

Community Redevelopment Agency

2016 Annual Report

Palmetto, Florida

Jeff Burton and Nicole Tremblay

3/31/2017



COMMUNITY REDEVELOPMENT AGENCY OF THE CITY OF PALMETTO

PRESIDING OFFICER:

Shirley Groover Bryant, FRA-RP

BOARD OF COMMISSIONERS:

Tamara Cornwell

Jonathan Davis

Harold Smith

Tambra Varnadore

Brian Williams, FRA-RP

ADVISORY BOARD MEMBERS:

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Roberto Gonzales

McArthur Sellars FRA-RP

STAFF:

Jeff Burton, MPA, FRA-RA, DFCP

Antoinette Kilgore

Jenny Silverio, FRA-RP

LEGAL:

Mark Barnebey

Scott Rudacille

INTERNS:

Nicole Tremblay

Wes Bengé

Mark O'Leary

GRANTS

EDENFIELD PROPERTY

1. Environmental Protection Agency: \$200,000 cleanup grant.

PALMETTO MULTI-MODAL COORIDOR - PHASE 1

1. Florida Department of Transportation: \$1,000,000 funding.
2. Southwest Florida Water Management District: \$870,000 cooperative funding grant.
3. Florida Municipal Insurance Trust safeties: \$6,000 grant.

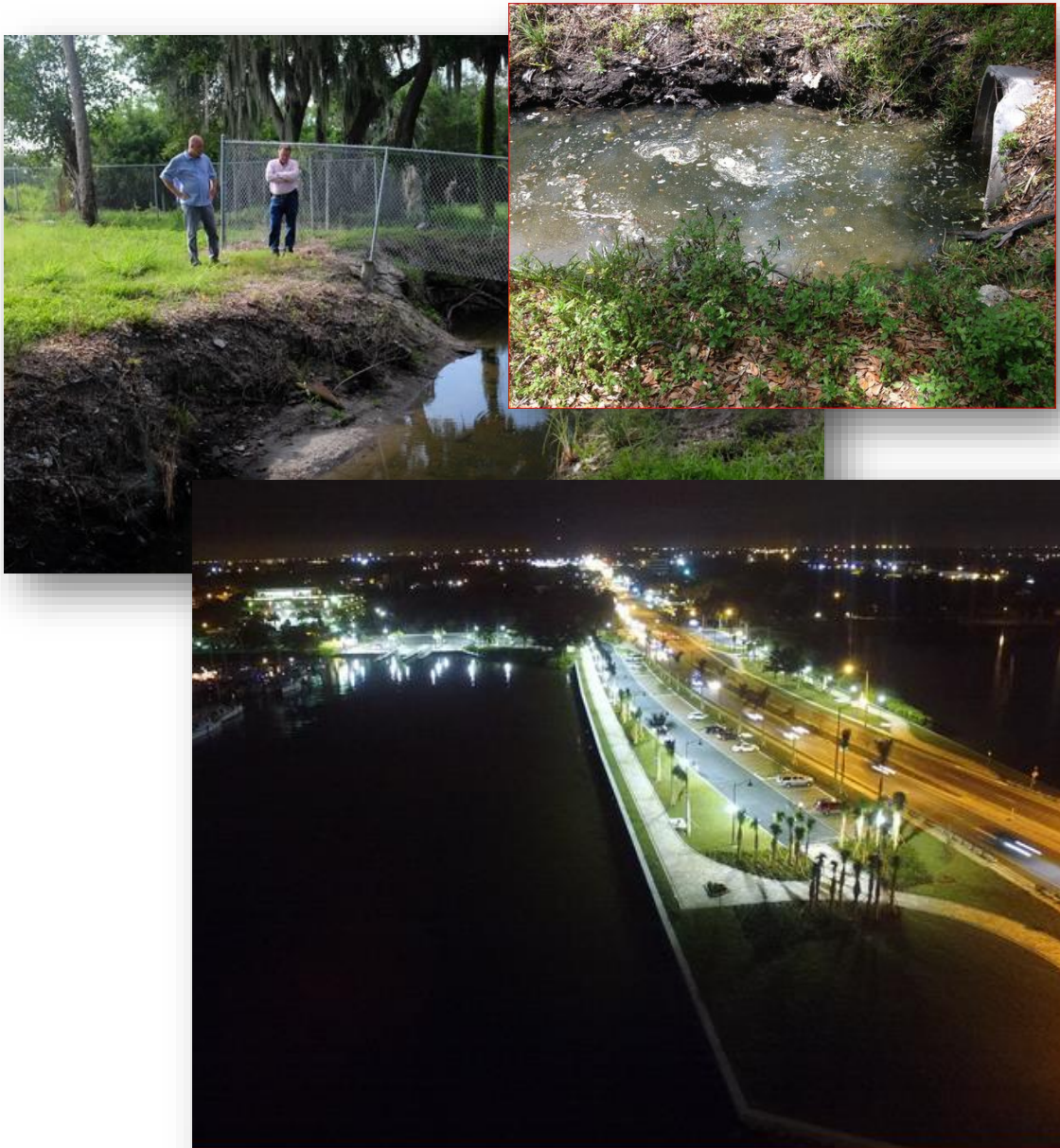


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ACCOUNTABILITY

GOAL:

To maximize the efficient elimination and/or reduction of Slum and Blighted Areas in the Area, the Agency shall strive for fiscal, legal, and ethical accountability to the public and its local and state mandates.

INTENT:

Public entities, such as the Agency, are created and governed through mandates (Federal, state and local) that establish minimum benchmarks for financial, legal, and ethical professionalism. Accountability to these benchmarks is crucial for the Agency's sustainability, mission effectiveness, and health. The Agency's accountability is the foundation on which all its actions build. This accountability is not just financial, but it is also ethical: knowing the right thing to do and doing it the right way. The Agency's mission is Community Redevelopment, which is defined by law, and every major action funded by the Agency should be planned and justified to it.

ACTIVITIES:

The CRA states that its Plan and future amendments shall be reviewed by the Planning and Zoning Board for compliance with the current Palmetto Comprehensive Plan. The CRA Plan was updated in 2016; as part of the update process the City Planning and Zoning Board reviewed its contents in 2015 as they relate to the City 2030 Comprehensive Plan.

The CRA Plan also states that the Advisory Board shall review the current enacted powers of the Agency and the powers allowed by the Act to determine recommended powers of the Agency. During 2016, the CRA Advisory Board met to review any new powers requested by CRA staff and any amendments to existing authorized powers. Each request was reviewed and by the Advisory Board and a recommendation was issued to the CRA Board. This included review and recommendation of the 2016-2020 CRA Plan update.

The Agency held annual training for the Board of Commissioners, Advisory Board and staff. During 2016, CRA Administrative Assistant Jenny Silverio and Former Advisory Board Chairman McArthur Sellars earned their Florida Redevelopment Association Redevelopment Professional Certification. City Commissioner Jonathan Davis, Advisory Board Member Roberto Gonzalez, City Clerk Jim Freeman, and City Accountant Matthew J. Misco attended classes in pursuit of the certification.

The Agency also holds memberships to the Florida Redevelopment Association, Florida Brownfield Association, Council of Development Finance Agencies and the Manatee Economic Development Corporation. CRA Director, Jeff Burton was named to both the Florida Redevelopment Association and the Florida Brownfield Association Board of Directors as well as earn the Council of Development Finance Agency's (CDFA) Development Finance Certified Professional certification.

Waterfront redevelopment was the Agency's prime project in 2016. It partnered with the Florida Department of Transportation (FDOT) to incorporate Low Impact Development (LID) techniques, as well as the Southwest Florida Water Management District (SWFWMD), which paid for a portion of the 790-foot long living seawall. Reef Innovations of Sarasota built and installed the shoreline. The City of Palmetto will be installing lighting along the shared-use path in the coming year. The CRA effectively paid about fifty cents for each dollar spent on this redevelopment project, the cost of which totaled \$2.3 million.

PROPERTY MAINTANENCE

GOAL:

The Agency shall engage its resources to improve the Area's minimum level of property maintenance through increased private and public activities, thus enhancing the elimination and/or reduction of Slum and Blighted Areas.

INTENT:

Property maintenance is the Agency cornerstone to entice private investment, enhance image and marketing, promote public safety, encourage public health and welfare and reduce government spending while building the tax base. The Act clearly prescribes planned engagement of property maintenance. Property Maintenance is important to the community.

PUBLIC ACTIVITIES:

During 2016, the Agency has indirectly supported property maintenance in its area.

The CRA led a waterfront redevelopment effort, including a new seawall and the first leg of a linear trail intended to connect Palmetto with itself and all surrounding areas. This redevelopment is discussed further in the Infrastructure section of this report, but the project incorporates public amenities such as lighting and benches as well as safety through design, including cameras and intentional landscaping practices.

The Agency also closed on the purchase of the National Guard Armory at 810 6th St W. Though the last appraisal was for \$354,656, the final price for this historic building was \$130,000. The Veterans of Foreign Wars Post 2488, who have used the Armory since 1962, will continue to operate the first floor while paying the CRA a nominal monthly rent. The Agency will be restoring the building and absorbing all associated costs, with an estimated completion date of 2019. This building is one of only two Works Progress Administration buildings constructed in Manatee County under the New Deal, and is an important historic site for Palmetto.





COMMERCIAL ACTIVITIES:

The CRA disbursed four storefront grants in 2015, totaling around \$36,000. Allotment of these grants were as follows:

Business	Amount Awarded	Amount Reimbursed
North River Body Therapies	\$2,718.00	\$2,662.50
McClash Realty Trust	\$5,226.75	\$5,226.75
Crusader Properties, LLC	\$20,527.76	\$17,830.26
Ann Mobley, Palmetto Acupuncture	\$10,789.82	\$9,931.78
Total Expensed		\$35,651.29

The CRA awarded one commercial incentive in 2016, given to O'Reilly Auto Parts for their store at 855 10th Avenue E. This 7,150-square foot property was developed by Cambridge Properties, a corporation from Charlotte, NC. O'Reilly Auto Parts will receive a total incentive of \$49,966.82, spread out over ten years, amounting to \$4,996.68 per year.

IMAGE

GOAL:

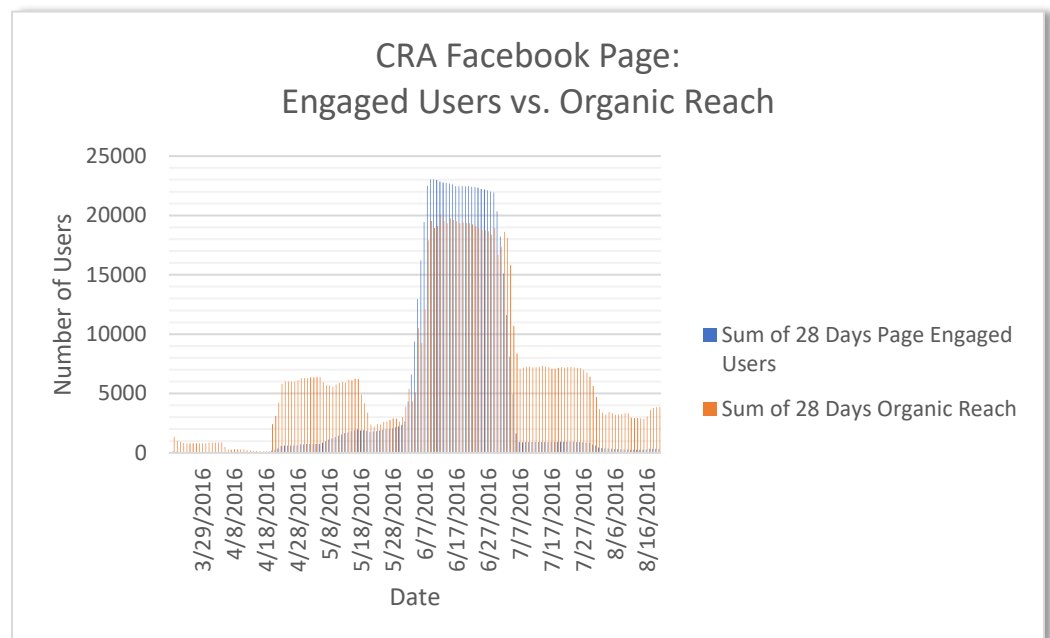
For the purpose of eliminating and/or reducing Slum and Blighted Areas in the Area, the Agency creates an image of the Area, consistent with the desired image of the City that promotes a safe, vibrant, diverse, quaint, developing and redeveloping community.

INTENT:

The Area image should be vibrant and successful. There is an image that the Area projects to its residents and the outside community, whether it defines it or not. The Agency may legally promote to entice private investment, enhance and market its image, promote public safety and commerce (employment and business creation), encourage public health and welfare, and reduce government spending while building its tax base. The Act clearly prescribes planned engagement of image building and marketing.

ACTIVITIES:

For the second year, the Agency has attempted to quantify its positive image messaging ability to the public. In addition to articles and stories presented through media sources such as the Bradenton Herald, North River News, Bay News 9, and Suncoast 7, the CRA has focused particularly on social media this year. It has been a prime opportunity to promote Palmetto and highlight the Agency to a new and expanding audience.



The Agency's Facebook page has been maintained and monitored throughout 2016, and the data demonstrate that users from Palmetto and elsewhere have consistently engaged with CRA postings. As Facebook's metrics show, the CRA is reaching users organically on social media even at times when engagement (in the form of likes and comments) is low. Organic reach refers to the number of users who saw posts from the CRA through means other than direct searching or advertisements, whether the user was a fan of the Agency's page or not. With nearly 2 million page views and only 36 viewers leaving less-than-positive feedback in 2016, this remains a useful way to measure the CRA's reach and perception in the community.

The Agency hosted its sixth annual "Fourth Festival" on July 4th, 2016; Once again, the event brought thousands to Downtown Palmetto's Sutton Park. National recording artists Smash Mouth headlined the festival, which was opened by local rock band Big Daddy. The Agency also provided bags celebrating the history of Providence Missionary Baptist Church for the Hob Nob Barbecue and other events.

Samples of Agency-related news stories may be found on pages 11-13.

COMMUNITY SUSTAINABILITY

GOAL:

The Agency will partner with the University of South Florida to advance livability and sustainability goals through applied research and guided coursework, taking advantage of a rich network of students, faculty and professionals.

INTENT:

University students and faculty are learning about – and working on – issues at the forefront of their fields. This knowledge can be applied to improve many aspects of a community, from large organizational processes to daily errands. To this end, the University of Florida operates a Community Sustainability Partnership Program (CSPP), in which community organizations can collaborate with students and experts. From economics to biology to urban planning, the CSPP recognizes the value in a multidisciplinary approach to community sustainability. This partnership provides an opportunity for the CRA to expand its reach and knowledge base without overextending resources.

The primary intent of this program is to energize public discourse in Palmetto, by presenting fresh solutions to common problems and opening discussion among local government, citizens, and businesses. These solutions are meant to be economically sustainable as well as socially and environmentally responsible, again minimizing the use of resources while increasing quality of life.

Students also benefit from CSPP work, practicing skills that they have learned in class and will need for their work after graduate school. Networks and relationships are key to this partnership as well; not only will Palmetto identify potential community or organizational partners, but the students themselves may become part of an ongoing collaboration.

The CRA proposed several projects for students and faculty to address throughout the fall semester of 2016 and the spring of 2017. Chosen projects will result in comprehensive reports on the following: economic development, multimodal transportation, historic preservation, development of a trail system, land use, Comprehensive Plan revision, community wayfinding and application development, Downtown Design Code, community engagement, community policing evaluations, and a housing plan.

Fall semester projects were presented to the City Commission on December 5, 2016, including results of their research, methods for obtaining these results, and recommendations for both short- and long-term actions. Highlights include a citywide, interconnected trail system; economic and design potential on 10th Avenue W; and creative ways to rethink transportation in Palmetto.

A copy of the CSPP application and project descriptions can be found on pages 14-30.

INFRASTRUCTURE

GOAL:

The Agency shall focus resources to reduce the probability of and/or eliminate Slum and Blight through infrastructure projects above and beyond the Governing Body norm.

INTENT:

The Area encompasses urban, suburban, residential and commercial infrastructures above and below ground. The Agency does not view subterranean infrastructure as a primary investment target for Fund investment. When the opportunity arises during individual projected Community Redevelopment and there are no available City resources, the Agency may fund minimum subterranean infrastructure replacement. The Agency does view certain aesthetic surface improvements to parks, streets, sidewalks, affordable housing, commercial properties, parking, lighting amenities, storm water-pretreatment and other elements of infrastructure as primary to the cause of Community Redevelopment as they comply with the Plan, Act, ordinances and City Comprehensive Plan.

ACTIVITIES:

As the first phase in a plan to improve sustainability and promote a multimodal urban corridor, Palmetto completed one leg of a trail system along with a new seawall and living shoreline.

This opening phase cost \$4 million, and was funded with \$2 million from the CRA and about \$500,000 from the Southwest Florida Water Management District, with the remaining \$1.5 million contributed by the Florida Department of Transportation and the Sarasota/Manatee Metropolitan Planning Organization. The seawall and living shoreline were explicitly funded by the CRA. This project stabilizes the shore, improves water quality through natural filtration, and creates habitats.¹ Lighting along the shoreline will be completed in 2017, and some amenities, including waste receptacles and seating, have already begun to be installed. This trail project will continue in several phases, scheduled to begin in 2021 and eventually connect the entire city of Palmetto, incorporating the parks system and other amenities.



¹ (NOAA Habitat Conservation - National Marine Fisheries Service, 2017)

Innovation was created in the waterfront project through the following plans and implementations:

1. Efficient CRA economics through three public funding partnerships;
2. Replacement of the old seawall with living shoreline:
 - a. Installation of reef balls that provide plant and animal habitats, exemplified by their names such as starfish pond, turtle creek, and tide pool point;
 - b. Provision of natural water filtration, water-level purchase for birds, and sustainable support for fisheries and the marine industry;
 - c. Minimal maintenance throughout the life of the shoreline; and
 - d. Potential to set the standard for softer, more environmentally sound marina solutions;
3. Environmental integration:
 - a. LID components to catch, store and reduce stormwater pollution into the Manatee River
 - i. Pervious paver parking lot and walkways;
 - ii. Bioswales;
 - iii. Connection to existing upstream stormwater pipe flows;
 - b. Use of bio-friendly sustainable materials such as concrete reef balls; and
 - c. LED lighting to reduce the electric carbon footprint of the waterfront park.
4. Improved safety through the applied concepts of CPTED;
 - a. The entire project will apply photometric study-approved lighting; and
 - b. The redevelopment includes four hi-definition security cameras, with video feeds relayed directly to the Palmetto Police Department.
5. Aesthetic and historic enhancement;
 - a. Red brick pavers in parking areas and on walkways that match original historic brick streets;
 - b. Historical lighting fixtures fitted with LEDs;
 - c. New trash receptacles and benches; and
 - d. Landscaping of the park area along the Green Bridge, to be extended throughout Palmetto over the coming decade.



2



² All Eco Rap modules are copyrighted (©) as individual works of art and may be © as a series. 2015/2016 by Todd R. Barber and/or Reef Ball Foundation. All rights reserved. Artist in residence Vera Z Cole. Contact reefball@reefball.com for more info.

COMMERCE

GOAL:

The Agency shall focus resources to reduce slum and blight through the development of employment opportunities and diverse retail, industrial, and commercial economies.

INTENT:

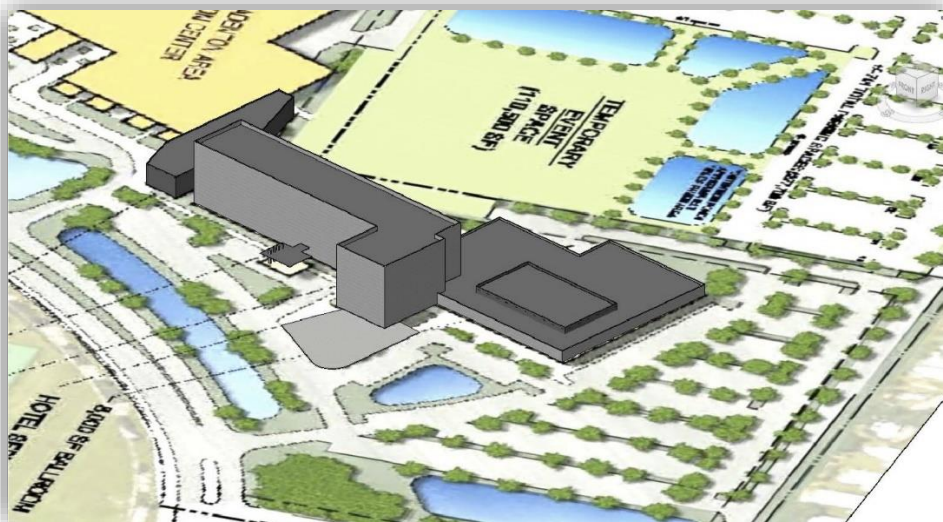
The Act defines Economic liability as a direct variable in the reduction or prevention of Slum Areas and/or Blighted Areas. Commerce is a concept that can only be defined by aggregating different perspectives. Private investment, job creation, employee refinement, safe neighborhoods all cast a light on conceptual commerce and bring definition to its form. The Agency aims to fulfill its mandate by ensuring that its plans and implementations reduce the Area's economic liability.

ACTIVITIES:

Along with Improvement Network Development Partners, LLC., the CRA began working on a development agreement for a hotel on Haben Boulevard, adjacent to the Bradenton Area Convention Center. This hotel as proposed would feature six stories and 250 rooms, in addition to over 17,000 square feet of public space. There will be space for a full-service restaurant, and a water taxi will connect guests and employees to the beaches. Project leaders estimate that this hotel will create 250 jobs in the area. The CRA has committed \$8.5 million to this project, to be given final approval in 2017 and potentially open by 2019. Much of this CRA money will be allocated for the purchase of 12.5 acres of land at the convention center site and the subsequent development of parking on that land.

The Agency currently pays four incentives with multiple approved estimates approved by the CRA Board of Commissioners. The overall strategy is to build Agency Increment Revenue through incentives paid within the next fifteen years, with a goal of building robust economic and redevelopment programs in the future.

Using the four redevelopment incentives in place, the CRA will begin to collect revenue as of 2023 and will receive approximately \$3,891,248 at the end of the Agency's 2041 lifespan.



STATEMENT OF REVENUES, EXPENDITURES & CHANGES

For the Year Ended August 31, 2016

REVENUES

Taxes	\$3,115,083	
Charges for Services	\$3,100	
Interests and Investments	\$2,304	
Miscellaneous	\$5,594	
Total Revenues		\$3,126,081

EXPENDITURES

Intergovernmental Services	\$608,382	
Capital Outlay		
Land & Building Improvements	\$146,573	
Other	\$7,638	
Debt Service Principle and Interest	\$251,581	
Total Expenditures		\$1,014,174

Revenues over expenditures **\$2,111,907**

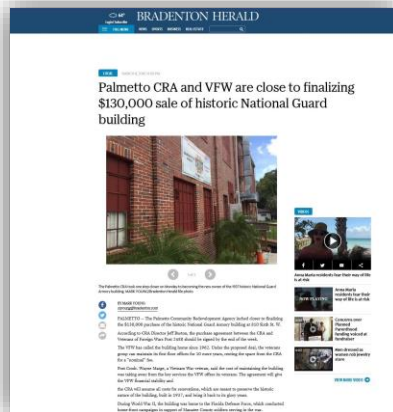
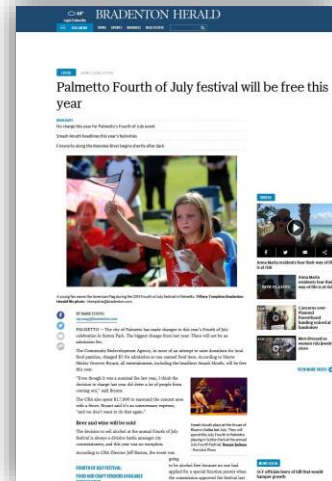
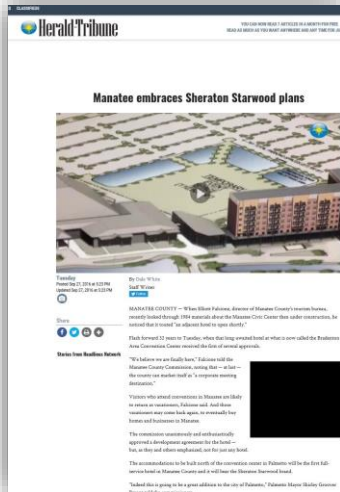
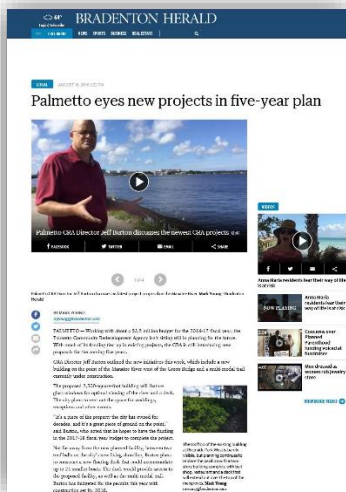
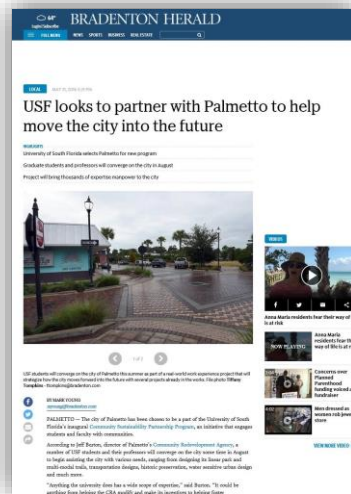
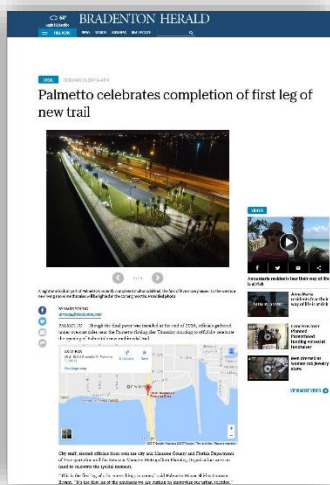
OTHER FINANCING SOURCES

Transfers out	(\$2,140,741)	
Total Grants to Outside Sources	(\$536,021)	
Net Change in Fund Balance		(\$564,855)

Fund balances - beginning **\$1,868,186**

Fund balances - ending **\$1,303,331**

IMAGE SAMPLES



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ILLINOIS FEBRUARY 21, 2016 12:14 PM

Illinois company En-Vision America Inc., relocates headquarters to Palmetto

BY JANELLE O'NEAL
 joneal@bradentonherald.com

PALMETTO — En-Vision America Inc., a life sciences innovation company, has relocated its headquarters to Palmetto.

The company's production will move to Palmetto in phases, said David Ralitsch, vice president for En-Vision. It is still unclear whether the company will keep its Illinois facility in addition to the roughly 9,000-square-foot facility it purchased in Palmetto at 421 Emerald Dr. W. Ralitsch estimates a decision within the next year to 18 months on whether they'll keep both locations.

The company vacillated between Texas and Florida and actively sought property for more than two years before making a final decision, Ralitsch said. Manatee County's potential for workforce development and the lifestyle factor swayed them to the Bradenton area, in addition to population factors.

The company's products are designed to make life easier for those living with visual impairments. En-Vision makes mobile, large-print and Braille prescription labels and a tool to help visually impaired people identify products and merchandise via UPC or bar codes. "What Florida gives us is for our type of business we do a lot with medication and elderly individuals in Florida is just a better climate for that," Ralitsch said. Staying close to Illinois was another driver for finding a new location.

En-Vision qualified for incentives commercial zone incentives from the Palmetto Community Redevelopment Agency, including an estimated \$1,000 base and \$14,750 in bonus incentives if certain targets are met, according to Sharon Williams, president and chief executive officer of the Bradenton Area Economic Development Corp.

Incentives are based on local wage range and the City of Palmetto's comprehensive plan, said Jeff Burton, director of Palmetto's Community Redevelopment Agency. The incentives used for En-Vision are the same set of incentives used for a World where it moved its headquarters to Palmetto in 2014.

The base funds repair upgrades from the Palmetto CRA board, in the Palmetto City Commission, and once building alterations are complete and the city receives a certificate of occupancy, the base incentive will be paid in phases.

About 20 En-Vision employees will move to Florida from Illinois and Ralitsch said they intend to hire about 20 more from the Bradenton area for a variety of departments. Those interested in working for En-Vision in Palmetto can contact Joy Jackson at

The Bradenton Times Coral W Home of Wings & 7th

NEWS OBITUARIES SERVICES REAL ESTATE SUBMIT EVENTS CLASS

GPW Headquarters Bill
 Do you think the American Health Care Act - the proposed health care bill by the U.S. House GOP - is an improvement over Obamacare?
 Yes
 No

Palmetto's Linear Park Trail Presentation Suggests Bright future North of the River
 JEFF BURTON - Wednesday, Feb. 10, 2016

PALMETTO — Monday night's City of Palmetto workshop was a smorgasbord of innovative urban planning with equal shares of connectivity, sustainability and commerce all on a half of an acre.

Palmetto's CRA Director Jeff Burton isn't one to sit at the date and wait about all he has accomplished preparing the City of Palmetto for the future, so I will. Over the last two years, Burton has pushed the city away from the county's ethos of packing them in like sardines, instead taking the city to a place that has a clear focus on the quality of life, not the quantity.

Monday night's presentation must have been in the making since the first of the year. Burton invited in Dr. Theodore "Trent" Green and his team of future master planners from the University of South Florida.

There were three teams, three planners in each team, and each team had a future model of what Palmetto could look like, extending on much of what Burton had achieved to date. That is, to thread a linear park through the City of Palmetto. Burton's past work is part of what first attracted Green and team to take on the Palmetto project.

Each of Green's teams had large cut-out GPS 3-D models, each with a slightly different theme to how Burton's work could be expanded upon. All were shaped differently but included a series of complete street styled trails that connected all of the city's parks, commerce and amenities.

One model was a formulation of different loops, that allowed options as to how one could choose to move through the city, with all options to the mode of travel whether it be car, bike or foot traffic. The trails led through commerce parks, on to restaurants, shops and into other parks and all loops passing the Manatee River.

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WORKS! FEBRUARY 22, 2016 12:14 PM

It Works! places global company on Palmetto waterfront with aid of Manatee incentives

It Works! Global used Manatee economic incentives for move to a waterfront location.

Manatee County and the Bradenton Area Economic Development Corp. helped place It Works! Global on the waterfront of the Manatee River in Palmetto, according to Sharon Williams, president and chief executive officer of the Bradenton Area Economic Development Corp.

"It Works! Global moved its corporate headquarters into Palmetto in 2014 with the help of economic incentives from the area of Florida and Manatee County, and has negotiated a long-term lease deal."

"They received one incentive, and I believe, their expectations, too," Sharon Williams, Manatee County spokeswoman, said.

It Works! acquired an under-utilized factory, 54,000-square-foot and building housing the Manatee River in 1980. Williams said, and added a 100,000-square-foot of space when it made its move in 2014.

The company, which sells beauty, wellness and lifestyle products through independent distributors in 20 countries, has grown to 17 employees from the 10 it had in 2013, when it moved to Florida from Michigan, said Karen Marie Cuthbert, the company's director of public relations.

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LOCAL FEBRUARY 22, 2016 12:14 PM

Palmetto seawall repair completed ahead of schedule, living shoreline project could start soon

A recent right-of-way construction project has been completed ahead of schedule.

The seawall along the Manatee River in Palmetto has been completed ahead of schedule, according to the work order. A living shoreline project could start soon, according to the work order.

BY JANELLE O'NEAL
 joneal@bradentonherald.com

PALMETTO — Recent finished last of several repair and improvement involving road and sand from the Green Bridge along the Manatee River in Palmetto has been completed ahead of schedule.

Palmetto-based Quality Marine Construction was awarded a \$140,000 contract last fall to repair and improve the seawall along the Manatee River. The project was completed ahead of schedule, according to the work order.

"Everything went very smooth," said Nancy Shindler, Quality Marine president and owner. "After four and a half weeks to the project, we started Jan. 12 and had it all done Jan. 14, but with the added days we were given due to weather and the experts, we could have gone well into March."

The Bradenton Times Coral W Home of Wings & 7th

NEWS OBITUARIES SERVICES REAL ESTATE SUBMIT EVENTS CLASS

GPW Headquarters Bill
 Do you think the American Health Care Act - the proposed health care bill by the U.S. House GOP - is an improvement over Obamacare?
 Yes
 No

Palmetto Close to a Full-Service Hotel at Convention Center
 JEFF BURTON - Wednesday, Feb. 10, 2016

BRADENTON — Everybody knows where the blinking light on U.S. 301 in Palmetto is. Many have called it the million dollar accident waiting to happen, but there is a good chance that is going to change. Soon it may finally become the entrance to a luxurious full service hotel, attached to the Bradenton Area Convention Center—a hub for vacation and commerce north of the river in Manatee County.

In September of 2015, the county introduced an invitation to Negotiate a private sector partner who is experienced in hotel development to propose a national branded hotel connected to the Bradenton Area Convention Center (BACC) in Palmetto.

One thing the BACC has been missing is a nearby hotel to house a portion of those that come to the venue for weekend events. There are some accommodations a couple of miles south, but not what is needed if the BACC is to be successful year round.

At Tuesday's Manatee County Commission meeting, members entertained a conceptual proposal that could start construction on the project as soon as 90 days, if all of the red tape needed to make it happen can be resolved. In addition, the project will redefine the area as a new vibrant place with year round activities that offer economic and community benefits, including increased outdoor public space to enhance and complement the BACC.

Enter Anthony DeLuca, Director of Project Development, Improvement Network Development Partners and Stephen Goodman, Manager, Improvement Network Development Partners, LLC, of Fort Worth, Texas, the company that answered the call.

They proposed to engage in a public-private project to comb out the wrinkles and define the incentives for the development with an agreement. To date much of what was needed appears workable, and stakeholders have agreed to a path forward.

This development agreement calls for the County and INDP to negotiate a Hotel 1 and 1.5-acre development within the terms for

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LOCAL FEBRUARY 22, 2016 12:14 PM

More improvements slated for Sutton Park

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BY JANELLE O'NEAL
 joneal@bradentonherald.com

PALMETTO — City officials have made Palmetto's Sutton Park a destination for major events and improve community use, but they aren't finished yet. The city will begin working public input for prioritizing improvements in the next few months.

"We've been working on Sutton Park for five years and we've had major improvements and major attention," said Community Redevelopment Agency Director Jeff Burton. "It's a good time to step back and take a breath and ask the community if we need to make adjustments. I think the answer would be, 'Yes.'"

Giulia Diaz agrees with Burton. She moved into Sutton Park three years ago. While grateful to be able to walk her children to the park, the playground area and path as a whole could use some attention.

**2016-17 COMMUNITY SUSTAINABILITY PARTNERSHIP
PROGRAM**



Community Sustainability Partnership Program

Request for Applications for the 2016-2017 Academic Year

Summary

The University of South Florida (USF) is now accepting applications within its service area for participation in the USF Community Sustainability Partnership Program (CSPP). The goal of the program is to advance the livability and sustainability objectives of the selected community collaborator by engaging University faculty and students, through their coursework, in projects of strategic importance to the community. The successful applicant will benefit from thousands of hours of innovative applied research conducted by students under faculty supervision over a broad range of disciplines. As such, CSPP enables the selected community collaborator to tap into the vast network of faculty expertise and students of USF and its regional institutions.

- **Service area:** The service area for this program includes the counties of Hillsborough, Pasco, Pinellas, Polk, and Sarasota.
- **Community collaborators:** Collaborators may include, but are not limited to, municipal and county governments, special districts, transportation authorities, regional planning agencies, economic development agencies, non-profits, businesses, or a combination of entities.

- **Program period:** Applications are being accepted for the 2016/2017 academic year. The collaboration will begin in August 2016 and end in May 2017.
- **Program requirements:** Collaborators must be prepared to support the effort through staff time and the payment of a fee.
- **Program fee:** Variable depending upon the number of community projects undertaken over the academic year (see Expected Financial Support and Staff Resources section).
- **Application Deadline:** Applications are due March 11th, 2016. Please e-mail completed applications to Harold Keller (hkeller@usf.edu).

What is CSPP?

CSPP is a new USF initiative that engages students and faculty from multiple courses across the University in community-identified projects that relate to existing curricula. Project themes may include economic development, transportation, environmental sustainability, public health, cross-cultural understanding, and community engagement, to name a few. Projects may focus on a range of issues important to the community, such as urban reuse and brownfield redevelopment, food access and nutrition, multimodal transportation, parks and public spaces, age-friendly communities, economic opportunity, energy conservation and so on. Projects could take the form of asset/needs assessments, policy or design proposals, program evaluations, or economic feasibility analysis, any of which can translate into tangible results for the community collaborator.

How does CSPP work?

The community collaborator will propose a variety of projects for students and faculty to address. Projects will then be considered for their applicability to the curriculum. The USF CSPP program manager and staff will work directly with USF faculty and the community collaborator to connect each project with an existing course through an iterative scoping process.

Faculty and undergraduate/graduate students engaged in CSPP courses will employ a variety of approaches to complete the project. Citizen and stakeholder engagement are typically conducted in order to fully understand area needs and the potential impacts of identified project proposals. Collaborators will receive copies of student work throughout the semester, including design plans, data sets, needs assessments, or other course products.

Each individual project will conclude in a final deliverable that is presented to the collaborator following course completion and transmitted as a final report. CSPP's

dedicated management team will ensure efficient and effective communication between USF staff and the selected collaborator throughout this process.

Benefits of Participation

Multiple stakeholders benefit from the collaboration with USF, each gaining positive outcomes in unique ways. Benefits of participation with CSPP include:

Collaborators

- Collaborators receive a high return on investment with thousands of work-hours dedicated to high-priority projects in their communities.
- Collaborators gain extensive access to the depth and range of knowledge, innovation, and expertise at USF on a multi-disciplinary level through a process coordinated by
- Communities may gain media attention, resulting in a greater volume of visitors, tourists, and investors.
- Faculty/student projects typically explore a wide range of alternatives, often providing a broader and more creative set of solutions than might be feasible for departmental staff or consultants.

Local Governments

- Expands opportunities for open dialogue with residents, business owners, and policy makers and provides political space for policy makers to innovate. • Innovative solutions energize the community and engage participation.
- Sustainable solutions to local needs help minimize strain on available resources and bolster economic vitality.
- Projects can act as a catalyst for comprehensive changes and partnerships with other organizations and stakeholders.

Faculty and Students

- Students gain training for future employment. Experience with CSPP and its collaborators helps to shape skills and knowledge of the future workforce.
- Interdisciplinary projects spark innovation and well-rounded perspectives on how to address the issues of today.
- Detail-oriented projects will help students hone skills in areas of interest.
- Relationships derived from CSPP result in networking opportunities with potential future employers.

- Faculty members have increased opportunity for ongoing research and collaborations across disciplines.
- Faculty and students can make a difference in the quality of life of participating communities.

Identifying Appropriate Projects

A CSPP collaborator should have staff and funding capacity to support approximately 7-10 community-related projects per semester. Because not all projects will have a suitable match with existing courses during the academic year, CSPP recommends that the collaborator propose at least 15 projects for possible course placement, 10 of which will be selected by CSPP. A smaller number of projects may be considered; however, no fewer than 7 projects/courses will be programmed in a given semester to ensure that the program is impactful. Including a large number and wide range of project options allows for easier and more specific placement of projects with appropriate courses. Collaborators are encouraged to cooperate with other entities (e.g. counties, school districts, private funders, foundations, or business organizations) to define projects and share costs.

Prior to executing the agreement, CSPP representatives will maintain open dialogue with collaborators to ensure adequate project scope and scale. Modifications to proposed projects may be necessary in order to match CSPP's capacity with the collaborator's goals. All modifications will be agreed upon by both CSPP and the collaborator. Projects may be matched with courses spanning a wide array of disciplines including, but not limited to:

- | | |
|------------------|---|
| • Aging Studies | • Geography |
| • Anthropology | • Graphic Design |
| • Architecture | • Political Science & Public Administration |
| • Biology | • Public Health |
| • Business | • Social Work |
| • Communications | • Urban Planning |
| • Economics | |
| • Engineering | |

Projects must be of appropriate size and scope for the period in which they will be completed

Projects must be of appropriate size and scope for the period in which they will be completed.

Each project must be compatible with USF's semester schedule: Fall (August-December) and Spring (January- May). Project timelines should generally fit within a single semester. Projects spanning two semesters may be feasible where appropriate courses are available. CSPP and collaborators will work together to complete a final Scope of Work for each project prior to the start of the semester. The Scope of Work will define the parameters of the project and clarify the responsibilities of the faculty, students, and collaborators.

Strong support from the city/county/district executive leadership level is ideal. In addition, adequate resources, including funding and staff availability, are critical. We encourage applicants to consider their existing assets, short and long term goals, and changes happening in their communities. Taking into consideration the priorities of the community will produce the greatest impact.

Project Deliverables

Each project will culminate in a final written report prepared by student groups, and reviewed by faculty. Final reports are produced with the assistance of a graphic designer and professionally printed. Students will also typically deliver a visual presentation as a part of the overall deliverable. The written report will capture all aspects of the project over the semester. Example contents include 1) a detailed project description, 2) an explanation of methods, 3) an overview of results or findings, 4) a detailed description of alternative student proposals, including stakeholder feedback and modifications informed by that feedback, and 5) a comprehensive set of short and long-term recommendations.

Timeline for Collaborator Selection and Program Implementation

CSPP projects are connected to the University of South Florida's academic calendar. It is therefore necessary that projects comply with semester timelines. Deadlines for collaborator applications and project implementation are outlined below:

March 11, 2016: Final date to submit collaborator applications. Applications must include a written proposal with a proposed project list, and a letter of commitment from executive leadership.

March 21, 2016: CSPP notification and confirmation of its choice for the 2016-17 collaborator.

March 22, 2016: Public announcement of 2016-17 CSPP collaborator. CSPP and selected collaborator prepare the Memorandum of Agreement (MOA) and begin matching proposed projects with academic courses and faculty.

July 29, 2016: CSPP and the selected collaborator execute MOA including scopes of work for each project/course. The selected collaborator transmits background information and documents for the projects to CSPP faculty.

August 24— December 11, 2016: Fall courses work on CSPP projects. Final student deliverables for the Fall semester submitted to the collaborator in January/February 2017.

January 11 — May 6, 2017: Spring courses work on CSPP projects. Final student deliverables for the Spring semester submitted to the collaborator in June/July 2017.

(Optional) Summer 2017: CSPP follow-up support and communication with the collaborator.

Expected Financial Support and Staff Resources

The cost to community collaborators of participating in CSPP varies according to the number of projects and scope of work. The standard cost is \$10,000 per course/project. Services covered by the fee include: access to USF CSPP staff support and coordination; student and faculty site visits; compilation, printing, and distribution of final student reports; publicity and media attention; and hosting of kickoff and final events celebrating the partnership program and its results. USF encourages collaborators to reach out to other public, private sector and nonprofit groups such as developers, business organizations, private foundations, and chambers of commerce, to access supplemental funding streams.

Community staff involvement is a critical factor of project success. The collaborator must have one or more representatives working closely with USF CSPP representatives. This person will preferably be a city/county/district manager who has the ability to motivate staff to participate in the program. The collaborator will also be asked to identify a community coordinator, as well as a specific project lead for each project. The following describes in greater detail the roles and responsibilities of the community coordinator and each project lead.

Community Coordinator

The community coordinator will serve as the primary liaison between the community collaborator and USF and work closely with the CSPP Manager to oversee administration and coordination of the project and to ensure overall quality of the partnership program. The community coordinator should expect to commit approximately 5-10 hours weekly to the program. This may vary depending on how many CSPP projects are adopted for each semester.

Project Leads

The community collaborator must assign a project lead for each project who will work closely with corresponding faculty and students assigned to that project throughout each term. The project lead will be responsible for compiling a scope of work in collaboration with the faculty and overseeing the project to completion. Project leads typically must dedicate 5 hours a week per assigned project. Activities include supplying information and feedback to students, connecting relevant stakeholders with students and faculty, accompanying site visits, and participating in meetings and presentations of student work. Prior to the start of each semester, the project lead will supply faculty with project-related materials and documents, such as data sets, GIS maps and layers, aerial photographs, and agency plans or studies.

Application Components

Applications should include the following (see Exhibit A for additional details):

- **Contact Information** — Provide the name of the organization, the city/council/district manager's name, in addition to the contact information (email, phone, address, department, and staff role) for the primary contact person for the application. Please include a list of identified or proposed partner organizations and briefly describe their roles in CSPP.
- **Statement of Intent** — Describe your interest in collaborating with CSPP, including overall goals and how CSPP may help in accomplishing those goals. Reference any sustainability action plan, strategic plan, or other adopted document that demonstrates a commitment to sustainability.
- **Project List** - Provide a summary for each of the proposed projects. This summary should be no longer than 1-2 paragraphs and will include each project's impact on the community and the designated staff project lead.
- **Project Details** — Supplementary to the project list, the details of each identified project should be further explained. This includes, but is not limited to, maps of each project site or other visuals (if applicable), information about the staff involved in the projects, potential funding sources, and the role of potential partner organizations. Also included should be a description of project goals, community issues addressed, specific problems students may focus on, and suggested deliverables from CSPP-identified courses.
- **Financial Support** — State the dollar amount the applicant will commit to the program.
Identify sources of funding and other pertinent details.

- **Letters of Commitment and Support** - Attach a letter of commitment signed by an authorized signatory of the applicant (e.g., city/county/district manager) and associated letters of support from applicable stakeholders, such as the applicant's elected governing body, identified or proposed third-party organizations, and identified or proposed funding entities (if applicable).

Application Evaluation Criteria

Applications will be evaluated following the criteria listed below:

1. **Real Impact** — Projects directly relate to the goals of the collaborator and have measurable positive impacts on the community. Ideally, the success of CSPP projects will be monitored after program completion. Does the applicant have a strategy for monitoring impacts or for communication with CSPP on future implementation of strategies?
2. **Top-Level Support** — City/Council/District Manager and elected officials are willing to direct staff to provide resources, devote time, and actively participate in CSPP projects.
3. **Diversity of Projects** — Applications include a diverse range of projects that span or could relate to multiple academic disciplines. Do projects consider various stakeholder perspectives and have the potential for a comprehensive impact on the community?
4. **Financial Support** — The collaborator's cost for participation in CSPP is \$10,000 per course/project for 14 to 20 courses/projects annually. Although a formal commitment of funds is not required at the time of selection, include expected sources of funding in the application. It is anticipated that one-quarter of the funding will be delivered at the start of the academic year, one-quarter in December, and the remainder at the conclusion of the program.
5. **Academic Calendar and Logistics** — Projects must be compatible with USF's academic calendar of two twelve-week semesters (fall and spring). For collaborators with more than a two-hour travel time from Tampa, please describe any special arrangements to address issues of collaboration and coordination.
6. **Faculty and Course Match** — Projects must be within the capability of USF faculty and staff participating in CSPP. As a part of the application review, CSPP will identify and tentatively match each proposed project to USF faculty and existing courses. CSPP understands that applicants may not be familiar with USF courses; the selection committee will consider whether the potential exists to achieve a strong match.

7. **External Involvement** — Projects that involve external organizations must indicate the lead organization, role of each external entity, and how the partnerships would function. Other organizations may include, but are not limited to, transportation districts, business organizations, non-profits, research institutions, or school districts.

Contact Information

The CSPP contacts noted below are available to answer any questions you may have regarding the details of CSPP and associated applications. For further information visit our website at

www.usf.edu/cspp.

Harold Keller

CSPP Program Director
Office of Community Engagement
and Partnerships hkeller@usf.edu
813-974-4829

Kristine Williams

CSPP Program Manager Center for
Urban Transportation Research
kwilliams@cutr.usf.edu (813) 974-
9807



Join us for an informational question and answer session for prospective applicants on Friday, February 12 from 11:00 am to 12:00 pm. Visit www.usf.edu/cspp for instructions on connecting to the web meeting and to add it to your calendar.



Exhibit A

Community Sustainability Partnership Program Application Form

Below is an overview of required application contents. See also the Application Components section of the Request for Applications.

CONTACT INFORMATION

Provide the name of the applicant organization, primary contact person for the application, and contact information (email, phone, address, department, and staff role). Also include a list of any proposed partner organizations, key contacts for each organization, and brief description of their roles in CSPP.

STATEMENT OF INTENT

Describe your interest in collaborating with CSPP. Include overall goals of the applicant and/or reference a sustainability action plan, strategic plan, or other adopted document showing the applicant's commitment to sustainability.

PROJECT PROPOSALS

Identify and provide descriptions for 14-20 projects for the academic year. Provide a 1-2 paragraph summary of each of the proposed projects and the designated staff project lead. Explain how each project will positively influence the community. Under each project summary provide additional details such as project goals, community issues addressed, information about the staff involved in the projects, specific problems students may focus on, and suggested deliverables, potential funding sources, and the role of potential partner organizations if applicable.

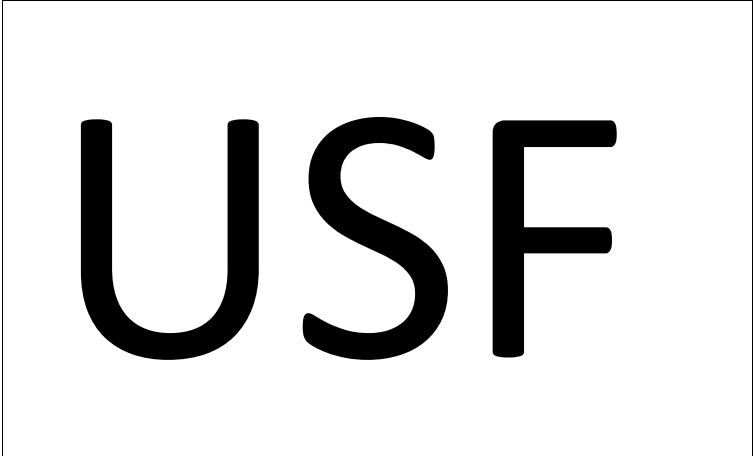
FINANCIAL SUPPORT

State the dollar amount the applicant will commit to the program and which shall be paid to CSPP, Identify sources of funding and other pertinent details.

LETTERS OF COMMITMENT AND SUPPORT

Attach a letter of commitment signed by an authorized signatory of the applicant (e.g., city/county/district manager) and associated letters of support from applicable stakeholders, such as the applicant's elected governing body, identified or proposed third-party organizations, and identified or proposed funding entities (if applicable).

CITY OF PALMETTO, FLORIDA APPLICATION TO
THE
UNIVERSITY OF SOUTH FLORIDA
COMMUNITY SUSTAINABILITY PARTNERSHIP
PROGRAM

The logo for the University of South Florida (USF) is displayed within a thin black rectangular border. It consists of the letters 'USF' in a large, bold, black, sans-serif typeface.

UNIVERSITY OF

SOUTH FLORIDA

MAYOR:

Shirley Groover Bryant

BOARD OF COMMISSIONERS:

Tamara Cornwell

Jonathan Davis

Harold Smith

Tambra Varnadore

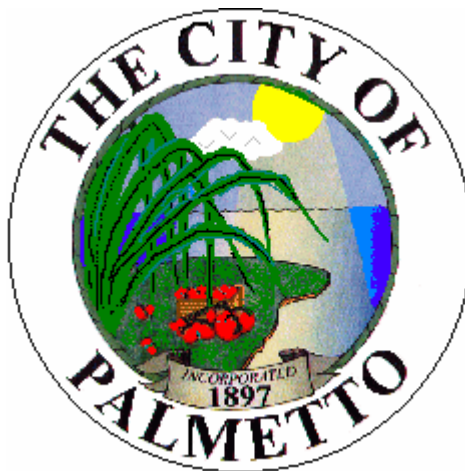
Brian Williams

CRA ADVISORY BOARD MEMBERS:

Barbara Gaulien

Roberto Gonzales

McArthur Sellars





COMMUNITY REDEVELOPMENT AGENCY

The Community Redevelopment Agency of the City of Palmetto, Florida (CRA) is as dependent special district of the City. Its public purpose is the reduction and/or elimination of slum and blight within its area. Created on October 7, 1985 by the City of Palmetto, the CRA provides financial assistance to the City to create public projects. It also incentivizes the redevelopment of commercial properties and rental housing. The CRA disseminates these opportunities to the public through public festivals and events.

The area of the City of Palmetto is approximately 3,124 land acres. The CRA Area is approximately 1,268.65 land acres and generally consists of the older central core of the City which had become deteriorated due to age, obsolescence, and the lack of investment. The CRA is approximately 40.61% land acres of the City. While parts of the CRA have been revitalized as a result of Community Redevelopment efforts over the years, many parts of the CRA still suffer from Slum Areas and Blight

Areas. Unfortunately, a deteriorating area is self-propagating, and as conditions worsen, residents and private businesses become less willing to put financial resources into the CRA. (2016-2020 CRA Plan, Page 2-3)

JEFF BURTON, DIRECTOR

Palmetto Community Redevelopment Agency

715 4th Street West

Palmetto, Florida 34221

JBurton@Palmettofl.org

941-723-4988

Jeff Burton will serve as the community coordinator and primary liaison between the community collaborator and USF and work closely with the CSPP Manager to oversee administration and coordination of the project and to ensure overall quality of the partnership program. He will also serve as project leader for CRA projects.

CITY OF PALMETTO

The City of Palmetto, Florida, was incorporated in 1897. The current charter was approved by the voters on November 2, 2010. The government of the City consists of a Legislative Branch comprised of five elected Commissioners and an Executive Branch consisting of an elected Mayor. Three of the five Commissioners are elected by the electors of wards. The remaining two Commissioners are elected at large by the electors of the entire City. The Mayor appoints all appointed officers of the City and the Commission has the power to confirm such appointments.

The City provides a range of municipal services. The public safety operation includes police protection, as well as building code compliance and zoning. Recreational services include numerous neighborhood parks, recreational trails, tennis and basketball courts, and an estuary park. Public works provides Essential Street and highway maintenance, landscaping, solid waste, water, sewer, storm water and reuse water for irrigation. Other services provided include planning, redevelopment, engineering, and general administrative services.

The annual budget serves as the foundation for the City's financial planning and control. All departments of the City are required to submit requests to the City Clerk's office. The City Clerk's office compiles the budget requests from all departments and develops the citywide proposed budget. The

proposed budget is presented to Commission for review in July. Public hearings are held in late summer and early fall, prior to adopting the final budget before September 30 of each year. The appropriated budget is prepared by fund and department, and monthly reporting is done to monitor the results during the year. The City boundaries are comprised of approximately seven square miles with a population of just over 14,000 residents.

Palmetto has seen dramatic growth and expansion of several condominium developments, many with dramatic water views. The City continues to balance growth and expansion, while maintaining the "Old Florida" charm that residents and visitors have come to love.

CITY CLERK

The City Clerk oversees many of the administrative functions of the City, including accounting and finance, information technology, human resources, purchasing and public records

JIM FREEMAN, CITY CLERK

City Hall
517 8th Avenue W
Palmetto, Florida 34221
jfreeman@palmettofl.org

941-723-4570

AMBER FOLEY, ASSISTANT CITY CLERK

City Hall
517 8th Avenue West
Palmetto, Florida 34221
afoley@palmettofl.org

941-723-4570

Jim Freeman and Amber Foley will serve as Project Leaders for proposed projects related to city commission, meetings, finance and public records.

KAREN SIMPSON, CGFO, DEPUTY CLERK - FINANCE City Hall
City Hall
517 8th Avenue West
Palmetto, Florida 34221
ksimpson@palmettofl.org

941-723-4570

Jim Freeman, Amber Foley and Karen Simpson will serve as Project Leaders for proposed projects related to city commission, meetings, finance and public records.

PUBLIC WORKS

The primary responsibilities of the Public Works Department include the assurance of quality public improvement construction projects, efficient and safe street and highway system through proper design and traffic control and Monitoring and inspecting the City's infrastructure system.

ALLEN TUSING, DIRECTOR
Public Works
600 17th St W
Palmetto, Florida 34221
atusing@palmettofl.org

941-723-4580

JAVIER VARGAS, DEPUTY DIRECTOR
Public Works
600 17th St W
Palmetto, Florida 34221
jvargas@palmettofl.org

941-723-4580

DEBRA WOITHE, CITY PLANNER

Public Works

600 17th St W

Palmetto, Florida 34221

dwoithe@palmettofl.org

941-723-4580

Allen Tusing, Javier Vargas and Debra Woithe will serve as Project Leaders for proposed projects related to utilities, parks and recreation, land use planning and zoning.

POLICE DEPARTMENT

The Palmetto Police Department, in partnership with the Community, is committed to providing a safe environment in which residents and visitors can enjoy a high quality of life.

SCOTT TYLER, CHIEF

Police Department

1115 10th St W

Palmetto, Florida 34221

ScottTyler@palmettopolice.com

941-721-2000

Scott Tyler will serve as Project Leader for proposed projects related to policing, community policing and Crime Prevention through Environmental Design.

GRANTS

FIFTH STREET STREETSCAPE

1. Southwest Florida Water Management District \$582,000 cooperative funding grant,
2. EPA/MPO 41 corridor assessment grant \$50,000 (estimate).

DR. MARTIN LUTHER KING, JR. PARK

1. Southwest Florida Water Management District \$250,000 cooperative funding grant.
2. EPA/MPO 41 corridor assessment grant \$50,000 (estimate).

WARD 1 PHASE 2

1. Community Development Block Grant \$750,000.

PALMETTO RIVERSIDE PARK BOAT RAMP

1. West Coast Inland Navigational District \$350,000 grant*
2. Southwest Florida Water Management District \$250,000 cooperative funding grant,
3. Florida Municipal Insurance Trust \$ 6,000.

PALMETTO MULTI-MODAL CORRIDOR • PHASE 1

1. Florida Department of Transportation \$ 1,000,000 funding.
2. Southwest Florida Water Management District \$870,000 cooperative funding grant.
3. Florida Municipal Insurance Trust safety grant \$6,000.

PALMETTO DOWNTOWN DESIGN CODE AND INCENTIVE PLAN

1. Florida Department of Economic Opportunity \$25,000 planning grant.

PARTNERS

MARK BARNEBEY, ATTORNEY

Blalock Walters P.A.

11th Street West

Bradenton, Florida 34205

[MBarnebey@
BlalockWalter
s.com](mailto:MBarnebey@BlalockWalters.com)

941-748-0100

Mark Barnebey is the City Attorney and will provide legal assistance for proposed projects.

JOHN FOLEY

Lombardo, Foley & Kolarik, Inc.

825 4th Street West

Palmetto, Florida 34220-0188

jfoley@lfk-inc.com

941.722.4561

John Foley is the City of Palmetto consulting engineer.

**ROXANEE LAKE, COMMUNITY LIAISON - INTERMODAL
SYSTEMS DEV.**

Florida Department of Transportation

District One

Post Office Box 1249

Bartow,

Florida 33831-

1249

[roxann.lake@](mailto:roxann.lake@dot.state.fl.us)

[dot.state.fl.us](mailto:roxann.lake@dot.state.fl.us)

(863) 519-2329

Roxanne Lake is the FDOT Liaison for the City of Palmetto.

NICOLE MYTYK,

Southwest Florida Water Management District

Bartow Service Office

170 Century Boulevard
Bartow, FL 33830-7700
nicole.mytyk@watermatters.org
(813) 985-7481 Ext. 6591

SHARON HILSTROM
Bradenton Area Economic Development Corporation
4215 Concept Court,
Bradenton, FL 34211
SharonH@thinkbradentonarea.com

(941) 803-9033

The Bradenton Area EDC partners with the City of Palmetto in Economic Development.

AWARDS

FIFTH STREET STREETSCAPE PROJECT

1. 2014 Tampa Bay Regional Planning Council Future of the Region award in Development/Infrastructure category.
2. 2014 Keep Manatee Beautiful - Landscaping Image award.

SUTTON PARK

1. 2013 Hardscape North America Trade Show Clay Brick (Permeable) award.
2. 2013 Brick Industry Association Brick in Architecture gold award.
3. 2015 Tampa Bay Regional Planning Council Future of the Region award in Natural Resources/The Environment category.

MARTIN LUTHER KING, JR. PARK

1. 2015 Tampa Bay Regional Planning Council Future of

the Region Award in Natural
Resources/The Environment
category.

DOWNTOWN COMMERCIAL CORRIDOR REDEVELOPMENT
INCENTIVES

1. 2014 Florida Redevelopment
Association -It Works Corporate
Headquarters Fiscal Impact
Analysis.

STATEMENT OF INTENT

CITY OF PALMETTO

Palmetto is very interested in receiving the outside third-party expertise that the University of South Florida's Community Sustainability Partnership Program can provide. This partnership will strengthen Palmetto's commitment to sustainable community growth and development. Areas of key interest include community health, safety, conservation, economic opportunities and social advancement.¹

Palmetto wishes to focus on sustainable development practices that encourage energy and utility efficiency and the reduction of greenhouse gases.² The USF CSPP can assist the City organize and develop aligned land use and multimodal policies and practices. The University program can also assist the City identify existing utility systems and future sustainable protocols.

PALMETTO COMMUNITY REDEVELOPMENT AGENCY

With the adoption of its Community Redevelopment Agency, the City signaled its desire for a sustainable community.²

Public entities, such as the CRA, are created and governed through mandates (Federal, State and local laws) that establish a mission and minimum benchmarks for financial, legal and ethical professionalism. Accountability to those benchmarks is crucial for the Agency's sustainability, mission effectiveness and

¹ City of Palmetto 2030 Comprehensive Plan. Page 17. ² City of Palmetto 2030 Comprehensive Plan. Page 69.

² Florida Statute 163.2517 Designation of urban infill and redevelopment area.---

health.¹ With the Assistance of the USF CSPP, the CRA looks forward to refining its mission related performance. The CRA is particularly interested in economic development⁵ and housing^{2,3}, sustainability as it relates to a healthy tax base.

¹ 2016-2020 Palmetto Community Redevelopment Plan, Page 16.

⁴ 2016-2020 Palmetto Community Redevelopment Plan, Page 25.

⁵ 2016-2020 Palmetto Community Redevelopment Plan, Page 26.

⁶ 2016-2020 Palmetto Community Redevelopment Plan, Page 47.

PROJECT 1: EVALUATION AND APPRAISAL REVIEW OF THE COMPREHENSIVE PLAN/COMPREHENSIVE PLAN UPDATE

The City of Palmetto must determine if its comprehensive plan is in need of update to reflect changes in state requirements by November 1, 2017 (Rule Chapter 73C-40, FAC). If updates are necessary, proposed amendments must be submitted to the State Land Planning Agency within one year of determination. As part of the Community Sustainability Partnership, USF students may focus on the thirteen elements of the City of Palmetto 2030 Comprehensive Plan and compare them to the requirements of Chapter 163 Part II, (Growth Policy; County And Municipal Planning; Land Development Regulation). Secondly, recommended revisions for elements that must be updated or should be updated could be provided. As a fundamental component of all community planning, a vision for the community must be established or re-established. Visioning may be done in conjunction with other projects and be used as the basis for the goals, objectives and policies to be established/re-established.

The goal is to provide information to be used to update the 2030 Comprehensive Plan. The

Comprehensive Plan project benefits the community by establishing principals, standards and strategies for balanced future economic, fiscal, social, physical and environmental development with a commitment for implementation. Anticipated project deliverables are reports, including maps.

Staff project lead Debra Childs Woithe is the City Planner/Planning and Zoning Supervisor. She has expertise in planning, zoning, spatial analysis and the facilitation of consensus on goals and the means to achieve them.

The funding for this project would be provided by the City of Palmetto and the Palmetto Community Redevelopment Agency.

PROJECT 2: STRATEGIC PLAN

The USF Masters in Public Administration program offers Strategic Planning for Public and Non-Profit Organizations.

According to the University, this class emphasizes methods of strategic planning as tools to lead, strengthen, and develop public or nonprofit organizations. This administrative exercise may influence the community positively by positioning it in a proactive decision making capacity versus reactive, focusing its direction, setting its realistic goals and objectives, placing it in the best informed decision making position, creating corporate sustainability, promoting its efficiency, market uniqueness and employee satisfaction.

Jeff Burton, a USF MPA graduate would provide project management on this topic. Jeff has written strategic plans for code regulations and redevelopment. Students might be asked to perform a stakeholder and/or SWOT analyses, identify strategic issues, recommend strategies or define feedback loops.

The funding for this project would be provided by the City of Palmetto and the Palmetto Community Redevelopment Agency.

PROJECT 3: 2021 TENTH AVENUE COMPLETE STREETS PROJECT DESIGN

According to the Palmetto 2030 Comprehensive Plan, "complete streets" are roadways designed to accommodate roadway users, of all ages and abilities, including bicyclists, pedestrians, transit and school bus riders, motorists, delivery and service personnel, freight haulers, and emergency responders to the extent appropriate to the function and context of the street, within a connected roadway network. In 2021, with funding from the Florida Department of Transportation, Florida Municipal Insurance Trust, and the Southwest Florida Water Management District, 14 blocks of Palmetto's main downtown street (10th Avenue), will be redeveloped into a Low Impact Development (LID) complete street.

Jeff Burton, Allen Tusing and John Foley will provide Project Management for this program. Students in Transportation Planning/Economics, Traffic System Engineering, Pavement Design and Graduate Transportation Seminar may have an opportunity to assist in the conceptual design of the project by providing recommendations to the

City engineer, FDOT and SWFWMD designers before it's submitted to FDOT for full scale drawings. This is the largest, most intense project the city has ever committed itself to. It will redefine the downtown infrastructure, economy and its mobility. Its positive impact on the community is substantial.

The Palmetto Community Redevelopment agency will fund this project.

PROJECT 4: EXISTING CITY UTILITIES MAPPING

The University of South Florida, through the Community Sustainability Partnership Program, can assist the City to attain its sustainable goals by obtaining and analyzing its geographic information system (GIS) data. GIS is an important tool that the City has implemented to:

- Manage operations and maintenance activities to identify and plan for future improvements to all City infrastructures.
- Trace the exact location of a problem in the water distribution, wastewater collection, and reclaimed water systems.
- Assist in the development of the City's master plans and capital improvements plan by analyzing its water utility and streets networks to include land use needs.

Project List

- Submeter GIS data collection of various field assets, relevant to utilities and land use, with an emphasis on areas that have little to no GIS data.
- Verification of the City's GIS data with documentation and field verification.
- Link documentation (i.e., pipe inspection videos, as-builts, and surveys) to the GIS.

Designated staff and equipment: Mr. Allen Tusing (Public Works Director), Mr. Javier Vargas (Deputy Director of Public Works), Public Works field operations staff, and a Trimble Geo 7 series GPS unit for data collection.

Project Details — Purpose & Objectives

Purpose

The purpose of the City's GIS system is to manage and analyze its data of infrastructure, assets, land use and customers to support the current and future needs of the City of Palmetto. The system allows for risk assessment analysis for its potable water, wastewater, stormwater, and reclaimed water distribution systems and mobile access to field operations staff through the use of maps and apps. Furthermore, proactive management of infrastructure allows for the reduction of social, economic, and environmental impact from sewer overflows and water main breaks, while enhancing reliability and efficacy of operations and emergency response activities.

Key objectives of this:

- Provide a detailed report prioritizing infrastructure maintenance and/or upgrade needs including, but not limited to: wastewater, potable water, reclaimed water, stormwater, roads, and city-owned property.
- Generate an inventory of utility assets, to update the City's current records, updating work schedules for preventive maintenance.
- Provide an accurate representation of the City's utility network locations to serve as a reference for location services.

Financial Support — This effort will be funded from the water, wastewater and reclaimed water utilities revenues and general fund.

PROJECT 5: HISTORIC PRESERVATION

According to the Palmetto 2030 Comprehensive Plan, the City shall adopt the Historic Preservation Ordinance. The Historic Preservation Ordinance shall establish a Historic Preservation Board and procedures and standards for nominating and designating historic districts and landmarks. The Historic Preservation Ordinance may also include protections for historic structures and features of the City.

The USF School of Architecture's course, Special Studies in Architecture, may allow students to assist the City develop its procedures and standards for Historic Preservation. Including

recommendations to nominate and designate specific districts and landmarks through a walking survey of the City's structural inventory. Students may research how other communities effectively manage historic preservation and identify their relative ordinances. As the Palmetto CRA prepares to purchase the National Historic Registered 1937 WPA constructed Palmetto Armory, students will also be introduced to historic preservation on this specific structure, including the use of Historic Preservation tax credits. This may include presentations before the City Planning and Zoning Board, the City Commission or Community Redevelopment Agency Board or Advisory Board.

John Foley, City Engineer would provide project management with assistance from Mark Barnebey, City Attorney. The Palmetto CRA would fund this project.

PROJECT 6: COMMUNITY WAYFINDING, IDENTIFICATION AND USEABILITY (APP)

When thinking of Palmetto, Florida, what is thought of? Is it "beautiful, historic Palmetto?" Or is it thought of as "Palm-ghetto" as an unsafe place? Perhaps there is no impression at all? How the community is perceived, its image can have significant positive or negative impact on community pride, growth and future development. As such, it is critical that it is not left to others to define Palmetto and shape its perception when the opportunity exists for the community to positively define and differentiate itself.

The objectives of this initiative are three-fold. Identify Palmetto positively around a single, compelling and ownable point of difference to neighboring cities and destinations. Develop a physical wayfinding signage system that directs visitors to key destinations, and develop an "app" to provide the same information digitally.

Students related to studies in Research for Marketing Managers, Marketing Strategy, Value Creation and Sustainable Market may research and provide recommendations related to Palmetto's branding and signage designs. Students in Web Application Design might help develop an app that can provide the wayfinding information in a digital format.

In the past six years, Palmetto has become the host city of the Fourth Festival, The Desoto Seafood Fest, Taste of Manatee and

the Bradenton Area Boat Regatta. Having a wayfinding system, both physically and digitally would create efficiency and sustainability in the programs using Palmetto's event facilities.

Mayor Shirley Groover Bryant with the assistance of Jeff Burton would provide assistance to this venture. The City of Palmetto and the Palmetto CRA would fund this venture.

PROJECT 7: UTILITIES MASTER PLAN

The Community is in need of an assessment of its infrastructure. Based on this, a master plan to be implemented. This assessment should address:

- Current and future utility needs.
- Strategy to meet future requirements.
- Conceptual plans to locate future utilities.
- Establishment of a project budget for the recommended strategy.

The project should provide guidance to support future study and design of utility infrastructure systems. Discussion and recommendations are presented concerning site conditions, projected future utility needs, infrastructure distribution, relocation of existing utilities and construction phasing.

Designated staff and equipment: Mr. Allen Tusing (Public Works Director), Mr. Javier Vargas (Deputy Director of Public Works), Public Works field operations staff.

Financial Support —This effort will be funded from the water, wastewater and reclaimed water utilities revenues and general fund.

PROJECT 8: RECORDS MANAGEMENT IMAGING SOFTWARE (REORGANIZATION OF FILE STRUCTURE)

Project Goal: To look at the existing file structure within our electronic imaging database software and make recommendations regarding file structure, naming conventions, indexing, and overall consistency of files within the "tree structure".

Amber Foley, Assistant City Clerk, would be the project lead for this topic. Ms. Foley has written a records management policy for the City of Palmetto as well as implemented the records

management module in the City's Laser fiche database. Laser Fiche is the name of the software we currently utilize. Students might be asked to provide results on a more efficient way to organize the records consistently for the Community Redevelopment Agency's electronic records or identify areas within the program that are underutilized. Once a file structure is determined, part of the scope might include scanning existing and historical paper documents into the imaging software and organizing them as appropriate. Ultimately, the deliverable would consist of a file structure that could be applied to all departments across the City. The CRA records and documents would be used as the "model" to be applied to the rest of the City.

The funding for this project would be provided by the City of Palmetto and the Palmetto Community Redevelopment Agency.

PROJECT 9: LAND DEVELOPMENT CODE UPDATE

The City's zoning codes are in need of updates, and overlays established within the last decade should be integrated into its regulations. Furthermore, the zoning map and future land use map contradict each other in some locations. The Downtown Core Design Guidelines were established to ensure that public and private development projects implement the goals, objectives, policies and character district visions of the CRA Waterfront Plan. The overlay districts were established in the code of ordinances in 2007. The goal of the CRA-proposed "Downtown Core Development Code" is to remove and/or hinder slum and/or blight through the proper development and redevelopment of properties in the CRA designated areas that have future land use designations of Downtown Commercial Core (DCOM). The specific problem for student focus is a review each source of regulation to determine how effectively it implement the City's goals, objectives and policies. The anticipated solution involves replacement and/or revised codes for integration into a more singular source. This process involves a revised zoning map as well.

Review of lot sizes, building heights, FAR, parking requirements, etc. is anticipated to ensure appropriateness for the community vision and feasibility given economic expectations for the community's future. Both the goal and the benefit to the community are simpler and more effective regulatory tools to implement the vision for the City. Anticipated project deliverables are reports, including maps. Staff project lead

Debra Childs Woithe is the City Planner/Planning and Zoning Supervisor. She has expertise in planning, zoning, spatial analysis and the facilitation of consensus on goals and means to achieve them. The funding for this project would be provided by the City of Palmetto and the Palmetto Community Redevelopment Agency.

PROJECT 10: ECONOMIC DEVELOPMENT STRATEGY

This project would provide economic development recommendations to the City by review of its current economic development procedures and those of other agencies to determine how best to equip the City attract and retain quality sustainable business partners.

USF offers Urban and Metro Economic Development, which is designed to provide the student an opportunity for community service and 'real world' learning. Community service learning will be employed as a pedagogical strategy to prepare students for 'real-world' issues in local economic development.

Positive Community influence might be gained through increased property values due to private investment encouraged by improved incentive strategies, higher average wages and new employment opportunities.

Jeff Burton will provide project management on this item. Student would be reviewing and comparing current economic development strategies, financing and political policies.

PROJECT 11: RIGHT-OF-WAY MAPPING

The use of Geographic information system (GIS) as a decision-support tool has been increasing steadily since the early 1990's. However, the use of GIS technology is still very much localized and in its infancy, the City is aware of the opportunities GIS presents by creating a right-of-way inventory. Development of a right-of-way inventory is the main goal of this project.

Designated staff for this project includes Mr. Allen T using, Public Works Director and Javier Vargas, Deputy Director of Public Works.

Objectives — The main objective is to provide relevant information for Utilities Relocation and Management. It involves activities necessary to locate utilities, adjust or relocate utility facilities that are in conflict with planned

construction, and the establishment of utilities corridors that consolidate the locating of utilities to maximize use of limited available land or minimize road openings from utilities installation and maintenance.

Financial Support — This effort will be funded from the City's General and Utilities Enterprise Funds.

PROJECT 12: CAPITAL ASSETS INVENTORY MANAGEMENT

Project Goal: To review, analyze, correct and re-value as necessary, the City's capital assets to reconcile the physical assets to the current Fixed Asset system.

It is the City's responsibility to accurately record and report all capital assets held by the City. Capital assets are defined as land, buildings, infrastructure, equipment and vehicles. It is unclear if the current system has an accurate valuation of all capital assets held by the City and is imperative the system is reconciled to the actual assets. A physical inventory of these assets has not been completed in several years and a complete inventory of vehicles and equipment will be completed by the end of April, 2016.

Karen Simpson, Deputy Clerk of Finance would provide project management on this project and be assisted by Matt Misco. Together, Karen and Matt have over thirty years of experience in governmental accounting and capital management. The students would inventory and assess the land, buildings and infrastructures held by the city, and reconcile them to the City capital asset system. This would result in a complete listing of all capital assets that would be used for financial reporting and budget planning in the future.

The funding for this project would be provided by the City of Palmetto and the Palmetto Community Redevelopment Agency.

PROJECT 13: LAND DEVELOPMENT CODE UPDATE FOR THE DOWNTOWN CORE

The downtown core is an area of unique natural and historic assets that warrants special emphasis in order to spur redevelopment and establish a vibrant, pedestrian friendly, mixed use area. The downtown core code revisions may be considered a one semester project with code revisions for the remainder of the City being another semester project. See the

Project above, Land Development Code Update, for full information.

PROJECT 14: COMMUNITY ASSET MAPPING

Dr. Robin Erasing, in the USF School of Social Work has provided interesting work in the area of "community asset mapping". This might be an existing USF product that could general help a number of other proposed CSPP projects. Asset mapping proposes the development of policies and activities based on an understanding, or 'map,' of the community's resources — individual capacities and abilities, and organizational resources with the potential for promoting personal and community development. This 'mapping' is designed to promote connections or relationships between individuals, between individuals and organizations, and between organizations and organizations.

Jeff Burton will provide project management over this work. Students might perform field work collecting qualitative data that might help the City better understand the needs of the underserved CRA community. The Palmetto CRA would provide funding for this work.

PROJECT 15: VICTIMOLOGY

Using the University of South Florida School Of Criminology to develop a detailed study of crime victims within the area of the Palmetto CRA. The Palmetto Police Department has typically used incident mapping as a way to deploy resources and respond to crime trends in the CRA and throughout the City. A detailed victimology study (along with the traditional criminal incident mapping that we already do) will assist us with creating more specific and effective crime prevention strategies. This project is consistent with the statutory mission of the Palmetto CRA and is consistent with the current Community Policing Innovation Plan, in that it will assist the police department in better understanding and responding to the public safety and slum and blight issues that currently exist within our CRA. This program is a top priority in the City of Palmetto Police Department/USF Community Sustainability Partnership.

Scott Tyler, Police Chief will provide project management over this work. Students might develop a collection survey and collect qualitative field data through Research Methods in Criminology.

The Palmetto CRA would provide funding for this work.

PROJECT 16: COMMUNITY POLICING EVALUATION

This project involves creating an effective evaluation instrument to gauge the public safety concerns and the effectiveness of the Palmetto Police Department from the perspective of the citizens and business owners within the Palmetto CRA. I would also like the project to conduct the survey and tabulate the results. This project is consistent with the statutory mission of the Palmetto CRA and is consistent with the current Community Policing Innovation Plan (CPIP), in that it will assist in accurately identifying public safety concerns within the CRA. This project will also be beneficial in evaluating the effectiveness of community policing efforts that are being conducted under the current CPIP.

Scott Tyler, Police Chief will provide project management over this work. Students might develop a collection survey and collect qualitative field data through Research Methods in Criminology.

The Palmetto CRA would provide funding for this work.

PROJECT 17: LAW ENFORCEMENT CITIZEN REVIEW BOARD

This project involves a study into the effectiveness and best practices for citizen review boards that partner with police departments. Several area law enforcement agencies use citizen review boards for policy review, applicant review, program review, and disciplinary recommendation and review. Citizen review boards have also traditionally been used simply as a way to engage citizen involvement and create a sense of transparency and confidence in the agency. Research from this study will assist the police department in determining whether or not a citizen review board would be beneficial and what role that it might play. This project is consistent with the statutory mission of the Palmetto CRA and is consistent with the current Community Policing Innovation Plan, in that it will assist in accurately identifying public safety concerns within the CRA. Decisions based on the results of the project may also strengthen community policing efforts already taking place within the CRA by creating an opportunity for meaningful citizen and business owner involvement with the police department and create opportunities to strengthen trust and a sense of accountability between the police department and a segment of the City's population that may traditionally be distrustful or disconnected with law enforcement.

Scott Tyler, Police Chief will provide project management over this work. Students might develop a collection survey and collect qualitative field data through Research Methods in Criminology.

The Palmetto CRA would provide funding for this work.

PROJECT 18: MULTIMODAL LINEAR PARK TRAIL DESIGN

The Palmetto CRA has promoted the concept of a new "linear" park throughout the City. Multimodal in nature, this trail would connect parks, waterfront, entertainment, services and business via a safe, lit walkable and bikeable trail. It would also span all four points of the City and connect to Bradenton and Manatee County trails. Using the Urban and Regional Planning School at USF, the City would like recommendation in finalizing its path, the resources it connects to and potential new resources that might be added to its design.

Students might be called upon to identify Community Assets that might be called upon to link to the trail. Recommendations related to trail amenities (surface, LID stormwater, solar energy collection, lights, cameras, benches etc.) may also be solicited.

This project promised to improve community sustainability by creating new opportunities for citizens to commute to local destination other than automobiles.

The Palmetto CRA would fund the research. Jeff Burton will be the project manager.

PROJECT 19: COMMUNITY ENGAGEMENT

Of all the projects listed in this application, this work assignment is most important. This provides relevance to the others. Students might be asked to review existing modes of communication and recommend strategies to increase public participation in community decisions, the conduits of communication and the content the City communicates.

Reconnect the community and its civic leadership creates sustainability and more accurate representative decision making.

Amber Foley, Assistant City Clerk will project manage this item. This project will be funded by the Palmetto CRA and City of Palmetto.

PROJECT 20: HOUSING PLAN

Palmetto housing stock needs to be addressed. The City has created a Housing Authority, The CRA has funding available to construct and has purchased property to build on. Does the City focus on elderly housing or millennial, does it construct multifamily or single family. How does the zoning of potential neighborhoods play into this.

These are questions that students would research and recommend to the City.

Jeff Burton would be the Project Manager on this assignment.

This project will be funded by the Palmetto CRA.

PROJECT 21: RECREATION ASSESSMENT

Palmetto has a variety of parks and recreational facilities. The City has even discussed a public pool facility with Manatee County; The CRA has created new parks, pavilions, boat ramps and more. Palmetto does not have a master plan that directs the City's future regarding parks and recreational facilities.

These are questions that students would research and recommend to the City.

Jeff Burton would be the Project Manager on this assignment.

This project will be funded by the Palmetto CRA and City of Palmetto.

The City of Palmetto and Community Redevelopment Agency commit to ten thousand dollars per project, per semester. Over the two course commitment, they will commit up to a total of \$150,000.

The Palmetto Community Redevelopment Agency is the primary source of funding, other funds will be paid from The City of Palmetto general fund and enterprise funds.

The City of Palmetto and Community Redevelopment Agency agree to fund twenty five percent of the funds prior to the 2016 Fall semester. Twenty Five percent prior to the 2017 Spring semester and fifty percent upon completion.

Below is the attachment approved by unanimous consent by the Palmetto CRA Advisory Board, CRA Board and City

Commission. Item 190-559-531-0100 CONSULTING was increased by \$219,000. A portion of this increase funds the Palmetto Community Sustainable Partnership Program Application.

Attachment A

CRA Carryforward Adjustment

			Current Adjusted Change
CRA	190-000-337.4000	FMIT SAFETY GRANT LIGHTING -	
	6,000.00	1,000.00	(5,000.00)
	190-000-369,4700 TAX INCREMENT FUNDS-MANATEE COUNTY 27,110.00	190-000-381.9000 FUNDING PROVIDED FROM EQUITY 156,777.00	
Total Revenue Adjustment			178,887.00
190-559-531.0100	CONSULTING	211,255.54	219,000.00
190-559-531.0300	MEMBERSHIP		
DUES	7,105.00	15.00	
190-559-540.5100	TRAVEL AND PER DIEM	12,950.00	1,650.00
190-559-545.1200	INSURANCE	14,752.00	10,752.00
190-559-548.9100	PROMOTIONAL		
ADVERTISING	36,047.00	23,507.00	
190-559-551.1200	OFFICE		
SUPPLIES	1,500.00	3,957.00	
190-559-552.7100	FAIRS &		
FESTIVALS	135,000.00	116,131.00	(18,869.00)
190-559-555.1300	TECHNICAL/TRAINING	10,555.00	13,470.00
190-559-561.0000	LAND	270,000.00	46
0,000.00	190,000.00		
190-559-562.0000	BUILDING		
IMPROVEMENTS	200,000.00	(24,418.00)	
190-559-563.0000-1601			
SEAWALL	56,363.00		(56*363.00)
190-559-564.0100	MACHINERY/EQUIPMENT/SOFTWARE	100,000.00	(100,000.00)
190-559-582.1400	CRA		
COMMUNITY	70,000.00	110,000.00	
Total Expense Adjustment			239,887.00

MMEC Project Budget Realignment

190-559-593.9000-1301 Transfer out MMEC
190-559-563.0000-1301 MMEC Project

Total Expense Adjustment

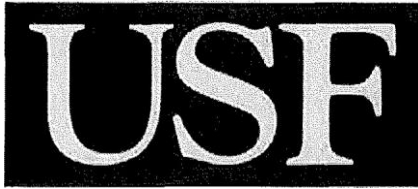
390-000-381.9000-1301 Transfer In - MMEC

		Total Revenue Adjustment
	390-859-863.0000-1301 MMEC Grant	
Matching	747,250.00	747,250.00
	390-859-863.0100-1301 MMEC Project	752,750.00
		Total Expense Adjustment

LETTERS OF COMMITMENT AND SUPPORT

COMMUNITY SUSTAINABILITY

CSPP



PARTNERSHIP PROGRAM

SCOPE OF WORK

University of South Florida — City of Palmetto, FL
Community Sustainability Partnership Program

Project Title

Terms and Conditions as per the Memorandum of Agreement between the City of Palmetto, FL and the University of South Florida: Contract # *[# of contact]* dated the xx day of July, 2016.

Contact Information

CSPP Project Manager

Harold Keller, hkeller@usf.edu, 813-974-6709

Kristine Williams, kwilliams@cutr.usf.edu, 813-974-9807

Project Lead Contact

University of South Florida: Contract # of contact] dated the
TBD-[Name of ProjectLead], [Email,of ProjectLead], (Phone number of Project Lead)

Project #	NAME	USF	CITY	City Funding	CRA Funding	
1	Comprehensive Plan Multimodal Element	Kristine Williams	Debra Woithe	\$7,000.00	\$3,000.00	Assist City Planning with Multimodal Element of Comprehensive Plan
2	Downtown Studio	Trent Green	Jeff Burton	\$0.00	\$10,000.00	Overall downtown project that provides oversight to sub projects.
	Historic Preservation	David Randall	Jeff Burton	\$0.00	\$10,000.00	Develop historic preservation reference document for Comp Plan and identify Historic properties in downtown
	Water sensitive urban design	Seneshaw Tsegaye	Jeff Burton	\$0.00	\$10,000.00	incorporate 10th Avenue Complete Street LID stormwater
	Transportation Design	Qing Lu	Jeff Burton	\$0.00	\$10,000.00	Incorporate urban engineering themes into 10 Avenue Complete Street
	Community Wayfinding and App		Jeff Burton	\$0.00	\$10,000.00	Develop downtown physical wayfinding and app
	Land Development Codes	Trent Green	Jeff Burton	\$0.00	\$10,000.00	Develop contemporary land use element and development codes
	Downtown Incentives	Stephen Buckman	Jeff Burton	\$0.00	\$10,000.00	Align incentives to uses and parcels
	Downtown Design Code	Trent Green	Jeff Burton	\$0.00	\$10,000.00	Rewrite design guidelines to code
	Community Engagement	Robin Ersing	Amber Foley	\$0.00	\$10,000.00	Overall Studio community engagement
3	City utilities mapping	Sara Kruse	Javier Vargas	\$10,000.00	\$0.00	
4	Utilities Master Plan	Sarina Ergas	Javier Vargas	\$10,000.00	\$0.00	
5	Victimology	Rachel Powers	Scott Tyler	\$7,000.00	\$3,000.00	
6	Community Policing Evaluation	Rachel Powers	Scott Tyler	\$7,000.00	\$3,000.00	
7	Multimodal Linear Park	Trent Green	Jeff Burton	\$0.00	\$10,000.00	
	Ties into #1					
	Ties into #2					
8	Housing Plan	Liz Strom	Jeff Burton	\$0.00	\$10,000.00	Develop housing master plan to create better quality of life housing in the CRA
Total				\$34,000.00	\$116,000.00	