

**REQUEST FOR QUALIFICATIONS  
GENERAL PLANNING AND ZONING CONSULTING SERVICES**

RFQ NO. 2026-04

MARCH 11, 2026





Planning that anticipates.  
Zoning that works.

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# Transmittal Letter

# 31





**City of Doral**  
8401 NW 53rd Terrace  
Doral, FL 33166

March 11, 2026

**Re: RFQ No. 2026-04 – General Planning and Zoning Consulting Services**

Dear Evaluation Committee,

The City of Doral strives to preserve its natural beauty and resources, enhance the quality of life of its residents, and support its business community since its incorporation. The City established itself as one of the most dynamic communities in Miami-Dade County, recognized for its thriving business environment, vibrant residential neighborhoods, and commitment to high-quality development and planning. Chen Moore and Associates, Inc. (ChenMoore) is pleased to submit our qualifications in response to RFQ No. 2026-04 for General Planning and Zoning Consulting Services. Through this letter, we would like to introduce our firm and the experienced team of professionals we have assembled to support the City’s planning and zoning initiatives.

ChenMoore is an award-winning multidisciplinary consulting firm established 40 years ago in Fort Lauderdale and serving Miami-Dade County since the mid-1990s. Today, ChenMoore has grown to a team of over 175 professionals with offices across Florida and the Southeast. Our firm provides a wide range of services to local governments including city planning, landscape architecture, environmental consulting (urban forestry), civil engineering, transportation engineering, electrical engineering, and construction management.

**TECHNICAL EXPERTISE**

Since we have provided consulting services to the City of Doral previously (please see Section 3.4) we have the technical knowledge to fulfill the requirements of this subject RFQ. ChenMoore has extensive experience supporting municipalities with both current and long-range planning services. Our planners routinely assist cities with Development Reviews, Comprehensive Plan amendments, Land Development Code updates, Staff Reports, and presentations to Planning and Zoning Boards and City Councils. Our team understands the importance of providing clear planning analysis and maintaining consistent communication with City staff, applicants, and decision-makers.

Our established reputation of technical knowledge and effective communication are the cornerstone of ChenMoore’s consulting approach. For the City of Doral, ChenMoore proposes a leadership team led by Nilsa Zacarias, AICP, Principal-in-Charge, and Osniel Leon, AICP, Project Manager. This team is supported by a deep bench of professionals who are immediately available to respond to task authorizations, manage multiple concurrent assignments, and deliver high-quality work products on time and within budget. Our approach emphasizes clear scoping, predictable deliverables, proactive communication, monthly status reporting, and consistent quality control for every assignment.

**We are community builders and leaders in the planning field** . ChenMoore team was selected to present two (2) panels about Artificial Intelligence (AI) and Proactive Public Participation Program (4Ps) at the Florida Chapter American Planning Association (APA) Conference held in Daytona Beach last September 2025. Our professionals are leaders in 3D renderings software, animation, graphics and (AI). We would like to provide to the City our state-of-the-art and creative professional approach to land use planning, urban design and resiliency.

**CORPORATE**

500 West Cypress Creek Road  
Suite 600  
Fort Lauderdale, FL 33309  
+1 (954) 730-0707

**REGIONAL OFFICES**

Miami Tampa Bay  
West Palm Jacksonville  
Beach  
Orlando

**ADDITIONAL OFFICES**

Jupiter Tallahassee  
Port St. Lucie Atlanta  
Sarasota Raleigh  
Gainesville Knoxville

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[www.chenmoore.com](http://www.chenmoore.com)



**WHY SELECT CHENMOORE?**

We know that communication is paramount to deliver meaningful planning services, our team will be available via phone call, emails, text messages, in person or via Zoom based meetings as needed. Osniel Leon, AICP, will serve as Project Manager and will be responsible for day-to-day coordination with City staff and management of assigned tasks. Mr. Leon has extensive experience in current and long-range planning, including site plan review, Development Review Committee coordination, preparation of staff reports, and presentations before Planning and Zoning Boards and City Councils. His understanding of Florida Statutes and municipal development regulations allows him to effectively support cities in managing development applications and planning initiatives.

We are committed to working closely with City Staff to support redevelopment initiatives, current and long-range planning, development review, and community engagement throughout the full term of the contract.

We understand the City of Doral trends and challenges. We are positioned to deliver successful and meaningful consulting services because of our high caliber of experienced professionals of AICP planners, licensed engineers and landscape architects. Our team has in-depth knowledge of Miami-Dade development and redevelopment initiatives rooted in our commitment to the local governments that we serve. ChenMoore will provide professional services to the City from our office located in Miami.

Our team is committed to providing the City with professional services delivered proactively, on time, and within budget. With that, we are confident that ChenMoore offers the right combination of experience, technical expertise, staffing depth, and commitment to public service to successfully support the City of Doral under this continuing services contract. We look forward to the opportunity to work collaboratively with City staff and to contribute to the continued success of the community. Should you have any questions, please do not hesitate to contact me at (561) 758-2252, or via email at nzacarias@chenmoore.com.

Chenmoore hereby acknowledges receipt and review of all addenda issued for the referenced solicitation and confirms that Addendum No. 1 (2/12/26), Addendum No. 2 (2/19/26), Addendum No. 3 (2/23/26), Addendum No. 4 (2/25/26), Addendum No. 5 (2/27/26), and Addendum No. 6 (3/4/26) have all been incorporated into our response.

The subject letter and RFQ is made without collusion with any other person or entity submitting a proposal.

Respectfully submitted,

Peter Moore, P.E., F.ASCE, FACEC, F.FES  
Chief Executive Officer

**CHEN MOORE AND ASSOCIATES, INC.**

**CORPORATE**

500 West Cypress Creek Road  
Suite 600  
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Gainesville Knoxville

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# Qualification and Experience of Firm

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- Executive Summary
- Experience of Firm and Team
- Past Performance of Firm and Team
- Approach

3-2

A vibrant street scene with palm trees, a blue sky with clouds, and modern buildings. Large white numbers '3-2' are overlaid on the image.

# Executive Summary



The City of Doral has established itself as one of the most dynamic communities in Miami-Dade County, recognized for its thriving business environment, vibrant residential neighborhoods, and commitment to high-quality development and planning. Chen Moore and Associates, Inc. (ChenMoore) has extensive experience assisting municipalities with development review and entitlement processing. Our team routinely supports local governments with the evaluation of rezonings, Comprehensive Plan amendments, variances, site plans, and other development applications, ensuring compliance with adopted policies and regulatory standards. We also assist municipalities in preparing ordinance amendments and policy updates that respond to legislative changes and evolving planning priorities.

Our Team has the capability and experience to perform professional planning tasks at multiple scales and understands the planning challenges and opportunities facing the City of Doral. We are a South Florida consulting company with an established reputation of providing meaningful planning services.

We are positioned to deliver successful and meaningful consulting services because of our high caliber of experienced professionals of AICP planners, licensed engineers and landscape architects. Our team has in-depth knowledge of Miami-Dade development and redevelopment initiatives rooted in our commitment to the local governments that we serve. Since we have provided consulting services to the City of Doral previously (please see Section 3.4) we have the technical knowledge to fulfill the requirements of this subject RFQ including the following professional services:

- A. On-call, staff augmentation, surge capacity personnel
- B. Executive/Director-Level Advisory & Institutional Knowledge Support Code interpretation and ordinance drafting
- C. Comprehensive Plan and Implementation Staff augmentation during peak workload periods
- D. Preparation of short- and long-term planning recommendations; Land Development Code (LDC) and Practical Policy Services, implementable planning recommendations
- E. Development Review and Entitlements
- F. Quasi-Judicial / Hearing support
- G. Annexation & Intergovernmental Coordination
- H. Special Projects / Emerging Issues
- I. Deliverables & data management

## Executive Summary (cont.)

The following section “Understanding of the Scope of Service” includes detail technical description of the different planning services and example of projects that the ChenMoore team is ready and eager to provide to the City of Doral.

ChenMoore understands that through this continuing services contract the City of Doral is seeking experienced planning professionals who can supplement staff capacity, provide technical expertise, and support both daily development review activities and long-range planning initiatives.

Our approach focuses on providing responsive on-call support, clear regulatory guidance, and practical planning recommendations that align with the City’s Comprehensive Plan and Land Development Code.

Our services are structured around the key planning functions identified in the RFQ, including staff augmentation, executive-level planning advisory services, Comprehensive Plan implementation, Land Development Code updates, development review and entitlement processing, quasi-judicial hearing support, annexation and intergovernmental coordination, and special planning initiatives. ChenMoore’s planners work collaboratively with municipal staff to provide clear analysis, well-documented staff reports, and implementable planning solutions that support consistent and defensible decision-making.

For this assignment, Nilsa Zacarias, AICP, will serve as Principal-in-Charge, providing executive-level planning

advisory services and oversight of all project activities.

Ms. Zacarias brings over 25 years of municipal planning experience advising local governments on land use policy, zoning regulations, and ordinance development. Osniel Leon, AICP, will serve as Project Manager, responsible for day-to-day coordination with City staff and management of assigned tasks. Mr. Leon has experience in both current and long-range planning and has supported municipalities with development review, policy preparation, and presentations before Planning and Zoning Boards and City Councils.

We are community builders and leaders in the planning field. The ChenMoore team was selected to present two (2) panels about Artificial Intelligence (AI) and Proactive Public Participation Program (4Ps) at the Florida Chapter American Planning Association (APA) Conference held in Daytona Beach last September 2025. Our professionals are leaders in 3D renderings software, animation, graphics and (AI). We would like to provide to the City our state-of-the-art and creative professional approach to land use planning, urban design and resiliency.

Section 3.4 presents a narrative of specific projects and clients that demonstrate our team capabilities to provide meaningful planning services that are delivered on time and within budget.



**NILSA ZACARIAS, AICP**

Principal-In-Charge

Email: [nzacarias@chenmoore.com](mailto:nzacarias@chenmoore.com)

Office: (561) 437-0709

Mobile: (561) 510-3138



**OSNIEL LEON, AICP**

Project Manager

Email: [oleon@chenmoore.com](mailto:oleon@chenmoore.com)

Office: (561) 437-0837

Mobile: (561) 831-8660

# Experience of Firm & Team

## Our Firm

Founded in 1986, Chen Moore and Associates, Inc. (ChenMoore) is an awarded Florida Corporation specializing in planning, civil engineering, water and sewer, water resources, electrical engineering, transportation, landscape architecture and irrigation, environmental, and construction administrative services. The firm has its headquarters in Fort Lauderdale, with regional offices in Miami, West Palm Beach, Tampa Bay (St. Petersburg), Orlando (Maitland), and Jacksonville, and additional offices in Jupiter, Port St. Lucie, Sarasota, Gainesville, Tallahassee, Atlanta, Raleigh (Cary), and Knoxville. The firm commits to providing responsive quality services while meeting the schedules and specific project needs of our clients. ChenMoore has successfully worked for municipalities in South Florida for over three decades, including experience with federally grant funded projects.

**Years in Business:** 40  
**Engineering License:** Florida #4593  
**Corporate Charter:** J41454  
**FEIN:** 59-2739866  
**Dun and Bradstreet** 85-945-9547

ChenMoore employs 175 full time staff, including five Certified Planners, 50 licensed Professional Engineers, 24 Engineers-in-Training, three Certified Floodplain Managers, eight Certified Envision Sustainability Professionals, seven licensed Professional Landscape Architects, four Certified Arborists, and a highly experienced technical design and production staff. The team has the capabilities to address from small-scale projects to the most challenging civil and transportation engineering, planning, landscape architecture, environmental, and construction administration tasks required for public, semi-public, and private sector projects.

ChenMoore embodies its core values through [Leadership](#), [Excellence](#), [Philanthropy](#), [Culture](#), and [Community](#). Chenmoore draws inspiration from its founder, Dr. Ben Chen, P.E., and is guided by the vision set by its current leadership team, led by Chief Executive Officer Peter Moore, P.E., F.ASCE, FACEC, F.FES. The firm continues to grow by striving for excellence in design, innovation, project management, and quality.



The following table provides an overview of the professionals who contribute to the leadership, governance, and strategic direction of our organization. Each individual brings a unique combination of experience, expertise, and perspective that strengthens our ability to deliver high-quality services and support the objectives of our clients and partners. Together, this team ensures that our work is guided by sound judgment, industry best practices, and a commitment to excellence.

Name	Title	Address	% of Ownership
Peter Moore, P.E., F.ASCE, FACEC	Chief Executive Officer	500 W Cypress Creek Road, Suite 630, Fort Lauderdale, FL 33309	34.724%
Jose L. Acosta, P.E., F.ASCE	President	3150 SW 38 Avenue, Suite 950, Miami, FL 33146	13.441%
Jason McClair, P.E., CFM, LEED AP	Senior Vice President	500 W Cypress Creek Road, Suite 630, Fort Lauderdale, FL 33309	6.772%
Suzanne Dombrowski, P.E., ENV SP	Principal Engineer/ West Palm Beach Office	500 Australian Avenue South, Suite 850, West Palm Beach, FL 33401	6.772%
Gregory Mendez, P.E.	Principal Engineer/Miami Branch Office Leader	3150 SW 38 Avenue, Suite 950, Miami, FL 33146	6.772%
Daniel Davila, P.E.	Principal Engineer/Director of Water and Sewer	500 W Cypress Creek Road, Suite 630, Fort Lauderdale, FL 33309	6.772%
Brent Whitfield, P.E., ENV SP	Principal Engineer/Director of Water Resources	500 Australian Avenue South, Suite 850, West Palm Beach, FL 33401	6.772%



## Past Performance of Firm and Team

ChenMoore Team has a proven track record to deliver successful projects on time and on budget as indicated by our references. ChenMoore is a leading provider of general planning services in South Florida delivering accomplished projects across various sectors. We have an in-depth understanding of your challenges. We propose to the City a highly multidisciplinary and qualified team, including AICP planners, licensed engineers, and geographic information systems (GIS) experts, all collectively experienced in Florida Statutes and proficient general planning services.

The ChenMoore Team has the credentials to provide general planning services, market analysis, transportation planning services, GIS, graphic renderings and public involvement / consensus building. With unparalleled technical analysis, writing skills, and graphic design capabilities (CAD renderings and GIS mapping), our Team will be honored to provide planning services to the City of Doral and work closely with the City Staff.

We are known and respected for our thorough understanding of site and permitting constraints prior to commencing projects. We are highly responsive and provide out-of-the-box solutions to our clients' needs. With unparalleled technical analysis, writing skills, and graphic design capabilities, our Team will be honored to provide planning services to the City of Doral, and work closely with the City Staff.

We are community builders, and our teamwork approach and fluid communication with the City Staff is reflected in our meaningful planning services, and continuing contracts with our clients. ChenMoore's strong reputation is based on state-of-the-art technology, critical thinking, in-depth knowledge of Florida Statutes, County and Local regulations. We have an established reputation as a local firm part of the community that has been providing outstanding consulting services to a number of municipalities throughout Florida.

### What Our Clients Say About Us...

*"Chenmoore has exhibited high professionalism and prompt responsiveness for this project, assisting the City to complete this project ahead of schedule and under budget."*

**Diana Carrillo**  
Project Manager II  
City of Fort Lauderdale

*"This is one of the most professional and fun offices I've ever worked with. They are all a real pleasure!"*

**Jeovanny Rodriguez, P.E.**  
Assistant Director  
City of Miami

*"Excellent firm under contract with the City for nearly 10 years."*

**William Waters**  
Community Sustainability Director  
City of Lake Worth Beach

**Name of Firm/Client:** The City of Westlake

**Description of work provided:** The City of Westlake was incorporated in 2016 and our team has been serving this City since then as the in-house Planning Department. Since 2016, the City of Westlake received the following planning services from the ChenMoore Team: Comprehensive Planning and long range planning initiatives; New Comprehensive Plan in compliance with F. S. Chapter 163; 10 years water supply work plan. Land Use Planning: site plan reviews, staff reports, presentation to City Council meetings, coordination and meeting with developers; Land Development Code and Ordinance Preparation: prepare LDR code sections for this new municipality including development standards; parking code, landscape code, definitions, Art in Public Places, land development standards, and other sections. Workshops: Facilitated numerous workshops since 2016. Landscape Architecture: write code, and review for compliance with LDR Engineering services including reviews for water stormwater, wastewater and transportation

**Total Dollar Value of the contract:** \$260,000 Annually

**Contract Duration:** 09/2016 - Present

**Reference Contact (Name and Phone Number):** Zoie Burgess, Acting City Manager | (561) 530-5880

**Prime or Sub Contractor on Project:** Prime

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**Name of Firm/Client:** The City of Lake Worth Beach

**Description of work provided:** Since 2014, the City of Lake Worth Beach received the following planning services from our ChenMoore Team: Comprehensive Planning and Chapter 163 including GOPs and Data & Analysis; Land Use Planning: annexation studies, staff reports, presentation to City Commission meetings; Urban Design: prepare 3D renderings applying the LDRs for specific sites; Land Development Code: assisted city Staff to amend LDRs sections throughout the years. Currently, working on Concrete batch manufacturing use regulations. Public Outreach: currently preparing the Open Space and Recreation Master Plan based on proactive public participation including surveys to the community, focus groups, attending events with Kiosks to engage with the residents.

**Total Dollar Value of the contract:**\$225,000

**Contract Duration:** 09/2014 - Present

**Reference Contact (Name and Phone Number):**William Waters, AIA, NCARB, LEED AP, GCP, SEED, Community Sustainability Director | (561) 586-1634

**Prime or Sub Contractor on Project:** Prime

**Name of Firm/Client:** The City of Dania Beach

**Description of work provided:** ChenMoore updated the Comprehensive Plan based on the Evaluation and Appraisal Review (EAR) according to Chapter 163.3191, Florida Statutes (F.S.). The proposed scope included 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. ChenMoore has also provided this client professional engineering and landscape architecture continuing services since 2000.

**Total Dollar Value of the contract:** \$150,000

**Contract Duration:** 05/2023 - 09/2024

**Reference Contact (Name and Phone Number):** Corrine Lajoie, AICP, Deputy Community Development Director

**Prime or Sub Contractor on Project:** Prime

Please see the table below, which includes the five client contact records as requested in the solicitation’s online portal.

Client Name	Contact Personnel	Address	Phone	Length of Service
City of Coral Gables	Jean Solari, MBA	2800 SW 72 Avenue, Miami, FL 33155	305-460-5053	2022 - ongoing
City of Lake Worth Beach	William Waters, AIA, NCARB, LEED AP, GCP, ID, SEED	1900 Second Avenue North, Lake Worth Beach, FL 33461	561-586-1634	2014 - ongoing
City of Dania Beach	Corrine Lajoie, MURP, AICP	100 W Dania Beach Blvd, Dania Beach, FL 33004	954-924-6805, ext. 3704	2023 - ongoing
City of Westlake	Zoie Burgess	4001 Seminole Pratt Whitney Road, Westlake, FL 33470	561-530-5880	2016 - ongoing
Village of Tequesta	Jeremy Allen	345 Tequesta Drive, Tequesta, FL 33469	561-768-0460	2010 - ongoing



Downtown Doral

# Understanding of the Scope of Service



The City of Doral strives to preserve its natural beauty and resources, enhance the quality of life of its residents, and support its business community since its incorporation. We believe this dedicated commitment is reflected in the vibrant and diverse community life, outstanding recreation areas, lush residential districts, rich history, and growing business partners. The City of Doral continues to experience steady redevelopment activity, infrastructure coordination challenges, and ongoing updates to State planning legislation that affect both current and long-range planning functions. As a regional employment center and mixed-use community within Miami-Dade County, the City must balance development review efficiency with clear policy direction, good decision-making, and consistency between the Comprehensive Plan and Land Development Code.

Chen Moore and Associates, Inc. (ChenMoore) understands that through this continuing services RFQ the City is seeking qualified planning professionals who can support staff on an as-needed basis and provide reliable technical assistance across a range of planning and zoning tasks. The intent of this continuing services contract is not a single assignment but an ongoing working relationship that supplements City capacity, supports staff workload, and provides experienced municipal planning assistance when needed.

ChenMoore has reviewed the City of Doral's RFQ and understands the City desires to contract urban planners to assist and act as a technical resource to the City's Planning Staff for a variety of planning services. Our Team has the capability and experience to perform professional planning tasks at multiple scales and understands the planning challenges and opportunities facing the City of Doral. Our team has reviewed the scope of services and understands the City's need for:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>A. On-call, staff augmentation, surge capacity personnel</li> <li>B. Executive/Director-Level Advisory &amp; Institutional Knowledge Support Code interpretation and ordinance drafting</li> <li>C. Comprehensive Plan and Implementation Staff augmentation during peak workload periods</li> <li>D. Preparation of short- and long-term planning recommendations; Land Development Code (LDC) and Practical Policy Services, implementable planning recommendations</li> </ul> | <ul style="list-style-type: none"> <li>E. Development Review and Entitlements</li> <li>F. Quasi-Judicial / Hearing support</li> <li>G. Annexation &amp; Intergovernmental Coordination</li> <li>H. Special Projects / Emerging Issues</li> <li>I. Deliverables &amp; Data Management</li> </ul> |
|---|---|

***Our approach is based on teamwork principles to support the City Staff by delivering on-time, on-budget meaningful projects. The ChenMoore planning team provides substance and graphically driven projects consistent with the City's values and vision, and local regulations; in compliance with Florida Statutes.***

## Project Management and Coordination

We approach continuing services assignments as an extension of City staff operations. A Principal-in-Charge and Project Manager will be assigned as primary points of contact and will coordinate all task assignments, staffing, and deliverables. Work will be authorized on a task-order basis and scoped in coordination with City staff prior to initiation.

Technical knowledge and fluid communication are the keystone of our planning services. ChenMoore is appointing Nilsa Zacarias, AICP, as the Principal-in-Charge. Ms. Zacarias has over 25 years of experience working with local governments. Ms. Zacarias served as the Chair of the successful Affordable Housing Symposium that focused on the Live Local Act held in April 2024, and she was a speaker at the Florida Chapter APA Conference held in Daytona Beach this last September 2025. We are also appointing Osniel Leon, AICP, as the Project Manager, with years of experience in current and long-range planning. Mr. Osniel credentials include site plan reviews, writing policies for comprehensive planning, and presentations to Boards and City Councils. Please see the resumes of all our proposed team of AICP planners, PLA landscape architects, certified arborists, experienced in federal, state and local regulations.

Our goal is to provide to the City successful planning services according to the following Task Authorization Workflow:

- City request received
- Scope and deliverables confirmed with City Staff
- Fee and schedule submitted (lump sum or closed-end hourly, as directed)
- Work executed with regular check-ins (follow up meetings could be weekly or by-weekly according to City Staff)
- Deliverables submitted plus monthly status report

Regular coordination with staff will occur through weekly or bi-weekly check-ins, depending on the complexity of the assignment. This process allows for timely completion of work, early identification of issues, and clear communication throughout each task.

This workflow ensures rapid scoping, targeted staffing, active coordination, and deliverable-ready outputs for every assignment.



75,874	<b>Population (2020 US Census)</b>
79,000 - 82,000	<b>Estimated Population (2023-2024)</b>
38.3	<b>Years Median Age</b>
12.0%	<b>White</b>
3.0%	<b>Black (Non-Hispanic)</b>
79%	<b>Hispanic or Latino</b>
\$72,000 - \$75,000	<b>Median Household Income (2023 American Community Survey 5-Year Estimates)</b>
45%	<b>Owner-Occupied Housing Unit Rate</b>
40%	<b>Bachelor's Degree or Higher</b>

We have an in-depth understanding of the City's opportunities and challenges and are proposing a highly qualified team, including AICP urban planners, licensed landscape architects, environmental scientists, CAD and GIS experts, all collectively experienced in local government and land use planning. According to the US Census, please see the following demographics for the City of Doral:

Our team is ready to work with the City Staff and provide the following services requested by this RFP (located to the right):

We believe in a team work approach, and supporting the City Staff as a method to accomplish the goals. For each assignment, we will identify the goals, target timeline and deliverables; and we will conduct weekly or by-weekly coordination meetings with the City staff to report back and monitor project progress.

**A. ON-CALL, STAFF AUGMENTATION, SURGE CAPACITY PERSONNEL**

Our team includes AICP-certified planners with experience supporting Florida municipalities in both current and long-range planning, ordinance preparation, and development review. We understand the importance of providing consistent, practical, and implementable planning assistance that aligns with the City of Doral's Comprehensive Plan, Land Development Code, and adopted policies. Our role is to support staff with clear analysis, timely review, and well-documented recommendations that can be readily implemented within the City's existing regulatory framework.

We recognize Doral's position as a major employment center and international business hub within Miami-Dade County, with continued residential growth, mixed-use development, and reinvestment in commercial corridors. The City's planning responsibilities include managing development pressure, coordinating with regional agencies, and ensuring that growth is consistent with infrastructure capacity and adopted policy direction. Our team understands these conditions and brings experience working in similar South Florida municipal environments where development review volume, code interpretation, and legislative updates require responsive and technically sound planning support.

Our AICP-certified planners provide professional services for both current and long-range planning assignments, including Comprehensive Plan amendments, Land Development Code updates, redevelopment and corridor planning, and development review. We prepare clear staff reports, consistency analyses, and ordinance language that support decision-making and align with Florida Statutes and local regulations. Our objective is to provide reliable planning support that assists City staff in implementing adopted policies while maintaining efficiency, clarity, and consistency in the review process.

Work products will be prepared in a format consistent with City standards and suitable for public hearings, internal review, and archival use.



## B. EXECUTIVE/DIRECTOR-LEVEL ADVISORY & INSTITUTIONAL KNOWLEDGE SUPPORT

Technical knowledge and clear communication are fundamental to ChenMoore's planning services. For the City of Doral, ChenMoore will provide executive-level advisory support to assist City leadership and planning staff in addressing complex planning issues, interpreting development regulations, and preparing ordinance updates when necessary.

ChenMoore is appointing Nilisa Zacarias, AICP, as Principal-in-Charge for this assignment. Ms. Zacarias brings over 25 years of experience working with local governments throughout Florida, providing guidance on land use policy, zoning regulations, and municipal planning initiatives. Her experience includes advising municipalities on complex planning issues, ordinance development, and regulatory interpretation. Ms. Zacarias is actively engaged in statewide planning discussions, serving as Chair of the Affordable Housing Symposium focused on the Live Local Act in April 2024 and as a speaker at the Florida Chapter of the American Planning Association Conference held in Daytona Beach in September 2025.

Osniel Leon, AICP, will serve as Project Manager and will be responsible for day-to-day coordination with City staff. Mr. Leon has experience in both current and long-range planning and has supported municipalities with development review, policy preparation for comprehensive planning initiatives, and presentations before Planning and Zoning Boards and City Councils. His background includes site plan review, preparation of planning analyses, and coordination with municipal staff and applicants throughout the development review process.

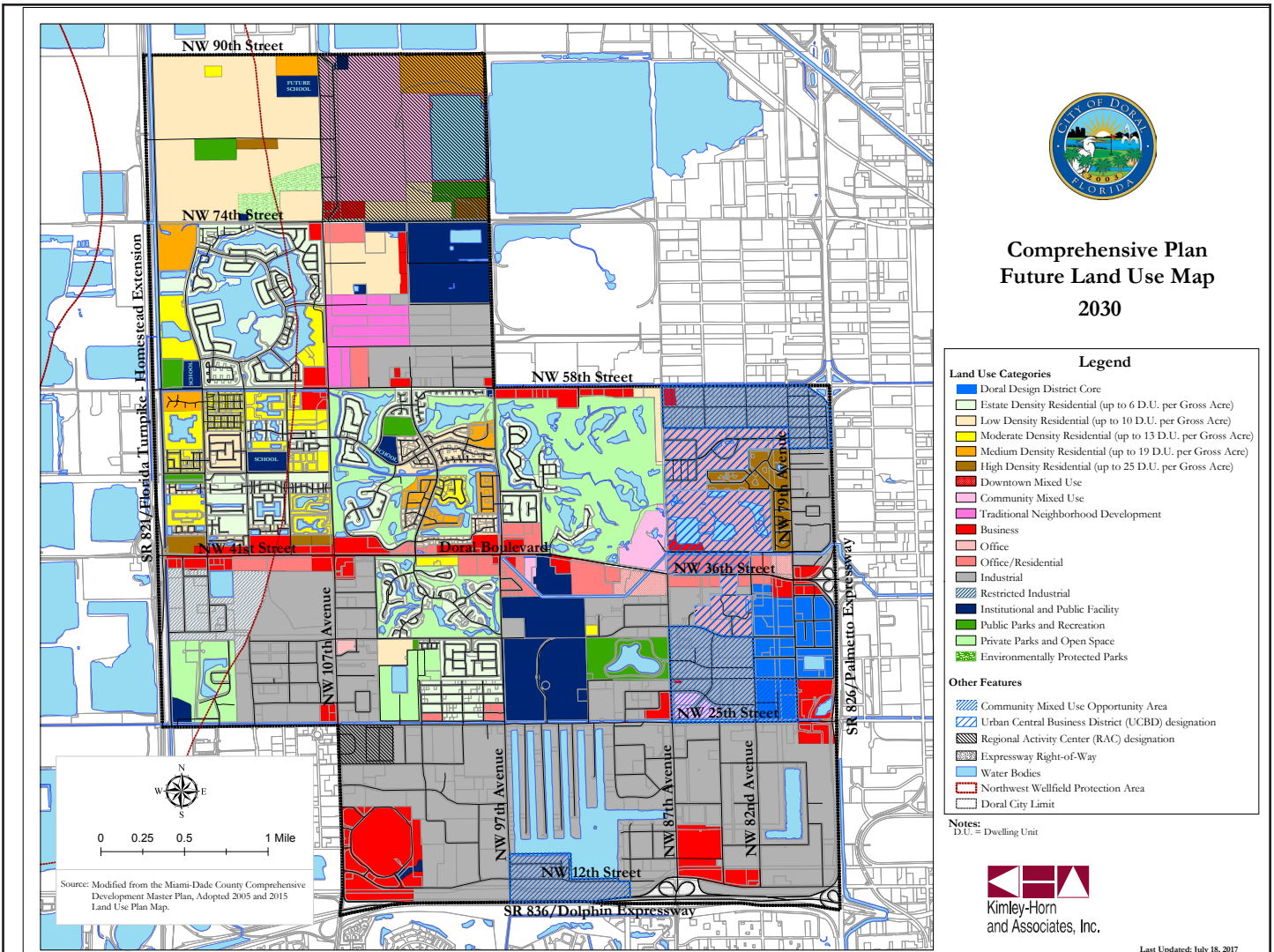
ChenMoore's senior planners provide advisory services that support City leadership when addressing complex regulatory questions, evaluating development proposals, or considering updates to planning policies and development regulations. These services may include interpretation of Land Development Code provisions, preparation of technical memoranda addressing regulatory questions, and drafting of ordinance language to implement policy changes or address legislative updates.

Through this advisory role, ChenMoore works closely with City staff to provide clear guidance and practical planning recommendations that support consistent decision-making and implementation of the City's Comprehensive Plan and Land Development Code. Our team of AICP planners, market and economic development professionals, and licensed engineers brings experience working with federal, state, and local regulations and can provide multidisciplinary support when addressing planning and development issues.





**Comprehensive Plan  
Future Land Use Map  
2030**



**C. COMPREHENSIVE PLAN AND IMPLEMENTATION**

The ChenMoore team has years of experience preparing and processing Comprehensive Plan Updates in compliance with Florida Statutes Chapter 163. ChenMoore AICP planners have the knowledge to review the City’s Comprehensive Plan for consistency with recent legislative changes, including the preparation of Evaluation and Appraisal Reports (EAR), and amendments to the Comprehensive Plan consistent with Florida Statutes.

We understand Doral challenges and trends and are looking forward to assist and work along the City Staff. Our team will prepare a plan that is based on the City’s values, community feedback, best known practices, Florida Statutes Title XI, Chapter 163, Section 163.3177 and local regulations that will guide the City’s sustainable growth and redevelopment. When requested, we can assist with:

- Data and analysis preparation
- Amendment drafting
- Policy review for consistency
- Coordination with reviewing agencies
- Public hearing support

Our team comprises seasoned professionals with extensive expertise in Comprehensive Planning Services and brings together a diverse set of skills and backgrounds, including urban planning, environmental science, architecture, transportation and civil engineering. This multidisciplinary approach allows us to provide holistic and innovative planning

solutions tailored to the unique needs of Doral.

We are committed to promoting sustainable and resilient communities. Our staff stays at the forefront of industry trends and best practices, continually updating their skills through professional development and certification programs. We are dedicated to integrating sustainability principles into all aspects of comprehensive planning, from reducing environmental impacts to enhancing quality of life for residents and supporting the business community. In

addition to our experienced team of AICP planners, we have included an expert team of licensed engineers as indicated in their resumes: **Patrick Kaimrajh, P.E., Greg Mendez, P.E., and Ben Lehr, P.E., LEED AP**. And lastly, we have included engineers with extensive expertise in resiliency and vulnerability as indicated in their resumes: **Brent Whitfield, P.E., ENV SP, F.FES, and Laura Vogel, PhD. P.E., ENV SP**.

**We are committed to promoting sustainable and resilient communities.**

Please see the following Comprehensive Plan Update samples that were prepared by the ChenMoore Team:

1. City of Dania Beach Comprehensive Plan Update

<https://acrobat.adobe.com/id/urn:aaid:sc:US:f04eb09b-7310-40b6-878d-f19ca03fdf3a>



## **D. PREPARATION OF SHORT- AND LONG-TERM PLANNING RECOMMENDATIONS; LAND DEVELOPMENT CODE (LDC) AND POLICY SERVICES**

ChenMoore provides municipalities with practical planning recommendations and regulatory updates that support implementation of Comprehensive Plan policies and address evolving development trends. Our team assists local governments in evaluating existing development regulations, identifying areas for improvement, and preparing clear and implementable updates to the Land Development Code and related ordinances.

For the City of Doral, ChenMoore will assist staff in reviewing and updating development regulations to ensure consistency with the Comprehensive Plan, current planning practices, and applicable State legislation. Our planners have extensive experience preparing ordinance language, evaluating regulatory standards, and developing policy recommendations that improve clarity, efficiency, and enforceability within municipal codes.

Services may include preparation of Land Development Code amendments, regulatory updates necessary to address legislative changes, and development of planning recommendations that guide both short-term and long-range policy decisions. Our team can also assist the City in evaluating development standards, preparing technical memoranda related to policy interpretation, and supporting the implementation of planning initiatives through targeted code updates.

Through this process, ChenMoore works closely with City staff to ensure that regulatory updates are clearly written, internally consistent, and aligned with the City's planning objectives.

Services may include:

- ▶ **Preparation of Land Development Code amendments**
- ▶ **Drafting and review of planning ordinances**
- ▶ **Policy interpretation and technical memoranda**
- ▶ **Evaluation of development standards**
- ▶ **Planning recommendations supporting Comprehensive Plan implementation**
- ▶ **Regulatory updates responding to legislative changes**

ChenMoore planners are experts in writing zoning code changes including preparing ordinances, and presenting to P&Z Boards and City Council. We wrote the new zoning code for the City of Westlake, which was a new municipality in Palm Beach County that was incorporated in 2016, and other numerous code amendments for local governments including Town of Palm Beach, Village of Tequesta, City of Lake Worth Beach, and Town of Mangonia Park among others.

Our Team has the credential to provide services on an as-needed basis for various land development tasks including:

- ▶ **Municipal code changes**
- ▶ **Zoning ordinances, code research**
- ▶ **Developing design overlays and form-based code amendments**
- ▶ **Reviewing site plans and preparing comments**
- ▶ **Other development proposal, permitting support, and other tasks as assigned**

(attend DRC meetings, write staff reports, present at Boards and Council meetings, etc.)

Please see a sample of three (3) overlays that we prepared for the Village of Tequesta:

1. Village of Tequesta Proposed Code Text Amendment (Commercial Overlays) Comprehensive Plan Update

<https://acrobat.adobe.com/id/urn:aaid:sc:US:010b89cc-58f1-4fb1-a3ef-c65b0a6a1850>

## **E. DEVELOPMENT REVIEW AND ENTITLEMENTS**

ChenMoore has extensive experience assisting municipalities with development review and entitlement processing. Our planners regularly support local governments in evaluating development applications and preparing staff reports that clearly document findings, applicable regulations, and recommendations for decision-makers.

For the City of Doral, ChenMoore will assist staff in reviewing development applications to ensure compliance with the Comprehensive Plan, Future Land Use Map, and Land Development Code. Our team understands that development review often requires coordination among multiple departments and careful evaluation of site design, infrastructure capacity, and regulatory standards.

Our planners will review development applications including site plans, rezonings, Comprehensive Plan amendments, variances, and special exceptions. This review may include evaluation of density and intensity calculations, parking and access requirements, landscaping and open space standards, building placement, and other applicable development criteria.

ChenMoore will coordinate with other City departments such as engineering, public works, transportation, and utilities to ensure that technical comments are incorporated into the overall review process. Our team will also assist staff in preparing clear and well-organized staff reports that summarize project details, identify applicable regulatory standards, and provide a consistency analysis for each application.

When requested, ChenMoore can participate in pre-application meetings and Development Review Committee (DRC) coordination to help applicants understand City requirements early in the process. This proactive approach helps identify potential issues early, improves the quality of submissions, and supports an efficient development review process.

Through thorough technical review and clear documentation, ChenMoore assists the City in processing development applications efficiently while maintaining consistency with the City's adopted planning policies and development standards.

Services may include:

- ▶ **Site plan review and development application analysis**
- ▶ **Rezoning and Comprehensive Plan amendment review**
- ▶ **Variance and special exception evaluation**
- ▶ **Preparation of staff reports and findings**
- ▶ **Coordination with Development Review Committee and City departments**
- ▶ **Pre-application meeting participation and applicant coordination**

## **F. QUASI-JUDICIAL AND HEARING SUPPORT**

ChenMoore understands the importance of preparing clear, objective, and strong documentation for quasi-judicial and legislative hearings. Our planners routinely assist municipalities in evaluating development petitions and preparing staff reports that clearly outline findings of fact, applicable regulations, and recommendations consistent with the Comprehensive Plan and Land Development Code. This process ensures that decision-makers are provided with complete and well-documented information when considering development applications.

Our team will work closely with City staff to review development petitions, analyze compliance with adopted policies and regulations, and prepare staff reports that summarize project details, identify applicable standards, and provide a clear consistency analysis. When appropriate, recommended conditions of approval will be developed to address technical issues identified during the review process. All documentation will be prepared in a format consistent with the City's procedures and suitable for inclusion in the public record.

ChenMoore planners are experienced in supporting public hearings and providing professional presentations before Planning and Zoning Boards, City Councils, and other advisory boards. When requested, our team will assist staff

during Development Review Committee meetings, Planning and Zoning Board hearings, and City Council meetings by presenting staff recommendations, responding to questions, and clarifying planning and zoning regulations.

Through this process, our goal is to support the City in maintaining a transparent review process while ensuring that development decisions remain consistent with adopted policies, regulatory standards, and the long-term planning objectives of the City of Doral.

## **G. ANNEXATION AND INTERGOVERNMENTAL COORDINATION**

ChenMoore understands that annexation and intergovernmental coordination require careful consideration of land use compatibility, service delivery, and regulatory consistency. Our team has experience assisting municipalities with the evaluation of annexation proposals, coordination with county agencies, and preparation of supporting planning documentation.

When assisting the City of Doral, ChenMoore will review proposed annexation areas to evaluate consistency with the City's Comprehensive Plan, surrounding land uses, and applicable state and county requirements. Our planners will assess potential impacts to infrastructure, public services, and transportation systems to ensure that annexation areas can be effectively integrated into the City's regulatory and service framework.

ChenMoore will also assist the City in coordinating with Miami-Dade County and other governmental agencies when planning initiatives require intergovernmental review. This may include participation in coordination meetings, preparation of supporting reports, and assistance with documentation required for annexation applications or intergovernmental agreements.

Through clear analysis and coordination with partner agencies, ChenMoore will support the City in ensuring that annexation initiatives and regional planning efforts are consistent with adopted policies and long-term planning objectives.

Services may include:

- ▶ **Annexation feasibility analysis**
- ▶ **Evaluation of service delivery impacts**
- ▶ **Coordination with county and regional agencies**
- ▶ **Preparation of supporting planning documentation**



## H. SPECIAL PROJECTS AND EMERGING ISSUES

From time to time, the City may require assistance with special planning studies or policy analysis. Our team can assist with targeted assignments such as corridor studies, redevelopment analysis, annexation studies, or legislative reviews.

We understand that each assignment will be scoped with staff and completed in accordance with City direction and timelines.

### Geographic Information System (GIS)

Mapping and data analysis are often needed to support planning decisions. Our team can assist with preparation of mapping exhibits, analysis graphics, and other visual materials to support staff reports and planning studies.

Services may include:

- ▶ GIS mapping
- ▶ Data analysis
- ▶ Build-out analysis
- ▶ Presentation graphics
- ▶ Public hearing exhibits

All mapping will be prepared using City-compatible formats when possible.

Municipal planning responsibilities often include special assignments or emerging planning issues that require focused analysis. Our team is available to assist with targeted planning studies or policy reviews as requested by the City.

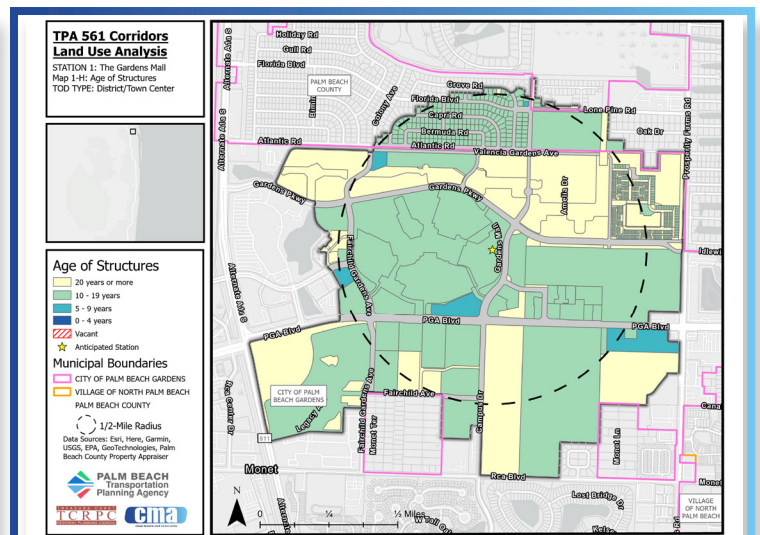
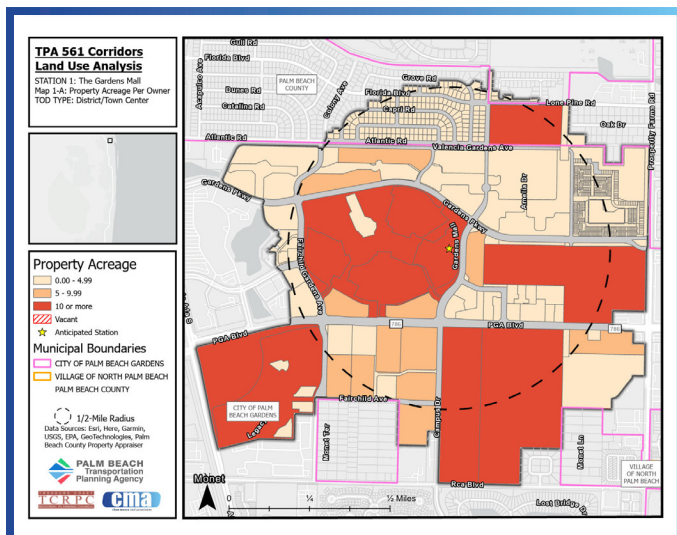
Examples may include:

- ▶ Corridor planning studies
- ▶ Redevelopment analysis
- ▶ Housing policy review
- ▶ Planning research and policy evaluation
- ▶ Special planning initiatives identified by the City

Each assignment will be scoped with staff and completed according to City direction and schedule.

We maintain in-house GIS professionals who provide mapping, data management, and spatial analysis to support planning studies, staff reports, and public engagement. Our GIS services are fully integrated with planning tasks to ensure data consistency and accuracy.

Our team of planners are proficient in GIS mapping and prepared more than 1,000 maps for 107 TOD stations to be located in Palm Beach County. The ChenMoore Team was contracted by the Treasure Coast Regional Planning Council (TCRPC Dr. Kim DeLaney) to apply ArcGIS Business Analyst modeling and prepare mapping and data table for Palm Beach County 107 TOD Stations. This initiative is part of the 2050 Long Range Transportation Plan of the Palm Beach Transportation Planning Agency (TPA). The GIS data and mapping processing includes potential redevelopment areas and the analysis includes a number of variables such as property value, age of structures, density, intensity and others.



As shown in these examples, we have the experience to produce high-quality presentation graphics and 3-D renderings that clearly communicate the proposed designs.

► **Streetscape Design**

The CMA Team of planners and landscape architects has the knowledge and experience to support the City of Doral in the technical tasks of all areas of urban streetscape planning to guide public policy planning, and decision making to support the identity and character of a welcoming and lush city.





## **Graphics and Renderings**

We develop high-quality concept plans, photo simulations, digital models, and publication-ready graphics to clearly communicate planning concepts to decision-makers and the public. These tools are especially valuable for corridor planning, redevelopment studies, and public meetings.

The ChenMoore Team has extensive experience in providing architectural review and conceptual design, as showcased in the graphics prepared for the City of Lake Worth Beach in the following pages. These designs are CAD renderings prepared for the City of Lake Worth Beach illustrating low, median and high density scenarios that allowed the municipality to make decisions regarding specific land uses and zoning regulations.

The ChenMoore Team of professionals are experienced in 3D Renderings to provide an understanding of Urban Form and Massing. We are proficient in AutoCAD, TwinMotion, and SketchUp softwares that can illustrate zoning and land uses in terms of density, intensity and height. Our Urban Design professionals have the knowledge to prepare rendering showing potential redevelopment scenarios, neighborhoods and blocks lay outs.

Our Team has the credentials and expertise to provide urban design and site planning services. Our planning and landscape architects can deliver CAD drawings and 3D architectural renderings. We will welcome the opportunity to work with City staff to develop conceptual design plans for specific areas, including neighborhood/ block layouts, site designs, and roadway redesign concepts. We are proficient in developing preliminary architectural designs as part of the conceptual work

The ChenMoore Team has the expertise to provide all graphic design services to the City of Doral related to Continuing Planning Services including event brandings, posters, QR Codes, brochures, final reports formatting and layouts, way-finding programs, educational graphics, elevations or other related work as presented in this proposal. We are proficient in graphic design and provided this service to a number of municipalities, (educational brochures, posters, report covers, etc.).

## **Urban Form and Massing**

The ChenMoore Team has the credentials and expertise to provide urban design services. Our planning and landscape architects can deliver 3D architectural renderings for tasks related to the preparation of community vision plans, special area planning studies, downtown or mixed use area plans including retail or commercial market analysis, corridor studies neighborhood plans, park master plans, urban design standards including public facilities and streetscapes, affordable housing studies, and annexation plans.

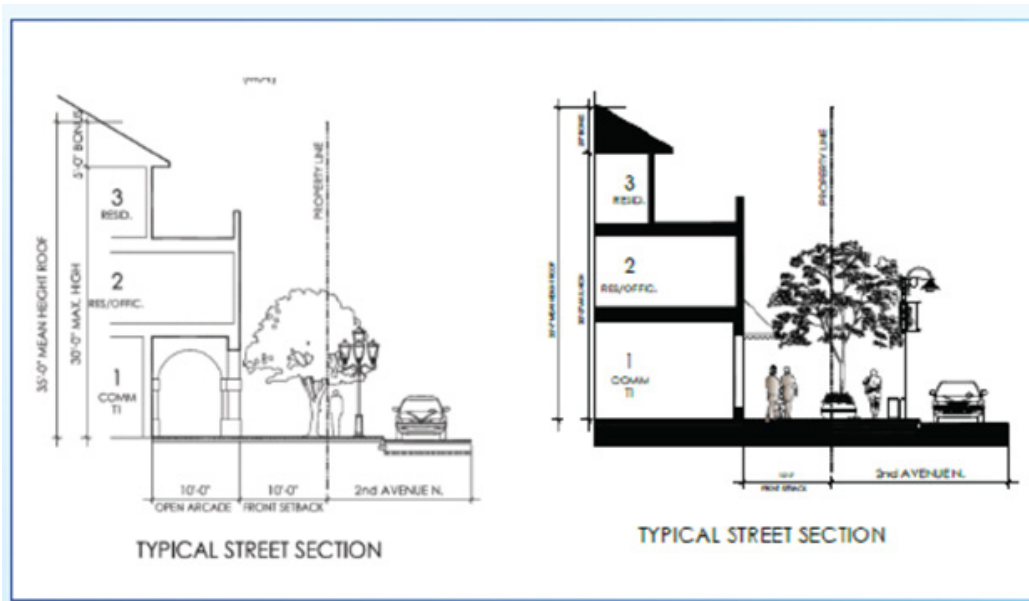
Our Team has the experience to perform tasks ranging from data collection and analysis, market studies, community meetings, design charrettes, community or board presentations, implementation, and architectural conceptual design. The ChenMoore Team has the experience to provide architectural review and conceptual design services as presented in the graphics prepared for the City of Lake Worth Beach on the next pages.

The ChenMoore Team of professionals are experienced in 3D Renderings to provide an understanding of Urban Form and Massing. We are proficient in AutoCAD, TwinMotion, and SketchUp softwares that can illustrate zoning and land uses in terms of density, intensity and height. Our Urban Design professionals have the knowledge to prepare rendering showing potential redevelopment scenarios, neighborhoods and blocks lay outs. Please see the following CAD renderings prepared for the City of Lake Worth Beach illustrating low, median and high density scenarios that allowed the municipality to make decisions regarding specific land uses and zoning regulations.



Also, our planners are experts in writing zoning code changes including preparing ordinances, and presenting to P&Z Boards and City Council. We wrote the zoning code for the City of Westlake, the new city in Palm Beach County, and other numerous code amendments for local governments.

To further clarify zoning code language, we are able to include graphics and sketches as shown below.



Our Team has the credentials and expertise to provide urban design and site planning services. Our planning and landscape architects can deliver CAD drawings and 3D architectural renderings. We will welcome the opportunity to work with City staff to develop conceptual design plans for specific areas, including neighborhood/ block layouts, site designs, and roadway redesign concepts. We are proficient in developing preliminary architectural designs as part of the conceptual work. As shown in these examples, we have the experience to produce high-quality presentation graphics and 3-D renderings that clearly communicate the proposed designs.



The ChenMoore Team of planners and landscape architects has the knowledge and experience to support the City of Doral the technical tasks of all areas of urban streetscape planning to guide public policy planning, and decision making to support the identity and character of a welcoming and lush city.

### **Affordable Housing Planning**

The ChenMoore planners are proficient in recent legislation regarding affordable housing, the Live Local Act. In fact, Ms. Zacarias served as the Chair of the successful Affordable Housing Symposium that focused on the Live Local Act held in April 2024.

Since ChenMoore serves as the Planning Department for the City of Westlake, we prepared the “Housing Assistance Purchase Program” an innovative program to fund eligible applicants under the Housing and Urban Development categories for low, moderate, and middle income households based upon income limitations.

The program provides assistance to eligible households purchasing property within the City of Westlake's to cover a portion of the costs of homeownership such as down payment assistance and/or assistance with closing costs.

ChenMoore also assisted the City of Lake Worth Beach in drafting the Affordable/Workforce Housing Program to establish an affordable/workforce housing program within the City of Lake Worth Beach. The Affordable/Workforce Housing Program provides incentives to encourage the inclusion of affordable and workforce housing units within both residential and mixed-use projects as well as planned developments of all types to provide for broader and more accessible housing options within the City.

## LAKE WORTH BEACH Affordable/ Workforce Housing Program

### How will the City evaluate a developer's application?

The award of bonus density, height and/or intensity under the Affordable/Workforce Housing Program is based on the following criteria:

- Is the award calculated correctly, consistent with the density and unit size reduction(s) that are allowed under the Affordable/Workforce Housing Program, including that the affordable/workforce housing unit type mix be reflective of the overall unit type mix for the entire project;
- Do the proposed income restrictions meet the intent of the Affordable/Workforce Housing Program;
- Do the proposed annual rents and/or mortgage costs meet the intent of the Affordable/Workforce Housing Program; and
- Do the proposed restrictive covenants to maintain affordability meet the intent of the Affordable/ Workforce Housing Program?

### ABOUT THE PROGRAM

The City of Lake Worth Beach is committed to providing sound, high-quality, attractive housing options to all segments of its population as well as to encourage new residents. As housing has become more scarce and more expensive, the City has adopted an official affordable/workforce housing program to address the significant housing shortages in Palm Beach County. The program is an inclusionary means of requiring developers to provide attainable housing in all projects requesting density, intensity and/or height bonuses under its Sustainable Bonus Incentive Program, Transfer Development Rights Program or Affordable Housing Bonus Program.

#### What are the incentives for developers?

**Tier One Incentives:** applies to all development projects consistent with these provisions:

- Up to a fifteen percent (15%) increase in overall project density;
- Up to a fifteen percent (15%) reduction in the gross area requirements based on unit type;
- Up to a twenty five percent (25%) reduction in required parking, provided that each residential dwelling unit is provided at least one (1) parking space. This reduction may not be combined with other parking reduction provisions of the Land Development Regulations;
- Any additional density and/or other benefits provided under this tier shall require that those units benefiting from the provisions be restricted as affordable/workforce housing meeting the requirements of the program through a restrictive covenant.

**Tier Two Incentives:** applies to all projects utilizing other city incentive and/or bonus program(s):

- For all projects utilizing any other city incentive or bonus program(s), fifteen percent (15%) of the total number of dwelling units within the project must be restricted as affordable/workforce dwelling units meeting the requirements of this section through a restrictive covenant.
- Any combination of Tier One incentives with other city incentive and/or bonus program(s) related to density, intensity and/or height shall require that all units benefiting from these increases and/or incentives be restricted as affordable/workforce dwelling units meeting the requirements of the program through a restrictive covenant.

**What are the Incentives to Provide Additional Affordable Units?**

The following financial incentive values are based on unit type and to ensure that more than the required fifteen percent (15%) of the deed restricted units remain affordable for a guaranteed period of twenty-five (25) years through a restrictive covenant. These incentive values also apply for the extension of affordability in increments of twenty-five (25) years.

- For a studio dwelling unit, a one-time payment of \$40,000 or 50% percent of the area median income, whichever is greater;
- For a one-bedroom dwelling unit, a one-time payment of \$60,000 or 75% percent of the area median income, whichever is greater;
- For a two-bedroom dwelling unit, a one-time payment of \$80,000 or 100% percent of the area median income, whichever is greater;
- For a three-bedroom dwelling unit, a one-time payment of \$100,000 or 125% percent of the area median income, whichever is greater;
- For a four or more-bedroom dwelling unit, a one-time payment of \$120,000 or 150% percent of the area median income, whichever is greater.
- For a fee simple ownership dwelling unit, an additional one-time payment of \$25,000 may be provided; and
- Payments shall be made at time of dwelling units receiving a final certificate of occupancy or certificate of completion.



## Urban Forestry Expertise

ChenMoore understands the value of protecting and supporting Urban Forestry in the City of Doral. Urban forestry is the careful care and management of tree populations in urban settings for the purpose of improving the urban environment. Mr. Brian Voelker, M.S., SWPS, C.A., CLI, ChenMoore 's senior scientist and expert on Urban Forestry, can assist the City in applying to specific grants to support this initiative.

Urban forestry advocates the role of trees as a critical part of the urban infrastructure. There are also economic benefits associated with urban trees such as increased land, property, and rental value. Well-maintained trees and landscaped business districts have been shown to encourage consumer purchases and attract increased residential, commercial and public investments. Numerous studies have shown the direct relationship between home value, public health, and street trees. In her article "City Trees and Property Values," Kathleen L. Wolf writes that there is a home price increase between 6-9 percent when there is good tree cover in a neighborhood, and a 10-15 percent increase when there are mature trees in a high income neighborhood.



Urban forests and community gardens bring many environmental and economic benefits to cities. Among these are energy benefits in the form of reduced air conditioning by shading buildings, homes and roads, absorbing sunlight, reducing ultraviolet light, cooling the air, and reducing wind speed - in short improvement of the microclimates and air quality.

The below 3D CAD renderings were prepared by the ChenMoore team for the City of Belle Glade redevelopment plan.



**Left:** ChenMoore leading an event with the Village of Tequesta.

**Right:** ChenMoore provide solutions and/or protocols to engage residents and stakeholders in the planning process

### A. Public Involvement and Consensus Building

We design public engagement strategies that are inclusive, transparent, and efficient, utilizing a mix of in-person and digital tools. Our approach includes workshops, charrettes, stakeholder meetings, surveys, and visual materials that make complex planning topics accessible to the community and support consensus-based outcomes.

We believe in a robust and wide civic community engagement program, and the ChenMoore team can conduct citizen forums/hearings, open houses, charrettes, focus groups, other avenues of public input and citizen surveys to engage the residents and city stakeholders. Our team is proficient with Proactive Public Participation Programs (4Ps) that include the following initiatives:

We have developed various public outreach programs for different local governments. The ChenMoore Team can assist the City of Doral in creating an engaging, proactive, and enjoyable public engagement process that involves the community, including residents, businesses, city leaders, administrators, and various city departments. Our communication strategy is designed to reach a broad demographic, allowing us to listen to ideas, challenges, and aspirations, and to build consensus within the community.

**The ChenMoore Team was selected to present the Proactive Public Participation Program (4Ps) at the American Planning Association Conference Florida Chapter in Daytona Beach in September 2025. This program was created and implemented by our Team based on our extensive experience with successful and meaningful public outreach initiatives.**



- **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.

## I. DELIVERABLES & KNOWLEDGE TRANSFER

Open communication is essential to successful continuing services. Our Project Manager maintains regular contact with the City's designated representative and ensures that City staff are informed at every stage of each task. We are available for staff coordination meetings, DRC support, public workshops, advisory boards, and City Commission presentations as requested.

Because we operate as an extension of City staff, we prioritize responsiveness, clarity, and professionalism in all interactions.

### Commitment to the City of Doral

We are committed to supporting the City of Doral with sustainable, resilient, and implementable planning solutions that enhance quality of life, support economic vitality, and protect community character. Our team remains current on industry trends, legislative changes, and best practices through ongoing professional development and certification, ensuring the City benefits from informed, forward-looking guidance.

Our multidisciplinary team, led by AICP-certified planners and supported by licensed engineers, market analysts, and economic development specialists, provides the City with on-demand expertise to address complex planning challenges. This integrated approach allows us to align land use policy, infrastructure considerations, market conditions, and design standards into coordinated planning outcomes.



We are positioned to deliver reliable and meaningful planning and zoning services by working closely with City staff, maintaining open communication, and remaining available to support assigned tasks as needed. Our team brings extensive experience in due diligence on specialized planning issues, including zoning compliance, concurrency coordination, development standards, and other regulatory matters that support consistent and predictable development reviews.

Our commitment to quality planning is reflected in our leadership within the profession, including the development of adopted design guidelines and best-practice standards that promote green development, high-quality urban design, and context-sensitive redevelopment. We bring this same level of care, professionalism, and attention to detail to every assignment for the City of Doral.

Based on our experience, ChenMoore creates and implements regularly a Proactive Public Participation Program (4Ps). This is an innovative approach to successfully and meaningfully engaged with the community to listen and receive feedback. This approach strives to reach maximum participation of the stakeholders by offering multiple and cross media opportunities based on technology, social media and in person interaction.

This innovative strategy includes the use of QR Codes to access community surveys. We prepare QR Codes that are included in posters, and small cards that are provided to the stakeholders during the Kiosks events. For example, the below example shows QR Codes in English, Spanish and Creole that facilitated the survey response on a diverse community.



# Organizational Chart

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3-3

# Organizational Chart



**PRINCIPAL-IN-CHARGE**  
Nilsa Zacarias, AICP



**QA/QC**  
Shahin Hekmat, P.E., F.FES,  
FACECP



**PROJECT MANAGER**  
Osniel Leon, AICP

## Our Team

### A. On-Call Staffing & Surge Capacity

Matthew Veneziano  
Santiago Cleves  
Sara Benbasat  
Austin Lawrence

### E. Development Review & Entitlements

Osniel Leon, AICP  
Lance Lilly, AICP  
Heather Croney  
Matthew Veneziano  
Santiago Cleves

### B. Director-Level Advisory Support

Nilsa Zacarias, AICP  
Osniel Leon, AICP  
Lance Lilly, AICP

### F. Quasi-Judicial Hearing Support

Nilsa Zacarias, AICP  
Osniel Leon, AICP  
Lance Lilly, AICP

### C. Comprehensive Plan Support

Nilsa Zacarias, AICP  
Osniel Leon, AICP  
Heather Croney  
Brent Whitefield, P.E., ENV SP, F.ASCE  
Greg Mendez, P.E., M.ASCE  
Laura Vogel, PhD, P.E., ENV SP, CFM  
Patrick Kaimrajh, EI

### G. Annexation & Intergovernmental Coordination

Nilsa Zacarias, AICP  
Osniel Leon, AICP  
Lance Lilly, AICP

### D. LDC Updates, Code Cleanup, Interpretation

Lance Lilly, AICP  
Heather Croney  
Matthew Veneziano  
Brian Voelker, MS, SPWS, CA CLI  
Eric Harrison, PLA

### H. Special Projects / Emerging Issues

Nilsa Zacarias, AICP  
Osniel Leon, AICP  
Lance Lilly, AICP  
Sara Benbasat  
Matthew Veneziano  
Santiago Cleves  
Austin Lawrence

### I. Deliverables & Data Management

Heather Croney  
Santiago Cleves  
Matthew Veneziano

Key Personnel	Title/Role	Years of Experience	Name of Firm	Years with Firm
Nilsa Zacarias, AICP	Director of Planning and Principal Planner	28	Chenmoore	17
Shahin Hekmat, P.E., F.FES, FACEP	Director of Quality Assurance	34	Chenmoore	5
Osniel Leon, AICP	Principal Planner	17	Chenmoore	4
Matthew Veneziano	Associate Planner	2	Chenmoore	2
Santiago Cleves	Associate Planner	2	Chenmoore	2
Sara Benbasat	Urban Planner	5	Chenmoore	5
Austin Lawrence	Associate Planner	1	Chenmoore	1
Lance Lilly, AICP	Senior Planner	10	Chenmoore	10
Heather Cronev	Senior Planner	8	Chenmoore	0
Brent Whitfield, P.E., ENV SP, F.ASCE	Director of Water Resources	22	Chenmoore	9
Greg Mendez, P.E., M.ASCE	Principal Engineer	27	Chenmoore	11
Laura Vogel, PhD, P.E., ENV SP, CFM	Senior Engineer	13	Chenmoore	4
Patrick Kaimrajh, P.E.	Director of Land Development and Principal Engineer	17	Chenmoore	14
Brian Voelker, MS, SPWS, CA CLI	Senior Environmental Specialist	29	Chenmoore	4
Eric Harrison, PLA	Principal Landscape Architect	23	Chenmoore	13

**Project Role / Scope**

- B. Director-Level Advisory Support
- C. Comprehensive Plan Support
- F. Quasi-Judicial Hearing Support
- G. Annexation & Intergovernmental Coordination
- H. Special Projects / Emerging Issues

**Years with Firm:** 17**Years of Experience:** 28**Education**

Master of Science, Community and Regional Planning/Minor in Housing, Iowa State University

Fulbright Scholar, Bachelor of Architecture, Catholic University Asuncion, Paraguay

**Certifications**

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

**Professional Affiliations**

American Planning Association Florida Chapter (FAPA)

Fulbright Alumni Association

Historical Preservation Board, Town of Jupiter

Palm Beach County Planning Congress

Planning & Zoning Commission, Town of Jupiter

**Presentations at Conferences**

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

Nilsa is Director of Planning and a Principal Planner for Chen Moore and Associates, Inc. (Chen Moore)’s planning team. She is a nationally and internationally recognized professional and Fulbright Scholar with over 26 years of experience working on challenging and complex planning initiatives including Comprehensive Planning, Evaluation and Appraisal Reviews (EAR), Public Engagement, Land Development Regulations, Annexations, Master Plans, Neighborhood Plans, Design Guidelines, Development Review & Processing, and others. She has an in-depth knowledge of Florida Statutes requirements.

**Project Experience:****EAR based Comprehensive Plan Update. City of Dania Beach.**

Chen Moore 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.

**Urban Design, LDRs, EAR-based Comprehensive Plan Text Amendments, and Neighborhood Plans. City of Lake Worth Beach.**

Since 2015, Chen Moore has provided ongoing planning services to the City, including 3D renderings that illustrate the City’s vision and zoning compliance to support marketing efforts for quality development. The firm has prepared Land Development Regulations (LDRs) and EAR-based Comprehensive Plan text amendments in compliance with Florida Statutes, and developed 18 Neighborhood Plans addressing utilities, transportation, signage, public safety, planning initiatives, and community engagement.

**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, Chen Moore 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. Chen Moore is also in charge of site plan reviews and processing development applications including staff reports, presentations to the Boards and City Council.

**Public Participation Program, Parks Master Plan “Our Parks Our Values”.**

**Village of Tequesta.** Chen Moore 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.

**Project Role / Scope**

- B. Director-Level Advisory Support
- C. Comprehensive Plan Support
- F. Quasi-Judicial Hearing Support
- G. Annexation & Intergovernmental Coordination
- H. Special Projects / Emerging Issues

**Years with Firm:** 4**Years of Experience:** 17**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

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.

**Project Experience:**

**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. Town of Mangonia Park.** Mr. Osniel provides Planning services to the Town 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.



**Years with Firm:** 5

**Years of Experience:** 34

**Education**

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

**Registration**

Professional Engineer, Florida, 49941, 1996

**Professional Affiliations**

- ACEC Member Services Committee
- ACEC NSPE/PEPP Governor
- ACEC Planning and Bylaws Committee
- ACEC Risk Management Committee
- ACEC Water Resources Committee
- Florida Engineering Society

**Certifications**

- AICPR Hands-on Training
- 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

Shahin is Director of Quality Assurance for ChenMoore. He has over three decades of experience in engineering design and project management related to public and private projects. He has served as the City Engineer for the City of Weston; Consulting Engineer for the Cities of Sunny Isles Beach, Dania-Beach, Lauderhill and North Lauderdale; and District Engineer for South Broward Drainage District and North Lauderdale Water Control District. His primary areas of expertise are in stormwater management and drainage design, with concentration on watershed analysis and preparation of storm water facility reports and master plans. His design experience also includes roadway and land development projects; specifically design of water distribution systems, sanitary sewer collection and disposal systems, paving, grading, drainage systems and flood routing analysis, permitting, construction oversight, and project close-out. Shahin has been involved in preparation of Environmental Resource Permits and the approval process through SFWMD, FDEP, COE, and County for major land development projects in the South Florida area as well public facilities such as water, wastewater and reclamation plants, public works compounds, parks, and roads.

**Project Experience:**

**Flood Protection Level of Services (FPLOS) analysis for the C2, C3W, C4, C5, and C6 watersheds in central Miami-Dade County. South Florida Water Management.** On behalf of the District, ChenMoore prepared a FPLOS analysis for the C2, C3W, C4, C5, and C6 watersheds in central Miami-Dade County. This effort involved developing a calibrated and validated hydrologic and hydraulic (H&H) model of the subject watersheds, while considering the interconnectivity of the canal network. Overall, the FPLOS analysis included five (5) separate tasks. Task 1 consisted of selecting a model and collecting data. Task 2 consisted of developing an integrated, groundwater-surfacewater modeling tool. Task 3 consisted of calibrating and validating the model for the roughly 200 square mile model domain. Task 4 consisted of simulating the design storm events for existing conditions and determining the FPLOS. Task 5 consisted of simulating future sea level rise conditions and determining the FPLOS. The primary tool used for analysis was the MIKE-SHE software which provides an integrated surfacewater-groundwater model of the region. This information was used by local governments, the SFWMD, and other state and federal agencies to identify areas where improvements to the design, construction and operation or upgrade of water management facilities were required. Due to the insightfulness of the results and the overall success of the FPLOS program ChenMoore has presented the findings of this project at the following conferences:

- Greater Everglades Ecosystem Restoration Conference 2023
- Florida Stormwater Association Annual Conference 2023
- ASCE Florida Section Annual Conference 2023
- AWRA National Conference 2023 (Raleigh, NC)

**SFWMD Okeechobee Field Station - Peer Review. South Florida Water Management District.** The project consists of the peer review of the civil engineering design for offsite related components of a new Field Station facility, located at 5445 Highway 441 N, Okeechobee, Florida. The project area is approximately 31.33 acres which includes approximately 4.9 acres of wetland areas.

**Project Role / Scope**

- C. Comprehensive Plan Support
- D.LDC Updates, Code Cleanup, Interpretation
- E. Development Review & Entitlements
- I. Deliverables & Data Management

**Years with Firm:** 0**Years of Experience:** 8**Education**

Master of Science, Urban and Regional Planning, University of Central Florida, 2020

Master's Certificate, Geographic Information Systems, University of Central Florida, 2020

Bachelor of Science, Public Administration, University of Central Florida, 2017

**Professional Affiliations**

- American Planning Association
- Women's Transportation Seminar (WTS) Central Florida
- Florida Planning and Zoning Association
- UCF MSURP Program Planning Advisory Board
- Urban Land Institute
- Women's Leadership Institute (WLI)
- Lake Economic Area Development (LEAD)

**Awards**

- UCF School of Public Administration 2023, Alumni Achievement Award for Urban and Regional Planning

Heather Croney is a seasoned urban and regional planner with more than ten years of cross sector experience in municipal planning, private consulting, transportation analysis, and historic preservation. Her background includes facilities planning, land development review, code interpretation, and GIS-driven analysis, giving her a multidimensional understanding of how planning decisions shape growing communities. With advanced degrees in public administration and urban planning from the University of Central Florida—along with leadership roles in APA at the local and statewide level, Heather brings both technical expertise and a demonstrated commitment to public service, professional standards, and community engagement.

Her municipal work, particularly in administering the City of Eustis' historic preservation program and managing the Development Review Committee as well as incoming applications for development requests, has equipped her with hands-on experience reviewing development applications, preparing staff reports, coordinating public boards, and navigating regulatory frameworks. This experience gives her a deep appreciation for the pressures city staff face: tight deadlines, complex applicants, political visibility, and the challenge of aligning consultant work with public processes. As a Senior Planner at ChenMoore, she draws on that city-side perspective to deliver solutions that are implementable, responsive, and aligned with municipal realities—an asset for a rapidly growing, high intensity community like the City of Doral, where commercial and industrial expansion, mobility constraints, and quality of life expectations all converge. Her ability to balance regulatory rigor with practical problem solving ensures that clients like Doral receive planning support that is both technically sound and operationally smart.

**Project Experience:**

*The following projects represent Heather's experience prior to Chen Moore*

**Rock Springs Road Pedestrian Crossing Study.** A pedestrian and bicyclist safety study was completed for Orange County Public Works along a 1.68-mile segment of Rock Springs Road (CR 435) between Sandpiper Road and Faye Street to evaluate crossing conditions and identify the need for additional marked crossings. The study included field reviews, traffic and pedestrian/bicycle data collection, speed and gap studies, LOS analysis, crash history evaluation, public transit assessment, and a signal warrant analysis, resulting in an Existing Conditions Summary and a Safety Improvement Strategies and Implementation Plan. Heather Croney led key aspects of the technical analysis, including existing conditions evaluation, LOS analysis, and five-year crash data review, and supported safety recommendations such as coordination with the City of Apopka for a new signalized intersection with protected crosswalks.

**UCF Pedestrian Safety/Alafaya Trail (SR 434) Study. Orange County Transportation Planning Division.** Conducted a comprehensive pedestrian and bicycle safety data collection and analysis for Orange County along approximately 4.6 miles of Alafaya Trail, University Boulevard, and McCulloch Road in the UCF area. The effort evaluated multimodal activity at twelve signalized intersections, mid-block locations, cross-streets, and driveways, documenting approximately 24,600 pedestrian and bicyclist movements across weekday, weekend, and special event conditions. The study was supported by vehicle volume and speed counts, video-based observations, customized databases, and a signed and sealed final report, with geo-referenced datasets integrated into the County's GIS-based Pedestrian/Bicycle Counts Map.



**Project Role / Scope**

- B. Director-Level Advisory Support
- D.LDC Updates, Code Cleanup, Interpretation
- E. Development Review & Entitlements
- F. Quasi-Judicial Hearing Support
- G. Annexation & Intergovernmental Coordination
- H. Special Projects / Emerging Issues

**Years with Firm:** 10

**Years of Experience:** 10

**Education**

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

**Certifications**

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

**Professional Affiliations**

Palm Beach Planning Congress

**Presentations at Conferences**

Inclusive and Equitable Public Open Spaces. American Planning Association Florida Chapter Conference (FAPA), Jacksonville, FL, September 2023

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

Lance is a Senior Planner for ChenMoore's planning team. Lance's expertise in long-range planning, policy analysis, and Florida Statutes is demonstrated in preparing Comprehensive Plans for local governments, including the Village of North Palm Beach, the Village of Tequesta, the Town of Palm Beach, Dania Beach, and others. He also has the credentials to conduct extensive public outreach initiatives, including workshops, charters, kiosks, surveys, and interviews. Lance's planning experience encompasses zoning codes, site plan reviews, and Comprehensive Plans.

**Project Experience:**

**General Planning Services, Land Development Regulations, Comprehensive Plan Amendments. Village of Tequesta.** Since 2010, ChenMoore has 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.

**Village of Tequesta Visioning & Comprehensive Plan Update. Village of Tequesta.** In April 2018, the Village of Tequesta Council adopted the fully updated EAR-based Comprehensive Plan. The ChenMoore planning team revised and updated each element in compliance with Florida Statutes and provide a sustainable community. The State of Florida (Department of Economic Opportunity) found the subject plan in compliance with Florida Statutes. The Comprehensive Plan addressed Senate Bill 1040 Peril of Flood that applies to Coastal Communities. The ChenMoore planning team prepared the EAR-based (Evaluation and Appraisal Report) Comprehensive Plan Amendment for the Village of Tequesta. The Comprehensive Plan consists of the following elements:

- Future Land Use
- Transportation
- Housing
- Utilities
- Conservation
- Recreation and Open Space
- Intergovernmental Coordination
- Capital Management
- Capital Improvement

**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.

**Project Role / Scope**

- A. On-call Staffing & Surge Capacity
- D. LDC Updates, Code Cleanup, Interpretation
- E. Development Review & Entitlements
- H. Special Projects / Emerging Issues
- I. Deliverables & Data Management

**Years with Firm:** 2**Years of Experience:** 2**Education**

Bachelor of Science, Urban Design,  
Florida Atlantic University

**Presentations at Conferences**

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

Matthew is an Associate Planner for ChenMoore's planning team. Matthew's GIS mapping and data processing knowledge is essential to preparing a comprehensive plan. His superior analytical skills with ArcGIS Pro, AutoCAD, and the 2020 US Census will facilitate trends analysis and provide realistic policies. He has prepared outstanding maps for the Village of North Palm Beach, the City of Lake Worth Beach, and the City of Dania Beach, among others. Matthew currently serves as an extension of the Town of Palm Beach staff for site plan reviews.

**Project Experience:**

**Comprehensive Plan Update. Village of North Palm Beach.** ChenMoore assists the Village of North Palm Beach in updating its Comprehensive Plan per Chapter 163.3191, 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 F.S, and to reflect changes in the Village's 20-year planning horizon, trends, and demographics

**Visioning & Comprehensive Plan Update. Village of Tequesta.** In April 2018, the Village of Tequesta Council adopted the fully updated EAR-based Comprehensive Plan. The ChenMoore planning team revised and updated each element to follow Florida Statutes and provide a sustainable community. The State of Florida (Department of Economic Opportunity) found the subject plan in compliance with Florida Statutes. The Comprehensive Plan addressed Senate Bill 1040 Peril of Flood that applies to Coastal Communities.

A City's Land Development Regulations (LDRs) are the most important part of the land planning and regulation effort. LDRs are a community's legislative instrument for preventing harm, protecting property values, preventing negative aesthetic impact, protecting and promoting public welfare, and promoting economic growth. Updates become necessary to accommodate changes in boundaries, land uses, legal constraints, and shifting political priorities. The ChenMoore planning team has amended the Village of Tequesta's LDRs to introduce "place of assembly" use, introduce "rehabilitation facility" as a special exception use, and provide regulations for outdoor seating at restaurants. The ChenMoore planning team prepared the EAR-based (Evaluation and Appraisal Report) Comprehensive Plan Amendment for the Village of Tequesta. The Comprehensive Plan encompasses the following elements: Future Land Use; Transportation; Housing; Utilities; Conservation; Recreation & Open Space; Intergovernmental Coordination; Coastal Management; Capital Improvement.

**Project Role / Scope**

- A. On-call Staffing & Surge Capacity
- E. Development Review & Entitlements
- H. Special Projects / Emerging Issues
- I. Deliverables & Data Management

**Years with Firm:** 2**Years of Experience:** 2**Education**

Bachelor of Science, Urban Design,  
Florida Atlantic University

**Certifications**

Florida Atlantic University Environmental  
Science Certificate / 2019 – 2024

Mentor Collective Student Success  
Mentor Training 2023

**Presentations at Conferences**

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

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.

**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. 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.

**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.

**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.

## SARA BENBASAT

Urban Designer



### Project Role / Scope

- A. On-call Staffing & Surge Capacity
- H. Special Projects / Emerging Issues

Years with Firm: 5

Years of Experience: 5

### Education

Bachelor of Science, Urban Design,  
Florida Atlantic University

### Certifications

Palm Beach Planning Congress  
Presentations at Conferences  
Protecting Community Character:  
Lessons Learned. American  
Planning Association Florida  
Chapter Conference (FAPA)  
Tampa, FL, September 2024

### Presentations at Conferences

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

As an Urban Planner for ChenMoore, Sara Benbasat 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. Benbasat has experience with site analysis, hand-drawn 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, In Design and Adobe software.

### 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.

**Urban Design, LDRs, EAR- based Comprehensive Plan Text Amendments, and Neighborhood Plans. 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.

**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.

**Project Role / Scope**

A. On-call Staffing &amp; Surge Capacity

H. Special Projects / Emerging Issues

**Years with Firm:** 1**Years of Experience:** 1**Education**Bachelor of Science, Urban Design,  
Florida Atlantic University

As an Associate Planner for ChenMoore, Austin Lawrence has experience with connectivity and cohesion and involving the community in the design process.

**Project Experience:**

**Westlake City Planning. City of Westlake.** ChenMoore was contracted by the City of Westlake to provide general planning and zoning services in 2016. The consulting contract includes long range and current planning projects. Palm Beach County's 39th City, The City of Westlake, was incorporated on June 20, 2016. The 38,000 acres of mostly vacant, previously agricultural land in western Palm Beach County is the new site of 4,500 homes and 2.2 million square feet of commercial space. This new city provided much-needed urban services to the surrounding suburban residential areas.

**Project Highlights/Elements:**

- New Comprehensive Plan (Adopted in 2018, in compliance with Florida Statutes)
- New Land Development Regulations
- Site Plan Reviews
- Special Use Petitions
- Master Plan Amendments
- Subdivision Plans
- Zoning review for BTRs, Residential and Commercial Building Permits

**Planning Consultant Services - PO 193118/197480. City of Lake Worth Beach.** ChenMoore is assisting the City of Lake Worth Beach with ongoing planning services such as attending meetings, communicating with Staff, contractors, and residents, land development regulations, studies, plans, and other planning related tasks.

**Palm Trail Neighborhood Improvements. City of Delray Beach.** Traffic calming study, drainage analysis and tree canopy study for the Palm Trail Neighborhood in Delray Beach, Florida.

**10-Year Water Supply Plan. City of Lake Worth Beach.** ChenMoore will assist the City of Lake Worth Beach with professional planning services to prepare the 10 Year Water Supply Facilities Work Plan (Water Supply Work Plan) and Comprehensive Plan Amendment for the City of Lake Worth Beach (the City) Department of Water Utilities. The City Engineer shall provide the Consultant with data for water demand, distribution, and consumption from the City's Water Plant. The City will provide ChenMoore with the most recent Water Supply Work Plan completed by Mock Roos.

**EAR-Based Comprehensive Plan Update. City of Westlake.** ChenMoore is updating the Comprehensive Plan of the City of Westlake according to requirements of Florida Statutes. The Plan includes 10 chapters or elements that must be updated per the City's vision, community trends and current legislation. Part of the project is to conduct workshops to gather the community and stakeholders input.



### Project Role / Scope

D.LDC Updates, Code Cleanup, Interpretation

**Years with Firm:** 4

**Years of Experience:** 29

### Education

Bachelor of Science, Environmental Studies, State University of New York, 1996

Master of Science, Coastal Zone Management, Marine Biology, Nova Southeastern University, 2000

### Professional Affiliations

Florida Urban Forestry Council Board of Directors

Florida Urban Forestry Council Member

International Society of Arboriculture

Landscape Inspectors Association of Florida (LIAF)

Society of Wetland Scientists

South Florida Association of Environmental Professionals (SFAEP)

### Certifications

Society of Wetlands Scientists (SWS)  
Professional Wetland Scientist #1355 (2002)

LIAF Certified Landscape Inspector #2012-125 (2012)

Federal Aviation Administration (FAA)  
Drone Remote Pilot #4253470 (2019)

ISA Tree Risk Assessment Qualification (TRAQ) (2014)

LIAF Certified Landscape Inspector #2012-125 (2012)

ISA Certified Arborist #FL-5378A (2006)

FAA Safety Course Team Aviation Learning Center Online Part 107 Small UAS Recurrent Part 61 Pilots

Brian Voelker is a Senior Environmental Scientist specializing in natural resource assessments and permitting, as well as certified arborist services. He provides numerous ecological services to clients, including the following: wetland delineation, function evaluation, mitigation design, monitoring, and permitting; upland habitat assessments; coastal habitat assessments and permitting; marine and estuarine habitat assessments and permitting; protected wildlife assessments and permitting; GPS data collection/mapping and GIS database development; NEPA document preparation and oversight; sediment and erosion control monitoring.

As an ISA Certified Arborist, Mr. Voelker provides numerous consulting arborist services to both public and private sector clients, including the following: GPS tree inventories and GIS tree database development; destroyed/damaged tree assessments; tree value estimates; tree grading; tree/utility conflict identification; hazard tree evaluations (risk assessment); analysis of tree canopy cover and ecological/monetary benefits; urban forest management plans; planting and maintenance bid packages, mangrove trimming oversight; tree removal permitting.

### 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 (i.e. drinking fountains, picnic tables, benches, waste receptacles, bike racks, etc.), 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. Through the permitting efforts, the regulatory agencies required a benthic survey to be performed to identify any environmentally sensitive species (including observations for manatees and other protected marine species) that could be impacted by the project.

**Wetland Impacts and Mitigation Assessments for White Rock Quarry, Hialeah, FL. White Rock Quarries.** White Rock Quarry is interested in clearing and filling two contiguous sites (112 acres total) to create a truck parking facility. The two potential impact sites consist of a mix of dense forested areas (melaleuca), cleared pasture areas, and remnant agricultural areas with alternating ridges and furrow; each of these areas is anticipated to contain jurisdictional wetlands with variable functional values. ChenMoore will determine the approximate extent (acreage) of each wetland type and perform qualitative assessments of each wetland type using the Uniform Mitigation Assessment Method (UMAM) scoring matrix. In addition to the two impact sites, ChenMoore will determine the approximate acreage of wetlands and perform a UMAM analysis for a nearby littoral shelf mitigation area known as "Section 13". ChenMoore shall compare the current size of the mitigation area to the permitted size to determine if excess wetland acreage may be present, which could potentially be used to offset wetland filling at the two impact sites.

**SR 528 Brightline Landscape Buffer Phase II at Industry Road Interchange, Orlando, FL.** This project was to provide landscape buffers and beautification along the new Brightline corridor in Brevard County. ChenMoore provided irrigation and electrical design for this project. The electrical portion of the project included irrigation pump stations, solar irrigation controllers, electrical equipment, and a power system analysis.



**Project Role / Scope**

C. Comprehensive Plan Support

**Years with Firm:** 11

**Years of Experience:** 27

**Education**

Bachelor of Science, Architectural Engineering, University of Miami, 1998

**Registration**

Professional Engineer, Florida, 64718, 2006

IdenTrust Digital Signing Certificate

**Professional Affiliations**

American Society of Civil Engineers

American Water Works Association

Cuban American Association of Civil Engineers

Florida Engineering Leadership Institute

Florida Engineering Society

Latin Builder's Association

Greg is Principal Engineering and Miami Office Leader for ChenMoore, with over 27 years of experience designing a variety of utility infrastructure, including water and sanitary sewer, transportation and land development projects for both public and private sector clients, primarily in Miami-Dade County. His skills vary from project management, plan design, utility coordination, schedule and budget control, permitting, value engineering, design-build and construction management. He has extensive utilities design experience and is also very experienced with fast-track projects. His experience includes water, drainage and sewer designs, design reviews, managing designs and construction budgets, managing field inspection staff and managing client relations.

**Project Experience:**

**Vehicular Access Control Sally Port System on SE 14 Avenue. Broward County Seaport.** ChenMoore provided Professional Engineering Services related to improvements to the 14th Street Sally Port at Port Everglades. This project consisted of upgrades to an existing VACSPS which provides egress for over 1,000 vehicles per week. The system incorporated improved and responsive Infra-Red (IR)-triggered gate opening systems and an integrated CCTV monitoring system. The proposed improvements also included new concrete pavement, structural vehicular barriers, signage and striping.

**Port Everglades Harbor Master Tower Waterproofing. Broward County Seaport.** ChenMoore provided Professional Engineering Services related to the waterproofing of the Harbor Master Tower at Port Everglades, FL. The scope of this project was to confirm the source of water intrusion, test and ensure windows were weathertight and report findings. Upon through inspections and testing, the ChenMoore team reviewed possible options to provide a waterproof exterior system that eliminates reliance on painted stucco to stop water intrusion. Remedial construction documents were prepared and permitted.

**SEACOR Building Emergency Structural Assessment. Broward County Seaport.** ChenMoore provided Professional Engineering Services related to an emergency structural assessment of the building currently occupied by SEACOR at Port Everglades. The ChenMoore team performed a thorough, emergency structural assessment and analysis of the existing building columns at the SEACOR building at the request of Port staff. Upon visual inspection, it was noted by ChenMoore that several of the columns were in sub-par condition and that much of the column section had eroded/disintegrated. As a result, the suggestion was made to evacuate the current tenants temporarily, until the columns could be safely shored, and a thorough structural assessment and evaluation could be performed. The ChenMoore team promptly prepared plans for the shoring and restoration of the structural integrity of failing structural columns and other structural building components, as needed.

**Building 27 Condition and Assessment. Broward County Seaport.** ChenMoore performed limited observations of, and prepared a subsequent report on, the condition of all life safety systems, building structure, roof, HVAC, building exterior, including windows and exterior skin, electrical lighting, emergency generator and a general review of the interior of the building.

**Eller Bridge Rehabilitation - Post Design Services. Broward County Seaport.** ChenMoore is providing Post Design Services during the Construction Management of Repairs to Bridge 864119 to comply with the Florida Department of Transportation recommendations. FDOT has identified several deficiencies with the bridge on the right turn lane from southbound SE 19 Avenue to westbound Eller Drive (Bridge No. 864119) located in Port Everglades. Several items were identified in the FDOT Bridge Inspection Report that require corrective action.



### Project Role / Scope

C. Comprehensive Plan Support

Years with Firm: 9

Years of Experience: 22

### 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

### Professional Affiliations

American Council of Engineering  
Companies

American Society of Civil Engineers

American Water Resources Association  
Environment and Water Resources  
Institute

Florida Engineering Society

Florida Stormwater Association

### Certifications

Florida Stormwater Association (FSA)  
Stormwater Operator Certification Level  
2

Envision Sustainability Professional

### Civic Organizations

Leadership Florida

Leadership Palm Beach County

### Awards

ASCE Region 5 Engineer of the Year  
Award - 2019

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.

### Project Experience:

**Flood Protection Level of Services (FPLOS) analysis for the C2, C3W, C4, C5, and C6 watersheds in central Miami-Dade County. South Florida Water Management.** On behalf of the District, ChenMoore prepared a FPLOS analysis for the C2, C3W, C4, C5, and C6 watersheds in central Miami-Dade County. This effort involved developing a calibrated and validated hydrologic and hydraulic (H&H) model of the subject watersheds, while considering the interconnectivity of the canal network. Overall, the FPLOS analysis included five (5) separate tasks. Task 1 consisted of selecting a model and collecting data. Task 2 consisted of developing an integrated, groundwater-surfacewater modeling tool. Task 3 consisted of calibrating and validating the model for the roughly 200 square mile model domain. Task 4 consisted of simulating the design storm events for existing conditions and determining the FPLOS. Task 5 consisted of simulating future sea level rise conditions and determining the FPLOS. The primary tool used for analysis was the MIKE-SHE software which provides an integrated surfacewater-groundwater model of the region. This information was used by local governments, the SFWMD, and other state and federal agencies to identify areas where improvements to the design, construction and operation or upgrade of water management facilities were required. Due to the insightfulness of the results and the overall success of the FPLOS program ChenMoore has presented the findings of this project at the following conferences: Greater Everglades Ecosystem Restoration Conference 2023; Florida Stormwater Association Annual Conference 2023; ASCE Florida Section Annual Conference 2023; AWRA National Conference 2023 (Raleigh, NC)

**Homestead Watershed Management Plan. City of Homestead.** The City's Public Works and Engineering Department is seeking to protect the health, safety, and welfare of the City of Homestead's residents and create saving on flood insurance premiums for policyholders by producing a Watershed Master Plan (WMP) for credit under Community Rating System (CRS) of the National Flood Insurance Program (NFIP). This effort is also expected to highlight opportunities to improve the resilience of the City's infrastructure. ChenMoore were selected to prepare the WMP which consists of the following activities: (1) Evaluation of the watershed's runoff response from specific design storms under current and predicted future conditions; (2) Assessment of the impacts of sea level rise and climate change; (3) Identification of wetlands and other natural areas throughout the watershed; (4) Protection of natural channels; (5) Implementation of regulatory standards for new development such that peak flows and volumes are sufficiently controlled; (6) Specific mitigation recommendations to ensure that communities are resilient in the future; (7) A dedicated funding source to implement the mitigation strategies recommended by the plan.



**Project Role / Scope**

C. Comprehensive Plan Support

**Years with Firm:** 14

**Years of Experience:** 17

**Education**

Bachelor of Science, Civil Engineering,  
University of Miami, 2010

**Registration**

Professional Engineer, Florida, 78535,  
2015

**Professional Affiliations**

American Society of Civil Engineers  
American Society of Civil Engineers  
American Water Works Association  
Florida Engineering Leadership Institute  
Florida Engineering Society  
University of Miami Civil Engineering  
Industry Advisory Board  
Urban Land Institute

**Awards**

2017-2018 Miami-Dade ASCE Engineer  
of the Year

Patrick serves as the Director of Land Development/Principal Engineer for ChenMoore and specializes in leading and managing civil engineering design, permitting, and construction oversight. Patrick has worked for a variety of public sector clients at the City, County and State level, as well as private development clients in commercial, hospitality, healthcare, industrial, mixed-use, and residential market sectors. Land development involves numerous engineering specialties to transform a plot of land into a built environment. Patrick has the expertise needed to complete complex land development projects. His experience includes preparation of final design packages including paving, grading, drainage collection systems with controlled outfalls and injection wells in coastal areas, water distribution systems, wastewater collection systems and lift stations, pavement marking and signage, traffic control and phasing, and erosion and sediment control plans. Patrick will lead all Land Development Engineering efforts for this contract.

**Project Experience:**

**Doctors Lake Park Redevelopment - Agreement No. 2022/2023-31 - PO-1004788/1006933 - WO No. ChenMoore-1-2023-22-23-31. Clay County Parks and Recreation.** Doctors Lake Park Redevelopment. Clay County Parks and Recreation. Doctors Lake Park is located at 2399 Lakeshore Drive North, Fleming Island, Florida. Doctors Lake Park is a 0.8-acre waterfront park that includes a 320-foot fishing pier, covered pavilion, paddleboard rentals, parking and picnic area. It is a passive park that provides public access to Doctors Lake for fishing and picnicking. The County desires to make this park a destination experience for the user and to take advantage of the approximate 170-linear footage of waterfront. Site improvements will include new driveway, access roadway, parking lot and site improvements. ChenMoore is providing engineering and landscape architecture services for the design, permitting and construction administration of the site improvements.

**The Banyan at West Palm - Utility Relocation. HLJ Development LLC.** ChenMoore is investigating the existing utilities in conflict with the proposed site development located in Downtown West Palm Beach. The project proposes developing 1.21 acres to include a proposed 11-story development over an existing public alley with existing public and franchise utilities. These existing utilities appear to include 30" and 14" water main and 24" gravity sewer. ChenMoore will investigate which utilities are in conflict with the proposed development and create a conceptual utility relocation plan, followed by the production of construction drawings and coordination with franchise utilities to relocate these existing utilities accordingly.

**NMB-NE 13th Avenue Traffic Calming. City of North Miami Beach.** ChenMoore is providing civil engineering services for NE 13th Avenue in North Miami Beach, Florida. ChenMoore is reviewing the traffic study to determine if speeds and traffic counts warrant traffic calming and reviewing grades of existing roadway to ensure that surface water runoff flow is not inhibited by speed hump placement. ChenMoore is also coordinating permitting with Miami-Dade County Public Works and the City of North Miami Beach Public Works and handling construction administration.



**Project Role / Scope**

C. Comprehensive Plan Support

**Years with Firm:** 4

**Years of Experience:** 13

**Education**

Doctor of Philosophy, Environmental Engineering, University of Western Ontario, 2017

Master of Science, Environmental Engineering, University of Miami, 2013

Bachelor of Science, Environmental Engineering, University of Miami, 2013

**Registration**

Professional Engineer, Florida, 89337

Dr. Laura Vogel, PhD, P.E., ENV SP is a Senior Engineer with expertise in stormwater and wastewater modeling, land development, roadway, and remediation projects. She has led drainage projects for the South Florida Water Management District, specializing in 1D/2D hydrologic and hydraulic modeling (ICPR, EPA SWMM, Info-SWMM, MIKE SHE/11, HEC-RAS, StormCAD). Dr. Vogel also manages permitting, coordinates with agencies, and oversees quality assurance throughout project design.

**Project Experience:**

**Palm Beach Capital Improvement Planning Utility Integration**  
Palm Beach, FL. The City of Riviera Beach prepared a 20-year Capital Improvement Plan for stormwater and pavements using an ArcGIS-based condition rating system. ChenMoore was retained to develop a GIS database to prioritize water and sewer improvements, which will be integrated with the City's CIP to establish overall infrastructure rankings. Role: Water Quality; Cost: \$394,080.00

**Corporate Park Stormwater Improvements**  
Coral Springs, FL. The City of Coral Springs selected ChenMoore to design stormwater improvements to reduce flooding in the Corporate Park, building on a previously completed Stormwater Study. The project improved roadway drainage by enhancing connections to the secondary canal system and increasing storage capacity. ChenMoore designed over 5,000 feet of new stormwater piping, upgraded conveyance ditches, and provided design, permitting, and construction inspection services. Role: Water Quality; Cost: \$604,451.00

**Vulcan Brooksville Facility Initial Assessment**  
Brooksville, FL. Vulcan Materials Company operates the Fine Grind Plant in Brooksville, Hernando County, Florida, where extreme rainfall in 2024 caused the failure of Control Structure 5 within the stormwater system. ChenMoore was retained to develop a hydrologic and hydraulic model and recommend permanent stormwater improvements following installation of an emergency riprap check dam. Role: Water Quality; Cost: \$87,240.00

**Stormwater Master Plan**  
Coral Springs, FL. ChenMoore is conducting a Citywide Stormwater Master Plan for the City of Coral Springs to identify stormwater flooding concerns and prioritize future stormwater capital improvement projects. ChenMoore will review and evaluate existing stormwater infrastructure and develop a stormwater model to assess levels of service and drainage improvement alternatives under various storm events. The model will evaluate existing and future build-out conditions from both water quantity and water quality perspectives. Based on the modeling results, ChenMoore will prepare the Stormwater Master Plan to analyze system performance, identify and prioritize problem areas, and recommend system improvements. ChenMoore will also develop a ranked Capital Improvement Plan and review and enhance the City's compliance with the CRS Program and the NPDES MS4 Permit. Role: Water Quality; Cost: \$434,700.00.



**Project Role / Scope**

D.LDC Updates, Code Cleanup, Interpretation

**Years with Firm:** 13

**Years of Experience:** 23

**Education**

Bachelor Landscape Architecture, University of Florida, 2002

Associate of Arts, Palm Beach Community College, 1996

**Registrations**

Registered Landscape Architect, Florida, LA6667129, 2012

**Professional Affiliations**

American Society of Landscape Architects

International Society of Arboriculture

Eric is the principal landscape architect for ChenMoore’s landscape architecture team, and has experience in Florida’s plant palette, local environmental conditions, and site-specific microclimates for preparing aesthetic and functioning landscape designs. Eric is well versed in the use of low-impact development techniques specifically applied to site planning and has extensive experience with parks and recreation facilities throughout Florida for public and private sector clients, providing design, permitting, and construction observation services for many types of improvements, including urban landscapes; public spaces; corporate campuses; industrial and educational facilities; athletic fields; pedestrian, bicycle, and equestrian trails; site amenities; playgrounds; boating and aquatic facilities; themed wayfinding; amphitheaters; landscape; hardscape; and irrigation.

**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.

**2500 Jupiter Park Drive Conceptual Site Planning. Loxahatchee River District.** ChenMoore provides professional services for planning, engineering, and environmental assessments, ensuring a comprehensive understanding of the proposed facilities at Loxahatchee River Environmental Control District’s 160-acre regional wastewater facility and administration site. The scope of work includes regulatory reviews, extensive coordination with staff for desired site needs and optimization of operations, massing studies, and conceptual site plans. Passive recreation will be a component of the proposed site plans, and funding opportunities will be associated to support it. A sustainability and resiliency effort will also be conducted. The existing and proposed site will be thoroughly reviewed regarding site security and vulnerability.

**Miscellaneous Districtwide Landscape Design. FDOT D6.** The scope of services includes plan reviews; attending and reporting on design, coordination, and review meetings; landscape architectural and engineering consultation; landscape architectural planning and design; construction inspection and/or field assessments; quarterly monitoring; rendering sections and plan boards; permitting; project coordination, post design services; correspondence and project filing; and development of project scopes. ChenMoore reports to the D6 District Landscape Architect and provides support as necessary to their office limiting the effort of D6 personnel.

# Summary of Projects Completed

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# Summary of Completed Projects

Chen Moore and Associates, Inc. has established a reputation in Florida for successfully providing professional consulting services for over three decades. Chenmoore has extensive experience providing engineering and landscape architecture continuing services to over 100 public sector governmental entities in Florida (Chenmoore) is the prime consultant for over 75 of them) in which many of these are municipalities. Our services cover the spectrum of transportation and roadway engineering, streetscaping, drainage and stormwater engineering, water resources, electrical engineering, urban/master planning, urban spaces, recreation areas, parks, and water and sewer infrastructure.



## City of Doral

### Project Scope / Services Provided / Outcomes:

Chen Moore & Associates (Firm Experience): **Federal Reserve Bank of Atlanta** – Vault Improvements, Doral (2023)  
 ChenMoore provided Civil Engineering, Landscape Architecture, and Consulting Arborist Services for facility upgrades at the Federal Reserve Bank of Atlanta’s Doral branch. Work included a new building, fire line services, expanded maintenance yard, improved vehicular circulation, new landscaping/irrigation, and tree evaluations with tree–infrastructure conflict recommendations.

Mr. Brian Voelker from the proposed team worked on the following projects:

**Doral Central Park (2022)** - Environmental consulting services including wetland delineations, listed species surveys, tree inventories, and environmental permitting to support redevelopment of the 78-acre park.

### Citywide Consulting Arborist Services (2021)

Two-phase inventory of 12,670 city trees, creation of GIS tree database and condition report, development of a street tree planting plan, grant application support, and drafting of a tree protection ordinance.

### Arborist Educational Services (2021)

Preparation of public education materials on tree selection, installation, pruning, and storm-resilient care, including posters, bus signs, and presentations for local HOAs.

**Client Name:** City of Doral  
**Project Dates:** 2021-2023  
**ChenMoore Fees:** \$120,000 for federal bank  
**ChenMoore’s Contract Role:** Prime



## Village of Tequesta General Planning Services Contract

CMA has continued to provide municipal planning and zoning administration services to the Village of Tequesta for over 14 years, including site plan reviews for development projects such as BB&T Bank, Sea Glass Condominiums, and The Reserve.

The General Planning Services we have provided to the Village of Tequesta encompasses the following elements:

- Urban Design Reviews
- Researching, Identifying, and Recommending Amendments to Comprehensive Plan
- Small Scale
- Large Scale
- Reviewing and Amending Land Development Regulations
- In-depth Analysis
- Write Code Text
- Reviewing and processing Site Plan and Variance Applications
- Conducting Development Review Committee Meetings
- Preparing Staff Reports and Presentations
- Municipal Council
- Local Planning and Zoning Review Board
- Code Compliance
- Conducting Site Inspections
- Receiving and Processing Complaints
- Preparing and Presenting Code Cases

**Client:** Village of Tequesta  
**Client Contact:** Jeremy Allen, Village Manager  
**Project Dates:** 2010 - On-going  
**Fee:** \$140,000 yearly  
**ChenMoore’s Contract Role:** Prime





# BLUE ROAD PARK

## City of Coral Gables – Blue Road Park Public Works Capital Improvement Projects Department

ChenMoore is providing design, permitting, and construction administration services for the development of Blue Road Park, a neighborhood park, to serve residents.

Description of Work: 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 (i.e. drinking fountains, picnic tables, benches, waste receptacles, bike racks, etc.), 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. Through the permitting efforts, the regulatory agencies required a benthic survey to be performed to identify any environmentally sensitive species (including observations for manatees and other protected marine species) that could be impacted by the project.

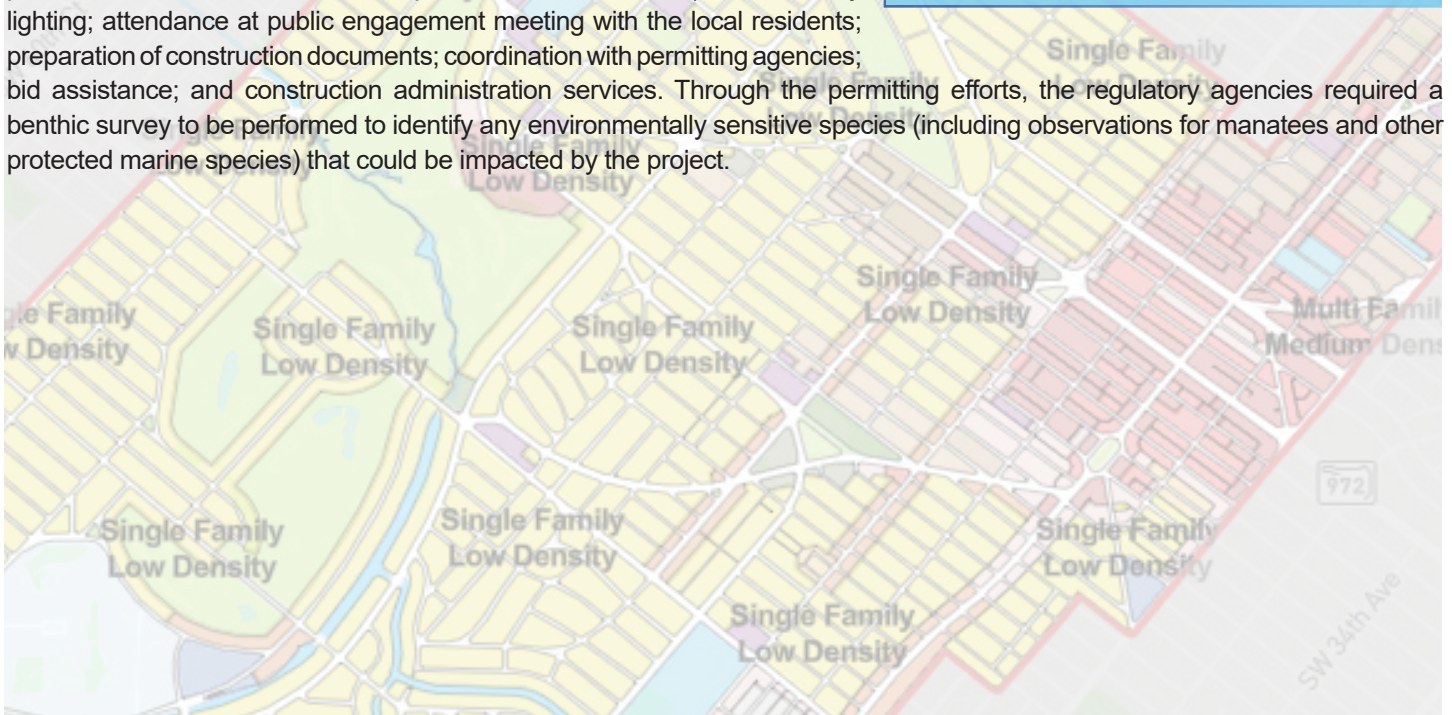
**Client:** City of Coral Gables

**Client Contact:** Jean Solari, P.E.

**Project Dates:** 2022 - Ongoing

**Fee:** \$87,910

**ChenMoore's Contract Role:** Prime





## City of Lake Worth Beach – General Planning Services

### Land Development Regulations (LDRs) Urban Planning Services

As part of a proactive marketing/promotional campaign to stimulate sustainable downtown redevelopment in the City of Lake Worth Beach, ChenMoore supplied high impact graphics, data analysis, GIS mapping and presentation materials to market Lake Worth's newly adopted LDRs and spur investment.

#### Project Highlights/Elements:

- > Cutting edge place-making toolkit that incorporates sustainability, protecting history and community values as guiding principles
- > Create easily understood graphics to explain complex LDR interpretations
- > GIS mapping and complete data analysis for six potential redevelopment sites
- > Individual investment site maps show possible development scenarios
- > Architectural illustrations portray site design amenities, building elevations and street views
- > Marketing material mock-ups for print, web, and booth display use
- > Engaging public forum presentations to promote developer and investor involvement
- > Project completion in four months

**Client:** City of Lake Worth Beach

**Client Contact:** William Waters, Community Sustainability Director

**Project Dates:** 2014 - On-going

**Fee:** \$225,000

**ChenMoore's Contract Role:** Prime



## City of Westlake General Planning Services

ChenMoore was contracted by the City of Westlake to provide general planning and zoning services in 2016. The consulting contract includes long range and current planning projects. Palm Beach County's 39th City, The City of Westlake, was incorporated on June 20, 2016. The 38,000 acres of mostly vacant, previously agricultural land in western Palm Beach County is the new site of 4,500 homes and 2.2 million square feet of commercial space. This new city provided much-needed urban services to the surrounding suburban residential areas.

**Client:** City of Westlake

**Client Contact:** Zoie Burgess, Acting City Manager

**Project Dates:** 2016 - On-going

**Fee:** \$260,000

**ChenMoore Contract Role:** Prime

### Project Highlights/Elements:

- > New Comprehensive Plan (Adopted in 2018, in compliance with Florida Statutes)
- > New Land Development Regulations
- > Site Plan Reviews
- > Special Use Petitions
- > Master Plan Amendments
- > Subdivision Plans
- > Zoning review for BTRs, Residential and Commercial Building Permits





## City of Dania Beach – General Services

### EAR Based Comprehensive Plan Update

ChenMoore is assisting the City of Dania Beach in updating 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 detailed 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.

As a city with a strong economic foundation built on tourism, trade, and diverse industries, the Comprehensive Plan seeks to strike a delicate balance between preserving the City's natural beauty, fostering responsible growth, and promoting economic prosperity. The Comprehensive Plan aims to create a sustainable environment, address challenges posed by climate change and sea-level rise, and protect the City's unique ecosystems. It envisions a city with well-connected transportation networks, encouraging alternative modes of travel and reducing congestion to improve mobility and accessibility.

ChenMoore prepared this Plan, which was transmitted to the State in February 2024. The State and all reviewing agencies found the Plan in compliance with Florida Statutes and offered No objections or recommendations.

Client: City of Dania Beach  
 Client Contact: Corrine Lajoie, MURP, AICP  
 Project Dates: 2023 - 2024  
 Fee: \$150,000  
 ChenMoore's Contract Role: Prime

### Project Highlights/Elements:

- > Future Land Use
- > Housing and Neighborhoods
- > Transportation
- > Coastal Management
- > Conservation
- > Recreation and Open Space

- > Intergovernmental Coordination
- > Capital Improvement
- > Public School Facilities
- > Private Property Rights
- > Infrastructure (Sanitary Sewer, Solid Waste, Drainage, Potable Water, Natural Groundwater Aquifer Recharge)



## Village of Tequesta Parks Public Participation

Parks and recreation master planning is a comprehensive process that provides guidance and policy direction to local government decision makers. The planning process, which engages the community and stakeholders, provided a foundation for understanding and responding to the parks and recreation needs of residents. The process involved strategically examining the community's vision; existing community services, facilities, and resources; and assessing future needs concerning parks, recreation, and open spaces. The residents' active engagement and feedback was the keystone of the Master Plan.

Our Parks Our Values Master Plan embraced Tequesta's strong sense of community by facilitating a proactive public participation program (4Ps). This program built support and consensus for the overall Master Plan; and provided input for a final design for Tequesta Park and Remembrance Park.

**Client:** Village of Tequesta

**Client Contact:** Jeremy Allen, Village Manager

**Project Dates:** 2021 - On-going

**Fee:** \$45,000

**ChenMoore's Contract Role:** Prime

### Project Highlights/Elements:

- > Open Forum at Village Hall
- > Design Workshop at Tequesta Park
- > Attendance to HOA Meetings
- > Kiosk at Public Events (Food Trucks, Halloween, Tequesta Fest, etc.)
- > Online and In-Person Survey
- > Social Media Communication





## LDRs Amendments, Form Based Code and Design Guidelines for Beach Road Corridor

The Village of Tequesta Beach Road corridor has experienced re-development in recent years due to the increasing demand in the real estate market. This has triggered planning challenges such as zoning regulations, architectural design, streetscape considerations and others.

The CMA Team lead design workshops to listen to residents and plan for the future. The vision for the district is to maintain and enhance the dialogue between the built environment, the natural surroundings and its historical context. The CMA Team prepared Form Based Code and Design Guidelines that will strive to maintain and enhance the small village’s way of life, urban character and scenic charm. The proposed Code encourage urban forms that provide human scale, and allow for an enriching and cohesive pedestrian experience throughout the Corridor.

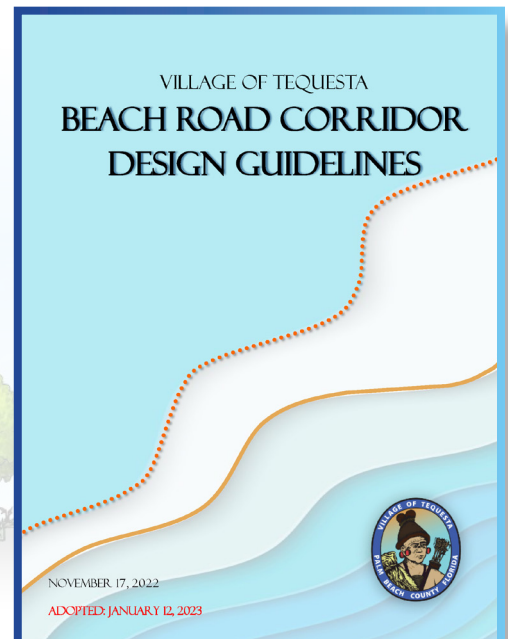
**Client:** Village of Tequesta

**Client Contact:** Jeremy Allen, Village Manager

**Project Dates:** 2020 - 2022

**Fee:** \$45,000

**ChenMoore’s Contract Role:** Prime



# Availability

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# Availability

## Current, and Projected Workload

ChenMoore makes the commitment that all key personnel on the project team will be dedicated as necessary to meet the needs of the City of Doral. All ChenMoore project managers and staff realize that on time delivery is a key element in meeting our commitments to clients. Because of our resources and qualified personnel, ChenMoore is able to overcome any unforeseen delays by assigning additional staff.

The ChenMoore Team is available to provide in-house services to the City, as we have done with other local governments such as the City of Coral Gables, City of Lake Worth Beach, Village of North Palm Beach, and Village of Tequesta, among others. A ChenMoore team member can regularly attend meetings at the municipality and work with City staff and applicants/developers.

All of ChenMoore proposed staff and resources are immediately available to start work on one or more of the elements identified in your Request for Qualifications as task orders are assigned. The staff assigned to this contract do not have any large projects that will interfere with the work for the City.

To anticipate future workload, the managers at ChenMoore conduct revenue projections each month. This allows management to review the available resources and staff and determine if any additions are required. The projections for the Maitland office show that projects under this continuing service agreement could be completed with the employees currently on staff. It is the intention that the ChenMoore staff members identified in the organizational chart will be used for projects for the City of Doral. No substitutions will be made unless they are approved by City staff.

Status	Client	Dates of Service	Project Name	Scope
Current / Active	City of Coral Gables	2025 - Present	CRS Project under General Planning Services contract	Update the Community Rating System (CRS) rating, including review of repetitive loss properties and preparation of supporting documentation.
	City of Dania Beach	2025 - Present	Future Land Use element amendment	Amendment of the Future Land Use Element to ensure compliance with Broward County Planning Council recertification requirements.
	City of Westlake	2016 - Present	General Planning Services	Provide planning and zoning services including site plan review, Comprehensive Plan amendments, zoning code changes, staff reports, and presentations to City Council.
	Town of Mangonia Park	2015 - Present	General Planning Services	Planning and zoning services including development review, code amendments, staff reports, and board presentations.
	Westgate CRA	2025- Present	CRA Plan Update	Preparation of Community Redevelopment Agency (CRA) plan update.
	City of Lake Worth Beach	2025 - Present	Landscape Code Update	Provide support with preparation of Landscape Code updates.
	City of Boynton Beach	Ongoing	EAR-Based Comprehensive Plan Amendment	Preparation of EAR-based amendments to Comprehensive Plan.
Projected	City of Fort Lauderdale	2026	Community Redevelopment Planning Support	Planning support and redevelopment program assistance.
	Port of Miami	2026	Planning Consultant Services	Review and analysis of planning and development initiatives associated with Port operations and land use coordination.
	Town of Juno Beach	2026	Design Guidelines and Code Amendments	Prepare design guidelines and amend land development code (LDC).
	City of Riviera Beach	2026	Safe Streets Program	Transportation safety planning and implementation support.
	Town of Mangonia Park	2026	CRA Plan Update	Preparation of Community Redevelopment Agency (CRA) plan update.

## ChenMoore’s Ability to Deliver Successful Projects to the City of Doral

Obtaining stakeholder input is critical to the success of any project. It is important that stakeholders are strategically engaged early in the process. The ChenMoore Team will meet with the City’s staff, regulatory agencies, residents, business owners, neighboring municipalities and other interested parties as necessary to make sure the expectations are understood by each party involved in the project. Often consultants do not spend enough time communicating with their clients and this can result in misunderstandings and in failing to meet the project expectations. The ChenMoore team understands the importance of communication during the project and is available to meet with clients as often as possible to get the job done. During this phase of our project approach, ChenMoore will document all discussions and meetings by producing project meeting minutes. ChenMoore will meet with the City staff as necessary until clear project expectations have been agreed upon by all stakeholders.

Coordination is another aspect of the project that will start at the very beginning. Through experience, ChenMoore has learned that a project can only be successful when open lines of communication exist between the designer and the City, the public, various agencies, services and other consultants. Only by working together can every stakeholder feel that their individual experience contributed to the successful completion of the project.

When a project commences, the ChenMoore project manager will establish communication with the City through regular phone and email correspondence. This practice is continued through the duration of the project in order to ensure success. Our project managers have experience leading project progress meetings, briefing elected officials, participating in construction meetings, meeting with regulatory agencies and speaking at public meetings involving citizens and residents. ChenMoore is also available to attend City Commission meetings upon request.

Key Personnel	Title/Role	Workload Capacity	Weekly Hours Available
Nilsa Zacarias, AICP	Director of Planning and Principal Planner	85%	10
Shahin Hekmat, P.E., F.FES, FACEP	Director of Quality Assurance	90%	6
Osniel Leon, AICP	Principal Planner	80%	20
Matthew Veneziano	Associate Planner	75%	20
Santiago Cleves	Associate Planner	75%	20
Sara Benbasat	Urban Planner	75%	16
Austin Lawrence	Associate Planner	75%	16
Lance Lilly, AICP	Senior Planner	80%	12
Heather Croney	Senior Planner	80%	12
Brent Whitfield, P.E., ENV SP, F.ASCE	Director of Water Resources	90%	6
Greg Mendez, P.E., M.ASCE	Principal Engineer	90%	6
Laura Vogel, PhD, P.E., ENV SP, CFM	Senior Engineer	85%	6
Patrick Kaimrajh, P.E.	Director of Land Development and Principal Engineer	85%	8
Brian Voelker, MS, SPWS, CA CLI	Senior Environmental Specialist	85%	8
Eric Harrison, PLA	Principal Landscape Architect	8%	8

# Additional Requirements

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3.6

An aerial photograph of a residential community, likely a golf course community, featuring a large lake, numerous palm trees, and houses with red-tiled roofs. The sky is blue with scattered white clouds. The text '3.6' is overlaid in large white font.

Litigation

3.6.1



# Litigation History

Chen Moore & Associates, Inc. has no litigation or lawsuits within the past five (5) years. Chen Moore also has no projects that the firm has failed to complete within the past five (5) years.



**(d) OVERSIGHT, LEGAL AND ADMINISTRATIVE ACTIONS**

**(i) A list of all complaints filed against the company within the last three years with any federal, state, or local consumer protection agencies (such as the Federal Trade Commission’s Bureau of Consumer Protection or the Division of Consumer Services of the Florida Department of Agriculture) or any other public or private agency created for oversight and consumer protection (such as the Better Business Bureau), along with the circumstances surrounding and disposition of each complaint**

Chen Moore and Associates, Inc. has no complaints filed against the company within the last three years.

**(ii) A list clearly identifying which principal owners, if any, have been the subject of any criminal or civil legal action, including the circumstances and disposition or resolution of any such legal action.**

No principal owners have been the subject of any criminal or civil legal action including the circumstances and disposition or resolution of any such legal action.

**(e) PENDING & PRIOR JUDGMENTS**

**Threatened, pending, or past legal actions or judgments levied against the company within the last five years or against a bonding agency resulting from the company’s poor or deficient performance (or alleged poor or deficient performance) under a current or prior contract. The list shall specifically describe the (i) circumstances, (ii) subject matter, (iii) status, and (iv) outcome of all such legal actions.**

Chen Moore and Associates, Inc. has no threatened, pending, or past legal actions or judgments levied against the company within the last five years or against a bonding agency resulting from the company’s poor or deficient performance (or alleged poor or deficient performance) under a current or prior contract.

**(f) CONTRACTUAL PERFORMANCE**

**(i) Terminated for default, issued a stop work order, or issued a notice to stop or suspend performance or delivery due to non-performance or poor or deficient performance regardless of whether it was litigated:**

Chen Moore and Associates, Inc. has not been terminated for default, issued a stop work order, or issued a notice to stop or suspend performance or delivery due to non-performance or poor or deficient performance.

**(ii) Terminated for convenience, non-allocation of funds, or any other reason:**

Chen Moore and Associates, Inc. has not been terminated from a contract for convenience, non-allocation of funds, or any other reason.

**(g) VENDOR EXPECTATIONS**

Our firm will perform the required services as outlined in the Scope of Services, including site planning and development, stormwater management, surveying and mapping, grading and drainage, and coordination with landscape architecture, using qualified in-house staff and approved subconsultants as identified in this proposal. Chen Moore is committed to maintaining continuity of personnel and consultant participation and will not substitute key staff or subconsultants without prior written approval from the Owner. Any proposed substitution will follow the established procedures, include timely notification, and demonstrate equivalent or greater qualifications to ensure uninterrupted service, regulatory compliance, and alignment with hospital operational requirements.

# Certifications

362



# Certifications

## *State of Florida Department of State*

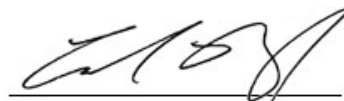
I certify from the records of this office that CHEN MOORE AND ASSOCIATES, INC. is a corporation organized under the laws of the State of Florida, filed on November 7, 1986.

The document number of this corporation is J41454.

I further certify that said corporation has paid all fees due this office through December 31, 2026, that its most recent annual report/uniform business report was filed on January 5, 2026, and that its status is active.

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

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Fifth day of January, 2026*

  
*Secretary of State*

Tracking Number: 7625556101CC

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

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



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- [Apply for a License](#)
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- [View Food & Lodging Inspections](#)
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- [View Application Status](#)
- [Find Exam Information](#)
- [Unlicensed Activity Search](#)
- [AB&T Delinquent Invoice & Activity List Search](#)

**LICENSEE DETAILS**

7:23:29 AM 1/28/2026

**Licensee Information**

Name:	CHEN MOORE AND ASSOCIATES, INC. (Primary Name)
Main Address:	500 W. CYPRESS CREEK ROAD #600 FORT LAUDERDALE Florida 33309
County:	BROWARD

**License Information**

License Type:	Engineering Business Registry
Rank:	Registry
License Number:	4593
Status:	Current
Licensure Date:	01/09/1987
Expires:	

**Special Qualifications      Qualification Effective**

--	--

**Alternate Names**

--	--

[View Related License Information](#)

[View License Complaint](#)

2601 Blair Stone Road, Tallahassee FL 32399 :: Email: [Customer Contact Center](#) :: Customer Contact Center: 850.487.1395

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Under Florida law, email addresses are public records. If you do not want your email address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact the office by phone or by traditional mail. If you have any questions, please contact 850.487.1395. \*Pursuant to Section 455.275(1), Florida Statutes, effective October 1, 2012, licensees licensed under Chapter 455, F.S. must provide the Department with an email address if they have one. The emails provided may be used for official communication with the licensee. However email addresses are public record. If you do not wish to supply a personal address, please provide the Department with an email address which can be made available to the public. Please see our [Chapter 455](#) page to determine if you are affected by this change.



**ONLINE SERVICES**

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- [Unlicensed Activity Search](#)
- [AB&T Delinquent Invoice & Activity List Search](#)

**LICENSEE DETAILS**

12:26:56 AM 1/27/2026

**Licensee Information**

Name:	HARRISON, ERIC DOUGLAS (Primary Name)
Main Address:	CHEN MOORE AND ASSOCIATES, INC (DBA Name) 2865 SE PERU STREET PORT ST LUCIE Florida 34984
County:	ST. LUCIE

**License Information**

License Type:	Registered Landscape Architect
Rank:	Landscape Arc
License Number:	LA6667129
Status:	Current,Active
Licensure Date:	10/18/2012
Expires:	11/30/2027

**Special Qualifications      Qualification Effective**

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**Alternate Names**

--	--

[View Related License Information](#)

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2601 Blair Stone Road, Tallahassee FL 32399 :: Email: [Customer Contact Center](#) :: Customer Contact Center: 850.487.1395

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January 27, 2026

**AICCP Certification Verification for Lance Lilly, AICCP**

Please accept this letter as confirmation that this certified planner is a current member, in good standing, of the American Institute of Certified Planners (AICCP), the professional institute of the American Planning Association (APA). The official details of the member's certification are:

**AICCP Certification Start Date:** 12/16/2025  
**AICCP Certification Number:** 37731  
**AICCP Certification End Date:** 06/30/2026

AICCP is the APA's professional institute, providing recognized leadership nationwide in the certification of professional planners, ethics, professional development, planning education, and the standards of planning practice. AICCP certified planners carry a high mark of distinction because they are required to meet rigorous standards, maintain their expertise through continuing education, and serve community interests.

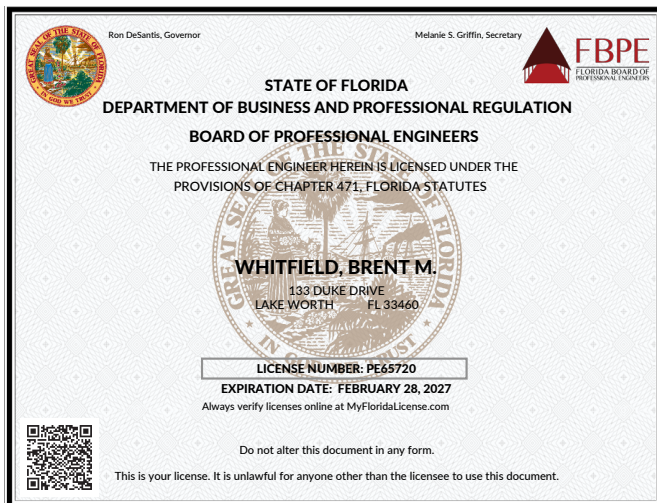
For more information about the requirements to become AICCP, please see our website [www.planning.org/aiccp](http://www.planning.org/aiccp).

Please let us know if we can offer any additional assistance.

Sincerely,  
Renee Kronon-Schertz  
Certification Program Manager  
[AICCP@planning.org](mailto:AICCP@planning.org)

Chicago Office  
200 East Randolph Street  
Suite 4000  
Chicago, IL 60601-4769  
p: 312.432.6100  
[planning.org](http://planning.org)

AICCP President  
Eric N. Perillo, AICCP  
Chief Executive Officer  
Joel Albino, FASAE, CAE  
CAE



# Occupational License

3-6-3

# Occupational Licenses

## Local Business Tax Receipt

Miami-Dade County Office of The TaxCollector

-THIS IS NOT A BILL - DO NOT PAY



**EXPIRES**  
**SEPTEMBER 30, 2026**

Must be displayed at place of business  
Pursuant to County Code  
Chapter 8A - Art. 9 & 10

4574266

**RECEIPT NO.**

RENEWAL

4775459

**BUSINESS NAME/LOCATION**

CHEN MOORE AND  
ASSOCIATES INC  
3150 SW 38TH AVE STE 950  
MIAMI, FL 33146-1530



**OWNER**

CHEN MOORE AND ASSOCIATES  
INC  
C/O MOORE PETER M  
Employee(s) 12

**SEC. TYPE OF BUSINESS**

212 P.A./CORP/PARTNERSHI  
P/FIRM  
EB4593

**PAYMENT RECEIVED  
BY TAX COLLECTOR**

54.00 09/24/2025  
PTBTE-25-317143



This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit [mdctaxcollector.gov](http://mdctaxcollector.gov)

## Local Business Tax Receipt

Miami-Dade County Office of The TaxCollector

-THIS IS NOT A BILL - DO NOT PAY



**EXPIRES**  
**SEPTEMBER 30, 2026**

Must be displayed at place of business  
Pursuant to County Code  
Chapter 8A - Art. 9 & 10

6597265

**RECEIPT NO.**

RENEWAL

6868062

**BUSINESS NAME/LOCATION**

MOORE PETER MICHAEL PE  
3150 SW 38TH AVE STE 950  
MIAMI, FL 33146-1530



**OWNER**

MOORE PETER MICHAEL PE  
C/O CHEN MOORE AND  
ASSOCIATES INC

**SEC. TYPE OF BUSINESS**

212 PROFESSIONAL  
PE58709

**PAYMENT RECEIVED  
BY TAX COLLECTOR**

60.00 09/24/2025  
PTBTE-25-317143



This Local Business Tax Receipt only confirms payment of the Local Business Tax. The Receipt is not a license, permit, or a certification of the holder's qualifications, to do business. Holder must comply with any governmental or nongovernmental regulatory laws and requirements which apply to the business.

The RECEIPT NO. above must be displayed on all commercial vehicles - Miami-Dade Code Sec 8a-276.

For more information, visit [mdctaxcollector.gov](http://mdctaxcollector.gov)

# Vendor Response

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# Vendor Response

## BIDDER QUALIFICATION STATEMENT

The Proposer must have been actively engaged in providing general planning and zoning consulting services to local, regional, or state governments within the past five (5) consecutive years

Respondent	Chen Moore and Associates, Inc.
Years in Business	40

Reference 1			
Project Name:	Blue Road Park		
Description of Services:	Planning and Urban Design, Public Engagement, Facility Services		
Budget/Cost:	\$150,000	Contract Dates:	2023-2024
Owner/Client Name:	City of Coral Gables	Reference Name:	Jean Solari, MBA
Reference Phone No.:	305-460-5053	Reference Email:	jsolari@coralgables.com
Reference 2			
Project Name:	General Planning Services		
Description of Services:	Planning and Urban Design, Public Engagement, Facility Services		
Budget/Cost:	\$260,000	Contract Dates:	2016 - Ongoing
Owner/Client Name:	City of Westlake	Reference Name:	Zoie Burgess
Reference Phone No.:	561-530-5880	Reference Email:	zburgess@westlakegov.com
Reference 3			
Project Name:	General Planning Services, Land Development Regulations (LDRs), Urban Planning Services		
Description of Services:	Planning and Urban Design, Public Engagement, Facility Services		
Budget/Cost:	\$225,000	Contract Dates:	2014 Ongoing
Owner/Client Name:	City of Lake Worth Beach	Reference Name:	William Waters, AIA, NCARB, LEED AP, GCP, SEED
Reference Phone No.:	561-586-1634	Reference Email:	wwaters@lakeworthbeachfl.gov

## BUSINESS ENTITY AFFIDAVIT

### (VENDOR / BIDDER DISCLOSURE)

I, Peter Moore, P.E., F.ASCE, FACEC, F.FES, being first duly sworn state:

The full legal name and business address of the person(s) or entity contracting or transacting business with the City of Doral ("City") are (Post Office addresses are not acceptable), as follows:

59-2739866

FEDERAL EMPLOYER IDENTIFICATION NUMBER (IF NONE, SOCIAL SECURITY NUMBER)

Chen Moore and Associates, Inc.

Name of Entity, Individual, Partners, or Corporation

Doing business as, if same as above, leave blank

<u>3150 SW 38 Avenue</u>	<u>Suite 950</u>	<u>Miami</u>	<u>FL</u>	<u>33146</u>
STREET ADDRESS	SUITE	CITY	STATE	ZIP CODE

#### OWNERSHIP DISCLOSURE AFFIDAVIT

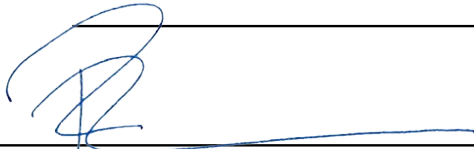
- If the contact or business transaction is with a corporation, the full legal name and business address shall be provided for each officer and director and each stockholder who holds directly or indirectly five percent (5%) or more of the corporation's stock. If the contract or business transaction is with a trust, the full legal name and address shall be provided for each trustee and each beneficiary. All such names and addresses are (Post Office addresses are not acceptable), as follows:

<u>Full Legal Name</u>	<u>Address</u>	<u>Ownership</u>
Peter Moore	500 West Cypress Creek Road, Suite 630, Ft. Lauderdale, FL 33309	34.724%
Jose L. Acosta	3150 SW 38 Avenue, Suite 950, Miami, FL 33146	13.441% %
Jason McClair	500 West Cypress Creek Road, Suite 630, Ft. Lauderdale, FL 33309	6.772%
Suzanne Dombrowski	500 Australian Avenue South, Suite 850, West Palm Beach, FL 33401	6.772% %
Gregory Mendez	3150 SW 38 Avenue, Suite 950, Miami, FL 33146	6.772%
Daniel Davila	500 West Cypress Creek Road, Suite 630, Ft. Lauderdale, FL 33309	6.772% %
Brent Whitfield	500 Australian Avenue South, Suite 850, West Palm Beach, FL 33401	6.772%

- The full legal names and business address of any other individual (other than subcontractors, material men, suppliers, laborers, or lenders) who have, or will have, any

interest (legal, equitable, beneficial or otherwise) in the contract or business transaction with the City are (Post Office addresses are not acceptable), as follows:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



03/10/2026

Signature of Affiant

Date

Peter Moore, P.E., F.ASCE, FACEC, F.FES

Printed Name of Affiant

Sworn to and subscribed before me this 10 day of March, 2026.

Personally known X

OR

Produced identification \_\_\_\_\_

Notary Public-State of Florida

My commission expires: June 28, 2027

\_\_\_\_\_  
Type of Identification



\_\_\_\_\_  
Printed, typed, or stamped commissioned name of Notary Public



**CERTIFICATE OF AUTHORITY**

STATE OF Florida

SS: COUNTY OF Miami Dade

**(IF CORPORATION):** I HEREBY CERTIFY that at a meeting of the Board of Directors of Chen Moore and Associates, Inc., a corporation existing under the laws of the State of Florida, held on March 10, 2026, the following resolution was duly passed and adopted:

RESOLVED, that Peter Moore, P.E., F.ASCE, FACEC, F.FES, as President of the Corporation, be and is hereby authorized to execute the bid dated March 11, 2026, to the City of Doral on behalf of this Corporation, and that such execution, attested by the Secretary of the Corporation and with the corporate seal affixed, shall be the official act and deed of this Corporation.

**(IF PARTNERSHIP):** I HEREBY CERTIFY that at a meeting of the Partners of \_\_\_\_\_, a partnership existing under the laws of the State of \_\_\_\_\_, held on \_\_\_\_\_, 2026, the following resolution was duly passed and adopted:

RESOLVED, that \_\_\_\_\_, as \_\_\_\_\_ of the Partnership, be and is hereby authorized to execute the bid dated \_\_\_\_\_, 2026, to the City of Doral on behalf of this Partnership, and that such execution, attested by \_\_\_\_\_, shall be the official act and deed of this Partnership.

**(IF JOINT VENTURE):** I HEREBY CERTIFY that at a meeting of the principals of \_\_\_\_\_, a corporation existing under the laws of the State of \_\_\_\_\_, held on \_\_\_\_\_, 2026, the following resolution was duly passed and adopted:

RESOLVED, that \_\_\_\_\_ is hereby authorized to execute the proposal of the Joint Venture, dated \_\_\_\_\_, 2026, to the City of Doral, and to do all acts and deeds necessary on behalf of this Joint Venture in connection therewith.

I further certify that said resolution is now in full force and effect.

IN WITNESS WHEREOF, I have hereunto set my hand this 10 day of March, 2026.

Secretary: Safiya Brea, P.E., LEED AP (SEAL)



**REQUIRED AFFIDAVIT REGARDING THE USE OF COERCION FOR  
LABOR AND SERVICES**


Contractor Name: Chen Moore and Associates, Inc.  
Contractor FEIN: 59-2739866  
Contractor's Authorized Representative Name and Title: Peter Moore, P.E., F.ASCE, FACEC, F.FES | Chief Executive Officer  
Address: 3150 SW 38 Avenue, Suite 950  
City: Miami State: FL Zip: 33146  
Phone Number: 786-497-1500  
Email Address: pmoore@chenmoore.com

Section 787.06(13), Florida Statutes requires all nongovernmental entities executing, renewing, or extending a contract with a governmental entity to provide an affidavit signed by an officer or representative of the nongovernmental entity under penalty of perjury that the nongovernmental entity does not use coercion for labor or services as defined in that statute. The City of Doral, is a governmental entity for purposes of this statute.

As the person authorized to sign on behalf of the Contractor, I certify that the Contractor identified does not:

- Use or threaten to use physical force against any person;
- Restrain, isolate, or confine or threaten to restrain, isolate, or confine any person without lawful authority and against her or his will;
- Use lending or other credit methods to establish a debt by any person when labor or services are pledged as a security for the debt, if the value of the labor or services as reasonably assessed is not applied toward the liquidation of the debt, the length and nature of the labor or services are not respectively limited and defined;
- Destroy, conceal, remove, confiscate, withhold, or possess any actual or purported passport, visa, or other immigration document, or any other actual or purported government identification document, of any person;
- Cause or threaten to cause financial harm to any person;
- Entice or lure any person by fraud or deceit; or
- Provide a controlled substance as outlined in Schedule I or Schedule II of s. 893.03 to any person for the purpose.

Under penalties of perjury, I declare that I have read the foregoing document and the facts stated in it are true.

By: Chen Moore and Associates, Inc.  
  
Authorized Signature  
Print Name and Title: Peter Moore, P.E., F.ASCE, FACEC, F.FES | Chief Executive Officer

Date: 03/10/2026

## CONFLICT OF INTEREST DISCLOSURE

**Business Name:** Chen Moore and Associates, Inc.

D.B.A.: \_\_\_\_\_ Federal I.D. No.: 59-2739866

Business Address: 3150 SW 38 Avenue, Suite 950

City: Miami State: FL Zip: 33146

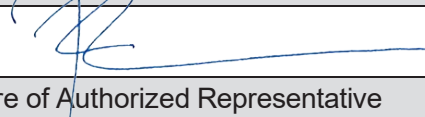
Please note that all business entities interested in or conducting business with the City are subject to comply with the City of Doral's conflict of interest policies as stated within the certification section below. If a vendor has a relationship with a City of Doral official or employee, an immediate family member of a City of Doral official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.

Conflict of Interest Disclosure*	
Name of City of Doral employees, elected officials, or immediate family members with whom there may be a potential conflict of interest:  _____  _____  _____	<input type="checkbox"/> Relationship to employee <input type="checkbox"/> Interest in vendor's company <input type="checkbox"/> Other (please describe below)  _____  _____  <input checked="" type="checkbox"/> No Conflict of Interest

*\*Disclosing a potential conflict of interest does not automatically disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.*

**I certify that this Conflict-of-Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below:**

	3/10/2026	Peter Moore, P.E., F.ASCE, FACEC, F.FES
Signature of Authorized Representative	Date	Printed Name of Authorized Representative

**LIST OF PROPOSED SUBCONTRACTORS (IF APPLICABLE)**

<input type="checkbox"/>	<b>Subcontractors are allowed for this Contract.</b>
<input type="checkbox"/>	<b>Subcontractors are NOT allowed for this Contract.</b>

The Respondent must list all Proposed Subcontractors to be used on this project if they are awarded the contract.

SCOPE OF USE	SUBCONTRACTOR NAME, ADDRESS, & LICENSE NUMBER

If, prior to Notice of the Award, the City or the Contractor has a reasonable objection to and refuses to accept any Subcontractor, Supplier, person, or organization listed, the Contractor may, prior to Notice of Award, submit an acceptable substitute without an increase in their bid price.

**Not applicable**

**SWORN STATEMENT PURSUANT TO SECTION 287.133(3)(A), FLORIDA STATUTES,  
ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to City of Doral  
by Peter Moore, P.E., F.FASCE, FACEC, F.FES | Chief Executive Officer  
[Print individual's name and title]  
for Chen Moore and Associates, Inc.  
[Print name of submitting sworn statement]  
whose business address is 3150 SW 38 Avenue, Suite 950, Miami, FL 33146  
and (if applicable) its Federal Employer Identification Number (FEIN) is  
59-2739866.  
If the entity has no FEIN, include the Social Security Number of the individual signing this  
sworn statement: \_\_\_\_\_  
[Social Security Number]

2. I understand that a “public entity crime” as defined in Paragraph Section 287.133 (1)(g), Florida Statutes, means

a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that “convicted” or “conviction” as defined in Paragraph 287.133 (1)(b), Florida Statutes, means a finding of guilt or conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non jury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that an “affiliate” as defined in Paragraph 287.133 (1)(a), Florida Statutes, means:

A predecessor or successor of a person convicted of a public entity crime; or

An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of

income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133 (1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an entity.
6. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. [Initial next to statement which applies.]

Neither the entity submitting this sworn statement nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or against who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. [Attach a copy of the final order]

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

*[Handwritten Signature]*  
\_\_\_\_\_  
[Signature]

Sworn to and subscribed before me this 10 day of March, 2026 personally known  OR produced identification \_\_\_\_\_.

Notary Public – State of Florida

My commission expires June 28, 2027

(Type of Identification)  
\_\_\_\_\_

(Printed typed or stamped commission name of notary public.)



*[Handwritten Signature: Mariah C. Green]*



Form **W-9**  
(Rev. March 2024)  
Department of the Treasury  
Internal Revenue Service

**Request for Taxpayer  
Identification Number and Certification**

Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

**Give form to the  
requester. Do not  
send to the IRS.**

**Before you begin.** For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

**1** Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)  
Chen Moore and Associates, Inc.

**2** Business name/disregarded entity name, if different from above.

**3a** Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only **one** of the following seven boxes.  
 Individual/sole proprietor     C corporation     S corporation     Partnership     Trust/estate  
 LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) . . . . .  
**Note:** Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.  
 Other (see instructions)

**4** Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):  
Exempt payee code (if any) \_\_\_\_\_  
Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) \_\_\_\_\_  
*(Applies to accounts maintained outside the United States.)*

**3b** If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions . . . . .

**5** Address (number, street, and apt. or suite no.). See instructions.  
500 West Cypress Creek Road, Suite 600

**6** City, state, and ZIP code  
Fort Lauderdale, FL 33309

**7** List account number(s) here (optional)

Requester's name and address (optional)

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

**Note:** If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number								
			-					

or

Employer identification number									
5	9	-	2	7	3	9	8	6	6

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here**    Signature of U.S. person *Sean Danally*    Date 1/6/2026

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

**What's New**

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

# Appendix

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
3/3/2026

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

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

<b>PRODUCER</b> Acisure Southeast Partners Insurance Services, LLC 1317 Citizens Blvd Leesburg FL 34748  License#: BR-1796553 CHENMOO-01	<b>CONTACT NAME:</b> Patty Gianguzzi <b>PHONE (A/C, No, Ext):</b> 800-845-8437 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> Pgianguzzi@acisure.com  <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 80%;">INSURER(S) AFFORDING COVERAGE</th> <th style="width: 20%;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : The Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER B : Travelers Casualty and Surety Company of America</td> <td>31194</td> </tr> <tr> <td>INSURER C : Travelers Property Casualty Company of America</td> <td>25674</td> </tr> <tr> <td>INSURER D : American Interstate Insurance Company</td> <td>31895</td> </tr> <tr> <td>INSURER E : Pacific Insurance Company, Limited</td> <td>10046</td> </tr> <tr> <td>INSURER F : AXIS Surplus Insurance Company</td> <td>26620</td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : The Travelers Indemnity Company	25658	INSURER B : Travelers Casualty and Surety Company of America	31194	INSURER C : Travelers Property Casualty Company of America	25674	INSURER D : American Interstate Insurance Company	31895	INSURER E : Pacific Insurance Company, Limited	10046	INSURER F : AXIS Surplus Insurance Company	26620
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**COVERAGES** **CERTIFICATE NUMBER:** 1459765326 **REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		660-A365479A	1/1/2026	1/1/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY		BA-2W150087	1/1/2026	1/1/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ PIP Basic \$ 10,000
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		CUP-A7921917	1/1/2026	1/1/2027	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
D	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N/A	AVWCFL3444142026	1/1/2026	1/1/2027	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
E F	Prof Liab/Poll Incid Cyber		21 OH 0861020-26 26-110011696	1/1/2026 1/1/2026	1/1/2027 1/1/2027	Each Claim/Aggregate \$5,000,000 Each claim /Aggregate \$1,000,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)**  
 \*Umbrella extends over the underlying General Liability, Automobile Liability, and Workers' Compensation per the terms and conditions of the policies.

All supporting endorsement(s) and policy form(s) attached, if any, comprise the Certificate of Liability Insurance in its entirety. Please review these endorsement(s) and policy form(s) as certain coverage provided by them may only apply when a written contract or agreement between the parties requires such coverage be provided.

The attached page(s) noting additional terms, conditions, coverage and/or comments applies.

See Attached...

<b>CERTIFICATE HOLDER</b>  City of Doral 8401 NW 53rd Terrace 3rd Floor Doral FL 33166	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE  Jimmy Irwin
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## FINANCIAL STABILITY STATEMENT

As a privately held company, ChenMoore does not publish or distribute full audited financial statements. Nonetheless, we maintain a strong financial position and operate with long-standing fiscal discipline that enables us to support projects of this scale and complexity.

To demonstrate our financial strength and reliability, we confirm the following:

- 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.
- Additional financial information beyond the following pages, including bank references, credit letters, or other supporting documentation, can be provided upon request at notice to proceed.
- 2025 financials can be shared by Chen Moore and Associates, Inc. at completion date or upon notice to proceed.

ChenMoore is fully committed to transparency within the bounds of our privately held structure and will gladly cooperate with the City of Doral to provide any alternative forms of financial assurance required for evaluation.



chen moore and associates

## CORPORATE FINANCIAL REPORT

For Twelve Months Ending December 31, 2024 and December 31, 2023

FOR INTERNAL PURPOSES ONLY

**CMA identifies Florida Statutes. 815.045 -  
Trade Secret Information and s. 119.071.3.  
(c) as the statutes that authorizes the  
exemption from the Public Records Law.**

**CMA identifies Florida Statutes. 815.045 - Trade Secret Information and s. 119.071.3. (c) as the statutes that authorizes the exemption from the Public Records Law.**

**Chen Moore and Associates, Inc.  
Balance Sheet  
December 31, 2024**

	<u>2024</u>	<u>2023</u>
<b><u>Assets</u></b>		
Current Assets		
Cash	\$ 607,648	\$ 923,063
Account Receivable, net of unbilled	9,133,928	6,244,270
Prepaid Expenses	243,134	255,023
Travel Advance	1,821	-
Due from owners	<u>20,895</u>	<u>110,717</u>
Total Current Assets	10,007,426	7,533,073
Net Property, Plant and Equipment	841,634	501,952
Other Assets		
Goodwill	104,835	104,835
Intangibles	883,636	883,636
Insurance Receivable	-	73,001
Security Deposits	<u>111,234</u>	<u>88,260</u>
Total Other Assets	1,099,705	1,149,732
Total Assets	<u>\$ 11,948,765</u>	<u>\$ 9,184,757</u>
<b><u>Liabilities and Shareholders' Equity</u></b>		
Current Liabilities		
Accounts Payable	\$ 1,712,174	\$ 1,552,592
Unearned Revenue	5,250	56,233
Line of Credit	532,139	1,286,374
Accrued Payroll	740,017	-
Accrued Taxes	485,280	18,275
Other Current Liabilities	<u>14,411</u>	<u>2,077</u>
Total Current Liabilities	3,489,271	2,915,551
Long Term Liabilities		
Lease Liability--Capitalized Leases	277,231	157,596
Due to Ben Chen	182,532	266,824
Promissory Notes	498,081	701,418
SBA Loan (COVID-19)	<u>500,000</u>	<u>500,000</u>
	1,457,844	1,625,838
Total Liabilities	4,947,115	4,541,389
Shareholders' Equity		
Common Stock	100	100
Additional Paid-in Capital	168,490	168,490
Treasury Stock	88,952	(942,488)
Subscription Receivable	(832,984)	(220,440)
Retained Earnings	<u>7,577,092</u>	<u>5,637,706</u>
	7,001,650	4,643,368
Total Long Term Liabilities	<u>\$ 11,948,765</u>	<u>\$ 9,184,757</u>


**FOR INTERNAL PURPOSES ONLY**

**CMA identifies Florida Statutes. 815.045 - Trade Secret Information and s. 119.071.3. (c) as the statutes that authorizes the exemption from the Public Records Law.**

**Chen Moore and Associates, Inc.  
Profit and Loss -- Budget vs. Actual  
December 31, 2024**

	<u>2024</u>	<u>2023</u>
<b>Revenue</b>	\$ 34,580,045	\$ 24,386,715
<b>Direct Costs</b>	8,310,714	6,206,436
<b>Net Revenue</b>	<u>26,269,331</u>	<u>18,180,279</u>
<b>Direct Labor</b>	8,143,213	6,369,492
<b>Gross Profit</b>	<u>18,126,118</u>	<u>11,810,787</u>
<b>Indirect Costs</b>		
Indirect Labor	8,028,948	5,449,411
Payroll Costs	1,195,949	953,079
Employee Benefits	1,586,583	1,241,443
Professional Dues and Soc	262,625	251,484
Equipment Rental	67,060	8,172
Insurance	322,554	248,074
IT & Software	488,480	392,925
Marketing and Sponsorships	713,207	418,582
Office Expenses	319,490	247,829
Professional Fees	503,145	461,246
Rent, Utilities and Telephone	1,316,976	1,081,789
Travel, Meals and Lodging	783,574	697,241
Other Income	<u>(184,562)</u>	<u>-</u>
<b>Total Indirect Costs</b>	<u>15,404,029</u>	<u>11,451,275</u>
<b>EBITDA</b>	<u>2,722,089</u>	<u>359,512</u>
<b>Interest, Tax, Depreciation and Amortization</b>	786,503	284,355
<b>Net Income</b>	<u><u>\$ 1,935,586</u></u>	<u><u>\$ 75,157</u></u>

**FOR INTERNAL PURPOSES ONLY**



**Request for Qualifications  
RFQ NO. 2026-04  
General Planning and Zoning Consulting Services  
March 11, 2026**

**Chenmoore  
3150 SW 38 Avenue  
Suite 950  
Miami, FL 33146  
O: 561.437.0709  
M: 561.510.3138  
E: [nzacarias@chenmoore.com](mailto:nzacarias@chenmoore.com)**