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# VILLAGE OF KEY BISCAIYNE

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*Village Council*

Joe I. Rasco, Mayor  
Oscar Sardinias, Vice Mayor  
Michael F. Bracken  
Franklin H. Caplan  
Edward London  
Nancy Stoner  
Fernando A. Vazquez

## REGULAR COUNCIL MEETING

TUESDAY, MARCH 10, 2026  
6:30 PM

**1. CALL TO ORDER/ROLL CALL OF MEMBERS**

**2. PLEDGE OF ALLEGIANCE**

**3. INVOCATION**

RABBI AVEREMEL CAROLINE  
CHABAD OF KEY BISCAIYNE

**4. BRIEF COMMENTS BY COUNCIL**

**5. PUBLIC COMMENTS:**

If you would like to speak during public comments, please fill out a blue request form available at the Council Chamber entrance and submit it to the Village Clerk prior to the start of the meeting. When your name is called, please come forward to the podium and state your name and address. (If applicable, please state if you are a hired consultant or Village employee and/or engaged in lobbying activities and/or representing an organization.) Unless otherwise provided by Council, members of the public will have three (3) minutes to speak.

**6. AGENDA:**

APPROVAL/DEFERRALS/ADDITIONS/DELETIONS/SUBSTITUTIONS/WITHDRAWALS

**7. SPECIAL PRESENTATIONS:**

7.A. SPECIAL RECOGNITION FOR THE U16 AND U19 KEY BISCAIYNE RUGBY  
TEAMS FOR WINNING THEIR NATIONAL CHAMPIONSHIP GAMES AT THE

RUGGERFEST TOURNAMENT IN NORTH CAROLINA (MAYOR RASCO)

- 7.B. ADVISORY BOARD ANNUAL REPORT PRESENTATIONS (VILLAGE COUNCIL)  
-SUSTAINABILITY ADVISORY BOARD  
-EDUCATION ADVISORY BOARD

- 7.C. PRESENTATION OF A PROCLAMATION FOR FLOOD AWARENESS WEEK  
(MAYOR RASCO)

TAB 1

- 7.D. PERVIOUS / IMPERVIOUS ROADWAY COMPARISON PRESENTED BY KIMLEY-  
HORN (PUBLIC WORKS DIRECTOR CHRIS MIRANDA)

**8. CONSENT AGENDA:**

(Consent agenda items are those which are routine, do not require discussion or explanation prior to Village Council action, or have already been discussed and/or explained and do not require further discussion or explanation. Items can be removed from the consent agenda by the request on an individual Councilmember for independent consideration provided such request is made during the approval/deferrals/additions/deletions/substitutions/withdrawals segment of the meeting, prior to the vote on the consent agenda.)

8.A.

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **APPROVING PARK USE FEES FOR THE USE OF VILLAGE GREEN BY NONPUBLIC EDUCATIONAL FACILITIES; AUTHORIZING THE VILLAGE MANAGER TO NEGOTIATE AND EXECUTE NON-EXCLUSIVE LICENSES WITH NONPUBLIC SCHOOLS FOR USE OF THE VILLAGE GREEN, SUBJECT TO APPROVAL BY THE FLORIDA COMMUNITIES TRUST (FCT); PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.** (PARKS, RECREATION AND OPEN SPACES DIRECTOR TODD HOFFERBERTH AND BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)

RECOMMENDATION: APPROVAL

TAB 2

**9. ORDINANCES: (NOT LATER THAN 7:30 P.M.)**

- 9.A. AN ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **AMENDING SECTION 2-82, "PURCHASING LIMITATIONS; COMPETITIVE BIDDING," OF CHAPTER 2 OF THE VILLAGE CODE OF ORDINANCES RELATING TO COMPETITIVE BIDDING THRESHOLDS;** PROVIDING FOR SEVERABILITY; PROVIDING FOR CODIFICATION; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE. (CHIEF FINANCIAL OFFICER BENJAMIN NUSSBAUM)

SECOND READING  
*PUBLIC HEARING REQUIRED*

RECOMMENDATION: APPROVAL

TAB 3

- 9.B. AN ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **AMENDING SECTION 25-31, "BUSINESS TAX SCHEDULE," OF CHAPTER 25 OF THE VILLAGE CODE OF ORDINANCES TO INCREASE THE BUSINESS TAX RECEIPT SCHEDULE RATES**; PROVIDING FOR SEVERABILITY; PROVIDING FOR CODIFICATION; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE. (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER AND CHIEF FINANCIAL OFFICER BENJAMIN NUSSBAUM)  
SECOND READING  
*PUBLIC HEARING REQUIRED*

RECOMMENDATION: APPROVAL

TAB 4

- 9.C. AN ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **AMENDING ORDINANCE NO. 2025-15 WHICH ADOPTED THE BUDGET FOR FISCAL YEAR 2025-2026 BY REVISING THE 2025-2026 FISCAL YEAR BUDGET**; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE. (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER AND CHIEF FINANCIAL OFFICER BENJAMIN NUSSBAUM)  
SECOND READING  
*PUBLIC HEARING REQUIRED*

RECOMMENDATION: APPROVAL

TAB 5

- 9.D. A CAPITAL PROJECT AUTHORIZING ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **APPROVING CHANGE ORDERS FOR THE BUILDING, ZONING, AND PLANNING (BZP) OFFICE RENOVATION PROJECT RELATING TO THE BUILDING DEPARTMENT CUSTOMER SERVICES AREA IN AN AMOUNT NOT TO EXCEED \$68,813.97, FOR A TOTAL PROJECT COST NOT TO EXCEED \$516,930.46; AUTHORIZING THE EXPENDITURE OF ADDITIONAL FUNDS FOR THE PROJECT**; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE. (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)  
SECOND READING  
*PUBLIC HEARING REQUIRED*

RECOMMENDATION: APPROVAL

TAB 6

**10. RESOLUTIONS:**

10.A.

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **SELECTING BERRY, DUNN, MCNEIL & PARKER, LLC FOR THE KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY IN AN AMOUNT NOT TO EXCEED \$210,100;** PROVIDING FOR AUTHORIZATION; AND PROVIDING FOR AN EFFECTIVE DATE. (PARKS, RECREATION, AND OPEN SPACES DIRECTOR TODD HOFFERBERTH)

RECOMMENDATION: APPROVAL

TAB 7

10.B.

A CAPITAL PROJECT AUTHORIZING RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **AUTHORIZING THE VILLAGE MANAGER TO ISSUE A WORK ORDER TO THE STOUT GROUP LLC FOR THE REPLACEMENT OF TRAFFIC CALMING DEVICES IN AN AMOUNT NOT TO EXCEED \$248,385;** AND PROVIDING FOR AN EFFECTIVE DATE. (PUBLIC WORKS DIRECTOR CHRIS MIRANDA)

RECOMMENDATION: APPROVAL

TAB 8

10.C.

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **SELECTING RAE ALL DAY LLC FOR THE VILLAGE'S YOUTH LACROSSE PROGRAM; PROVIDING FOR AUTHORIZATION;** AND PROVIDING FOR AN EFFECTIVE DATE. (PARKS, RECREATION AND OPEN SPACES DIRECTOR TODD HOFFERBERTH)

RECOMMENDATION: APPROVAL

TAB 9

10.D.

A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, **APPROVING AND DIRECTING THE VILLAGE MANAGER TO PROCEED WITH CODE COMPLIANCE ENFORCEMENT GOALS TO IMPROVE SWALES IN THE VILLAGE;** AND PROVIDING AN EFFECTIVE DATE. (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)

RECOMMENDATION: APPROVAL

TAB 10

## **11. REPORTS AND RECOMMENDATIONS:**

### **A. VILLAGE MANAGER: (NOT LATER THAN 8:00 P.M.)**

#### MANAGER'S REPORT

TAB 11

1. PROPERTY TAX REFORM UPDATE (CHIEF FINANCIAL OFFICER BENJAMIN NUSSBAUM)
2. CODE COMPLIANCE STATS (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)
3. BUILDING DEPARTMENT STATS (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)
4. ZORC UPDATE (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)
5. COMMUNITY RATING SYSTEM (CRS) REPORT (BUILDING, ZONING, AND PLANNING DIRECTOR JEREMY CALLEROS GAUGER)
6. PROCUREMENT UPDATE (PROCUREMENT OFFICER DAREN JAIRAM)
7. CIP FY26 MONTHLY REPORT (CIP AND GRANTS MANAGER COLLEEN DURFEE)

### **B. MAYOR AND COUNCILMEMBERS**

1. EDUCATION ADVISORY BOARD, THE ART IN PUBLIC PLACES BOARD, AND THE PENSION BOARD APPOINTMENTS (MAYOR RASCO)
2. COMPREHENSIVE COMMUNITY COMPOST FACILITIES FOR THE VILLAGE (COUNCILMEMBER VAZQUEZ)
3. KEY BISCAYNE'S ENVIRONMENTAL POSTURE AND THE ALIGNMENT OF OUR LONG-TERM STORMWATER PLANNING WITH EVOLVING WATER QUALITY STANDARDS (COUNCILMEMBER VAZQUEZ)

4. STRENGTHENING KBK8: STRATEGIC ALIGNMENT & COMMUNITY PARTNERSHIP DISCUSSION (VICE MAYOR SARDINAS)
5. STRATEGIC USE OF ARTIFICIAL INTELLIGENCE (AI) IN VILLAGE OPERATIONS (COUNCILMEMBER VAZQUEZ)
6. UPDATE FROM STAFF ON HARBOR DRIVE RE-PAVEMENT PROJECT (MAYOR RASCO)
7. 2025-2026 BUDGET UPDATE FROM CFO (MAYOR RASCO)
8. CREATION OF A FINANCE AND ECONOMIC RESILIENCY ADVISORY COMMITTEE (COUNCILMEMBER VAZQUEZ)
9. ESTABLISHMENT OF A FORMAL WEEKLY MANAGER'S REPORT TO THE COUNCIL (COUNCILMEMBER VAZQUEZ)
10. DISCUSSION ON THE UNITED STATES 250TH ANNIVERSARY, THE VILLAGE ANNIVERSARY, AND THE WORLD CUP (MAYOR RASCO)

**C. VILLAGE ATTORNEY**

**D. VILLAGE CLERK**

**12. OTHER BUSINESS/GENERAL DISCUSSION**

**13. SCHEDULE OF FUTURE MEETINGS/EVENTS:**

REGULAR COUNCIL MEETING  
TUESDAY, APRIL 14, 2026, 6:30 P.M., COUNCIL CHAMBER

REGULAR COUNCIL MEETING  
TUESDAY, MAY 12, 2026, 6:30 P.M., COUNCIL CHAMBER

REGULAR COUNCIL MEETING  
TUESDAY, JUNE 9, 2026, 6:30 P.M., COUNCIL CHAMBER

**14. ADJOURNMENT**

I. ANY PERSON WISHING TO ADDRESS THE VILLAGE COUNCIL ON AN ITEM ON THIS AGENDA IS ASKED TO REGISTER WITH THE VILLAGE CLERK PRIOR TO THAT ITEM BEING HEARD. PRIOR TO MAKING A STATEMENT, PLEASE STATE YOUR NAME AND ADDRESS FOR THE RECORD.

II. IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS WHO ARE DISABLED AND WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS PROCEEDING BECAUSE OF THAT DISABILITY SHOULD CONTACT THE OFFICE OF THE VILLAGE CLERK, 88 WEST MCINTYRE STREET, KEY BISCAYNE, FLORIDA 33149, TELEPHONE NUMBER (305) 365-5506, NOT LATER THAN TWO BUSINESS DAYS PRIOR TO SUCH PROCEEDINGS.

III. IF A PERSON DECIDES TO APPEAL ANY DECISION MADE BY THE VILLAGE COUNCIL WITH RESPECT TO ANY MATTER CONSIDERED AT A MEETING OR HEARING, THAT PERSON WILL NEED A RECORD OF THE PROCEEDINGS AND, FOR SUCH PURPOSE, MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED (F.S.286.0105).

IV. IN ACCORDANCE WITH VILLAGE CODE SECTION 2-161, ADOPTING SECTION 2-11.1(s) OF THE MIAMI-DADE COUNTY CODE, ANY PERSON ENGAGING IN LOBBYING ACTIVITIES, AS DEFINED THEREIN, MUST REGISTER AT THE VILLAGE CLERK'S OFFICE BEFORE ADDRESSING THE COUNCIL ON THE ABOVE MATTERS OR ENGAGING IN LOBBYING ACTIVITIES.

**THE ABOVE MEETINGS ARE HELD IN THE COUNCIL CHAMBER, 560 CRANDON BOULEVARD AND ARE SUBJECT TO CHANGE. ZONING MEETINGS AND SPECIAL COUNCIL MEETINGS WILL BE SCHEDULED ON AN AS NEEDED BASIS. PLEASE VISIT [www.keybiscayne.fl.gov](http://www.keybiscayne.fl.gov) TO VIEW THE MEETING SCHEDULE.**

# Proclamation

## OFFICE OF THE MAYOR



**WHEREAS**, the Village of Key Biscayne is a low-lying barrier island community that is particularly vulnerable to intensifying rainfall events and increasing sea level rise due to climate change; and

**WHEREAS**, the Village of Key Biscayne has experienced severe weather in the past in the form of extreme rainfall and tropical system events resulting in extensive street flooding, and such flooding, amplified by rising tides due to sea level rise, has caused damage and flood losses to homes and buildings across flooded areas; and

**WHEREAS**, the Village of Key Biscayne is a voluntary participant in the National Flood Insurance Program, which provides residents with the opportunity to protect themselves against flood loss through the purchase of flood insurance at reduced premium rates, while also establishing higher regulatory standards to reduce flood risk and potential flood damage to property; and

**WHEREAS**, the reduction of loss of life and property damage can be achieved when appropriate flood preparedness, control, and mitigation measures are implemented prior to flood events; and

**WHEREAS**, public education and awareness of potential weather hazards and methods of protection are critical to the health, safety, and welfare of residents, and the Florida Floodplain Managers Association (FFMA) has declared the week of March 9–15, 2026 as Flood Awareness Week to promote awareness and increase knowledge of flood risk, the availability of flood insurance, flood protection methods, and emergency preparedness;

NOW, THEREFORE, WE, THE VILLAGE OF KEY BISCAYNE, DO HEREBY PROCLAIM MARCH 9–15, 2026 AS **FLOOD AWARENESS WEEK** IN THE VILLAGE OF KEY BISCAYNE AND FURTHER ENCOURAGE THE CITIZENS OF KEY BISCAYNE TO INCREASE THEIR KNOWLEDGE OF HOW TO PROTECT THEMSELVES AND THEIR PROPERTY FROM FLOODING.

IN WITNESS WHEREOF, I HAVE HEREUNTO SET MY HAND AND OFFICIAL SEAL OF THE VILLAGE OF KEY BISCAYNE THIS 10<sup>TH</sup> DAY OF MARCH 2026.

A blue ink signature of Mayor Joe I. Rasco, written over a horizontal line.

MAYOR JOE I. RASCO





# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

**DATE:** March 10, 2026  
**TO:** Honorable Mayor and Councilmembers  
**THRU:** Steven C. Williamson, Village Manager  
**FROM:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director  
**RE:** Village Green Use Licenses for Nonpublic Educational Facility Uses

### RECOMMENDATION

Recommend the Village Council approve use fees and authorize the Village Manager to execute licenses permitting nonpublic schools to utilize Village Green Park.

### DISCUSSION

**Purpose:** To formalize conditions where nonpublic childcare and educational uses utilize public park space to fulfill their legal requirement for providing open space for children. The Village recommends establishing fees for the use of the Park by nonpublic educational facilities for outdoor recreational activities, on a scheduled, non-exclusive basis.

**Background:** The Village of Key Biscayne owns and operates Village Green Park. The Village Green Park was purchased and improved with funding provided by the Florida Communities Trust (FCT) and is subject to restrictions requiring that the Park be maintained and used for public outdoor recreational purposes only.

The use by the schools is suitable at Village Green since the use is consistent with existing facilities and the period of time when schools would use the space is during business hours when fields are less busy.

**Justification:** Formalizing use licenses is justified in order to set terms of use and protect the Village from risk. Furthermore, it is appropriate that fee-based nonpublic schools which are utilizing public land to fulfill their obligation to provide students with outdoor space compensate the Village for use of the space.

Making public parks space available to nonpublic school uses will also allow flexibility for more commercial space to potentially be utilized for educational purposes if appropriate and other impacts such as traffic may be considered. In short, educational uses will not be automatically disqualified in a space that lacks open land.

**Implementation/Integration Plan:** Annual monitoring of the number of students at facilities using the

parks for County regulation compliance as well as for compliance with terms of the lease.

*Recommendation for School Use Fees – Village Green Park and Fields*

To ensure fair and consistent access to Village Green facilities, and to help offset maintenance and operational costs, the following fee schedule is recommended for nonpublic educational facilities use:

1. General Use
  - Includes access to the playground, pavilion, and bathrooms.
  - Fee/Rate: \$30 per day.
2. Athletic Reserved Use
  - Applies to reserved use of Village Green athletic fields for school-sponsored practices, games, or events.
  - Fee/lk; Rate: \$60 per field per hour.

**RESOURCE IMPACT**

**Recurring Funding:** Ongoing park maintenance may increase to more intense use of the space, but it will not be reflected as a separate line item in either personnel, equipment, facilities, or training.

**FUNDING SOURCES**

- *GL Code: 001-75-347-34705*
- *Budget Line-Item: Revenue-Athletics-Sport Programs*
- *Amount: TBD*
- *Maintenance & Repair:001-75-575-46000 Athletics-Repairs and Maintenance*

**STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Supports the Village’s goal of fostering engaging, active community programs by enhancing public spaces and ensuring effective park operations. By formalizing agreements for educational use of the Village Green, the Village strengthens maintenance, programming, and accessibility of parks and fields while advancing long-term improvements in public space stewardship and community benefit.

- Goal – Thriving and Vibrant Community Programs and Public Spaces
- Focus Area – Enhance Public Spaces
- Action – Improve parks and beach maintenance, operations & programming, aesthetics and security

**Prepared by:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**RESOLUTION NO. 2026- \_\_\_\_\_**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, APPROVING PARK USE FEES FOR THE USE OF VILLAGE GREEN BY NONPUBLIC EDUCATIONAL FACILITIES; AUTHORIZING THE VILLAGE MANAGER TO NEGOTIATE AND EXECUTE NON-EXCLUSIVE LICENSES WITH NONPUBLIC SCHOOLS FOR USE OF THE VILLAGE GREEN, SUBJECT TO APPROVAL BY THE FLORIDA COMMUNITIES TRUST (FCT); PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Village of Key Biscayne (“Village”) owns and operates Village Green Park (the “Park”); and

**WHEREAS**, the Park was purchased and improved with funding provided by the Florida Communities Trust (“FCT”) and is subject to restrictions requiring that the Park be maintained and used for public outdoor recreational purposes only; and

**WHEREAS**, the Village desires to establish fees for the use of the Park by nonpublic educational facilities for outdoor recreational activities, including physical education, organized programs, or other supervised outdoor instruction, on a scheduled, non-exclusive basis; and

**WHEREAS**, the Village Council finds that nonpublic educational facilities, including private schools and childcare providers, serve the public by providing educational, developmental, and childcare services that complement public education and support working families, and allowing such nonpublic educational facilities to use the Park serves a public park purpose; and

**WHEREAS**, the Village Council desires to approve the school use fees, attached hereto as Exhibit “A,” and authorize the Village Manager to negotiate and execute non-exclusive licenses with nonpublic education facilities to allow for the scheduled, non-exclusive use of the Park, subject to the approval of the FCT; and

WHEREAS, the Village Council finds that this Resolution is in the best interest and welfare of the residents of the Village.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:

**Section 1.** **Recitals.** That each of the above-stated recitals are hereby adopted, confirmed, and incorporated herein.

**Section 2.** **Approval.** That the Village Council hereby approves the school use fee schedule attached hereto as Exhibit “A” for the nonexclusive use of the Park by nonpublic educational institutions.

**Section 3.** **Authorization.** That the Village Manager is hereby authorized to negotiate and execute nonexclusive licenses with nonpublic educational institutions located within the Village for the non-exclusive use of the Park for outdoor recreational or educational activities, subject to approval of the FCT as to the permissibility of utilizing the Park by nonpublic educational institutions for the purposes described herein and the Village Attorney as to form, content, and legal sufficiency.

**Section 4.** **Implementation.** That the Village Manager is hereby authorized to take all actions necessary to implement the purposes of this Resolution.

**Section 5.** **Effective Date.** That this Resolution shall be effective immediately upon adoption.

PASSED and ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO, MAYOR

ATTEST:

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JOCELYN B. KOCH  
VILLAGE CLERK  
APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

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WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY

# **EXHIBIT A**

## **School Use Fee Schedule – Village Green Park and Fields**

To ensure fair and consistent access to Village Green facilities, and to help offset maintenance and operational costs, the following fee schedule is recommended for nonpublic educational facilities use:

### **1. General Use**

- Includes access to the playground, pavilion, and bathrooms.
- Fee/Rate: \$30 per day.

### **2. Athletic Reserved Use**

- Applies to reserved use of Village Green athletic fields for school-sponsored practices, games, or events.
- Fee/Rate: \$60 per field per hour.



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Councilmembers  
 FROM: Steven C. Williamson, Village Manager  
 RE: Purchasing Approval Threshold (2<sup>nd</sup> Reading)

### RECOMMENDATION

Recommend that the Village Council amend Chapter 2, Article IV, Division 2 of the Village Code of Ordinances to (1) increase the Village Manager’s purchasing authority from \$50,000 to \$60,000 and (2) increase the informal solicitation threshold (three-quote requirement) from \$5,000 to \$6,000.

### DISCUSSION

**Purpose:** This item is being presented again for Council reconsideration following a last-minute amendment adopted at the January 13, 2026 Regular Council Meeting, which added a requirement to obtain two quotes for purchases under \$6,000. After further review, staff has determined that this additional requirement creates unintended administrative burdens and does not align with the original intent of the ordinance.

As previously presented before Council, updates to the Village’s procurement thresholds will improve operational efficiency, reduce unnecessary administrative burden, and better align with current economic conditions. Specifically, this recommendation seeks to increase the Village Manager’s purchasing authority and the informal solicitation threshold (3 quote requirement), both adjusted to reflect inflationary changes since the last ordinance update.

**Background:** When the Village was incorporated in 1992, the procurement code established very modest purchasing limits that reflected the economic conditions and organizational scale of that time. The Village Manager’s purchasing authority was set at \$10,000, and the threshold requiring informal solicitations (the three-quote requirement) was set at \$2,500. These limits remained unchanged for almost 30 years.

By 2020, both thresholds had become outdated due to the combined impact of inflation and the increased complexity of municipal operations. Routine purchases commonly exceeded the historical limits, resulting in delays as even relatively small expenditures required Council approval. At the January 28, 2020 Regular Council Meeting, the Council directed staff to prepare an update to recalibrate these thresholds. Ordinance 2020-02 was adopted on March 9, 2020, increasing the Village Manager’s purchasing authority to \$50,000 and raising the informal solicitation threshold to \$5,000. The changes made in 2020 were intended to restore purchasing power eroded by almost three decades of inflation and

to allow the organization to function more efficiently without sacrificing oversight.

**Justification:** Based on Consumer Price Index (CPI) data for South Florida, the purchasing power of the current thresholds has again eroded substantially since 2020. A \$50,000 threshold in 2020 would equate to approximately \$66,000 today. Similarly, the \$5,000 quote requirement originally \$1,000 in 1992 would now be worth \$6,600 in today's dollars.

Rather than matching those figures exactly, this proposal recommends more conservative and benchmark-aligned thresholds:

- Increase the Village Manager's purchasing authority to \$60,000
- Increase the informal solicitation threshold (three-quote requirement) to \$6,000

These recommended amounts:

- Preserve purchasing power eroded by inflation
- Remain within a reasonable and cautious range
- Align more closely with thresholds in comparable South Florida municipalities
- Avoid sending unintended signals to vendors that may encourage price inflation at the upper limits

All purchases over \$6,000 would still require the solicitation of at least three quotes, and purchases above \$60,000 would continue to require formal competitive solicitation and Council approval. The Village's existing internal controls, budget procedures, and procurement policies will remain in place to ensure transparency and accountability.

### **STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

- Goal - Effective and Efficient Government Services
- Focus Area – Streamline and Modernize Village Operations

### **ATTACHMENT(S)**

- CPI Calculations

**Prepared by:** Benjamin Nussbaum | Chief Financial Officer

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

ORDINANCE NO. 2026-\_\_\_\_\_

**AN ORDINANCE OF THE VILLAGE OF KEY BISCAWAYNE, FLORIDA, AMENDING SECTION 2-82, “PURCHASING LIMITATIONS; COMPETITIVE BIDDING,” OF CHAPTER 2 OF THE VILLAGE CODE OF ORDINANCES RELATING TO COMPETITIVE BIDDING THRESHOLDS; PROVIDING FOR SEVERABILITY; PROVIDING FOR CODIFICATION; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the Village of Key Biscayne (“Village”) Council finds it periodically necessary to amend its Code of Ordinances (“Code”) in order to update regulations and procedures to implement municipal goals and objectives; and

**WHEREAS**, Article VIII, Section 2 of the Florida Constitution, and Chapter 166, Florida Statutes, provide municipalities with the authority to exercise any power for municipal purposes, except where prohibited by law, and to adopt ordinances in furtherance thereof; and

**WHEREAS**, the Village Council finds that updating the Village’s procurement provisions will allow the Village to improve efficiencies; and

**WHEREAS**, the Village Council finds that adoption of this Ordinance is in the best interest and welfare of the Village and its residents.

**NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAWAYNE, FLORIDA, AS FOLLOWS:**<sup>1</sup>

**Section 1.** **Recitals.** The above-stated recitals are true and correct and are incorporated herein by this reference.

**Section 2.** **Amending Section 2-82, “Purchasing limitations; competitive bidding,” of the Village Code.** That Section 2-82, “Purchasing limitations; competitive bidding,” of the Code of Key Biscayne, Florida, is hereby amended to read as follows:

CHAPTER 2 – ADMINISTRATION

\* \* \*

Article IV. – FINANCE

\* \* \*

Division 2. – PURCHASING

\* \* \*

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<sup>1</sup> Coding: ~~Strikethrough words~~ are deletions to the existing words. Underlined words are additions to the existing words. Changes made at second reading are indicated with ~~double strikethrough~~ and double underline.

Section 2-82. - Purchasing limitations; competitive bidding.

- (a) *Purchases less than ~~\$5,000.00~~ \$6,000.00.* Purchases of or contracts for materials, supplies, equipment, improvements or services for which funds are provided in the budget, where the total amount to be expended is not in excess of ~~\$5,000.00~~ \$6,000.00, may be made or entered into by the Village Manager without submittal to the Council and without competitive bidding. Single purchases or contracts in excess of ~~\$5,000.00~~ \$6,000.00 shall not be broken down to amounts less than ~~\$5,000.00~~ \$6,000.00 to avoid the requirements of this section.
- (b) *Purchases more than ~~\$5,000.00~~ \$6,000.00 but less than ~~\$50,000.00~~ \$60,000.00.* Purchases of or contracts for materials, supplies, equipment, improvements or services for which funds are provided in the budget, where the total amount to be expended is in excess of ~~\$5,000.00~~ \$6,000.00, but which does not exceed ~~\$50,000.00~~ \$60,000.00, may be made or entered into by the Village Manager without submittal to the Council, but shall require the written concurrence by the applicable department director and Finance Director that the provisions of this section have been complied with. The Village Manager shall request written quotes from at least three persons engaged in the business of furnishing such materials, supplies, equipment and public improvements or rendering such services. Single purchases or contracts in excess of ~~\$50,000.00~~ \$60,000.00 shall not be broken down to amounts less than ~~\$50,000.00~~ \$60,000.00 to avoid the requirements of this section.
- (c) *Purchases in excess of ~~\$50,000.00~~ \$60,000.00.* The Council shall approve all purchases of or contracts for materials, supplies, equipment, public improvements or services where the total amount to be expended is more than ~~\$50,000.00~~ \$60,000.00. Purchases in excess of ~~\$50,000.00~~ \$60,000.00 shall be made in compliance with the competitive bidding requirements set forth in section 2-83.
- (d) *Budget limitations.* The Village Manager may not purchase or contract for any item or service which exceeds any budget appropriation until such time as the Council amends the budget to increase the appropriation to the applicable level.

\* \* \*

**Section 3.** **Severability.** That the provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

**Section 4.** **Codification.** That it is the intention of the Village Council and it is hereby ordained that the provisions of this Ordinance shall become and be made a part of the Village's Code of Ordinances, and that the sections of this Ordinance may be renumbered or relettered to accomplish such intentions, and that the word Ordinance shall be changed to Section or other appropriate word.

**Section 5. Conflicts.** That all ordinances or parts of ordinances, resolutions or parts of resolutions, in conflict herewith, are repealed to the extent of such conflict.

**Section 6. Effective Date.** That this Ordinance shall become effective immediately upon final adoption on second reading.

**PASSED** on first reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2025.

**PASSED AND ADOPTED** on second reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

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JOE I. RASCO  
MAYOR

ATTEST:

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JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY:

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WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY

Thresholds	Ord 1992-15 June 23, 1992	Ord. 2020-02 March 9, 2020	CPI South Florida Inflation (Apr-Apr)				
			2021 4.1%	2022 9.1%	2023 9.0%	2024 4.5%	2025 2.2%
No bids required	2,500	5,000	5,205	5,679	6,190	6,468	6,611
Formal Solicitation	10,000	50,000	52,050	56,787	61,897	64,683	66,106
Council Approval	10,000	50,000	52,050	56,787	61,897	64,683	66,106



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2025  
 TO: Honorable Mayor and Councilmembers  
 THRU: Steven C. Williamson, Village Manager  
 FROM: Jeremy Calleros Gauger, Director – Building, Zoning, & Planning Department  
 RE: Local Business Tax Receipt Rate Adjustment (2<sup>nd</sup> Reading)

### RECOMMENDATION

Recommend the Village Council approve to adjust Local Business Tax Receipt (LBTR) rates by 5% to enable the Village to provide the services and structure benefiting local businesses.

### DISCUSSION

**Purpose:** To adjust LBTR rates from their low current rates so that fees may better cover the costs of administration and enforcement.

**Background:** A LBTR is similar to an Occupational License and is required by local and state law to conduct business within municipal limits. It is a tool used by Village staff to ensure compatibility between business uses and the zoning districts as well as compatibility between the business and building types.

Local Business Tax Receipts are an important aspect of overall code compliance. Tax receipts categorize businesses, which allows Code Compliance and Zoning staff to ensure that businesses operate in appropriate locations and premises. Tax receipts are used in conjunction with Certificates of Use which associate businesses to specific properties. Certificates of Use are in turn related to Certificates of Occupancy issued by the Building Department to ensure the use and building are compatible, (i.e., adequate egress at an educational facility or requiring grease traps in a restaurant). Tax receipts, certificates of use, and certificates of occupancy are interdependent in ensuring health, safety, and welfare of commercial operations.

**Justification:** The Village Administration proposes adjusting the fees an additional 5%, which is the maximum amount allowed by Village code. This increase is proposed to better cover costs of services, infrastructure, staffing, and the administrative costs of ensuring businesses comply with Village ordinances.

Key Biscayne rates were set via Ordinance 1992-13 in June of 1992. Per the Ordinance, rates may be increased by a maximum of 5% every two years. However, rates were not increased until 2023, (by 5%). Thus, the existing rates are significantly lower in Key Biscayne compared to other municipalities, as seen in Table 1 below.

Adjusting rates will appropriately transfer additional cost of regulating business from general funds (ad valorem taxes) to direct fees provided by the businesses. In 2024, the Village collected \$103,196 from Local Business Tax revenues while spending an estimated \$210,000 in ensuring code compliance in businesses.

Local Business Tax categories and rates are regulated at the state level through Florida Statute Chapter 205. The schedule of fees is in Chapter 25 of the Village Ordinances.

Increases in rates are regulated through section (c) of Chapter 25:

"Effective for and from the receipt period commencing on October 1, 2002, each Tax amount set forth above shall be increased by five percent. Further, pursuant to F.S. 205.0535(4), which allows biennial review, the Council may again review and revise the Tax rates in 2008 for the Receipt period commencing on October 1, 2008."

BUSINESS ACTIVITY	Current Rate	2026 Proposed	Comparable Municipality Avg.	Comparable v. Proposed
Professional License	\$39.37	\$41.33	\$ 123.03	(\$81.70)
Offices	\$28.87	\$30.31	\$ 97.50	(\$68.63)
	\$70.87	\$74.41	\$ 140.53	(\$69.66)
Home Based Business	\$39.37	\$41.33	\$ 123.03	(\$83.66)
Vacation Rentals	\$105.00	\$110.25	\$ 562.99	(\$457.99)
Schools, Education, Training	\$39.37	\$41.33	\$ 57.33	(\$117.96)
Retail	\$39.37	\$41.33	\$ 118.83	(\$79.46)

Table 1: A comparison between Village of Key Biscayne Rates and an average of comparable municipalities, (Pinecrest, Miami Shores, and North Bay Village)

**RESOURCE IMPACT**

**Recurring Funding:** This will increase revenue to cover business support and code compliance.

**Personnel:** N/A

**Equipment:** N/A

**Facilities:** N/A

**Training:** N/A

**STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Increasing Local Business Tax Receipt rates ensures businesses contribute fairly to maintaining village character, supporting safe and properly zoned commercial areas that remain attractive and well-maintained, while diversifying revenue sources to strengthen fiscal resilience and sustain a thriving, vibrant local marketplace aligned with community expectations.

- Goal: Thriving & Vibrant Community and Local Marketplace
  - Focus Area: Preserve and Shape Village Character
    - Action: Refine and enforce smart development regulations

**Prepared by:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**ORDINANCE NO. 2026-\_\_\_\_\_**

**AN ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AMENDING SECTION 25-31, “BUSINESS TAX SCHEDULE,” OF CHAPTER 25 OF THE VILLAGE CODE OF ORDINANCES TO INCREASE THE BUSINESS TAX RECEIPT SCHEDULE RATES; PROVIDING FOR SEVERABILITY; PROVIDING FOR CODIFICATION; PROVIDING FOR CONFLICTS; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, pursuant to Section 205.042, Florida Statutes, the Village of Key Biscayne (the “Village”) is authorized to levy a local business tax for the privilege of engaging in or managing any business, profession, or occupation within its jurisdiction; and

**WHEREAS**, the Village currently levies a local business tax pursuant to Article II, “Local Business Tax Receipt,” of Chapter 25 of the Village Code of Ordinances (the “Code”); and

**WHEREAS**, Section 205.0535(4), Florida Statutes, and Section 25-31(c) of the Village Code, provides that municipalities may, every other year, increase or decrease by ordinance the rates of business taxes by up to five percent; and

**WHEREAS**, the Village desires to amend Section 25-31, “Business Tax Schedule,” of the Village Code to increase the business tax schedule rates by five percent in accordance with Section 205.0535(4), Florida Statutes, and Section 25-31(c) of the Village Code; and

**WHEREAS**, the Village Council finds that adoption of this Ordinance is in the best interest and welfare of the Village and its residents.

**NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.**     **Recitals.** That the above-stated recitals are true and correct and are incorporated herein by this reference.

**Section 2. Amending Section 25-31 of Chapter 25 of the Village Code.** That Section 25-31, “Business Tax Schedule,” of Chapter 25, “Taxation,” of the Code of Key Biscayne, Florida, is hereby amended to read as set forth in Exhibit “A” attached hereto and incorporated herein.

**Section 3. Severability.** That the provisions of this Ordinance are declared to be severable and if any section, sentence, clause or phrase of this Ordinance shall for any reason be held to be invalid or unconstitutional, such decision shall not affect the validity of the remaining sections, sentences, clauses, and phrases of this Ordinance but they shall remain in effect, it being the legislative intent that this Ordinance shall stand notwithstanding the invalidity of any part.

**Section 4. Codification.** That it is the intention of the Village Council and it is hereby ordained that the provisions of this Ordinance shall become and be made a part of the Village’s Code of Ordinances, and that the sections of this Ordinance may be renumbered or relettered to accomplish such intentions, and that the word Ordinance shall be changed to Section or other appropriate word.

**Section 5. Conflicts.** That all ordinances or parts of ordinances, resolutions or parts of resolutions, in conflict herewith, are repealed to the extent of such conflict.

**Section 6. Effective Date.** That this Ordinance shall become effective immediately upon final adoption on second reading.

**PASSED** on first reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

**PASSED AND ADOPTED** on second reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO  
MAYOR

ATTEST:

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JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY:

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WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY

**EXHIBIT "A"**

**CHAPTER 25 – TAXATION**

\* \* \*

**ARTICLE II. – LOCAL BUSINESS TAX RECEIPT**

\* \* \*

**Section 25-31. - Business Tax schedule.**

(a) Taxes for the following Businesses, occupations or professions are hereby levied and imposed as follows:

<b>Business Type</b>	<b>Unit</b>	<b>Rate</b>	
Advertising space renters	per space	\$3.93	<u>\$4.12</u>
Amusement, game or recreational device, (not otherwise licensed by some other law of this State)	per device	\$19.68	<u>\$20.66</u>
Cafes, restaurants and other eating establishments:	0—30 seats	\$39.37	<u>\$41.33</u>
	31—74 seats	\$78.75	<u>\$82.68</u>
	75—149 seats	\$118.12	<u>\$124.02</u>
	150+ seats	\$157.50	<u>\$165.37</u>
Drive-in restaurants where customers are served while seated in their cars.	in addition to seats	\$78.75	<u>\$82.68</u>
Contractors, subcontractors or journeymen (principals shall be deemed employees)	1—10 employees	\$23.62	<u>\$24.80</u>
	11—20 employees	\$47.25	<u>\$49.61</u>
	21-30 employees	\$70.87	<u>\$74.41</u>
	31-40 employees	\$94.50	<u>\$99.22</u>
	41—50 employees	\$118.12	<u>\$124.02</u>
	51—100 employees	\$295.31	<u>\$310.07</u>
	101—150 employees	\$442.94	<u>\$465.08</u>
	151—200 employees	\$590.62	<u>\$620.15</u>
	201 or more employees	\$615.19	<u>\$645.94</u>
Dancehalls or places where entertainment is provided for a charge		\$295.31	<u>\$310.07</u>
One night only		\$196.87	<u>\$206.71</u>

**ORDINANCE NO. 2026-\_\_\_\_\_**

Financial institutions, which shall include insurance companies, banks, bankers, trust companies, savings companies, building and loan associations, and savings and loan associations and other financial institutions which are regulated by State or federal law.		\$157.50	<u>\$165.37</u>
Hotels, motels and apartment hotels (for the purpose of determining the number of rooms, every room that can be leased or rented shall be included):	per room	\$1.94	<u>\$2.03</u>
	Minimum Tax	\$19.68	<u>\$20.66</u>
Intangible or tangible personal property (every Person engaged in the Business of trading, bartering, serving, buying, lending or selling intangible or tangible personal property, whether as owner, agent, broker or otherwise)		\$98.43	<u>\$103.35</u>
Liquefied petroleum gas, dealers and installers: Installation of equipment to be used with liquefied petroleum gas.		\$65.62	<u>\$68.9</u>
Dealer in liquefied petroleum gas, in appliances and equipment for use of such gas and in the installation of appliances and equipment.		\$164.06	<u>\$172.26</u>
Manufacturing and/or processing (principals shall be deemed employees):	1—10 employees	\$39.37	<u>\$41.33</u>
	11-20 employees	\$78.75	<u>\$82.68</u>
	21-30 employees	\$118.12	<u>\$124.02</u>
	31-40 employees	\$157.50	<u>\$165.37</u>
	41-50 employees	\$236.25	<u>\$248.06</u>
	51 or more employees	\$295.31	<u>\$310.07</u>
Professional License (every Person engaged in the practice of any profession who offers services for consideration, whether or not such endeavor is regulated by law)		\$39.37	<u>\$41.33</u>
Professional management		\$39.37	<u>\$41.33</u>
Retailer, retail stores (includes every Person or Business engaged in the Business of selling tangible personal property to consumers or to any Person for any purpose other than for resale).		\$39.37	<u>\$41.33</u>

**ORDINANCE NO. 2026-\_\_\_\_\_**

Schools, colleges or other educational or training institution for profit		<del>\$39.37</del>	<u>\$41.33</u>
Service Business (every Person engaged in Business as owner, agent or otherwise who performs some service in return for consideration; principals shall be deemed employees):	1—5 employees	<del>\$28.87</del>	<u>\$30.31</u>
	6—10 employees	<del>\$70.87</del>	<u>\$74.41</u>
	11-15 employees	<del>\$105.00</del>	<u>\$110.25</u>
	16-20 employees	<del>\$147.00</del>	<u>\$154.35</u>
	21 or more employees	<del>\$196.87</del>	<u>\$206.71</u>
Title insurance companies		<del>\$98.43</del>	<u>\$103.35</u>
Theaters	per theater	<del>\$39.37</del>	<u>\$41.33</u>
Vending machines:			
Merchandise or service vending machines	per machine	<del>\$23.62</del>	<u>\$24.8</u>
Merchandise vending machines at locations for which a Receipt has been obtained pursuant to this article:		<del>\$7.87</del>	<u>\$8.26</u>
Laundry equipment	per machine	<del>\$1.94</del>	<u>\$2.03</u>
Coin-operated radio, television, vibrating mattresses and similar devices installed in Businesses providing housing accommodations for the travelling public:		<del>\$27.56</del>	<u>\$28.93</u>
	per business		
	per operator	<del>\$196.87</del>	<u>\$206.71</u>
All vending machine operators:	additional per device	<del>\$1.94</del>	<u>\$2.03</u>

\* \* \*



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Council members  
 FROM: Steven C. Williamson, Village Manager  
 RE: FY 25-26 Budget Amendment #1 (2<sup>nd</sup> Reading): Building Department Customer Service Area Renovation

### RECOMMENDATION

Recommend Village Council amend the Fiscal Year 2025-2026 Budget by transferring \$98,637.24 from the Building Fund to the Capital Improvement Fund to complete the additional work on the Renovate Building Department Customer Service Areas Project.

### DISCUSSION

**Purpose:** To authorize transfer of \$98,637.24 from the Building Fund to the Capital Improvements Fund to complete work on the Building Department to improve customer service experience during the permitting and plans review process.

**Background:** On June 10, 2025, Council approved a resolution selecting Millennium Builders for the Building Department office renovation project in an amount not to exceed \$448,116.49. The approved contract included renovations primarily to the Building Department and minimally to Public Works offices, as well as the retrofit of an existing telecommunications room to accommodate the associated computer servers and network equipment.

As the project has progressed, the contractor and Village staff have found additional scope of work which was not part of the original contract. Millenium Builders identified work which needed to be completed to accomplish the overall project and also discovered items during demolition which required adjustments to the project. There have also been minor changes driven by Building staff to improve the project which has added cost. The largest changes and costs are due to Building and IT staff recommending improvements to the new server room and wiring infrastructure.

### **Justification:**

#### *Server Room and IT Infrastructure Upgrade*

Additional costs outside the original scope are primarily related to the relocation and modernization of the computer servers. During construction, IT staff identified that while hardware upgrades were included in the renovation, the existing network wiring would create a performance bottleneck. As a result, staff recommended replacement of all network wiring. This work is being completed under a

continuing services contract with Tapia Luis M Service Corporation for \$49,600. This cost is an estimate and this work will replace some work which is currently contracted by Millenium Builders. The Village will be getting a credit from Millenium Builders for the new wiring in the newly built portion of the project and the Village will recover this cost.

The new server rooms required card access and security system integration, which were not included in the original scope. Broadcast Systems manages all card-access systems in the building through a sole-source contract with, with estimated costs of \$23,426.28. Security access is a sole-source contract since overall integration of each component is critical for system performance.

IT staff also recommended the application of specialty anti-static floor coating and additional fire systems in the server space, at a cost of \$16,935, to protect computer equipment which is included in change order #2 with Millenium Builders.

The total cost of additional work related to server rooms and network improvements is \$89,961.28.

#### *Office Renovation Scope Adjustments*

During demolition and installation of carpets and lighting, inaccuracies in the original material quantities required contractors to re-order certain items and adjust quantities. In particular, the contractor needed to change components in the light fixtures to match voltage. In addition, the original scope of work did not include the labor required to disassemble and reassemble existing furniture to install new carpeting and lighting. These furniture and paint-related costs total to \$26,634.92 per change order #1 with Millenium Builders. Additional demolition work in the floor of the customer lobby area totals \$6,525.00 per change order #4.

#### *Office Design Modifications*

BZP staff made a minor design modification to add storage space within the office space to improve cleaning and maintenance operations. Currently, mechanical and electrical rooms are also used for storage. The additional storage space as well as air conditioning components omitted from design drawings are captured in change order #3 for \$18,719.05.

#### *Millenium Builders Contract*

If not for significant changes to the server room and IT infrastructure, changes would be within the allotted contingency fee approved by Council. However, the current total of change orders is \$68,813.97, which exceeds the contingency by \$16,930.46. The modification to the Millenium Builders contract will require approval by separate resolution by Council which will accompany the second reading of this ordinance.

#### *Architect Fees*

In the transition to the new fiscal year, the purchase order for the architect of the renovations, Peacock Architects, was not rolled forward into this current fiscal year 2026. To ensure they are paid for their project support, a new purchase order for the remainder of their fee was created in the amount of \$9,623.50

## Summary of Project Cost Increases

<b>Available Funds</b>	<b>\$500,943.00</b>
<b>Original Scope Cost</b>	<b>(\$448,116.49)</b>
<b>Remaining Balance</b>	<b>\$52,826.51</b>
<b>Additional Expenses</b>	
Server Room & IT Infrastructure Upgrade	<b>\$89,961.28</b>
<i>Replace Network Wiring</i>	<i>\$49,600.00</i>
<i>Server Room Card Access</i>	<i>\$23,426.28</i>
<i>Anti-Static Flooring</i>	<i>\$16,935.00</i>
Office Renovation Scope Adjustments	<b>\$33,159.92</b>
Design Modifications	<b>\$18,719.05</b>
Architect PO	<b>\$9,623.50</b>
<b>Total Additional Expenses</b>	<b>(\$151,463.75)</b>
<b>Total Project Budget Deficit</b>	<b>(\$98,637.24)</b>

### FUNDING SOURCES

- *Building Fund transfer to CIP Fund GL Code: 301-24-524-63071*
- *Amount: \$98,637.24*

### STRATEGIC CONNECTION (GOAL / FOCUS AREA)

Improved building department customer service areas and server facilities support all aspects of Village governance while Building office improvements will improve services to create a Thriving and Vibrant Community and Local Marketplace.

### ATTACHMENT(S)

Attachment A - Change orders 1-4 from Millenium Builders.

**Prepared by:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**ORDINANCE NO. 2026-\_\_\_\_\_**

**AN ORDINANCE OF THE VILLAGE OF KEY BISCAYNE,  
FLORIDA, AMENDING ORDINANCE NO. 2025-15 WHICH  
ADOPTED THE BUDGET FOR FISCAL YEAR 2025-2026 BY  
REVISING THE 2025-2026 FISCAL YEAR BUDGET;  
PROVIDING FOR IMPLEMENTATION; AND PROVIDING  
FOR AN EFFECTIVE DATE.**

**WHEREAS**, in accordance with Section 200.065, Florida Statutes, on September 29, 2025, the Village Council of the Village of Key Biscayne (the “Village”) adopted Ordinance No. 2025-15 approving the Fiscal Year 2025-2026 Budget; and

**WHEREAS**, upon the periodic review and analysis of current budgetary commitments and obligations, and based upon the projected needs and requirements of the Village and upon the recommendations of the Village Manager, it is deemed necessary to adjust, amend and implement the Fiscal Year 2025-2026 Budget to transfer \$98,637.24 from the Building Fund to the Capital Improvements Fund for the Building Department Customer Service Area Renovation Project; and

**WHEREAS**, the Village Council finds that adoption of this Ordinance is in the best interest and welfare of the Village and its residents.

**NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.**     **Recitals.** That the above-stated recitals are true and correct and are incorporated herein by this reference.

**Section 2.**     **Amending Ordinance No. 2025-15.** That the Village Council hereby authorizes the amendment of Ordinance No. 2025-15, which Ordinance adopted a budget for the 2025-2026 fiscal year, by revising the 2025-2026 Budget to transfer \$98,637.24 from the Building Fund to the Capital Improvements Fund for the Building Department Customer Service Area Renovation Project.

**Section 3.**    **Implementation.** That the Village Manager is hereby authorized to take any and all action necessary to implement the purpose of this Ordinance.

**Section 4.**    **Effective Date.** That this Ordinance shall become effective immediately upon final adoption on second reading.

**PASSED** on first reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

**PASSED AND ADOPTED** on second reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO  
MAYOR

ATTEST:

\_\_\_\_\_  
JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY

# Attachment A

## Change Order 1



Date: September 17<sup>th</sup>, 2025

**Project:** Bzp Office Renovation Project

**Client:** Village Of Key Biscayne, Florida

**Original contract date:** July 2025

**Original contract amount:** \$448,116.49

### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER #01

ITEM	DESCRIPTION	AMOUNT
1	Disassembling and reassembling furniture inside private offices. (Phase 1 and 4).	\$ 2,800.00
2	Disassembling and reassembling all the cubicles in the cubicles area. (Phase 2).	\$ 3, 920.00
3	Removing existing shelves in second floor telephone room and reinstalling it inside the new cleaning supplies closets.	\$ 1,250.00
4	Labor for painting all the private offices and the cubicles area and hallways.	\$ 12,898.36
5	Wall preparation (patching the holes, removing and reinstalling pictures, artwork and boards).	\$ 1,800.00
6	Paint (ProMar200 Zero VOC – finish TBD)	\$ 3,316.15
7	Supplies for the paint work.	\$ 650.41
<b>Total</b>		<b>\$26,634 .92</b>

**Contractor:** Alon Oami  
**Company name:** Millennium Builders llc

16499 NE 19<sup>th</sup> Ave, Suite # 101  
 North Miami Beach, FL 33162.  
 954.707.1916  
[info@1000pros.com](mailto:info@1000pros.com)  
[www.1000pros.com](http://www.1000pros.com)



DATE: November, 4th

Millennium Builders LLC  
 16499 NE 19th Ave.  
 Suite 101  
 North Miami Beach, Fl.33162  
 CGC1525077

954-707-1916  
 954-444-4701  
 info@1000pros.com

**Change Order #** 2

**Project:** BZP Office Renovation Project  
**Client:** Village Of Key Biscayne, Florida  
**Attn:** Mariana Dominguez  
 88 W McIntyre St. Key Biscayne, Fl, 33149

**Original contract date:** Jul-25  
**Original contract amount:** \$448,116.49  
**Change order#1:** \$26,634.92  
**New Contract Amount:** \$474,751.41

**ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER #02**

Description	Amount
<b>Concrete and Epoxy Floor- IT Flooring</b>	
Etch floor surface Clean up and prep for paint Paint floor with standard floor paint Apply unites static sealer 3 coats Multiple trips are required as all activities require time to cure before the next step can take place	\$3,900.00
<b>Fire Sprinkler Renovation</b>	
Design & submit plans to Local Authority Having Jurisdiction for Fire Sprinkler renovations for the unit above.  Cutback & Relocate (5) existing Fire Sprinkler Heads with all related pipe & fittings and concealed Fire Sprinkler Heads throughout the space.  Install (1) new Fire Sprinkler Head with all related pipe & fittings to obtain proper coverage.  Cap off (2) Fire Sprinkler Heads as needed in IT room.  Drain down system to conduct renovations. Re-energize upon completion of work above.  Perform rough & final inspection with Local Authority Having Jurisdiction for work above.  EXCLUSIONS: Painting, Patching, Electrical Wiring, Permit Fees, Expediting Fees, Office Permit Administration Fees, Additional Work, Fire Watch, Shutdown Fees. Paint floor with standard floor paint Apply unites static sealer 3 coats Multiple trips required as all activities require time to cure before the next step can take place	\$13,735.00
<b>SUBTOTAL</b>	
<b>\$17,635.00</b>	
Discount: Cap off (2) Fire Sprinkler Heads as needed in IT room.	-700.00
<b>GRAND TOTAL</b>	
<b>\$16,935.00</b>	

Thank you for your business.  
 The Millennium Team



## Change Order 03

Date: December, 1st, 2025

**Project:**

BZP Office Renovation Project

**Client**

Village of Key Biscayne, Flor

Original Contract Date:

Jul-25

**Original Contract Amount:**

\$ 448,116.49

### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER# 03

ITEM	DESCRIPTION	AMOUNT
1	Building 276.50 Sqf of new interior partitions on the south side of cubicle 147 and meeting room 148 to create new (cleaning supplies) closets.	\$ 6,400.00
2	Two standard size (30" x 80") new Louvre doors for the new (cleaning supplies) closets.	\$ 2,600.00
3	4 New 24" X 24" AC vent to be installed.	\$ 2,250.00
4	3 New AC Linear vent to be installed.	\$ 2,750.00
5	3 New AC Linear return to be installed.	\$ 2,000.00
6	3 New 24" X 24" AC return to be installed.	\$ 750.00
7	Labor for remove and reinstall the 1st carpet we ordered and installed in one office (50% of one office and 50% of the second office) of phase 1.	\$ 800.00
8	Installing a dedicated power line for fire suppression system.	\$ 750.00
9	Installing (labor) dimmer switches inside offices and programmable switch in common areas (18 total)	\$ 950.00
10	Furnishing dimmer switches inside offices and programmable switch in common areas (18 total)	\$ 1,219.05
	<b>SubTotal</b>	<b>\$ 20,469.05</b>
	Credit for rerouting cable from telephone room floor 1 to IT Room Floor 2	\$ (1,750.00)
	<b>Total</b>	<b>\$ 18,719.05</b>

Thank you for your business.

The Millennium Team

Millennium Builders LLC  
 16499 NE 19th Ave.  
 Suite 101  
 North Miami Beach,  
 FL 33162  
 CGC1525077

954-707-1916  
 954-444-4701



## Change Order 04

Date: January 5th, 2026

**Project:**

BZP Office Renovation Project

**Client**

Village of Key Biscayne, Florida

Original Contract Date:

Jul-25

**Original Contract Amount:**

\$

448,116.49

### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER# 04

ITEM	DESCRIPTION	AMOUNT
1	Remove Ceramic tile & Baseboard along with thin set down to the concrete substrate. Haul away all debris in trash container Patch floor to have carpet ready	\$ 5,850.00
2	Repair drywall wall to prepare for new baseboard	\$ 475.00
3	Dumpster dry run – dumpster was blocked by equipment of owner’s vendor	\$ 200.00
<b>Total</b>		<b>\$6,525.00</b>

Thank you for your business.

The Millennium Team



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Councilmembers  
 FROM: Steven C. Williamson, Village Manager  
 RE: Capital Project Authorizing Ordinance (2<sup>nd</sup> Reading):  
 Building Department Customer Service Area Renovation

### RECOMMENDATION

Recommend Village Council authorize a Capital Project Authorizing Ordinance for the Building Department Customer Service Area Renovation Project in an amount not to exceed \$516,930.46.

### DISCUSSION

**Purpose:** To authorize additional funds for additional scope identified as necessary to complete the renovations, in an amount not to exceed \$68,813.97 to improve customer service experience during the permitting and plans review process.

**Background:** On June 10, 2025, Council approved a resolution selecting Millennium Builders for the Building Department office renovation project in an amount not to exceed \$448,116.49. The approved contract included renovations primarily to the Building Department and minimally to Public Works offices, as well as the retrofit of an existing telecommunications room to accommodate the associated computer servers and network equipment.

As the project has progressed, the contractor and Village staff have found additional scope of work which was not part of the original contract. Millenium Builders identified work which needed to be completed to accomplish the overall project and also discovered items during demolition which required adjustments to the project. There have also been minor changes driven by Building staff to improve the project which has added cost. The largest changes and costs are due to Building and IT staff recommending improvements to the new server room and wiring infrastructure.

### **Justification:**

#### *Office Renovation Scope Adjustments*

During demolition and installation of carpets and lighting, inaccuracies in the original material quantities required contractors to re-order certain items and adjust quantities. In particular, the contractor needed to change components in the light fixtures to match voltage. In addition, the original scope of work did not include the labor required to disassemble and reassemble existing furniture to install new carpeting and lighting. These furniture and paint-related costs total to \$26,634.92 per change order #1 with

Millenium Builders. Additional demolition work in the floor of the customer lobby area totals \$6,525.00 per change order #4.

*IT Infrastructure Upgrade*

IT staff recommended the application of specialty anti-static floor coating and additional fire systems in the server space, at a cost of \$16,935, to protect computer equipment which is included in change order #2 with Millenium Builders.

*Office Design Modifications*

BZP staff made a minor design modification to add storage space within the office space to improve cleaning and maintenance operations. Currently, mechanical and electrical rooms are also used for storage. The additional storage space as well as air conditioning components omitted from design drawings are captured in change order #3 for \$18,719.05.

*Millenium Builders Contract*

If not for significant changes to the server room and IT infrastructure, changes would be within the allotted contingency fee approved by Council. However, the current total of change orders is \$68,813.97, which exceeds the contingency by \$16,930.46. The modification to the Millenium Builders contract will require approval by separate resolution by Council which will accompany the second reading of this ordinance.

**FUNDING SOURCES**

- *CIP Fund GL Code: 301-24-524-63071*
- *Amount: \$68,813.97*

**STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Improved building department customer service areas and server facilities support all aspects of Village governance while Building office improvements will improve services to create a Thriving and Vibrant Community and Local Marketplace.

**ATTACHMENT(S)**

Attachment A - Change orders 1-4 from Millenium Builders.

**Prepared by:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**ORDINANCE NO. 2026-\_\_\_\_\_**

**A CAPITAL PROJECT AUTHORIZING ORDINANCE OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, APPROVING CHANGE ORDERS FOR THE BUILDING, ZONING, AND PLANNING (BZP) OFFICE RENOVATION PROJECT RELATING TO THE BUILDING DEPARTMENT CUSTOMER SERVICES AREA IN AN AMOUNT NOT TO EXCEED \$68,813.97, FOR A TOTAL PROJECT COST NOT TO EXCEED \$516,930.46; AUTHORIZING THE EXPENDITURE OF ADDITIONAL FUNDS FOR THE PROJECT; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on June 10, 2025, the Village of Key Biscayne Council adopted Capital Project Authorizing Resolution No. 2025-20 selecting Millennium Builders LLC (the “Contractor”) for the Building, Zoning, and Planning Office Renovation Project (the “Project”) and authorizing the Village Manager to negotiate and execute an agreement in an amount not to exceed \$448,116.49; and

**WHEREAS**, as the Project progressed, additional scope was identified as necessary to complete the renovations to current operational standards and to ensure the most efficient and reliable use of Village resources for the Building Department customer service area; and

**WHEREAS**, the Contractor has submitted Change Order No. 1 in the amount of \$26,634.92, Change Order No. 2 in the amount of \$16,935.00, Change Order No. 3 in the amount of \$18,719.05, and Change Order No. 4 in the amount of \$6,525.00, attached hereto as composite Exhibit “A” (the “Change Orders”), for a total change order amount of \$68,813.97; and

**WHEREAS**, as a result of the Change Orders, the total cost of the Project now exceeds \$500,000; and

**WHEREAS**, pursuant to the Village Charter and Resolution 2025-20, any change order that causes the total cost of the Project to exceed \$500,000 must be approved by Capital Project Authorizing Ordinance of the Village Council; and

**WHEREAS**, the Village Council desires to approve the Change Orders in an amount not to exceed \$68,813.97 and authorize the expenditure of funds for the Project, for a total project cost not to exceed \$516,930.46; and

**WHEREAS**, the Village Council finds that adoption of this Capital Project Authorizing Ordinance is in the best interest and welfare of the Village and its residents.

**NOW, THEREFORE, BE IT ORDAINED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:** <sup>1</sup>

**Section 1.** **Recitals.** That the above-stated recitals are true and correct and are incorporated herein by this reference.

**Section 2.** **Approval.** The Village Council hereby approves the Change Orders for a total change order amount not to exceed \$68,813.97, attached hereto as composite Exhibit “A”.

**Section 3.** **Authorization.** That the Village Council hereby authorizes the Village Manager to execute the Change Orders, in substantially the form attached as composite Exhibit “A,” subject to the Village Attorney’s approval as to form, content, and legal sufficiency. The Village Manager is further authorized to expend funds for the Project in an amount not to exceed \$516,930.46.

**Section 4.** **Implementation.** That the Village Manager is hereby authorized to take any and all action necessary to implement the purpose of this Ordinance.

---

<sup>1</sup> Coding: ~~Strikethrough words~~ are deletions to the existing words. Underlined words are additions to the existing words. Changes between first and second reading are indicated with **highlighted** ~~double strikethrough~~ and double underline.

**Section 5.** **Effective Date.** That this Ordinance shall become effective immediately upon final adoption on second reading.

**PASSED** on first reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

**PASSED AND ADOPTED** on second reading on the \_\_\_\_\_ day of \_\_\_\_\_, 2026.

---

JOE I. RASCO  
MAYOR

ATTEST:

---

JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGALITY:

---

WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY

# EXHIBIT A

## Attachment A

### Change Order 1

Date: September 17<sup>th</sup>, 2025



**Project:** Bzp Office Renovation Project

**Client:** Village Of Key Biscayne, Florida

**Original contract date:** July 2025

**Original contract amount:** \$448,116.49

#### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER #01

ITEM	DESCRIPTION	AMOUNT
1	Disassembling and reassembling furniture inside private offices. (Phase 1 and 4).	\$ 2,800.00
2	Disassembling and reassembling all the cubicles in the cubicles area. (Phase 2).	\$ 3,920.00
3	Removing existing shelves in second floor telephone room and reinstalling it inside the new cleaning supplies closets.	\$ 1,250.00
4	Labor for painting all the private offices and the cubicles area and hallways.	\$ 12,898.36
5	Wall preparation (patching the holes, removing and reinstalling pictures, artwork and boards).	\$ 1,800.00
6	Paint (ProMar200 Zero VOC – finish TBD)	\$ 3,316.15
7	Supplies for the paint work.	\$ 650.41
	<b>Total</b>	<b>\$26,634.92</b>

**Contractor:** Alon Oami  
**Company name:** Millennium Builders llc

16499 NE 19<sup>th</sup> Ave, Suite # 101  
North Miami Beach, FL 33162.  
954.707.1916  
[info@1000pros.com](mailto:info@1000pros.com)  
[www.1000pros.com](http://www.1000pros.com)



DATE: November, 4th

Millennium Builders LLC  
 16499 NE 19th Ave.  
 Suite 101  
 North Miami Beach, Fl.33162  
 CGC1525077

954-707-1916  
 954-444-4701  
 info@1000pros.com

**Change Order #** 2

**Project:** BZP Office Renovation Project  
**Client:** Village Of Key Biscayne, Florida  
**Attn:** Mariana Dominguez  
 88 W McIntyre St. Key Biscayne, Fl, 33149

**Original contract date:** Jul-25  
**Original contract amount:** \$448,116.49  
**Change order#1:** \$26,634.92  
**New Contract Amount:** \$474,751.41

**ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER #02**

Description	Amount
<b>Concrete and Epoxy Floor- IT Flooring</b>	
Etch floor surface Clean up and prep for paint Paint floor with standard floor paint Apply unites static sealer 3 coats Multiple trips are required as all activities require time to cure before the next step can take place	\$3,900.00
<b>Fire Sprinkler Renovation</b>	
Design & submit plans to Local Authority Having Jurisdiction for Fire Sprinkler renovations for the unit above.  Cutback & Relocate (5) existing Fire Sprinkler Heads with all related pipe & fittings and concealed Fire Sprinkler Heads throughout the space.  Install (1) new Fire Sprinkler Head with all related pipe & fittings to obtain proper coverage.  Cap off (2) Fire Sprinkler Heads as needed in IT room.  Drain down system to conduct renovations. Re-energize upon completion of work above.  Perform rough & final inspection with Local Authority Having Jurisdiction for work above.  EXCLUSIONS: Painting, Patching, Electrical Wiring, Permit Fees, Expediting Fees, Office Permit Administration Fees, Additional Work, Fire Watch, Shutdown Fees. Paint floor with standard floor paint Apply unites static sealer 3 coats Multiple trips required as all activities require time to cure before the next step can take place	\$13,735.00
<b>SUBTOTAL</b>	
	<b>\$17,635.00</b>
Discount: Cap off (2) Fire Sprinkler Heads as needed in IT room.	-700.00
<b>GRAND TOTAL</b>	
	<b>\$16,935.00</b>

Thank you for your business.  
 The Millennium Team



## Change Order 03

Date: December, 1st, 2025

**Project:**

BZP Office Renovation Project

**Client**

Village of Key Biscayne, Flor

Original Contract Date:

Jul-25

**Original Contract Amount:**

\$ 448,116.49

### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER# 03

ITEM	DESCRIPTION	AMOUNT
1	Building 276.50 Sqf of new interior partitions on the south side of cubicle 147 and meeting room 148 to create new (cleaning supplies) closets.	\$ 6,400.00
2	Two standard size (30" x 80") new Louvre doors for the new (cleaning supplies) closets.	\$ 2,600.00
3	4 New 24" X 24" AC vent to be installed.	\$ 2,250.00
4	3 New AC Linear vent to be installed.	\$ 2,750.00
5	3 New AC Linear return to be installed.	\$ 2,000.00
6	3 New 24" X 24" AC return to be installed.	\$ 750.00
7	Labor for remove and reinstall the 1st carpet we ordered and installed in one office (50% of one office and 50% of the second office) of phase 1.	\$ 800.00
8	Installing a dedicated power line for fire suppression system.	\$ 750.00
9	Installing (labor) dimmer switches inside offices and programmable switch in common areas (18 total)	\$ 950.00
10	Furnishing dimmer switches inside offices and programmable switch in common areas (18 total)	\$ 1,219.05
	<b>SubTotal</b>	\$ 20,469.05
	Credit for rerouting cable from telephone room floor 1 to IT Room Floor 2	\$ (1,750.00)
	<b>Total</b>	\$ 18,719.05

Thank you for your business.

The Millennium Team

Millennium Builders LLC  
16499 NE 19th Ave.  
Suite 101  
North Miami Beach,  
FL 33162  
CGC1525077

954-707-1916  
954-444-4701



## Change Order 04

Date: January 5th, 2026

**Project:**

BZP Office Renovation Project

**Client**

Village of Key Biscayne, Florida

Original Contract Date:

Jul-25

**Original Contract Amount:**

\$

448,116.49

### ITEMIZED BREAKDOWN OF WORK FOR CHANGE ORDER# 04

ITEM	DESCRIPTION	AMOUNT
1	Remove Ceramic tile & Baseboard along with thin set down to the concrete substrate. Haul away all debris in trash container Patch floor to have carpet ready	\$ 5,850.00
2	Repair drywall wall to prepare for new baseboard	\$ 475.00
3	Dumpster dry run – dumpster was blocked by equipment of owner’s vendor	\$ 200.00
<b>Total</b>		<b>\$6,525.00</b>

Thank you for your business.

The Millennium Team



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Councilmembers  
 FROM: Steven C. Williamson, Village Manager  
 RE: Community Center Assessment, Audit, and Feasibility Study Contract

### RECOMMENDATION

Recommend the Village Council authorize the Village Manager to negotiate and execute an agreement with Berry, Dunn, McNeil & Parker, LLC (Berry Dunn) for the Key Biscayne Community Center Assessment, Audit, and Feasibility Study pursuant to RFP No. 2025-14, for a ten (10) month term with two (2) optional one-month extensions, in an amount not to exceed \$215,100.00.

### DISCUSSION

**Purpose:** The purpose of this item is to contract with an expert consulting firm to conduct a comprehensive assessment, operational audit, and feasibility study of the Key Biscayne Community Center to guide future decisions regarding reinvestment, modernization, expansion, and long-term financial sustainability.

**Background:** The Key Biscayne Community Center, opened in 2004, serves as the Village’s primary indoor recreational, aquatic, educational, cultural, and civic facility. Operating 361 days per year in a 43,000-square-foot, two-story building, the facility serves as a central hub for residents of all ages.

Due to its geographic isolation as an island community, the Village relies heavily on this single facility to meet a broad range of indoor recreation, wellness, and community needs. As community expectations evolve and long-term capital planning considerations emerge, the Village determined that an independent, data-driven evaluation of the Community Center’s operations, facilities, programming, and financial model is necessary.

Accordingly, the Village issued RFP No. 2025-14 on November 6, 2025, seeking experienced firms specializing in parks, recreation, and community facility planning. The solicitation was publicly advertised through DemandStar, the Village website, Notice Board, and the Miami Herald.

On December 16, 2025, three (3) proposals were received:

1. Berry, Dunn, McNeil & Parker, LLC
2. Ohlson Lavoie Corporation

### 3. Power Wellness Management LLC

An Evaluation Committee comprised of Parks & Recreation, Public Works, CIP/Grants, and Executive staff reviewed and scored the proposals in accordance with the criteria established in the RFP. After technical and financial scoring, Berry Dunn received the highest cumulative ranking and was ranked first overall.

**Justification:** The Evaluation Committee recommends Berry, Dunn, McNeil & Parker, LLC based on its demonstrated qualifications, team structure, and depth of expertise aligned with the Village's comprehensive scope of work.

#### Key considerations include:

##### *Specialized Parks and Recreation Expertise*

Berry Dunn maintains a dedicated Parks, Recreation, and Libraries Practice with extensive national experience in feasibility studies, operational audits, cost recovery analysis, financial modeling, and strategic facility planning. Their team demonstrated direct experience in similar municipal community center assessments.

##### *Comprehensive Technical Approach*

The proposal included a detailed methodology addressing:

- Facility and operational assessment
- Community engagement and needs analysis
- Financial pro-forma modeling and cost recovery strategy
- Capital improvement and phased implementation planning
- Service level recommendations aligned with upcoming budget cycles

The firm's structured and data-driven approach aligns closely with the Village's objectives for long-term sustainability and informed decision-making.

##### *Multi-Disciplinary Team Structure*

Berry Dunn's team includes subject matter experts in parks and recreation operations, finance, cost-of-service analysis, demographics, community engagement, and strategic planning. Additionally, the firm proposed Currie Sowards Aguila Architects as a subcontracting partner to support facility inventory, conceptual layouts, and cost modeling.

##### *Comparative Strength*

While Ohlson Lavoie Corporation demonstrated strong architecture and engineering credentials, the Evaluation Committee determined that Berry Dunn's broader expertise in recreation operations, financial sustainability, and community engagement better aligns with the holistic scope of services required by the RFP.

Accordingly, Berry Dunn provides the most comprehensive and suitable approach to evaluating and guiding the future of the Community Center.

**Implementation/Integration Plan:**

Upon Council Approval:

1. Staff will initiate contract negotiations with Berry, Dunn, McNeil & Parker, LLC.
2. Finalize scope, deliverables, timeline, and reporting requirements.
3. Coordinate project kickoff and data collection with Village departments.
4. Facilitate community engagement sessions and leadership interviews.
5. Present interim findings and final recommendations to Council.

**RESOURCE IMPACT**

**Recurring Funding:** The agreement will extend into the subsequent fiscal year; however, no additional appropriations will be required. All services under the ten (10) to twelve (12) month term will be funded within the approved not-to-exceed amount of \$215,100.00.

**Personnel:** Existing Parks & Recreation, Public Works, Finance, Communications, and administrative staff will provide coordination, data collection, community engagement support, and project assistance as part of their normal duties. While the study will require staff participation in interviews, document review, and public outreach efforts, these responsibilities can be accommodated within current staffing levels without the need for additional employees.

**FUNDING SOURCES**

- **GL Code:** 301.73.573.63108
- **Budget Line-Item:** Assess Community Center Facilities and Programing
- **Amount:** \$165,000
- **Capital Fund Transfer:** \$50,100
- **Total:** \$215,100

**STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Advances the Village’s goal of active community programs and enhanced public spaces by supporting the rehabilitation and reprogramming of the Community Center to ensure long-term sustainability and responsiveness to community needs.

- Goal – Engaging and Active Community Programs and Public Spaces
- Focus Area – Enhance Public Spaces
- Action – Rehabilitate and Reprogram Community Center

**ATTACHMENT(S)**

- A. Link to Procurement Documents  
Request for Proposals # 2025-14 – Community Center Assessment, Audit, and Feasibility Study  
Evaluation Committee Award Recommendation

**Prepared by:** Todd Hofferberth, Director | Parks, Recreation, and Open Spaces

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**RESOLUTION NO. 2026-\_\_\_\_\_**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, SELECTING BERRY, DUNN, MCNEIL & PARKER, LLC FOR THE KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY IN AN AMOUNT NOT TO EXCEED \$210,100; PROVIDING FOR AUTHORIZATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on November 6, 2025, the Village of Key Biscayne (the “Village”) issued Request for Proposals No. 2025-14 (the “RFP”) for the Key Biscayne Community Center Assessment, Audit, and Feasibility Study (the “Services”); and

**WHEREAS**, the Village received three (3) sealed proposals by the RFP submission deadline; and

**WHEREAS**, Berry, Dunn, McNeil & Parker, LLC (the “Consultant”) submitted a proposal to provide the Services in an amount not to exceed \$215,100, which proposal is attached hereto as Exhibit “A” (the “Proposal”); and

**WHEREAS**, in January 2026, the Evaluation Committee appointed by the Village Manager ranked the Consultant as the highest ranked firm; and

**WHEREAS**, the Village Council desires to select the Consultant to perform the Services and authorize the Village Manager to negotiate and execute an agreement with the Consultant in an amount not to exceed \$215,100, consistent with the RFP and the Proposal attached hereto as Exhibit “A”; and

**WHEREAS**, the Village Council finds that this Resolution is in the best interest and welfare of the residents of the Village.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.**    **Recitals.** That each of the above-stated recitals are hereby adopted, confirmed, and incorporated herein.

**Section 2.**    **Selection.** That the Village Council hereby selects the Consultant for the Services.

**Section 3.**    **Authorization.** That the Village Manager is hereby authorized to negotiate and execute an agreement with the Consultant for the Services, consistent with the RFP and the Proposal attached hereto as Exhibit “A” in an amount not to exceed \$210,100, subject to approval by the Village Attorney as to form, content, and legal sufficiency.

**Section 4.**    **Effective Date.** That this Resolution shall be effective immediately upon adoption.

PASSED and ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO, MAYOR

ATTEST:

\_\_\_\_\_  
JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY



# PROPOSAL

## PROPOSAL TO THE Village of Key Biscayne

TO PROVIDE A

### Community Center Assessment Audit Feasibility Study

SUBMITTED BY  
Berry, Dunn, McNeil & Parker, LLC  
2211 Congress Street  
Portland, ME 04102

**BerryDunn**  
2211 Congress Street  
Portland, ME 04102

**Lisa Paradis, Principal**  
Project Manager | Berry, Dunn, McNeil & Parker, LLC

**Dannielle Wilson, Manager**  
Engagement Manager | Berry, Dunn, McNeil & Parker, LLC

Submitted December 16, 2025

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December 16, 2025

Village of Key Biscayne  
Parks and Recreation Department  
Attn: Todd Hofferberth, Director  
88 West McIntyre Street  
Key Biscayne, FL 33149

Dear Todd and Members of the Selection Committee:

On behalf of Berry, Dunn, McNeil & Parker, LLC (“BerryDunn,” “we,” “our”), we are pleased to submit this proposal to partner with the Village of Key Biscayne (the Village) to conduct a feasibility study for the potential expansion of the Key Biscayne Community Center (the Community Center). With a shared commitment to enhancing quality of life and meeting the evolving needs of the community, we are excited about the opportunity to support the Village in this important planning effort.

BerryDunn is an independent management and consulting firm that has experienced sustained growth throughout its 51-year history. ***Focused on inspiring clients to transform and innovate, we formed a specialized practice dedicated to serving the needs of clients in the parks, recreation, and libraries industry.*** Our Parks, Recreation, Libraries Practice has worked with communities across the country to assess and plan for recreation facility improvements and expansions. We understand that any expansion of the Community Center must be grounded in realistic financial, operational, and spatial considerations while reflecting the unique character and priorities of the Village. Our team brings deep experience in facility feasibility analysis, demand assessment, stakeholder and community engagement, and capital and operating cost modeling.

We approach each feasibility study as more than just a technical analysis—we see it as a chance to build consensus, clarify direction, and lay a strong foundation for action. Our tailored process will help ensure that Key Biscayne receives a data-informed, community-driven roadmap to guide decision-making for the future of the Community Center.

As a principal in BerryDunn’s Local Government Practice Group and chief operating officer of BerryDunn’s Consulting Services Team, I am authorized to bind BerryDunn to the commitments made therein. If you have any questions related to this proposal or updates during the evaluation process, please consider me the Village’s primary point of contact and feel free to connect with me directly using the information provided below. We have read the Village’s request and reviewed its terms, conditions, and contents presented therein. Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal due date of May 5, 2025.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lisa Paradis'.

**Lisa Paradis, MBA, CPRP**  
**Principal** | Berry, Dunn, McNeil & Parker, LLC  
BerryDunn, 2211 Congress Street, Portland, ME 04102  
Tel: 207.541.2294 | Email: [lparadis@berrydunn.com](mailto:lparadis@berrydunn.com)

# TAB 01

Introducing BerryDunn



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The BerryDunn team was very organized, professional, and followed through on all action items as promised. They were very flexible and accommodating and demonstrated much knowledge and experience in the service being provided.

*Former Client, City of Ennis, Texas*

# INTRODUCING BERRYDUNN

**BerryDunn’s Parks, Recreation, Libraries Practice** offers clients deep industry expertise in parks, open space, and natural areas built upon decades of experience working in and with agencies on:

- Feasibility Studies
- Master Planning
- Strategic Planning
- Needs Analyses
- Financial Analyses
- Cost Recovery
- Quality Assessments
- Operational/Organizational Assessments

Nearly all our Parks, Recreation, Libraries consultants are former industry practitioners and seasoned advisors, and our proposed project team consists of professionals with many years of experience operating the assets the Village manages. Collectively, our team of more than 20 professionals have worked on over 900 cumulative projects around the country, working with local, state, and national government agencies, as well as private-sector organizations, as they seek to make progress toward a shared vision.

Looking beyond the industry, we strive to deliver high quality services by understanding expectations up front, developing a reasonable and achievable project approach, gaining concurrence on project tasks and timing, and using appropriate staff for each engagement. Supported by a wider team of over 335 consultants dedicated to serving nearly all aspects of local and state government, we offer a holistic approach to the Village’s initiative. It is through our firsthand experience in parks and recreation and our broader team’s well-rounded perspective that we bring tailored insights to the government operations and community needs that impact every project.



**Company Name |**

Berry, Dunn, McNeil, & Parker, LLC (BerryDunn)

**Founded and Incorporated |**

1974 in Maine (51 years)

**Headquartered |**

Portland, Maine

**Locations |**

Arizona, Connecticut, Hawai’i, Maine, Massachusetts, New Hampshire, Puerto Rico, and West Virginia

**Business Type |**

Limited Liability Company

**Employees |**

935+ nationwide

## Introducing Our Subcontracting Partner

You already know them, but we can't help but introduce them. Currie Sowards Aguila (CSA) Architects is proud to bring a deep understanding of the Village and its community values, having previously partnered with the Village on the design and development of the Key Biscayne Community Center. With decades of experience in civic architecture and a commitment to creating spaces that reflect the unique character and needs of each community, CSA brings both local insight and design excellence to every project. Their continued collaboration with the Village represents not only a shared history, but a shared vision for enhancing public spaces and serving residents through thoughtful, community-centered design.

Currie Sowards Aguila Architects (CSA) is an award-winning architectural firm based in Delray Beach, Florida, with over 50 years of experience delivering innovative, community-focused design solutions across the public and private sectors. Known for its collaborative approach and dedication to placemaking, CSA specializes in civic, cultural, recreational, and institutional projects that enhance the quality of life for communities throughout Florida and beyond.

CSA's portfolio includes municipal buildings, parks and recreation facilities, community centers, transportation hubs, and waterfront redevelopment projects, each tailored to reflect the character, history, and aspirations of the communities they serve. The firm is recognized for its ability to balance functionality with creativity, bringing projects from concept to completion with an emphasis on stakeholder engagement, environmental sensitivity, and long-term value.

With a team of passionate architects, planners, and designers, CSA is committed to creating spaces that inspire, connect, and endure. Their longstanding relationships with clients, including the Village of Key Biscayne, are a testament to their professionalism, responsiveness, and deep respect for community vision.





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*The BerryDunn Parks and Recreation team took the time to truly understand the unique characteristics of our community—its challenges, goals, and opportunities. Their attention to detail, combined with a professional outside perspective and thorough data collection and analysis, helped us develop a clear and actionable roadmap for the future. This plan will guide us in meeting the evolving needs and aspirations of our community.*

*Andrea L. Miller, Recreation Director,  
City of Sanibel, Florida*

# TAB 02

## Relevant Experience

## Demonstrated Commitment to Serving Clients in Florida

We have demonstrated our commitment to serving clients in the State through recent or ongoing consulting engagements with the following clients:

- Alachua County
- BHG Financial
- City of Aventura
- City of Boca Raton
- City of Boynton Beach
- City of Cape Coral
- City of Cooper City
- City of Coral Springs
- City of Fernandina Beach
- City of Fort Lauderdale
- City of Gainesville
- City of Groveland
- City of Homestead
- City of Largo
- City of Lauderdale Lakes
- City of Lauderhill
- City of Margate
- City of Miami Beach
- City of New Smyrna Beach
- City of North Lauderdale
- City of Ormond Beach
- City of Palm Coast
- City of Parkland
- City of Plantation
- City of Port Orange
- City of Port St. Lucie
- City of Sanibel
- City of Sarasota
- City of Tampa
- City of Zephyrhills
- College of Central Florida
- Collier County
- IntegraConnect
- Manatee County
- Martin County
- Miami-Dade County
- Monroe County
- Pasco County
- St. John's County
- Suwannee County
- Town of Davie
- Town of Jupiter
- Town of Longboat Key
- Treasure Coast Hospice
- University of Florida
- Village of Palm Springs
- Village of Pinecrest

This—along with our involvement in the Florida Recreation and Parks Association (FRPA) and NRPA—will help ensure we bring firsthand knowledge; insights; and industry, regional, and national best practices to this project.

## Feasibility Studies

With over 100 feasibility studies conducted across the country—whether as stand-alone efforts or as part of broader master planning initiatives—our team has refined a proven, adaptable approach to delivering actionable, community-informed results. Our process emphasizes participation and inclusion, creative and customized solutions, and alignment with both industry standards and local identity. The Village can trust that we will leverage lessons learned and best practices from our prior work and public service to tailor this study to meet your specific goals, challenges, and vision.

The BerryDunn-led team brings unmatched experience in this space. Below is a selection of feasibility studies we've completed in recent years that reflect the breadth and relevance of our work:

Client	Project
City of Albany, NY	Community Center Feasibility and Location Study
City of Bangor, ME	Sawyer Arena Feasibility Study
City of Bangor, ME	Recreation Center Feasibility Study
City of Bismarck, ND	Recreation Facilities Master Plan
Canton Township, MI	Summit on the Park Feasibility Study
City of Gaithersburg, MD	Multi-Generational Recreational Facility Feasibility Study
City of Georgetown, TX	Recreation Center Feasibility Study
City of Irving, TX	Recreation and Aquatics Future Development Feasibility Study
City of Iowa City, IA	Recreation Facilities and Programs Master Plan
City of Port St. Lucie, FL	Operations, Maintenance, and Financial Feasibility Study for Adventure Park
City of Saline, MI	Recreation Center Feasibility Study
College Station, TX	Recreation Center Feasibility Study
Maricopa County, AZ	Adobe Dam Recreation Center Feasibility Study
Powhatan County, VA	Comprehensive Community Center Feasibility Study
Town of Brunswick, ME	Community Engagement for Outdoor Recreation Complex
Town of Lee, MA	Recreation Center Feasibility Study
Town of Oxford, MA	Community Center Feasibility Study
Town of Scarborough, ME	Sport Facility Feasibility Study
Town of Wilbraham, MA	Memorial School Community Center Feasibility Study and Master Plan
Queen Anne's County, MD	Community Center Feasibility Study



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*The BerryDunn team was professional, attentive, followed through with deadlines, and understood the scope of our project. Their combined experience, not just in master planning but working in the parks and recreation field allowed for a clear understanding of expectations and a wealth of great ideas and recommendations.*

*Christine Garcia, Director of Parks and Recreation,  
City of Parkland, Florida*

# TAB 03

Project Team



# PROJECT TEAM

## Organizational Structure

Our team offers a unique blend of firsthand leadership experience in parks and recreation agencies and deep expertise in guiding communities through feasibility studies, master planning, strategic planning, and cost recovery initiatives. We bring practical insight and proven methods to every project we undertake. Figure 1 highlights our project team's structure, showcasing the leadership, support roles, and local partnerships that will contribute to a successful engagement.

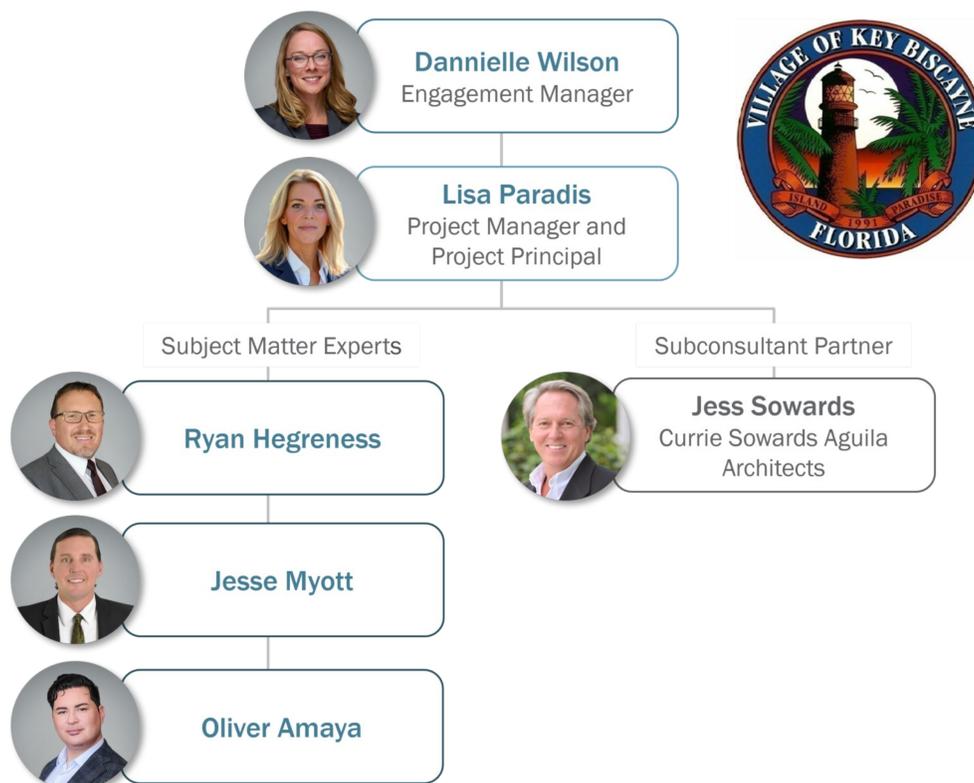


Figure 1: Project Team Organizational Structure

## Roles, Responsibilities, and Qualifications

Below and on the following page(s), we introduce our proposed project team members, describe their roles and responsibilities, and detail their qualifications as they relate to delivering projects of this nature. **Full resumes can be reviewed in Appendix A.**



### **Lisa Paradis, MBA, CPRP | Project Manager**

Lisa Paradis is a senior manager in BerryDunn's Parks, Recreation, Libraries Practice with over 25 years of experience leading parks and recreation departments, most notably as the director for the Town of Brookline, Massachusetts. Lisa has a proven track record of helping organizations tackle systemic challenges through actionable strategic planning, financial management, and organizational development.

Lisa brings a thoughtful and community-focused approach to every project. She excels at creating and implementing strategic plans, cost recovery frameworks, feasibility studies, and organizational assessments that are both mission-driven and practical. Her ability to connect with stakeholders, facilitate meaningful conversations, and align project goals with community needs helps ensure that every step of the process is collaborative and results-oriented.

Clients value Lisa's dedication to understanding their unique challenges and her commitment to delivering solutions that are not only visionary but also implementable. Her experience, coupled with her approachable leadership style, makes her an ideal partner to guide your team through the feasibility study process while keeping the community at the heart of every decision.

As **project manager**, Lisa will be the main point of contact during the project, overseeing all aspects of the project and providing insight to all milestones and deliverables.



### **Dannielle "Dannie" Wilson | Engagement Manager**

Dannielle Wilson is a seasoned project manager and community planning specialist with extensive experience leading parks, recreation, and community facility assessments for municipalities across Florida. As a Manager at BerryDunn, Dannielle Wilson has successfully overseen complex operational audits, feasibility studies, and strategic planning initiatives for public sector clients, including recent work on comprehensive master plans and recreation facility evaluations.

With a strong background in stakeholder engagement, data analysis, and project delivery, Dannielle Wilson brings a collaborative and detail-oriented approach to every assignment. Dannielle Wilson is adept at facilitating leadership interviews, conducting SWOT analyses, and synthesizing community input to develop actionable, data-driven recommendations. Dannielle Wilson's expertise includes benchmarking facility operations, evaluating service levels, and preparing phased implementation and funding strategies that align with local priorities and fiscal sustainability.

As **engagement manager**, Dannie will work closely with our proposed project manager, Lisa, providing oversight for the engagement. She will monitor aspects of the project as it relates to project initiation, engagement strategy, the development of deliverables, and service quality.



### **Ryan Hegreness, MS, CPRE | Subject Matter Expert**

Ryan Hegreness is a senior consultant in BerryDunn's Parks, Recreation, and Libraries Practice with over 15 years of leadership experience in parks and recreation across Colorado, Texas, and Vermont. Known for his innovative thinking and strong communication skills, Ryan helps agencies modernize how they plan, engage their communities, and deliver services.

Ryan specializes in strategic planning, marketing and branding, community engagement, and operational improvement. His work is grounded in practical experience leading award-winning departments and his ability to design forward-thinking solutions that resonate with both staff and the public. Ryan is especially skilled at simplifying complex ideas and fostering buy-in from diverse audiences, making him a trusted facilitator and advisor throughout the planning process.

As a speaker and thought leader, Ryan brings energy, creativity, and clarity to every project. He thrives in collaborative environments and is passionate about helping communities reimagine how parks and recreation services can be delivered in inclusive, efficient, and impactful ways.

As **subject matter expert**, Ryan will contribute specialized expertise throughout all aspect of the projects, particularly as it relates to community engagement, facility assessment, and visioning activities.



### **Jesse Myott, MA | Subject Matter Expert**

Jesse Myott is a manager in BerryDunn's Local Government Practice Group, bringing more than a decade of hands-on public-sector experience to every project. With a deep understanding of municipal finance, Jesse excels at helping local governments make sense of complex data to support sound, strategic decision-making. His expertise includes operating and capital budget development, special fund accounting, revenue forecasting, and cost-of-service and fee analyses.

Jesse has led dozens of cost recovery and fee study projects across the country, combining technical rigor with a clear, approachable communication style that puts clients at ease. He thrives on solving tough financial challenges and brings a collaborative, energetic presence to every engagement. Whether he's working with staff, leadership, or elected officials, Jesse's ability to translate data into meaningful insights makes him a valued and trusted partner.

Clients appreciate Jesse's responsiveness, creativity, and commitment to developing solutions that are both financially responsible and community-minded. He brings not only technical excellence but a passion for public service and progress that makes him truly exciting to work with.

As **subject matter expert**, Jesse will contribute specialized expertise throughout all aspect of the projects, particularly as it relates to community engagement, facility assessment, and cost of service analysis.



### **Oliver Amaya, PMP®, CPRP, MBA | Subject Matter Expert**

Oliver Amaya is a consultant in BerryDunn’s Parks, Recreation, and Libraries Practice, recognized for his collaborative approach, strategic insight, and ability to connect with diverse communities. He previously served as a special projects manager for the City of Corpus Christi, Texas Parks and Recreation Department, where he supported initiatives in community development, operational improvement, and increased connectivity.

A veteran of the U.S. Army, Oliver brings discipline, adaptability, and a calm, solutions-focused mindset to complex projects. His fluency in Spanish and Portuguese—along with English—makes him a vital asset during community engagement, ensuring inclusive participation and helping elevate the voices of underrepresented groups. Oliver’s unique skill set enhances every project he supports, fostering meaningful dialogue and well-informed outcomes.

As **subject matter expert**, Oliver will contribute specialized expertise throughout all aspect of the projects, particularly as it relates to demographics analysis, trends analysis, and community engagement.



## Jess Sowards, AIA, LEED AP | Principal | Currie Sowards Aguila Architects

Subcontractor for Berry, Dunn, McNeil & Parker, LLC

Jess is an enthusiastic and highly accomplished architect with a passion for community and design. A proud graduate of the University of Kentucky's architectural program, he has been a driving force in South Florida's architectural scene since 1987. Over the years, Jess has tackled a variety of exciting projects, from cultural arts centers to fire stations, hotels, and shopping centers. After becoming a registered architect in 1989, Jess quickly rose to Principal in 2000, thanks to his talent for managing projects from concept to completion.

Jess is deeply committed to both his profession and the community. A past President of the Palm Beach Chapter of the Florida American Institute of Architects, he has received numerous accolades, including the prestigious Hillard T. Smith Award and the Florida Citizen Architect Award. His leadership extends beyond his firm, as he chairs the Chapter's Annual Golf Tournament to raise scholarship funds for aspiring architects. With a design philosophy rooted in regional sensitivity and economic awareness, Jess continues to leave a lasting impact on projects like fire stations, historic restorations, and performing arts centers across South Florida. He is not just an architect but a dynamic force shaping his community and the future of design.

As our project **architect**, Jess and his team will bring their expertise to the facility and asset assessment by conducting a detailed recreation facility inventory and analysis of existing conditions. They will also develop a financial model to support up to four conceptual floor plan options for renovation and expansion, each accompanied by an estimate of probable construction costs.

## Why Choose the BerryDunn-led Team?

BerryDunn isn't just another consulting firm—we are architects of possibility, shaping the future with experience, innovation, and heart. As former practitioners, we have walked the paths our clients travel, turning challenges into opportunities, and visions into reality. We don't just plan; we partner, helping to ensure that ideas don't just live on paper, but take root and thrive. With a blend of thought leadership, strategic collaboration, and an unwavering commitment to impact, we craft solutions as dynamic and evolving as the communities we serve.

At BerryDunn, we bring unparalleled expertise, innovative solutions, and a deep commitment to community-centered planning. With over 30 years of experience in the parks, recreation, and local government sectors, our team is uniquely positioned to lead Key Biscayne in achieving its vision for a sustainable, vibrant, and well-planned future. Please consider the following why you should choose our team for your project:

- ▶ **OUR EXTENSIVE EXPERIENCE IN COMMUNITY-CENTERED PROJECTS.** Our team has extensive experience working with communities of all sizes, including coastal settings like the Village. From feasibility studies to master planning, and strategic planning, we understand the nuances of developing projects that serve diverse community needs while respecting local culture and values.
  - ✓ **Proven Track Record:** We have successfully led projects for municipalities nationwide, helping them overcome complex challenges and deliver impactful, lasting results.
  - ✓ **Tailored Solutions:** We don't apply a one-size-fits-all approach. Instead, we develop customized strategies that are practical, sustainable, and aligned with community aspirations.
- ▶ **OUR EXPERTISE IN ENGAGING INTERESTED PARTIES.** The Village deserves a project that reflects the aspirations of all its residents and interested parties. Our team excels at engaging communities through meaningful dialogue, helping to ensure that every voice is heard and considered—using an award-winning approach that has been nationally recognized for its innovation and inclusivity.
  - ✓ **Inclusive Engagement Strategies:** We employ a variety of engagement methods, from in-person workshops to online forums, helping to ensure accessibility for all residents.
  - ✓ **Building Trust:** By fostering open, transparent communication, we help ensure a collaborative process where the community feels connected and invested in the outcome.
- ▶ **OUR COLLABORATIVE AND FLEXIBLE APPROACH.** Our project management team is known for its ability to adapt to changing needs and priorities. We are responsive, proactive, and committed to delivering results on time and within budget.
  - ✓ **Seamless Project Management:** Our team excels at keeping projects on track, coordinating schedules, and maintaining clear communication with both the client and stakeholders.
  - ✓ **Agility and Adaptability:** We are flexible and can adjust our approach to meet the evolving needs of the project, helping to ensure that the Village's goals are met throughout the entire process.
- ▶ **OUR DATA-DRIVEN INSIGHTS AND ROBUST ANALYSIS.** At BerryDunn, we pride ourselves on our ability to leverage data to drive informed decision-making. Our team brings advanced analytical tools and methodologies to every project, providing the Village with valuable insights that guide strategic planning and implementation.
  - ✓ **Thorough Demographics and Trends Analysis:** We use data to identify key trends, understand community demographics, and forecast future needs, helping to ensure that every recommendation is based on solid evidence.

- ✓ **Actionable Recommendations:** Our detailed analysis leads to actionable, evidence-backed recommendations that directly inform planning, budgeting, and operational strategies, helping to ensure that the Village's investments are efficient and effective.

We bring the perfect blend of experience, expertise, and dedication to the table. Our team is passionate about delivering thoughtful, community-driven solutions that leave a lasting, positive impact. By choosing us, the Village will gain a trusted partner committed to transforming its vision into a reality.

# TAB 04

## References



## City of Sanibel, Florida

### Parks and Recreation Master Plan

BerryDunn’s project team conducted an assessment of the Sanibel Recreation Department. The process began with a robust public engagement process that included staff meetings, key leader meetings, stakeholder focus groups, and facilitation of a Social Pinpoint site. Recreation programs, operations, finances, facilities, and staffing were reviewed and analyzed, providing the City Council with a variety of recommendations for consideration. The project team was 70% done with the project when Hurricane Ian hit on September 28, 2022. The project was completed with a final report and City Council presentation in February 2023 followed by an implementation workshop with staff.

#### REFERENCE

Andrea Miller, Director of  
Recreation  
City of Sanibel  
800 Dunlop Rd. Sanibel 33957  
239.472.3700  
andrea.miller@mysanibel.com



*“The overall experience of working with the BerryDunn Parks |*

*Recreation | Libraries*

*team was OUTSTANDING!*

*Their entire team consisted of subject matter experts who were responsive, knowledgeable, supportive, and patient every step of the way!*

*The BerryDunn Parks and Recreation team was able to help us by taking the time to learn every detail about our unique community - our challenges, our goals, etc. That level of detail combined with their professional outside perspective as well as data collection and analysis allowed our teams to formulate a road map for the future that will help us meet the wants and needs of our community.”*

**Andrea Miller**



## City of Bangor, Maine

### Sawyer Ice Arena Feasibility Study and Community Recreation Center Feasibility Study

BerryDunn completed two feasibility projects for the City of Bangor, Maine. One study evaluated the need for a new recreation center which would serve as a multi-purpose facility to house recreation programming and potential office space. The other was an assessment of the Sawyer Ice Arena.

The City's Parks and Recreation Facilities Master Plan, which was completed immediately prior, identified a need for a Sawyer Arena Feasibility Study. This facility is a popular ice rink that hosts a variety of programs, tournaments, and other events. As part of this plan, our team conducted a needs assessment and market assessment to make recommendations on whether to renovate the existing center or build a new one. The City's goals for this project included:

- An analysis of the existing facility
- A review of other ice arenas outside of Bangor
- Preparation of conceptual designs
- Recommendations on models for funding future operations and capital projects

Our team worked closely with the City to make design and programming recommendations that would help accomplish these goals.



#### REFERENCE

Tracy Willette  
Director of Parks and Recreation  
647 Main Street  
Bangor, ME, 04401  
207.992.4490  
[tracy.willette@bangormaine.gov](mailto:tracy.willette@bangormaine.gov)



## Powhatan County, Virginia

### Recreation Center Feasibility Study

BerryDunn conducted a Community Recreation Center Feasibility study to determine Powhatan County's need for a community recreation center and whether it is feasible for the County to build and operate one. The study examined the appropriate mix of programs and amenities for a proposed new community center, determined a projected range of construction costs associated with building the center, determined the potential cost recovery, and summarized the costs of operating the center.

The study also explored potential phasing options for the project. The study assisted the Powhatan County Parks & Recreation Department in determining the necessary building and program elements to meet community expectations, as well as support current and growth-related program needs identified before and during this study.



#### REFERENCE

Will Hagy, Deputy County Administrator  
3834 Old Buckingham Rd.  
Powhatan, VA 23139  
804.598.3719  
whagy@powhatanva.gov

## BLUESTEN PARK COMMUNITY CENTER

Hallandale Beach, FL

Upon completion this 46,000 square foot building will encompass all of the services of a modern civic wellness center including rooms for high and low impact exercise, weightlifting and strength training, a spin room and a large interior gymnasium with bleachers. A large component of any modern gym, rooms for child care and youth activities have been provided for three different age groups: young children, youth and teen. Additionally, a large recreational pool with eight 75 foot competition lap lanes, waist high swim area and a zero entry is provided alongside a children's water activity pool.

This multi-purpose community center offers something for everyone, including an expansive exercise space, an indoor basketball court, an assembly room, administrative offices, day care and classroom complex along with rest rooms for pool and interior activities. As in all projects, it is incumbent to get into the minds of the clients. To that end the design team hosted a series of community design charrettes in developing the program and aesthetic direction. The firm served as the project's Design Architect and is not the Architect of Record.



**CLIENT:** City of Hallandale Beach

**CONTACT:** Greg Harris, Former CIP Project Manager  
T: 954.328.1926 E: eagle25@bellsouth.net

**PROJECT COMPLETION:** 2019

**FEES PAID TO FIRM:** \$184,500

**COST OF CONSTRUCTION  
ESTIMATED/ACTUAL:** \$28,444,00/\$28,700,000

## NORTH ANDREWS GARDEN COMMUNITY CENTER

Oakland Park, FL

This is a replacement community center located in Oakland Park. The project is part of the city's GO Bond and was delivered through the firm's continuing contract. The single-story center will consist of 6,000 square feet located on a 1.10- acre site. While no formal LEED certification will be pursued, the project is designed to LEED Certified level, utilizing CSAA's in-house sustainable program standards. The community center consists of flexible multi-purpose rooms with catering kitchen, computer learning, offices and restroom facilities. Outdoor amenities include a covered outdoor lunch area, basketball court and playground. This is one of the first buildings as part of the GO Bond and has established the architectural character for future projects.



**CLIENT:** City of Oakland Park

**CONTACT:** Sierra Marrero, Asst. Director of Engineering and Building Services  
**T:** 954.630.4421 **E:** sierra.marrero@oaklandparkfl.gov

**PROJECT COMPLETION:** 2023

**FEES PAID TO FIRM:** \$215,000.00

**COST OF CONSTRUCTION ESTIMATED/ACTUAL:** \$3,100,000 est/\$5,100,00 actual

# TAB 05

## Approach

## Project Understanding

The Village of Key Biscayne is at a pivotal moment in shaping the future of its parks and recreation system. As a unique island community with a strong sense of identity, the Village seeks to make sure that its recreational facilities and services remain sustainable, high-quality, and responsive to the evolving needs of residents and visitors. The Key Biscayne Community Center, serving as the Village's central hub for recreation, fitness, culture, and civic engagement, faces increasing demands due to geographic separation, limited space, shifting demographics, and environmental pressures.

This project is more than a traditional feasibility study, it is a thorough assessment, operational audit, and strategic planning initiative. The Village requires a data-driven plan to guide decisions about maintaining, improving, or expanding the Community Center, helping ensure alignment with community priorities and long-term sustainability.

BerryDunn understands that the Village's desired outcome is a clear, actionable path forward, one that balances vision with practicality. Our team will deliver a detailed feasibility study rooted in:

- **Community engagement** (surveys, interviews, focus groups) to ensure the process is inclusive and meaningful.
- **Market and demographic analysis** to benchmark against comparable municipalities and NRPA standards.
- **Operational and financial modeling** (including Excel-based tools for future budgeting and planning).
- **Best practices and scenario planning** to recommend feasible options and prioritize investments.

We will provide the Village with:

- A holistic evaluation of the Community Center's physical condition, operations, and alignment with community needs.
- Strategic recommendations for phased implementation and funding.
- Service level recommendations for upcoming budget cycles.
- Technology assessments to support efficient management and customer service.
- Optional scope enhancements for deeper analysis, sustainability, and innovation.

Just as importantly, we will help the community see themselves in the final product, helping to ensure the process is transparent, inclusive, and reflective of Key Biscayne's values and vision for the future.



*Phase 1  
Discovery*



*Phase 2  
Engagement*



*Phase 3  
Analysis*



*Phase 4  
Visioning*



*Phase 5  
Finalization*



## PHASE 1: DISCOVERY

**1.1 Conduct Initial Project Planning.** We will conduct a project kickoff meeting with Village staff to introduce project team members, discuss project milestones, and review expectations. This session will include a review of existing reports, facility data, budgets, and strategic documents, and will inform the development of a detailed Project Management Plan and schedule, consistent with Task 2.2 of the RFP.

**1.2 Develop a Project Work Plan and Schedule.** We will develop a comprehensive Project Management Plan and Schedule, outlining communication protocols, project timeline, and scope. The plan will incorporate agreed-upon procedures for project control, including quality management and deliverable submission/acceptance, in alignment with Village requirements.

**1.3 Conduct a Data Review.** Our team will submit an information request to the Village's project team to gather all relevant documents and data, including previous expansion plans, Vision Plan, Master Plan, sustainability initiatives, joint use agreements, community surveys, funding plans, budgets, and work plans. We will compile and analyze these materials to develop a comprehensive data inventory matrix, as outlined in Task 2.3 of the RFP.

**1.4 Facilitate a Kickoff Meeting.** We will conduct an on-site project kickoff presentation with the Village's project team, introducing our team, discussing goals, presenting our approach and methodology, and reviewing the schedule of key project dates. During our visit, we will tour the Community Center and relevant recreation facilities to gain firsthand exposure to physical resources, user experience, and staff environments, supporting the operational assessment required in Task 2.5.

**1.5 Assess Demographics and Population Projections.** BerryDunn will conduct a comprehensive demographic and market analysis to understand the population served by the Community Center and surrounding areas. We will examine

factors such as age, income, ethnicity, household size, health indicators, and participation trends to identify patterns and inform future programming and facility needs. Findings will be compiled in a Community Needs and Market Analysis Report, as specified in Task 2.7.

**1.6 Conduct Status Update Meetings.** We will conduct bi-weekly status update meetings with the Village's project manager to communicate project progress, review the schedule, and discuss potential risks and issues, ensuring transparency and alignment throughout the project lifecycle.



**Deliverable 1: Project Work Plan and Schedule**



**Deliverable 2: Demographics Assessment Report**



## PHASE 2: ENGAGEMENT

**2.1 Review Existing Survey Information.** As part of our initial analysis, the BerryDunn team will review and synthesize existing survey data previously collected by the Village. This includes community satisfaction surveys, recreation-specific feedback, and any other relevant public input that provides insight into resident priorities and usage patterns. By leveraging this existing information, we will identify key themes, assess alignment with current planning goals, and determine where additional engagement may be needed to fill information gaps and help ensure a well-rounded understanding of community needs.

**2.2 Develop a Project Website and Engagement Portal.** We will work with Village staff to create a

project website via Social Pinpoint that will keep the community informed of the project and provide community members a means to share valuable input. This interactive online tool helps strengthen the Village's relationship with its stakeholders, resulting in a diverse collection of feedback and better-informed planning outcomes.

We will collaboratively determine which Social Pinpoint tools will best serve the desired outreach outcomes. We anticipate that the Village will see value in utilizing Social Pinpoint's survey, mapping, forums, and ideas wall, and we look forward to discussing and customizing this site to reflect the needs and desires, goals and objectives, and community culture of the Village.

### Inclusive Engagement

BerryDunn and our local team members will lead targeted outreach efforts to ensure that underrepresented communities have a meaningful voice in this process. This includes, but is not limited to, communities of color, low-income residents, immigrant and refugee populations, older adults, and those experiencing health disparities. To promote equitable outcomes—especially in relation to access to parks, recreation, and the proposed Community Center—we will go beyond simply lowering barriers to participation. We will actively prioritize partnerships with organizations that serve communities facing the highest barriers to access.

As part of this effort, we will conduct demographic research to identify priority populations and geographic areas for focused engagement. These insights will guide our outreach strategies and ensure that the voices of those most impacted are heard early and often. Our hybrid engagement model, combining in-person and digital strategies, allows us to reach a broader cross-section of the community. We will also collaborate with trusted local groups—such as sports leagues, faith-based organizations, and community leaders—to meet people where they are and foster inclusive, authentic participation.





## PHASE 2: ENGAGEMENT

*Note: Our team will maintain the project website throughout the planning process to keep residents and staff up to date on project progress and promote participatory events.*

**2.3 Engage Internal Leaders and Staff.** internal engagement with the Village will include a series of interviews and focus groups with Village leadership, management, and staff to gain a comprehensive understanding of current recreation programs, services, and facility operations. We anticipate holding at least two meetings, including:

- Village leadership
- Full-time and key part-time staff
- Additional Village staff, as needed

These sessions will provide internal stakeholders with a structured opportunity to share their perspectives on the future direction of Community Center programming. Staff insight is essential to the success of this project, and our process is intentionally designed to involve them from start to finish—ensuring their voices shape the recommendations and that they are well-positioned to lead successful implementation.

**2.4 Facilitate Key Leader and Collaborator Meetings.** As part of our public outreach efforts, BerryDunn will begin by conducting an individual interview with a key community leaders to gain insight into local priorities and context. This will be followed by two collaborator meetings with representatives from a variety of community organizations, user groups, and partner agencies. These discussions will help us understand diverse perspectives, identify shared

goals, and surface opportunities or challenges related to the Community Center. Insights gathered will inform broader engagement strategies and ensure our recommendations reflect community needs and aspirations.

**2.5 Conduct Focus Group Meetings.** BerryDunn will facilitate two targeted focus group meetings to gather input from the general public. These sessions will provide valuable insight into how the public interacts with the Community Center and identify unmet needs, opportunities, and barriers to access. The feedback collected will help ensure that future planning efforts are inclusive, community-informed, and aligned with local priorities.

**2.6 Facilitate Community Engagement at Local Events.** To ensure broad and accessible community input, BerryDunn will conduct engagement activities at three community events identified in collaboration with Village staff. These events offer valuable opportunities to connect with residents in familiar, low-barrier settings. Our team will facilitate interactive engagement stations—such as visual preference boards, quick polls, and open-ended comment opportunities—to gather diverse feedback on Community Center needs, priorities, and ideas. This approach allows us to reach residents who may not typically participate in formal meetings and ensures a more inclusive understanding of community perspectives.



## Social Pinpoint

Social Pinpoint is an interactive online engagement platform that enables communities to share feedback, ideas, and insights in a user-friendly, visual format. At BerryDunn, we use Social Pinpoint to complement in-person outreach by creating a centralized, accessible space where residents can participate at their convenience. The platform offers tools such as map-based comments, idea walls, surveys, and interactive forums that encourage broad participation from diverse community members. By using Social Pinpoint, we gather real-time input on parks, recreation facilities, programs, and services, identify key themes and concerns, and help ensure that community voices are incorporated into planning and decision-making processes. This approach enhances transparency, builds trust, and helps us deliver plans that are grounded in local priorities.

Welcome to the Parks and Recreation Master Plan Website!

The City of FAIRFAX

Ideas Board Budget Community Forum

# IDEAS BOARD

**Ideas Board**

Welcome to the Ideas Board! Please select from the three categories, Sports and Fitness, Play Areas, Event and Open Spaces, and submit your suggestions and feedback. Feel free to select your ideas on the relevant topic, and let's work together to shape the future of the City of Fairfax Parks and Recreation! (max 140 characters).

Tell us your idea

You have 140 characters left

Category

Select

[Moderation Policy](#) [Submit](#)

## Project Timeline

- ✓ **Phase 1: Discovery**
  - Conduct an Initial Project Planning Call
  - Develop a Project Work Plan and Schedule
  - Facilitate a Kickoff Meeting
  - Conduct a Data Review
  - Analyze Demographics and Population Projections
- ★ **Phase 2: Engagement**
  - Create a Detailed Engagement Strategy
  - Develop a Project Brand
  - Develop a Project Website and Engagement Portal
  - Conduct Internal Leader and Staff Activities
  - Facilitate Stakeholder Meetings
  - Host Public Input Sessions
  - Conduct a Statistically Valid Survey
  - Prepare an Engagement Feedback Summary
  -

[See more](#)



## PHASE 2: ENGAGEMENT

### 2.7 Develop an Engagement Feedback Summary.

Upon completing the community engagement activities, BerryDunn will compile and analyze the feedback gathered from all sources, including Social Pinpoint results, focus groups, public outreach, and community events. We will create a comprehensive Engagement Feedback Summary that highlights key themes, insights, and key findings derived from community input. This summary will serve as a critical foundation for guiding decision-making and will be shared with Village leadership and other stakeholders to ensure transparency and alignment as we move forward with the planning process.



**Deliverable 3: Engagement Feedback Summary**



**OPTIONAL ADD-ON SERVICE**

BerryDunn offers customized project branding services to create a strong, recognizable identity for each initiative. A unique project brand—including a name, logo, tagline, and visual theme—helps generate awareness, build trust, and encourage community participation. We use this branding consistently across outreach materials, digital platforms, and in-person events to create a cohesive and accessible experience that resonates with diverse audiences and promotes a sense of ownership throughout the planning process.



SHAPING THE  
**HEART**  
OF RICHARDSON



Tell us your ideas about the future of arts and culture in Richardson.



**let's grow!**  
hylandhills  
PARKS & RECREATION

**where do we grow from here?**

**iVamos!**  
**Jump Into Fun**

Tell us your ideas and shape the future of parks and recreation.

[www.avondalez.gov](http://www.avondalez.gov)

Avondale

**Have a SAY where you PLAY!**

Shape the future of parks, recreation and open space in Blue Springs.

**THE FUN HAS JUST BEGUN!**  
**PARKS, RECREATION, AND OPEN SPACE MASTER PLAN**

PLAY NATURALLY  
**BLUE SPRINGS**  
PARKS & RECREATION

**OMAHA OUTDOORS**  
*Opportunity Awaits*

Give us your ideas—shape the future of Parks & Recreation!

SCAN TO SHARE YOUR FEEDBACK!

[parks.cityofomaha.org](http://parks.cityofomaha.org)

**OMAHA**  
PARKS & RECREATION  
PUBLIC PROPERTY



## PHASE 3: ANALYSIS

**3.1 Conduct a Facility Assessment.** BerryDunn will conduct a comprehensive assessment of the Key Biscayne Community Center, evaluating its physical condition, space utilization, infrastructure, and overall operational effectiveness. This assessment will include:

- **SWOT Analysis:** Structured interviews with key staff and leadership to identify strengths, weaknesses, opportunities, and threats, providing insight into operational culture and future sustainability (per RFP Task 1B).
- **Operations Audit:** Evaluation of day-to-day operations, including staffing, maintenance, scheduling, customer service, and financial performance, benchmarked against comparable municipalities and NRPA standards (RFP Task 2.5).
- **Services and Programming Review:** Analysis of current programs and services to determine alignment with community needs, participation trends, and programming gaps (RFP Task 2.7).
- **Staffing and Organizational Structure:** Assessment of staffing levels, roles, and organizational structure to ensure effective service delivery and operational efficiency.
- **Cost Recovery and Financial Sustainability:** Review of the facility's cost recovery model, revenue streams, and financial sustainability, including recommendations for improved revenue generation and alignment with the Village's goal of a minimum 70% operational cost recovery (RFP Task 6A).
- **Facility Inventory and Condition Documentation:** Site tours and documentation of facility elements, condition ratings, and opportunities/constraints, including integration with the planned branch library to avoid duplication of services (RFP Task 2.6).



### Deliverable 4: Facility Assessment Report

The findings will be summarized in a Facility and Operational Assessment Report, providing actionable recommendations for immediate and long-term improvements.

**3.2 Gather Mobility Data and User Geo-Analysis.** To enhance our understanding of user patterns and community engagement, BerryDunn will utilize advanced foot traffic analytics powered by artificial intelligence. This platform leverages anonymized mobile location data to analyze usage patterns, travel behaviors, and competitive benchmarks for the Community Center and surrounding facilities. These insights will inform recommendations for optimizing operations, programming, and facility planning, supporting data-driven decisions that reflect actual community usage and demand.



### Deliverable 5: Visitation Report

**3.3 Prepare a Trends Analysis.** BerryDunn will conduct a strategic analysis of local, regional, and national trends in recreation programming, facility management, and community engagement. This includes demographic shifts, participation levels, emerging interests, and best practices from comparable communities. The analysis will identify opportunities for innovation and ensure recommendations are informed by current industry standards and evolving community expectations.



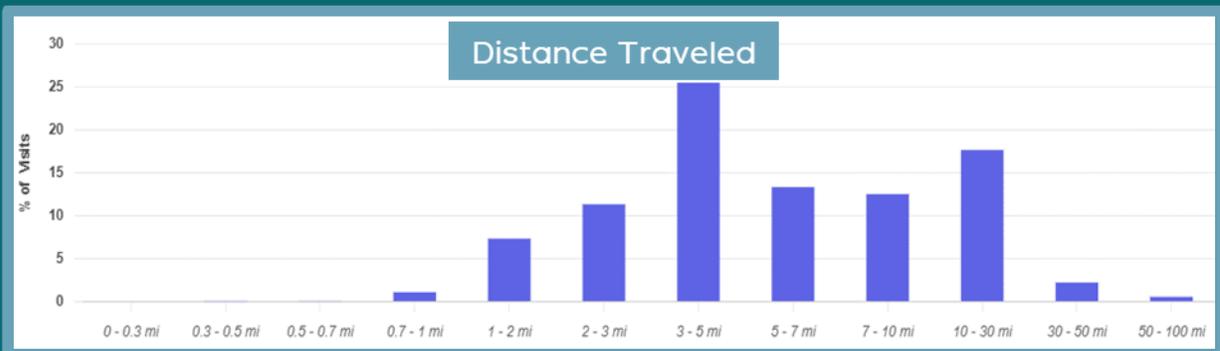
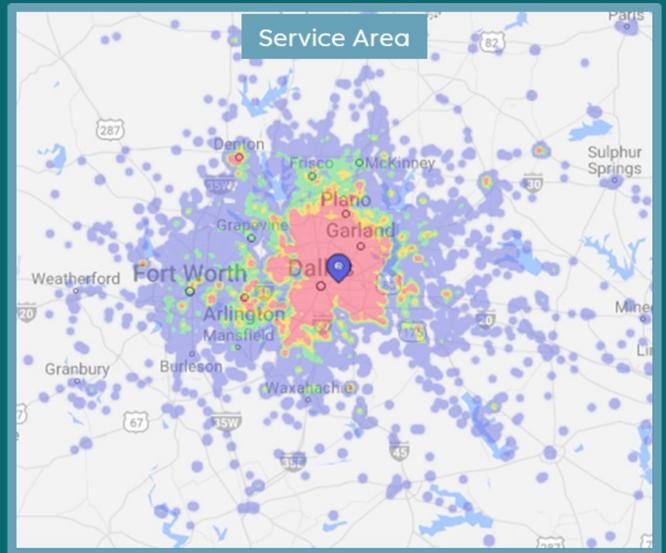
### Deliverable 6: Trends Report



# Placer.ai

Placer.ai is a powerful location analytics platform that provides real-time data and insights into consumer

behavior, foot traffic patterns, and demographic trends. By leveraging anonymized mobile device data, Placer.ai helps organizations understand how people interact with physical spaces—such as parks, retail centers, public facilities, and downtown districts. For local governments and parks and recreation agencies, the platform offers valuable tools to analyze visitation trends, identify usage patterns across time and geography, benchmark performance against comparable locations, and make data-driven decisions to optimize operations, programming, and capital investments. Placer.ai's intuitive dashboards and visualization tools make it easy to translate complex mobility data into actionable insights.





## PHASE 3: ANALYSIS

### 3.4 Identify and Review Community Partners.

BerryDunn will review existing agreements, memoranda of understanding (MOUs), and informal partnerships with local businesses, nonprofits, public agencies, and volunteer groups. We will assess the scope and effectiveness of these collaborations, identify opportunities to strengthen partnerships, and ensure alignment with the Community Center's mission and goals.

Recommendations will be provided for enhancing partnership management, leveraging community resources, and supporting long-term sustainability.



### Deliverable 7: Partner Review



## PHASE 4: VISIONING

**4.1 Conduct a Visioning Workshop.** BerryDunn will facilitate a collaborative visioning workshop on-site to engage Village staff to shape the future direction of the Community Center. During this interactive session, participants will be encouraged to share their ideas, aspirations, and priorities for the facility, focusing on both immediate needs and long-term goals. Through guided exercises and open discussions, we will help participants articulate a collective vision that aligns with the community's values and goals. The outcomes of this workshop will be integral in refining the project's direction and help ensure that the final recommendations reflect the community's desires and expectations for the Community Center.

**4.2 Develop Facility Concepts (Interior/Exterior).** Our team will utilize information from previous tasks, along with input from the Village's staff and project team to verify that the proposed program elements for the facility type are appropriate. Design concepts will be created for the facility type, and the process will include:

- *Participatory activities to generate project input*
  - Presentation of potential facility types to provide a visual picture of potential programming components
  - Identification of potential costs of programming components
  - Activities that will assist in building consensus and determining program components and space allocation requirements that will best meet community needs
  - Priorities and phasing options
- *Site discussion and preliminary analysis*
  - Site size versus program
  - Facility expansion potential
  - Potential program elements
  - Access to site
  - Compatibility with neighboring uses
  - Land and utility infrastructure costs

- Site character and context
- Other site amenities/intangibles
- *Exterior components conceptual design*
  - Parking lots
  - Drop-off/pick-up spots
  - Sidewalks/trails
  - Courtyards
  - Landscape design that includes green space and natural areas



### Deliverable 8: Conceptual Plans

#### 4.3 Capital Cost Estimates and Feasibility Analysis

BerryDunn will develop preliminary capital cost estimates for potential renovation, redevelopment, or expansion of the Community Center, in line with the RFP's Feasibility and Concept Development task. We will review existing concept plans and collaborate with Village staff to define space and functional requirements, considering anticipated programming, accessibility, sustainability, and integration with the planned branch library.

Using regional construction data, benchmarks from similar projects, and input from architects or engineers, we will prepare high-level estimates covering both hard costs (construction, site development, utilities) and soft costs (design, permits, contingency, furnishings). The result will be a clear, itemized cost breakdown to support budgeting, fundraising, and capital planning.



## PHASE 4: VISIONING



### Deliverable 9: Capital Costing

**4.4 Conduct an Operations and Maintenance Analysis.** BerryDunn will conduct a comprehensive operational analysis of the Community Center to evaluate the effectiveness and efficiency of current practices, policies, and resource deployment. This will include an in-depth review of facility scheduling, staffing patterns, maintenance routines, service delivery, customer service protocols, and financial performance. Our goal is to identify what is working well, where inefficiencies may exist, and how operations can be optimized to better serve the community's needs.

Building upon the findings of this analysis, we will develop tailored Operations and Maintenance Plans for both the existing facility footprint and potential future expansion. These plans will outline staffing needs, operational costs, maintenance schedules, and resource requirements under different scenarios. We will also include best practice recommendations to support long-term

sustainability, service quality, and adaptability. This forward-thinking approach ensures that the Community Center is well-positioned to operate effectively now and into the future, regardless of whether the footprint remains the same or is expanded.



### Deliverable 10: Operations and Maintenance Analysis

**4.5 Create a Projected Proforma.** Our team will create a five-year pro-forma, projecting the expenses, revenues, and cost recovery anticipated when operating the facility. The pro-forma will be based on the operational budget projections, as well as all the information provided by the client. These figures will project increases in participation, as well as estimated inflationary costs and/or price changes.



### Deliverable 11: Proforma





## PHASE 5: FINALIZATION

**5.1 Develop Recommendations, Implementation Strategies, and a Draft Study.** After Phase 4, our team will begin drafting an easily understandable Community Center Expansion Feasibility Study Report with a minimum of two recommended approaches and supporting analysis for developing and operating a community facility of the chosen caliber.

**5.2 Review the Draft Study.** We will submit the Draft Community Center Expansion Feasibility Study Report for preliminary review, and all comments will be incorporated into the final draft.



### Deliverable 12: Draft Community Center Expansion Feasibility Study Report

**5.3 Develop Final Plan Package.** BerryDunn will develop and package the final feasibility study into a clear, concise, and actionable plan that reflects community input, operational realities, and strategic priorities. We will ensure the final deliverable is visually engaging, easy to understand, and ready for presentation to Village leadership and the public. Our team will also support the Village in preparing for plan adoption by providing a presentation-ready

version of the report and participating in a final briefing or public meeting as needed.



### Deliverable 13: Final Community Center Expansion Feasibility Study Report

**5.4 Present Findings and Recommendations to the Village Council.** As a final step in the project, BerryDunn will present the completed feasibility study to the Village Council. This presentation will highlight community input, operational and financial considerations, key findings, and recommended next steps. Our team will provide a clear and compelling summary of the plan, respond to questions, and support Council members in understanding how the study aligns with the Village's goals and priorities. This presentation will help ensure transparency, encourage informed decision-making, and lay the groundwork for successful plan adoption and implementation.



### Deliverable 14: Presentation to Village Council



# TAB 06

## Anticipated Schedule



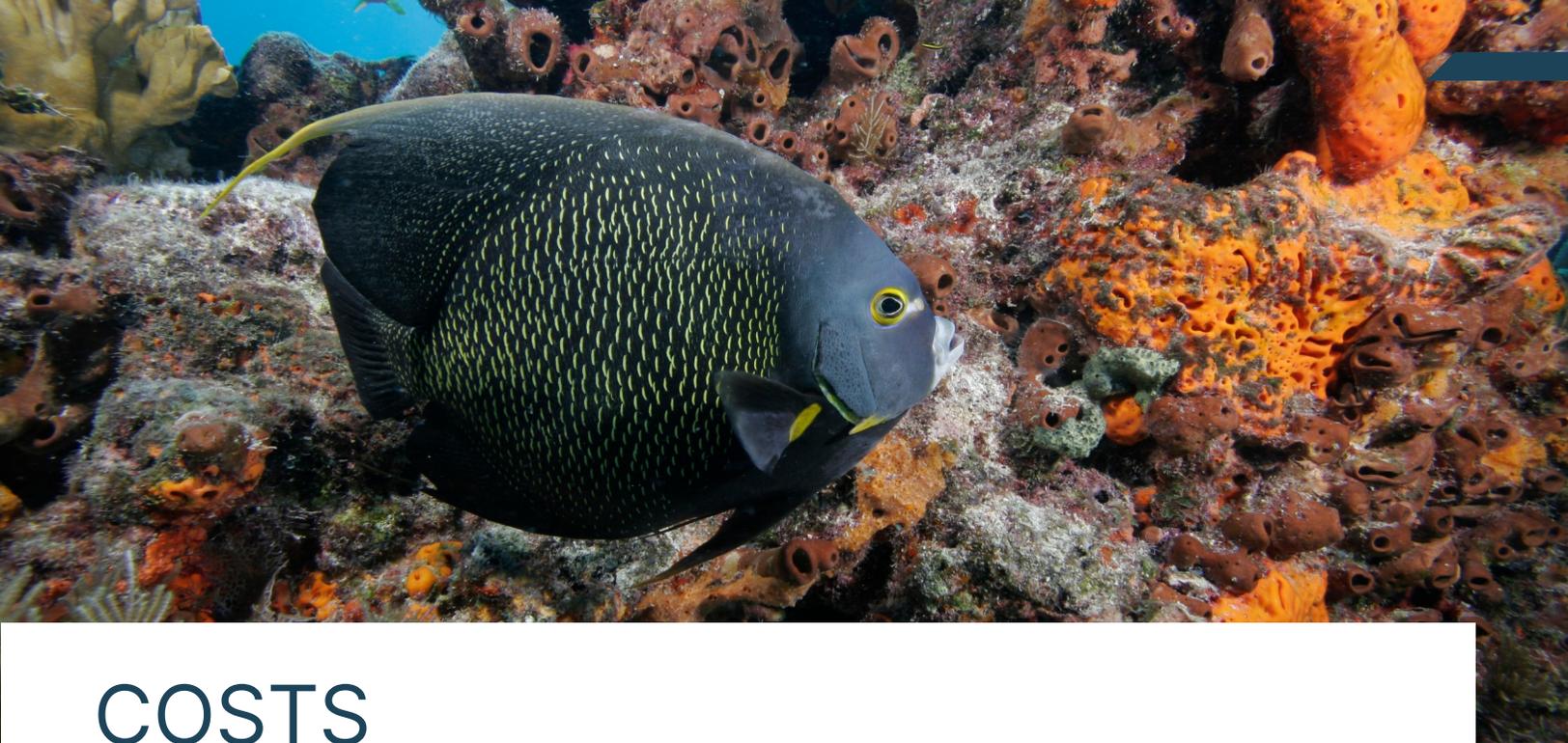
# ANTICIPATED SCHEDULE

Below, we provide our anticipated schedule for completing the Village’s requested scope of work. We expect this project to take approximately 10 months, and we look forward to working in collaboration with the Village to formalize this schedule. We are happy to expedite or elongate this process as necessary to accommodate the Village’s needs, while maintaining momentum throughout the work effort.

Phase \ Month	1	2	3	4	5	6	7	8	9	10
Phase 1: Discovery	█									
Phase 2: Engagement	█	█	█	█						
Phase 3: Analysis	█	█	█	█	█	█				
Phase 4: Visioning				█	█	█	█	█	█	█
Phase 5: Finalization									█	█

# TAB 07

Costs



# COSTS

Please refer to Exhibit B for our detailed proposal fee schedule, which outlines estimated hours, hourly rates, and subtotals for each task within our scope of work. In addition, Exhibit B includes pricing for optional services designed to further enhance the value of this project, such as supplemental analyses and expanded community engagement activities. We welcome the opportunity to discuss these recommended enhancements with the Village to help ensure they align with your priorities and deliver meaningful benefits to the community.

The total cost for the core project (Tasks 1–7), excluding optional services, is \$185,850. If the Village elects to include the optional services (Task 8), the total project cost would be \$215,100.

# APPENDIX A

## Resumes

# Lisa Paradis, MBA, CPRP | Project Manager

Principal | Berry, Dunn, McNeil & Parker, LLC



**Lisa Paradis is a principal in our Parks, Recreation, Libraries Practice. She has more than 25 years of experience as a park and recreation director, most recently for the Town of Brookline, Massachusetts. Lisa has helped many organizations and communities embrace systemic challenges through action-oriented strategic planning and financial and organizational management. Her approach involves creating and implementing strategic plans, cost recovery plans, feasibility studies, and organizational assessments. She understands the importance of a thoughtful, mission driven, community-centric, and implementable approach.**

## EXPERIENCE

**Parks and Recreation Innovation:** As a leader, mentor, and often provocateur, Lisa helps organizations and communities to achieve unimagined greatness by embracing systemic challenges through bold, action-oriented strategic planning, financial and organizational management. Lisa is steadfast in her pursuit to challenge professionals to think beyond the obvious and tackle challenges from a variety of perspectives to find the best possible solution for their communities.

**Master and Strategic Planning:** Lisa has led many master and strategic planning projects for parks and recreation departments and districts throughout the country. She is especially skilled at leading carefully assembled teams with hyper-specific expertise and qualifications needed by each client.

**Parks and Recreation Cost Recovery:** Lisa is an expert in cost recovery strategies for parks and recreation departments. She has led cost recovery efforts for clients including the City of Jefferson City, Missouri; City of Mobile, Alabama; and Town of Gilbert, Arizona. She works with agencies to understand the true costs of providing facilities and services, identify areas of greatest community impact, and develop creative alternative cost recovery strategies.

**Industry Leadership:** Lisa is an expert in parks and recreation and organizational development. She has been a featured speaker at numerous conferences and annually teaches a three-day leadership training course. Lisa is a founding member of Women in Parks and Recreation, an industry group with more than 11,000 members. She is a sought-after mentor to many in the industry.

## CLIENT LIST

- ▶ Charleston County, SC
- ▶ Pflugerville, TX
- ▶ Gilbert, AZ
- ▶ Maryland National Capital Park Planning Commission, MD

## Dannie Wilson, MS, Prosci® CCP | Engagement Manager

Manager | Berry, Dunn, McNeil & Parker, LLC



**Dannie Wilson is a manager in our Parks, Recreation, Libraries Practice. She has more than 20 years of experience leading and consulting parks and recreation agencies throughout the country. She specializes in leading parks and recreation master and strategic planning initiatives and balances her intuitive approach with thorough data analysis and firsthand practitioner experience.**

### EXPERIENCE

**Parks and Recreation Leadership:** Prior to joining BerryDunn, Dannie served as superintendent for recreation for the West Chicago Park District; held positions of progressive responsibility—including service team supervisor, strategic initiatives facilitator, and recreation director—for the Carol Stream Park District, Illinois, and held the title of guest services director for the Village of Pleasant Prairie, Wisconsin. In these roles, Dannie oversaw large teams of staff; managed budgets over \$4 million; guided operations of a recreation center, outdoor water park, and preschool facility; increased revenue and reduced net loss; implemented operational improvements, including software improvements; and more.

**Project Management:** Dannie regularly leads master planning, strategic planning, and recreation program assessments for our parks and recreation clients. She is extremely organized, process oriented, and detail focused. She leverages these traits to keep projects progressing according to budgets and timelines. Dannie is skilled at leading large projects with many stakeholders ranging from subcontracting partners to city leaders, constituents, and community partners. Dannie is familiar with accreditation processes, and during her time with the Carol Stream Park District, she led the IAPD Distinguished Accreditation team.

**Budgeting and Cost Recovery:** During her tenure as superintendent of recreation, for West Chicago Park District, Dannie managed a \$4-million budget; doubled recreation fund net revenue in her first fiscal year; implemented an electronic budgeting process whereby staff were educated and empowered to manage their own budget areas; restructured the preschool program to increase capacity and financial potential; and reduced the water park's net loss by nearly 50% in first year. She has also facilitated corporate memberships with local businesses; managed financial processes for as many as 4,500 household accounts; collected and recorded fees; monitored electronic fund transfer processes; and administered bad debt collection process.

### CLIENT LIST

- ▶ Iowa City, IA
- ▶ Gaithersburg, MD
- ▶ Elmhurst Park District, IL
- ▶ Illinois Park and Recreation Association
- ▶ Charleston County Parks and Recreation Commission, SC

# Ryan Hegreiness, MS, CPRE

MANAGER

Berry, Dunn, McNeil & Parker, LLC



## EDUCATION AND CERTIFICATIONS

MS, Parks, Recreation, and Tourism Management, Clemson University

BS, Health, Fitness, and Recreation, Bob Jones University

Certified Park and Recreation Executive (CPRE)

Strategic Artificial Intelligence Certification, Colorado State University—Colorado Springs

Project Management Foundations, Project Management Institute® (PMI®)

Leading for Organizational Impact, Center for Creative Leadership

Certified Park & Recreation Professional (CPRP) 2007-2017

Directors School Graduate, National Recreation & Park Association (NRPA)

## AFFILIATIONS AND MEMBERSHIPS

NRPA Revenue Development & Management School Board of Regents

Strategic Artificial Intelligence Advisory Board | Colorado State University—Colorado Springs

NRPA Fellowship Mentor

Ryan Hegreiness is a manager in our Local Government Practice Group. Ryan brings over 15 years of experience in parks and recreation leadership roles, with expertise garnered across multiple states and diverse communities. He has honed skills in strategic planning, community-wide communication, and business practice improvement at award-winning departments in Colorado, Texas, and Vermont. Known for his progressive approaches to community engagement, marketing, and event management, Ryan is a sought-after speaker and consultant. He frequently shares insights on marketing, branding, leadership, and innovation through keynote addresses and workshops across North America.

## RELEVANT EXPERIENCE

**Park and Recreation Leadership:** Ryan is adept at overseeing a wide range of operational aspects and spearheading improvement efforts. Serving as the parks, recreation, libraries, and open space operations manager for Westminster, Colorado, he managed multimillion-dollar budgets and supervised the planning and design of urban parks and open spaces. Ryan's leadership resulted in a three-time Gold Medal Award-winning park system and an increase in event attendance, including the introduction of new cultural festivals. Additionally, Ryan has a strong focus on fostering leadership skills and building high-performing teams within municipal and park district settings. He has demonstrated a commitment to building trust, empowering staff, and encouraging innovation, with a leadership style that emphasizes collaboration.

**Strategic Planning:** Ryan excels in strategic planning and fostering organizational innovation, demonstrated through his tenure as deputy executive director of business services for the South Suburban Park and Recreation District—the largest parks and recreation district in Colorado. He is experienced in leading strategic planning sessions, advising on master plans, conducting needs assessments, and guiding transformation. Moreover, his commitment to excellence is underscored by his involvement overseeing Commission for Accreditation of Parks and Recreation Agencies (CAPRA) accreditation efforts at multiple departments and a NRPA Gold Medal submission for the City of Arlington, Texas, Parks and Recreation Department.

**Community Engagement and Marketing Strategy:** Ryan has a track record of developing innovative marketing strategies and fostering community engagement with parks and recreation departments across the country. As marketing and enterprise development manager for Arlington, Texas's Parks and Recreation Department, he reshaped services based on neighborhood demographics and led the creation of an industry-leading park and recreation marketing plan. He significantly increased departmental engagement and exceeded revenue goals while growing engagement. Ryan's approach centers digital initiatives and partnership building to enhance brand awareness and revenue generation.

## Jesse Myott, MA | Subject Matter Expert

**Manager** | Berry, Dunn, McNeil & Parker, LLC



**Jesse Myott is a manager in our Local Government Practice Group. He brings over a decade of public-sector experience, focusing on supporting municipalities with operating and capital improvement budget development and management; special fund accounting, revenue and expenditure forecasting; customer valuation; and cost of revenue analyses for municipal programs and services. Jesse has led multiple cost of service and fee study projects for local governments across the country.**

### EXPERIENCE

**Fee Studies:** Jesse has authored highly complex and sensitive fee studies, created detailed subsidy analyses, and developed cost recovery models as well as water and sewer rate setting models for municipalities across the country, most recently for the City of Bozeman, Montana; City of Raleigh, North Carolina; Town of Smithfield, Rhode Island; the Cities of Gainesville and Largo, Florida; and the Counties of Alachua and Manatee, Florida.

**Process Analysis and Improvement:** Jesse is an experienced municipal finance and management professional with over a decade of experience serving in many local government areas, both as an analyst and in senior management roles. His municipal business process knowledge extends through city administration, public works, water delivery and waste collection services, solid waste collection, public safety, economic development and redevelopment, library and recreation services, human resources, capital improvement program development, facility planning, compensation and benefits analysis, and citywide operating budget planning, monitoring, and delivery.

**Utilities Operations:** Jesse has years of utility operations experience, specifically in water and sewer utility management. This experience includes operating and capital improvement budget development and delivery, rate setting, water distribution infrastructure finance planning, and collection infrastructure finance planning. Prior to joining BerryDunn, Jesse served as director of finance and administration for the public works department as well as acting superintendent of public works for an interim period.

**Finance:** Jesse brings over a decade of public-sector experience. In addition to being an adept municipal finance professional, Jesse is particularly accomplished in public works and engineering budget development and delivery, as well as capital improvement project budget development and delivery. Prior to joining BerryDunn, he served as financial analyst and management analyst for the Cities of South San Francisco and Daly City, California, respectively.

**Organizational Development:** As a consultant, Jesse specializes in supporting the organizational and operational development of public works departments as they seek to improve efficiency and service delivery. He led a public works and parks and recreation organizational assessment for the Town of Smithfield, Rhode Island and several subsequent cost-of-service studies including those related to water and sewer rates, utility billing, and solid waste collection. He also played a key role on a public works department management and operations study for the City of Westfield, Massachusetts, and supported staffing assessments for the Cities of Cedar Park, Fort Worth, and Pearland, Texas.

## Oliver Amaya, MPA, CPRP, PMP® | Subject Matter Expert

Senior Consultant | Berry, Dunn, McNeil & Parker, LLC



**Oliver Amaya is a senior consultant in our Parks, Recreation, and Libraries Practice. Before joining our team, he worked with the City of Corpus Christi, Texas Parks and Recreation Department as a special projects manager, where he helped the department execute initiatives based in community development, operational improvement, and increased connectivity.**

**Oliver's experience serving in the U.S. Army also honed his ability to balance complex projects, work in complex environments, solve difficult challenges, and make effective decisions. His fluency in Spanish and Portuguese, in addition to English, enables him to reach diverse groups and listen to their input.**

### EXPERIENCE

**Project Management:** Oliver brings six years of experience directing new projects, managing various contracts, instituting cost and schedule controls, and establishing best practices. He is effective in leading and directing various projects from inception to completion. He has 15 years of progressive management experience and repeated success in developing project initiatives, directing project plans, achieving performance targets, managing budgets, and monitoring project costs.

**Community Engagement:** With engagement efforts spanning over a dozen states, Oliver has conducted stakeholder interviews, focus groups, public meetings, pop-up events, and on-site outreach, including bilingual and all-Spanish sessions. He has engaged Portuguese-speaking groups and worked to rebuild trust between military veterans and municipal leadership. His military background further shaped his expertise, fostering cooperation and diplomacy with communities and elected officials across Latin America.

**Research and Analysis:** Bringing experience from over 35 parks and recreation agencies, Oliver has performed extensive research and analysis in benchmarking, market studies, demographic reports, recreation programming assessments, trends reports, visitation analysis, and drive-time analysis. He excels at sourcing, cleaning, and interpreting data, working closely with departments to ensure accuracy and relevance. His insights have directly contributed to improving agency performance and strategic decision-making.

## JESS SOWARDS, AIA, LEED AP- PRINCIPAL - CURRIE SOWARDS AGUILA ARCHITECTS



**EDUCATION:** Bachelor of Architecture, University of Kentucky, 1987

**PROJECT ROLE:** Design Architect

### YEARS ACTIVE

Since 1987

### REGISTRATION

Architect: State of Florida, #13205  
NCARB, #45861

### EDUCATION

Bachelor of Architecture, 1987  
University of Kentucky

### PROFESSIONAL AFFILIATIONS

American Institute of Architects

Florida Association AIA – Past State Director

Palm Beach Chapter – Past President

AIA Palm Beach Foundation for Architecture – Past President/ Founding Member

Jess is a proud graduate of the University of Kentucky's architectural program. He has been an integral member of the firm and South Florida community since 1987. Having worked at several architectural firms while completing his formal education, Jess advanced quickly in the firm taking on many challenges including the design and reconstruction of numerous cultural arts and religious projects, hotels, shopping centers and fire stations. In 1989, Jess became a registered architect in the state of Florida and received his certification from the National Council of Architectural Registration Board (NCARB). Having developed his skills to manage multiple projects from conceptual design through occupancy, Jess was promoted to a firm Principal in 2000.

Community involvement and commitment to the profession of architecture have been essential components to Jess's career. He is the past President of the Palm Beach Chapter of the Florida American Institute of Architects and in 2004 was honored with the Hillard T. Smith Award for his active leadership in community activity and service which was of direct benefit to the community. In 2014 Jess received the Gold Medal Award, the Palm Beach Chapter's highest honor and in 2016, he was honored by the State AIA Chapter with the Florida Citizen Architect award which recognizes those members who in their daily lives are playing an important part in shaping the world through their leadership. Additionally, Jess is a member of the Palm Beach Chapter's AIA Foundation and chairs the Chapter's Annual Golf Tournament which raises scholarship funds for deserving architectural students.

Jess remains involved with the design of most of the firm's projects. His personal philosophy mimics that of the firm in that design relates to the vernacular of the region and the architect must always be sensitive to the economics of the project. His design credits include a host of municipal, cultural, performing arts, historic restoration and hospitality projects including: 50 fire rescue stations for agencies throughout the South Florida region, Maltz Jupiter Theatre, Mizner Park Amphitheatre, the Historic 1926 Building for Palm Beach State College, the Arts Garage, Stonebridge Country Club, St. Andrews Country Club, Historic Sundy House Restaurant, Bluesten Park Community Center, the Village of Key Biscayne Community Center and the Old School Square Cultural Arts Complex, to name a few.

Honored with more than 70 building and planning design awards, in 2000, the firm was presented with the Firm of the Year Award by the Florida Association of the American Institute of Architects.

**2024 LIGHTHOUSE POINT FIRE RESCUE/EOC**

Lighthouse Point, Florida  
Award for Design Excellence  
Florida Association of the AIA

**2023 RIVIERA BEACH FIRE STATION No. 88**

Riviera Beach, Florida  
Award for Design Excellence  
Firehouse Magazine

**2022 RIVIERA BEACH FIRE STATION No. 88**

Riviera Beach, Florida  
Design Excellence Award  
Fire Industry Education Resource Organization

**2022 MALTZ JUPITER THEATRE**

Jupiter, Florida  
Merit Award of Excellence  
Palm Beach Chapter of the AIA

**2022 MALTZ JUPITER THEATRE**

Jupiter, Florida  
ENR Southeast Best Project Award

**2019 BLUESTEN PARK COMMUNITY CENTER**

Hallandale Beach, Florida  
Merit Award of Excellence  
Palm Beach Chapter of the AIA

**2019 501 PALM STUDIO**

West Palm Beach County, Florida  
Merit Award of Excellence  
Palm Beach Chapter of the AIA

**2018 DESIGN-BUILD OF AMERICA – FLORIDA REGION PROJECT OF THE YEAR AWARD FEDERAL, STATE, COUNTY & MUNICIPAL**

Pompano Beach Pier Parking Garage  
Presented to Kaufman Lynn Construction / Currie Sowards Aguila Architects / Metromont

**2015 JESS M. SOWARDS, AIA, LEED AP**

Gold Medal Award  
Palm Beach Chapter of the AIA

**2013 SHOWTIME CINEMA MIXED USE DEVELOPMENT**

Delray Beach, Florida  
Merit Award for Design  
Palm Beach Chapter of the AIA

**2011 ATLANTIC OCEAN CLUB/BUDDHA SKY BAR**

Delray Beach, Florida  
Merit Award for Design  
Palm Beach Chapter of the AIA

**2010 DELRAY BEACH FIRE TRAINING TOWER**

Delray Beach, Florida  
Unbuilt Design Honor Award for Excellence  
Palm Beach Chapter of the AIA

**2009 PIER MUSEUM URBAN COMPETITION**

Miami Beach, Florida  
Recognition Award  
Palm Beach Chapter of the AIA

**2006 GLOBAL GREEN SUSTAINABLE HOUSING**

New Orleans, Louisiana  
Honor Award for Design  
Palm Beach Chapter of the AIA

**2005 ROBERT G. CURRIE, FAIA**

Architect of the Year  
Palm Beach Chapter of the AIA

**2004 SAVAGE CREATURES OF THE ANCIENT SEAS MUSEUM**

Boynton Beach, Florida  
Honor Award for Design  
Palm Beach Chapter of the AIA

**2003 MOUNT DORA VILLAGE**

Mount Dora, Florida  
Honor Award for Design  
Palm Beach Chapter of the AIA

**2002 MALTZ JUPITER THEATRE**

Jupiter, Florida  
Honor Award for Design  
Palm Beach Chapter of the AIA

**2002 ROBERT G. CURRIE, FAIA**

Gold Medal Award  
Palm Beach Chapter of the AIA

**2002 VILLAGE OF KEY BISCAYNE COMMUNITY CENTER**

Key Biscayne, Florida  
Honor Award for Design  
Palm Beach Chapter of the AIA

**2001 FLORIDA FISH AND WILDLIFE CONSERVATION REGIONAL HEADQUARTERS**

West Palm Beach, Florida  
Award of Excellence  
Palm Beach Chapter of the AIA

**2000 ROBERT G. CURRIE PARTNERSHIP**

Firm of the Year Award  
Florida Association of the AIA

**1999 SUNDY HOUSE RESTAURANT**

Delray Beach, Florida  
Award for Excellence in Design  
Florida Association of the AIA

**1999 SUNDY HOUSE RESTAURANT**

Delray Beach, Florida  
Historic Preservation Honor Award  
Palm Beach Chapter of the AIA

**1998 PALM BEACH COMMUNITY COLLEGE 1926 BUILDING**

West Palm Beach, Florida  
Historic Preservation Honor Award  
Palm Beach Chapter of the AIA

**1996 SOUTH PALM BEACH COUNTY CIVIC CENTER**

Delray Beach, Florida  
Honor Award  
Palm Beach Chapter of the AIA

**1993 JARED RESIDENCE**

Gulf Stream, Florida  
Award of Merit  
Palm Beach Chapter of the AIA

**1993 DELRAY BEACH FIRE STATION #2**

Delray Beach, Florida  
Award of Merit  
Palm Beach Chapter of the AIA

**1990 OLD SCHOOL SQUARE CULTURAL ARTS CENTER**

Delray Beach, Florida  
Historic Preservation Excellence Award  
Palm Beach Chapter of the AIA

**1990 DELRAY BEACH LIFEGUARD STAND PROTOTYPE**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1990 ROBERT G. CURRIE, FAIA**

Award of Honor for Design  
Palm Beach Chapter of the AIA

**1989 SOUTH PALM BEACH COUNTY CIVIC CENTER**

Delray Beach, Florida  
Unbuilt Design Award  
Florida Association of the AIA

**1988 25 SEABREEZE OFFICE BUILDING**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1986 INTERSTATE CENTRE**

Fort Lauderdale, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1986 TEMPLE SINAI**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1983 BERKSHIRE BY THE SEA**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1982 355 OFFICE BUILDING**

Delray Beach, Florida  
Honor Award  
Palm Beach Chapter of the AIA

**1981 SOUTHEAST PALM BEACH COUNTY ADMINISTRATION COMPLEX**

Palm Beach County, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1981 THE BRIDGE RESTAURANT**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1980 BERNARD'S RESTAURANT**

Boynton Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1980 FELD RESIDENCE**

Delray Beach, Florida  
Award for Excellence  
Palm Beach Chapter of the AIA

**1977 SEA RIDGE CONDOMINIUMS**

Gulf Stream, Florida  
Award of Merit  
Florida Association of the AIA

**1972 SOUTHEAST PALM BEACH COUNTY ADMINISTRATION COMPLEX**

Palm Beach County, Florida  
One of Ten Buildings to Exemplify Good Building Design  
National Association of the AIA

**1971 SOUTHEAST PALM BEACH COUNTY ADMINISTRATION COMPLEX**

Palm Beach County, Florida  
Honor Award for Design  
Florida Association of the AIA

**1971 SOUTHEAST PALM BEACH COUNTY ADMINISTRATION COMPLEX**

Palm Beach County, Florida  
Honor Award  
Palm Beach Chapter of the AIA



“BerryDunn” is the brand name under which Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP, independently owned entities, provide professional services in an alternative practice structure in accordance with the AICPA Code of Professional Conduct. BDMP Assurance, LLP is a licensed CPA firm that provides attest services, and Berry, Dunn, McNeil & Parker, LLC, and its subsidiary entities provide tax, advisory, and consulting services.

Berry, Dunn, McNeil & Parker, LLC provides staff and other administrative resources to BDMP Assurance, LLP. If engaged, BDMP Assurance, LLP will lease professional and administrative staff, both of which are employed by LLC, in performing its services. These individuals will be under the direct control and supervision of BDMP Assurance LLP, which is solely responsible for the performance of our engagement.

The entities falling under the BerryDunn brand are independently owned and neither entity is liable for the services provided by the other entity. Our use of the terms “our Firm” and “we” and “us” and terms of similar import denote the alternative practice structure of Berry, Dunn, McNeil & Parker, LLC and BDMP Assurance, LLP.

This proposal is the work of BerryDunn and is in all respects subject to negotiation, agreement, and signing of specific contracts.

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## **SECTION 6. FORMS, AFFIDAVITS, AND ATTACHMENTS**

### **FORM 1 RESPONSE CHECKLIST**

- Form 1: Response Checklist
- Form 2: Addendum Acknowledgment
- Form 3: Certificate of Authority (Complete one of the two forms as applicable)
  - Form 3A: Certificate of Authority (for Corporations or Partnerships)
  - Form 3B: Certificate of Authority (for Individuals)
- Form 4: Proposer’s Statement of Organization
- Form 5: References
- Form 6: Affidavits
  - Form 6A: Single Execution Affidavits
  - Form 6B: Independence Affidavit
  - Form 6C: Non-Collusion Affidavit
- Form 7: Drug Free Workplace
- Form 8: Certification to Accuracy of Proposal
- Form 9: Scrutinized Companies
- Form 10: Public Entity Crimes
- Form 11: Dispute Disclosure
- Form 12: List of Proposed Subcontractors
- Form 16: Insurance and License Certificate

#### **ATTACHMENTS**

- A: Sample Contract

#### **EXHIBITS**

- A: Scope of Services
- B: Fee Schedule/Price Proposal
- C: Certificate of Insurance

FORM 2

**ADDENDUM ACKNOWLEDGEMENT**

**Solicitation Title:**

**KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY**

**Solicitation No.:**

**RFP # 2025-14**

Listed below are the dates of issue for each Addendum received in connection with this Solicitation:

Addendum No. _____,	Dated _____

No Addendum issued for this  
Solicitation

Firm's Name: \_\_\_\_\_

Authorized Representative's Name: \_\_\_\_\_

Title: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

Authorized Signature:  \_\_\_\_\_

FORM 4

**PROPOSER'S STATEMENT OF ORGANIZATION**

1. Full Name of Proposer:  
\_\_\_\_\_
  
2. Principal Business Address, Phone and Email Address:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
3. Principal Contact Person(s):  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
  
4. Form of Proposer (Corporation, Partnership, Joint Venture, Other):  
\_\_\_\_\_  
  - A. If a corporation, in what state incorporated: \_\_\_\_\_
  - B. Date Incorporated: \_\_\_\_\_
  - C. Federal ID Number (EIN) \_\_\_\_\_
  - D. If a joint Venture or Partnership, date of Agreement: \_\_\_\_\_
  - E. Name and address of all partners (state whether general or limited partnership): \_\_\_\_\_
  - F. If other than a corporation or partnership describe, organization and name of principals. \_\_\_\_\_
  
5. Provide names of principals or officers as appropriate and provide proof of the ability of the individuals so named to legally bind proposer.  

<b>Name</b>	<b>Title</b>
_____	_____
_____	_____
_____	_____
  
6. Indicate the number of years' proposer has had current continual successful experience performing work of a similar scope relevant to this RFP Agreement. \_\_\_\_\_
  
7. List all entities participating in this Agreement (including subcontractors if applicable):  

<b>Name</b>	<b>Address</b>	<b>Title</b>
A. _____	_____	_____
B. _____	_____	_____
C. _____	_____	_____
D. _____	_____	_____
  
8. Outline specific areas of responsibility for each entity listed in Question 7.  
  - A. \_\_\_\_\_
  - B. \_\_\_\_\_
  - C. \_\_\_\_\_

D. \_\_\_\_\_

9. County or municipal business tax receipt number (attach copies):

County: \_\_\_\_\_

Municipal: \_\_\_\_\_

10. Have you ever failed to complete any work awarded to you?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

11. Within the last five years, has any officer or partner of your organization ever been an officer or partner of another organization that failed to complete an Agreement?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

12. Within the last five years, have you ever had a performance, payment or bid bond called?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

13. Have you, any officer or partner of your organization, or the organization been involved in any litigation or arbitration against the Village?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

14. Within the last five years, have you, any officer or partner of your organization, or the organization or parent company or its subsidiaries been involved in any litigation or arbitration against any other Florida public entity?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

15. Within the last five years, have you, any officer or partner of your organization, or the organization or parent company or its subsidiaries been involved in any litigation or arbitration against any private entity for an amount greater than \$100,000?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

16. Has your organization or any of its partners, officers, or key personnel, or its subsidiaries or parent company been charged or indicted for any criminal activity within the last five years?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

17. Has your organization or any of its partners, officers, or key personnel, or its subsidiaries or parent company been convicted and/or fined for any criminal activity within the last five years?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

18. Within the last five years, have you, any officer or partner of your organization, or the organization been investigated by any local, state, or federal law enforcement agency, criminal justice agency or inspector general office?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

19. Within the last five years, have you, any officer or partner of your organization, or the organization communicated with any local, state, or federal law enforcement agency, criminal justice agency or inspector general office relating to goods or services provided or performed for any governmental entity?

Yes \_\_\_\_ No \_\_\_\_ **If yes, attach a separate sheet of explanation.**

- 20. Within the last five years, have there been any reports or audits relating to you, any office or partner of your organization, or the organization issued by any local, state, or federal law enforcement agency, criminal justice agency or inspector general office.  
Yes \_\_\_\_ No X **If yes, attach a separate sheet of explanation.**
- 21. Within the last five years, have you, any officer or partner of your organization, or the organization failed to disclose or made misrepresentations to any governmental entity regarding conflicts of interest or potential or apparent conflicts of interest.  
Yes \_\_\_\_ No X **If yes, attach a separate sheet of explanation.**
- 22. Have you made a site visit? \_\_\_\_\_ Yes, X No
- 23. How soon after the award can you begin work? Within 30 Days.
- 24. List any licenses, permits or certifications, etc., you hold for performing this type of work:  
MBA, CPRP  
\_\_\_\_\_  
\_\_\_\_\_
- 25. **How did you hear about the RFP?** Indicate if it was via the Village’s website, internet search, DemandStar, newspapers, email, etc. The Village of Key Biscayne is always looking for ways to improve its services. DemandStar

*Lisa Paradis*

Signature (Blue ink only)

Lisa Paradis  
Print Name

Principal  
Title

December 16, 2025  
Date

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ )

The foregoing instrument was acknowledged before me this 16th day of December, 2025,  
by Lisa Paradis as Principal

(Name of person acknowledging)

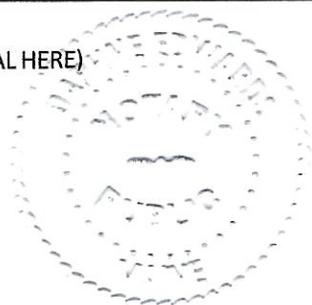
(Title)

for Berry, Dunn, McNeil & Parker, LLC.  
(Company name)

Personally known to me X or has produced Identification \_\_\_\_\_, type of identification

produced \_\_\_\_\_.

(NOTARY SEAL HERE)



*Daphne Edwards*

SIGNATURE OF NOTARY PUBLIC

Daphne Edwards

PRINT, TYPE/STAMP NAME OF NOTARY

**DAHPNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

**BerryDunn Entity Summary as of September 2025**

**Berry, Dunn, McNeil & Parker, LLC  
(Formation: 2/9/1999; Tax ID # 01-0523282)  
Professional Limited Liability Company**

Managers & Directors: Sarah L. Belliveau, C.P.A.  
Jason Fournier, C.P.A.  
Seth Hedstrom  
Kathy L. Parker, C.P.A.  
Seth E. Webber

Officers: Sarah L. Belliveau, C.P.A., CEO  
Jason Fournier, C.P.A, Vice President  
Seth Hedstrom, Vice President  
Kathy L. Parker, C.P.A., Vice President & Chair  
Seth E. Webber, Secretary  
David A. Erb, C.P.A., Treasurer

<u>Members</u>	<u>Percentage Interest</u>
Sno L. Barry, C.P.A.	2.7777
Nicole Y. Becnel	2.7777
Sarah L. Belliveau, C.P.A.	2.7777
Renee Bishop, C.P.A.	2.7777
William H. Brown, C.P.A.	2.7777
Tammy J. Brunetti, C.P.A.	2.7777
Michel T. Caouette, C.P.A	2.7777
Eduardo G. Daranyi	2.7777
Todd J. Desjardins, C.P.A.	2.7777
Ryan Doil	2.7777
Jennifer Elwood	2.7777
David A. Erb C.P.A.	2.7777
Jason Favreau, C.P.A.	2.7777
Jason Fournier, C.P.A.	2.7777
Seth Hedstrom	2.7777
William S. Kalinowski, C.P.A.	2.7777
Julie A. Keim, C.P.A.	2.7777
Charles K. Leadbetter, III	2.7777
Matthew Litz, C.P.A.	2.7777
Tammy P. Michaud, C.P.A.	2.7777
Brandon L. Milton	2.7777
Lisa Openshaw, C.P.A.	2.7777
Dimitrios Panacopoulos, C.P.A.	2.7777
Kathy L. Parker, C.P.A.	2.7777

Danielle Pelletier	2.7777
Kevin Price	2.7777
Susan Prior	2.7777
William A. Richardson	2.7777
Leah Shanahan, C.P.A.	2.7777
Robert S. Smalley, III, C.P.A.	2.7777
Charles D. Snow	2.7777
Lisa Trundy-Whitten, C.P.A.	2.7777
Daniel T. Vogt	2.7777
Tyler Waldrupe, C.P.A.	2.7777
Linda L. Warthen, C.P.A.	2.7777
Seth E. Webber	2.7777

### Principals

1. Regina Alexander
2. Peter Alfrey
3. Divyakumar Arulsamy
4. Peter Grant Ballantyne, C.P.A.
5. Katharine E. Balukas, C.P.A.
6. Olga V. Gross-Balzano, C.P.A.
7. Sno L. Barry, C.P.A.
8. Nicole Y. Becnel
9. Sarah L. Belliveau, C.P.A.
10. Christa Bernacchia
11. Shea Berry-Brennan
12. Renee Bishop, C.P.A.
13. William H. Brown, C.P.A.
14. Tammy J. Brunetti C.P.A.
15. Joseph R. Byrne, C.P.A.
16. Michel Caouette, C.P.A.
17. Andrea J. Colfer, C.P.A.
18. Kristin Courtemanche, C.P.A.
19. Tucker X. Cutter
20. Eduardo G. Daranyi
21. Scott Davis, C.P.A.
22. Kati A. Denham, C.P.A.
23. Todd J. Desjardins, C.P.A.
24. Ryan Doil
25. Mary Dowes, C.P.A.
26. Christopher S. Ellingwood
27. Jennifer Elwood
28. William G. Enck, C.P.A.
29. David A. Erb, C.P.A.
30. Jason Favreau, C.P.A.

31. Jason Fournier, C.P.A.
32. Melody Mann Fox, C.P.A.
33. Gary Glassman, C.P.A.
34. Jonathan Grace
35. Ryan Gough, C.P.A.
36. Valerie Hamilton
37. Jason K. Hargrove
38. Seth Hedstrom
39. William S. Kalinowski, C.P.A.
40. Julie A. Keim, C.P.A.
41. Lisa Kennedy
42. Kaylyn M. Landry, C.P.A.
43. Mark R. LaPrade, C.P.A.
44. Charles K. Leadbetter, III
45. Robert Leonard, C.P.A.
46. Matthew Litz, C.P.A.
47. Michael Mastroianni, C.P.A.
48. Yoko H. McCarthy
49. Barbara J. McGuan, C.P.A.
50. Tammy P. Michaud, C.P.A.
51. Brandon L. Milton
52. Christopher M. Mouradian, C.P.A.
53. Lisa Openshaw, C.P.A.
54. Dimitrios Panacopoulos, C.P.A.
55. Lisa M. Paradis
56. Emily B. Parker, C.P.A.
57. Kathy Parker, C.P.A.
58. Danielle Pelletier
59. Kristen Perry, C.P.A.
60. Kevin Price
61. Susan Prior
62. Jodi Reynolds, C.P.A.
63. William A. Richardson
64. Jeffrey A. Ring, C.P.A.
65. Zachary J. Rioux
66. Denny R. Roberge
67. Douglas J. Rowe
68. Cameron A. Scott
69. Leah Shanahan, C.P.A.
70. Robert S. Smalley, III, C.P.A.
71. Charles D. Snow
72. Julianne A. Sullivan
73. Lisa Trundy-Whitten, C.P.A.
74. Daniel T. Vogt
75. Tyler Waldrupe, C.P.A.
76. Ryan T. Warren. C.P.A.
77. Linda L. Warthen, C.P.A.
78. Seth E. Webber

FORM 5  
**CLIENT REFERENCES**

**PRINT CLEARLY**

**REFERENCE #1**

Name of Company: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contract Start Date: \_\_\_\_\_ Contract End Date: \_\_\_\_\_

**REFERENCE #2**

Name of Company: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contract Start Date: \_\_\_\_\_ Contract End Date: \_\_\_\_\_

**REFERENCE #3**

Name of Company: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contract Start Date: \_\_\_\_\_ Contract End Date: \_\_\_\_\_

**REFERENCE #4**

Name of Company: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contract Start Date: \_\_\_\_\_ Contract End Date: \_\_\_\_\_

**REFERENCE #5**

Name of Company: \_\_\_\_\_

Reference Contact Name: \_\_\_\_\_

Contact Title: \_\_\_\_\_

Contact Email: \_\_\_\_\_

Contract Start Date: \_\_\_\_\_ Contract End Date: \_\_\_\_\_

FORM 6A

**SINGLE EXECUTION AFFIDAVITS**

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

**THIS FORM COMBINES SEVERAL AFFIDAVIT STATEMENTS TO BE SWORN TO BY THE PROPOSER OR BIDDER AND NOTARIZED BELOW. IN THE EVENT THE PROPOSER OR BIDDER CANNOT SWEAR TO ANY OF THESE AFFIDAVIT STATEMENTS, THE PROPOSER OR BIDDER IS DEEMED TO BE NON-RESPONSIBLE AND IS NOT ELIGIBLE TO SUBMIT A PROPOSAL/BID.**

**THESE SINGLE EXECUTION AFFIDAVITS ARE SUBMITTED TO THE VILLAGE OF KEY BISCAYNE AND ARE STATEMENTS MADE:**

By: \_\_\_\_\_

For (Name of Proposing or Bidding Entity): \_\_\_\_\_

Whose business address is: \_\_\_\_\_

And (if applicable) its Federal Employer Identification Number (FEIN) is: \_\_\_\_\_

(if the entity does not have an FEIN, include the Social Security Number of the individual signing this sworn statement. SS#: \_\_\_\_\_ )

**Americans with Disabilities Act Compliance Affidavit**

The above-named firm, corporation or organization is in compliance with and agrees to continue to comply with, and assure that any subcontractor, or third-party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

- The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.
- The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:
- The Rehabilitation Act of 1973, 229 USC Section 794;
- The Federal Transit Act, as amended 49 USC Section 1612;
- The Fair Housing Act as amended 42 USC Section 3601-3631.

LP  
Proposer Initials

**Public Entity Crimes Affidavit**

I understand that a “public entity crime” as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.

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

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

1. A predecessor or successor of a person convicted of a public entity crime; or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

I understand that a “person” as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term “person” includes those officers, directors, executives, and partners, shareholders, employees, members, and agents who are active in management of an entity.

Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement.

**(INDICATE WHICH STATEMENT APPLIES.)**

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

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

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

I understand that the submission of this form to the contracting officer for the public entity identified in paragraph 1 above is for that public entity only and that this form is valid through December 31 of the calendar year in which it is filed. I also understand that I am required to inform the public entity prior to entering into a contract in excess of the threshold amount provided in Section 287.017, Florida Statutes for category two of any change in the information contained in this form.

LP

Proposer Initials

**No Conflict of Interest or Contingent Fee Affidavit**

Proposer warrants that neither it nor any principal, employee, agent, representative nor family member has paid or will pay any fee or consideration that is contingent on the award or execution of a contract arising out of this solicitation. Proposer also warrants that neither it nor any principal, employee, agent, representative nor family member has procured or attempted to procure this contract in violation of any of the provisions of the Miami-Dade County conflict of interest or code of ethics ordinances. Further, Proposer acknowledges that any violation of these warrants will result in the termination of the contract and forfeiture of funds paid or to be paid to the Proposer should the Proposer be selected for the performance of this contract.

LP

Proposer Initials

**Business Entity Affidavit**

Proposer hereby recognizes and certifies that no elected official, board member, or employee of the Village of Key Biscayne (the "Village") shall have a financial interest directly or indirectly in this transaction or any compensation to be paid under or through this transaction, and further, that no Village employee, nor any elected or appointed officer (including Village board members) of the Village, nor any spouse, parent or child of such employee or elected or appointed officer of the Village, may be a partner, officer, director or proprietor of Proposer or Vendor, and further, that no such Village employee or elected or appointed officer, or the spouse, parent or child of any of them, alone or in combination, may have a material interest in the Vendor or Proposer. Material interest means direct or indirect ownership of more than 5% of the total assets or capital stock of the Proposer. Any exception to these above-described restrictions must be expressly provided by applicable law or ordinance and be confirmed in writing by Village. Further, Proposer recognizes that with respect to this transaction or bid, if any Proposer violates or is a party to a violation of the ethics ordinances or rules of the Village, the provisions of Miami-Dade

County Code Section 2-11.1, as applicable to Village, or the provisions of Chapter 112, part III, Fla. Stat., the Code of Ethics for Public Officers and Employees, such Proposer may be disqualified from furnishing the goods or services for which the bid or proposal is submitted and may be further disqualified from submitting any future bids or proposals for goods or services to Village.

LP

Proposer Initials

#### **Anti-Collusion Affidavit**

1. Proposer/Bidder has personal knowledge of the matters set forth in its Proposal/Bid and is fully informed respecting the preparation and contents of the attached Proposal/Bid and all pertinent circumstances respecting the Proposal/Bid;
2. The Proposal/Bid is genuine and is not a collusive or sham Proposal/Bid; and
3. Neither the Proposer/Bidder nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including Affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer/Bidder, firm, or person to submit a collusive or sham Proposal/Bid, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer/Bidder, firm, or person to fix the price or prices in the attached Proposal/Bid or of any other Proposer/Bidder, or to fix any overhead, profit, or cost element of the Proposal/Bid price or the Proposal/Bid price of any other Proposer/Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Village of Key Biscayne or any person interested in the proposed Contract.

LP

Proposer Initials

#### **Scrutinized Company Certification**

1. Proposer certifies that it and its subcontractors are not on the Scrutinized Companies that Boycott Israel List. Pursuant to Section 287.135, F.S., the Village may immediately terminate the Agreement that may result from this ITB at its sole option if the Proposer or its subcontractors are found to have submitted a false certification; or if the Proposer, or its subcontractors are placed on the Scrutinized Companies that Boycott Israel List or is engaged in the boycott of Israel during the term of the Agreement.
2. If the Agreement that may result from this ITB is for more than one million dollars, the Proposer certifies that it and its subcontractors are also not on the Scrutinized Companies with Activities in Sudan, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria as identified in Section 287.135, F.S. pursuant to Section 287.135, F.S., the Village may immediately terminate the Agreement that may result from this ITB at its sole option if the Proposer, its affiliates, or its subcontractors are found to have submitted a false certification; or if the Proposer, its affiliates, or its subcontractors are placed on the Scrutinized Companies with Activities in Sudan List, or Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria during the term of the Agreement.

3. The Proposer agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under the Agreement that may result from this ITB. As provided in Subsection 287.135(8), F.S., if federal law ceases to authorize the above-stated contracting prohibitions then they shall become inoperative.

LP  
Proposer Initials

**Acknowledgment, Warranty, and Acceptance**

1. CONTRACTOR warrants that it is willing and able to comply with all applicable state of Florida laws, rules and regulations.
2. CONTRACTOR warrants that it has read, understands, and is willing to comply with all requirements of **RFP # 2025-14 KEY BISCAIYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY** and any addendum/addenda related thereto.
3. CONTRACTOR warrants that it will not delegate or subcontract its responsibilities under an agreement without the prior written permission of the Village Council or Village Manager, as applicable.
4. CONTRACTOR warrants that all information provided by it in connection with this Proposal is true and accurate.

LP  
Proposer Initials

**Truth in Negotiation Certification**

The CONTRACTOR hereby certifies, covenants, and warrants that wage rates and other factual unit costs supporting the compensation for this project’s agreement are accurate, complete, and current at the time of contracting.

The CONTRACTOR further agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Village determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within (1) year following the end of the contract. For purposes of this certificate, the end of the agreement shall be deemed to be the date of the final billing or acceptance of the work by the Village, whichever is later.

LP  
Respondent Initials

**Sworn Signature of Proposing Entity Representative and Notarization  
for all above Affidavits follows on the next page**

In the presence of:

Signed, sealed and delivered by:

Daphne Edwards

\_\_\_\_\_

Witness #1 Print Name: Daphne Edwards

Print Name: Lisa Paradis

\_\_\_\_\_

Title: Principal

Witness #2 Print Name: \_\_\_\_\_

**ACKNOWLEDGMENT**

State of Maine

County of Cumberland

On this 16th day of December, 2025, before me the undersigned, personally appeared Lisa Paradis, whose name(s) is/are subscribed to the within instrument, and he/she/they acknowledge that he/she/they executed it.

Witness my hand and official seal:

**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

Daphne Edwards

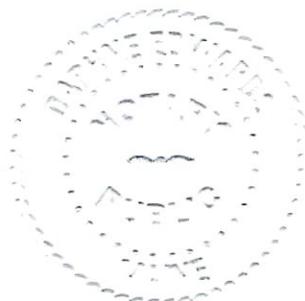
Notary Public (Print, Stamp, or Type as Commissioned)

Personally known to me; or

Produced identification (Type of Identification: \_\_\_\_\_)

Did take an oath; or

Did not take an oath



FORM 6B  
**INDEPENDENCE AFFIDAVIT**

The undersigned individual, being duly sworn, deposes and says that:

I am \_\_\_\_\_ of \_\_\_\_\_, the proposer that has submitted the attached proposal;

I hereby certify to the best of my knowledge that neither I nor any of those persons residing in my household have or have had during the past five years, any relationships (professional, financial, familial or otherwise) with the VILLAGE (or any of its districts), its elected or appointed officials, its employees or agents, or any member or alternate member of the Selection Committee.

A “relationship” for the purpose of this affidavit shall include but not be limited to employer/employee, consultant, contractor, subcontractor, associate, officer, partnership, joint venture, ownership greater than one percent, landlord/tenant, or creditor/debtor, gift donor/recipient (in excess of \$100.00), past or on-going personal relationships, or joint involvement with charitable/voluntary activities. **Relationship includes having a prior or current contract with the VILLAGE.**

Except as set forth below, I hereby certify to the best of my knowledge that neither I nor any of those persons residing in my household have received any promise of compensation, remuneration, gift, discount, or other gratuity in exchange for my proposal.

I understand and agree that I shall give the VILLAGE written notice of any other relationships (as defined above) that I enter into with the VILLAGE (or any of its districts), its elected or appointed officials, its employees or agents, or any member or alternate member of the Selection Committee during the period of the Agreement.

I set forth below any exceptions to the aforementioned (if none, write “None”):

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[Signature]  
Signature (Blue ink only)

Lisa Paradis  
Print Name

Principal  
Title

December 16, 2025  
Date

STATE OF MAINE )  
COUNTY OF CUMBERLAND )

The foregoing instrument was acknowledged before me this 16th day of December, 2025,  
by Lisa Paradis as Principal  
*(Name of person acknowledging)* *(Title)*  
for Berry, Dunn, McNeil & Parker, LLC.  
*(Company name)*

Personally known to me X or has produced Identification \_\_\_\_\_, type of identification  
produced \_\_\_\_\_.

(NOTARY SEAL HERE)



Daphne Edwards  
SIGNATURE OF NOTARY PUBLIC

Daphne Edwards  
PRINT, TYPE/STAMP NAME OF NOTARY

**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

FORM 6C  
**NON-COLLUSION AFFIDAVIT**

The undersigned individual, being duly sworn, deposes and says that:

1. He/She is \_\_\_\_\_ of \_\_\_\_\_, proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive or sham proposal;
4. Neither said proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, connived, or agreed, directly or indirectly, with any other proposer, firm or person to submit a collusive or sham proposal in connection with the Agreement for which the attached proposal has been submitted or to refrain from proposing in connection with the Agreement, or has in any manner, directly or indirectly, sought by agreement of collusion or communication of conference with any other proper, firm, or person to fix the price or prices in the attached proposal, or of any other proposer, or to fix any overhead, profit or cost element of the proposal or the response of any other proposer, or to secure through any collusion, connivance, or unlawful agreement any advantage against the Village of Key Biscayne, Florida, or any person interested in the Agreement; and
5. The response to the attached RFP is fair and proper and is not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.



FORM 7  
**DRUG FREE WORKPLACE**

The undersigned proposer in accordance with Chapter 287.087, Florida Statutes, hereby certifies that \_\_\_\_\_ does:

(Name of proposer)

1. Publish a statement notifying employees that the unlawful manufacturing, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business’s policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services described in the RFP document a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the contractual services described in the RFP or the Agreement, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.
7. As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.







FORM 10  
**PUBLIC ENTITY CRIMES**

Sworn Statement Under §287.133(3)(a), Florida Statutes

**(This form must be signed in the presence of a notary public or other officer authorized to administer oaths.)**

1. This sworn statement is submitted with Bid, Proposal or contract No. \_\_\_\_\_

2. This sworn statement is submitted by: \_\_\_\_\_  
(name of entity submitting sworn statement)

**whose business address is:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Federal Identification Number (FEIN) is:** \_\_\_\_\_  
(if applicable)

**Social Security Number:** \_\_\_\_\_

(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

3. My name is: \_\_\_\_\_  
(print name of individual signing this document)

and my relationship to the entity is: \_\_\_\_\_

4. I understand that a "public entity crime" as defined in §287.133(1)(g), Florida Statutes means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United states, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

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

6. I understand that an "affiliate" as defined in §287.133(1)(a), Florida Statutes means:  
(a) A predecessor or successor of a person or a corporation convicted of a public entity crime; or

(b) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, share holders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima-facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in §287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which binds or applies to bids on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
  
8. Based on the information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies)
  - a. \_\_\_Neither the entity submitting the sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
  
  - b. \_\_\_The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989 and (Please indicate which additional statement applies)
    - 1) \_\_\_There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order)
  
    - 2) \_\_\_The person or affiliate was placed on the convicted list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order)

3) \_\_\_ The person or affiliate has not been placed on the convicted vendor list.  
(Please describe any action taken by or pending with the Department of  
General Services)

*[Signature]*  
Signature (Blue ink only)

Lisa Paradis  
Print Name

Principal  
Title

December 16, 2025  
Date

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ )

The foregoing instrument was acknowledged before me this 16th day of December, 2025,  
by Lisa Paradis as Principal  
*(Name of person acknowledging)* *(Title)*

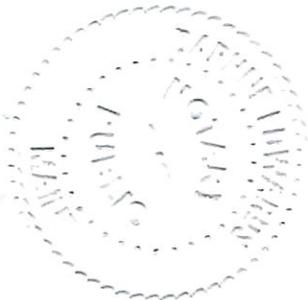
for Berry, Dunn, McNeil & Parker, LLC.  
*(Company name)*

Personally known to me X or has produced Identification \_\_\_\_\_, type of identification  
produced \_\_\_\_\_.

(NOTARY SEAL HERE)

*Daphne Edwards*  
SIGNATURE OF NOTARY PUBLIC

Daphne Edwards  
PRINT, TYPE/STAMP NAME OF NOTARY



**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

FORM 11  
**DISPUTE DISCLOSURE**

**Answer the following questions by placing an “X” after “Yes” or “No”. If you answer “Yes”, please explain in the space provided, or on a separate sheet attached to this form.**

**1. Has your firm or any of its officers, received a reprimand of any nature or been suspended by the Department of Professional Regulations or any other regulatory agency or professional associations within the last five (5) years?**

YES \_\_\_\_\_ NO \_\_\_\_\_

**2. Has your firm, or any member of your firm, been declared in default, terminated or removed from a contract or job related to the services your firm provides in the regular course of business within the last five (5) years?**

YES \_\_\_\_\_ NO \_\_\_\_\_

**3. Has your firm had against it or filed any requests for equitable adjustment, contract claims, Bid protests, or litigation in the past five (5) years that is related to the services your firm provides in the regular course of business?**

YES \_\_\_\_\_ NO \_\_\_\_\_

If yes, state the nature of the request for equitable adjustment, contract claim, litigation, or protest, and state a brief description of the case, the outcome or status of the suit and the monetary amounts of extended contract time involved.

I hereby certify that all statements made are true and agree and understand that any misstatement or misrepresentation or falsification of facts shall be cause for forfeiture of rights for further consideration of this Bid for the Village of Key Biscayne.

**Firm:** \_\_\_\_\_

**Authorized Signature:**  \_\_\_\_\_

**Print or Type Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_



FORM 13 – N/A

FORM 14 – N/A

FORM 15 – N/A

FORM 16

**INSURANCE AND LICENSE CERTIFICATES**

**VILLAGE OF KEY BISCAYNE**

**BIDDER’S REPRESENTATION**

**KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY**

Proposal of \_\_\_\_\_

(Name)

\_\_\_\_\_

(Address)

to furnish all materials, equipment, and labor and to perform all work in accordance with the Contract Documents for:

**KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY**

(“THE PROJECT”)

TO: Village of Key Biscayne  
Attn: Village Clerk  
88 West McIntyre Street, Suite 220  
Key Biscayne, Florida 33149

The undersigned, as Bidder, hereby declares that the only person or persons interested in the Bid, as principal or principals, is or are named herein and that no other person than herein mentioned has any interests in the Bid or the Contract to which the Work pertains; that this Bid is made without connection or arrangement with any other person, company, or parties making Bids or Proposals and that the Bid is in all respects fair and made in good faith without collusion or fraud.

The Bidder further declares that he or she has examined the geographic location and sites of the Work; that he has made sufficient investigations to fully satisfy himself that such sites are suitable for this Work; and he assumes full responsibility therefore; that he has examined the specifications for the Work and from his own experience or from professional advice that the specifications are sufficient for the Work to be done and he has examined the other Contract Documents relating thereto, including the Instructions to Bidders, the Contract, Bid, Detailed Scope of Work/Specifications, Qualification Statement, Public Entity Crime Form, and Insurance requirements and he has read all addenda prior to the opening of Bids, and that he has satisfied himself fully, relative to all matters and conditions with respect to the Work to which this Bid pertains.

The Bidder proposes and agrees, if this Bid is accepted, to timely execute the Contract with the Village in the form attached and to furnish all necessary materials, all equipment, all necessary machinery, tools, apparatus, means of transportation, and labor necessary to complete the Work specified in the Bid and the Contract, and called for by the drawings and specifications and in the manner specified and to timely submit all required bonds and insurance certificates.

***NOTE: THIS SCHEDULE OF BID ITEMS IS MERELY ILLUSTRATIVE OF THE MINIMUM AMOUNT/QUANTITY OF WORK TO BE PERFORMED UNDER THE CONTRACT. IN THE CASE OF ANY CONFLICT BETWEEN THIS SCHEDULE OF BID ITEMS AND THE DETAILED SPECIFICATIONS, THE DETAILED SPECIFICATIONS WILL PREVAIL.***

The Bidder further proposes and agrees to comply in all respects with the time limits for commencement and completion of the Work as stated in the Contract.

The Bidder agrees to execute the Contract and furnish the executed Contract, all required bonds, insurance certificates, and other required information to Village within ten (10) ten calendar days after written notice of the Award of Contract. Failure on the part of the Bidder to timely comply with this provision shall give Village all rights and remedies set forth in the Instructions to Bidders.

The undersigned agrees to accept as full compensation therefore the total of the lump sum prices and extended unit prices items named in the following schedule. It is understood that the unit prices quoted or established for a particular item are to be used for computing the amount to be paid to the Contractor, based on the Work actually performed as determined by the Contract and the Village. However, in utilizing the schedule, the Bidder agrees that in no event shall compensation paid to the Bidder under the Contract exceed the dollar amount of the Bidder's Bid amount, as set forth in the attached Bid.

It is intended that all Work to be performed under this Bid shall commence approximately thirty (30) days after Contract execution.

In no event shall Village be obligated to pay for Work not performed or materials not furnished. Bidder's

Certificate of Competency No. \_\_\_\_\_

Bidder's Occupational License No. \_\_\_\_\_

WITNESS:

Daphne Edwards  
\_\_\_\_\_

By: [Signature]  
Signature of Authorized Agent

[SEAL]

# *State of Florida*

## *Department of State*

I certify from the records of this office that BERRY, DUNN, MCNEIL & PARKER LLC is a Maine limited liability company authorized to transact business in the State of Florida, qualified on July 10, 2003.

The document number of this limited liability company is M03000002254.

I further certify that said limited liability company has paid all fees due this office through December 31, 2021, that its most recent annual report was filed on April 18, 2021, and that its status is active.

I further certify that said limited liability company has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Twenty-fourth day of May,  
2021*



*Ronald R. DeSantis*  
**Secretary of State**

Tracking Number: 7947681557CU

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

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

**EXHIBIT B**  
**KEY BISCAYNE COMMUNITY CENTER ASSESSMENT, AUDIT, AND FEASIBILITY STUDY**  
**PROPOSAL FEE SCHEDULE**

NAME OF PROPOSER: \_\_\_\_\_ In response to the Village’s request for proposal and in compliance with the RFP requirements, the undersigned proposer to provide all labor, materials, supervision, coordination, related incidentals necessary to provide **Key Biscayne Community Center Assessment, Audit, And Feasibility Study** located at the Village of Key Biscayne, Florida.

In strict accordance with the Bid Documents dated \_\_\_\_\_ including Addenda numbered \_\_\_\_\_ through \_\_\_\_\_, inclusive, for an all-inclusive Base Bid for **Key Biscayne Community Center Assessment, Audit, And Feasibility Study** includes all incidental costs.

**PROPOSAL FEE SCHEDULE**

The rates specified below shall be in effect for the entire term of the Agreement, including any renewal or extension term(s), unless otherwise expressly stated below.

<b>Task</b>	<b>Description</b>	<b>Estimated Hours</b>	<b>Hourly Rate</b>	<b>Subtotal</b>
<b>Task 1 – Project Initiation</b>	Kickoff meeting, review of existing data, preparation of project management plan and schedule.			
<b>Task 1A – Data Collection and Inventory</b>	Review of 2019 expansion plans, Vision Plan, surveys, reports, and facility data; development of data inventory matrix; staff interviews.			
<b>Task 1B – Key Staff Leadership Interviews / SWOT Analysis</b>	Structured leadership interviews; departmental SWOT analysis and summary report.			
<b>Task 2 – Facility and Operational Assessment</b>	Comprehensive review of facility condition, operations, and benchmarking against NRPA standards.			
<b>Task 2A – Recreation Facility Inventory and Analysis</b>	Site tours, documentation, condition ratings, and integration with planned Branch Library.			
<b>Task 3 – Community Needs and Market Analysis</b>	Demographic, market, and demand analysis; stakeholder engagement and focus groups.			
<b>Task 4 – Feasibility and Concept Development</b>	Conceptual alternatives, architectural coordination, capital cost and funding feasibility analysis.			
<b>Task 5 – Strategic Recommendations and Implementation</b>	Development of phased implementation plan and funding strategy; presentation to Council.			
<b>Task 6 – FY 26–27 and FY 27–28 Service Level Recommendations</b>	Operational and programmatic service level evaluation; budget recommendations and Excel modeling tool.			

<b>Task 6A</b> – Financial / Operational Pro-Forma and Revenue Opportunities	Development of five-year financial model, revenue strategy, and pricing recommendations.			
<b>Task 7</b> – Recreation Management Software Evaluation	Evaluation of current and prospective systems; compatibility analysis and implementation plan.			
<b>Task 8</b> – Optional Additional Scope Recommendations	Development of optional analyses and community engagement enhancements.			
<b>TOTAL</b>				<b>\$</b>

**BIDDER’S AFFIDAVIT**

The undersigned Proposer has carefully examined the Bidding Documents and the site of the proposed services. The Bidder is familiar with the nature and extent of the service and any local conditions or criteria dictated in the RFP .

The undersigned Proposer agrees to do all the scope called for by the RFP Documents. Proposer further agrees that payments will be made based on actual services placed and accepted.

The undersigned Proposer agrees to furnish all materials, equipment, and labor and to perform all services in accordance with the Contract Documents for: **Key Biscayne Community Center Assessment, Audit, And Feasibility Study** located in VILLAGE OF KEY BISCAYNE, FLORIDA.

Company Name: \_\_\_\_\_

Proposer’s Name: \_\_\_\_\_

Proposer’s Email: \_\_\_\_\_

Proposer’s Title: \_\_\_\_\_

Proposer’s Signature:  \_\_\_\_\_

CERTIFICATE OF VOTE/AUTHORITY

I, Sarah L. Belliveau of Berry, Dunn, McNeil & Parker, LLC do hereby certify that:

- 1. I am the Chief Executive Officer of Berry, Dunn, McNeil & Parker, LLC:

This Limited Liability Company may enter into any and all contracts, amendments, renewals, revisions, or modifications thereto, with the Village of Key Biscayne, Florida.

RESOLVED: That the Principal is hereby authorized on behalf of this company to enter into said contracts with the Village of Key Biscayne, and to execute any and all documents, agreements, and other instruments, and any amendments, revisions, or modifications thereto, as he/she may deem necessary, desirable, or appropriate and Lisa Paradis is the duly elected Principal of the Limited Liability Company.

- 2. The foregoing resolutions have not been amended or revoked and remain in full force and effect as of this 16<sup>th</sup> day of December, 2025.

IN WITNESS WHEREOF, I have hereunto set my hand as the Chief Executive Officer of the company this 16<sup>th</sup> day of December, 2025.

\_\_\_\_\_  
Sarah L. Belliveau  
Chief Executive Officer  
Berry, Dunn, McNeil & Parker, LLC

STATE OF MAINE  
COUNTY OF CUMBERLAND

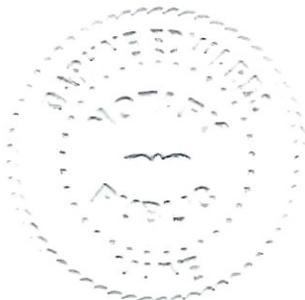
On December 16, 2025, before the undersigned officer, personally appeared the person identified directly above or satisfactorily proven to be the person whose name is signed above and acknowledged that she/he executed this document in the capacity indicated above.

Daphne Edwards  
\_\_\_\_\_  
Signature of Notary or Justice of the Peace

Daphne Edwards, Assistant  
\_\_\_\_\_  
Name/Title of Notary or Justice of the Peace

Notary Seal

My Commission Expires: \_\_\_\_\_



**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

**E-VERIFY AFFIDAVIT**

In accordance with Section 448.095, Florida Statutes, the Village requires all contractors doing business with the Village to register with and use the E-Verify system to verify the work authorization status of all newly hired employees. The Village will not enter into a contract unless each party to the contract registers with and uses the E-Verify system.

**The contracting entity must provide of its proof of enrollment in E-Verify.** For instructions on how to provide proof of the contracting entity’s participation/enrollment in E-Verify, please visit:

<https://www.e-verify.gov/faq/how-do-i-provide-proof-of-my-participationenrollment-in-e-verify>

By signing below, the contracting entity acknowledges that it has read Section 448.095, Florida Statutes and will comply with the E-Verify requirements imposed by it, including but not limited to obtaining E-Verify affidavits from subcontractors.

**Check here to confirm proof of enrollment in E-Verify has been attached to this Affidavit.**

In the presence of:

Daphne Edwards

Witness #1 Print Name: Daphne Edwards

\_\_\_\_\_

Witness #2 Print Name: \_\_\_\_\_

Signed, sealed and delivered by:

Lisa Paradis

Print Name: Lisa Paradis

Title: Principal

Entity Name: Berry, Dunn, McNeil & Parker, LLC

**ACKNOWLEDGMENT**

State of Maine

County of Cumberland

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 16th day of December, 2025, by Lisa Paradis (name of person) as Principal (type of authority) for Berry, Dunn, McNeil & Parker, LLC (name of party on behalf of whom instrument is executed).

**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

Daphne Edwards

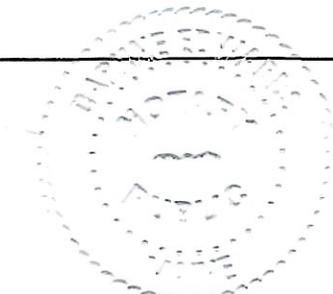
Notary Public (Print, Stamp, or Type as Commissioned)

Personally known to me; or

\_\_\_\_\_ Produced identification (Type of Identification: \_\_\_\_\_)

Did take an oath; or

\_\_\_\_\_ Did not take an oath



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**THE E-VERIFY  
MEMORANDUM OF UNDERSTANDING  
FOR EMPLOYERS**

**ARTICLE I  
PURPOSE AND AUTHORITY**

The parties to this agreement are the Department of Homeland Security (DHS) and the Berry, Dunn, McNeil & Parker (Employer). The purpose of this agreement is to set forth terms and conditions which the Employer will follow while participating in E-Verify.

E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of Form I-9, Employment Eligibility Verification (Form I-9). This Memorandum of Understanding (MOU) explains certain features of the E-Verify program and describes specific responsibilities of the Employer, the Social Security Administration (SSA), and DHS.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). The Federal Acquisition Regulation (FAR) Subpart 22.18, "Employment Eligibility Verification" and Executive Order 12989, as amended, provide authority for Federal contractors and subcontractors (Federal contractor) to use E-Verify to verify the employment eligibility of certain employees working on Federal contracts.

**ARTICLE II  
RESPONSIBILITIES**

**A. RESPONSIBILITIES OF THE EMPLOYER**

1. The Employer agrees to display the following notices supplied by DHS in a prominent place that is clearly visible to prospective employees and all employees who are to be verified through the system:
  - a. Notice of E-Verify Participation
  - b. Notice of Right to Work
2. The Employer agrees to provide to the SSA and DHS the names, titles, addresses, and telephone numbers of the Employer representatives to be contacted about E-Verify. The Employer also agrees to keep such information current by providing updated information to SSA and DHS whenever the representatives' contact information changes.
3. The Employer agrees to grant E-Verify access only to current employees who need E-Verify access. Employers must promptly terminate an employee's E-Verify access if the employer is separated from the company or no longer needs access to E-Verify.

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4. The Employer agrees to become familiar with and comply with the most recent version of the E-Verify User Manual.
  5. The Employer agrees that any Employer Representative who will create E-Verify cases will complete the E-Verify Tutorial before that individual creates any cases.
    - a. The Employer agrees that all Employer representatives will take the refresher tutorials when prompted by E-Verify in order to continue using E-Verify. Failure to complete a refresher tutorial will prevent the Employer Representative from continued use of E-Verify.
  6. The Employer agrees to comply with current Form I-9 procedures, with two exceptions:
    - a. If an employee presents a "List B" identity document, the Employer agrees to only accept "List B" documents that contain a photo. (List B documents identified in 8 C.F.R. § 274a.2(b)(1)(B)) can be presented during the Form I-9 process to establish identity.) If an employee objects to the photo requirement for religious reasons, the Employer should contact E-Verify at 888-464-4218.
    - b. If an employee presents a DHS Form I-551 (Permanent Resident Card), Form I-766 (Employment Authorization Document), or U.S. Passport or Passport Card to complete Form I-9, the Employer agrees to make a photocopy of the document and to retain the photocopy with the employee's Form I-9. The Employer will use the photocopy to verify the photo and to assist DHS with its review of photo mismatches that employees contest. DHS may in the future designate other documents that activate the photo screening tool.
- Note: Subject only to the exceptions noted previously in this paragraph, employees still retain the right to present any List A, or List B and List C, document(s) to complete the Form I-9.
7. The Employer agrees to record the case verification number on the employee's Form I-9 or to print the screen containing the case verification number and attach it to the employee's Form I-9.
  8. The Employer agrees that, although it participates in E-Verify, the Employer has a responsibility to complete, retain, and make available for inspection Forms I-9 that relate to its employees, or from other requirements of applicable regulations or laws, including the obligation to comply with the antidiscrimination requirements of section 274B of the INA with respect to Form I-9 procedures.
    - a. The following modified requirements are the only exceptions to an Employer's obligation to not employ unauthorized workers and comply with the anti-discrimination provision of the INA: (1) List B identity documents must have photos, as described in paragraph 6 above; (2) When an Employer confirms the identity and employment eligibility of newly hired employee using E-Verify procedures, the Employer establishes a rebuttable presumption that it has not violated section 274A(a)(1)(A) of the Immigration and Nationality Act (INA) with respect to the hiring of that employee; (3) If the Employer receives a final nonconfirmation for an employee, but continues to employ that person, the Employer must notify DHS and the Employer is subject to a civil money penalty between \$550 and \$1,100 for each failure to notify DHS of continued employment following a final nonconfirmation; (4) If the Employer continues to employ an employee after receiving a final nonconfirmation, then the Employer is subject to a rebuttable presumption that it has knowingly

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employed an unauthorized alien in violation of section 274A(a)(1)(A); and (5) no E-Verify participant is civilly or criminally liable under any law for any action taken in good faith based on information provided through the E-Verify.

b. DHS reserves the right to conduct Form I-9 compliance inspections, as well as any other enforcement or compliance activity authorized by law, including site visits, to ensure proper use of E-Verify.

9. The Employer is strictly prohibited from creating an E-Verify case before the employee has been hired, meaning that a firm offer of employment was extended and accepted and Form I-9 was completed. The Employer agrees to create an E-Verify case for new employees within three Employer business days after each employee has been hired (after both Sections 1 and 2 of Form I-9 have been completed), and to complete as many steps of the E-Verify process as are necessary according to the E-Verify User Manual. If E-Verify is temporarily unavailable, the three-day time period will be extended until it is again operational in order to accommodate the Employer's attempting, in good faith, to make inquiries during the period of unavailability.

10. The Employer agrees not to use E-Verify for pre-employment screening of job applicants, in support of any unlawful employment practice, or for any other use that this MOU or the E-Verify User Manual does not authorize.

11. The Employer must use E-Verify for all new employees. The Employer will not verify selectively and will not verify employees hired before the effective date of this MOU. Employers who are Federal contractors may qualify for exceptions to this requirement as described in Article II.B of this MOU.

12. The Employer agrees to follow appropriate procedures (see Article III below) regarding tentative nonconfirmations. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending. Further, when employees contest a tentative nonconfirmation based upon a photo mismatch, the Employer must take additional steps (see Article III.B. below) to contact DHS with information necessary to resolve the challenge.

13. The Employer agrees not to take any adverse action against an employee based upon the employee's perceived employment eligibility status while SSA or DHS is processing the verification request unless the Employer obtains knowledge (as defined in 8 C.F.R. § 274a.1(l)) that the employee is not work authorized. The Employer understands that an initial inability of the SSA or DHS automated verification system to verify work authorization, a tentative nonconfirmation, a case in continuance (indicating the need for additional time for the government to resolve a case), or the finding of a photo mismatch, does not establish, and should not be interpreted as, evidence that the employee is not work authorized. In any of such cases, the employee must be provided a full and fair opportunity to contest the finding, and if he or she does so, the employee may not be terminated or suffer any adverse employment consequences based upon the employee's perceived employment eligibility status

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(including denying, reducing, or extending work hours, delaying or preventing training, requiring an employee to work in poorer conditions, withholding pay, refusing to assign the employee to a Federal contract or other assignment, or otherwise assuming that he or she is unauthorized to work) until and unless secondary verification by SSA or DHS has been completed and a final nonconfirmation has been issued. If the employee does not choose to contest a tentative nonconfirmation or a photo mismatch or if a secondary verification is completed and a final nonconfirmation is issued, then the Employer can find the employee is not work authorized and terminate the employee's employment. Employers or employees with questions about a final nonconfirmation may call E-Verify at 1-888-464-4218 (customer service) or 1-888-897-7781 (worker hotline).

14. The Employer agrees to comply with Title VII of the Civil Rights Act of 1964 and section 274B of the INA as applicable by not discriminating unlawfully against any individual in hiring, firing, employment eligibility verification, or recruitment or referral practices because of his or her national origin or citizenship status, or by committing discriminatory documentary practices. The Employer understands that such illegal practices can include selective verification or use of E-Verify except as provided in part D below, or discharging or refusing to hire employees because they appear or sound "foreign" or have received tentative nonconfirmations. The Employer further understands that any violation of the immigration-related unfair employment practices provisions in section 274B of the INA could subject the Employer to civil penalties, back pay awards, and other sanctions, and violations of Title VII could subject the Employer to back pay awards, compensatory and punitive damages. Violations of either section 274B of the INA or Title VII may also lead to the termination of its participation in E-Verify. If the Employer has any questions relating to the anti-discrimination provision, it should contact OSC at 1-800-255-8155 or 1-800-237-2515 (TDD).

15. The Employer agrees that it will use the information it receives from E-Verify only to confirm the employment eligibility of employees as authorized by this MOU. The Employer agrees that it will safeguard this information, and means of access to it (such as PINS and passwords), to ensure that it is not used for any other purpose and as necessary to protect its confidentiality, including ensuring that it is not disseminated to any person other than employees of the Employer who are authorized to perform the Employer's responsibilities under this MOU, except for such dissemination as may be authorized in advance by SSA or DHS for legitimate purposes.

16. The Employer agrees to notify DHS immediately in the event of a breach of personal information. Breaches are defined as loss of control or unauthorized access to E-Verify personal data. All suspected or confirmed breaches should be reported by calling 1-888-464-4218 or via email at [E-Verify@dhs.gov](mailto:E-Verify@dhs.gov). Please use "Privacy Incident – Password" in the subject line of your email when sending a breach report to E-Verify.

17. The Employer acknowledges that the information it receives from SSA is governed by the Privacy Act (5 U.S.C. § 552a(i)(1) and (3)) and the Social Security Act (42 U.S.C. 1306(a)). Any person who obtains this information under false pretenses or uses it for any purpose other than as provided for in this MOU may be subject to criminal penalties.

18. The Employer agrees to cooperate with DHS and SSA in their compliance monitoring and evaluation of E-Verify, which includes permitting DHS, SSA, their contractors and other agents, upon

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reasonable notice, to review Forms I-9 and other employment records and to interview it and its employees regarding the Employer's use of E-Verify, and to respond in a prompt and accurate manner to DHS requests for information relating to their participation in E-Verify.

19. The Employer shall not make any false or unauthorized claims or references about its participation in E-Verify on its website, in advertising materials, or other media. The Employer shall not describe its services as federally-approved, federally-certified, or federally-recognized, or use language with a similar intent on its website or other materials provided to the public. Entering into this MOU does not mean that E-Verify endorses or authorizes your E-Verify services and any claim to that effect is false.

20. The Employer shall not state in its website or other public documents that any language used therein has been provided or approved by DHS, USCIS or the Verification Division, without first obtaining the prior written consent of DHS.

21. The Employer agrees that E-Verify trademarks and logos may be used only under license by DHS/USCIS (see [M-795 \(Web\)](#)) and, other than pursuant to the specific terms of such license, may not be used in any manner that might imply that the Employer's services, products, websites, or publications are sponsored by, endorsed by, licensed by, or affiliated with DHS, USCIS, or E-Verify.

22. The Employer understands that if it uses E-Verify procedures for any purpose other than as authorized by this MOU, the Employer may be subject to appropriate legal action and termination of its participation in E-Verify according to this MOU.

## **B. RESPONSIBILITIES OF FEDERAL CONTRACTORS**

1. If the Employer is a Federal contractor with the FAR E-Verify clause subject to the employment verification terms in Subpart 22.18 of the FAR, it will become familiar with and comply with the most current version of the E-Verify User Manual for Federal Contractors as well as the E-Verify Supplemental Guide for Federal Contractors.

2. In addition to the responsibilities of every employer outlined in this MOU, the Employer understands that if it is a Federal contractor subject to the employment verification terms in Subpart 22.18 of the FAR it must verify the employment eligibility of any "employee assigned to the contract" (as defined in FAR 22.1801). Once an employee has been verified through E-Verify by the Employer, the Employer may not create a second case for the employee through E-Verify.

a. An Employer that is not enrolled in E-Verify as a Federal contractor at the time of a contract award must enroll as a Federal contractor in the E-Verify program within 30 calendar days of contract award and, within 90 days of enrollment, begin to verify employment eligibility of new hires using E-Verify. The Employer must verify those employees who are working in the United States, whether or not they are assigned to the contract. Once the Employer begins verifying new hires, such verification of new hires must be initiated within three business days after the hire date. Once enrolled in E-Verify as a Federal contractor, the Employer must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.

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- b. Employers enrolled in E-Verify as a Federal contractor for 90 days or more at the time of a contract award must use E-Verify to begin verification of employment eligibility for new hires of the Employer who are working in the United States, whether or not assigned to the contract, within three business days after the date of hire. If the Employer is enrolled in E-Verify as a Federal contractor for 90 calendar days or less at the time of contract award, the Employer must, within 90 days of enrollment, begin to use E-Verify to initiate verification of new hires of the contractor who are working in the United States, whether or not assigned to the contract. Such verification of new hires must be initiated within three business days after the date of hire. An Employer enrolled as a Federal contractor in E-Verify must begin verification of each employee assigned to the contract within 90 calendar days after date of contract award or within 30 days after assignment to the contract, whichever is later.
- c. Federal contractors that are institutions of higher education (as defined at 20 U.S.C. 1001(a)), state or local governments, governments of Federally recognized Indian tribes, or sureties performing under a takeover agreement entered into with a Federal agency under a performance bond may choose to only verify new and existing employees assigned to the Federal contract. Such Federal contractors may, however, elect to verify all new hires, and/or all existing employees hired after November 6, 1986. Employers in this category must begin verification of employees assigned to the contract within 90 calendar days after the date of enrollment or within 30 days of an employee's assignment to the contract, whichever date is later.
- d. Upon enrollment, Employers who are Federal contractors may elect to verify employment eligibility of all existing employees working in the United States who were hired after November 6, 1986, instead of verifying only those employees assigned to a covered Federal contract. After enrollment, Employers must elect to verify existing staff following DHS procedures and begin E-Verify verification of all existing employees within 180 days after the election.
- e. The Employer may use a previously completed Form I-9 as the basis for creating an E-Verify case for an employee assigned to a contract as long as:
- i. That Form I-9 is complete (including the SSN) and complies with Article II.A.6,
  - ii. The employee's work authorization has not expired, and
  - iii. The Employer has reviewed the Form I-9 information either in person or in communications with the employee to ensure that the employee's Section 1, Form I-9 attestation has not changed (including, but not limited to, a lawful permanent resident alien having become a naturalized U.S. citizen).
- f. The Employer shall complete a new Form I-9 consistent with Article II.A.6 or update the previous Form I-9 to provide the necessary information if:
- i. The Employer cannot determine that Form I-9 complies with Article II.A.6,
  - ii. The employee's basis for work authorization as attested in Section 1 has expired or changed, or
  - iii. The Form I-9 contains no SSN or is otherwise incomplete.

Note: If Section 1 of Form I-9 is otherwise valid and up-to-date and the form otherwise complies with

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Article II.C.5, but reflects documentation (such as a U.S. passport or Form I-551) that expired after completing Form I-9, the Employer shall not require the production of additional documentation, or use the photo screening tool described in Article II.A.5, subject to any additional or superseding instructions that may be provided on this subject in the E-Verify User Manual.

g. The Employer agrees not to require a second verification using E-Verify of any assigned employee who has previously been verified as a newly hired employee under this MOU or to authorize verification of any existing employee by any Employer that is not a Federal contractor based on this Article.

3. The Employer understands that if it is a Federal contractor, its compliance with this MOU is a performance requirement under the terms of the Federal contract or subcontract, and the Employer consents to the release of information relating to compliance with its verification responsibilities under this MOU to contracting officers or other officials authorized to review the Employer's compliance with Federal contracting requirements.

### **C. RESPONSIBILITIES OF SSA**

1. SSA agrees to allow DHS to compare data provided by the Employer against SSA's database. SSA sends DHS confirmation that the data sent either matches or does not match the information in SSA's database.

2. SSA agrees to safeguard the information the Employer provides through E-Verify procedures. SSA also agrees to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security numbers or responsible for evaluation of E-Verify or such other persons or entities who may be authorized by SSA as governed by the Privacy Act (5 U.S.C. § 552a), the Social Security Act (42 U.S.C. 1306(a)), and SSA regulations (20 CFR Part 401).

3. SSA agrees to provide case results from its database within three Federal Government work days of the initial inquiry. E-Verify provides the information to the Employer.

4. SSA agrees to update SSA records as necessary if the employee who contests the SSA tentative nonconfirmation visits an SSA field office and provides the required evidence. If the employee visits an SSA field office within the eight Federal Government work days from the date of referral to SSA, SSA agrees to update SSA records, if appropriate, within the eight-day period unless SSA determines that more than eight days may be necessary. In such cases, SSA will provide additional instructions to the employee. If the employee does not visit SSA in the time allowed, E-Verify may provide a final nonconfirmation to the employer.

Note: If an Employer experiences technical problems, or has a policy question, the employer should contact E-Verify at 1-888-464-4218.

### **D. RESPONSIBILITIES OF DHS**

1. DHS agrees to provide the Employer with selected data from DHS databases to enable the Employer to conduct, to the extent authorized by this MOU:

a. Automated verification checks on alien employees by electronic means, and

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- b. Photo verification checks (when available) on employees.
2. DHS agrees to assist the Employer with operational problems associated with the Employer's participation in E-Verify. DHS agrees to provide the Employer names, titles, addresses, and telephone numbers of DHS representatives to be contacted during the E-Verify process.
3. DHS agrees to provide to the Employer with access to E-Verify training materials as well as an E-Verify User Manual that contain instructions on E-Verify policies, procedures, and requirements for both SSA and DHS, including restrictions on the use of E-Verify.
4. DHS agrees to train Employers on all important changes made to E-Verify through the use of mandatory refresher tutorials and updates to the E-Verify User Manual. Even without changes to E-Verify, DHS reserves the right to require employers to take mandatory refresher tutorials.
5. DHS agrees to provide to the Employer a notice, which indicates the Employer's participation in E-Verify. DHS also agrees to provide to the Employer anti-discrimination notices issued by the Office of Special Counsel for Immigration-Related Unfair Employment Practices (OSC), Civil Rights Division, U.S. Department of Justice.
6. DHS agrees to issue each of the Employer's E-Verify users a unique user identification number and password that permits them to log in to E-Verify.
7. DHS agrees to safeguard the information the Employer provides, and to limit access to such information to individuals responsible for the verification process, for evaluation of E-Verify, or to such other persons or entities as may be authorized by applicable law. Information will be used only to verify the accuracy of Social Security numbers and employment eligibility, to enforce the INA and Federal criminal laws, and to administer Federal contracting requirements.
8. DHS agrees to provide a means of automated verification that provides (in conjunction with SSA verification procedures) confirmation or tentative nonconfirmation of employees' employment eligibility within three Federal Government work days of the initial inquiry.
9. DHS agrees to provide a means of secondary verification (including updating DHS records) for employees who contest DHS tentative nonconfirmations and photo mismatch tentative nonconfirmations. This provides final confirmation or nonconfirmation of the employees' employment eligibility within 10 Federal Government work days of the date of referral to DHS, unless DHS determines that more than 10 days may be necessary. In such cases, DHS will provide additional verification instructions.

### **ARTICLE III**

#### **REFERRAL OF INDIVIDUALS TO SSA AND DHS**

##### **A. REFERRAL TO SSA**

1. If the Employer receives a tentative nonconfirmation issued by SSA, the Employer must print the notice as directed by E-Verify. The Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify

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case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer agrees to provide written referral instructions to employees and instruct affected employees to bring the English copy of the letter to the SSA. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.

2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.
3. After a tentative nonconfirmation, the Employer will refer employees to SSA field offices only as directed by E-Verify. The Employer must record the case verification number, review the employee information submitted to E-Verify to identify any errors, and find out whether the employee contests the tentative nonconfirmation. The Employer will transmit the Social Security number, or any other corrected employee information that SSA requests, to SSA for verification again if this review indicates a need to do so.
4. The Employer will instruct the employee to visit an SSA office within eight Federal Government work days. SSA will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.
5. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.
6. The Employer agrees not to ask the employee to obtain a printout from the Social Security Administration number database (the Numident) or other written verification of the SSN from the SSA.

## **B. REFERRAL TO DHS**

1. If the Employer receives a tentative nonconfirmation issued by DHS, the Employer must promptly notify employees in private of the finding and provide them with the notice and letter containing information specific to the employee's E-Verify case. The Employer also agrees to provide both the English and the translated notice and letter for employees with limited English proficiency to employees. The Employer must allow employees to contest the finding, and not take adverse action against employees if they choose to contest the finding, while their case is still pending.
2. The Employer agrees to obtain the employee's response about whether he or she will contest the tentative nonconfirmation as soon as possible after the Employer receives the tentative nonconfirmation. Only the employee may determine whether he or she will contest the tentative nonconfirmation.
3. The Employer agrees to refer individuals to DHS only when the employee chooses to contest a tentative nonconfirmation.
4. If the employee contests a tentative nonconfirmation issued by DHS, the Employer will instruct the

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employee to contact DHS through its toll-free hotline (as found on the referral letter) within eight Federal Government work days.

5. If the Employer finds a photo mismatch, the Employer must provide the photo mismatch tentative nonconfirmation notice and follow the instructions outlined in paragraph 1 of this section for tentative nonconfirmations, generally.
6. The Employer agrees that if an employee contests a tentative nonconfirmation based upon a photo mismatch, the Employer will send a copy of the employee's Form I-551, Form I-766, U.S. Passport, or passport card to DHS for review by:
  - a. Scanning and uploading the document, or
  - b. Sending a photocopy of the document by express mail (furnished and paid for by the employer).
7. The Employer understands that if it cannot determine whether there is a photo match/mismatch, the Employer must forward the employee's documentation to DHS as described in the preceding paragraph. The Employer agrees to resolve the case as specified by the DHS representative who will determine the photo match or mismatch.
8. DHS will electronically transmit the result of the referral to the Employer within 10 Federal Government work days of the referral unless it determines that more than 10 days is necessary.
9. While waiting for case results, the Employer agrees to check the E-Verify system regularly for case updates.

## **ARTICLE IV SERVICE PROVISIONS**

### **A. NO SERVICE FEES**

1. SSA and DHS will not charge the Employer for verification services performed under this MOU. The Employer is responsible for providing equipment needed to make inquiries. To access E-Verify, an Employer will need a personal computer with Internet access.

## **ARTICLE V MODIFICATION AND TERMINATION**

### **A. MODIFICATION**

1. This MOU is effective upon the signature of all parties and shall continue in effect for as long as the SSA and DHS operates the E-Verify program unless modified in writing by the mutual consent of all parties.
2. Any and all E-Verify system enhancements by DHS or SSA, including but not limited to E-Verify checking against additional data sources and instituting new verification policies or procedures, will be covered under this MOU and will not cause the need for a supplemental MOU that outlines these changes.

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## B. TERMINATION

1. The Employer may terminate this MOU and its participation in E-Verify at any time upon 30 days prior written notice to the other parties.
2. Notwithstanding Article V, part A of this MOU, DHS may terminate this MOU, and thereby the Employer's participation in E-Verify, with or without notice at any time if deemed necessary because of the requirements of law or policy, or upon a determination by SSA or DHS that there has been a breach of system integrity or security by the Employer, or a failure on the part of the Employer to comply with established E-Verify procedures and/or legal requirements. The Employer understands that if it is a Federal contractor, termination of this MOU by any party for any reason may negatively affect the performance of its contractual responsibilities. Similarly, the Employer understands that if it is in a state where E-Verify is mandatory, termination of this by any party MOU may negatively affect the Employer's business.
3. An Employer that is a Federal contractor may terminate this MOU when the Federal contract that requires its participation in E-Verify is terminated or completed. In such cases, the Federal contractor must provide written notice to DHS. If an Employer that is a Federal contractor fails to provide such notice, then that Employer will remain an E-Verify participant, will remain bound by the terms of this MOU that apply to non-Federal contractor participants, and will be required to use the E-Verify procedures to verify the employment eligibility of all newly hired employees.
4. The Employer agrees that E-Verify is not liable for any losses, financial or otherwise, if the Employer is terminated from E-Verify.

## ARTICLE VI PARTIES

- A. Some or all SSA and DHS responsibilities under this MOU may be performed by contractor(s), and SSA and DHS may adjust verification responsibilities between each other as necessary. By separate agreement with DHS, SSA has agreed to perform its responsibilities as described in this MOU.
- B. Nothing in this MOU is intended, or should be construed, to create any right or benefit, substantive or procedural, enforceable at law by any third party against the United States, its agencies, officers, or employees, or against the Employer, its agents, officers, or employees.
- C. The Employer may not assign, directly or indirectly, whether by operation of law, change of control or merger, all or any part of its rights or obligations under this MOU without the prior written consent of DHS, which consent shall not be unreasonably withheld or delayed. Any attempt to sublicense, assign, or transfer any of the rights, duties, or obligations herein is void.
- D. Each party shall be solely responsible for defending any claim or action against it arising out of or related to E-Verify or this MOU, whether civil or criminal, and for any liability wherefrom, including (but not limited to) any dispute between the Employer and any other person or entity regarding the applicability of Section 403(d) of IIRIRA to any action taken or allegedly taken by the Employer.
- E. The Employer understands that its participation in E-Verify is not confidential information and may be disclosed as authorized or required by law and DHS or SSA policy, including but not limited to,

**Company ID Number:** 166359

Congressional oversight, E-Verify publicity and media inquiries, determinations of compliance with Federal contractual requirements, and responses to inquiries under the Freedom of Information Act (FOIA).

F. The individuals whose signatures appear below represent that they are authorized to enter into this MOU on behalf of the Employer and DHS respectively. The Employer understands that any inaccurate statement, representation, data or other information provided to DHS may subject the Employer, its subcontractors, its employees, or its representatives to: (1) prosecution for false statements pursuant to 18 U.S.C. 1001 and/or; (2) immediate termination of its MOU and/or; (3) possible debarment or suspension.

G. The foregoing constitutes the full agreement on this subject between DHS and the Employer.

**To be accepted as an E-Verify participant, you should only sign the Employer's Section of the signature page. If you have any questions, contact E-Verify at 1-888-464-4218.**

Company ID Number: 166359

**Approved by:**

<b>Employer</b> Berry, Dunn, McNeil & Parker	
Name (Please Type or Print) Kasi M Ehlers	Title
Signature Electronically Signed	Date 11/21/2008
<b>Department of Homeland Security – Verification Division</b>	
Name (Please Type or Print) USCIS Verification Division	Title
Signature Electronically Signed	Date 11/21/2008

Company ID Number: 166359

### Information Required for the E-Verify Program

#### Information relating to your Company:

Company Name	Berry, Dunn, McNeil & Parker
Company Facility Address	100 Middle Street Suite 5 Portland, ME 04101
Company Alternate Address	PO Box 1100 Portland, ME 04104
County or Parish	CUMBERLAND
Employer Identification Number	10523282
North American Industry Classification Systems Code	541
Parent Company	
Number of Employees	100 to 499
Number of Sites Verified for	3

Company ID Number: 166359

**Are you verifying for more than 1 site? If yes, please provide the number of sites verified for in each State:**

MAINE	1 site(s)
NEW HAMPSHIRE	1 site(s)
WEST VIRGINIA	1 site(s)

Company ID Number: 166359

**Information relating to the Program Administrator(s) for your Company on policy questions or operational problems:**

Name Debra Genender  
Phone Number (207) 775 - 2387  
Fax Number (207) 774 - 2375  
Email Address dgenender@berrydunn.com

Company ID Number: 166359

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**AFFIDAVIT ATTESTING TO**  
**NONCOERCIVE CONDUCT FOR LABOR OR SERVICES**

Effective July 1, 2024, Section 787.06, Florida Statutes, a nongovernmental entity executing, renewing, or extending a contract with a governmental entity is required to provide an affidavit, signed by an officer or a representative of the nongovernmental entity under penalty of perjury, attesting that the nongovernmental entity does not use coercion for labor or services as defined in Section 787.06(2)(a), Florida Statutes.

By signing below, I hereby affirm under penalty of perjury that:

1. I have read Section 787.06, Florida Statutes, and understand that this affidavit is provided in compliance with the requirement that, upon execution, renewal, or extension of a contract between a nongovernmental entity and a governmental entity, the nongovernmental entity must attest to the absence of coercion in labor or services.
2. I am an officer or representative of Berry, Dunn, McNeil & Parker, LLC, a nongovernmental entity.
3. Berry, Dunn, McNeil & Parker, LLC does not use coercion for labor or services as defined in the relevant section of the law.

In the presence of:

Daphne Edwards

Witness #1 Print Name: Daphne Edwards

Witness #2 Print Name: \_\_\_\_\_

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

Lisa Paradis

Print Name: Lisa Paradis

Title: Principal

Entity Name: Berry, Dunn, McNeil & Parker, LLC

**OATH OR AFFIRMATION**

State of Maine

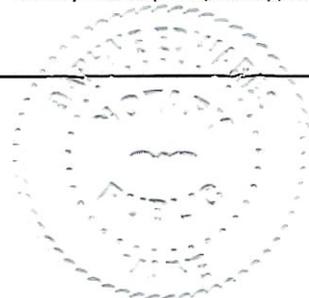
County of Cumberland

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this December 16 day of 2025, by Lisa Paradis (name of person) as Principal type of authority) for Berry, Dunn, McNeil & Parker, LLC (name of party on behalf of whom instrument is executed).

**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030

Daphne Edwards  
Notary Public (Print, Stamp, or Type as Commissioned)

- Personally known to me; or
- \_\_\_\_\_ Produced identification (Type of Identification: \_\_\_\_\_)
- Did take an oath; or
- \_\_\_\_\_ Did not take an oath



**AFFIDAVIT REGARDING PROHIBITION ON CONTRACTING WITH ENTITIES OF FOREIGN COUNTRIES OF CONCERN**

Pursuant to Section 287.138, Florida Statutes (which is expressly incorporated herein by reference), a governmental entity may not knowingly enter into a contract with an entity which would give access to an individual’s personal identifying information if (a) the entity is owned by the government of a foreign country of concern; (b) the government of a foreign country of concern has a controlling interest in the entity; or (c) the entity is organized under the laws of or has its principal place of business in a foreign country of concern.

This affidavit must be completed by an officer or representative of an entity submitting a bid, proposal, or reply to, or entering into, renewing, or extending, a contract with a governmental entity which would grant the entity access to an individual’s personal identifying information.

- 1. Berry, Dunn, McNeil & Parker, LLC (“entity”) does not meet any of the criteria in paragraphs (2)(a)-(c) of Section 287.138, F.S.

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

Daphne Edwards

Witness #1 Print Name: Daphne Edwards

Witness #2 Print Name: \_\_\_\_\_

Lisa Paradis

Print Name: Lisa Paradis

Title: Principal

Entity Name: Berry, Dunn, McNeil & Parker, LLC

**OATH OR AFFIRMATION**

State of Maine  
County of Cumberland

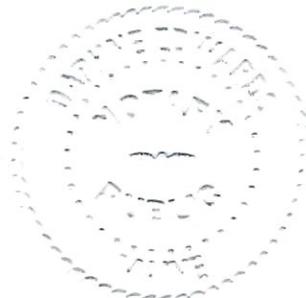
The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this    day of December 16, 2025, by Lisa Paradis (name of person) as Principal (type of authority) for Berry, Dunn, McNeil & Parker, LLC (name of party on behalf of whom instrument is executed).

Daphne Edwards

Notary Public (Print, Stamp, or Type as Commissioned)

- Personally known to me; or
- Produced identification (Type of Identification: \_\_\_\_\_)
- Did take an oath; or
- Did not take an oath
- Did not take an oath

**DAPHNE EDWARDS**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires  
January 5, 2030



**EXHIBIT A**  
**SCOPE OF SERVICES**

The Scope of Services are those contained in the Proposal Section 2. dated \_\_\_\_\_, 2025 , attached hereto and incorporated herein by reference.







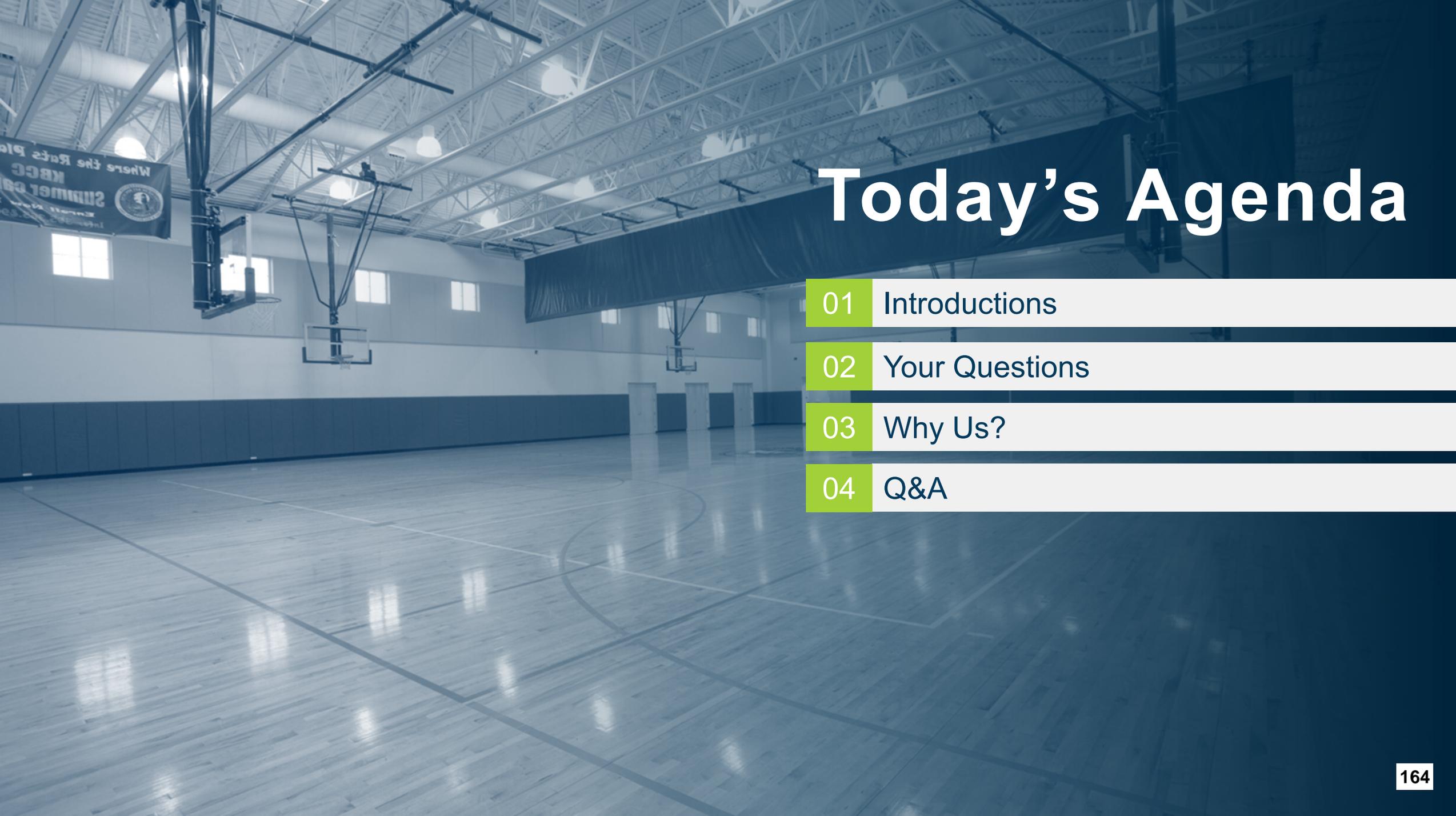


# Community Center Assessment Audit Feasibility Study

Village of Key Biscayne

February 17, 2026





# Today's Agenda

01 Introductions

02 Your Questions

03 Why Us?

04 Q&A

# Introductions: Your Consultant Team

Principal-in-Charge  
and Project Manager



Lisa P.

Engagement  
Manager



Dannie

Subject Matter Experts



Ryan



Jesse



Oliver

Our Subconsultant  
Partner



Jess



# BerryDunn Overview: A Boutique Approach

## Built Around Customer Service Excellence



Customized approach

Consistent check-ins for quality control

Implementable plan

Support beyond the plan

**“The BerryDunn team was professional, attentive, followed through with deadlines, and understood the scope of our project. Their combined experience, not just in master planning but working in the parks and recreation field allowed, for a clear understanding of expectations and a wealth of great ideas and recommendations.”**

*City of Parkland, Florida*

# Your goals are the foundation



Evaluate existing operations and facility performance



Conduct an organizational and financial audit



Identify community needs



Develop data-driven recommendations for potential facility improvements and expansion

# You Asked...

a. Describe the proposed approach for integrating with CityWorks, including the anticipated scope and level of integration.

- ▶ **Leverage existing Cityworks data** to inform facility, asset, and maintenance analysis
- ▶ **Scope of integration:** assets, facility inventory, work orders, maintenance history, and condition data
- ▶ **Align integration scope** to support assessment, audit, and long-range planning needs
- ▶ **BerryDunn SMEs** experienced in both implementation and integration of Cityworks AMS and Cityworks PLL



# You Asked...

*b. Explain the firm's overall methodology and approach for executing the project from initiation through completion.*



## Phase 1: Discovery

- Project Work Plan
- Demographics Assessment Report



## Phase 2: Engagement

- Internal and External Engagement
- Engagement Feedback Summary



## Phase 3: Analysis

- Facility Assessment Report
- Visitation Report
- Trends Report
- Software Assessment



## Phase 4: Visioning

- Conceptual Plans
- Capital Costing
- Operations and Maintenance Analysis
- Pro-forma



## Phase 5: Finalization

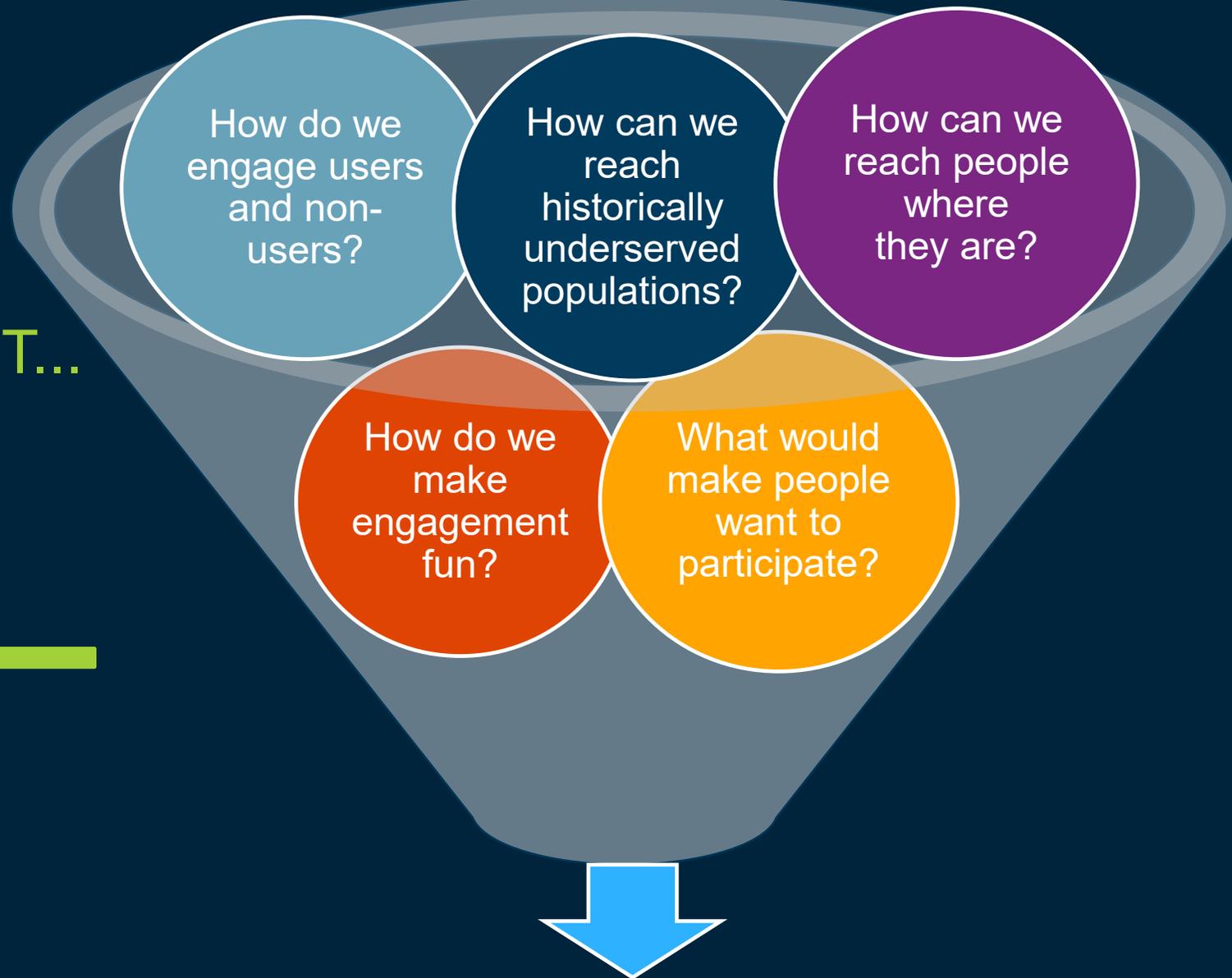
- Draft Report
- Final Report
- Presentation



WE BELIEVE ENGAGEMENT...

Should be tailored to  
your community.

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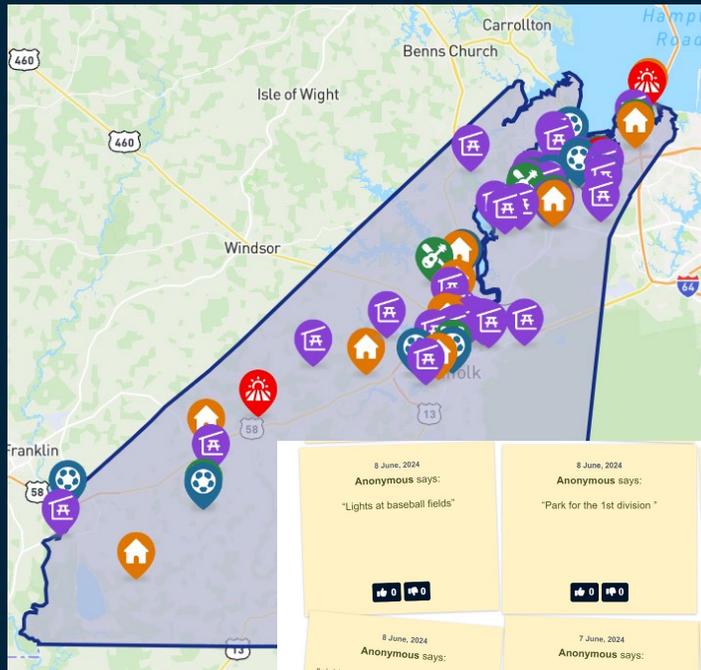


**Engagement Strategy**



# Through Online Engagement

Making it easy for anyone to contribute their ideas and keep up with project updates anytime its convenient for them



<p>8 June, 2024 Anonymous says: "Lights at baseball fields"</p> <p>👍 0 🗨️ 0</p>	<p>8 June, 2024 Anonymous says: "Park for the 1st division "</p> <p>👍 0 🗨️ 0</p>	<p>8 June, 2024 Anonymous says: "Rec esports program/league to capture a big segment of kids not engaging with existing programs."</p> <p>👍 1 🗨️ 0</p>	<p>8 June, 2024 Anonymous says: "Baseball field improvements—scoreboards, bathrooms, concessions, lights "</p> <p>👍 0 🗨️ 0</p>
<p>8 June, 2024 Anonymous says: "Pickleball and tennis courts for adults needs to be better organized; information times courts are available, lessons for adults and youth "</p> <p>👍 3 🗨️ 0</p>	<p>7 June, 2024 Anonymous says: "Our baseball fields (Indian Gardens) could really use some improvement. Adding lights allows night games, and makes scheduling much easier."</p> <p>👍 0 🗨️ 0</p>	<p>6 June, 2024 Anonymous says: "Parks/Rec does an amazing job given the resources. Need refurbished playgrounds, robust programs. Ours aren't commensurate with the area."</p> <p>👍 1 🗨️ 0</p>	<p>4 June, 2024 Anonymous says: "I love Riverside!"</p> <p>👍 0 🗨️ 0</p>
<p>30 May, 2024 Anonymous says: "Request youth ballet and gymnastics classes, similar to surrounding neighborhoods."</p> <p>👍 1 🗨️ 0</p>	<p>30 May, 2024 Anonymous says: "Sensory Areas for Children w Autism and other Sensory Disorders!"</p> <p>👍 2 🗨️ 0</p>	<p>30 May, 2024 Anonymous says: "Educational Signage on Nature Trails!"</p> <p>👍 3 🗨️ 0</p>	<p>30 May, 2024 Anonymous says: "Smart Lighting for Ballparks! Shielded fixtures to minimize light runoff from targeted areas. Incorporate trees to act as light barriers."</p> <p>👍 0 🗨️ 0</p>



Brainstorm with Ideas Wall



Prioritize with Budgeting



Pin with Interactive Mapping



Drive Conversations with Forums



# With Custom Branding and Communication Tools



**A PATH TO PLAY**

A Master Plan for Tomorrow's Timnath

Tell us your ideas and help **Shape the Future** of parks, recreation, open space, and trails!



**Have a Say How You Play**

Shape the future of recreation in Oak Harbor!



Scan the QR code and tell us your ideas!

The City of Oak Harbor is exploring the feasibility of a **new recreation center** to enhance year-round recreation programming. What's most important to YOU and YOUR family?



**Your Parks. Your Voice.**

Shape the future of parks and recreation, join the planning process and tell us how you want to Go Grapevine!

**Tell us your ideas!**



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



**PARKS & RECREATION MASTER PLAN**

# Through Engagement Tailored for You



# Mobile Data Intel

## Who is visiting?

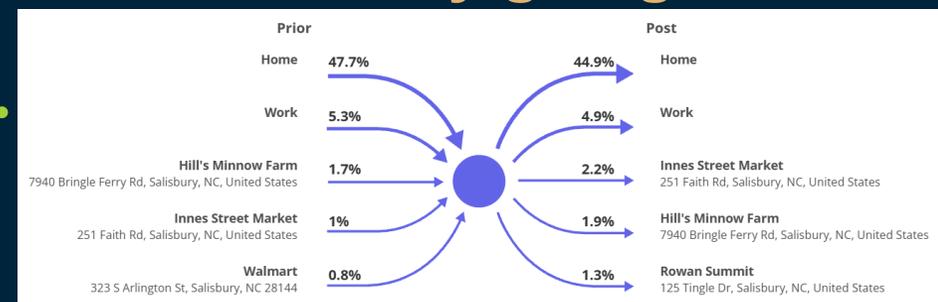
Visits	253.7K	Avg. Dwell Time	91 Min
Visits / sq ft	0.07	Panel Visits	18
Size - sq ft	3.4M	Visits YoY	
Visitors	167.4K	Visits Yo2Y	
Visit Frequency	1.52	Visits Yo3Y	



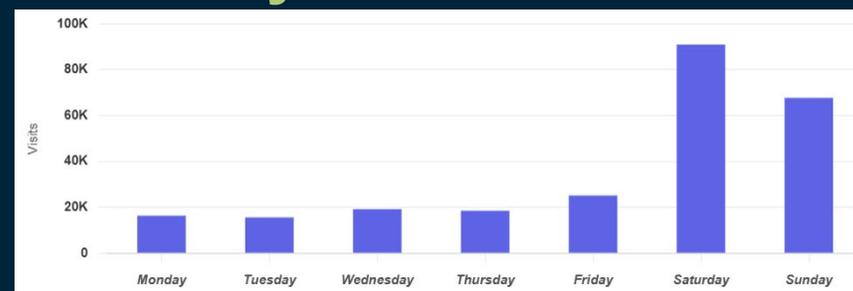
## Peak Months



## Where are they going?



## Peak Days



# You Asked...

*c. Expand upon the specific roles, responsibilities, and scope of work for each identified sub-contractor.*

## **BerryDunn (Prime Consultant)**

- Overall project management and coordination
- Primary point of contact for the Village
- Community engagement and stakeholder coordination
- Demographic, market, and operational analysis
- Financial modeling, feasibility, and cost recovery analysis.
- Integration of findings and recommendations
- Quality control and delivery of all final deliverables

## **CSA (Subconsultant)**

- Facility and asset assessment
- Inventory and analysis of existing conditions
- Technical evaluation of building systems and space utilization
- Development of conceptual floor plan options
- Technical input to capital cost estimates and feasibility analysis

## **How We Work Together**

- CSA operates under BerryDunn's direction
- Clear scope boundaries and defined deliverables
- Regular coordination and quality review
- Single, accountable voice to the Village





# You Asked...

*d. Describe the implementation strategy and key actions required to achieve a successful and favorable project outcome*

## Early Alignment

- Clear scope, roles, schedule, and decision points established at project kickoff.

## Integrated Engagement and Analysis

- Community and staff input informs technical and financial analysis.

## Data Validation and Transparency

- Findings tested with staff and benchmarked against industry standards.

## Feasible, Cost-Informed Visioning

- Concepts supported by capital costing, operational impacts, and pro-forma analysis.

## Actionable Deliverables and Decision Support

- Clear recommendations, implementation roadmap, and presentation-ready outputs.





Why Our Team?

Your Success is  
Personal to Us

# How We Will Help You Succeed



**We are not only consultants;** we are experienced practitioners.



**We address challenges** while also recognizing and building on the system's strengths.



**We are driven** by a focus on **people**, staff, and community.



**We are deeply committed** to our clients' success and long-term impact.

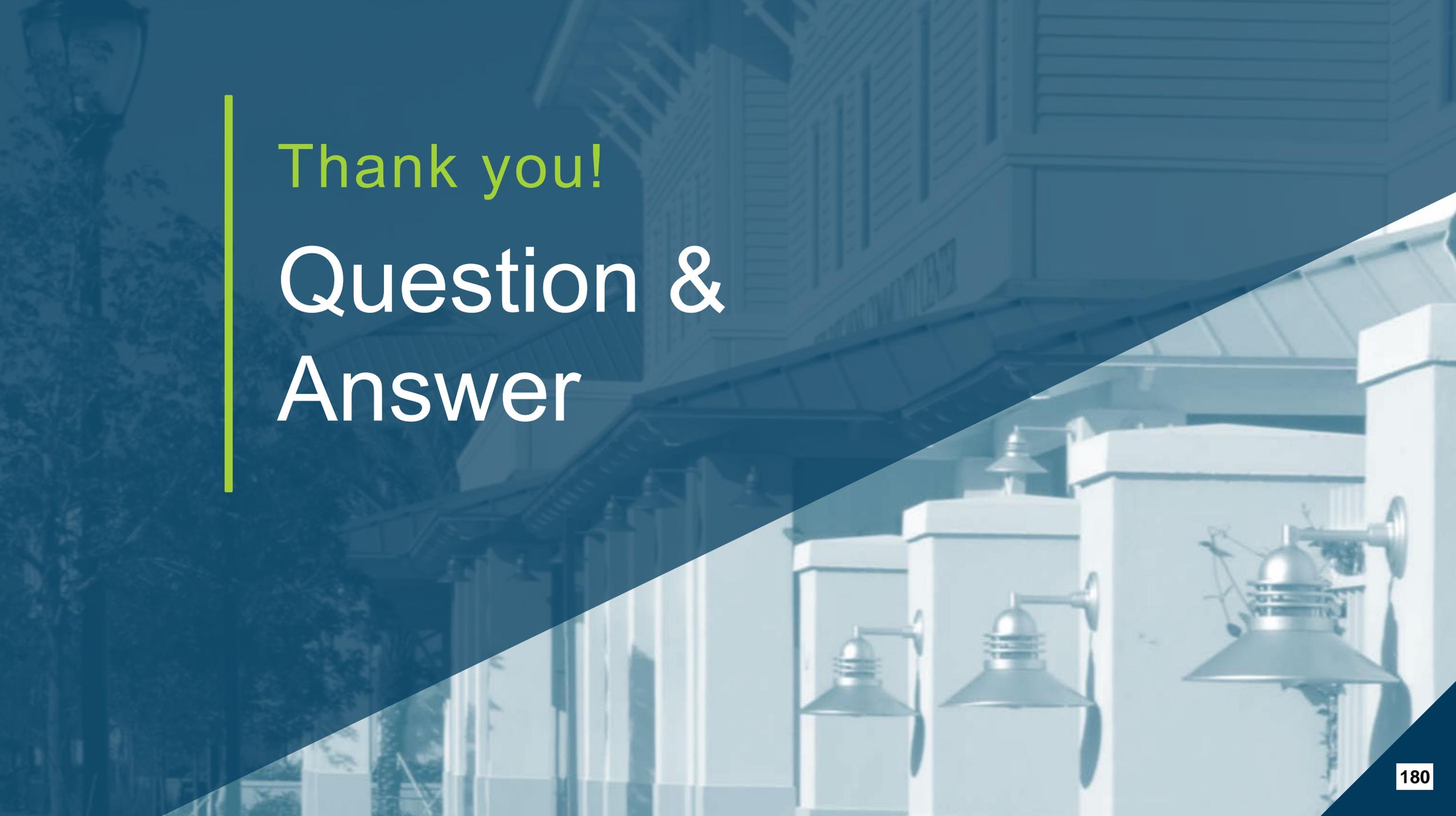


**We leverage existing assets** and resources to effectively engage the community.



**We translate community input** and data into strategic action.

*...we are not just another consulting firm—we are architects of possibility, shaping the future with experience, innovation, and heart...*



Thank you!

# Question & Answer



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# VILLAGE OF KEY BISCAYNE

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## PROCUREMENT DOCUMENTS LINK

### RFP # 2025-14 Key Biscayne Community Center Assessment, Audit, and Feasibility Study

Below are links to procurement documents for:  
(click on each line for document)

1. [Request for Proposal \(RFP\)](#)
2. [RFP Addendum No.1](#)
3. [RFP Addendum No. 2](#)
4. [Bid Tabulation Sheet](#)
5. [Evaluation Committee Meeting Minutes](#)
6. [Evaluation Recommendation](#)
7. [Recommended Proposal & Presentation – Berry, Dunn, McNeil & Parker LLC.](#)
8. [Purchase Requisition – N/A](#)

Daren Jairam, MBA, MHC  
Procurement Officer  
[djairam@keybiscayne.fl.gov](mailto:djairam@keybiscayne.fl.gov)  
305-365-7577



# VILLAGE OF KEY BISCAINE

## MEMORANDUM

<p><i>Village Council</i>  <b>Joe I. Rasco, Mayor</b>  <b>Oscar Sardiñas, Vice Mayor</b>  <b>Michael F. Bracken</b>  <b>Franklin H. Caplan</b>  <b>Edward London</b>  <b>Nancy Stoner</b>  <b>Fernando A. Vazquez</b></p> <p><i>Village Manager</i>  <b>Steven C. Williamson</b></p>	<p>DATE: February 23, 2026</p> <p>TO: Steven Williamson – Village Manager          CC: Benjamin Nussbaum – Village Chief Financial Officer          Jennifer Rodero – Chief of Staff          Todd Hofferberth – PROS Directors</p> <p>FROM: Daren Jairam, Procurement Officer</p> <p>RE: Procurement Recommendation to Award for RFP No. 2025-14, Key Biscayne Community Center Assessment, Audit, and Feasibility Study</p>
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### RECOMMENDATION

It is recommended that the Village Manager negotiate an agreement with **Berry, Dunn, McNeil and Parker LLC.**, for Key Biscayne Community Center Assessment, Audit, and Feasibility Study. The proposed agreement will be for a ten (10) month term with two (2) optional one-month extensions not to exceed \$215,100.00.

### BACKGROUND

In accordance with government procurement best practices, and as part of a larger effort to ensure best value and promote fair and open competition for Village contracts, the decision was made to go out to market for these services.

The Village issued an RFP on November 06, 2025. The RFP was posted to the Village’s website and Notice Board, DemandStar and Miami Herald. A non-mandatory pre-conference meeting was held for interested vendors where a bid summary was given.

The RFP allows potential vendors to submit their best proposals based on the defined scope of services, focusing not solely on pricing but on proposed approaches, creativity, and technical solutions that align with the Village’s needs. It also provides the Village the opportunity to negotiate a best and final offer.

### SCOPE OF WORK

The Village intends to select a qualified firm specializing in parks, recreation, and community facility planning to submit qualifications for conducting an assessment, operational audit, and feasibility study of the Key Biscayne Community Center. The selected consultant will assist the Village in evaluating existing operations and facility performance, conducting an organizational and financial audit, identifying community needs, and developing data-driven recommendations for potential facility improvements and expansion. The firm will deliver a comprehensive, data-driven plan to guide the Village in determining the most effective and sustainable approach to maintaining, improving, or expanding the Community Center in alignment with community priorities. Service shall be in full accordance with the specifications, terms and conditions contained in this Request for Proposal (RFP).



# VILLAGE OF KEY BISCAINE

To qualify for award, prospective Proposers were required to:

- A. Meet the objectives set in the RFP Scope of Services.
- B. Have a minimum of 3 years of experience.
- C. Have experience and qualified staff to manage and execute the requested services.
- D. Be a licensed, permitted, certifications and insured vendor/business in the State of Florida.

**EVALUATION AND RANKING PROCESS**

On December 16, 2025, three (3) proposals were received from the following firms:

No.	Proposer	Years Experience	Total of 7 Task (Required)	Inclusive of Task 8 (Optional)
1.	Berry, Dunn, McNeil and Parker LLC.	25	\$185,850.00	\$215,100.00
2.	Ohlson Lavoie Corporation	50	\$187,780.00	\$216,060.00
3.	Power Wellness Management LLC.	25	\$166,800.00	\$193,965.00 +

The Evaluation Committee comprises the following individuals:

- Ana Colls, Parks & Recreation Asst. Director
- Carlos Sanchez, PW Superintendent
- Colleen Durfee, CIP/Grants Manager
- Jennifer Rodero, Chief of Staff
- Richard Perez – Executive Asst. To PROS Director

Procurement conducted a thorough due diligence review of the proposals and determined that the proposals were responsive, with no material defects identified in the proposals or the qualifications of the proposers. Each proposer is properly licensed and qualified to perform the work, has provided the required certifications and references, and no issues were found indicating that any of the responsive proposers would be incapable of delivering the services.

The Evaluation Committee was provided with the proposals and on January 27, 2026, conducted its first meeting to discuss, review, hear presentations, score, and/or rank the proposals. Upon reviewing and discussing the three (3) Proposals the members short list the Proposals and hear presentations from the top two Proposals:

1. Berry, Dunn, McNeil and Parker LLC.,
2. Ohlson Lavoie Corporation.

After presentations the committee members proceeded to score. Once the technical scores were finalized, the pricing scores for each vendor were added resulting in the following ranking:

- a. Experience / Qualifications / Work Reference of Entity and Success – 20 pts.
- b. Experience / Qualifications of Personnel – 20 pts.
- c. Service / Program Plan / Approach – 35 pts.
- d. Price (20) / Financial Strength and Sustainability (5) – 25 pts.



# VILLAGE OF KEY BISCAINE

Committee Member	Berry, Dunn, McNeil and Parker LLC.		Ohlson Lavoie Corporation	
	<b>SCORES PRIOR TO FINANCIALS (75 Points)</b>			
	<b>Scores</b>		<b>Scores</b>	
Ana Colls	75		35	
Colleen Durfee	71		52	
Carlos Sanchez	66		47	
Jennifer Rodero	69		56	
Richard Perez	70		40	
<b>Total</b>	<b>351</b>		<b>230</b>	
	<b>SCORES AND RANKING WITH FINANCIAL (25 Points)</b>			
<b>FINANCIAL SCORE</b>	<b>19.70</b>		<b>22.50</b>	
	<b>Scores</b>	<b>Rank</b>	<b>Scores</b>	<b>Rank</b>
Todd Hofferberth	94.70	1	57.50	2
Colleen Durfee	90.70	1	74.50	2
Saivy Nasser	85.70	1	69.50	2
Silvia Zavala Garcia-Serra	88.70	1	78.50	2
Paul Zuccarini	89.70	1	62.50	2
<b>Total Scores and Ranking</b>	<b>449.50</b>	<b>5</b>	<b>342.50</b>	<b>10</b>
<b>Final Ranking</b>	<b>1</b>		<b>2</b>	
	<b>Berry, Dunn, McNeil and Parker LLC.</b>		<b>Ohlson Lavoie Corporation</b>	

Proposers were scored out of 500 points then ranked, number 1 being most favorable out of the ranking in the following order:

1. Berry, Dunn, McNeil and Parker LLC.,
2. Ohlson Lavoie Corporation.

**RECOMMENDATION**

In summary, based on the Evaluation Committee’s decision, it is recommended that the Village Manager executes a contract, substantially in the form attached as Exhibit A, with Proposer **Berry, Dunn, McNeil and Parker LLC.**

Berry, Dunn, McNeil and Parker LLC is the better option because the firm’s qualifications and team structure most closely align with the comprehensive scope of work required by the Village. The project extends beyond facility design and requires specialized expertise in parks and recreation planning, operational analysis, financial modeling, community engagement, and strategic implementation.

Berry Dunn demonstrated direct experience in parks and recreation services, maintains a dedicated division in this field, and offers a multi-disciplinary team capable of delivering all components of the project, including data-driven assessments, operational audits, and long-term financial and strategic planning. Their proposal was well-organized, with clearly defined deliverables that align with the Village’s objectives.



# VILLAGE OF KEY BISCAINE

In contrast, Ohlson Lavoie Corporation’s strengths are primarily in architecture and engineering, with comparatively limited emphasis on recreation operations, financial analysis, and community engagement. Given the project’s focus on holistic evaluation and strategic planning, Berry Dunn provides a more complete and suitable approach to meeting the Village’s needs.

In the event an agreement cannot be reached with the top-ranked Proposer, it is further recommended that the Village Manager terminate negotiations with that firm and proceed with negotiations with the next-ranked Proposers until an agreement can be reached.

Concur

Reject

Signed by:

*Steven C Williamson*

CF5C695978AA42B...

Steven Williamson – Village Manager

2/25/2026

Date



# VILLAGE OF KEY BISCAYNE

## STAFF MEMORANDUM

*Village Council*  
Joe I. Rasco, *Mayor*  
Oscar Sardiñas, *Vice Mayor*  
Michael F. Bracken  
Franklin H. Caplan  
Edward London  
Nancy Stoner  
Fernando A. Vazquez

*Village Manager*  
Steven C. Williamson

DATE: March 10, 2026  
TO: Honorable Mayor and Councilmembers  
FROM: Steven C. Williamson, Village Manager  
RE: Traffic Calming Device Improvements

### RECOMMENDATION

Recommend the Village Council approve the issuance of a Work Order to The Stout Group LLC for the replacement of 15 existing traffic calming devices to meet current Miami-Dade County standards. The work performed by The Stout Group LLC will be under the Village's continuing services contract at a amount not to exceed \$248,385.00, funded through the Capital Improvements Program.

### DISCUSSION

**Purpose:** The purpose of this project is to replace 15 aging and deteriorated traffic calming devices throughout the Village with standardized improvements that enhance roadway safety, reduce vehicle speeds, improve neighborhood livability and meet Miami-Dade County standards.

**Background:** Many of the Village's existing traffic calming devices were installed prior to current Miami-Dade County standards and have deteriorated due to age, weather, and traffic, resulting in uneven surfaces and increased maintenance. The proposed replacements will use modern, durable materials to improve safety, reduce maintenance needs, and maintain the Village's pedestrian- and golf-cart-friendly character.

**Justification:** Replacing the existing traffic calming devices will bring Village roadways into compliance with current County standards while strengthening safety and speed control across residential neighborhoods. The upgraded designs will provide more consistent traffic calming performance, improve vehicle transitions, reduce maintenance and noise issues, and enhance the overall appearance of Village streets. These improvements support safer travel for pedestrians, cyclists, and golf carts while promoting long-term durability and reliability.

**Implementation/Integration Plan:** Following Council authorization, the project will be implemented in phases by the Public Works Department, prioritizing the most deteriorated locations and/or those that pose a safety concern. Work will be managed through the Village's continuing services contractor, with minimal impacts, and is expected to be completed within six to nine months.

### RESOURCE IMPACT

- **Recurring Funding:** Not applicable
- **Personnel:** No new personnel required

- **Equipment:** Not applicable
- **Facilities:** Not applicable

### **FUNDING SOURCES**

- **GL Code:** 301-44-544-63013
- **Budget Line-Item:** Traffic Calming Devices
- **Amount:** \$248,385.00
- **Funding Source:** Capital Improvements Program

### **STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

This item supports the Village's Strategic Connection by strengthening roadway safety, enhancing neighborhood livability, and investing in durable infrastructure that promotes long-term sustainability. By improving speed control and standardizing traffic calming measures, the project advances a Safe & Secure Village while supporting a resilient, accessible, and well-connected transportation network for residents and visitors alike.

- **Goal:** Accessible, Connected, & Mobile Transportation Network
- **Focus Area:** Alleviate Traffic
- **Action:** Improve neighborhood traffic calming devices

### **ATTACHMENT(S)**

A. Traffic Calming Devices Location Map

**Prepared by:** Christopher Miranda, Public Works Director

*Reviewed by: Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**RESOLUTION NO. 2026- \_\_\_\_\_**

**A CAPITAL PROJECT AUTHORIZING RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AUTHORIZING THE VILLAGE MANAGER TO ISSUE A WORK ORDER TO THE STOUT GROUP LLC FOR THE REPLACEMENT OF TRAFFIC CALMING DEVICES IN AN AMOUNT NOT TO EXCEED \$248,385; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on March 27, 2025, the Village of Key Biscayne (the “Village”) issued Invitation to Bid No. 2025-10 (the “ITB”) seeking bids from qualified firms for milling and paving roadway construction services (the “Services”) on an as-needed basis; and

**WHEREAS**, on June 10, 2025, the Village Council adopted Resolution No. 2025-23, selecting The Stout Group LLC (the “Contractor”) as the primary contractor to provide the Services and authorized the Village Manager to negotiate and execute an agreement with the Contractor for the Services; and

**WHEREAS**, on July 30, 2025, the Village entered into a contract with the Contractor for the Services (the “Agreement”); and

**WHEREAS**, the Village is in need of the Services to replace existing traffic calming devices (collectively, the “Project”) that have become deteriorated due to ordinary wear and tear, weather exposure, and constant vehicular loading; and

**WHEREAS**, the Contractor has agreed to perform the Services for the Project in accordance with the proposal attached hereto as Exhibit “A” (the “Proposal”) in an amount not to exceed \$248,385; and

**WHEREAS**, the Village Council desires to authorize the Village Manager to issue a work order to the Contractor for the Project consistent with the Proposal attached hereto as Exhibit “A” and the Agreement in an amount not to exceed \$248,385; and

**WHEREAS**, the Village Council finds that this Capital Project Authorizing Resolution is

in the best interest and welfare of the residents of the Village.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.** **Recitals.** That each of the above-stated recitals are hereby adopted, confirmed, and incorporated herein.

**Section 2.** **Authorization.** That the Village Council hereby authorizes the Village Manager to issue a work order to the Contractor to provide the Services for the Project consistent with the Proposal attached hereto as Exhibit “A” and the Agreement in an amount not to exceed \$248,385.

**Section 3.** **Effective Date.** That this Resolution shall be effective immediately upon adoption.

PASSED and ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO, MAYOR

ATTEST:

\_\_\_\_\_  
JOCELYN B. KOCH  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY



**The Stout Group, LLC**  
 10850 NW 138th Street - Bay #3 - Hialeah Gardens, FL 33018 Phone: (305)216-8406 Fax: (305)397-2311  
 jsanchez@thestoutgroup.com

**PROPOSAL**

Project Number: 105 TSG PROPOSAL No:002

Project Name: Milling and Paving Roadways In The Village of Key Biscayne

Change Order Description: Speed Table Pricing

Quoted to: Public Works Department  
 88 West McIntyre Street,  
 Key Biscayne, Florida 33149  
 Office Phone: 305-365-7568

Attention: Christopher Miranda  
 Email:cmiranda@keybiscayne.fl.gov  
 Fax:

Line No.	Item Description	Qty	Unit	Unit Price	Extended Total
1	<b>NEW PRICING</b> REMOVAL OF EXISTING SPEED TABLE	600	SF	\$7.50	\$ 4,500.00
2	<b>CONTRACT PRICING</b> EXCAVATION	49	SY	\$55.00	\$ 2,695.00
3	<b>CONTRACT PRICING</b> LIMEROCK	15	CY	\$180.00	\$ 2,700.00
4	<b>CONTRACT PRICING</b> ASPHALT REMOVAL AND REPLACEMET	49	SY	\$84.00	\$ 4,116.00
5	<b>CONTRACT PRICING</b> ASPAHLT OVERLAY INSTALLATION	49	SY	\$52.00	\$ 2,548.00
<b>TOTAL PER EACH SPEED TABLE</b>					<b>\$ 16,559.00</b>
<b>1</b>	<b>SPEED TABLE (REMOVE EXISTING\RESTORE\REPLACE)</b>	<b>15</b>	<b>EA</b>	<b>\$16,559.00</b>	<b>\$ 248,385.00</b>

**NOTES**

- PRICING DOES NOT INCLUDE:
- THERMOPPLASTIC AND/OR DECORATIVE PREFORM. DECORATIVE WORK TO BE DETERMINED AT A LATER DATE.



# Village of Key Biscayne



**STOUT NUMBERS**

Item Description	Quantity	Unit	Unit Price	Total
Removal of existing speed table	600	SF	\$ 7.50	\$ 4,500.00
Excavation	49	SY	\$ 55.00	\$ 2,695.00
Limerock base	15	CY	\$ 180.00	\$ 2,700.00
Asphalt removal & replacement	49	SY	\$ 84.00	\$ 4,116.00
Asphalt overlay installation	48	SY	\$ 52.00	\$ 2,496.00

PER TABLE \$ 16,559.00

X15 \$ 248,385.00



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Councilmembers  
 FROM: Steven C. Williamson, Village Manager  
 RE: Community Center Assessment, Audit, and Feasibility Study Contract

### RECOMMENDATION

Recommend the Village Council authorize the Village Manager to negotiate and execute an agreement with Berry, Dunn, McNeil & Parker, LLC (Berry Dunn) for the Key Biscayne Community Center Assessment, Audit, and Feasibility Study pursuant to RFP No. 2025-14, for a ten (10) month term with two (2) optional one-month extensions, in an amount not to exceed \$215,100.00.

### DISCUSSION

**Purpose:** The purpose of this item is to contract with an expert consulting firm to conduct a comprehensive assessment, operational audit, and feasibility study of the Key Biscayne Community Center to guide future decisions regarding reinvestment, modernization, expansion, and long-term financial sustainability.

**Background:** The Key Biscayne Community Center, opened in 2004, serves as the Village’s primary indoor recreational, aquatic, educational, cultural, and civic facility. Operating 361 days per year in a 43,000-square-foot, two-story building, the facility serves as a central hub for residents of all ages.

Due to its geographic isolation as an island community, the Village relies heavily on this single facility to meet a broad range of indoor recreation, wellness, and community needs. As community expectations evolve and long-term capital planning considerations emerge, the Village determined that an independent, data-driven evaluation of the Community Center’s operations, facilities, programming, and financial model is necessary.

Accordingly, the Village issued RFP No. 2025-14 on November 6, 2025, seeking experienced firms specializing in parks, recreation, and community facility planning. The solicitation was publicly advertised through DemandStar, the Village website, Notice Board, and the Miami Herald.

On December 16, 2025, three (3) proposals were received:

1. Berry, Dunn, McNeil & Parker, LLC
2. Ohlson Lavoie Corporation

### 3. Power Wellness Management LLC

An Evaluation Committee comprised of Parks & Recreation, Public Works, CIP/Grants, and Executive staff reviewed and scored the proposals in accordance with the criteria established in the RFP. After technical and financial scoring, Berry Dunn received the highest cumulative ranking and was ranked first overall.

**Justification:** The Evaluation Committee recommends Berry, Dunn, McNeil & Parker, LLC based on its demonstrated qualifications, team structure, and depth of expertise aligned with the Village's comprehensive scope of work.

#### Key considerations include:

##### *Specialized Parks and Recreation Expertise*

Berry Dunn maintains a dedicated Parks, Recreation, and Libraries Practice with extensive national experience in feasibility studies, operational audits, cost recovery analysis, financial modeling, and strategic facility planning. Their team demonstrated direct experience in similar municipal community center assessments.

##### *Comprehensive Technical Approach*

The proposal included a detailed methodology addressing:

- Facility and operational assessment
- Community engagement and needs analysis
- Financial pro-forma modeling and cost recovery strategy
- Capital improvement and phased implementation planning
- Service level recommendations aligned with upcoming budget cycles

The firm's structured and data-driven approach aligns closely with the Village's objectives for long-term sustainability and informed decision-making.

##### *Multi-Disciplinary Team Structure*

Berry Dunn's team includes subject matter experts in parks and recreation operations, finance, cost-of-service analysis, demographics, community engagement, and strategic planning. Additionally, the firm proposed Currie Sowards Aguila Architects as a subcontracting partner to support facility inventory, conceptual layouts, and cost modeling.

##### *Comparative Strength*

While Ohlson Lavoie Corporation demonstrated strong architecture and engineering credentials, the Evaluation Committee determined that Berry Dunn's broader expertise in recreation operations, financial sustainability, and community engagement better aligns with the holistic scope of services required by the RFP.

Accordingly, Berry Dunn provides the most comprehensive and suitable approach to evaluating and guiding the future of the Community Center.

**Implementation/Integration Plan:**

Upon Council Approval:

1. Staff will initiate contract negotiations with Berry, Dunn, McNeil & Parker, LLC.
2. Finalize scope, deliverables, timeline, and reporting requirements.
3. Coordinate project kickoff and data collection with Village departments.
4. Facilitate community engagement sessions and leadership interviews.
5. Present interim findings and final recommendations to Council.

**RESOURCE IMPACT**

**Recurring Funding:** The agreement will extend into the subsequent fiscal year; however, no additional appropriations will be required. All services under the ten (10) to twelve (12) month term will be funded within the approved not-to-exceed amount of \$215,100.00.

**Personnel:** Existing Parks & Recreation, Public Works, Finance, Communications, and administrative staff will provide coordination, data collection, community engagement support, and project assistance as part of their normal duties. While the study will require staff participation in interviews, document review, and public outreach efforts, these responsibilities can be accommodated within current staffing levels without the need for additional employees.

**FUNDING SOURCES**

- **GL Code:** 301.73.573.63108
- **Budget Line-Item:** Assess Community Center Facilities and Programing
- **Amount:** \$165,000
- **Capital Fund Transfer:** \$50,100
- **Total:** \$215,100

**STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Advances the Village’s goal of active community programs and enhanced public spaces by supporting the rehabilitation and reprogramming of the Community Center to ensure long-term sustainability and responsiveness to community needs.

- Goal – Engaging and Active Community Programs and Public Spaces
- Focus Area – Enhance Public Spaces
- Action – Rehabilitate and Reprogram Community Center

**ATTACHMENT(S)**

- A. Link to Procurement Documents  
Request for Proposals # 2025-14 – Community Center Assessment, Audit, and Feasibility Study  
Evaluation Committee Award Recommendation

**Prepared by:** Todd Hofferberth, Director | Parks, Recreation, and Open Spaces

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**RESOLUTION NO. 2026-\_\_\_\_\_**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, SELECTING RAE ALL DAY LLC FOR THE VILLAGE’S YOUTH LACROSSE PROGRAM; PROVIDING FOR AUTHORIZATION; AND PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on October 23, 2025, the Village of Key Biscayne (the “Village”) issued Request for Proposals No. 2025-06 (the “RFP”) for management of the Village’s youth lacrosse program (the “Services”); and

**WHEREAS**, the Village received two (2) sealed proposals by the RFP submission deadline; and

**WHEREAS**, in January 2026, an Evaluation Committee appointed by the Village Manager ranked RAE All Day LLC (the “Contractor”) as the highest ranked firm; and

**WHEREAS**, the Village Council desires to select the Contractor to provide the Services and authorize the Village Manager to negotiate and execute an agreement with the Contractor consistent with the RFP and the Contractor’s proposal attached hereto as Exhibit “A”; and

**WHEREAS**, the Village Council finds that this Resolution is in the best interest and welfare of the residents of the Village.

**NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, AS FOLLOWS:**

**Section 1.    Recitals.** That each of the above-stated recitals are hereby adopted, confirmed, and incorporated herein.

**Section 2.    Selection.** That the Village Council hereby selects the Contractor for the Services.

**Section 3.**     **Authorization.** That the Village Council hereby authorizes the Village Manager to negotiate and execute an agreement with the Contractor, consistent with the RFP and the proposal attached hereto as Exhibit “A,” subject to the approval of the Village Attorney as to form, content, and legal sufficiency. If an agreement cannot be reached with the Contractor, the Village Manager is authorized to negotiate and execute an agreement with the next highest ranked firm(s), in order of ranking, until an agreement in the best interest of the Village is reached.

**Section 4.**     **Effective Date.** That this Resolution shall be effective immediately upon adoption.

PASSED and ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2026.

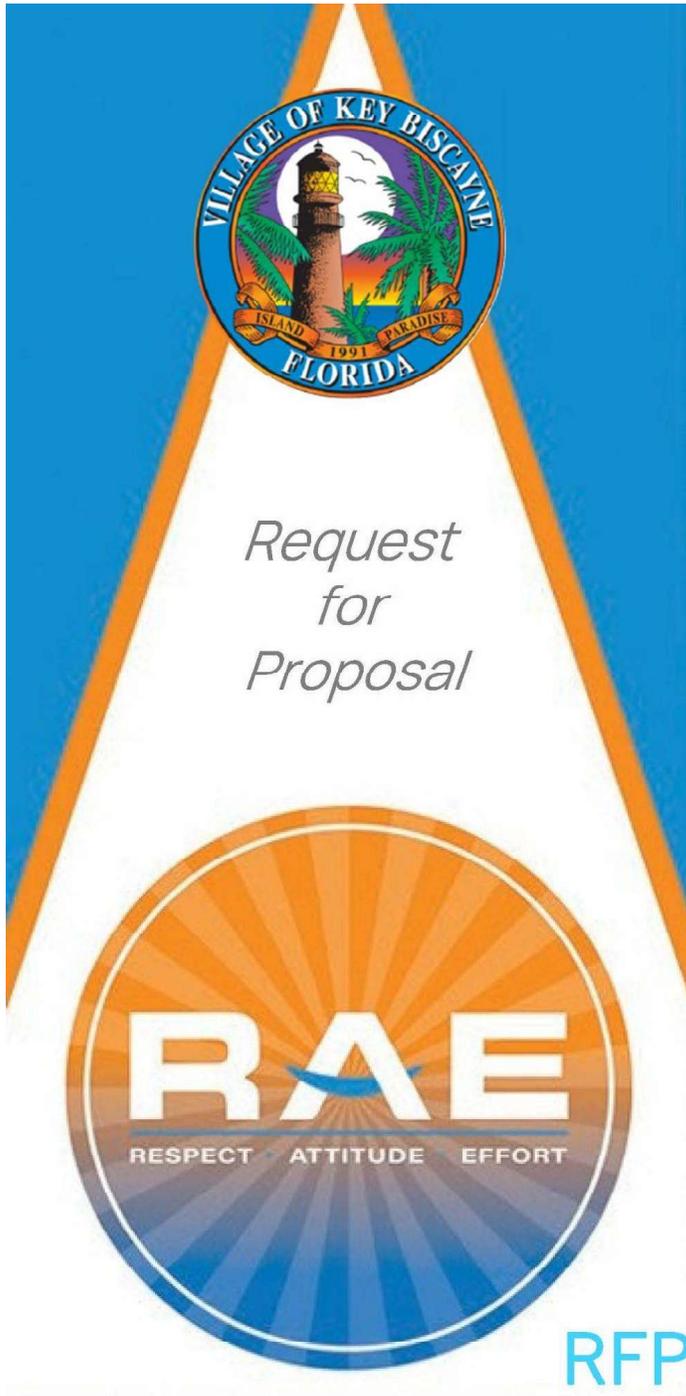
\_\_\_\_\_  
JOE I. RASCO, MAYOR

ATTEST:

\_\_\_\_\_  
JOCELYN B. KOCH, CMC  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

\_\_\_\_\_  
WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY



RAE  
ALL  
DAY  
LLC

Village of  
Key  
Biscayne  
Youth  
Lacrosse  
Program

RFP # 2025 - 06

# SCOPE OF SERVICES



## BACKGROUND

Over our 30-year career in sports programming, we've truly done and seen it all. We began our journey with skill development, camps, clinics, enrichment, after-school programs, local leagues. Then the market shifted and youth sports moved heavily toward travel teams and with that shift came higher demands, higher costs and higher burnout for families.

Now as a leader in the industry, Coach Matt, who also wears the hat of parent, mentor and family man, believes it's time for a new direction - one that brings the focus back to skill development, emphasizes character over "win at all costs," and builds community rather than sending families on endless weekends of travel.

That's exactly why we created the RAE Lax Evolution & Pathway based on the following:

### **Guiding Philosophy: What We Want vs. What We Don't Want**

#### **What We Want**

Positive Coaching + Proven Methodology  
Communication/Practice Plan

Coach Education + Support

Local League Play within Miami-Dade

Focus on process rather than result

RAE Values: Respect.Attitide.Effort

Reduced time and travel commitments  
for the whole family!

Fun format, up + down, fast paced action  
(Sixes – 2028 Olympics format)

Multi-sport, balanced athletes

#### **What We Don't Want**

*Roll the ball out, No structure*

*Under-trained or overwhelmed coaches*

*Constant travel to Broward & beyond*

*Exclusive, elite-only teams  
Pressure to win + perform too early*

*Toxic Competitiveness, trash talk & poor  
sportsmanship*

*Burnout from endless tournaments  
for the whole family!*

*High Price tag associated with travel*

*Early over-specialization*

It's a model designed intentionally to bring the game back to its roots, back to joy and back to the local communities where kids have fun and thrive. We've outlined and illustrated this pathway below showing a clear, accessible, sustainable journey for every player.

## **RAE LAX EVOLUTION & PATHWAY**

As we expand the RAE Lax Evolution into Key Biscayne, our approach remains intentionally phased and focused on development first. Just as we did across Miami-Dade, we begin by establishing a strong foundation through JumpStart (Modcrosse) and EDGE Workouts (full-equipment small-group training). These programs build the skills, confidence and community needed before athletes are ready for competitive play.

- **No equipment/ModCrosse** / soft ball / beginner sticks w/ pocket
  - Beginners/Intermediate
  - Enrichment/Jumpstart
- **Full Equipment**
  - Intermediate/Advanced
  - Edge Workout/RAE Play

## **ENRICHMENT/ JUMPSTART › EDGE WORKOUTS › \*RAE PLAY**

It's a full developmental pipeline - intentional in progression and built to help every player rise to their full potential. We now work daily with different schools across Miami and the feedback has been overwhelmingly positive. Families, teachers and school leaders consistently share how energizing it is to see lacrosse taking hold in this area. Our continually growing numbers - and the steady stream of testimonials - reflect the excitement and momentum building around RAE Lax.

\*RAE Play will not be introduced immediately. Instead, it will be offered only when the local player pool reaches the maturity, readiness and scale required to sustain a high quality, competitive experience. This intentional progression ensures growth that is safe, developmentally appropriate and built for long term success - the same long game model that allowed us to launch a thriving RAE Play cluster in Coconut Grove after three years of foundational work.

### **NO EQUIPMENT - ModCrosse = Enrichment/ /Jumpstart**

This has become the heartbeat of our program - the entry point where brand new players discover lacrosse, build confidence and fall in love with the game. Through Modcrosse we remove barriers for participation: no equipment cost, no travel. RAE Lax provides company approved beginner sticks and soft balls so every boy and girl can simply show up, feel welcomed and start learning.

Our After School Enrichment and JumpStart programs are designed intentionally for true beginners in Grades K-8 to build skill and develop them into intermediates. There is no contact

and boys and girls can play together while they learn the fundamentals. Over the past three years, this foundation has grown strong and widespread across Miami-Dade - we have created a vibrant community of young lacrosse players passionate about the game.

As players gain experience, master the fundamentals and pass an age specific skills assessment, they “graduate” and flow directly into our intermediate and advanced pathway.

### **FULL EQUIPMENT - Small Group Training/ EdgeWorkouts**

While building our base through After School Enrichment and JumpStart - and strengthening relationships with partner schools - the word spread quickly about RAE Lax. Players from schools that already offered lacrosse began seeking out our training as well.

Coach Matt directed small-group training pods ranging from 1 to 20 athletes across many of Miami’s top programs, including: Belen • Columbus • Gulliver • Westminster • Ransom Everglades • Palmer Trinity • Miami Country Day • Coral Reef • Lourdes, to name a few. Through this work, we have built an extraordinary following and strong database. These players play with full equipment and are separated by gender, age and ability.

Several of these schools have offered him head coaching positions. Coach Matt has respectfully declined to stay focused on RAE’s mission: building lacrosse from the ground up in Miami-Dade and ensuring every young athlete has access to world class development without barriers. Our vision is not to compete with local school programs - it is to elevate them. We aim to be a true partner in raising the level of lacrosse across the entire region.

After passing a Skills Test Assessment, players earn the opportunity to advance into the next stage of development. Edge Workout sessions run for 90 minutes.

- 30 minutes of intentional Stick Work
- 30 minutes focused on a Topic of the Week to enhance Lax IQ
- 30 minutes of Small Sided Games

### **FULL EQUIPMENT - RAE PLAY - SIXES**

After more than three years building our base - drawing on 30 years of experience in the sports programming and lacrosse industries and wearing the hat of a parent who understands the realities of multi-sport, multi-schedule families – the foundation was finally in place for the next step in the RAE Lax evolution: RAE Play. It’s our competitive, player centric Miami-Dade league where players’ confidence, creativity and love for the sport can thrive.

As our Modcrosse players grew in skill, passion, and confidence, families across the RAE Lax community were all asking the same question: “What’s next? Our kids are ready for more.” That energy and momentum are exactly what sparked the creation of RAE Play - a competitive, local, player-centric program designed intentionally to avoid the travel, cost and burnout that

often push families away from youth sports. RAE Play allows players to continue progressing in a fun, structured and challenging environment without leaving Miami-Dade.

After passing a Skills Test Assessment, players earn the opportunity to advance into the next stage of development. RAE Play sessions run for 90 minutes on Sundays in Coconut Grove at La Salle High School and follow a consistent, progression-driven structure:

- 30 minutes of intentional Stick Work
- 30 minutes focused on a Topic of the Week to enhance Lax IQ
- 30 minutes of SIXES (5v5 plus goalies) – the fast-paced, up-and-down, high-scoring format that will debut on the world stage at the 2028 Los Angeles Olympics for both Men's and Women's lacrosse nations. Sixes is dynamic, exciting, and the perfect format for all levels of play - from developing players to the pros.

Our first RAE Play season in our first cluster (Coconut Grove) was a tremendous success and affirmed that the developmental pathway works. We welcomed over 80 players, including:

- 24 lower school boys (Grades 2–5)
- 20 middle school boys (Grades 6–8)
- 14 lower school girls (Grades 2–5)
- 14 middle school girls (Grades 6–8)
- 22 JV and varsity high school girls

These numbers reflect not just interest, but trust – trust in the RAE Lax progression, trust in the process, trust in the coaching and trust in our mission to raise the level of lacrosse across Miami-Dade. Modcrosse builds passion and fundamentals while RAE Play begins building complete lacrosse players. It's the natural evolution of RAE Lacrosse and the best is yet to come as we start adding clusters.

Right now, we have one established RAE Play cluster in Coconut Grove. With the addition of Key Biscayne, we will have two developing hubs and the natural next expansion is Coral Gables. As each hub matures, the goal is to introduce inter-competition through Seasonal Jamborees and Regional Play.

RAE Lax plans to host RAE Jamborees, bringing together local pods/ players from Coconut Grove, Key Biscayne, and Coral Gables. These single-day competitive events offer:

- Multiple games in one day
- Matchups across regional clusters
- A fun, high-energy, community-driven atmosphere
- High-touch competitive reps without leaving Miami-Dade County

This model reinforces our mission: deliver competitive, high quality lacrosse in our own backyard while avoiding the cost, burnout and barriers of traditional travel team sports. It keeps the game local, accessible, exciting and deeply rooted in the communities we serve.



## **The Family Flow & Player Journey**

The vision is simple and family first: give Miami-Dade families the opportunity to play competitive lacrosse in their own backyard – without the cost, burnout or heavy weekend travel that traditional “travel ball” demands.

We've proven our process (aka RAE Lax Evolution) works. Now we're ready to expand the regional clusters that will keep Miami kids growing in the sport - at a fraction of the cost, with far greater community connection and impact.

Over the past three years of running RAE programs across Miami, we've learned the rhythm of youth sports and how families move through their week. Our enrichment model - one dedicated day per school for the full 11-13 week term in both winter and spring - has been extremely effective. It gives each campus a consistent, predictable RAE presence while ensuring players keep a stick in their hands at least once a week throughout the year.

As parents, we see this rhythm firsthand with our daughter, Charley who attends KBK8. We believe deeply in multi-sport athletes because multi-sport equals multi-talented. Coach Matt was a multi-sport athlete himself, and we want the same balanced pathway for her - no early specialization until high school at the earliest. Her weekly schedule reflects exactly how many Miami families juggle multiple activities: Mon: Tennis, Tues: Gymnastics, Wed: Golf, Thurs: Tennis + Lacrosse, Fri: Rest, Sat: Gymnastics, Sun: Lacrosse (RAE Play) Families thrive when there is structure, consistency and programming delivered at the right locations, at the right times, and on the right days. That's the model we're expanding.

We already anchored RAE Play in Coconut Grove on Sundays and it has proven to be an ideal hub for that region. Now, based on demand and on the participation patterns we see across Miami-Dade youth sports, we're ready to add Key Biscayne programming - ideally on Thursdays and Saturdays. This gives families two convenient weekly touchpoints, mirrors the successful multi-sport cadence kids already follow, and helps build a sustainable lacrosse community on the island. In short: 1-2 days per region, consistent every week, aligned with how families actually plan their schedules.

We were built for this. RAE All Day LLC (RAE Lax) will deliver a comprehensive, school-aligned youth lacrosse program for the Village of Key Biscayne. This program mirrors the highly successful Modcrosse (After School Enrichment, JumpStart) flowing into Edge Workouts

(Small-Group Training) and RAE Play model we currently operate across Miami-Dade.. All programming will run two days per week, provide a clear player-development pathway and offer seasonal opportunities for competition, athletic growth, and community engagement.

It's a vision rooted in family, community and built to elevate the sport in a sustainable way.

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## **1. Program Calendar & Seasonal Structure**

RAE Lax programming operates across Fall and Winter/Spring sessions, each consisting of 11–13 instructional week blocks and designed to ensure consistent player development year-round. This is what a mature Key Biscayne calendar looks like:

Fall Session - Late August – December (end before holiday break)

- JumpStart (September - December)
- EDGE Workouts (September – Oct)
- \*RAE Play ( Oct – Dec)

Winter/Spring Session - January – May

- JumpStart (January–May)
- EDGE Workouts (January – March)
- \*RAE Play (March – May)

\*During the first year of implementation and continuing until the local market demonstrates sufficient maturity and enrollment to support competitive play, RAE Lax will offer EDGE Workouts rather than RAE Play.

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## **2. Player Pathway & Advancement Model**

We provide a clear evolution and pathway for players to progress.

- No equipment/ModCrosse / soft ball / beginner sticks w/ pocket
  - Beginners/Intermediate
  - Enrichment/Jumpstart
- Full Equipment
  - Intermediate/Advanced
  - Edge/RAE Play

## **RAEwards: Rewards & Positive Culture System**

Over the years, we've developed a unique RAEwards System for our Modcrosse players — a signature element that truly sets RAE Lax apart. It's a positive reinforcement model built

around our core values of Respect, Attitude, Effort, and it has become one of the signature traditions of our program.

At the end of every session, we recognize a Player of the Day - not for being the fastest or scoring the most goals, but for demonstrating leadership, being a great teammate and embodying the RAE Mindset. This recognition includes a progressive reward system that players look forward to all week:

- 1st Player of the Day: RAE Sticker - proudly displayed on water bottles, bikes, laptops, and parents' cars all over Miami.
- 2nd Player of the Day: RAE Sticker + RAE Patch - a symbol of consistency and character, often seen on backpacks and gear bags.
- 3rd Player of the Day: RAE Sticker + RAE-Bans - our signature sunglasses, reminding players that they "shine so bright."
- 4th Player of the Day: RAE Sticker + RAE Boomerang - a small keepsake representing the RAE philosophy: *what you put out into the world comes back to you*. It mirrors the multidimensional "A" in our logo and reinforces the power of positive energy and effort.
- 5 Stickers: RAE Sticker + RAE Key Chain - a fun milestone that shows commitment, growth, and consistency.

Continuing Recognition as Players Grow - As players advance into EDGE Workouts and RAE Play, the focus naturally shifts. Trinkets matter less - but recognition still matters. Older players thrive on acknowledgment for leadership and RAE Mindset. So at the higher levels, we continue the tradition by awarding RAE Stickers for those character traits while also highlighting them making exceptional plays. These recognitions carry weight because they symbolize growth within the RAE system.

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### **Positive Chants & Affirmations**

Another defining feature of RAE Lax culture is our RAE Chants and Positive Affirmations. Every athlete learns chants tied to Respect, Attitude, and Effort, creating a training environment filled with energy, enthusiasm and connection.

Some of our signature affirmations include:

- ★ *EyeBalls - Snap!*
- ★ *Energy - Enthusiasm!*
- ★ *Hard Work - Dedication!*
- ★ *Feeling Blessed - Never Stressed!*
- ★ *Feels gRAEt / Is gRAEt!*
- ★ *Attiduda, Grattituda!*
- ★ *Do the Next Right Thing - RAE All Day!*

The players know them by heart. They shout them proudly. And they carry that mindset far beyond the field - into school, into other sports as leaders and great teammates and most importantly into life.



### **3. Staffing & Supervision**

RAE All Day will coordinate all aspects of staffing and supervision, including the selection, onboarding, scheduling, and oversight of qualified coaches to ensure consistent program quality.

- Coach Matt will be the lead Program Director and Site Supervisor with valid First Aid, CPR and AED certifications.
- All coaches will be cleared with Village Level II VECB background check, complete SafeSport Core TRaining course and review and sign the village's code of Conduct in the required timelines. We work with many schools and parks & recs so this is standard protocol for us.
- All sessions staffed by trained RAE coaches operating under the RAE Mindset (Respect, Attitude, Effort) with safety and compliance at the forefront
- We follow a chain of command similar to the military: GENERAL > CAPTAIN > COACHES. The General (Coach Matt) will deal directly with the Village on all pertinent matters and he will work with Captain/Coaches on the field /coaching plan.
- Staffing assignments and ratios are based on 1:8/1:10 and we hire accordingly based on registration numbers. As numbers grow we hire more coaches. Once the season starts, staffing assignments are locked in and we do not foresee changes/adjustments. Part of coaching is familiarity connection so we look for coaches that are available on a regular schedule so they are vetted, qualified and have a connection with the players.
  - If it should occur that Coach Matt is unable to serve as Lead Instructor/Site Director, Tommy Burke is our Replacement Director and would take his place.
  - If any other Captain/Coach is unable to attend, another approved Captain/Coach will take their place for the session/day.
- Daily attendance will be taken and Coaches shall ensure fields/facilities are left in prime condition and all program related trash, including but not limited to water bottles and wrappers is disposed of prior to the conclusion of each game/practice



### **4. Safety & Emergency Protocols**

RAE All Day will follow and adhere to all Village-required safety, supervision, and emergency protocols to ensure a safe and well-managed environment for every participant.

- Certified & Cleared Staff - All coaches complete Village requirements including background checks, SafeSport, Code of Conduct and Site Supervisor to maintain active First Aid, CPR, and AED certifications.
- We carry a First Aid Kit to all programs to deal with minor injuries and medical needs.
- As Site Supervisor and On-Site Safety Lead - Coach Matt oversees emergency response, supervision, and communication at all sessions. JJ is also cleared as a team member and we live on island so typically readily available in the event of emergency
- Emergency Action Plan (EAP) - Coaches will be educated about emergency services on Key Biscayne including AED locations, emergency routes, and nearest medical facilities. In an emergency, we stop play, assess, provide care, contact EMS if needed, and notify parents/Village staff immediately.
  - Concussion & Injury Management - Any suspected head injury results in immediate removal from play and if necessary a medical clearance to return. Parents are contacted immediately (911 if necessary) and all incidents are documented and reviewed within 24 hours.
- Weather, Heat & Hydration Protocols - We follow Village guidelines for lightning, heat index, and hydration, including plenty of built-in water breaks and heat-management procedures.
- Daily Safety Checks - Coaches inspect the field/equipment before every session and confirm all athletes have required protective gear.
- Player Supervision & Dismissal - Coaches maintain active supervision throughout the session and ensure each athlete is safely dismissed to a parent/guardian
- Appropriate waivers - RAE will work with The Village to ensure all players are registered, waived and we have emergency contact details for all families on file.



## **5. Program Descriptions**

### **\*\*A. Jumpstart**

#### **JumpStart (Beginners • Modcrosse • Co-Ed: Boys & Girls)**

**Format:** JumpStart is a Modcrosse introductory program that uses only a lacrosse stick and a softball -no protective equipment is required.As the name suggests, JumpStart is designed to jumpstart a young athlete's love, passion, and foundation for the sport. We work on fundamental skills, movement patterns, spacing, teamwork. The environment is safe, fun, instructional, and intended to build confidence.

#### **Program/Website Description:**

RAE Lacrosse – Essential Team & Life Skills

Coach Matt and the RAE Lax team jumpstart your child's lacrosse journey and passion for the game by building a strong foundation in fundamentals, teamwork and character development. Guided by our core values of RAE – *Respect, Attitude, Effort* – we foster leadership, team spirit and confidence both ON and OFF the field.

Using our proven RAE methodology, engaging drills and positive coaching, players gain confidence while mastering the essentials - scooping, cradling, catching, throwing, dodging, shooting and defending. Each session blends high-repetition skill work with small-sided, fast-paced games to reinforce learning and build lasting habits.

Sticks Provided - all players should bring is high Energy & Enthusiasm to learn!

Coach Matt Bio: Duke University 3x All-American \* ACC Player of the Year \* 12-Year Professional  
\* Duke University Women's Lacrosse Assistant Coach \* Northern California Lacrosse Hall of Fame

### **Season Length:**

- (Fall) September – December  
(Winter/Spring) January–May
- Includes 11–13 sessions each season

### **Requested Times/Days: 1 hour**

- Thursdays, 5:00–6:00 p.m.
- Saturdays, 9:00–10:00 a.m.

\*This is based on our current KB training groups on Thursdays KB4Kids from 3:15pm - 4pm and on Saturdays at a private residence from 9:00am - 10am)

### **Schedule: 60 minutes**

- 5 minutes – Connect & RAEfect
- 15 minutes – Stick Work Fundamentals
- 20 minutes – Topic of the Day
- 15 minutes – Small-Sided Games
- 5 minutes – Connect, RAEfect & RAEward Player of the Day

**Showcase Day:** On a weekend before Labor Day (Fall) Right After New Years (Winter/Spring) - Modcrosse session at the Village Green for high visibility

### **Trial Days:**

The first session of each season serves as a trial day for new families and players to experience the RAE Lax program. We provide a special registration code that allows them to sign up online, complete waivers, and be added to the roster while pausing payment for that initial session.

If the family chooses to continue, payment is required before the second session. If they decide not to move forward, there is no charge for the trial.

For players who join after the first session, we offer pro-rated pricing along with a small administrative fee (\$15–\$20). This ensures a smooth, fair onboarding process for all families.

**Location:**

1st Choice KB Elementary (Center & Right Field), 2nd Choice St Agnes (½ Field of North Side)  
\*must be at same location as Edge Workouts/RAE Play as we go back to back

**Grades:** 1st–8th (Grouped by age & ability)

**Team composition:**

Boys & Girls play together (Grouped by age & ability) *\*Non-Residents must be age 11 and older or full-time employees working on KB to register for VKB Athletics programs, No more than 30% non-residents*

**Projected Enrollment:**

Thursdays – Winter/Spring 2026

We anticipate 10+ players, based on the current KB4Kids group that trains on Thursdays from 3:15–4:00 p.m. In our first two years, we have run 5 seasons and registered 61 players in this time slot. We expect a portion of these players to take the next step and join EDGE Workouts and RAE Play as they continue to develop.

Saturdays – Winter/Spring 2026

We project 15+, based on our current Key Biscayne Saturday private group at 9:00 a.m. at a private residence. Across three seasons, this time slot has generated 40+ registrations. With a partnership with Key Biscayne and the ability to market to the general population we anticipate strong continued growth.

**Equipment:** Lacrosse Stick + Softball only (no additional equipment)

**Uniform:** RAE branded Pinnies provided



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## **\*\*B. EDGE Workouts**

**(Pre-Season Athletic Development • Full Equipment • Boys & Girls Separate Programs)\*\***

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### **Format:**

EDGE Workouts help athletes gain an edge mentally and physically—building conditioning, agility, lacrosse-specific movement, decision-making, and overall readiness for competitive play. These programs are not co-ed. Boys and girls train separately due to differences in rules, movement, and safety equipment. 90 minutes of stick work, topic of the day and small sided games. \*Passing the RAE Skills Test as a Beginner/Jumpstart player unlocks progression into EDGE Workouts or RAE Play.

### **Program/Website Description:**

Introducing EDGE WORKOUTS—specialized training sessions crafted to give you the physical and mental edge needed to elevate your game this offseason!

Improve when no one's watching—this is the foundation of confidence in your skills and the path champions take to unlock their full potential and achieve their ultimate goals.

With over 30 years of lacrosse experience, Coach Matt brings his deep knowledge and passion to small group sessions, focusing on specific areas where players need improvement. By incorporating targeted drills that hone in on key aspects of the game, he ensures players refine their skills through repetition, leading to noticeable performance upgrades.

Training alongside your school or club teammates builds the rapport and trust that are essential on game day. The more reliable you are, the more playing time and touches you'll earn. Teammates will want to pass to you, and coaches will want you in the game!

NOW is the time to invest in your effort and earn that trust. Coach Matt, a master motivator, is here to guide you on that journey.

Here are the main topics that will be covered...

- Stickwork – ALL experience levels
- Ground Balls – ALL experience levels
- Shooting – ALL experience levels
- 1v1 & 2v2 Dodging & Defense – ALL experience levels
- 2 Man Game – Pick Game & Defending the Pick – ADVANCED players ONLY
- Odd Man Situations – ALL experience levels

### Season Length:

- 1st Year (Fall) September – Late October
- Mature Market - (Fall) September – Late October
- 1st Year (Winter/Spring) January - May
- (Winter/Spring) January - March

### Requested Times/Days: 1 hour

- Thursdays, 6:00 p.m. - 7:30 p.m.
- Saturdays, 10:00 a.m. - 11:30 a.m.

### Schedule: 90 minutes

- 5 minutes – Connect & RAEfect
- 25 minutes – Stick Work
- 30 minutes – Topic of the Day
- 25 minutes – Small-Sided Games
- 5 minutes – Connect, RAEfect & RAEward Player of the Day

### Trial Days:

The first session of each season serves as a trial day for new families and players to experience the RAE Lax program. We provide a special registration code that allows them to sign up online, complete waivers, and be added to the roster while pausing payment for that initial session.

If the family chooses to continue, payment is required before the second session. If they decide not to move forward, there is no charge for the trial.

For players who join after the first session, we offer pro-rated pricing along with a small administrative fee (\$15–\$20). This ensures a smooth, fair onboarding process for all families.

### Location:

1st Choice: KBK8 Elementary (Center & Right Field)

2nd Choice: St. Agnes (½ Field – North Side)

*These locations must align with Jumpstart so the programs can run back-to-back at the same site.*

Safety is a major priority. Edge Workouts and RAE Play use hard balls, so we require fields with adequate fencing and protective boundaries to ensure a safe training environment for all players.

**Grades:** (Fall) Grades 3rd–12th, (Winter/Spring) Grades 3rd–8th (Grouped by age & ability)

### Team composition:

Separate Boys EDGE and Girls EDGE programs (Grouped by age & ability) *\*\*Non-Residents must be age 11 and older or full-time employees working on KB to register for VKB Athletics programs, No more than 30% non-residents*

### Projected Enrollment:

Enrollment for EDGE Workouts – Spring 2026 is more of an informed estimate compared to the stronger projections we have for JumpStart. At this time, we are serving 10 KB lax players who participate in RAE Play in Coconut Grove. Winter/Spring also overlaps directly with the school lacrosse season, meaning most 6th graders and above will already be committed to their school teams.

Like we mentioned above, in our first two years in partnership with KB4Kids, we have run 5 seasons and registered 61 players in this time slot. We expect a portion of these players to take the next step and join EDGE Workouts and ultimately RAE Play as they continue to develop. With that being said, we are cautiously optimistic about the following projected numbers. **Winter/Spring 2026 = Thursdays & Saturdays 10+ registrations**

In the Fall, our projections remain estimates - we anticipate a strong upward trend. By that point, many of our JumpStart players will have passed the skill assessment and will be ready to enter EDGE Workouts and ultimately RAE Play, which will significantly increase participation.

We also plan to begin targeted outreach and marketing to on island schools such as KBK8, St Agnes, St. Christopher's etc.... Bringing these new players into JumpStart will create a steady development pipeline and within a season or two, many of them will naturally advance into the next stages of the RAE Lax Evolution pathway JumpStart → EDGE Workouts – RAE Play – driving healthy, sustainable growth across the program. **Fall 2026 Thursdays & Saturdays 20+ registrations**

*\*It is important to note that it took RAE Lax three full years of foundational development to build enough players to launch a sustainable RAE Play cluster in Coconut Grove. Reaching that level of maturity requires time, consistency and intentional player development.*

*With that in mind, our approach on Key Biscayne will follow the same proven progression. We will continue developing athletes through JumpStart → Edge Workouts until the local player base is strong enough to support RAE Play. Our minimum threshold for launching a RAE Play program is 12 players per age group, ensuring competitive balance, meaningful reps and a high-quality experience.*

### Equipment:

- Boys: helmet, mouth guard, shoulder pads, arm pads, gloves, boys' lacrosse stick
- Girls: goggles, mouth guard, girls' lacrosse stick

**Uniform:** RAE branded Pinnies provided

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## **\*\*C. RAE Play**

**(Intermediate & Advanced Competitive Program • Full Equipment • Boys & Girls Separate Programs)**

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### **Format:**

RAE Play is the competitive phase of the RAE pathway and our alternative to traditional travel team model. Players in RAE Play have demonstrated readiness through the RAE Skills Test and are prepared for a fast-paced, small-sided competitive environment. Like EDGE, RAE Play is not co-ed. Boys and girls compete separately for safety and age/skill appropriate development.

### **Program/Website Description:**

RAE PLAY is our next-level program that bridges the gap between Modcrosse programs and higher-level play, without families having to leave Miami-Dade.

### **HIGHLIGHTS:**

- Full equipment with hard ball
- Weekly Training: Skills + Drills plus SIXES Format Game Play
- Extra 90 MINUTES of lacrosse each week to complement our school enrichment programs
- Develop Stick Skills, Lax IQ, Teamwork and Leadership
- Positive, character-enriching environment

True to our core values Respect \* Attitude \* Effort this program is designed for multi-sport athletes, supportive families, and a Miami-Dade-based lax community who believe in the long game: developing great teammates, leaders, and humans on and off the field.

RAE PLAY addresses a growing need in our community: a next-step lacrosse experience for young athletes who have a solid foundation and basic skill set that are ready for more. After two years of helping to build the game across Miami and working with boys and girls through our Discovery/Beginner level programs, it's time to offer something more in a player's lacrosse evolution - without the time, cost, or burnout of traditional travel teams and club programs.

### **Weekly Training Session - 90min Format**

- 60 mins: Stick Skills + Topic of the Week (Fundamentals, Technique, Lax IQ)
  - Topics Include: Stick Work, Ground Balls Uncontested, Ground Balls Contested, Dodging, Defense, Shooting, Unsettled, OddMan, 1 v 1s & 2 v 2s, Pick Game
  - Be First to the Lockerroom - Arrive at least 15 minutes early for warm-up, gear-up and stick reps.
- 30 mins: Games - Sixes Format (Official format of 2028 Olympics)
  - Boys: Stick checks only - NO body checks

- [RULES](#) - click here for more info

### **Season Length: Mature Market Only**

- (Fall) Late October – December
- (Winter/Spring) March – May
- 8 sessions

### **Requested Times/Days: 1 hour**

- Thursdays, 6:00 p.m. - 7:30 p.m.
- Saturdays, 10:00 a.m. - 11:30 a.m.

### **Schedule: 90 minutes**

- 5 minutes – Connect & RAEfect
- 25 minutes – Stick Work
- 30 minutes – Topic of the Day
- 25 minutes – Sixes (fast, high-touch gameplay emphasizing ball movement and decision-making)
- 5 minutes – Connect, RAEfect & RAEward Player of the Day

### **Trial Days:**

The first session of each season serves as a trial day for new families and players to experience the RAE Lax program. We provide a special registration code that allows them to sign up online, complete waivers, and be added to the roster while pausing payment for that initial session.

If the family chooses to continue, payment is required before the second session. If they decide not to move forward, there is no charge for the trial.

For players who join after the first session, we offer pro-rated pricing along with a small administrative fee (\$15-\$20). This ensures a smooth, fair onboarding process for all families.

### **Location:**

KBK8 Elementary or St. Agnes

*These locations must align with Jumpstart so the programs can run back-to-back at the same site.*

Safety is a major priority. Edge Workouts and RAE Play use hard balls, so we require fields with adequate fencing and protective boundaries to ensure a safe training environment for all players.

## Grades:

Winter/Spring - Grades 2nd–8th, Fall - Grades 3rd–12th (Grouped by age & ability)

## Team composition:

(Grouped by age & ability) *\*\*Non-Residents must be age 11 and older or full-time employees working on KB to register for VKB Athletics programs, No more than 30% non-residents*

## Projected Enrollment:

Enrollment for EDGE Workouts / RAE Play – Winter/Spring 2026 is more of an informed estimate compared to the stronger projections we have for JumpStart. At this time, we are serving about 10 KB lax players who participate in RAE Play in Coconut Grove. Spring also overlaps directly with school lacrosse season, meaning most 6th graders and above will already be committed to their school teams.

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With that being said, we are cautiously optimistic about the following projected numbers.

### **Winter/Spring 2026 = Thursdays & Saturdays 10+ registrations**

In the fall, our projections remain estimates - we anticipate a strong upward trend. By that point, many of our JumpStart players will have passed the skill assessment and will be ready to enter EDGE Workouts and ultimately RAE Play, which will significantly increase participation.

We also plan to begin targeted outreach and marketing to on island schools such as KBK8, St Agnes, St. Christopher's etc.... Bringing these new players into JumpStart will create a steady development pipeline and within a season or two, many of them will naturally advance into the next stages of the RAE Lax Evolution pathway JumpStart → EDGE Workouts – RAE Play – driving healthy, sustainable growth across the program. **Fall 2026 Thursdays & Saturdays 20+ registrations**

*\*It is important to note that it took RAE Lax three full years of foundational development to build enough players to launch a sustainable RAE Play cluster in Coconut Grove. Reaching that level of maturity requires time, consistency and intentional player development.*

*With that in mind, our approach on Key Biscayne will follow the same proven progression. We will continue developing athletes through JumpStart → Edge Workouts until the local player base is strong enough to support RAE Play. Our minimum threshold for launching a RAE Play program is 12 players per age group, ensuring competitive balance, meaningful reps and a high-quality experience.*

## Equipment:

Boys: helmet, mouth guard, shoulder pads, arm pads, gloves, boys' lacrosse stick

Girls: goggles, mouth guard, girls' lacrosse stick.

**Uniform:** Customized pinnies - razorback style or shorts.



Girls: Customized pinnies - razorback style and skirts or shorts.



## **Program Implementation Timeline & Long-Game Strategy**

To protect program quality and ensure sustainable growth on Key Biscayne, RAE All Day Lax will begin Year 1 with JumpStart and EDGE Workouts. These two programs form the essential foundation of the RAE Lax Pathway.

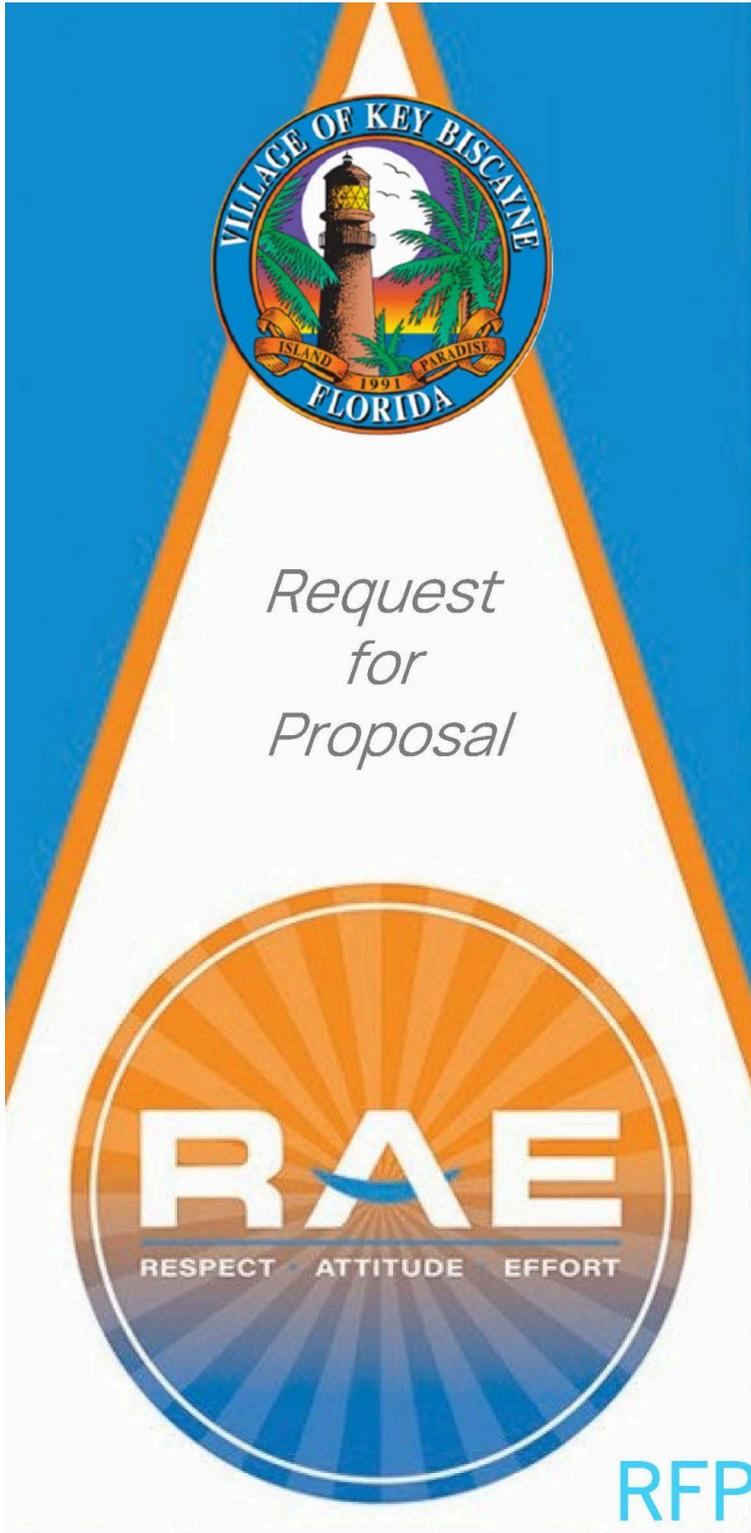
RAE Play - the competitive, full equipment component - will only launch when the market demonstrates sufficient size, skill readiness and consistency to support this program.

This deliberate rollout mirrors our proven process in Coconut Grove, where three years of intentional development created a mature, thriving regional cluster. Our commitment to the Village is the same:

- Build the base first
- Strengthen skills and confidence
- Introduce competition only when the community is ready

This ensures a safe experience, healthy program growth and a lasting lacrosse ecosystem for Key Biscayne families.

Tab A: REPRESENTATIONS + CERTIFICATIONS



RAE  
ALL  
DAY  
LLC

Village of  
Key  
Biscayne  
Youth  
Lacrosse  
Program

RFP # 2025 - 06

## 1 ) Response Checklist & Proposal Forms listed in Section 6

## **SECTION 6. FORMS, AFFIDAVITS, AND ATTACHMENTS**

### **FORM 1** **RESPONSE CHECKLIST**

- Form 1: Response Checklist
- Form 2: Addendum Acknowledgment
- Form 3: Certificate of Authority (Complete one of the two forms as applicable)
  - Form 3A: Certificate of Authority (for Corporations or Partnerships)
  - Form 3B: Certificate of Authority (for Individuals)
- Form 4: Proposer’s Statement of Organization
- Form 5: References
- Form 6: Affidavits
  - Form 6A: Single Execution Affidavits
  - Form 6B: Independence Affidavit
  - Form 6C: Non-Collusion Affidavit
- Form 7: Drug Free Workplace  E-Verify Affidavit
- Form 8: Certification to Accuracy of Proposal  Non-Coercive Conduct Affidavit
- Form 9: Scrutinized Companies  Foreign Countries Affidavit
- Form 10: Public Entity Crimes
- Form 11: Dispute Disclosure
- Form 12: List of Proposed Subcontractors
- Form 16: Insurance and License Certificate

#### ATTACHMENTS

- A: Sample Contract

#### EXHIBITS

- A: Scope of Services
- B: Fee Schedule/Price Proposal
- C: Certificate of Insurance

#### ATTACHMENTS

- B: Background Check Consent Form
- C: Risk Acknowledgement, Release of Liability, & Waiver
- D: Performance Evaluation

FORM 2  
**ADDENDUM ACKNOWLEDGEMENT**

**Solicitation Title:**  
**VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM**  
**Solicitation No.:**  
**RFP # 2025-06**

Listed below are the dates of issue for each Addendum received in connection with this Solicitation:

Addendum No. <u>1</u> ,	Dated <u>November 20, 2025</u>
Addendum No. _____,	Dated _____

No Addendum issued for this  
Solicitation

Firm's Name: RAE ALL DAY LLC

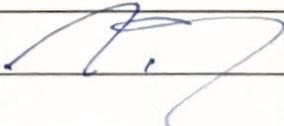
Authorized Representative's Name: MATTHEW OGELSBY WARWICK

Title: MANAGING MEMBER

Email: TEAM@RAEALLDAY.COM

Address: 151 CRANDON BLVD, APT 107, KEY BISCAYNE FL 33149

Phone Number: 415 871 3769

Authorized Signature: 

FORM 3B  
CERTIFICATE OF AUTHORITY  
(if Individual)

I, MATTHEW OGELSBY WARWICK ("Affiant") being first duly sworn, deposes and says:

- I am the CO-OWNER/MANAGING MEMBER  
[Select and print as applicable: Owner/Partner/Officer/Representative/Agent] of: \_\_\_\_\_  
RAE ALL DAY LLC doing  
business as RAE ALL DAY LLC, the  
Contractor that has submitted the attached Proposal.
- I am fully informed respecting the preparation and contents of the attached Proposal and all of the pertinent circumstances respecting such Proposal.
- I am authorized to execute the Proposal dated NOVEMBER 15, 2025, and submit this Proposal to the Village of Key Biscayne, and the execution of this Certificate of Authority, attested to by a Notary Public, , will be the official act and deed of this attestation.

In the presence of:

[Signature]  
Witness #1 Print Name: JENAYA KENT

[Signature]

Witness #2 Print Name: Roney Carreras

R

Signed, sealed and delivered by:

[Signature]  
Print Name: MATTHEW OGELSBY WARWICK

Title: MANAGING MEMBER

ACKNOWLEDGMENT

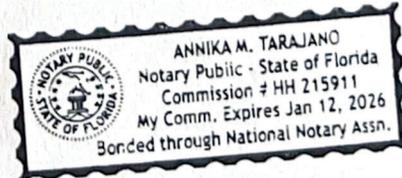
State of Florida  
County of MIAMI-DADE

On this 20 day of NOVEMBER, 2025 before me the undersigned, personally appeared MATTHEW OGELSBY WARWICK, whose name(s) is/are subscribed to the within instrument, and he/she/they acknowledge that he/she/they executed it.

Witness my hand and official seal:

[Signature]  
Notary Public (Print, Stamp, or Type as Commissioned)

- Personally known to me; or
- Produced identification (Type of Identification: FD Driver License)
- Did take an oath; or
- Did not take an oath



FORM 4

**PROPOSER’S STATEMENT OF ORGANIZATION**

1. Full Name of Proposer:  
RAE ALL DAY LLC
  
2. Principal Business Address, Phone and Email Address:  
151 CRANDON BLVD, APT 107, KEY BISCAYNE FL 333149  
415 871 3769  
TEAM@RAEALLDAY.COM
  
3. Principal Contact Person(s):  
MATTHEW OGELSBY WARWICK
  
4. Form of Proposer (Corporation, Partnership, Joint Venture, Other):  
OTHER - FLORIDA LIMITED LIABILITY COMPANY - LLC
  - A. If a corporation, in what state incorporated: FLORIDA
  - B. Date Incorporated: MARCH 20, 2023
  - C. Federal ID Number (EIN) 92-3162929
  - D. If a joint Venture or Partnership, date of Agreement: \_\_\_\_\_
  - E. Name and address of all partners (state whether general or limited partnership): JENAYA JOY KENT - 151 CRANDON BLVD, APT 107 KEY BISCAYNE FL 33149
  - F. If other than a corporation or partnership describe, organization and name of principals. \_\_\_\_\_
  
5. Provide names of principals or officers as appropriate and provide proof of the ability of the individuals so named to legally bind proposer.

Name	Title
_____	_____
_____	_____
_____	_____
  
6. Indicate the number of years’ proposer has had current continual successful experience performing work of a similar scope relevant to this RFP Agreement. 30 YEARS
  
7. List all entities participating in this Agreement (including subcontractors if applicable):

Name	Address	Title
A. _____	_____	_____
B. _____	_____	_____
C. _____	_____	_____
D. _____	_____	_____
  
8. Outline specific areas of responsibility for each entity listed in Question 7.
  - A. \_\_\_\_\_
  - B. \_\_\_\_\_
  - C. \_\_\_\_\_

D. \_\_\_\_\_

9. County or municipal business tax receipt number (attach copies):

County: 7414438

Municipal: \_\_\_\_\_

10. Have you ever failed to complete any work awarded to you?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

11. Within the last five years, has any officer or partner of your organization ever been an officer or partner of another organization that failed to complete an Agreement?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

12. Within the last five years, have you ever had a performance, payment or bid bond called?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

13. Have you, any officer or partner of your organization, or the organization been involved in any litigation or arbitration against the Village?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

14. Within the last five years, have you, any officer or partner of your organization, or the organization or parent company or its subsidiaries been involved in any litigation or arbitration against any other Florida public entity?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

15. Within the last five years, have you, any officer or partner of your organization, or the organization or parent company or its subsidiaries been involved in any litigation or arbitration against any private entity for an amount greater than \$100,000?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

16. Has your organization or any of its partners, officers, or key personnel, or its subsidiaries or parent company been charged or indicted for any criminal activity within the last five years?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

17. Has your organization or any of its partners, officers, or key personnel, or its subsidiaries or parent company been convicted and/or fined for any criminal activity within the last five years?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

18. Within the last five years, have you, any officer or partner of your organization, or the organization been investigated by any local, state, or federal law enforcement agency, criminal justice agency or inspector general office?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

19. Within the last five years, have you, any officer or partner of your organization, or the organization communicated with any local, state, or federal law enforcement agency, criminal justice agency or inspector general office relating to goods or services provided or performed for any governmental entity?

Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**

- 20. Within the last five years, have there been any reports or audits relating to you, any office or partner of your organization, or the organization issued by any local, state, or federal law enforcement agency, criminal justice agency or inspector general office.  
Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**
- 21. Within the last five years, have you, any officer or partner of your organization, or the organization failed to disclose or made misrepresentations to any governmental entity regarding conflicts of interest or potential or apparent conflicts of interest.  
Yes \_\_\_\_\_ No  **If yes, attach a separate sheet of explanation.**
- 22. Have you made a site visit?  Yes, \_\_\_\_\_ No \_\_\_\_\_
- 23. How soon after the award can you begin work? WITHIN 30 Days.
- 24. List any licenses, permits or certifications, etc., you hold for performing this type of work:  
POSITIVE COACHING ALLIANCE - STANFORD  
\_\_\_\_\_  
\_\_\_\_\_
- 25. How did you hear about the RFP? Indicate if it was via the Village’s website, internet search, DemandStar, newspapers, email, etc. The Village of Key Biscayne is always looking for ways to improve its services. EMAIL FROM TODD HOFFERBERTH/VILLAGE PARKS + RECS



Signature (Blue ink only)

MATTHEW OGELSBY WARWICK

Print Name

MANAGING MEMBER

Title

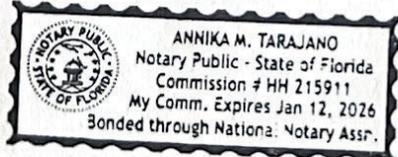
11/20/25  
Date

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER  
(Name of person acknowledging) (Title)  
for RAE ALL DAY LLC  
(Company name)

Personally known to me \_\_\_\_\_ or has produced Identification , type of identification  
produced FL Driver License

(NOTARY SEAL HERE)



  
SIGNATURE OF NOTARY PUBLIC

Annika M. Tarajano  
PRINT, TYPE/STAMP NAME OF NOTARY

FORM 5  
**CLIENT REFERENCES**  
**PRINT CLEARLY**

**REFERENCE #1**

Name of Company: ST STEPHENS EPISCOPAL DAY SCHOOL  
Reference Contact Name: ILEANA NARDO  
Contact Title: DIRECTOR OF AFTER SCHOOL  
Contact Email: INARDO@SSEDS.ORG  
Contract Start Date: SEPTEMBER 2024 Contract End Date: ONGOING

**REFERENCE #2**

Name of Company: MOTIVATING MINDS  
Reference Contact Name: SILVIA TARAFÁ  
Contact Title: PRINCIPAL  
Contact Email: ADMIN@MOTIVATINGMINDS.CO  
Contract Start Date: SEPTEMBER 2025 Contract End Date: ONGOING

**REFERENCE #3**

Name of Company: \_\_\_\_\_  
Reference Contact Name: LUCIA MARIN  
Contact Title: KEY BISCAYNE FAMILY WITH 2 LACROSSE PLAYING DAUGHTERS GULLIVER/RANSOM  
Contact Email: LAMARIN@ALUMNI.PRINCETON.EDU  
Contract Start Date: SEPTEMBER 2024 Contract End Date: ONGOING

**REFERENCE #4**

Name of Company: \_\_\_\_\_  
Reference Contact Name: GINA STEARNS  
Contact Title: KEY BISCAYNE FAMILY WITH 1 LACROSSE PLAYING DAUGHTER  
Contact Email: GINA.N.STEARNS@GMAIL.COM  
Contract Start Date: SEPTEMBER 2024 Contract End Date: ONGOING

**REFERENCE #5**

Name of Company: \_\_\_\_\_  
Reference Contact Name: TONI LEAVITT  
Contact Title: ST THOMAS EPISCOPAL PARISH FAMILY WITH 1 LACROSSE PLAYING SON  
Contact Email: ARPLEAVITT@GMAIL.COM  
Contract Start Date: FALL 2023 Contract End Date: ONGOING

November 23, 2025

Village of Key Biscayne  
88 W. McIntyre Street  
Key Biscayne, FL 33149

Dear Village of Key Biscayne Staff:

My name is Lucia A. Marin and I am writing this reference letter in support of RAE All Day Lacrosse Club and its owners Matt & JJ Ogelsby.

My daughter Carlota Bacardi (age 8) has been practicing lacrosse with RAE for the past 2 years. The RAE family has been training and educating our community's young girls in the sport of lacrosse, fostering respect, attitude and effort and instilling in them a great sense of self-esteem and a positive mindset. They have been practicing on Key Biscayne and in Coconut Grove and creating a movement of young elementary school-aged girls excited to play lacrosse.

My older daughter Antonia (age 12) is also practicing with RAE once a week in Coconut Grove and finally meeting a larger group of middle school-aged girls excited to be playing the sport. RAE employs female coaches that have played at the high school and college level, providing our girls someone to learn from and look up to as they progress in the sport.

I can personally attest to the club's professionalism, positive messaging and sense of community. Matt & JJ's own daughter is playing with our girls, so it really is a family affair!

Lacrosse is a wonderful and growing sport and I hope to see it continue to flourish here on Key Biscayne. Thank you for your time and consideration and please don't hesitate to call me should you have any questions. I can be reached at 786.325.6800 at any time.

Sincerely,



Lucia A. Marin  
765 Crandon Blvd #101  
Key Biscayne, FL 33149  
[lamarin@alumni.princeton.edu](mailto:lamarin@alumni.princeton.edu)  
786.325.6800

FORM 6A

**SINGLE EXECUTION AFFIDAVITS**

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

**THIS FORM COMBINES SEVERAL AFFIDAVIT STATEMENTS TO BE SWORN TO BY THE PROPOSER OR BIDDER AND NOTARIZED BELOW. IN THE EVENT THE PROPOSER OR BIDDER CANNOT SWEAR TO ANY OF THESE AFFIDAVIT STATEMENTS, THE PROPOSER OR BIDDER IS DEEMED TO BE NON-RESPONSIBLE AND IS NOT ELIGIBLE TO SUBMIT A PROPOSAL/BID.**

**THESE SINGLE EXECUTION AFFIDAVITS ARE SUBMITTED TO THE VILLAGE OF KEY BISCAYNE AND ARE STATEMENTS MADE:**

By: MATTHEW OGELSBY WARWICK

For (Name of Proposing or Bidding Entity): RAE ALL DAY LLC

Whose business address is: 151 CRANDON BLVD, APT 107, KEY BISCAYNE FL 33149

And (if applicable) its Federal Employer Identification Number (FEIN) is: 92-3162929

(if the entity does not have an FEIN, include the Social Security Number of the individual signing this sworn statement. SS#: \_\_\_\_\_ )

**Americans with Disabilities Act Compliance Affidavit**

The above-named firm, corporation or organization is in compliance with and agrees to continue to comply with, and assure that any subcontractor, or third-party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and services, transportation, communications, access to facilities, renovations, and new construction.

- The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 USC 1210112213 and 47 USC Sections 225 and 661 including Title I, Employment; Title II, Public Services; Title III, Public Accommodations and Services Operated by Private entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.
- The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Section 553.501-553.513, Florida Statutes:
- The Rehabilitation Act of 1973, 229 USC Section 794;
- The Federal Transit Act, as amended 49 USC Section 1612;
- The Fair Housing Act as amended 42 USC Section 3601-3631.

MOW

Proposer Initials

**Public Entity Crimes Affidavit**

I understand that a “public entity crime” as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentations.

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

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

1. A predecessor or successor of a person convicted of a public entity crime; or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term “affiliate” includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm’s length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

I understand that a “person” as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term “person” includes those officers, directors, executives, and partners, shareholders, employees, members, and agents who are active in management of an entity.

Based on information and belief, the statement, which I have marked below, is true in relations to the entity submitting this sworn statement.

**(INDICATE WHICH STATEMENT APPLIES.)**

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

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

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

I understand that the submission of this form to the contracting officer for the public entity identified in paragraph 1 above is for that public entity only and that this form is valid through December 31 of the calendar year in which it is filed. I also understand that I am required to inform the public entity prior to entering into a contract in excess of the threshold amount provided in Section 287.017, Florida Statutes for category two of any change in the information contained in this form.

MOW

Proposer Initials

**No Conflict of Interest or Contingent Fee Affidavit**

Proposer warrants that neither it nor any principal, employee, agent, representative nor family member has paid or will pay any fee or consideration that is contingent on the award or execution of a contract arising out of this solicitation. Proposer also warrants that neither it nor any principal, employee, agent, representative nor family member has procured or attempted to procure this contract in violation of any of the provisions of the Miami-Dade County conflict of interest or code of ethics ordinances. Further, Proposer acknowledges that any violation of these warrants will result in the termination of the contract and forfeiture of funds paid or to be paid to the Proposer should the Proposer be selected for the performance of this contract.

MOW

Proposer Initials

**Business Entity Affidavit**

Proposer hereby recognizes and certifies that no elected official, board member, or employee of the Village of Key Biscayne (the "Village") shall have a financial interest directly or indirectly in this transaction or any compensation to be paid under or through this transaction, and further, that no Village employee, nor any elected or appointed officer (including Village board members) of the Village, nor any spouse, parent or child of such employee or elected or appointed officer of the Village, may be a partner, officer, director or proprietor of Proposer or Vendor, and further, that no such Village employee or elected or appointed officer, or the spouse, parent or child of any of them, alone or in combination, may have a material interest in the Vendor or Proposer. Material interest means direct or indirect ownership of more than 5% of the total assets or capital stock of the Proposer. Any exception to these above-described restrictions must be expressly provided by applicable law or ordinance and be confirmed in writing by Village. Further, Proposer recognizes that with respect to this transaction or bid, if any Proposer violates or is a party to a violation of the ethics ordinances or rules of the Village, the provisions of Miami-Dade

County Code Section 2-11.1, as applicable to Village, or the provisions of Chapter 112, part III, Fla. Stat., the Code of Ethics for Public Officers and Employees, such Proposer may be disqualified from furnishing the goods or services for which the bid or proposal is submitted and may be further disqualified from submitting any future bids or proposals for goods or services to Village.

MOW

Proposer Initials

**Anti-Collusion Affidavit**

1. Proposer/Bidder has personal knowledge of the matters set forth in its Proposal/Bid and is fully informed respecting the preparation and contents of the attached Proposal/Bid and all pertinent circumstances respecting the Proposal/Bid;
2. The Proposal/Bid is genuine and is not a collusive or sham Proposal/Bid; and
3. Neither the Proposer/Bidder nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including Affiant, has in any way colluded, conspired, connived, or agreed, directly or indirectly with any other Proposer/Bidder, firm, or person to submit a collusive or sham Proposal/Bid, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer/Bidder, firm, or person to fix the price or prices in the attached Proposal/Bid or of any other Proposer/Bidder, or to fix any overhead, profit, or cost element of the Proposal/Bid price or the Proposal/Bid price of any other Proposer/Bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Village of Key Biscayne or any person interested in the proposed Contract.

MOW

Proposer Initials

**Scrutinized Company Certification**

1. Proposer certifies that it and its subcontractors are not on the Scrutinized Companies that Boycott Israel List. Pursuant to Section 287.135, F.S., the Village may immediately terminate the Agreement that may result from this ITB at its sole option if the Proposer or its subcontractors are found to have submitted a false certification; or if the Proposer, or its subcontractors are placed on the Scrutinized Companies that Boycott Israel List or is engaged in the boycott of Israel during the term of the Agreement.
2. If the Agreement that may result from this ITB is for more than one million dollars, the Proposer certifies that it and its subcontractors are also not on the Scrutinized Companies with Activities in Sudan, Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria as identified in Section 287.135, F.S. pursuant to Section 287.135, F.S., the Village may immediately terminate the Agreement that may result from this ITB at its sole option if the Proposer, its affiliates, or its subcontractors are found to have submitted a false certification; or if the Proposer, its affiliates, or its subcontractors are placed on the Scrutinized Companies with Activities in Sudan List, or Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or engaged with business operations in Cuba or Syria during the term of the Agreement.

3. The Proposer agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under the Agreement that may result from this ITB. As provided in Subsection 287.135(8), F.S., if federal law ceases to authorize the above-stated contracting prohibitions then they shall become inoperative.

MOW

Proposer Initials

**Acknowledgment, Warranty, and Acceptance**

1. CONTRACTOR warrants that it is willing and able to comply with all applicable state of Florida laws, rules and regulations.
2. CONTRACTOR warrants that it has read, understands, and is willing to comply with all requirements of **RFP # 2025-06 VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM** and any addendum/addenda related thereto.
3. CONTRACTOR warrants that it will not delegate or subcontract its responsibilities under an agreement without the prior written permission of the Village Council or Village Manager, as applicable.
4. CONTRACTOR warrants that all information provided by it in connection with this Proposal is true and accurate.

MOW

Proposer Initials

**Truth in Negotiation Certification**

The CONTRACTOR hereby certifies, covenants, and warrants that wage rates and other factual unit costs supporting the compensation for this project’s agreement are accurate, complete, and current at the time of contracting.

The CONTRACTOR further agrees that the original agreement price and any additions thereto shall be adjusted to exclude any significant sums by which the Village determines the agreement price was increased due to inaccurate, incomplete, or noncurrent wage rates and other factual unit costs. All such agreement adjustments shall be made within (1) year following the end of the contract. For purposes of this certificate, the end of the agreement shall be deemed to be the date of the final billing or acceptance of the work by the Village, whichever is later.

MOW

Respondent Initials

**Sworn Signature of Proposing Entity Representative and Notarization  
for all above Affidavits follows on the next page**

In the presence of:

[Signature]

Witness #1 Print Name: JENAYA KENT

[Signature]

Witness #2 Print Name: Roney Carreras

Signed, sealed and delivered by:

[Signature]

Print Name: MATHEW OGELSBY WARWICK

Title: MANAGING MEMBER

**ACKNOWLEDGMENT**

State of Florida

County of MIAMI-DADE

On this 20 day of NOVEMBER, 2025, before me the undersigned, personally appeared MATHEW OGELSBY WARWICK, whose name(s) is/are subscribed to the within instrument, and he/she/they acknowledge that he/she/they executed it.

Witness my hand and official seal:

[Signature]

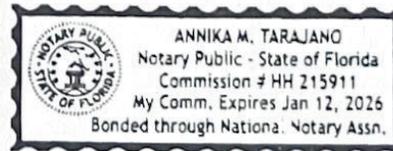
Notary Public (Print, Stamp, or Type as Commissioned)

Personally known to me; or

Produced identification (Type of Identification: FL Driver license)

Did take an oath; or

Did not take an oath



FORM 6B  
**INDEPENDENCE AFFIDAVIT**

The undersigned individual, being duly sworn, deposes and says that:

I am MATTHEW OGELSBY WARWICK of RAE ALL DAY LLC, the proposer that has submitted the attached proposal;

I hereby certify to the best of my knowledge that neither I nor any of those persons residing in my household have or have had during the past five years, any relationships (professional, financial, familial or otherwise) with the VILLAGE (or any of its districts), its elected or appointed officials, its employees or agents, or any member or alternate member of the Selection Committee.

A “relationship” for the purpose of this affidavit shall include but not be limited to employer/employee, consultant, contractor, subcontractor, associate, officer, partnership, joint venture, ownership greater than one percent, landlord/tenant, or creditor/debtor, gift donor/recipient (in excess of \$100.00), past or on-going personal relationships, or joint involvement with charitable/voluntary activities. **Relationship includes having a prior or current contract with the VILLAGE.**

Except as set forth below, I hereby certify to the best of my knowledge that neither I nor any of those persons residing in my household have received any promise of compensation, remuneration, gift, discount, or other gratuity in exchange for my proposal.

I understand and agree that I shall give the VILLAGE written notice of any other relationships (as defined above) that I enter into with the VILLAGE (or any of its districts), its elected or appointed officials, its employees or agents, or any member or alternate member of the Selection Committee during the period of the Agreement.

I set forth below any exceptions to the aforementioned (if none, write “None”):

CONTRACTED AS A LACROSSE PROVIDER FOR KEY BISCAYNE CHILDREN & EDUCATION FOUNDATION

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---

Signature (Blue ink only)

MATTHEW OGELSBY WARWICK

Print Name

MANAGING MEMBER

Title

Date

11/20/2025

STATE OF FLORIDA )

COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025 by MATTHEW OGELSBY WARWICK as MANAGING MEMBER

(Name of person acknowledging)

(Title)

for RAE ALL DAY LLC

(Company name)

Personally known to me \_\_\_\_\_ or has produced Identification  type of identification

produced FL Driver License

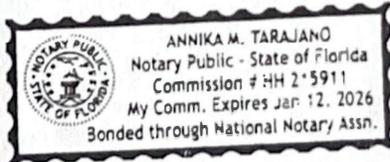
(NOTARY SEAL HERE)

Annika M. Tarajano

SIGNATURE OF NOTARY PUBLIC

Annika M Tarajano

PRINT, TYPE/STAMP NAME OF NOTARY



FORM 6C  
**NON-COLLUSION AFFIDAVIT**

The undersigned individual, being duly sworn, deposes and says that:

1. He/She is MATTHEW OGELSBY WARWICK of RAE ALL DAY LLC, proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal;
3. Such proposal is genuine and is not a collusive or sham proposal;
4. Neither said proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, has in any way colluded, connived, or agreed, directly or indirectly, with any other proposer, firm or person to submit a collusive or sham proposal in connection with the Agreement for which the attached proposal has been submitted or to refrain from proposing in connection with the Agreement, or has in any manner, directly or indirectly, sought by agreement of collusion or communication of conference with any other proper, firm, or person to fix the price or prices in the attached proposal, or of any other proposer, or to fix any overhead, profit or cost element of the proposal or the response of any other proposer, or to secure through any collusion, connivance, or unlawful agreement any advantage against the Village of Key Biscayne, Florida, or any person interested in the Agreement; and
5. The response to the attached RFP is fair and proper and is not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the proposer or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

[Signature]

Signature (Blue ink only)

MATTHEW OGELSBY WARWICK

Print Name

MANAGING MEMBER

Title

11/20/2025

Date

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER

(Name of person acknowledging)

(Title)

for RAE ALL DAY LLC  
(Company name)

Personally known to me \_\_\_\_\_ or has produced Identification , type of identification

produced Fd Driver License

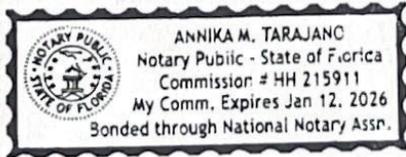
(NOTARY SEAL HERE)

[Signature]

SIGNATURE OF NOTARY PUBLIC

Annika M. Tarajano

PRINT, TYPE/STAMP NAME OF NOTARY



**E-VERIFY AFFIDAVIT**

In accordance with Section 448.095, Florida Statutes, the Village requires all contractors doing business with the Village to register with and use the E-Verify system to verify the work authorization status of all newly hired employees. The Village will not enter into a contract unless each party to the contract registers with and uses the E-Verify system.

The contracting entity must provide of its proof of enrollment in E-Verify. For instructions on how to provide proof of the contracting entity's participation/enrollment in E-Verify, please visit:

<https://www.e-verify.gov/faq/how-do-i-provide-proof-of-my-participation-enrollment-in-e-verify> ✓

By signing below, the contracting entity acknowledges that it has read Section 448.095, Florida Statutes and will comply with the E-Verify requirements imposed by it, including but not limited to obtaining E-Verify affidavits from subcontractors. ✓ ✓

Check here to confirm proof of enrollment in E-Verify has been attached to this Affidavit.

In the presence of:

Signed, sealed and delivered by:

[Signature]  
Witness #1 Print Name: JENAYA KENT

[Signature]  
Print Name: MATTHEW OGELSBY WARWICK  
Title: MANAGING MEMBER

[Signature]  
Witness #2 Print Name: Rowley Correas

Entity Name: RAE ALL DAY LLC

**ACKNOWLEDGMENT**

State of Florida

County of MIAMI-DADE

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 20 day of NOVEMBER, 2025, by MATTHEW OGELSBY WARWICK (name of person) as MANAGING MEMBER (type of authority) for RAE ALL DAY LLC (name of party on behalf of whom instrument is executed).

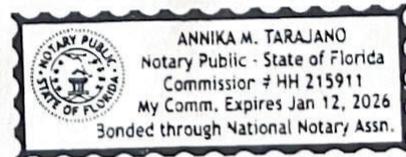
Annika M. Tarajano  
Notary Public (Print, Stamp, or Type as Commissioned)

Personally known to me; or

Produced identification (Type of Identification: Ed Driver license)

Did take an oath; or

Did not take an oath



## My Company Account

# My Company Profile

## Company Information

**Company Name**

RAE All Day LLC

**Doing Business As (DBA) Name**

RAE All Day

**Company ID**

2921401

**Enrollment Date**

Nov 17, 2025

**Employer Identification Number (EIN)**

923162929

**Unique Entity Identifier (UEI)**

---

**DUNS Number**

---

**Total Number of Employees**

1 to 4

**NAICS Code**

611

**Sector**

Educational Services

**Subsector**

Educational Services

[Edit Company Information](#)

## Employer Category

## Employer Category

None of these categories apply

[Edit Employer Category](#)

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## Company Addresses

### Physical Address

151 Crandon Blvd  
Apt 107  
Key Biscayne, FL 33149

### Mailing Address

Same as Physical Address

[Edit Company Addresses](#)

---

## Hiring Sites

### Number of Sites

1

[Edit Hiring Sites](#)

---

## Company Access

### My Company is configured to:

Verify Its Own Employees

### My Company has enabled:

E-Verify+

### E-Verify+ enabled by:

MATTHEW O. WARWICK (Nov 14, 2025)

### Memorandum of Understanding

[View Current MOU](#)

### Terms of Service

[View E-Verify+ Terms of Service](#)

**AFFIDAVIT ATTESTING TO  
NONCOERCIVE CONDUCT FOR LABOR OR SERVICES**

Effective July 1, 2024, Section 787.06, Florida Statutes, a nongovernmental entity executing, renewing, or extending a contract with a governmental entity is required to provide an affidavit, signed by an officer or a representative of the nongovernmental entity under penalty of perjury, attesting that the nongovernmental entity does not use coercion for labor or services as defined in Section 787.06(2)(a), Florida Statutes.

By signing below, I hereby affirm under penalty of perjury that:

1. I have read Section 787.06, Florida Statutes, and understand that this affidavit is provided in compliance with the requirement that, upon execution, renewal, or extension of a contract between a nongovernmental entity and a governmental entity, the nongovernmental entity must attest to the absence of coercion in labor or services.
2. I am an officer or representative of RAE ALL DAY LLC, a nongovernmental entity.
3. RAE ALL DAY LLC does not use coercion for labor or services as defined in the relevant section of the law.

In the presence of:

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

Jenaya Kent  
Witness #1 Print Name: JENAYA KENT

Matthew Ogelsby Warwick  
Print Name: MATTHEW OGELSBY WARWICK

Roney [Signature]  
Witness #2 Print Name: Roney [Signature]

Title: MANAGING MEMBER  
Entity Name: RAE ALL DAY LLC

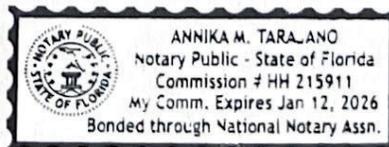
**OATH OR AFFIRMATION**

State of Florida  
County of MIAMI-DADE

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 20 NOVEMBER day of 2025, by MATTHEW OGELSBY WARWICK (name of person) as MANAGING MEMBER type of authority) for RAE ALL DAY LLC (name of party on behalf of whom instrument is executed).

Annik M. Tarajano  
Notary Public (Print, Stamp, or Type as Commissioned)

- Personally known to me; or
- Produced identification (Type of Identification: FL Driver License)
- Did take an oath; or
- Did not take an oath



**AFFIDAVIT REGARDING PROHIBITION ON CONTRACTING WITH ENTITIES OF FOREIGN COUNTRIES OF CONCERN**

Pursuant to Section 287.138, Florida Statutes (which is expressly incorporated herein by reference), a governmental entity may not knowingly enter into a contract with an entity which would give access to an individual's personal identifying information if (a) the entity is owned by the government of a foreign country of concern; (b) the government of a foreign country of concern has a controlling interest in the entity; or (c) the entity is organized under the laws of or has its principal place of business in a foreign country of concern.

This affidavit must be completed by an officer or representative of an entity submitting a bid, proposal, or reply to, or entering into, renewing, or extending, a contract with a governmental entity which would grant the entity access to an individual's personal identifying information.

- 1. RAE ALL DAY LLC ("entity") does not meet any of the criteria in paragraphs (2)(a)-(c) of Section 287.138, F.S.

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

Jenaya Kent  
Witness #1 Print Name: JENAYA KENT

Matthew Ogelsby Warwick  
Print Name: MATTHEW OGELSEY WARWICK  
Title: MANAGING MEMBER

Kelsey Edwards  
Witness #2 Print Name: KELSEY EDWARDS

Entity Name: RAE ALL DAY LLC

**OATH OR AFFIRMATION**

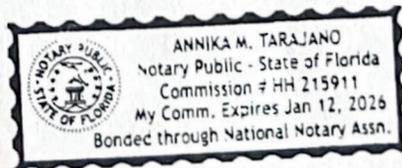
State of Florida  
County of MIAMI-DADE

The foregoing instrument was acknowledged before me by means of  physical presence or  online notarization, this 20 day of NOVEMBER, 2025, by MATTHEW OGELSEY WARWICK (name of person) as MANAGING MEMBER (type of authority) for RAE ALL DAY LLC (name of party on behalf of whom instrument is executed).

Annika M. Tarajano

Notary Public (Print, Stamp, or Type as Commissioned)

- Personally known to me; or
- Produced identification (Type of Identification: FL Driver license)
- Did take an oath; or
- Did not take an oath
- Did not take an oath



FORM 7  
**DRUG FREE WORKPLACE**

The undersigned proposer in accordance with Chapter 287.087, Florida Statutes, hereby certifies that RAE ALL DAY LLC does:

(Name of proposer)

1. Publish a statement notifying employees that the unlawful manufacturing, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business’s policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the contractual services described in the RFP document a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the contractual services described in the RFP or the Agreement, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee’s community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.
7. As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

[Handwritten Signature]  
Signature (Blue ink only)

MATTHEW OGELSBY WARWICK

Print Name

MANAGING MEMBER

Title

11/20/2025  
Date

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER

(Name of person acknowledging)  
for RAE ALL DAY LLC

(Title)

(Company name)

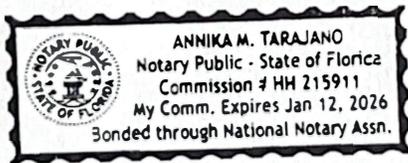
Personally known to me \_\_\_\_\_ or has produced Identification  type of identification

produced FL Driver License

(NOTARY SEAL HERE)

[Handwritten Signature]  
SIGNATURE OF NOTARY PUBLIC

Annika M. Tarajano  
PRINT, TYPE/STAMP NAME OF NOTARY



FORM 8

CERTIFICATION TO ACCURACY OF PROPOSAL

The proposer, by executing this form, hereby certifies and attests that all forms, affidavits and documents related thereto that it has enclosed in the proposal in support of its proposal are true and accurate. Failure by the proposer to attest to the truth and accuracy of such forms, affidavits and documents shall result in the proposal being deemed non-responsive and such proposal will not be considered.

By submitting a proposal to do the work, the proposer certifies that a careful review of the RFP and the Agreement has taken place and that the proposer is fully informed and understands the requirements of the RFP and the Agreement and the quality and quantity of service to be performed.

The undersigned individual, being duly sworn, deposes and says that:

1. He/She is MATTHEW OGELSBY WARWICK of RAE ALL DAY LLC the proposer that has submitted the attached proposal;
2. He/She is fully informed respecting the preparation and contents of the attached proposal and of all forms, affidavits and documents submitted in support of such proposal;
3. All forms, affidavits and documents submitted in support of this proposal and included in this proposal are true and accurate;
4. No information that should have been included in such forms, affidavits and documents has been omitted; and
5. No information that is included in such forms, affidavits or documents is false or misleading.

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

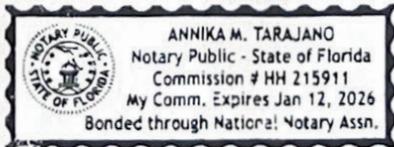
MATTHEW OGELSBY WARWICK  
11/20/2025

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER  
(Name of person acknowledging) (Title)  
for RAE ALL DAY LLC  
(Company name)

Personally known to me \_\_\_\_\_ or has produced Identification , type of identification  
produced FD Driver license

(NOTARY SEAL HERE)

Annika M. Tarajano  
SIGNATURE OF NOTARY PUBLIC



PRINT, TYPE/STAMP NAME OF NOTARY

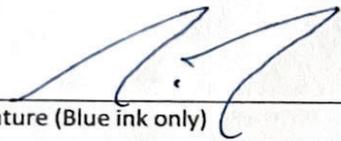
FORM 9  
SCRUTINIZED COMPANIES

The undersigned proposer in accordance with Section 287.135, Florida Statutes, hereby certifies that:

Proposer is not participating in a boycott of Israel;

Proposer is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List;

Proposer does not have business operations in Cuba or Syria.

  
\_\_\_\_\_  
Signature (Blue ink only)

MATTHEW OGELSBY WARWICK  
\_\_\_\_\_  
Print Name

MANAGING MEMBER  
\_\_\_\_\_  
Title

11/20/2025  
\_\_\_\_\_  
Date

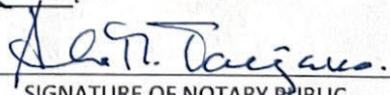
STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER, 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER

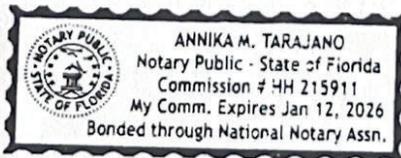
(Name of person acknowledging) (Title)  
for RAE ALL DAY LLC  
(Company name)

Personally known to me \_\_\_\_\_ or has produced Identification , type of identification  
produced Fd Driver license.

(NOTARY SEAL HERE)

  
\_\_\_\_\_  
SIGNATURE OF NOTARY PUBLIC

Annika M. Tarajano  
\_\_\_\_\_  
PRINT, TYPE/STAMP NAME OF NOTARY



FORM 10  
**PUBLIC ENTITY CRIMES**

Sworn Statement Under §287.133(3)(a), Florida Statutes

**(This form must be signed in the presence of a notary public or other officer authorized to administer oaths.)**

1. This sworn statement is submitted with Bid, Proposal or contract No. RFP #2025-06

2. This sworn statement is submitted by: RAE ALL DAY LLC  
(name of entity submitting sworn statement)

**whose business address is:** 151 CRANDON BLVD, APT 107  
KEY BISCAYNE FL 33149

**Federal Identification Number (FEIN) is:** 92-3162929  
(if applicable)

**Social Security Number:** \_\_\_\_\_

(if the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement)

3. My name is: MATTHEW OGELSBY WARWICK  
(print name of individual signing this document)

and my relationship to the entity is: MANAGING MEMBER

4. I understand that a "public entity crime" as defined in §287.133(1)(g), Florida Statutes means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United states, including, but not limited to, any bid or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

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

6. I understand that an "affiliate" as defined in §287.133(1)(a), Florida Statutes means:  
(a) A predecessor or successor of a person or a corporation convicted of a public entity crime; or

(b) An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, share holders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima-facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

7. I understand that a "person" as defined in §287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which binds or applies to bids on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
  
8. Based on the information and belief, the statement that I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies)
  - a.  Neither the entity submitting the sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity nor any affiliate of the entity have been charged with and convicted of a public entity crime subsequent to July 1, 1989.
  
  - b.  The entity submitting this sworn statement, or one or more of the officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989 and (Please indicate which additional statement applies)
    - 1)  There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order)
  
    - 2)  The person or affiliate was placed on the convicted list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order)

3) \_\_\_ The person or affiliate has not been placed on the convicted vendor list.  
(Please describe any action taken by or pending with the Department of  
General Services)

[Handwritten Signature]

Signature (Blue ink only)

MATTHEW OGELSBY WARWICK

Print Name

MANAGING MEMBER

Title

11/20/2025  
Date

STATE OF FLORIDA )  
COUNTY OF MIAMI-DADE )

The foregoing instrument was acknowledged before me this 20 day of NOVEMBER 2025  
by MATTHEW OGELSBY WARWICK as MANAGING MEMBER

(Name of person acknowledging) (Title)  
for RAE ALL DAY LLC  
(Company name)

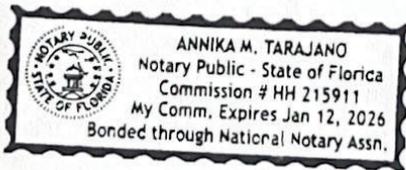
Personally known to me \_\_\_ or has produced Identification , type of identification

produced FL Driver License

(NOTARY SEAL HERE)

[Handwritten Signature]  
SIGNATURE OF NOTARY PUBLIC

Annika M. Tarajano  
PRINT, TYPE/STAMP NAME OF NOTARY



FORM 11  
**DISPUTE DISCLOSURE**

Answer the following questions by placing an "X" after "Yes" or "No". If you answer "Yes", please explain in the space provided, or on a separate sheet attached to this form.

1. Has your firm or any of its officers, received a reprimand of any nature or been suspended by the Department of Professional Regulations or any other regulatory agency or professional associations within the last five (5) years?

YES \_\_\_\_\_ NO X

2. Has your firm, or any member of your firm, been declared in default, terminated or removed from a contract or job related to the services your firm provides in the regular course of business within the last five (5) years?

YES \_\_\_\_\_ NO X

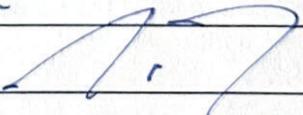
3. Has your firm had against it or filed any requests for equitable adjustment, contract claims, Bid protests, or litigation in the past five (5) years that is related to the services your firm provides in the regular course of business?

YES \_\_\_\_\_ NO X

If yes, state the nature of the request for equitable adjustment, contract claim, litigation, or protest, and state a brief description of the case, the outcome or status of the suit and the monetary amounts of extended contract time involved.

I hereby certify that all statements made are true and agree and understand that any misstatement or misrepresentation or falsification of facts shall be cause for forfeiture of rights for further consideration of this Bid for the Village of Key Biscayne.

Firm: RAE ALL DAY LLC

Authorized Signature: 

Print or Type Name: MATTHEW OGELSBY WARWICK

Title: MANAGING MEMBER

Date: 11/20/2025

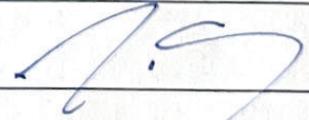
**FORM 12**

**LIST OF PROPOSED SUBCONTRACTORS**

The undersigned Proposer hereby designates, as follows, all major subcontractors whom they propose to utilize for the major areas of work for the project. The bidder is further notified that all subcontractors shall be properly licensed, bondable and shall be required to furnish the Village with a Certificate of Insurance in accordance with the contract general conditions. Failure to furnish this information shall be grounds for rejection of the bidder’s proposal. (If no subcontractors are proposed, state “None” on first line below.)

No.	Subcontractor Name & Address	Scope of Work	License Number
	NONE		

Firm: RAE ALL DAY LLC

Authorized Signature: 

Print or Type Name: MATTHEW OGELSBY WARWICK

Title: MANAGING MEMBER

Date: 11/20/2025

FORM 13 – N/A

FORM 14 – N/A

FORM 15 – N/A

FORM 16

**INSURANCE AND LICENSE CERTIFICATES**

**VILLAGE OF KEY BISCAYNE**

**BIDDER’S REPRESENTATION**

**VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM**

Proposal of RAE ALL DAY LLC

(Name)

151 CRANDON BLVD, APT 107, KEY BISCAYNE FL 33149

(Address)

to furnish all materials, equipment, and labor and to perform all work in accordance with the Contract Documents for:

**VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM**

(“THE PROJECT”)

TO: Village of Key Biscayne  
Attn: Village Clerk  
88 West McIntyre Street, Suite 220  
Key Biscayne, Florida 33149

The undersigned, as Bidder, hereby declares that the only person or persons interested in the Bid, as principal or principals, is or are named herein and that no other person than herein mentioned has any interests in the Bid or the Contract to which the Work pertains; that this Bid is made without connection or arrangement with any other person, company, or parties making Bids or Proposals and that the Bid is in all respects fair and made in good faith without collusion or fraud.

The Bidder further declares that he or she has examined the geographic location and sites of the Work; that he has made sufficient investigations to fully satisfy himself that such sites are suitable for this Work; and he assumes full responsibility therefore; that he has examined the specifications for the Work and from his own experience or from professional advice that the specifications are sufficient for the Work to be done and he has examined the other Contract Documents relating thereto, including the Instructions to Bidders, the Contract, Bid, Detailed Scope of Work/Specifications, Qualification Statement, Public Entity Crime Form, and Insurance requirements

and he has read all addenda prior to the opening of Bids, and that he has satisfied himself fully, relative to all matters and conditions with respect to the Work to which this Bid pertains.

The Bidder proposes and agrees, if this Bid is accepted, to timely execute the Contract with the Village in the form attached and to furnish all necessary materials, all equipment, all necessary machinery, tools, apparatus, means of transportation, and labor necessary to complete the Work specified in the Bid and the Contract, and called for by the drawings and specifications and in the manner specified and to timely submit all required bonds and insurance certificates.

**NOTE: THIS SCHEDULE OF BID ITEMS IS MERELY ILLUSTRATIVE OF THE MINIMUM AMOUNT/QUANTITY OF WORK TO BE PERFORMED UNDER THE CONTRACT. IN THE CASE OF ANY CONFLICT BETWEEN THIS SCHEDULE OF BID ITEMS AND THE DETAILED SPECIFICATIONS, THE DETAILED SPECIFICATIONS WILL PREVAIL.**

The Bidder further proposes and agrees to comply in all respects with the time limits for commencement and completion of the Work as stated in the Contract.

The Bidder agrees to execute the Contract and furnish the executed Contract, all required bonds, insurance certificates, and other required information to Village within ten (10) ten calendar days after written notice of the Award of Contract. Failure on the part of the Bidder to timely comply with this provision shall give Village all rights and remedies set forth in the Instructions to Bidders.

The undersigned agrees to accept as full compensation therefore the total of the lump sum prices and extended unit prices items named in the following schedule. It is understood that the unit prices quoted or established for a particular item are to be used for computing the amount to be paid to the Contractor, based on the Work actually performed as determined by the Contract and the Village. However, in utilizing the schedule, the Bidder agrees that in no event shall compensation paid to the Bidder under the Contract exceed the dollar amount of the Bidder's Bid amount, as set forth in the attached Bid.

It is intended that all Work to be performed under this Bid shall commence approximately thirty (30) days after Contract execution.

In no event shall Village be obligated to pay for Work not performed or materials not furnished. Bidder's

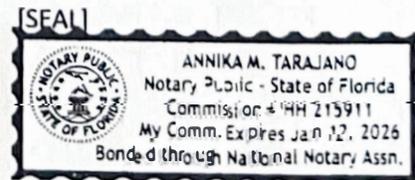
Certificate of Competency No. N/A

Bidder's Occupational License No. N/A

WITNESS:

[Signature]  
Rowley Corlees

By: [Signature]  
Signature of Authorized Agent



11/20/2025  
Annika Tarajano

**ATTACHMENT A**

**SERVICES AGREEMENT**

**BETWEEN THE VILLAGE OF KEY BISCAYNE AND NAME OF ENTITY**

THIS AGREEMENT (this “Agreement”) is made effective as of the \_\_\_ day of \_\_\_\_\_, 2025 (the “Effective Date”), by and between the VILLAGE OF KEY BISCAYNE, FLORIDA, a Florida municipal corporation (the “Village”), and **RAE ALL DAY LLC, a Florida Limited Liability Company** (hereinafter, the “Consultant”).

**WHEREAS**, the Village desires certain VILLAGE OF KEY BISCAYNE LACROSSE PROGRAM; and

**WHEREAS**, the Consultant will perform services on behalf of the Village, all as further set forth in the Proposal dated \_\_\_\_\_, 2025, attached hereto as Exhibit “A” (the “Services”); and

**WHEREAS**, the Consultant and Village, through mutual negotiation, have agreed upon a fee for the Services; and

**WHEREAS**, the Village desires to engage the Consultant to perform the Services and provide the deliverables as specified below.

**NOW, THEREFORE**, in consideration of the mutual covenants and conditions contained herein, the Consultant and the Village agree as follows:

---

**1. Scope of Services.**

**1.1.** Consultant shall provide the Services set forth in the Proposal attached hereto as Exhibit “A” and incorporated herein by reference (the “Services”).

**1.2.** Consultant shall furnish all reports, documents, and information obtained pursuant to this Agreement, and recommendations during the term of this Agreement (hereinafter “Deliverables”) to the Village.

---

**2. Term/Commencement Date.**

**2.1.** The term of this Agreement shall be from the Effective Date through two (2) years thereafter, unless earlier terminated in accordance with Paragraph 8. Additionally, the Village Manager may renew this Agreement for three (3) additional one (1) year periods on the same terms as set forth herein upon written notice to the Consultant.

**2.2.** Consultant agrees that time is of the essence and Consultant shall complete the Services within the term of this Agreement, unless extended by the Village Manager.

---

### **3. Compensation and Payment.**

**3.1.** Compensation for Services provided by Consultant shall be in accordance with the Proposal attached hereto as Exhibit "A." Consultant shall be compensated a flat rate, lump sum fee in the amount of \$XXXX.XX per month.

**3.2.** Consultant shall deliver an invoice to Village no more often than once per month detailing Services completed and the amount due to Consultant under this Agreement. Fees shall be paid in arrears each month, pursuant to Consultant's invoice, which shall be based upon the percentage of work completed for each task invoiced. The Village shall pay the Consultant in accordance with the Florida Prompt Payment Act after approval and acceptance of the Services by the Village Manager.

**3.3.** Contractor's invoices must contain the following information for prompt payment:

**3.3.1.** Name and address of the Consultant;

**3.3.2.** Purchase Order number;

**3.3.3.** Contract number;

**3.3.4.** Date of invoice;

**3.3.5.** Invoice number (Invoice numbers cannot be repeated. Repeated invoice numbers will be rejected);

**3.3.6.** Name and type of Services;

**3.3.7.** Timeframe covered by the invoice; and

**3.3.8.** Total value of invoice.

Failure to include the above information will result in the delay of payment or rejection of the invoice. All invoices must be submitted electronically to [payables@keybiscayne.fl.gov](mailto:payables@keybiscayne.fl.gov).

---

### **4. Subconsultants.**

**4.1.** The Consultant shall be responsible for all payments to any subconsultants and shall maintain responsibility for all work related to the Services.

**4.2.** Consultant may only utilize the services of a particular subconsultant with the prior written approval of the Village Manager, which approval may be granted or withheld in the Village Manager's sole and absolute discretion.

---

## **5. Village's Responsibilities.**

**5.1.** Village shall make available any maps, plans, existing studies, reports, staff and representatives, and other data pertinent to the Services and in possession of the Village, and provide criteria requested by Consultant to assist Consultant in performing the Services.

**5.2.** Upon Consultant's request, Village shall reasonably cooperate in arranging access to public information that may be required for Consultant to perform the Services.

---

## **6. Consultant's Responsibilities; Representations and Warranties.**

**6.1.** The Consultant shall exercise the same degree of care, skill and diligence in the performance of the Services as is ordinarily provided by a consultant under similar circumstances. If at any time during the term of this Agreement or within two (2) years from the completion of this Agreement, it is determined that the Consultant's Deliverables or Services are incorrect, not properly rendered, defective, or fail to conform to Village requests, the Consultant shall at Consultant's sole expense, immediately correct its Deliverables or Services.

**6.2.** The Consultant hereby warrants and represents that at all times during the term of this Agreement it shall maintain in good standing all required licenses, certifications and permits required under Federal, State and local laws applicable to and necessary to perform the Services for Village as an independent contractor of the Village. Consultant further warrants and represents that it has the required knowledge, expertise, and experience to perform the Services and carry out its obligations under this Agreement in a professional and first class manner.

**6.3.** The Consultant represents that it is an entity validly existing and in good standing under the laws of Florida. The execution, delivery and performance of this Agreement by Consultant have been duly authorized, and this Agreement is binding on Consultant and enforceable against Consultant in accordance with its terms. No consent of any other person or entity to such execution, delivery and performance is required.

---

## **7. Conflict of Interest.**

**7.1.** To avoid any conflict of interest or any appearance thereof, Consultant shall not, for the term of this Agreement, provide any consulting services to any private sector entities (developers, corporations, real estate investors, etc.), with any current, or foreseeable, adversarial issues in the Village.

---

## **8. Termination.**

**8.1.** The Village Manager, without cause, may terminate this Agreement upon five (5) calendar days' written notice to the Consultant, or immediately with cause.

**8.2.** Upon receipt of the Village's written notice of termination, Consultant shall immediately stop work on the project unless directed otherwise by the Village Manager.

**8.3.** In the event of termination by the Village, the Consultant shall be paid for all work accepted by the Village Manager up to the date of termination, provided that the Consultant has first complied with the provisions of Paragraph 8.4.

**8.4.** The Consultant shall transfer all books, records, reports, working drafts, documents, maps, and data pertaining to the Services and the project to the Village, in a hard copy and electronic format within fourteen (14) days from the date of the written notice of termination or the date of expiration of this Agreement.

---

## **9. Insurance.**

**9.1.** Consultant shall secure and maintain throughout the duration of this Agreement insurance of such types and in such amounts not less than those specified below as satisfactory to Village, naming the Village as an Additional Insured, underwritten by a firm rated A-X or better by A.M. Best and qualified to do business in the State of Florida. The insurance coverage shall be primary insurance with respect to the Village, its officials, employees, agents, and volunteers naming the Village as additional insured. Any insurance maintained by the Village shall be in excess of the Consultant's insurance and shall not contribute to the Consultant's insurance. The insurance coverages shall include at a minimum the amounts set forth in this section and may be increased by the Village as it deems necessary or prudent.

**9.1.1.** Commercial General Liability coverage with limits of liability of not less than \$1,000,000 per occurrence combined single limit for Bodily Injury and Property Damage. This Liability Insurance shall also include Completed Operations and Product Liability

coverages and eliminate the exclusion with respect to property under the care, custody and control of Consultant. The General Aggregate Liability limit and the Products/Completed Operations Liability Aggregate limit shall be in the amount of \$2,000,000 each.

**9.1.2.** Workers' Compensation and Employer's Liability insurance, to apply for all employees for statutory limits as required by applicable State and Federal laws. The policy(ies) must include Employer's Liability with minimum limits of \$1,000,000.00 each accident. No employee, subcontractor or agent of the Consultant shall be allowed to provide Services pursuant to this Agreement who is not covered by Workers' Compensation insurance.

**9.1.3.** Business Automobile Liability with minimum limits of \$1,000,000 per occurrence, combined single limit for Bodily Injury and Property Damage. Coverage must be afforded on a form no more restrictive than the latest edition of the Business Automobile Liability policy, without restrictive endorsements, as filed by the Insurance Service Office, and must include Owned, Hired, and Non-Owned Vehicles.

**9.1.4.** Professional Liability Insurance in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, single limit.

**9.2.** Certificate of Insurance. Certificates of Insurance shall be provided to the Village, reflecting the Village as an Additional Insured (except with respect to Professional Liability Insurance and Workers' Compensation Insurance), no later than ten (10) days after award of this Agreement and prior to the execution of this Agreement by Village and prior to commencing Services. Each certificate shall include no less than thirty (30) days' advance written notice to Village prior to cancellation, termination, or material alteration of said policies or insurance.

The Consultant shall be responsible for assuring that the insurance certificates required by this Section remain in full force and effect for the duration of this Agreement, including any extensions or renewals that may be granted by the Village. The Certificates of Insurance shall not only name the types of policy(ies) provided, but also shall refer specifically to this Agreement and shall state that such insurance is as required by this Agreement. The Village reserves the right to inspect and return a certified copy of such policies, upon written request by the Village. If a policy is due to expire prior to the completion of the Services, renewal Certificates of Insurance shall be furnished thirty (30) calendar days prior to the date of their policy expiration. Each policy certificate shall be endorsed with a provision that not less than thirty (30) calendar days' written notice shall be provided to the Village before any policy or coverage is cancelled or restricted. Acceptance of the Certificate(s) is subject to approval of the Village.

**9.3. Additional Insured.** Except with respect to Professional Liability Insurance and Workers' Compensation Insurance, the Village is to be specifically included as an Additional Insured for the liability of the Village resulting from Services performed by or on behalf of the Consultant in performance of this Agreement. The Consultant's insurance, including that applicable to the Village as an Additional Insured, shall apply on a primary basis and any other insurance maintained by the Village shall be in excess of and shall not contribute to the Consultant's insurance. The Consultant's insurance shall contain a severability of interest provision providing that, except with respect to the total limits of liability, the insurance shall apply to each Insured or Additional Insured (for applicable policies) in the same manner as if separate policies had been issued to each.

**9.4. Deductibles.** All deductibles or self-insured retentions must be declared to and be reasonably approved by the Village. The Consultant shall be responsible for the payment of any deductible or self-insured retentions in the event of any claim.

**9.5.** The provisions of this section shall survive termination of this Agreement.

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## **10. Nondiscrimination.**

During the term of this Agreement, Consultant shall not discriminate against any of its employees or applicants for employment because of their race, color, religion, sex, or national origin, and will abide by all Federal and State laws regarding nondiscrimination.

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## **11. Attorneys' Fees and Waiver of Jury Trial.**

**11.1.** In the event of any litigation arising out of this Agreement, the prevailing party shall be entitled to recover its attorneys' fees and costs, including the fees and expenses of any paralegals, law clerks and legal assistants, and including fees and expenses charged for representation at both the trial and appellate levels.

**11.2.** IN THE EVENT OF ANY LITIGATION ARISING OUT OF THIS AGREEMENT, EACH PARTY HEREBY KNOWINGLY, IRREVOCABLY, VOLUNTARILY AND INTENTIONALLY WAIVES ITS RIGHT TO TRIAL BY JURY.

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## **12. Indemnification.**

**12.1.** Consultant shall indemnify and hold harmless the Village, its officers, agents and employees, from and against any and all demands, claims, losses, suits, liabilities, causes of action, judgment or damages, arising from Consultant's performance or non-performance of any provision of this Agreement, including, but not limited to, liabilities arising from contracts between the Consultant and third parties made pursuant to this Agreement. Consultant shall reimburse the Village for all its expenses including reasonable attorneys' fees and costs incurred in and about the defense of any such claim or investigation and for any judgment or damages arising from Consultant's performance or non-performance of this Agreement.

**12.2.** Nothing herein is intended to serve as a waiver of sovereign immunity by the Village nor shall anything included herein be construed as consent to be sued by third parties in any matter arising out of this Agreement or any other contract. The Village is subject to section 768.28, Florida Statutes, as may be amended from time to time.

**12.3.** The provisions of this section shall survive termination of this Agreement.

**13. Notices/Authorized Representatives.**

Any notices required by this Agreement shall be in writing and shall be deemed to have been properly given if transmitted by hand-delivery, by registered or certified mail with postage prepaid return receipt requested, or by a private postal service, addressed to the parties (or their successors) at the addresses listed on the signature page of this Agreement or such other address as the party may have designated by proper notice.

**14. Governing Law and Venue.**

This Agreement shall be construed in accordance with and governed by the laws of the State of Florida. Venue for any proceedings arising out of this Agreement shall be proper exclusively in Miami-Dade County, Florida.

**15. Entire Agreement/Modification/Amendment.**

**15.1.**

This writing contains the entire Agreement of the parties and supersedes any prior oral or written representations. No representations were made or relied upon by either party, other than those that are expressly set forth herein.

**15.2.**

No agent, employee, or other representative of either party is empowered to modify or amend the terms of this Agreement, unless executed with the same formality as this document.

## **16. Ownership and Access to Records and Audits.**

### **16.1.**

Consultant acknowledges that all inventions, innovations, improvements, developments, methods, designs, analyses, drawings, reports, compiled information, and all similar or related information (whether patentable or not) which relate to Services to the Village which are conceived, developed or made by Consultant during the term of this Agreement (“Work Product”) belong to the Village. Consultant shall promptly disclose such Work Product to the Village and perform all actions reasonably requested by the Village (whether during or after the term of this Agreement) to establish and confirm such ownership (including, without limitation, assignments, powers of attorney and other instruments).

### **16.2.**

Consultant agrees to keep and maintain public records in Consultant’s possession or control in connection with Consultant’s performance under this Agreement. The Village Manager or her designee shall, during the term of this Agreement and for a period of three (3) years from the date of termination of this Agreement, have access to and the right to examine and audit any records of the Consultant involving transactions related to this Agreement. Consultant additionally agrees to comply specifically with the provisions of Section 119.0701, Florida Statutes. Consultant shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed, except as authorized by law, for the duration of the Agreement, and following completion of the Agreement until the records are transferred to the Village.

### **16.3.**

Upon request from the Village’s custodian of public records, Consultant shall provide the Village with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by Chapter 119, Florida Statutes, or as otherwise provided by law.

### **16.4.**

Unless otherwise provided by law, any and all records, including but not limited to reports, surveys, and other data and documents provided or created in connection with this Agreement are and shall remain the property of the Village.

### **16.5.**

Upon completion of this Agreement or in the event of termination by either party, any and all public records relating to the Agreement in the possession of the Consultant shall be delivered by the Consultant to the Village Manager, at no cost to the Village, within seven (7) days. All such records stored electronically by Consultant shall be delivered to the Village in

a format that is compatible with the Village's information technology systems. Once the public records have been delivered upon completion or termination of this Agreement, the Consultant shall destroy any and all duplicate public records that are exempt or confidential and exempt from public records disclosure requirements.

**16.6.**

Any compensation due to Consultant shall be withheld until all records are received as provided herein.

**16.7.**

Consultant's failure or refusal to comply with the provisions of this section shall result in the immediate termination of this Agreement by the Village.

**16.8. Notice Pursuant to Section 119.0701(2)(a), Florida Statutes.**

**IF THE CONSULTANT HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONSULTANT'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS.**

**Custodian of Records:** Jocelyn B. Koch  
**Mailing address:** 88 West McIntyre Street  
Key Biscayne, FL 33149  
**Telephone number:** 305-365-5506  
**Email:** [jkoch@keybiscayne.fl.gov](mailto:jkoch@keybiscayne.fl.gov)

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**17. Nonassignability.**

This Agreement shall not be assignable by Consultant unless such assignment is first approved by the Village Manager. The Village is relying upon the apparent qualifications and expertise of the Consultant, and such firm's familiarity with the Village's area, circumstances and desires.

**18. Severability.**

If any term or provision of this Agreement shall to any extent be held invalid or unenforceable, the remainder of this Agreement shall not be affected thereby, and each remaining term and provision of this Agreement shall be valid and be enforceable to the fullest extent permitted by law.

**19. Independent Contractor.**

The Consultant and its employees, volunteers and agents shall be and remain an independent contractor and not an agent or employee of the Village with respect to all of the acts and services performed by and under the terms of this Agreement. This Agreement shall not in any way be construed to create a partnership, association or any other kind of joint undertaking, enterprise or venture between the parties.

#### **20. Compliance with Laws.**

The Consultant shall comply with all applicable laws, ordinances, rules, regulations, and lawful orders of public authorities in carrying out Services under this Agreement, and in particular shall obtain all required permits from all jurisdictional agencies to perform the Services under this Agreement at its own expense.

#### **21. Waiver.**

The failure of either party to this Agreement to object to or to take affirmative action with respect to any conduct of the other which is in violation of the terms of this Agreement shall not be construed as a waiver of the violation or breach, or of any future violation, breach or wrongful conduct.

#### **22. Survival of Provisions.**

Any terms or conditions of either this Agreement that require acts beyond the date of the term of the Agreement, shall survive termination of the Agreement, shall remain in full force and effect unless and until the terms or conditions are completed and shall be fully enforceable by either party.

#### **23. Prohibition of Contingency Fees.**

The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Agreement, and that it has not paid or agreed to pay any person(s), company, corporation, individual or firm, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, gift, or any other consideration, contingent upon or resulting from the award or making of this Agreement.

#### **24. Public Entity Crimes Affidavit.**

Consultant shall comply with Section 287.133, Florida Statutes (Public Entity Crimes Statute), notification of which is hereby incorporated herein by reference, including execution of any required affidavit.

#### **25. Counterparts.**

This Agreement may be executed in several counterparts, each of which shall be deemed an original and such counterparts shall constitute one and the same instrument.

**26. Conflicts.**

In the event of a conflict between the terms of this Agreement and any exhibits or attachments hereto, the terms of this Agreement shall control.

**27. E-Verify Affidavit.**

In accordance with Section 448.095, Florida Statutes, the Village requires all contractors doing business with the Village to register with and use the E-Verify system to verify the work authorization status of all newly hired employees. The Village will not enter into a contract unless each party to the contract registers with and uses the E-Verify system. The contracting entity must provide proof of its enrollment in E-Verify. For instructions on how to provide proof of the contracting entity's participation/enrollment in E-Verify, please visit: <https://www.e-verify.gov/faq/how-do-i-provide-proof-of-my-participationenrollment-in-e-verify>

By entering into this Agreement, the Contractor acknowledges that it has read Section 448.095, Florida Statutes; will comply with the E-Verify requirements imposed by Section 448.095, Florida Statutes, including but not limited to obtaining E-Verify affidavits from subcontractors; and has executed the required affidavit attached hereto and incorporated herein.

**[Remainder of page intentionally left blank. Signature pages follow.]**

**SIGNATURE PAGE**

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed the day and year first stated above.

**VILLAGE OF KEY BISCAIYNE**

By: \_\_\_\_\_

**Steven C. Williamson**

**Village Manager**

Attest:

By: \_\_\_\_\_

**Jocelyn B. Koch**

**Village Clerk**

Approved as to form and legal sufficiency:

By: \_\_\_\_\_

Weiss Serota Helfman Cole & Bierman, P.L.

Village Attorney

**Addresses for Notice (Village):**

Village of Key Biscayne  
Attn: Village Manager  
88 West McIntyre Street  
Key Biscayne, FL 33149  
(305) 365-5514 (telephone)  
(305) 365-8936 (facsimile)  
[swilliamson@keybiscayne.fl.gov](mailto:swilliamson@keybiscayne.fl.gov)

**With a copy to:**

Weiss Serota Helfman Cole & Bierman, P.L.  
Attn: Chad Friedman, Esq.  
2800 Ponce de Leon Boulevard, Suite 1200  
Coral Gables, FL 33134  
[cfriedman@wsh-law.com](mailto:cfriedman@wsh-law.com)

**CONTRACTOR**

By: \_\_\_\_\_

Name: **Matthew Ogelsby Warwick**

Title: **Managing Member**

Email: **team@raeallday.com**

Entity: **RAE ALL DAY LLC**

**Addresses for Notice (Contractor):**

RAE ALL DAY LLC  
Att: Coach Matt  
151 Crandon Blvd, Apt 107  
Key Biscayne, FL 33149  
Telephone: **415 871 3769**  
Email: **team@raeallday.com**

**With a copy to:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
Telephone: \_\_\_\_\_  
Email: \_\_\_\_\_

**EXHIBIT A**  
**SCOPE OF SERVICES**

The Scope of Services are those contained in the Proposal Section 2. dated 15 NOVEMBER, 2025, attached hereto and incorporated herein by reference.

**EXHIBIT B**  
**VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM**  
**PROPOSAL FEE SCHEDULE**

NAME OF PROPOSER: RAE ALL DAY LLC In response to the Village’s request for proposal and in compliance with the RFP requirements, the undersigned proposer to provide all labor, materials, supervision, coordination, related incidentals necessary to provide **Village of Key Biscayne Youth Lacrosse Program** located at the Village of Key Biscayne, Florida.

In strict accordance with the Bid Documents dated OCTOBER 23, 2025 including Addenda numbered 1 through 1, inclusive, for an all-inclusive Base Bid for **Village of Key Biscayne Youth Lacrosse Program** includes all incidental costs.

**PROPOSAL REGISTRATION FEE SCHEDULE**

The rates specified below shall be in effect for the entire term of the Agreement, including any renewal or extension term(s), unless otherwise expressly stated below. Contractor shall charge participants the following registration fees, which shall include Contractor’s profit margin and cover all overhead including, but not limited to, the cost of all labor, equipment, kits, supervision, maintenance, fuel, delivery costs, travel time, per diem, and any other miscellaneous expenses. No other fees than those shown below will be charged to participants. [PLEASE SEE ATTACHED SPREADSHEET](#)

Program Season	Proposed Dates	Sessions per Week	Duration per Session (hrs)	Total Sessions per Season	Total Hours per Session	Base Fee (Village Residents)	Non-Resident Fee (20% Surcharge)
Spring Season							
Summer Season							
Fall Season							
Winter Season							

**Notes:**

- **Surcharge:** Non-residents pay an additional 20% above the base rate.
- **Village Remittance:** Contractor shall remit 10% of gross revenue to the Village for the first year; percentage subject to annual review.
- **Contractor Costs:** All program-related costs (uniforms, equipment, marketing, tournament fees, permits, certifications, etc.) are included in the base rate.
- **Adjustments:** Fees may be adjusted annually subject to Village approval.

**BIDDER’S AFFIDAVIT**

The undersigned Proposer has carefully examined the Bidding Documents and the site of the proposed services. The Bidder is familiar with the nature and extent of the service and any local conditions or criteria dictated in the RFP .

The undersigned Proposer agrees to do all the scope called for by the RFP Documents. Proposer further agrees that payments will be made based on actual services placed and accepted.

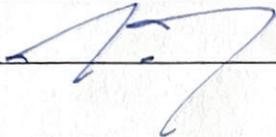
The undersigned Proposer agrees to furnish all materials, equipment, and labor and to perform all services in accordance with the Contract Documents for: **Village of Key Biscayne Youth Lacrosse Program** located in VILLAGE OF KEY BISCAYNE, FLORIDA.

Company Name: RAE ALL DAY LLC

Proposer's Name: MATTHEW OGELSBY WARWICK

Proposer's Email: TEAM@RAEALLDAY.COM

Proposer's Title: MANAGING MEMBER

Proposer's Signature: 



Program Season	Proposed Dates	Program	Sessions per week	Duration per session	Total sessions per season	Total hours per season	Location	Day	Time	Age	Skill (Beg, Int, Adv)	Base/Village Resident Price	Non Resident Fee (20% surcharge)	Reg #	Notes	
																1st Year
Fall	Aug - Dec	<b>KBK8 Enrichment</b>					Village Greer	Thurs	3:15-4pm	1st-5th	ALL	\$40			KBK8kids Before program starts Modcrosse Trial at Village Greer	
	Late Aug	<b>FREE Trial</b>														
	Sep - Dec	<i>Jumpstart</i>	1	1hour	11 - 13	11 - 13	KBK8/SA	Thurs	5-6pm	1st-8th	Beg	\$45	\$54	15+	<i>1207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /	
	Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Thurs	6-7:30pm	3rd-12th	1/A	\$65	\$78	10+	Advanced <i>Right &amp; Center Field of KBK8, St. Agnes -</i>	
	Sep - Dec	Jumpstart	1	1hour	11 - 13	11 - 13	KBK8/SA	Sat	9-10am	1st-8th	Beg	\$45	\$54	15+	<i>1207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /	
	Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Sat	10--11:30am	3rd-12th	1/A	\$65	\$78	10+	Advanced Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test	
	Oct - Dec	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Thurs	6-7:30pm	2nd - 12th	1/A	\$695	\$834	NA	Test Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test	
	Oct - Dec	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Sat	10--11:30am	2nd - 12th	1/A	\$695	\$834	NA	Test	
	Winter/Spring	Jan - May	<b>KBK8 Enrichment</b>					Village Greer	Thurs	3-4pm	1st-5th	ALL	\$40			KBK8kids Before program starts Modcrosse Trial at Village Greer
	Jan	<b>FREE Trial</b>														
Sep - Dec	Jumpstart	1	1hour	11 - 13	11 - 13	KBK8/SA	Thurs	5-6pm	1st-8th	Beg	\$45	\$54	10+	<i>1207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /		
Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Thurs	6-7:30pm	3rd-8th	1/A	\$65	\$78	10+	Advanced <i>Right &amp; Center Field of KBK8, St. Agnes -</i>		
Sep - Dec	Jumpstart	1	1hour	11 - 13	11 - 13	KBK8/SA	Sat	9-10am	1st-8th	Beg	\$45	\$54	10+	<i>1207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /		
Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Sat	10--11:30am	3rd-8th	1/A	\$65	\$78	10+	Advanced Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test		
Mature Market	March - May	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Thurs	6-7:30pm	2nd - 8th	1/A	\$695	\$834	NA	Test Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test	
Mature Market	March - May	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Sat	10--11:30am	2nd - 8th	1/A	\$695	\$834	NA	Test	





**ATTACHMENT C**  
**RISK ACKNOWLEDGMENT, RELEASE OF LIABILITY, AND WAIVER**

In consideration of the services of the Village of Key Biscayne (“Village”), acting by and through the Village’s Parks and Recreation Department (“Department”), its agents, officers, participants, consultants, independent contractors, employees, and all persons or entities acting in any capacity on its behalf, I, as the parent or legal guardian of a minor child participating in recreational activities of the Department, agree to release and discharge the Village, on behalf of myself, my children, my heirs, my assigns, my personal representatives and my estate, as follows:

1. I acknowledge that participation in the recreational activities offered by the Department entails unknown and unanticipated risks, which could result in physical or emotional injury, paralysis, death or damage to myself, to property or to third parties. I understand that such risks cannot be eliminated without jeopardizing the essential qualities of the activities. I expressly agree and promise to accept and assume all risks existing in participating in recreational activities offered by the Department. My child’s participation in these activities is purely voluntary and I elect for my child to participate in spite of the risks.

2. I hereby voluntarily release, forever discharge and agree to indemnify and hold harmless the Village from any and all claims, demands, or causes of action which are in any way connected with my child’s participation in these activities, use of Village equipment or facilities, whether owned or leased, including any such claims which allege negligent acts or omissions of the Village, except such claims, demands, or causes of action that arise out of gross negligence or willful misconduct of the Village.

3. I expressly agree that should the Village or anyone acting on its behalf be required to incur attorneys’ fees or costs to enforce this agreement, I shall indemnify and hold the Village harmless of all such fees and costs.

4. I hereby agree to bear costs of any and all injuries or damage my child may cause while participating in recreational activities provided by the Village. I further certify that my child has no medical or physical conditions that could interfere with my child’s safety in recreational activities or, alternatively, I am willing to assume and bear the costs of all risks that may be created, directly or indirectly, by any such condition.

5. I hereby give permission that any audio and/or visual images captured of my child during regular Village activities through audio, photo, and/or video means will be used solely for the Village’s promotional material, multimedia, and publication purposes without further permission or any compensation to me.

6. By signing this document, I acknowledge that if anyone is hurt or there is property damage during my child’s participation in a Village activity, a court of law may find me to have waived my right to maintain a lawsuit against the Village on the basis of any claim from which I have released them herein.

I HAVE READ AND UNDERSTOOD THIS DOCUMENT. I AGREE TO BE BOUND BY ITS TERMS. I UNDERSTAND THAT THIS FORM APPLIES TO ANY AND ALL ACTIVITIES, PROGRAMS AND EVENTS OPERATED BY OR ON BEHALF OF THE VILLAGE OF KEY BISCAYNE, INCLUDING THOSE TAKING PLACE AT THE KEY BISCAYNE VILLAGE GREEN DURING THE WINTER/SPRING 2023 SEASON (JANUARY 1 TO JUNE 30, 2023).

\_\_\_\_\_  
Participant’s Name

\_\_\_\_\_  
Parent/Legal Guardian Signature

\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Date

ATTACHMENT D  
**PERFORMANCE EVALUATION**



## Village of Key Biscayne Performance Evaluation Service Contracts

The purpose of this form is to evaluate a service vendor's performance. The form will be retained by the Village for five years to provide historical data when selecting and renewing contracts. The performance evaluation supports continuous quality improvement by providing direct feedback to the community regarding overall performance measures for each contract.

### Section I: Project Information

<b>Contract Name</b>	Click or tap here to enter text.
<b>Brief Description</b>	Click or tap here to enter text.
<b>Contract Number</b>	Click or tap here to enter text.
<b>Lead Department</b>	Choose an item.
<b>Evaluator</b>	Click or tap here to enter text.
<b>Evaluation Period</b>	Choose an item.

<b>Vendor Name</b>	Click or tap here to enter text.
<b>Vendor Address</b>	Click or tap here to enter text.
<b>Project Manager Name</b>	Click or tap here to enter text.
<b>Project Manager Email</b>	Click or tap here to enter text.
<b>Project Manager Phone</b>	Click or tap here to enter text.
<b>Contract Amount</b>	Click or tap here to enter text.

### Section II: Performance Evaluation Criteria

Quality of Service	Rating	Comments
Did the vendor meet the agreed-upon deadlines for delivering the services?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How accurate and error-free were the services provided by the Vendor? Was re-work required? If yes, pls specify in comments.	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Did the vendor introduce any innovative technologies, processes, or strategies that improved the service delivery?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Based on the vendor's quality of service, how likely are you to recommend the vendor's services to others?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How satisfied are you with the overall quality of service provided by the vendor?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.

Communication and Responsiveness	Rating	Comments
How would you rate the vendor's ability to maintain a positive working relationship with the team and stakeholders?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.



## Village of Key Biscayne Performance Evaluation Service Contracts

The purpose of this form is to evaluate a service vendor's performance. The form will be retained by the Village for five years to provide historical data when selecting and renewing contracts. The performance evaluation supports continuous quality improvement by providing direct feedback to the community regarding overall performance measures for each contract.

How would you rate the vendor's communication skills and responsiveness to your inquiries or concerns?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How responsive was the vendor in addressing any service disruptions or downtime?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Did the vendor provide any training or knowledge transfer to your team to enhance their understanding of the services?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How well did the vendor document and maintain records related to the services provided?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Based on the vendor's communication and responsiveness, how likely are you to recommend the vendor's services to others?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How would you rate the vendor's overall communication and responsiveness?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.

Compliance with Contractual Obligations	Rating	Comments
Did the vendor adhere to the terms identified in the contract scope?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Did the vendor comply with all applicable laws, regulations, health and safety regulations?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How would you rate the vendor's performance in fulfilling the service contract requirements?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Based on the vendor's compliance with contractual obligations, how likely are you to recommend the vendor's services to others?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How would you rate the vendor's overall compliance with contractual obligations?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.



## Village of Key Biscayne Performance Evaluation Service Contracts

The purpose of this form is to evaluate a service vendor's performance. The form will be retained by the Village for five years to provide historical data when selecting and renewing contracts. The performance evaluation supports continuous quality improvement by providing direct feedback to the community regarding overall performance measures for each contract.

Cost-Effectiveness	Rating	Comments
Did the vendor implement any cost-saving measures or strategies during the contract period?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Were the level of service commensurate with cost expectations?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How well did the vendor manage and allocate resources to ensure the smooth delivery of services?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Based on the vendor's cost-effectiveness, how likely are you to recommend the vendor's services to others?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How would you rate the vendor's overall management of cost-effectiveness?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.

Problem-Solving and Conflict Resolution	Rating	Comments
How well did the vendor handle any changes or modifications requested during the contract period?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How well did the vendor handle complaints or escalations from your team or customers?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
Based on the vendor's problem-solving and conflict resolution, how likely are you to recommend the vendor's services to others?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.
How would you rate the vendor's overall problem-solving and conflict resolution?	1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 <input type="checkbox"/> n/a <input type="checkbox"/>	Click or tap here to enter text.



## Village of Key Biscayne Performance Evaluation Service Contracts

The purpose of this form is to evaluate a service vendor's performance. The form will be retained by the Village for five years to provide historical data when selecting and renewing contracts. The performance evaluation supports continuous quality improvement by providing direct feedback to the community regarding overall performance measures for each contract.

**Vendor Comments (if applicable, attach image and pictures)**

### Section III: Overall rating

<b>Consultant Overall rating</b>	<input type="checkbox"/> Excellent	<input type="checkbox"/> Good	<input type="checkbox"/> Satisfactory	<input type="checkbox"/> Fair	<input type="checkbox"/> Unsatisfactory
----------------------------------	------------------------------------	-------------------------------	---------------------------------------	-------------------------------	---

**Instructions:**

- A copy of this evaluation form shall be given to the vendor at contract execution.
- Evaluation forms are to be completed quarterly or at the end of each contract/project.
- Complete all fields and provide comments where applicable; reference ratings guidelines.
- Share form with Vendor and have them fill out vendor comments



## Village of Key Biscayne Performance Evaluation Service Contracts

The purpose of this form is to evaluate a service vendor's performance. The form will be retained by the Village for five years to provide historical data when selecting and renewing contracts. The performance evaluation supports continuous quality improvement by providing direct feedback to the community regarding overall performance measures for each contract.

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- Completed forms are to be sent to Daren Jairam at [djairam@villageofkeybiscayne.gov](mailto:djairam@villageofkeybiscayne.gov)

### Ratings Guidelines:

Rating #1 (Unsatisfactory) - Work required extensive revisions; included numerous & significant errors; consultant was unable or unwilling to perform consistently; required an inordinate amount of supervision, and/or failed to meet professional standards or project objectives.

Rating #2 (Fair) – Performance was marginal; execution of contractual objectives required more review and included more errors than would normally be anticipated; level of service or expertise below average.

Rating #3 (Satisfactory) – Performance and work were satisfactory; services provided were at least of industry standard; no significant errors or problems; contractual objectives met.

Rating #4 (Good) - Vendor work is better than that of the average consultant.

Rating #5 (Excellent) – Performance was clearly above standard; expectations exceeded; objectives were met with a higher level of professional expertise.

---

Vendor Project Manager & Date

---

Village of Key Biscayne Evaluator & Date

---

Department Director Signature & Date

## 2. Exhibit B: Fee Schedule

**EXHIBIT B**  
**VILLAGE OF KEY BISCAYNE YOUTH LACROSSE PROGRAM**  
**PROPOSAL FEE SCHEDULE**

NAME OF PROPOSER: RAE ALL DAY LLC In response to the Village’s request for proposal and in compliance with the RFP requirements, the undersigned proposer to provide all labor, materials, supervision, coordination, related incidentals necessary to provide **Village of Key Biscayne Youth Lacrosse Program** located at the Village of Key Biscayne, Florida.

In strict accordance with the Bid Documents dated OCTOBER 23, 2025 including Addenda numbered 1 through 1, inclusive, for an all-inclusive Base Bid for **Village of Key Biscayne Youth Lacrosse Program** includes all incidental costs.

**PROPOSAL REGISTRATION FEE SCHEDULE**

The rates specified below shall be in effect for the entire term of the Agreement, including any renewal or extension term(s), unless otherwise expressly stated below. Contractor shall charge participants the following registration fees, which shall include Contractor’s profit margin and cover all overhead including, but not limited to, the cost of all labor, equipment, kits, supervision, maintenance, fuel, delivery costs, travel time, per diem, and any other miscellaneous expenses. No other fees than those shown below will be charged to participants. [PLEASE SEE ATTACHED SPREADSHEET](#)

Program Season	Proposed Dates	Sessions per Week	Duration per Session (hrs)	Total Sessions per Season	Total Hours per Session	Base Fee (Village Residents)	Non-Resident Fee (20% Surcharge)
Spring Season							
Summer Season							
Fall Season							
Winter Season							

**Notes:**

- **Surcharge:** Non-residents pay an additional 20% above the base rate.
- **Village Remittance:** Contractor shall remit 10% of gross revenue to the Village for the first year; percentage subject to annual review.
- **Contractor Costs:** All program-related costs (uniforms, equipment, marketing, tournament fees, permits, certifications, etc.) are included in the base rate.
- **Adjustments:** Fees may be adjusted annually subject to Village approval.

**BIDDER’S AFFIDAVIT**

The undersigned Proposer has carefully examined the Bidding Documents and the site of the proposed services. The Bidder is familiar with the nature and extent of the service and any local conditions or criteria dictated in the RFP .

The undersigned Proposer agrees to do all the scope called for by the RFP Documents. Proposer further agrees that payments will be made based on actual services placed and accepted.

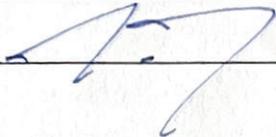
The undersigned Proposer agrees to furnish all materials, equipment, and labor and to perform all services in accordance with the Contract Documents for: **Village of Key Biscayne Youth Lacrosse Program** located in VILLAGE OF KEY BISCAYNE, FLORIDA.

Company Name: RAE ALL DAY LLC

Proposer's Name: MATTHEW OGELSBY WARWICK

Proposer's Email: TEAM@RAEALLDAY.COM

Proposer's Title: MANAGING MEMBER

Proposer's Signature: 



Program Season	Proposed Dates	Program	Sessions per week	Duration per session	Total sessions per season	Total hours per session	Location	Day	Time	Age	Skill (Beg, Int, Adv)	Base/Village Resident Price	Non Resident Fee (20% surcharge)	Reg #	Notes
Fall	Aug - Dec	<b>KBK8 Enrichment</b>					Village Greer	Thurs	3:15-4pm	1st-5th	ALL	\$40			KBK8kids Before program starts Modcrosse Trial at Village Greer
	Late Aug	<b>FREE Trial</b>													
	Sep - Dec	<i>Jumpstart</i>	1	1hour	11 - 13	11 - 13	KBK8/SA	Thurs	5-6pm	1st-8th	Beg	\$45	\$54	15+	<i>1/207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /
	Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Thurs	6-7:30pm	3rd-12th	1/A	\$65	\$78	10+	Advanced <i>Right &amp; Center Field of KBK8, St. Agnes -</i>
	Sep - Dec	Jumpstart	1	1hour	11 - 13	11 - 13	KBK8/SA	Sat	9-10am	1st-8th	Beg	\$45	\$54	15+	<i>1/207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /
	Sep - Dec	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Sat	10--11:30am	3rd-12th	1/A	\$65	\$78	10+	Advanced Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test
	Oct - Dec	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Thurs	6-7:30pm	2nd - 12th	1/A	\$695	\$834	NA	Test Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test
	Oct - Dec	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Sat	10--11:30am	2nd - 12th	1/A	\$695	\$834	NA	Test
	Jan - May	<b>KBK8 Enrichment</b>					Village Greer	Thurs	3-4pm	1st-5th	ALL	\$40			KBK8kids Before program starts Modcrosse Trial at Village Greer
	Jan	<b>FREE Trial</b>													
Winter/Spring	Jan - May	<i>Jumpstart</i>	1	1hour	11 - 13	11 - 13	KBK8/SA	Thurs	5-6pm	1st-8th	Beg	\$45	\$54	10+	<i>1/207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /
	Jan - May	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Thurs	6-7:30pm	3rd-8th	1/A	\$65	\$78	10+	Advanced <i>Right &amp; Center Field of KBK8, St. Agnes -</i>
	Jan - May	Jumpstart	1	1hour	11 - 13	11 - 13	KBK8/SA	Sat	9-10am	1st-8th	Beg	\$45	\$54	10+	<i>1/207 North Side of Field, Beginner</i> Right & Center Field of KBK8, St. Agnes - 1/2 of North Side of Field, Intermediate /
	Jan - May	Edge Workouts	1	90 Mins	11 - 13	16.5 - 19.5	KBK8/SA	Sat	10--11:30am	3rd-8th	1/A	\$65	\$78	10+	Advanced Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test
	March - May	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Thurs	6-7:30pm	2nd - 8th	1/A	\$695	\$834	NA	Test Full Field of KBK8, Full Field of St. Agnes, Intermediate / Advanced, Must Pass Skills Test
	March - May	RAE Play	1	90 Mins	8 Weeks	12	KBK8/SA	Sat	10--11:30am	2nd - 8th	1/A	\$695	\$834	NA	Test

### 3. Exhibit D: Transition Plan

RAE All Day understands another lacrosse vendor has been granted use of the Village of Key Biscayne fields for the last two years. Our goal is to ensure a smooth, respectful, and high-quality transition while introducing the structure, professionalism, and year-round player and character development model that defines RAE Lax. We see the changes that come with implementing our program as a positive - our team's expertise in youth development for both girls & boys, character & skill based coaching, school partnership management and multi age programming provides a strong opportunity to enhance what is being offered.

RAE All Day is a full-time, year round for profit lacrosse company- not a seasonal vendor - and our systems, coaches, and culture are built specifically for sustainable player development and community growth. We are already known 'on the island' to many families and groups including Girls Scouts Troop 2313, students of Motivating Minds, KBK8 Center, St Agnes, St Christopher, Mast, Key Biscayne Children & Education Fund and local clientele of the Ritz-Carlton Key Biscayne so we expect the transition to be fairly seamless. They have attended our programs and are very supportive of our brand and mindset. Our logo, a bursting beam of light, symbolizes exactly what we aim to bring to Key Biscayne: growth, energy, opportunity and a brighter path forward for every young lacrosse player.

As the Village lacrosse vendor, our first steps will include meetings with the Village of Key Biscayne Parks & Recreation team to review expectations, timelines, communication methods, facility access, field availability & maintenance and safety requirements. We have been working with Recreation Departments, schools etc for over 30 years so we are excited to open the lines of communications to set our partnership up for long term success.

This is our full-time job & mission and we are built to deliver positivity, quality, consistency, growth and a long-term home for lacrosse on the island.

## 4. Statement of Financial Stability

RAE All Day LLC is financially stable and has demonstrated consistent revenue growth year over year. The company has never filed for bankruptcy and maintains the ability to meet all financial and operational obligations associated with the Key Biscayne Youth Lacrosse Program.

Included with this Proposal are non-audited financial statements (2024 Balance sheet, Income statement, and Cash Flow statement), along with complete Federal Tax Returns for the prior two fiscal years (2023 & 2024). It should be noted that 2023 was our first year of business hence smaller earnings however in 2024 our income doubled and we have experienced the same steady growth as we near the end of 2025.

Our organization maintains a strong financial position with minimal long-term obligations. The only outstanding debt is a small vehicle loan, and all operating expenses are managed through a credit card that is fully paid each month. We do not carry significant accounts receivable; participant payments are collected immediately and vendor invoices are paid promptly on a monthly cycle. This results in steady cash flow, low liability, and reliable financial stability.

### **Litigation & Compliance Statement**

Our company has never been involved in any litigation or legal disputes in the United States (California or Florida) or Australia, where we have conducted similar businesses. We have not been the subject of investigations, reports, or audits by any local, state, or federal law enforcement, criminal justice, health and safety, or inspector general agencies. We have never failed to disclose, nor have we misrepresented, any conflicts of interest to any governmental entity. Our team maintains the resources, equipment, facilities, and professional expertise required to fully meet all contractual obligations. Furthermore, neither the organization nor any partners, officers, key personnel, subsidiaries, or related entities have ever engaged in criminal activity or been convicted of any crimes. Our record reflects our commitment to integrity, compliance, and responsible operation.

TAB B 1) EXECUTIVE SUMMARY



RAE  
ALL  
DAY  
LLC

Village of  
Key  
Biscayne  
Youth  
Lacrosse  
Program

RFP # 2025 - 06

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### (3) Executive Summary

RAE All Day, a fully licensed Florida LLC in good standing led by Coach Matt Ogelsby, is uniquely positioned to deliver a professional, year round, developmental lacrosse program that aligns with the mission, values and community goals of the Village. Our organization combines professional level expertise with a proven methodology & mindset that has transformed youth across the world for over three decades. We do more than teach lacrosse - we build leaders, great teammates and confident young lacrosse players who carry our RAE mindset far beyond the field. RAE is an acronym for our core values: **Respect, Attitude and Effort**. These three principles are the foundation of how we operate, how we coach and how we show up in the community. Our logo depicts rays of light that represents the light within every athlete - the idea that growth, energy, and opportunity begin from the inside out and are within our control. The boomerang built into the multidimensional "A" reflects the idea of 'do unto others' and our belief that what you put out into the world comes back to you - both on the field and transcends all aspects of life.

Under the leadership of Coach Matt Ogelsby (Duke University three-time All-American, ACC Player of the Year, 12-year professional, former Duke Women's Lacrosse Assistant Coach, Positive Coaching Alliance Certified Coach, RAE All Day brings an unparalleled level of experience, credibility and program building expertise. For over 30 years, Coach Matt has built sustainable youth lacrosse ecosystems across the world. Since relocating to Miami, he has become one of the region's leading voices in youth lacrosse development - trusted by schools, athletic directors, parents and athletes for his methodology, mindset, professionalism and impact. Our mission is clear: to inspire athletes to become the best versions of themselves both on and off the field. Our coaching philosophy centers on skill development and character building - fostering **Respect, Attitude, and Effort (RAE)** as core values for every player. Respect and compassion for people, places & things, having a positive can-do attitude and giving 100% effort. By equipping athletes with tools to self-regulate and approach challenges with the right mindset, we help them succeed in sports and in life. We offer programs for boys and girls of all ages (Grades K-12) and levels (Beginners, Intermediate & Advanced) from Jumpstart, After School Enrichment, Small Group Training, Edge Workouts, RAE Play Sixes, Holiday RAE Lax Mini Camps, RAE Lax and Sports Academies, RAE Bootcamps, College Recruiting Consulting and the RAE Way Mentorship Program - a method for youth to successfully approach life.

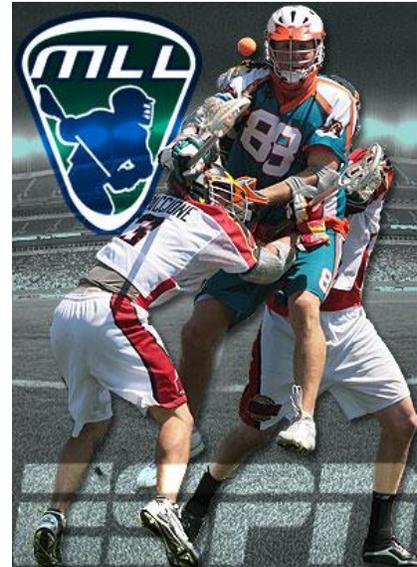
RAE All Day is fully capable and prepared to deliver every component required by the RFP and Village, including instruction, program administration, staffing, safety compliance, communication and long-term program development.

- ✓ Licensed & in Good Standing- RAE All Day LLC is an active registered Florida entity with all required business licenses, tax receipts and insurance.
- ✓ Team Experience (Past 3 Years in Miami)- Our coaching staff has extensive experience running youth lacrosse programs in Miami-Dade and current contracts with top schools
- ✓ Principal-in-Charge Experience (Minimum 3 Years)- Coach Matt Ogelsby exceeds the requirement with over 30 years of lacrosse experience
- ✓ Project Manager Qualifications (Minimum 3 Years)- Coach Matt is fully capable of decision-making and has over 30 years experience in this field.

RAE All Day is the best qualified and the only proposer that offers the perfect intersection of elite expertise, local trust, proven curriculum, positive values and character-driven culture. Our competitive advantages include:

- **Unmatched Credentials & Experienced, Certified, Professional Coaches:** No other program is led by a coach with Matt's collegiate and professional pedigree, coaching background, and program-building track record. Our team of qualified coaches have playing or coaching experience & are background checked/ safety training
- **Inclusive recreational programming** for both boys and girls aged 5-18, with pathways that support every player - from brand-new beginners to advanced, highly motivated players ensuring that all players can grow, compete and thrive within the RAE system.
- **Local Integration:** We are embedded in the community, already serving hundreds of Miami families with a reputation for reliability, professionalism and impact.
- **Holistic Approach & Positive Team Culture:** RAE uniquely combines sports instruction with mindset, leadership, confidence-building and life skills - these values align with families, schools, businesses and communities.
- **Consistency & Quality Control:** Every coach teaches "the RAE way," ensuring dependable quality, safe practices, and a positive environment that parents appreciate and kids love.
- **High Enrollment & Retention:** Our programs consistently fill, expand and repeat because families trust our culture, methodology and results.
- **Scalable, Sustainable, Long-Term Partner:** RAE isn't offering a season – we're building a pipeline from Kindergarten to College. We create programs that strengthen communities, grow participation and build pride in local youth sports.

We are very excited for the opportunity to grow our favorite sport and see our children play in our own backyard. We are a partner invested in the Village's long-term success and the development of its young athletes and we are excited to share our passion for lacrosse.



**MATT OGLESBY**  
1993 ACC PLAYER OF THE YEAR

**2004 NOR CAL LACROSSE CAMP SCHEDULE**  
For Boys and Girls  
"East Coast Experience... West Coast Style"

REGION	DATE	LOCATION	TIME
NORTH & SAN FRANCISCO	Girls	Mill Valley	9:01-9:24
	Girls	San Francisco	9:25-9:48
	Boys	San Francisco	9:09-9:31
	Boys	San Francisco	9:32-9:54
	Girls	San Francisco	10:01-10:24
	Girls	San Francisco	10:25-10:48
	Boys	San Francisco	10:09-10:31
	Boys	San Francisco	10:32-10:54
	Girls	San Francisco	11:01-11:24
	Girls	San Francisco	11:25-11:48
SOUTH BAY	Girls	Palo Alto	9:01-9:24
	Girls	Palo Alto	9:25-9:48
	Boys	San Jose	9:09-9:31
	Boys	San Jose	9:32-9:54
	Girls	San Jose	10:01-10:24
	Girls	San Jose	10:25-10:48
	Boys	San Jose	10:09-10:31
	Boys	San Jose	10:32-10:54
	Girls	San Jose	11:01-11:24
	Girls	San Jose	11:25-11:48
RECENT CAMPS	Girls	San Jose	9:01-9:24
	Girls	San Jose	9:25-9:48
	Boys	San Jose	9:09-9:31
	Boys	San Jose	9:32-9:54
	Girls	San Jose	10:01-10:24
	Girls	San Jose	10:25-10:48
	Boys	San Jose	10:09-10:31
	Boys	San Jose	10:32-10:54
	Girls	San Jose	11:01-11:24
	Girls	San Jose	11:25-11:48

Special Appearances By **SAN JOE STEALTH PLAYERS** and **WARRIOR**

For more detailed information and to register on line go to: [www.ALLOWESTLACROSSECAMPS.com](http://www.ALLOWESTLACROSSECAMPS.com)



Coach Matt , Duke Women's Assistant Coach '96



Winning 1 of 3 NCS & MCAL Championships at Marin Catholic, CA

## 4) Deliverables, Tasks, Activities as outlined in Section 2-Scope of Services

RAE All Day LLC will deliver a turnkey, season-long youth lacrosse program that mirrors the Scope of Services including:

### **Program Calendar & Seasonal Structure**

#### *Deliverables*

- Published Fall and Winter/Spring program calendars (11–13 instructional weeks) showing all Jumpstart, EDGE Workouts, and RAE Play sessions on consistent days (e.g. Thursdays and Saturdays).
- Practice and game schedules for each program, including session times, age, equipment, pricing and locations on Key Biscayne fields.

#### *Tasks & Activities*

- Coordinate with Village staff to confirm field allocations, dates and times for all sessions.
- Build and distribute session calendars to families and the Village prior to each season.
- Adjust schedules as needed for weather or facility changes, communicating updates promptly through email/text/WhatsApp.

### **Player Pathway & Advancement Model**

#### *Deliverables*

- A clearly defined development pathway: JumpStart (no equipment, co-ed ModCrosse, beginners) → EDGE Workouts (full equipment, boys/girls separate) → RAE Play (full equipment, boys/girls separate, competitive Sixes).
- Standardized RAE Skills Test criteria for advancement from JumpStart into EDGE or RAE Play.
- RAEward recognition system (Respect, Attitude, Effort) that reinforce values and character development.

#### *Tasks & Activities*

- Group athletes by age and ability at registration on the field, in alignment with the Scope.
- Track player progress and communicate advancement opportunities to families.
- Implement the RAEward System at JumpStart and Edge Workouts/RAE Play sessions, recognizing “RAE Player of the Day” and tracking earned rewards.

### **Staffing & Supervision**

#### *Deliverables*

- Staffing plan adhering to ratios (approx. 1:8–1:10) and a defined chain of command (General – Captain – Coach).
- Verification that all coaches meet Village requirements: Level II VECH background check, SafeSport, and Code of Conduct.
- A certified Site Supervisor (Coach Matt/designee) with active First Aid/CPR/AED credentials.
- Daily attendance logs and incident/injury reports as needed.

### *Tasks & Activities*

- Recruit, train, and supervise all independent contractor coaches and assign roles by program level (JumpStart, EDGE, RAE Play).
- Ensure Site Supervisor is present at every session.
- Record attendance, maintain active supervision during all activities, and oversee safe dismissal to parents/guardians.
- Keep fields and sidelines clean, remove all program related trash and ensure facilities are left in excellent condition after each session.

### **Safety Protocols & Emergency Protocols**

#### *Deliverables*

- A written, program-specific Emergency Action Plan (EAP) tailored to Key Biscayne facilities, detailing AED locations, emergency routes, communication procedures, and nearest medical facilities.
- Pre-session field checks, equipment checks, and confirmation of required protective gear.
- A heat, weather, lightning, hydration, and concussion protocol fully aligned with Village guidelines.
- Written follow-up documentation for any medical event, incident, or injury.

### *Tasks & Activities*

- Conduct pre-session field inspections to ensure playing surfaces, goals and equipment are safe, secure and operational.
- Verify that each athlete is wearing the required protective gear appropriate to their program (JumpStart no gear; EDGE/RAE Play full equipment by gender).
- Apply the Emergency Action Plan in the event of any medical or safety incident, including immediate assessment, care, EMS activation if needed, and parent/Village notification.
- Document any injury or incident within 24 hours, including follow-up actions and return-to-play requirements (e.g., medical clearance for suspected concussion).
- Execute weather and heat protocols during high heat index days or lightning delays, including mandatory hydration breaks, shade/rest adjustments, and program pauses or cancellations per Village guidelines.
- Maintain clear communication with Village staff regarding any safety concerns, field hazards or incidents requiring follow-up.

### **Program Delivery: JumpStart, EDGE Workouts**

#### *Deliverables*

- Weekly lesson plans for each program that align with the Scope descriptions:
  - JumpStart: fun & fundamental skills, movement patterns, spacing, teamwork and confidence-building with ModCrosse (stick + softball, no equipment).
  - EDGE Workouts: 90-minute sessions (30 minutes stick work, 30 minutes topic of the day, 30 minutes small-sided games) for boys' and girls' separate programs (full equipment, hard ball).
- Rosters and team compositions by gender, age, ability

### Tasks & Activities

- Deliver all scheduled practices and game days for JumpStart, EDGE, following age-appropriate training, RAE methodology
- Set up and break down fields (balls, cones, goals, training zones) for each session and organize drills, small-sided games and Sixes formats as outlined in the Scope.
- Provide equipment as necessary (JumpStart) and uniform distribution (RAE pinnies, shorts, etc.) in coordination with Village standards and branding requirements.

Together, these deliverables, activities, and tasks fulfill and operationalize the Scope of Services: a complete, safe, and well-documented year-round lacrosse pathway for Village youth, from first stick to advanced play, built around local access, family-friendly scheduling and strong community impact.

## 5) Exceptions to this RFP

Not applicable - RAE All Day LLC does not have, nor foresee, any exceptions to this RFP and is ready to execute!



# Tab C: Qualifications + Experience

## 1 a) Qualification of Firm

RAE All Day, LLC is a Florida-registered youth programming organization specializing in lacrosse /athletics training, character/skill based coaching. We provide turnkey instructional services including curriculum development, staffing, program administration, field operations, safety oversight and communication management. As our name RAE suggests - Respect. Attitude. Effort is at our foundation - we use the platform of sports to teach life skills. Because of this we are aligned with the values of most schools, parents and community leaders and have a common goal to inspire and empower our youth. The "RAE Way" is how we do it.

Our company is fully insured, compliant with local business tax receipt requirements and operates with a proven infrastructure built to support municipal partnerships, school and city contracts and multi-day athletic programs. Across Miami-Dade, RAE has successfully launched and managed after school programs, school teams, seasonal leagues, mini-camps, specialty clinics and Lacrosse & Sports Academies here in Miami. Our numbers continue to grow, consistently producing high enrollment, strong retention and positive feedback.

Our company name reflects our philosophy - Respect, Attitude, Effort - and these values shape how we coach, communicate, staff and operate. This coaching approach and mindset helps to develop young lacrosse players both on and off the field.

We have over 30 years experience in the field, and we have had tens of thousands of registrations in our programs. We grew All West Lacrosse in Northern California from 750 annual registrations in our first year to 6000+ registrations annually by year 10. This is our third youth lacrosse company in three different areas of the world and we have proven success, testimonials and happy families and players. RAE has the capacity and infrastructure to take over the Village's youth lacrosse program immediately and elevate it with consistency, community alignment and long term vision.

## 1 b) Qualification of Staff

Our coaching team includes former collegiate players, current high school and college players, certified coaches, teachers and sport minded mentors who understand how to connect with young athletes. To ensure a consistent and safe experience across all programs, we certify coaches in our own RAE methodology similar to Stanford's Positive Coaching Alliance (PCA) Double-Goal Coaching model in which Coach Matt was certified.

RAE All Day only contracts individuals who have been vetted, completed background checks and safety certifications. We look for enthusiastic, high energy coaches ensuring a consistent high level of instruction, professionalism and safety. RAE All Day's coaching staff is built around experience, character and a shared commitment to delivering high quality lacrosse programming for every age and skill level. RAE also cultivates a pipeline of junior coaches, many of whom are standout high school athletes who assist with younger age groups. These young leaders receive mentorship and supervised on field experience, helping them develop both as athletes and as future coaches.

Our team is led by Duke University 3x All-American and former Duke Women's Lacrosse Assistant Coach Matt Oglesby, whose 40+ years of playing, coaching and program building experience shape the standards, systems and culture of all RAE programs. Coach Matt is the Director of all programs and oversees on the field activities, staffing, equipment, quality control, program design. RAE coaches work weekly with athletes at various schools or in small group settings - experience that directly translates to the Village's needs.

### **Owner/Operator/Director- Coach Matt Oglesby**

- ACC Player of the Year → 12-year professional lacrosse Former PCA Certified Coach → Founder of RAE All Day, RAE Play (SIXES), RAE Reps (PE) and RAE Way/College Recruiting Mentorship Programs
- Worked for STX Lacrosse & Nike Lacrosse camps, started own lacrosse company All West Lacrosse in California teaching boys & girls, beginners through elite-level athletes, from ages 5 to 18
- Direct partnerships with five Miami schools (Carrollton, St. Stephen's, St. Philip's, St Thomas Episcopal Parish School & Motivating Minds).
- Relationships with Duke Men's and Women's Lacrosse teams
- Access to wide network of pro & college coaches including Lars Tiffany (UVA), Gary Gait (Syracuse), Kevin Corrigan (Notre Dame) Joe Breschi (UNC), Matt Madalon (Princeton) Andy Shay (Yale), Gerry Byrne (Harvard, Matt Brown (Denver), New York Atlas - Mike Pressler, Maryland Whipsnakes - Jim Stagnitta, Utah Archers - Chris Bates, California Redwoods - Anthony Kelly, Denver Outlaws - Tim Soudan, Philadelphia Waterdogs - Bill Tierney
- As a father, Coach Matt is driven to share the love of lacrosse with his children, their friends and community

- Coach Matt is a current board member of NorCal Lacrosse Foundation.

### **Owner/Operator – Jenaya Joy Kent**

- JJ has always enjoyed working with our youth and pursuing growth, health and happiness. She holds a Bachelor of English/ Journalism & Marketing/Public Relations and is also a Certified Life Coach with Dr Shefali and a Certified Nutrition Consultant (Bauman College) with a focus on holistic nutrition.
- Together with Coach Matt for over 21 years, JJ is very familiar with lacrosse and youth sports. When Coach Matt created All West Lacrosse she was by his side, a mother hen to the younger players and helped with administration while also having her own career in Marketing for the Zone Diet. In 2012 when they were ready to have a family, JJ took over a full time role for the company and they worked together until the business was sold in 2019.
- In Australia JJ and Coach Matt created RAE All Day Pty Ltd and ran bootcamps for schools and families and worked with Wembley Lacrosse Club. Motivated to share lacrosse with their children's classmates, they grew the club from 10 to 75 Modcrosse players in 3 years.
- JJ brings a feminine energy, professionalism and community leadership that strengthens every touchpoint of the RAE program. As parents and dedicated community members of Key Biscayne, JJ is deeply connected to local families, schools and youth programs across the island.

### **Additional Staff - Coaching Team (as listed under Tab C Service Team + Resume section)**

Our coaching team includes former professional and collegiate athletes, lacrosse players, certified instructors and trained youth coaches who are ready and standing by to complete all paperwork, background checks and safety training per the Village requirements.

## 1 c) Expertise + Industry Knowledge

### Expertise

RAE All Day brings deep, hands on expertise in youth lacrosse programming, athlete development and community based sports operations. Our leadership and coaching team have spent decades in the sport as players, coaches, program directors and consultants across youth, high school, collegiate and club environments. This is Coach Matt's passion, his purpose and his life's mission.

We understand not only *how* to run lacrosse programs but how to build sustainable systems that grow participation, raise the standard of coaching and strengthen community engagement with positive messaging. We know what works and how to grow with the market, however our mission remains the same - to inspire athletes to become the best versions of themselves, both on and off the field. Coach Matt's coaching philosophy centers on skill development and character building - fostering Respect, Attitude, and Effort (RAE) as core values for every player. By equipping athletes with tools to self regulate and approach challenges with the right mindset, we help them succeed in sports and in life.

Our expertise spans:

**Lacrosse IQ, Knowledge & Experience:** Coach Matt has played professionally both indoor and outdoor versions of the sport and has coached at all levels including girls (Assistant Coach Duke), Pre K - High School plus Head Coach at Marin Catholic High School where he won three North Coast Section & Marin County Athletics Association Championships.

**Youth Development Expertise:** We specialize in boys/girls ages 5-18 using sports as the platform to teach life skills. Our RAE Way Method (Respect, Attitude, Effort) is intentionally designed to build character alongside skill, creating confident, resilient players.

**Miami-Dade Operational Knowledge:** We operate weekly across six Miami area schools and community partners, giving us deep familiarity with local scheduling patterns, field access, family expectations and communication norms. We understand the practical realities of South Florida weather, school calendars and facility constraints.

**Key Biscayne Knowledge:** We live on the island and are fully embedded in the community as parents and lacrosse providers. We work with Key Biscayne families, schools, enrichment partners and young athletes. This gives us firsthand insight into the island's unique scheduling flow, field usage challenges and community priorities.

**Whole-Child & Multi-Sport Development Insight:** We understand how to harmonize lacrosse with the full weekly rhythm of Miami families, supporting balanced schedules, multi-sport athletes and healthy, long term development. We believe deeply in RAE and

inspiring and empowering youth through sports - especially in today's technology driven world where real connection, teamwork and resilience matter more than ever.

Coach Matt brings a long history of values driven coaching, including his certification with Stanford's Positive Coaching Alliance. As a trained PCA Double Goal Coach, he embraces the dual mission of pursuing athletic excellence while teaching life lessons through sport. This philosophy is woven into every RAE program and he trains all RAE coaches through the same principles and our own RAE Method framework, ensuring consistent, positive, athlete centered coaching across the board.

**Modern Lacrosse Coaching Practices:** Our coaching team includes former elite collegiate athletes, certified coaches and specialists who stay aligned with current teaching methods and drills and we stay connected with college coaches and players around the country. We emphasize progression based instruction, age appropriate contact, high repetition fundamentals and strong safety protocols. We want the kids to have fun!

**Program Infrastructure & Systems:**

We bring proven systems for: session planning and programming, coach onboarding and ongoing training, administration, communication and roster tracking, equipment and safety management, parent engagement and customer service, transparent reporting for schools, partners, and municipalities. (Using similar processes/procedures that worked on a larger scale in California)

**Event & League Management:** In the past our team has delivered seasonal leagues, after-school programs/enrichment, day camps, overnight camps, mini-camps, tournaments, PE Programs, Bootcamps and large scale corporate events such as Beach Olympics and school wide sports days. We understand the operational and logistical requirements of running safe, organized, high quality programs at scale.

**Community Integration:** We maintain strong, trusted relationships with families, administrators, school leaders and youth sports organizations across Key Biscayne and greater Miami. This allows us to implement programs smoothly, collaborate effectively and build long term community buy in.

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## Industry Knowledge

RAE All Day brings a comprehensive understanding of the youth lacrosse landscape internationally, nationally, regionally and here in South Florida and applies that knowledge to build programs that are safe, developmentally aligned and community centered.

We recognize the industry's key realities:

- Lacrosse is one of the fastest growing youth sports in the U.S., with huge expansion in non-traditional markets like South Florida. Growth requires scalable systems, quality coaching and clear communication - all areas where our team has deep experience. Hailing from Philadelphia, Coach Matt helped bring the sport to California at a time when it was still a non traditional market. More than 25 years ago, he became one of the early pioneers of Northern California lacrosse expansion and in recognition of that impact, he was inducted into the NorCal Lacrosse Hall of Fame in 2019.
- Player development standards continue to evolve - and RAE Lax evolves with them. We bring a proven, battle tested methodology built over 30+ years, applied consistently across all RAE programs to ensure every athlete receives high-quality instruction. We stay ahead of the curve by integrating the most modern training concepts in the sport. A great example of this is when we fully integrated Sixes into our RAE Play model. Sixes lacrosse is a modified game format that mirrors the direction of the global game - it's the format debuting at the 2028 Olympic Games. The result? A fast-paced, high-scoring, up-and-down style of play that accelerates decision making, improves conditioning and keeps players completely engaged. It's the future of lacrosse and our players are absolutely loving it!.
- Safety, certification and compliance expectations have never been higher. RAE All Day practices industry standard risk management, background checks, CPR/first aid training, equipment checks and clear parent communication to deliver safe programming.
- Miami's unique sports market requires flexibility and relationship driven operations. Families juggle multiple sports, multiple schools, travel teams and seasonal commitments. We design sessions with efficient scheduling so families feel the program *works* for them, not against them.
- Community based lacrosse programs succeed when the coaching staff is professional, consistent, positive and well-trained. We invest in ongoing coach education, mentorship and constant communication so our staff always delivers high energy, high quality instruction.
- Youth lacrosse thrives when the program emphasizes character as much as skill. Our RAE Mindset - Respect, Attitude, Effort - reflects intentional values based coaching and holistic player development.

Together, this blend of national playing experience, elite coaching backgrounds, relationships with college coaches/players and demonstrated program building success over decades makes RAE All Day uniquely equipped to deliver a truly first class lacrosse program for the Village of Key Biscayne.

## 1 d) Project Management + Special Services + Past Performance

RAE manages all aspects of youth sports program operations, including:

- Program planning, scheduling and coordination with the implementation of the RAE mindset for character and leadership development
- Administration/registration, rosters and attendance
- Recruitment, onboarding and supervision of all coaching staff
- Field setup, safety checks and breakdown
- Equipment inventory & distribution
- Player evaluations and seasonal planning
- Weather related adjustments
- Parent/player communication through email, text and WhatsApp
- Partner liaisons with schools and parks and recs
- Safety & compliance and insurance requirements
- Real time resolution of issues, incidents or scheduling needs

Special Services include:

- RAE College Recruiting Platform - Coach Matt mentors players with the goal of playing lacrosse in college
- RAE Way - Transform Mind. Unlock Potential. Create Success.
- Coach Matt, through the RAE Way coaching platform, helps individuals achieve peak mental and physical condition through conscious action. This transformative program cultivates a mindset of consistent positive thoughts and behaviors, setting participants up for success in all areas of life.

Past performance includes:

- Year round lacrosse enrichment programming across 4 Miami schools with structured curriculums for all age groups
- Working with several Key Biscayne groups - Enrichment, Physical Education and private lacrosse training for small groups.
- Numerous Holiday mini-camps & Academies, averaging 45-60 players per session
- Summer Camps for Lacrosse & Multi-Sports
- High player retention and growth year over year with extremely positive feedback and testimonials
- Zero major safety incidents
- Positive relationships and cohesive coordination with schools, administrators, athletic directors and recreation staff

RAE's project management approach ensures every session is organized, safe, and aligned with RAE All Day LLC & Village's standards, procedures and objectives.

RAE has extensive experience delivering successful youth sports programs, lacrosse instruction and school partnerships throughout Miami-Dade County. Since our experience is so lengthy we have only included past performance over the last 5 years (Recent & Relevant Contracts / Programs below) however further information is available on request.

  	<p><b>St. Thomas Episcopal Parish School</b></p> <p><i>Greg Eckblom, Director of Athletics &amp; Enrichment</i> <a href="mailto:geckblom@stepsmia.org">geckblom@stepsmia.org</a></p> <ul style="list-style-type: none"> <li>• After-School Lacrosse Enrichment for Boys &amp; Girls K-5th</li> <li>• Essential Lacrosse Skills + Character Development through the proven RAE Methodology &amp; Mindset (Respect, Attitude, Effort), taught with high-energy drills and fast, fun gameplay.</li> </ul> <p>Registration Numbers</p> <ul style="list-style-type: none"> <li>• 2023-2024 Fall - <b>43</b> Winter/Spring - <b>45</b></li> <li>• 2024-2025 Fall - <b>56</b> Winter/Spring - <b>74</b></li> <li>• 2025-2026 Fall - <b>85</b> Winter/Spring TBD</li> <li>• Started with 1 hour in the first year, due to popular demand, added a second hour incorporating games for players that want more in year two.</li> <li>• RAE was a sponsor for their school fun run with Breakthrough Miami</li> </ul>
	<p><b>St. Stephen's Episcopal Day School</b></p> <p><i>Ileana Nardo, Director of After School</i> (305) 444-6366</p> <ul style="list-style-type: none"> <li>• After-School Lacrosse Enrichment for Boys &amp; Girls K-5th</li> <li>• Essential Lacrosse Skills + Character Development through the proven RAE Methodology &amp; Mindset (Respect, Attitude, Effort), taught with</li> </ul>



high-energy drills and fast, fun gameplay

Registration Numbers:

- 2024-2025 Fall - **7** Winter/Spring - **29**
- 2025-2026 Fall - **25** Winter/Spring TBD



**St. Philip's Episcopal School**

*LeeAnn Gerber, Enrichment, Aftercare & Summer Camp Coordinator  
(305) 444-6366*

- After-School Lacrosse Enrichment for Boys & Girls K-5th
- Essential Lacrosse Skills + Character Development through the proven RAE Methodology & Mindset (Respect, Attitude, Effort), taught with high-energy drills and fast, fun gameplay



Registration Numbers:

- 2023 Fall - **15**
- 2024 Winter/Spring - **12**, 2024 Fall - **18**
- 2025 Fall - **12**



**The Ritz-Carlton Key Biscayne**

*Rosa Kemper, Director of Operations  
[rosa.tamajon@ritzcarlton.com](mailto:rosa.tamajon@ritzcarlton.com)*

- Guest Programs & Holiday Events introducing lacrosse or other sports activities for children including flag-football
- Winter/Spring 2024 - Present



- Typically see average numbers of 15-20 children per event
- Snowbirds, New Yorkers and North East clients where lacrosse is popular love to see lacrosse by the beach. Often children travel with their lacrosse sticks on vacation and are thrilled to see that the Ritz offers drop off sessions where kids can play outside



**Key Biscayne Children & Education Foundation**

*Johanna Vera - Program Co-Ordinator*

*(786) 580-6361*

- After-School Lacrosse Enrichment for Boys & Girls 2nd-5th
- Essential Lacrosse Skills + Character Development through the proven RAE Methodology & Mindset (Respect, Attitude, Effort), taught with high-energy drills and fast, fun gameplay

Registration Numbers:

- Fall 2024 - Present (**61**)



**Motivating Minds School**

*Christine Ortega*

*christine@motivatingminds.co*

- Fall Semester 2025 - Present
- Lead weekly Physical Education RAE Bootcamp sessions with the whole school highlighting a sport of the week and topic of the day
- RAE mindset is incorporated into every session and Player of the Day students rewarded



- Approximately **30 Students** (the whole school participates)



***La Salle High School***

*Ana Grande, Director of Campus Grounds, Maintenance + Special Events*

*305 854 2334 ext 2129*

- Field agreement for seasonal RAE Play lacrosse programs, multi-day minicamps, and RAE holiday camps
- We use the field on weekends, keep the bathrooms tidy, always remove all trash and leave the property spotless.



***Carrollton School of the Sacred Heart***

Patrick Coyle, President

[pcoyle@carrollton.org](mailto:pcoyle@carrollton.org)

- After School Enrichment After-School Lacrosse Enrichment for Girls K-5th
- Essential Lacrosse Skills + Character Development through the proven RAE Methodology & Mindset (Respect, Attitude, Effort), taught with high-energy drills and fast, fun gameplay



- Summer Camps (2 week sessions)- Lacrosse Specialty & Multi-Sports Academy for Boys & Girls 2nd-8th
- Registration Numbers
- 2025 Winter/Spring - **8**
  - 2026 Winter/Spring - TBD
  - 2025 Summer RAE Lax Academy- **35**
  - 2025 Summer RAE Sports Academy - **21**



**Small Group training for Boys & Girls K-12th** - Private Training for Families including Key Biscayne Residents:  
 Regina Von Schack - (917) 741- 0718  
 Irene Restrepo - (305) 498-8800  
*Players from all over Miami and schools including: Gulliver, Ransom, Belen, Columbus, Palmer Trinity, Carrollton, Epiphany, Miami Country Day, Lourdes, South Pointe Elementary*  
 Raul Matos - Ransom - (305) 776-1140  
 Olga Frankfurt - Gulliver - (312) 933- 1715  
 Alex Garcia - Belen - (305) 803-8021  
 Specialty clinics & Essential Lacrosse Skills + Character Development through the proven RAE Methodology & Mindset (Respect, Attitude, Effort), taught with high-energy drills and fast, fun gameplay.



**Wembley Lacrosse Club (Perth, Western Australia)**

John Rose - Program Director  
[John.Rose@cewa.edu.au](mailto:John.Rose@cewa.edu.au)

- Modcrosse Player Development 2018-2022



- Worked for 4 years with Wembley Lacrosse Club whose former player/coach Adam Sear has been announced coach of the 2028 Olympics Australian men's lacrosse team .
- Coached Men's Lacrosse team and took registrations in ModCrosse from **10 to 70+ players.**
- Worked with schools including St Hilda's Anglican Girls School and City Beach Primary School for Boot Camps, PE and Lacrosse.

## Tab C: 2. SERVICE TEAM + RESUME

### a) Organizational Chart



## RAE ALL DAY

## ORGANIZATIONAL CHART



This is our team of committed professionals who cannot wait to share their passion for lacrosse with the Key Biscayne community. Our team are standouts as both coaches and RAE role models.

## b) Description of Team Members' Roles

### Coach Matthew Ogelsby Warwick

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✓ **Role** - Owner/Operator /Program Director & Site Supervisor

✓ **Responsibilities** - Operations, On-Field activities, programming, planning & protocols, staffing, community and vendor relations, direct liason with the Village, marketing

✓ **Experience** - Co-Owner & Operator of RAE All Day LLC with over 30 years experience in field of lacrosse previously as Co-Owner & Operator of RAE All Day Pty Ltd (Australia) and All West Lacrosse in San Francisco, CA from 2004- 2019 running youth sports programming in multi-locations. He also founded a 501-c3 non-profit called the RAE Foundation that provided scholarships and equipment to those in need. For 3 years he was the Head Coach of Marin Catholic Mens Lacrosse team and won 3 NCS & MCAL Championships and served as the Assistant Coach for Duke University Women's Lacrosse in 1996. Prior to starting All West Lacrosse, Coach Matt worked for Nike Sports Camps and was the National Director for STX Lacrosse Camps in California . He opened two Mexican restaurants - Burrito Loco in Philadelphia and Cosmic Cantina in North Carolina. Coach Matt also worked in Finance on the PCX in San Francisco.

✓ **Education** - Duke University NC ('95), Lawrenceville College NJ, Haverford Boys School PA. Positive Coaching Alliance/Stanford University.

✓ **Resume attached**

### Jenaya Joy Kent

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✓ **Role** - Owner/Operator

✓ **Responsibilities** - Customer Service, Administration, Marketing, Finance/Accounting/Payroll, Legal, Contractor management, Insurance/Compliance . Community relations, direct liason with the Village

✓ **Experience** - Co-Owner & Operator of RAE All Day LLC and Realtor with Berkshire Hathaway HomeServices EWM Realty on Key Biscayne. JJ has over 20 years experience in the field of lacrosse including Co-Owner & Operator of RAE All Day Pty Ltd (Australia) and administration/management for All West Lacrosse in San Francisco, CA until 2019. While in Australia JJ also worked as an executive Assistant to help run 5 pastoral properties and 60 room mining accommodation. Arriving in the United States in 2005 she worked as a Nanny for a lacrosse family and then transitioned to Executive Marketing Manager for the Zone Diet in Los

Angeles. Prior to moving to the US, JJ worked in Radio at the top Australian radio station Nova FM starting in Melbourne as Marketing Coordinator and promoted to National Marketing Coordinator in Sydney.

✔ **Education** - Bachelor of English focused on Journalism, Marketing & Public Relations at Curtin University of Technology, Perth Australia and attended St Mary's Anglican Girls School, Perth Western Australia. She is a Florida Licensed Realtor through GoldCoast Schools, a Certified Conscious Parenting Coach under Oprah favorite Dr Shefali and a Certified Nutrition Consultant, Bauman College, CA.

✔ **Resume attached**

### APPLIES TO ALL COACHES

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*We use a model/chain of command similar to Military: General > Captain > Coach*

General (Director): Coach Matt is the General and Director of all RAE All Day programs. If it should occur that Coach Matt is unable to serve as Lead Instructor/Site Director, Tommy Burke is our Replacement Director and would take his place. (This is a rare occurrence, Coach Matt has only missed 2 enrichment sessions in the last three years. He is 100% involved in all RAE All Day program offerings)

Captain: These coaches lead an age group or are the leader/'head' coach in their group. Usually the more senior coaches with more experience.

Coach: These are coaches that follow direction from the General/Captain. If any other Captain/Coach is unable to attend, another approved Captain/Coach will take their place for the session/day.

✔ **Role** - A RAE Coach leads and delivers high quality lacrosse training, creating a safe, positive and high-energy environment where players learn fundamental skills, build confidence and embody the RAE Mindset of Respect, Attitude, Effort. Coaches represent the program on the field, in communication with families and in daily interactions with players. Coaches will assist in ensuring all protocols are being adhered to by program staff, parents and players and be responsible for equipment set up/pack up/trash removal. Our coaching methodology focuses on the 3 x Rs: REPS ( Short lines - maximize each player's opportunity to learn and play), RAPPORT (Build relationships. Know players' names, schools, favorite ice cream), RAE (Model and teach Respect, Attitude, and Effort every day).

✔ **Responsibilities** -

- Set up/pack up/field & trash: Arrive early to set up cones, goals, balls and training zones, pack up equipment & ensure area is clear of trash at end of program

- Lacrosse instruction following the structured RAE Lax practice plan, delivering high quality coaching that emphasizes fundamentals, progression and purposeful reps. Adjust drills as needed to support beginner, intermediate and advanced athletes.
- Coaching Philosophy & Standards: Uphold the RAE Mindset - Respect, Attitude, Effort - and model positive behavior, calm communication, and sportsmanship at all times.
- Player Supervision: Maintain active supervision throughout practice and ensure each player is safely dismissed to a parent/guardian at the end of every session.
- Program Protocols: Adhere to all Village of Key Biscayne administrative and attendance policies, safety certifications and procedures, emergency action plans etc.

## Tommy Burke

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✓ **Experience** - Coach Tommy has worked as a Finance Intern at Heartland Bank Columbus, Ohio since 2023. He also coaches with the Faceoff Academy in Palm Beach and travels around the country coaching lacrosse clinics to kids grades 5-12. He has experience as Camp Counselor at Dudley Camp in New York and enjoys giving back to young players. His lacrosse experience is plentiful and he has received many awards/accolades including 3-time All American, America East Male Scholar Athlete of the Year (2021), America East All-Academic Team (2021, 2022).

✓ **Education** - Ohio State University, Fisher College of Business Columbus, OH (Specialized Master of Finance Candidate, University of Vermont Burlington, VT (Business Administration January) First ever early-enrollee for NCAA Division 1 Men's Lacrosse, graduating high school a semester early, enrolling at the University of Vermont in the Winter/Spring of 2020, and graduating undergrad in 3.5 years. Dean's List Student Every Semester at the University of Vermont (3.65 cumulative GPA).

✓ **Resume attached**

## Jacob "Cubby" Mentkowski

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✓ **Experience** - Coach Cubby is currently a University of Miami student and is the co-founder/Chief Financial Officer of a specialized investment firm focused on low-risk, high-stability mutual fund trading called Carlson & Mentkowski LLC. He currently helps coach the University of Miami team, locally in and around the Miami area and also coaches hockey and soccer and plays in local Men's Leagues. Cubby works as a Private Drum Instructor; he plays the drums and percussion, where he was 4x All-State in HS, and played at Carnegie Hall twice. He has acted as a Social Media Manager; Voice Actor plus College & K-12 Tutor. Cubby also has experience as a Merchandising Intern for Buffalo Bisons.

✔ **Education** - University of Miami, Miami Herbert Business School Miami, Florida studying a Master of Science in Finance with a concentration in Investment Banking and Wealth Management and Honors: ALPFA Miami Chapter, Unanue Graduate School Ambassador. He also studied a Bachelor of Arts in Entrepreneurship May 2025 with Minors in Music Business and Business Technology and Honors: Presidential Scholar, Coral Grant Recipient, Hispanic Scholar.

✔ **Resume attached**

### Alexander Wasson

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✔ **Experience** - Coach Alex is currently a University of Miami student and has worked as Operations Assistant at University of Miami Student Center for the last two years. He has worked at the Foreman & Co: The Milton Inn in Baltimore and continues as a casual staff member when he visits home. He is also a volunteer at his fraternity Beta Theta Pi which hosts school-wide fundraising events which benefit Big Dog Ranch Rescue. In the past Alex has coached young lacrosse players on footwork, speed, and defense in Baltimore County. Coach Alex also has past experience as an Exhibit Associate at The National Aquarium Baltimore.

✔ **Education** - University of Miami pursuing a Bachelor of Science in Ecosystem, Science & Policy with minors in Sustainable Business and Marine Science ( Undergraduate student). Alex is on the Dean's List and part of ESG Honor Society. Alex attended Gilman School for 13 years, a historically recognized lacrosse program that was nationally ranked in the top 25 during his time on the varsity team.

✔ **Resume attached**

### Stefania Athanasiou

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✔ **Experience** - Coach Stef currently works as Assistant Manager of the Palmetto Bird Service Station and is the Head Lacrosse coach for the Palmer Trinity Varsity team. She previously coached her alma-mata Coral Reef Senior High School. She started playing lacrosse at 14 years old, was a 4 year starter, 2 year captain, and received multiple accolades throughout her high school lacrosse career including All-District teams, All-County teams, Rookie of the Year, MVP, and Defensive Player of the Year. Played goalie as a starter and captain at Florida International University and was President for about 2 years.

✔ **Education** - Florida International University, Miami studying Bachelor of Science in Mechanical Engineering and attended high school at Coral Reef Senior High School, Miami.

✔ **Resume attached**

### Olivia Conti

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✔ **Experience** - Coach Olivia is an elementary and special education major at University of Miami and student-teaches - she has completed her Student Teaching & Fieldwork at Tucker Elementary, St. Philip's Episcopal School, Coconut Grove Elementary, Blue Lakes Elementary, Vineland K8 Center. Her past experience also includes Head Counselor – Preschool Division at Ocean Beach Youth Group, Assistant Manager for Campus Gym Front Desk at University of Miami Herbert Wellness Center, Children's Birthday Party Coordinator in New York. She currently plays on the women's club team at University of Miami and coached the Yellow Jackets alongside her sister, who plays at UVA..

✔ **Education** - University of Miami, FL studying Bachelor of Science in Elementary Education and Special Education, Minor in Art, GPA 3.96/4.0, Dean's Honor Roll.

✔ **Resume attached**

### Ava Gavaletz

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✔ **Experience** - Ava is currently a student at Florida International University and plays FIU Club Lacrosse in Sweetwater, FL. She also acts as the team's Safety Officer January 2025. Her past experience includes a role as Manager/Innkeeper of The Spring Lake Inn Spring Lake, NJ.

✔ **Education** - Florida International University studying Bachelors of Interdisciplinary Studies and previously attended Ocean County College Toms River, NJ

✔ **Resume attached**

## COACH MATT OGELSBY WARWICK

Miami, FL • 415 871 3769 | team@raeallday.com | www.linkedin.com/in/matthew-ogelsby-warwick-546b645a/  
Fluent in Spanish • Coach • Entrepreneur • Program Builder • Respect • Attitude • Effort

**SKILLS** Entrepreneurial Leadership • Program Building • Culture & Buy-In • Strategic Planning • Operations • Talent Development • High-Energy Coaching • RAE Mindset

### EXPERIENCE

**2023-Present Owner/Operator | RAE All Day LLC | Miami, FL**

Leads performance and youth development programs rooted in Respect, Attitude & Effort. Oversees curriculum, coaching systems, staffing, community partnerships, and multi-site programming.

**2019-2021 Owner/Operator | RAE All Day Pty Ltd | Perth, Australia**

Managed regional operations, coaching teams, curriculum integration, scheduling, and business systems during transition from All West to ADVNC.

**2019-2020 North Bay Director | ADVNC Lacrosse**

Managed regional operations, coaching teams, curriculum integration, scheduling, and business systems during transition from All West to ADVNC.

**2014-2017 Head Coach | Marin Catholic | San Francisco, CA**

3x MCAL Champions • 3x NCS Champions. Built high-performance culture through system, standards, and player buy-in.

**2004-2019 Owner/Operator | All West Lacrosse | San Francisco, CA**

Built one of NorCal's premier lacrosse organizations for youth with day/overnight camps, enrichment, private training, tournaments travel teams as far north as Sacramento and far south as UC Santa Cruz. • \$1.8M annual revenue; 30-50% program margins • Led RAE Foundation to expand access for underserved youth • Oversaw business plan, finance, operations, marketing, staffing, and sponsorship

**2001-2004 National Director | STX Lacrosse Camps | San Francisco, CA**

Expanded national footprint to 100+ camps. Managed staffing, operations, curriculum, and marketing.

**1996-2001 Director | Nike U.S. Sports Camps | San Francisco, CA**

Oversaw camps in NJ, MO, UT, AZ, CA. Directed hiring, marketing, schedules and on-field programming.

**Earlier Roles:** 1996-97 Director - California Lacrosse Company, 1996 - D1 Assistant Coach DUKE women's Lacrosse, 1995-2000 Owner/Operator - Cosmic Cantina & Burrito Loco Mexican Restaurants

### PROFESSIONAL PLAYING CAREER

**NLL:** Charlotte Cobras (Captain), Philadelphia Wings ('98 Champion & Co-MVP), Calgary Roughnecks, Colorado Mammoth, San Jose Stealth

**MLL:** 2001 Inaugural Tour, LA Riptide (Captain), SF Dragons

**Honors:** ACC 50th Anniversary Team • Lawrenceville Hall of Fame • NorCal Lacrosse Hall of Fame

### EDUCATION

**Duke University** B.A. Spanish • 3x All-American • 3x All-ACC • ACC Player of the Year • ACC Top 50 All-Time  
**The Lawrenceville School** Hall of Fame, Best Athlete Award, All-American

**The Haverford School** 14 Varsity Letters, National Softball Champion, Team USA Squash

**Certifications:** PCA Certified Coach • First Aid/CPR • Working With Children Clearance • USA/AUS Background Checks



# JENAYA JOY KENT

## CONTACT

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- 🏠 Miami, FL, USA
- 🌐 [www.linkedin.com/in/jenaya-joy-kent](http://www.linkedin.com/in/jenaya-joy-kent)

## EDUCATION

- Licensed Realtor (2024)
- Certified Conscious Parenting Coach – Dr Shefali (2023)
- Certified Nutrition Consultant – Bauman College, CA (2017)
- Bachelor of Arts (Journalism & Marketing/Public Relations) – Curtin University, Perth (1999)
- St. Mary’s Anglican Girls School, Perth (1995)

## SKILLS

- Operations Management • Customer Service • HR/Payroll • Bookkeeping • Event & Program Management • Marketing & Communications • Vendor & Community Relations • Compliance & Permits • Tech: Microsoft Office, QuickBooks, Wave, E-PayDay, WordPress, LeagueApps, Constant Contact

## INTERESTS

Cooking, beaching, outdoors, Autism advocate.

## PROFESSIONAL OVERVIEW

Operations and programs professional with 25 years of experience in youth sports, wellness, agriculture, media, and marketing. Strong track record managing complex logistics, customer service, HR/payroll, program execution, and multi-site operations. Highly organized, solutions-driven, and effective in fast-paced, high-accountability environments across both U.S. and Australian sectors.

## EXPERIENCE

### Co-Owner & Operator – RAE All Day LLC | Miami, FL | 2023–Present

- Manage operations, customer service, scheduling, logistics, and bookkeeping for community fitness and youth wellness programs.
- Support delivery of school-based leadership, boot camps, and family fitness initiatives.

### Realtor – Berkshire Hathaway HomeServices EWM Realty | Miami, FL | 2024–Present

- Represent buyers and renters with expert market knowledge, strong negotiation skills, and a client-first approach to every transaction.

### Co-Owner & Operator – RAE All Day Pty Ltd | Perth, AUST | 2020–2022

- Manage operations, customer service, scheduling, logistics, and bookkeeping for community fitness and youth wellness programs.
- Support delivery of school-based leadership, boot camps, and family fitness initiatives.

### Executive Assistant – Corunna Downs Station | Pilbara, AUST | 2018–2021

- Administered HR/payroll (40 staff), bookkeeping, safety processes, and logistics across 3 cattle stations and 3 farms.
- Managed 60-room mining accommodation operations for major mining partners.

### Operations & Admin – All West Lacrosse | San Francisco, CA | 2011–2018

- Led administration, scheduling, communication, HR/payroll, and compliance for large youth lacrosse programs.
- Managed registrations, marketing, customer service, and 501(c)(3) support for programs generating \$1.8M+ annually.

### Executive Marketing Manager – Zone Diet | Los Angeles, CA | 2006–2011

- Coordinated national marketing, franchise development, branding, PR, and launch operations across multiple U.S. markets.

### Marketing Coordinator – NovaFM | Sydney/Melbourne, AUST | 2001–2005

**EDUCATION**

**Ohio State University, Fisher College of Business**  
Specialized Master of Finance Candidate

**Columbus, OH**  
August 2023-May 2024

- Division 1 Athlete on Men's Lacrosse Team

**University of Vermont**  
Business Administration

**Burlington, VT**  
January 2020-May 2023

- First ever early-enrollee for NCAA Division 1 Men's Lacrosse, graduating high school a semester early, enrolling at the University of Vermont in the Spring of 2020, and graduating undergrad in 3 and a half years.
- 3.65 Cumulative GPA

**EXPERIENCE**

**Heartland Bank**  
*Finance Intern*

**Columbus, Ohio**  
June 2023-Present

- Gained extensive knowledge of the NAICS 6 number classification system.
- Used excel to analyze data and find trends related to bank fees. Identified fees costing the bank \$1,000's of dollars.
- Worked in a corporate, group setting to problem solve.
- Found ways to improve bank fee structure by identifying potential bank fees which could net \$1,000s of dollars

**RAE All Day**  
*Coach*

**Miami, Florida**  
Aug 2025-Present

- Lead and run fun, high-quality lacrosse training and game sessions, giving age-appropriate instruction while modeling the RAE Mindset of Respect, Attitude, and Effort.
- Create a safe, organized, high-energy training environment by showing up early, staying engaged with players, and bringing energy, enthusiasm and lacrosse experience to every session. Face Off specialist.

**Faceoff Academy**  
*Coach*

**Palm Beach, Florida**  
July 2021-Present

- Selected as one of four collegiate faceoff men to work for Faceoff Academy after new NCAA Name, Image, and Likeness rules were announced.
- Traveled around the country coaching clinics to kids grades 5-12.
- Used excel spreadsheets to balance expenses, gross revenue, and net income. Grossed \$15,000 in revenue during the summer of 2022 and netted \$10,000 in personal income.
- Learned from real world experiences how to limit expenses in order to maximize profit (ie reducing travel costs, field space costs, etc.) Found ways to cut field costs from over \$200 to \$50 with bulk rental deals.

**Camp Dudley**  
*Camp Counselor*

**Westport, NY**  
June 2018-June 2021

- In charge of a cabin of roughly 10 kids ages 14-15 at the oldest YMCA sleep-away camp in America as a leader of the group.
- Worked with other counselors to create fun and engaging activities for the campers.
- Frequent communication with parents about where room for their son's personal growth might exist.
- Learned how to problem solve in complex situations through real world experience while acting as a role model and leader for younger kids.

**ADDITIONAL INFORMATION**

- 3-time NCAA Division 1 All-American - America East Male Scholar Athlete of the Year (2021) - America East All-Academic Team (2021, 2022) - Dean's List Student Every Semester at the University of Vermont (3.65 cumulative GPA)

# Jacob “Cubby” Mentkowski

716-255-3976 | jrm468@miami.edu | <https://www.linkedin.com/in/cubby-/>

## EDUCATION

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**University of Miami, Miami Herbert Business School**

**Miami, Florida**

*Master of Science in Finance*

Expected May 2026

- Concentration in Investment Banking and Wealth Management
- Honors: ALPFA Miami Chapter, Unanue Graduate School Ambassador

*Bachelor of Arts in Entrepreneurship*

May 2025

- Minors in Music Business and Business Technology
- Honors: Presidential Scholar, Coral Grant Recipient, Hispanic Scholar

## WORK & LEADERSHIP EXPERIENCE

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**Carlson & Mentkowski LLC**

**Miami, Florida**

*Co-Founder, Chief Financial Officer*

November 2024 – Present

- Founded and led a specialized investment firm focused on low-risk, high-stability mutual fund trading strategies. In-house algorithm created to maximize present and future values
- Developed market-informed investment solutions that emphasize disciplined risk management and long-term capital growth for steady, reliable returns

**RAE All Day Lacrosse**

**Miami, Florida**

*Lacrosse & Sports Coach & Mentor*

August 2025 – Present

- Develop and implement comprehensive training programs for youth lacrosse players focusing on fundamental skills, game strategy, and character development
- Provide specialized goalie coaching, teaching advanced techniques in positioning, clearing, and mental preparation
- Foster positive team culture emphasizing discipline, teamwork, and sportsmanship
- Mentor young athletes in goal-setting, confidence-building, and competitive mindset development

**Buffalo Bisons (Toronto Blue Jays AAA Affiliate)**

**Buffalo, New York**

*Merchandising Intern*

May 2024 – August 2024

- Managed inventory levels, vendor coordination, and product deliveries to ensure optimal stock levels
- Created in-store displays that increased product visibility and supported promotional events, leading to increased foot traffic and sales
- Analyzed sales data to identify trends, preparing reports and contributing to strategic decisions
- Created social media content and organized photoshoots for promotional products

**University of Miami Lacrosse**

**Coral Gables, Florida**

*Team Captain, Goalie, Graduate Assistant*

August 2021 – May 2025

- All-American and All-Conference Honors (2024/2025): Recognized as one of the top goalies in the conference and across the entire league
- Program Records: Most saves in a season, Highest save percentage in a career/season, Most wins in a season, Most points from a goalie in a career
- Led team as captain, demonstrating leadership both on and off the field
- Coordinated team strategy, mentored younger players, and served as liaison between coaching staff and players

## SKILLS, ACTIVITIES & INTERESTS

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**Technical Skills:** Smartsheet & Excel & Tableau (Project Management), Python (Financial Modeling), MorningStar (Financial Investment), FL Studio (Audio Production), LibCal (Scheduling)

**Languages:** English (Fluent), Spanish (Conversational)

**Activities & Leadership:** MCLA Lacrosse Captain, All-Conference Honors, National Player of the Week, Program Record Holder & Starting Goalie; Private Drum Instructor; Social Media Manager; Voice Actor; Youth Lacrosse Coach, Goalie Coach; College & K-12 Tutor

# Alexander Charles Wasson

(443) 900-8959 | acw194@miami.edu | [LinkedIn](#)

## EDUCATION

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### University of Miami

Coral Gables, FL

*Bachelor of Science in Ecosystem Science and Policy*

*Minors in Marine Science and Sustainable Business*

May 2027

- **GPA:** 3.543
- **Honors:** Dean's List, ESG Honor Society
- **Relevant Coursework:** Corporate Sustainability, Intro to Environmental Policy, Calculus II, Principles of Chemistry, Geographic Info Systems I, Global Climate Change, Intro to Probability & Statistics, Perspectives on Environmental Decision-making

### Gilman School

Baltimore, MD

*High School Diploma*

August 2019 – May 2023

- **Awards:** Sixth Speaking Prize, Alumni Award

## EXPERIENCE

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### The National Aquarium

Baltimore, MD

*Exhibit Associate*

May 2020 – August 2022

- Researched local and global marine biological environments to expand educational
- Promoted conservation to visitors through interactive engagement
- Assisted guests with questions and recommendations to improve visitor satisfaction
- Collaborated with team members to maintain a safety and high-quality guest experience

### University of Miami Student Center

Coral Gables, FL

*Operations Assistant*

October 2023 – May 2025

- Facilitated major corporate and university conferences and seminars to ensure successful operations
- Assisted with technical and setup questions to maintain high customer satisfaction

### Foreman & Co: The Milton Inn

Baltimore, MD

*Support Staff*

May 2024 – Present

- Support waitstaff and kitchen teams by multitasking to support an efficient workplace environment
- Maintain a high-quality guest experience in fast-paced and high-pressure situations

### RAE All Day

Miami, FL

*Coaching Associate*

September 2025 – Present

- Educate young players on the sport of lacrosse through dynamic coaching
- Coordinate with coworkers and parents through clear communication to address needs and performance

## VOLUNTEER WORK

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### Member-Beta Theta Pi

January 2024 – Present

- Contribute to weekly executive and chapter meetings to provide national updates from advisors, collaborate with other members, and align on chapter logistics and national goals
- Advanced philanthropic initiatives by organizing and volunteering at the school-wide fundraising events which benefit Big Dog Ranch Rescue

## SKILLS, ACTIVITIES, LEADERSHIP

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**Certifications:** Bloomberg Environmental Social Governance

**Technical Skills:** Proficient in Microsoft 365, Bloomberg, MATLAB, and ArcGIS Pro

**Activities:** Club Lacrosse, One Love, Ritual Chairman-Beta Theta Pi Fraternity

**Interests:** Investing, Sustainability, Lacrosse, Health & Nutrition, Hiking, and Baltimore Sports Teams

# Stefania Athanasiou

445 Palermo Ave.  
Coral Gables, 33134  
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salaxgoalie30@gmail.com

## EXPERIENCE

### Palmetto Bird Service Station — Assistant Manager

March 2019 - PRESENT

Perform assistant manager duties. Some of which include running errands, going to the bank, shopping for store products, and managing staff when the manager is away.

### RAE All Day — Coach

Aug 2025 - PRESENT

Provided coaching for lacrosse players. Provided knowledge to youth players to foster the growth of their skill levels. Reinforced specific values to foster the knowledge of what makes a good teammate.

### FIU Women's Lacrosse Club — President

May 2023 - April 2025

Organized and supervised team practices and games with other universities. Instructed and coached new players on the different aspects of lacrosse. Coordinated travel to and from games for players.

### Coral Reef Senior High — Volunteer Goalie Coach

January 2023 - April 2023

Provided individualized coaching for lacrosse goalies. Layed out position specific drills to help players achieve their full potential. Fostered knowledge of the skills needed to be a lacrosse goalie.

## EDUCATION

### Florida International University, Miami

June 2022 - PRESENT

Bachelor of Science in Mechanical Engineering

### Coral Reef Senior High School, Miami

August 2019 - June 2022

## SKILLS

CPR Certified

Multitasking Abilities

Communication

Flexible and Adaptable

Organized

Problem Resolution

Attention to Detail

Leadership Experience

## LANGUAGES

English and Spanish

## REFERENCES

### Gianna Arianas

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### Peter Dunne

P: 305-632-1001

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# Olivia Conti

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## EDUCATION

**Bachelor of Science in Elementary Education and Special Education**, Minor in Art  
**University of Miami** – Coral Gables, FL | May 2027, GPA 3.96/4.0, Dean's Honor Roll  
**Certifications:** CPR/AED & First Aid Certified – American Red Cross | 2025

## EXPERIENCE

### Head Counselor – Preschool Division

**Ocean Beach Youth Group** – Ocean Beach, NY | Summer 2024–Present

- Leads a group of preschool-aged children in structured daily activities, including arts and crafts, music, sports, and water play, fostering early childhood development.
- Supervises and mentors junior counselors to ensure a safe and supportive environment for all campers.
- Communicate daily with parents about their child's progress, behavior, and experiences to strengthen the home-to-camp connection.
- Maintains health and safety protocols, including first-aid response, sun safety, and hydration monitoring, to ensure camper well-being.

### Assistant Manager – Campus Gym Front Desk

**University of Miami Herbert Wellness Center** – Coral Gables, FL | Aug 2024–Present

- Oversee daily operations, check-ins, and equipment rentals.
- Train and supervise staff on service and safety protocols.
- Resolve member concerns and support facility upkeep.

### Children's Birthday Party Coordinator

**Bubble Boutique** – Babylon, NY | Dec 2019–Present

- Plan and run themed children's parties, coordinating activities and décor.
- Maintain clean event spaces and ensure safety.

### Retail Sales Consultant

**Bubble Boutique / Bubble East Boutique** – Babylon, NY | Dec 2019–Present

- Provide personalized customer service and manage transactions.
- Maintain merchandise displays and support sales goals.

### Student Teaching & Fieldwork

**Tucker Elementary • St. Philip's Episcopal School • Coconut Grove Elementary • Blue Lakes Elementary • Vineland K8 Center**–  
Miami, FL | 2024–Present

- Assist with instruction, lesson planning, and classroom management.
- Support differentiated learning and small-group engagement.
- Implements classroom management strategies to foster a productive learning environment.

### Tutor

**West Labs Elementary** – Miami, FL | Aug 2024–Dec 2024

- Provides individualized academic support to elementary students in various subjects.
- Develops lesson plans tailored to each student's learning style and needs.
- Reinforce foundational skills and assist with homework and test preparation.

## LEADERSHIP & INVOLVEMENT

### RAE All Day Lacrosse – Coach

**St. Thomas Episcopal Parish School • St. Philip's Episcopal School • La Salle High School • St Stephens's Episcopal Day School** –  
Miami, FL | September 2025–Present

- Coach elementary, middle school, and high school athletes.
- Lead skill development, drills, and game preparation.
- Model and reinforce a positive team culture focused on discipline, teamwork, sportsmanship, and the RAE values of Respect, Attitude, and Effort.

**University of Miami Women's Club Lacrosse Team** | Aug 2023–Present

- Participate in practices, games, and team fundraising initiatives.
- Contribute to team culture and community involvement.

**Alpha Delta Pi Sorority** – University of Miami | Jan 2024–Present

- Engage in philanthropy supporting Ronald McDonald House Charities.
- Participate in leadership, sisterhood, and fundraising events.
- Assists in planning and executing fundraising events to benefit charitable causes.



# Ava Gavaletz

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## EDUCATION

### Florida International University

Sweetwater, FL

*Bachelors of Interdisciplinary Studies*

- **Relevant Coursework:** U.S. Environmental Policy ; Oceanography; Ecology of South Florida; Philosophy; Population and Environment

### Ocean County College

Toms River, NJ

*Associates of Science in General Science*

Graduated May 2024

- **Relevant Coursework:** General Biology I & II (with Lab); Chemistry I & II; Environmental Science; Statistics; College Algebra; Public Speaking; Psychology

## WORK & LEADERSHIP EXPERIENCE

### RAE All Day

Miami, FL

*Lacrosse Coach*

August 2025 – Present

- Created a safe and respectful environment for players, motivated and inspired young athletes
- Developed team spirit, confidence, strong work habits, and lacrosse IQ
- Modeled a culture built on Respect, Attitude, and Effort

### FIU Club Lacrosse

Sweetwater, FL

*Safety Officer*

January 2025 – August 2025

- Ensured health and safety compliance for a 20+ member team by implementing emergency protocols and safety guidelines during practices, games, and travel
- Conducted regular safety audits and risk assessments to maintain a secure environment for all team activities
- Served as primary point of contact for injury response, first aid coordination, and incident reporting, ensuring swift and professional action
- Developed and communicated clear safety procedures to team members and coaching staff, fostering a culture of accountability and care

### The Spring Lake Inn

Spring Lake, NJ

*Manager/Innkeeper*

May 2021 – August 2025

- Addressed the various needs of guests as a concierge advisor in a high-volume environment
- Coordinated weekly inn rates by comparing to rates set by competitor hotels in the area
- Utilized ThinkReservations software to book reservations, manage check-ins, develop budget reports and trends, and display necessary amenities for specific room accommodations
- Manage bi-weekly food delivery to ensure an adequate supply is on-site for the guests

## SKILLS, ACTIVITIES & INTERESTS

**Technical Skills:** Thinkreservations; Artificial Intelligence; Microsoft Power Point; Microsoft Word; Google Docs; Google Slides

**Interests:** Community Service; Animal Well-being; Travel; Athletics; Nutrition/Body Building; Servant Leadership

## c) Relevant Experience of Team Members

**Coach Matthew  
Ogelsby Warwick**

***Owner/Operator***



Coach Matt fell in love with lacrosse in 7th grade and has over 30 years experience in the field as a player and coach. He played at Duke University where he was a 3x All-American & ACC Player of the Year under Team USA Coach Mike Pressler. In 1996 he served as Duke University Women's Lacrosse Assistant Coach with current 30 year coach Kerstin Kimel.

His journey started as National Director of STX Sports Camps and Director Nike Sports Camps in the lacrosse division in California.

He was a 12-Year Professional Athlete in Major Lacrosse League and National Lacrosse League (Indoor) and traveled around the country playing lacrosse at the highest level. He was inducted into the Northern California Lacrosse Hall of Fame in 2019.

In 2004 he founded All West Lacrosse in San Francisco with his father and managed lacrosse programs for boys & girls from Pre K - High School with many offerings including enrichment, day/overnight camps, tournaments, travel teams on a large scale in multiple locations in the Bay Area. This grew over time with full time employees and large scale events with Coach Matt training tens of thousands of players. He also created a 501-c3 non-profit The RAE Foundation which gave lacrosse scholarships and equipment for those in need.

In Australia, with wife JJ as Co-Owner & Operator of RAE All Day Pty Ltd offering ModCrosse, Physical Education, Bootcamps and positive messaging. Coach Matt also worked with Wembley Lacrosse Club.

Co-Owner & Operator of RAE All Day LLC with JJ in Miami since 2023 with focus on local, recreational, sports programs with character development. Enrichment partners K-6th with St Thomas Episcopal Parish School, St Stephens, St Philips, Carrollton and local Key Biscayne community partners Key Biscayne Children & Education Foundation and Motivating Minds. Coach Matt loves to share his love of the sport & spread RAE - it's his passion, his mission and purpose!

## Jenaya Joy Kent

### Owner/Operator



Mrs Coach Matt aka JJ and Coach have been together for 21 years and have always worked as a team. Although she didn't play lacrosse she has been around it for their whole relationship and now their kids both play.

JJ has always been involved - from coaching on the field to all the behind the scenes of a running a lacrosse company including customer service, administration, marketing, finance/accounting, insurance, compliance/legals, independent contractors, operations etc.

In 2012, JJ officially took on full time administration/operations roles at All West Lacrosse in California where Matt's dad was involved too so they have always been a family business.

JJ takes on the role of Admin/Mother Hen who welcomes parents/players, checks in, takes attendance, gives out pinnies, helps injured players, finds lost pieces of gear, talks to parents on the sidelines, makes sure everyone drinks water and disposes of their trash.

In Australia, she was Co-Owner & Operator of RAE All Day Pty Ltd with Coach Matt offering ModCrosse, Physical Education, Bootcamps and positive messaging.

Since 2023 she has been Co-Owner & Operator of RAE All Day LLC with Coach Matt in Miami with a focus on local, recreational, sports programs with character development.

As a parent, JJ and Matt are inspired to create a program for their own children to play the sport they love locally.

## Tommy Burke

### Coach

Coach Tommy is a lover of lacrosse and paying it forward to the younger generation. Not only does he have credentials and accolades but he is a team guy, a leader and RAE guy. He's a Big Ten Starting Faceoff Guy at Ohio State and prior to Ohio State, played 4 seasons at Vermont, Two-time American East All-Conference First Team honoree, Three-time USILA, Inside Lacrosse and US Lacrosse Magazine All-American Honorable Mention.

He's been coaching for the last five years working with Coach



Matt's former professional and Team USA teammate Greg Ghrenlin at The Faceoff Academy, with Sweetlax Florida Lacrosse and as a USA Lacrosse Youth Evaluator.

Coach Tommy first picked up a stick in 6th grade playing with Docs NYC. He went on to achieve many career successes including Millbrook High School (MVP 2018), UVM Lacrosse (3x All American), Ohio State Lacrosse (Big Ten Starter) & Vegas Desert Dogs (NLL pro).



He also played other sports like basketball and soccer and believes being a multisport athlete helps players to be more dynamic and demonstrate the crossover from multiple sports to lacrosse. Coach Tommy can coach all age/levels and offers Faceoff specific and defensive middle coaching. He loves to give back and help kids have an outlet to grow and improve as athletes and young citizens. His energy and enthusiasm is contagious just like Coach Matt!

**Jacob "Cubby" Mentkowski**

**Coach**



Coach Cubby first picked up a lacrosse stick at 15, playing for Williamsville North High School in Buffalo, NY. He fell in love with the sport and playing Goalie. His senior year, he led Western New York in Save Percentage, and went to the first Section Championship in team history.

He currently attends the University of Miami, where he was a 4 year player on the lacrosse team, and was able to contribute to the success of the team. By senior year, Cubby was a Captain, All-Conference, All-American, and had program records for saves in a season, save percentage in a season and career, and wins in a season. Cubby also earned National Player of the Week and Defensive Player of the week honors on numerous occasions.



Coach Cubby currently helps coach for the UMiami team, and locally in and around the Miami area. His mentality for coaching is to "Be the coach you once needed. Carry on the love of the game, and help shape stronger men and women through every practice, every lesson, and every season."

Outside of lacrosse, Cubby grew up playing hockey and soccer, and still coaches & plays in local Men's Leagues; he also plays

	<p>the drums and percussion, where he was 4x All-State in HS, and played at Carnegie Hall twice. He has experience as a College &amp; K-12 Tutor which helps his coaching role.</p>
<p><b>Alexander Wasson</b></p> <p><b>Coach</b></p>  	<p>Growing up in Baltimore, Maryland, the sport of lacrosse has been a central part of Coach Alex's life. He has had a stick in his hands for as long as he can remember and has made his closest lifelong friends through the sport.</p> <p>He also played Basketball, Soccer, and Indoor Track where he qualified for the Nike Indoor Track Nationals in 2023. Alex attended Gilman School for 13 years, a historically recognized lacrosse program that was nationally ranked in the top 25 during his time on the varsity team. Gilman competes in the Maryland Independent Athletic Association (MIAA), which is widely regarded as the top high school conference in the country.</p> <p>Alex was a starting defensive-midfield specialist for both junior and senior varsity seasons and earned a spot on the All-MIAA Second Team in senior year. Although he did not commit to a Division I or Division III collegiate program, he chose to prioritize academics while continuing to play at the club level in Miami. In the past Alex has coached others on footwork, speed, and defense in Baltimore County.</p> <p>He says, " My strengths in sports have always been my speed and athleticism, but more importantly my attitude and respect towards the game. It has been a pleasure to give back to the Miami-Dade community through RAE Lacrosse and help expand the sport in South Florida. I look forward to continuing my work with the program and mentoring young players in this wonderful sport."</p>
<p><b>Stefania Athanasiou</b></p> <p><b>Coach</b></p>	<p>Coach Stef is the Head Coach for the Palmer Trinity Varsity women's lacrosse team and also coached her former High School at Coral Reef HS.</p> <p>She started playing lacrosse at 14 years old - was a 4 year starter, 2 year captain, and received multiple accolades throughout her high school lacrosse career including All-District teams, All-County teams, Rookie of the Year, MVP, and Defensive Player of the Year.</p>



On the club team at Florida International University she played goalie as a starter and captain and held an executive board position for about 2 years.

She got into coaching as a way to stay connected to a sport she loves. Coach Stef says, “Coaching is a way to show the young players that sports present an amazing opportunity. I believe that each player has the ability to make a huge impact on the team no matter their skill level. The most important quality that a player can have is the dedication to play and the ability to maintain confidence and resilience.”

## Olivia Conti

### Coach



Coach Olivia picked up a lacrosse stick when she was five and grew up playing on Team 91 on Long Island, where lacrosse is basically part of childhood! She played three varsity sports—field hockey, track, and lacrosse—and got pulled up to Varsity for both lacrosse and field hockey in 8th grade. She was Captain junior and senior year and earned All County in High School.

Defense has always been her jam & she currently plays on the women’s club team at University of Miami. Out of all the teams she played on growing up, Olivia said her middle school lacrosse coach made the biggest impact on her. “She cared about who we were as people, not just players. She taught us how to show up for each other, handle pressure, and stay positive. I think about her a lot when I coach RAE. She created a team environment that felt like home, and that’s the same feeling I want to give my players. I started coaching with the Yellow Jackets alongside my sister, who plays at UVA, and that’s when I realized how much I enjoy working with younger players—showing them something new and watching it click.”



Coach Olivia is an elementary and special education major at UMiami, and a student teacher. Coach Olivia believes, "Teaching and coaching overlap in every way: breaking things down, meeting kids where they're at, celebrating the little wins, and keeping it fun. I coach because I love being part of the moment when a kid feels proud of themselves. I want my players to leave practice feeling confident, supported, and excited to come back. Lacrosse gave me so much growing up, and coaching is how I give a little of that back."

## Ava Gavaletz

### Coach



Ava loves to give back and appreciates a culture built on Respect, Attitude, and Effort. She has coached lacrosse for over 5 years including with Ocean Girls Youth Lacrosse and was the Captain of her team (and draw specialist!) at Point Pleasant Beach High School where she led communication and team culture.

She was also named Captain in Middle School at Ocean Girls Lacrosse and played for Golden Phoenix Elite Lacrosse. She currently plays for Florida International University -Club Lacrosse Player & Safety Officer who handles team safety protocols. She has played lacrosse for over 15 years starting in 2010 with Howell Girls Lacrosse in elementary school, where she first fell in love with the sport.



Coach Ava now plays for Florida International University's Club Lacrosse team, where she serves as Safety Officer. She believes in the RAE methodology, focusing on fun & fundamentals, confidence-building, and helping players grow their lacrosse IQ through clear and supportive instruction.

She says, "Coaching is important to me because it allows me to help young athletes build confidence, develop strong skills, and learn the value of respect, effort, and teamwork. I encourage players to work hard, stay positive, and push themselves to become the best versions of themselves both on and off the field. "

## d) Approach of the Team

RAE All Day takes a highly engaged, relationship-driven approach to program delivery. Our name is our approach on and off the field! We treat this as a true partnership and we work together with clear defined roles and responsibilities so everyone knows their expectations. Our team believes consistent communication, visible leadership and proactive coordination with Village staff and families are essential for a smooth, high-quality operation.

On-Site Presence & Check-Ins - Our Program Director/Site Supervisor (Coach Matt) will be on-site at all sessions to lead and direct programming and team of staff. His energy, enthusiasm and passion for the sport are unmatched.

Primary Points of Contact -The Village will have direct, ongoing access to:

- Coach Matt – Program/Operations Director & Site Supervisor (day-to-day operations, scheduling, coach coordination, on-site/equipment needs)
- JJ Kent – Administration & Communications Director (registration, admin support, documentation, invoicing/accounting, compliance, parent communication systems)

Both partners are fully accessible and committed to maintaining open lines of communication.

Communication Channels & Availability- RAE All Day prioritizes open, responsive communication. Village staff, parents and coaches can reach our leadership team through phone calls, text messages, WhatsApp and email, with same-day responses standard. We are also available for in person meetings or Zoom if preferred.

- Coach Matt's preferred method: WhatsApp/text, phone
- JJ (Operations & Admin) preferred method: WhatsApp/text, phone, email
- \*For both in-person meetings are preferred when feasible/as needed as they are Key Biscayne residents
- Coaches: readily available via text for day-of logistics and updates

Coach Matt and ALL RAE Lax staff coach in a NO PHONE ZONE and do not answer their phone while they are coaching so they are engaged and in the present moment.

Coordination with Village Staff - We will maintain ongoing communication with the Parks & Recreation Department and Village team throughout the season, including:

- Pre-season operations meeting to confirm schedules, safety protocols and program

objectives

- Monthly check-ins (text/email) to review participation, staffing, equipment and feedback
- Real time updates for weather decisions, field status, and day of changes
- End-of-season review meeting in person to reflect, review feedback, evaluate outcomes and prepare for next session

### Parent & Player Communication

- Pre-Season/Pre-Enrollment - We have clear Program information and templates to distribute via What'sApp, website, flyer and email so parents have all pertinent info for the entire season.
- For JumpStart we hold a Trial Day at the start of each season and invite new players to come and try it out for a session. There is no equipment required however they must register online/sign appropriate waivers. If they decide to join, they pay the full program fee and if they decide it's not for them then there is no charge. (We guarantee they'll love it - we are proven!)
- We invite parents to join us (at any time) but especially at the start of the season to outline expectations, curriculum, safety procedures and the RAE mindset. We believe in a positive supportive sideline and encourage parents to catch and throw with their children
- Weekly communication will be shared through email or What'sApp with reminders, highlights, RAEwards (Respect, Attitude, Effort) and updates
- Families have direct access to both RAE All Day partners Coach Matt and JJ via What's App, text, phone or email
- At the end of season, we regularly send out Parent Feedback forms to collect thoughts/suggestions/satisfaction levels

Coach Engagement & Support- RAE coaches receive clear expectations and structured guidance so every session is safe, positive, and developmentally aligned. Coach Matt meets with the team prior to start and goes over the lesson plan/expectations. Coaches will:

- Arrive 15 minutes early to set up the field, prepare equipment and supervise athletes
- Attend coaches meeting to review RAE Coaching Plan and topic of day/speciality skill
- Prioritize safety, supervision and adherence to Village protocols
- Document any safety incident, behavioral note, or concern through same day written communication to leadership and (if applicable) Village staff

Teaching Life Skills Through Lacrosse - In alignment with our mission, every session incorporates life-skills development through the RAE Method:

- Respect – for coaches, teammates, opponents and facilities
- Attitude – positive mindset, coachability, resilience
- Effort – consistent work ethic and striving to improve

To reinforce positive behavior we use a RAEward System and recognize Player Of The Day recipients who embody the session's word of the day. They win a number of RAE branded items (sticker, patch, lanyard, RAE bans, boomerang) and can collect more as they progress. Players and families connect with our positive message and mindset and use RAE at home and in the classroom.

Season Planning & Program Operations - We work with schools so are used to working a season ahead and plan out our calendar for the year. We try to have consistency with schedule so parents of multi-sport athletes can 'save the date'

- Pre-season training for coaches (mandatory) usually by Zoom to go over safety, background check requirements, SafeSport, emergency procedures, coaching plans etc
- Structured weekly curriculum that balances fundamentals, gameplay, conditioning and RAE mindset themes
- Consistent evaluation to ensure athletes develop physically, mentally and emotionally

Professionalism, Consistency & Fun - Our team leads by example as RAE role models, embodying sportsmanship, professionalism and energy and enthusiasm every day. We believe lacrosse should be safe, structured and, above all, FUN, allowing players to stay away from devices, disconnect from stressors and enjoy learning, competing and growing as young people.

# Tab C: 3. PERSONNEL PLAN

a) Operating Plan, Org Chart, Staffing

## *RAE All Day Organizational Chart*



RAE All Day will deliver a streamlined, well structured staffing model that ensures safe, consistent, and high quality program operations for the Village. Our personnel plan outlines: a) daily - weekly - monthly operations, b) staffing data and qualifications, c) organizational hierarchy and d) description of positions.

Our operational staffing plan follows a consistent rhythm that aligns with youth sports best practices and our school partners:

- Daily: Program delivery, setup/breakdown, athlete check-in/out, on field coaching, safety supervision, equipment checks, communication with families, attendance reporting, trash collection and post session evaluations.
- Weekly: Lesson plan review, coach coordination, equipment organization, staff scheduling and internal review of player progress and safety notes.
- Monthly: Program reporting to the Village, curriculum updates, roster management, invoicing/payments.

Organizational Structure:

- Managing Director/Site Supervisor (Coach Matt) – On site lead for operations and primary point of contact for the Village. Lead session management at all times including scheduling, safety oversight and staff recruitment.
- Administration (JJ) – Scheduling, compliance, communications, invoicing/accounting, administration, independent contractors - second point of contact for Village.
- Coaching Staff (Independent Contractors) – Certified lacrosse instructors responsible for daily training delivery, safety, supervision and RAE mindset training.
  - Men's team: Tommy Burke, Cubby Mentowski, Alexander Wasser
  - Women's team: Stefania Anthanasiou , Olivia Conti, Ava Gavaletz

On the Field Chain of Command

- General > Captain > Coach
  - For example: General (Coach Matt), Captain (Coach Tommy & Coach Olivia) and Coaches (Cubby, Alex, Stef & Ava)
- The Captain & Coaches follow the practice plan and take direction from the General

## b) Data for Staffing Plan, Qualifications, Status + Process

### Staffing Determination Process/Adjustments:

Staffing levels are based on expected enrollment, safety ratios, and age-appropriate group sizes. RAE All Day maintains a 1:8–1:10 coach-to-player ratio and adjustments are made depending on gender, age and activity type. Player enrollment numbers determine program staffing assignments and group sizes - as more players sign up, more coaches are hired.

This model is based on our years of youth programming with large scale programs and events across the country and has proven successful in enrichment programs in the Miami market.

Once registration is closed and rosters are set RAE All Day locks in their coaching team according to the ratio. Since rosters are set and enrollment closes before the start of each season, we do not foresee changes to the staffing schedule. We keep a vetted/ qualified 'stable' of coaches in rotation so our team is ready to go.

Drop Ins - For players who join after the first session, we offer pro-rated pricing along with a small administrative fee (\$15–\$20). This ensures a smooth, fair onboarding process for all families.

If it should occur that Coach Matt is unable to serve as Lead Instructor/Site Director, Tommy Burke is our Replacement Director and would take his place. (This is a rare occurrence, Coach Matt has only missed 2 enrichment sessions in the last three years. He is 100% involved in all RAE All Day program offerings)

If any other Captain/Coach is unable to attend, another approved Captain/Coach will take their place for the session/day.

**Jumpstart:** 1 Program Director/Site Administrator plus additional Coaches contracted according to ratio.

**Edge Workouts:** 1 Program Director/Site Administrator plus additional Coaches contracted according to ratio.

### Qualifications for RAE All Day Coaching Team include:

- Experience as a lacrosse player, former high school or collegiate players
- Energy, enthusiasm and a love for the game
- Responsible, mature and hard-working individuals

- Background-checked, fingerprinted, safety certified First Aid, CPR/AED and qualifications

Our full time team is made up of Coach Matt and JJ who are partners in RAE All Day LLC and manage the company together.

Coaches are hired seasonally per program as independent contractors. We interview ahead of the season and ensure we have a 'stable' of coaches who are available, vetted and ready to coach.

### c) Org Chart with Managerial Positions

RAE All Day LLC utilizes a clearly defined organizational structure that distinguishes between Corporate level management and Village assigned managerial roles to ensure seamless coordination, consistent communication and effective program oversight for the Village of Key Biscayne.

#### Corporate-Level Management (RAE All Day LLC)

These roles provide strategic leadership, administrative support, policy compliance and operational oversight for all programs delivered to the Village.

- Executive Director – Coach Matt  
Provides overall leadership and vision for the program; primary point of contact for Village administration; ensures compliance, quality standards and program integrity, programming, operations.
- Operations/Administration/Finance – Jenaya Joy Kent  
Administration - Oversees administrative systems, registration, communications, scheduling and coordination with Village personnel; ensures alignment between program operations and Village expectations, independent contractors, accounting/invoicing, insurance, compliance, and reporting required under the Village agreement.

## Village-Level Management (Program Delivery On-Site at the Village)

- Program Director (Coach Matt) Oversees all Village lacrosse programming, communicates directly with Village staff, manages safety, schedules and incident reporting. Responsible for on-site program leadership, curriculum implementation, session quality, staff coordination and direct communication with Village recreation staff.
- Site Supervisor (Coach Matt ) Oversees on-site logistics for each session, including equipment setup, field readiness, attendance, safety checks and coordination with Village program staff.
- Coaching Team (Captains, Coaches, Specialty/ Goalie Coaches) Deliver the RAE curriculum, supervise participants, ensure safety and positive conduct and maintain communication with families and Village staff.

## d) Description of Position's Role + Responsibilities

### Corporate-Level Positions (RAE All Day LLC)

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Executive Director – Coach Matt Ogelsby

Role: Provides overall leadership and strategic direction for all RAE programs delivered to the Village of Key Biscayne and manages all on the field activities.

Responsibilities:

- Serves as the primary point of contact for Village administration and oversight staff.
  - Ensures full compliance with Village policies, safety standards and contract requirements.
  - Directs the implementation of the RAE curriculum and player development pathway.
  - Oversees staffing, training, performance evaluation and quality control for all coaches.
  - Manages long-term program growth, community partnerships and communications with Village leadership.
  - Provides high-level supervision of program operations, scheduling and safety protocols.
- 

Administration, Finance, Operations – JJ Kent

Role: Oversees all administrative, financial, operational, contractual and contractor-management functions for the Village of Key Biscayne's lacrosse program. Serves as the primary internal coordinator ensuring smooth program delivery, compliance and communication behind the scenes.

Responsibilities:

- Manages all operational systems, including registration, rosters, scheduling, attendance tracking, and weekly program coordination.
- Oversees all financial operations: invoicing, payment processing, budgeting, expense tracking and seasonal financial reporting.
- Handles insurance certificates, liability documentation, contract materials and all compliance requirements related to the Village agreement.
- Manages all independent contractor processes, including recruiting, screening, onboarding, contracting, documentation and credential verification.
- Maintains contractor records, ensures compliance with Village standards and coordinates scheduling, availability tracking and substitutions.
- Oversees all communication workflows - parent updates, announcements, reminders, scheduling notices and coordination with Village recreation staff.
- Supports field operations by providing coaches with practice plans, session updates, and administrative guidance.

- Ensures all RFP materials, administrative documents, forms and Village-required submissions are prepared accurately and delivered on time.
- Serves as the operational backbone of the program, ensuring alignment between RAE All Day corporate leadership and Village recreation staff.

#### Village-Level Positions (Direct Program Delivery)

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##### Village Program Director/General – Coach Matt

Role: Leads the on-site execution of all lacrosse programming within the Village of Key Biscayne.

##### Responsibilities:

- Implements the RAE curriculum across all sessions and age groups.
  - Supervises coaches, supports on site operations and ensures participant safety.
  - Communicates directly with Village recreation staff regarding daily operations.
  - Conducts player evaluations, progression decisions and parent communication.
  - Ensures all safety protocols, emergency procedures and Village guidelines are followed.
- 

##### Site Supervisor - Coach Matt

Role: Serves as the on-site operational lead during practices, clinics, and game days.

##### Responsibilities:

- Arrives early to prepare the field, inspect equipment and verify safety conditions.
  - Manages attendance, player check-in/out, and communication with Village staff.
  - Supports coaches, manages session flow, and oversees equipment setup/breakdown.
  - Ensures emergency preparedness and proper documentation of any incidents.
  - Acts as the on-site contact for families and Village personnel.
- 

##### Captain/Coach

Role: Delivers structured lacrosse instruction - Captains lead group and Coaches support the practice plan.

##### Responsibilities:

- Sets up field, cones, balls, equipment and assists with breakdown, field organization.
- Executes practice plans and adapts drills based on player readiness and development needs.
- Supervises athletes and maintains a safe, positive training environment.
- Provides technical feedback and mentoring to players.
- Coordinates with assistant coaches and the Site Supervisor to ensure session efficiency.
- Models the RAE values of Respect, Attitude, and Effort.
- Provides individualized coaching and maintains athlete safety.

# Tab D: SUB-CONTRACTING PLAN

RAE All Day does not use any subcontractors for the implementation of the Village of Key Biscayne Youth Lacrosse Program.



# TAB E: PROPOSAL APPROACH

## Comprehensive Approach to Implementation

RAE All Day will implement the Village of Key Biscayne's youth lacrosse program through a fully integrated, turnkey operational model built on consistency, safety, documentation and a proven developmental pathway. Our approach leverages three years of running multi site Miami-Dade programs and a 30+ year career in youth sports programming to ensure a seamless launch, smooth execution and measurable community impact.

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### 1. Implementation Framework Aligned With Scope of Work

Our approach follows the exact structure outlined in the Scope of Services:

JumpStart → EDGE Workouts → (when the market matures) RAE Play, delivered across Fall and Winter/Spring seasons with 11–13 week instructional blocks. All program components - curriculum, staffing, seasonal calendars, site selection and safety procedures - are pre built, documented and ready for Village integration.

Key implementation components include:

- Standardized Session Plans: Each program (JumpStart, EDGE, RAE Play) includes consistent lesson structures, progression based skill development and clearly defined weekly topics.
- Player Pathway Documentation: Advancement is standardized through the RAE Skills Test and recorded within our internal tracking system to ensure consistent, fair movement along the pathway.
- Trial Day Processes: A documented onboarding system (waivers, roster management, payment suspension, and prorating) supports smooth and compliant participant intake.

This allows the Village to adopt a plug-and-play model that is ready for immediate operational deployment.

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### 2. Ability to Furnish All Required Services

RAE All Day will independently furnish all staffing, curriculum development, equipment, reporting, scheduling and communication required for program operation, including:

- Staffing & Supervision:
  - Follow a clear chain of command and reliable on-site leadership by following the model: GENERAL > CAPTAINS > COACHES.
  - General/Lead Program Director (Coach Matt) for all sessions.
  - Site Supervisor (Coach Matt) with valid First Aid, CPR and AED certifications.
  - All staff complete Level II background checks, SafeSport, CPR/First Aid/AED compliance, and Village-required documentation.

- Staffing ratios (1:8–1:10) are adjusted based on real-time enrollment.
- Safety, Emergency & Compliance:
  - Daily safety checks, documented injury protocols, weather/heat management, onsite First Aid kits.
  - Emergency Action Plan including AED locations, EMS routing and communication protocols.
- Program Operations:
  - All equipment supplied (sticks for Modcrosse; pinnies for all programs).
  - Field setup, breakdown, attendance logs, site cleanliness and participant dismissal procedures are standardized across all locations.
- Communication & Reporting:
  - Weekly schedules, parent communication templates, incident reporting forms, and attendance logs are built into our operational rhythm.

This infrastructure allows our team to deliver the entire program without operational burden on Village staff.

---

### 3. Documentation & Administrative Readiness

All program processes, schedules, staffing materials, certificate of insurance and safety documentation have already been developed and field-tested through our existing Miami-Dade partnerships. This includes:

- Marketing ready program descriptions and seasonal calendars for JumpStart, EDGE (website, flyers)
- Skill-assessment documentation
- Daily operational checklists
- Attendance and incident logs
- Trial day registration and payment workflows
- Coaches that have already been background checked/fingerprinted or vetted through our existing partnerships with top Miami-Dade schools and are ready to go through the process with the Village
- Monthly invoicing which aligns with RAE All Day accounting cycle

Because these systems are already in use, our administrative setup for the Village is immediate and efficient, requiring only site confirmation and scheduling alignment.

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### 4. Innovative Technology & Operational Enhancements

Since the Village will be handling registration, waivers and enrollment, RAE All Day doesn't see the need for additional technology and will defer to the Village for this. We have worked with several online registration systems in the past including LeagueApps, CoCaptain, TeamSnap. We are open to the Village's suggestions on this subject if they see a need.

We use What's App Communities to connect with our families and update them on opportunities and reminders as well as Instagram.

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## 5. Phased Rollout & Continuous Improvement

The implementation plan follows a phased model building Beginners from the ground up:

Phase 1 – Launch & Stabilize (Season 1)

- Confirm site selection (KBK8 or St. Agnes)  
Launch JumpStart + EDGE Workouts on Thu/Sat schedule
- Establish baselines for enrollment, staffing levels and safety operations

Phase 2 – Growth & Integration (Season 2)

- Expand outreach to KBK8, St. Agnes, St. Christopher's and local organizations to feed JumpStart
- Increase EDGE participation as JumpStart players progress

Phase 3 – Long-Term Sustainability (Year 2+)

- Strengthen community identity through RAEwards System, chants and leadership development
- Build self-sustaining regional clusters with a Key Biscayne, coconut gove
- Reduce family travel time and cost while increasing competitive opportunities in our backyard in Miami-Dade

RAE All Day provides the Village with a turnkey, documented, fully staffed, safety-compliant, youth lacrosse program that aligns precisely with the Scope of Work. Our experience is vast and we would be honored to work with the Village of Key Biscayne as their partner. Our comprehensive approach ensures that the Village of Key Biscayne receives a reliable, scalable, community centered sports model - one that elevates youth development while reducing family burden and strengthening local lacrosse identity.



## RAE LACROSSE ESSENTIAL TEAM + LIFE SKILLS

RAE Lax jumpstarts your child's lacrosse journey by building a strong foundation in *fundamentals*, *teamwork*, and *character development*. Through our proven methodology, engaging drills, and positive coaching, players build confidence and learn skills that extend far beyond the field.

### MASTER THE FUNDAMENTALS

We break the game down to its simplest elements. Players learn the *how and why* behind: **Scoping · Cradling · Catching · Throwing · Dodging · Shooting · Defending**

### RAE MINDSET + TEAM CULTURE

Our core values—**Respect · Attitude · Effort**—are within every player's control. These traits develop *confidence*, *leadership*, and *team spirit* on and off the field.

### REPS, REPS, & MORE REPS

Consistent repetition builds *muscle memory* and *strong habits*. We combine character-building with high-rep drills to set players up for long-term growth.

### SKILLS + SMALL-SIDED GAMES

The **First Hour** features targeted Topic of the Day drills followed by fun, fast-paced gameplay to reinforce learning and coaching points. Each session blends high-repetition skill work with small-sided, high-energy games to build confidence and lasting habits.

The **Second Hour** is for athletes who want more lax action, we will scrimmage with an emphasis on developing Lax IQ.

**EQUIPMENT PROVIDED** - No special gear required – lacrosse sticks provided if players don't have their own... just bring an abundance of energy and enthusiasm!



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

[@raealldayusa](https://www.instagram.com/raealldayusa)

**FRIDAYS**  
Sept 5 - Dec 12  
NO sessions – Oct 17, 31  
& Nov 28

K – 5th Girls + Boys  
Skills 3:30-4:30pm  
Scrimmage 4:30-5:30pm

Builds Self-Confidence,  
Teamwork, Leadership +  
gRAEt Sportsmanship

“Basic Training” – Skills &  
Drills. We put the FUN in  
FUNdamentals!

Respect. Attitude. Effort.  
RAE All Day

### COACH MATT OGELSBY

Performance & Mindset Coach

40 years experience as Coach and Player

Duke University

3 x All American

3 x All ACC selection

ACC Player of the Year

12 year Pro Career in National

Lacrosse League and Major League

Lacrosse

1998 World Champion

Philadelphia Wings

- Co MVP

Positive Coaching Alliance

Cert



# TAB G: INSURANCE

## Exhibit C: 1 - Certificate of Insurance - Current example Ritz Carlton Key Biscayne (Sample)

<b>ACORD®</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 11/18/2025		
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.						
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).						
PRODUCER Beacon Sports Insurance, LLC 11 Little Ridge Rd Ridgefield CT 06877		CONTACT NAME: David Murphy PHONE (A/C, No, Ext): (978) 578-4775 E-MAIL ADDRESS: Dave@beaconsportsins.com		FAX (A/C, No): INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Insurance Company INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:		
INSURED RAE All Day 151 Crandon Blvd, Apt 107 Key Biscayne FL 33149		NAIC #				
COVERAGES		CERTIFICATE NUMBER: CL183300918		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:	Y	PHPK2681827-002	05/03/25	05/03/26	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000
	<input type="checkbox"/> AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB EXCESS LIAB <input type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE DED \$ RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A				PER STATUTE \$ OTHER \$ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)						
The certificate holder is listed as an additional insured with respects to the use of facilities Additional insured listed below Marriott International, Inc., Marriott Hotel Services, Inc., GB/JT Hotel Partners, The Ritz-Carlton Key Biscayne, Miami and The Ritz-Carlton Hotel LLC						
CERTIFICATE HOLDER			CANCELLATION			
Marriott International, Inc. Marriott Hotel Services, Inc. GB/JT Hotel Partners, The Ritz-Carlton Key Biscayne, Miami and The Ritz-Carlton Hotel LLC			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.			
			AUTHORIZED REPRESENTATIVE <i>David Murphy</i>			

ACORD 25 (2016/03)

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# VILLAGE OF KEY BISCAYNE

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## PROCUREMENT DOCUMENTS LINK

### RFP # 2025-06 Village of Key Biscayne Youth Lacrosse Program

Below are links to procurement documents for:  
(click on each line for document)

1. [Request for Proposal \(RFP\)](#)
2. [RFP Addendum No.1](#)
4. [Bid Tabulation Sheet](#)
5. [Evaluation Committee Meeting Minutes](#)
6. [Evaluation Recommendation](#)
7. [Recommended Proposal – RAE All Day LLC.](#)
8. [Purchase Requisition – N/A](#)

Daren Jairam, MBA, MHC  
Procurement Officer  
[djairam@keybiscayne.fl.gov](mailto:djairam@keybiscayne.fl.gov)  
305-365-7577



# VILLAGE OF KEY BISCAINE

## MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

**DATE:** February 11, 2026

**TO:** Steven Williamson – Village Manager  
**CC:** Benjamin Nussbaum – Village Chief Financial Officer  
 Jennifer Rodero – Chief of Staff  
 Todd Hofferberth – PROS Directors

**FROM:** Daren Jairam, Procurement Officer

**RE:** Procurement Recommendation to Award for RFP No. 2025-06, Village of Key Biscayne Youth Lacrosse Program

### RECOMMENDATION

It is recommended that the Village Manager negotiate an agreement with **RAE All Day LLC.**, for Village of Key Biscayne Youth Lacrosse Program. The proposed agreement will be for a two (2) year term with three (3) optional one-year extensions.

### BACKGROUND

In accordance with government procurement best practices, and as part of a larger effort to ensure best value and promote fair and open competition for Village contracts, the decision was made to go out to market for these services.

The Village issued an RFP on October 23, 2025. The RFP was posted to the Village’s website and Notice Board, DemandStar and Miami Herald. A non-mandatory pre-conference meeting was held for interested vendors where a bid summary was given.

The RFP allows potential vendors to submit their best proposals based on the defined scope of services, focusing not solely on pricing but on proposed approaches, creativity, and technical solutions that align with the Village’s needs. It also provides the Village the opportunity to negotiate a best and final offer.

### SCOPE OF WORK

The Village intends to select a qualified and experienced production company to provide youth lacrosse program management services to operate and manage a youth lacrosse program for boys and girls aged 5-18. With the intent of selecting a proposer that demonstrates the ability to operate, manage, and grow a comprehensive youth lacrosse program consistent with the Village’s long-term recreational objectives. Contractor is expected to provide coaches and administrative staff, a detailed program plan, including, but not limited to, information as to the practices and game sessions, game schedules and times, court usage and any other pertinent information. Service shall be in full accordance with the specifications, terms and conditions contained in this Request for Proposal (RFP).

To qualify for award, prospective Proposers were required to:

- A. Meet the objectives set in the RFP Scope of Services.
- B. Have a minimum of 3 years of experience.



# VILLAGE OF KEY BISCAINE

- C. Have experience and qualified staff to manage and execute the requested services.
- D. Be a licensed, permitted, certifications and insured vendor/business in the State of Florida.

**EVALUATION AND RANKING PROCESS**

On December 08, 2025, two (2) proposals were received from the following firms:

No.	Proposer	Years Experience	Hourly Rate
1.	MDX Sports Inc.	5	\$ 35.00
2.	RAE All Day LLC.	30	Beginners \$45.00, Intermediate/Advance \$65.00 <b>(Average \$55.00)</b>

The Evaluation Committee comprises the following individuals:

- Todd Hofferberth, PROS Director
- Colleen Durfee, CIP/Grants Manager
- Saivy Nasser, Public Works Engineer
- Silvia Zavala Garcia-Serra – Village Athletic Advisory Board Member
- Paul Zuccarini – Village Athletic Advisory Board Member

Procurement conducted a thorough due diligence review of the proposals and determined that the proposals were responsive, with no material defects identified in the proposals or the qualifications of the proposers. Each proposer is properly licensed and qualified to perform the work, has provided the required certifications and references, and no issues were found indicating that any of the responsive proposers would be incapable of delivering the services.

The Evaluation Committee was provided with the proposals and on January 06, 2026, conducted its first meeting to discuss, review, hear presentations, score, and/or rank the proposals. Upon reviewing and discussing the two (2) Proposals the members proceeded to score. Once the technical scores were finalized, the pricing scores for each vendor were added resulting in the following ranking:

- a. Experience / Qualifications / Work Reference of Entity and Success – 20 pts.
- b. Experience / Qualifications of Personnel – 20 pts.
- c. Service / Program Plan / Approach – 35 pts.
- d. Price (20) / Financial Strength and Sustainability (5) – 25 pts.

Committee Member	MDX Sports Inc.	RAE All Day LLC.
SCORES PRIOR TO FINANCIALS (75 Points)		
	Scores	Scores
Todd Hofferberth	61	67
Colleen Durfee	60	75
Saivy Nasser	50	75
Silvia Zavala Garcia-Serra	73	75
Paul Zuccarini	72	72



# VILLAGE OF KEY BISCAINE

<b>Total</b>	316		364	
	<b>SCORES AND RANKING WITH FINANCIAL (25 Points)</b>			
<b>FINANCIAL SCORE</b>	<b>21.00</b>		<b>11.90</b>	
	<b>Scores</b>	<b>Rank</b>	<b>Scores</b>	<b>Rank</b>
Todd Hofferberth	82.00	1	78.90	2
Colleen Durfee	81.00	2	86.90	1
Saivy Nasser	71.00	2	86.90	1
Silvia Zavala Garcia-Serra	94.00	1	86.90	2
Paul Zuccarini	93.00	1	83.90	2
<b>Total Scores and Ranking</b>	421.00	7	423.50	8
<b>Final Ranking</b>	<b>1</b>		<b>2</b>	
	<b>MDX Sports Inc.</b>		<b>RAE All Day LLC.</b>	

Proposers were scored out of 500 points then ranked, number 1 being most favorable out of the ranking in the following order:

1. MDX Sports Inc.
2. RAE All Day LLC.

Prior to the inclusion of the financial component, the evaluation committee’s scores clearly favored **RAE All Day LLC.**, with four (4) members scoring in its favor and one (1) tie. The committee collectively agreed that RAE All Day LLC.’s energy, experience, and programmatic approach demonstrated a stronger alignment with the Village’s goals and presented a greater potential to enhance and grow the program.

Based on the Program Description and Scope of Work requirements outlined in the RFP, RAE All Day LLC. was selected because its proposal demonstrated stronger alignment with the Village’s operational, programmatic, and sustainability objectives compared to MDX Sports Inc.

**1. Alignment With Program Management and Growth Objectives**

The RFP requires the Contractor to operate and manage a youth lacrosse program and provide a detailed Program Plan that supports program development and growth (Sections 2.1 and 2.2).

RAE All Day LLC proposed a comprehensive program development strategy that includes expanded programming, participation initiatives, and a vision for regional competition, demonstrating a proactive approach to program growth and long-term sustainability.

MDX Sports Inc. proposed a plan that primarily focused on maintaining the existing program structure, with limited expansion initiatives and declining registration trends, which did not fully align with the Village’s growth objectives.

**2. Program Plan and Participation Strategy**

Section 2.2 requires a detailed Program Plan addressing schedules, staffing, projected enrollment, team composition, and equipment needs.



# VILLAGE OF KEY BISCAINE

RAE All Day LLC presented a detailed and forward-looking program structure, including innovative participation formats such as sixes-format scrimmages designed to increase enrollment, engagement, and program accessibility.

MDX Sports Inc. did not present comparable growth-oriented participation strategies or innovative program formats.

### 3. Financial Sustainability and Cost Responsibility

Section 2.4 requires the Contractor to be solely responsible for program costs and to remit gross revenue to the Village.

Although RAE All Day LLC proposed higher participant pricing, RAE demonstrated a financially sustainable program delivery model supported by comprehensive financial documentation.

MDX Sports Inc. indicated that the program operates at a loss and is difficult to sustain, raising concerns regarding long-term program viability and compliance with the financial framework required by the RFP.

### 4. Experience and Operational Capacity

The RFP requires a qualified contractor capable of managing staffing, safety protocols, and program operations (Sections 2.2, 2.6, and 2.7).

RAE All Day LLC. demonstrated significantly greater experience (approximately 25 additional years) in youth lacrosse programming and management, supporting confidence in operational execution, staffing oversight, and compliance with vetting and safety requirements.

### 5. Community and Stakeholder Engagement

The RFP emphasizes program branding, marketing, and community participation (Sections 2.1 and 2.5).

RAE All Day LLC. demonstrated a proactive approach to parent and community engagement and proposed marketing and sponsorship strategies consistent with Village branding requirements.

MDX Sports Inc. provided limited evidence of enhanced outreach or community engagement initiatives beyond current operations.

### 6. Vision for Regional Program Development

RAE All Day LLC. proposed establishing a local and regional competitive structure, allowing teams from neighboring communities to participate, which aligns with the Village's broader recreational development goals and enhances program quality and visibility.

MDX Sports Inc. did not provide a comparable regional development vision.

### RECOMMENDATION

In summary, Based on the Evaluation Committee's decision, it is recommended that the Village Manager executes a contract, substantially in the form attached as Exhibit A, with the Proposer **RAE All Day LLC.** for the following reasons:



# VILLAGE OF KEY BISCAYNE

1. **Experience:** RAE All Day LLC. has approximately 25 more years of relevant experience compared to MDX.
2. **Program Growth Strategy:** RAE proposed a sustainable growth model, whereas MDX’s proposal focused primarily on maintaining the current program. Additionally, MDX’s registration numbers have been declining.
3. **Financial Sustainability:** Although RAE’s pricing is higher, MDX indicated that the program currently operates at a loss and is difficult to sustain long-term.
4. **Participation Strategy:** RAE plans to introduce sixes-format scrimmages to increase engagement and participation.
5. **Community Engagement:** RAE demonstrated strong motivation and a proactive approach to engaging parents and community stakeholders to support and grow the program.
6. **Program Vision:** RAE presented a vision that includes developing a local and regional competitive structure, enabling teams from neighboring communities to participate and compete.

In the event an agreement cannot be reached with the top-ranked Proposer, it is further recommended that the Village Manager terminate negotiations with that firm and proceed with negotiations with the next-ranked Proposers until an agreement can be reached.

Concur

Reject

Signed by:

*Steven C Williamson*

CF5C695978AA42B...

Steven Williamson – Village Manager

2/16/2026

Date



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
TO: Honorable Mayor and Councilmembers  
THRU: ~~Steven C. Williamson, Village Manager~~  
FROM: Jeremy Calleros Gauger, Director – Building, Zoning, & Planning Department  
RE: Swale Code Compliance

### RECOMMENDATION

Recommend the Village Council approve the resolution defining short-term code compliance enforcement and long-term recommendations directing staff to improve swales.

### DISCUSSION

**Purpose:** Clarify and define code compliance standards for swales in the Village. This will direct code compliance staff to improve compliance in the short term and direct staff to recommend changes to the Code to improve swales over the longer term.

**Background:** Staff has sought guidance from Council due to past uneven enforcement of the code and some confusion about how to balance homeowners rationally reacting to construction site parking spillover and the letter of the law. Traditionally, alternative materials have been installed by homeowners and tolerated by the Village. Recently, residents have deployed a variety of materials to prevent parking which have led to other residents' complaints about their appearance and safety.

Council directed staff to improve compliance based on their own observations and complaints from residents during the February 2026 Council meeting. In turn, Village staff sought guidance from Council since strict enforcement would have a number of unintended negative consequences.

Staff and Council held a public workshop on Wednesday February 25, 2026, at which staff solicited advice from the public and Council. After considering options and discussing the issues, Council has directed staff, as per Chapter 21 – Article II of the Code, to:

- Street Edge Clearance - clear the three footstep-off zone of vertical obstructions,
- Line-of-Sight Protection - improve site-line compliance - maintain clear sight triangles at intersections and driveways,
- Removal of Non-Landscape Materials - clear the entire swale of non-landscape materials,
- Sidewalk Clearance - ensure unobstructed pedestrian paths, and
- Repair of Damaged Right-of-Way Elements – require restoration of all elements (landscaping, grass, sidewalks, and curbs) following construction activities

Council also directed staff to recommend code changes to be considered by Council for adoptions including:

- Proposing an alternative material to the currently allowed sod in the step-off zone.
- Consider standardizing the size of the required step-off zone at 3' or 6'.
- Better define non-landscape and landscape materials.

Examples of Landscape Materials as defined in Chapter 21 of the Village Code of Ordinances: “*Landscape Materials*. Plants, trees, decorative rocks (natural or artificial) and similar items that accent the overall appearance of property.”

In addition to plants and decorative rocks as mentioned in the definition staff has considered the following items “Landscape Materials” since they are traditionally used as borders in planters and are similar to impact as decorative rocks in obstructing vehicles. The following items have been allowed in the swale outside the step-off zone.

- Railroad ties, particularly when embedded in-grade
- Metal or plastic landscape edging
- Posts supporting a draped barrier rope or chain
- Assorted gravel types.

Disallowed items include:

- Reflector poles
- Plastic sticks
- Concrete domes or pyramids
- Artificial turf

Lastly, Council also directed staff to enforce illegal parking regulations:

- Ensure that all parking within the right-of-way, including streets, swales, sidewalks, and sight-triangle is conducted safely and in accordance with Village code.

**Justification:** Approving the resolution will give clear direction for staff to carry out improved code compliance enforcement.

**Implementation:**

- Education Campaign
  - Clarify definitions of landscape materials
  - Swale inspection protocol for staff
  - Develop graphics and information to clearly communicate complex regulations
    - Swale standards guide: “Allowed v. Not Allowed”
    - FAQ and resident support resources
    - Website, social media, and Village Connect messaging
    - Door hangers
  - Designate a dedicated contact for questions
  - Village-wide communication to residents

- Warning and notification phase
  - Issue courtesy notices based on standard protocol
  - Leave door hangers with clear compliance instructions and contact information for questions.
- Enforcement phase
  - Designate a clear start date for commencing enforcement
  - Coordinate Code Compliance, Public Works, and Police operations
  - Progressive enforcement for continued violations
- Code review and refinement
  - Clarify definitions (e.g., non-landscape materials)
  - Review of height limits, sight-triangle requirements, and contractor restoration requirements
  - Make other recommendations and clarifications
- Monitor and report progress
  - Track monthly metrics: notices of violation, compliance rates, sight-line obstructions, parking hotspots, restoration cases, and locations.
  - Report to Council via quarterly code compliance reporting.

## **RESOURCE IMPACT**

**Recurring Funding:** Typical funding required for code compliance activity and support for compliance staff. Printing costs for door hangers or other specialty printed materials.

**Personnel:** Existing code compliance staff. Two officers focused on non-Building Code issues, administrative support. Additional staff or consultant time to develop and refine graphic educational content.

**Equipment:** Existing code compliance equipment.

**Facilities:** Existing code compliance facilities

**Training:** Training will be for residents through an education campaign.

## **STRATEGIC CONNECTION (GOAL / FOCUS AREA)**

Supports the Village’s broader goal of maintaining a Safe and Secure Village by enhancing pedestrian safety. The proposed actions, clearing the step-off zone and improving sight lines, directly contribute to creating safer walking conditions for residents.

- Goal: Thriving & Vibrant Community and Local Marketplace
- Focus Area: Preserve and Shape Village Character
- Action: Strengthen code violation enforcement and collections

**Prepared by:** Jeremy Calleros Gauger, Building, Zoning, and Planning Director

*Reviewed by Mr. Chad Friedman from Weiss Serota Helfman Cole & Bierman as to form and legal sufficiency.*

**RESOLUTION NO. 2026 \_\_\_\_\_**

**A RESOLUTION OF THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA, APPROVING AND DIRECTING THE VILLAGE MANAGER TO PROCEED WITH CODE COMPLIANCE ENFORCEMENT GOALS TO IMPROVE SWALES IN THE VILLAGE; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, on February 25, 2026, the Village of Key Biscayne (the “Village”) held a Swale Management and Sightline Workshop to discuss compliance standards for swales in the Village; and

**WHEREAS**, after considering options and discussing the issues, the Village Council directed staff to proceed with certain goals to improve swales; and

**WHEREAS**, the Village Council desires to approve and direct the Village Manager to proceed with compliance enforcement goals including: (i) street edge clearance - clear the three footstep-off zone of vertical obstructions, (ii) line-of-sight protection - improve site-line compliance - maintain clear sight triangles at intersections and driveways, (iii) removal of non-landscape materials - clear the entire swale of non-landscape materials, (iv) sidewalk clearance - ensure unobstructed pedestrian paths, and (v) repair of damaged right-of-way elements – require restoration of all elements (landscaping, grass, sidewalks, and curbs) following construction activities; and

**WHEREAS**, the Village Council further desires to approve and direct the Village Manager to recommend code changes to be considered by the Village Council for adoption including proposing an alternative material to the currently allowed sod in the step-off zone, consider standardizing the size of the required step-off zone at 3’ or 6’, and better define non-landscape and landscape materials; and

WHEREAS, the Village Council finds that this Resolution is in the best interest and welfare of the residents of the Village.

NOW, THEREFORE, BE IT RESOLVED BY THE VILLAGE COUNCIL OF THE VILLAGE OF KEY BISCAYNE, FLORIDA AS FOLLOWS:

**Section 1. Recitals.** Each of the above-stated recitals are hereby adopted, confirmed, and incorporated herein.

**Section 2. Approval and Direction.** The Village Council approves and directs the Village Manager to proceed with compliance enforcement goals including: (i) street edge clearance - clear the three footstep-off zone of vertical obstructions, (ii) line-of-sight protection - improve site-line compliance - maintain clear sight triangles at intersections and driveways, (iii) removal of non-landscape materials - clear the entire swale of non-landscape materials, (iv) sidewalk clearance - ensure unobstructed pedestrian paths, and (v) repair of damaged right-of-way elements – require restoration of all elements (landscaping, grass, sidewalks, and curbs) following construction activities. The Village Council further desires to approve and direct the Village Manager to recommend code changes to be considered by the Village Council for adoption including proposing an alternative material to the currently allowed sod in the step-off zone, consider standardizing the size of the required step-off zone at 3’ or 6’, and better define non-landscape and landscape materials.

**Section 3. Effective Date.** This Resolution shall be effective immediately upon adoption.

PASSED and ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2026.

\_\_\_\_\_  
JOE I. RASCO, MAYOR

ATTEST:

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JOCELYN B. KOCH, CMC  
VILLAGE CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY:

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WEISS SEROTA HELFMAN COLE & BIERMAN, P.L.  
VILLAGE ATTORNEY



# VILLAGE OF KEY BISCAIYNE

## STAFF MEMORANDUM

*Village Council*  
**Joe I. Rasco, Mayor**  
**Oscar Sardiñas, Vice Mayor**  
**Michael F. Bracken**  
**Franklin H. Caplan**  
**Edward London**  
**Nancy Stoner**  
**Fernando A. Vazquez**

*Village Manager*  
**Steven C. Williamson**

DATE: March 10, 2026  
 TO: Honorable Mayor and Councilmembers  
 FROM: Steven C. Williamson, Village Manager  
 RE: Manager's Report

### 1. PROPERTY TAX REFORM (Chief Financial Officer Benjamin Nussbaum)

#### Florida House

On February 19, 2026, the House adopted an amendment to HB 203 that removed the slow phase-in and instead moved toward a much more immediate elimination of non-school property taxes on homesteads. The initial proposal contemplated a 10 year phase out of non school ad valorem taxes on homesteaded property. The exemption would have increased incrementally each year, gradually eliminating taxes on homesteads by 2037.

The amendment kept other key provisions, including prohibiting local governments from reducing law-enforcement and first-responder funding below a baseline level. This bill would eliminate \$10.6m in ad-valorem revenue for the Village.

#### Florida Senate

Florida Senate has not yet agreed to a companion bill and has been slower to release its own proposal. The Senate leadership has expressed caution, and differences between the chambers on this and other issues could affect whether a final property tax measure is agreed upon before the session's scheduled March 13 adjournment. Session leadership has acknowledged ongoing negotiations and the possibility of extended or special session activity to resolve key tax and budget issues.

### 2. CODE COMPLIANCE QUARTERLY STATS (Building, Zoning, and Planning Director Jeremy Calleros Gauger)

#### Complaint-Driven vs. Proactive Enforcement

- Complaint-driven: Relies on resident reports, often delaying enforcement and allowing repeated violations.
- Proactive: Inspections are routine and scheduled, preventing violations, reducing enforcement costs, and improving community satisfaction.
- The Village has increased proactive enforcement through increased staffing, particularly at construction sites.

The Department's 95.62% proactive inspection rate demonstrates strong compliance and is amongst the highest in the state.

Code Compliance Activity	2023	2024	2025	2025	2026
	Q1	Q1	Q1	Q4	Q1
<b>Notices of Violation:</b>	23	13	60	61	15
<b>Warning of Violation &amp; Door Hangers</b>	265	288	159	136	296
<b>Construction Site Inspections (NPDES)</b>	301	775	789	643	1536
<b>Nighttime Beach Inspections:</b>	0	0	28	48	15
<b>Lien Searches:</b>	97	106	41	85	104
<b>Red Tags Issued:</b>				11	14

**EXPANDED COMPLIANCE:**

- **Short-Term Rentals (STR) Compliance:** Since the implementation of the GovOS software, the Department has issued over 140 notices to property owners. These property owners are now following and complying with the Village code related to Short-Term Rentals (STRs).
- **BTR Renewal:** As of March 2, the Department has collected the majority of Business Tax Receipt (BTR) fees, with \$1,038.56 pending collection. Follow-up efforts continue with businesses that have not yet renewed to ensure full compliance.
- **Active Construction Sites:** The Department is currently monitoring 55 new single-family homes, 21 full home remodeling, and 13 vacant lots. Additionally, 7 new homes are preparing to begin demolition, as demo permits have already been approved. Weekly inspections continue to ensure safety, site cleanliness, and Water Quality (NPDES) compliance.
- **Weekend Patrols and Noise Ordinance Compliance:** Weekend patrols remain ongoing. No construction activity has been observed on weekends, except for rare cases identified during patrols. Those cases were cited and addressed accordingly.
- **40-Year Recertification:** There are significant construction projects underway so buildings resolve 40-50-Year Recertification issues.
- **Beach Management Plan Enforcement:** The Department conducted the initial pre-nesting season survey in coordination with the Florida Fish and Wildlife Conservation Commission and the Sea Turtle Conservancy. We are currently working with properties where violations were observed. Our goal is to achieve full compliance prior to the nesting season beginning in April.
- **Multifamily & Business Fire Safety Enforcement:** The Department is proactively working with the Fire Department in multifamily and business areas to address fire and building safety compliance. Most recently, a local restaurant was red-tagged and required to cease operations due to fire and building code violations.
- **Speed Zone Camera Hearings:** The Department participated in its first Speed Zone Camera hearing in coordination with the Police Department, assisting with case preparation, third-party vendor coordination, and training for Magistrate Board members.
- **Permit Enforcement & Condominium Monitoring:** Monitoring of condominium areas continues for unpermitted work and work outside

approved scope. The Department is also addressing expired and open permits, including mailing notices for open mechanical, plumbing, and air conditioning permits, and assisting property owners through the compliance process.

**3. BUILDING DEPARTMENT QUARTERLY STATS (Building, Zoning, and Planning Director Jeremy Calleros Gauger)**

**December 1, 2025 to February 28, 2026**

<b>Reviews Completed</b>	308
<b>Permits Finaled</b>	183
Electrical	120
Mechanical	53
Roofing	10
<b>Issued Permits</b>	146
Electrical	79
Mechanical	53
Roofing	14
<b>Permits Applied For</b>	132
Electrical	76
Mechanical	56
<b>Inspections Completed</b>	1309
Building	658
Electrical	357
Mechanical	86
Plumbing	208
<b>Average Days to Final</b>	26
<b>Average Days Between Permit Submittal and Permit Activated</b>	211
<b>Total Invoice Payments Posted</b>	\$454,569.29
<b>Total Job Value</b>	\$28,518,486.19

**4. ZORC UPDATE (Building, Zoning, and Planning Director Jeremy Calleros Gauger)**

The Zoning Ordinance Reform Committee has met on ten occasions and is preparing the following recommendations:

- Adapt the code to accommodate and improve aesthetics of elevated homes which are more resilient to sea level rise.
- Emphasize the importance of a lower entryway as mitigating the impact elevated homes.

- Reduce elements which encroach in setbacks.
- Clarify lot coverage requirements to meet the current intent of regulating building massing.
- Set conditions for the understory of homes to be more appealing while adapting to roads potentially being raised in the future.
- Update and clarify a number of definitions which have errors, many of which were identified by the previous ZORC.

## 5. COMMUNITY RATING SYSTEM (CRS) REPORT (Building, Zoning, and Planning Director Jeremy Calleros Gauger)

The Village receives Community Rating System (CRS) points for completing various requirements of the program, which includes providing copies of the attached reports to the Village Council.

CRS is a voluntary, incentive-based rating program that recognizes and encourages community floodplain management activities that exceed the minimum National Flood Insurance Program's (NFIP) requirements.

Flood insurance premium rates are discounted to reflect the reduced flood risk resulting from the community's efforts that address the three goals of the program:

1. Reduce and avoid flood damage to insurable property
2. Strengthen and support the insurance aspects of the NFIP
3. Foster comprehensive floodplain management

These reports include all the requirements of the CRS program. As a participating community in the National Flood Insurance Program's (NFIP) Community Rating System (CRS), the Village is required to submit the following annual progress reports to the governing body for CRS credited plans:

**The Program for Public Information (PPI)** is a key component of the Community Rating System (CRS) that focuses on educating the public about flood risks and how to reduce them. Actions people can take to protect themselves and their property, such as purchasing flood insurance, elevating structures, or creating emergency plans.

**The Floodplain Species Plan (FSP)** is a formal document that identifies, evaluates, and guides the protection of environmentally sensitive species and habitats within a community's floodplains.

Helps ensure that floodplain management activities also protect the natural environmental systems that lessen flooding impacts over time.

**The Floodplain Management Plan (FMP)** serves as the Village's strategic plan for reducing flood risk and coordinating mitigation efforts, closely aligned with the Local Mitigation Strategy (LMS), a hazard mitigation plan.

Many federal mitigation grant programs, including FEMA's Hazard Mitigation Grant Program, require an up-to-date LMS.

- a. Exhibit A – 2025-2026 Annual Evaluation Report
- b. Exhibit B – 2026 Annual Progress Report on Implementation of Credited Plan
- c. Exhibit C – 2026 Annual Progress Report on Flood Mitigation Plan

**6. PROCUREMENT UPDATE (Procurement Officer Daren Jairam)**

The Procurement Division strives to procure the highest quality materials and services required for Village of Key Biscayne operations at the best value, within the established purchasing thresholds determined by the annual budget, and in accordance with all Village, State, and Federal regulations.

**Current Open Bids (Under Cone of Silence):**

- 1. ITB # 2026-05 Key Biscayne Beach Park Renovation Project – Closing March 24, 2026
- 2. RFQ # 2026-03 Continuing Architectural, Engineering & Planning Services – Closing April 9, 2026

**Procurement – Pending Release:**

- 1. RFP # 2026-01 Solid Waste and Recycling Collection and Disposal Services (To be released for bidding in March)
- 2. ITB # 2026-06 Harbor Drive Milling, Resurfacing & Roadway Reconstruction (To be released for bidding in March)

**Procurement Items Under Review:**

- 1. ITB - Parks, Recreation and Open Spaces - Safety Surfacing for the Artificial Turf Borders

**Agreements Under Review for Renewal:**

- 1. HML Public Outreach LLC. - Communications and Community Engagement Services
- 2. BrightView Landscape Services Inc. - Athletic Field Maintenance Services
- 3. BrightView Landscape Services Inc. - Landscape Maintenance Services
- 4. CRS Max Consultants Inc. - Community Rating System (CRS) Verification Visit Consulting Serv.
- 5. Fireworks by Grucci - 4th of July Fireworks
- 6. Beefree LLC. - On-Demand Transit Services
- 7. Coastal Building Maintenance (CBM)- Custodial Services
- 8. City of Miami Automatic Aid Agreement

**7. CIP FY26 MONTHLY REPORT (Cip and Grants Manager Colleen Durfee)**

- a. Exhibit D



## Program for Public Information (PPI) Flood Insurance Promotion (FIP) 2025-2026 Annual Evaluation Report

**Community:** Village of Key Biscayne, Florida (CID# 120648)  
**Name of PPI:** Program for Public Information – Village of Key Biscayne, FL  
**Submitted by:** Jeremy Calleros Gauger, Mariana Dominguez-Hardie  
**Email:** Jeremy Calleros Gauger <jgauger@keybiscayne.fl.gov >;  
Mariana Dominguez-Hardie <mdominguez@keybiscayne.fl.gov>  
**Date of Report:** February 11, 2026  
**Date Report sent to Governing Body(s):** March 10, 2026

### 1. Date of the annual PPI committee meeting for this evaluation:

- January 8, 2026 - Outreach Project review and Insurance Coverage Plan review - fulfills annual PPI reporting requirement.

### 2. List of Task Force members that attended the annual PPI Task Force meeting:

- Task Force Members – Stakeholders:
  - Tatyana Chiocchetti –Business Community Stakeholder
  - Alejandro Perez Duque – Insurance Industry
  - Vivian Galego-Mendez – Chamber and Real Estate
  - Joe Coote – Hospitality and Property Management
- Task Force Members – Village Staff:
  - Roland Samimy, PhD – Resiliency and Sustainability Officer
  - Olga M. Garcia – Planning and Zoning
  - Jeremy Gauger – Building Department
  - Mariana Dominguez-Hardie – CRS Coordinator

### 3. List the Priority audiences for your community:

Target area #1: Properties within the Repetitive Loss Areas  
Target area #2: Special Flood Hazard Area  
Target Area #14 Beachfront properties (added 2026)

Target audience #3: Real Estate Agencies  
Target audience #4: Insurance Agencies  
Target audience #5: Banks and Mortgage Companies

- Target audience #6: Homeowner and Condominium Association Presidents and/or Managers
- Target audience #7: Commercial Property Managers
- Target audience #8: Chamber of Commerce Businesses
- Target audience #9: New Solid Waste Customers
- Target audience #10: Schools
- Target audience #11: Service/ Civic Clubs in Village
- Target audience #12: Socially Vulnerable Populations (through ASK and 'It Takes a Village') (2025)
- Target audience #13: Lawncare and Landscaping Professionals (Added 2025)

**4. List the Topics and associated messages with the desired outcomes for each message:**

<b>Table 2. Topics, Messages and Desired Outcomes</b>		
<b>Topic</b>	<b>Message</b>	<b>Outcome</b>
<b>1. Know your flood hazard</b>	<p>1A. Know your zone. Contact Chief Building Official Rene Velazco at (305) 365-8902, or via email at <a href="mailto:rvelazco@keybiscayne.fl.gov">rvelazco@keybiscayne.fl.gov</a>.</p> <p>1B. The entire Village is in the Special Flood Hazard Area.</p> <p>1C. (added in 2026) The Village provides flood zone information upon request. You may contact Chief Building Official Rene Velazco at (305) 3658902, or via email at <a href="mailto:rvelazco@keybiscayne.fl.gov">rvelazco@keybiscayne.fl.gov</a>. You may request:</p> <ul style="list-style-type: none"> <li>• Determination of FIRM Flood Zone.</li> <li>• If there have been drainage problems in the area after heavy rainfall in a short period of time.</li> <li>• If flood insurance claims have been filed repeatedly in the area.</li> <li>• Additional data for a site such as base flood elevation (BFE) or depth.</li> <li>• How to access the FIRM for Key Biscayne.</li> <li>• If an Elevation Certificate is on file for a building.</li> </ul> <p>1D. King Tides are the highest tides of the year. In Key Biscayne, King Tides can cause coastal flooding even on sunny days. Mark your calendar and plan ahead! (added in 2026 for Social Media)</p>	More map information inquiries
<b>2. Insure your property for flood hazard</b>	<p>2A. Everyone in Florida should have flood insurance!</p> <p>2B. Do not wait until a storm warning is issued to talk to an insurance agent!</p>	Increase in the number of flood insurance policies
<b>3. Protect people from the hazard</b>	<p>3A. Stay connected: the Village urges you to sign up at <a href="https://keybiscayne.fl.gov/alerts">https://keybiscayne.fl.gov/alerts</a> to receive emergency alerts from the Village. (updated link 2026)</p> <p>3B. Make an emergency supply kit with food, water, clothing, medicine, batteries, radio, flashlights, etc.</p> <p>3C. Do not drive through a flooded area.</p> <p>3D. Never play or walk in flooded areas: Floodwaters can be deeper and more dangerous than they appear, often containing debris or contamination. (added in 2026 for Social Media)</p> <p>3E. Now's the time to prepare. Do not wait until a storm approaches. Stay informed, stock your emergency kit, and make sure your family has a plan. (added in 2026 for Social Media)</p> <p>3F. Know your evacuation zone and route: Key Biscayne is in Zone A, which is the first to be evacuated in the event of a hurricane. (added in 2026)</p>	Fewer cases of loss of life or exposure to danger resulting from floods.
<b>4. Protect your property from the hazard</b>	<p>4A. If you know a flood is coming, shut off the electricity, and elevate valuable contents in your building.</p> <p>4B. You can help to protect a property from flood damage by:</p>	Reduced property loss due to flooding

	<ul style="list-style-type: none"> <li>elevating the building and/or utilities and electrical equipment,</li> <li>re-grading the lot to provide better storage of stormwater runoff,</li> <li>building a small earthen berm around the perimeter of the building.</li> </ul> <p>4C. Upon request, Village Staff will provide property protection assistance to help resolve problems related to flooding and will make a site visit if necessary. Please call (305) 365-8902. Talk to the Building Department for information on financial assistance for flood mitigation projects. (added in 2026)</p> <p>4D. Clear debris from drains near your home: Even a few palm fronds can block stormwater drains and increase flooding. Taking a moment to remove debris helps keep water flowing freely and protects your property. (added in 2026 for Social Media)</p> <p>4E. Oceanfront property owners should review and update their Beach Management Plan before Hurricane Season each year, especially the provisions on storing and securing outdoor furniture such as lounges, chairs and umbrellas. (added in 2026)</p> <p>4F. If you own a boat, remember to secure it! (added in 2026)</p>	
<b>5. Build responsibly</b>	5. Some flood protection methods require a construction permit, so always call the Building Department before altering your property at (305) 365-8902. (edited 2026)	Reduced number of building department citations
<b>6. Protect natural floodplain functions</b>	<p>6A. You can help the Village of Key Biscayne by preserving open public spaces, dunes, and mangroves. (edited in 2026)</p> <p>6B. You can help the Village of Key Biscayne by converting unused paved areas to a natural state (added 2026)</p> <p>6C. No Dumping: Drains to waterway. (added 2026 for signs on storm drains)</p> <p>6D. Don't throw anything into drains, swales, or any waterway in, or bordering the Village. It is illegal to do so. Remember "No Dumping: Drains to Bay." (added 2026)</p> <p>6E. Protect dunes by not walking, digging, or climbing on them. (added in 2026 for Beach signs)</p>	Increased support for protecting natural areas.
<b>7. Evacuate</b>	7. You must evacuate once the order is given.	Reduces loss from failure to evacuate
<b>8. Keep storm drains clean</b>	8. Do not place yard clippings, oil, paint or branches near or on top of storm drains.	Reduced flooding from clogged storm drains
<b>9. Support resiliency</b>	9. Lean more about climate change at KeyBiscayne.fl.gov and click on Village Services, then "Resiliency & Sustainability".	Increased awareness of and support for resiliency measures
<b>10. Purchase flood insurance</b>	10. Purchase flood insurance to protect your property and its contents. (edited in 2026)	Increased flood insurance coverage

**5. List the projects in the PPI used to convey the above messages:**

- Annual Hurricane and Flood Guide distributed
- Annual Hurricane and Flood Guide made available
- Instagram posts of flood information (replaced Twitter posts in 2024)
- Facebook postings of flood information
- Government TV channel
- Distribution at Electronic Recycling Drive
- Distribution at CPR Training

- Distribution at 4th of July
- Distribution at Stormwater Drainage/Flood Workshop
- ~~Distribution at Vision Board Meeting (discontinued in 2024)~~
- ~~Distribution at Active Seniors on the Key (ASK) (discontinued 2024)~~
- ~~HOA Hurricane Workshop (discontinued 2024)~~
- Miami-Dade County advisements pertaining to floods
- Miami-Dade Next Door postings
- Email blasts
- Literature available in Village buildings, including flood insurance promotion
- ~~Flood insurance promotion letter from Mayor (370) printed~~
- Flood insurance promotion letter from Mayor (370) [electronic \(edited to replace printed 2025\)](#)
- Miami-Dade County Hurricane Guide
- Articles and ads in weekly newspaper
- Distribution through welcome bags at Welcome Center
- Distribution at Council meetings
- Reverse 911 phone calls – VINS (Everbridge)
- Flood Insurance Advice Brochures Distribution
- Distribution to contractors at Building Department
- Repetitive Loss Areas Outreach Project
- Printed or electronic flood mitigation information to SFHA
- Distribution of flood mitigation information to schools
- Chamber posts, emails and newsletters
- Letter [or email](#) to realtors with flood mitigation information [\(edited 2025\)](#)
- Letter [or email](#) to [insurance] agencies with flood mitigation information [\(edited 2025\)](#)
- Letter [or email](#) to [banks and mortgage] agencies with flood mitigation information [\(edited 2025\)](#)
- ~~Email or written advisements with flood mitigation information – Condo & HOA Presidents managers (discontinued in 2024, replaced with Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers)~~
- Letters [or emails](#) sent to [service/civic] clubs with flood mitigation information [\(edited 2025\)](#)
- ~~Information provided when new account is opened – solid waste customers (discontinued in 2024, most interaction is electronic now)~~
- ~~Letters or emails sent with flood mitigation information – commercial property managers (discontinued in 2024, replaced with Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers)~~
- Hurricane and Flood Mitigation Meeting for (ASK) Active Seniors on the Key [\(added 2024\)](#)
- Hurricane and Flood Mitigation Meeting open to the Community [\(added 2024\)](#)
- Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers [\(added 2024\)](#)
- ~~Lunch & Learn Series (discontinued in 2026, replaced w/ neighborhood workshops & community meetings)~~
- No Dumping Signs on storm drains [\(added 2026\)](#)
- Outreach (bilingual brochure?) to Lawncare and Landscaping Professionals [\(Added 2026\)](#)
- Outreach to Beachfront Properties (King tide Beach & Beach Management Plan messaging) [\(added 2026\)](#)
- Beach signs about protecting dunes [\(added in 2026. The signs also offer QR codes to help beachgoers understand the beach water quality with links to the Florida Department of Health and Miami Waterkeepers.\)](#)
- Swale maintenance meetings [\(added in 2026\)](#)
- Resiliency Committee outreach efforts and events [\(added in 2026\)](#)
- Neighborhood workshops, community meetings and other in-person meetings [\(added in 2026 to replace Lunch & Learns\)](#)

**6. List which projects were implemented for this reporting period:**

**Completed:**

- Annual Hurricane and Flood Guide distributed
- Annual Hurricane and Flood Guide made available
- Instagram posts of flood information
- Facebook postings of flood information
- Distribution at Electronic Recycling Drive
- Distribution at Stormwater Drainage/Flood Workshop
- Miami-Dade County advisements pertaining to floods
- Miami-Dade Next Door postings
- Email blasts
- Literature available in Village buildings, including flood insurance promotion
- Miami-Dade County Hurricane Guide
- Articles and ads in weekly newspaper
- Distribution at Council meetings
- Reverse 911 phone calls – VINS (Everbridge)
- Flood Insurance Advice Brochures Distribution - Distributed as needed, based on inquiries
- Letters or emails sent to [service/civic] clubs with flood mitigation information
- Hurricane and Flood Mitigation Meeting for (ASK) Active Seniors on the Key
- Hurricane and Flood Mitigation Meeting open to the Community
- Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers
- No Dumping Signs on storm drains
- Beach signs about protecting dunes
- Swale maintenance meetings
- Resiliency Committee outreach efforts and events

**Underway (at time of meeting) expected to be completed by February 1st:**

- Flood insurance promotion letter from Mayor (370) electronic
- Repetitive Loss Areas Outreach Project
- Letter or email to realtors with flood mitigation information
- Letter or email to [insurance] agencies with flood mitigation information
- Letter or email to [banks and mortgage] agencies with flood mitigation information

**7. List why some projects were not implemented (if any):**

**The following projects were not completed this year, primarily due to staff constraints:**

- **Government TV channel:** not this year, only implemented as needed
- **Distribution at CPR Training:** not this year (staff constraints), will retain for future years
- **Distribution at 4th of July:** not this year (staff constraints), will retain for future years
- **Printed or electronic flood mitigation information to SFHA:** not this year (staff need to update mailing list), will retain for future years
- **Distribution of flood mitigation information to schools:** not this year (staff constraints), will retain for future years
- **Chamber posts, emails and newsletters:** Not yet as of meeting date. Per Task Force recommendations, staff will coordinate with Chamber of Commerce on emails and social media posts that can be shared by the Chamber to its members and followers

The following projects are currently in the process of being re-drafted with more targeted messaging (per Task Force request):

- **Distribution through welcome bags** at Welcome Center in Chamber of Commerce
- **Distribution to contractors** at Building Department
- **Outreach to Beachfront Properties** (King tide Beach & Beach Management Plan messaging) -added during 2026 Meeting, not yet drafted

The following projects were discontinued this year, or in previous years:

- **Distribution at Vision Board Meeting** (board dismantled after completion Plan)
- **HOA Hurricane workshop** (replaced with Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers)
- **Distribution at (ASK) Active Seniors on the Key** (discontinued 2024, replaced with Hurricane and Flood Mitigation Meeting for (ASK) Active Seniors on the Key)
- **HOA Hurricane Workshop** (discontinued 2024, replaced with Hurricane and Flood Mitigation Meeting for HOA, Condo & Commercial Property Managers)
- **Information provided when new account is opened – solid waste customers** (discontinued, most interaction is electronic now)
- **Flood insurance promotion letter from Mayor (370) printed** (replaced with electronic)
- **Lunch & Learn Series** (replaced w/ neighborhood workshops & community meetings)

8. List what progress was made toward the desired outcomes:

Desired Outcome (PPI Projects)	2025-2026 Progress made & notes from annual meeting																																																								
More map information inquiries	The number of inquiries increases after outreach. Otherwise, the number of inquiries usually remains steady throughout the year, and year to year. Inquiries are logged and documented on a form.																																																								
Increase in the number of flood insurance policies	<p>2026: 5,124 policies, 2024-2026 Change: +0.8%</p> <table border="1"> <thead> <tr> <th colspan="7">Key Biscayne</th> </tr> <tr> <th></th> <th>2022</th> <th>2024</th> <th>2026</th> <th>2022-2024 % change</th> <th>2024-2026 % change</th> <th>2022-2026 % change</th> </tr> </thead> <tbody> <tr> <td>Policies in Force</td> <td>6,608</td> <td>5,515</td> <td>5,124</td> <td>-16.5%</td> <td>+0.7%</td> <td>-22.5%</td> </tr> <tr> <td>Premiums</td> <td>\$4,348,767</td> <td>\$4,274,121</td> <td>\$4,493,990</td> <td>-1.7%</td> <td>+5.1%</td> <td>+3.3%</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="7">Florida</th> </tr> <tr> <th></th> <th>2022</th> <th>2024</th> <th>2026</th> <th>2022-2024 change</th> <th>2024-2026 % change</th> <th>2022-2026 % change</th> </tr> </thead> <tbody> <tr> <td>Policies in Force</td> <td>1,668,492</td> <td>1,717,797</td> <td>1,022,326</td> <td>+3%</td> <td>-40%</td> <td>-38.7%</td> </tr> <tr> <td>Premiums</td> <td>---</td> <td>---</td> <td>\$796,988,292</td> <td>---</td> <td>---</td> <td>---</td> </tr> </tbody> </table> <p>According to the data that is available, there has been a slight increase in the number of flood insurance policies within the Village since 2024, but they are still lower than they were in 2022. The Task Force’s Insurance representative offered the following observations: There does not seem to be much movement away from flood insurance as most people in this tight knit community are well aware of the risk, are insuring appropriately and are maintaining coverage. There has been some shift from NFIP to private insurance which is not reflected in the data. However, RR2.0 has also shifted the way data is captured and reported, making it difficult to compare current numbers to data from previous years.</p> <p>The state and region-wide trends are still showing year over year declines, likely due in part to increased policy costs, and the economic pressure of rising home and condo ownership costs/ HOA fees.</p>	Key Biscayne								2022	2024	2026	2022-2024 % change	2024-2026 % change	2022-2026 % change	Policies in Force	6,608	5,515	5,124	-16.5%	+0.7%	-22.5%	Premiums	\$4,348,767	\$4,274,121	\$4,493,990	-1.7%	+5.1%	+3.3%	Florida								2022	2024	2026	2022-2024 change	2024-2026 % change	2022-2026 % change	Policies in Force	1,668,492	1,717,797	1,022,326	+3%	-40%	-38.7%	Premiums	---	---	\$796,988,292	---	---	---
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<b>Desired Outcome (PPI Projects)</b>	<b>2025-2026 Progress made &amp; notes from annual meeting</b>
Fewer cases of loss of life or exposure to danger resulting from floods.	Because there were no major flood events, this outcome cannot be ascertained.
Reduced property loss due to flooding	Because there were no major flood events, beyond roadway flooding, this outcome cannot be ascertained.
Reduced number of building department citations	Although the number of citations has been relatively stable, enforcement efforts have increased this year which in turn increases awareness and becomes an opportunity to provide outreach. Village staff would like to continue prioritizing messaging projects aimed at reducing citations by increasing public awareness about the necessity and importance of permits.
Increased support for protecting natural areas.	There has been great public support for Dune improvement projects. Residents who interacted with staff members at the many community events and/or attended presentations expressed increased awareness about the importance of protecting natural areas. Additionally, efforts to maintain and expand natural areas are usually met with public support.
Reduces loss from failure to evacuate	Because there were no major flood events, and no evacuations were issued, this outcome cannot be ascertained.
Reduced flooding from clogged storm drains	Village crews inspect and maintain storm drains both before and after heavy rain events. The recent completion of infrastructure improvements has significantly reduced street flooding, The Task Force agreed that messaging about maintaining swales and keeping storm drains clean should be continued, and an effort should be made to reach landscaping professionals.
Increased awareness of and support for resiliency measures	Residents who contacted the Office of Sustainability, interacted with staff members the many community events and/or attended presentations expressed increased awareness about the impacts of sea level rise. Additionally, the recent adoption of stronger floodplain regulations was met with public support.
Increased flood insurance coverage	See above (outcome #2) for narrative
<b>Desired Outcome (Insurance Coverage Improvement Plan)</b>	<b>2025-2026 Progress made &amp; notes from annual meeting</b>
Increasing the number of buildings insured	See above (outcome #2) for narrative
Increasing the number of properties with contents coverage	No data available
Increasing the number of rental properties with contents coverage.	No data available

**9. List what should be changed (if anything). This should include what messages, outcomes and projects should be revised or dropped and what new ones should be initiated.**

- As a result of Task Force discussions and review of outreach projects, several messages were added and a few were edited (see Table on page 2).
- Lunch & Learn Series was discontinued and replaced w/ neighborhood workshops & community meetings.
- The following projects were added as a result of Task Force discussions:
  - No Dumping Signs on storm drains
  - Outreach (bilingual brochure?) to Lawncare and Landscaping Professionals
  - Outreach to Beachfront Properties (King tide Beach & Beach Management Plan messaging)
  - Beach signs about protecting dunes. The signs also offer QR codes to help beachgoers understand the beach water quality with links to the Florida Department of Health and Miami Waterkeepers.
  - Swale maintenance meetings
  - Resiliency Committee outreach efforts and events
  - Neighborhood workshops, community meetings and other in-person meetings (added to replace Lunch & Learns)
- Considering feedback from residents indicating that most people are now consuming information almost exclusively from electronic sources, the Task Force is in support of the continuing shift toward electronic formats and distribution channels such as email, website and social media whenever feasible and appropriate. Although a shrinking audience, vulnerable populations thought to have limited access to electronic communication, were added as a target audience and will still be provided printed information through partnerships with HOAs, the library, ASK (Active Seniors on the Key) and 'It Takes a Village'.



**Village of Key Biscayne, Florida**  
**CRS Activity 510**  
**2026 Annual Progress Report on Implementation of**  
**Credited Plan**

**Which Plan is this for:**

- Floodplain Management Plan (Hazard Mitigation Plan)
- Repetitive Loss Area Analysis
- Floodplain Species Plan**
- Substantial Damage Plan

**Name of Community:** Village of Key Biscayne, Florida (CID# 120648)

**Date this Annual Progress Report was prepared (not the adoption of the credited Plan):** February 10, 2026

**Name of Plan:** 2023 Village of Key Biscayne Floodplain Species Assessment & Plan

**Date of Adoption of Plan:** April 4, 2023

**10 Year CRS Expiration Date:** April 4, 2033

**1. How can a copy of the credited Plan be obtained?**

[https://keybiscayne.fl.gov/services/emergency\\_management/flood\\_preparedness/index.php](https://keybiscayne.fl.gov/services/emergency_management/flood_preparedness/index.php)

**2. Describe how *this annual progress report* (not the credited Plan) was prepared and how it was submitted to the governing body, released to the media, and made available to the public:**

*Village staff from the responsible departments reviewed each action item in the 2023 Plan, providing a status update for each item (attached to this report).*

*This progress report was then prepared by Mariana Dominguez-Hardie, Sr. Executive Assistant to the Building Department Director. Upon completion, the report will be distributed to the Village Council members, to the media, and copies of the report will be available to the public on the website, advertised in the Village newsletter and at the Village Building Department Office.*

**3. Provide a description of the implementation of each recommendation or action item in the action plan or area analysis report, including a statement on how the project was implemented or not implemented during the previous year:**

*There are 28 Action Items in the current Floodplain Species Assessment and Plan. The attached list of Action Items contains status updates for each of the projects.*

**4. Discuss why any objectives were not reached or why implementation is behind schedule:**

*Village staff meet at least annually to discuss the status of projects and why any objectives were not reached.*

*Some projects have not yet been completed because they are still awaiting funding or are tentatively scheduled to begin in the next few years. Status updates are provided for each action item (attached).*

## 5. What are the recommendations for new projects or revised recommendations?

No new projects were recommended for addition to the current list of Action Items. Several were marked as underway, but none were marked as completed. Status updates are provided for each action item (attached to this report).

The following comments and recommended changes to the larger document have been received by experts and advocates. These recommendations, some of which are also included on pages 26-30 will be retained and incorporated into future revisions.

Since the Plan's adoption, experts at the National Marine Fisheries recommend or commented on the following:

- The following species should be included in the Assessment species tables due to the proximity of their range to the community. Action items already included in the Plan to benefit the other three sea turtle species and the small tooth sawfish would also benefit these species, therefore, no other changes to the plan are recommended as a result of their inclusion.
  - **Green sea turtle** (listed threatened by NMFS)
  - **Kemp's Ridley sea turtle** (listed endangered by NMFS)
  - **Nassau Grouper** (listed threatened by NMFS)
- In table on page 5, complete missing component of Loggerhead turtle's scientific name (*Caretta caretta*)
- Adding proposed critical habitat for **Nassau grouper**. The description of Florida Unit 1 in the proposed rule is: Florida Unit 1—Biscayne Bay/Key Largo—All waters of Biscayne Bay (bounded on the north by the Rickenbacker Causeway), Card Sound (bounded on the south by Card Sound Road), and the Atlantic Ocean out to the coral reef and hardbottom in depths of about 20m between Stiltsville, south of Cape Florida, and Harry Harris Beach Park near the south end of Key Largo, excluding the Intracoastal Waterway; unit overlaps areas of Miami-Dade and Monroe County.
- NOAA Fisheries, are proposing to designate new areas of critical habitat and modify existing critical habitat for threatened and endangered distinct population segments (DPSs) of the **green sea turtle** (*Chelonia mydas*), in areas under U.S. jurisdiction. The Fisheries are proposing to designate marine critical habitat in nearshore waters (from the mean high water line to 20 meters depth) off the coasts of Florida, Texas, North Carolina, Puerto Rico, U.S. Virgin Islands, California, Hawai'i, Guam, Commonwealth of Northern Mariana Islands, American Samoa, and the Pacific Remote Island Areas. Proposed marine critical habitat also includes Sargassum habitat (from 10 meters depth to the U.S. Exclusive Economic Zone) in the Gulf and Atlantic Ocean.
- The U.S. Fish and Wildlife Service (Service or USFWS), is proposing to designate critical habitat for five distinct population segments (DPSs) of the **green sea turtle** (*Chelonia mydas*). The five DPSs include the federally threatened North Atlantic, South Atlantic, and Central North Pacific DPSs and the federally endangered Central South Pacific and Central West Pacific DPSs. In total, approximately 8,870 acres (ac) (3,590 hectares (ha)) are proposed across 101 units in the States of Florida and Hawai'i; the territories of the U.S. Virgin Islands, American Samoa, and Guam; the commonwealths of Puerto Rico and the Northern Mariana Islands, and two USFWS-managed areas (Midway Islands and Palmyra Atoll).
- On page 41, in the section about green turtles, revise this sentence, and/or update with best available data at time of revision: In 2016 NMFS and USFWS issued a final rule to list 11 distinct

population segments (DPSs) of the green sea turtle. The North Atlantic DPS (which occurs in FL) is listed as threatened. From 2000-2006, Miami-Dade County recorded a mean of 6 nests per year in the FL Statewide Nesting Beach Survey program (FFWCC). From 2011-2012, the estimated annual number of female nesters in Miami-Dade County was 5.

Citation: Seminoff, J.A., C.D. Allen, G.H. Balazs, P.H. Dutton, T. Eguchi, H.L. Haas, S.A. Hargrove, M.P. Jensen, D.L. Klemm, A.M. Lauritsen, S.L. MacPherson, P. Opay, E.E. Possardt, S.L. Pultz, E.E. Seney, K.S. Van Houtan, R.S. Waples. 2015. Status Review of the Green Turtle (*Chelonia mydas*) Under the U.S. Endangered Species Act. NOAA Technical Memorandum, NOAA/NMFS-SWFSC-539. 571pp.

- When referencing action items related to beach replenishment and dune restoration, note that while such projects could potentially create habitat, there are also potential adverse environmental impacts to marine and coastal ecosystems if the projects are not designed, implemented and monitored properly. If a stated goal of such projects is the conservation and recovery of ESA-listed species habitat, it is suggested that text be added indicating that the Village of Key Biscayne would, to the extent practicable, implement appropriate mitigation measures and monitoring to avoid/minimize adverse effects to ESA-listed species and habitats. NMFS (and possibly USFWS) could work with the Village to design such measures.
- In general, for species recovery actions which are "ongoing" and already tied to a CRS element, it is suggested that staff add
  - 1) how many points the Village is already receiving for this element, and
  - 2) if you anticipate receiving additional CRS points for this element if this action is implemented.

*This information may be helpful for the Village Council when deliberating on the adoption of the plan or particular plan activities*

- Regarding Action Item 2.6: It is recommended that future revisions and updates provide details and examples of Village efforts to "Regulate coastal construction actions to minimize harm"

Experts at the Miami-Dade County Department of Environmental Resource Management recommend the following

- It is recommended that rare plant species on the county and state lists be included in the next revision. Despite absence from federal listings, many rare plant species have been extirpated from the island and should be protected wherever they are found and re-introduced wherever possible.

Some examples of good candidates [for inclusion in the Action Plan] are:

- Biscayne Prickly Ash (*Zanthoxylum coriaceum*) - endangered in Florida, found on Key Biscayne
  - Golden leather fern (*Acrostichum aureum*) – threatened in Florida, found in Miami-Dade County
  - Porter's spurge (*Chaemaesyce porteriana*) - endangered in Florida, found in Miami-Dade County
  - Florida prairieclover (*Dalea floridana*) endangered in Florida, has been documented on Key Biscayne; however, the species is listed as not present
- The following are recommended for exclusion
    - American Chaffseed, which has not been vouchered in Miami-Dade County
    - Johnson's Seagrass, which has been de-listed

*The following changes occurred to the status of listed species with range or habitat in or near the Village since the date of adoption:*

- **Bacman's Warbler** - declared extinct by the U.S. Fish and Wildlife Service on October 25, 2023 (previously listed as endangered)
- **Eastern Black Rail** – declared threatened by the U.S. Fish and Wildlife Service on October 8, 2020 (previously listed as proposed threatened)
- **Monarch Butterfly** – listed as proposed threatened by the U.S. Fish and Wildlife Service on December 12, 2024
- **Piping Plover** - listed as endangered in the Plan, and has been declared endangered in some locations, however the Florida population is listed as threatened by the U.S. Fish and Wildlife Service
- **Queen Conch** – listed as threatened by the National Marine Fisheries Service on February 14, 2024



## 2025-2026 Annual Floodplain Species Plan Action Item Status Update

### 1. Develop and implement public information and education programs to educate the public

**Objective:** 1 - Educate the public so people will take conservation and recovery actions

**Benefiting species:** all groups

**Cooperating/supporting agencies or organizations:** Florida FWC, USFWS

**Funding:** Staff time and current public information budgets. No increase in funding is expected. Rather, current projects would be revised to convey new messages.

**Timeline:** Over the next 3 years (through 2025) topics will be selected, messages crafted, and the PPI updated. Then, through the remaining years of this plan, outreach will be implemented and reviewed each year during the annual PPI review.

#### 2026 Update:

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, any relevant outreach staff acquire is being incorporated into existing PPI Projects and implemented independently whenever feasible and appropriate.

See below for individual components and related status updates.

#### 1.1. Develop and implement a communication campaign in various media, and a new section to our Program for Public Information that focuses on threatened and endangered species.

**CRS elements:** Activity 330 (Outreach Projects), Program for Public Information (PPI) and Stakeholder Delivery (STK)

**Responsible office/ staff member:** Floodplain Management & Communication Officer

**Benefiting species:** all groups

# Floodplain Species Plan – Action Items



## 2026 Update:

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, any relevant outreach staff acquire is being incorporated into existing PPI Projects and implemented independently whenever feasible and appropriate.

- 1.2. Distribute educational brochures and factsheets at various locations and outreach events.

**CRS element:** Activity 330 (Outreach Projects), Outreach Projects (OP)

**Responsible office/ staff member:** Floodplain Management & Communication Officer

**Benefiting species:** Crocodile, Bat, Snake (specific to human-wildlife conflict prevention)

## 2026 Update:

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, any relevant outreach staff acquire is being incorporated into existing PPI Projects and implemented independently whenever feasible and appropriate.

- 1.3. Post messages on signs at various locations.

**CRS element:** Activity 330 (Outreach Projects), Outreach Projects (OP)

**Responsible office/ staff member:** Floodplain Management, Communication Officer & Code Compliance

## 2026 Update:

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, any relevant outreach staff acquire is being incorporated into existing PPI Projects and implemented independently whenever feasible and appropriate.

# Floodplain Species Plan – Action Items



1.4. Issue news and status information updates on Facebook posts, by email and in newsletters and other publications.

**CRS element:** Activity 330 (Outreach Projects), Outreach Projects (OP)

**Responsible office/ staff member:** Floodplain Management, Communication Officer & Code Compliance

**2026 Update:**

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, any relevant outreach staff acquire is being incorporated into existing PPI Projects and implemented independently whenever feasible and appropriate.

As an example, in the weeks leading up to nesting season, extensive communications and reminders are sent to property managers regarding lighting, storage, and expected space required around nesting sites. These reminders are also shared on the website. The Village intends to continue this.

1.5. Provide map information on sensitive areas.

**CRS element:** Activity 320 (Map Information Service), Natural Floodplain Functions (MI7)

**Responsible office/ staff member:** Floodplain Management, Zoning & Planning

**2026 Update:**

In preparation to begin providing this information to residents who call in for flood zone determinations and map information, Village staff are working to update map data sources and “call inquiry” logs with information on whether a parcel should be protected because of its natural floodplain functions or because it provides critical habitat to a protected species.

Additionally, property managers for all ocean front properties are informed both when they call in and annually by Code Compliance that their properties are subject to sea turtle lighting regulations. Code Compliance conducts night inspections and reaches out to those properties not in compliance. This is followed by an on-site meeting and a follow up inspection to achieve 100% compliance.

# Floodplain Species Plan – Action Items



## 1.6. Provide more detailed references.

**CRS elements:** Activity 350 (Flood Protection Information), Locally Pertinent Documents (LPD) and Flood Protection Website (WEB1)

**Responsible office/ staff member:** Floodplain Management & Communication Officer

### 2026 Update:

The most recent PPI is dated 2022 and will receive a 5-year update in 2027. Until then, Village staff are collecting and drafting threatened and endangered species related outreach to present to the PPI Committee for inclusion during the 5-year PPI update.

In the meantime, Village staff are working on website updates that will include information on listed species.

Additionally, whenever appropriate and relevant to local news, articles such as these are posted in the news section of the website and Village Connect newsletters:

**Sea turtles:** [https://keybiscayne.fl.gov/news\\_detail\\_T21\\_R152.php](https://keybiscayne.fl.gov/news_detail_T21_R152.php)  
[https://keybiscayne.fl.gov/news\\_detail\\_T21\\_R66.php](https://keybiscayne.fl.gov/news_detail_T21_R66.php)

## 2. Manage habitat to maximize survival and productivity

**Objectives:** #2 - Support the conservation and recovery of terrestrial habitat

#3 - Support the conservation and recovery of aquatic habitat

**2.1** Maintain natural coastal formations that perpetuate high quality breeding and basking habitat by widening sandy beach area and restoring dunes.

**Benefiting species:** all groups

**Funding:** CIP and State funding - beach renourishment project

**Timeline:** Over the next 2 years (through 2025) identify possible projects and funding sources. Then, through the remaining years of this plan, implement projects and perform ongoing maintenance.

**CRS elements:** Activity 420 open Space (OSP, NFOS, CEOS)

**Responsible office/ staff member:** Public Works

**Cooperating/supporting agencies or organizations:** Florida FWC, Florida DEP, USFWS, NMFS

# Floodplain Species Plan – Action Items



**2026 Update:**

Previous beach renourishments and dune restoration efforts have considerably increased habitat for turtle nesting and the Village. The last beach renourishment was completed in 2024. The Village is currently working on securing funding and permits for a future beach renourishment and dune restoration.

**2.2** Reduce disturbance from humans and pets (including a review of Village procedures to reduce disturbance caused by routine beach maintenance).

**Benefiting species:** all groups

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 540 (Drainage System Maintenance) where beach maintenance and drainage system maintenance overlap

**Responsible office/ staff member:** Public Works

**2026 Update:**

Whenever possible, Village staff are working to reduce disturbance caused by routine beach maintenance and will update procedures as needed.

**2.3** Monitor and manage invasive vegetation in habitats, including replanting native vegetation. Incorporate native vegetation into beach landscaping projects and reduce or remove non-native vegetation

**Benefiting species:** all groups

**Funding:** staff funds, CIP and State funding – component of beach renourishment projects

**Timeline:** Over the next 2 years (through 2025) identify possible projects and funding sources. Ongoing

**CRS elements:** 420 open Space (OSP, NFOS, CEOS)

**Responsible office/ staff member:** Public Works

**2026 Update:**

This effort is ongoing, is supported by the Village *Landscaping Plan*, and is incorporated into Village procedures.

# Floodplain Species Plan – Action Items



**2.4** Preserve public beaches and parks as managed open space and, if possible, restore or preserve natural water storage and drainage patterns.

**Benefiting species:** all groups

**Funding:** staff funds, CIP and State funding – component of beach renourishment projects

**Timeline:** Ongoing

**CRS elements:** 420 open Space (OSP, NFOS, CEOS)

**Responsible office/ staff member:** Floodplain Management & Public Works

**2026 Update:**

Preservation and maintenance of the open spaces, parks and the 2,200 yards (approximately 1.25 miles) of Atlantic Ocean beachfront is ongoing, is supported by the *Village Vision Plan, Landscaping Plan, Beach Management Feasibility Study, United States Army Corps of Engineers' coastal storm risk management program for Miami-Dade County* and is incorporated into Village procedures.

Whenever feasible and appropriate, Village staff are open to the possibility of acquiring additional open space and incorporating the restoration and preservation of natural water storage and drainage patterns into future renourishment, landscaping, infrastructure and engineering projects.

**2.5** Follow existing regulations governing coastal development practices, such as beach nourishment and shoreline armoring and coordinate with issuing agencies such as Army Corps of Engineers, Florida DEP and Florida FWC.

**Benefiting species:** Birds, Sea Turtles, Plants

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 420 open Space (OSP, NFOS, CEOS)

**Responsible office/ staff member:** Floodplain Management & Public Works in coordination with Coastal Engineering firm

**2026 Update:**

This is an ongoing policy and is a vital component of coastal management and preservation efforts.

# Floodplain Species Plan – Action Items



## 2.6 Regulate coastal construction actions to minimize harm

**Benefiting species:** Manatees, Fish, Sea Turtles, Crocodile, Plants

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 430 Higher Regulatory Standards

**Responsible office/ staff member:** Floodplain Management & Building Department (by ordinance)

### 2026 Update:

This is an ongoing policy and is a vital component of coastal management and preservation efforts.

## 2.7 Continue enforcing requirement for all waterfront properties which have any beachside activities to file an annual Beach Management plan which allows us to update plans based on current regulations.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 430 Higher Regulatory Standards

**Responsible office/ staff member:** Floodplain Management & Code Compliance (by ordinance)

### 2026 Update:

This is an ongoing policy and is a vital component of coastal management and preservation efforts.

## 2.8 Continue nighttime inspections of lighting to ensure compliance with state rules regarding the proper amber light spectrum lighting.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 430 Higher Regulatory Standards

**Responsible office/ staff member:** Code Compliance (by ordinance)

# Floodplain Species Plan – Action Items



**2026 Update:**

This is an ongoing policy and is achieving results as expected.

Property managers for all ocean front properties are informed annually by Code Compliance that their properties are subject to sea turtle lighting regulations. Code Compliance conducts night inspections and reaches out to those properties not in compliance. This is followed by an on-site meeting and a follow up inspection to achieve 100% compliance.

**2.9** Continue inspections of equipment and any items stored on the beach for compliance with regulations in the weeks leading up to nesting season.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 430 Higher Regulatory Standards

**Responsible office/ staff member:** Code Compliance (by ordinance)

**2026 Update:**

This is an ongoing policy and is achieving results as expected.

Code Compliance conducts night inspections and reaches out to those properties not in compliance. This is followed by an on-site meeting and a follow up inspection to achieve 100% compliance.

**2.10** Support ongoing County efforts to implement the Sea Turtle Beach Monitoring program within the Village. County actions include:

- Conducting beach surveys in the mornings during nesting season and marking off nest areas so they can be easily seen and avoided by property owners, the public and Village staff
- When appropriate, using caging or other methods to protect the nests from predation
- Training County staff on standardized methods for marking and inventorying nests

**Benefiting species:** Birds, Sea Turtles

**Funding:** County budget

**Timeline:** Ongoing

# Floodplain Species Plan – Action Items



**CRS elements:** None

**Responsible office/ staff member:** Miami Dade County/Sea Turtle Beach Monitoring Program

**2026 Update:**

This is an ongoing County Program and is achieving results as expected.

- 2.11** Respond to “Obstructed Nesting Attempt and Disorientation” reports issued by Miami-Dade County/Sea Turtle Beach Monitoring Program and work with property owners to address and, whenever possible, correct the conditions causing the obstruction.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Code Compliance (by ordinance)

**2026 Update:**

This is an ongoing policy and is achieving results as expected.

During 2024, Florida FWC reported 55 stranded sea turtles in all of Miami-Dade County, which is well below the 5-year average of 68 and ten-year average of 64. Of those 55, only nine were found alive underscoring the importance of prevention and response efforts. 2025 data is not yet available.

Code Compliance conducts night inspections and reaches out to those properties not in compliance. This is followed by an on-site meeting and a follow up inspection to achieve 100% compliance.

- 2.12** Continue enforcing ordinances and building codes that protect nesting beaches from light pollution, obstruction, and other activities and/or conditions that may threaten the success of nesting turtles or pose risks to hatchlings.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 430 Higher Regulatory Standards

**Responsible office/ staff member:** Code Compliance (by ordinance)

# Floodplain Species Plan – Action Items



**2026 Update:**

This is an ongoing policy and is achieving results as expected.

During 2024, Florida FWC reported 55 stranded sea turtles in all of Miami-Dade County, which is well below the 5-year average of 68 and ten-year average of 64. Of those 55, only nine were found alive underscoring the importance of prevention and response efforts. 2025 data is not yet available.

Code Compliance conducts night inspections and reaches out to those properties not in compliance. This is followed by an on-site meeting and a follow up inspection to achieve 100% compliance.

- 2.13** Reduce the transfer of pollution, particularly plastic waste, from the land into the sea by contracting a company to conduct daily beach cleaning activities according to Florida DEP and Florida FWC beach cleaning permit requirements (developed to reduce the effects of beach cleaning on nesting beaches).

**Benefiting species:** Birds, Manatees, Sea Turtles, Coral, Fish

**Funding:** general fund (contracted service)

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Public Works

**2026 Update:**

This is an ongoing policy and is achieving results as expected.

- 2.14** Maintain public beaches according to best practices that reduce light pollution, obstruction, and other activities and/or conditions that may threaten the success of nesting turtles or pose risks to hatchlings.

**Benefiting species:** Sea Turtles

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Public Works

# Floodplain Species Plan – Action Items



## 2026 Update:

This is an ongoing policy and is achieving results as expected. Village staff are acutely aware of the importance of both enforcing sea turtle protection policies and also strictly adhering to them when they apply to Village property and practices. Village staff prioritize sea turtle protection efforts by incorporating best practices into all Village policies and prioritizing the safety of sea turtles, their nests and the hatchlings that emerge from them.

- 2.15** Continue implementing Village “Iguana Control System” to mitigate the risks these exotic animals pose to the viability of the native species and vegetation.

**Benefiting species:** Butterfly, Plants

**Funding:** general fund (contracted service)

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Parks & Recreation

## 2026 Update:

This is an ongoing policy and is achieving results as expected. Additionally, the Village has and maintains two butterfly gardens at two different locations, thereby protecting some of the native species most threatened by the presence of invasive iguanas.

2025-2026 winter cold snaps offered a unique opportunity to remove large numbers of “cold stunned” iguanas from South Florida. During unusually cold winter weather events, Florida Fish and Wildlife engaged the community to collect, report and surrender “cold stunned” iguanas for relocation or humane euthanasia. Over 5,000 iguanas were removed from South Florida by early February 2026.

- 2.16** Prevent wildlife fatalities by installing barriers and backflow preventers where necessary to protect crocodiles and other species from access to areas and equipment (such as pump stations) that may pose a danger to the animal.

**Benefiting species:** Crocodile, Snake, Manatee, Fish

**Funding:** existing Public Works budget (utility maintenance funding)

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Public Works

# Floodplain Species Plan – Action Items



## 2026 Update:

This is an ongoing policy and is achieving results as expected.

Outfall upgrade projects (specifically the K-8 project {aka. Zone 1}) have currently completed the design phase. The 100% design includes the modification of outfalls to include dissipater structures with outfall grates, manatee exclusion devices, back flow preventers and upstream stormwater treatment units.

In combination, these features will serve to

- reduce flow velocities to eliminate the potential for benthic scouring that causes the erosion of soil and infrastructure, washing sediment into the stormwater,
- reduce constituent loads from the stormwater discharge thereby improving water quality in the estuarine water bodies that receive the stormwater and
- benefit marine life such crocodiles and manatees by eliminating the potential for entrapment or interaction with the stormwater infrastructure.

**2.17** Enforce regulations prohibiting harassment, feeding or harvesting by referring suspected or reported incidents to the appropriate law enforcement agency.

**Benefiting species:** Crocodile, Snake, Manatee, Butterfly, Fish, Plants

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Code Compliance (by ordinance)

## 2026 Update:

This is an ongoing policy and is achieving results as expected.

**2.18** Evaluate the Village use of pesticides and herbicides and adjust use to promote conservation of native species

**Benefiting species:** Butterfly, Birds, Plants

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Code Compliance (by ordinance)

## 2026 Update:

This is an ongoing policy and is achieving results as expected.

# Floodplain Species Plan – Action Items



### 3. Monitor and improve the quality of stormwater runoff

**Objectives:** #4 - Monitor and improve the quality of stormwater runoff

#### 3.1 Enforce erosion control measures to prevent excess sediment from entering waterways

**Benefiting species:** Coral, Fish, Manatees

**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** 450 Stormwater Management (SMR)

**Responsible office/ staff member:** Code Compliance & Public Works (by ordinance)

**2026 Update:**

This is an ongoing policy and is achieving results as expected.

#### 3.2 Install Stormwater Filters

**Benefiting species:** Sea Turtles, Birds, Manatees, Coral, Fish, Crocodiles

**Funding:** DEP Grant/ Stormwater Fund

**Timeline:** 2023 Installation, Ongoing maintenance

**CRS elements:** 450 Stormwater Management (SMR)

**Responsible office/ staff member:** Public Works

**2025 Update:**

Under grate basket filter technology was deployed during a 2024 pilot study to collect data on nutrient load reduction efficacy. Data was gathered showing nutrient load reduction capability, and the data was utilized to justify integrating this stormwater quality management approach into the existing 100% design for the first zone of the Village's stormwater system upgrade.

The study's under-grate basket filters were removed at the end of the pilot program, but, as part of the stormwater system upgrade, the Village is planning on adding filters at different locations where localized flooding has been recorded.

#### 3.3 Evaluate the Village use of fertilizers and adjust use to protect water quality

**Benefiting species:** Sea Turtles, Birds, Manatees, Coral, Fish, Crocodiles

# Floodplain Species Plan – Action Items



**Funding:** staff funds

**Timeline:** Ongoing

**CRS elements:** None

**Responsible office/ staff member:** Public Works

## 2026 Update:

This is an ongoing policy and is achieving results as expected. The Village regulates the proper use of fertilizers and areas of application by ordinance. Fertilizer shall not be applied within 15 feet of any pond, lake, canal, or from the top of a seawall. The Village engages in public education efforts to inform the public of the provisions of the Code as well as incorporating and implementing best practices into internal Village procedures and projects.

## 4. Develop, Implement, Evaluate & Update “Floodplain Species Assessment & Action Plan” with annual plan reviews and a plan update every 10 years.

- Objectives:**
- #1 - Educate the public so people will take conservation and recovery actions
  - #2 - Support the conservation and recovery of terrestrial habitat
  - #3 - Support the conservation and recovery of aquatic habitat
  - #4 - Monitor and improve the quality of stormwater runoff

**Benefiting species:** All groups

**Funding:** staff funds

**Timeline:** 2023 - adopt plan, yearly - review plan, 2033 - update plan

**CRS elements:** 510 Floodplain Management Planning (NFP)

**Responsible office/ staff member:** Building, Zoning and Planning Departments

**2026 Update:** In April 2023, the Floodplain Species Assessment and Plan were adopted by the Village Council.

Village staff tasked with implementing action items reviewed each action item assigned to them and provided a progress update which will be included in this annual evaluation report. The Annual evaluation report will then be provided to the Village Council, released to the public and submitted as part of the annual CRS Program recertification.



**Village of Key Biscayne, Florida**  
**CRS Activity 510**  
**2026 Annual Progress Report on Flood Mitigation Plan**

**Which Plan is this for:**

- Floodplain Management Plan (Hazard Mitigation Plan)**
- Repetitive Loss Area Analysis
- Floodplain Species Plan
- Substantial Damage Plan

**Name of Community:** Village of Key Biscayne, Florida (CID# 120648)

**Date this Annual Progress Report was prepared (not the adoption of the credited Plan):** February 27, 2026

**Name of Plan:** Miami-Dade County Local Mitigation Strategy 2025 (LMS)

**Date of Adoption of Plan:** November 18, 2025

**5 Year CRS Expiration Date:** October 1, 2030

**1. How can a copy of the credited Plan be obtained?**

<https://www.miamidade.gov/global/emergency/local-mitigation-strategy.page>

**2. Describe how this annual progress report (not the credited Plan) was prepared and how it was submitted to the governing body, released to the media, and made available to the public:**

*The 2026 Annual Progress Report on Flood Mitigation Plan (FMP) was prepared by Christopher Miranda, Public Works Director, Colleen Durfee (Capital Improvement Program and Grants Manager), and Mariana Dominguez Hardie, CRS Coordinator.*

*The FMP was submitted via memo to the Village Council. The Report was also provided to the media and will be available on the Village's website.*

**3. Provide a description of the implementation of each recommendation or action item in the action plan, including a statement on how the project was implemented or not implemented during the previous year:**

*Ten projects have been marked as completed on the attached project table. The table also contains status updates for the remaining projects.*

**4. Discuss why any objectives were not reached or why implementation is behind schedule:**

*Due to changing priorities, three projects were removed from the list. One, the mobile generator for pump stations, is no longer needed. The Village is adding two permanent back-up generators at both pump stations, located on Ocean Lane Drive and E. Heather Drive. The renovation of the emergency operation center is no longer an objective. The Village's emergency plan states all must evacuate during a disaster. Therefore, no on-site EOC is needed.*

*The majority of the planned projects that are considered future unfunded projects have funded sources identified but not officially approved by Council. The timeline on these projects is adjusted based on priorities at time of budgeting.*

**5. What are the recommendations for new projects or revised recommendations?**

*There are no new upcoming projects. All of the projects on the list in the attached table are scheduled at least five years out and were included in the 2025 update of the Miami Dade County LMS.*



## Village of Key Biscayne Projects in the 2025 Miami-Dade LMS - 2026 Status update

BCR	Project Title	Agency	Hazards Mitigated	Funding Source Added in 2021	Estimated Costs	Completion Timeframe	Status (2025 LMS)	Status (2026 Update)
77	Design Stormwater Infrastructure Improvements K-	Key Biscayne	Flood, Sea Level Rise	CIP, GF, Resilient Florida	2,419,130.00	5/9/2025	Funding Applied for	Project Complete
79	Sea wall improvements and shoreline enhancement	Key Biscayne	Flood, Flood/Storm Surge, Sea Level Rise, Storm Surge	N/A	47,361,600.00	2 years	Future Unfunded Project	Future Unfunded Project
81	complete Streets/Roadway Improvements	Key Biscayne	Flood, Flood/Storm Surge, Health, Sea Level Rise, Storm Surge	General Obligation Bond	40,000,000.00	2021-2028	Funding Secured	Project Removed from list - No longer a project
81	Install Village Wide Security and Surveillance System	Key Biscayne	Health, Technological Disruption	ARPA, GF, CIP	470,000.00	FY23	Funding Secured	Project Complete
84	Replace Community Center RTU	Key Biscayne	Health, Power Failure, Flood/Storm	N/A	27,888.00	3/25/2022	Project Complete	Project Complete
85	Resilient Infrastructure Integration Strategy/Implementation Plan	Key Biscayne	Other, Sea Level Rise, Storm Surge, Wind, Technological Disruption, Health, Flood/Storm Surge, Flood, Power Failure, Security	General Funds & Stormwater	1,000,000.00	FY23	Project in Planning Stage	Project Complete
85	Utility Undergrounding- Phase 1	Key Biscayne	Power Failure, Technological Disruption, Wind, Security Breach, Health, Other, Flood/Storm Surge, Flood	General Obligation Bond	8,500,000.00	TBD	Funding Secured	Project Complete
86	Replace Community Center Roof	Key Biscayne	Health, Other, Technological Disruption	N/A	5,200,000.00	FY23	Project in Planning Stage	Project Complete
86	Hampton Park Improvements	Key Biscayne	Other	Grant	50,000.00	FY22	Project in Planning Stage	Project Complete
87	Replace Rescue Stretchers	Key Biscayne	Health, Other	General Fund	170,000.00	FY23	Future Unfunded Project	Project Complete
0	Beach Club Sewer Extension	Key Biscayne	Health	ARP	42,000.00	FY22	Project Complete	Project Complete
68	Immediate Flood Control Solutions	Key Biscayne	Flood	CIP	1,000,000.00	TBD	Project in Planning Stage	Project Complete
73	Zone 7 Resilient Infrastructure Improvements	Key Biscayne	Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Storm Surge, Flood, Wind, Other	CIP, GOB, CWSRF	40,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
78	Offshore Breakwater Submerged Structure Implementation	Key Biscayne	Flood/Storm Surge, Sea Level Rise, Storm Surge, Other	Potential grants like Resilient Florida, NFWF NCRF, or coral reef restoration grants.	15,340,000.00	2027	Future Unfunded Project	Future Unfunded Project
80	Utility Undergrounding - Phase	Key Biscayne	Power Failure, Wind	CIP, GOB	30,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
83	Modify Rights of Way for Flood Reduction	Key Biscayne	Flood, Sea Level Rise, Flood/Storm Surge	General Obligation Bond	750,000.00	2027	Future Unfunded Project	Future Unfunded Project
83	Develop risk reduction ordinances	Key Biscayne	Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Security Breach, Storm Surge, Technological Disruption, Wildfire, Wind, Other	General Fund or General Obligation Bond	350,000.00	2024	Future Unfunded Project	Future Unfunded Project



## Village of Key Biscayne Projects in the 2025 Miami-Dade LMS - 2026 Status update

BCR	Project Title	Agency	Hazards Mitigated	Funding Source	Estimated Costs	Completion Timeframe	Status (2025 LMS)	Status (2026 Update)
86	Construct Pump Station in K-8 Stormwater Basin	Key Biscayne	Flood, Sea Level Rise, Storm Surge, Power Failure, Wind	Clean Water State Revolving Loan Fund, Resilient Florida (FDEP)	20,000,000.00	2026	Funding Applied for	Future Unfunded Project
86	Zone 2 Resilient Infrastructure Improvements	Key Biscayne	Flood, Flood/Storm Surge, Power Failure, Sea Level Rise, Storm Surge, Wind, Other, Health	CIP, CWSRF, General Obligation Bond	30,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 3 Resilient Infrastructure Improvements	Key Biscayne	Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Storm Surge, Wind, Other	CIP, CWSRF, General Obligation Bond	33,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 4 Resilient Infrastructure Improvements	Key Biscayne	Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Storm	CIP, General Obligation Bond, CWSRF	36,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 5 Resilient Infrastructure Improvements	Key Biscayne	Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Storm	CIP, General Obligation Bond, CWSRF	36,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 6 Resilient Infrastructure Improvements	Key Biscayne	Storm Surge, Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Wind, Other	CIP, General Obligation Bond, CWSRF	43,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 7 Resilient Infrastructure Improvements	Key Biscayne	Rise, Wind, Other Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Wind, Other, Storm Surge	CIP, GOB, CWSRF	43,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
86	Zone 8 Resilient Infrastructure Improvements	Key Biscayne	Flood, Flood/Storm Surge, Health, Power Failure, Sea Level Rise, Storm	CIP, GOB, CWSRF	43,000,000.00	TBD	Future Unfunded Project	Future Unfunded Project
87	Procure Mobile Generator for Pump Stations	Key Biscayne	Flood, Flood/Storm Surge, Power Failure, Sea Level Rise, Storm Surge, Technological Disruption, Health, Other, Wind, Security Breach	General Fund	150,000.00	2024	Future Unfunded Project	Removed from list - No longer a project
87	Replace Two Fire Rescue Trucks	Key Biscayne	Flood/Storm Surge, Flood, Health, Security Breach, Storm Surge, Wildfire, Wind, Other	CIP	1,000,000.00	2026	Funding Secured	Project Complete
89	Renourish Beach and Restore Dunes	Key Biscayne	Flood/Storm Surge, Sea Level Rise, Storm Surge	CIP, Beach Management Assistance Funding, State	2,800,000.00	2024	Funding Secured	Project Complete
89	Renourish Beach and Restore Dunes	Key Biscayne	Flood/Storm Surge, Sea Level Rise, Storm Surge	CIP, Beach Management Assistance Funding, State	2,800,000.00	2027	Funding Secured	Planning
89	Construct Northwest Boundary Berm	Key Biscayne	Flood, Flood/Storm Surge, Sea Level Rise, Storm Surge	Will require grant assistance, local contribution, and other funding sources to complete.	19,500,000.00	2028	Future Unfunded Project	Future Unfunded Project



## Village of Key Biscayne Projects in the 2025 Miami-Dade LMS - 2026 Status update

BCR	Project Title	Agency	Hazards Mitigated	Funding Source	Estimated Costs	Completion Timeframe	Status (2025 LMS)	Status (2026 Update)
85	Utility Undergrounding - Phase 3	Key Biscayne	Health, Power Failure, Security Breach, Technological Disruption, Wind, Other, Flood, Flood/Storm Surge	Added in 2023 General Obligation Bond	8,500,000.00	2030	Funding Secured	Future Unfunded Project
90	Perform Immediate Flood Control and Mitigation	Key Biscayne	Flood/Storm Surge, Flood, Sea Level Rise, Storm Surge	State appropriations, Village stormwater revenue fund, and general fund from CIP	1,055,250.00	2025	Funding Secured	Project Complete
81	Construct Zone 1 Upgraded Stormwater Infrastructure Outfalls	Key Biscayne	Flood	Added in 2024 Potential HMGP	\$1,468,202	2027	Future Unfunded Project	Future Unfunded Project



VKB FY26 Capital Improvement Program

3/5/2026

Project Status			
<span style="color: blue;">●</span> Complete	<span style="color: green;">●</span> On Target	<span style="color: yellow;">●</span> Issues	<span style="color: red;">●</span> Problems

Total Active Projects
42

Not Started	Planning	Procurement	Design	Permitting	Construction	Complete
3	11	3	7	0	9	9

PRI	Project	Project Phase	SCHEDULE				ACCOUNTING					MILESTONES TIMELINE														
			ESD	ASD	ECD	ACD	Current FY26 Budget	Spent	Encumbered	Remaining	Percent Spent/Encumbered	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26	Oct-26	Nov-26	
1	Improve Streetlight Coverage	Design		Jan-26	Mar-27		\$ 821,345		\$ (360,074)	\$ 461,271	44%															
1	Replace Cardiac Monitors (2)	Complete		Oct-25		Dec-25	\$ 115,133	\$ (115,133)		\$ 0	100%															
1	Replace Airpacks (22 units)	Not Started	TBD	TBD	TBD	TBD	\$ 207,685			\$ 207,685	0%															
1	Perform Stormwater Baseline Modeling	Complete		Oct-25	Jan-26		\$ 39,000	\$ (38,376)		\$ 624	98%															
1	Conduct USACE CSRM Back Bay and Beach Feasibility Study	Planning		Dec-23	Aug-28		\$ 237,500			\$ 237,500	0%															
2	Develop Zone 1 Alternative Analysis and Plan	Planning		Sep-25	Apr-26		\$ 250,000		\$ (240,810)	\$ 9,190	96%															
2	Construct Zone 1 - K8 School Central Stormwater Basin	Not Started	TBD	TBD	TBD	TBD	\$ 22,990,820			\$ 22,990,820	0%															
2	Replace Police Radios	Complete		Aug-25		Dec-25	\$ 278,000	\$ (278,000)		\$ -	100%															
2	Underground Utilities Zones 1	Design		Jan-24	Jan-28		\$ 12,800,000			\$ 12,800,000	0%															
2	Underground Utilities Zones 8	Design		Jan-26	Mar-27		\$ 3,000,000			\$ 3,000,000	0%															
2	Underground Utilities Zones 2-7	Planning		Mar-26	Oct-28		\$ -			\$ -	0%															
2	Improve Garden District Drainage	Design		Oct-25	TBD		\$ 14,800,000	\$ (5,474)		\$ 14,794,526	0%															
2	Install Turf at St. Agnes Field	Complete		May-24		Dec-25	\$ 500,000	\$ (383,045)	\$ (349,693)	\$ (232,737.40)	147%															
2	Replace Fire Rescue Trucks (3)	Procurement		Oct-24	Jun-26		\$ 1,624,586	\$ (430,577)	\$ (1,172,382)	\$ 21,627	99%															
2	Install Pump Station Back Up Generators	Complete		Oct-23	Jan-26		\$ 368,393		\$ (368,306)	\$ 87	100%															
3	Contribute to "Shoreline" Design	Planning		Dec-25	Sep-26		\$ 950,000		\$ (950,000)	\$ -	100%															
3	Repave Village Roadways	Construction		Dec-24	Mar-26		\$ 1,320,000	\$ (415,274)	\$ (560,659)	\$ 344,067	74%															
3	Design Zone 1 - K8 School Central Stormwater Basin	Complete		Aug-22	Mar-26		\$ 372,000		\$ (82,592)	\$ 289,408	22%															
3	Upgrade Community Center Sewer System to Gravity Flow	Design		Sep-25	Oct-26		\$ 285,000		\$ (44,140)	\$ 240,860	15%															
3	Replace Village Police Vehicles (6)	Complete		Oct-25		Jan-26	\$ 346,972	\$ (346,972)		\$ -	100%															
3	Improve Harbor Drive	Design		Nov-24	Oct-26		\$ 2,920,000	\$ (31,542)	\$ (50,143)	\$ 2,838,315	3%															
3	Install Village Fiber Security Network and Cameras	Construction		Oct-25	Sep-26		\$ 160,000			\$ 160,000	0%															
3	Upgrade Community Center CCTV System	Construction		Oct-25	Apr-26		\$ 70,000			\$ 70,000	0%															
4	Replace Community Center Generator	Design		Aug-25	May-26		\$ 302,000		\$ (26,000)	\$ 276,000	9%															
4	Program Management & Village Construction Management	Planning	NA	NA	NA	NA	\$ 680,000	\$ (129,189)	\$ (465,101)	\$ 85,710	87%															
4	Renovate Council Chambers as Community Theater	Complete		Jun-24		Dec-25	\$ 51,000	\$ (7,828)	\$ (41,283)	\$ 1,889	96%															
4	Repair Community Center Roof and Structural Elements	Construction		Jul-25	Apr-26		\$ 624,026		\$ (123,300)	\$ 500,726	20%															
4	Procure Fire Chief Vehicles (3)	Complete		Jul-25	Mar-26		\$ 249,040	\$ (184,182)		\$ 64,858	74%															
4	Renovate Building Department Customer Service Areas	Construction		Dec-23	Apr-26		\$ 500,943	\$ (231,640)	\$ (243,715)	\$ 25,588	95%															
4	Resurface Calusa Park Courts and Increase Pickleball Courts	Planning		Nov-25	Aug-26		\$ 225,000			\$ 225,000	0%															
5	Replace Fitness Equipment in Community Center Gym	Construction		Oct-25	Apr-26		\$ 200,000		\$ (184,650)	\$ 15,350	92%															
5	Assess Community Center Facility and Programming	Procurement		Sep-25	Nov-26		\$ 215,100			\$ 215,100	0%															
5	Contribute to Virginia Key Athletic Fields Design	Planning		Nov-25	TBD		\$ 250,000			\$ 250,000	0%															
5	Improve Neighborhood Traffic Calming Devices	Construction		Nov-25	May-26		\$ 300,000	\$ (49,677)		\$ 250,323	17%															
5	Improve Golf Cart Cut Throughs	Planning		Jan-26	Sep-26		\$ -			\$ -																
5	Repair and Replace HVACs	Construction		Jul-25	Apr-26		\$ 237,900		\$ (237,900)	\$ -	100%															
5	Study and Design Offshore Hybrid Reef	Not Started	TBD	TBD	TBD	TBD	\$ 1,100,000			\$ 1,100,000	0%															
5	Renovate Beach Park Pavilion and Boardwalk	Procurement		Sep-22	Nov-26		\$ 1,000,000			\$ 1,000,000	0%															
5	Rehab Civic Center/Monaco Fountain Plaza	Planning		Aug-25	Jan-28		\$ 400,000		\$ (49,999)	\$ 350,001	12%															
6	Improve Intersection at Sonesta Drive and Crandon Blvd	Planning		Feb-26	Sep-27		\$ 540,000			\$ 540,000	0%															
6	Renovate Dog Park	Construction		Nov-25	May-26		\$ 100,000			\$ 100,000	0%															
7	Connect Community Center Lighthouse Room to Fiber	Planning		Mar-26	Oct-26		\$ 65,000			\$ 65,000	0%															
							\$ 70,675,098.00	\$ (2,646,908.16)	\$ (5,190,672.18)	\$ 62,837,517.66																