



**Robert J. Gray**  
Chairman & CEO

### *Summary of Experience*

As Chairman of Strategic Planning Group, Inc. (SPG) Mr. Robert Gray leads the resource team with over 35 years of international consulting experience in: Growth Management/Comprehensive Land Use/Fiscal Planning; Development Economics/Feasibility, Redevelopment/Economic Development, Tourism and Hospitality Planning, and Strategic Planning. His broad range of experience ensures SPG clients of detailed accuracy, proven programs, and consistent professionalism.

### *Summary of Experience*

#### *Comprehensive Planning/Urban Planning*

- ◆ Prepared Land Use and Growth Management Programs for over 20 local and regional governments throughout North America, the Caribbean and the Pacific.
- ◆ Specific experience in fast growth areas where traditional land use planning techniques have been ineffective.
- ◆ Assisted 20+ cities in the Caribbean and the United States in their redevelopment efforts.
- ◆ Secured and managed numerous grants including CDBG, TIFs, BIDs etc.

#### *Economic Development/Site Location*

- ◆ Created effective economic development strategies for over 25 local, regional, and national governments including Australia, Egypt, the Caribbean, and locations throughout the United States.
- ◆ Relocation studies resulting in the creation of over 60,000 jobs.
- ◆ Prepared 15 major Environmental Impact Statements (EISs) and 13 Development of Regional Impact (DRI) reports in Florida.

#### *Development Economics/Feasibility*

- ◆ Prepared feasibility studies for over 50 million square feet of commercial/industrial space, 25,000 residential units, and \$10 billion worth of resorts internationally.
- ◆ Clients have included K. Hovnanian, Prudential, Robinson-Humphrey (American Express), Campeau International (Allied and Federated Stores), DeBartolo, General Development Corporation, U.S. Government and Arvida.

#### *Tourism and Hospitality Planning*

- ◆ Prepared hotel/resort feasibility studies for over \$10 billion worth of resorts worldwide
- ◆ Prepared Developer Packages for tourism and redevelopment projects for local and regional governments

### *Strategic Planning*

- ◆ Directed 15 basing studies for U.S. Department of Defense.
- ◆ Directed manpower management sources for 15 U.S. Navy/Army Installations.
- ◆ Managed the site selection and permitting of the East Coast Trident Facility, “the largest military peace time activity ever constructed.”
- ◆ Managed U.S. Air Force facility privatization study for the entire United States.

### *Specific Experience*

#### *Comprehensive Planning*

SPG Project Manager Baldwin County, AL Comprehensive Plan. Project Planner Jackson County, FL EAR . Project Director for the U.S. Virgin Islands’ 2010 Growth Management Plan (St. Thomas, St. John, and St. Croix). Urban sociologist/economist for the island of Trinidad/Tobago’s redevelopment program. Project Officer for Santa Rosa Island’s Growth Management Program as well as Project Director for Clay County’s 2010 Growth Management Plan. Directed City of St. Cloud Comprehensive Plan Update. . Project Officer for elements of Pasco County’s 2010 Growth Management Plan. Directed various elements of the following Florida governments’ Growth Management Plans: Maitland, Casselberry, North Miami, Winter Haven, as well as the Counties of Orange, Polk, Flagler, Nassau and Leon. Project Director for the port element of the City of Jacksonville, FL’s 2001 comprehensive master plan, and the City of Jacksonville Beach, FL’s Growth Management Plan. Project Manager for St. Johns County, FL Affordable Housing Program; Pasco County, FL Affordable Housing Program; and St. Johns County, FL Elderly and Special Needs Housing Program. Project Director for Guam’s Growth Management Program

#### *Economic Development/Site Location*

Directed the Economic Development Programs for Titusville, Deltona, and Ormond Beach, FL. Directed Volusia County’s Economic Development Strategic Plan; Economic Repositioning studies for: Bradenton FL; Safety Harbor FL; Rockledge, FL; Cocoa, FL; St. Petersburg, FL; Melbourne, FL; Deland, FL; Vero Beach, FL; North Miami Florida; Boynton Beach, FL; Delray Beach, FL; Ormond Beach, FL and Palm Coast FL. Project Director for the Overall Economic Development Program (OEDP) for the U.S. Virgin Islands. Directed the economic development program for the Northern Territory of Australia. Project Officer for Egyptian Free-Trade Zone Feasibility Study (five trade zones). Prepared the Strategic Tourism Repositioning Study for Panama City Beach. Directed the Labor Market Study for JEA/Jacksonville Coca. Project Director



*Robert J. Gray ~ (continued)*

for a five-county regional economic development/target industry study for: Citrus County, FL ; Sumter County, FL ; Hernando County, FL; Levy County, FL ; and Marion County, FL. Project Director for St. Johns County, FL's Economic Development Profile. Served as Project Director for Clay County, FL's Economic Development Program, Wage Study and Profile. Served as Consultant to Citrus County, FL Committee of 100. Consultant to Lee County, FL's Economic Development Committee generating economic development alternatives and strategies for adoption of realistic Comprehensive Plan. Project Manager for the 10-county Coosa River Industrial Targeting Study for the United States Corps of Engineers (COE) including Etowah, Calhoun, St. Clare, Talladega, Shelby, Chilton, Coosa, Autauga, Elmore, and Montgomery Counties. Directed the First Coast Region of Florida's Medical and Medi industrial location study for Jacksonville, FL Chamber of Commerce. Directed economic impact statement for the Port of Jacksonville, FL. Directed the commodity tonnage studies for Port Everglades, FL Master Plan and CEIP program. Directed Panama City, FL's Wage Study. Site Location: Directed market studies for Allied Stores on their Jordan Marsh and Maas Brothers Department Stores in Palm Beach County, FL; Orange County, FL; Seminole County, FL; Collier County, FL; Hillsborough County, FL; and potential new facilities in Duval County, FL; Port Charlotte, FL; and Vero Beach, FL. Project Manager on a Racetrack DRI in Central Florida; Project Director for several DRIs, including two studies on Amelia Island for future tourist developments and a study for expanding the Seaboard Coastline Railroad facilities in Jacksonville, FL. Directed preparation of environmental impact statement for the Coosa River navigational project, Mobile District COE.

*Development Economics and Feasibility*

Project Director for the 380 room Paradise Point Hotel on Bimini, Bahamas; Project Manager for a 700,000-square foot Power Center, Naples, FL; Project Director 7,000-acre New Town, Southwest, FL. Project Director for Prudential Life Insurance Highest and Best Use Study; Project Director for a \$350 million Caribbean resort. Feasibility analysis for a 616-room golf and casino resort in Alice Springs, Australia, and a \$300 million resort including a casino, 612-room international hotel, 1,352-room villa resort hotel, a 250,000-square foot retail/commercial shopping center and 300-berth marina located in Darwin, Australia. Responsible for feasibility analysis for Forest Hill Villa Resort, a 282-room villa hotel in Polk County, FL. Conducted

cash flow studies on major residential development in Lehigh, FL, as well as the 900-room Sonesta Hotel Village on Sand Lake, Orange County, FL. Conducted detailed feasibility studies and financial package for major tourist development, including a 276-room, five-star hotel, golf course and several hundred villas at Costa Del Sol, Spain.

*Urban Planning*

Project Manager for Kingston, Jamaica Downtown Redevelopment Area Plan. Project Officer on Jacksonville, FL's Downtown Revitalization Program, Vero Beach, FL's and 2 City of Cocoa Redevelopment Program. Directed City of Maitland, FL's Commercial Development Study, City of Jacksonville Retail Development Potential Program. Directed an elderly transportation study for Volusia County, FL's planning department. Project Manager, Jacksonville, FL Downtown Parking Study. Demographic input to the Gulf Islands National Seashore, Department of the Interior, EIS and demographic input to 701 Comprehensive Plan for Flagler County, FL. Urban Sociologist and Economist for the redevelopment of east Port-of-Spain, Trinidad, and Tobago's capital. Consultant to the City of Gainesville, FL Community Development Department for the city's comprehensive housing study and served as consultant to the City of Tampa, FL's Model Cities Program.

*Tourism and Hospitality Planning*

Directed the hotel/resort feasibility studies for Four Seasons and Sonesta Hotels, as well as Propinvest and Overseas Development Group. Directed tourism planning studies for the US Virgin Islands, Northern Territory of Australia, Guam, Bahamas, as well as Daytona Beach; Bay County TDC, FL; Daytona Beach Shores, Santa Rosa Island; and Walton County TDC, FL. Served as Sr. VP of Marketing for Robex International, the largest resort in Europe (developments include Courchevel, Antibes, Coudalere, Avoriaz and Bimini Bay. Mr. Gray prepared the tourism development strategies for Washington NC; Englewood, FL; Melbourne, FL; and Tifton, GA. Directed Socio-economic study for the planning/development of Bimini, Bahamas

*Redevelopment Planning*

Project Director for the SR100 Palm Coast Centre CRA; Ormond Beach North Mainland CRA; Central Bradenton CRA; Downtown Safety Harbor CRA; Boynton Beach Heart of Boynton Redevelopment Plan; Delray Beach West Atlantic Plan; Deland Springfield Annexation Plan; Rockledge Redevelopment Plan, and the Greater Leesburg CRA highest and best use study. Principal Economist on the South Rome Georgia Redevelopment Plan; the Hinesville, Georgia Redevelopment Plan, and the Downtown



*Robert J. Gray ~ (continued)*

Washington NC redevelopment Program. Project Director for the City of Jacksonville's Initial Downtown Action Plan, and 3 CRAs/TIFs. Directed the redevelopment master plans for the Cocoa US1 corridor, the A1A Daytona Beach Shores Urban Design Plan, directed the economic sections of Cocoa's Diamond Square CRA, Winter Haven's Downtown CRA and Winter Haven's Florence Villa CRA. Directed Vero Beach's CRA Master Plan, the downtown plan for North Miami, as well as the USAID funded redevelopment Plan for Kingston Jamaica.

*Military Realignment Planning*

Project Manager for four DoD Air Force Base Market Feasibility/Financial Viability Studies. Project Director, United States Air Force open end contract for all SAC Housing Studies. Project Director for the United States Navy's Gulf Homeporting Study. Project Director for the Department of Navy's Southeast Georgia and Northeast Florida Regional Plan. Responsible for fiscal impact planning assistance to Department of Navy, i.e., determining fiscal impact parameters and development of monitoring program for Naval Submarine Base Kings Bay, GA. Directed socio-economic analyses for the Navy's East Coast Trident EIS (Navy's largest military peacetime construction activity). Directed the base operations support (BOS) management and cost study for the United States Army's national training center, Fort Irwin, CA, and for the Naval Air Station, Whiting Field, FL. Directed development of model statements of work for CITA management studies for the U.S. Army's Facility Engineering Support Agency to be used at all Army installations within the United States. Project Officer for the management and cost study (CITA) at NSWC, White Oak, MD; NSWC Dahlgren, VA, Harry Diamond Laboratories, Adelphi, MD. Directed BOS management study for Naval Submarine Support Base, Kings Bay, GA. Directed the U.S. Navy's Poseidon Homeporting Study. Directed basing studies for Davisville/Quonset Point Naval Weapons Stations, RI; Naval Depot, Cheatham Annex, VA; Naval Weapons Station, Charleston, SC; Naval Submarine Support Base, Kings Bay, GA; and Cape Canaveral, FL. Directed the public participation program for the Department of Navy's East Coast Poseidon EIS Kings Bay, GA. Directed Department of Navy's East Coast Trident Homeporting Study and detailed impact analyses (CEIS) at Bangor, WA; Groton, CT; Dam Neck, VA; Narragansett, RI; Tidewater, VA; Charleston, SC; Kings Bay, GA; Titusville, FL; and Jacksonville, FL.

*Employment History*

- ♦ Strategic Planning Group, Inc. Chairman and CEO, 1992 to Present. President and CEO, 1985 to 1992. Directed internationally recognized economic development and growth management firm. Responsible for directing major projects and corporate marketing.
- ♦ Robex International. Senior Vice President of Marketing, 1984-1994. Responsible for market and financial feasibility studies for major resort and hotel projects in Europe, United States, and Caribbean.
- ♦ Prepared and reviewed developer agreements and lease documents.
- ♦ Overseas Group, Inc. Senior Vice President; Propinvest S.A. Director and Senior Vice President, 1983 to 1984. Responsible for long-range planning, and feasibility studies, corporate strategy, market strategy, and sales packaging. Corporate representative for Australian and Spanish projects. Liaison with government officials.
- ♦ Plantec Corporation. Vice President and Member of the Board of Directors, 1981 to 1983. Responsible for special studies, corporate marketing; Supervisor of RS&H/Plantec's Washington, DC office.
- ♦ Plantec Corporation. Director, Resource Management Group, 1980 to 1982. Formed Resource Management Group to address regional, industrial and economic development studies, market research, financial feasibility studies, EIS DRI studies, strategic planning, operations management, and opportunity analyses.
- ♦ Plantec Corporation. (Reynolds, Smith and Hills) Senior Planner/Associate, 1974 to 1980. Formed and directed the socio-economic systems group. Responsible for environmental impact study management, regional economic impact studies participation programs, as well as socio-economic studies.
- ♦ Reynolds, Smith and Hills. Senior Market Analyst, 1973 to 1974. Responsible for Development Economics and Market Feasibility Studies.
- ♦ Environmental Science and Engineering (Reynolds, Smith and Hills), 1972 to 1973. Formed and directed the Environmental Economics Group. Responsible for socioeconomic studies and assessments of sociological and psychological impacts for EISs.

*Education*

Doctoral Courses, University of Florida. ~ M.A., University of Florida, 1972.  
B.A., University of Florida, 1970.  
Corporate Management Courses, Harvard University.