

REQUEST FOR PROPOSAL

#027-16/ED-Housing and Economic Impact Study



Council

Anne Gerwig, Mayor
John T. McGovern, Vice Mayor
Michael Drahos, Councilman
Michael J. Napoleone, Councilman
Tanya Siskind, Councilwoman



A GREAT HOMETOWN

Manager

Paul Schofield

SUBMITTED TO:

Village of Wellington
Clerk's Office
12300 Forest Hill Blvd
Wellington, FL 33414

SUBMITTED BY:



Contact: Robert J. Gray, President and Proposed Project Manager

830-13 N A1A, Ste 402

Ponte Vedra Beach, FL 32082

1 (800) 213- PLAN Phone (904) 631-8623

www.spginc.org



STRATEGIC PLANNING GROUP, INC.

Economics • Planning • Development Consultants
USA. Jamaica. Guam. Virgin Islands.

Robert J. Gray, Chairman & President
rgray@spginc.org

December 30, 2016

City Clerk
12300 Forest Hill Blvd
Wellington, FL 33414

RE: RFP 027-16/ED-Housing and Economic Impact Study

Dear Sir/Madam:

Strategic Planning Group, Inc. (SPG) is pleased to submit one original, five copies (5) paper copies and one (1) CD of our proposal to assist the Village of Wellington prepare its Housing and Economic Impact Study.

Strategic Planning Group, Inc., **formed in 1983**, has been assisting local and county governments throughout the Southeast prepare and implement successful economic development strategies, redevelopment programs and housing programs. We are the State of Florida leaders in Economic Development (Economic impacts) and Housing (including Workforce Housing). Recent Economic Impact examples include; Pembroke Pines, North Miami, Boynton Beach, Delray Beach, St. Lucie County, Sarasota, Kissimmee, Tampa/Hillsborough County, Pasco County and City of Wilton Manors. We just completed the City of Johns Creek's, GA (Atlanta) first economic development strategy. Our studies not only include Citywide Economic Development Strategic Plans (ESDP) but also specific submarkets within cities. For example, Pembroke Pines' EDSP addressed the City's three geographic submarkets in addition to a Citywide Plan. Our studies have also addressed the economic repositioning of shopping centers and malls.

Not only do we know how to prepare economic development plans but we know how to implement successful strategies. Our staff has managed four local Economic Development Organizations, served under three mayors and are active/Board members in the Florida Economic Development Council and the Southern Economic Development Council.

Economic development has changed significantly over the last decade. It addresses not only job creation but also workforce training, education, housing, comprehensive planning and, in the case of Wilton Manors, revitalization. We are the only economic development consultancy that also provides in-house expertise in comprehensive planning, workforce housing, and redevelopment planning. We have prepared over **25 comprehensive/growth management plans** and over **50 redevelopment programs**. We have been involved in **equestrian planning** having assisted Ocala, Brevard County, Volusia County and Pasco County on equestrian feasibility programs

SPG is **a national leader** in assisting states, counties, municipalities and private sector housing builders/developers define and plan for **market grade and workforce/affordable housing strategies and plans**. We have conducted over 200 market feasibility studies for private developers throughout the Southeast. We have also assisted over 40 county and local governments prepared housing feasibility studies; an example of which was Pinellas County's Comprehensive Housing



Study which included the County's 14 cities. SPG has also prepared housing market analysis and workforce housing studies for Palm Beach County, the City of Fort Lauderdale, the Cities of Coconut Creek, Sunrise, North Miami, Coral Gables, and the Florida Housing Finance Corporation; to mention but a few of our studies. SPG completed a 2035 Housing Demand Analysis and Strategy that is focused upon workforce housing under a contract with Envision Utah and Washington County, Utah and a similar study for Hall County, GA.

Staff Experience – SPG key staff are active in both the Florida Economic Development Council (FEDC) and the Florida Redevelopment Association. **Mr. Robert Gray, AICP**, proposed project manager, served on the FEDC Board as well as the Economic Development Boards for three Florida Mayors. He has extensive management experience, public and private. He has served as a County Planning Director, and City Planner. Mr. Gray has prepared over **40 economic development plans and economic repositioning strategies (including equestrian venues as well as repositioning shopping centers and Malls)**. He has prepared **over 200 housing studies** and is a **national leader in workforce housing including preparing over 20 workforce/affordable housing programs in Florida alone**. **Ms. Mary Jane Stanley, CECd**, is active in the Florida Economic Development Council (FEDC), International Economic Development Council (IEDC), and the Southern Economic Development Council (SEDC). **She was selected as a Fellow Member of the IEDC in December 2014**. She served on the Board of FEDC for 8 years and was Chairman in 2005. In December 2014, she was selected as a Fellow of the International Economic Development Council. In 2008, she was named the Eunice Sullivan Economic Development Professional of the Year. She has served as an Economic Development Director in Pasco and Polk Counties as well as the City of Hollywood. She served as the Downtown Development Director for the City of Tallahassee and Planning Director for the City of Cocoa. SPG can also draw upon its additional staff members as needed on this project.

Lastly SPG has a working knowledge of South Florida and Palm Beach County. We have prepared numerous economic repositioning studies for South Florida communities including Boynton and Delray Beach as well as Pembroke Pines. SPG prepared Palm Beach County's Affordable Housing Study as well as the County's Workforce Housing Study. We believe we have the unique talent and real world expertise to assist the Village of Wellington develop a successful economic development program and housing plan that can truly impact the Quality of Life of its citizens and increase the Village's revenue stream. We look forward to the opportunity to assist the Village and its stakeholders and should you need additional information, please feel free to contact me directly using our toll free number shown below and/or our webpage www.spginc.org.

Sincerely,
Strategic Planning Group, Inc.

Robert J Gray, AICP
President

WHY STRATEGIC PLANNING GROUP, INC!**EXPERIENCE:*****Economic Development Programs***

Assisted over 60 communities internationally, as well as numerous regional and local jurisdictions, develop effective Economic Development Programs. We have also assisted over 25 communities develop effective tourism . Leaders in Economic Gardening, Knowledge and Creative based employment generation, and historic preservation/cultural economic development. Recent example: Pembroke Pines

EXPERIENCE:***Community Redevelopment***

Assisted 50 redevelopment agencies nationwide, including 30 in Southeastern United States, develop Community Redevelopment Plans which included TIFs and BIDs. Our redevelopment efforts since the 2007 real estate bust alone, have produced over \$1 billion in new investment. Example: Ormond Beach, FL

EXPERIENCE:***Site Specific Market Research***

Area-specific planning – SPG has conducted feasibility studies for over 450 million square feet of office and retail space, and major entertainment and mixed used developments. Example includes: St. Armands Circle, Sarasota.

EXPERIENCE:***Equestrian Venues***

Prepared numerous feasibility and planning studies for equestrian developments (public and private sector). Example: Georgia International Horse Park and Brevard County equestrian park.

EXPERIENCE:***Workforce and Market Grade Housing***

A national leader in housing feasibility studies and development of workforce/affordable housing programs. Prepared over 200 residential studies for 75,000+ units. Prepared over 20 Workforce housing programs. Example: Palm Beach County and Coral Gables..

EXPERIENCE:***Local Knowledge***

SPG prepared Palm Beach County's Affordable and Workforce housing studies as well as economic development/redevelopment strategies for Boynton Beach and Delray Beach. We have prepared housing studies for Ft. Lauderdale, Sunrise, Coconut Creek, and North Miami.

EXPERIENCE:***Successful Implementation -- New Jobs and Capital Investment to Communities***

SPG has been responsible for over 60,000 jobs/\$6 billion capital investment.

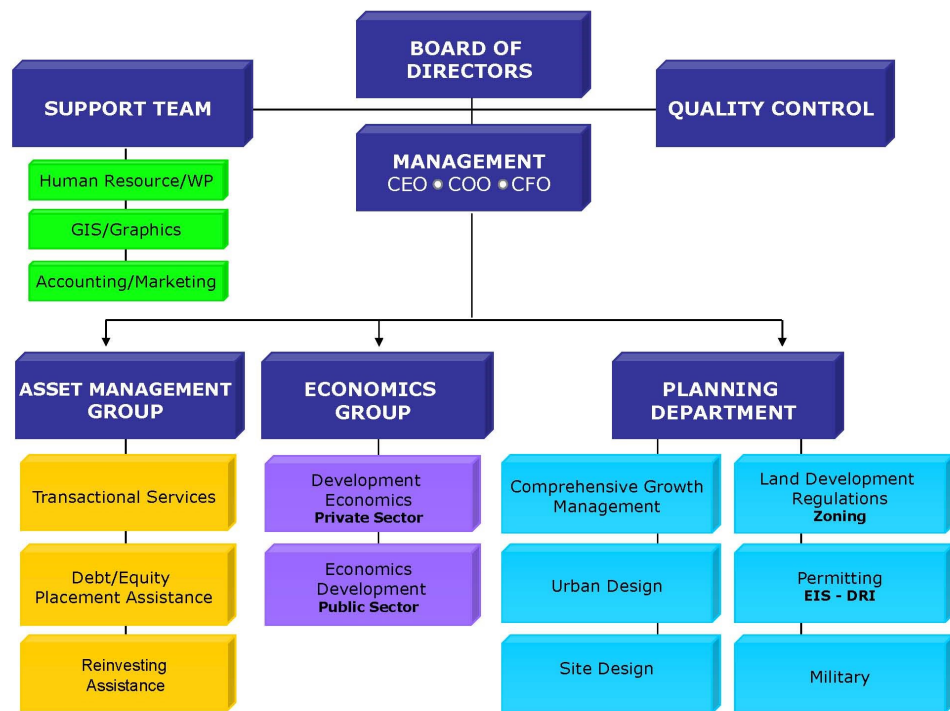
TABLE OF CONTENTS

| SECTION | Page |
|--------------------------|--|
| Cover letter | |
| Table of Contents | |
| Tab 1 | Proposal Checklist and Submittal Form |
| | Checklist/Submittal Form 1 |
| Tab 2 | Wellington Local Preference Application |
| | Local Preference (non applicable)..... 4 |
| Tab 3 | Evidence of Insurance |
| | Insurance..... 7 |
| Tab 4 | Current Licenses |
| | Licenses 9 |
| Tab 5 | Qualifications and Experience |
| | Qualifications 10 |
| Tab 6 | Technical Approach |
| | Approach/Scope 20 |
| Tab 7 | Fees |
| | Fees 30 |
| Tab 8 | Proposer's Certification Form |
| | Certification Form 33 |
| Tab 9 | Conflict of Interest Statement |
| | Conflict of Interest Statement..... 34 |
| Tab 10 | Questionnaire |
| | Questionnaire 35 |
| Tab 11 | Drug Free Workplace Form |
| | Drug Free 39 |
| Tab 12 | Acknowledgement of Addendums |
| | Addendums 40 |



Tab

Proposed Checklist



PROPOSAL CHECK LIST (TAB# 1)

Please check each item and make sure that all required information is included in your Proposal submission. Failure to submit this information may result in your submission being rejected as being a non-responsive and responsible Proposer.

- YES ☒ NO ☐ 1. Original and five copies and (1) PDF Electronic copy (CD)
- YES ☒ NO ☐ 2. Cover Letter and Table of Contents
- YES ☒ NO ☐ 3. Proposal Checklist and Submittal Form
- YES ☒ NO ☐ 4. Wellington Local Preference Application
- YES ☒ NO ☐ 5. Evidence of Insurance Certification
- YES ☒ NO ☐ 6. Current Licenses/Certificates of Authorization etc.
- YES ☒ NO ☐ 7. Qualifications and Experience including references (form attached)
- YES ☒ NO ☐ 8. Technical Approach and Methodology
- YES ☒ NO ☐ 9. Fees to Perform Services
- YES ☒ NO ☐ 10. Proposer's Certification
- YES ☒ NO ☐ 11. Conflict of Interest Form
- YES ☒ NO ☐ 12. Questionnaire
- YES ☒ NO ☐ 13. Drug free Workplace
- YES ☒ NO ☐ 14. Acknowledgment of Addendums



PROPOSAL SUBMITTAL FORM (TAB #1)

To:
Wellington
12300 Forest Hill Boulevard
Wellington, Florida 33414

Strategic Planning Group, Inc. agrees to provide
(Vendor)
a Housing and Economic Study to Wellington as defined in this RFP in accordance with the requirements of the
Specifications and RFP Documents.

The undersigned Proposer has carefully examined the Specifications and Proposal/Contract Documents and is familiar with the nature and extent of the Work and any local conditions that may in any manner affect the Work to be done.

The undersigned agrees to provide the service called for by the Specifications and RFP Documents, in the manner prescribed therein and to the standards of quality and performance established by the RFP.

The undersigned agrees to the right of Wellington to hold all Proposals for a period not to exceed (180) days after the date of Proposal opening stated in the RFP.

The undersigned accepts the payment policies specified in the RFP documents.

The undersigned agrees that within fifteen (15) days from the date of acceptance of this Proposal, to execute the agreement and provide the required certificates of insurance.

Dated this 28 day of December, 2017
(Month) (Year)

INDIVIDUAL, FIRM OR PARTNERSHIP

By: _____ / _____
(Signature) (Print name)

Address: _____

Telephone: (____) _____ Fax: (____) _____

Social Security Number or Taxpayer Identification Number: _____

CORPORATION

By: _____ / Robert J Gray, President
(Signature) (Print name)



Address: 830-13 N A1A, Suite 402

Ponte Vedra Beach, FL 32082

Telephone: (904) 631-8623 Fax: (904) 834-2073

Taxpayer (EIN) Identification Number: 59-2353641

State Under Which Corporation Was Chartered: Florida

Corporate President: Robert J Gray
(Print Name)

Corporate Secretary: Babette Ashley, Smith Gambrell Russell
(Print Name)

Corporate Treasurer: Christie Gray
(Print Name)

CORPORATE SEAL

Attest By: Babette Ashley
Secretary

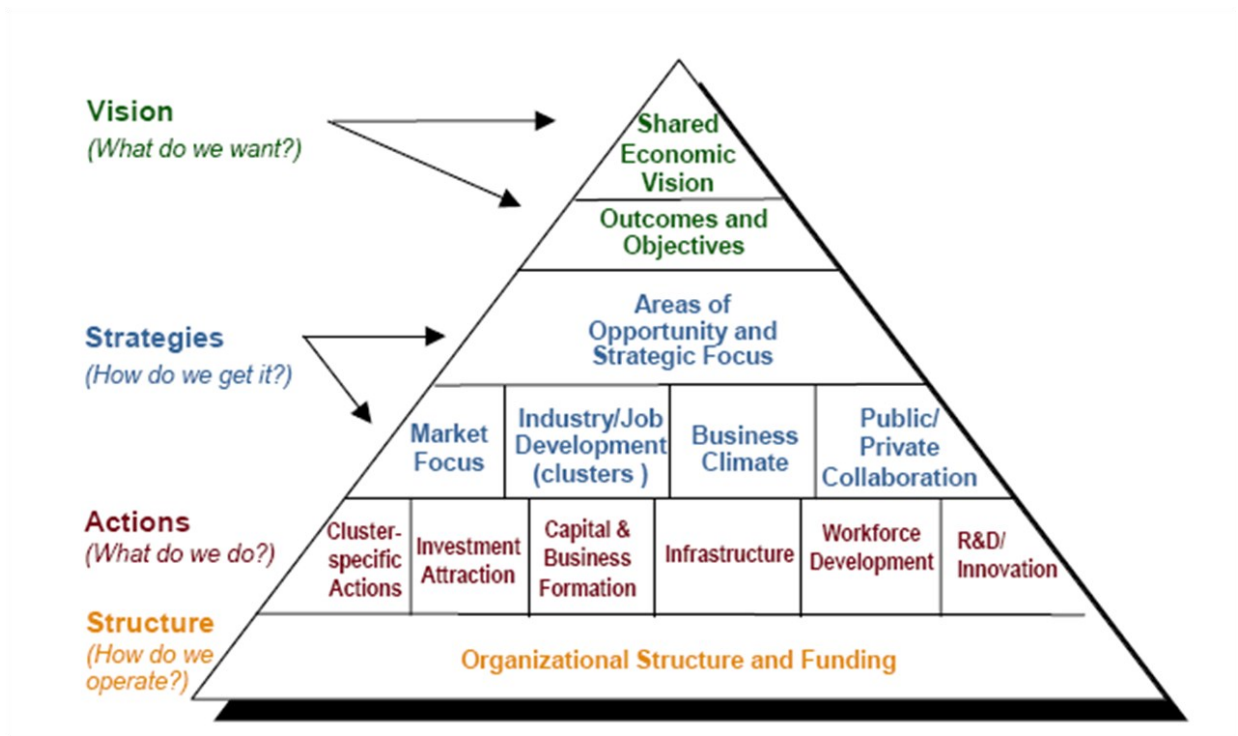
ADDENDA RECEIPT VERIFICATION

Proposer acknowledges the receipt of Addenda Nos. 1, 2, 3

Tab

2

Wellington Local Preference (not applicable)



**APPLICATION TO BE CONSIDERED A LOCAL BUSINESS IN ACCORDANCE WITH WELLINGTON
FLORIDA'S LOCAL PREFERENCE POLICY (SECTION 2.12.F OF WELLINGTON'S PURCHASING AND
PROCUREMENT MANUAL)**

Wellington gives preference to local businesses in certain purchasing situations as set forth in Chapter 9 of Wellington's Purchasing and Procurement Manual. In order to be considered a local business, entitled to be given preference, the business must make application with Wellington and meet one of the following criteria as such is more fully set forth in Chapter 9 of Wellington's Purchasing and Procurement Manual:

2.12.F (2) Definition of Local Businesses

Western Communities Local Business - For the purpose of determining a "Western Communities local business" a vendor must have a principal permanent business location and headquarters within the Village of Wellington, Florida or west of the Florida Turnpike to the Palm Beach County western boundary line as depicted in Exhibit "A" hereto. This applies to all entity formations, including, but not limited to, limited liability companies, partnerships, limited partnerships and the like or sole proprietors. Further, the entity or sole proprietor must provide that it, he or she has been domiciled and headquartered in the jurisdictional boundaries of the Western Communities for at least six months prior to the solicitation. Post Office boxes will not be considered a permanent business location within the Western Communities. Home business offices shall be considered as a business location if it otherwise meets the requirements herein. In order to be eligible for such local preference the vendor shall have a local business tax receipt pursuant to the County's and/or municipalities' Code of Ordinances, having jurisdiction over the location of the business, unless otherwise exempt therefrom. Further, the vendor must be properly licensed and authorized by law to provide the goods, services or professional services to the extent applicable and the location of the business must be properly zoned in order for the vendor to conduct its business.

Palm Beach County local business - For the purpose of determining a "Palm Beach County local business" a vendor must have a principal permanent business location and headquarters within Palm Beach County, Florida. This applies to all entity formations, including, but not limited to, limited liability companies, partnerships, limited partnerships and the like or sole proprietors. Further, the entity or sole proprietor must provide that it, he or she has been headquartered and domiciled in the jurisdictional boundaries of Palm Beach County, Florida for at least six months prior to the solicitation. Post Office boxes will not be considered a permanent business location within Palm Beach County, Florida. Home business offices shall be considered as a business location if it otherwise meets the requirements herein. In order to be eligible for such local preference the vendor shall have a local business tax receipt pursuant to the Palm Beach County Code of Ordinances as amended from time to time, unless otherwise exempt therefrom. Further, the vendor must be properly licensed and authorized by law to provide the goods, services or professional services to the extent applicable and the location of the business must be properly zoned in order for the vendor to conduct its business.

Subcontractor utilization - In competitive bid situations, a business may also qualify as either a Palm Beach County or Western Community local business if they are utilizing subcontractors to perform the work or materialmen to supply the job and more than fifty (50%) percent of their proposed bid price will be paid to subcontractors and/or materialmen who qualify, under the above standards, as Palm Beach County and/or Western Community local businesses.

Please check the box below indicating which preference category your business is applying for:

☐ Western Communities Local Business

NOT APPLICABLE

☐ Palm Beach County Local Business

☐ Subcontractor Utilization

1. The name of the business is: _____

2. The address of the business is: _____

NOT APPLICABLE

3. How long has the business been located at its current address: _____
4. If the business has relocated within the last six months, please provide the answers to questions 5-7 for the previous location:
5. The previous name of the business is: _____
6. The previous address of the business is: _____
7. How long was this business at the previous location: _____
8. If the business is attempting to qualify under the subcontractor utilization provision, please provide a breakdown of the subcontractors who would qualify for either the Palm Beach County or Western Community, business classification, the requisite information, provide their responses to the above 1 - 7 questions and for each of the subcontractors, indicate the amount that they are proposed to be compensated at under the bid price.
9. The business as a local business tax receipt from: (1) Palm Beach County ☐ (2) the following municipality: _____ (3) located in unincorporated Palm Beach County: ☐
10. Please provide a copy of Local Business Tax Receipts from Palm Beach County and the applicable municipality are attached.
11. Please provide a Certificate of Good Standing indicating the formation or domestication of the entity in and for the State of Florida is attached.
12. Please provide copies of licenses if applicable from the State of Florida authorizing the business to provide the good services or professional services contemplated in the bid documents.

By signing below, I hereby certify that under penalty of perjury I believe my business qualifies as a Palm Beach County, Western Community or subcontractor utilization business in accordance with Wellington's Local Preference Policy and that I have submitted current and accurate information and documents relating to my qualifications. I further acknowledge and agree that any fraudulent or duplicitous information submitted in furtherance of this application will be grounds for disqualification from bidding on this project and doing business with Wellington in the future.

Applicants Federal Tax ID Number - _____

Applicants Business Address _____

Signature of Authorized Representative of Corporation, Partnership, or other business entity:

Print Name: _____

Title: _____

NOT APPLICABLE

Date: _____

CITY OF: _____

COUNTY OF: _____

SUBSCRIBED AND SWORN TO (or affirmed) before me on this ____ day of _____, 2014, by _____, He/She is personally known to me or has presented _____ as identification.



(Signature of Notary)

NOT APPLICABLE

(Print or Stamp Name of Notary)

Notary Public _____
(State)

Notary Seal

Signature of Individual if Sole Proprietor:

Print Name: _____

Date: _____

CITY OF: _____

COUNTY OF: _____

SUBSCRIBED AND SWORN TO (or affirmed) before me on this ____ day of _____, 2014, by
_____. He/She is personally known to me or has presented
_____ as identification. (Type of Identification)

(Signature of Notary)

(Print or Stamp Name of Notary)

Notary Public _____

Notary Seal

(State)

Tab

3

Evidence of Insurance

Economic Development Experience





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
09/07/2016

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

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

| PRODUCER CorRisk Solutions 225 W. Washington St. Suite 1560 Chicago, IL 60606 | CONTACT NAME: Karen Bronson PHONE (AC, NG, EXT): 312-263-4218 FAX (AC, NG, EXT): E-MAIL ADDRESS: kbronson@corriskolutions.com | | | | | | | | | | | | | | | | | | | | | |
|--|---|-------------------------------|--|--------|------------|---------------------------------|-------|------------|--|--|------------|--|--|------------|--|--|------------|--|--|------------|--|--|
| INSURED Strategic Planning Group, Inc. 830-13 A1A, North #402 Ponte Vedra Beach, FL 32082 | <table border="1"> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr> <tr> <td>INSURER A:</td><td>New Hampshire Insurance Company</td><td>23841</td></tr> <tr> <td>INSURER B:</td><td></td><td></td></tr> <tr> <td>INSURER C:</td><td></td><td></td></tr> <tr> <td>INSURER D:</td><td></td><td></td></tr> <tr> <td>INSURER E:</td><td></td><td></td></tr> <tr> <td>INSURER F:</td><td></td><td></td></tr> </table> | INSURER(S) AFFORDING COVERAGE | | NAIC # | INSURER A: | New Hampshire Insurance Company | 23841 | INSURER B: | | | INSURER C: | | | INSURER D: | | | INSURER E: | | | INSURER F: | | |
| INSURER(S) AFFORDING COVERAGE | | NAIC # | | | | | | | | | | | | | | | | | | | | |
| INSURER A: | New Hampshire Insurance Company | 23841 | | | | | | | | | | | | | | | | | | | | |
| INSURER B: | | | | | | | | | | | | | | | | | | | | | | |
| INSURER C: | | | | | | | | | | | | | | | | | | | | | | |
| INSURER D: | | | | | | | | | | | | | | | | | | | | | | |
| INSURER E: | | | | | | | | | | | | | | | | | | | | | | |
| INSURER F: | | | | | | | | | | | | | | | | | | | | | | |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

| INSR LTR | TYPE OF INSURANCE | ADD'L INSRD | SUBR WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|-------------|----------|----------------|-------------------------|-------------------------|---|
| | GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> OCCUR <input type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC | | | DOES NOT APPLY | | | EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & AND INJURY GENERAL AGGREGATE PRODUCTS - COM/OP AGG |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | | | DOES NOT APPLY | | | COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) |
| | UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ | | | DOES NOT APPLY | | | EACH OCCURRENCE AGGREGATE |
| | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICE/MEMBER EXCLUDED? (Mandatory in NH) Y/N <input type="checkbox"/> If yes, describe under DESCRIPTION OF OPERATIONS below | N/A | | DOES NOT APPLY | | | WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT |
| A | Professional Liability | | | 064990115-01 | 08/31/16 | 08/31/17 | Per Occurrence: \$1,000,000 Annual Aggregate: \$1,000,000 |

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACCORD 101, Additional Remarks Schedule, if more space is required)

Workforce Housing Study

CERTIFICATE HOLDER

CANCELLATION

City of Coral Gables
 Attn: Insurance Compliance
 PO Box 12010-CE
 Hemet, CA 92546

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

AUTHORIZED REPRESENTATIVE

E. All



STRAPLA-01 WILKESONL

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

9/7/2016

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

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

| | |
|---|--|
| PRODUCER Eagle American Insurance Agency, LLC 1855 West State Road 434 Longwood, FL 32750 | CONTACT NAME: Angie Dail PHONE (A/C, No, Ext): (407) 788-3000 FAX (A/C, No): (407) 788-7933 E-MAIL ADDRESS: Angie.Dail@ioausa.com |
| INSURED Strategic Planning Group, Inc. 830-13 N A1A Ste 402 Ponte Vedra Beach, FL 32082 | INSURER(S) AFFORDING COVERAGE INSURER A : Southern-Owners Insurance Company NAIC # 10190 INSURER B : Hartford Underwriters Insurance Company 30104 INSURER C : INSURER D : INSURER E : INSURER F : |

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

| INSR LTR | TYPE OF INSURANCE | ADDL SUBR INSD WVD | POLICY NUMBER | POLICY EFF (MM/DD/YYYY) | POLICY EXP (MM/DD/YYYY) | LIMITS |
|----------|---|----------------------------------|---------------|-------------------------|-------------------------|---|
| A | <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> HNOA \$1 Mil GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: | | 72634330 | 05/07/2016 | 05/07/2017 | EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$ |
| | AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS | | | | | COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ |
| | UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$ | | | | | EACH OCCURRENCE \$ AGGREGATE \$ \$ |
| B | WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below | Y/N <input type="checkbox"/> N/A | 21WECGF0298 | 08/19/2016 | 08/19/2017 | <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 100,000 E.L. DISEASE - EA EMPLOYEE \$ 100,000 E.L. DISEASE - POLICY LIMIT \$ 500,000 |

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

CERTIFICATE HOLDER

CANCELLATION

| | |
|---|---|
| City of Coral Gables Insurance Compliance P.O. Box 12010-CE Hemet, CA 92546-8010 | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE |
|---|---|

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ACORD 25 (2014/01)

The ACORD name and logo are registered marks of ACORD

Tab

4

Current Licenses



State of Florida

Department of State

I certify from the records of this office that STRATEGIC PLANNING GROUP, INC. is a corporation organized under the laws of the State of Florida, filed on November 21, 1983.

The document number of this corporation is G72058.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on February 15, 2016, and that its status is active.

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

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Fifteenth day of February,
2016*



Ken Detjen
Secretary of State

Tracking Number: CC2667554976

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

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

Tab

5

Experience



HISTORY/PHILOSOPHY

Strategic Planning Group, Inc. (SPG) is highly qualified to provide the necessary economic development and housing expertise needed to assist the Village of Wellington in its Housing and Economic Impact Study. As evidence, we submit the enclosed statement of qualifications and experience. Per your RFP, our offices are in Ponte Vedra Beach, FL and Tampa, FL. The office location performing the work and relevant information is contained on the Cover.

SPG, a Southeast based economic development, economics, housing and planning consulting firm, **was founded in 1983**. The core of our practice is the implementation of economically viable developments—public or private. Increasingly, **SPG's** role is to act as the client's representative assisting in the coordination of the various disciplines associated with economic development; comprehensive land-use planning, envi-



ronmental assessments, engineering, permitting, design and construction, financing and management, and market research.

The practice of economic development and housing has changed dramatically over the last two decades. The basic business models have changed. Workforce quality and housing has become a more urgent concern, international trade is increasing important and changing demographics have changed the workplace. **SPG** is a pioneer in the use of strategic planning concepts in developing solutions to enhancing the economic development potential of local governments.

We are one of the first consulting organizations to successfully merge the fields of economic development, workforce development, housing growth management, land development regulations, and redevelopment planning. Perhaps, most importantly, we are internationally known for forg-

ing public/private partnerships and developing public consensus.

At the heart of all our studies is the belief that, in order to succeed, planning must be based on sound economic and market principles and have solid stakeholder involvement throughout the entire planning and implementation process.

Since 1983, we have continuously provided professional economic development, community redevelopment planning, and housing market feasibility services to local government entities throughout the Southeast. Our firm is committed to providing the highest quality of professional services to our clients. The success of this philosophy is evidenced by our clients satisfaction with the services we provide.

We are extremely proud of the fact that we maintain an 90+% client retention standing.

State of Florida Department of State

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

| Florida Clients County & Local Government | Market Feasibility Analysis | Redevelopment/Revitalization | Economic Development | Urban Planning | Fiscal Analysis - CIP | Tax Increment Financing (TIF) | Housing Study | Affordable Housing | Commercial Feasibility | Retail Feasibility | Recreation Study | Tourism | Demographics | Strategic Planning | Site Selection/Evaluation | Facility Planning | Growth Management | EIS/DRI | Workforce Analysis | Consensus Building | Grants |
|---|-----------------------------|------------------------------|----------------------|----------------|-----------------------|-------------------------------|---------------|--------------------|------------------------|--------------------|------------------|---------|--------------|--------------------|---------------------------|-------------------|-------------------|---------|--------------------|--------------------|--------|
| Apopka | X | | X | | | | | X | | | | | | | | X | | | | | |
| Boca Raton | X | X | | | | | | | X | | | | | | X | | | | | | |
| Boynton Beach | X | X | | X | | X | X | X | | | | | X | X | X | | X | | | X | |
| Bradenton | X | X | | | | | | | | | | | | | | | | | | | |
| Brevard County | | X | X | | X | | | X | | | X | X | X | | X | | | | | | |
| Cape Coral | X | | | | | | X | X | | | | | | | | | | | | | |
| Citrus County | | | X | | | | | | | | | | | | | | | | | | |
| Clay County | | | X | X | X | | X | | | X | | | X | | | X | | X | X | | |
| Cocoa | X | X | X | X | X | X | X | X | X | | | | X | X | X | X | | | | | X |
| Coconut Creek | | | | | | | X | | | | | | | | | | | | | | |
| Coral Gable | X | | | | | | X | X | | | | | | | | | | | | | |
| Daytona Beach Shores | | X | | X | | | X | X | X | X | | | X | | | X | | | X | | |
| Deland | X | X | X | | | X | | | X | X | | | | | X | | | | | | |
| Delray Beach | X | X | | X | | | X | X | X | X | | | X | X | | X | | | X | X | |
| Deltona | | | X | | | | | | | | | | | | | | | | | | |
| Edgewater | | | | | | | X | X | | | | | | | | X | | | X | | |
| Fort Lauderdale | | | | | | | X | X | | X | | X | X | | X | | | X | | | |
| Fort Pierce | X | | | | | | | X | | | | | X | | | | | | | | |
| Fort Myers | X | X | | | | | | | X | X | | X | X | | | | | | X | X | |
| Hernando County | X | | X | | | | X | X | | | | | | X | | | | X | | | |
| Hialeah | | | | X | | | | | | | | | | | | | | | | | X |
| Hillsborough County | | | X | | | | | | | | | | | X | X | | X | | | | |
| Jacksonville Beach | X | X | | X | X | X | X | X | X | X | X | | X | X | X | X | X | X | X | X | X |
| Jacksonville | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X |
| Kissimmee | X | | X | | | | | | | | | | | X | | | | | | | |
| Key West | X | | | X | X | | X | X | | | | | X | X | | | | X | | | |
| Leon County | X | X | X | X | X | | X | X | | | | X | | X | | X | X | X | X | X | X |
| Levy County | | | X | | | | | | | | | | | | | | | | | | |
| Maitland | X | X | X | X | | | | | X | X | | | | X | | X | | | | | |
| Marion County | | | X | | | | | | | | | | | | | | | | | | |
| Monroe County | X | X | | | X | | X | X | | | | | | | | | | X | | | |
| Melbourne | X | X | | X | X | X | X | X | X | X | | | X | | X | | | | X | | |
| Navarre Beach | X | | | X | | | | X | X | X | | X | | | | X | | | | | |
| North Miami | X | X | X | X | X | X | | | X | X | | | | X | | X | | | X | X | X |
| North Port | X | X | X | | X | | | | X | X | | X | | X | X | X | | X | | | |
| Orange County | X | X | X | | X | | | X | | X | | | | X | X | X | X | | X | | |
| Orlando | X | X | X | X | | | X | X | X | X | | | X | X | X | | | | | | |
| Ormond Beach | X | X | X | X | X | X | X | X | X | X | | | X | X | X | | X | | X | X | |
| Palatka | | | X | X | X | | | | | | | | X | X | | | | | X | | |
| Palm Beach County | | | | | | | X | X | | | | | | | | | | | | | |
| Palm Coast | X | X | X | X | X | X | X | X | X | X | | | X | X | | X | X | | | X | |
| Panama City | X | X | | X | X | | | | X | X | | X | X | | X | | | | | X | |
| Pasco County | | | X | X | X | | X | X | | | | | | X | X | | | | | | |
| Pembroke Pines | | | X | | | | | | | | | | X | | | | | | X | | |
| Pensacola | X | X | | X | | | X | X | | | | | | | | X | | X | | | |
| Pensacola Beach | | | | X | | | X | | X | X | | X | X | | | X | | | | | |
| Pinellas County | X | X | | X | | | X | X | | | | | | X | | | | | | | |
| Polk County | | | X | X | X | | | | X | | | | | | | X | | | | X | |
| Plant City | | | X | | | | X | X | | | | | | | | | | | | | |
| Rockledge | | | X | | | | | | X | X | | | | | | | | | X | | |
| Safety Harbor | | | X | X | | | | | X | X | X | | | | X | | | | X | | |
| Sarasota | X | X | X | | X | X | | | X | X | | X | | X | | | | | | | |
| Springfield | | | X | | | | | | | | | | | | | | | | | | |
| St. Augustine | X | X | X | X | | | | | X | X | | | | X | | X | | | X | | |
| St. Cloud | | | | X | | | | | | | | | | | | X | | | | | |
| St. Johns County | | | X | | | | X | X | | | | | | | | | | | | | |
| St. Petersburg | X | X | X | X | X | | X | X | X | X | X | | X | X | X | | X | | X | X | X |
| Sunrise | | | | | | | X | X | | | | | | | | | | | | | |
| Sumter County | | | X | | | | | | | | | | | | | X | | | | | |
| Tallahassee | X | X | X | X | | | | X | X | X | | | | X | X | | | | X | | |
| Tarpon Springs | X | X | X | X | | | | X | X | X | | X | | | | X | | | X | | |
| Temple Terrace | | | X | X | | | | X | X | | | | | | | X | | | | | |
| Titusville | | | X | X | | | X | X | | | | | | | | X | | | X | | |
| Vero Beach | X | X | | X | | | X | | X | | | | | | | | | | | | |
| Volusia County | X | X | X | X | X | X | | | | | | | | X | | X | | X | | | |
| Walton County | | | X | | | | | | | | X | X | X | | | | | | | | |
| Winter Haven | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | X | | X | X | X | X |

ECONOMIC DEVELOPMENT

SPG is a leader in Economic Development assisting both the public and private sector to develop relocation plans and incentive programs. SPG staff have served on numerous Economic Development Councils and Agencies to aid with the implementation of numerous Economic Development Plans. SPG recently developed the Economic Development Strategic Plans for Pembroke Pines, FL, Boynton Beach, Wilton Manors and assisted the Counties of Pasco, Hillsborough and Hardee as well as the City of North Port develop Strategic Economic Development Plans..

Examples also include the Economic Development Strategic Plan for Volusia County, creating a five year \$100 million program for the County. SPG understands economic development from both industry and community view points. SPG is a nationally recognized site location consultant as well as an internationally recognized leader in Economic Development.

Florida

Apopka
Boynton Beach
Bradenton
Citrus County
Clay County
Cocoa
Delray Beach
Deltona
Duval County
Escambia County
First Coast Region
Hardee County
Hernando County
Jacksonville
Jacksonville Beach
Lee County
Leesburg
Leon County
Levy County
Maitland County
Manatee County
Marion County
Monroe County
Nassau County
North Miami
North Port
Orlando
Ormond Beach
Ormond Crossings
Palm Coast
Pembroke Pines
Pasco County
Pensacola
Polk County

Florida (cont.)

Putnam County
Rockledge
Safety Harbor
St. Johns County
St. Petersburg
Sumter County
Tarpon Springs
Titusville
Vero Beach
Volusia County
Winter Haven
Withlacoochee Region

Alabama

Autauga County
Calhoun County
Chilton County
Coosa River County
Elmore County
Etowah County
Mobile County
Montgomery County
St. Claire County
Shelby County
Talladega County

California

Palmdale
LA Airport Authority

Georgia

Atlanta Olympic Committee
Camden County
City of Conyers/Rockdale
County

Hinesville
Johns Creek
Kingsland
Oconee
Paulding
Tifton

Louisiana

Covington
Lake Charles

Mississippi

Biloxi
Pascagoula

North Carolina

Raleigh
Spring Lake
Washington

South Carolina

Fairfield County

Texas

Corpus Christi
Dayton
Galveston
Ingleside

International

Alice Springs, Australia
Darwin, Australia
Trinidad & Tobago
Arab Republic of Egypt
St. Thomas, Virgin Islands
St. Croix, Virgin Islands
St. Johns, Virgin Islands
Curacao, The Netherlands

REAL ESTATE MARKET & DEVELOPMENT

Strategic Planning Group, Inc. (SPG) through its retail division provides a team of professionals having considerable experience in the commercial retail and services industries. These services are utilized by developers, retail chains, independent retailers, financial institutions, leasing agents and marketing organizations.



Professional consulting services are provided for a wide range of projects extending from individual, free-standing facilities to specialty centers and regional malls. Community and neighborhood retail revitalization is also available to various governmental agencies and merchant groups.

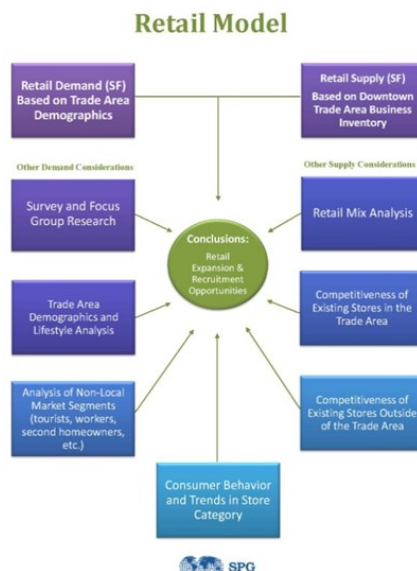
Beginning with the initial retail market research, **SPG** professionals can assist throughout the conceptualization, permitting, development, financing and marketing process for a given project.

Retail consulting services have been provided by **SPG** professionals for the following selected clients:

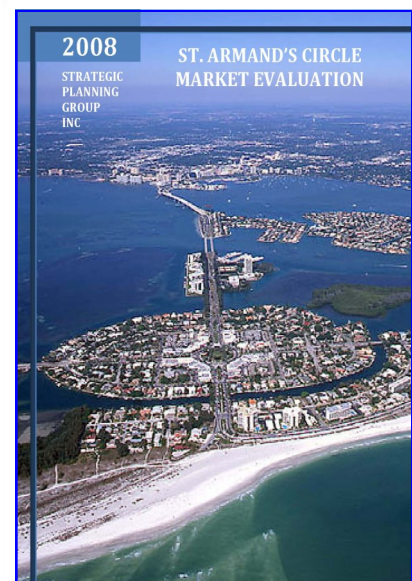
- ♦ Allied Department Stores (Jordan Marsh)
- ♦ Arvida Corporation (St. Joe)
- ♦ DeBartolo Development
- ♦ Federated Department Stores (Macys)
- ♦ Flagler Development

RETAIL SERVICES:

- ♦ Consumer/Business Surveys
- ♦ Financial Feasibility Analysis
- ♦ Market Feasibility Analysis
- ♦ Market Identification
- ♦ Property Acquisition
- ♦ Retail Expenditure Forecasts
- ♦ Retail Market Research
- ♦ Retail Sales Projections
- ♦ Site Selection/Evaluation
- ♦ Tenant Identification
- ♦ Tenant Mix Analysis



- ♦ Forest City REIT
- ♦ Homart Development Company (Sears)
- ♦ Home Depot
- ♦ J.C. Penny Company
- ♦ KMart
- ♦ Marine Bank
- ♦ Orlando Central Park, Inc.
- ♦ Simon Properties
- ♦ Southeast Bank
- ♦ Sunstates Property
- ♦ Municipal and County Governments/Agencies



AFFORDABLE/WORKFORCE HOUSING

Strategic Planning Group, Inc. (SPG) is a real estate market economics and development consulting firm focused upon providing clients with independent, comprehensive consulting services. Our residential consulting services are provided by experienced professionals in the fields of development economics, urban planning, housing, marketing, and finance.

SPG serves the housing industry throughout the United States and provides professionals in the housing industry with the critical information required to make informative development and financial decisions.

The identification of the market characteristics of supply and demand and potential consumers and achievable levels of absorption set the stage, for SPG can offer continuing assistance through the coordination and implementation of a total development and marketing strategy; from initial concept to final sell-out.

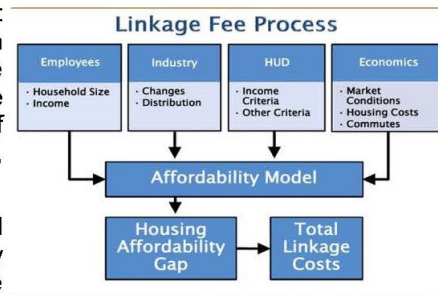
SPG can identify potential problem areas in existing developments and offer realistic and successful solutions. Our detailed analysis of the marketplace, combined with years of development and consulting experience will help developers, investors, and financial concerns to better position products and capture selected target market segments, resulting in optimal efficiency, improved overall sales performance and increased profitability.

Public Sector:

- Cape Coral, FL
- Coconut Creek, FL
- Edgewater, FL
- Escambia County, FL
- Florida Housing Finance Corporation
- Ft. Lauderdale, FL
- Hall County, GA
- Orange County, FL
- Ormond Beach, FL
- Palm Beach County, FL
- Panama City, FL
- Pasco County, FL
- Pinellas County, FL
- Plant City, FL
- St. Johns County, FL
- St. George, UT
- Sunrise, FL
- Tampa, FL
- Temple Terrace, FL
- Titusville, FL
- Washington County, UT

Private Sector:

- Alette Corporation (Minnesota Power & Light)
- Arvida Corporation
- Avatar Corporation
- David Weekley Homes
- Fairfield Communities
- First National Bank of Chicago
- Fletcher Land Corporation
- Fore Property Company
- Forest City Group
- General Development
- Gibraltar Savings and Loan
- Gulfstream Land
- Hovnavian Homes
- IStar REIT
- ITT Palm Coast
- Lennar Corporation
- Major Realty Corporation
- Pulte Homes
- Robex International



RESIDENTIAL SERVICES

Market Feasibility Analysis

Absorption Potentials
Competitive Product Surveys
Consumer Profiles
Demand/Supply Projections
Demographic Analysis
Site Potentials

Management Support

Advertising Coordination
Development Strategies
Product Refinement
Public Relations Coordination
Real Estate Work-outs
Site Selection

Product Positioning

Crime Prevention Design
Density
Lot Sizing/Configuration
Product Characteristics
Product Types
Product/Project Amenities
Sizing, Pricing, Mix

Financial Feasibility

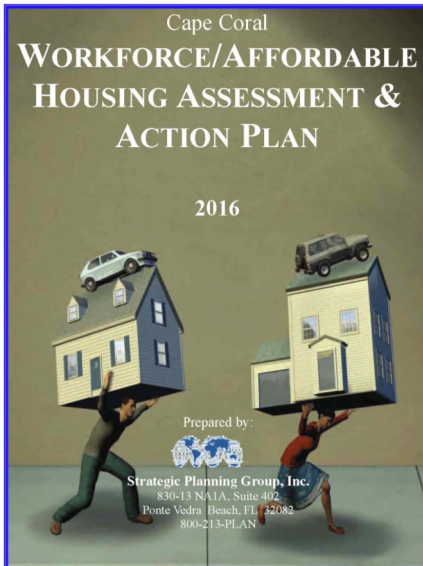
Cash Flow Analysis
Internal Rate of Return
Pro Forma Financial Statements

Marketing and Sales Strategy

Development Phasing
Product Merchandising

Workforce Housing

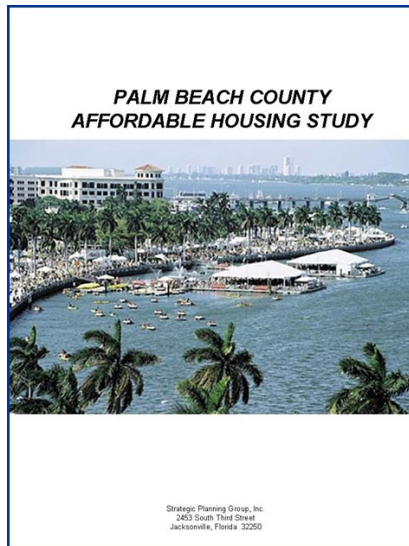
Affordability GAP Assessment
Workforce Housing Needs



Cape Coral Workforce Housing Study

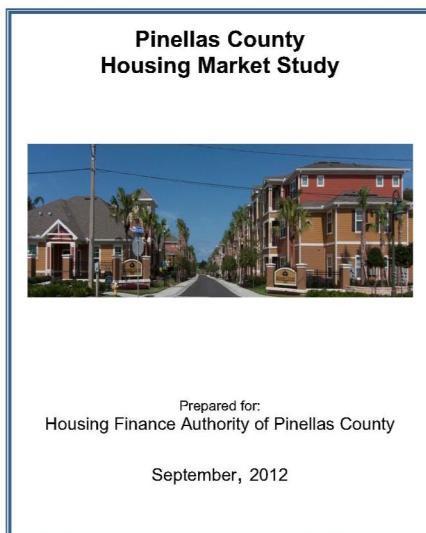
Strategic Planning Group, Inc. prepared the City of Cape Coral's Workforce/Affordable Housing Study. The Plan recommended the following: ten (10) strategies to promote and retain workforce/affordable housing as required in the future:

- ♦ Promote the Development of More Housing Supply
- ♦ Identify Sufficient Land for Compact Affordable Housing Development
- ♦ Promote the Development of Accessory Units
- ♦ Increase Densities & Adopt Appropriate Parking Requirements
- ♦ Promote Higher Density Housing within the City's CRAs
- ♦ Zoning for Smart Growth
- ♦ Create or Increase Local Funding for Workforce/Affordable Housing
- ♦ Waiver of Impact and Related Fees
- ♦ Stabilize and Preserve Existing Affordable Housing
- ♦ Utilize Where Appropriate White House Housing Toolkit



Affordable Housing Study, Palm Beach County, FL -

SPG was retained to prepare an affordable housing study. SPG worked closely with numerous County Departments Staff to coordinate collection of relevant data. The study covered a 20-year planning horizon with detailed data provided in 5-year increments for each of the County's 19 housing sectors. The study provided needed data to document the affordable housing needs of the county. Inventory data concerning the county's ownership and rental markets were determined including mobile homes, and mobile home and apartment conversions. Data was gathered from the County Appraisers Office, including recent sales. Additional data was derived from MLS sales and listings, State listings of apartments and condos, and surveys of the local market.

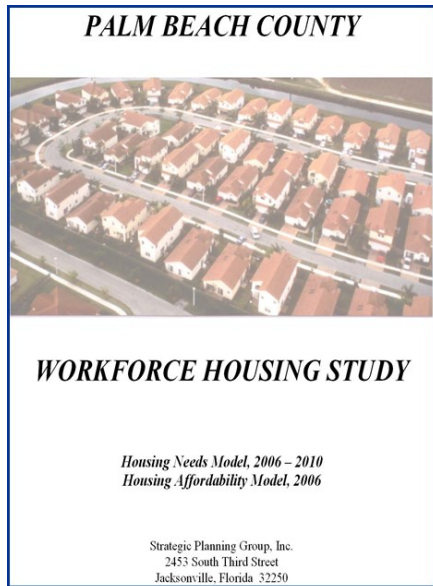


Pinellas County Housing Study

Pinellas County is Florida's most densely populated County. SPG prepared a comprehensive market grade and affordable/workforce housing assessment of the County and its 24 municipalities..

The study was organized into ten sections:

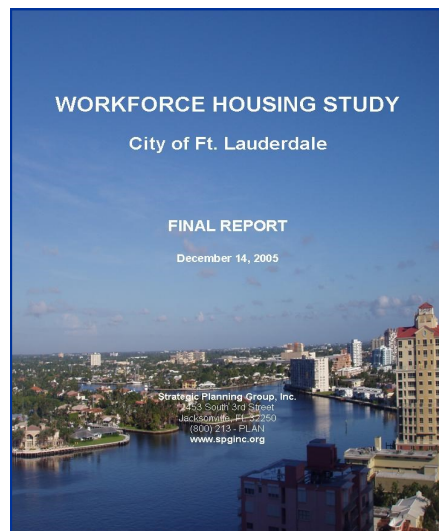
- ♦ Executive Summary
- ♦ Regional (MSA) Overview
- ♦ Pinellas County Municipal Housing Market Overview
- ♦ Pinellas County Residential Ownership Housing Supply/Demand
- ♦ Pinellas County Residential Rental Supply and Demand
- ♦ Pinellas County Market Conditions
- ♦ Pinellas County Needs Assessment
- ♦ Sustainability Factors
- ♦ Best Practices



Workforce Housing Study, Palm Beach County, Florida

After completing Palm Beach County's Affordable Housing Study (0-80% AMI) Palm Beach County retained SPG to prepare a workforce housing program whose income ranges ranged from 60%-140% AMI. This study included development of workforce housing models that staff could use to continually update the findings of the study which are used to support the County's mandatory inclusionary zoning ordinance.

The project included public workshops.



Workforce Housing Program - City of Ft. Lauderdale -

The Program was comprised of several steps used to convert new employment into households and income categories in order to determine gaps in housing affordability at different income levels. This study included a detailed demand and supply analysis as well as a detailed listing of appropriate policies and tools to assist in solving the workforce housing problem within the city.

HOUSING MARKET STUDY WASHINGTON COUNTY, UTAH

VISION DIXIE
Making a Better Washington County



February 2007

Prepared for:

Vision Dixie Steering Committee
Washington County
Dixie Area Workforce Housing Advisory Committee

Prepared by:

Strategic Planning Group, Inc.



Economics, Planning, Development Consultants
2453 South Third Street
Jacksonville Beach, Florida 32250
904.339.0150 or 1.800.213.PLAN

Vision Dixie Housing Study - Washington County, Utah -

SPG was retained by Envision Utah and Washington County to prepare a housing analysis for the third fastest growing Metropolitan area in the United States. SPG prepared a detailed Workforce/Housing Analysis and Program for the St. George MSA. The analysis included detailed listings of Policies and Tools that could be used by local government to help remedy the growing Affordable and Workforce Housing demand through 2035.

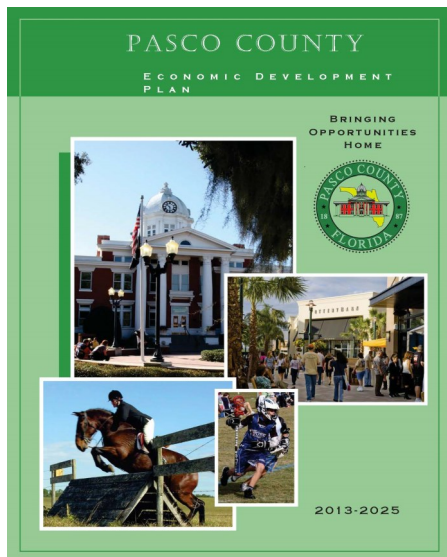


Pembroke Pines Economic Development Program

SPG was retained by the City to prepare its first Economic Development Strategic Plan which was adopted unanimously in December 2014. The City is the second most populous City in Broward County.

The EDSP contains 6 Goals, 20 objectives and 76 strategies. The EDSP goals are:

- Goal 1: POSITION CITY IMAGE, BUSINESS CLIMATE AND BRAND FOR ECONOMIC DEVELOPMENT
- Goal 2: POSITION THE CITY FOR ECONOMIC DEVELOPMENT
- Goal 3: DEVELOP PRODUCT - LAND AND BUILDINGS
- Goal 4: PROMOTE ECONOMIC REDEVELOPMENT THROUGHOUT THE CITY
- Goal 5: DEVELOP INFRASTRUCTURE FOR BALANCED GROWTH
- Goal 6: IMPROVE QUALITY OF LIFE-COMMUNITY DEVELOPMENT



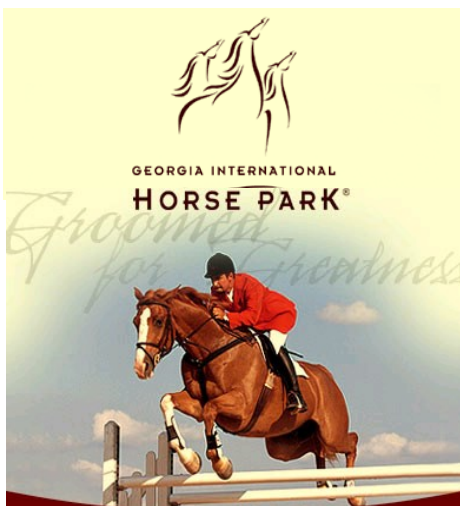
Pasco County Economic Development Program -

Pasco County, with a population of 475,000, is part of the Tampa, St. Petersburg, Clearwater MSA. SPG was retained to develop the County's first complete Strategic Plan. The SEDP included not only County-wide Goals, Objectives and Actions but also divided the County into five (4) market areas with separate Goals, Objectives, and Strategic Actions for each of the Market Areas. The SEDP included numerous workshops and throughout the County as well as developing County-wide and Market Area Profiles, SWOT Analyses and a final Implementation Plan. The planning effort was used to assist the County in passing its Penney for Pasco ordinance which was overwhelmingly supported by 75%+ of County voters.

Georgia International Horse Park

SPG was commissioned by the City of Conyers and Rockdale County to develop a plan for 1,100 acres of vacant land. SPG prepared a feasibility study that resulted in the creation of the Georgia International Horse Park which then became the site of the equestrian venue of the Atlanta Olympic Games. The equine and recreational complex provided a variety of activities and facilities to promote equestrian events and educational programs including:

- The Museum of Equine Sports
- The Quarter Horse Museum
- The Thoroughbred Hall of Fame
- The Museum of the American Standardbred
- The Hall of Breeds
- The University of Georgia Equine Center
- The United States Equestrian Team Training Center



REFERENCE FORM (Tab# 5)

| | | |
|--|-----------------------------|---|
| COMPANY NAME, ADDRESS, CITY, STATE, ZIP PHONE & FAX NUMBER | | |
| Company Name: Pinellas County Community Development/Housing Finance Authority | | |
| Address: 440 Court Street, 2nd Floor, Clearwater Florida 33756 | | |
| Contact Name: Sheri Harris, Community Development/Housing Finance Compliance Administrator | | |
| Phone: 727.474.1165 | Fax: 727.464.8454 | E-Mail: skharris@pinellashfa.org |
| Company Name: City of Jacksonville, Office of Economic Development | | |
| Address: 117 W Duval St., Suite 275 Jacksonville, FL 32202 | | |
| Contact Name: Karen Nasrallah, Redevelopment Manager | | |
| Phone: 904.630.2272 | Fax: 904.630.2919 | E-Mail: KarenN@coj.net |
| Company Name: City of Ormond Beach, FL | | |
| Address: 22 South Beach Street, Ormond Beach, FL 32175 | | |
| Contact Name: Joe Mannarino Economic Development Director | | |
| Phone: 386.676.3266 | Fax: 386 676.3330 | E-Mail: joe.mannarino@ormondbeach.org |
| Company Name: City of Pembroke Pines | | |
| Address: 10100 Pines Blvd Pembroke Pines, FL 33026 | | |
| Contact Name: Michael Stamm, Jr., Director, Planning and Development | | |
| Phone: 954.435.6513 | Fax: 954.435.6546 | E-Mail: mstamm@ppines.com |

Personnel Summary

The following is a brief overview of the experience of the key personnel that will be working on the Village of Wellington Economic Impact and Housing Studies

Mr. Robert J. Gray, AICP—Chairman & President

As Chairman and CEO of Strategic Planning Group, Inc. (SPG), Robert Gray has over 30 years of international consulting experience in Affordable/Workforce Housing, and Economic Development.

Housing - He has prepared over 200 residential market/financial feasibility studies for market grade developments accounting for 75,000 units. He has also prepared numerous housing studies for local government including preparing the Housing Market Assessment for Pinellas County and its 24 municipalities. Mr. Gray is a national leader in Workforce/Affordable Housing having prepared 19 studies. He has prepared two housing analyses for Palm Beach County (Affordable Housing Study and later a Workforce Housing Study), and Ft. Lauderdale's Workforce Housing Study. He prepared the Affordable/Workforce Housing Programs for the Cities of Cape Coral, Coral Gables, Sunrise and Coconut Creek, the later is Florida only Inclusionary Housing Linkage Fee program. Mr. Gray's experience includes developing over 19 Housing Elements.

Economic Impact—Mr. Gray has prepared over 30 Economic Development Strategic Plans most within the State of Florida. Examples include Pembroke Pines, Wilton Manors, North Miami, Boynton Beach, Ormond Beach, North Port (Sarasota) as well as the following Counties: Volusia, Pasco, Duval, St. Johns, and Polk.

Real Estate Economics - He has prepared feasibility studies for over 45 million square feet of retail space and over 20 million square feet of office space. He is a leader in tourism planning.

Equestrian Venues - Mr. Gray has prepared feasibility and planning studies for numerous equestrian venues throughout the South including the Georgia International Horse Park, equestrian PUD (Hunter's Ridge), equestrian venue feasibility studies for Brevard County, Pasco County and Marion County. **Mr. Gray will serve as Project Manager.**

Ms. Mary Jane Stanley, CECD - Economic Development/Market Research

Ms. Stanley has over 25 years of economic development, redevelopment and market research experience. As a State and National leader in economic development, she is fully versed in the need for workforce/affordable housing and has been active in the field of Workforce housing for the last 15 years. She served as the President/CEO or administrator of Economic Development for: Pasco County, Tallahassee, Cocoa, and Hollywood. She was named a Fellow of the Council of Economic Development in 2014. **Ms. Stanley, CECD will serve as senior Economic Development Consultant.**

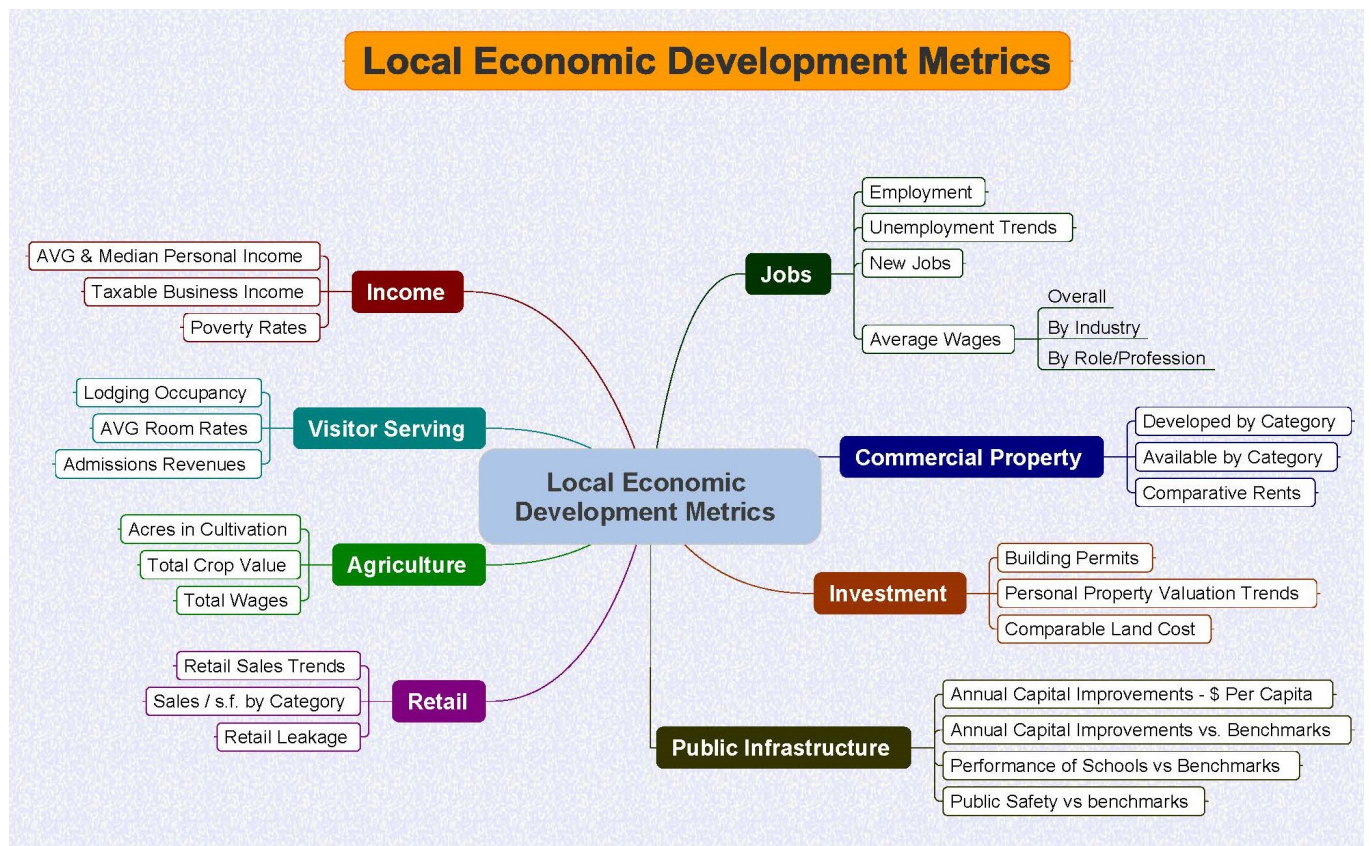
Mike Plummer, Senior Housing Consultant

Mr. Plummer has 30 years experience in economic and real estate consulting. He began his career as a bank holding company economist responsible for forecasting housing growth throughout the State of Florida. He served on Governor Bob Graham's Task Force on Housing in 1978 and on his Economic Advisory Council between 1982 and 1984. Mr. Plummer later became a National Director of Real Estate Consulting for KPMG Peat Marwick. Mr. Plummer also served as an economic advisor to the Olympic Games in Atlanta. During his consulting career, he has conducted numerous housing studies for private and public-sector clients around the country. Since joining Strategic Planning Group, Inc., he has conducted affordability housing studies for Fort Lauderdale, Coconut Creek, and Palm Beach County, Florida. **Mr. Plummer will serve as Senior Housing Consultant.**

Tab

6

Technical Approach



PHASE 1— ECONOMIC DEVELOPMENT (IMPACT)

The impact of the Great Recession had significant impacts on Palm Beach County and on the Village of Wellington; but the South Florida market is and in some cases has rebounded.

The Village recognizes the need to address the its competitive position within the region, and to develop a sustainable future. To this end the development of this Economic Development (Impact) Action Plan will be a next step in taking a tactical approach to addressing the short and mid term strategic necessary to strengthen the Village's economic footprint to achieve true sustainability by retaining and capturing quality jobs wherein it can generate the revenues needed to provide its residents with high-quality services and facilities including housing.

As both leaders in economic development, redevelopment, housing and comprehensive plan (including form based codes), we believe that Strategic Planning Group, Inc. is uniquely qualified to assist you develop both the Economic Impact and Housing Plans which have as its focus not only goals, objectives and policies but a clear understanding of "how" to achieve them.



SPG, Inc is a pioneer in utilizing (strategic planning) approach to develop programs and strategies over the last 30 years. The approach is based heavily on the development of community consensus amongst all stakeholders. SPG has been recognized by the American Planning Association and National Economic Development Organization in the field of community consensus building.

One of the most important skills which SPG brings to its clients, is its hands-on organizational experience within the field of economic development, redevelopment, and real estate economics. We work diligently with local stakeholders to develop the most appropriate organizational structure necessary to implement and fund the recommendations of our study. Our corporate experience in equestrian venues, medical, entertainment and mixed use developments will assist in the preparation of these Plans.

Why do Economic Development?

Based on assisting over 60 regions, counties and communities prepared economic development plans, the public sector is involved in economic development to:

- Increase wealth and prosperity for the Village and its citizens;
- ensure job opportunities for all of its citizens;
- expand the tax base for local government to better serve the citizens;
- improve the quality of life of its citizens by increasing the standard of living; and

Without an economic development program, the community would grow but not always in the way desired. Without a proactive approach to economic development, growth may result in the Village having lower waged, service-oriented jobs and a lower standard of living. By targeting and attracting firms that produce high-wage, high-value jobs, which are competed for with other communities, prosperity is increased and the standard of living in the Village is raised. A Strategic Economic Development Plan will outline the goals, objectives and action steps required to achieve the Village's goals.

By encouraging high levels of capital investment along with high-wage jobs, the tax base is expanded, thereby providing more dollars for local and state governments to provide high-quality services. This new tax base will continue to provide a strong return, especially at the local level, for many decades.

Local economic development is a process of deliberate intervention in the economy of a particular locality to stimulate economic growth by creating the local business climate which fosters private investment. It is a process which is neither exact nor fully predictable, and is more of an art than a science. For communities, the results of the process are jobs, revenue, and long-term economic prosperity.

The Village of Wellington realizes that it needs to review its overall competitiveness and analyze its overall strengths and weakness so that it can position itself to capture higher paying job creation within the Village, create attainable market grade and workforce housing and generate additional revenues to maintain and enhance the quality of life of its residents. To this end, the Village has committed to prepare an Economic Development (Impact) Plan and a Housing Plan both of which will incorporate specific actions and tasks with corresponding metrics to direct the Village for the next 30 year time period.

Site location, especially prime or basic businesses that bring dollars in from outside the area or region, do not initially look at political boundaries. Market forces and income flows are regional in nature. Once a firm has established what region it wishes to locate, the site selection process begins the process of competitive property or site analyses.

The biggest mistake local governments make is to define the market in terms of only its specific

| Economic Impact Analysis - Florida Large Scale Developments | |
|---|---------------------------------------|
| Project/Name | Project/Name |
| Alico | Magnolia Creek (formerly Heidrich) |
| Amelia Island | Magnolia Ranch Lakeside Estates |
| Banyan Bay | Maitland Summit |
| Bramalea | Mississippi Chemical |
| Celebration (formerly Osceola Mixed Development) | Oak Crest |
| Central Altamonte | Orlando International Center |
| Central Florida Research Park | Ormond Crossings |
| CFRP (1986) | Patillo Commerce Park |
| Charlotte Square Mall | Pine Island |
| Coastland Center | Pine Aire Lakes Substantial Deviation |
| Corporate Park | Plantation Bay |
| Creekwood | Ponce Inlet |
| CSX | Quadrangle |
| Debra | Quadrangle (Southeastern Investments) |
| Dupont Centre | River Club |
| Eastbourne | Riverwood |
| Eastbourne-Amerifirst | Scottsmoore |
| Florida Power and Light | South Chase |
| Florida Horseman's Park | St. Johns Harbour |
| Florida Raceplex - Lake County (formerly Motorsports Park) | Strand |
| Fountainhead | Summer Beach |
| Hammock Dunes | Sun Bank |
| Harbor Town Marina | Sweetwater Ranch |
| Hemispheres | The Highlands |
| Horne Property | The Reserve |
| Huckleberry | Timber Cove |
| Hunter's Ridge | Timucuan |
| Indigo Development Master | Treasure Coast Square Mall |
| International Drive Extension | Turkey Creek |
| Isles of Athena | University Square Mall |
| Lake Lockloosa | Vista Plantation |
| Little Lake Bryan | Westinghouse |
| Lucas Lakes | |

Staff and Corporate Experience

boundaries. For example, many communities will attempt to define only their own labor market whereas a company will analyze the commuting basin that surrounds a potential site. In most cases this involves up to a 30 minute commute radii which usually includes multiple counties.

The single biggest mistake that local communities make when attempting to develop and implement economic development strategies is not being able to document available inventory, either available buildings or permit ready sites, capable of satisfying market demand. In the short term, it is impossible to compete if a governmental jurisdiction has no “inventory”.

Sites and buildings within the Village are not competing with themselves (within the City) but rather competing against other communities that fall within a specific industry’s market area; which in the case of the Village include at least two counties.

Lastly, a local political jurisdiction needs to make sure that its policies and regulations enhance economic development not constrain it. SPG, was recently retained by the Hillsborough/Tampa Planning Commission which is charged with developing the Growth Management Plans for Hillsborough County, Tampa, Temple Terrace and Plant City, to determine if its current goals, objectives, and policies supported or restrained economic development. The conclusions of that study resulted in the Planning Commission receiving the 31st Tampa Bay Award from the Tampa Bay Regional Planning Council.

An Economic Development Strategic Plan (EDSP) must be based on “strategic planning principles”, including understanding the local Strengths, Weaknesses, Opportunities and Threats based on its own regional competition. A SWOT must look at how the Village is positioned regionally, not just at itself.

SWOT ANALYSIS

| | Helpful to achieving the objective | Harmful to achieving the objective |
|---|---------------------------------------|---------------------------------------|
| Internal origin (attributes of the organization) | Strengths S | Weaknesses W |
| External origin (attributes of the environment) | Opportunities O | Threats T |

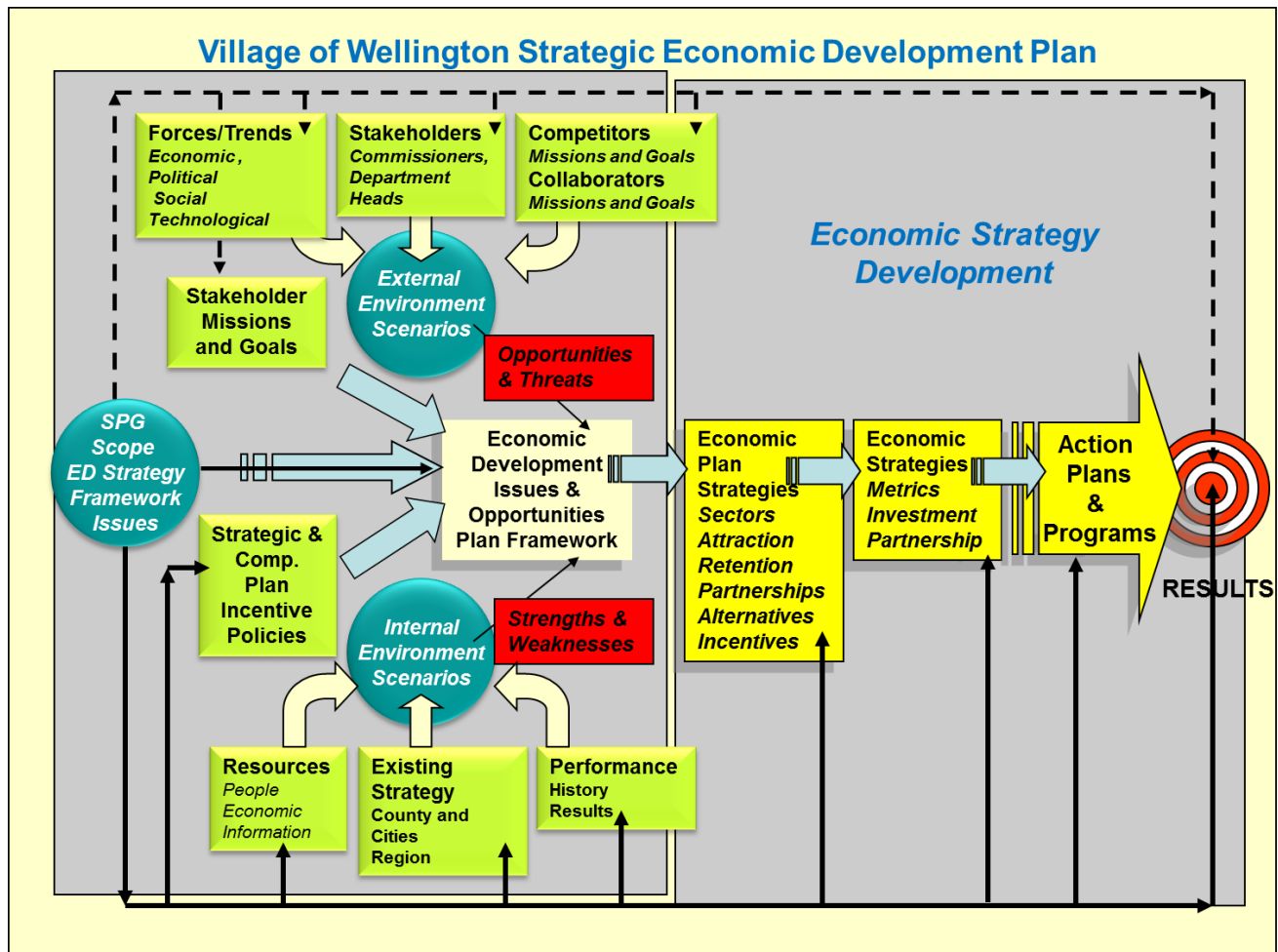
Strategic Planning Group, Inc. (SPG) is proud of being the State’s leading economic development firm. For over 30 years our staff has assisted 40+ Florida communities (as well as other national and international communities) develop and implement their economic and redevelopment programs. The Village of Wellington and South Florida has a whole are recovering from the one of worst depressions in Florida history. Residential and commercial values for the most part are still below their 2007-8 highs but nonetheless have staged a significant upswing in the last 18 months. The competition for jobs and new commercial construction is increasing as shown by Pembroke Pines (SPG prepared its Strategic Economic Development Plan) recent successes in finding a developer for its new 3,500 seat mix use Civic Center and its new Town Center.

Understanding the Village of Wellington

Wellington has a national and international reputation as a leading Equestrian Center, and is home to approximately 9,200 acres of Equestrian Preserve. The 12 week International Winter Equestrian Festival (starting January 11th) has an estimated economic impact of over \$900 million according to Visit Florida.

The rebounding economy has resulted in the recent listing of a 33.5 acre equestrian complex for \$45 million

SCOPE



Per your RFP, SPG will:

- Review and analyze existing business, becoming familiar with Wellington's demographic, socio-economic information, labor force statistics, sales tax revenue, and other key demographic and economic indicators.
- Prepare key demographic trend analysis. Provide forecasts (up to 30 years), social and economic factors, and key financial indicators. The plan shall include a market segmentation analysis of Wellington's commercial, retail, and industrial sectors, along with the home based businesses.
- Review and analyze the equestrian demographics. Include all equine businesses, their locations, and business types. Discuss competitors both within and outside Wellington. Where possible, provide revenues and employment information.
- Compare the "Four Corner" businesses of the Wellington PUD with those businesses located along State Road 7. Provide an analysis on how these two distinct business locations within Wellington interact. Determine their relationships (if any) and their influences on the community. Determine how these businesses support or rely on one another (if at all). Determine how the community views and utilizes each district.
- Conduct a strengths, weaknesses, opportunities, and constraints (Threat) analysis (SWOC).

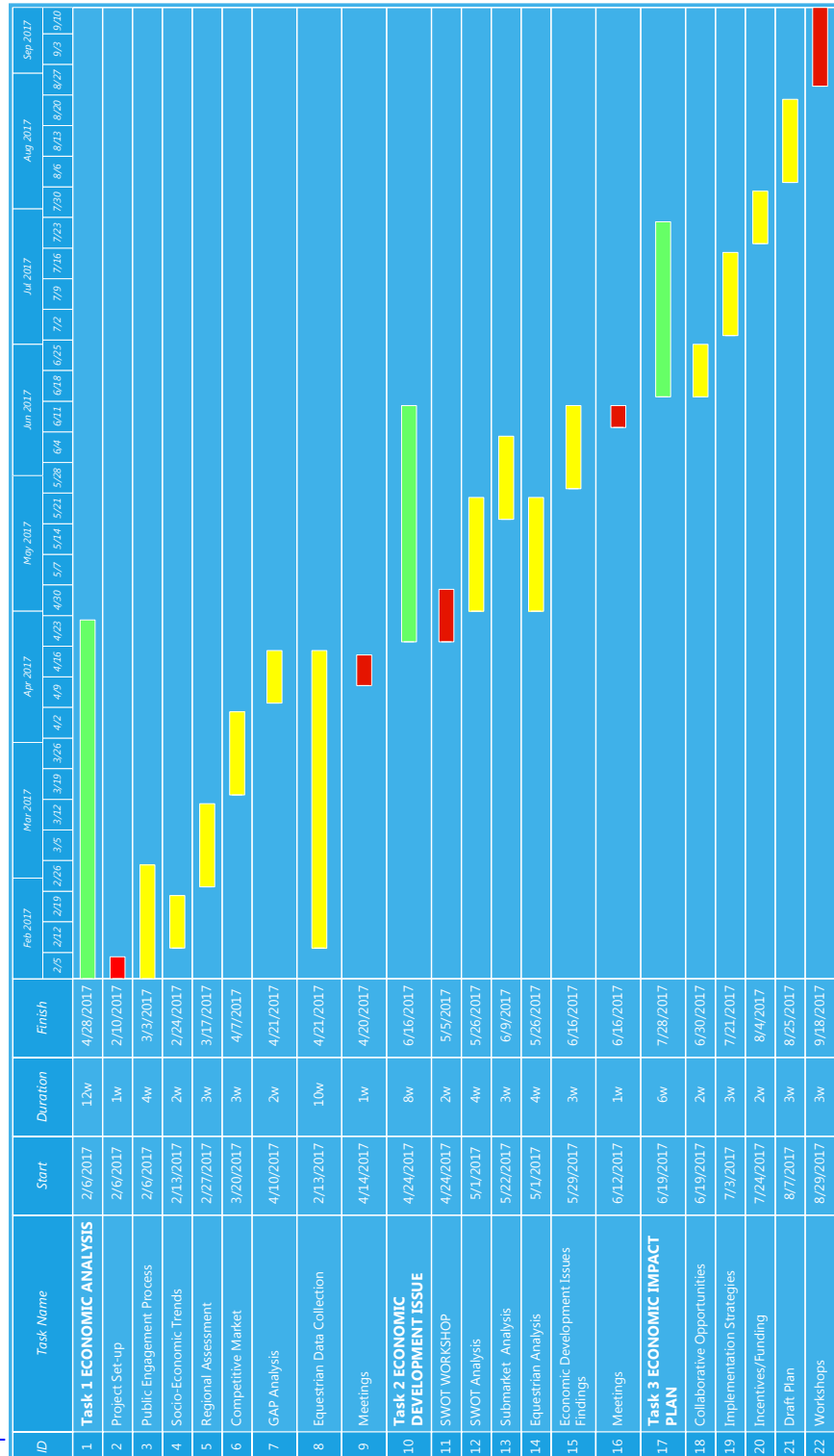
Use the SWOC results to identify ways that will strategically position Wellington to maximize opportunities and set priorities. Include the direct influences of the equestrian community on Wellington as a whole and the planned communities being developed north and west of Wellington.

- F. Identify those attributes that make Wellington unique. Identify the steps Wellington can take to preserve, nurture, and market these special features.
- G. Conduct a leakage analysis of Wellington businesses, including the equestrian community.

DATA:

Primary data will be from:

- American Community Survey
- Census
- City data including permits, land use, utilities, business licenses, etc.
- Claritas
- Economic Development Organizations
- Equestrian surveys and interviews
- Hospital interviews
- Realtors
- Retail interviews
- Stakeholders

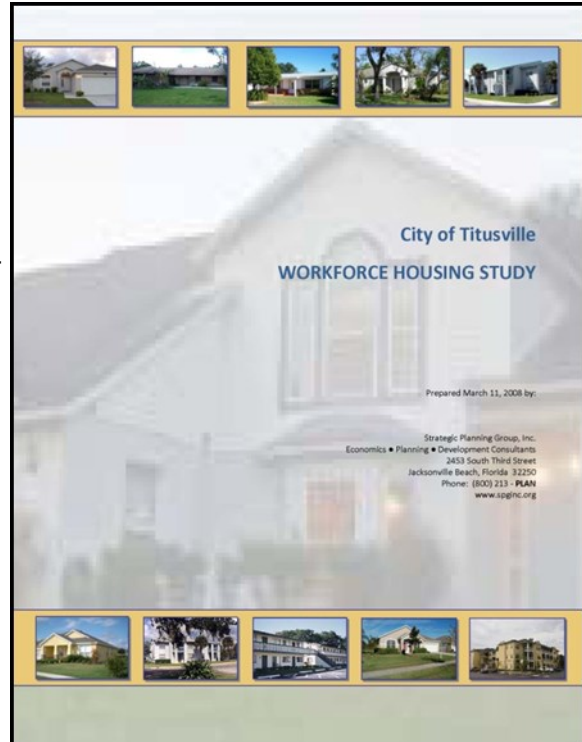


Phase 2 - Housing Study

Approach

The overall responsibility and scope of work for the consultant will be to prepare a study with recommendations that offers Wellington an understanding of its current housing inventory, demographics, and specific housing types available. This study should also address future unmet housing demands over the next 5, 10, and 20 years.

Research and analyze planned housing development activities outside Wellington's boundaries as an overview and evaluate the impacts these planned housing developments will have on Wellington's housing stock. The study should provide a basis for formulating community-specific housing priorities, alternative policies, and intervention strategies, which may include land use and zoning modifications. Another major component would be to determine the allocation of Village resources, recommending the appropriate allocation of financial resources from the Villages budget to housing, include other funding sources such as grants from the U.S. Department of Housing and Urban Development, and the State of Florida and or Palm Beach County. The study should recommend methods for positioning Wellington's housing to promote an economically diverse community. The purpose of this study is to assist decision-makers and community members in developing a meaningful sense of the housing market, as it exists and future needs. The study should provide an understanding of key housing issues, including the "why" a specific housing type is required. This study will be a platform for strategy and policy decision making that will guide Wellington for the next 30 years.



SCOPE

SPG will perform the following tasks:

- A. Review and analyze existing housing characteristics as well as demographic and economic characteristics of households within the Village of Wellington. This includes, but is not limited to, household composition, vacancy rates, income levels of homeowners, housing tenure, and turnover rates. Include a summary of the surrounding municipalities, rental-housing inventory and cost patterns, prospective homebuyer demographics, and senior housing.
- B. Provide an evaluation of the economic trends and forecast housing needs that would affect Wellington's housing inventory and policy making. Discuss economic conditions, employment, and population growth. Determine what impacts higher density living would have on infrastructure and business revenues.
- C. Provide recommendations, based on market information, on the nature and extent of short-to-mid-term housing needs. Discuss potential price range, affordability, target group (seniors, families, young adults), etc. Also provide a housing affordability analysis including income categories.

- D. Prepare potential redevelopment strategies, increasing walkability, transit options, older housing sustainability strategies, and the viability/cost effectiveness of rehabilitating older structures. This includes determining appropriate allocation of housing financing resources such as grant funding from the U.S. Department of Housing and Urban Development, and resources available from the State.
- E. Identify future locations for new residential development or potential residential redevelopment, including Wellington's Midtown concept.
- F. Determine the need for high density housing and the impact it would have on property values, businesses, schools, infrastructure, etc.
- G. Assess the demand, resources, challenges, and opportunities by types and prices of housing to determine the demand by groups, types, and price categories of housing.
- H. Forecast the housing demand and future population over the next 5, 10, 15, and 20 year periods. Also, determine if the younger generation in the urban West Palm Beach area will migrate to Wellington when starting a family.
- I. Provide an evaluation of the impact that surrounding planned housing developments will have on Wellington. These developments include: Arden Dunes and Minto West that are located northwest of Wellington on Southern Blvd. and Seminole Pratt Whitney Rd., and Avenir which is located north of Wellington between Northlake Blvd. and Beeline Hwy.
- J. Provide an Implementation Plan that identifies issues/items which require action in the short or long-term. Specific issues to be studied include but are not limited to:
- Recommendations on strategies and programs to help with any potential development or redevelopment in Wellington.
 - Research and analysis of how to attract homeowners and renters to Wellington with new developments appearing nearby.
 - Breakdown of sales activities and prices in recent years relating to type of building, type of buyer, and turnover rate.
 - How to plan for local and regional economic and employment trends that may impact the housing market.
- K. Meetings:
- The consultant will be expected to regularly interface with staff (in-person meetings and conference calls) concerning approach and tasks throughout the project. The consultant should have frequent interaction with staff to ensure that the Villages' desired objectives are met and that Wellington's unique concerns are addressed. The consultant will also be expected to consult with Wellington's legal counsel.
 - Preparation and facilitation of 2 or more workshops with business community leaders, the business community in general, the Chamber of Commerce, and other leaders/citizens in the Wellington community.
 - Briefing with Wellington's Planning department.
 - Attendance of at least three (3) meetings and/or study sessions with Wellington Village Council to discuss findings and present the draft and/or final Housing Study



Data:

Primary data sources include:

- American Community Survey (2015-2016)
- Apartment Associations
- Census data
- City Comprehensive Plan
- City permit data
- City Land Use/Future Land Use
- County appraiser data
- Developers/Builders
- Realtor and MLS Data
- Stakeholders

| ID | Task Name | Start | Finish | Duration | 2017 | | | | | | | | | | | |
|----|--|-----------|-----------|----------|----------|------|------|----------|------|------|----------|-----|------|----------|------|-----|
| | | | | | Feb 2017 | | | Mar 2017 | | | Apr 2017 | | | May 2017 | | |
| | | | | | 2/5 | 2/12 | 2/19 | 3/5 | 3/12 | 3/19 | 4/2 | 4/9 | 4/16 | 4/23 | 4/30 | 5/7 |
| 1 | Task 1 Literature Review | 2/13/2017 | 2/24/2017 | 2w | | | | | | | | | | | | |
| 2 | Task 2 Housing Market Analysis | 2/27/2017 | 5/19/2017 | 12w | | | | | | | | | | | | |
| 3 | Socio Economic Analysis | 2/27/2017 | 3/24/2017 | 4w | | | | | | | | | | | | |
| 4 | Economic Profile | 3/27/2017 | 4/21/2017 | 4w | | | | | | | | | | | | |
| 5 | Transportation/Land Use trends | 4/10/2017 | 4/28/2017 | 3w | | | | | | | | | | | | |
| 6 | Meetings | 4/24/2017 | 4/28/2017 | 1w | | | | | | | | | | | | |
| 7 | Rental Housing Market Inventory | 5/1/2017 | 5/26/2017 | 4w | | | | | | | | | | | | |
| 8 | Ownership Housing Market Inventory | 5/29/2017 | 6/23/2017 | 4w | | | | | | | | | | | | |
| 9 | Identification of Workforce/Affordable Housing | 5/1/2017 | 6/23/2017 | 8w | | | | | | | | | | | | |
| 10 | Regional Housing Market | 5/29/2017 | 6/23/2017 | 4w | | | | | | | | | | | | |
| 11 | Meetings | 6/26/2017 | 6/30/2017 | 1w | | | | | | | | | | | | |
| 12 | Housing Demand Analysis | 6/26/2017 | 7/14/2017 | 3w | | | | | | | | | | | | |
| 13 | Identify Future Location for Housing | 6/26/2017 | 7/14/2017 | 3w | | | | | | | | | | | | |
| 14 | Assess opportunities/density challenges | 7/17/2017 | 7/28/2017 | 2w | | | | | | | | | | | | |
| 15 | Redevelopment/density opportunities | 7/17/2017 | 8/11/2017 | 4w | | | | | | | | | | | | |
| 16 | Meetings/Workshop | 7/31/2017 | 8/11/2017 | 2w | | | | | | | | | | | | |
| 17 | Task 3 Draft Plan | 8/14/2017 | 9/8/2017 | 4w | | | | | | | | | | | | |
| 18 | Workshops | 8/29/2017 | 9/18/2017 | 3w | | | | | | | | | | | | |
| 19 | Task 4 Final Plan | 9/21/2017 | 10/4/2017 | 2w | | | | | | | | | | | | |

MANAGEMENT PHILOSOPHY

PROJECT PLANNING

SPG's management team starts interacting with the client immediately upon firm selection to become fully attuned to the needs, scope of services, schedule and cost. The first step is the preparation of the scope of work to fully define and detail the scope of services to be achieved by the final product. Each item in the scope is then divided into one or more tasks; the responsibility for each task is assigned to the appropriate qualified professional. A work flow schedule is then prepared which includes task start and end dates; identifies inter-related and sequential tasks; and details milestones and in-house client reviews.

The work flow schedule is then visually depicted as a Gantt Chart (bar graph). This system represents all tasks in time. This enables all personnel working on the project to visually determine not only the status of their assigned tasks, but also the status of tasks which must be completed by an earlier stage of analysis. A production flow chart is developed for the Table of Contents from the Gantt Chart for use in Quality Control.

ACCOUNTING

Once a project is awarded, a corresponding five-digit number is assigned. This number ensures that only those cost charges directly related to the project are assigned to the project master computer file. All correspondence and documentation is also encoded with this project number to help maintain a project master cabinet file. In addition, all personnel fill out daily time sheets, charging their hours to the appropriate project number; this system aids the documentation and monitoring of project progress and cost. In addition, daily task sheets are filled out so that progress on specific tasks can be monitored.

MANAGEMENT PROCEDURES

Management procedures guide and control the work effort upon commencement of the project after project planning and accounting have been firmly established. Implementation of management procedures includes a Weekly Project Review Meeting in which project status is defined in terms of schedule cost, quality, staff utilization, and needs for additional information flow with the client. Existing project status is then compared with the predetermined goals for that point in time. Some elements of project status can be determined daily; for example, the staff utilization report ensures that individual staff members are working on the correct task on the proper day.

A review is conducted upon project completion to evaluate individual staff performance as well as client response to the product. Clients receive the benefit of having only proven professionals work for them, individuals who have matured in their professional growth with the feedback and guidance of both peer and management review.

QUALITY CONTROL

The true test of any project management is the professionalism of the product itself. SPG's quality control is initiated with the first step of project planning. The production flow chart allows the scheduling of report contents, ensuring an easy transition from document generation by the technical staff to document production by the Word Processing Center. At this point, the tasks converge into a document through technical writing and editing, formatting, typing, reproduction, graphics, and general document coordination. Journals maintained daily by professional staff record the origin and date of information, thereby enabling accurate retrieval of text, table references, and bibliographies.

The **Word Processing Center** is centered around Windows based Microsoft Office Software System. The advantages of these systems are speedy rough-draft typing and storage, and fast revisions of rough drafts when they are resubmitted for final typing. The format and page length can be easily adjusted in the memory, thereby allowing uniform page length and width. Justification of the margins and line centering can also be accomplished.

The **Graphic Arts Department** is responsible for format, interpretation, and preparation of all illustrations from original planning and layout design to final camera-ready stage. Graphics personnel provide cartographic, drafting, illustration, layout and design, and photographic services. Computer graphics and design capability is integrated with document production allowing "in-house publishing" of high quality rivaling typeset printing and offering clients significant cost savings.

Other features of the SPG document control and production system are its technical writing and document coordination functions. Written materials--report and proposals--constitute SPG's only "product". They are therefore given professional editing and rewriting treatment through the services of a technical writer with extensive training and experience. The technical writer translates technical data into readable documents to ensure both comprehension and correct grammar and usage. This writing function is complemented by a professional document coordinator who is responsible for orderly test and graphics development, processing, reproduction, proofing, and format. The document coordinator ensures consistency and professionalism in every SPG document.

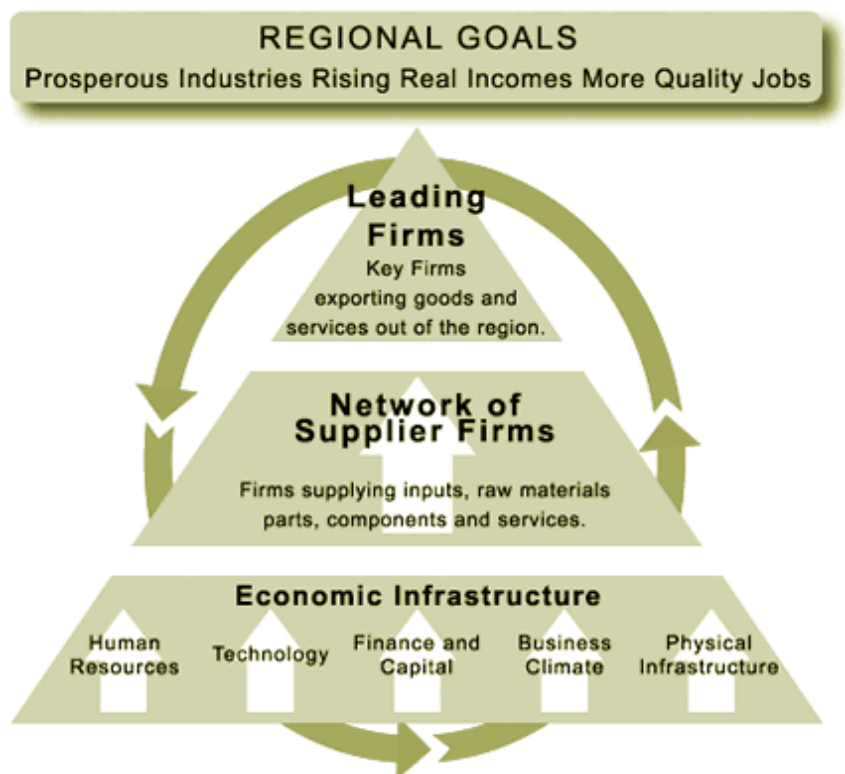
SUMMARY

SPG's project management system initially establishes a scope of work for the final report in accordance with the contract. The total effort from start to finish is geared to produce a high quality report on schedule. The report is not just the result of a work effort; rather, the work is tailored to produce the desired report. *This system approach allows full use of corporate resources, and has proven to be highly effective in giving clients the most for their money.*

Tab

7

Fees



PRICING FORM Tab# 7)

| Description | Price |
|-----------------------|-----------------|
| Housing Impact Study | \$ \$36,236 |
| Economic Impact Study | \$ \$71,474 |
| Total Cost | \$ \$107,710 |

Proposer shall provide pricing for both the Housing Study and the Economic Study separately. The Selection Committee shall utilize the sum or total of both studies as a basis for evaluation. Proposers failing to provide pricing on either or both studies will be deemed non-responsive. The Village shall select one firm to perform both services.

Wellington Economic Impact Study
FEE PROPOSAL
PROJECT WORK PLAN & COST ESTIMATE
Prepared by Strategic Planning Group, Inc.

| PROJECT TASKS <i>Hourly rate-></i> | ESTIMATED MAN-HOURS | | | | SPG Total Project |
|--|---------------------|--------------|-----------|----------|-------------------------|
| | Principal PD | Professional | Associate | Clerical | |
| | \$140 | \$100 | \$85 | \$45 | |
| Part 1 Competitive/Community Assessment & Stakeholder Input | | | | | \$34,580 |
| <u>Project Kick-Off</u> | | | | | \$1,400 |
| 1 Staff Workshop on Goals, Etc. | 8 | | | | |
| 2 Memorandum of Conclusions | 2 | | | | |
| <u>Public Engagement Program</u> | | | | | \$2,600 |
| 1 Public Engagement Process | 4 | | 24 | | |
| <u>Community Assessment (Socio-Economics)</u> | | | | | \$8,600 |
| 1 Secondary Data Collection | 4 | | 40 | | |
| 2 Data Analysis | 8 | 8 | 32 | | |
| <u>Regional Assessment</u> | | | | | \$4,080 |
| 1 Data Collection/Analysis | 8 | 16 | 16 | | |
| <u>Competitive Market Assessment</u> | | | | | \$9,300 |
| 1 Retail and Office Competitive Assessment | 4 | | 32 | | |
| 2 Housing Assessment | 4 | | 4 | | |
| 3 Equestrian Data Collection | 8 | 40 | | | |
| <u>Stakeholder Input</u> | | | | | \$11,200 |
| 1 Focus Groups et al | 16 | 16 | | | |
| 2 Workshops | 16 | 16 | | | |
| 3 Surveys | 4 | 16 | 16 | | |
| Part 2 Cluster, Location Quotient, and Equestrian Analysis | | | | | \$8,500 |
| 1 Cluster/LQ Analysis | 4 | | 12 | | |
| 2 Equestrian Analysis | 8 | 24 | 40 | | |
| 3 Workshop | 8 | | 6 | | |
| Part 4 Economic Development Strategy | | | | | \$7,660 |
| 1 Draft Implementation Strategy | 4 | 32 | | | |
| 2 Final Implementation Strategy | 4 | 12 | 8 | | |
| 3 Workshop (prepare/attend) | 8 | | 4 | | |
| Part 5 ED Implementation | | | | | \$13,100 |
| 1 Implementation Strategies | 6 | 16 | | | |
| 2 Incentives and Funding Options | 2 | 16 | | | |
| <u>Draft EDSP Report</u> | | | | | \$4,840 |
| 1 Draft Report | 4 | 32 | | 24 | |
| <u>Workshop</u> | | | | | \$1,920 |
| 1 Workshop (prepare/attend) | 8 | 8 | | | |
| <u>Final EDSP Report</u> | | | | | \$2,020 |
| 1 Final Report | 2 | 12 | | 12 | |
| TOTAL ESTIMATED MAN-HOURS | 144 | 264 | 234 | 36 | 678 |
| TOTAL ESTIMATED CONSULTING FEE | \$20,160 | \$26,400 | \$19,890 | \$1,620 | \$68,070 |
| ESTIMATED EXPENSES 5.00% | | | | | \$3,404 |
| TOTAL ESTIMATED COST | | | | | \$71,474 |

NOTE: PRICE ASSUMES SPG CONDUCTS BOTH PHASES AS THERE ARE COSTS SAVINGS IN DOING BOTH

SOURCE: STRATEGIC PLANNING GROUP, INC.

1/2/2017

Wellington Comprehensive Housing Study

PROJECT WORK PLAN & COST ESTIMATE
Prepared by Strategic Planning Group, Inc.



| PROJECT TASKS | | ESTIMATED MAN-HOURS | | | |
|--------------------------------|--|---------------------|--------------|-----------|----------|
| | | Project Manager | Professional | Associate | Clerical |
| | | \$140 | \$100 | \$85 | \$45 |
| <u>ELEMENT I</u> | PROJECT INITIATION | 8 | | | |
| <u>ELEMENT II</u> | DEMOGRAPHIC AND ECONOMIC ANALYSIS | 16 | 56 | 30 | 0 |
| II.1 | Submarket Delineation | | 8 | 4 | |
| II.2 | Historic Population Household Trends | 2 | 8 | 4 | |
| II.3 | Existing Housing Inventory | 4 | 12 | 8 | |
| II.4 | Employment/Labor Force Analysis | | 4 | 2 | |
| II.5 | Housing Production Cost Analysis | 8 | 4 | | |
| II.6 | Residential Density Patterns Evaluation | 2 | 8 | 4 | |
| II.7 | Second Home Buyers Market | | 12 | 8 | |
| <u>ELEMENT III</u> | RESIDENTIAL AND EMPLOYMENT PROJECTIONS | 2 | 16 | 12 | 0 |
| III.1 | Housing Unit Needs Analysis | 1 | 8 | 4 | |
| III.2 | Employment/Earnings Analysis | 1 | 8 | 8 | |
| <u>ELEMENT IV</u> | HOUSING PREFERENCE ANALYSIS AND AFFORDABILITY | 26 | 46 | 16 | 0 |
| IV.1 | Evaluation And Analysis Of Building Permit Trends | | 4 | | |
| IV.2 | Housing Tenure Analysis | | 2 | | |
| IV.3 | Housing Industry Interviews | 16 | | | |
| IV.4 | Housing Affordability Analysis | 2 | 16 | | |
| IV.5 | Issues Analysis And Evaluation | 8 | 8 | | |
| IV.6 | Comparative Market/Region Benchmark Evaluation | | 16 | 16 | |
| <u>ELEMENT V</u> | HOUSING DEMAND ANALYSIS | 8 | 24 | 8 | |
| V.1 | Projected Housing Demand Baseline | 4 | 16 | 8 | |
| V.2 | Project Housing Demand Alternative Scenario | 4 | 8 | | |
| <u>ELEMENT VI</u> | DRAFT AND FINAL REPORTS-PRESENTATIONS | 16 | 16 | 12 | 32 |
| TOTAL ESTIMATED MAN-HOURS | | 76 | 158 | 78 | 32 |
| TOTAL ESTIMATED CONSULTING FEE | | \$10,640 | \$15,800 | \$6,630 | \$1,440 |
| ESTIMATED EXPENSES | | | | | 5% |
| TOTAL ESTIMATED COST | | | | | |

Prepared 1/2/2017 NOTE: PRICE ASSUMES SPG CONDUCTS BOTH PHASES AS THERE ARE COSTS SAVINGS IN DOING BOTH

Tab

8

Proposer's Certification



PROPOSER'S CERTIFICATION (TAB #8)

I have carefully examined the Request for Proposal, General Information, Specifications and any other documents accompanying or made a part of this Request for Proposal.

I hereby propose to furnish the goods or services specified in the Request for Proposal. I agree that my proposal will remain firm for a period of up to 180 days in order to allow the Village of Wellington adequate time to evaluate the proposals.

I certify that all information contained in this proposal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this proposal on behalf of the firm as its act and deed and that the firm is ready, willing and able to perform if awarded the contract.

I further certify, under oath, that this proposal is made without prior understanding, agreement, connection, discussion, or collusion with any other person, firm or corporation submitting a proposal for the same product or service; no officer, employee or agent of the Village of Wellington or any other proposer is interested in said proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

A person or affiliate who has been placed on the convicted vendor list following a conviction for public entity crimes may not submit a bid on a contract to provide any goods or services to a public entity, may not submit a bid on a contract with a public entity for the construction or repair of a public building or public work, may not submit bids on leases of real property to public entity, may not be awarded or perform work as a contractor, supplier, sub-contractor or consultant under a contract with a public entity, and may not transact business with any public entity in excess of the threshold amount provided in Sec. 278.017, for CATEGORY TWO for a period of 36 months from the date of being placed on the convicted vendor list.

Strategic Planning Group, Inc.
Name of Business

By: [Signature]
Signature

Robert J Gray, President
Name & Title, Typed or Printed

830-13 N A1A, Suite 402,
Mailing Address

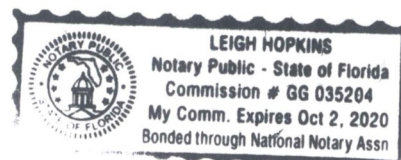
Ponte Vedra Beach, FL 32082
City, State, Zip Code

(800)213-PLAN (7526) rgray@spginc.org
Telephone Number Email Address
(904) 834-2073
Facsimile Number

Sworn to and subscribed before me
This 28th day of
December, 2016

[Signature]
Notary Public

State of Florida



Tab

9

Conflict of Interest Statement

Why Do Economic Development?



CONFLICT OF INTEREST STATEMENT (TAB#9)

This Proposal/Agreement (whichever is applicable) is subject to the conflict of interest provisions of the policies and Code of Ordinances of WELLINGTON, the Palm Beach County Code of Ethics, and the Florida Statutes. During the term of this Agreement and any renewals or extensions thereof, the VENDOR shall disclose to WELLINGTON any possible conflicts of interests. The VENDOR's duty to disclose is of a continuing nature and any conflict of interest shall be immediately brought to the attention of WELLINGTON. The terms below shall be defined in accordance with the policies and Code of Ordinances of WELLINGTON, the Palm Beach County Code of Ethics, and Ch. 112, Part III, Florida Statutes.

CHECK ALL THAT APPLY.

- ☒ To the best of our knowledge, the undersigned business has no potential conflict of interest for this Agreement due to any other clients, contracts, or property interests.
- ☒ To the best of our knowledge, the undersigned business has no employment or other contractual relationship with any WELLINGTON employee, elected official or appointed official.
- ☒ To the best of our knowledge, the undersigned business has no officer, director, partner or proprietor that is a WELLINGTON purchasing agent, other employee, elected official or appointed official. The term "purchasing agent", "elected official" or "appointed official", as used in this paragraph, shall include the respective individual's spouse or child, as defined in Ch. 112, Part III, Florida Statutes.
- ☒ To the best of our knowledge, no WELLINGTON employee, elected official or appointed official has a material or ownership interest (5% ownership) in our business. The term "employee", "elected official" and "appointed official", as used in this paragraph, shall include such respective individual's relatives and household members as described and defined in the Palm Beach County Code of Ethics.
- ☒ To the best of our knowledge, the undersigned business has no current clients that are presently subject to the jurisdiction of WELLINGTON's Planning, Zoning and Building Department.
- ☐ The undersigned business, by attachment to this form, submits information which may be a potential conflict of interest due to any of the above listed reasons or otherwise. NA

THE UNDERSIGNED UNDERSTANDS AND AGREES THAT THE FAILURE TO CHECK THE APPROPRIATE BLOCKS ABOVE OR TO ATTACH THE DOCUMENTATION OF ANY POSSIBLE CONFLICTS OF INTEREST MAY RESULT IN DISQUALIFICATION OF YOUR BID/PROPOSAL OR IN THE IMMEDIATE CANCELLATION OF YOUR AGREEMENT, WHICHEVER IS APPLICABLE.

Strategic Planning Group, Inc.

COMPANY NAME

AUTHORIZED SIGNATURE

Robert J Gray, AICP

NAME (PRINT OR TYPE)

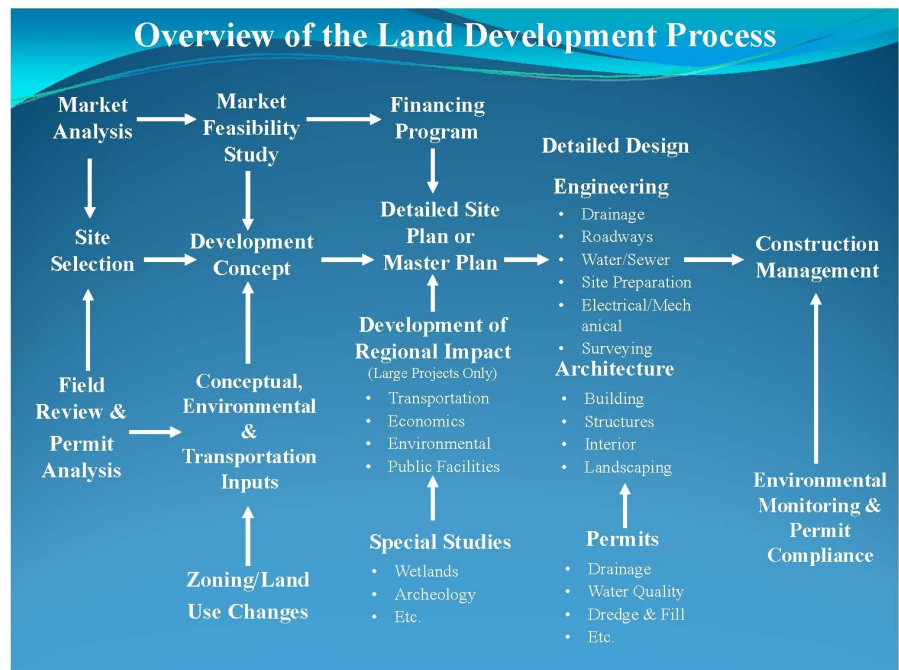
President

TITLE

Tab

10

Questionnaire



QUESTIONNAIRE (TAB #10)

PROJECT: Housing and Economic Study

OWNER: VILLAGE OF WELLINGTON

CONSULTANT:

INSTRUCTIONS

- A. All questions are to be answered in full, without exception. If copies of other documents will answer the question completely, they may be attached and clearly labeled. If additional space is needed, additional pages may be attached and clearly labeled.
- B. The Village of Wellington shall be entitled to contact each and every person/company listed in response to this questionnaire. The proposer, by completing this questionnaire, expressly agrees that any information concerning the proposer in possession of said entities may be made available to the Village.
- C. Only complete and accurate information shall be provided by the proposer. The proposer hereby warrants that, to the best of its knowledge and belief, the responses contained herein are true, accurate, and complete. The proposer also acknowledges that the Village is relying on the truth and accuracy of the responses contained herein. If it is later discovered that any material information given in response to a question was provided by the proposer, knowing it was false, it shall constitute grounds for immediate disqualification, termination, or rescission by the Village of any subsequent agreement between the Village and the proposer.
- D. If there are any questions concerning the completion of this form, the proposer is encouraged to contact Ed De La Vega, Business Services Manager: (561) 791-4055.

QUESTIONNAIRE

Proposer's Name: Strategic Planning Group, Inc.Principal Office Address: 830-13 N A1A, Suite 402Ponte Vedra Beach, FL 32082Official Representative: Robert J Gray, PresidentIndividual
Partnership (Circle One)
CorporationIf a Corporation, answer this:When Incorporated: Oct. 1983In what State: FloridaIf Foreign Corporation:Date of Registration with
Florida Secretary of State: _____

Name of Resident Agent: _____

Address of Resident Agent: _____

President's Name: Robert J Gray, AICP

Vice President's Name: _____

Treasurer's Name: Christie GrayMembers of Board of Directors: Robert GrayBabette AshleyChristie GrayIf a Partnership:

Date of Organization: _____

General or Limited Partnership*: _____

Name and Address of Each Partner:

NameAddress

1. _____

2. _____

3. _____

*Designate general partners in Limited Partnership

1. Number of years of relevant experience in operating similar business: 33

2. Have any similar agreements held by proposer for a similar project to the proposed project ever been canceled?

Yes ()

No (✓)

If yes, give details on a separate sheet.

3. Has the proposer or any principals of the applicant organization failed to qualify as a responsible proposer, refused to enter into a contract after an award has been made, failed to complete a contract during the past five (5) years, or been declared to be in default in any contract in the last five (5) years? No

If yes, please explain:

4. Has the proposer or any of its principals ever been declared bankrupt or reorganized under Chapter 11 or put into receivership? No

If yes, give date, court jurisdiction, action taken, and any other explanation deemed necessary.

5. Person or persons interested in the proposal and Questionnaire Form (have) ✓ (have not) been convicted by a Federal, State, County or Municipal Court of any violation of law, other than traffic violations. To include stockholders over ten percent (10%). (Strike our inappropriate words).

Explain any convictions on a separate sheet.

6. Lawsuits (any) pending or completed involving the corporation, partnership or individuals with more than ten percent (10%) interest:

A. List all pending lawsuits

None

B. List all judgments from lawsuits in the last five years:

None

C. List any criminal violations and/or convictions of the proposer and/or any of its principals:

None

7. Conflicts of Interest. The following relationships are the only potential, actual or perceived conflicts of interest in connection with this proposal: (If none, so state). Please also include a list of any clients within the boundaries of the Village of Wellington that the proposer or its firm has had within the last five (5) years.

None

The proposer understands that information contained in this Questionnaire will be relied upon by Wellington in awarding the proposed Agreement and such information is warranted by the proposer to be true. The undersigned proposer agrees to furnish such additional information, prior to acceptance of any proposal relating to the qualifications of the proposer, as

may be required by the Village Manager.

The proposer further understands that the information contained in this questionnaire may be confirmed through a background investigation conducted by the Palm Beach Sheriff's Department. By submitting this questionnaire, the proposer agrees to cooperate with this investigation, including but not necessarily limited to fingerprinting and providing information for credit check.

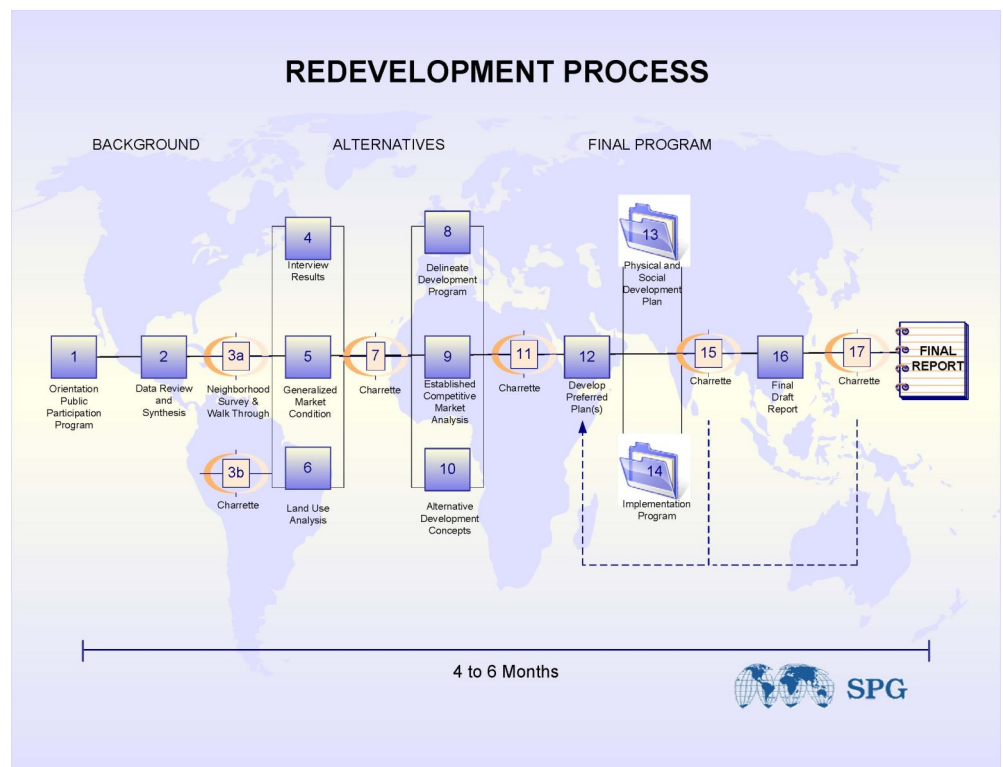
I certify that the information and responses provided on this Questionnaire are true, accurate and complete. The Owner of the Project or its representatives may contact any entity or reference listed in this Questionnaire. Each entity or reference may make any information concerning the Contractor available to the Owner.

Dated December 26, 20 16

Tab

11

Drug Free Workplace Form



DRUG-FREE WORKPLACE (Tab #11)

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that
Strategic Planning Group, Inc. does:

(Name of Business)

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

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

Name of Proposer: Strategic Planning Group, Inc.

Signature of Proposer's Agent  _____

Printed Name of Proposer's Agent Robert J Gray

Title: President

Date: December 26, 2016

Tab

12

Acknowledgement of Addendums



Strategic Planning Group, Inc. acknowledges that it has received three (3) addendums.