



Nilsa Zacarias, AICP

Director of Planning

Nilsa Zacarias, AICP is ChenMoore's Director of Planning. She is a nationally and internationally recognized professional and Fulbright Scholar with over 25 years of experience working on challenging and complex planning initiatives including Comprehensive Planning, Public Engagement, Land Development Regulations, Annexations, Corridor and Neighborhood Plans. She has an in-depth knowledge of Florida Statutes and required process to transmit and adopt a Comprehensive Plan.

Experience

Years of experience at ChenMoore: 17

Total years of experience: 28

Education

Master of Science, Master of Community and Regional Planning, Iowa State University

Bachelor of Architecture, Catholic University Asuncion, Paraguay

Registration

Certified Planner by the American Institute of Certified Planners (AICP), 022455

Professional Affiliations

CTM, Toastmasters International

Fulbright Alumni Association

Historical Preservation Board, Town of Jupiter

Palm Beach Planning Congress

Planning & Zoning Commission, Town of Jupiter

Project Experience

Master Plan and Design Guidelines with Robust Public Participation; and Zoning Code Amendments. Village of Tequesta. The Beach Road corridor was facing challenges because of aging condominium buildings, and active redevelopment initiatives. Prepared Design Guidelines ChenMoore and Zoning Code Text Amendments based on the Community input to protect the small village charm, natural resources, and provide clear direction to developers. The Design Guidelines included building aesthetics, site planning, landscaping, public streetscape, and a detail checklist. The Design Guidelines is a rich graphic driven document with 3D renderings showcasing the vision for the Beach Road corridors, and photographic display of examples of massing, articulations and architectural elevations.

Community Engagement, Master Plan and Comprehensive Plan based on the Evaluation and Appraisal Review (EAR). Village of North Palm Beach. ChenMoore updated the Village of Palm Beach Comprehensive Plan based on the Evaluation and Appraisal Review (EAR). The proposed scope includes a detail review of all the elements including Policy (Goals, Objectives and Policies) and Data and Analysis ensuring compliance with current Florida Statutes (F.S.) and updates to reflect changes in the Village's trends, vision and demographics.

Public Engagement, Urban Design and Comprehensive Plan Update. City of Dania Beach. ChenMoore was contracted by the City of Dania Beach to update the Comprehensive Plan based on the Evaluation and Appraisal Review (EAR) according to Chapter 163 Florida Statutes (F.S.). The proposed scope includes a detail review of the elements including Policy (Goals, Objectives and Policies) and Data and Analysis ensuring compliance with current Florida Statutes (F.S.); and, updates to reflect changes in the City's trends, vision and demographics.

Visioning, Urban Design, LDRs, Master Plan with Proactive Public Engagement Program. City of Lake Worth Beach. Since 2015 ChenMoore is providing ongoing planning services to the City including 3D Renderings for specific sites illustrating the vision of the City and the compliance with Zoning Code as part of a City's marketing effort to attract quality development. In 2025, ChenMoore completed a Master Plan for the City based on a robust and dynamic public engagement process. Over the years, ChenMoore has prepared Land Development Regulations (LDRs) and EAR-based Comprehensive Plan text amendments in compliance with Florida Statutes.

Visioning, and Master Plan. City of Westlake. Palm Beach County's new 39th City was incorporated on June 20, 2016. The 38,000 acres of mostly vacant, previously agricultural land in western Palm Beach County will be the site of 4,500 homes and 2.2 million square feet of commercial space. Since its incorporation in 2016, ChenMoore professionals serve as the planning department of the City responsible for preparing the first Master Plan and Comprehensive Plan adopted in 2018, and writing the Land Development Regulations to be consistent with the City's Comprehensive Plan Vision. ChenMoore is also in charge of site plan reviews and processing development applications including staff reports, presentations to the Boards and City Council.



Osniel Leon, AICP

Principal Planner

Osniel Leon is a Principal Planner for ChenMoore's planning team, with more than 15 years of combined experience in the areas of land use, zoning, platting, and development regulations. Osniel's work is marked by a strategic approach. He excels in developing comprehensive plans and LDRs that are meticulously tailored to communities' unique needs and aspirations, integrating land use, transportation, economic development, and environmental Sustainability. His facilitation of stakeholder workshops, public forums, and focus groups is strategic, aiming not just to gather input, but also to build consensus and foster collaboration among diverse stakeholders. His in-depth analyses of demographic trends, market dynamics, and regulatory requirements are strategic tools, informing decision-making and strategy development.

Education

Bachelor of Science, Urban and Regional Planning,
Florida Atlantic University

Certifications

Certified Planner by the American Institute of
Certified Planners (AICP)

Professional Affiliations

American Planning Association
Congress for the New Urbanism
Palm Beach Planning Congress
2025 Vice President of the Palm
Beach Planning Congress

Presentations at Conferences

Presentation at the Florida America Planning
Association Conference (FAPA) in Daytona Beach,
September 2025

Project Experience

Visioning, Comprehensive Plan, LDRs, and Development Processing. City of Westlake. Palm Beach County's new 39th City was incorporated on June 20, 2016. The 38,000 acres of mostly vacant, previously agricultural land in western Palm Beach County will be the site of 4,500 homes and 2.2 million square feet of commercial space. Since its incorporation in 2016, ChenMoore professionals serve as the planning department of the City responsible for preparing the first comprehensive plan adopted in 2018, and writing the Land Development Regulations to be consistent with the City's Comprehensive Plan Vision. ChenMoore is also in charge of site plan reviews and processing development applications including staff reports, presentations to the Boards and City Council.

EAR based Comprehensive Plan Update. City of Dania Beach. ChenMoore was contracted by the City of Dania Beach to update the Comprehensive Plan based on the Evaluation and Appraisal Review (EAR) according to Chapter 163 Florida Statutes (F.S.). The proposed scope includes a detail review of the elements including Policy (Goals, Objectives and Policies) and Data and Analysis ensuring compliance with current Florida Statutes (F.S.); and, updates to reflect changes in the City's trends, vision and demographics.

General Planning Services. City of Westlake. Beach County's 39th City was incorporated on June 20, 2016. The 38,000 acres of mostly vacant, previously agricultural land in western Palm Beach County will be the site of 4,500 homes and 2.2 million square feet of commercial space. This new city will provide much-needed urban services to the surrounding suburban residential areas. The ChenMoore planning team prepared the first comprehensive plan for the City of Westlake. The plan was adopted in 2018, and it is in compliance with Florida Statutes. The team wrote the new Zoning Code to be consistent with the City's Comprehensive Plan Vision. ChenMoore was contracted by the City to provide general planning and zoning services. The consulting contract includes long range and current planning projects as follows: site plan reviews, meeting with developers, staff reports, Zoning code amendments, presentations to Boards and City Council, master signage reviews and sign code amendments.

General Planning Services. Village of Mangonia Park. Mr. Osniel provides Planning services to the Village including site plan reviews, DRCs, meetings with developers, staff reports, presentations to Boards and City Council.

Design Guidelines, Public Participation and Zoning Code Amendment. Village of Tequesta. The Beach Road corridor was facing challenges because of aging condominium buildings, and active redevelopment initiatives. Prepared Design Guidelines ChenMoore and Zoning Code Text Amendments based on the Community input to protect the small village charm, natural resources, and provide clear direction to developers. The Design Guidelines included building aesthetics, site planning, landscaping, public streetscape, and a detail checklist. The Design Guidelines is a rich graphic driven document with 3D renderings showcasing the vision for the Beach Road corridors, and photographic display of examples of massing, articulations and architectural elevations.



Lance Lilly, AICP

Senior Planner

Lance Lilly is a Senior Planner for ChenMoore's planning team, with more than a decade of combined experience in the areas of land use, zoning, planning, and development regulations. Mr. Lilly specializes in long-range planning, policy analysis, Comprehensive Plans, Master Plans, zoning codes, site plan reviews, and public outreach initiatives for local governments throughout Florida.

Experience

Years of experience at ChenMoore: 9

Total years of experience: 10

Education

Master of Science, Master of Urban and Regional Planning, Florida Atlantic University

Bachelor of Science, Urban and Regional Planning, Florida Atlantic University

Professional Affiliations

American Planning Association

Palm Beach Planning Congress

Certifications

Certified Planner by the American Institute of Certified Planners (AICP)

Presentations

Presentation at the Florida American Planning Association Conference: Jacksonville - September 2023
Daytona Beach - September 2025

Project Experience

General Planning Services, Land Development Regulations, Comprehensive Plan Amendments, Village of Tequesta. Since 2010 provided planning services including EAR-based Comprehensive Plan Amendments, LDR amendments (writing code language to create overlays, Parking regulations, updating definitions, and others); Site Plan Reviews (DRC Meetings, Staff Reports, meetings with developers); presentations at workshops, hearings at P&Z Board and Village Council meetings; Annexations studies and analysis with public outreach; community outreach and vision for a Parks Master Plan and Design Guidelines.

General Planning Services, Urban Design, LDRs, EAR- based Comprehensive Plan Text Amendments, Neighborhood Plans, Zoning Code amendments. City of Lake Worth Beach. Since 2015 ChenMoore is providing ongoing planning services to the City including 3D Renderings for specific sites illustrating the vision of the City and the compliance with Zoning Code as part of a City's marketing effort to attract quality development. Over the years, ChenMoore has prepared Land Development Regulations (LDRs) and EAR-based Comprehensive Plan text amendments in compliance with Florida Statutes. Also, the ChenMoore team developed 18 Neighborhood Plans for the City including utilities, transportation, signage, public safety, planning efforts and neighborhood public engagement.

Landscape Master Plan and Design Guidelines, City of Cooper City, FL. ChenMoore prepared a Landscape Master Plan and Design Guidelines to establish a unified vision for public spaces, including landscape and streetscape elements such as signage, planting, lighting, and site furnishing. Mr. Lilly was instrumental in project coordination with the City, public engagement, and project management.

Comprehensive Plan Update, Village of North Palm Beach. ChenMoore is assisting the Village of North Palm Beach in updating its Comprehensive Plan per Chapter 163.3191, Florida Statutes F.S. The proposed scope includes updating two (2) groups (People and Places and Efficient and Well-Maintained Infrastructure) of the Comprehensive Plan, which contains six (6) elements (Future Land Use, Annexation, Housing, Transportation, Capital Improvement, and Infrastructure). The update will amend the document's existing Comprehensive Plan's policy section (Goals, Objectives, and Policies) and Data and Analysis to ensure compliance with current Florida Statutes F.S and to reflect changes in the Village's 20-year planning horizon, trends, and demographics.

Design Guidelines, Public Participation and Zoning Code Amendment, Village of Tequesta. The Beach Road corridor was facing challenges because of aging condominium buildings, and active redevelopment initiatives. prepared Design Guidelines ChenMoore and Zoning Code Text Amendments based on the Community input to protect the small village charm, natural resources, and provide clear direction to developers. The Design Guidelines included building aesthetics, site planning, landscaping, public streetscape, and a detail checklist. The Design Guidelines is a rich graphic driven document with 3D renderings showcasing the vision for the Beach Road corridors, and photographic display of examples of massing, articulations and architectural elevations.



Heather Croney

Planning Project Lead, Senior Planner

Heather Croney is a Senior Planner for ChenMoore's planning team, with more than 14 years of combined experience in the areas of transportation planning and data collection, ADA compliance review, land use, zoning, planning, and development regulations. Heather has worked for both County and City level of planning, as well as school planning. Heather greatly enjoys work she did in historic preservation while in the role of Senior Planner for the City of Eustis. Heather grew up in Orlando, and started her career in the Orlando region, including internships and contract work early on for Orange County (Planning, Housing, and District 2 Commissioner's Office), in addition to for the City of Orlando with the Office of Communications and Neighborhood Relations (OCNR) as well as transportation planning departments.

Experience

Years of experience at ChenMoore: <1

Total years of experience: 14

Education

Master of Science, Urban and Regional Planning,
University of Central Florida

Master's Certificate, Geographic Information
Systems

Bachelor of Science, Public Administration,
University of Central Florida

Professional Affiliations

American Planning Association (APA)

Currently serve on the board for the APA FL
Orlando Metro Section

Florida Planning and Zoning Association (FPZA)

Urban Land Institute (ULI)

Women in Transportation Seminar (WTS)

UCF MSURP Planning Advisory Board (PAB)

American Society for Public Administration (ASPA)

Project Experience

The following represents Heather's experience prior to Chen Moore

Historic Preservation & Development Services. City of Eustis. Managed historic preservation activities and served as staff liaison to the Historic Preservation Board (HPB), including preparation of staff reports, presentations, and Certificates of Appropriateness (COA) reviews for projects within the City's Commercial Historic District and Washington Avenue Historic District. Secured grant funding through the Florida Division of Historical Resources for a historic and architectural survey of 1940–1971 resources and managed consultant procurement and project coordination. Prepared educational presentations on historic preservation topics, including mid-century modern architecture, to support ongoing identification and protection of historic resources.

Provided comprehensive planning and development review services within a form-based code framework, guiding projects from initial inquiry through entitlement, permitting, construction, and certificate of occupancy. Coordinated with residents, developers, elected officials, and City staff on land development, zoning, and planning initiatives. Supported community beautification and economic development efforts through participation in the America in Bloom program and other community-focused initiatives.

School Facilities & Concurrency Planning. Lake County Schools, FL. Managed school concurrency and facilities planning activities in coordination with local governments, developers, and regulatory agencies. Administered school concurrency reviews and reservations, facilitated quarterly intergovernmental planning meetings, coordinated annual concurrency reporting, and supported compliance with Chapter 163, Florida Statutes, and Florida Department of Education requirements. Contributed to capital facilities planning, the Five-Year District Facilities Work Program, attendance boundary analyses, and planning efforts associated with new school development. Experience includes growth management, capacity analysis, school siting coordination, and long-range facilities planning.

Transportation, Walkability, and Safety Planning. Heather Croney has experience in multimodal transportation planning, pedestrian and bicycle safety, and Complete Streets initiatives. She has supported corridor and intersection studies involving crash analysis, pedestrian and bicycle counts, transit assessments, operational evaluations, speed studies, gap studies, and field investigations for public-sector clients. Her project experience includes the UCF Area Pedestrian Safety Study, Alafaya Trail Study, Rock Springs Road Pedestrian Crossing Study, and Pine Hills Road Pedestrian/Bicycle Safety Study. Heather has coordinated stakeholder and focus group meetings, managed large-scale data collection and analysis efforts, prepared existing conditions and safety assessments, and developed recommendations to improve walkability, accessibility, multimodal connectivity, and safety for all users. She combines technical transportation analysis with community-focused planning and public engagement to support context-sensitive, implementable solutions that enhance mobility, strengthen connections between destinations, and create safer, more accessible environments for pedestrians, bicyclists, transit users, and motorists.



Santiago Cleves

Associate Planner

Santiago is an Associate Planner for ChenMoore's planning team, and is passionate about designing and building communities. He graduated with a bachelor's degree from Florida Atlantic University and was employed by the City of Pembroke Pines as a Planner/ Zoning Technician, and Landscape Inspector. Santiago is dedicated to creating sustainable and livable communities that reflect a unique perspective and consider the history and context of each location. His expertise includes site analysis, master planning, and graphic design, which are integral to his design and project implementation process using softwares such as AutoCAD, SketchUp, Adobe Creative, AI Render (Test Fit, MNLM.ai, and Visualizee) , and ArcGIS.

Experience

Years of experience at ChenMoore: 2

Total years of experience: 3

Education

Bachelor of Urban Design, Urban Design, Florida Atlantic University, 2024

Professional Affiliations

Professional Affiliations: 2025/2026 Recording Secretary Palm Beach Planning Congress
American Planning Association

Certifications

Florida Atlantic University Environmental Science Certificate / 2019 – 2024

Presentations

Presentation at the Florida America Planning Association Conference (FAPA) in Daytona Beach, September 2025

Project Experience

Open Space and Recreation Master Plan. City of Lake Worth Beach. ChenMoore is assisting the City of Lake Worth Beach creating an Open Space & Recreation Master Plan that will include (1) Review of Existing Conditions; (2) Analysis of Needs and Preferences; (3) Develop Plan and Implementation Phases; (4) Adopt and Execute Plan.

General Planning Services. City of Westlake. Palm Beach County's 39th City was incorporated on June 20, 2016. ChenMoore was contracted by the City to provide general planning and zoning services. Santiago is instrumental in performing the following tasks: long range and current planning projects as follows: site plan reviews, meeting with developers, staff reports, Zoning code amendments, presentations to Boards and City Council, master signage reviews and sign code amendments.

Mangonia Park Town Planning. Town of Mangonia Park. ChenMoore was contracted by the Town of Mangonia Park to update their comprehensive plan. The ChenMoore planning team prepared the EAR based (Evaluation and Appraisal Review) Comprehensive Plan Amendment for the Town of Mangonia Park. Florida Statutes require that each local government within the state must prepare, adopt, and submit an Evaluation and Appraisal Review of its comprehensive plan at least every seven years. This EAR based amendment should address changes in the state requirements and changes to local conditions since the last update of the comprehensive plan. In 2020, the Mangonia Park comprehensive plan prepared by the ChenMoore planning team was adopted. Santiago provides planning services to the Town including Site Plan Reviews, DRC, meeting with development staff report and presentation to Boards and Town Council.

Preparation of Evaluation and Appraisal Report and Comprehensive Plan Amendments. City of Dania Beach. ChenMoore is assisting the City of Dania Beach to update the Comprehensive Plan based on the Evaluation and Appraisal Review (EAR) according to Chapter 163.3191, Florida Statutes (F.S.). The proposed scope includes a detail review of the elements including Policy (Goals, Objectives and Policies) and Data and Analysis ensuring compliance with current Florida Statutes (F.S.); and, updates to reflect changes in the City's trends, vision and demographics.

Future Land Use Map Amendment. City of Dania Beach. City-initiated request to amend the Future Land Use Map for two (2) sites through a small-scale map amendment. The subject proposal will ensuring compliance with current Florida Statutes (F.S.); and final adoption of the City-initiated request.

City of Coral Gables Community Rating System Program Support. City of Coral Gables, FL. Supported the City of Coral Gables' Community Rating System (CRS) recertification and class improvement efforts through program compliance reviews, data validation, documentation management, public outreach coordination, Elevation Certificate review, ISO coordination, and implementation of strategies to enhance floodplain management and reduce flood insurance costs. Services also included repetitive loss documentation, Program Data Table updates, activity tracking, recordkeeping improvements, and preparation of materials supporting successful ISO review and CRS credit maximization.



Austin Lawrence

Associate Planner

Mr. Lawrence is a Planner supporting ChenMoore's planning and landscape architecture teams with preparation of graphics, exhibits, and design materials. His work includes assisting with site analysis, conceptual design support, and development of visual representations for planning and landscape architecture projects.

He contributes to the preparation of renderings, layout graphics, and presentation materials using AutoCAD, SketchUp, and Adobe Creative Suite, supporting the communication of design concepts. Mr. Lawrence brings strong graphic and visualization skills that support early-stage design development and project presentation.

Experience

Years of experience at ChenMoore: 1

Total years of experience: 1

Education

Bachelor of Science, Urban Design, Florida Atlantic University, 2024

Associate of Arts, Art, Palm Beach State College, 2022

Professional Affiliations

Palm Beach Planning Congress

Project Experience

Open Space and Recreation Master Plan, City of Lake Worth Beach, FL.

ChenMoore is assisting the City in the development of an Open Space and Recreation Master Plan, including evaluation of existing conditions and development of strategies for improving parks and public spaces. Mr. Lawrence supported the project team with preparation of graphics and visual materials, assisting with development of exhibits used to communicate site conditions and conceptual improvements. He also participated in public engagement efforts to obtain feedback from stakeholders.

Planning and Development Services, City of Westlake, FL.

ChenMoore provided ongoing planning and development support services for this rapidly growing municipality, including coordination of site-related projects and development activities. Mr. Lawrence assisted with residential permit applications by reviewing submissions to ensure compliance with City Code. If code requirements were not met, he would issue comments requesting that applicants revise the plans or provide additional information.

Comprehensive Plan, City of Boynton Beach, FL.

ChenMoore is assisting the city of Comprehensive plan to update the comprehensive plan base on the evaluation and appraisal review (EAR) according to chapter 163.3191, Florida Statutes (F.S). The proposed scope includes a detail review of the element including policy (Goals, Objectives and Policies) and Data and Analysis Ensuring Compliance with current Florida Statutes (F.S) : and updates to reflect changes in the city's trends, vision and demographics.

Town of Jupiter Inlet Colony Continuing Planning and Landscape Architecture Services.

The Town of Jupiter Inlet Colony retained ChenMoore to provide continuing planning, landscape architecture, and floodplain management services. The assignment supported the Town's ongoing zoning, landscape, and permitting processes, including Building and Zoning Committee coordination. Services addressed development review activities and field inspections for zoning and landscape compliance. ChenMoore reviewed Building and Zoning Committee applications and prepared staff memoranda focused on zoning and landscape considerations. The team staffed the Building and Zoning Committee and performed zoning and landscape building permit reviews. Scope also included floodplain management support, zoning and landscape building permit inspections, and participation in pre-application meetings.



Sara Colón

Associate Planner

As an Urban Planner for ChenMoore, Sara Colón has experience with site plan development review in municipal planning. Sara also has contributed to staff reports, project proposals, conceptual renderings, and company marketing. Ms. Colón has experience with site analysis, handdrawn renderings, and digital graphics. Sara's creative graphic and design capabilities are key components for design charrettes, vision master plans, and overall neighborhood participation initiatives. She is proficient in Sketch-up, AutoCAD, Adobe Creative Suite and other 3D Rendering software.

Experience

Years of experience at ChenMoore: 5

Total years of experience: 6

Education

Bachelor of Science, Bachelor of Urban Design,
Florida Atlantic University

Professional Affiliations

Palm Beach Planning Congress

Project Experience

Design Guidelines, Public Participation and Zoning Code Amendment. Village of Tequesta. The Beach Road corridor was facing challenges because of aging condominium buildings, and active redevelopment initiatives. Prepared Design Guidelines ChenMoore and Zoning Code Text Amendments based on the Community input to protect the small village charm, natural resources, and provide clear direction to developers. The Design Guidelines included building aesthetics, site planning, landscaping, public streetscape, and a detail checklist. The Design Guidelines is a rich graphic driven document with 3D renderings showcasing the vision for the Beach Road corridors, and photographic display of examples of massing, articulations and architectural elevations.

Belle Glade CRA Plan Redevelopment Plan Update Services. City of Belle Glade, FL. ChenMoore, in partnership with Allison Justice, updated the City of Belle Glade's Community Redevelopment Area (CRA) Plan and evaluated a proposed expansion area to address redevelopment needs beyond the original 2003 CRA boundaries. The project included preparation of a Finding of Necessity, extensive stakeholder and community engagement, market analysis, and tax increment financing evaluation. The team identified redevelopment priorities, funding opportunities, and implementation strategies to support economic revitalization. The updated plan incorporated public, private, and grant funding sources and included conceptual 3D renderings that emphasized downtown aesthetics, walkability, and a pedestrian-oriented redevelopment vision.

Public Participation Program, Parks Master Plan "Our Parks Our Values". Village of Tequesta. ChenMoore was responsible for land planning, community participation, branding, site analysis, site design and landscaping in compliance with local code and comprehensive plan, landscaping, parking lay outs, and permitting for the preparation of Village of Tequesta Parks Master Plan. The ChenMoore team utilized a proactive public participation program (4Ps) to obtain community input and ensure maximum outreach. "Our Parks Our Values" main goal was to prepare a robust document based on the community vision to serve as a long-term strategic road map to guide improvements to the Village's parks.

The Master Plan was approved by the Village Council in August 2022, and it is currently being implemented. Nilsa was the lead and project manager including the proactive public participation; conceptual designs and final document that was approved by the Village Council. This Master Plan was selected by the Florida Chapter of the American Planning Association to be presented at the State Conference held in Jacksonville in September 2023.

Cooper City Landscape Master Plan. City of Cooper City. ChenMoore shall work with the City to identify the public spaces and ROWs and work with City, stakeholders and engage with the public to receive input on the desired aesthetic for the community. ChenMoore shall prepare a master plan for the City to be used as a design guidelines manual for how to move forward to create a unified and identifiable aesthetic to be applied throughout the City.



Shahin Hekmat, PE, F.FES, FACEC

QA/QC Manager

Shahin Hekmat is Director of Quality Assurance for ChenMoore with over 33 years of experience in engineering design and project management for public and private sector projects. He has served as City Engineer for the City of Weston, Consulting Engineer for multiple municipalities, and District Engineer for several drainage and development districts in South Florida. His expertise focuses on stormwater management and drainage design, including watershed analysis and preparation of stormwater reports and master plans. Shahin also has extensive experience in roadway and land development, including water and sewer systems, grading, drainage, permitting, construction oversight, and project close-out. He is well-versed in Environmental Resource Permitting and has coordinated approvals with SFWMD, FDEP, USACE, and local agencies for major infrastructure and land development projects.

Experience

Years of experience at ChenMoore: 4

Total years of experience: 35

Education

Bachelor of Science, Civil Engineering, University of Miami, 1989

Registration

Professional Engineer Florida, 49941, 1996

Certifications

FDEP NPDES Design

Stormwater Management Design

Environmental Permitting Summer School

EPA/FDEP NPDES Inspector

FES/FICE Florida Engineering Leadership Institute

FDOT Advance Work Zone Traffic Control Certification

Qualified Stormwater Management Inspector

FDOT Temporary Traffic Control Advanced Course, #58277

Project Experience

McNab Park Redevelopment Civil Engineering, Pompano Beach. ChenMoore served as the civil engineer of record for the redevelopment of the existing McNab Park in Pompano Beach, Florida. The project focused on upgrading site utility and drainage infrastructure and improving adjacent roadway connections. The park is located at 2200 and 2250 East Atlantic Boulevard and includes two parcels totaling 3.21 acres. Existing site features included the relocated historic McNab House and Garage structures, recreational sports courts, greenspace and landscaping, and asphalt surface parking. Services included civil engineering design for water, sewer, and stormwater improvements to support the redevelopment program. The scope also included design of adjacent roadway upgrades associated with the park improvements. ChenMoore coordinated the utility and stormwater components to integrate with existing site conditions and planned park features.

Integrated Utility Master Plan - Collection and Distribution Systems Modeling. Palm Beach County. ChenMoore was contracted by Palm Beach County Water Utilities Department (PBCWUD) for the development of an Integrated Utility Master Plan (IUMP) over the next 30-year horizon (2050). ChenMoore's scope of work focused on the Collections and Distribution Systems. The IUMP included GIS analysis, hydraulic modeling to review and update four (4) existing Infowater models, inflow and infiltration review, cost estimating, and capital project planning.

PBI Cargo Ramp Expansion. Palm Beach International Airport - DOA.

ChenMoore as a subconsultant, is providing stormwater design and permitting services as part of the Palm Beach County Department of Airport's Design and Construction On-Call Services contract. This task order involves the expansion of the existing cargo ramp, realignment of the existing service road, proposed taxiway improvements, and related stormwater improvements from the northernmost boundary of the project limits to the proposed connection at the centerline of Taxiway M. The drainage conveyance design takes into consideration master plan future improvements to the cargo area apron expansion as well.

Lakewood Ranch Reclaimed Water Main and Booster Pump Station. Braden River Utilities. The project consists of the design, permitting, and construction administration services of the proposed reclaimed water main and booster pump station (BPS) for Braden River Utilities (BRU) within the Northeast Sector of the Lakewood Ranch development in Manatee County. The proposed reclaimed water main consists of approximately 3,500 linear feet of 16-inch pipeline along SR 70 and approximately 12,000 linear feet of 16-inch pipeline along Bourneside Blvd. from SR 70 to Rangeland Pkwy. The 16-inch pipe size was verified by updating limited hydraulic modeling as part of this project. The new BPS is proposed to be located adjacent to Kent Lake at the intersection of SR 70 and White Eagle Blvd. The required capacity of the BPS was determined as part of this project, addressing the needs of the existing and proposed master plan build-out development within Lakewood Ranch/the BRU service area.



Suzanne Dombrowski, PE, ENV SP

Principal-In-Charge

Suzanne is the VP, Practice Resource and Capacity at ChenMoore. She has extensive experience managing municipal utility, drainage, roadway, and site civil projects from planning through construction. Suzanne has strong relationships with agencies and stakeholders throughout Florida and has led multidisciplinary teams and subconsultants on continuing services contracts.

Experience

Years of experience at ChenMoore: 19

Total years of experience: 21

Education

Bachelor of Science, Civil Engineering, University of Florida, 2005

Master of Engineering, Civil Engineering, University of Florida, 2006

Registrations

Professional Engineer, Florida, 69918, 2009

IdenTrust Digital Signing Certificate

Professional Affiliations

American Society of Civil Engineers

American Water Works Association

Florida Engineering Society

Certifications

FDOT Specifications Package Preparation Training for Consultants

Stormwater Management Inspector

2023 Florida Advanced Building Code: Building-Significant Changes

Advanced Maintenance of Traffic

Envision Sustainability Professional

Temporary Traffic Control (TTC): Advanced Course

Awards

ASCE Palm Beach Branch Engineer of the Year 2022

ASCE Young Engineer of the Year 2014-2015

Project Experience

Harbor Lane Low Pressure Force Main. Seacoast Utility Authority. SUA has the need to provide a low-pressure sewer connection to the existing system to the properties on Harbor Lane. The project will include engineering services for the design, permitting, and bidding of approximately 1,300 feet of 2-inch low-pressure force main as an extension to the current low-pressure force main system on Old Donald Ross Road. This project included 27 septic-to-sewer conversions.

Donald Ross Road Low Pressure Force Main. Seacoast Utility Authority.

ChenMoore and subconsultants shall provide engineering services for the design, permitting, bidding, and construction administration of approximately 350 feet of 2-inch low-pressure force main as an extension to the current sanitary sewer system in the project area. The project includes a horizontal directional drill across Donald Ross Road, and Palm Beach County Thoroughfare Road. This project included 4 septic-to-sewer conversions.

Leeward Way Low Pressure Force Main Construction Administration Services. Seacoast Utility Authority.

ChenMoore provided construction administration services for the installation of approximately 1,740 feet of 2-inch low pressure force main as an extension to the current low pressure force main system on Old Donald Ross Road. The project will provide sewer services for properties currently on septic tanks. This project included 41 septic-to-sewer conversions.

Gomez Corridor WM & LPSS Project Improvement. South Martin Regional Utilities (SMRU).

The client planned to install a low-pressure sewer system backbone, including laterals to property lines (excluding on-site components), and replace existing water mains along the Gomez Corridor ahead of Martin County roadway improvements. SMRU engaged ChenMoore for engineering design and permitting of both the sewer and water main projects. The project included 109 septic-to-sewer conversions.

Juno Road Force Main Addition. Seacoast Utility Authority. Seacoast Utility Authority contracted ChenMoore to provide surveying, design, permitting, bidding, and construction administration for approximately 1,400 feet of 6-inch force main replacing an existing 4-inch force main from Lift Station 46 to Ellison Wilson Road, along with a 3-inch low-pressure force main and sewer laterals. ChenMoore coordinated with property owners and regulatory agencies and provided bidding support, construction services, and permit certification. The project included 25 septic-to-sewer conversions.

Low Pressure Force Main Master Plan. Seacoast Utility Authority. ChenMoore developed a master plan for a low-pressure sewer system to serve neighborhoods within Seacoast Utility Authority's service area currently relying on septic systems. The study included conceptual system layouts, lift station capacity analyses for 26 stations, pipe sizing, parcel connection assessments, identification of required easements, and construction cost estimates. The master plan provided a framework for infrastructure planning and policy development to support septic-to-sewer conversions. This project included 2,258 septic-to-sewer conversions.



Brent Whitfield, PE, ENV SP, F.ASCE

QA/QC Manager

Brent Whitfield is the Director of Water Resources for ChenMoore. With 20 years of professional experience, Mr. Whitfield has worked for a variety of public sector clients at the City, County and State level. His experience includes tasks as varied as hydrologic and hydraulic modeling related to environmental and flood protection studies and detailed engineering design and construction oversight for roadway, water, sewer, and stormwater infrastructure. Mr. Whitfield has provided infrastructure solutions in various settings from residential neighborhoods to commercial airports. As a life-long resident of Florida, Mr. Whitfield has maintained a commitment to serving the community both professionally and personally serving as an appointed board member for a municipal advisory board with maintaining involvement in the American Society of Civil Engineers (ASCE), the Florida Engineering Society (FES) and Leadership Florida. Mr. Whitfield holds Bachelor's and Master's Degrees in Civil Engineering from the University of Florida.

Experience

Years of experience at ChenMoore: 8

Total years of experience: 21

Education

Master of Science, Civil Engineering, University of Florida, 2003

Bachelor of Science, Civil Engineering, University of Florida, 2001

Registration

Professional Engineer, Florida, 65720, 2007

Certifications

Florida Stormwater Association (FSA) Stormwater Operator Certification Level 2

Envision Sustainability Professional

Project Experience

Dover Ditch Water Quality Improvement. Village of Tequesta. ChenMoore is developing plans and permits for a living shoreline along Dover Ditch, a drainage canal that discharges to the Loxahatchee River estuary and provides flood protection for nearby neighborhoods in Tequesta and Jupiter. The project will stabilize canal banks, enhance water quality, and improve aesthetics by modifying the canal alignment, adding a meandering channel, and incorporating wetland and upland vegetation. The design will create new littoral habitats, including intertidal mangrove/salt marsh and maritime hammock. The project was ranked first by the Loxahatchee River Preservation Initiative and received 2023 legislative funding for construction.

El Portal Drainage Improvements. ChenMoore provided design engineering services for drainage improvements along El Portal Drive between Farview West and Country Club Drive. The proposed improvements included upgrades to existing grassed swales and installation of stormwater infrastructure including culverts and inlets to provide positive drainage connections to the existing stormwater management system.

Lantana Stormwater Utility. Town of Lantana. As a consultant to the Town of Lantana, ChenMoore is establishing a Stormwater Utility responsible for system operations, maintenance, and capital improvements. Using existing spatial data, ChenMoore will define the Equivalent Residential Unit (ERU) for billing and coordinate with Town staff to develop annual O&M and capital budgets. Following a public workshop, ChenMoore will prepare an Assessment Methodology Report to support the ordinance and fee, in accordance with Florida Statutes 197.363, 197.3631, and 197.3632. ChenMoore will also create the required Tax Roll, develop the ERU table by ownership, subdivide multi-family parcels as needed, and submit the TRIM Roll to Palm Beach County.

WMODA Development . ChenMoore provided Owner's Representation Services to the City of Lake Worth Beach to facilitate significant redevelopment projects in the downtown. ChenMoore provided review of developer submittals, negotiation of agreements, presentation to the City Commission, and strategic discussions with City Staff for translating each project from concept to construction. The first project is the 30,000 square foot, Weiner Museum of Decorative Arts (WMODA) proposed on Lake Avenue with a complimentary apartment complex of over 100 market rate units and a City-owned structure parking garage over 250 spaces. The second project is the reconstruction and additional expansion of the historic Gulfstream Hotel on Lake Avenue.

D16/D18 Pump Station Improvement, Bidding Assistance, and Construction Services. The Town of Palm Beach. The ChenMoore team provided civil, mechanical, electrical and structural engineering design and permitting services for the rehabilitation of the existing D-16 and D-18 stormwater pump stations at the western ends of Jungle Road and El Brillo Way. ChenMoore also provided a detailed structural analysis and provided repair recommendations for adjacent concrete facilities, and developed a modification to the trash grate within the wet well to reduce the difficulty of maintenance access. ChenMoore provided construction services associated with the D16/D18 Pump Station Rehabilitation Project.



Ben Lehr, PE, LEED AP

Principal in Charge

Mr. Lehr is a Principal Engineer and Director of Transportation for ChenMoore, responsible for the oversight and development of ChenMoore's Transportation market. He has 25 years of progressive experience in executive oversight, project management, quality control, and structural design for numerous transportation related projects in Florida and neighboring states. Ben has experience working with some of the nation's leading heavy civil contractors on design-build project delivery. This specialized project experience has educated Ben on how to view project designs from a contractor's perspective, lending a more comprehensive approach to design with constructability in mind.

Experience

Years of experience at ChenMoore: 3

Total years of experience: 25

Education

Master of Engineering, Structural Engineering,
University of Florida

Bachelor of Engineering, Civil Engineering,
University of Florida

Registrations

Professional Engineer, Florida, 63051, 2005;
North Carolina, 040993, 2014; South Carolina,
32610, 2105; Virginia, 0402053102, 2014; Texas,
99583, 2007; Maryland, 45776, 2014; Georgia,

Professional Affiliations

American Society of Civil Engineers

Design-Build Institute of America

ACEC Florida

American Road and Transportation Builders
Association

Florida Engineering Society

Certifications

LEED Accredited Professional, U.S. Green
Building Council

Project Experience

Lakewood Ranch Reclaimed Water Main and Booster Pump Station. Braden River Utilities. The project includes the design, permitting, and construction administration of a reclaimed water main and booster pump station (BPS) for Braden River Utilities (BRU) within the Northeast Sector of Lakewood Ranch in Manatee County. Improvements include approximately 15,500 LF of 16-inch reclaimed water main along SR 70 and Bourneside Blvd. from SR 70 to Rangeland Pkwy. Hydraulic modeling was updated to confirm the required pipe size and determine the BPS capacity needed to serve existing and future development within the BRU service area. The proposed BPS will be located near Kent Lake at the intersection of SR 70 and White Eagle Blvd. The pipeline will be installed within FDOT and County ROW via open cut, with permitting anticipated through FDOT and Manatee County.

After designing the conceptual plans for the Galt Mile Streetscape Project, ChenMoore was contracted to provide full contract documents for the design and construction of the corridor. The purpose of this project was to develop a conceptual design and opinion of probable cost to upgrade and beautify the Galt Ocean Mile corridor, emphasizing traffic calming and bicyclist and pedestrian improvements. The proposed upgrades included milling and resurfacing of roadway; re-striping; bike lanes; sidewalk widening; relocation of existing trees; replacement and addition of landscape material; new streetlight fixtures; decorative paver hardscape incorporated into sidewalks, unloading areas, & crosswalks; raised crosswalks and/or raised intersections; and landscape lighting.

Las Olas Blvd. Andrews to SE 17th Design Services. City of Fort Lauderdale. The project's design entails developing complete streets / streetscape concepts and 30% design for Las Olas Boulevard corridor phase 1 segment from South Andrews Avenue to Southeast 17th Avenue. This work shall be based on the Las Olas Conceptual Design Vision Master Plan (Western and Eastern Corridor) prepared in June 2021. This segment of Las Olas Blvd. is divided into three distinct and unique sections: 1. Downtown (Andrews Avenue to US-1), 2. The Shops (US-1 to 12th Avenue) and 3. Colee Hammock Neighborhood (SE 12th to SE 17th Avenue). The purpose of the project is to expand the sidewalks and elevate the pedestrian and bicycle experience within the corridor while preserving vehicular movements and improving safety for all modes of transportation. The corridor is lined with mature date palm and black olive trees that are at the center of the community's attention with respect to alternative development. ChenMoore is a subconsultant on this project and is providing arborist services and tree disposition plans cataloging the existing trees along the corridor, designing irrigation alternatives for proposed landscaping improvements, and designing proposed pedestrian level lighting.



Eric Harrison, PLA

Principal Landscape Architect

Mr. Harrison is ChenMoore's Director of Landscape Architecture, with expertise in Florida plant palettes, environmental conditions, and microclimates for functional, aesthetic designs. He applies low-impact development techniques and has extensive experience delivering design, permitting, and construction observation for parks, public spaces, campuses, trails, and recreational facilities. His work spans diverse site improvements, including landscape, hardscape, irrigation, and amenities. He also supports municipalities through plan review, inspections, and ordinance development.

Experience

Years of experience at ChenMoore: 13

Total years of experience: 23

Education

Bachelor Landscape Architecture, University of Florida, 2002

Associate of Arts, Palm Beach Community College, 1996

Registration

Registered Landscape Architect, Florida, LA6667129, 2012; North Carolina, 2547, 2015

Professional Affiliations

American Society of Landscape Architects, 775964

International Society of Arboriculture

Project Experience

Blue Road Park. City of Coral Gables. ChenMoore is providing design, permitting, and construction administration services for the development of Blue Road Park, a neighborhood park, to serve residents. The plans will be based on the conceptual plans developed by the City and provided to ChenMoore as an exhibit. The project program includes: site preparation (clearing and grading, removal of existing landscape); development of a site plan based on the provided concept plan to include landscape, irrigation, perimeter fencing, internal pathways, upland viewing deck, playground, site furnishings, and security lighting; attendance at public engagement meeting with the local residents; preparation of construction documents; coordination with permitting agencies; bid assistance; and construction administration services.

Engineering Services. City of Westlake. ChenMoore provides engineering and landscape architecture services to the City of Westlake. The scope includes reviewing permit applications, reviewing plans for development within the entire city limits, coordinating with the City's planner, coordinating with the City's staff members, and coordinating with the Seminole Improvement District, whose jurisdictional boundary coincides with the City.

Bay of Pigs Memorial Park Site Improvements. City of Miami. ChenMoore provided professional engineering and landscape architecture services for the design, permitting and construction services for site improvements at the Bay of Pigs Memorial Park. This City of Miami Office of Capital Improvements project included the expansion of the existing playground, new pedestrian walking paths, accessible fitness equipment, seating areas, site lighting, and a monument plaza. ChenMoore's civil engineering and landscape architecture team partnered with surveying, structural engineering, and electrical engineering subconsultants to design this project in the heart of the Flagami neighborhood. The project evolved to also include Right-of-Way improvements which proposed new curb and gutters, roadway drainage system, parallel parking spaces, and sidewalks. The project now serves as a revitalized meeting place for the adjacent residents.

This project recently won the President's Choice Award at the Cuban American Association of Civil Engineers (CAACE) Annual Gala.

Carter Woodson Park and Community Garden. City of Oakland Park. The project consists proposed improvements at Dr. Carter G. Woodson Park, located at 3490 NE 3rd Avenue, Oakland Park, FL. The park is approximately 1.41 acres. The proposed improvements include a new asphalt parking lot, new on-street parking, a new community garden, basketball court removal and replacement, playground surface upgrades with potential new playground equipment, and site lighting improvements. ChenMoore shall be the civil engineer and landscape architect of record and shall design the site lighting. Geotechnical exploration and structural engineering shall be performed via subconsultant.



Brittany Bourgault

Landscape Designer

Ms. Bourgault is a Senior Landscape Designer with experience supporting municipal and private-sector clients throughout Florida on the planning and design of parks, civic spaces, streetscapes, recreation facilities, and community developments. She contributes to projects from initial concept development through construction documentation and construction administration, helping deliver functional, sustainable, and visually compelling public spaces. Working collaboratively with multidisciplinary teams, she assists in the preparation of site plans, master plans, landscape designs, and project graphics that balance community goals, user experience, maintenance considerations, and long-term project success. Her experience includes parks, trails, playgrounds, aquatic facilities, streetscapes, civic spaces, commercial developments, and community-focused public realm improvements.

Experience

Years of experience at ChenMoore: 6

Total years of experience: 17

Education

Bachelor of Science, Landscape Architecture, University of Florida, 2009

Associate of Arts, General Studies, Santa Fe Community College, 2005

Professional Registrations

American Society of Landscape Architects

Project Experience

Community Park at Wells Road/County Road & Crescent Drive. Town of Palm Beach. Amend the current plans/concept prepared by Environment Design Group, titled "Intersection Improvements Wells Road/County Road/Crescent Drive" dated January 20, 2025 to ensure the completeness and constructability for the proposed improvements.

Ruben Dario Park Conceptual Site Plan Updates. City of Miami. ChenMoore provided a park master plan for approximately 10 acres of redevelopment in Little Havana adjacent to Loan Depot Park in Miami. The conceptual master plan includes active and passive recreation, hardscape, water feature, play ground and various site amenities. The parks design was designed in concert with City staff and community input.

White Course Park. City of Doral. The City of Doral retained ChenMoore to provide landscape architecture and engineering services for the Doral White Course Park. The project supported development of a new neighborhood park within Downtown Doral South. The approximately 2.7-acre site is located on the north side of NW 41st Street near the theoretical alignment of NW 84th Avenue in Doral, Florida. The park program included a shaded playground, a flexible event plaza, outdoor fitness stations, an off-leash fenced dog area, and multipurpose greenspace. Planned improvements also included a restroom building with an IT closet, rain gardens, picnic shelters, public art space, walkways, and lighting. ChenMoore prepared design development and full construction documents for the park. Services included permitting support and bid-phase services to assist the City through procurement. The team also provided construction administration support during implementation of the improvements.

Phase I: Hollywood North Beach Park Tidal Flood Resiliency - Mitigation. Broward County. ChenMoore is designing shoreline protection for Broward County's Hollywood North Beach Park along the Intracoastal Waterway using seawalls or limestone riprap to reduce current flooding affecting the park and adjacent SR A1A. Shoreline elevations will exceed the projected 50-year intermediate-high tide level per Chapter 62S-7.012, F.A.C. The project also includes environmental mitigation through living shorelines with intertidal mangrove zones and near-shore seagrass restoration.

The Broward County Parks and Recreation Division operates and maintains five pocket park sites, along the west side of State Road A1A and north of Sheridan Street. These sites are situated between State Road A1A and the Intracoastal Waterway and include amenities such as parking, picnic areas, Intracoastal boardwalks, and restrooms. The southernmost Loggerhead Park site also includes a future mooring field facility and associated upland amenities. To mitigate for natural resource impacts that the Project will impose, it is recognized that these pocket park sites may need to be either partially or completely repurposed to provide the required mitigation. The redevelopment designs of the pocket parks will continue to provide recreational opportunities with picnic areas and continuous interconnecting multipurpose pathways that interact with the natural environment.



Angelica Figueroa

Landscape Designer

Project Role

Ms. Figueroa will provide landscape design services for this contract.

Ms. Figueroa is a landscape designer with ChenMoore's landscape architecture team, supporting the development of site and landscape design solutions for public sector projects. Her experience includes preparation of construction documents, planting plans, and landscape design elements for parks, streetscapes, and resiliency projects.

She contributes to the development of plan sets for permitting and construction, including coordination of landscape features with grading, drainage, and site improvements. Ms. Figueroa supports multidisciplinary teams through production of design documents and integration of landscape elements into overall project design.

Experience

Years of experience at ChenMoore: 2

Total years of experience: 2

Education

Master of Landscape Architecture, Landscape Architecture, Florida International University, 2024

Associate of Arts, Biology, Miami Dade College, 2019

Project Experience

Currie Park, City of West Palm Beach, FL. ChenMoore is providing architectural and engineering services for the redevelopment of the 13.6-acre Currie Park, a major waterfront park improvement project that includes design, permitting, and construction of a wide range of public amenities. The project builds upon an approved master plan and includes a promenade, living shoreline, recreational facilities, event spaces, playgrounds, and supporting infrastructure, with a focus on resiliency, public access, and enhancement of the waterfront environment. Ms. Figueroa supports the preparation of landscape design and construction documents for the project, contributing to development of planting plans and landscape elements associated with the park improvements. Her work includes coordination of landscape features with site design, supporting integration of planting, open space, and recreational elements within the overall park redevelopment.

HWO Separated Shared Use Path Project, Broward County Aviation

Department, FL. ChenMoore provided stormwater and landscape design services for a 2.24-mile shared use path, including trailheads, drainage improvements, and associated site enhancements. Landscape improvements focused on key access points and user experience while maintaining long-term functionality and maintenance considerations.

Ms. Figueroa contributed to preparation of landscape plans and supporting design documents, assisting with coordination of landscape elements at trailheads and along the corridor.

Hollywood North Beach Park Flood Resiliency, Broward County, FL.

ChenMoore provided design services for shoreline flood mitigation improvements at multiple park sites along the Intracoastal Waterway, incorporating seawall improvements, living shoreline elements, and park enhancements. Ms. Figueroa supported preparation of landscape design and construction documents, assisting with development of planting concepts and coordination of landscape elements within the overall resiliency improvements.

4 HISTORY OF THE CONSULTANT AND SUBCONSULTANT

4.1 Consultant's Financial Stability

Submit proof of the financial stability of the Consultant and/or provide audited financial statements to substantiate the financial stability of the Consultant. If a financial stability statement is provided, Consultant shall also include the name, address, and telephone number of a contact in the company's principal financing or bank organization who can attest to the financial responsibility of the Consultant.

4.1 ChenMoore's Financial Stability

ChenMoore is in good financial standing with all of its consultants, creditors, and banking institutions. ChenMoore's Dun & Bradstreet number is 85-945-9547. As of May 2025, our D&B rating is 1 (low risk). In addition, ChenMoore has also never been involved in any prior bankruptcy proceedings.

ChenMoore has the necessary resources, human and financial, to provide the services for this contract. If requested, ChenMoore is prepared to supply our confidential financial statements, and our latest Dun & Bradstreet report.

- ChenMoore is in excellent financial standing with a consistent history of profitability and responsible financial management.
- We maintain robust liquidity, solid capital resources, and a healthy balance sheet, ensuring our ability to successfully execute all contractual obligations.
- The company holds a high credit rating with long-standing banking relationships, reflecting our stable financial posture and strong performance over time.
- We have successfully delivered major projects of comparable size and scope, underscoring our operational and financial capacity.

Please see Exhibit E - Page 97 - 99 for ChenMoore's proof of financial stability.

4.2 Litigation

4.2.1 Provide a summary of any litigation filed against the Consultant in the past seven (7) years, which is related to the services that Consultant provides in the regular course of business. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the settlement/judgement amount.

ChenMoore has had no lawsuits, arbitrations, or NLRB/OSHA proceedings in the last five (5) years.

4.2.2 Provide a summary of any litigation filed against the subconsultants identified as part of the team in the past seven years which is related to the services that subconsultant provides in the regular course of business. The summary shall state the nature of the litigation, a brief description of the case, the outcome or projected outcome, and the settlement/judgement amount.

In the past seven years, REG has been involved with just one lawsuit that turned out to be a discrepancy with the civil engineering drawings, who was our design subconsultant at the time of the project. Outcome - Settled during mediation in 2025 with a payment judgement of approximately \$200,000 that was covered by our active insurance policy.

4.3 Contract Termination

Provide a summary of any contracts (term contracts and single project) that the owner provided notice of cancellation or termination to Consultant, with or without cause, in the past seven years. The summary shall state the name of the owner, a summary of the contract, the term of the contract, and all reasons underlying the cancellation or termination.

No contract held by ChenMoore has ever been terminated by another party

5. QUALIFICATIONS AND EXPERIENCE OF OUTSIDE FIRMS (PROJECT TEAM MEMBERS / SUBCONSULTANT)

If Consultant intends to use the services of any outside firms, their role shall be clearly identified in this section. Outside firms and/or their staff may only be changed with the express prior written permission of the City. The City of Boca Raton retains the right to approve or reject replacements. The submission regarding outside firms should include:

5.1 Details on the qualifications of the individual(s) staff members of the outside firms. Include the information detailed in Section 3.5.1.

5.1.1 Submit project sheets, resumes, etc. for the outside firms' staff that are proposed to perform the work for this RFQ; including relevant college, graduate or professional training courses, summary of professional experience and experience in similar work/design projects.

Experience directly related to projects for new buildings for governmental operations and/or recreational programs **should** be clearly highlighted and identified.

Type/Provide Response here OR submitted as an attachment:

Resumes and project sheets for **REG Architects' proposed team members**, including qualifications, relevant experience, and project history, are provided within this submittal on Pages 27–28, in accordance with the requirements of Section 5.1.1.

These materials include information consistent with Section 3.5.1 requirements and demonstrate relevant experience in civic, institutional, and master planning projects.

5.1.2 List of subconsultant staff to be used by Consultant
(List to include those staff with project sheets / resume submitted for item 5.1.1)

Name	Title/Role in Project	Years of Experience	Years with Firm	Name of Subconsultant Firm and Office Location
Rick Gonzalez, AIA	President, Principal Architect	40+	38	REG Architects 120 South Olive Ave, Suite 210, West Palm Beach, FL 33401

5.1.3 Subconsultant Firm Summary

Firm Name (subconsultant)	Brief statement as to the need for and benefits that the contractor will provide	Brief Summary of any past projects Consultant has completed with the subconsultant
REG Architects	REG is an established architecture company with years of experience designing civic and community buildings for local governments. Rick Gonzalez credentials bring to the team his expertise in historic preservation and creative designs embraced by communities.	ChenMoore and REG has collaborated and worked together in many projects including the master planning of the community center in the Village of Tequesta, historic preservation initiatives in West Palm Beach and presentations in planning conferences and workshops.



Rick Gonzalez, AIA
President, Principal Architect

REG
ARCHITECTS
since 1988

Professional Experience:

Rick Gonzalez, AIA, is a nationally recognized architect with over four decades of experience shaping landmark projects across Florida. Holding dual architecture degrees from the Catholic University of America and completing additional studies in Guatemala, Costa Rica, and Miami-Dade College, Rick blends global perspective with deep local expertise. A recognized authority in historic preservation, he provides expert witness testimony, consulting services, and policy advisory roles that influence both public and private sector decisions. His award-winning designs have set the standard for excellence, shaping Palm Beach County's architectural guidelines and being featured in the Florida CNU Guidebook and ULI Land Development Handbook. Rick's leadership has earned him appointments to the Florida Historical Commission and the Florida Board of Architecture and Interior Design, as well as an appointment to the Advisory Council on Historic Preservation in 2020 and more recently reappointed in 2026 by President Trump. In 2020, Rick was honored with the Palm Beach AIA Gold Medal, the region's highest recognition for design excellence.

Municipal Project Experience:

Coleman Park Gymnasium & Community Center, West Palm Beach, FL *City of West Palm Beach • 8,400 SF • \$4.5 M • 2020-2024*

Designs for a new gym featuring office space, storage rooms, a stage for events, restrooms, and small commercial kitchen. The existing community center also received upgrades to the lobby, game room, music room, and offices.

Martin County Fire Rescue Training Facility, Stuart, FL

Martin County Board of County Commissioners • 7,000 • \$7.5 M • 2019-2024

Located at Witham Field airport, this new public safety training complex is situated on 7 acres and contains a single-story, 2-bay fire station building with a large burn building for trainees.

Royal Palm Beach Village Hall, Royal Palm Beach, FL

Village of Royal Palm Beach • 25,400 SF • \$12 M • 2019-2024

Designed to Risk Category IV, the new building has a state-of-the-art council chamber hall in the center on the main axis with two wings housing all the major departments on two floors for the Village.

Tequesta Recreation & Community Center, Tequesta, FL

Village of Tequesta • 13,800 SF • \$6 M • 2016-2022

This new facility for the community was designed to Risk Category III and encompasses an indoor gymnasium, multi-purpose room, locker rooms, game room, lobby, offices, storage areas, and more.

Dock-master Buildings, Palm Beach, FL

Town of Palm Beach • 2,300 SF • \$1.5 M • 2018-2022

The replacement of three existing dock buildings located at their respective end-streets and on the intracoastal waterway. The buildings contain restrooms and storage space, while the larger 2-story Brazilian Ave dock building houses additional office space and a police substation.

Seacoast Utility Authority Headquarters, Palm Beach Gardens

Seacoast Utility Authority • 65,600 SF • \$16 M • 2017-2021

A new five-building campus featuring advanced communications and security systems, designed to function as an Emergency Operations Center if needed. Facilities include administration, operations, support, warehouse/fleet maintenance, and equipment storage buildings.

Fire Station No. 5 EOC, West Palm Beach, FL

City of West Palm Beach • 27,500 SF • \$9.5 M • 2009-2014

A two-story, four-bay fire station designed to withstand Category 5 hurricanes and serve as the City's Emergency Operations Center. The facility earned LEED Silver certification for its sustainable design and resilient construction..

Registrations:

- Expert Member at the Advisory Council on Historic Preservation
- State of Florida Licensed and Registered Architect #AR0014172
- NCARB Certified
- North Carolina #15319

Education:

- The Catholic University of America, Washington DC
Bachelor of Science in Architecture, 1984
Bachelor of Architecture, 1985
- Miami-Dade College, Miami, FL
Associate of Arts Degree, 1982
- Francisco Marroquin University, Guatemala City, Guatemala
Architectural Studies, 1980
- Autonomous University of Central America, San Jose, Costa Rica
Architectural Studies, 1979

Awards:

2025

- FTHP for Restoration/Rehabilitation of the Historic DeSoto County Court House
- AIA Palm Beach Citation Award Historic Preservation for DeSoto County Court House

2024

- AIA Palm Beach Merit Award for Royal Palm Beach Village Hall
- AIA Palm Beach Citation Award for Eastpointe Country Clubhouse

2023

- AIA Palm Beach Merit Award Historic Preservation for Martin County Historic Court House
- AIA Palm Beach Citation Award Design Excellence Civic for Sunset Lounge
- AIA Palm Beach Citation Award Interiors for Sunset Lounge

120 South Olive Ave, Suite 210, West Palm Beach, FL 33401 • 561.659.2383 • www.regarchitects.com

Company Overview



REG Architects specializes in Architecture, Historic Preservation, Interior Design and Community Planning.

The Firm is a Florida certified Small Business Enterprise and has been offering comprehensive design services for over 38 years. REG was originally established by a father and son Architectural Team. The Firm's philosophy includes pursuing projects that are deemed important for the good of the local area.

Services range from commercial and residential building design, architectural site plans, neighborhood plan development, urban design, construction observation, feasibility studies, historic analysis, expert witness services, grant writing, public outreach, workshops and engagement, and interior design. Furthermore, in-house graphic design, animation, and renderings using SketchUp and Revit have become key tools for promoting our clients' projects.

Recently completed projects include:

- Historic Sunset Lounge
- Tequesta Recreation & Community Center
- Seacoast Utility Authority Campus Headquarters



1916 Palm Beach County Court House

REG Architects Principal Team

Rick Gonzalez, AIA, President

Manuel Ayala, AIA, LEED AP, Vice President

Juan Ignacio Gonzalez, Assoc. AIA, Project Designer

Christine Merrell, AIA, Sr. Project Manager

Brian Laura, D. Arch, Sr. Project Manager

Aleli de la Vega, Assoc. AIA, Sr. Project Manager

John Tuckus, AIA, LEED AP, Sr. Project Manager

REG Architects Organization

The high quality of REG's professional services has resulted in the firm being nominated for and receiving industry awards and recognition as a leader in the profession of Architecture at the state, local and national level. Numerous articles about the firm, its principals and its projects have been published.

At REG, every project benefits from a collaborative team structure guided by Managing Principals Rick Gonzalez and Manuel Ayala, who stay actively involved from concept through completion. Biweekly project reviews keep communication clear, issues resolved, and staff efforts aligned to client goals. Leading our Design Department, Project Designer Juan Ignacio Gonzalez brings years of expertise, ensuring innovative, high-quality design solutions that strengthen every project we deliver.

As Vice President and Director of Operations, Manuel Ayala leads the firm's day-to-day production with the support of our elite senior project managers ensuring projects run smoothly, on schedule, and within budget. Renowned for his problem-solving expertise, Manuel prioritizes efficient resolution of challenges so clients experience seamless progress. Empowered to make critical decisions while keeping our president informed, he works closely with clients, consultants, and stakeholders to deliver results with precision, transparency, and exceptional value.

Throughout construction, the assigned Senior Project Manager conducts routine site visits and observations to ensure quality and alignment with design intent. At key milestones, a principal joins the team on site to verify accuracy and address any challenges. Regular progress meetings keep all stakeholders informed, supported by clear communication through photos, field reports, and meeting summaries—ensuring transparency, efficiency, and excellence from start to finish.

All in all, our staff of 23 individuals working together can further REG Architect's philosophy of a "team" approach. This is evident in the quality of our products and services, which is only possible through a high level of coordination, cooperation, and efficiency. Individual experience relevant to this project is contained within each employee's resume.

120 South Olive Ave, Suite 210, West Palm Beach, FL 33401 • 561-659-2383 • www.regarchitects.com

6. SCOPE OF SERVICES

This section of the Proposal Response Form should explain the scope of services and public engagement framework as understood by the Consultant and detail the approach, activities and planning/architectural services for this Project. This section should demonstrate that the Consultant has knowledge of the City's scope of services and public engagement framework as provided in Part II, Statement of Work.

Consultant to explain the Scope of Work as understood by the Consultant and detail the approach, activities and work products.

6.1 A rationale for the approach taken.

6.2 The methods and materials used.

6.3 Technology/Software/AI that would be used by your firm and benefits for the City

6.4 A list of any assistance the City may be requested to provide the Consultant.

Type/Provide Response here:

6.5 Approach / Coordination of Prime consultant and any sub-consultant(s) for each phase.

Type/Provide Response here:

6.6 Provide tools and approach to coordinate with all project disciplines both on the project team and City staff.

Type/Provide Response here:

6. ChenMoore's Approach, Activities and Work Plan Introduction

The City of Boca Raton is committed to preserving its natural resources, enhancing the quality of life for its residents, and supporting a strong and vibrant business community. This commitment is reflected in the City's diverse community life, high-quality civic and recreational facilities, well-established residential neighborhoods, and rich cultural and historical character.

The ChenMoore team understands that the Downtown Civic Area is a historically significant and centrally located district that has evolved into the City's primary hub for government, recreation, and community activity. **Our multidisciplinary team brings the expertise and local experience necessary to lead a six (6)-month, community-driven planning process that integrates robust public engagement with planning and conceptual design.**

Through this approach, ChenMoore will deliver a preferred Downtown Civic Area Master Plan and implementation framework that reflects community values, supports informed decision-making, and provides a clear path forward for the City. ChenMoore has an established reputation in Palm Beach County for delivering high-quality consulting services on time and within budget, and we are committed to supporting the City in achieving its goal of completing the Master Plan by January 2027.

The following section provides a comprehensive and detailed description of ChenMoore's approach to delivering a successful and meaningful Downtown Civic Area Master Plan. Our methodology is grounded in proactive public engagement and supported by best practices in urban design and planning, architecture, landscape architecture, and engineering, ensuring a coordinated and implementable planning outcome.

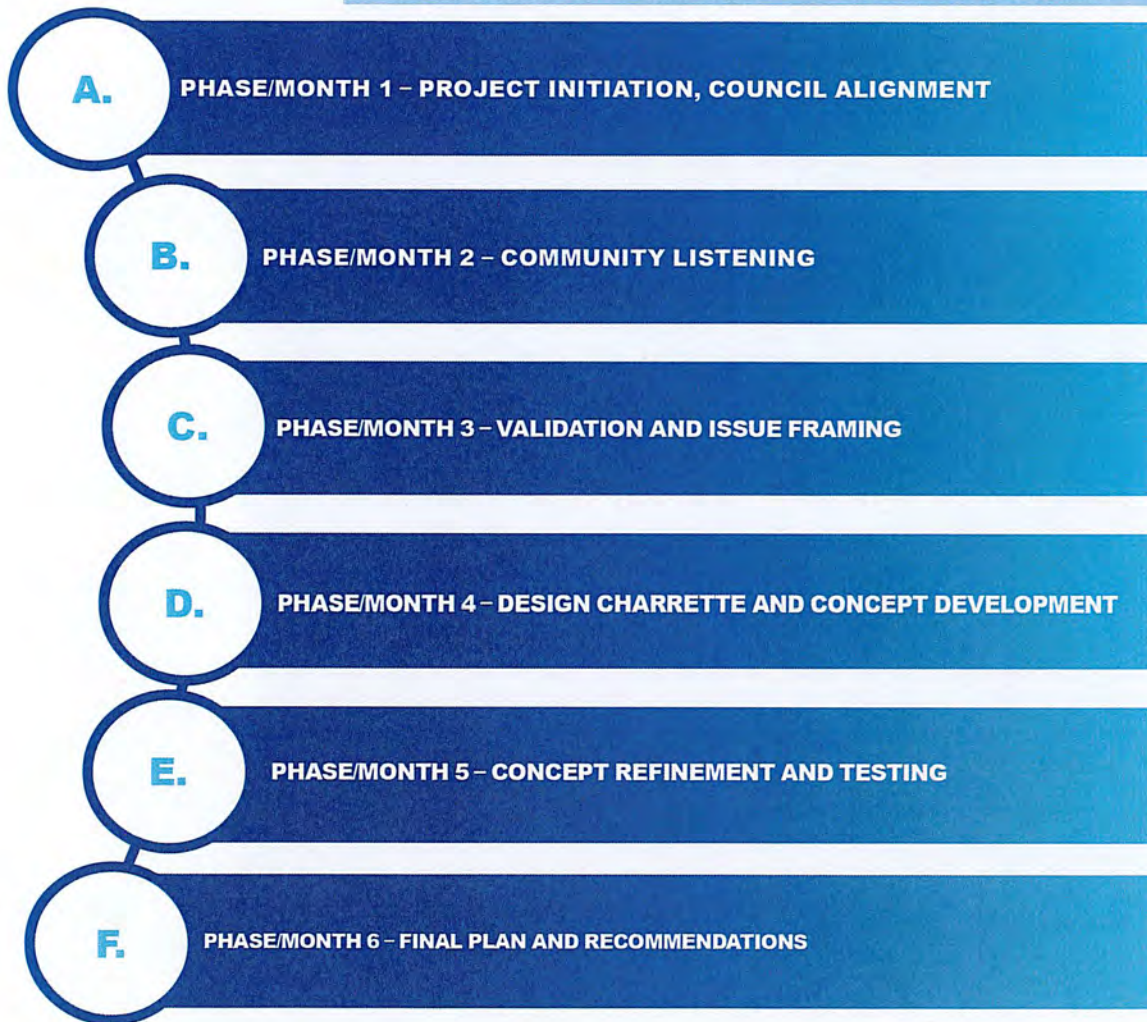


ChenMoore is a team of community builders, deeply committed to serving local governments and delivering impactful, community-centered planning solutions. Our established reputation in Palm Beach County reflects our strength in public engagement, urban planning and design, landscape architecture, and engineering, supported by a collaborative and results-driven approach.

To further strengthen our team, ChenMoore has partnered with **REG Architects**, bringing specialized expertise in historic civic buildings and innovative architectural solutions. Their experience enhances our ability to deliver designs that are both functional and culturally meaningful—reflecting the character and identity of communities throughout Florida.

The ChenMoore team is prepared to deliver a comprehensive Master Plan for the Downtown Civic Area—a 17-acre civic campus that includes City Hall, the Community Center, the Singing Pines Building complex, Memorial Park, and associated public spaces and rights-of-way.

(Figure 1) Downtown Civic Area Master Plan – Six-Phase Project Approach



Our approach is structured, community-driven, and design-led, ensuring that the final Master Plan reflects the values, priorities, and long-term vision of Boca Raton's residents and stakeholders. Guided by our "listen first, design second" philosophy, we integrate robust public engagement with planning and conceptual architectural design to produce a clear, implementable, and community-supported outcome.

The proposed approach is organized into a six-phase process aligned with the City's framework, ensuring transparency, continuous feedback, and informed decision-making at each milestone. Teamwork and communication are central to this process, enabling a collaborative environment that supports stakeholder participation and fosters consensus throughout the development of the Downtown Civic Area Master Plan.

- ▶ Transparent feedback loops: Regular "what we heard" summaries
- ▶ Multiple engagement formats: In-person, virtual, surveys, and on-site activities
- ▶ Flexibility in governance: Task Force optional but available as a sounding board
- ▶ Focused decision points: Especially around civic buildings and recreation

6.1 ChenMoore's Rationale for the approach taken

ChenMoore recognizes that clear and consistent communication is essential to delivering meaningful planning services. To ensure effective coordination and responsiveness, ChenMoore has designated **Nilsa Zacarias, AICP, as Principal-in-Charge** and **Osniel Leon, AICP, as Project Manager**, both of whom will serve as primary points of contact for the City. Together, they will maintain continuous and effective communication with City staff throughout the duration of the project. Our team will remain highly accessible and responsive, utilizing a range of communication methods—including in-person meetings, virtual meetings (Zoom), phone calls, and email correspondence—to ensure timely coordination and decision-making.

A PHASE / MONTH 1 – PROJECT INITIATION, COUNCIL ALIGNMENT, AND LISTENING FRAMEWORK

During the initial phase, ChenMoore will establish clear expectations, confirm project scope, and begin a structured listening process with a strong emphasis on civic buildings and programming needs. We will also lead the public project launch, clearly communicating that this effort is focused on the Downtown Civic Area (approximately 17 acres west of NW 2nd Avenue) and that no design decisions have been made, reinforcing a transparent, community-driven process from the outset.



City of Boca Raton, Downtown Civic Area

ChenMoore will develop a project-specific branding and communication framework to ensure consistent, recognizable, and accessible outreach throughout all engagement efforts. This framework will establish a clear and cohesive identity for the Downtown Civic Area Master Plan initiative, reinforcing public awareness and encouraging meaningful participation.

The branding program will include the development of a unique visual identity, including logo, color palette, and graphic elements that communicate a clear and compelling message aligned with the City's vision. These materials will be applied across a range of outreach platforms, including posters, informational handouts, project websites, social media, and other public-facing communications, in coordination with City staff. This approach ensures that all engagement materials are visually consistent, easily understood, and widely accessible, supporting effective communication and maximizing community participation throughout the planning process.

The ChenMoore team is committed to provide the following tasks:

- ▶ Project kickoff and coordination with City staff
- ▶ Individual Interviews with City Council members
- ▶ Development of a Public Engagement Plan
- ▶ Stakeholder identification and outreach strategy
- ▶ Launch of project website and digital engagement tools

ChenMoore's Planning Team during community events



The ChenMoore team recognizes that clear, consistent communication is critical to a successful and community-supported planning process. Our approach is guided by a “listen first, design second” philosophy, ensuring transparency, inclusivity, and meaningful community influence from the outset. Early in Phase 1, ChenMoore will conduct individual interviews with City Council members to identify priorities, policy considerations, and key concerns. These discussions will establish a strong foundation for the planning process and help define the core questions to be validated with the community, particularly related to:

- ▶ The role and civic identity of City Hall as a prominent public building
- ▶ Desired programming and functionality for the Community Center and the Singing Pines Building complex
- ▶ The appropriate balance between open space, passive recreation, and active athletic facilities

Based on ChenMoore expertise in public engagement and outreach methodology, we will finalized the public engagement plan that will include the following:

- » Stakeholder mapping (e.g., residents, businesses, civic groups, veterans, youth)
- » Engagement formats (small-group sessions, surveys, digital tools)
- » Optional confirmation or formation of a Task Force or use of an existing City Board to serve as a sounding board
 - The City may request the Consultant’s input on the use of a Task Force or an existing City Board as the public engagement plan is finalized
- » A project website and digital engagement tools are launched to ensure early and broad accessibility
 - Content will include historical information and data including past City outreach results and civic building/design concepts that were developed by the City or shared with the City by residents.
 - Concepts from the “One Boca” development proposal will NOT be included EXCEPT for the reflective Memorial Park concepts developed with input from the City’s veterans community.

B. PHASE/MONTH 2 – COMMUNITY LISTENING

The ChenMoore team will provide the City of Boca Raton with a comprehensive public engagement program that is inclusive, transparent, and efficient, utilizing a balanced mix of in-person and digital tools implemented within the six (6)-month project schedule.

Our team applies ChenMoore's Proactive Public Participation Program (4Ps)—a proven framework that integrates a range of engagement methods, including public open houses, workshops, design charrettes, stakeholder meetings, surveys, and visual communication tools. These techniques ensure complex planning concepts are clearly conveyed and support informed, consensus-based outcomes.

To expand participation, ChenMoore incorporates innovative outreach strategies, including QR code-enabled surveys and mobile-friendly materials that allow stakeholders to easily access information and provide feedback. In addition, a community-wide survey and interactive mapping tool will run concurrently with in-person engagement activities, broadening participation and capturing input from a diverse cross-section of the community.

The ChenMoore team will prepare a Master Plan based on the Public Engagement that will include:

- ▶ Small-group stakeholder meetings
- ▶ Focused outreach to residents, businesses, youth, and community organizations
- ▶ Engagement with recreation and veteran stakeholders (including Memorial Park focus)
- ▶ Community-wide surveys and digital engagement tools

Key discussion themes include:

- ▶ Civic identity and public space character
- ▶ Future role of City Hall and civic buildings
- ▶ Programming needs for community facilities
- ▶ Open space, recreation, and connectivity priorities



"Community Listening in Action – Engaging residents and youth through inclusive outreach to capture diverse perspectives and inform the Downtown Civic Area vision."

Public Involvement and Consensus Building

ChenMoore designs inclusive, transparent, and results-driven public engagement strategies that foster meaningful participation and support consensus-based decision-making. Our approach integrates a balanced mix of in-person and digital tools to ensure broad, equitable outreach and effective communication of planning concepts to diverse stakeholder groups.

Through structured engagement methods and clear, accessible materials, ChenMoore ensures that community input is meaningful, representative, and directly informs planning outcomes, resulting in a collaborative process that builds trust and supports informed decision-making.

Our engagement program incorporates a variety of formats tailored to stakeholder needs, including:

- ▶ Public workshops and design charrettes
- ▶ Stakeholder meetings and focus groups
- ▶ Open houses and community forums
- ▶ Surveys and interactive digital engagement tools
- ▶ Visual materials that translate complex ideas into clear, understandable concepts



Top Image: Public turnout echoes the voices of community

*Lower Left: Principal-In-Charge **Nilsa Zacarias, AICP** and **Lance Lilly, AICP**, at the forefront of community involvement Initiatives*

Lower Right: Big or small, we are excited about everyone's input matters



ChenMoore's Planning Team during community events

ChenMoore implements its **Proactive Public Participation Program (4Ps)**—a proven framework that combines targeted outreach, innovative communication strategies, and continuous feedback loops to ensure meaningful and sustained engagement. This approach is specifically designed to reach a diverse and representative cross-section of the community, including residents, businesses, civic organizations, City leadership, and staff.

Through structured outreach and ongoing interaction, the 4Ps framework ensures that stakeholder **input is actively captured, clearly communicated, and directly integrated into the planning process**. This approach supports **transparent, informed decision-making and results in community-supported outcomes**. Through this process, ChenMoore will deliver a final Master Plan that reflects the shared vision and values of the City of Boca Raton, ensuring a cohesive, implementable, and broadly supported planning outcome.

Our team's engagement strategies are structured to:

- ▶ Reach a broad and representative audience
- ▶ Capture meaningful input on community priorities and concerns
- ▶ Translate feedback into actionable planning direction
- ▶ Maintain transparency through clear and consistent communication



ChenMoore's Open Space and Recreation Master Plan Initiatives



The ChenMoore team proposes an inclusive and dynamic public engagement process grounded in our Proactive Public Participation Program (4Ps), which emphasizes transparency, active listening, and meaningful community involvement. This approach is designed to engage a broad cross-section of stakeholders and is built around the following key elements:

- **Branding** to promote the importance and heighten residents' participation.
- **Poster with a QR Code** to allow the community to access information from their mobile phone.
- **One-on-one interviews and Group Meetings** with key stakeholders, City's leadership, administration, and departments.
- **Public meetings** with stakeholders to present draft and final document to gather feedback Boards, Council, and others.
- **Charrettes, Visioning Workshops, and Open Houses** at City Hall (all needed workshops and open houses).
- **Kiosks at regular City Events** to reach out the public where they gather (For example, green market, art festival, etc.).
- **Bilingual Survey**, paper copy and digital using QR Code to allow replying survey from mobile phone. The Survey will be in English and Spanish as needed.
- **Strong Social Media and Online Presence**, we will prepare its website for this initiative that could be linked to the City's website.

Our team will focus on providing a heightened public engagement process that will focus on the following:

- ▶ Facilitation of small-group listening sessions across diverse stakeholder groups
- ▶ Targeted engagement (residents, businesses, youth, veterans, institutional stakeholders)
- ▶ Discussions focused on Downtown Civic Area priorities
- ▶ Implementation of online survey and interactive engagement tools to broaden participation

The ChenMoore team approach based on Team Work and Communication throughout the entire process will deliver the following:

- ▶ Engagement Summary Memo
- ▶ Preliminary Findings
- ▶ Presentation to City Council summarizing early participation levels and emerging themes



From Input to Direction – Using stakeholder engagement and interactive tools to validate themes and shape the future Master Plan

C. PHASE/MONTH 3 – VALIDATION AND ISSUE FRAMING

The ChenMoore multidisciplinary team of planners and architects will prepare and present a **“What We Heard”** summary to confirm that community feedback has been accurately captured and clearly documented. Engagement will continue with a focused effort on refining key issues, validating priorities, and narrowing planning direction—particularly related to civic buildings and recreational and programmatic opportunities.

If a Task Force is established, ChenMoore will facilitate structured review sessions to further refine these priorities and help define key planning and design parameters. To maintain transparency and keep the community engaged, ChenMoore will implement a “Design Diary” or digital update series, providing regular updates as ideas evolve.

Building on our extensive experience working with local governments, facilitating public engagement, and designing civic buildings and public spaces, ChenMoore understands that Phase 3 is critical to shaping a meaningful, community-supported Master Plan. This phase ensures that all subsequent design decisions are clearly informed by validated community input and aligned with stakeholder expectations.

The ChenMoore team has a clear understanding that this Phase 3 is critical to the preparation of a meaningful Master Plan rooted on the community input and vision and we will provide the following:

- ▶ Preparation and presentation of a “What We Heard” summary report
- ▶ Validation of key themes and community priorities
- ▶ Facilitation of focused discussions regarding:
 - Civic buildings (City Hall, Community Center, Singing Pines Building complex)
 - Park facilities
 - Adjacent commercial uses
 - Multi-modal connectivity to commercial (adjacent to the Downtown Civic Area and east of Old Dixie and Federal Highway) and nearby residential neighborhoods
- ▶ Ongoing public communication (e.g., digital updates)

The ChenMoore team has a clear understanding of will deliver the following:

- ▶ Community Values and Direction Report
- ▶ Presentation to City Council to review validated community values and provide direction on key decision points (especially civic building priorities).



From Input to Direction – Using stakeholder engagement and interactive tools to validate themes and shape the future Master Plan



Representative views of the Downtown Civic Area, highlighting civic buildings, public spaces, recreation facilities, and surrounding community context that ChenMoore will evaluate and enhance through the Master Plan.



D. PHASE/MONTH 4 – DESIGN CHARRETTE AND CONCEPT DEVELOPMENT

ChenMoore is a team of community builders and leaders in the planning field, bringing a multidisciplinary approach that integrates planning, architecture, engineering, and landscape architecture. Our team will translate validated community input into thoughtful, data-informed conceptual design alternatives that reflect the priorities and vision identified in earlier phases.

ChenMoore will conduct a multi-day public design charrette, creating an open, collaborative environment where planning and design concepts are developed in real time with active participation from stakeholders and the community. This interactive process fosters transparency, encourages dialogue, and allows ideas to evolve through direct feedback.

Led by experienced urban design and architecture professionals, the charrette will generate concept alternatives for key project elements, including City Hall, the Community Center and Singing Pines complex, and Memorial Park. These alternatives will explore site organization, public space enhancements, connectivity, and programmatic opportunities, ensuring a range of viable and community-supported options.

This design-led process ensures that concepts are not only responsive to community input, but also cohesive, feasible, and aligned with the City's long-term vision, resulting in clear direction for subsequent refinement.



Validating Community Input – Facilitated small-group discussions and mapping exercises to confirm priorities and refine planning direction with stakeholders.

The ChenMoore team of urban designers, architects, engineers and landscape architects will lead a Charrette based on key communication design tools incorporating:

- ▶ Open studio environment with designers working in real time
- ▶ Concept boards and alternatives for:
 - City Hall (civic presence, accessibility, programming)
 - Community Center and Singing Pines Building complex (flexibility, daily vs. event use)
 - Memorial Park (quiet vs. active zones, recognition/reflection elements)
- ▶ Public workshops, drop-in sessions, and virtual participation options

We strongly believe that a meaningful and successful Master Plan will include the following Design elements:

- ▶ Connectivity and pedestrian safety within the Downtown Civic Area
- ▶ Activation strategies to make the area a destination location for residents
- ▶ Integration of open space and civic uses
- ▶ Commercial uses to support and complement the civic and public spaces



In summary, the ChenMoore proficient team of urban designers, architects, engineers and landscape architects will provide to the City of Boca Raton:

- ▶ Planning and facilitation of a multi-day public design charrette
- ▶ Development of conceptual alternatives for:
 - Civic buildings (including architectural concepts for City Hall, Community Center and Singing Pines Building complex)
 - Memorial Park
 - Public spaces and connectivity
- ▶ Understanding of the desired commercial built environment (area east of NW 2nd Avenue and adjacent to the Downtown Civic Area)
- ▶ Integration of real-time public input
- ▶ Document all public input and design iterations

We are committed to deliver the following documents:

- ▶ **Charrette Summary Report:** A rich graphic driven document that will capture the community input.
- ▶ **Concept Design Alternatives:** Prepared with state of the art graphic software and AI platforms
- ▶ **Presentation to City Council.** ChenMoore will provide a mid or end-of-charrette briefing to review emerging concepts and ensure alignment before refinement of the Report.



Existing conditions within the Downtown Civic Area, illustrating key civic assets, public realm elements, and community spaces that inform ChenMoore's planning and design approach.



E. PHASE/MONTH 5 – CONCEPT REFINEMENT AND TESTING

The ChenMoore team will refine the concepts developed during the design charrette with the objective of identifying preferred alternatives that reflect community and stakeholder input. This phase builds on prior engagement efforts to further evaluate options, test ideas, and advance a clear planning direction.

As the Master Plan is rooted in active and ongoing public participation, engagement will continue through:

- ▶ Public open house(s) and/or virtual town halls
- ▶ Online surveys to gauge preferences and tradeoffs
- ▶ Targeted discussions on key issues (e.g., Memorial Park design elements)

As part of advancing a meaningful and community-supported Master Plan, ChenMoore will prepare a **“What Changed Because of Your Input”** summary to clearly document how stakeholder feedback has influenced the evolution of planning and design concepts. In addition, the team will introduce preliminary capital cost considerations and phasing strategies to evaluate feasibility, prioritize improvements, and establish a logical sequencing of implementation.

In summary, the ChenMoore team will focus on the following::

- ▶ Refinement of concepts based on public input and stakeholder feedback
- ▶ Public open houses, workshops and virtual engagement
- ▶ Surveys to assess community preferences and tradeoffs
- ▶ Preliminary phasing and implementation considerations

We will provide the following documents:

- ▶ Public Feedback Summary
- ▶ “What Changed Because of Your Input” Report
- ▶ Refined Concept Alternatives
- ▶ Presentation to City Council to review refined concepts, public preferences and preliminary prioritization.



F. PHASE/MONTH 6 – FINAL PLAN AND RECOMMENDATIONS

ChenMoore's commitment to the City of Boca Raton will guide the planning process to deliver a comprehensive, thoughtful, and meaningful Master Plan that reflects the historic significance and civic importance of the Downtown Civic Area. The final Master Plan will be community-supported and widely embraced, as it is rooted in continuous public engagement and shaped directly by input from residents, stakeholders, and City leadership.

This Master Plan will support informed future decision-making and include clear strategies for implementation, ensuring that recommendations are practical, prioritized, and aligned with the City's vision. The Master Plan will reinforce the Downtown Civic Area as the City's primary hub for government, recreation, and community activity, creating a cohesive and vibrant civic environment for years to come.

Our multidisciplinary team is uniquely qualified to lead a six (6)-month, community-driven planning process that seamlessly integrates robust public engagement with planning and conceptual architectural design, resulting in a preferred Downtown Civic Area Master Plan and actionable implementation framework.

We will deliver a graphic driven Downtown Civic Area Master Plan and Report that will include:

- ▶ Concept plans and diagrams prepared by experienced urban designers and architects
- ▶ Implementation considerations, phasing and project cost estimates prepared by our team of experts
- ▶ Pending policy decisions that are required to consider moving forward in the implementation phase
- ▶ Engagement summary to showcase the robust public participation process that serve as the basis of this Master Plan



The ChenMoore team will focus on validation and decision-making, including:

- ▶ Preparation of preferred Downtown Civic Area concept plan, as well as other options identified within the final report
- ▶ Summary of community input and how it shaped outcomes
- ▶ Final recommendations for:
 - City Hall
 - Community Center and Singing Pines Building complex
 - Memorial Park design framework
 - Public space and connectivity
 - Improvements Public engagement includes:
- ▶ Final open house/workshop
- ▶ Online review and comment period

In summary, the ChenMoore team will focus on:

- ▶ Preparation of preferred Downtown Civic Area concept plan based on our experience team
- ▶ Final public validation to reflect the community vision and input
- ▶ Development of implementation framework including strategies and phasing considerations for a successful next phase.

As a recognized team of community builders with a strong commitment to the City of Boca Raton, ChenMoore will deliver a graphics-driven Master Plan supported by advanced software and visualization tools, including innovative technologies that enhance clarity and engagement. The final plan will be rooted in the community's vision and values and presented through clear, visually compelling materials that support informed decision-making. Key deliverables will include:

- ▶ Final Downtown Civic Area Master Plan (illustrative and narrative)
 - Implementation considerations, including phasing strategies and cost estimates
- ▶ Public Engagement Summary Report
 - Documentation of community input and decision-making process
- ▶ Presentation materials for City Council



By ChenMoore's Subconsultant - REG Architects

Above: Sebastian Civic Campus, Sebastian, FL / Below: Royal Palm Village Hall, Royal Palm Beach, FL



6.2 CHENMOORE'S METHODS AND MATERIALS

ChenMoore's approach to methods and materials is grounded in teamwork, communication, and a disciplined quality management process to ensure successful project delivery.

Clear and consistent communication is essential to providing meaningful planning services. ChenMoore has designated Nilsa Zacarias, AICP, as Principal-in-Charge and Osniel Leon, AICP, as Project Manager, who will serve as primary points of contact and maintain continuous coordination with City staff. Our team will remain highly accessible and responsive, utilizing a range of communication methods, including in-person meetings, virtual meetings (Zoom), phone calls, and email correspondence, to support timely decision-making and efficient project execution.

ChenMoore places a strong emphasis on **Quality Assurance (QA) and Quality Control (QC)** as a critical component of project delivery. Our QA/QC program is integrated throughout all phases of the project and is designed to ensure that work products meet project objectives, adhere to applicable standards, and are delivered on time and within budget.

Our QC process includes continuous tracking, review, and evaluation to confirm that project performance aligns with established goals and stakeholder expectations. This proactive approach ensures that appropriate methodologies are applied and that all deliverables are accurate, coordinated, and complete.

QC STEP	ACTION
ORIGINATION	PRINT, CHECK, REVISE, ADHERE TRACKING STAMP
CHECKED	YELLOW HIGHLIGHT - CORRECT BLUE – INFORMATIONAL, DO NOT INCLUDE ON PLAN RED – CHANGE/ADD INFORMATION AS PRESENTED PINK HIGHLIGHT- DELETE/REMOVE
CONCURRENCE	GREEN CHECKMARK ☒ – AGREE WITH COMMENT, INCORPORATE GREEN X-OUT ☒ – DISAGREE WITH COMMENT, EXCLUDE
CHANGES MADE	GREEN OUTLINE - INCORPORATED
CHANGES VERIFIED	RED CHECKMARK ☒ – COMPLETED, APPROVED

The proposed Master Plan and supporting documents will be reviewed to ensure:

- ▶ Compliance with applicable standards and regulations
- ▶ Constructability and feasibility of proposed improvements
- ▶ Identification of safety considerations and value engineering opportunities
- ▶ Cost efficiency and alignment with project schedule
- ▶ Conformance with project-specific requirements and City expectations

Through this structured approach, ChenMoore ensures the delivery of high-quality, technically sound, and implementable work products, supported by clear communication, rigorous review processes, and a collaborative partnership with the City.

6.3. CHENMOORE'S TECHNOLOGY/SOFTWARE/AI CAPABILITY FOR THE CITY

We are community builders and leaders in the planning field rooted in our commitment to serve local governments. Recently, Nilsa Zacarias, AICP, presented Fundamentals of Community Building at the UCF Urban & Regional Planning Distinguished Lecture Series (April 2, 2026). ChenMoore also led two panels—Artificial Intelligence (AI) and Proactive Public Participation Program (4Ps)—at the Florida APA Conference in September 2025.

Our team includes specialists in 3D rendering, animation, graphics, and AI enhanced visualization. We stand ready to bring state of the art tools and creative problem solving to the City of Boca Raton.

ChenMoore develops high-quality concept plans, photo simulations, digital models, and publication-ready graphics to clearly communicate planning concepts to decision-makers and the public. These visualization tools translate complex ideas into accessible formats, supporting informed decision-making throughout the planning process.



ChenMoore leverages cutting-edge technology to deliver innovative planning solutions and regularly provides training on AI tools and emerging software for local government professionals. We look forward to sharing this expertise with the City of Boca Raton to enhance staff capabilities and support effective decision-making.

Our team has extensive experience in conceptual design and architectural visualization, including the preparation of CAD-based renderings illustrating alternative development scenarios. These graphics—ranging from low- to high-density concepts—enable municipalities to evaluate land use options, assess development intensity, and make data-driven planning decisions.

ChenMoore's urban design professionals utilize **industry-standard tools, including AutoCAD, Twinmotion, and SketchUp**, to produce 3D renderings and massing studies that convey urban form, scale, and spatial relationships. These capabilities allow stakeholders to visualize potential redevelopment scenarios, site layouts, and connectivity improvements within the Downtown Civic Area.

Our multidisciplinary team—comprised of planners, engineers, and landscape architects—provides integrated urban design and site planning services, including conceptual layouts, neighborhood and block planning, and public realm enhancements. These efforts are complemented by clear, visually driven presentations that support public engagement, stakeholder discussions, and City Council decision-making.



In addition, ChenMoore delivers comprehensive graphic communication services that enhance project visibility and engagement, including branding, informational materials, public-facing graphics, and final report design. These tools ensure a consistent and professional presentation of the planning process and outcomes.

6.4 LIST OF ANY ASSISTANCE THE CITY MAY BE REQUESTED TO PROVIDE THE CONSULTANT

ChenMoore's approach is grounded in teamwork and communication, and we will collaborate closely with City staff throughout the entire process to ensure that all necessary information is coordinated effectively to deliver a successful and meaningful Master Plan.

6.5 APPROACH / COORDINATION OF CHENMOORE AND REG ARCHITECTS FOR EACH PHASE

ChenMoore and its subconsultant, REG Architects, have established a strong reputation in Palm Beach County based on professional credentials and a proven record of successful projects. Together, our team brings years of experience delivering Master Plans on time and within budget, as demonstrated in our reference section.

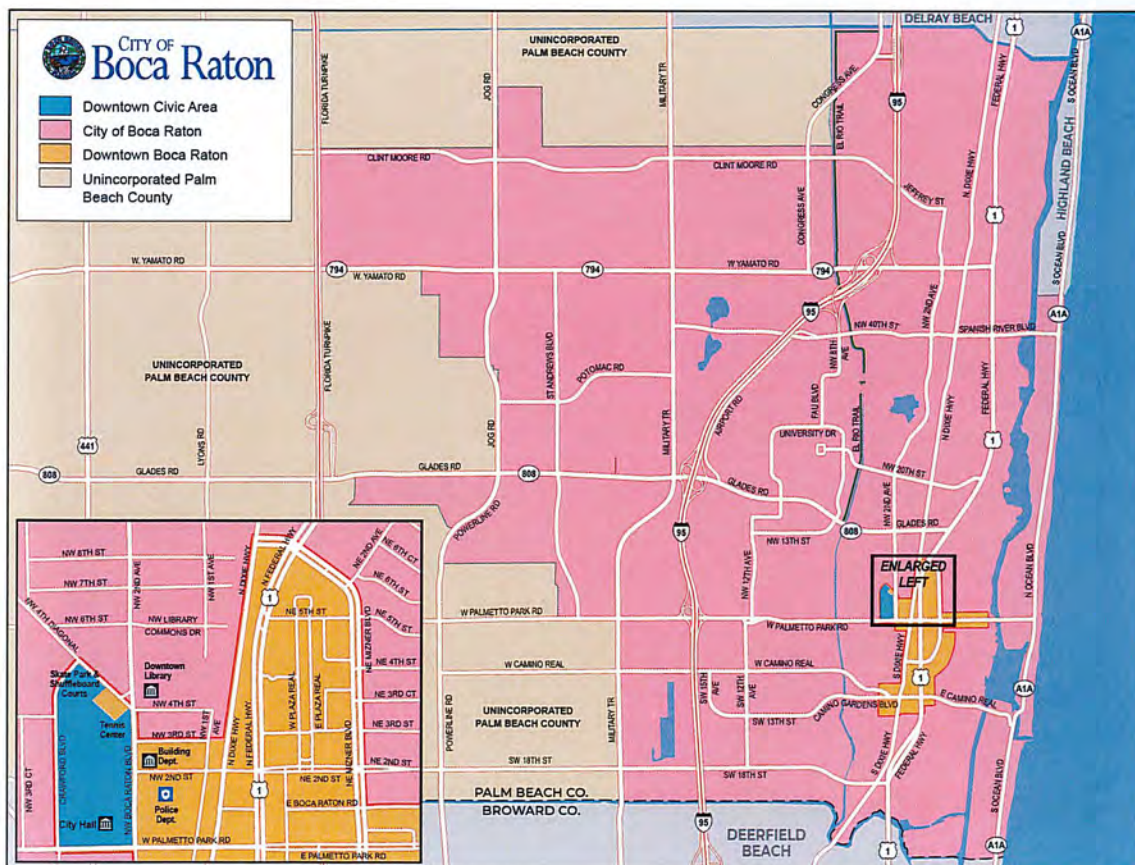
Our collaborative approach working with local governments, combined with our seamless partnership with REG Architects, ensures a coordinated and integrated planning and design process that delivers high-quality, community-focused outcomes.

6.6 PROVIDE TOOLS AND APPROACH TO COORDINATE WITH ALL PROJECT DISCIPLINES BOTH ON THE PROJECT TEAM AND CITY STAFF

ChenMoore's approach is grounded in teamwork and communication, with continuous coordination alongside City staff throughout the entire project to ensure all necessary information is effectively integrated. This collaborative approach supports the delivery of a successful and meaningful Master Plan.

The ChenMoore multidisciplinary team will conduct regular coordination meetings and maintain clear, consistent communication with City staff during each phase of the project. We propose weekly or biweekly coordination meetings, depending on project needs, to ensure alignment and timely decision-making.

Our team will remain highly accessible and responsive, utilizing a range of communication methods, including in-person meetings, virtual meetings (Zoom), phone calls, and email correspondence, to support efficient coordination and project delivery.



The ChenMoore team is committed to delivering a meaningful and successful Master Plan grounded in community input and vision, as illustrated in the graphic provided by the City below.



7. WILLINGNESS TO MEET TIME REQUIREMENTS, AND QUALITY CONTROL

Submittal to address each of the following:

7.1 Workload:

Indicate current and anticipated workloads and availability during the City's projected time schedule for the Downtown Civic Area Master Plan. It is anticipated that the Consultant will begin work in August 2026 and be completed in January 2027.

Submitted as Attachment or Response provided as:

7.1 ChenMoore's Workload and Availability

ChenMoore has assembled a dedicated and experienced team with the capacity to successfully deliver the Downtown Civic Area Master Plan within the City's established schedule. Our team is structured to provide **clear leadership, technical depth, and continuous availability**, ensuring that all project requirements are met efficiently and effectively.

The project will be led by **Nilsa Zacarias, AICP, Principal-in-Charge**, who brings over 28 years of experience supporting local governments in planning policy, stakeholder engagement, and regulatory coordination. Ms. Zacarias provides strategic oversight and ensures alignment with City goals and expectations.

Day-to-day management will be led by **Osniel Leon, AICP, Project Manager**, who brings extensive experience in current and long-range planning, including site plan review, policy development, and presentations to boards and City Council. Mr. Leon will oversee project execution, coordinate team activities, and ensure timely delivery of all work products.

ChenMoore's core leadership is supported by a **multidisciplinary team of planners, landscape architects, engineers, and technical specialists**, providing the full range of expertise required to address planning, design, regulatory, and public engagement components. This structure ensures sufficient staffing, technical capacity, and availability to meet the City's six-month timeline. The proposed team has reviewed current workloads and confirmed availability to dedicate the resources necessary to maintain project momentum and meet all City-established milestones between August 2026 and January 2027.

7.2 Commitment:

Detail your commitment to drafting and finalizing the work orders promptly and handling of draft revisions:

7.2 ChenMoore Commitment to the City of Boca Raton

ChenMoore is committed to serving as a collaborative partner to the City of Boca Raton throughout the Downtown Civic Area Master Plan process. Our team recognizes the importance of maintaining momentum, fostering meaningful community engagement, and delivering high-quality work products that support informed decision-making and long-term implementation. We approach this assignment as an extension of City staff, providing responsive communication, proactive coordination, and accountability from project initiation through final adoption of the Master Plan. We understand that the Downtown Civic Area represents a unique opportunity to create a cohesive vision for approximately 17 acres of civic, recreational, and public spaces that will serve as the heart of the community for decades to come.

Osniel Leon, AICP, Project Manager, will lead the preparation, coordination, and finalization of all project scopes, schedules, deliverables, and related project documentation associated with the Downtown Civic Area Master Plan. Mr. Leon will serve as the primary point of contact with City staff and will be responsible for coordinating scope development, staffing assignments, schedules, deliverables, and resource allocation for each task authorization.

Working closely with Nilsa Zacarias, AICP, Principal-in-Charge, Mr. Leon will ensure that each project phase and deliverable is clearly defined, appropriately staffed, and aligned with the City's objectives, schedule, and budget expectations. Prior to initiating any task, ChenMoore will coordinate with City staff to confirm project goals, scope, deliverables, assumptions, schedule, and level of effort to ensure a shared understanding of expectations.

This management structure provides the City with a single point of accountability while maintaining executive-level oversight throughout the project. Through this approach, ChenMoore can respond quickly to City requests, efficiently develop work orders, and maintain continuity from project initiation through completion of final deliverables.

Throughout the planning process, ChenMoore will maintain regular coordination with City staff, stakeholders, elected officials, and project partners to ensure that project objectives remain aligned with community priorities and City expectations.

Detail how your firm will maintain the proposed project team for the duration of the Project.

Details on how ChenMoore will maintain the proposed project team for the duration of the Project

ChenMoore is committed to maintaining the proposed project team throughout the duration of the Downtown Civic Area Master Plan. Key personnel identified in this proposal have reviewed project schedules, confirmed availability, and committed to participating in all major project phases, public engagement activities, workshops, and presentations. Any unforeseen staffing changes would be coordinated with City staff, and replacement personnel would possess qualifications and experience equal to or greater than those originally proposed.

ChenMoore will implement a structured and transparent workflow to manage all assignments:

Deliverables, Knowledge Transfer, and Commitment

ChenMoore recognizes that clear communication and knowledge transfer are essential to long-term project success. Our Project Manager will maintain regular contact with the City's designated representative to ensure that staff are informed at every stage of each task.

We are available to support:

- ▶ Staff coordination meetings
- ▶ Development Review Committee (DRC) coordination
- ▶ Public workshops and charrettes
- ▶ Advisory board meetings
- ▶ City Council presentations

As an extension of City staff, we prioritize responsiveness, clarity, and professionalism, ensuring that all deliverables are well-documented, accessible, and readily usable for future implementation.

Planning Expertise and Regulatory Support

ChenMoore brings extensive experience in community planning, downtown revitalization, urban design, comprehensive planning, implementation strategies, and stakeholder engagement. Our team has successfully assisted public-sector clients in creating actionable plans that balance community vision, economic development objectives, mobility considerations, public realm enhancements, and long-term implementation priorities.

Our commitment to quality planning is demonstrated through our leadership in developing adopted design guidelines and best-practice standards that promote sustainable development, high-quality urban design, and context-sensitive redevelopment. We bring this same level of professionalism and technical rigor to every assignment for the City of Boca Raton.

Community Engagement Commitment (4Ps Approach)

ChenMoore implements its Proactive Public Participation Program (4Ps)—a proven and structured engagement framework designed to maximize participation and ensure meaningful community input.

Our approach combines in-person, digital, and visual communication tools, including:

- ▶ Workshops, charrettes, and public meetings
- ▶ Stakeholder discussions and focus groups
- ▶ Surveys and interactive engagement platforms
- ▶ Visual materials to communicate planning concepts clearly

We incorporate innovative outreach methods, including QR code-enabled surveys and mobile-friendly materials, to expand accessibility and reach diverse audiences. This strategy ensures broad participation and supports inclusive, community-driven decision-making.

Overall Commitment

ChenMoore is committed to delivering high-quality, implementable planning solutions that enhance quality of life, support economic vitality, and preserve community character. Our multidisciplinary team provides on-demand expertise to address complex planning challenges, aligning land use policy, infrastructure considerations, market conditions, and urban design into coordinated outcomes.

Through this approach, ChenMoore ensures delivery of technically accurate, clearly communicated, and actionable work products. Through this approach, ChenMoore will deliver technically sound, visually compelling, and implementation-focused recommendations that help the City establish a clear vision and actionable roadmap for the future of the Downtown Civic Area.

7.3 Budget:

Detail approaches, methods or processes that your firm utilizes to ensure that public sector clients receive a fair and competitive fee for services.

We are community builders, driven by our commitment to serving local governments since 1986. ChenMoore is dedicated to providing public-sector clients with professional services that are both cost-effective and technically sound, ensuring high-quality and reliable outcomes. Our approach is founded on transparency, efficient resource allocation, and the principle of assigning the appropriate personnel to each task based on the complexity and expertise required.

Prior to commencing work, ChenMoore develops a detailed scope of services, schedule, and level of effort that clearly identifies project tasks, staffing assignments, and anticipated deliverables. This process ensures that City staff have a clear understanding of how project resources are allocated and allows for informed decision-making throughout the project lifecycle. To maximize value and maintain competitive fees, ChenMoore employs the following practices:

- ▶ Assigning work to the most qualified staff at the appropriate billing level
- ▶ Utilizing multidisciplinary in-house resources and established teaming partners to improve efficiency and coordination
- ▶ Leveraging existing City studies, plans, GIS data, and background materials whenever appropriate
- ▶ Maintaining proactive communication to identify and resolve issues before they affect project schedules or budgets
- ▶ Conducting regular internal project reviews to monitor progress, level of effort, and budget performance
- ▶ Utilizing proven project management procedures and standardized workflows to minimize duplication of effort
- ▶ Aligning staffing resources with project phases so that senior personnel focus on strategic guidance while technical specialists support analysis, graphics, engagement, and implementation planning
- ▶ Utilizing project management software and resource tracking tools to monitor labor utilization and maintain budget discipline throughout the project.

As a result, ChenMoore consistently delivers projects on schedule and within budget while maintaining a high standard of technical quality. Our goal is to provide the City of Boca Raton with practical, implementable planning solutions that maximize the value of every public dollar invested in the Downtown Civic Area Master Plan.

7.4 Quality Control:

Detail your quality control process to be implemented to ensure that quality work products can be delivered in a timely manner.

Response provided as:

7.4 ChenMoore's Quality Assurance / Quality Control (QA/QC) Program

ChenMoore maintains a comprehensive **Quality Assurance/Quality Control (QA/QC)** program designed to ensure that all deliverables are technically accurate, visually compelling, internally consistent, and delivered in accordance with the project schedule. Our QA/QC process is integrated into every phase of the Downtown Civic Area Master Plan, from project initiation through final adoption and implementation recommendations.

The Downtown Civic Area Master Plan will involve a broad range of deliverables, including public engagement materials, meeting presentations, existing conditions analyses, conceptual design alternatives, master plan graphics, implementation strategies, and final plan documents. Each deliverable will undergo a structured review process prior to submission to the City.

Particular emphasis will be placed on reviewing public engagement materials, conceptual site plans, urban design graphics, architectural renderings, implementation matrices, and City Council presentation materials to ensure consistency, clarity, and technical accuracy.

Our quality control program consists of the following components:

All plans, specifications, calculations, models, cost estimates, and supporting documents are reviewed for:

- ▶ **Project Manager Review** – Osniel Leon, AICP, will conduct ongoing reviews throughout project development to ensure consistency with project objectives, schedule requirements, public input, and City expectations.
- ▶ **Principal-in-Charge Review** – Nilsa Zacarias, AICP, will provide executive oversight and strategic review of major deliverables, ensuring alignment with the City’s vision, planning goals, and project scope.
- ▶ **Technical Discipline Review** – Planning, urban design, architecture, landscape architecture, transportation, and public engagement specialists will review discipline-specific work products to ensure technical accuracy and coordination.
- ▶ **Graphic and Document Review** – Prior to submission, all presentations, graphics, renderings, maps, and reports will undergo formatting, editing, and quality checks to ensure professional presentation, consistency, and readability.
- ▶ **Milestone Review Process** – Deliverables will be reviewed at key project milestones, including Existing Conditions, Community Visioning, Concept Alternatives, Preferred Master Plan, and Final Implementation Framework.

To maintain schedule reliability, quality reviews are incorporated into the project schedule rather than occurring at the end of each phase. This proactive approach allows issues to be identified and resolved early, reducing the potential for rework and ensuring timely delivery of project milestones.

In addition, ChenMoore utilizes collaborative project management platforms, document tracking procedures, and internal review checklists to monitor project progress, maintain version control, and ensure accountability across all team members and subconsultants.

Through this structured QA/QC process, ChenMoore will provide the City of Boca Raton with high-quality, technically sound, visually compelling, and implementation-focused work products that support informed decision-making and establish a clear roadmap for the future of the Downtown Civic Area.



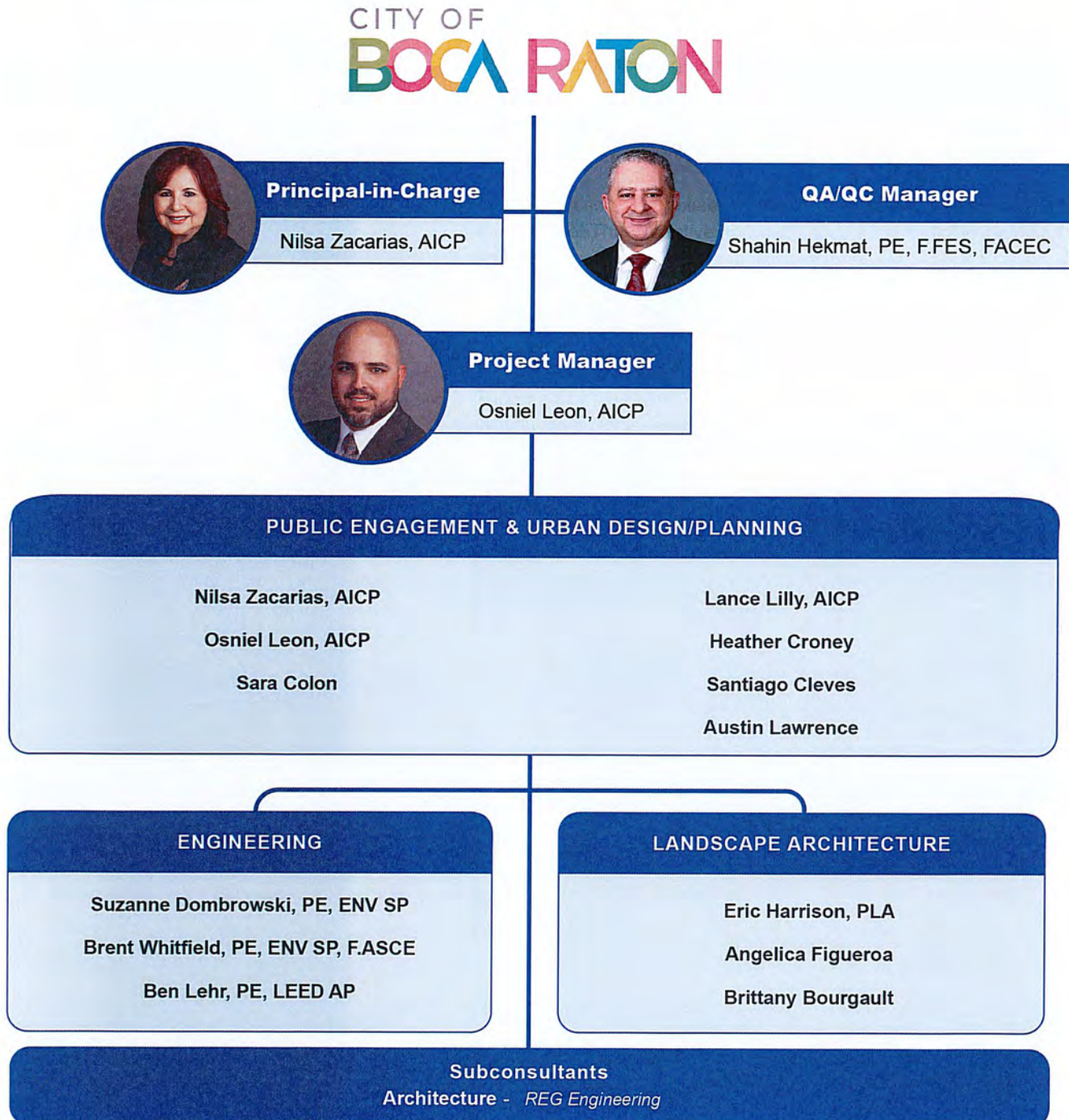
From Input to Direction – Using stakeholder engagement to validate themes and shape the future Master Plan

8. ORGANIZATIONAL STRUCTURE FOR PROVIDING THE SERVICES

Project Team Organizational Chart

Submit an outline of the organizational structure that will be used for the proposed team in chart form. The chart should show lines of communication/ reporting and accountability.

ChenMoore's Organizational Structure provides clear leadership, defined roles, and direct lines of communication, ensuring accountability and efficient coordination across all disciplines. This integrated team approach supports timely decision-making and consistent delivery of high-quality, community-driven planning solutions.



9. CERTIFIED MINORITY BUSINESS ENTERPRISE

Identify whether the Consultant is a certified minority business enterprise as defined by the Florida Small and Minority Business Assistance Act and or any of the named subconsultants.

9.1 Consultant is certified: Yes **No**

9.2 Outside Firms/Subconsultant is certified: **Yes**

10. LOCATION OF TEAM

Provide the location, with address, where the work for this project will be completed (both the Consultant and all subconsultants).

ChenMoore's Team Location

ChenMoore will lead the project from its West Palm Beach office located at 500 Australian Avenue South, Suite 850, West Palm Beach, Florida 33401 (561-746-6900)

Supporting the team, **REG Architects** is centrally located at:

120 South Olive Avenue, Suite 210,
West Palm Beach, Florida 33401
(561-659-2383)



11. DEVIATIONS TO SAMPLE CONTRACT

The Consultant shall indicate any exceptions/revisions to the sample contract. However, the sample contract contains the City's normal terms and conditions, and deviations (even minor deviations) are strongly discouraged. If Consultant takes exception with any clause in the sample contract, Consultant shall identify what that exception(s) is/are (by article number) and how your firm suggests phrasing the article. Depending upon the degree of the exception(s) to the City language, there may be an adverse impact to the evaluation of Consultant's Proposal. Failure to indicate any exceptions or deviations to the sample contract shall mean that Consultant waives any such exceptions/deviations in the event Consultant is the Awarded Consultant.

Any deviations to the insurance requirements are to be included in this section.

CHENMOORE HAS NO DEVIATIONS OR EXCEPTIONS

12. ADDITIONAL DATA

Any additional information which the Consultant considers pertinent for consideration should be included in this section of the proposal.

Please see the following pages.

ChenMoore's Additional Information

Presenters



**Nilsa
Zacarias,
AICP**
Senior Director of
Planning



**Santiago
Cleves**
Associate
Planner



**Sara
Colón**
Associate
Planner

chenmoore is a
Multidisciplinary Consulting Firm

- Land Planners
- Engineers
- Landscape Architects
- Environmental Scientists
- GIS, CAD & 3D Rendering Experts



ChenMoore is at the forefront of utilizing high-performance AI technologies for renderings, conceptual design, and visualization, integrating these tools into our urban design and planning projects to deliver enhanced efficiency, clarity, and value for public-sector clients.

Our approach leverages AI to support data-informed decision-making and produce visually compelling planning solutions that effectively communicate complex concepts to stakeholders. In addition, ChenMoore actively contributes to advancing industry practices by conducting training sessions and professional presentations on AI applications, focusing on implementation strategies, emerging challenges, and optimization techniques, further demonstrating our commitment to innovation and knowledge-sharing with local government partners.



AI + PLANNING = THE NEXT FRONTIER?

*Florida APA
Orlando Metro Section (OMS)
4/16/2026*

chenmoore

Why is AI Important to Planners?

1. **Accelerates** Concept Development
2. **Improves** Data Driven Decision Making
3. **Enhance** Visualization
4. **Facilitates** Stakeholder Engagement
5. **Allows** Efficiency & Timesaving



Adobe Firefly – Generation via Prompt

Prompt:

Create a 3d rendering of a park in South Florida that is along the intracoastal. Make it a 40-acre park that includes a boat ramp, amphitheater, pickleball courts, a playground, splash pad, sail shades, etc.



Software		Description
ChatGPT		AI image/text generation and conversation model by OpenAI.
Adobe Firefly		AI for generative image editing and design, integrated with Adobe apps.
Chaos Veras		AI rendering/photo enhancing software with add-ons for Revit, Rhino, SketchUp, etc.
Autodesk Forma		Cloud platform for early-stage planning & real-time environmental analysis.
OpenArt		AI art platform with personalized models, consistent characters, editing tools, and high-res upscaler.
TestFit		Tool for rapid massing and site analysis.
mnml.ai		AI generative design tool for Master Plan and Rendering
Visualizee.ai		AI Images from text and enhancing existing renderings

ChenMoore is leading in High Performance AI software for renderings, conceptual designs and visualization



Community Participation, Parks Master Plan, Village of Tequesta, FL

Urban Planning

Land use planning is about community building, it is integral to the sustainable development of cities and Villages. It involves looking at how land should be used, ranging from green space to residential areas, commercial and industrial sites. Land-use planning takes place within the framework of local zoning laws, state and federal regulations; and careful planning aims to preserve the environment, promote social gatherings, enhance communities, and support transportation, industry, and economic development. ChenMoore provides long range and current planning services by focusing on sustainable principles with unparalleled graphic skills and superior analytical capabilities to local governments, communities, and private sector clients throughout Florida. Our expertise includes the following services:

Long Range Planning

- Sustainable Comprehensive Plan & Text Amendments
- Neighborhood Plans
- Land Development Regulations & Zoning Codes
- Evaluation & Appraisal Reviews
- Annexation Plans & Processing

Urban Design

- Development Applications & Approvals
- Site Plan Designs & Reviews
- Technical Reports

Community & Neighborhood Involvement

- 24/7 Open Community Forums
- Vision & Master Plans
- Neighborhood Plans
- Design Charrettes
- Neighborhood Participation

Graphics and Geographic Information System (GIS)

- GIS Maps
- 3D Computer Rendering/Conceptual Design/CAD
- AI Platforms



City of Dania Beach EAR Based Comprehensive Plan Update
Dania Beach, FL

ChenMoore's General Planning Contract Relevant Experience

Great cities are known for their public spaces. Streets, plazas, and parks are the fabrics which knit our communities together. They provide proven social, environmental, and economic benefits and contribute to community quality of life. Fort Lauderdale has taken an aggressive approach to improving the quality of its public spaces and the quality of life for residents by revitalizing the physical environment and the economy of the community for residents, business owners, and visitors. At ChenMoore, we share this commitment and approach to designing public places. ChenMoore currently has approximately 350 municipal clients in South Florida, including continuing services contracts with many Broward County municipalities.

ChenMoore has a proven track record of providing comprehensive planning services to various municipalities throughout Florida. We work collaborative with City and CRA Staff providing Future Land Use Element and Map Amendments including meaningful public engagement programs.

Over 90% of
our work is for
repeat clients.





Doral Glades Park, Doral, FL

Landscape Architecture

ChenMoore's Landscape Architecture studio strives to develop context sensitive design solutions incorporating and conserving nature in our urban environments. Our design approach focuses on creating high quality environments for people. Public landscapes, whether in the form of parks, streetscapes, or other municipal facilities, serve multiple purposes. They provide beautification, shade, habitat for wildlife, they improve water quality, and they can serve as educational spaces informing the public of our need to care for our natural resources. They contribute to our physical and mental health, improve our quality of life and enhance the urban experience.

We begin our projects by understanding our client's ability to maintain and operate the spaces we create. The design and its implementation represent a fraction of our work's anticipated life. We work closely with you to make certain inherited facilities can be maintained for the long-term benefit of your community. Landscapes and infrastructure should be sustainable socially, environmentally, and economically.

ChenMoore believes parks play a vital role in our communities. Parks lay a healthy foundation for community development. They can catalyze community revitalization, engage the community, and support economic development through enhancement of property values and increased municipal revenue. Parks can promote tourism by providing venues for special events, festivals, and sports tournaments and often contain special facilities such as zoos, memorials, or significant cultural artifacts. Socially,

parks create safer neighborhoods and provide an environment where people can connect with nature and benefit from physical activity, social interaction, and a cleaner environment raising their quality of life. Physically, our parks shape our environment and help to define our public realm by providing open space that preserves vital ecological functions, protects biodiversity, buffers incompatible land uses, and reduces public costs for stormwater management, flood control, and other forms of public infrastructure. Our expertise includes the following services:

- Planting Design
- Hardscape Design
- Urban Design
- Master Planning (Parks, Planting and Irrigation)
- Community Planning
- Irrigation Design
- Park Design
- Greenway & Trails Design
- Pedestrian & Bicycle Pathway Design
- Government Permitting
- Site Planning & Rezoning
- GIS Analysis & Mapping
- Sustainable Design & LEED Solutions
- Project & Program Management
- Habitat Restoration
- Wayfinding
- Public Outreach
- Opinions of Probable Cost

Equal Opportunity Statement

ChenMoore is committed to the principles of Equal Employment Opportunity (EEO) and complies with all applicable federal, state, and local laws and regulations. We are dedicated to maintaining a work environment that is free from harassment, discrimination, and retaliation and that promotes fairness, respect, and inclusion.

ChenMoore prohibits discrimination based on any protected status, including but not limited to: age (40 and older), sex, sexual orientation (including gender identity or expression), pregnancy (including childbirth, lactation, and related medical conditions), marital status, race, national origin or ancestry, disability, religion, creed, genetic information, HIV/AIDS status, sickle-cell trait, military or veteran status, and any other status protected by applicable law. This commitment applies to all aspects of employment, including recruitment, hiring, training, promotion, compensation, and termination.

ChenMoore conducts prompt and thorough investigations of any allegations of discrimination, harassment, or retaliation in a confidential manner and takes appropriate corrective action when warranted. Retaliation against individuals who report concerns or participate in investigations is strictly prohibited.

All ChenMoore employees share responsibility for upholding this policy and fostering a workplace that reflects our values of integrity, professionalism, and respect.



Select Accolades

ChenMoore is very proud of the awards and acknowledgements that we have been bestowed. These have been based on both the projects and services we have performed and the work environment we have established, not only in each office, but also the company as a whole. The following highlights some of our awards for previous similar services.

2025 ENR Top 500 Design Firms

Ranked number 499. The ENR Top 500 Design Firms list is an annual ranking published by Engineering News-Record (ENR), which lists the largest design-specific firms in the U.S. The rankings are based on the revenue generated from design services in the previous year. The list serves as a benchmark for the design industry, highlighting the leading firms in terms of design-related revenue.

2025 Sun Sentinel South Florida Top Workplace

The awards recognize companies deemed by their employees to be the Top Workplace in South Florida. ChenMoore ranked 29th in the small employer group.

2025 South Florida Business Journal Business of the Year

Awarded Business of the Year in the \$25 million - \$50 million category. This program recognizes companies that excel in growth, service, quality, innovation, and the execution of an outstanding business strategy.

2024 ASCE Younger Member Employer Recognition Award

ChenMoore was awarded the 2024 Younger Member Employer Recognition Award by the American Society of Civil Engineers' (ASCE) Committee of Younger Members (CYM). This recognition is given to employers who support professionals early in their careers and encourage their involvement in ASCE activities.

2024 Zweig Group Best Firms to Work For Award & Hot Firm List

Ranked number 32 in the multi-discipline category and 16 for the 100-199 employees category. The award recognizes the top firms leading the way in creating a workplace that inspires, motivates and rewards employees. Ranked number 65 in the Hot Firms List. The list recognizes the 100 fastest-growing engineering, architecture, planning and environmental consulting firms in the U.S. and Canada.

2024 Sun Sentinel South Florida Top Workplace

The awards recognize companies deemed by their employees to be the Top Workplace in South Florida. ChenMoore ranked 38th in the small employer group.

2024 Jacksonville Business Journal Top Engineering Firms List

Ranked number 18. The list includes 42 engineering firms located in Duval, Clay, St. Johns, Nassau, Baker, Putnam and Flagler counties ranked in order by number of licensed engineers.

2024 ACEC-FL Honor Winner

ChenMoore was awarded the 2024 Honor Winner in the Energy Category from The American Council of Engineering Companies of Florida (ACEC-FL) for the Dames Point Bridge Electrical and Lighting project for FDOT District 2 at the 2024 ACEC Florida Engineering Excellence Awards Banquet.



13. CONFIDENTIAL DOCUMENTS

In accordance with Section I, Item 1.4, of the RFQu, Consultant may elect to submit a redacted version of their RFQu response. Redacted version of proposal response constitutes exact same Proposal submitted with confidential sections of Proposal shaded or grayed out for public viewing as further detailed in Section I, Item 1.4.

To support financial stability requirements, a redacted version of ChenMoore's Financial Statement is provided as Exhibit E - Page 97-99.