

## **Scope of Services Retail, Office, and Market Analysis Baseline Data Collection and Analysis**

### **INTRODUCTION AND BACKGROUND**

For the past few years, Pasco County has been working on the redevelopment of its western coast, known as the Harbors (aka the West Market Area). The Harbors includes the coastal and inland areas along U.S. 19 and Little Road corridors, between Pinellas and Hernando Counties. It covers an area of approximately 84 square miles, characterized by more than 20 miles of coastline, numerous parks and coastal resources, and some of the County's oldest neighborhoods and communities. It is home to more than 200,000 people, almost half of the County's population and approximately 31 percent of the County's tax base.

Although the area has its own uniqueness and strengths, in recent years the Harbors has been plagued with several critical issues that threaten and limit its current existence and future growth. After a rigorous two-year planning process, which included nine community workshops and numerous stakeholder meetings, the County created a redevelopment plan for the area that addresses these issues and constraints. Adopted in June 2013, the Harbors – West Market Redevelopment Plan provides a comprehensive understanding of the issues and strengths of the Harbors, and lays down a comprehensive framework for redevelopment.

Having adopted the Plan, the County is currently focusing its attention towards the smaller planning areas that would take us closer to possible redevelopment interventions or catalyst projects. Although the Plan provides a broad overview of the issues and opportunities that are relevant to the neighborhoods and commercial areas within it, it does not go into details about area-level improvements or redevelopment interventions. The main purpose of this project is to refocus redevelopment efforts at a smaller scale that will enable us to translate the broad implementation strategies defined within the Harbors Plan into actual actionable items and on-ground projects. The geographic areas, scope, and task lists described below have been defined keeping in mind this end goal.

### **PROJECT**

The project expands on the idea of focusing planning and implementation efforts on a smaller scale within the Harbors. The project will be carried out in two phases. The first phase will largely focus on data collection and identification of focus areas or smaller planning areas within the West Market Area. The second phase will address the redevelopment needs and challenges for the selected focus areas. The intent of the project is to zoom down from a larger scale (entire West Market Area) to a smaller scale (catalysts projects), using data, analysis and discussions, as we progress from Phase I to Phase II. The geographic areas that we will be addressing in each of the phases are described ahead in detail. The following section describes the main intent of the Project.

## **GOAL**

The goal of the Project is to assemble a comprehensive existing conditions database and potential strategies that will provide an in-depth understanding of the West Market Area. It will help identify specific catalyst projects and redevelopment actions for the next five to 20 years. The catalyst projects could include different types and levels of redevelopment intervention such as infrastructure improvements, neighborhood cleanup and other redevelopment programs, adaptive reuse, retrofitting and rehabilitation projects, and creation of business improvement districts (BIDs) or similar special taxing districts.

The scope described below outlines the individual tasks that need to be completed to attain this end goal.

## **SCOPE**

All tasks required to attain the Project goal are divided into two continuous phases: Phase I covering the summer semester (May – September 2014) and Phase II covering the fall semester (August 2014 – January 2015). It is estimated that the entire project will be completed in nine months, barring any unforeseen complications or delays.

Completion of the tasks may include the need to collaborate with or interview staff members from the Cities of New Port Richey and Port Richey. All work (maps, tables, lists and descriptions) completed at the end of Phases I and II, should be compiled into a report that will be submitted at the end of each task. The FSU team will provide the County with five paper copies of the reports, an electronic copy of each report (PDF), and one editable electronic copy of all data and documents, upon completion of each task.

The descriptions of the tasks that will be completed to produce the deliverables expected at the end of each phase are given below. The tasks described in this scope largely pertain to disciplines such as: *Planning, Transportation, Urban Design, Real Estate, Economic Development, Community Development, GIS, Geography and Sociology.*

## **TASK DISTRIBUTION**

### **PHASE I**

#### **Geographic Area**

The tasks defined within Section A (Existing Conditions Analysis) of Phase I, will mostly focus on the entire West Market Area. Also known as the “Harbors,” the West Market Area includes the coastal and inland areas along U.S. 19 and Little Road corridors, between Pinellas and Hernando counties. Windshield Analysis conducted as a part of Phase I will be completed for smaller areas within the West Market Area, as determined based on, the results of the parcel analysis and through discussions with the Long Range Planning Project team.

**Summer Semester (May – September 2014)**

Phase I will largely involve the preparation of a comprehensive inventory and assessment of existing conditions in the West Market Area. The intention of this phase is to further identify the primary needs, challenges and opportunities. This assessment will provide the information and perspective, necessary to accomplish the critical task defined within 'Section B' of this phase - highlighting key focus areas for redevelopment implementation. The individual tasks and their description are given below:

**A. Existing Conditions Analysis****1. Parcel Analysis:****Residential Parcels**

Locate all vacant residentially zoned land, abandoned homes and foreclosed residential properties within the West Market Area.

Collect, analyze and present a parcel-by-parcel detailed existing physical profile of all such properties. Existing conditions for parcels should include, but not be limited to, the site conditions that could affect potential redevelopment options: parcel acreage; residential structure age (year built) and size (SF); number of stories; exterior wall composition; and property value (via property appraiser records) for land, building and accessory structures. Another critical factor that needs to be assessed includes the status of the property (vacant land). In addition, windshield surveys should be conducted to assess the general physical condition of the structure (good, fair, poor, very poor) and to assess the status of property (i.e. identify homes that are readily recognizable as abandoned). These surveys will be limited to smaller areas which would be identified through the first level of parcel analysis (done using the property appraiser's data). Windshield survey areas would include those areas with a combined total of the appraiser variables (aka neighborhood indicators) making them more susceptible to blight, etc. The boundaries of the windshield survey areas should be focused based upon the number of parcels the team can cover in a two day period (six hours each day) and will be determined through discussions with the County's Long Range Planning Team.

**Commercial Parcels**

Inventory all non-residential properties located on U.S. Highway 19 or within 200 feet of the right-of-way of U.S. 19. Collect, analyze and present a parcel-by-parcel detailed existing physical profile of all such properties. Existing conditions for parcels should include, but not be limited to: parcel acreage; building

structure(s) age (year built), size (SF), and number of stories; approximate height of interior ceilings; exterior wall composition; roof structure; and property value (via property appraiser records) for land, building and accessory structures. In addition windshield surveys shall be conducted to assess additional factors such as, the number or users or tenant spaces, along with an estimate of the percentage of the building currently vacant (for lease or for sale). The general overall condition of each building shall be approximated (good, fair, poor, very poor) and any unique feature(s) about the property or building noted (i.e. located on a waterway, located at a traffic signal). Similar to the residential parcel analysis process, the windshield survey areas for analyzing commercial parcels will be identified based on the results from the initial analysis and finalized through discussions with the Long Range Planning Team.

2. **Socio-Economic Profile:** Analyze demographic trends and develop a socio-economic profile of the residential portions of the West Market Area. Reports prepared for the West Market Area will include, but are not limited to: change in population (number and mix); number of households; household composition; household income; access to food, and distribution of age, gender mix, education, income, ethnicity, car ownership, mode of transportation. Data should be provided at the smallest geographical unit (i.e. block or block group) readily available from existing resources.
3. **SWOT Analysis:** Based on the results from the (1) Parcel Analysis and (2) Socio-Economic Profile, conduct SWOT (strengths, weaknesses, opportunities and threats) Analysis for the West Market Area. Methods that might be employed to identify the strengths, weaknesses, opportunities and threats could include GIS analysis, online research, surveys and interviews, commercial market research, field visits, windshield surveys, and/or visual building exterior inspections.

## **B. Focus Areas**

This step will involve identifying smaller planning areas or focus areas within the West Market Area, that are appropriate for concentrating future planning and implementation efforts. Make recommendations to the County identifying focus areas that have critical issues or challenges that need to be addressed. In addition, identify other smaller planning areas or focus areas within the West Market Area that are most ripe for redevelopment opportunities.

As the final step for Section B, through discussions with the Long Range Planning Team, select key, high-priority focus areas. The prioritization and selection of the focus

areas would be based on criteria that could include factors such as: critical issue, urgency for redevelopment action, strategic location, areas of cultural, historic or natural significance, availability of vacant and/underutilized land and the opportunity for reassembly, significant potential for an area-wide impact and the opportunity to tie into other local redevelopment efforts.

### C. Case Study Research

Research and identify existing strategies for redevelopment from other communities, similar in character and/or composition that have been recognized as implementing best management practices, and are applicable to the focus areas.

#### ***Deliverables expected at the end of the Phase I:***

- *GIS based mapping and data entry containing all Parcel Analysis information gathered in scope item A.1. above.*
- *Summary of the socio-economic profile and demographic trends of the Study Area.*
- *Summary of the SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis*
- *Map(s) indicating possible focus areas and narrative descriptions of these areas with particular emphasis on the rationale (challenges and opportunities) for recommending these areas for further study.*
- *A list of key prioritized focus areas and maps indicating their location, accompanied by a narrative description of the areas and the criteria for selecting them.*
- *Summary of learnings from relevant redevelopment case examples that can be applicable to the selected focus areas.*

## **PHASE II**

### **Geographic Area**

The tasks defined within Phase II will address the key Focus Areas selected in Phase I. At the end of Phase I, through discussions with the Long Range Planning Team, certain specific, high-priority focus areas will be selected from the entire list of focus areas. All tasks listed within Phase II, will be completed only for the selected high-priority focus areas.

### **Fall Semester (August – January 2014)**

Tasks described in Phase II will largely concentrate on developing a vision for the selected focus areas identified in Phase I. In addition, Phase II will help identify redevelopment constraints that need to be addressed and catalyst projects and programs that need to be implemented to support that vision.

- D. **Redevelopment Strategies:** Identify redevelopment strategies specific to each of the selected focus areas and determine the type of redevelopment intervention. The strategies should include, but are not limited to: recommendations for property

assemblage; site improvements; redevelopment and reuse concepts; neighborhood clean-up; and infrastructure improvements. The redevelopment strategies should be defined in a manner that helps identify responsible agencies and partnerships needed for implementation.

- E. **Redevelopment Limitations:** Identify factors that impede or limit redevelopment potential. Recommend appropriate strategies to address those limitations. Constraints may include, but are not limited to: factors that impede land assembly (e.g., inadequate lot sizes and configuration, multiple ownerships, etc.); financial constraints (or redevelopment costs vs. rents/return on investments); brownfield perceptions; repetitive flooding or flood zone threats; insurance costs; infrastructure limitations; crime; image; and other factors.
- F. **Policy Analysis:** Identify regulatory barriers to redevelopment. Analyze existing policies, codes, and ordinances that may discourage or limit redevelopment projects. Local codes and ordinances that could be analyzed for this task include, but are not limited to the Land Development Code, Florida Building Code, FEMA regulations, and the Demolition of Slum and Blighted Structures Ordinance.
- G. **Strategy Recommendations for Key Focus Areas:** Identify specific recommended implementation strategies for redevelopment utilizing best management practices applicable to the selected key focus areas.
- H. **Vision:** Based on the findings of Phases I and II, develop a vision for each of the focus areas. Create redevelopment scenarios for each of the focus areas, for the next 5, 10 and 20 years as a part of an overall redevelopment phasing plan. The redevelopment scenarios would include description of a project or projects that need to be addressed in the 5, 10 and 20 year time frame. The project defined within each time frame could include a parcel-specific intervention or area-level improvements that represent a critical incremental stage in the overall redevelopment phasing.

***Deliverables expected at the end of the Phase II:***

- *Lists and description of redevelopment strategies specific to the selected focus areas.*
- *Summary of learnings from relevant case examples applicable to the selected focus areas.*
- *List or description of factors that limit redevelopment.*
- *List or description of strategies to address the identified limitations.*
- *List of specific standards, regulations or procedures that might act as barriers for redevelopment.*
- *Description of the proposed vision for each of the selected focus areas.*

- *Plans and conceptual schematics representing the proposed vision for the focus areas.*
- *Description of the redevelopment scenario for the next five to 20 years and a list of potential projects to be implemented within this time frame.*

## **DELIVERABLES**

All work (maps, tables, lists and descriptions) completed at the end of Phases I and II, should be compiled into a report that will be submitted at the end of each phase. The FSU team will provide the County (Long-Range Planning Team) with five paper copies of the reports and an electronic copy of the report (PDF) on completion of each phase. In addition, one editable electronic copy of all data and documents collected will be provided to the County at the end of the Project.

## **PHASES I & II MEETINGS, STATUS REPORTS**

The FSU team will meet with the Long-Range Planning Project Team at least six times (three trips per semester), during the Project time frame. Additional trips may be made to collect additional data, on an as needed basis. The final trip of each semester would be to provide a final presentation before the Long Range Planning Team. During the semester, the Studio Team will remain in contact with the designated Project Lead(s) via Skype or other telephone and/or web-based meeting program on a regularly established basis. The FSU team will provide a monthly status report indicating percent completeness for each task and proactively identify possible delays or impediments for completion of task. In addition to the face-to-face meetings and web-based meetings, Project timeline and milestones shall be developed for frequent telecommunication to ensure the Project stays on task. The content of the meetings could include but are not limited to:

### **Meetings:**

- Discussion of the Project scope, timeline and end products.
- Periodical review of the status of the Project and assessment of Project progress.
- Clarification of questions and review of findings.
- Discussion of data needs and research methodologies.
- The planning and conduct of field investigations.
- The review of identified focus areas.
- The review of the vision for the focus areas and the definition of redevelopment scenarios and potential catalyst projects.

## **GENERAL PROJECT TIMELINE**

The following is a general timeline for Phase I and Phase II of this project:

### **PHASE I:**

May 12, 2014	First Day of Summer 2014 Semester: Project Kick-off
Week of May 19, 2014	Site Visit to Pasco County
June 19, 2014	Midterm Presentation
Week of June 23, 2014	Site Visit to Pasco County
Week of July 28, 2014	Final Site Visit to Pasco County: Presentation
August 1, 2014	Final Day of Summer 2014 Semester
September 2, 2014	Phase I: Final Deliverable Due

### **PHASE II:**

August 25, 2014	First Day of Fall 2014 Semester: Project Kick-off
Week of September 8, 2014	Site Visit to Pasco County
October 9, 2014	Midterm Presentation
Week of October 20, 2014	Site Visit to Pasco County
Week of December 2, 2014	Final Site Visit to Pasco County: Final Presentation
December 12, 2014	Final Day of Fall Semester
January 30, 2015	Phase II: Final Deliverable Due

Please note, these dates are tentative, and subject to change according to the Project needs.

### **FEE**

The services, corresponding deliverables, and schedule detailed in the Scope of Services will be compensated to the FPDL on a lump sum basis not to exceed \$90,000, to be invoiced monthly based upon percentage completion by task. Payment shall be in accordance with the Florida Local Government Prompt Payment Act.

Pasco County may terminate the contract at any time after the final presentation for Phase I, and before the commencement of Phase II, with or without cause; and in the event of such a termination, Pasco County shall only be liable for payment of the Phase I tasks and deliverables not to exceed \$40,000.

Pasco County's payment obligations are subject to the limitations of Section 129.07, Florida Statutes, and nothing in this Agreement shall be construed as a direct or indirect pledge of Pasco County's ad valorem taxing power, and FPDL shall not have the ability or authority to compel Pasco County to levy additional ad valorem taxes, or forego essential government functions, in order to satisfy the payment obligations in this Agreement.

The wage rate for project staff and total fee by task is identified in the table below:

<b>Task</b>	<b>Task Cost</b>	<b>Project Staff</b>	<b>Hourly Wage Rate</b>
1.A.1	\$12,000	<b>Department Chair / Principal In Charge</b>	<b>\$105.00 / hr</b>
1.A.2	\$6,000		
1.A.3	\$8,000		
1.B	\$2,000	<b>Planner In Residence / Project Manger</b>	<b>\$56.00 / hr</b>
1.C	\$12,000		
<b>Phase I Sub Total</b>	<b>\$40,000</b>		
2.D	\$10,000	<b>Administrative Staff</b>	<b>\$16.00 / hr</b>
2.E	\$10,000		
2.F	\$10,000		
2.G	\$5,000	<b>Graduate Student Assistants / Project Planners</b>	<b>\$15.00 / hr</b>
2.H	\$15,000		
<b>TOTAL</b>	<b>\$90,000</b>		

**ACCEPTANCE**

Acceptance of this Planning and Development Department Contract No. PDD14-720 shall be indicated by the signature of the herein named parties, Pasco County, Florida and the Florida State University Planning and Development Lab in the space provided herein, and being attested as indicated.

IN WITNESS WHEREOF, the parties hereto, by their duly authorized representatives, have executed this Agreement on this 9<sup>th</sup> day of April, 2014.

ATTEST:

BOARD OF COUNTY COMMISSIONERS  
PASCO COUNTY, FLORIDA

By: \_\_\_\_\_  
Paula S. O'Neil, Ph. D.,  
Pasco County Clerk and Comptroller

By: \_\_\_\_\_  
Jack Mariano, Chairman

(SEAL)

FLORIDA STATE UNIVERSITY PLANNING AND  
DEVELOPMENT LAB

By: \_\_\_\_\_  
DR. TIMOTHY S. CHAPIN, Ph. D., Chair,  
Florida State University Department of Urban  
and Regional Planning

DATE: \_\_\_\_\_

WITNESSES:

\_\_\_\_\_

Print or Type Name

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Print or Type Name