff working in a complementary role to that of the City of Crestview's various departments, the CRA, its partners, and the surrounding community. In this fashion, we strive to minimize the impact on staff in conducting this project. We have developed strategies and tools, described later in this section, to assist local government staff to ensure efficient process in developing the mobility plan.

Values Assessment

The planning process will include an in-depth assessment of what businesses, residents, and visitors value about the City of Crestview. This task is important for helping elected officials and planners understand how growth, transportation, and environmental issues can be addressed consistent with the community's fundamental values. This analysis will also help local leaders to more effectively communicate the benefits of planning for growth to area residents and businesses. Matrix's award-winning engagement processes will help the City of Crestview to achieve community buy-in for the entire project.

Existing Conditions Assessment

The mobility plan will be customized for the Downtown area and surrounding CRA expansion areas. The intent of the plan is to guide future development and infrastructure improvements to promote safer streets, improve parking conditions, increase transportation options, and ultimately expanded access to opportunities and experiences in the community. In order to develop a successful plan, the Matrix team will draw on our extensive knowledge of the area and available data to evaluate existing conditions. Key assessments, as indicated by the City, that will be included are described below.

- **Parking Supply and Demand for On- and Off-Street Parking.** Our Team will collect parking inventory and occupancy data to quantify parking issues. This data will be utilized to develop a comprehensive parking plan for businesses, residences, and public buildings. This assessment will also explore loading zones and short-term parking conditions and any opportunities to improve delivery vehicle and other access to businesses and restaurants in the Downtown area.
- **Pedestrian Access and Sidewalk Infrastructure.** The Matrix Team will evaluate the existing sidewalk infrastructure to identify any barriers, as well as areas where widening the sidewalk would improve connectivity among and access to businesses, private homes, public facilities, and parking areas and create a more walkable community, complete with vibrant storefronts and outdoor seating areas.
- **Americans with Disabilities Act (ADA) Accessibility.** Matrix is committed to developing plan recommendations that embrace ADA principles and requirements for providing access to all visitors and residents, whether disabled or able-bodied. Our in-depth knowledge and extensive experience with ADA guidelines for accessible design assures our clients that all improvements will be ADA-compliant, including sidewalks, crosswalks, curb ramps, street furnishings, signing, parking, and other components of the public right-of-way that are integral to inclusive, safe communities.
- **Landscaping, Awnings, and Street Furniture.** We will review existing landscaping, awnings and street furniture in order to develop design recommendations for future implementation. Matrix's team will include in the assessment the existing landscape in relationship with the awnings that shade trees that hinder growth. Crestview will benefit from our past experience that directs the attention to relationships between features such as awnings that hinder plant growth and the placement of trees and flower beds. We design with the future in mind.
- **Bike Connectivity and Bike Parking Facilities.** Our Team will evaluate bike connectivity to and from neighborhoods, businesses, schools, and parks. We will consider potential enhanced bike facilities, such as bike lanes, shared lanes, and bike parking facilities.
- **Crosswalk Distance.** People and vehicles are potentially in conflict at all intersections. The Team will evaluate these hazard spots and develop alternative design concepts that minimize crosswalk distance, improve driver and pedestrian visibility, and incorporate traffic control devices to improve safety and user experience.
- **Intersection and Driveway Sight Distance.** We will evaluate vehicle and pedestrian sight distances at intersections and driveways to ensure adequate driver visibility for safely entering and existing driveways. The analysis and any resulting recommendations will take into account the need for parking, as well as enhanced safety.

- **One Way Street Operation.** Existing one-way streets will be evaluated to determine if signing and infrastructure improvements are needed to clearly define one-way operations. An example location would be at Pine Avenue and Wilson Street where drivers are regularly observed to be traveling in the wrong direction.
- **Traffic Control Devices.** Our transportation engineers will evaluate the existing traffic control devices to determine if improvements should be made for driver, bicyclist, and pedestrian expectation and enhanced safety. An example of this review would include signing for pedestrian crosswalks or placement of stop signs.
- **Vehicle speed.** The Matrix Team will closely review areas where increased vehicle speed is observed, especially in areas of long stretches where vehicles travel with limited stop control. Recommendations for traffic calming will be considered to help reduce speed and enhance safety.
- **Neighborhood and Park Connectivity.** The City of Crestview has some of the most beautifully maintained parks and outdoor green spaces in Okaloosa County. This portion of the study will evaluate the existing network connectivity to neighborhoods and parks to identify potential improvements that could enhance citizens' ability to use the parks for leisure and recreational and sporting activities, as well as, as for special events. We will also analyze the connectivity of the CRA districts to Downtown.
- **Lighting.** Our Team will closely work with the City's project manager to determine if lighting improvements are needed to improve safety and visibility of the roadways, crosswalks, and sidewalk areas. Although much of the Downtown area is well lit, there are areas that could benefit from additional lighting, such as Martin Luther King Jr. Avenue.
- **Land Use Assessment.** The Matrix Team will review any existing planning documents to identify and account for specific areas of the City that are planned for infill and redevelopment. The mobility plan will promote a multimodal environment to support and ensure connectivity to the desired types of development as population and employment centers increase.

Stakeholder and Community Engagement

An important part of any mobility and parking plan is outreach and engagement with the general public, key community leaders, and other stakeholders. Successfully involving a community in planning for its collective future is critical to plan buy-in, approval, success, and sustainability. A unique aspect of our approach is the range of involvement opportunities that will be used. Our approach is to collect input using a wide variety of interactive exercises and input tools to maximize participation opportunities, rather than trying to get all members of a community to respond to a specific type of engagement or outreach event. Our award-winning engagement techniques include web-based interactive maps, information portals, and surveys; virtual and in-person open houses and workshops with interactive exercises that collect anonymous responses in real time; Team participation in regular community events; and more.



Open House in Santa Rosa County.

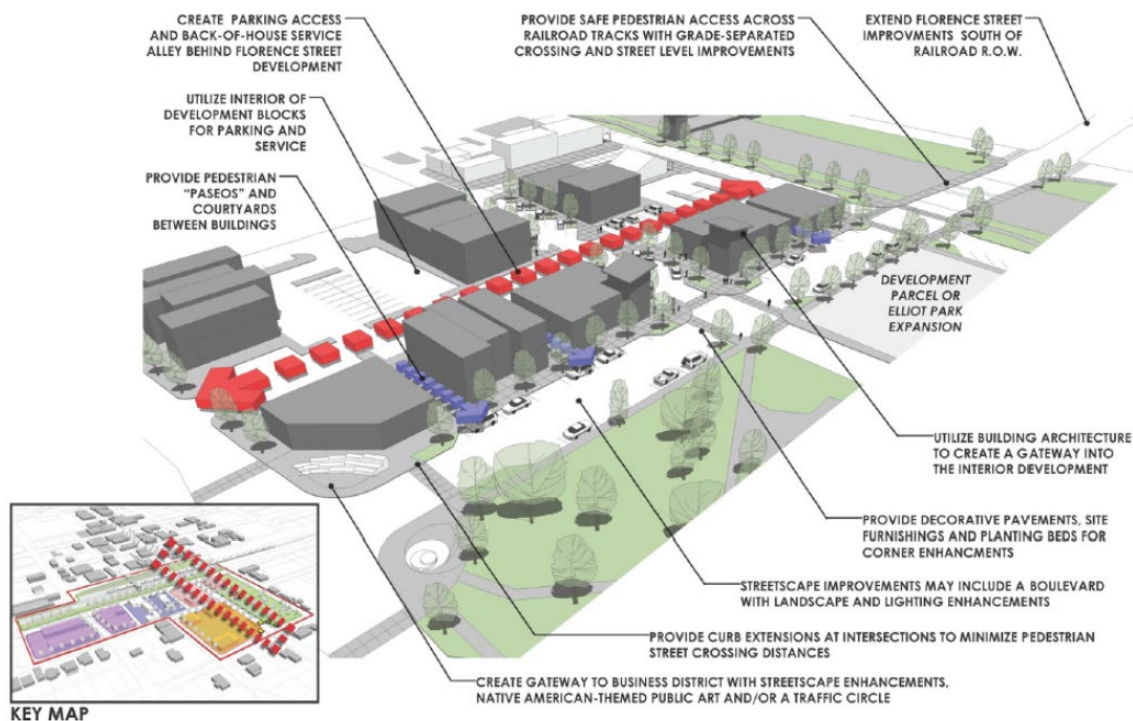
Matrix will work with the City's project manager to define when and what kinds of public engagement opportunities will be incorporated into the planning effort to ensure analyses and draft recommendations are fully developed before public input is collected and incorporated while still affecting transparent and timely communication with local residents.

User Friendly Documents

Matrix takes pride in developing planning documents that are user-friendly, easy to navigate, and accessible to the public with minimal technical language or jargon. This easy-to-use design is based on the needs of the public, decision-makers, and City staff. All documents are designed for regular updates to enhance functionality and address changes in community needs. They will provide clear direction, allow the appropriate planning flexibility that is key in a downtown area, and provide a tool that can be easily maintained by City staff.

Graphically-Rich Plan

Our mobility plans incorporate maps, tables, illustrative renderings, infographics, and other graphic elements that enhance plan accessibility and comprehension. These graphics can be used to explain complex topics, clearly define design ideas, or illustrate alternatives. Our clients benefit from our in-house graphic team's ability to present complex information, design ideas and specifications, and alternative pros and cons in easy-to-understand formats. An example of our graphic capabilities is shown below.



Parking Analysis

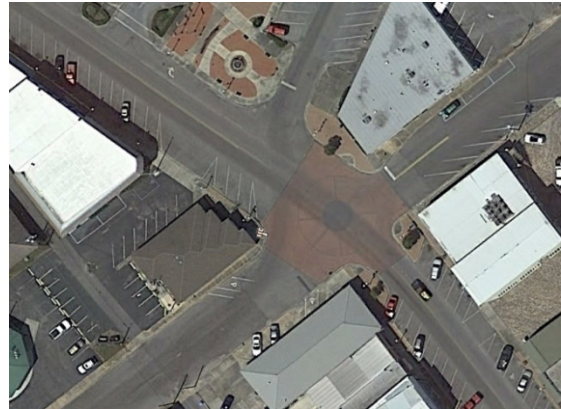
Parking is an important part of transportation networks and economic vitality. Getting parking right is critical to the success of communities, business developments, and optimal land use. Working in concert with the City, Matrix's traffic engineers and transportation planners will thoroughly analyze and provide recommendations for on-street parking guidelines to improve overall experiences for employees, residents, delivery personnel, and visitors in the Downtown area. The plan will also include on-street parking

recommendations as to where parallel parking with wider sidewalks may be beneficial for pedestrian access and connectivity.

Traffic Control & Safety Enhancements

The mobility plan will provide a suite of traffic control device recommendations that the City can implement immediately or in phases as land is developed and funding becomes available. Matrix's experts will incorporate recommendations using industry best practices, safety research, and design standards.

Matrix's talented design team will also explore alternative design concepts to revitalize downtown and improve vehicular, pedestrian, and bicycle functionality. The intersection of Beech Avenue West and Main Street (photo, right), for example, provides an opportunity for design optimization to better accommodate pedestrians, improve intersection operations, and raise safety performance.



Directional Signage

Directional and identification signage is a critical aspect for downtown navigation and parking for all modes of travel. No matter how much time, effort, and planning goes into a transportation system, it will fail if users are unable to find adequate parking, businesses, and public facilities. The ease at which travelers are able to park nearby and traverse sidewalks to their final destinations impacts the extent to which travelers will use an area and, therefore, its economic vitality. Matrix will work with the City to identify where directional signage would enhance mobility, connectivity, and general user experience throughout the CRA districts.

More than Just Urban Design

In the proposed mobility plan, Matrix's design team will provide guidance on the best street furniture and landscaping, recommendations for sidewalk widening and how to best delineate crosswalks, and otherwise enhance both the aesthetic and functional value of public spaces. The overall design and 'feel' of the plan will be true to, integrate, and build on the signature design of the Okaloosa County Courthouse, the Veterans Memorial, Welcome to Historic Crestview entry way monuments, and historic features of Downtown.

While Matrix provides these services as part of our mobility plans, we also look at a range of elements that influence the vibrancy of both public and private spaces in an area and, ultimately, plan success. These elements include economic development potential, retention and revitalization, funding sources, and finding a right balance of uses.

Focus on Implementation

One of the hallmarks of our community planning process is an emphasis on implementation and providing practical, affordable, and actionable recommendations. Preparing an innovative plan is nothing more than an academic exercise if it is not implemented. Consequently, we work with local stakeholders and the City to ensure that recommendations can achieve desired outcomes through pragmatic efforts.

Project Tasks and Schedule

This section describes the tasks needed to complete this planning effort and provides the proposed project timeline. The proposed tasks and schedule can be adjusted during the project Kick-off meeting (Subtasks 1.1 and 1.2) to meet the needs of the City, the CRA, and Downtown area businesses and stakeholders.

Matrix uses a layered approach for the development of plans, wherein each task builds upon the progress and outcomes of previous tasks. This approach will allow City staff to review and comment on the information collected and developed in each project task. This approach helps to keep the stakeholders informed and involved, leading to a plan that is responsive to their visions and goals and that will achieve a high level of community support. It should be noted that our plan is predicated on a 120-day performance period. For planning purposes, we assume the contract is awarded on September 14, 2020 (as stipulated in the RFP), and Notice to Proceed (NTP) is given on October 1, 2020.

The tasks below show our full approach to building the mobility plan for the City of Crestview.

Task 1. Project Management

Subtask 1.1 *Refine Scope of Work / Schedule*

A critical first step in initiating the mobility plan project will be working with the City's project manager to review and finalize the project scope of work and schedule. This will include a clear and concise strategy report that outlines the roles / responsibilities of our Team, stakeholder organizations, and City staff.

As part of this proposal, Matrix has developed a project schedule that includes major milestones and deliverables within the four (4)-month timeframe that is predicated on the City's availability. This schedule is presented at the end of this section. As part of the project kick-off, we will work with the City to develop a more detailed schedule with clearly defined deliverables, milestones, and community engagement activities.

Subtask 1.2 *Kick-Off Meeting*

The purpose of this task is to get the project off to a positive start and to establish communication protocols with the City's project manager. Prior to beginning the planning process, Matrix staff will meet with City staff to discuss the work plan, public outreach process, project schedule, lines of communication, and other items related to project execution. The Kick-off meeting will include discussion about:

- Project scope of work and schedule;
- Communication protocols and procedures;
- Specific issues and/or concerns to be addressed;
- Approach to public involvement;
- Information needs (data requests); and
- Branding possibilities.

The Matrix Team will be present at the Kick-off meeting and will produce action minutes.

Subtask 1.3 *Mobility Plan Best Practice Summary*

Based on information received during the Kick-off meeting, Matrix will identify three to five peer cities that have conducted similar mobility plans and will summarize key takeaways and outcomes. The intent of the review is to assist the City in developing a vision and anticipated outcome of the final plan.

Subtask 1.4 *Project Management*

During the execution of this contract, Matrix will provide project management services typical of a professional planning firm, including contract management, quality control, management and direction of

subcontractors, progress reporting, and invoicing. The Matrix Team will also execute the project management support activities listed below to facilitate on-going and transparent communications concerning the performance of this contract.

Staff Coordination Meetings. *Matrix will facilitate regular coordination calls with the City project manager. Typically, these will be conducted every few weeks, but this can vary depending on the issues that require coordination.*

Other Plan Coordination. *The Matrix Team will work closely with the City's project manager to integrate other planning documents with the mobility plan.*

Task 1. Deliverables

- Final Scope of Work
- Final schedule
- City staff Kick-off meeting
- Kick-off meeting minutes
- Mobility Plan Best Practices Summary
- Ongoing project management reports to City Project Manager

Task 2. Public Participation and Communication

Task 2, Public Participation and Communication, is intended to span the entire duration of the project, ending with the final adoption of the Mobility Plan by the City Council. Matrix's team will work with the City's Project Manager to develop the Public Participation and Communication Plan to determine the best schedule for completing the public outreach. For each of the events identified below, Matrix will provide or assist with the following:

- Agendas;
- Media release (for distribution to media outlets by the City);
- Social media postings (recommend City to post if social media accounts currently exist);
- Presentation and meeting materials (as appropriate); and
- Action minutes (listing of actions from each event/meeting).

Subtask 2.1 Public Participation Plan

Rigorous, thorough, and transparent public participation is a vital part of the planning process and is critical to the outcome of a community-supported Mobility Plan that is inclusive of the needs and plans of the City of Crestview. Engaging stakeholders early and throughout the planning process will help maintain open lines of communication, build relationships, encourage mutual understanding and help reach consensus and support.

Understanding the difficulty of generating interest and enthusiasm in the planning process, the primary goal in working with the City will be to elevate the overall discussion about the Mobility Plan and establish stakeholder and public involvement. To accomplish this goal, the Matrix Team will undertake a comprehensive and creative plan to engage the stakeholders as advocates through a constant feedback loop consisting of research, education, engagement and active support of the Mobility Plan. This strategy will be developed in the Public Participation Plan.

Matrix's extensive experience with public and stakeholder outreach will help us to form a Public Participation Plan that will effectively target the unique interest groups associated within the community. The Public Participation Plan will set goals for the public outreach process, outline the steps necessary to reach those goals, and standards to measure the success of the program. The plan will also define milestones and timing for all public engagement efforts.

Subtask 2.2 Project Branding

Matrix will create and provide three branding options for the City's review. This will include a project logo and other design components that will be used throughout the project. The branding is designed to create a symbol that will make it easier for the community to recognize materials and events that are related to the Mobility Plan.

Subtask 2.3 Informational Brochure #1

The Matrix Team will prepare a brochure that summarizes the mobility plan process and the key components that will be analyzed. This will assist with internal discussions, stakeholder interviews and any public outreach to ensure a clear path forward.

Task 2. Deliverables

- Public participation plan (electronic)
- Project branding
- Information brochure # 1 (overview)

Task 3. Existing Conditions Assessment – CRA Districts**Subtask 3.1 Existing Data Collection and Compilation**

Knowledge of existing conditions within the City of Crestview Downtown and surrounding area will give stakeholders a solid foundation upon which to develop a successful plan. This task is critical for establishing early on what is working and not working for the community.

At the beginning of the planning process, and prior to initiation of public involvement, Matrix will compile all relevant plans, studies, existing conditions assessments, analysis documents, population and demographics analyses, local histories, maps (including GIS data), and other documents / data that pertain to the Downtown and this new planning effort. Whenever possible, we will compile and work with native files. Pertinent information that is contained in these documents will be reviewed and used by the Matrix Team to assist in the development of the mobility plan and design alternatives.

The Matrix Team will review all applicable past studies and plans. This includes, but is not limited to, City's CRA Strategic Plan, City's Community Redevelopment Plan, and the existing mobility plan for the City of Crestview's CRA.

Subtask 3.2 One-on-One Interviews

The Matrix Team will conduct individual, face-to-face interviews with City departments, key downtown businesses and landowners, Chamber of Commerce representatives, Citizens Advisory Council members, and other community members who are likely to have key insight into the downtown and future needs and opportunities. This task will garner a robust collection of input from key stakeholders to establish guiding principles for future mobility planning decisions. For the mobility plan to be successful, it is imperative for these principles to be developed by the many diverse stakeholders who live, work, and/or visit downtown. For cost purposes, it is assumed these interviews will happen early in the process, will take place in a conference room at the City administrative office, and will be scheduled for consecutive days.

Subtask 3.3 Existing Conditions Maps

All the information collected and research conducted as part of Task 3 will be used to develop existing conditions maps. These maps will include existing land use, transportation, parking supply, open space, bicycle and pedestrian facilities, other public facilities, population distribution maps, and other variables of significance. These maps will provide background information for the mobility plan process and will be created in an easy-to-understand format for a variety of users.

Subtask 3.4 Guiding Principles

This subtask will establish a set of guiding principles that will inform the goals, priorities, benchmarks, and decision-making framework of the plan. Matrix will utilize the information obtained in Tasks 2 and 3 to ensure the principles are developed through a transparent and inclusive process. Based on the information obtained through the prior subtasks, we will recommend three to five principles for shaping the remainder of the plan. These guiding principles will likely incorporate the following themes, among others: vision zero, safety, sustainability, accessibility, economic vitality, equity, and/or connectivity. Recommended principles will be based on the Crestview's specific needs and goals, local values, and insights gained throughout the process.

Subtask 3.5 Opportunities and Challenges Summary

The Matrix Team will present the key issues and opportunities identified in the interviews and public workshops, as well as findings from the existing conditions assessment, in a concise summary whitepaper. In addition, this whitepaper and its issues and opportunities assessment will also draw on Matrix's knowledge of downtown planning and mobility enhancement efforts completed elsewhere.

Task 3. Deliverables

- Interviews (individuals or small groups)
 - Existing conditions maps
 - Guiding principles
 - Opportunities and Challenges Summary (electronic)
-

Task 4. Alternatives

During this Task, the Matrix Team will work with City staff and the Downtown community to prepare, evaluate, and ultimately define a preferred policy, urban design, on-street parking layout, traffic control enhancements, sidewalk improvements, ADA design, and other alternatives that will constitute the core of the mobility plan. This task involves developing alternative scenarios and evaluating the implications of each alternative. Each alternative will also be evaluated relative to the key opportunities and challenges developed in Task 3.

Subtask 4.1 Report / Document Outline and Format

The Matrix Team will work with City staff to review a range of document formatting options, including the layouts of other municipalities' mobility plans, and to develop a format and content outline that best suits Crestview's needs. Our Team, including our graphics specialists, will tailor the final formatting to facilitate plan functionality and begin to make manifest the community's vision.

Subtask 4.2 Character Area Planning

The next step in developing a mobility vision and plan for the Downtown is to identify distinct character and theme areas that define the area. The benefits of this approach include:

- Establishing a strong Downtown identity, rooted in its established heritage;
- Identifying and valuing the built and social environments to manage change more effectively;
- Safeguarding the characteristics that contributes to an area's sense of place and character;
- Enhancing the quality places that are important to a community;
- Identifying themes that are present or could be established for the Downtown; and
- Providing a flexible and business-friendly environment, design, and context to enhance compatibility.

Because character area planning is essentially about place, it can provide the basis for local planning that empowers communities to protect its desirable features while establishing a unique identity to support a thriving and sustainable community.

Subtask 4.3 Mobility Network Plan

In this task, Matrix will identify specific streets and corridors as priority facilities for the various transportation modes used within the study area. This task will define a street hierarchy where facilities support users of all ages and abilities and identifies multimodal connections and enhanced circulation patterns to move people and goods where they need to go. This task will also consider how people enter and exit the Downtown network by each mode of travel and examine travel patterns to ensure an efficient experience optimizing the limited public right-of-way of the streets and sidewalks.

Subtask 4.3 Alternatives Development and Analysis

The Matrix Team will work with the City to develop broad alternatives based on stakeholder and community input received through the community workshops, social media inputs, and other venues. New planning concepts just emergent in the industry will also be considered. Key policy issues to be addressed by each alternative will be summarized. We will also look at how these alternatives relate the goals, objectives and strategies identified in the City's CRA Plan.

Within the alternatives, the Matrix Team will evaluate options for Crestview Downtown to enhance the experience for pedestrians, drivers and bicyclists. This will include urban design options relative to the Downtown and its success and improving connectivity and experiences for businesses and residents.

Economic development potential may play a key role in the alternatives. This includes not only identifying potential for new markets and businesses, but also addressing business retention and expansion through design alternatives.

For each alternative, the Matrix Team will identify the issues for which there is clear policy choice and direction, as well as issues where choice and direction is not as clear. Supporting maps, graphics, and narratives for each alternative will be prepared and will be presented as an alternatives analysis in subsequent public outreach efforts.

Task 4. Deliverables

- Framework Document (electronic)
- Mobility network map
- Alternatives analysis (electronic)

Task 5. Plan Document Development

As a result of the extensive work resulting from the technical studies and alternatives planning in previous tasks, the Matrix Team will prepare the draft mobility plan. This phase is primarily characterized by collaborative efforts between the Matrix Team and City staff to ensure that all relevant information has been considered and incorporated into the development of the draft plan. This phase also includes the development of a more limited draft plan for distribution to and review by the public. All documents will:

- Use a format that is user-friendly, easily navigated, and accessible to the public with minimal technical language or jargon;
- Meet all functional requirements with a consistent, integrated look, feel, and aesthetic that respects and celebrates the City; and
- Make extensive use of maps, tables, illustrative renderings, and other graphics that enhance readability.

Subtask 5.1 Draft Mobility Plan

Utilizing the information from earlier evaluations of existing policies, the Matrix Team will work with the City to develop a draft mobility plan. This document will contain a complete set of design guidelines, policies, and implementation actions for each element of the plan. Based on the outcome of the review by City staff, the Matrix Team will seek public review.

Subtask 5.2 Public Workshop #1, Public Draft

The Matrix Team will hold a workshop to present the draft mobility plan and be available to answer questions and take comments and suggestions.

Subtask 5.3 Matrix and City Staff Review and Revisions

Following the workshop, the Matrix Team will prepare an errata chart of comments and proposed changes. The Matrix Team will then meet with City staff to review all comments and revise the draft plan as directed and approved by staff.

Subtask 5.4 Final Draft Mobility Plan

The Matrix Team will incorporate final revisions and prepare the final draft downtown mobility plan for review by City staff.

Subtask 5.5 Executive Summary

Matrix will prepare an executive summary of the final City of Crestview Mobility Plan to include a fold-out copy of the mobility action plan map. The executive summary can be used as a handout or distributed to the media to inform the public about the mobility plan.

Task 5. Deliverables

- Administrative draft mobility plan
- Public draft mobility plan
- Public comment errata sheet
- Final mobility plan
- Executive summary

Task 6. Formal Adoption Process

During this task, the Matrix Team will assist with guiding the City Council's review of the draft mobility plan. The Council's direction will be incorporated into the draft and culminate as the final mobility plan.

Subtask 6.1 City Council Hearing

The Matrix Team will attend one (1) public hearing with the City Council to review the draft mobility plan, at which the City Council will consider the Planning Commission's recommendations and the comments made at the other public hearings and workshops. At the conclusion of the hearing, the City Council will direct City staff and the Matrix Team to incorporate its recommendations and prepare the final mobility plan.

Subtask 6.2 Electronic Mobility Plan

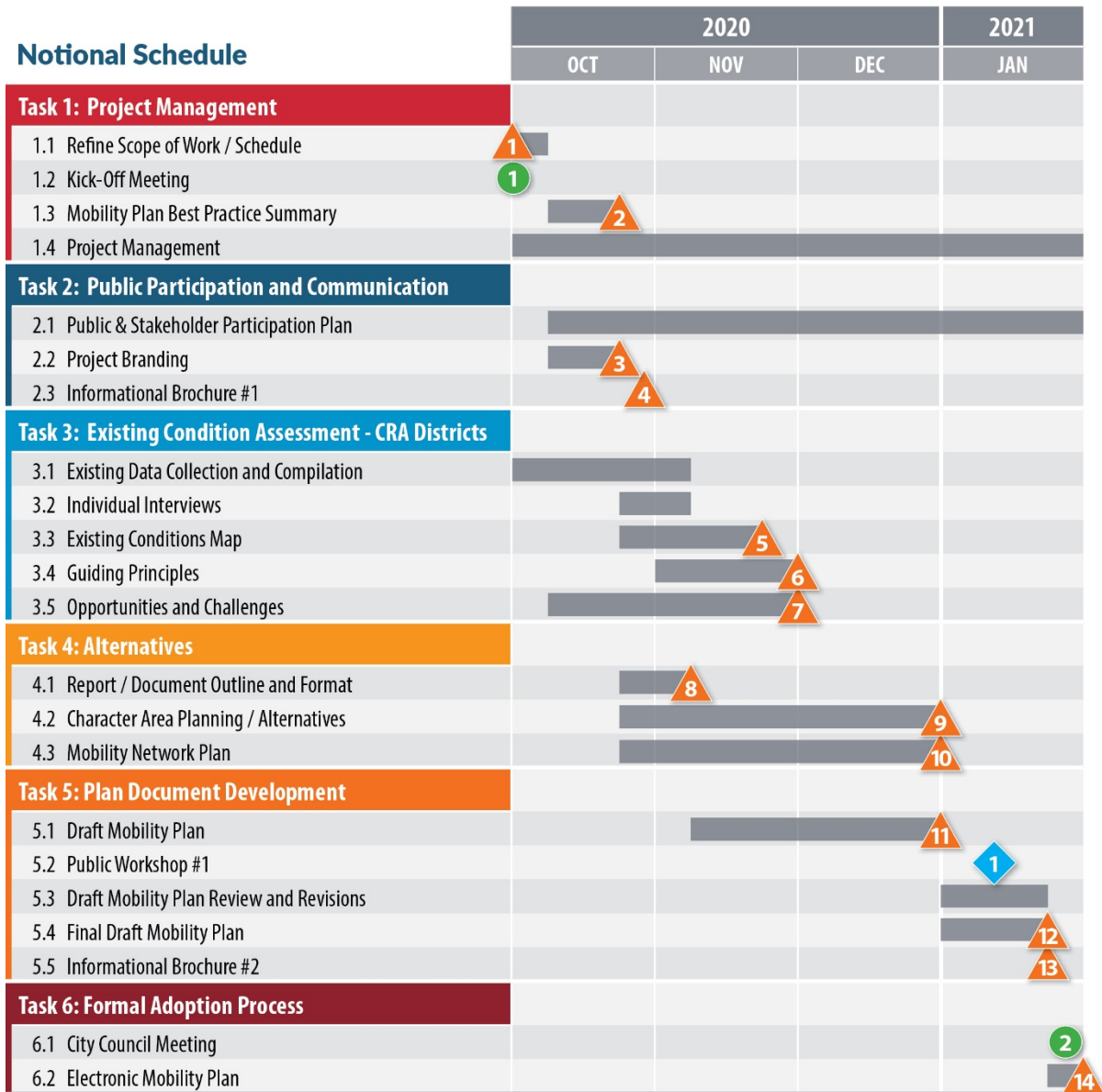
The Matrix Team will present the final mobility plan as an electronic document suitable for posting on and downloading from community websites.

Task 6. Deliverables

- City Council hearing (one hearing)
- Final mobility plan (electronic)

Project Schedule

The notional schedule by which Matrix proposes to provide the services described is presented below. As stated in the scope of work, this schedule is subject to refinement during the initial phases of the project.



Project Milestones:

Meetings:

- 1 Kick-Off Meeting
- 2 City Council Meeting

Workshop:

- 1 Public Workshop #1

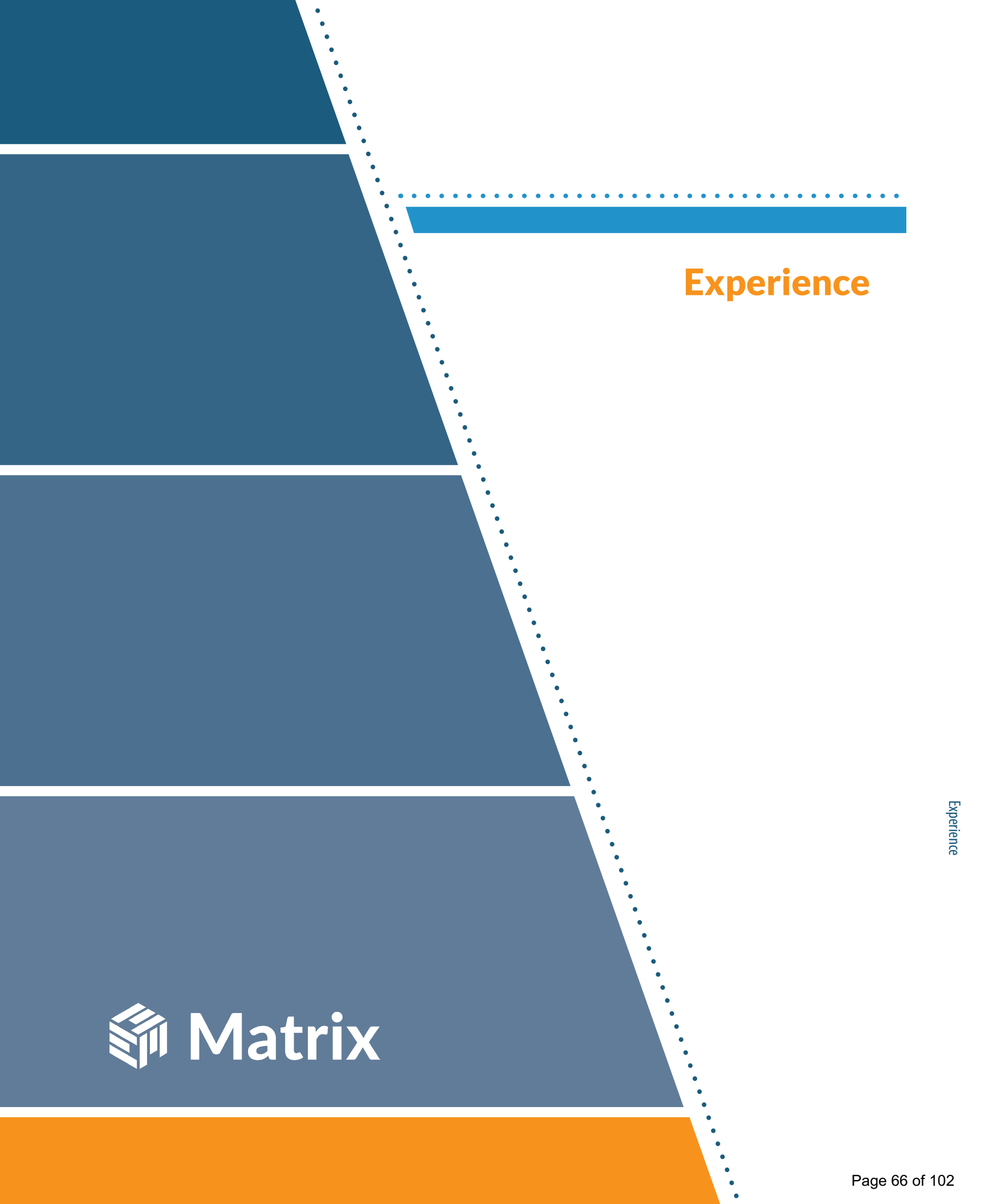
Deliverables:

- 1 Scope of Work / Schedule
- 2 Best Practice Summary
- 3 Project Branding
- 4 Informational Brochure #1
- 5 Existing Conditions Maps
- 6 Guiding Principles
- 7 Opportunities and Challenges Summary
- 8 Framework Document
- 9 Alternatives Analysis
- 10 Mobility Network Map
- 11 Draft Mobility Plan
- 12 Final Draft Mobility Plan
- 13 Informational Brochure #2
- 14 Final Mobility Plan

Readiness to Proceed

The Team of Matrix and AVCON, which consists of more than 200 professionals (with more than a dozen in Okaloosa County), is well positioned to take on this vital assignment and to accomplish the proposed scope work in the specified 120-day timeframe. All key personnel (as outlined in the organizational chart in [Section 1: Company Introduction](#)) will be available to execute their required tasks. None of our team members are currently tasked beyond 80% of capacity, nor are they projected to be in the expected period of performance.

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Experience



Experience

References

Matrix is committed to providing the highest quality service, and we proudly refer you to a few of our clients to validate our capabilities. We have reliably served numerous private and governmental agencies around the country under similar consulting roles. Table 1 lists just a few clients that can attest to our performance in recent years. We highly encourage the City to contact our clients to confirm our capabilities, as well as our overall commitment to quality.

Table 1. References for Similar Mobility Study Experience

References		
City of Fort Walton Beach	Okaloosa County Economic Development Council	City and County of Denver DOTI
Michael D. Beedie, PE	Nathan Sparks, CECD	Karen Good, AICP
City Manager	Executive Director	Transportation Project Manager
850.833.9612	850.362.6467	720.865.3162
mbeedie@fwb.org	nathan@florida-edc.org	karen.good@denvergov.org

Related Projects

The Matrix Team is well-versed in mobility planning and urban redevelopment design throughout Northwest Florida and the United States. We have successfully executed several projects that are similar to the Crestview CRA mobility study and downtown redevelopment effort – some projects are highlighted below to demonstrate our breadth and depth of experience.

Fort Walton Beach Downtown Master Plan – Fort Walton Beach, FL



Helping Fort Walton Beach re-vision their downtown in response to changing traffic patterns was the focus of the economic and planning work Matrix completed for the City. Building on the historic value of the main street, called Miracle Strip Parkway, Matrix created a visionary and transformative plan for the downtown as a unique, destination-based, entertainment district. In the process, Matrix identified key opportunities that will act as a catalyst for private investment and create a strong downtown brand.

Matrix led a variety of stakeholder workshops, community surveys, and public presentations to identify the strengths, weaknesses, opportunities, and threats to the future of the downtown area. The planning efforts focused on transportation alternatives that shift Highway 98 north of the downtown core and thereby reclaim Miracle Strip Parkway as a pedestrian-focused, mixed-use corridor that celebrates existing attractions while creating optimal redevelopment opportunities. Matrix also provided the City with a market assessment of supportable commercial product (retail, entertainment, and office) within the downtown core and a pro forma for financial feasibility at full build-out.

Relevant Services: Traffic Analysis; Transportation Planning / Alternative Realignment; Capital Improvements; Cost Estimating; Economic and Financial Analysis; Stakeholder Engagement, Community Surveys, and Public Presentations; Florida Department of Transportation (FDOT) and Transportation Planning Organization (TPO) Coordination

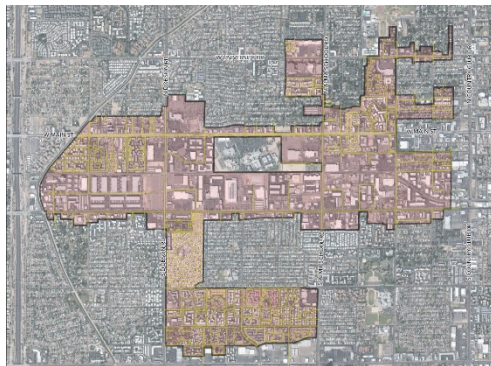
Fort Walton Beach Landing – Fort Walton Beach, FL

The Fort Walton Beach Landing is a waterfront park located in the heart of the central business district that serves as the premier venue for the City's special events such as the 4th of July celebration, the Billy Bowlegs Festival, and a variety of outdoor concerts and festivals. With the departure of the Emerald Coast Science Center from the park property, increased transient loitering, and a variety of deferred maintenance items within the park, the City retained Matrix (in partnership with AVCON) to prepare a master plan for the park that further expanded its role as the City's special events venue, provided new recreational opportunities, enhanced local businesses, and created adjacent redevelopment opportunities. The new master plan provided for renovation of the existing seawall and boardwalk to maximize shade, seating, and interaction at the water's edge; creation of a unique band shell and amphitheater; development of an interactive children's water play feature; realignment of Brooks Drive to be one-way; and increased on-street parking.



Relevant Services: Planning / Alternative Development; Capital Improvements Cost Estimating; Stakeholder Engagement, Community Outreach, and Public Presentations

Community Redevelopment Area Plans & Findings of Necessity – Mesa, AZ



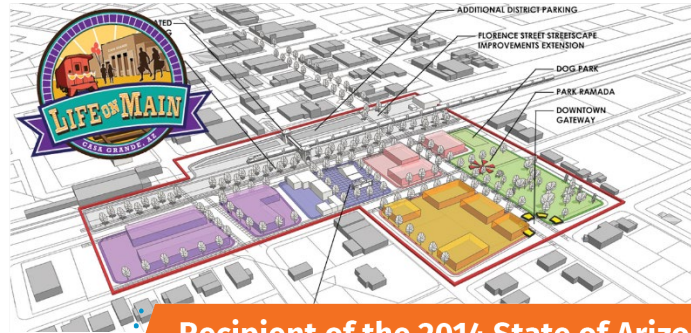
Matrix Design Group was awarded a contract to assist the City of Mesa in developing two community redevelopment area (CRA) plans and Findings of Necessity reports for each area, per state statutes that address "blighted areas" within Arizona cities. The purpose of this study was to develop a plan for the redevelopment and revitalization of the Mesa's historic downtown. To assist the City in justifying the boundaries of both CRA's, Matrix developed a mobile, digital assessment tool that included a customized property conditions assessment form that met all documentation requirements in the statutes.

This tool, which saved time and money, was used as part of an on-site, parcel-by-parcel assessment using handheld tablets to document, upload, and consolidate blight conditions in real-time. In addition, our team developed a user-friendly, web-based mapping tool that helped keep the community and property owners informed of project progress and findings.

Relevant Services: Blight Assessment; Urban Design; Land Use and Transportation Planning; Implementation; Funding Sources; Capital Improvements Cost Estimating; Stakeholder Engagement, Community Surveys, and Public Presentations

Life on Main Downtown Redevelopment Master Plan – Casa Grande, AZ

The City of Casa Grande's downtown area is recognized as the heart of the community with a balance of mixed uses, including cultural and civic venues. The City chose Matrix to prepare a redevelopment master plan for a 15-acre blighted and underused site located adjacent to the downtown. Through an intensive, year-long planning process, Matrix facilitated multiple collaborative engagements that allowed stakeholders, citizens, City staff, and elected officials to work together and create a plan that provides a mix of land uses that support a live, work, and play lifestyle. The overarching goal is for the redevelopment to provide an economic generator for the downtown area. The planning process included establishing goals, a plan framework, a vision, a land use plan, urban design elements, and an implementation program. As part of the project, Matrix created a brand and theme for the project that included the "Life on Main" logo shown above. The final Master Plan includes background analysis, recommendations, and a framework to allow and guide flexibility in land use in order to maximize development density and intensity. Matrix provided regulatory recommendations for rezoning, urban infill, and parking. The Plan outlines three phases for implementing the list of recommended actions in order to realize Plan goals affordably and efficiently.



Recipient of the 2014 State of Arizona American Planning Association Award

Relevant Services: Downtown Master Planning; Urban Design, Zoning; Parking, Land Use, and Transportation Planning; Community / Stakeholder Involvement and Public Presentations

Estes Park Downtown Riverfront – Estes Park, CO



Matrix worked with the Town of Estes Park and the Estes Park Urban Renewal Authority (EPURA) to plan, design, and implement the restoration of its downtown riverfront commercial district with the goal of enhancing the tourist experience and increasing retail demand. As the gateway to Rocky Mountain National Park, the Town of Estes Park wished to maintain and increase its year-round retail and commercial activity. Key to meeting this objective was the restoration of portions of the Big Thompson and Fall River. Matrix was the lead planning and design consultant for master planning and in preparing construction documents for all river improvements. The capital cost of streetscape

and riverfront improvements totaled approximately \$20 million. The combined estimated retail and property tax revenues generated from the project is over \$50 million in tax increment funding. The Estes Park Downtown Riverfront project has been a model for small- to medium-sized cities across the U.S.

Relevant Services: Community Redevelopment; Master Planning; and Tax Increment Funding

Pueblo Urban Design Framework Plan – Pueblo, CO

The success of the Downtown Pueblo redevelopment, with its new convention center, 250-room convention hotel, and the Historic Arkansas Riverwalk, prompted interest in convention center expansion, additional parking, hotel rooms, and a downtown AAA baseball stadium. Matrix prepared an urban design framework to accommodate new improvements and address existing downtown issues. Existing and proposed land uses, access and circulation, infrastructure, and drainage improvements as identified in existing plans and documents provided the foundation for future development. The framework plan also addressed waterfront boat management, drainage, and property acquisition strategies.



Relevant Services: Master Planning; Redevelopment; Infrastructure; Access and Circulation

Cherry Creek Entertainment District Master Plan – Denver, CO

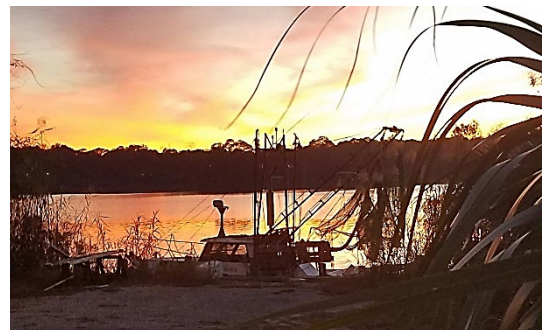


Matrix prepared a preliminary land development master plan for a 25-acre site located along Cherry Creek to encourage and guide significant private investment in the City. The development project area lies in the heart of Metro Denver and has access and proximity to Cherry Creek Shopping Center, Cherry Creek North, and several other noted regional destinations. The City owns approximately 35 percent (35%) of the land area and asked Matrix to organize a public-private planning process that created a unique and robust “entertainment district” that allows all property owners to take advantage of the general location, creek access and vistas, and surrounding land uses.

Relevant Services: Master Planning; Community, Stakeholder Involvement, and Public Process Facilitation

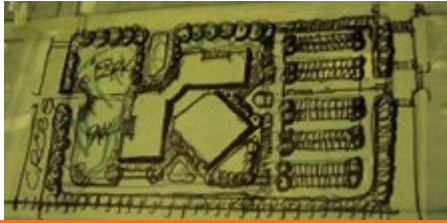
Boggy Bayou Restoration – Niceville, FL

AVCON and Matrix collaborated on the design for this restoration project in Niceville, FL. The project involved selective sediment relocation and flow diversion to improve water quality in the bayou, while limiting further accretion at the headwaters. This highly visible project has been permitted by the State, with construction to commence after permitting by the federal government. The National Fish and Wildlife Foundation (NFWF) is funding the project through a Gulf Environmental Benefit Fund (GEBF) grant resulting from the BP oil spill settlement.



Relevant Services: TGC Grant Writing; Permitting and coordination with numerous agencies

Downtown Specific Plan – Woodland, CA



Recipient of the 2009 State of California American Planning Association Award

The City of Woodland has a charming historic downtown that has been negatively impacted by changing circulation patterns, shopping trends, and employment opportunities in other areas. The City wanted a plan to guide public and private efforts along a unified path towards revitalization and reinvestment of the area. Matrix worked with the public, downtown merchants, and municipal staff to

- update the specific plan for the downtown area,
- addressing in-fill and mixed-use development, public spaces, historic preservation, circulation and parking,

market potential and fiscal impacts, and government employment centers. The Matrix Team prepared a detailed master plan for a 27-acre site in the downtown area that would eventually house a new police station and community center. The success of these planning efforts is apparent in the results. Within two years of plan adoption, a key office complex at the entrance to the downtown was completed using the layout described. Within the same time period, the City completed the new police station and the first phase of street furniture improvements. Several interactive workshops and a project store front on Main Street encouraged both merchant and public involvement.

Relevant Services: Community Planning; Community / Stakeholder Involvement; Downtown Master Planning; Urban Design, Zoning; Parking; and Public Presentations

The Landing, Phase 1 – Niceville, FL

AVCON managed Phase 1 of the Niceville Landing project focused on a nearly half-acre public park on the shores of Boggy Bayou in the heart of Niceville's Historic Downtown. The project is located within shoreline property purchased with \$400,000 provided by Okaloosa County through Pot #1 of the RESTORE Act. Phase I involved initial landside and waterside improvements, including construction of the seawall, railings, grading, pavements,



a stormwater management system, and enhancements to support future expansion. The project included the installation of a subsurface exfiltration bed to treat stormwater before discharging into Boggy Bayou, consistent with the City's plan to improve water quality. Design and construction services were funded through a \$500,000 appropriation administered by the Florida Fish and Wildlife Conservation Commission.

Relevant Services: Grant Writing; Permitting and Coordination (numerous state agencies)

Paseo de Luces, Downtown Redevelopment and Zoning District – Tolleson, AZ



Matrix was hired by Tolleson’s City Council to assist in the revitalization of their Town Center. We started by evaluating current zoning districts and quickly engaged in extensive community outreach and the development of alternatives based on public input. After evaluating several alternatives, the stakeholders selected a mixed-use, pedestrian-friendly plan. Following the adoption of a new zoning district, the Matrix Team prepared a community redevelopment area (CRA) plan and Findings of Necessity report to support the

redevelopment of the area.

The planning effort was supported by the redesign of the main roadway, which allowed on-street parking, improved public infrastructure, and a more pedestrian-friendly environment to support new development. Once fully implemented, this plan helped facilitate the revitalization effort by increasing the number and variety of retail, office, and entertainment establishments, increasing the number of housing units within the downtown area, and stimulating development on under-utilized properties. Ultimately, the plan increased the number of visitors, generated additional revenue, and strengthened the City’s tax base.

Relevant Services: Blight Assessment; Urban Design; Land Use and Transportation Planning; Zoning; Cost Estimating; Stakeholder Engagement, Community Surveys, and Public Presentations

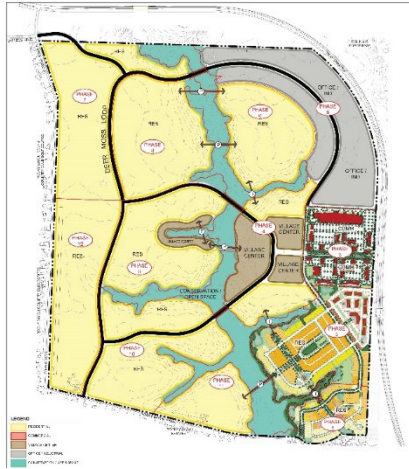
Eglin AFB and Hurlburt Field Economic Impact Analysis – Okaloosa County, FL

In support of Okaloosa County’s Triumph Gulf Coast efforts, Matrix completed an economic impact analysis that estimated the number of jobs tied to different mission growth scenarios at Eglin AFB and Hurlburt Field. Each impact scenario provided the estimated number of total jobs, total compensation, and gross regional product that would result from specific mission changes at both installations. Matrix engaged stakeholders from the Okaloosa County Defense Support Initiatives to better understand the qualitative impacts of each scenario and to help validate quantitative findings.



Relevant Services: Economic Impact Analysis; Military Planning; Stakeholder Engagement; Grant Writing

Deer Moss Creek Master Plan – Niceville, FL



Since 2015, Matrix Design Group has been the lead planner for the 1,100-acre Deer Moss Creek (DMC) mixed-use development located in Niceville, Florida. Matrix created the conceptual land use plan, conducted two market analyses to determine product demand, developed site-wide and phase-specific pro formas, and developed the conceptual infrastructure master plan. Working closely with the developer, our Team provided single- and multi-family residential and commercial (office, retail, light industrial) product absorption forecasts and property valuation estimates for the entire master-planned development. These estimates fed into the pro forma that Matrix prepared for the development, which estimated the net present value and financial return to the developer. In addition to the pro forma, Matrix developed a tax increment financing (TIF)

model that projected the increase in property values and associated tax revenue that would be collected as a result of forming a TIF district to help finance the development. To-date, property sales have met pro forma projections, allowing for continued infrastructure expansion and sales.

Relevant Services: Conceptual Land Use Planning; Market Analyses, Economic and Financial Analysis; Florida Community Development District Planning; Traffic Analysis and Transportation Planning; Conceptual Infrastructure Master Planning

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Cost Proposal



The Matrix Team will work closely with the City of Crestview to refine the project budget, estimated below, if necessary. We always endeavor to be flexible to the needs of the client. Matrix will perform this project on time and within the firm fixed price budget, which includes all direct and indirect costs.

Our total cost to conduct the mobility study is \$134,917. The breakdown of our cost by task is below.

Task	Description	Total Cost
1.0	Project Management	\$14,480
2.0	Public Participation and Communication	\$7,349
3.0	Existing Conditions	\$42,417
4.0	Alternatives	\$23,595
5.0	Plan Document Development	\$41,536
6.0	Formal Plan Adoption	\$5,540
	Total Professional Fee	\$134,917

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Matrix

Anniston, AL • Atlanta, GA • Colorado Springs, CO
Denver, CO • Niceville, FL • Parsons, KS
Phoenix, AZ • Sacramento, CA • Tamuning, GU
Texarkana, TX • Washington, DC



preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
\$75,000		County	\$78,000
\$145,840		City	\$155,000
\$1,151,611		Carry Forward	\$927,107
\$8,000		Interest	\$4,080
\$104,500		Other	\$100
\$1,484,951		Total Revenue	\$1,164,287
		Total Personal Costs	\$0
		Operating Expenses	
\$22,000	511 3101	Legal Fees	\$5,000
\$0	511 3103	Engineering Fees	\$140,000
\$50,000		Mobility Plan	\$140,000
	511 3400	Contractual Services	\$50,000
\$50,000		Mainstreet	\$50,000
\$6,600		Next Site	\$0
\$2,000	511 4000	Travel and Per Diem	\$1,000
		Conferences/meetings	\$200
		Meals	\$0
		Lodging	\$0
		Parking	\$0
		Miscellaneous Travel Expenses	\$800
	511 4100	Communications	\$0
	511 4200	Postage	\$0
	511 4300	Utilities	\$0
\$900	511 4400	Rentals & Leases	\$1,200
		Portable Toilets	\$1,200
	511 4500	Insurance	\$1,503
\$704		O & D	\$704
\$799		Liability	\$799
	511 4600	Repairs & Maintenance	\$0
	511 4601	Repairs & Maintenance Auto	\$0
	511 4603	Software	\$0
\$0	511 4700	Printing	\$100
		Annual Report	\$100

preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
	511 4900	Other Current Charges	\$0
\$1,200	511 4906	Administrative	\$0
\$1,000	511 5100	Office Supplies	\$400
		Misc	\$400
	511 5200	Operating Supplies	\$1,800
		Misc equipment	\$1,800
	511 5201	Uniforms	\$0
	511 5202	Fuel	\$0
\$3,400	511 5203	Advertising	\$10,000
		Local Marketing	\$9,700
		Newspaper/annual Report	\$300
	511 5205	Employee Events	\$0
	511 5206	Medical	\$0
	511 5207	Employee Events	\$0
	511 5213	Program Activity	\$0
			\$0
	511 5218	Rewards & Recognition	\$0
\$1,997	511 5400	Dues & Subscriptions	\$1,050
		Chamber	\$325
		FRA	\$525
		DEO	\$200
\$1,500	511 5600	Training	\$500
		Local Training (online)	\$500
	511 6300	Improvements/Not buildings	\$812,134
		Parking/re striping	\$0
\$300,000		Segue	\$75,000
\$50,000		Downtown Beautification and Upgrades (to include Speaker System)	\$30,000
\$100,000		Bush House	\$200,000
		Roof \$30,000	
		Inside repairs and upgrades \$ 170, 000	
\$100,000		Twin Hills	\$50,000
\$250,000		Signs	\$50,000

preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
\$20,000		Blight Removal	
		Mobility Plan Implementation	\$407,134
	511 6400	Equipment	\$0
		Grants & Aides	\$100,000
\$522,851	512 8200	Grants	\$100,000
		Transfers	\$39,600
		GF Cost Allocation	\$39,600
		Salaries/marketing salary	
\$1,484,951		Total Operating Costs	\$1,164,287
\$1,484,951		Total Expenses	\$1,164,287
\$0		Net Revenue / Expenses	\$0

Mobility study, no fly through

Adopted Budget 2020	Account Number		Department Totals
\$75,000		County	\$78,000
\$145,840		City	\$155,000
\$1,151,611		Carry Forward	\$927,107
\$8,000		Interest	\$4,080
\$104,500		Other	\$100
\$1,484,951		Total Revenue	\$1,164,287
		Total Personal Costs	\$0
		Operating Expenses	
\$22,000	511 3101	Legal Fees	\$5,000
\$0	511 3103	Engineering Fees	\$135,000
\$50,000		Mobility Plan	\$135,000
	511 3400	Contractual Services	\$50,000
\$50,000		Mainstreet	\$50,000
\$6,600		Next Site	\$0
\$2,000	511 4000	Travel and Per Diem	\$1,000
		Conferences/meetings	\$200
		Meals	\$0
		Lodging	\$0
		Parking	\$0
		Miscellaneous Travel Expenses	\$800
	511 4100	Communications	\$0
	511 4200	Postage	\$0
	511 4300	Utilities	\$0
\$900	511 4400	Rentals & Leases	\$1,200
		Portable Toilets	\$1,200
	511 4500	Insurance	\$1,503
\$704		O & D	\$704
\$799		Liability	\$799
	511 4600	Repairs & Maintenance	\$0
	511 4601	Repairs & Maintenance Auto	\$0
	511 4603	Software	\$0
\$0	511 4700	Printing	\$100
		Annual Report	\$100

Mobility study, no fly through

Adopted Budget 2020	Account Number		Department Totals
	511 4900	Other Current Charges	\$0
\$1,200	511 4906	Administrative	\$0
\$1,000	511 5100	Office Supplies	\$400
		Misc	\$400
	511 5200	Operating Supplies	\$1,800
		Misc equipment	\$1,800
	511 5201	Uniforms	\$0
	511 5202	Fuel	\$0
\$3,400	511 5203	Advertising	\$10,000
		Local Marketing	\$9,700
		Newspaper/annual Report	\$300
	511 5205	Employee Events	\$0
	511 5206	Medical	\$0
	511 5207	Employee Events	\$0
	511 5213	Program Activity	\$0
			\$0
	511 5218	Rewards & Recognition	\$0
\$1,997	511 5400	Dues & Subscriptions	\$1,050
		Chamber	\$325
		FRA	\$525
		DEO	\$200
\$1,500	511 5600	Training	\$500
		Local Training (online)	\$500
	511 6300	Improvements/Not buildings	\$817,134
		Parking/re striping	\$0
\$300,000		Segue	\$75,000
		Downtown Beautification and Upgrades (to include Speaker System)	\$30,000
\$50,000		Bush House	\$200,000
\$100,000		Roof \$30,000	
		Inside repairs and upgrades \$ 170, 000	
\$100,000		Twin Hills	\$50,000
\$250,000		Signs	\$50,000
\$20,000		Blight Removal	
		Mobility Plan Implementation	\$412,134

Mobility study, no fly through

Adopted Budget 2020	Account Number		Department Totals
	511 6400	Equipment	\$0
		Grants & Aides	\$100,000
\$522,851	512 8200	Grants	\$100,000
		Transfers	\$39,600
		GF Cost Allocation	\$39,600
		Salaries/marketing salary	
\$1,484,951		Total Operating Costs	\$1,164,287
\$1,484,951		Total Expenses	\$1,164,287
\$0		Net Revenue / Expenses	\$0

Mobility study, minimum
information

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\$1,151,611		Carry Forward	\$927,107
\$8,000		Interest	\$4,080
\$104,500		Other	\$100
\$1,484,951		Total Revenue	\$1,164,287
		Total Personal Costs	\$0
		Operating Expenses	
\$22,000	511 3101	Legal Fees	\$5,000
\$0	511 3103	Engineering Fees	\$100,000
\$50,000		Mobility Plan	\$100,000
	511 3400	Contractual Services	\$50,000
\$50,000		Mainstreet	\$50,000
\$6,600		Next Site	\$0
\$2,000	511 4000	Travel and Per Diem	\$1,000
		Conferences/meetings	\$200
		Meals	\$0
		Lodging	\$0
		Parking	\$0
		Miscellaneous Travel Expenses	\$800
	511 4100	Communications	\$0
	511 4200	Postage	\$0
	511 4300	Utilities	\$0
\$900	511 4400	Rentals & Leases	\$1,200
		Portable Toilets	\$1,200
	511 4500	Insurance	\$1,503
\$704		O & D	\$704
\$799		Liability	\$799
	511 4600	Repairs & Maintenance	\$0
	511 4601	Repairs & Maintenance Auto	\$0
	511 4603	Software	\$0
\$0	511 4700	Printing	\$100
		Annual Report	\$100

Mobility study, minimum
information

Adopted Budget 2020	Account Number		Department Totals
	511 4900	Other Current Charges	\$0
\$1,200	511 4906	Administrative	\$0
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	511 5201	Uniforms	\$0
	511 5202	Fuel	\$0
\$3,400	511 5203	Advertising	\$10,000
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		Newspaper/annual Report	\$300
	511 5205	Employee Events	\$0
	511 5206	Medical	\$0
	511 5207	Employee Events	\$0
	511 5213	Program Activity	\$0
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	511 5218	Rewards & Recognition	\$0
\$1,997	511 5400	Dues & Subscriptions	\$1,050
		Chamber	\$325
		FRA	\$525
		DEO	\$200
\$1,500	511 5600	Training	\$500
		Local Training (online)	\$500
	511 6300	Improvements/Not buildings	\$852,134
		Parking/re striping	\$0
\$300,000		Segue	\$75,000
\$50,000		Downtown Beautification and Upgrades (to include Speaker System)	\$30,000
\$100,000		Bush House	\$200,000
		Roof \$30,000	
		Inside repairs and upgrades \$ 170, 000	
\$100,000		Twin Hills	\$50,000
\$250,000		Signs	\$50,000

Mobility study, minimum
information

Adopted Budget 2020	Account Number			Department Totals
\$20,000		Blight Removal		
		Mobility Plan Implementation	\$447,134	
	511 6400	Equipment		\$0
		Grants & Aides		\$100,000
\$522,851	512 8200	Grants	\$100,000	
		Transfers		\$39,600
		GF Cost Allocation	\$39,600	
		Salaries/marketing salary		
\$1,484,951		Total Operating Costs		\$1,164,287
\$1,484,951		Total Expenses		\$1,164,287
\$0		Net Revenue / Expenses		\$0



Staff Report

CRA MEETING DATE: September 14, 2020

TYPE OF AGENDA ITEM: Resolution

TO: CRA Board
CC: City Manager, City Clerk, Staff and Attorney
FROM: Elizabeth Roy, City Clerk
DATE:
SUBJECT: Resolution CRA 20-02 2021 Budget

BACKGROUND:

The Tentative Budget for the City of Crestview was adopted on September 8, 2020.

That tentative budget included as Revenue and Expense budget for the CRA in the amount of \$1,164,287.

DISCUSSION:

The Final Budget for the City of Crestview will be adopted on September 28, 2020 in a public hearing.

The CRA budget will be included in the Final adoption hearing of the City Council on that date.

The CRA Board should approve the CRA budget prior to this hearing.

Any changes or amendments to the Budget based on Carry forward funds or projects will be presented to the CRA Board at the regular meeting on October 12, 2020.

In the previous action item, budget line items in regards to the Matrix design group were determined and that budget option is the one presented for approval.

GOALS & OBJECTIVES

This item is consistent with the CRA Strategic Plan 2020 Gateway to Opportunities as follows:

To revitalize the district capitalizing on current resources and recognized opportunities

1. Establish a revitalization task force to address economic and physical Revitalization
2. Maintain and Strengthen the Façade Grant Program
3. Develop green space, open space parks, and public plaza programs and promote connectivity within the community

To provide infrastructure for current and future needs

1. Develop and enforce building and site maintenance codes
2. Eliminate the informality in the enforcement of regulations
3. Develop a sidewalk restoration and maintenance program
4. Review a realign downtown streets for efficiency/eliminate dangerous intersections

Market the District

1. Build and develop an active marketing and branding program
2. Promote CRA district on website and all social media platforms
3. Clearly identify “Historic Downtown Crestview” and direct visitors and locals to the district
4. Develop “Gateways to Crestview”
5. Develop a cohesive “family” of wayfinding signs to the district

Enhance Public and Private partnerships

1. Re-emphasize and incentivize the Crestview Main Street Program
2. Refocus the Historic Preservation Board
3. Enhance the SR 85 Bridge

Enhance the Aesthetics of the District

1. Develop design guidelines for Facades, signage, landscaping , access and parking
2. Develop area around new courthouse/add public amenities
3. Eliminate informality of enforcement of regulations

Expand Activity in the District

1. Promote Arts in the downtown and entire CRA district

Economic Development in the District

1. Amend Comprehensive plan to mixed use for downtown district
2. Develop a commercial incentive program to encourage new development, economic activities and job creation

Connectivity

1. Develop an access road from Industrial Drive to Twin Hills Park
2. Develop a Bike path/pedestrian trail link to between downtown and Twin Hills Park
3. Connect Industrial Drive to Twin Hills park with new entrance

FINANCIAL IMPACT

The Adoption of the budget is required by the Florida Statutes, in conjunction with the adoption of the final budget for the City of Crestview. The proposed budget for revenues and expenses is \$1,164,287. Line items in the budget will be finalized during the discussion of the attached Resolution and Budget.

RECOMMENDED ACTION

Staff respectfully requests that the CRA Board approve resolution CRA 20-02 for the adoption of Budget option ____ as approved in the Action item 11.1

Attachments

1. CRA line item

RESOLUTION: CRA 20-02

A RESOLUTION OF THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF CRESTVIEW, FLORIDA, ADOPTING A BUDGET FOR THE FISCAL YEAR 2021, BEGINNING ON OCTOBER 1, 2020 AND ENDING ON SEPTEMBER 30, 2021, AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Community Redevelopment Agency of the City of Crestview is required each year to adopt a budget for the next fiscal year; and

WHEREAS, any amendments to the budget may be accomplished by the Community Redevelopment Agency by a formal Resolution;

NOW THEREFORE, BE IT RESOLVED THE COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF CRESTVIEW, FLORIDA THAT:

Section 1: The Crestview Community Redevelopment Agency hereby approves and adopts the budget for its Fiscal Year 2021, attached hereto as Exhibit A.

Section 2: The Budget approved and adopted by this Resolution shall be effective October 1, 2020.

EFFECTIVE DATE: This Resolution will be effective immediately upon its adoption by the Board of Commissioners of the Crestview Community Redevelopment Agency

PASSED AND ADOPTED IN REGULAR SESSION THIS 14th OF September , 2020

Crestview Community Redevelopment Agency

Nathan Boyles, Chairman

Elizabeth Roy, CRA Director

preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
\$75,000		County	\$78,000
\$145,840		City	\$155,000
\$1,151,611		Carry Forward	\$927,107
\$8,000		Interest	\$4,080
\$104,500		Other	\$100
\$1,484,951		Total Revenue	\$1,164,287
		Total Personal Costs	\$0
		Operating Expenses	
\$22,000	511 3101	Legal Fees	\$5,000
\$0	511 3103	Engineering Fees	\$140,000
\$50,000		Mobility Plan	\$140,000
	511 3400	Contractual Services	\$50,000
\$50,000		Mainstreet	\$50,000
\$6,600		Next Site	\$0
\$2,000	511 4000	Travel and Per Diem	\$1,000
		Conferences/meetings	\$200
		Meals	\$0
		Lodging	\$0
		Parking	\$0
		Miscellaneous Travel Expenses	\$800
	511 4100	Communications	\$0
	511 4200	Postage	\$0
	511 4300	Utilities	\$0
\$900	511 4400	Rentals & Leases	\$1,200
		Portable Toilets	\$1,200
	511 4500	Insurance	\$1,503
\$704		O & D	\$704
\$799		Liability	\$799
	511 4600	Repairs & Maintenance	\$0
	511 4601	Repairs & Maintenance Auto	\$0
	511 4603	Software	\$0
\$0	511 4700	Printing	\$100
		Annual Report	\$100

preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
	511 4900	Other Current Charges	\$0
\$1,200	511 4906	Administrative	\$0
\$1,000	511 5100	Office Supplies	\$400
		Misc	\$400
	511 5200	Operating Supplies	\$1,800
		Misc equipment	\$1,800
	511 5201	Uniforms	\$0
	511 5202	Fuel	\$0
\$3,400	511 5203	Advertising	\$10,000
		Local Marketing	\$9,700
		Newspaper/annual Report	\$300
	511 5205	Employee Events	\$0
	511 5206	Medical	\$0
	511 5207	Employee Events	\$0
	511 5213	Program Activity	\$0
			\$0
	511 5218	Rewards & Recognition	\$0
\$1,997	511 5400	Dues & Subscriptions	\$1,050
		Chamber	\$325
		FRA	\$525
		DEO	\$200
\$1,500	511 5600	Training	\$500
		Local Training (online)	\$500
	511 6300	Improvements/Not buildings	\$812,134
		Parking/re striping	\$0
\$300,000		Segue	\$75,000
\$50,000		Downtown Beautification and Upgrades (to include Speaker System)	\$30,000
\$100,000		Bush House	\$200,000
		Roof \$30,000	
		Inside repairs and upgrades \$ 170, 000	
\$100,000		Twin Hills	\$50,000
\$250,000		Signs	\$50,000

preferred option for Mobility
Study

Adopted Budget 2020	Account Number		Department Totals
\$20,000		Blight Removal	
		Mobility Plan Implementation	\$407,134
	511 6400	Equipment	\$0
		Grants & Aides	\$100,000
\$522,851	512 8200	Grants	\$100,000
		Transfers	\$39,600
		GF Cost Allocation	\$39,600
		Salaries/marketing salary	
\$1,484,951		Total Operating Costs	\$1,164,287
\$1,484,951		Total Expenses	\$1,164,287
\$0		Net Revenue / Expenses	\$0

Mobility study, no fly through

Adopted Budget 2020	Account Number		Department Totals
\$75,000		County	\$78,000
\$145,840		City	\$155,000
\$1,151,611		Carry Forward	\$927,107
\$8,000		Interest	\$4,080
\$104,500		Other	\$100
\$1,484,951		Total Revenue	\$1,164,287
		Total Personal Costs	\$0
		Operating Expenses	
\$22,000	511 3101	Legal Fees	\$5,000
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\$50,000		Mobility Plan	\$135,000
	511 3400	Contractual Services	\$50,000
\$50,000		Mainstreet	\$50,000
\$6,600		Next Site	\$0
\$2,000	511 4000	Travel and Per Diem	\$1,000
		Conferences/meetings	\$200
		Meals	\$0
		Lodging	\$0
		Parking	\$0
		Miscellaneous Travel Expenses	\$800
	511 4100	Communications	\$0
	511 4200	Postage	\$0
	511 4300	Utilities	\$0
\$900	511 4400	Rentals & Leases	\$1,200
		Portable Toilets	\$1,200
	511 4500	Insurance	\$1,503
\$704		O & D	\$704
\$799		Liability	\$799
	511 4600	Repairs & Maintenance	\$0
	511 4601	Repairs & Maintenance Auto	\$0
	511 4603	Software	\$0
\$0	511 4700	Printing	\$100
		Annual Report	\$100

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Adopted Budget 2020	Account Number		Department Totals
	511 4900	Other Current Charges	\$0
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\$3,400	511 5203	Advertising	\$10,000
		Local Marketing	\$9,700
		Newspaper/annual Report	\$300
	511 5205	Employee Events	\$0
	511 5206	Medical	\$0
	511 5207	Employee Events	\$0
	511 5213	Program Activity	\$0
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	511 5218	Rewards & Recognition	\$0
\$1,997	511 5400	Dues & Subscriptions	\$1,050
		Chamber	\$325
		FRA	\$525
		DEO	\$200
\$1,500	511 5600	Training	\$500
		Local Training (online)	\$500
	511 6300	Improvements/Not buildings	\$817,134
		Parking/re striping	\$0
\$300,000		Segue	\$75,000
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\$100,000		Roof \$30,000	
		Inside repairs and upgrades \$ 170, 000	
\$100,000		Twin Hills	\$50,000
\$250,000		Signs	\$50,000
\$20,000		Blight Removal	
		Mobility Plan Implementation	\$412,134

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Mobility study, minimum
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