

Proposal to Provide Services

City of Green Cove Springs

Downtown Form-Based Code



AMARACH
PLANNING SERVICES

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155 NE 52nd Avenue
Ocala, FL 34470

City of Green Cove Springs
Attn: Lilly Delvecchio
321 Walnut Street, Green Cove Springs, FL 32043
Re: Downtown Form-Based Code

Dear Ms. Delvecchio and selection committee members,
Thank you for the opportunity to submit this proposal to develop a form-based code for your downtown. My name is Dr. David Boston. I am an urban planner and market analyst with considerable experience writing and implementing development ordinances, .

I believe I have a unique set of skills and experience that is perfectly suited for leading the effort in developing a form-based code for downtown Green Cove Springs. While I have not completed a large number of form-based codes, the form-based code that I wrote and implemented for the City of Ocala was similar in structure to what you

are looking for, it covers an area similar to downtown Green Cove Springs, and Ocala's downtown faces a lot of the same challenges and opportunities as Green Cove Springs.

I have worked many years as a planner in Florida. I am familiar with how comprehensive plans and zoning regulations are related to one another in this State, and I am familiar with the State's legal requirements for local land use and zoning. I have extensively studied a variety of form-based code examples and structures from the FBCI, and I am familiar with best practices. I am also a skilled market analyst and researcher who is familiar with the realities of real estate development, which will help ground the form-based code in reality and allow the code to be successful in achieving the City's goals for its downtown. I am very proficient in GIS and Adobe suite products, so I can design the diagrams and maps that will be used in the code myself.

Though I have been busy with market analysis contracts for public and private clients, I have never led a project that made me feel as fulfilled and excited as leading the development of Ocala's form-based code. If you select Amarach Planning Services to develop the form-based code for downtown Green Cove Springs, this will be my passion project. I expect to wrap up my current contracts in May, and I would absolutely love for this to be my next project. Let me help you make the future of your downtown much, much brighter. It would truly be my honor and pleasure.

I've enclosed more detail on my proposed approach, schedule, and budget in the following proposal and I hope to begin working with you very soon.

Thank you for your consideration,

David Boston

David Boston, Ph.D., AICP
Owner of Amarach Planning Services



Contents

- SECTION I: DESCRIPTION OF APPROACH 4**
 - PROJECT OVERVIEW 5
- SECTION II: CONSULTANT EXPERIENCE AND QUALIFICATIONS 6**
 - ORGANIZATIONAL DESCRIPTION..... 7
 - PROJECT LEAD..... 7
 - QUALIFICATIONS..... 8
 - AICP Certificate* 8
 - Degree Verification*..... 9
 - Résumé* 11
- SECTION III: COMPARABLE PROJECTS12**
 - Ocala FORM-BASED CODE13
- SECTION IV: SCOPE OF SERVICES14**
 - SCOPE OF SERVICES15
 - Initial Review and Analysis*15
 - First Round of Public Engagement*15
 - Drafting the Form-Based Code*16
 - Second Round of Public Engagement*17
 - Third Round of Public Engagement*18
 - Approval Process*18
- SECTION V: SCHEDULE.....19**
 - SCHEDULE 20
- SECTION VI: SAMPLE CODE DOCUMENT21**
 - Ocala FORM-BASED CODE 22
- SECTION VII: COST..... 23**
 - BUDGET..... 24
- SECTION VIII: REFERENCES..... 25**
 - REFERENCES 26



Section I: Description of Approach



Project Overview

The City of Green Cove Springs is seeking to complete a form-based code for its downtown to create an exceptional pedestrian-oriented public realm, a strong sense of spatial enclosure on downtown streets and public spaces, promote building quality and form, and achieve high-quality private and public downtown spaces. If the City is absolutely committed to these goals, they can certainly be achieved with the right consultant leading a well-designed process.

Developing a form-based code that can be implemented and is successful in achieving the City's goals requires a well-balanced combination of technical expertise and collaboration with the public. To achieve that balance, Dr. Boston is proposing an approach that includes public collaboration every step of the way from the beginning to the end of the process. When the public is truly engaged, the form-based code is more likely to capture their vision. This allows the dual benefit of (1) a better form-based code, and (2) greater support from City residents and other stakeholders. More support means more momentum, and more momentum means more transformative, catalytic downtown development.

The approach for this project is covered in more detail in the Scope of Services provided later in this proposal, and can be summarized by the categories of tasks below:

1. Initial review and analysis
2. First round of public engagement
3. Drafting the form-based code
4. Second round of public engagement
5. Third round of public engagement
6. Approval process

Amarach Planning Services will meet bi-weekly with City staff and monthly with a project steering committee to review progress and collect important feedback throughout the duration of the project.



Section II: Consultant Experience and Qualifications



Organizational Description

Amarach Planning Services is a niche, single-person consulting firm recently founded by Dr. David Boston in January 2022 that provides planning services for long-range planning and market studies analyzing development potential. The firm's office is located in Ocala, Florida.

Amarach is the Irish language word for "tomorrow." The Irish is a reference to Dr. Boston's heritage, honoring the past while looking towards the future. It is also a reference to the Khalil Gibran poem, "On Children," which talks about how our children "dwell in the house of tomorrow." Dr. Boston founded this company and chose the name while on paternity leave, taking care of his newborn daughter. It is important to him that someday she has her "house of tomorrow" in a safe, equitable, sustainable, and inclusive community. Amarach's mission is to help you build those communities.

Project Lead

David Boston, Ph.D., AICP

Dr. Boston is an urban planner, market analyst, and researcher with over a decade of professional experience in community and economic development planning. He has been professionally certified with the American Institute of Certified Planners since January 2015, and is also an active member of the Urban Land Institute.

Dr. Boston received a Master's and a Ph.D. in urban and regional planning and design from the University of Maryland, College Park. His specializations are in community and economic development, housing, and public policy, including writing and implementing form-based codes and other development regulations. He understands the realities of real estate development, and has consulted with both government agencies and private developers to help them identify market opportunities and plan for development that is both feasible and needed in the community. He is a Florida native and is familiar with State legal requirements that affect local land use and zoning regulations.

Dr. Boston was the project lead for drafting and implementing the form-based code for the City of Ocala following the departure of Mike Daniels in 2016. Dr. Boston's process for completing the Ocala Form-Based Code is described in more detail in the Comparable Projects section of this proposal.

Public perception, the existing regulatory structure, and market realities can all stall or sabotage the implementation of a form-based code if they are not understood and responsibly accounted for. Dr. Boston has the perfect blend of expertise and experience to overcome these challenges and ensure that the City of Green Cove Springs gets a downtown form-based code that they are proud of, that is supported by residents and business owners, and that can be realistically implemented to achieve the City's goals.



Qualifications

This section includes relevant professional certification, educational verification documents, and a résumé for Dr. David Boston.

AICP Certificate



This certificate hereby qualifies

David Boston

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

Certified Planner Number: 027443


Joel Albizo, FASAE, CAS
Chief Executive Director


Mitchell J. Silver, FAICP
President



American Institute
of Certified Planners

Creating Great Communities for All

Verify: <https://www.credly.com/go/oIGGSYtn>



Degree Verification

National Student Clearinghouse®
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PH (703) 742-4200 FX (703) 318-4058
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DegreeVerify Certificate

Transaction ID#:	294953926	Date Requested:	02/22/2023 15:04 EST
Requested By:	DAVID BOSTON	Date Notified:	02/22/2023 15:04 EST
Status:	Confirmed		
Fee:	\$12.50		

INFORMATION YOU PROVIDED

Subject Name:	DAVID <small>First Name</small>	BOSTON <small>Last Name</small>
Date of Birth:	09/01/1987 <small>mm/dd/yyyy</small>	
School Name:	UNIVERSITY OF MARYLAND, COLLEGE PARK	
Degree Award Year:	2020	
Attempt To:	Verify a degree	

INFORMATION VERIFIED

Name On School's Records:	DAVID LESLIE BOSTON
Date Awarded:	05/22/2020
Degree Title:	DOCTOR OF PHILOSOPHY
Official Name of School:	UNIVERSITY OF MARYLAND
School Division:	GRADUATE SCHOOL
Major Course(s) of Study:	URBAN & REGIONAL PLANNING & DESIGN
(and NCES CIP Code, if available):	040301
Dates of Attendance:	08/30/2010 to 05/22/2020

INFORMATION VERIFIED

Name On School's Records:	DAVID LESLIE BOSTON
Date Awarded:	05/20/2012
Degree Title:	MASTER OF COMMUNITY PLANNING

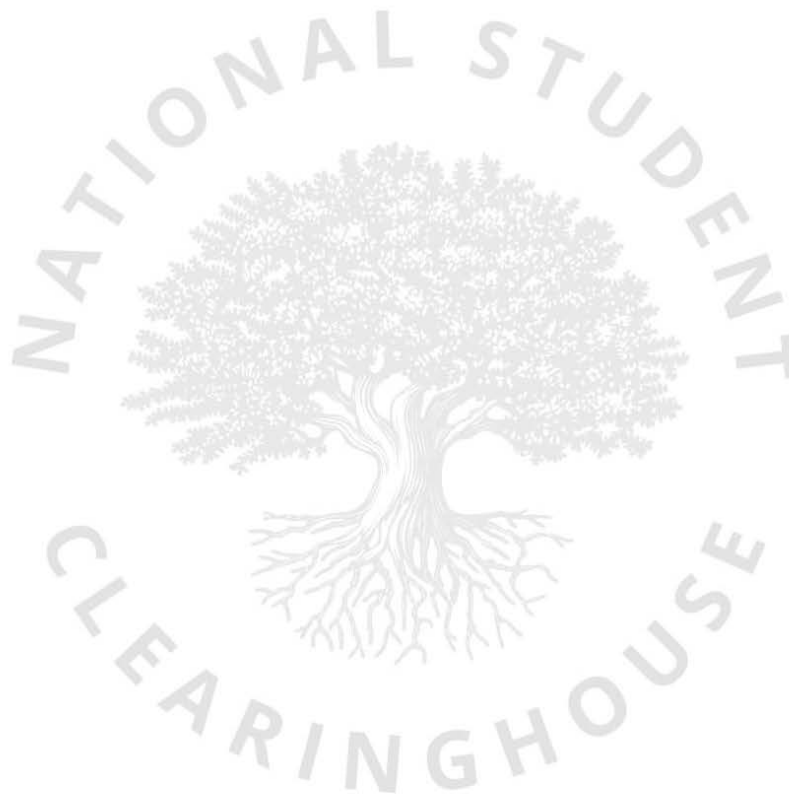
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DegreeVerify Certificate

Official Name of School: UNIVERSITY OF MARYLAND, COLLEGE PARK
School Division: GRADUATE SCHOOL
Major Course(s) of Study: COMMUNITY PLANNING
(and NCES CIP Code, if available): 451201
Dates of Attendance: 08/30/2010 to 05/20/2012



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David Boston, Ph.D., AICP

Owner, Amarach Planning Services

PROFILE

David is an experienced market analyst, urban planner, and researcher skilled in community and economic development, housing market analysis, fiscal impact / feasibility studies, GIS analysis, comprehensive planning, web app development, transit planning, mobile workforce management, planning process systemization, placemaking, development & subdivision review, site planning, form-based codes, community outreach, public speaking, and planning technology.

Research interests include community & economic development strategies; housing policy; spatial analysis & GIS techniques; poverty alleviation; disparate opportunities of place; economic impacts of mega-events and major political initiatives; planning in areas of violent conflict; and homelessness.

CONTACT

PHONE:
(313)403-6024

WEBSITE:
<https://www.amarachps.com/>

EMAIL:
dboston@amarachps.com

EDUCATION

University of Maryland, College Park

Ph.D. in Urban and Regional Planning and Design –
February 2020

Master of Community Planning – May 2012

University of North Florida

Bachelor of Arts, Political Science – May 2010

WORK EXPERIENCE

Amarach Planning Services, Owner

February 2022 – Present

Conduct long-range planning and market studies for urban planning and real estate development professionals who want a detailed analysis of community, housing, and commercial trends in an area.

City of Ocala, FL, Chief Planning Official

March 2016 – February 2022

Managed the City's Planning Division and SunTran bus service. Responsible for long-range planning, development, GIS management, interagency coordination, code updates, contract negotiation and evaluation, community meetings, and other public engagement.

Maryland-National Capital Park & Planning Commission, Senior Planner

June 2012 – March 2016

Responsible for long-range planning, process improvement, outreach to community stakeholders, and development review.

RECOGNITION

Planning Peeps Top Urban Planners Under 40 – 2019

University of Maryland Samuel J. Lefrak Award – 2012

SKILLS

Housing market analysis & needs assessments

Commercial & industrial market analysis

Community & economic development

Statistical analysis (SPSS & Excel)

Community & comprehensive planning

Homelessness research

Development & zoning entitlement processes

GIS analysis (ArcGIS Online; ArcMap; ArcGIS Pro)

Public outreach & speaking

Policy analysis and evaluation

Technical: Microsoft office; ArcGIS; web design; Adobe suite; SPSS



Section III: Comparable Projects

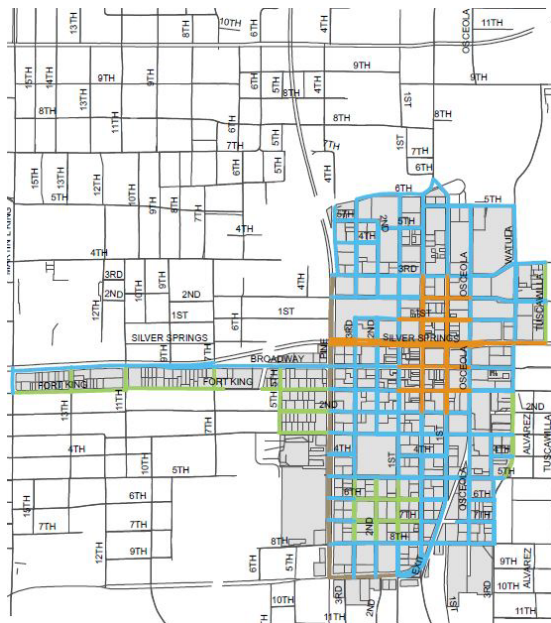


Ocala Form-Based Code

A major focus of the City of Ocala’s 2035 Vision Plan, adopted in 2010, was to create a dynamic, mixed-use, pedestrian-oriented downtown through the development of a form-based code. Like many places, downtown Ocala lost a lot of its charm due to the proliferation of suburban development and zoning standards. Over decades, many of the historic buildings were replaced by suburban-style development and surface parking lots, producing a built environment that was neither urban or suburban, but rather an unappealing mix of the two. The necessity of developing a form-based code was reiterated in the City’s Comprehensive Plan the following year. The City hired a consultant to undertake the effort, and they drafted a document, but the consultants never achieved consensus on several important issues, and the code was not adopted. After the consultants were no longer involved in the project, several years went by and momentum for the project slowed to a near halt.



When Dr. Boston took over management of the process in 2016, the public engagement process needed to be restarted to regain momentum and excitement for the project. The document produced by the consultants was thrown out, and the project started again from the ground up. Dr. Boston wrote the regulating language of the code, led an extensive public outreach campaign at the beginning and throughout the duration of the project to guide the code and gather feedback on draft regulations, conducted development testing on the code, wrote associated ordinances amending related portions of the City’s existing regulations, wrote new sign and landscaping regulations for the downtown, created the relevant maps, and presented the final version of the form-based code to many stakeholder groups, including City Council. The form-based code was adopted in 2018, and Dr. Boston wrote several amendments to the code between 2018 and 2021. He also trained Planning staff to review development proposals within the regulated area.



The Ocala form-based code is organized around four street types, and provides regulations based on the City’s historical street and block patterns. The design regulations are the result of extensive outreach to the general public, a series of focus group meetings, and feedback from elected officials. These design regulations capture the best historical qualities of downtown Ocala’s character and that brand of Southern charm that is unique to small town Florida. The code replaced Ocala’s B-3 zoning districts that covered the downtown. It is a mandatory code with a process for adjustments. It is freestanding within the land development regulations, but with associated amendments integrated into the existing code.



Section IV: Scope of Services



Scope of Services

Amarach Planning Services will create and implement a form-based code for downtown Green Cove Springs using the following scope of services.



Task 0: Kickoff meeting – The project will begin with an in-person or virtual kickoff meeting between Dr. Boston and City of Green Cove Springs staff to discuss points of contact, the project schedule, bi-weekly check-in meetings, and any data or other information that staff can send or otherwise make available. Dr. Boston will prepare an agenda for the meeting and take notes.

Initial Review and Analysis



Task 1.1: Review foundational planning documents – Dr. Boston will familiarize himself with the City’s existing code and foundational planning documents, such as the 2045 Comprehensive Plan, the 2022 Downtown Master Plan, the 2022 Downtown Parking Study, and the other nine documents listed in the City’s RFP.

Task 1.2: Site analysis – Staff will take Dr. Boston on a walking tour of the downtown project area and point out the downtown’s current strengths, weaknesses, opportunities, and threats and discuss how they envision a form-based code improving places on the tour. Dr. Boston will take notes and photograph existing conditions so they can be referenced during meetings or in the code. After the tour, he will travel back to the project area and walk to any areas that were not yet visited and document them with photographs and notes over the course of one or two days.

Task 1.3: Interview stakeholders – Dr. Boston will conduct twelve hours of phone interviews with stakeholders who are already involved in the planning process, such as City staff, elected officials, board and committee members, and other engaged citizens identified by staff. The purpose of these interviews will be to discuss their expectations for the form-based code and to collect early thoughts on issues that they consider priorities. These interviews can be relatively fluid and tailored to the background and interests of the interviewee.

First Round of Public Engagement



Task 2.1: Engage the press: Dr. Boston will draft a press release and participate in a press conference to introduce the project to the public and inform people how they can get involved.

Task 2.2: Update the City website: Dr. Boston will draft materials that can be posted to the website to introduce the project and inform residents of how they can get involved. The website and press release should include information for the first public workshops.



Task 2.3: Form a steering committee: If there is an existing committee that will serve as the steering committee for this project, such as a Vision Plan steering committee, then staff will provide contact information for committee members to Dr. Boston. He will send an introductory email to the steering committee members and attend their next scheduled meeting to introduce himself to members and discuss the project process and the steering committee's role in guiding the project and providing important feedback as the project progresses. If an existing committee does not exist, then Dr. Boston will form a steering committee of volunteers who attend the first public workshops. Dr. Boston will meet with the steering committee monthly to provide updates and get valuable direction and feedback.

Task 2.4: Generate necessary background maps: Using information and GIS data obtained from staff, Dr. Boston will generate background maps that can be used in the form-based code and for public engagement activities.

Task 2.5: Prepare for and hold the first public workshops: Dr. Boston will conduct two workshops on back-to-back days to introduce the public to the form-based code project and to expand engagement to include new stakeholders who are not already involved in the planning process. In these workshops, Dr. Boston will explain what a form-based code is, what the benefits are, and begin to collect valuable feedback about peoples' goals for the project and for the downtown. Dr. Boston will facilitate the workshops to get useful feedback most effectively by answering questions, redirecting conversations as needed, and through a combination of structured and open-format activities to gather as much information as possible. Dr. Boston will provide maps, photographs of relevant downtown sites, diagrams, design options, and other useful meeting materials to spur conversations. All stakeholders, including the press and elected officials, should be encouraged to attend.

Task 2.6: Form focus groups: In addition to the bi-weekly progress meetings with staff, Dr. Boston will also meet regularly with a collection of focus groups that will be formed from volunteers during the first round of public workshops. Focus groups will be designed to provide direction and feedback for important elements of the form-based code. Dr. Boston will have focus group options prepared for the public workshops, which could be based on professional backgrounds (such as a development finance, real estate lawyers, or architecture focus group), or based on interests (such as urban landscaping, signage, or street design). Based on participant interests, Dr. Boston will create three to five focus groups from the volunteers and arrange times to meet with them virtually as needed.

Drafting the Form-Based Code



Task 3.1: Create a first draft of the form-based code: Dr. Boston will create the first draft of the form-based code, including an overview, regulating plan, building form standards, public realm standards, landscape standards, use regulations as necessary, and signage and lighting standards. The first draft will incorporate all feedback received from stakeholders in previous tasks.



Task 3.2: Draft accompanying ordinance: Dr. Boston will also comprehensively review the City’s existing code and draft a related ordinance to accompany the form-based code that amends the existing code as necessary to integrate the new form-based code sections.

Task 3.3: Staff review of the first draft: Dr. Boston will send a digital copy of the first draft of the form-based code and the ordinance of related changes to the existing code to staff for their review and incorporate any initial staff edits prior to distributing the draft to the public for review and feedback.

Second Round of Public Engagement



Task 4.1: Online engagement: Dr. Boston will create a GIS-based ArcGIS web app with a map of the form-based code boundary, street type designations and descriptions, and other spatially-relevant elements of the draft form-based code with commenting enabled to allow people to view and make comments on the maps. A link to the web app can be included in emails of the first draft and posted on the City website. The first draft of the document could also be posted on the website in a way that allows us to collect comments (such as Adobe Document Cloud) at the City’s discretion.

Task 4.2: Distribute the draft and meet with stakeholders: Dr. Boston will provide a second press release and materials to City staff to update the website with the first draft of the form-based code and an associated explanation of its contents. He will meet with the steering committee and focus groups to explain the contents of the draft code and how to review it, and then distribute the draft to steering committee and focus group members for their review and feedback. Steering committee members will be expected to provide comprehensive reviews and focus group members will only be expected to provide targeted feedback based on their focus, but they will be welcome to branch out and conduct a more comprehensive review as well.

Task 4.3: Prepare for and hold second round of public workshops: Dr. Boston will conduct a second round of two public workshops on back-to-back days to gather important feedback from the community regarding the first draft of the form-based code. The room will be set up in open house format with many displays and interactive boards to inform people of the form-based code regulations and collect feedback in an unstructured way. Dr. Boston will also provide an engaging and interactive presentation starting half an hour into the meeting time to collect structured feedback. The benefit of providing a mix of structured and unstructured feedback opportunities is that we give people with different personalities a chance to participate. Some participants prefer a structured, public format to give their feedback, and other participants may not feel comfortable giving their feedback in such a public manner. By doing both structured feedback and an open house format, we give both types of participants an opportunity to engage with the project in a way that feels meaningful to them.



Task 4.4: Present first draft: Dr. Boston will present the first draft of the form-based code to a joint gathering of municipal boards and committees for a special workshop to collect feedback. This should be scheduled after the second round of public workshops so that Dr. Boston can also summarize and discuss feedback from the public.

Task 4.5: Revise the form-based code: Dr. Boston will revise the form-based code and related ordinance in coordination with staff to incorporate feedback received from all stakeholders.

Third Round of Public Engagement



Task 5.1: Update online engagement: Dr. Boston will update the GIS-based ArcGIS web app with any necessary updates that result from the revisions made to the form-based code. If comments were collected on the first draft of the document, then an updated version of the revised form-based code document will also be uploaded with comments enabled to collect additional public feedback.

Task 5.2: Distribute the revised draft and meet with stakeholders: Dr. Boston will provide a third press release and content to update the City website. Links will be added or updated as necessary. Dr. Boston will meet with steering committee and focus group members to discuss revisions that were made to the code within the group's scope, and to distribute the revised version to members for their review and feedback.

Task 5.3: Prepare and hold third round of workshops: Dr. Boston will conduct a third and final round of public workshops. These workshops will be very similar in structure to the second round of public workshops, except that there will be a focus on the feedback received on the first draft and the revisions that were made to incorporate that feedback.

Task 5.4: Present revised draft: Dr. Boston will present the revised draft of the form-based code to a joint gathering of municipal boards and committees for a special workshop to collect any additional feedback. This should be scheduled after the third round of public workshops so that Dr. Boston can also summarize and discuss feedback from the public.

Task 5.5: Prepare the hearing materials: In consultation with staff, Dr. Boston will incorporate feedback from all stakeholders to create the hearing version of the form-based code. He will also prepare an ordinance for adoption of the code and make any necessary revisions to the related ordinance amending other sections of the existing code.

Approval Process



Task 6.1: Formal hearings: Dr. Boston will present the form-based code for adoption at a Planning and Zoning Commission meeting and City Council meeting. If the item is tabled for revisions, Dr. Boston will make all necessary revisions in close coordination with staff until the form-based code is adopted.



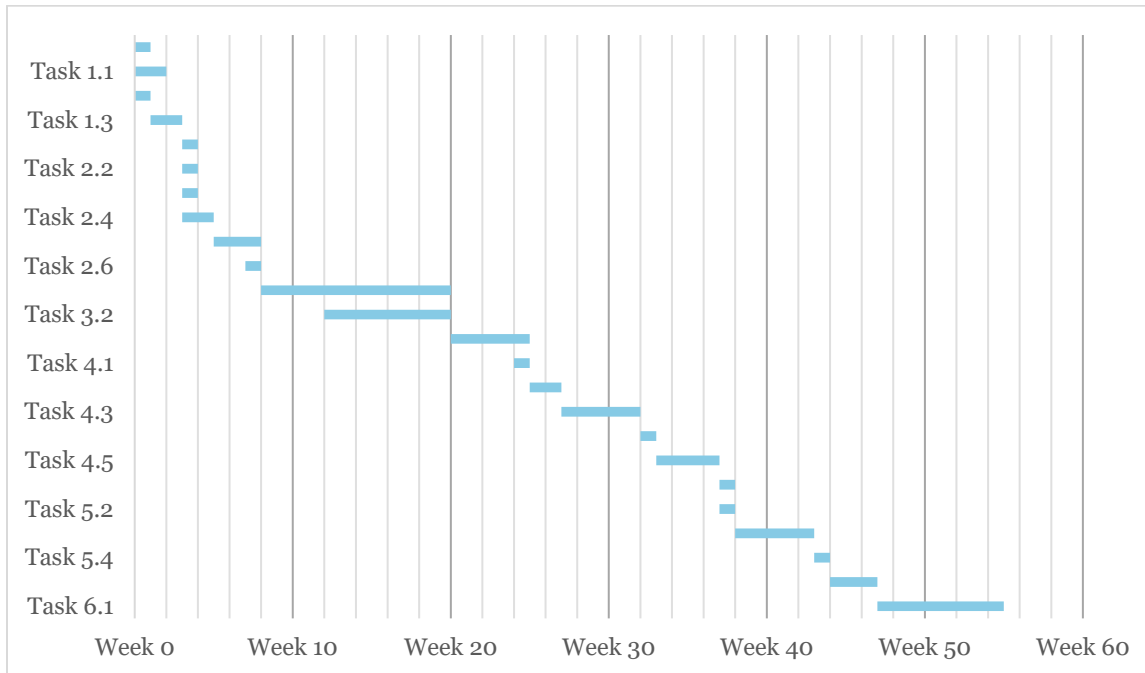
Section V: Schedule



Schedule

Using the project process laid out in the Scope of Services, the estimated project timeline is provided below in the form of a Gantt chart outlining weeks spent on each Task starting on June 5th. Below the Gantt chart is a list of estimated key meeting and deliverable dates. The project is expected to take roughly one year to complete.

Figure 1: Project timeline Gantt chart



Key deliverable and meeting dates are proposed below.

- **June 5, 2023:** Kickoff meeting with staff
- **July 26-27, 2023:** First round of public workshops
- **October 23, 2023:** First draft of form-based code submitted for review
- **January 10-11, 2024:** Second round of public workshops
- **January 17, 2024:** First joint municipal committee workshop for first draft
- **March 26-27, 2024:** Third round of public workshops
- **April 3, 2024:** Second joint municipal committee workshop for revised draft
- **May 2024:** Start the public hearing process
- **June 2024:** Estimated adoption of the form-based code



Section VI: Sample Code Document



Ocala Form-Based Code

The latest amended version of the City of Ocala form-based code is included on the USB stick associated with this proposal, per the first question and answer of Addendum 1 of the City's RFP. Dr. David Boston was the project lead for creating the original version of Ocala's form-based code, and each of the subsequent amendments.



Section VII: Cost



Budget

The following budget includes the cost per hour and estimated billable hours for each project Task.

Table 1: Proposed project budget

Project task	Cost per hour	Estimated billable hours	Total cost
<i>Task 0</i>	\$100	4	\$400
<i>Task 1.1</i>	\$100	32	\$3,200
<i>Task 1.2</i>	\$100	12	\$1,200
<i>Task 1.3</i>	\$100	12	\$1,200
<i>Task 2.1</i>	\$100	4	\$400
<i>Task 2.2</i>	\$100	8	\$800
<i>Task 2.3</i>	\$100	2	\$200
<i>Task 2.4</i>	\$100	16	\$1,600
<i>Task 2.5</i>	\$100	48	\$4,800
<i>Task 2.6</i>	\$100	2	\$200
<i>Task 3.1</i>	\$100	180	\$18,000
<i>Task 3.2</i>	\$100	100	\$10,000
<i>Task 3.3</i>	\$100	60	\$6,000
<i>Task 4.1</i>	\$100	16	\$1,600
<i>Task 4.2</i>	\$100	20	\$2,000
<i>Task 4.3</i>	\$100	80	\$8,000
<i>Task 4.4</i>	\$100	12	\$1,200
<i>Task 4.5</i>	\$100	60	\$6,000
<i>Task 5.1</i>	\$100	4	\$400
<i>Task 5.2</i>	\$100	16	\$1,600
<i>Task 5.3</i>	\$100	60	\$6,000
<i>Task 5.4</i>	\$100	12	\$1,200
<i>Task 5.5</i>	\$100	40	\$4,000
<i>Task 6.1</i>	\$100	40	\$4,000
<i>Meeting materials</i>			\$10,000
Total price			\$94,000
<i>Contingency</i>			\$5,000
Total + contingency			\$99,000

The final estimated base cost for this project is **\$94,000**, plus a recommended \$5,000 contingency in case City staff would like the flexibility to add additional tasks as the project progresses. The proposed total plus the recommended contingency is **\$99,000**.

Thank you for your review and consideration, and I hope to work with you soon! Please contact Dr. Boston with any questions.



Section VIII: References



References

Below are references for projects that Amarach Planning Services has most recently completed related contracts with, which also includes the reference for the comparable code included as an example in this proposal (City of Ocala).

Name of project: Planning assistance contract for the City of Ocala, FL (also the reference for the form-based code completed for the City of Ocala, which was done as an employee)

Location: Ocala, FL

Service date range: March 2022 – February 2023

Name of contact person: Tye Chighizola, AICP

Contact person title: Growth Management Department Director

Telephone: (352) 629-8490

Email: tchighizola@ocalafl.org

Name of project: Housing Market Study and Housing Element Update

Location: Town of Woodside, CA

Service date range: August 2022 – September 2022

Name of contact person: Jackie Young

Contact person title: Planning Director

Telephone: (650) 851-6790

Email: jyoung@woodsidesidetown.org

Name of project: Housing Market Study for Palm Beach County

Location: Palm Beach County, FL

Service date range: September 2022 – October 2022

Name of contact person: Laurie Harari

Contact person title: Planner

Telephone: (561) 233-5300

Email: lharari@pbcgov.org

Name of project: Commercial & Industrial Market Study for the St. Andrews CRA

Location: City of Panama City, FL

Service date range: August 2022 – September 2022

Name of contact person: Michael Johnson

Contact person title: Director, Community Development Department

Telephone: (850) 872-7230

Email: mjohnson@panamacity.gov

