

Village of Estero

**Request for Qualifications
For General Planning Services
For the Village's
Community Development Department
RFQ #2015-01**

August 5, 2015



LaRue Planning
& Management Services, Inc.

Serving Florida Local Governments Since 1988



LaRue Planning & Management Services, Inc.

August 5, 2015

Mr. Peter G Lombardi
Village Manager
Village of Estero
21500 Three Oaks Parkway
Estero, FL 33928

RE: RFQ No. 2015-01 for General Planning Services

Dear Mr. Lombardi:

LaRue Planning & Management Services, Inc. (LaRue Planning) is pleased to submit this statement of qualifications to the Village of Estero (the Village) in response to RFQ #2015-01 for General Planning Services for the Village's Community Development Department. We at LaRue Planning are uniquely qualified to provide the planning and zoning services requested by the Village effective October 1, 2015. This includes all of the services requested with the exception of IT and building services.

LaRue Planning is unique in that we specialize in serving only Florida municipal/county clients. This enables us to serve our local government clients with absolutely no potential for conflict of interest with developers. You can expect to receive unbiased consultation, specialized solutions, and deadlines met, as specified by the Village. Since 1988, we have dedicated ourselves to current and long range local government planning and zoning representation. Specifically, we work alongside local government staff and officials to provide zoning code interpretations and zoning review of applications for building permits and business tax receipts as well as preparing staff reports for variances, special exceptions, site plans and comprehensive plan amendments; presenting public hearing items to staff, advisory boards, and local government elected policy makers. Our extensive and varied expertise in writing and revising land development codes can also be a useful asset to the burgeoning Village.

In response to the Village's request for qualifications, and following a careful review of the scope of services, we've assembled a team comprised of members of the American Institute of Certified Planners (AICP). Each member of the project team is selected based on their overall planning experience, combined with their expertise and the unique needs of the Village. This ensures continuity for each project assignment, from the initial activities through

implementation. We have built a reputation providing the services the Village of Estero is requesting. LaRue Planning team members' backgrounds include comprehensive planning, zoning, landscaping, land use, economic development, transportation planning, urban design, architectural illustration, historic preservation, GIS mapping, annexation analysis, and land development regulations. Our team's goal is to protect the Village's best interests while prioritizing issues and presenting practical solutions within an environment of active public participation.

Our team approach on all current and long range planning assignments will provide you with a group of talented professionals ideally suited to meet the Village's needs. As President of LaRue Planning, I am the authorized representative of the project team. The following is my contact information:

LaRue Planning & Management Services, Inc.
1375 Jackson Street, Suite 206
Fort Myers, FL 33901
239-334-3366
jim@larueplanning.com

Our team looks forward, with great enthusiasm, to the opportunity of working with Florida's newest municipality, to perform a variety of services. For further information regarding our firm, please see the attached project approach, and accompanying support material.

Sincerely,



James G. LaRue, AICP
President



PROJECT APPROACH

From our office in the Fort Myers River District, LaRue Planning has worked with over 60 municipalities and 22 counties throughout the state of Florida.

Planning consultants are a vital part of the local government planning process, functioning as contract planners and acting as representatives of each local government they serve. Consultants provide as-needed technical expertise and can specifically focus on priority planning objectives when in-house planners do not have adequate time to take on such projects. To be effective, planning consultants must have a variety of skills, with an ability to listen and communicate clearly with the staff and public when presenting planning issues and solutions. Additionally, a successful planning consultant must project absolute objectivity in any assignment that is undertaken, while invoking ample public participation and consensus.

LaRue Planning thoroughly understands the role of being a planning consultant or a contract planner to the Village of Estero. Our firm's team members are adept in supplementing staff skills, while presenting fresh and new approaches to solving various planning challenges facing the Village. We are proficient in master planning concepts and experienced in providing site plan review and writing meaningful land development regulations. We routinely prepare comprehensive plan amendments and major updates. We have performed special studies, and analyzed annexation impacts.

Our firm routinely performs zoning and planning assignments similar to those requested in the Village's scope of services. Our longevity in serving our local government clients demonstrates our commitment and professional expertise to see a planning project through from commencement to completion and meeting staff report deadlines consistently. Whether updating a community plan or designing a form-based code for a community redevelopment area our firm can be counted on to finish a project even when unexpected challenges emerge. Developing a scope of services, time schedule, and delivering a set of tasks within budget are equally important and we live up to those expectations with each planning project that we complete.

At the outset of each project or task, we will conduct an organizational session with the Village. This allows the project team to formulate a clear understanding of the project goals and objectives. Following this session, a set of detailed strategies will be outlined to accomplish the agreed upon goals, prepare an effective work plan outlining all work elements including scope, schedule, and budget for all participants. This plan allows us to address responsibilities, authority, communication document control, invoicing, progress reporting, quality control, and other major work elements.



Our team members were involved with the City of Bonita Springs since its incorporation and were responsible for writing the City's first Comprehensive Plan. This work experience enables our team to recognize issues and opportunities that arise as a normal course of being a new municipality. Our team's years of providing local government services gives us the ability to foresee these issues and opportunities arising from these circumstances and will help the Village prepare for those times when things change over the course of a planning horizon, project, or a council meeting.

We are available on a daily basis to provide individualized service and customer support for our local government clients. If the services for a particular client include planning and zoning review of applications for building permits, site plans or zoning requests, we can process those requests with exceptionally short turn-around times. When developers and residents have inquiries regarding the land development regulations, comprehensive plan, or an application process, we are always available by phone and email to provide residents and developers with responses to their inquiries. Depending on the complexity of the inquiry, we often provide a determination within the same business day.

When applications are submitted to the Village for development orders, development permits, comprehensive plan amendments, deviations, appeals, zoning changes, annexations, development agreements, planned unit developments, plats and replats, we are prepared to work with Village staff to ensure that those applications are handled as efficiently and correctly as possible. We will ensure that all applicants' projects conform to Village, County, State and Federal regulations.

In conclusion, the LaRue Planning & Management Services team is eager and willing to successfully accomplish all current and long range planning assignments needed by the Village. Our firm has performed the services requested for numerous clients in a successful manner and look forward to beginning a professional relationship with the Village of Estero.



Project Team



LaRue Planning
& Management Services, Inc.

Serving Florida Local Governments Since 1988

PROJECT TEAM



James G. LaRue, AICP
President

Jim began his renowned career in Florida local government over 35 years ago with positions ranging from city planning and zoning director to county administrator. Jim's strong, committed background in local government administration and planning is apparent in his incisive ability to assess any organization's needs and readily suggest workable planning solutions based on his practical communication and consensus building skills. He possesses the essential strengths of a problem solver and a successful project manager.

President of LaRue Planning & Management Services for over twenty-five years, Jim has proficiently worked as a consultant to Florida's cities, counties and special assessment districts, providing management and planning solutions expressly customized to each entity. Organizational assessments, CRA planning, teambuilding and customer-related management services have all been tailor made to meet his clients' needs. Jim's expertise preparing annexation impact studies, comprehensive plan amendments and updates, redevelopment plans and land development code revisions enables him to be a liaison between clients and the public, always focusing on providing the most satisfactory solutions for each local government client and its residents.

Jim continues to work closely with all of his clients, realizing that each client has their own unique, individual needs whether it is for a comprehensive plan amendment or for a major revision to a land development code. Jim believes in the philosophy of working only with the public sector clients, thereby avoiding any conflict of interest between his clients and private developers.

Jim, as President of LaRue Planning, is an active "hands on" project manager committed from start to finish on all company projects. As project manager for the Village of Estero's planning tasks Jim will work closely with the Village's assigned project manager. In viewing the list of possible assignments for Estero, it is noted that they are consistent with those our company has performed with Jim serving as the project manager.





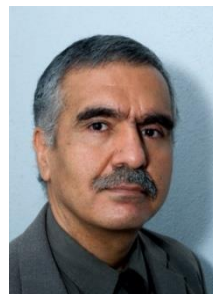
Wm. F. Brisson, AICP
Senior Planner

Bill has been a professional “problem solver” and expert witness in the fields of planning, marketing and economic analysis since 1970. Having consulted for both the public and private sectors, he views the planning challenges facing our communities from both perspectives, lending practicality to the art of planning. Bill’s ability to identify the core aspects of a problem and attention to detail have resulted in creative solutions to a variety of complex issues for communities throughout Florida. He is proficient in GIS related mapping and acts as our firm’s representative in providing quality products for communities such as major Land Development Code rewrites and Comprehensive Plan updates. Bill is an integral part of the LaRue Planning team, his knowledge and experience is invaluable.



Benjamin L. Smith, AICP, LEED GA
Senior Planner

Ben joined LaRue Planning & Management in 2007, after receiving his Bachelor’s Degree from the University of Florida. He is an AICP certified planner and has also earned the designation of Leadership in Energy and Environmental Design Green Associate (LEED GA). As a Senior Planner, he is an active member of our development review team reviewing rezoning applications, site plans, and variances for many of our government clients; and presenting staff reports to local government elected bodies. He is skilled in Comprehensive Plan amendments, as well as Land Development Code and CRA plan revisions. Ben has participated in drafting Smart Code regulations for various overlay districts which have become the core of several Community Plan Land Development Codes.



Mohsen Salehi, AICP, ITE (F)
Senior Consultant

Mohsen possesses strong analytical skills and technical background. A seasoned project manager and award-winning planner, Mohsen has played a major role in planning and development review, including DRIs, traffic and parking studies, impact fees and proportionate share calculations for concurrency determinations. He has developed master planning/urban design concepts for context sensitive corridors and is well-versed in ‘complete streets’ standards. Mohsen has been assisting various county and municipal governments and private clients throughout Florida in land use/transportation/infrastructure planning and redevelopment.





James Leese
Senior Consultant

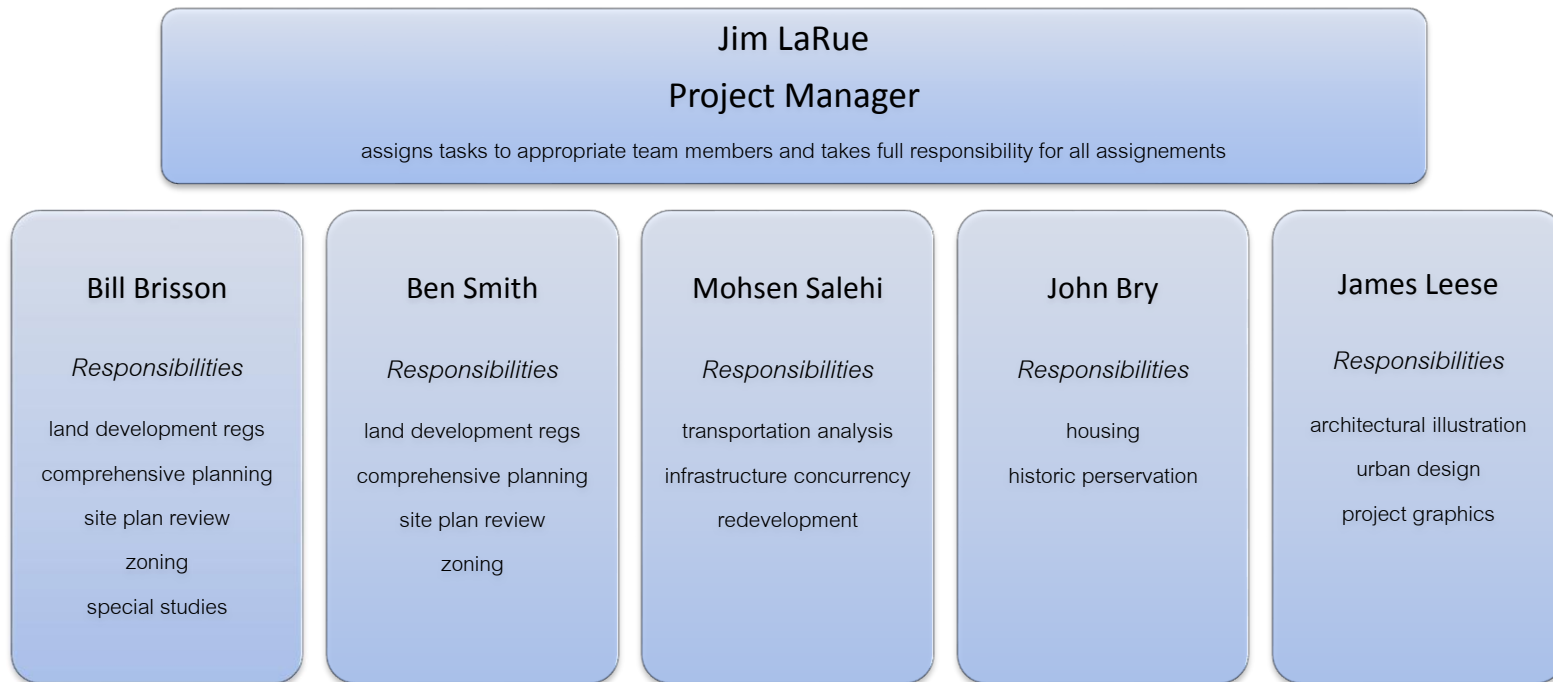
James relocated to Southwest Florida after more than 30 years of practice in the Denver and Kansas City areas. His experience includes urban design, planning, and architecture specializing in urban mixed-use, residential apartments and loft condominiums, mixed-use parking garages in urban centers, and other urban core building types. James has drafted design guidelines for the Bonita Springs Downtown Redevelopment Area and developed illustrations for the Page Park Community Land Development Code. James was the principal planner in developing a form-based Town Center Code for the North Fort Myers Community Land Development Code, and updates to the City of Sanibel's architectural standards and guidelines for the resort housing district.



John Bry
Senior Consultant

John is an expert in historic preservation and has specialized in various community revitalization projects over the last 20 years. He is adept in finding funding opportunities for revitalization and redevelopment, ranging from historic tax credits to grant funding. John has knowledge of the Estero community, as one of his previous projects included the creation of a maintenance plan for the historic Koreshan Cemetery under a zoning agreement between Lee County and the developer for the property.

PROJECT TEAM RESPONSIBILITIES



James G. LaRue, AICP

President

Areas of Expertise

Comprehensive Plan Amendments
Urban Design & Form Based Code
Economic Development / Redevelopment
Land Development Codes
Strategic Planning
Urban Planning
Development Review

Education

Masters in Urban & Regional Planning, Univ. of Iowa
Masters in Political Science, Memphis State University
Bachelor of Arts, University of Texas

Experience

LaRue Planning & Management, 1988 - present
Florida Center for Public Management 1989 – present
Adjunct Consultant/Trainer
Florida Counties Foundation 1993 – 2005
Small Counties Circuit Rider
Florida Public Management Group 1990 – 1994
Vice President
Lee County Government 1983 – 1988
County Administrator, Assistant County Administrator
City of Deerfield Beach 1980 – 1983
Assistant City Manager
City of Pompano Beach 1976 – 1979
Zoning Administrator

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Florida City & County Managers Association
Florida Planning & Zoning Association
Florida Redevelopment Association
International City Managers Association
Certified Main Street Consultant

Committees

Broward County Planning Council, member
Department of Community Affairs
EAR Technical Review Committee
EAR Technical Advisory Committee 2004

Honors and Awards

Presidential Certificate of Merit
Broward County Clean Water Management Plan
US Department of Labor
Certificate of Excellence Summer Youth Program
FCCMA Lifesaver Award, 2001, 2002
ICCMA 74th Annual Award, Significant Contributions & Achievements in advancement of local government administration.
Lake Placid Resolution Honoring "Jim LaRue" Day
Broward County Committee for Community Development, Honors for Outstanding Community Service & Dedication to improve quality of life.

Mr. LaRue has more than three decades of Florida government and consultant experience with a strong background in local government administration and planning. As the President of LaRue Planning & Management for over 25 years, Jim has assisted Florida cities and counties providing specific management and planning solutions in the form of plan amendments, zoning and development plan review, redevelopment planning and Land Development Code revisions. Jim's ability to assess an organization's needs and suggest workable planning solutions is based on practical communication and consensus building skills. Jim also has a reputation for revitalizing local government planning and zoning options while accurately navigating through the regional and state review agencies expeditiously.

Planning Project Experience

Fort Myers: Currently providing comprehensive planning services to the City. Prepared text amendments to the Comprehensive Plan, addressing the City's comprehensive disaster mitigation strategy, hurricane evacuation capacity, public shelter availability, and the Coastal High Hazard Area (CHHA) density cap. The amendments, found in compliance by DEO, allowed the removal of the CHHA density cap in the Downtown Redevelopment Area and other CHHA areas.

North Bay Village: Serving as the current planning and zoning official for the Village. Our Planning & Zoning services to the Village date back to the 1990's including development review, preparation of the EAR and large scale Comprehensive Plan Amendments. Facilitated vision setting sessions which included meetings with the Commission, private citizens and the business community. Completed the City's Public School Facilities Element, 10-Year Water Supply Facilities Work Plan and various Plan Amendments. Currently rewriting the Village's Land Development Code

Sanibel: Providing comprehensive planning services for the City by writing code language for vehicle-for-hire and sightseeing tour bus regulations. Other projects include developing architectural standards for new and major redevelopment and standards for permeable pavers.

Satellite Beach: Providing comprehensive planning services to the City. In 2014 initiated Complete Streets Plan Amendments. Adopted a Comprehensive Plan Amendment in 2012, addressing land use compatibility with state military installations. Completed the City's EAR and the EAR-based Plan Amendments, which were found to be in compliance in January 2010. In 2008, prepared the City's Public School Facilities Element and the 10-Year Water Supply Facilities Work Plan.

Okeechobee: As the Planning and Zoning Official for the City since 1996, provide the City with a variety of services which include development review, comprehensive planning and zoning. The bulk of the work has been addressing the ongoing current planning needs of the City in the form of responding to property owner inquiries, reviewing all land development applications including citizen initiated changes to the LDC, site plans, applications for rezoning, special exceptions, variances, platting/replatting, and street vacations.

Moore Haven: Serving as the City's planning consultant providing on-going planning services since 1998 including implementation of redevelopment studies and development of the Riverwalk CRA. In 2012 updated a CRA Plan which includes four sub-areas of the City, downtown Main Street, the Marina Area, US 27 Gateway Area and the Industrial Area. Provided the City with Plan Amendments, the EAR, EAR-based Amendments, 10-Year Water Supply Facilities Work Plan and the Public School Facilities Element, as well as revising the Capital Improvements Element to comply with State Statutes.



Presentations

Florida APA

"Ethics as a Constant in a Changing World" – 2014
This ethics session focused on the legal and planning implications that arise when planners are making ethical decisions. The Planners AICP Code was compared to other professional codes and discussed in detail.

"Ethical Implications in the Informational / Technological Age" – 2013

This presentation / discussion session focused on current and future ethical planning behavior consistent with the AICP Code of Ethics and Professional Conduct. A self-assessment opportunity was offered to each participant plus a model "ethical action test".

"The New World Looks Familiar" – 2012

A lively panel discussion focused on planning topics that veteran planners vividly recall being handled a certain way in the "olden days". The same planning issues may be treated very differently today or they may have come full circle.

"Show Me the Money: Bringing Reality to Redevelopment" – 2010

This presentation discussed the analytical process including pro-formas, comparative marketing analysis, entitlements, interviews, compatibility, and design considerations, regulatory and economic viability needed to determine the most appropriate land use for properties.

Florida Planning & Zoning Association

"Page Park: Yesterday, Today, & Tomorrow" - 2011
The presentation focused on the Page Park community, a story in planning evolution, from its initial beginning as a full service army training base during WWII to a potentially viable thriving mixed use community.

"Redevelopment Toolbox: Hybrid Planning Solutions that Work" – 2010

The presentation focused on the redevelopment process and how to blend best planning practices with regulatory options to implement your community's vision.

Florida City Clerks Association

Keynote Address – 2008

Growth Management Workshop – 2008, 2009

An overview of relevant statutory, administrative code and program implementation standards related to Florida's growth management and local comprehensive planning process.

Lee County North Fort Myers: Land Development Regulations were written to implement the Community Plan which is incorporated in the Lee County Comprehensive Plan. Lee County has not designated this area as a CRA but the North Fort Myers Community functions with autonomy and our firm worked with the Master Community Plan and recommended changes. Work tasks involved writing town center, neighborhood center, and corridor text focusing on uses, design standards and appropriate mixed-use regulations to induce quality development/redevelopment. Utilizing Smart Code techniques and traditional urban design approaches were fundamental to this project.

Lee County Page Park Community: In 2011 implemented a community plan via overlay land development regulations emphasizing urban design approaches that are community based. Specifically, the regulations implement the goals and policies adopted in the Lee Plan. These regulations have been adopted and include mixed use, streetscape, signage and urban design standards which ensure quality redevelopment for this stable Lee County unincorporated neighborhood.

Key Colony Beach: Serving as the City's planning official, prepared the EAR and the EAR-based Plan Amendments. Prepared the City's 10-Year Water Supply Facilities Work Plan, and recently completed the Work Plan Update based on the Lower East Coast Supply Plan update.

Indialantic: As the Town's Planning and Zoning Official have been providing professional planning services since 2006. In addition to our work on the Town's Comprehensive Plan, we provide as needed advice and assistance related to the Town Zoning Code and special zoning requests. At the Town Council's request, we prepared a special report assessing the appropriateness and possible consequences of allowing wind turbines in the Town's residential districts.

Bonita Springs: Served as the contract comprehensive Planning Official for the City from its incorporation through April 2010. Prepared Plan Amendments including the Bonita Beach Road large scale Plan Amendment and the Old US 41 Redevelopment Overlay large scale Plan Amendment. Planned the vision setting for the City's Comprehensive Plan; prepared the City's EAR, their first unified Land Development Code and revisions. Updated the Capital Improvements Element for compliance with Chapter 163 requirements and prepared the 10-Year Water Supply Facilities Work Plan, the Public School Facilities Element and the 2009 EAR-based Plan Amendments.

Clewiston: Provided the City with a new CRA Community Redevelopment Plan. Prepared the Clewiston CRA Plan Amendment 2010, focusing on the critical elements necessary to significantly influence restoration and conservation opportunities within the Boat Ramp area and the Commercial area of the City. Served the City as project director to secure EAR sufficiency and prepared major large scale Plan Amendments including the Gateway Mixed-Use District proposed development, and the EAR-based Amendments which included a new, optional Economic Element.

Melbourne Beach: Served as the Town's Zoning Official designated by the Town Manager and charged with the administration, interpretation, and enforcement of general Land Development Code administration, comprehensive planning, subdivision regulation, zoning regulation and zoning. Assisted in an update of the Town's current Land Development Code.

Casselberry: Assisted the City in performing a major EAR-based Plan Amendment containing policies responding to the new legislation requiring Green House Emission Reductions. The Plan Amendments were found in compliance by DCA in 2009

Wewahitchka: Served the City as planning consultant to provide an EAR of the 1990 Comprehensive Plan and the EAR-based Amendments. The EAR and Plan Amendments were adopted and found sufficient by the State Land Planning Agency.



James G. LaRue, AICP

Lake Placid: Established the Town's Planning & Zoning/LPA Board; drafted Land Development Regulations and revisions including developing the official Zoning Map and sign ordinance. Served as the Town's Planning & Zoning Official for over ten years providing development review, rezonings and building permit services, and facilitated the Town's Vision 2010 session.

Layton: As the City's planning consultant, prepared the EAR, EAR-based Amendments, the 10-Year Water Supply Facilities Work Plan. Additionally, we provided the City with updates to the Capital Improvements Element in 2008 and 2009.

Lake Worth: Provided contract planning services to the City. Performed site plan reviews for applications in the Historic District as well as duties related to EAR-based Comprehensive Plan Amendments, Land Development Code Revisions, and the 10-Year Water Supply Facilities Work Plan.

Village of Golf: Prepared the Village's 2006 EAR and assisted the Village in complying with State Statutes for their EAR-based Amendments. Assisted the Village in preparing the Comprehensive Plan element revisions for the 10-Year Water Supply Facilities Work Plan.

Davie: Provided miscellaneous planning services to the Town including a comprehensive review of the sufficiency response for the Davie Commons DRI proposed development.

Palm Springs: Completed the EAR, EAR-based Amendments, CIE annual update; completed a major Comprehensive Plan Amendment package incorporating the Village's Future Land Use designations for about 80 newly annexed unincorporated properties which included new mixed-use Overlay Districts, all of which were found in compliance by DCA.

Hendry County: As the Planning Director tasks included review of any Comprehensive Plan Amendments, meeting with citizens, and coordination with the County Administrator, Board of County Commissioners and the Zoning Official on land use changes. Assisted in developing an Economic Development Strategic Plan and an Economic Element in conjunction with their EAR-based Comprehensive Plan Amendments. Assistance has also been provided to the County in the development of various grants related to economic development.

Okeechobee County: Provided planning and zoning services to the County including an EAR, strategic planning and visioning sessions and EAR-based Amendments.

Desoto County: Provided planning services to Desoto County developing the EAR, EAR-based Plan Amendments including an optional Economic Element, land use change applications review, and land development regulations revisions. Facilitated an Advisory Board Workshop on land use decisions for the Commissioners and County staff.

Orange County and the Town of Windermere: Land Use and Planning Study for the "Four Corners" area. Duties and tasks included an economic absorption and land use analysis for uses within the three mile radius of the intersection of Conroy-Windermere Road and Apopka-Vineland Road. Development of land use designations for each of the four quadrants in the intersection and the preparation of design/site standards for a Special Planning District for the Four Corners Study area. Study and recommendations were essentially approved without major changes by the Town and County and incorporated in a joint meeting.



Management Project Experience

City of Venice: Fee Schedule Review and Analysis: Comprehensive study and analysis of the City's Development Services Division's permitting and fee structure which included review of all development permits issued by the Building, Planning and Engineering Departments. The study also addressed administrative functions related to fee collection of Sarasota County impact fees, and City of Venice utility connection fees. The study included strategies for cost recovery, education of the fee structure to customers, and identification of potentially new and improved development services and processes.

Lakewood Ranch Inter-District Authority: Management development session. Discussion topics were "Ethics for Everyone" and "Customer Service that Works".

Florida Institute of Government at FGCU: FSASE State Certification Program. Assisted in providing a certification course, "Fundamentals of Leadership", for the Florida State Association Supervisors of Election.

East County Water Control District – ECWCD: Facilitated management development training for the ECWCD, Lehigh Acres Fire District, and the Lee County Mosquito Control District for the Certified Manager Program which focused on "Getting the Best from People".

Clay County: Facilitated management development training focused on customer service for the Planning and Zoning, Engineering, Building and Fire Marshal's Office. The theme of the training session was "Dare to be Great".

City of Fort Myers: Facilitated multiple staff management retreats for the Fort Myers' managers and their key staff. The retreats focused on establishing organizational values and teamwork principles to increase productivity, efficiency and effectiveness.

City of Gainesville: Seminars for personnel at the City of Gainesville. Staff Management Retreat for City Managers and their key staff and a Strategic Planning Retreat for the Planning & Development staff. Focus for the City Managers was establishing organizational values and teamwork principles to increase productivity, efficiency and effectiveness and organizational determinants and teamwork principles for the Planning & Development staff.

Lee County Library System: Provided the County Library staff with Management and Development techniques during two one-half day sessions.

City of Marathon: Management Assessment of the Ports/Marina Enterprise Services/Planning & Zoning, Building, Code Compliance, Engineering/Public Works Divisions. The divisions were evaluated using operational efficiency and effectiveness criteria. The methodology of this study was derived from meetings with the City Manager and key City Officials. Important documents such as the charter, budget, annual reports, policies, procedures, work programs, schedules and other materials, were reviewed and personal interviews with key management staff and employees were conducted. We provided the City with the findings, conclusions and recommendations in the report. Also provided Management Development Training to the City on two separate occasions.

City of Boca Raton: Comprehensive operational assessment of the City's building permit review process. The assessment included comprehensive analysis of costs, methods of operation, manpower and levels of service, and an efficiency/effectiveness assessment of the current operation and review of pertinent documents and specific processes, applications, etc.

Pelican Bay: Incorporation Study. Assisted the John Scott Dailey Florida Institute of Government at Florida Gulf Coast University in developing a communication tool for educating Pelican Bay property owners on incorporation with a specific emphasis on the Community of Pelican Bay.

Lee County EMS: Union Negotiations: Management negotiator for the EMS to provide assistance during the Union Negotiations with the County.



Florida Counties Foundation: Small Counties Technical Assistance: Served as one of the three "Circuit Riders" for the Florida Counties Foundation, Small Counties Technical Assistance Program. Counties served included: DeSoto, Dixie, Flagler, Gilchrist, Glades, Hardee, Hendry, Highlands, Levy, Okeechobee, and Sumter. This Technical Assistance Program involved designing and conducting organization needs assessment for each county, developing county work plans, providing assistance during the implementation of the work plans, and final data analysis and reporting on the individual county's programs.

DeSoto County: Revenue Alternatives Analysis: Conducted a comprehensive analysis of various ad valorem revenue alternatives to assist the County in developing new and enhanced revenue sources. Analysis included evaluating and providing preliminary revenue estimates for electric franchise fees; MSBU's for solid waste disposal, law enforcement, drainage and roads; increased return on investments; increased mobile home license fees; and other current and potentially new revenue sources.

Florida Center for Public Management: Urban Partnership Initiative: Technical assistance to the St. Petersburg/Harbor Dale-Conquina Key Neighborhood Revitalization Team. Tasks included monitoring and analyzing the planning/implementing process in St. Petersburg; Development of a "How To" Manual on Neighborhood Revitalization; and Development of Legislative Package for the 1997 Florida Legislative Session by working closely with the Urban Partnership staff.

Hendry County Property Appraiser: Management Assistance: Facilitated two one-half day workshops on team building, conflict management, goal setting, and communication skills with Property Appraiser and entire staff. Provided on-going management assistance to Property Appraiser for several years.

Collier County: Management Assistance to County Manager: Assisted the County Manager in developing management advice and assistance which included task/time flow analysis for the office and examination of work tasks for the Assistant County Manager's position.

City of Boynton Beach: Manager Assistance: Interim management and planning assistance for the City. Issues involved CDBG, Land Development Code and other growth management related subjects.

City of Holly Hill: Manager Assistance: Operational assessment of City government work force as part of City's budget review included an analysis of the traditional police organizational profile versus public safety model. Recommendations were followed and resulted in \$250,000.00 savings of personnel costs for fiscal year 1995.

Volusia County: Financial Analysis: Reviewed and analyzed selected portions of independent financial audits of Volusia County and the 14 municipalities within the County, dealing with transportation expenditures, as defined in Section 336.025(7), Florida Statutes, for the preceding five years (FY 1987-88 through FY 1991-92).

Collier County: Development Review Analysis: Established a streamlined development review system for site plan projects. Tasks included defining thresholds for projects to be reviewed, development of system policies, procedures, etc., organizational analysis and assistance in training and implementation. Recommendations were fully implemented by the County.

City of Fort Myers: Utilities Audit of Sanitation and Water Assessments: Performed a study to evaluate all the processes used in the City's billing system for solid waste and water. The audit included areas of improvement as well as practical recommendations. The methodology of the study included random surveying of customers of the sanitation and water services provided by the City, one-on-one interviews with management and staff of the department, and a review of the City's billing system for solid waste and water.

City of Fort Myers: Management Assessment and Communication Advancement Program: Organizational study to examine the local government structure of the City to determine its level of efficiency, effectiveness, and competitiveness in the arena for delivering municipal services to its citizens and customers. The methodology of the study included an interview guide prepared with approval by the Project Coordinator and the Mayor. Face-to-face interviews were conducted with 38 people in the category of department head or those having a key management position. City documents, procedures, and policies were examined along with various sources of information describing current programs and projects.

Okaloosa County: Organizational Development: Provided an in-depth organizational analysis to the County by analyzing their Planning and Inspection Department, as well as, provided customer service and leadership training to the County Manager.

Flagler County: Organizational Study: Reviewed the County's current management and operations practices, as well as the organizational structure, functions, policies, practices, and procedures to determine what changes, if any, were necessary to provide services to the citizens in the most effective and economical manner feasible. Both immediate and long term goals and objectives were addressed. Flagler County also was compared, from an organizational standpoint, with other Counties similar in demographics and other meaningful characteristics.

City of Pompano Beach: Organizational Study: Provided professional services to the City of Pompano Beach by performing an organizational study of the Building Department. The scope of work involved the review of the structure, functions, policies, practices and procedures of the Building Department. The project was accomplished with review of written materials along with numerous staff interviews.

City of Key West: Organizational Study: Professional services performing an organizational study of the Building Department. The scope of work involved the review of the structure, functions, policies, practices and procedures of the Building Department. The project was accomplished with review of written materials along with numerous staff interviews.

City of Bonita Springs: Interim City Manager: Provided an on-site, full-time, city manager until the first city manager was hired.

Bonita Springs Chamber of Commerce: Community Services Assessment Study: Provided a two-phase Community Services Assessment Study for the Chamber of Commerce. Over 15 public meetings were held developing priorities, and questions for the survey with a 15 member Community Services Committee. Task one of the study involved evaluating what services were being provided in Bonita Springs and to whom. Services studied included roads, public transportation, bike paths, drainage and flood control, solid waste, parks and recreation, library, law enforcement, governmental services, EMS, street lighting, tax collection, property appraisal, youth and senior facilities and programs, and social services. In addition, the independent utilities along with other service providers, such as, fire protection, education, health care, postal service, cultural facilities, environmental protection, water resources protection, and mosquito control, were also evaluated. Task two of the study was an evaluation phase. Specifically, a survey instrument was created to assess the quality of those services provided and the priority of services needing improvements. The survey instrument distributed to a statistically valid sample of residents. Following analysis of the returned surveys, recommendations for service delivery additions, options, improvements, and changes were provided.

Pinellas County: Government Services Improvement Study: Senior Consultant for a comprehensive Government Services Improvement Study of the County government and 24 separate municipalities. The purpose of the study was to analyze current organizational structures, intra and inter-relationships between governmental units, the efficiencies and cost effectiveness of existing and proposed functional service area configurations, and to provide recommendations to the County Commission and the Pinellas County Charter Review Committee for potential cost savings and efficiencies. Served as the specialist for recommendations concerning duplication of building, zoning, code enforcement, and planning functions.

Hillsborough County: Performance Audit: Professional assistance in evaluating the Planning and Development Management Department of Hillsborough County. Specific focus was on the Growth Management and Policy Section. This study involved interviews, documentation of key issues impacting that department, analysis of operations, and recommendations for effective staff utilization and productivity, and future organizational realignments.

Hillsborough County: Evaluation Study of Public Agencies: Planning and Land Development Regulatory Services provided to Unincorporated Hillsborough County: Assisted in the preparation of a study for the Board of County Commissioners which reviewed and evaluated the roles and responsibilities of the County departments and agencies to determine if duplication of efforts existed. Report included recommendations for potential elimination of work tasks for the planning and land development regulatory departments. Departments and agencies reviewed included the following: Planning and Zoning Department, Development Review Department, Community Development Department, and the City-County Planning Commission.



Strategic Planning/Vision Setting Project Experience

City of Ocoee: Facilitated strategic planning sessions for development of strategic issues for the 2015 Strategic Plan, and the mission, vision, and value statements.

City of Cape Coral: Strategic planning assistance to the City in formulating the City's annual Strategic Plan. Assisted City Council in updating mission, vision, and value statements. Also, provided facilitation sessions for Police and Fire Departments when they developed their Department Strategic Plans.

City of Gainesville: Visioning assistance for the City's Department of Community Development. Conducted one a day session to develop the Department's Strategic Planning Goals and Objectives.

City of North Bay Village: Vision Setting: Facilitation assistance in the development of North Bay's Vision. Sessions included initial meetings with the Village Council and private citizens with follow-up meetings with the business community.

State Attorney's Office Twentieth Judicial Circuit: Strategic Planning Services: Services included meeting with key personnel to develop the mission and vision of the State Attorney's Office in meeting long and short range goals and objectives.

G. Pierce Wood Memorial Hospital: Strategic Plan Development: Services included revising and reviewing the mission statement, goals and vision of the Hospital. Meetings were held with supervisory staff to reinforce the process of strategic planning.

Martin County: Vision and Goal Setting: Professional facilitation assistance during a one and one-half day session to develop the goals and vision of the County. Services included receiving input from the County Administrator and Department Heads to determine current strengths and weaknesses and to come to a consensus regarding the goals and vision of the County.

Village of Palm Springs: Vision and Goal Setting: Development of the City's Vision and Goals. Services included meeting with the Village Manager, Village Council members, and Department Heads to receive input to determine the strengths and weaknesses of the Village, and to determine where they are, and where they want to be in the future.

Hardee County: Goal and Vision Setting: Strategic planning/facilitation assistance in the development of the County's vision, mission statement, and supporting goals. Input was received from the Board of County Commissioners, the County Manager, and Department Heads and staff. Through facilitation a consensus was reached and the vision, mission statement, and supporting goals were developed.

City of Punta Gorda: Goal and Vision Setting: Professional assistance for the City Council, City Manager and Department Heads. Tasks involved facilitation and developing consensus on priority issues.

Florida Sterling Council: Facilitated both a training session and a round table luncheon discussion during the 1996 Florida Sterling Council's Annual Awards program.

Bonita Springs Utilities: Strategic Planning: Facilitated 2 one day workshops with the Board of Directors and staff to formulate yearly goals and objectives, vision and mission statements.

ECHO: Strategic planning assistance to this non-profit organization devoted to world hunger. ECHO is located in North Fort Myers and specializes in growing hyponic fruits and vegetables which assist poor countries in producing their own food with limited water resources. In addition to the strategic planning assistance, Jim LaRue, served for many years on the Board of Directors of this organization.



Fee Analysis Project Experience

El Portal: Building Permit Analysis: Tasks involved surveying surrounding similar sized cities, comparison of the various fee structures, and analysis of the Village's existing fee structure and development of a revised fee schedule.

North Bay Village: Building Permit Analysis: Tasks involved surveying surrounding similar sized cities, comparison of the various fee structures, and analysis of the Village's existing fee structure and development of a revised fee schedule.

Collier County: Ambulance Billing Study: The scope of this study was to evaluate the efficiency and effectiveness of the Ambulance Billing Program in order to determine which changes, if any, would be necessary to provide services to the residents of the County, in the most effective and cost-efficient manner possible. The methodology of the study involved interviews with selected personnel, review of data, and a review of the current steps involved in the billing collection process. A final report was prepared which included recommendations for improvement in the billing system.

Expert Witness

Grandview Palace Condo v. Atkinson Trust: Expert Witness Land Use, 2012

The School Board of Orange County, FL v Maurice C. Adams, et. al: Expert Witness Land Use; 1999-2000

Martin County v City of Stuart: Annexation, 1997-1998

City of Fort Myers v. Allied Recycling: Expert Witness Land Use; 1996

Williams v. Hendry County: Expert Witness Land Use (Appeal); 1996

Orange County v. Presbyterian Church of the Lakes, Inc. et. al: Expert Witness Land Use; 1993
Richard H. Adams, Jr.; Pleus, Adams, Davis & Spears, P.A., Orlando, FL

Williams v. Hendry County: Expert Witness Land Use; 1992

Jerry Whitaker v. Town of Lake Placid: July - September 1992
Criminal zoning violation case (case was dismissed prior to my testimony);

Waste-Tech Services, Inc. v. Madison County: Expert Witness Land Use, 1992 - 1994

Lehigh Acres Sun Bank v. Lee County: Expert Witness Land Use 1987

Yardarm v. the City of Pompano Beach, 1976 - 1979.
While Zoning Administrator for the City of Pompano Beach, expert witness for numerous cases.

Wm. F. Brisson, AICP

Senior Planner

Areas of Expertise

Comprehensive Plan Amendments
Evaluation and Appraisal Reports (EARs)
Concurrency Management Systems
Zoning and Land Development Regulations
Market and Economic Analysis
Water Supply Plans
Debris Management Plans
Floodplain Management Plans
Reviews of Site Plans, Rezonings, Special Exceptions, Variances, etc.
Expert Witness: Planning & Zoning

Education

Bachelor in Business Administration, University of Miami

Experience

LaRue Planning & Management, 2006 – present
Brisson Planning Solutions, Inc.
(formerly Adley, Brisson, Engman, Inc.)
1971 – 2006, President

Professional Affiliations

American Institute of Certified Planners
American Planning Association
Association of Eminent Domain Professionals
Florida Planning & Zoning Association

National APA Conference Presentations

Zoning for Timesharing and Short-Term Occupancy
Impact Zoning Procedures

Mr. Brisson has been involved in community and comprehensive planning since 1971 and a principal member of LaRue Planning since 2006. He has prepared Comprehensive Plans and EARs under the 1985 Growth Management Legislation, as amended over the years, for over two dozen communities. Over the past thirty nine years he has specialized in housing and land use issues and in the preparation and amendment of zoning and land development codes and is proficient in the technical application of GIS.

Mr. Brisson has been accepted as an expert witness representing both public and private clients on zoning, planning, market and economic issues in eighteen land use and eminent domain cases in Circuit Courts throughout Florida.

Recent Professional Experience

Holmes Beach: Since 2004, prepared the City's updated and reformatted Unified Land Development Code and all subsequent amendments thereto and has prepared all of the City's amendments to its Comprehensive Plan. He has provided advice and assistance to the City Council in the review of complex or contentious development applications; prepared the City's most recent Evaluation and Appraisal Report and associated EAR-based Amendments; Public School Facilities Element; Water Supply Plan; Debris Management Plan; and Floodplain Management Plan.

City of Okeechobee: Currently the project director overseeing all amendments to the Land Development Regulations and Comprehensive Plan as well as review of development applications including site plans, rezonings, special exceptions, and variances. Prepared the City's Water Supply Plan and is in the final stages of completing the City's EAR-based Plan Amendments.

North Bay Village: Currently the project director for a major Land Development Code rewrite replacing two separate by conflicting Zoning Codes. Revisions include zoning district merges, sign code modifications and important changes to the supplemental regulation provisions. Adoption is scheduled for July, 2015.

Town of Palm Beach: Each year from 1979 through 2007, served as the Town's Planning and Zoning Consultant providing technical memoranda, testimony, and advice and assistance on a wide variety of planning and zoning matters to the Planning & Zoning Commission and Town Council. He assisted the Town in the preparation of and amendments to its Zoning and Land Development Codes and in the preparation of all of its Comprehensive Plans and amendments since 1975. As the Town's Planning Consultant he reviewed complex and contentious development applications, including special exceptions and site plans and issued technical memoranda and testimony in support of the recommendations. He has served as the Town's expert witness in five successful defenses to challenges in Circuit Court to its planning and zoning actions. He has been contacted by the Town to revisit and assess the continued appropriateness of the innovative "Town-Serving" regulation he developed 30 years ago and which has survived two legal challenges.

Bonita Springs: Prepared the City's first Comprehensive Plan adopted in 2002, which included development of the City's GIS mapping of the required Future Land Use and Transportation Map Series. He has been heavily involved in preparing the City's new updated and reformatted Land Development Regulations.



Benjamin Smith, AICP, LEED GA

Senior Planner

Areas of Expertise

Zoning Review
Land Development Code Revisions
Comprehensive Plan Amendments
Evaluation and Appraisal Analysis

Education

Bachelor of Science, University of Florida

Experience

LaRue Planning & Management, 2007 – present

Professional Affiliations

American Planning Association Member
American Institute of Certified Planners
Leadership in Energy and Environmental Design
Green Associate

Ben joined LaRue Planning & Management in 2007, after receiving his Bachelor's Degree from the University of Florida. He has earned the designation of Leadership in Energy and Environmental Design Green Associate (LEED GA), as well as AICP certification. As an Associate Planner, he has become an active member of our development review team reviewing rezoning applications, site plans, and variances for many of our government clients; and presenting staff reports to local government elected bodies. He is also skilled in Comprehensive Plan amendments, as well as Land Development Code and CRA plan revisions. Ben has participated in drafting Smart Code regulations for various overlay districts which have become the core of several Community Plan Land Development Codes.

Representative Project Experience

North Bay Village: Responds to planning and zoning inquiries from the staff, residents, developers and contractors. Reviews applications for site plans, building permits, variances, and use exceptions. Attends public hearings to present staff reports.

Bonita Springs: Assisted in developing urban design and redevelopment streetscape strategies for the City in its Old US 41 Redevelopment Overlay Area.

Glades County: Assisted in preparation of the Evaluation and Appraisal report and associated Comprehensive Plan Amendments, which have been found sufficient by the state land planning agency.

Indialantic: Researched various zoning topics for Town Administration.

Lee County: Assisted in writing Land Development Regulations for the North Fort Myers Community Plan.

Satellite Beach: Assisted in completion of the Evaluation and Appraisal Report, EAR-based Plan Amendments, Public School Facilities Element, and the Water Supply Plan.

Melbourne Beach: Responded to planning and zoning inquiries from the staff, residents developers and contractors. Reviewed applications for site plans, building permits, variances, and use exceptions. Attended public hearings to present staff reports.



Mohsen Salehi, AICP, ITE (F)

Senior Consultant

Areas of Expertise

Infrastructure Planning

Transportation Planning

Traffic/Parking Studies

Urban Design

Downtown Redevelopment

Main Street Planning

Corridor Planning

Education

Master of City and Regional Planning, Clemson University

Bachelor of Architectural Engineering, Southern Polytechnic University

Professional Affiliations

Member of American Institute of Certified Planners (AICP)

Member of Fort Myers Chapter of American Public Works Association (APWA)

Member of American Society of Civil Engineers (ASCE) Transportation and Development Committee

Fellow of the Institute of Transportation Engineers (ITE)

Mohsen Salehi has been a senior traffic consultant with LaRue Planning and Management Services, Inc. for the past fifteen (15). He specializes in transportation planning and traffic studies, participating in various tasks including major development reviews, redevelopment, visioning and urban design planning for our various city and county clients. Mohsen was responsible for transportation planning and traffic circulation for the City of Bonita Springs for a decade providing project management the City's traffic circulation study, and comprehensive planning for transportation and EAR based amendments. He was also instrumental in inter-modal transportation policy revisions for Boynton Beach when our firm was selected to provide assistance for their EAR-based Comprehensive Plan Amendments several years ago. He has been a member of the Florida Main Street Resource Team, and has served as a Transportation/Urban Design Consultant for the Program's participating communities.

Representative Project Experience

Transportation Consultant with LaRue Planning and Management Services, Inc. for the City of Bonita Springs, City of Okeechobee, Town of Davie, North Bay Village, Collier County, Lake Placid and Boynton Beach (2000-present)

Traffic Consultant for the City of Bonita Springs, managed the City's Traffic Circulation Study of 2008 and updated the City's Bikeways/Sidewalk Facilities Plan including costs and priority projects in 2010.

Transportation/Urban design Consultant for the Florida State Department's Main Street Program (50+) participating communities (2000-present), including presentations in Quarterly & Annual Meetings in Fort Pierce (1998) and Fort Walton Beach (2002), Stuart (2014), and St. Petersburg (2015), as well as participation in Resource Teams in Dania Beach, Clewiston, and Clearwater Beach in 1999 and Okeechobee Visioning in 2005.

Transportation Consultant for Greater Pine Island Civic Association Community Plan, Florida Planning and Zoning Association awarded this Plan its 2002 Certificate of Merit Award.

Transportation Consultant for the Fort Myers Beach Comprehensive Plan's transportation element including transportation demand management, traffic operations, land and water based public transportation 1997-1999 (Florida Planning and Zoning Association awarded this Plan its 1999 Outstanding Public Report Award).

Redevelopment Project Manager for Lee County responsible for Old 41 Redevelopment in Bonita Springs & East Lee County's Palm Beach Blvd Redevelopment areas (1995-97)

Lee County Planner assisted in developing the County Bicycle/Pedestrian Comprehensive Plan (1990-95).



James Leese

Senior Consultant

Areas of Expertise

Architectural Illustration
Planning
Project Graphics
Urban Design

Education

Arizona State University, College of
Architecture
University of New Mexico, College of Fine Arts
University of Denver, College of Law
Harvard University Graduate School of Design,
continuing education program: Retail Planning
and New Urbanism

James Leese brings a broad perspective of interests and talents to any project and provides specialized urban design and New Urbanism expertise for LaRue Planning. In his 40-plus years of practice he has been involved in a variety of development projects in both the public and private sectors. His experience includes urban design, planning, and architecture, specializing in urban mixed-use, residential apartments and loft condominiums, mixed-use parking garages in urban centers, and other urban core building types. Most recently Mr. Leese has taken up art and architectural illustration applying the professional knowledge and the many skills he has accumulated over the years. Presently, he is practicing as an architectural illustrator supporting the design professions.

Representative Project Experience

Urban Design Planner, Illustrator, LaRue Planning & Management, 2010

Provide New Urbanism design standards and illustrations for two community planning areas (Page Park and North Fort Myers) in Lee County.

Principal, City Design & Graphics, Fort Myers, Florida 2008

Provide project graphics and illustrations for planners, urban designers, and architects, as well as consulting services to same and others, including governmental entities.*

Manager of Design, R. J. McCormack Architect, Inc., Fort Myers, Florida 2004 - 2008

At RJMA, he was planner-designer for several projects, including the Times Square Redevelopment project on Fort Myers Beach, Paradise Preserve in North Fort Myers (a mixed-use community on the site of the Lochmoor Country Club), and Red Fish Key Condos in Englewood, as well as several others.

Principal, City Design, Kansas City, Missouri 2002 - 2004

Served as a consultant to developers and quasi-governmental groups in visualizing development opportunities.

Principal, Shears & Leese Architects, Inc., Denver, Colorado 1988 - 2002

With business partner Chris Shears he specialized in the planning and design of large mixed-use, urban projects in dense urban areas for a number of years.

Principal, Architecture Four Collaborative PC, Boulder, Colorado 1984 - 1988

Five architects left a Boulder firm (now Downing, Thorpe, and James) to start Architecture Four Collaborative, until divergent interests led two of the four into different directions. The other two went on to become Shears & Leese Architects.

* NOTE: Recent work with LaRue Planning and Management of Fort Myers, Florida has resulted in praise from MuniCode for graphic clarity and quality.



John Bry

Senior Consultant

Areas of Expertise

Housing and Historic Preservation

Education

Masters of Science, Historic Preservation
Ball State University

Bachelor of Science, Historic Preservation
Southeast Missouri State University

Experience

Madden Consulting, LLC
Owner, January 1998 – Present

Lee County, Florida
Intern, August 2014 – July 2015

Executive Director of Community Asset and
Development and Convention and Visitors
Bureau, Noble County, Indiana
December 2009 – August 2014

Olmsted Parks Conservancy, Buffalo, NY
Director of Operations
September 2008 – May 2009

Pennsylvania Downtown Center, Harrisburg,
Eastern Program Coordinator
April 2005 – June 2007

Main Street Urbana, Urbana, Ohio
Executive Director, April 2000 – March 2004

Main Street Columbus, Columbus, Ohio
Executive Director, March 1988 – March 2000

Flora Community Development Corporation
Flora, Illinois
Executive Director, March 1995 – March 1998

John is an organized, energetic, passionate, dedicated and creative community revitalization professional with diverse management and educational background including 20 years experience in executive director management of non-profit and community redevelopment organizations. Special emphasis on grant writing, organizational planning, program development and implementation, marketing, fundraising, small business development, community development, and economic development financing strategies.

Representative Project Experience

Planning Intern with Lee County, Florida provided project management support and implementation related to development matters of historic structures throughout Lee County. Responsibilities include strategic development of specific Historic Preservation projects, and issuance of Certificates of Appropriateness as required.

Compilation of property information, field survey, and designation reports of the Tice area in Lee County for designation as a Lee County Historic District containing over 900 structures. Once completed, the Tice Area could be the largest locally designated historic district in Lee County and clear the way for additional funding opportunities for revitalization and development ranging from Historic Tax Credits to grant funding. Regulatory relief could also be granted for historic structures no longer in compliance with current building and zoning codes.

Compilation of maintenance plan for historic Koreshan Cemetery in Estero. This small cemetery was acquired by a private developer and under the zoning agreement with the county a maintenance plan for the property was completed.

Compilation of Roberts Building and Russell Park Civic Association Building designation reports for historic listing by the Lee County Historic Preservation Board. With cooperation of the property owners, these two structures dating from the early 1950s will be officially recognized as Lee County landmarks that will clear the way for additional funding support from the county to become available for renovation and repairs.

Compilation of draft Historic Landmark Designation Reports for Morse Shores, Alabama Grove, and the Russell Park districts.

Provide technical assistance to the Alva Library Museum concerning fundraising strategies and organizational capacity.

Provide technical assistance to residential property owners for the submittal of applications for the Lee County Historic Preservation Grant Program.

Owner of Madden Consulting Since 1998, assisted private non-profit organizations and local governments address community revitalization needs on a periodical basis. Efforts have included organizational workplan development, grant writing, and organizational training.

Securement of a \$50,000 Specialty Grant for the City of Arcadia, Florida for a building assessment and plan for former city hall structure.



Project Experience



LaRue Planning
& Management Services, Inc.

Serving Florida Local Governments Since 1988

City of Bonita Springs

Planning & Zoning Contract Services

Client Contact:

Bonita Springs, Florida
Gary Price, Former City Manager
239.980.9400

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Sandra Ramseth, AICP
Ladaysha King
Benjamin Smith, AICP, LEED GA



Since its incorporation until 2010, the City of Bonita Springs contracted with LaRue Planning & Management Services to act as its Comprehensive Planning team. We coordinated preparation of the City's first Comprehensive Plan by serving as the staff liaison with the Local Planning Agency and provided oversight of the City's consultant which prepared the Comprehensive Plan. In addition, we provided visioning and goal setting sessions for the Comprehensive Plan. We facilitated two city-wide and six neighborhood visioning sessions. Services included presentation of visual representation of various types of land use within the City of Bonita Springs and how this correlates to the different elements of the Comprehensive Plan. Presentations were customized to the individual neighborhood planning sectors within the City. Public comments were received relating to how citizens viewed the City of Bonita Springs then, and how they visualized the City ten years later. Citizens also provided specific comments for major issues relating to the elements of the Comprehensive Plan. We summarized all comments for possible inclusion in the City's Goals, Objectives, and Policies of the Comprehensive Plan, where appropriate.

We also conducted a two-phase Community Services Assessment Study for the Chamber of Commerce of Bonita Springs prior to Bonita Springs becoming a City. Over 15 public meetings were held developing priorities and questions for the survey with a 15

member Community Services Committee. Services studied included roads, public transportation, bike paths, drainage and flood control, solid waste, parks and recreation, library, law enforcement, governmental services, EMS, street lighting, tax collection, property appraisal, youth and senior facilities and programs, and social services. In addition, the independent utilities along with other service providers, such as, fire protection, education, health care, postal service, cultural facilities, environmental protection, water resources protection, and mosquito control, were also evaluated. Phase two of the study was an evaluation phase. Following an analysis of returned surveys, recommendations for service delivery additions, options, improvements, and changes were provided.

In 2005, we prepared the City's first Evaluation and Appraisal Report (EAR) and the subsequent EAR-based Amendments which were found in compliance by the Department of Community Affairs. Other planning services have included the creation of a Public School Facilities Element and Water Supply Plan. We have prepared many staff reports for presentation to City Council for issues ranging from site development and variances to large scale Future Land Use Map Amendments. We were responsible for creation of the City's first Land Development Code, including major revisions to the regulations governing the "old 41" redevelopment area.



The City of Marco Island Zoning Review

Client Contact:

Marco Island, Florida
Tami Scott
Zoning Administrator
239.389.5021
Email: tscott@cityofmarcoisland.com

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Benjamin Smith, AICP, LEED GA

Island Plaza Planned Unit Development

Represented by: Hole Montes



LaRue Planning & Management Services was contracted by the City of Marco Island as a special land use consultant to review a PUD zoning application for a commercial mixed-use shopping center (Island Plaza PUD). Tasks involve review and analysis of the petitioner's application. Recommendations for zoning approval or denial are to be provided to the City Planning Board as well as the City Council. The assignment requires interpretation of specific comprehensive plan policies and numerous zoning and Land Development Regulations.

This project requires excellent communication skills, as we interact with staff and the applicant. A separate but related task involved writing a zoning interpretation letter, clarifying whether the C-4 commercial zoning district regulations prohibit storage uses. The interpretation letter required substantial data and analysis in support of the specific recommendations. This entire project is ongoing and is on schedule to be completed prior to December 2015.



The Town of Fort Myers Beach Comprehensive Plan Evaluation

Client Contact:

Fort Myers Beach, Florida
Matt Noble
Principal Planner
239.765.0202
Email: matt@fortmyersbeachfl.gov

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Sandra Ramseth, AICP
James Leese, AIA, CNU, ASAI
Benjamin Smith, AICP, LEED GA



The Town of Fort Myers Beach initiated the evaluation and update of its Comprehensive Plan with a community participative process called "Vision Our Town". The Town staff prepared questionnaires seeking opinions of businesses and residents on current and future issues facing the Town. LaRue Planning & Management Services Inc., was selected to assist the Town in its efforts. Consistent with the "Vision Our Town" theme, the visioning process was employed to obtain public input with regard to picturing a Fort Myers Beach that would be most desirable in years to come.

The LaRue team and Town staff hosted two vision sessions to ascertain what the residents thought were the major challenges that would need to be met in order to ensure a thriving and successful Fort Myers Beach. The first vision session sought to determine the essential issues that would become the "building blocks" for a viable Fort Myers Beach. Specifically, participants at the first session were asked to identify those major issues they considered sufficiently important to the short-range and long-range future of the Town.

At the second vision session, 67 statements describing potentially desirable outcomes covering four major subject areas were presented to the participants. The subject areas included issues related to transportation, community character, natural resources, and infrastructure. Each of the 67 outcome statements were derived from a variety of sources including:

- input during the first visioning session;
- the results of responses to a questionnaire posted on the Town's website;
- citizen and property owner comments; and
- staff knowledge of local issues.

Participants in the vision session were asked whether or not they agreed or disagreed with each of the vision outcome statements.

Based on the consensus reached during the Vision Our Town project, and particularly at the evaluation of the outcome statements LaRue Planning recommended specific changes to the Objectives and Policies in the Comprehensive Plan. These revisions were presented to the Town Council and became the starting point for the Town's future update of its Comprehensive Plan.



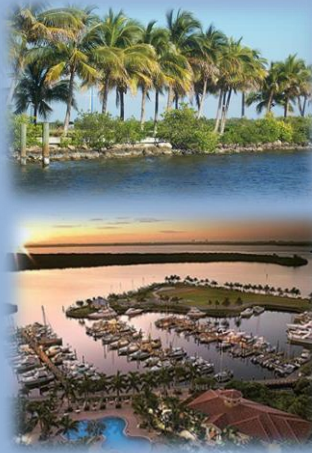
The City of Cape Coral *Strategic Planning*

Client Contact:

Cape Coral, Florida
John Szerlag, City Manager
239.574.0446

Team Member(s):

James G. LaRue, AICP



LaRue Planning & Management was hired by the City of Cape Coral in December 2011 to assist the City in establishing their 2012-2013 strategic plan objectives. Jim LaRue facilitated strategic planning sessions, with the Mayor, City Council and Department Directors. The significance and importance of this process has been confirmed; as the Mayor and City Council utilized the resulting plan to foster and nurture a successful City for staff, policy makers and residents.

We reaffirmed the City's commitment to Strategic Planning as a "change agent" process and held several facilitation sessions that, in addition to developing strategic planning objectives, looked at the City's Mission, Vision, and Values. We also examined the possible internal-external factors that affect local governments when initiating and accomplishing strategic planning objectives.

City Council agreed upon four strategic areas and discussed how progress could be measured over time as the City strived for excellence in these key strategic areas. As a follow-up to the strategic planning public forums our firm helped the City staff in formulating specific initiatives to accomplish the adopted City strategic issues, along with performance measurement objectives.

The strategic planning sessions were a positive step in the City's efforts to put strategic planning to work in creating an effective and efficient municipality. Since the adoption of the City's Strategic Plan, LaRue Planning has assisted both the Fire and Police Departments in developing their own strategic plans. The City's 2015-2018 Strategic Plan update is still consistent with the original strategic plan foundation.



North Bay Village Planning & Zoning Contract Services

Client Contact:

North Bay Village, Florida
Yvonne Hamilton, Village Clerk
305.756.7171

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Benjamin Smith, AICP, LEED GA



LaRue Planning & Management Services, Inc., has performed planning services for North Bay Village since 1998. Our extensive services range from development review to comprehensive planning. In addition, we have performed management studies which resulted in the Village revising its Land Development Code Building Permit fees.

Many planning and zoning issues have been tackled successfully including preparing two Evaluation and Appraisal Reports for the Village (1998 and 2005). We successfully created the Public School Facilities Element and Water Supply Plan based on Florida legislation and facilitated numerous visioning and goal setting sessions. All planning amendments completed for North Bay Village have resulted in compliance findings by the State Land Planning Agency. Additionally both Evaluation and Appraisal Reports were found sufficient.

LaRue Planning serves as the Village Planning and Zoning Official and is responsible for the interpretation, and enforcement of general code administration, comprehensive planning, subdivision regulation, zoning regulation, and due process, as set forth in the Land Development Code. Over the past year our services have been focused on development and site plan review due to an increase in new development projects within the Village. In addition, LaRue Planning is producing a unified set of land development regulations where two separate sets of regulations now exist. This comprehensive Land Development Code rewrite is scheduled for adoption in 2015.



Lee County – North Fort Myers Land Development Code

Client Contact:

Lee County, Florida
North Fort Myers Design Review Panel
Wayne Daltry
239. 898.5147

Team Member(s):

James G. LaRue, AICP
Bill Brisson, AICP
Sandra Ramseth, AICP
James Leese, AIA, CNU, ASAI
Benjamin Smith, AICP, LEED GA



Town Centers
Neighborhood Centers
Commercial Corridors



LaRue Planning & Management was selected in 2009 to implement the Community Plan of North Fort Myers by writing specific Land Development regulations for the Town Center, Neighborhood Center and Corridor Overlays. The Community Plan was created from a community driven Vision Plan. Code provisions were developed to incentivize existing uses to comply with the proposed overlay regulations including specific architectural standards for this diverse Lee County community of over 50,000 people.

With walkability and pedestrian access as two of the stated goals in the building of compact communities, the regulations for the Neighborhood Centers and Corridor Overlays embrace Smart Growth principles. Their emphasis is on the scale and intensity of

development using qualitative design principles rather than the quantitative results of traditional zoning approaches.

LaRue Planning completed the first phase of this project (Community-Wide, Neighborhood and Commercial Corridor development regulations) in July 2010. Our firm completed work on the last phase of this project, Form-Based development regulations for the “Town Center”, which was adopted in 2013. Development Regulations were designed specifically for the Town Center area between U.S. 41 and Business U.S. 41. These regulations are unique for this area in that Form-Based Code regulations are more focused on urban redevelopment than the conventional use-based zoning approach.



Lee County – Page Park Land Development Code

Client Contact:

Lee County, Florida
Page Park Planning Panel
John Sibley, President
239.671.9663

Team Member(s):

James G. LaRue, AICP
Sandra Ramseth, AICP
James Leese, AIA, CNU, ASAI
Benjamin Smith, AICP, LEED GA



Lee County and the Page Park Planning Panel selected LaRue Planning & Management to write the regulations within the Lee County Land Development Code implementing the Page Park Community Vision Plan policies. This project began in 2009 and resulted in four community forums and numerous staff meetings formulating practical mixed-use oriented regulations for this small but active neighborhood.

The Page Park Overlay District regulations promote the development of a pedestrian-oriented mixed-use district in which a variety of complementary retail, commercial, office, civic, and residential uses are allowed. The regulations emphasize innovative, traditional

neighborhood development, reduction of sprawl and discouragement of businesses that would disrupt the pedestrian environment. Many illustrations have been included with the regulations demonstrating desirable architectural design models.

Throughout the duration of the project, consideration was given to the interests of all parties involved; including the community, the County, potential developers and a neighboring airfield. This project was completed in July 2010 and adopted in August by the Board of County Commissioners.



City of South Miami CRA Madison Square Mixed Use Development Project Land Assembly Analysis

Client Contact:

City of South Miami, Florida
Community Redevelopment Agency
Stephen David, CRA Director
305.668.7238

Team Member(s):

James G. LaRue, AICP
Sandra Ramseth, AICP
Sharon Jenkins-Owen, AICP
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The South Miami Community Redevelopment Agency (SMCRA) retained LaRue Planning and Management Services, Inc. to analyze the highest and best use for the Madison Square Mixed Use assembled parcels focusing on the overall compatibility and intensity of the proposed project. The analysis was a realistic assessment to consider the current needs of the neighborhood and determine the most appropriate size of a development in terms of scale, building height, residential density, floor area ratio and future affordability of the units and most importantly the financial feasibility of the project for any future developer. Once the highest and best use was determined, the analysis included regulatory strategies to achieve the new Vision.

The Madison Square Study analyzed 1.92 acres that were owned or being considered for acquisition by the South Miami Community Redevelopment Agency (SMCRA). The lots are located within the Community Redevelopment Area (CRA) boundaries. The desired project, as currently envisioned, will include mixed-use commercial and affordable housing land uses.

The SMCRA was challenged with a community plan that was designed when the market was booming and there was a great need for housing and services. Funding such an effort under current economic times became questionable. Also questionable was whether the plan with the higher densities would be sustainable and successful in the current economic climate.

The analysis provided a numerical count of the proposed residential units in terms of unit size (one-bedroom; two bedroom, etc.) and cost. Also, given the current economic conditions, a consideration of the most effective future marketing strategy of the units was given. It determined the most appropriate regulatory strategy for the City of South Miami to restrict utilization of the newly created land-use designation which was intended for exclusive use in the officially designated Community Redevelopment District of the City.

The analysis included a community workshop to ascertain the neighborhood service demands as well as continued coordination with the SMCRA. The workshop provided the community an avenue to input on development and design within their neighborhood. As a result it fostered cooperation between the CRA, the City of South Miami and the community. Engaging the community was both educational and allowed the community's participation in planning and zoning.

The Land Assembly Analysis combines a thorough research of the regulations, existing conditions, added to community input with a market pro-forma. The information was then combined and blended into a number of design considerations to ensure that the project would be compatible with the neighborhood and fulfill a portion of the missing service demands needed to enhance the residents' quality of life.



City of Okeechobee

Planning & Zoning Contract Services

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LaRue Planning & Management Services, Inc. has served as the Planning and Zoning Official for the City of Okeechobee since 1997, providing complete planning, zoning and development review services. Our firm has completed complex tasks which include comprehensive planning, review of all zoning, development applications, plats and site plans, preparation of Comprehensive Plan Amendments, and other long-range planning projects, as assigned.

We attend monthly Planning/Zoning Board, Technical Review Committee and City Council meetings to provide advice and assistance on particular development applications and changes to the Comprehensive Plan and Land Development Code. We act as the City's representative for all zoning and site plan inquiries and regularly prepare clear and concise staff reports that are fully accepted by the applicants and the governing body.

In our capacity as the Planning and Zoning Official, we have written and revised Land Development Regulations for Zoning Districts, Sign Regulations and concurrency implementation.

LaRue Planning has also assisted the City in establishing equitable fees for our services in the form of pass-through costs to applicants when appropriate.



The City of Casselberry

EAR-based Plan Amendments

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The City of Casselberry contracted with LaRue Planning & Management to prepare the EAR-based Comprehensive Plan Amendments in 2008. This project was unique in that it required extensive updates to the Data and Analysis of the Plan that had not been done in years. The Comprehensive Plan was also converted into a single Policy document. The Data and Analysis update became the support document that is now more frequently used by City staff without having to be updated only by a Comprehensive Plan Amendment.

There were six major issues:

1. Recreation and social services;
2. Redevelopment;
3. Urban Design;
4. Workforce housing;
5. Transportation; and
6. Public safety.

There were extensive policy changes to implement the EAR recommendations as well as substantive alterations from the original EAR adoption.

In addition to implementing the EAR major issues into Comprehensive Plan policy revisions, major Plan changes had to be made to be found in compliance with Growth Management Legislation regarding House Bill 697 (Greenhouse Emissions Reduction), Public School Facilities Element updates and the financial feasibility of the Capital Improvements Element. The EAR-based Plan Amendment was adopted in 2009 and found in compliance by the Florida Department of Community Affairs (DCA) during that same year.

