

**REQUEST FOR QUALIFICATION
2011:36
CITY OF JONESBORO, ARKANSAS
HOUSING STUDY: A HOUSING NEEDS AND MARKET ANALYSIS**

July 27, 2011, 2:00 PM



**PMG Associates, Inc.
300 Scarlet Oaks Drive
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**PLACE Planning and Design
784 US Highway One, Suite 22
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(561) 627-1041**



PMG Associates, Inc.

Economic, Marketing and Management Consultants

Etowah, NC

Deerfield Beach, FL

Miami, FL

July 26, 2011

Mr. Steve A Kent, Purchasing Agent
Purchasing Department, City Hall
City of Jonesboro
515 West Washington Avenue
Jonesboro, Arkansas 72401

Re: 2011:36, Housing Study: A Housing Needs and Market Analysis

PMG Associates, Inc. (PMGA), in association with PLACE Planning and Design (PPD), is pleased to submit this proposal to complete the City-Wide Housing Needs and Market Analysis for the City of Jonesboro. We understand the importance of this endeavor toward the long-range planning for the City and the ability to meet the needs of the community.

PMGA is an Economic and Management Consulting firm with extensive experience in Housing Programs and Strategies throughout the United States. This experience has included specific market studies for housing projects, Consolidated Plans and other area-wide Housing Analyses and an overall Housing Strategy to determine the type of product to be developed and the absorption of the new units. Through this experience, PMGA has become familiar with all funding programs that would apply for the housing needs of Jonesboro.

PMGA is headquartered in Deerfield Beach, Florida. However this project will be managed from the Etowah, North Carolina office of the firm. The principals of the company will be integrally responsible for the content of the project and will be directly responsive to the City of Jonesboro.

Firm Name: PMG Associates, Inc.
Mailing Address: 300 Scarlet Oaks Drive
Etowah, North Carolina 28729
Telephone Number: (828) 891-5121
Contact Persons: Kathleen Gonot, President (kathy@pmgaecon.com)
Philip Gonot (phil@pmgaecon.com)

The basic business premise of PMG Associates, Inc. (PMGA) is to provide economic, management and marketing services to a variety of public and private clients. Our firm was founded in 1984 and has been serving clients throughout the United States, the Caribbean and Mexico since that time. PMGA is a Minority Business Enterprise (Woman Owned Business) which specializes in the financial and planning aspects of development.

PMGA strives to provide our clients with the most cost effective solution to the questions they face. Economic Impact analyses are performed not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they impact the complimentary industries.

In addition to Market Demand Analyses and Housing Strategies, PMGA also provides municipal consulting services in the area of urban planning, infrastructure analysis, financial planning and economic evaluation. These additional services will enable us to fully understand the magnitude of the surveys to be conducted and provide better results. Other services include:

- Economic Impact
- Feasibility Studies
- Financial Planning
- Infrastructure Requirements
- Visioning Sessions/Focus Groups
- Public Participation
- Demographic Analysis and Projections

PPD is a land planning and architecture firm who has collaborated with PMGA on numerous planning and housing projects. The primary role of PPD in this project is the analysis of the Land Development Codes and Planning aspects of the City of Jonesboro to identify the ability to provide housing for all of the population groups. Any provisions that may inhibit the development of housing will be addressed along with methods to alleviate these conditions.

The Project Team will be led by Phil Gonot as Project Manager. Mr. Gonot has 39 years of experience in the development of housing market analyses and strategies. Mr. Gonot will be assisted by Corey O’Gorman, AICP, who will address the planning and policy issues; and Jeff Oris, a Certified Economic Developer (CEcD), who will evaluate the ability to provide housing in the future. Other staff members will be called upon, as required.

We look forward to meeting with and the Selection Committee to further discuss this project.

Very truly yours,
PMG Associates, Inc.

Kathleen R. Gonot

Kathleen R. Gonot
President

SECTION 1 FIRM'S QUALIFICATIONS

PMG Associates, Inc. (PMGA) is an economic marketing and management firm located in Deerfield Beach Florida with offices in Etowah, North Carolina and Miami, Florida. PMGA is a corporation and presently has five professional level personnel and has been in businesses for over 27 years.

The professionals have over 120 years of combined experience in the fields of; economics, housing, market analysis, demographic studies, feasibility, public involvement, transportation and governmental consulting. PMGA has experience in the completion of assessments/plans and reports for all types of municipal entities up to and including HUD.

The PMGA professionals include:

- Economists
- Research Analysts
- Planners
- Economic Development Specialists
- Management Analysts
- CPA

The support staff has a total of over 20 years of experience and has knowledge in all areas of computer software and office systems. The public involvement, meetings and public opinion polls/surveys are undertaken by the office support staff under the overall management of the professionals listed above.

PLACE Planning & Design, Inc. (PPD) was established in 2006 by Corey O'Gorman and Robert Field to provide strategic planning, architecture, urban design and project management services to public and private clients. The goal of PPD has been to transform the client's visions into reality by taking account the physical and social environment as well as consideration of cost and energy efficiencies.

Services provided include but are not limited to the following:

- Main Street
- Housing Strategies
- CRA Advisory Services
- Strategic Planning
- Project Management Services
- Design that creates a sense of Place
- Development Regulations
- Capital Improvement Funding Studies
- Infrastructure Analysis
- Master Development Plans
- Tax Increment Financing Analysis
- Due Diligence Analysis

PMG ASSOCIATES, INC.

OVERVIEW OF THE FIRM

The basic business premise of **PMG Associates, Inc. (PMGA)** is to provide economic, management and marketing services to a variety of public and private clients. Our firm was founded in 1984 and has been serving clients throughout the United States, the Caribbean and Mexico since that time. **PMGA** is a Minority Business Enterprise (Woman Owned Business) which specializes in the financial and planning aspects of development.

PMGA strives to provide our clients with the most cost effective solution to the questions they face. Economic Impact analyses are performed not only to meet an academic measurement of data, but also to identify the meaning of the numbers and how they affect the complimentary industries. In the area of statistics and surveys, emphasis is placed on correct selection of the survey sample to avoid errors.

PMGA has addressed housing strategies for communities through a thorough understanding of the market issues that impact the demand for housing and the requirements of State and Federal agencies charged with furthering decent affordable housing. These projects have included area-wide market analyses that identify the demand for housing by type, services and cost. In addition, development of plans to address the needs of the various population groups is an integral part of the analysis performed for these communities. Demand analysis has been completed for both private as well as public entities allowing PMGA to provide a comprehensive approach to meeting the needs of the community.

In addition to citizen surveys **PMGA** also provides municipal consulting services in the area of urban and redevelopment planning, infrastructure analysis, financial planning and economic evaluation. These additional services will enable us to fully understand the magnitude of the surveys to be conducted and provide better results. Other services include:

Economic Impact of projects is analyzed to determine the impact on the surrounding area including the economy, employment and other aspects of the business community.

Visioning Sessions/Focus Groups of projects and issues to secure community input, involvement and consensus building.

Public Participation including workshops and meetings to solicit and address community needs, perceptions and initiate goal setting strategies.

Statistics and Surveys address the current and future needs of individuals and populations to ascertain goals, marketing potential and trends.

Demographic Analysis and Projections are performed on many projects to identify the population expected and the characteristics of this group including income, age, housing and other factors.

Feasibility Studies, which examine the potential revenues as well as the costs of developing and operating the project.

Financial Planning, including an analysis of the return on investment, funding for the project and overall financial operation.

Infrastructure Requirements are addressed through an evaluation of the needs of the community and the subsequent capital projects required to meet these needs.

INTRODUCTION TO PLACE PLANNING & DESIGN

PLACE Planning & Design, Inc. (PLACE) was incorporated by Corey W. O’Gorman, AICP, and Robert M. Feild, AIA in 2006 to provide CRA and Main Street consulting, strategic planning, architecture, urban design and project management services to public agencies and private clients. Our goal is to help our clients transform their visions into reality taking into account the physical and social environment as well as considering energy and cost efficiencies. And, as the collaboration between Robert M. Feild AIA and Corey W. O’Gorman AICP, PLACE offers individualized services by the company principals who customize the service to meet the needs and budget of the particular client and project.

Having worked for and directed three redevelopment agencies, Mr. O’Gorman is intimately familiar with the Community Redevelopment Act, downtown redevelopment principals and practice, the realities of streetscape design cost and construction, land use planning, zoning and land development regulations. In addition, with over 25 years of experience in community development (in both public and private sectors), redevelopment and project management, Mr. O’Gorman has extensive experience in community outreach and visioning; the legal, political, fiscal and operational aspects of a CRA; impacts of local government regulation and availability of infrastructure; and how to guide a project from concept through construction.

Mr. Feild has an extensive portfolio of projects that range from single-family to multi-family home designs, mixed use projects, commercial and industrial projects, and includes over 10 years of Main Street consultancies. Mr. Feild has conducted numerous community visioning sessions, prepared dozens of urban design studies and plans in various locations including those in conjunction with the Florida Main Street program. With a focus of his architecture practice in Baltimore, Maryland, Mr. Feild has considerable experience with buildings of a historic nature as well as those located in historic districts.

PLACE services include architecture and urban design, Main Street and CRA Advisory services, strategic planning, and project management services with the depth of experience necessary to ensure practical real-world solutions to the most complex projects. PLACE believes that quality design brings together buildings, landscapes and streetscapes to create a sense of place. PLACE approach to projects emphasizes strategic planning and project management to ensure that each step of the planning process is taken with implementation in mind.

Memberships and associations include the American Institute of Architects (AIA), American Institute of Certified Planners (AICP), American Planning Association (APA), Florida Redevelopment Association (FRA, Mr. O’Gorman is a former board member), and Florida Trust for Historic Preservation. In addition, PLACE is a member of the US Green Building Council and Mr. Feild is a LEED Accredited Professional (AP). Consequently PLACE can offer techniques for environmentally sensitive and energy efficient design, construction and development.

SECTION 2
INDIVIDUALS ASSIGNED TO THE PROJECT, RESUMES
AND SPECIFIC RESPONSIBILITIES

The following is a list of the personnel who will be assigned to this project and will be responsible for its completion. The listing of personnel also includes the specific responsibilities on this engagement.

Resumes follow this section.

Name: Kathleen Gonot
Responsibility: Contractual relations with the City; Public Input

Name: Philip Gonot
Responsibility: Project Manager; Housing Analysis; Public Input

Name: Corey O’Gorman
Responsibility: Land Planning Criteria; Strategy Analysis

Name: Jeff Oris
Responsibility: Strategy Analysis

Name: Stephen Gonot
Responsibility: Housing Demand; Existing Conditions

Name: Brian Dunne
Responsibility: Market Research

PHILIP M. GONOT
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Over 39 years of experience developing research into cost analysis of projects to determine the benefits received and the costs incurred, capital cost assessments, economic feasibility, market analysis studies and impact considerations. Performs economic evaluations, along with projection of direct and secondary impacts of a variety of capital intensive projects. Determination of the proper budgetary allocations and the analysis of all fiscal aspects of the study.

EXPERIENCE:

Current Project Manager for the Consolidated Plans in Collier and Brevard Counties and Analysis of Impediments to Fair Housing for Collier County in Florida. These Plans require all the content and analysis as outlined by HUD and will be submitted to HUD final approval.

Completed the Consolidated Plan for Miami-Dade County Update, which included the development of the housing strategy for the entire county of almost 2.5 million people. This project was developed according to HUD regulations for the content and required analysis. Final approval was required by HUD. Elements of the Plan included a market analysis of housing for the county with emphasis on demand for Affordable Housing. Also completed were the Barriers to housing choice in the County. Another key segment was to address the homeless conditions throughout the area. The Action Plan for the next five years for the development and completion of programs and projects to address the housing needs was also included. The last element was the development of specific neighborhood revitalization plans to address needs including housing. The public input portion of this project was essential for the approval process as well as development of a comprehensive plan.

Completed the Spartanburg County, South Carolina Housing Market Analysis and Analysis of Barriers for inclusion into the County's 5-year Consolidated Plan for U.S. HUD. As Project Manager of this engagement responsibilities included: direction of staff, writing of report, outreach and contact to the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly. Analyzed the barriers the groups face in attaining suitable, fair housing.

Project Manager for the determination of the market demand for new units that the Durham North Carolina Housing Authority (DHA) has proposed to build. This program is part of the Hope VI Program. These units were both rental and units that would be available for purchase. The measurement of the market included all of the characteristics required to analyze the feasibility of these housing projects for DHA. The characteristics included: number of units, geographic location, unit type, allocation for rental or ownership, absorption rate, pricing of the units, existing inventory and demographics of the housing population.

While involved in a study of Multi-modal Transportation Districts and wanted to determine the effect that this type of planning effort would have on work force/affordable housing in the City of Boca Raton requested that a study be undertaken to understand the net impact of workforce housing (per unit) on the City. This project was completed and included the following tasks; the determination of vacant land by transportation zone, determined the potential for redevelopment within each zone, changes in demographics and development, changes in the general fund revenue estimates and expenditures which resulted in the net impact of workforce housing on a per unit basis.

Served as project manager for the Market Study for the Central Business District of Summerton, South Carolina. The characteristics of the community were identified including the physical, regulatory and

human elements. Various factors such as; land use configuration, zoning ordinances and other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were addressed. The study entailed a market and economic examination of the City's trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported. The specific strengths and weaknesses of the study area were identified that impacted the economic redevelopment in the area.

Responsibilities for the North College Avenue redevelopment area of the City of Fort Collins, Colorado, included the generation a program that will bring the area back to previous levels of trade and livability. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for housing, commercial, office, industrial and residential uses.

Currently part of the Community Redevelopment Agency Consulting Pool in Miami-Dade County. Duties include assisting the staff with redevelopment issues that occur throughout the State's most populated county. Completed studies include the Redevelopment Plans for the Biscayne Corridor, West Perrine area and the Cutler Ridge/Goulds area.

Project Manager for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights Community Redevelopment Agency Area. Developed a market study that analyzed mixed-use (residential, retail, commercial/office) development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, "*Market-Based Community Economic Development*" as per the Community Redevelopment Agency's preference. Also included in the study were "catalyst project" opportunities for the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

Assisted the Community Redevelopment Agency of the City of Fort Lauderdale with evaluations of proposed projects in redevelopment area. Prepared the financial analyses of the impacts of developments including projections of TIF and other revenues. Projects to date included over \$41 million in developer investment in the minority portion of the Community Redevelopment Agency.

As on-going consultant to the Gainesville Community Redevelopment Agency, completed reviews of several applications to the Agency's Transformation Projects Incentive (TPI) Program. Reviews consist of; the economic analysis submitted by the developer as well as market tests of financial data. Consultant met with financial advisors representing the developer. Preparation of a net cash flow analysis of the project with reference to the revenues generated by the Community Redevelopment Agency and the City of Gainesville, as well as the costs associated with the City's involvement is undertaken. Preparation of an assessment of the total economic impact of the project including TIF and all incremental revenues generated by the development is generated and a final evaluation of the Public/Private Partnership is documented.

EDUCATION:

B.BA. Economics
M.S.M. Finance
M.Acc. Accounting

REGISTRATIONS:

C.P.A. certification in Florida

KATHLEEN R. GONOT
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Responsible for general management of the firm. Performs market analysis/research, stakeholder interviews/focus groups on projects ranging from housing and commercial activities to utility systems to economic impact analysis. Conducts research and evaluations of the economic impacts of capital projects for various municipal entities. Over 37 years' experience developing analytical studies of research and survey projects designed to determine public perceptions and to gather input for the development of programs for success.

EXPERIENCE:

In charge of project outreach for the City of Fort Lauderdale Study of the Commercial, Retail and Housing Market Evaluation in the Northwest – Progresso-Flagler Heights CRA Area. This engagement involved stakeholders in the planning of the market needs of the area. Conducted research and analysis of the demographics and psychographics of the population in the designated market area zone.

Responsible for a market plan for the redevelopment area of Mount Dora, Florida. This project included market research, demographics, census breakdowns of information, phone and intercept interviews with residents and visitors to ascertain their perceptions of the redevelopment area, interviews with stakeholders and presentation of the results to board members.

Concluded a market and economic environmental and market study for the City of Satellite Beach and the City's trade area. This study consisted of an evaluation of the current structure of the economy and its condition, the market demographics, the strengths and weaknesses of the area, an inventory of the types of businesses that are currently available, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial or change to residential and a review of the City's current Redevelopment Plan.

Assessed the neighborhood housing demand, the assessment of the neighborhood housing supply and housing market opportunities and the assets and liabilities of the Evans and Rosedale Area of Fort Worth. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

A market demand analysis of the Juno Beach area was undertaken for the Town which defined the market demand, existing inventory and prospects for the future. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for this market. The analysis also made recommendations regarding mixed use developments.

During the Davie CRA Market Consulting Project, conducted analysis of the market demands for the Davie Road area and prepared recommendations that would lead to an overall marketing program for the corridor. A demand and trend analysis, demographic profile of residents and shoppers and a local and regional growth sector were completed. One of the most significant elements of the project was the identification of the specific business types and industries that should be relocated to the corridor. Stakeholder and business/manager/owner interviews were conducted as well as community interviews with the surrounding “users” of the area businesses. The purpose of these interviews and surveys were to ascertain the insights and demands of the users and potential users of the marketplace. A housing inventory of the corridor was undertaken.

Responsible for the public input and involvement for the Collier County, Florida Consolidated Plan. Part of this 5 year plan includes the complete update of the County’s Citizen Participation Plan (CPP). The CPP is an outline and guide that the county will follow in the next years into order to maintain and broaden participation by the citizens. Other responsibilities included the preparation of demographics for the sub-groups necessary for the completion of the Plan, these groups included the elderly, and other underserved populations.

Responsible for the public input and involvement for the Brevard County, Florida Consolidated Plan. Part of this 5 year plan includes the complete update of the County’s Citizen Participation Plan (CPP). The CPP is an outline and guide that the county will follow in the next years into order to maintain and broaden participation by the citizens. Other responsibilities included the preparation of demographics for the sub-groups necessary for the completion of the Plan, these groups included the elderly and disabled

Completed the public input of the Spartanburg County, South Carolina Housing Market Analysis. The market analysis was for inclusion into the County’s 5-year Consolidated Plan. Responsibilities include: contact with all public and private entities to ascertain information on the various groups that they represented such as the disabled, elderly, homeless, and people with HIV/AIDS. This information was detailed in order to determine the current and future needs of the population sub-groups.

MEMBER OF:

Member-North Carolina Downtown Development Association
Past President-National Association of Women Business Owners
Past Chairman-Deerfield Beach Redevelopment Committee

EDUCATION:

B.S., Sociology; M.S., Sociology

**JEFFREY L. ORIS, Ec.D.
PMG ASSOCIATES, INC.**

GENERAL OVERALL EXPERIENCE:

Over twenty years of government experience with expertise in the following areas: Development of Redevelopment Plans, Economic Development and Research, Organizational Development, Budget and Financial Management, Citizen Relations/Public Involvement Programs, and Impact Studies, Grant Writing and Administration, and Community Development and Planning.

ECONOMIC EXPERIENCE:

Oversaw the implementation of Martin County, Florida's State Housing Initiatives Partnership (SHIP) program and all Community Development Block Grant (CDBG) programs. Responsibilities included: preparing a recent update of the County's Local Housing Assistance Plan (LHAP) and the strategies and methods contained within and acted as staff to the SHIP Affordable Housing Advisory Committee and CDBG Citizen Advisory Task Force. Was responsible for all regulatory requirements including reporting and oversight of these programs, all efforts related to the implementation of the County's CDBG Neighborhood Stabilization Grant including preparation of a new Housing Assistance Plan and application to the grant program. Finalized Martin County's affordable housing strategies and oversaw implementation of various programs and initiatives related to a community land trust, housing trust fund and various Comprehensive Plan changes.

Created and responsible for implementation of the City of Margate Florida's SHIP and CDBG programs. Initiated programs in the City upon establishment of entitlement status. Worked on the preparation and adoption of the City's LHAP and Consolidated Plans. Structured all new programs and oversaw implementation of all facets and required reporting to both the State and the U.S. Department of Housing and Urban Development.

Managed seven Community Redevelopment Districts for Martin County, Florida. This included oversight of a \$12 million CRA budget focused on capital projects. Prepared modifications to redevelopment plans to insure compliance with all statutory requirements. Was liaison between the County Commission and eight CRA advisory committees (one for each district and one comprised of the Chairs of each of the seven advisory groups), prepared agenda items, budgets and capital improvement plans.

Created an affordable housing assistance grant through the Martin County CRA and worked with local non-profit agencies to implement the grants to create new, additional, affordable housing units. Worked with Martin County non-profit housing providers to obtain additional funding and direct existing affordable housing funding to the most cost-effective and efficient programs.

Completed market demand study for the redevelopment of a four acre site that included older commercial properties along with residential uses. The project site is located in a "Target Area" of Broward County (Tater Town) that has faced a deterioration of building conditions and commercial potential. The analysis included the determination of demand, a pro forma for the project and an economic impact analysis to be used for the application of development incentives from Broward County, Florida.

Assisted with the preparation of the market analysis data for the "visioning" plan for the Ybor City CRA in Tampa, Florida and conducted business input into the overall plan development. Analyzed the market and determined the direction of the area with a "no action" scenario. Determined the potential to change the direction of the market based on current conditions and desires of the community. Determined if the final plans were realistic based on the market conditions.

For the Hillsborough County City-County Planning Commission the engagement centered on the development potential of the West Tampa (Florida) CRA. The CRA established an overlay district and the initial plans for economic development related provisions were evaluated so that the locale could reach its full potential.

Hired as the City of Margate, Florida's first Economic Development Coordinator and led the City through the creation of its Community Redevelopment Agency (CRA). Administered all of the City's economic

development and business retention programs, resulting in the attraction of over 3,000 new jobs to the City within a 6 year period.

During the preparation of the Redevelopment Plan for the West Perrine Area, was be responsible for; coordination of the project with the County staff, public involvement, review existing documents and studies, an inventory of the area, site analysis, economic development analysis and identification of catalyst economic projects, a conceptual plan preparation and the development of the final redevelopment plan.

Contributed to the preparation of a redevelopment plan the Biscayne Corridor Area for Miami-Dade County, Florida.

As consultant to City of Gainesville Community Redevelopment Agency, reviewed pending applications, existing reports and plans that have been submitted for the Transformation Projects Incentive (TPI) Program. Also reviewed economic analyses submitted by the developer as well as market tests of financial data. Was responsible for preparation of an assessment of the total economic impact of the proposed projects including TIF, all incremental revenues generated by the development and a final evaluation of the Public/Private Partnership was documented and reported.

Analyzed the economic impacts of the redevelopment of the Gulfstream Race Track, which will include a tourist activity center, for the City of Hallandale Beach. The project includes the analysis of the revenues generated from the project and the net impact on the City of Hallandale Beach. The projections will comprise the amount of business conducted at the project site and the impacts throughout the community.

Reviewed the plans, actions, and prepared recommendations of future action for the Beach CRA District of the City of Pompano Beach, Beach. Participated in panel responsible for review of current conditions, interaction and sufficiency of existing Redevelopment Plan and Programs. Made recommendations to City staff for future direction, programs and development. Made suggestions to better complete the redevelopment vision and program.

Served as Chief Executive Officer of the City of Margate CRA, implemented board policy, oversaw day-to-day operations, identified and resolved long range issues. Work involved overseeing and accounting for a budget of over \$6.5 million, management for all agency projects, all consulting agreements and all agency meetings including agendas, implementing all activities of the CRA's land acquisition programs.

EDUCATION:

Master of Public Administration, Concentration in Public Finance

Bachelor of Science, Dual concentrations in Organizational Behavior and Labor Economics

CERTIFICATION:

Certified Professional Economic Developer (CEc.D.); Council for Urban Economic Development

PROFESSIONAL AFFILIATIONS:

- Florida Redevelopment Association, Board of Directors, Treasurer, Legislative Affairs Committee, Conference Committee, Business Planning Committee
- Broward Chapter, Florida Redevelopment Association, Founding Member
- Broward City/County Manager's Association, Member
- American Planning Association, Florida Chapter
- International Economic Development Council, Professional Certification Committee
- International Council of Shopping Centers, Member
- National Association of Industrial and Office Properties, Member

**STEPHEN C. GONOT
PMG ASSOCIATES, INC.**

GENERAL OVERALL EXPERIENCE:

Over nine years' experience working on financial and economic consulting and has contributed to economic impact and fee analysis research reports. Experience includes projects in the areas of; fee and rates studies, governmental housing, demographics, surveys, feasibility and cost benefit analysis, and transportation projects.

EXPERIENCE:

Completing research on the demographic, housing, AMI and special needs portion of the Consolidated Plan for Brevard County. This information is needed for the submission of the plan to the Housing and Urban Development Department for the 2011-2016 Plan.

Worked on the completion of the Housing Market Analysis for the Consolidated Plan for Spartanburg County, South Carolina. Examined the sales prices for housing units and availability of affordable housing in the study area. Was also responsible for the identification of the areas of low-income and minority concentrations. This report became part of the entire Spartanburg County, South Carolina Comprehensive Plan.

Assisted in developing a market analysis of the demand for housing in the Evans and Rosedale Project Area. This study took into consideration several factors that influence and measure the propensity to obtain housing in this neighborhood. Responsibilities included reporting past occupancy rates and predicting rates for the future. Research included contact with local county and city government personnel for planning and development requirements for future growth.

Completed research for the submission of the US HUD Miami-Dade County, Florida Consolidated Plan which included documentation of demographics for; the population and housing in the NRSAs in the County by poverty rate, overcrowding, unemployment and income level. Also examined were the housing characteristics and the ability of the target population to be able to obtain affordable housing,

Prepared the analysis of the demographic characteristics of the 79th Street Corridor Redevelopment Plan for Miami-Dade Florida. These duties included the determination of the review of the housing conditions and the examination of the population of the Study Area. Also analyzed the property value of the area and the changes that occurred particularly with the recent economic conditions.

For the determination of market demand for the North College Avenue redevelopment area of the City of Fort Collins, Colorado examined the commercial, office, industrial and residential uses, as well as current and future land uses. Collected input from the community to determine the needs of the businesses and people in the target area. Identification of quality of life issues that the public found most significant was a primary duty.

Completed joint project with the Alabama Department of Transportation and the Florida Department of Transportation on a study of future use of the soon to be completed US 231 Corridor Study. Created formulas in Excel spreadsheets to project future population, and future number of houses and schools in 21 counties in Florida and Alabama. Researched future development trends, land uses, and planning requirements in the 16 panhandle counties of Florida and five southern rural counties of Alabama.

Responsible for contacting City of Fort Lauderdale businesses during the “Business First” survey project. This engagement included the surveying of over 8,000 possible businesses. This phone survey was conducted to determine the current business climate in the city and future business concerns and growth.

Assisted with a Downtown Market Survey of Businesses for the City of Boca Raton, Florida. This project included contacting over 5,000 businesses in the downtown/CRA area to ascertain their perceptions of the economy, City held events and marketing attempts of the area and determination of where their customers originated.

Project manager for the completion of the City Coral Springs Public Works and Street Division semi-annual evaluation of work assignments. This project is a five-year contract that involves the follow-up and independent evaluation of the division and its work orders and plans. Reports and results are submitted semi-annually to the Division and the City to measure the progress of the personnel against established annual evaluation criteria.

Reviewed future plans for the City of Fort Lauderdale-Bahia Mar Hotel redevelopment project. Assisted in providing a comparative analysis of current industry standards and the existing lease for the Bahia Mar site. Provided comparative analysis of current municipal leases focusing on term, rent, and sub-leasing.

Responsible for scheduling and coordinating the surveying of visitors and residents on Brevard County Economic Impact Study of Tourism. Responsibilities included recruitment, organization and training of survey personnel. Researched and calculated the effect that various landmarks and festivals had on the local economy. Also prepared reports on occupancy rates of hotels and motels in the County.

Calculated the loss of revenue realized by the Bahamas as a result of improving beaches in Broward County, Florida. Analyzed exit study report published by the Bahamas Office of Tourism in order to determine the amount of impact that American tourism has on the Bahamas. Created report including tables comparing tourism in Broward County and the Bahamas.

EDUCATION:

B.A., Economics

Current Graduate Student M.B.A

BRIAN DUNNE
PMG ASSOCIATES, INC.

GENERAL OVERALL EXPERIENCE:

Assists with the construction and organization of research reports based on various economic development and economic impact analysis throughout the country. Completes research projects in the areas of housing, collection of governmental revenues and expenditures, demographics, special population trends, surveys and transportation impact studies.

EXPERIENCE:

Identified and researched all necessary information for the general housing analysis section of the Consolidated Plan for the City of Spartanburg, South Carolina, including the following populations; homeless, AIDS/HIVS, disabled, elderly and those with mental illnesses. All data was entered into the appropriate U.S. HUD Tables for submission.

Completed research for the submission of the US HUD Miami-Dade County, Florida Consolidated Plan which included documentation of demographics for; the population and housing in the NRSAs in the County by poverty rate, overcrowding, unemployment and income level. Also examined were the housing characteristics and the ability of the target population to be able to obtain affordable housing,

For the determination of market demand for the North College Avenue redevelopment area of the City of Fort Collins, Colorado examined the commercial, office, industrial and residential uses, as well as current and future land uses. Collected input from the community to determine the needs of the businesses and people in the target area. Identification of quality of life issues that the public found most significant was a primary duty.

For the Redevelopment and Market Analysis for the Town of Summerton, South Carolina, analyzed and organized a data report. The report, which included tables, involved the determination of the best opportunities for attraction of business to Summerton. The tables were collections of current demographics and conditions, and the future developments in the area that are known to be in the planning stages and that will be coming on-line.

Identified the characteristics of the rental and ownership market for affordable elderly housing for the Village of Wellington, Florida. Amenities that were researched were: bed and bathroom counts, square footage per unit, whether the units were owned or rented, if transportation was available, and services offered.

Completed working with the property records for Brevard County, Florida to categorize all entries into subcategories for a project that was to institute a Beach Renourishment Fee. These property subcategories are: residential (both single family and multi-family)-homesteaded and non-homesteaded properties, commercial, office, warehouse, industrial and vacant. The end result will be a database of all properties in the county, by land use. This will then assist in the measurement of the economic impact of each type of land use on County revenues and costs.

Researched and developed population for the US 231 project through Alabama and Florida. This endeavor consisted of the compilation of the demographic data from multiple sources into the approved TAZ (Traffic Analysis Zones) in 2 states.

Assisted with the preparation of a report for the City of Punta Gorda Florida. This included locating demographics from the 2000 census and organizing current properties into a spreadsheet to illustrate past, present, and future evaluations, that the city requested.

Responsible for the organization and retrieval of data for all properties in the CRA of City of Lauderdale Lakes, which were later compiled into a report for the city.

Responsible for reorganizing data into tables which was part of the completion of the Economic Component of the Master Plan for Zebulon, North Carolina. This project included a demographic breakdown of the community and the surrounding area and also a market study.

Researched the building and planning fees for the City of North Lauderdale. In addition, the fees from over a dozen other cities in the county were collected, in order to provide proper comparison based on trends and needs. Based on the research, the City of North Lauderdale would then examine their current fees and make changes when thought necessary.

Created, organized and performed quality assurance checks for bus routes for various Broward County Transit projects. The on-board surveys of passengers concentrated on the service issues of the Transit Division to determine if the service provided best met the needs of the public. In another project for BCT, passengers were surveyed on specific Central Broward routes to assist in analyzing and evaluating current and future routes. Assisted with the survey report after the data was collected.

Participated in the completion of annual surveys for recycling and solid waste for the Coral Springs Public Works Department. The results of the surveys allowed the City to negotiate with the private service provider for improved services. Surveys measured customer perception and satisfaction regarding residential and business recycling. Annual statistical analysis included comparisons to previous year's findings to ascertain shifts in the public's awareness of programs and recycling habits.

Researched the building and planning fees for Broward County, Florida. In addition, the fees from two other counties were collected and compared to Broward's, in order to provide proper comparison based on trends and needs. Based on the research, the County's changed their current fee structure and also how the fees were collected.

Responsible for the compilation of interview information, data collection and fee revenues for the building fee study for the City of Fort Lauderdale.

EDUCATION:

B.A. English

B.A. History

Masters Degree; Pending



PLACE Planning & Design, Inc.

Corey W. O’Gorman, AICP



BACKGROUND & EXPERIENCE

Mr. O’Gorman’s career spans over twenty-five years of public and private sector experience in community planning and zoning, real estate development, redevelopment and project management. He is a highly skilled planner and project manager proficient in research, technical writing, public presentations, administration, and organization, as well as management of personnel, consultants and general contractors. Mr. O’Gorman is big picture oriented with strong attention to detail, he has extensive knowledge and experience with the real estate development process applicable to private, public and non-profit charitable organizations.

Private sector (and non-profit charitable organization) experience includes real estate development project management from concept through construction, including affordable housing projects (including grant writing and administration); site selection; comparative site analysis; due diligence studies; critical path scheduling; consultant, designer, and contractor selection and contract negotiation; rezonings, variances, and permitting; construction administration; budget preparation and monitoring; review and processing pay requests; and, final project punch-listing and close-out.

Public sector experience includes development coordination; site plan review; comprehensive plan amendments, rezonings and variances; redevelopment planning, implementation and administration; planning, design and construction of parks, streetscapes and public spaces; amendments to zoning and land development regulations; developer negotiations including agreements for disposition and development of public land; project and program management; and grant writing and administration.

STUDIES & PROJECTS

- Margate CRA; Redevelopment Plan Amendment*
- Lake Worth CRA; Redevelopment plan amendment*
- Downtown Lake Worth; Core area parking code*
- Park of Commerce; Tax increment analysis & Projections*
- Park of Commerce; Redevelopment district blight study*
- Frostproof, FL; Tax increment analysis & projections*
- Fifth Avenue-Pleasant Street; Redevelopment plan amendment*
- Downtown Gainesville; Redevelopment plan amendment*
- Downtown Gainesville; Redev district expansion TIF analysis*
- East Gainesville; Tax increment analysis*
- St. Pete CRA; Section 106 historic structures analysis*
- Palm Beach Shores; zoning district analysis and recommendations*
- Lake Worth CRA Downtown Properties; developer solicitation*
- Delray CRA; developer solicitation*
- Adopt-a-Family Apartments; project management*
- In The Pines North Ph 1&2; CDBG grant admin, project mgt*
- American Orchid Society Library-Lecture Hall; strategic plan*
- Oaks at Shannon’s Crossing; project coordination*
- Eden Gardens; project coordination*
- Little Manatee Village; project management*
- Pollywog Creek; project management*
- Orchid Gardens; project management*
- Begonia Gardens; project management*
- Lake Worth Municipal Pool; project management & grant admin*
- Howard Park Lighting; project management & CDBG grant admin*
- Washington Streetscape; project mgt & CDBG grant admin*
- Latona Ave Streetscape; project mgt & CDBG grant admin*
- American Orchid Society office-gardens; project management*
- Greater Yamaha; project management*
- AHEPA Apartments; Section 202 grant administration-project mgt*
- DEEDCO Apts; Section 202 grant administration-project mgt*
- YWCA of PB County—Harmony House; Project Management*
- Habitat—Providence Point; CDBG grant admin/proj mgt*
- Collier County, FL; Con Plan—barriers to affordable housing*
- Brevard County, FL; Con Plan—barriers to affordable housing*
- City of Tavares; downtown mixed use & PID zoning districts*
- East Fort Myers; zoning overlay*
- Adopt-a-Family; NSP2 Project management*
- Lake Worth CRA; corridor zoning district analysis*
- Falkner Farms; Due Diligence analysis*
- NE 6th Avenue, Delray Beach; Due diligence analysis*
- 5205 Greenwood, West Palm Beach; Due diligence analysis*
- 45th Street, West Palm Beach; Due diligence analysis*
- Dixie Highway, Hobe Sound; Due diligence analysis*
- Lake Drive, Singer Island; Due diligence analysis*
- Bonaventure, Weston; Due diligence analysis*
- Riverside Drive, Palm Beach Gardens; due diligence analysis*
- Arbours, Cathedral City, CA; Due diligence, development analysis*
- Baron Signs; site selection, due diligence*
- Jupiter Medical Offices; Due diligence analysis*
- Midnight Sun-Coach USA; Site selection, due diligence*
- Riverwalk, Port St. Lucie; development analysis*
- Jupiter Inlet Village; development analysis*
- The Loft’s of Melbourne, development analysis*
- Boynton Beach Town Square; strategic implementation plan*
- 1927 High School Building, development analysis/solicitation*
- Lake Worth Beach & Casino, developer solicitation & negotiation*
- The Lucerne Condo; developer negotiation*
- Commerce Center; developer solicitation*
- PB County DRI; Miscellaneous CDBG Environmental Reviews*
- PB County HCD; Policies & Procedures Manual, SHIP*
- PB County HCD; Policies & Procedures Manual, HOME*
- Spartanburg Co., SC; Con Plan—barriers to affordable housing*
- Broward County; affordable housing availability (various)*
- Belle Glade, FL; affordable housing strategies*
- Lake Worth Neighborhood Enhancement Program; strategic plan*

STRATEGIC PLANNING & PROJECT MANAGEMENT

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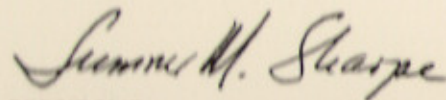
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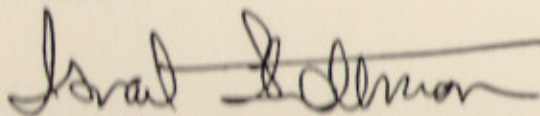
AMERICAN INSTITUTE OF CERTIFIED PLANNERS

JULY 1991

DATE OF MEMBERSHIP



PRESIDENT



EXECUTIVE DIRECTOR

SECTION 3
EXPERIENCE AND EXPERTISE OF THE FIRMS

The following pages list the experience of the firms with Housing Market Demand and Strategies.

PROJECT: Miami-Dade County, Florida Consolidated Plan for U.S. HUD

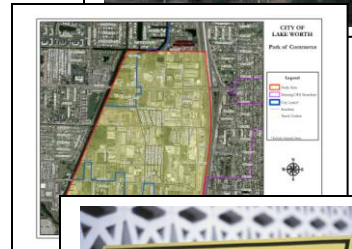
DESCRIPTION: PMG Associates, Inc. was the Prime contractor in charge of the completion of the 2007-2008 Consolidated Plan for Miami-Dade County which includes the development of the housing strategy for the entire county. This project was developed according to HUD regulations for the content and required analysis. Final approval was required by HUD. Elements of the Plan included a market analysis of housing for the county with emphasis on demand for Affordable Housing. Also completed were the Barriers to housing choice in the County. Another key segment was the inclusion of a program to address homeless conditions throughout the area. The Action Plan for the next five years for the development and completion of programs and projects to address the housing needs was also included. The last element was the development of specific neighborhood revitalization plans to address needs including housing. The public input portion of this project was essential for the approval process as well as development of a comprehensive plan.

PROJECT: Housing Market Analysis & Analysis of Barriers to Affordable/Fair Housing Choice for the Spartanburg County, SC Consolidated Plan

DESCRIPTION: Completed the Spartanburg County, South Carolina Housing Market Analysis and Analysis of Barriers for inclusion into the County's 5-year Consolidated Plan. Responsibilities included: community and agency outreach and contact with the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly, documentation of public and assisted housing, documentation of the general housing characteristics of the County, including the supply, demand, condition and cost of housing. Documented the effects that public policies (including tax policies, land use controls, zoning ordinances, building codes, fees and charges and growth limits) had on the cost of housing. Also included were the effects that the County public policies had on incentives to develop, maintain, or improve affordable housing.

PROJECT: Hope VI Market Study for the Housing Authority of the City of Durham, NC

DESCRIPTION: The Durham Housing Authority planned to build a variety of housing products in certain areas of Durham. The goal of this project was; 1- to determine market demand and its capacity to absorb affordable housing units based on the types of units; 2- to determine what, if any subsidy, must be committed to each homeownership phase to make these projects work; 3- to design and locate housing units that will be absorbed into the market in 90 days or less of completion, and finally to determine what obstacles exist to homeownership and affordable rents among the targeted market segment and solutions to any problems.



PROJECT: Collier County, Florida Consolidated Plan and Analysis of Impediments to Fair Housing

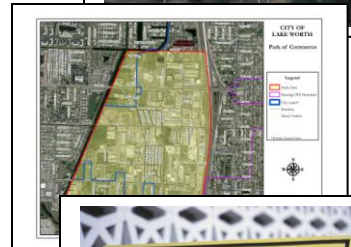
DESCRIPTION: PMG Associates, Inc. became the contractor for the completion of the Consolidated Plan and Analysis of Impediments to Fair Housing for this county in southwestern Florida. The area of Collier County includes housing ranging from higher end condominiums along the Gulf of Mexico as well as migrant labor and other very low income housing in other segments of the County. This project required the development of “Best Management Practices” for the County to follow for the development of the individual year Action Plans and selection of projects to be included for funding. The analysis of housing needs focused on the provision of appropriate shelter for all family groups as well as addressing the special needs population (elderly and disabled).

Housing for the special needs groups was an especially difficult situation since many housing projects designed for these groups had significant vacancies since the population could not afford the rent levels. Development of a rental assistance plan is crucial.

This project also included the Analysis of Impediments to Fair Housing which focused on issues related to any provisions or operations that led to discrimination or difficulties in attaining decent housing for all citizens.

PROJECT: Brevard County, Florida HOME Consortium Consolidated Plan

DESCRIPTION: The Consolidated Plan for this project includes the County and four cities in one consortium to address housing and economic development needs of the community. Special issues in the community included the closing of a major employer in the NASA Space Program and the loss of a significant number of jobs. This loss severely impacted the housing market along with the economic downturn in Florida. The project included use of the HUD software to complete and file the Plan as well as training of staff in the use of the software. The project included the identification of Barriers to Affordable Housing addressing regulatory and financial situations that exist which impede the development of housing for the very low and low income population.



PROJECT: Analysis of Tenant Selection Process, Miami-Dade Housing Authority

DESCRIPTION: Analyzed the existing procedures to fill vacancies at the public housing facilities operated by Miami-Dade County. The analysis was conducted to insure compliance with a consent decree from a class action lawsuit previously filed in this matter. In addition a citizen based group (LIFFT) had offered a proposal to address the vacancy issue. PMG Associates evaluated the conditions and programs and made recommendations to address all issues and concerns.

PROJECT: Housing Market Assessment- Evans and Rosedale Area, Fort Worth, Texas

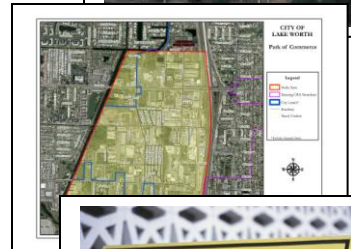
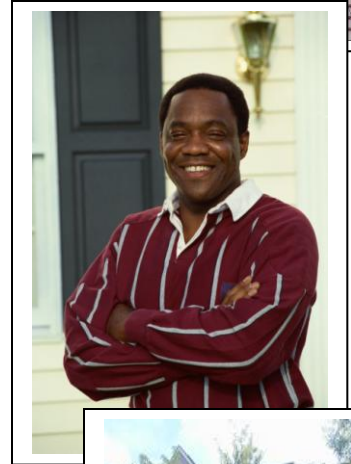
DESCRIPTION: The project consisted of a neighborhood housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

PROJECT: Commercial/Retail/Housing Market Evaluation—Northwest/Progresso-Flagler Heights CRA Area

DESCRIPTION: Was responsible for the development of a market study that analyzes mixed-use, residential, retail, commercial/office development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute’s report entitled, “*Market-Based Community Economic Development*” as per the CRA’s preference. Also included in the study were “catalyst projects” opportunities in the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

PROJECT: Market Study for the Central Business District, Summerton, South Carolina

DESCRIPTION: Conducted a Market Study for the Central Business District of Summerton, South Carolina. The study entailed a market and economic examination of the City’s trade area. Current and future conditions in housing, population, spending patterns, travel, disposable income and commercial activity were reported. The specific strengths and weaknesses of the study area were identified, as was an assessment of the impacts on economic redevelopment, in the study area. The characteristics of the community were identified, which included the physical regulatory and human elements. Various factors, such as, land use configuration, zoning ordinances, other development regulations that impact growth, environmental issues, appearance, undesirable uses, current market-driven development pressures, and relationship with the rest of the region, education and training of the workforce, transportation access and unique opportunities were also addressed.



PROJECT: Economic Environmental Study, City of Satellite Beach CRA, Satellite Beach

DESCRIPTION: Economic environmental study was performed for the CRA. This project consisted of an evaluation of the current economy, the market demographics, the strengths and weaknesses of the area, an inventory of the types of businesses that are currently available vs. what the population wants, problems that the existing businesses currently run into in attempting to expand or relocate within the City, whether current zoning should remain commercial vs. change to residential and a review of the City's current Redevelopment Plan. Analysis was completed through data collection and research, public meetings and stakeholder interviews.

PROJECT: Bartow CRA Market Evaluation, Bartow

DESCRIPTION: As a municipality in Central Florida, Bartow, needed to evaluate its current and future CRA and Historic Downtown Area market strengths and weaknesses. Being the County seat with numerous governmental, corporate and regional offices and having unique "small" town favor for tourism, the CRA decided to take a look at their current competition in the surrounding area and to develop a market plan for the CRA development area. Consideration was given to other competitive "historic" market draw areas and how Bartow would compete in the market and the region.

PROJECT: Development of Socioeconomic Projections for the Alabama and Florida Portions of US 231

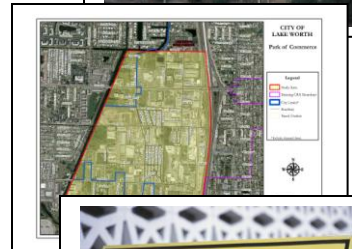
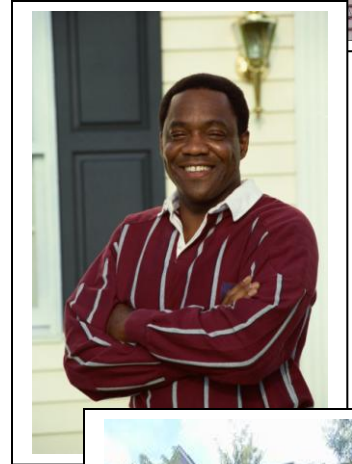
DESCRIPTION: Developed socioeconomic growth forecasts for the US 231 project corridor, to the TAZ level to determine influences on traffic patterns in these two states through the year 2035. Also reviewed for reasonableness and consistency was the latest socioeconomic forecasts for Alabama and Florida, which were available from City and County planners, economic development officers and planning authorities. The data was used to assess and establish growth patterns and trends. Factors considered included forecasts of households, population, employment and other variables.

PROJECT: CRA Consultant, City of New Smyrna Beach

DESCRIPTION: Project consisted of a market study for the Historic West Canal Street Market Area of New Smyrna Beach, Florida. Consultant inventoried businesses, identified current and projected square footage, identified shortfalls and analyzed the sustainability and the market demand of the area. Projections of TIF and other revenues were the result from the evaluation.

PROJECT: South Dixie Highway Corridor Redevelopment Plan

DESCRIPTION: Analysis of the development and redevelopment options available for this older neighborhood in the City of West Palm Beach. The project included the evaluation of the housing and business sectors that are contained within the study area and those that impact from outside the target area. Estimates of changes in the market were used to assist in determining financing options.



PROJECT: Marketing Services – Town of Summerton, South Carolina

DESCRIPTION: As a continuation of the Market Demand Analysis the next step was on the determination of the best opportunities for attraction of new businesses to the Town of Summerton. The business types defined in the Market Analysis formed the basis for the identification of potential recruitment. Two difference scenarios were completed for the Town. One scenario was for the current demographics and conditions and the second was looking into the future with the developments in the area that are known to be in the planning stages and that will be coming on-line.

PROJECT: Finding of Necessity for a CRA, Callaway, Florida

DESCRIPTION: Completed a Finding of Necessity for the creation of a Community Redevelopment Agency as outlined in F.S. 163 Part III. Researched physical conditions of structures, utilities and site amenities, police/fire/EMS statistics, reviewed local property values, lease rates and vacancy rates. Research included the gathering of statistics and preparation of a final study document with recommendations to create a redevelopment agency.

PROJECT: West Perrine Community Redevelopment Plan, Miami-Dade County, Florida

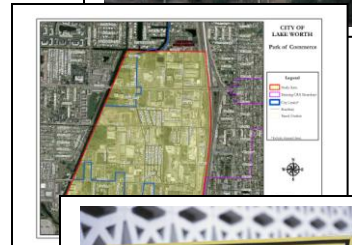
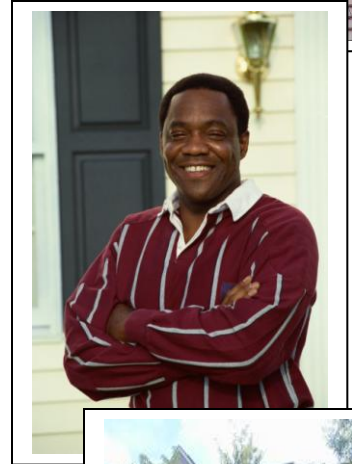
DESCRIPTION: Completed a Redevelopment Plan for the West Perrine area of unincorporated Miami-Dade County. Plan included economic development strategy with incentive recommendations and types of business to attract to various locations in the area. Plan also included affordable housing element, transportation and job creation elements and land assembly and acquisition recommendations formulated based on input through data collection, community meetings and stakeholder interviews.

PROJECT: Callaway Community Redevelopment Plan, Callaway, Florida

DESCRIPTION: Conducted research for, and completed, a redevelopment plan in conformance with F.S. 163 Part III. Process includes significant public involvement meetings and stakeholder interviews, review of existing plans and regulatory documents. Final Plan included; a planning strategy, infrastructure upgrade plan, commercial revitalization strategy, market assessment and retail recruitment strategy as well as overall concept plan to revitalize the redevelopment area.

PROJECT: Economic and Market Analysis/Economic Development – Town of Juno Beach

DESCRIPTION: A market demand analysis of the Juno Beach area defining the market demand, existing inventory and prospects for the future was under taken. This analysis included the amount of square footage or dwelling units that could be absorbed in the market area. Also included were the types of businesses or housing units that would be best suited for the market. The analysis also made recommendations regarding mixed use developments.



PROJECT: Mount Dora CRA, Market Plan & Evaluation for Economic Development, Mount Dora

DESCRIPTION: As the “antique capital of Florida,” Historic Mount Dora wanted to evaluate their current standing in the region and look towards the future for its marketing potential. Duties included; intercept surveys of residents and tourists to determine their perception of the CRA area, and also to determine what was missing in their retail/shopping experience, a telephone survey of the residents of the City, in-depth market analysis of the surrounding area, including spending patterns and demographics and future marketing strategies.

PROJECT: Economic Redevelopment Plan/Market Analysis, Fort Collins, Colorado

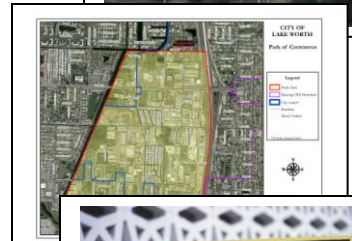
DESCRIPTION: Responsibilities included the generation of a redevelopment program for the North College Avenue area of the City of Fort Collins. The analysis focused on the best uses for the area based on market demand for activities. Demand was measured in the amount of area to be allocated for commercial, office, industrial and residential uses. One of the principal elements of the plan was input from the community and key stakeholders to determine the needs of the businesses and people in the target area and quality of life issues they find most significant. Various specialized sub-areas were examined regarding strengths/weaknesses and attractions of capital to the sub-areas.

PROJECT: Florida Demographic Estimates and Update, Lauderdale Lakes

DESCRIPTION: Preparation of demographic estimates for the City of Lauderdale Lakes market area will be based on the identification of new residential and commercial projects within the boundaries that have not been included in demographics by the United States Census or studies supplied by outside marketing data firms. The demographics will include: additional housing units by type, population estimates, household income levels, disposable income and spending patterns. A final report will supply the methodology, presents the additional demographic data and offers a complete demographic analysis. The report will be suitable for use to potential business location analysis that depicts the true market demand for the area and the ability to support business development.

PROJECT: Socioeconomic Study for the City of Punta Gorda, Florida

DESCRIPTION: This project consisted of the total update of all demographics for the City of Punta Gorda since the last Comprehensive Plan Update. Two years ago (2005) this City was hit by a number of hurricanes and the demographics needed to be verified and explored extensively. Housing units by number and type were updated not only for the City but also the County. These population and housing demographics were projected to 2030.



PLACE PLANNING & DESIGN RELEVANT COMMUNITY REDEVELOPMENT EXPERIENCE

Margate CRA Plan Amendment – data gathering; reviewing and analyzing planning efforts relating to redevelopment program; interviewing stakeholders; and preparation and adoption of an updated CRA Plan. Amendments to the Margate CRA Plan include acknowledgement of work done and blight conditions still needing to be addressed, compliance with all statutory requirements, and providing the organizational framework necessary to implement projects and programs over time. The Plan also focuses on providing a balance between compliance with the specifics required by Florida Statute and ensuring adequate flexibility to adjust to changes in circumstances.



Lake Worth CRA – served as consulting Executive Director to the Lake Worth Community Redevelopment Agency. Responsibilities included directing day to day operation of the agency, and all of it's projects and programs; coordination with all City departments and divisions; agendas and presentations to the CRA Board and City Commission; and formulation of work programs, capital improvement programs and annual budgets. Specific projects included:

- Formulation and administration of CRA policies and procedures including by-laws, and policies for finance, purchasing, debt, acquisition, disposition and relocation.
- Formulation and adoption of amendments to the CRA

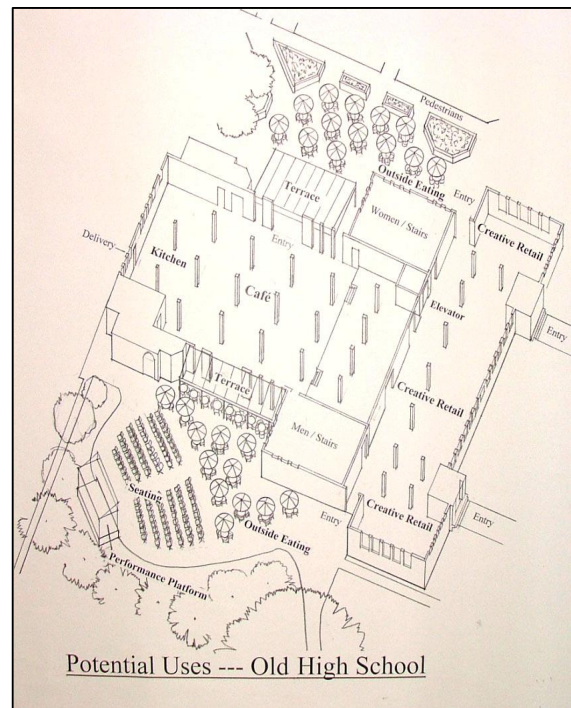
plan to ensure compliance with Florida Statutes and inclusion of on-going projects and program of the agency.

- Formulation and implementation of a commercial façade improvement program.
- Development of design concept, engage the services of design and construction services, project manage the design and permitting for the Gateway Improvement project, and obtain debt financing for construction. This project involved major reconstruction of 10th Avenue North and 6th Avenue South corridors from I-95 to Dixie Highway and included upgrades to underground utilities, under-grounding overhead utilities, streetscape and landscape enhancements and improvements to major intersections.
- Negotiation of incentives for development of The Lucerne, a mixed commercial and residential project in the heart of downtown Lake Worth paid from incremental revenues generated by the project.

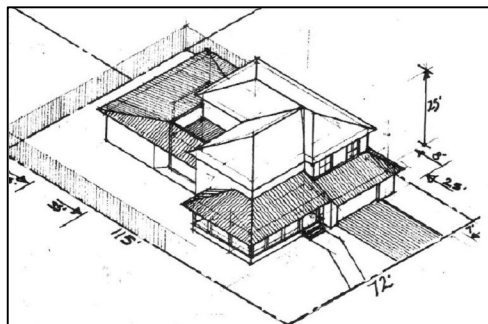
- Formulation and adoption of the Neighborhood Enhancement Program which analyzed demographics, infrastructure needs, housing costs and tenure, and identified non-profit agencies working in the residential areas in the redevelopment district, and created a strategic plan for improvements.
- Preparation and issuance of developer solicitations for properties in the downtown and on Dixie Highway for redevelopment. Developer selection and negotiation of development agreement and sale of properties.

TIF Analysis City of Frostproof, Florida – defined possible CRA district boundary for analysis; gathered tax parcel data including valuation over time; project potential incremental taxes over time; and prepare a feasibility analysis for establishment of a tax increment district (CRA) in a portion of this community.

Historic High School, Boynton Beach CRA – evaluated options for adaptive reuse of the historic 1927 High School building in the Boynton Beach Town Center, and developed and issued a developer solicitation. The scope of this work included formulating design concepts for renovation and reuse of this historic structure; promoting and conducting “open-house” sessions to obtain community input on reuse options; formulate and advertise developer solicitation and review/evaluate responses to the solicitation.



Lake Worth Park of Commerce CRA – prepared TIF feasibility and finding of necessity for a new CRA district for an area that includes a mix of heavy commercial, industrial and residential uses. Project included defining possible CRA district boundary for analysis; gathered tax parcel data including valuation over time; project potential incremental taxes over time; prepared a feasibility analysis for establishment of a tax increment district (CRA) in a portion of this community; collected parcel-by-parcel data on conditions as well as the condition of public improvements and infrastructure; prepare a comprehensive report on existence of conditions of blight for the creation of a new redevelopment district.

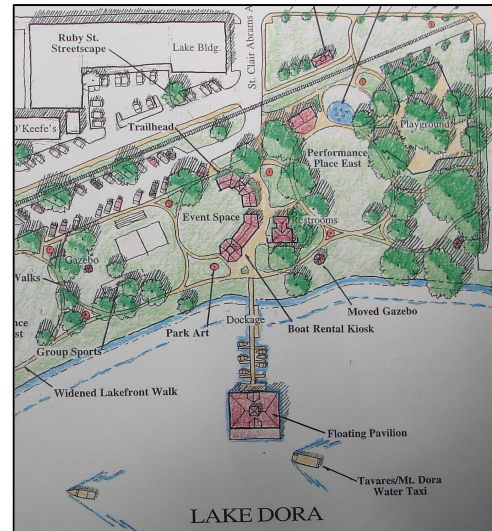


Town of Palm Beach Shores Zoning District “A” Amendments - collected and analyzed relevant information about the community including personal interviews with area residents, presented information and recommendations to members of the community, Planning & Zoning Board and Town Commission in several workshops. This data collection and analysis, along with input received from the community resulted

in the formulation of specific changes in the single family zoning District A zoning code. Recommendations included addressing setbacks, first and second floor area square footage limitations, overall floor area ratios, and architectural design standards.

City of Tavares Redevelopment Strategies for the Lake Region Packing Association, and Walker Stainless.

The City of Tavares, Florida is located between Lakes Harris, Eustis and Dora in Lake County. Two significant redevelopment opportunities for the City included the Lake Region Packing Association (LRPA) site which was located in their downtown area along the north shore of Lake Dora and the Walker Stainless site just outside of downtown. Both sites were very visible and the uses had gone out of business. Mr. Field and O’Gorman interviewed property owners and City staff, evaluated property conditions, development regulations and infrastructure availability and formulated master redevelopment plans for the sites. The redevelopment plans considered the character of the areas in which they respective sites were located as well as overall strategies of the City and culminated with the formulation of new zoning districts for those sites. The zoning districts were adopted and a developer recently submitted a proposal to redevelop the LRPA site.



City of Tavares – Wooton Park Master Plan.

Subsequent to formulation of the master redevelopment plan and adoption of the new zoning district for the Lake Region Packing Association site, Mr. Field was engaged to formulate a master plan for the neighboring City-owned park which fronts on Lake Dora. This project included interviews with stakeholders, Park Advisory Committee, and interested parties to arrive at a list of proposed activities for the park. Priorities included two performance places, a TavLee Trailhead, a boat rental kiosk, a widened lakefront walk, a learning garden, and an interactive fountain. Carried our preliminary design of park, identified funding sources and scheduled improvements over an eight year period.

Florida Main Street Consultancies.

The Florida Main Street program, administered by the Florida Office of Cultural and Historical Programs began with the National Trust for Historic Preservation as an effort to assist communities to revitalize themselves. The program employs a time-tested methodology that is grass-roots in nature and which employs strategies related to reorganization, promotion, design and economic restructuring. For over ten years Robert Feild has participated in and led



numerous Main Street resources teams throughout the State of Florida, and Mr. O’Gorman has participated in several. This work has included organizing and directing community workshops, master planning parks, waterfronts and other public spaces, as well as strategies for organizing and marketing. Several specific projects and communities include:

Town of Fort Walton Beach Waterfront Park – this project included visioning workshops, the design of park facilities to optimize the park uses. The park uses included canoe and kayak center, a performance platform with seating for 400 and a children’s splash park, and sculptural elements located throughout the park.

Town of High Springs, James Paul Park – this project included interviewing stakeholders and formulation of a master plan for park improvements. The project also included the evaluation of relocating several uses adjacent to the park and prioritization of park improvements to enhance public activities including the farmers market.

Clewiston Museum and Chamber of Commerce – this project included a visioning workshop at the Clewiston Inn with Museum stakeholders to define the program for this 10,000 square foot historic auto dealership in Clewiston, Florida. New spaces included exhibit space, offices, information center, theater, and a conference room.



City of Lake Worth Neighborhood Enhancement Program - this project included conducting interviews with neighborhood organizations and leaders, social service organizations, City and County agencies, and affordable housing providers. Collected information on the area demographics, condition of buildings, availability of infrastructure, development regulations, and projects proposed by public and private organizations. Formulated a strategic plan for the CRA to help stabilize and improve

the area that included recommendations for on-going community outreach, infrastructure improvements, coordination with local housing providers, acquisition of vacant and dilapidated properties and neighborhood clean-up efforts.

Mixed Use Redevelopment Strategy – Lake Worth CDC. The project included formulating several alternative site plan and architectural design scenarios for moderate-density mixed use while being compatible with the existing community character and scale.



PLACE PLANNING AND DESIGN

RELEVANT AFFORDABLE HOUSING & GRANT EXPERIENCE

Palm Beach County Disaster Recovery Initiative (DRI 3). Environmental Review for numerous project funded under the DRI 3 CDBG grant including:

- Belle Glade Housing Authority, Okeechobee Center
- Belle Glade Housing Authority, Osceola Center
- Boca Raton Housing Authority, Boca Island East
- Boca Raton Housing Authority, Dixie Manor
- In The Pines Phase 2
- PB County Housing Authority, Scattered Sites
- PB County Housing Authority, Marshall Heights
- PB County Housing Authority, Schall Landing
- PB County Housing Authority, Seminole Manor
- West Palm Beach Housing Authority, Robinson Villas

Also includes preparation of policies and procedures manuals (PPM's) for Palm Beach County Housing and Community Development State Housing Initiatives Partnership (SHIP), and HOME programs.



In The Pines, North, Phase 1 & Phase 2. Project management and CDBG grant administration for construction of 20-units (Phase 1) and 10-units (Phase 2) of affordable housing; competitive bidding; liaison to PB County Housing and Community Development for compliance with grant requirements, monthly status reporting, monthly reimbursement requests and final payroll approvals; coordination with design professionals on permitting; and monitoring construction progress. Phase I achieved LEED Platinum certification.

Barriers to Affordable Housing Analysis. Spartanburg County, Carolina, Brevard County, Florida, and Collier County, Florida. Collect and analyze data concerning potential barriers to the development of affordable housing including established public policies, zoning regulations, development regulations, and processes for approval of and incentives for the development of affordable housing; analyze existing affordable housing programs, interview stakeholders and obtain information on relative costs for acquisition of land and construction; prepare report for inclusion in consolidate plan.

Neighborhood Stabilization Program (NSP2), Adopt-a-Family of the Palm Beaches. Project management for the acquisition, renovation and new construction of 50-units of affordable housing funded through the NSP2 (CDBG platform) program; assistance to negotiate agreements for purchase & sale, development and service delivery; due diligence analysis; renovation analysis; supervision of design professionals, general contractor; budget preparation; scheduling; permitting; construction; and close-out.



Adopt-A-Family of the Palm Beaches, Inc. Lake Worth, FL

Providence Point Infrastructure, Habitat for Humanity of Hillsborough County, Florida. Project management and CDBG grant administration for constructing the infrastructure to support development of a 15-unit single-family subdivision; modification to grant agreements; underwriting; competitive bidding; oversight for compliance with grant requirements; preparation of monthly reimbursement requests and monitoring construction progress; and grant close-out and final payroll approvals.



Latona Avenue / Washington Avenue Streetscapes, City of Lake Worth. CDBG grant application and administration for construction of pedestrian enhancements and roadway upgrades; designer solicitation and selection; design coordination; neighborhood workshopping; competitive bidding; construction oversight; punch-listing; project/grant close-out.

Howard Park Ballfield Lighting, City of Lake Worth. CDBG grant administration for installation of new ballfield lighting; contractor

selection; coordinating with the contractor and engineer through the construction / installation process; and final project close-out.

Lake Worth Municipal Pool, City of Lake Worth. Florida Recreation Development Assistance Program (FRDAP) grant administration for major renovation to municipal swimming pool; construction contract negotiation; monitoring project progress for compliance with the FRDAP grant requirements and submittal of final close-out documents to the State of Florida.

505 North K Street, Adopt-a-Family of the Palm Beaches. Project management services for this single-family home for very low-income; due diligence; design coordination; governmental approvals and permitting; construction administration; certificate of occupancy and turn over.

Second Avenue Apartments, Adopt-a-Family of the Palm Beaches. Project management for this award winning 9-unit apartment for very low-income families; due diligence study; design team selection; government approvals; selection of general contractor; permitting; assisted owner to meet requirements of and apply for grants; construction administration; certificate of occupancy; punch-list; and project turn-over.



Oaks at Shannon's Crossing. Project management for this 100-unit affordable housing project for low income farm workers included construction observation; review of monthly contractor pay applications; coordination with bank inspector; preparation of owner's punch-list and coordinating with contractor for completion of punch-list items and final project close-out.

Eden Gardens. Project management services for this 88-unit affordable housing project for low-income farm workers includes coordination with design professionals and permit expeditor to obtain project building permits; construction observation; coordination with architect, owner and bank inspector on construction progress and pay applications; and preparation of owner's punch-list and coordination with contractor for completion of punch-list items and final project close-out.



Manatee Village. Project management services for this 27-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Pollywog Creek Commons. Project management services for this 84-unit affordable housing project for low-income farm workers includes assistance with selection of design team; coordination with planners and attorneys on applications for zoning entitlements; coordination with design professionals on final design, and permitting; preparation and issuance of request for bids; coordinating with owner on bidder selection; construction observation and project close-out.

Affordable Housing Strategy – City of Belle Glade. Create strategic plan to encourage the development of affordable housing; collection of housing related data; stakeholder interviews; identified partnerships; strategies included removing regulatory barriers, formulating incentives, establishing policies to address development, evaluation of infrastructure, capacity building and promotions.

SECTION 4
EXECUTIVE SUMMARY OF THREE PRIOR SIMILAR PROJECTS

The following pages contain the summaries

PROJECT: Collier County, Florida Consolidated Plan and Analysis of Impediments to Fair Housing

DESCRIPTION: PMG Associates, Inc. became the contractor for the completion of the Consolidated Plan and Analysis of Impediments to Fair Housing for this county in southwestern Florida. The area of Collier County includes housing ranging from higher end condominiums along the Gulf of Mexico as well as migrant labor and other very low income housing in other segments of the County. This project required the development of “Best Management Practices” for the County to follow for the development of the individual year Action Plans and selection of projects to be included for funding. The analysis of housing needs focused on the provision of appropriate shelter for all family groups as well as addressing the special needs population (elderly and disabled).

Housing for the special needs groups was an especially difficult situation since many housing projects designed for these groups had significant vacancies since the population could not afford the rent levels. Development of a rental assistance plan was a crucial element to correction of this issue. The housing demand analysis included all population groups in the County including elderly, those requiring affordable housing and workforce. Needs for special population groups, which included assisted living facilities, were also included. Demand for each group was determined for current and future time frames.

The report was prepared under HUD guidelines and is required for funding of CDBG, HOME and other programs. The strict requirements of HUD, including the use of the CPMP tool was essential for completion of this project.

Community input included conducting focus groups for a variety of interests and jurisdictions. The focus groups gathered input regarding existing conditions and community needs to better assess the housing and neighborhood needs to facilitate the quality of life of the population.

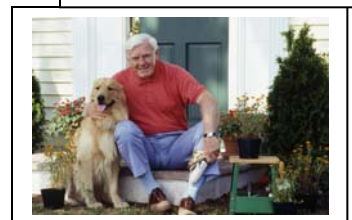
This project also included the Analysis of Impediments to Fair Housing which focused on issues related to any provisions or operations that led to discrimination or difficulties in attaining decent housing for all citizens.

Contact Person and Telephone Number:

Margo Castorena, Collier County Housing, Human & Veteran Services,
3301 E Tamiami Trail, Bld. H, Suite 211, Naples, Florida 34112

(239) 252-2901

MargoCastorena@colliergov.net



PROJECT: Housing Market Analysis & Analysis of Barriers to Affordable/Fair Housing Choice for the Spartanburg County, SC Consolidated Plan

DESCRIPTION: Completed the Spartanburg County, South Carolina Housing Market Analysis and Analysis of Barriers for inclusion into the County's 5-year Consolidated Plan. Responsibilities included: community and agency outreach and contact with the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly, documentation of public and assisted housing, documentation of the general housing characteristics of the County, including the supply, demand, condition and cost of housing. Documented the effects that public policies (including tax policies, land use controls, zoning ordinances, building codes, fees and charges and growth limits) had on the cost of housing. Also included were the effects that the County public policies had on incentives to develop, maintain, or improve affordable housing.

Market demand is determined for the various population groups divided by:

- Age
- Income group
- Special Needs
- Family size

This project included the estimation of the demand for housing for each of these groups as well as specific geographic areas of the County. This calculation of demand relied on evaluation of existing demand as well as potential demand. Examination of trends was required to estimate the future demand. This analysis also included a discussion of the potential changes in policies and regulations that would impact the population growth and housing demand.

Contact with community groups was required to better understand the needs of the population. Of particular importance was elderly housing including assisted living and other health related services. The demand analysis also considered all family and income groups.

The Consolidated Plan is required by HUD to qualify for federal grants including CDBG and HOME funding for housing and community development needs. This project met all of the requirements of HUD and was accepted for current and future planning of the community.

Contact Person and Telephone Number:

Brenda Oglesby, Spartanburg County, South Carolina
Office of Community & Economic Development, 9039 Fairforest Road,
Spartanburg, South Carolina 29304
(864) 595-5300; E-mail: boglesby@spartanburgcounty.org



**PROJECT: Commercial/Retail/Housing Market Evaluation–
Northwest/Progresso-Flagler Heights CRA Area**

DESCRIPTION: Was responsible for the development of a market study that analyzes mixed-use, residential, retail, commercial/office development in the context of the existing built environment in this urban setting. The market analysis and data provided approaches suggested by the Brookings Institute’s report entitled, “*Market-Based Community Economic Development*” as per the CRA’s preference. Also included in the study were “catalyst projects” opportunities in the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topics of concern.

Market demand was identified for each population segment in the community and was designed to insure that all citizens were able to attain decent housing. The demand was calculated for various special population groups and included “mixed income” housing in a downtown setting. The overall program included an “implementation” section which identified the tasks to be completed and a time frame that would insure that the goals were met. The market demand focused on the determination of the need for housing, pricing of the units and determination of other characteristics such as size.

Public Input included conducting two community-wide sessions as well as individual focus groups for financial institutions, builders and other community groups to insure that the community needs were identified and potential solutions found that can be implemented. The individual sessions were designed to gather input regarding community needs and discover impediments to providing decent housing.

Another aspect of the project was the identification and measurement of potential funding sources for the improvements required in the neighborhood. These sources included local funding as well as State and Federal programs. One important source is the development of a mechanism to generate Public-Private Partnerships that would facilitate the development in a manner that met the goals of the community. This concentration on assisting the private sector to meet the community goals was a crucial element of the program.

Contact Person and Telephone Number:

Alfred Battle, CRA Director, City of Fort Lauderdale CRA, 914 NW Sixth Street, Suite 200, Fort Lauderdale, Florida 33311

(954) 828-4514; E-mail: abattle@fortlauderdale.gov



SECTION 5

ATTITUDE, PROFESSIONAL QUALITIES, AND METHODOLOGY OF THE FIRM

PMG Associates, Inc. (PMGA) is an Economic, Marketing and Management Consulting firm that has served both public and private clients in the areas of market analysis and feasibility as well as city-wide planning for housing strategies.

Our overall approach to housing strategies is a market-driven approach that determines the ability to absorb housing units based on type, size, price and other factors. This method provides an underlying base of support for the types of housing that are demanded in the community. The overall demand analysis is compared with the supply function to insure that the number of units in a specific time frame that can be absorbed is practical and reasonable. In this way, the strategy can be based on a reasonable expectation of the number and type of units that can be absorbed in any time frame.

PMGA also specializes in developing analyses for HUD required documentation of housing needs. Our firm has completed Consolidated Plans, Analysis of Impediments to fair Housing and Housing Market Studies for grants applications. These documents lead to qualification for CDBG, HOME and other grant programs for housing, community development and economic development purposes.

Planning functions are also considered in developing the strategies so that any plans for the future must be compatible with the existing community and the overall development plans for the City. A review of the land development regulations and the Comprehensive Plan will insure that no barriers exist for the development of appropriate housing and that all provisions are consistent with the desired development pattern of the City.

All of the public interest projects that we undertake have a public input element in the overall task outline to insure that the project meets the concerns and needs of the community. This public input effort is conducted through community meetings/charrettes as well as public opinion surveys to measure the needs of the entire community. Our firm is particularly experienced in the public input segment with the completion of over 700 community surveys, focus groups or other methods of interacting with the public. Our firm subscribes to the methodology developed by the Brookings Institute for a "Community Driven Market Approach" that insures the needs and desires of the public are considered in any planning process.

The comprehensive approach to the project will insure that the final product meets the needs of the community and is functional from a community planning and a market approach.

SECTION 6
CITY OF JONESBORO – A HOUSING NEEDS AND MARKET ANALYSIS
PROJECT APPROACH

The following represents the Project Scope to be completed by PMG Associates, Inc. (PMGA) for the City of Jonesboro.

Task 1. Kick-Off Meeting

The initial meeting between the PMGA and staff of the City of Jonesboro will serve to establish parameters of the study and to determine the specific time frame for completion of tasks. This meeting will also begin the public input process for this engagement.

Items to be addressed:

- Time table for study including target dates for public meetings
- Coordination of efforts of the Housing Needs and Market Analysis with the Vision 2030 process
- Method of invitation for the public meetings and potential contact list
- Time table for interviews with Mayor and Council Members

Deliverables:

1. Time table for project completion including the milestones for public input and report delivery
2. Public Input Program delineation

Task 2. Establish Market Area

The Primary Market Area for the analysis will be the municipal limits of the city. However, influences outside the city-limits must be taken into consideration. Housing demand does not stop at municipal, or other, boundaries. The entire area that influences the demand in Jonesboro must be considered. The Study Area for the Vision 2030 process will be considered when establishing the market area.

Deliverable:

1. Delineation of Primary and Secondary Market Areas

Task 3. Population and Demographic Analysis

A comprehensive inventory of current population and demographic data will be prepared in order to update city-wide population projections. The work previously completed by all partner organizations of the City will be reviewed and expanded.

Data collected through the Vision 2030 process will be used as a basis for the analysis. Sources such as the American Community Survey and CHAS data from the Bureau of the Census will also be collected.

Additional studies to be reviewed will be from Claritas, a nationally recognized source of demographic data. Data collected will include demographic data which identifies the population numbers as well as definitive information regarding the housing needs of the target population and the ability to afford specialized housing costs. In addition, psychographic data will be employed in the analysis to measure the spending patterns of the population and the specific service needs.

The demographic data will concentrate on the existing and future levels of housing demand including special populations served. Market rate housing as well as special needs (elderly, low to moderate income) units will be projected.

Deliverables:

1. Demographic and psychographic data of the population within the market areas as defined in Task 2. The data will be presented in an interim report.

Task 4. Demand Analysis

All available data will be analyzed in order to describe the need for housing in terms of family, couples, singles, seniors, and disabled, etc. through the year 2030. A partial list of data sources include:

- Claritas - a nationally recognized source of demographic data.
- Jonesboro Vision 2030 Comprehensive Plan
- American Community Survey and Census Data including the CHAS system data tables
- Tax Assessor data

The market Area will be divided into “planning districts” and projections will be made for each of the individual sub-areas as well as the entire City of Jonesboro. This smaller area breakdown will be usable for specific planning purposes.

Deliverables:

1. The analysis of the data will result in estimates of the demand for housing. The Interim Report will include the projection of demand by each of the population classes identified.

Task 5. Supply Analysis

The current housing market supply will be identified. City opportunities to meet demand and increase supply will be identified. The existing supply of housing facilities in the Market Area will be determined through a search of established neighborhoods and multi-family projects through any licensing programs, identification on the Tax Assessor Rolls and visual inspection. This competition will also be examined from the perspective of the amenities provided, pricing, occupancy and other factors.

Factors to be collected, if possible:

- Number of facilities, units and type of units
- Amenities
- Pricing

- Waiting lists
- Vacant land suitable for residential development

Deliverables:

1. Identification of the competition in the area including location, services provided, pricing and amenities
2. Interim report with the findings

Task 6. Property Conditions and Neighborhood Assessments

The initiation of this task will be the identification of the various neighborhoods and aggregation of these neighborhoods into categories with neighborhoods of similar nature. This categorization will include factors such as type of unit, size, lot size, pricing and infrastructure. The groupings will be verified through use of GIS data and discussions with Public Works and Community Development Department personnel. Evidence obtained through aerial photographs that may be available from local governments or Google Earth will also be employed to examine the areas. The final element in the process will be visual inspection.

The City will be asked to provide any GIS data available to enable the production of maps to illustrate the conditions that exist. The maps will identify the areas that require some improvement.

Deliverables:

1. Grouping of neighborhoods
2. Matrix of neighborhoods with evidence available to measure the quality of the area

Task 7. Housing and Neighborhood Strategies and Recommendations

After a review of the data collected, neighborhood strategies will be developed. These strategies will include methods for improvement of the neighborhoods and recommendations regarding the ability to meet needs of the community including housing demand. The overall strategy analysis will address several factors including quality of housing, quantity of housing (particularly to meet demand), infrastructure needs, public services and general conditions.

Input into the process will come from the Public Participation element of this project as well as needs determined by review of conditions with staff of those departments in the City providing the necessary services.

Task 8. Public Participation and Outreach

In meetings with City staff as well as research by the Project Team, a discussion will generate an identification of the stakeholders concerned with the housing strategy. The public process used in the Vision 2030 project will be the basis for the public input. The committees and sub-committees already established will be examined and used for this process, if applicable.

The vision 2030 process also includes a public survey which will form a basis for the work to be completed in this project. The results of that survey will be included in the public input.

Input will be solicited from focus groups, separated into three categories:

- General Public
- Housing Providers
- Businesses including Financial Institutions, Real Estate Industry, Builders and Developers

The City will provide the location for the meetings and advertisement of the sessions. PMGA will provide the materials for the focus groups sessions.

PMGA will conduct individual meetings with the Mayor, each member of the City Council, and various other stakeholders. These meetings will serve to obtain input from the elected officials and understand the issues from their perspective while minimizing groupthink. PMGA senior staff will conduct the interviews with a standard set of questions.

Deliverables:

1. Materials for conducting three public input sessions
2. Report regarding procedures and outcomes of the sessions

Task 9. Final Report

The Final Report will include all of the deliverables from the previous tasks into a comprehensive document that includes the methodology, analysis and findings. A draft report will be submitted to staff for review. After any modifications, a Final Report will be delivered.

Deliverables:

1. Draft Report to staff for review and comment
2. Final Report

Task 10. Presentation to Council

The results of the analysis will be presented to the City Council and PMGA will participate in the discussion, as required.

Deliverable:

1. Presentation of report

Requirements of the City's Departments

The requirements of the City will be as follows:

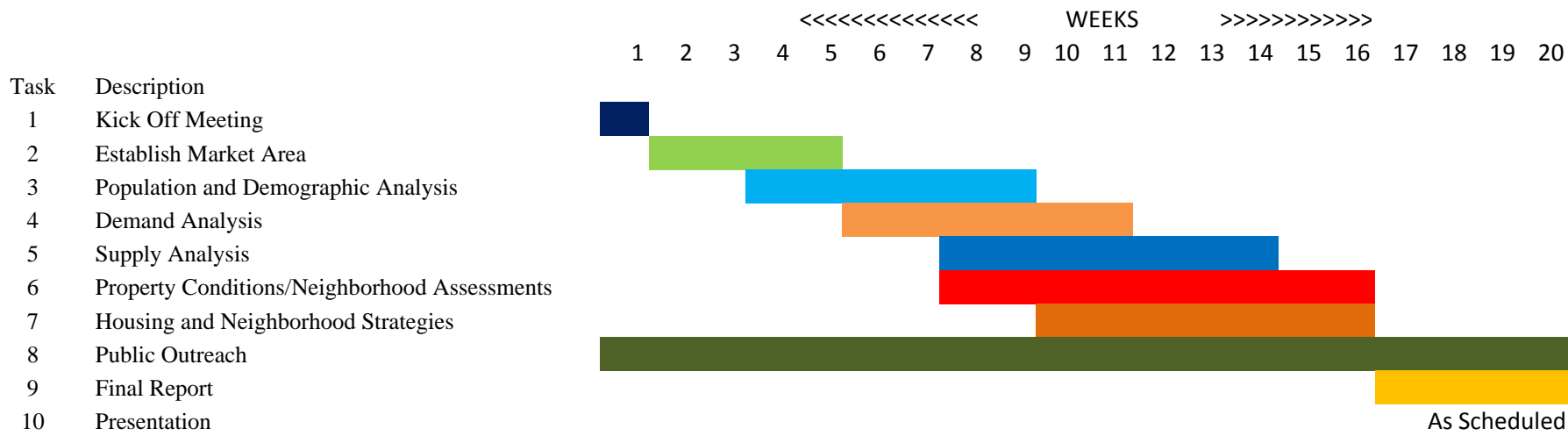
1. Assign a Project Liaison that will be responsible for coordinating on behalf of the City
2. Assistance in developing the list of stakeholders for inclusion in the public input segment
3. Obtaining an location to hold the public meetings
4. Notification of groups and individuals to attend the public sessions
5. Provide GIS, aerial photographs, infrastructure drawings and "as built" information, as available
6. Any previous studies including the Vision 2020 data and analysis completed to –date
7. Review of interim reports as completed

SECTION 7
TIMELINE AND BENCHMARKS

Our proposed timeline for this project is for completion of the report within five (5) months from receipt of a Notice to Proceed from the City of Jonesboro. This time frame allows for the research, analysis and public input elements to be completed appropriately.

On the following page is a Project Schedule which identifies the time frames for initiation and completion of each task. A final schedule, with public meeting dates will be completed at the Kick-off meeting with City staff.

PROJECT SCHEDULE



As Scheduled

Milestones:

- Meetings with the elected officials will occur near the beginning of the project.
- Focus Groups will be conducted in the first month of the project.
- Interim reports will be submitted as each task is completed.
- The project has a proposed schedule of five months from Notice to Proceed.
- A Presentation will be made after all work has been completed and accepted.

SECTION 8
PROPOSED BUDGET AND METHOD OF PAYMENT

The proposed budget for this project is \$36,630 which will cover all personnel costs and direct expenses. The breakdown of this fee by task is found in the graph on the following page.

We propose to bill after completion of a task and acceptance by the City of Jonesboro. Each task has a deliverable assigned for completion. Invoices will identify the task completed and the corresponding fee amount.

COST BREAKDOWN BY TASK

Task	Description	Senior Economist		Economist		Direct	Task
		Hours	Rate	Hours	Rate	Expenses	Total
1	Kick Off Meeting	6	\$ 125	0	\$ 60	\$ 500	\$ 1,250
2	Establish Market Area	12	\$ 125	8	\$ 60	\$ -	\$ 1,980
3	Population and Demographic Analysis	8	\$ 125	20	\$ 60	\$ -	\$ 2,200
4	Demand Analysis	24	\$ 125	12	\$ 60	\$ -	\$ 3,720
5	Supply Analysis	32	\$ 125	16	\$ 60	\$ -	\$ 4,960
6	Property Conditions and Neighborhood Assessments	24	\$ 125	64	\$ 60	\$ 2,000	\$ 8,840
7	Housing and Neighborhood Strategies	36	\$ 125	10	\$ 60	\$ -	\$ 5,100
8	Public Participation and Outreach	44	\$ 125	10	\$ 60	\$ -	\$ 6,100
9	Final Report	8	\$ 125	8	\$ 60	\$ -	\$ 1,480
10	Presentation	4	\$ 125	0	\$ 60	\$ 500	\$ 1,000
	Total	198		148		\$ 3,000	\$ 36,630

SECTION 9
REFERENCES - PMG ASSOCIATES, INC.

PROJECT: Commercial/Retail/Housing Market Evaluation–Northwest/Progresso-Flagler Heights CRA Area

Description of Work: Was responsible for the development of a market study that analyzes mixed-use, residential, retail, commercial/office development in the context of the existing built environment in this urban, low income setting. The market analysis and data provided approaches suggested by the Brookings Institute's report entitled, "*Market-Based Community Economic Development*" as per the CRA's preference. Also included in the study were "catalyst projects" opportunities in the redevelopment area, examination of parking issues, gateways to area, land assembly issues and other topic of concern.

Contact Person and Telephone Number: Alfred Battle, CRA Director, City of Fort Lauderdale CRA, 914 NW Sixth Street, Suite 200, Fort Lauderdale, Florida 33311; (954) 828-4514; E-mail: abattle@fortlauderdale.gov

PROJECT: Housing Market Analysis for the Spartanburg County, SC Consolidated Plan

Description of Work: Completing the Spartanburg County, South Carolina Housing Market Analysis for inclusion into the County's 5-year Consolidated Plan. Responsibilities included: community and agency outreach and contact with the various community groups that represent the homeless, people with HIV/AIDS, disabled and the elderly, documentation of public and assisted housing, documentation of the general housing characteristics of the County, including the supply, demand, condition and cost of housing.

Contact Person and Telephone Number: Brenda Oglesby, Spartanburg County, S.C-Office of Community & Economic Development, 9039 Fairforest Road, Spartanburg, South Carolina 29304; (864) 595-5300; E-mail: boglesby@spartanburgcounty.org

PROJECT: Collier County, Florida Consolidated Plan and Analysis of Impediments to Fair Housing

DESCRIPTION: PMG Associates, Inc. became the contractor for the completion of the Consolidated Plan and Analysis of Impediments to Fair Housing for this county in southwestern Florida. The area of Collier County includes housing ranging from higher end condominiums along the Gulf of Mexico as well as migrant labor and other very low income housing in other segments of the County. This project required the development of "Best Management Practices" for the County to follow for the development of the individual year Action Plans and selection of projects to be included for funding. The analysis of housing needs focused on the provision of appropriate shelter for all family groups as well as addressing the special needs population (elderly and disabled).

Contact Person and Telephone Number: Margo Castorena, Collier County Housing, Human & Veteran Services, 3301 E Tamiami Trail, Bld. H, Suite 211, Naples, Florida 34112; (239) 252-2901; MargoCastorena@colliergov.net

PROJECT: Housing Market Assessment- Evans and Rosedale Area, Fort Worth, Texas

Description of Work: The project consisted of a neighborhood housing demand study, an assessment of the neighborhood housing supply, assessment of housing market opportunities, which included the assets and liabilities of the area. As this is an older inner city neighborhood in a changing environment and demographic the study needed to take into account the types of housing units that would be envisioned in the target area. Also explored where the ways to balance or control gentrification of the area while supplying affordable housing stock to the residents.

Contact Person and Telephone Number: Patrina Newton, City of Fort Worth, 1000 Throckmorton Street, Fort Worth, Texas, 76102-6312; (817) 392-8068; E-mail: patrina.newton@fortworthgov.org

PROJECT: Hope VI Market Study for the Housing Authority of the City of Durham, NC

Description of Work: The Durham Housing Authority planned to build a variety of housing products in certain areas of Durham. The goal of this project was; 1-to determine market demand and its capacity to absorb affordable housing units based on the types of units; 2- to determine what, if any subsidy, must be committed to each homeownership phase to make these projects work; 3- to design and locate housing units that will be absorbed into the market in 90 days or less of completion, and finally to determine what obstacles exist to homeownership and affordable rents among the targeted market segment.

Contact Person and Telephone Number: Shannon Pittman-McLean, Hope VI/Economic Development; Durham Housing Authority; 330 East Main Street, Durham, North Carolina 27701; (919) 683-1551 X 214; E-mail: smclean@dha-nc.org