MEMORANDUM

TO: MAYOR AND CITY COMMISSION

FROM: CITY ATTORNEY'S OFFICE

DATE: November 16, 2026

RE: **Task Authorizations with Dover Kohl & Partners and Kittleson & Associates to Develop Regulatory and Infrastructure Framework for The Nine Urban Design and Implementation Plan.**

The CRA continues to advance planning for The Nine, a strategically significant redevelopment area in the Midtown CRA encompassing approximately nine blocks and 30 acres, generally bounded by US 92 (Memorial Boulevard) to the north, US 98 (Bartow Road) to the south, North Massachusetts Avenue to the east, and North Florida Avenue to the west. Building on the urban design plan, the next phase of work will address regulatory framework, transportation network, and public infrastructure necessary to support the area's long-term redevelopment vision.

The CRA has obtained proposals for three coordinated technical assignments addressing regulatory entitlements, transportation, and stormwater infrastructure. Together, these efforts will provide the technical analysis necessary to guide future land use and zoning recommendations, evaluate mobility and connectivity improvements, identify infrastructure needs, and further refine the urban design plan.

The services will be provided through the City's Continuing Contract 2024-RFQ-288 for Urban & Community Design and Infill Conceptual Services, with Dover, Kohl & Partners serving as the primary consultant for the planning and design assignment and coordinating with its subconsultants. Kittelson & Associates will serve as the prime consultant for the transportation studies. All services will be performed in accordance with the terms and conditions of the City's continuing contract and applicable task authorizations.

The proposed assignments and fees are summarized below:

Consultant	Scope of Services	Fee
Dover Kohl & Partners (Primary Consultant)	Planning and Design – Regulatory Entitlements	**$176,440**

Applied Sciences (Subconsultant)	Public Infrastructure – Preliminary Stormwater Design (Phase A)	**$295,395**
Kittleson & Associates (Prime Consultant)	Transportation Studies – Internal and FDOT Roadways	**$340,000**
	Total:	**$811,835**

The CRA Advisory Board considered the proposed task authorizations at their regular meeting on November 5, 2026 and unanimously recommended approval. It is recommended that the City Commission, acting as the Lakeland Community Redevelopment Agency, approve the proposed task authorizations for the scope of work provided in the attachments in the amounts specified above.

Attachments

TASK AUTHORIZATION FORM

In accordance with the City of Lakeland Continuing Contract 2024-RFQ-288 for Urban & Community Design and Infill Services, City hereby authorizes Consultant to proceed with the services as set forth in the following:

Task No.	DKP-26-01
Project Title:	The Nine Land Use & Stormwater design services, Phase I
Consultant Firm:	The Image Network Inc. d/b/a Dover, Kohl & Partners
Billing:	As set forth in the agreement and the approved proposal.
Cost:	$471,835 not-to-exceed without additional authorization
Scope of Work	Per Proposal, and Addendum A as made part of Agreement

Accepted by The Image Network d/b/a Dover,Kohl & Partners:

_____ Date: _____
Victor Dover, Principal

Accepted by City of Lakeland:

Reviewed By: Initials Date

Valerie Vaught, CRA Manager _____

Jason Willey, Assistant Director Economic Development _____

Brian Rewis,
Director of Community & Economic Development _____

Approved by City Commission November 16, 2026

_____ Date: _____
Sara Roberts McCarley, Mayor

ATTEST:

_____ Date: _____
Kelly S Koos, City Clerk

Approved as to form and correctness:

_____ Date: _____
Palmer C. Davis, City Attorney

DOVER, KOHL & PARTNERS
town planning

May 26, 2026

Karen Thompson
Senior Project Manager
Lakeland Community Redevelopment Agency
228 S Massachusetts Ave
Lakeland, FL 33801
Karen.thompson@lakelandgov.net

RE: The Nine District Phase I - DK&P Task List

Dear Karen,

Thank you for the opportunity to continue working with the City of Lakeland and the CRA on advancing the Mass Market / The Nine District from vision to implementation. Dover, Kohl & Partners is pleased to submit the enclosed proposed task list focused on establishing a coordinated and executable framework to support near-term infrastructure investment and long-term redevelopment success.

This scope has been developed in response to the most recent coordination with City and CRA staff and is intended to move beyond conceptual planning toward regulatory, form-based, and process-oriented actions that will reduce risk, clarify expectations, and position the district for developer readiness. The work program emphasizes refinement of the current vision, development of a regulating plan and standards, preparation of a targeted SPI Overlay aligned with existing FLU and zoning, and establishment of a clear administrative design review framework.

The proposed tasks are structured to align closely with the parallel transportation and engineering efforts (proposals enclosed separately), ensuring that regulatory decisions, street types, infrastructure planning, and public-realm investments reinforce one another.
We appreciate the opportunity to submit this proposal and look forward to discussing it further and refining as needed. Please do not hesitate to reach out with any questions, and we look forward to our continued collaboration on this important project.

Sincerely,

Steve Postma
DOVER, KOHL & PARTNERS

I. TASK LIST

The following is a task list summary for our involvement in the implementation of The Nine District Urban Design Plan.

PHASE 1: VISION FINALIZATION & IMPLEMENTATION FRAMEWORK

- **Task 1.1: Vision-to-Implementation Formalization**
    - **Purpose: Lock expectations and intent before technical work accelerates**
    - Confirm and memorialize key non-negotiables from the vision plan as well as what the City/CRA will build vs. what the developers will be expected to do
    - Redefine the three anticipated phases of the nine-block redevelopment based on most recent feedback
    - Support the City/CRA in any final presentations for final adoption

Deliverable(s): Vision-to-Implementation Brief/Memo (includes one round of revisions based on consolidated feedback)

- **Task 1.2: Regulatory Strategy & Code Audit**
    - **Purpose: Identify regulatory friction points and establish solutions**
    - Comprehensive audit of the City of Lakeland Comprehensive Plan and Land Development Code (specifically for the nine-block area) (Comprehensive Plan policies; base zoning conflicts; parking minimums, use tables, lot coverage, setbacks; street access and frontage rules)
    - Identify what can be: Left as is vs. modified administratively vs. potentially replaced by SPI Overlay
    - Coordinate with Lakeland Planning and Zoning and Legal to confirm approach
        - NOTE: Preliminary conversations recognized that existing FLU and zoning may provide desired density and uses (explore RAC/C-6 similar to downtown)
        - NOTE: Overlay boundary should extend to include other side of boundary streets (i.e., E-W to adjacent commercial frontages on Mass/Florida Ave, as well as north on Memorial Blvd, and likely the in-town bypass as well)

Deliverable(s): Regulatory Gap & Opportunity Memo with Proposed Overlay Boundary Map (includes one round of revisions based on consolidated feedback)

- **Task 1.3: Urban Design Plan Refinement**
    - **Purpose: Provide the engineers and regulators with a precise framework**
    - Utilizing site survey, refine the urban design plan into a more technical CAD model depicting block and parcel dimensions, street sections, development envelopes, and parking frameworks
    - Validate and refine the model as additional insights from subconsultants become available
        - NOTE: The DK&P technical CAD model is intended to establish planning-level geometry and regulatory assumptions and is not intended to serve as engineering or construction documentation

Deliverable(s): CAD-based Technical Plan (working file)

PHASE 2: REGULATING PLAN & FORM STANDARDS

- **Task 2.1: Regulating Plan Development**
    - **Purpose: Establish the physical framework that governs how buildings relate to streets, blocks, and open space across the entire nine-block district**
    - Prepare a Regulating Plan Map that defines building types, build-to zones, and required development elements (i.e., corner treatments, active frontages, terminated vistas, etc.)
    - Coordinate the Regulating Plan with street sections, utility corridors, and stormwater strategies

Deliverable(s): Regulating Plan Map (includes one round of revisions based on consolidated feedback)

- **Task 2.2: Building Types and Dimensional Standards**
    - **Purpose: Create a predictable development framework while preserving developer flexibility**
    - Define and illustrate allowed building types
    - Establish district-wide dimensional standards, including building widths, floorplates, height (in stories), and building articulation and modulation requirements

Deliverable(s): Building Types Catalog, Dimensional Standards Table (includes one round of revisions based on consolidated feedback)

PHASE 3: ARCHITECTURAL & PUBLIC REALM STANDARDS

- **Task 3.1: Architectural Standards**
    - **Purpose: Protect long-term design quality without requiring discretionary review**
    - Review downtown design standards to identify which standards can be adopted by reference, calibrated for desired district conditions, or replaced with new standards
    - Prepare architectural standards (as necessary) with a focus on performance and proportion, including: massing articulation and façade modulation; ground-floor transparency and activation; entrance frequency and orientation; material quality and durability expectations; rooflines, fenestration rhythm, and shading

Deliverable(s): Architectural Standards Manual (includes one round of revisions based on consolidated feedback)

- **Task 3.2: Public Realm Standards**
    - **Purpose: Ensure private development reinforces public investments in streets, open spaces, and walkability**
    - Define standards for ground-floor setbacks and frontage zones; stoops, forecourts, shopfronts, and outdoor dining
        - NOTE: DK&P will establish district-wide regulatory expectations for the interface between private development and public space while detailed material selection, planting design, and construction documentation would be prepared by others (i.e., Applied Sciences)

Deliverable(s): Public Realm Standards Manual (includes one round of revisions based on consolidated feedback)

PHASE 4: CODE & ADMINISTRATIVE UPDATES

- **Task 4.1: SPI Overlay Draft**
    - **Purpose: Implement the vision through a targeted overlay that retains existing FLU/zoning entitlements while delivering clearer form, design, and review standards**
    - Draft SPI Overlay provisions that incorporate the regulating plan, building dimensional standards, and architectural and public realm standards
        - NOTE: Assumes existing FLU and LDC tools suffice
        - NOTE: The SPI Overlay will establish street types and dimensional expectations, however detailed engineering design and permitting will be addressed separately by others (i.e., Kittelson and Associates)

Deliverable(s): SPI Overlay Code Language (includes one round of revisions based on consolidated feedback)

- **Task 4.2: Design Review Process and Administrative Approval**
    - **Purpose: Deliver a streamlined review system for the district that aligns with downtown design expectations while minimizing discretionary review and enabling predictable by-right approvals**
    - Review the existing LDDA design review process and define the role (if any) of LDDA review within the district and clearly state in the overlay
    - Design a checklist-based administrative approval process tied to compliance with the regulating plan, dimensional and architectural standards, frontage and interface requirements
    - Coordinate with Planning staff to define submittal requirements, review responsibilities, and review timelines and decision thresholds

Deliverable(s): Downtown vs. District Design Standards Alignment Summary, Administrative Design Review Process & Compliance Checklist (includes one round of revisions based on consolidated feedback)

PHASE 5: DEVELOPER-FACING FRAMEWORK

- **Task 5.1: Refined District Brochure & RFP/RFQ Support**
    - **Purpose: Translate regulatory clarity into market confidence and support the developer solicitation process**
    - Update and refine the District Brochure intended to communicate the city's vision, commitment, and support for the district, including previously completed renderings and narrative explaining entitlements, overlay requirements, and infrastructure commitments being made by the City
    - Assist in the drafting of the RFP/RFQ process
        - NOTE: developer solicitation and selection remain under City/CRA control, including the procurement process or preparation of financial or legal terms

Deliverable(s): Updated District Brochure in Print-Ready/High-Quality PDF Format (includes one round of revisions based on consolidated feedback)

ADDITIONAL SERVICES (NOT INCLUDED IN CURRENT SCOPE AND FEE)

- **If desired, DK&P can also provide support in the form of additional services, including but not limited to:**
    - Support in proposal evaluations and/or developer interviews
    - Support administrative design review processes through trainings or direct materials review
    - Providing written technical/design feedback
    - Participate in coordination meetings with City departments, future consultants, and/or developers
    - Update illustrative frameworks as conditions change
    - Evaluating early implementation and assisting with amendment language as necessary

II. FEE ESTIMATE

Based on comparable projects of similar scope and size, DK&P anticipates the following fees for the work products described above to be **$176,440.00**. The payment of such sum shall be in accordance with the following schedule:

a) Client shall pay a 30% non-refundable deposit upon execution and delivery of a fully executed contract. DK&P will not schedule work until receipt of this deposit.

b) The remaining balance shall be apportioned into monthly payments corresponding to invoices specifying the percentage of work completed.

Additional work beyond this scope of services will be authorized in writing and payment will be based on the following hourly rates, which are subject to change:

Dover, Kohl & Partners

Founding Principal Victor Dover	$410.00
Founding Principal Joseph Kohl	$350.00
Principal/Sr. Project Director	$235.00
Project Director and/or Sr. Town Planner/Urban Designer	$195.00
Illustrators	$180.00
Town Planners/Urban Designer	$150.00
Interns	$75.00
Clerical Staff	$75.00
Travel	½ of the above rates

REIMBURSABLE EXPENSES:

The above fees do not include out-of-pocket expenses, such as reproduction, travel, hotel accommodations, couriers, and telephone/facsimile. These will be charged separately. We recommend budgeting $2,500.00 for reimbursable expenses.

May 06, 2026

Proposal for Professional Services

Steve Postma CNU-A
Town Planner & Urban Designer
Dover, Kohl & Partners (Prime Consultant)
spostma@doverkohl.com

Lakeland CRA
Mass Market Development Area 1
Phased Engineering and Design Services

Project Understanding

The Lakeland Community Redevelopment Agency (OWNER) seeks to advance the southern portion (**Area 1**) of the Nine Block Area Plan toward developer readiness. This scope focuses on early engineering coordination, conceptual analysis, and phased design to support utilities, stormwater infrastructure, streetscapes, and a potential parking garage, while aligning with future architectural and regulatory processes.

This scope is informed directly by coordination between Dover, Kohl & Partners (CLIENT) and Applied Sciences (FIRM), and reflects the draft implementation framework, assumptions, and priorities shared by the project team, including early SWFWMD engagement, planning-level cost visibility, and phased advancement of design components such as stormwater vaults, utilities, and public-realm enhancements coordinated with a separate streetscape designer.

Applied Sciences will provide these services as a subconsultant to Dover, Kohl & Partners, working closely with the Lakeland CRA, City of Lakeland, utility providers, regulatory agencies, and the Prime Consultant's urban design and streetscape team.

Scope of Services

Services are organized into sequential phases (A and B) to allow flexibility in funding, scheduling, and CRA authorization. This scope is focused on **Phase A**, which will be used to create a Basis of Design, to establish consensus and opinions of probable cost. The scope is also separated by divisions of work, to include:

Utility Coordination (Planning) and Design

Coordination of potential burial of overhead utility lines. Electrical and conduit design is not included, which is typically provided by the utility. A separate consultant may be needed once the extent of work has been determined with the utility provider.

Coordination of water and wastewater upgrades within the project area, to include upsizing and retrofitting, laterals, and relocations. Determine scope and opinion of cost. Once a basis of design is established, a secondary phase agreement will be used to set project extents (scope) and fees for design and documentation.

Stormwater Design

First, a conceptual design and permit will be established for the entirety of the Mass Market project area (9 blocks) to determine volume and nutrient requirements and to set up a permit with the Southwest Florida Water Management District.

Specific stormwater design will focus on the southern third of the site (Area 1), shown below outlined in green. First, a Basis of Design phase (Phase A) will hone in on the project scope and extent of work to be performed. Once approved, the design will move to Phase B (for Area 1), to develop 60% and 90% documents to coincide with the development of streetscape design. Phase A will include vault calculations and pre-application permit meetings, which can be used by product vendors or other structural engineers to design and document vault facilities, coordinated with parking garage design.

Landscape Architecture

Curblines will be established by others. Above/behind the curb, Landscape Architecture scope will coincide with the design vision established by the CLIENT to determine and document hardscape materials, plantings, and furnishings, and opportunities for low impact drainage (green infrastructure). Lighting will be coordinated, but photometry and electrical engineering will be completed by others. Initial phases will be used to establish design guidelines and standards for the district. It is assumed that no current standards exist for the project area, nor shall the area conform to other city hardscape or landscape standards. Such standards would decrease the amount of work needed to perform the scope herein. Kiosks and wayfinding are not included in this scope. The areas to be designed (Area 1) are shown in the map as pink and include Kentucky Avenue, Tennessee Avenue from Bartow Road up to but not including Plum Street, and Parker Street from Mass Avenue to Florida Avenue.



Initial work to include survey, Subsurface Utility Engineering (SUE) for below-ground mapping of utilities, and geotechnical evaluation, by others. This work will be contracted through the CLIENT and directed by the FIRM.

Phase A: Basis of Design & Conceptual Coordination

A 'Basis of Design' plan will be developed to a 30% level of project completeness, to build consensus around the ultimate design scope for documentation. This will include coordination with city and utility entities to define the extents of upgrades and relocations, detailed modeling and site stormwater analysis, to include survey and SUE information, and preliminary visioning and coordination of a conceptual landscape plan, informed by the urban design team.

A conceptual permit will be obtained for the entirety of development buildout.

Task 1 – Project Management and Coordination

- Provide overall project management, scheduling, budgeting, and coordination support throughout Phase A.
- Lead project kick-off meetings and regular bi-weekly coordination calls with the CLIENT and CRA.
- Coordinate task integration across engineering, stormwater, utilities, and landscape architecture disciplines. Includes bi-weekly meetings with the project team.
- Provide direction for other disciplines such as survey, SUE, and geotechnical.
- Manage QA/QC reviews, progress tracking, and invoicing support.

Deliverables

- Scope and schedule, tracked and updated as needed throughout the project
- Meeting agendas, summaries, and coordination documentation
- Monthly invoicing and status reports

Task 2 – Data Collection

- Collect, review, and organize available stormwater, water, wastewater, and utility data from the City of Lakeland, CRA, utility providers, and prior studies.
- Compile existing drainage studies, utility maps, GIS data, as-builts, survey information (as available), and capital improvement plans relevant to the Nine Block Area.
- Input survey and SUE information into base drawings.
- Identify data gaps and limitations affecting conceptual and preliminary design.
- Review applicable stormwater, environmental, and utility permitting requirements, including SWFWMD ERP criteria, City of Lakeland standards, and relevant state and federal regulations.
- Site visits (2).

Deliverables

- Data inventory and constraints memorandum

Task 3 – Utility Undergrounding Concept Coordination

Conduct high-level planning coordination for undergrounding electric and communications infrastructure along key Phase 1 streets. This includes first-step fact-finding efforts to identify the plausibility of undergrounding, costs, constraints, and opportunities.

- Coordinate with Lakeland Electric, telecommunications providers, and CRA representatives.
- Identify constraints, sequencing considerations, and opportunities for cost-sharing or utility programs.
- Document planned modifications in a Basis of Design technical memorandum
- Prepare a planning-level Opinion of Probable Cost (OPC).

Deliverables

- Meeting notes with utility providers
- Applicable drawings to describe conditions of utility undergrounding

Task 4 – Water and Wastewater Infrastructure Coordination

Define extents and requirements for subsequent project scoping, to design and document water and wastewater modifications and relocations. To include:

- Coordinate with City of Lakeland utilities on potential upgrades, replacements, and relocations aligned with street and public-realm improvements.
- Define scope limits and phasing assumptions.
- Document planned modifications in a Basis of Design technical memorandum
- Prepare a planning-level Opinion of Probable Cost.

Deliverables

- Drawings, diagrams and technical information to describe the scope and extents of utility modifications or relocations.
- Planning-level opinion of probably cost

Task 5 –Stormwater Planning & Site-Specific Pre-application Permitting

Site-wide analysis with a focused design for the Area 1 stormwater system to 30%, to create a basis of design and opinion of cost. The site-wide evaluation may lead to overbuilding of the Area 1 system to accommodate future development. Narrative, reports and figures will support the approach and consensus design.

- Input updated stormwater inventory information into existing models and Geographic Information Systems.
- Perform feasibility analysis and preliminary hydraulic evaluation, with emphasis on the southern one-third of the plan area (Area 1). The project will also include a site-wide evaluation to determine the ultimate stormwater requirements, in support of future phases.
- Develop a conceptual, district-wide stormwater strategy centered on vault-based systems.
- Create diagrams and attend meetings to gather information, such as property ownership, potential pond or vault locations, floodplains analysis, and approaches toward required stormwater treatment and storage. Prepare conceptual vault and water collection layouts using preliminary street geometry prepared by others and assumed parking garage footprints. Illustrate potential vault locations, access, and integration with streets and public spaces. Plan for future structural integration with a parking garage, plaza, or promenade where applicable.
- Conduct pre-application coordination meetings with the Southwest Florida Water Management District (SWFWMD).
- Prepare 30% design documents for the stormwater system, including vault calculations.
- Update hydraulic modeling and floodplains.
- Prepare a planning-level Opinion of Probable Cost.

Deliverables

- Stormwater technical report to describe required infrastructure (Basis of Design)
- Planning-level Opinion of Probably Cost
- Permitting summary

Task 6 – Landscape Architecture for Streetscapes and Public Realm (Conceptual to 30%)

Coordinate with the Prime Consultant's urban design and streetscape team to ensure consistency with the adopted vision and implementation strategy. This phase will establish a standard of materials and stylization. Streets targeted for Phase 1 corridors shall include:

  - Kentucky Avenue
  - Tennessee Avenue (Bartow Road to Plum Street, excluding Plum Street)
  - Parker Street (Massachusetts Avenue to Florida Avenue)

- Meet with the responsible city department that will approve and maintain streetscape amenities.
- Meet with the urban design team to develop project plans and conceptual design.
- Develop hardscape materials palette, extent of public space design and complexity, and shading strategies.

Deliverables

- Notes from meetings related to city standards and maintenance
- 30% landscape architecture exhibits and conceptual graphics to communicate the streetscape design
- Opinions of probable cost

Coordination with Parking Garage Design

Stormwater vault planning and preliminary design will assume potential future integration with one or more parking structures. Architectural and structural engineering services for parking garages will be provided by others. Applied Sciences may assist with technical coordination between vault systems, landscape elements, and garage interfaces, as requested.

Assumptions and Exclusions

- Applied Sciences will serve as a subconsultant to the Prime Consultant (CLIENT).
- Applied Sciences is not the lead streetscape or roadway designer; landscape architecture services will be provided in coordination with a separate streetscape designer.
- Cost opinions are planning-level and subject to refinement in later design phases.
- Right-of-way acquisition, geotechnical investigations, environmental remediation, and construction are excluded unless separately authorized.
- Detailed garage architecture and structural engineering are excluded.
- Public outreach and engagement is not included, nor are meetings with developers or other stakeholders.
- Design and documentation of water and wastewater projects is not included in this scope.

Schedule

Work is anticipated to begin as early as August 2026, with Phase A completing within approximately six (6) months, subject to CRA direction, data availability, and agency review timelines. Subsequent phases will proceed upon authorization.

Fees

The work proposed herein, for Area 1, Phase A, to create a basis of design and define scope of work for utilities, shall be performed on a lump sum basis for the amount of $295,395. Invoicing will occur monthly based on a percent task complete basis and will be emailed to the CLIENT. The CLIENT shall make payment per the provisions described in ‘Terms and Conditions,’ for the applicable portion of services invoiced.

Please make all checks payable to:

APPLIED SCIENCES CONSULTING, LLC.

1000 N. ASHLEY DRIVE #500

TAMPA, FL 33602

Thank you for choosing **APPLIED SCIENCES**!

We look forward to working with you on this project.

(Phase 2: Placeholder Scope, not included in this contract - for reference)

PHASE B (for Area 1) – Permitting and Final Design

The following **Phase B** scope is provided for alignment with the Lakeland CRA implementation framework only and reflects activities anticipated following completion of Phase A.

Phase B services are not included in the current scope or fee and would be subject to separate CRA authorization, funding availability, and execution of a contract amendment.

100% design will require bidding to contractors, assistance through the bidding process, value engineering, and the creation of documents for construction by engineers and architects of record.

Task – Utility Design, Permits & Interagency Agreements

- Continue to coordinate with City of Lakeland Utilities, Lakeland Electric, telecommunications providers, other utility partners, and the CLIENT'S streets designer, as required.
- Prepare 60%, 90% and 100% design documents for water, wastewater, and other utility relocations and undergrounding along Phase 1 streets.
- Update Opinion of Probable Cost at each deliverable and provide phasing recommendations.
- Support preparation of permit applications and agreements related to water, wastewater, and utility undergrounding improvements.

Task – Stormwater Design and Permitting

- Coordinate stormwater vault and utility design interfaces with parking garage structures designed by others.
- Support technical coordination related to structural integration, loading, access, and long-term maintenance considerations.
- Coordination with streetscape design, materials, and pedestrian realm considerations.
- Prepare and submit Environmental Resource Permit (ERP) applications to the Southwest Florida Water Management District (SWFWMD) for the Area 1, site specific stormwater vault and drainage system.
- Coordinate with SWFWMD staff through agency comments, revisions, and approval.
- Preparation of 60%, 90%, and 100% design documents for the stormwater system.

Task – Final Hardscape and Landscape Design

- Advance streets, utilities, and stormwater infrastructure from 30% design to 60%, 90%, and 100% design, consistent with CRA phasing priorities.
- Hardscape design and detailing, planting concepts, soil volumes, tree spacing, and green infrastructure features, to be coordinated with street design and utilities systems.
- Update opinions of probable cost and support development of bid-ready documents.

TASK AUTHORIZATION FORM

In accordance with the City of Lakeland Continuing Contract 2024-RFQ-288 for Urban & Community Design and Infill Services, City hereby authorizes Consultant to proceed with the services as set forth in the following:

Task No.	KIT 26-01
Project Title:	The Nine Transportation design services, Phase I
Consultant Firm:	Kittelson & Associates, Inc.
Billing:	As set forth in the agreement and the approved proposal.
Cost:	$340,000 not-to-exceed without additional authorization
Scope of Work	Per Proposal, and Addendum A as made part of Agreement

Accepted by Kittelson & Associates Inc.:

_____ Date: _____

JP Weesner, Principal

Accepted by City of Lakeland:

Reviewed By: Initials Date

Valerie Vaught, CRA Manager _____

Jason Willey, Assistant Director Economic Development _____

Brian Rewis,
Director of Community & Economic Development _____

Approved by City Commission November 16, 2026

_____ Date: _____

Sara Roberts McCarley, Mayor

ATTEST:

_____ Date: _____

Kelly S Koos, City Clerk

Approved as to form and correctness:

_____ Date: _____

Palmer C. Davis, City Attorney

KITTELSON & ASSOCIATES
225 E Robinson St # 355
Orlando, FL 32801
P (407)540-0555

SCOPE OF WORK

May 26, 2026
Project# 33427P

To: Steve Postma
Dover, Kohl & Partners
1571 Sunset Dr.
Miami, FL 33143

From: Wade Walker

RE: Lakeland Mass Market Vision Implementation – Mobility Scope of Services

We have developed the following scope of services and fee estimate for mobility tasks outlined in the Mass Market Vision Plan related to implementation of the overall Vision. The tasks below will enhance the developer-readiness of the site; additional tasks related to final design and site entitlements are listed after these Phase 1 tasks, but are not included in this scope of services at this time.

PHASE 1 TASKS

1. Reevaluate Context Classification and Access Standards

Kittelson will meet with FDOT District 1 (D1) Planning Studio to request Context Reclassification of the 35) segment of Florida Avenue (SR 37) from C3C to a C4 or C5 and for Memorial Boulevard (US 92) consistent with the planned vision for the Mass Market Site. It is not anticipated that additional analyses will be required for this effort. Additionally, Kittelson will ascertain the process required for changes to access and context classification for Bartow Road (SR 35) adjacent to the Mass Market site and document the process and steps necessary which may include legislative action.

Deliverable: Brief memorandum documenting required process to alter context classification and access classification for Bartow Road (SR 35).

2. Site Transportation Assessment

Kittelson will develop a site transportation assessment for the Mass Market site consistent with the adopted vision for land use and form. This task reflects travel demand modeling and scenario testing to assist the development team and CRA with identifying the preliminary impacts and needs of the Mass Market development on the internal and external transportation network. This assessment task also includes coordination with emergency services to address any issues they may have with proposed internal street networks or intersections. This evaluation assessment will include traffic, safety, and circulation analyses that will inform not only refinements to the site design itself, but will

also inform needed intersection controls and configurations both internal and external to the site, as well as initial testing and traffic analyses which will be used for Task 3/Lane Repurposing.

Specific tasks are as follows:

- Review site plan, unit counts, and access with the site design team and refine for any changes that may have been incorporated since the Vision Plan was developed;

- Obtain Travel Demand Model or sub-area model from City of Lakeland or Polk TPO;

- Review the travel demand model within the Mass Market subarea. This review will include evaluating model's base year performance against agency-established performance criteria to understand the general level of accuracy within the model. The review will include extracting traffic volumes on roadways and reviewing the socioeconomic data currently coded into Traffic Analysis Zones (TAZs) which currently represents the study development area. The output of this review will include assessment of the model's current level of suitability for forecasting traffic for the proposed development areas. If adjustments to the model are needed to achieve validation criteria, then Kittelson will validate the model subarea.

  Due to the unknown level of accuracy within the subarea within the adopted model, this scope of services includes a validation allowance of up to $10,000. Should the validation task require more than $10,000, then a change order for the amount above $10,000 will be provided to the Client for separate review and approval;

- Complete a test run within the validated travel demand model to identify internal trip capture, trip attenuation from existing local land uses (such as interaction with Downtown and the hospital campus), pass-by trips, mode split, and trip distribution;
- Apply validation adjustments from the base year model to the horizon year model (2046) to establish a baseline (no-build) traffic forecast for study roadways within the subarea;
- Prepare an initial run of the Client-provided development program within the horizon year model. This initial run will involve replacing TAZ socioeconomic data with proposed development uses and intensities, creating new TAZs where necessary, and include framework roadway network and access points proposed by the project team;
- Collaborate with team on adjustments to development program and site network;
- Complete adjustments to the travel demand model and re-run the model;
- Prepare a brief memorandum summarizing the results from the travel demand model and validation and discuss with the team;
- Prepare a sensitivity analysis to identify areas with additional roadway or intersection capacity needs and identify order-of-magnitude improvements, including multimodal improvements and connections; and
- Discuss findings of the sensitivity analysis with the team and City or D1 (if desired)

Deliverables: Transportation Assessment Memorandum summarizing analysis and findings from the traffic and circulation evaluation effort.

3. Lane Repurposing Process

Kittelson will initiate and lead the lane repurposing process and studies for the proposed lane repurposing for both Florida Avenue (SR 37) and North Massachusetts Avenue (off-system, city jurisdiction) adjacent to the Mass market site between Memorial Boulevard (SR 546) and Bartow Road (SR 35). It is anticipated that North Massachusetts Avenue will fall under the Type 1 category and Florida Avenue will fall into Type 2 consistent with the newest FDOT Lane Repurposing Guidebook. While we anticipate completing the required analyses for both proposals as one traffic analysis effort, we recommend processing each of the proposals separately as the Florida Avenue request may have additional FDOT reviews as it is part of the state highway system.

The following three tasks are anticipated as part of the lane repurposing process. This scope assumes that a combination of Synchro and SimTraffic will be deemed sufficient at the methodology stage with D1; should D1 require more robust network simulation with additional intersection counts and analysis and analysis using a tools such as VISSIM, this scope and fee will be amended.

3.1 CONCEPT REPORT

- Preparation of study methodology and one review and concurrence meeting with D1;
- Intersection traffic counts at ten intersections (six signalized and two unsignalized) along four site boundary roadways;
- Development of a Synchro traffic analysis model incorporating distribution, traffic volumes, and trip reductions from the Task 2 travel demand modeling effort (to maximize multimodal and capture potential while minimizing external traffic impacts) to determine overall impacts related to the proposed lane repurposing on both Florida Avenue and Massachusetts Avenue;
- Evaluation of crash data and safety analysis for the proposed streets (including ped/bike crash analysis);
- Development of existing and proposed typical sections;
- Quantify benefits and justification for lane repurposing for both corridors; and
- Prepare Concept Report document in accordance with format outlined in Lane Repurposing Guidebook; and
- Incorporate review comments from City and D1 and submit final Concept Report for both lane repurposing projects.

3.2 COMMUNITY ENGAGEMENT

- Assist CRA and City in documenting inclusion in city's plans;
- Assist with drafting project support narrative for Resolution by City Council; and
- Advertise and facilitate Community Open House to present project, analysis results and benefits, and to seek public comment on projects.

3.3 LANE REPUROSING APPLICATION

- Prepare Lane Repurposing package for Florida Avenue (SR 37) that would include analysis for both Florida Avenue and Massachusetts Avenue. The application is only required for roadways on the state system;
- Conduct 3 review meetings with D1 and respond to comments (two rounds anticipated);
- Conduct review meeting with FDOT Central Office and respond to comments (two rounds anticipated, meeting to be virtual); and
- Finalize and submit Application.

Deliverables: Draft and final Concept Report methodology; draft and final Concept Report with appendices; Community Engagement summary memo; draft and final Lane Repurposing Application Package.

4. Onsite Streets – Conceptual Design and Cost Estimates

For the onsite streets (new and retrofit), Kittelson will develop a conceptual preliminary design of the street components within the curbline such as travel lanes, parking lanes, curb and gutter, and any on-street bicycle facilities. We will also develop conceptual preliminary design for the site intersections (internal as well as site access points to the existing boundary streets) consisting of corner radii, turn lane configuration, intersection control (signalization, roundabouts, or stop control). Concept design of street components outside of the curbline and underground utilities and stormwater will be the responsibility of Applied Sciences and is not included in this scope or fee. It is assumed site survey including existing streets and infrastructure will be provided by the City. The following tasks are related to the conceptual design of these street components.

- Confirm site street layout and typical cross sections with design team;
- Coordinate concept development and design with design team and Applied Sciences;
- Prepare CAD typical cross sections with travel and parking lanes and curb/gutter placement for internal streets;
- Develop curb return radii and intersection turn lane configurations for internal street and external access points;
- Determine site access intersection control (signals, directional, full access) for site street intersections with boundary streets;
- Collaborate with design team and Applied Sciences to develop horizontal 2D CAD drawings of overall site plan; and
- Develop estimates of probable cost for internal streets (curb to curb only), intersections, signals, and site access intersection modifications.

Design parameter input to team for geometric components related to street (curb to curb) dimensions and lane layout, curb return radii, and intersection configurations (internal and external to site); CAD typical sections for internal streets; estimate of probable cost for internal streets (curb to curb exclusive of utilities, stormwater, or streetscape).

Table 1 Fee Estimate

	Task	Fee
Task 1	Context Classification and Access	$15,000
Task 2	Site Transportation Assessment	$75,000
Task 3	Lane Repurposing Process and Submittals	$175,000
Task 4	Onsite Streets – Concept Design and Cost Estimate	$75,000
	Total fee	**$340,000**