

**Bid Tabulation Packet
for
Solicitation PNC2119955P1**

**General Planning Consultant Services for the
Transportation Department**

Bid Designation: Public



Broward County Board of County Commissioners

Whitehouse Group Inc.

Item: **General Planning Consultant Services for Transit Division**

Attachments

- 00.CoverLetter.pdf
- 01.EvaluationCriteria.pdf
- 02.FinancialStatement.pdf
- 03.SubconsultantsSuppliersRequirementForm.pdf
- 04.A.VendorReferenceVerificationForm-E03355.pdf
- 04.B.VendorReferenceVerificationForm-E03691.pdf
- 04.C.VendorReferenceVerificationForm-BMPOAdv.pdf
- 05.InsuranceCoverage-Example.pdf
- 06.CBECertificate.pdf
- 07.CBELetterOfIntent.pdf



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February 12, 2020

Broward County Board of County Commissioners, Purchasing Division
Attn: Mark Roberts
115 S. Andrews Ave., Room 212, Fort Lauderdale, FL 33301-4804

RE: Response to Bid PNC2119955P1, GENERAL PLANNING CONSULTANT SERVICES FOR THE TRANSPORTATION DEPARTMENT

Dear Mr. Roberts:

Whitehouse Group is pleased to provide this submittal in response to the referenced bid for General Planning Consultant (GPC) services. Per the bid package instructions, we've completed all forms and attached the following items in BidSync:

- **00.CoverLetter.pdf**- This letter explaining the BidSync attachments.
- **01.EvaluationCriteria.pdf**- The response to the evaluation criteria described in the Bid package including project team, project manager, and experience with GPC contracts.
- **02.FinancialStatement.pdf**- A letter explaining how Whitehouse Group's financial statements were provided to the county per instructions provided in the bid package.
- **03-SubConsultantSuppliersRequirementForm.pdf**- The online form could only accept four subconsultants. This form has been added per the bid instructions.
- **04.A.VendorReferenceForm-E03355.pdf**- A vendor reference form for a transit GPC.
- **04.B.VendorReferenceForm-E03691.pdf**- A vendor reference form for a transit GPC.
- **04.C.VendorReferenceForm-BMPOAdv.pdf**- A vendor reference form for a multimodal GPC.
- **05.InsuranceCoverage-Example.pdf**- A copy of Whitehouse Group's insurance coverages as provided on another transit GPC contract.
- **06.CBECertificate.pdf**- A copy of Whitehouse Group's CBE certification letter.
- **07.CBELetterOfIntent.pdf**- Completed Broward county CBE utilization form.
- **08.AllDocuments.zip**- A copy of all documents included in this submittal in **Microsoft Word** format.

By this letter, **Whitehouse Group acknowledges receipt of and accepts Addendum No. 1** (February 3, 2020). **Whitehouse Group attests that the firm, nor any of its subconsultants, have any material litigation filed, pending, or resolved over the last five years.**

Please contact me at your convenience should you require additional information.

Regards,
Whitehouse Group Inc.

Wade L. White
Chairman / CEO

cc: Todd A. Brauer, President / COO, Dale Largie, CPA, Controller

100 West Cypress Creek Road, Suite 620
Fort Lauderdale, FL 33309
+1 (954) 482-8409
www.whitehousegroup.com



PROPOSAL | Prepared for
Broward County Board of County Commissioners



General Planning Consultant Services for the Transportation Department

February 12, 2020 | Solicitation PNC2119955P1

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Introduction

Whitehouse Group is pleased to submit this response to the Broward County Transportation Department's solicitation for on-call transportation planning services. Founded in 2008, Whitehouse Group is a Broward County Business Enterprise (CBE) that specializes in supporting all aspects of transportation planning. Our firm has managed more than \$7.0 million of transit planning services as a prime consultant over the last five years from our Fort Lauderdale headquarters. As a small business enterprise, we meet our clients' needs through proactive project management and strategic teaming.

For this on-call GPC contract, we've assembled a team of subconsultants that guarantees Broward County the breadth and depth of resources necessary to meet any transit planning need:

- Cambridge Systematics
- Deloitte
- Gannett Fleming
- Media Relations Group
- ServiceEdge Solutions
- TransPro
- Valerin

These firms are not just subconsultants. They are integral to the Whitehouse Group team and will provide the level of service this contract requires. We know this because we've worked with these firms and staff members on multimodal transit projects around the country for many years. They understand the Whitehouse Group commitment to meeting our clients' needs, promoting innovation, and delivering high-quality products. Those commitments are demonstrated by the attached Whitehouse Group GPC contract reference sheets that show for the three reference GPC contracts we've managed as a Prime Consultant over the last five years, our clients rate Whitehouse Group as Excellent on every metric.

The Whitehouse Group team project manager is Todd Brauer, AICP, PTP. Mr. Brauer is a co-owner of Whitehouse Group that has more than 20 years of experience in transportation planning. He managed GPC projects that mustered a wide variety of firms, disciplines, and subject matter experts to meet any transportation planning need on any schedule. Supporting Mr. Brauer will be Nicholas Torres, AICP and Daniel Crotty, AICP. Mr. Torres and Mr. Crotty will serve as Deputy Project Managers. They will manage the day-to-day production requirements of the contract, including staffing, subconsultant coordination, and schedule adherence. Mr. Brauer, Mr. Torres, and Mr. Crotty are based in Fort Lauderdale and have extensive experience managing transit planning GPC production workloads.

Additional technical support will be provided by Mr. Wade White. Mr. White is a co-owner of Whitehouse Group that has more than 28 years of experience in multimodal transportation planning. He successfully managed two transit planning, finance, and performance GPC contracts for the last five years. He is an expert in transit planning, operations, maintenance, and administration.

The remainder of this response presents the Whitehouse Group team's ability to satisfy the evaluation criteria for this procurement: experience of key staff; our team's approach and experience; past performance on similar contracts; workload analysis; and, location.

Evaluation Criteria 1

Ability of Professional Personnel

Whitehouse Group is a CBE transportation planning firm headquartered in Fort Lauderdale, just a 20-minute drive from the Broward County Transportation Department (BCTD) and Broward County Transit (BCT) offices. We have extensive experience supporting Departments of Transportation (DOTs), transit agencies, and MPOs through GPC contracts as well as conducting all manner of transportation related planning and analyses.

To support this contract, we assembled a team, with the right mix of experience, local knowledge, local staff, and national expertise in all aspects of transit planning:

- Cambridge Systematics
- Deloitte
- Gannett Fleming
- Media Relations Group
- ServiceEdge Solutions
- TransPro
- Valerin

This team not only provides expertise and capacity, but also provides redundancy. We find that with this type of redundancy we can be confident BCTD has a deep bench of firms and staff members capable of performing any task, at any time, on any schedule, without any possibility for conflict-of-interest. Further, should unanticipated needs arise, we are agile and will immediately add subconsultants to ensure the BCTD's needs are met.

Our approach to this project will be to provide a management team from Whitehouse Group and the best expert discipline leaders from the entire team to address specific types of tasks. As a small business enterprise, we find this type of approach ensures BCTD will have the right resources at the right time. It is how we've been able to manage concurrently up to 75 deliverables on a transit GPC and maintain schedule adherence while delivering products that exceed our clients' expectations.

The team provides a bench of more than 60 professionals to support this contract's needs. Abbreviated two-page resumes for each professional are provided in **Appendix A: Resumes**. Highlights of key personnel resumes and our team's experience related to transit and multimodal planning are summarized in the following sections.

1.A. Key Personnel

Our team's project manager is Todd Brauer, AICP, PTP. Supporting Mr. Brauer will be Daniel Crotty, AICP and Nicholas Torres, AICP who will serve as deputy project managers. Wade White will serve as the technical manager and quality assurance manager. All four members of the Whitehouse Group management team have extensive experience managing transit and multimodal planning on-call projects. Mr. Brauer, Mr. Torres, and Mr. Crotty are based in Fort Lauderdale and have extensive experience managing transit planning GPC production workloads and coordinating subconsultant efforts.

The subconsultant task leadership team consists of nine senior transit planning professionals:

- Cambridge Systematics – Paul Sorensen and Evan Enarson-Hering
- Deloitte - Rahul Gupta
- Gannett Fleming - Alan Brick-Turin and Carlos Cejas, P.E.
- Media Relations Group - Alicia Gonzalez
- ServiceEdge Solutions - Rodney Bunner
- TransPro - Kristopher Browning
- Valerin – Cynthia McGrail

Evaluation Criteria 1

Ability of Professional Personnel

The management team and subconsultant task leadership team will be responsible for developing scopes of work, schedules, and staff assignments for their firm. Like the Whitehouse Group management team, the subconsultant task leadership team also has extensive experience managing transit and multimodal planning on-call projects.

WHITEHOUSE GROUP MANAGEMENT TEAM



Todd, Project Manager
Fort Lauderdale, Florida

Todd Brauer, AICP, PTP is a certified professional planner responsible for the management and technical development of transportation systems and policy planning projects. Mr. Brauer has professional experience performing transportation planning projects throughout the United States. He has provided systems and corridor traffic analyses for highway and transit design engineers; cumulative impacts analyses, transportation performance measures, and other technical support for National Environmental Policy Act (NEPA) practitioners; systems and policy analyses for comprehensive planners; logistical analyses for freight planning professionals, and air quality and energy analyses for environmental engineers and planners. Mr. Brauer instructed and advised both undergraduate and graduate level civil engineering students at Washington University in St. Louis in transportation modeling and corridor planning. Additionally, he participated in research efforts for federal, state, and local agencies involving activity-based travel behavior, land use application software, and the integration of travel demand and traffic operational models (turn-key modeling). Mr. Brauer possesses excellent communication skills for direct client relations, oral presentations, and technical writing.

Highlights of Mr. Brauer's GPC and other transit planning experience include:

- Advancing Strategic Initiatives, Broward MPO, Fort Lauderdale, FL
- City of Philadelphia TIGER Grant Applications (i.e, III, IV, V & VII), Streets Department, Philadelphia, PA
- 2040 Long-Range Transportation Plan Update, Broward County MPO, Fort Lauderdale, FL
- FTA-Section 5339 Grant Application Support for 5 Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL
- FHWA-TCSP Grant Application Support, Pennsylvania Department of Transportation, Harrisburg, PA
- Tulsa Transit System Plan, Indian Nations Council of Governments, Tulsa, OK
- Keystone Corridor Environmental Assessment, Pennsylvania Department of Transportation, Harrisburg, PA
- Tulsa Transit On-board Survey, Indian Nations Council of Governments, Tulsa, OK
- Household and On-Board Passenger Surveys, Gateway COG, St. Louis, MO
- MetroSouth MetroLink MIS/EIS, Gateway COG, St. Louis County, MO



Daniel, Deputy Project Manager
Fort Lauderdale, Florida

Daniel Crotty, AICP is a certified, senior planner and consultant with Whitehouse Group, specializing in publicly managed transportation systems on a national level. He has experience providing technical support and policy guidance to a host of governments, boards, and transportation-related agencies in numerous capacities, including federal grant preparation strategies, long range plan development and updates, multi-modal data collection and analysis programs, and transit system cost allocation principles and reporting methods. Mr. Crotty has also led several capital planning efforts involving freight and logistics through his work with the Pennsylvania Department of Transportation (PennDOT), the Port of Philadelphia, the Broward MPO's Freight Technical Advisory Committee (FTAC), and Florida's Metropolitan Planning Organization Advisory Council's (MPOAC) Freight Committee.

Highlights of Mr. Crotty's GPC and other transit planning experience include:

- Area Transit Authority of Central Pennsylvania (ATA) Bus Useful Life Optimization, PennDOT, PA
- Transportation Management Association (TMA) Finance and Cost Allocation Policy, PennDOT, Harrisburg, PA
- Southeastern Pennsylvania Transportation Authority (SEPTA) and Port Authority of Allegheny County (PAAC) Interim Performance Reviews, PennDOT, Statewide, PA
- Capital Area Transit CAT Service Evaluation Study, PennDOT, Harrisburg, PA
- ATA Ridership Analysis, PennDOT, Pittsburgh Region, PA
- Intercity Bus Service Provider Review, PennDOT, Statewide, PA
- Cost Allocation 101 and Cost Allocation Model Plan Development, PennDOT, Harrisburg, PA
- SEPTA Ridership Review, PennDOT, Philadelphia, PA
- Act 44 Data Quality Control Plan, PennDOT, Harrisburg, PA
- Transit Performance Reviews Support for 11 transit agencies, including SEPTA and PAAC, PennDOT, Statewide, PA
- Act 44 Data Verification Review 30+ transit agencies: Senior/Lottery Free Transit Passenger Reporting, PennDOT, Statewide, PA





Nicholas, Deputy Project Manager
Fort Lauderdale, Florida

Nicholas Torres, AICP is a certified, senior planner and consultant with Whitehouse Group responsible for the management and technical development of transit systems and policy planning projects. Mr. Torres has experience in providing transportation planning and policy guidance to over 30 public transportation agencies in the areas of performance improvement, financial assessment, and developing innovative solutions for increasing ridership, addressing cost containment, evaluating farebox recovery, and strategic planning for governance. He provides direct client services on behalf of the Pennsylvania Department of Transportation in performing statewide transit system performance reviews for assessing the impact of public subsidy investment in service planning, capital planning, and short and long-term transit planning.

Highlights of Mr. Torres's GPC and other transit planning experience include:

- 30+ Comprehensive Transit Performance Reviews, PennDOT, Harrisburg, PA
- Area Transportation Authority of North Central Pennsylvania Bus Useful Life Optimization Study, PennDOT, Harrisburg, PA
- Transit Performance Interim Reviews – Southeastern Pennsylvania Transportation Authority and Port Authority of Allegheny County, PennDOT, Harrisburg, PA
- CNG Transit Vehicles TIGER Grant Application, Pennsylvania Department of Transportation, Harrisburg, PA





Wade, Technical Lead and Quality Assurance Manager
Various Locations as Needed

Wade L. White, AICP is a professional planner with over 28 years of experience and is responsible for the management and technical development of transportation systems and policy planning projects. Mr. White has professional experience performing transportation planning and traffic engineering projects throughout the United States and abroad, providing technical support and policy guidance to a whole host of agencies in the areas of long-range transportation plan development, financial review, cost allocation, corridor studies, multi-modal studies, freight forecasting, environmental justice analysis, travel survey methods and implementation, GIS-T, FTA New Starts analyses, urban travel and land use forecast model development, statewide forecasting and advanced analysis methods. He will be responsible for technical review and quality assurance.

Highlights of Mr. White's GPC and other transit planning experience include:

- General Planning Consultant- Multi-Modal Performance and Compliance, Pennsylvania Department of Transportation, Harrisburg PA
- General Planning Consultant- Multi-Modal Planning and Finance, Pennsylvania Department of Transportation, Harrisburg PA
- New Starts Review and Preservation of Forecasts Consultant, Federal Transit Administration, Washington, DC.
- FTA-Section 5339 Grant Application Support for 5 Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL
- FHWA-TCSP Grant Application Support, Pennsylvania Department of Transportation, Harrisburg, PA
- Senior/Lottery Free Transit Passenger Reporting Review, Pennsylvania Department of Transportation, Harrisburg, PA
- Analytical Support and Analysis of STEP, INC. Shared-Ride Program Costs, Pennsylvania Department of Transportation, Williamsport PA
- Washington-Green-Mid Mon Region Human Services Pilot Study Refinement, Pennsylvania Department of Transportation, Harrisburg, PA
- Central Broward East-West DEIS Peer Review Panel Facilitation, Florida Department of Transportation, Fort Lauderdale, FL
- Fort Lauderdale WAVE Downtown Streetcar Peer Review Panel Facilitation, Florida Department of Transportation, Fort Lauderdale, FL
- Mode Choice Model Development, Indian Nations Council of Governments, Tulsa, OK



SUBCONSULTANT TASK LEADERSHIP TEAM

Paul
Cambridge Systematics

Paul Sorensen, Ph.D. is a Senior Software Manager and Principal with more than 20 years of experience in software development, geographic information systems (GIS), transportation planning and policy, and operations research. He has performed numerous projects for Federal, state, regional, and local agencies that address transportation funding, urban mobility, alternative fuels, climate change adaptation, performance measures, and emergency response logistics. Dr. Sorensen's current work focuses on developing software solutions to support improved transportation planning and operations, with particular emphasis in the areas of active transportation, project planning, program evaluation, and trip planning/mobility applications. Prior to joining Cambridge Systematics, he served as Associate Director for RAND Corporation's Transportation, Space, and Technology Program.

Highlights of Dr. Sorensen's GPC and other multimodal planning experience include:

- Transportation Funding Needs Project Visualization Software Projects (various locations)
- Road Use Charge Study, Spokane, WA
- FHWA Congestion Pricing Study, Austin, TX
- California's Alternative and Renewable Fuels and Vehicle Technologies Program Evaluation, Sacramento, CA



Evan
Cambridge Systematics

Evan Enarson-Hering has more than 10 years of experience in integrated planning and policy, including applied policy analysis, performance management, regional economics, strategic planning, and socioeconomic indicators. He has supported efforts at the state, regional, and local levels to integrate concepts of sustainability, livability, and economic competitiveness into strategic initiatives. Mr. Enarson-Hering has direct expertise in engaging stakeholders, facilitating workshops, effectively writing, and visualizing data. He has supported work covering a wide variety of topics, including economic development, finance and tax policy, organizational strategic planning, workforce and education, climate change and energy, trade, and logistics, as well as transportation policy development and analysis.

Highlights of Mr. Enarson-Hering's GPC and other multimodal planning experience include:

- Florida DEO Strategic Economic Development Plan, Tallahassee, FL
- Montana DOT Transportation Asset Management Plan, Helena, MT
- Colorado DOT Multimodal Freight and Passenger and Freight Rail Plans, Denver, CO



**Rahul
Deloitte**

Rahul Gupta is a smart Infrastructure leader with 20+ years of experience. He leads city transportation and infrastructure transformations, advising leaders in private and public sectors on innovation and transformation, policy, governance, operations, and performance associated with Telecom, Space Systems, Infrastructure, Cyber, and National/Homeland Intelligence.

Highlights of Mr. Gupta's GPC and other transit planning experience include:

- Advancing Strategic Initiatives Smart-Streets Corridor Assessment Work Order, Broward MPO, Fort Lauderdale, FL
- Smart HK Strategy and Implementation Roadmap, Hong Kong
- Tbilisi Land Use Planning and Tbilisi Smart Parking Funding and Financing Study, Tbilisi Georgia (country)



**Alan
Gannett Fleming**

Alan Brick-Turin is a Senior Project Manager responsible for leading multidisciplinary teams on significant transportation projects, serving as the project manager, discipline leader, or task manager. He is an experienced multimodal transportation planner with a long history of successfully completed feasibility studies and alternatives analyses across corridors of varying lengths and a wide range of transit modes including: bus, bus rapid transit, light rail, heavy rail/rapid transit, commuter rail, and intercity rail.

Prior work has enabled communities to quickly address the most promising alternatives and achieving consensus on alternatives that will not meet project goals. Alan has developed evaluation methodologies to quantitatively and qualitatively identify appropriate solutions to regional and local area transportation needs and to support existing and future land use patterns. His work includes the analysis of capital and operating and maintenance costs for alternatives considered.

Highlights of Mr. Brick-Turin's GPC and other transit planning experience include:

- Qatar Metro Station Area Master Plan Project, Doha, Qatar
- Districtwide Modal Development Consultant Services, Various Counties, FL
- General Engineering Consultant Multimodal 2016, Strategic Miami Area Rapid Transit Plan, Miami-Dade, FL
- Statewide Policy Planning Consulting Services, Tallahassee, FL
- General Planning Consultant Services, Beach Corridor Transit Study, Miami, FL
- General Planning Consultant Services, Tolloed Managed Highways with Rapid/Enhanced Bus Routes and Ridesharing, Miami, FL
- North/Middle Beach Transit Planning Study, Miami Beach, FL



**Carlos
Gannett Fleming**

Carlos Cejas, P.E. is a Vice President and Senior Project Manager responsible for the oversight of general planning and preliminary design projects with diverse and hands-on experience. His experience includes general planning consultant services, PD&E studies for both highway and fixed guideway transit projects, traffic operations and safety, parking and park-and-ride studies; roadway final designs and plan preparation; roadway and transit plans review; bridge and other structural designs; and construction engineering and inspection work. The type of work has included a wide spectrum of multimodal transportation projects for a variety of public sector clients focused on safely and efficiently moving people and freight.

Highlights of Mr. Cejas's GPC and other transit planning experience include:

- General Engineering Consultant for Modal Development Office, FDOT District 6
- Districtwide Modal Development Consultant Services, Various Counties, FDOT District 4
- General Engineering Consultant for Capital Improvement Plan, East- West Corridor, Metro-Rail Extension Project Development, Phase I and Phase II, Miami-Dade County, FL
- General Planning Consulting Services, Douglas Road Corridor Transit Analysis, Miami-Dade County, FL
- General Planning Consultant Services, Beach Corridor Transit Study, Miami, FL
- General Engineering Consultant for Modal Development Office, Flagler Street, NW 27th Avenue and Kendall Drive Premium Transit PD&E Studies, Miami-Dade County, FL
- Support Services for Intermodal Systems Planning Office, Miami-Dade and Monroe Counties, FL, FDOT District 6



**Alicia
Media Relations Group**

Alicia Gonzalez has over 27 years of experience in working on multiple major public infrastructure projects. She has served as a Principal of Media Relations Group, LLC, since its inception in 1999, successfully executing campaigns for the Florida Department of Transportation (FDOT) Districts 1, 4, 5, 6 and 7, the Central Florida Expressway Authority, the Miami-Dade Expressway Authority and Florida's Turnpike Enterprise at all phases including Planning, PD&E, Design, Design-Build and Construction. She has extensive project management experience in Central and West Florida specifically managing more than 20 planning, design and transportation related projects

Highlights of Ms. Gonzalez's GPC and multimodal planning experience include:

- FDOT District Six Districtwide Intergovernmental Affairs and Community Services Liaison Contract, Miami-Dade County, FL
- Miami-Dade Transportation Planning Organization (MDTPO), 2019 Annual Report, Miami-Dade County, FL
- BMPO Commitment 2040 – 2040 Long Range Transportation Plan, Broward County, FL
- Advancing Board Initiatives, Broward County, FL
- I-395/ State Road (SR) 836/I-95 Design-Build Project, Miami-Dade County, FL
- FDOT District Six Districtwide Communication Programs and Special Projects – Traffic Operations, Miami-Dade and Monroe Counties, FL
- Central Florida Expressway Authority (CFX) SR 408 Eastern Extension PD&E Study, Orange County, FL



Rodney
ServiceEdge Solutions

Rodney Bunner has implemented a variety of software solutions for various federal, state and local clients with a primary focus on managing the development of transportation-specific applications for planning, modeling, operations and data integration/management. Mr. Bunner has participated as an analyst, software developer and manager on projects related to transit demand modeling, linear referencing systems, market analysis, asset management, on-board surveys, cordon-line surveys, Long Range Transportation Plans (LRTP), Transit Development Plans (TDP), Transit Comprehensive Operational Analysis (COA) and MPO Transportation Improvement Plans (TIP). Over the past fifteen years, Mr. Bunner has architected and developed the Florida Department of Transportation TBEST Transit Planning software and has configured and applied TBEST at over 20 transit agencies across the United States including Utah Transit Authority, Foothill Transit, RVTD (Medford), Nashville MTA, Transfort (Ft. Collins), Richmond (GRTC), and LYNX (Orlando).

Highlights of Mr. Bunner's GPC and other transit planning experience include:

- Metropolitan Atlanta Rapid Transit Authority (MARTA) Facilities Master Plan Spatial Analyses
- TBEST Transit Planning Software Development and Maintenance, FL
- Transit Comprehensive Operational Analysis TBEST Support
 - Torrance Transit, CA
 - Long Beach Transit, CA
 - Hillsborough Area Transit Authority, FL
- Broward County Transit - Transit Development Plan TBEST Analysis Support



Kristopher
TransPro

Kristopher Browning is a project manager with an emphasis in business process improvements, organizational change management and strategic planning. Kristopher brings extensive experience in problem-solving funding and process challenges inside and outside public sector organizations. As a project manager and analyst, he led numerous process improvements inside the Florida Department of Agriculture and Consumer Services (FDACS) and holds a certification as a Lean Six Sigma Black Belt. Kristopher also successfully conducted the creation of FDACS' first department-wide strategic plan. Subsequently, he facilitated strategic planning sessions with a majority of the Department's 17 divisions and offices. Previously, Kristopher served as a Consultant at a firm specializing in criminal justice reform and economic development policies where he built value through relationships and his understanding of the legislative and budget processes. With his unique perspective and background, Kristopher is a strong facilitator, communicator and project manager focused on providing the highest level of customer service while working to achieve the most profitable results.

Highlights of Mr. Browning's GPC and other transit planning experience include:

- Hillsborough Area Regional Transit Authority (HART) Organizational Redesign, Tampa, FL
- Memphis Area Transit Authority Strategic Plan, Performance Scorecard, and Tactics, TN
- Sarasota County Area Transportation Comprehensive Operation Analysis, FL





**Cynthia
Valerin**

Cynthia McGrail brings over 25 years of strategic communications, marketing, and media expertise to her role as Valerin’s south Florida Regional Director. A natural collaborator and connector, her commitment to improving communities guides her daily work with clients, stakeholders and colleagues. Prior to joining Valerin, she led an award-winning social impact marketing agency that produced hundreds of high impact, public awareness and behavior change campaigns for government and non-profit clients in the fields of transportation, healthcare, utilities, and education. Most recently, Cynthia led marketing and public relations for the transportation technology firm, Metropia, Inc., handling market launches for their mobile app (Metropia) designed to incentivize travelers to engage in a variety of mobility options in helping to reduce traffic congestion in their communities.

Highlights of Ms. McGrail’s GPC and other multimodal planning experience include:

- Long Range Transportation Plan, River to Sea TPO, Volusia County, FL
- Commuter Assistance Program, FDOT District One, Polk County, FL
- SR 9/I-95 PD&E Study from SW 10th Street to Hillsboro Boulevard, FDOT District Four, Broward County, FL
- Central Florida Mobility Week, FDOT District Five, Orlando, FL
- Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App Launch, TxDOT, El Paso, TX



1.B. Subconsultant Experience

We have successfully worked with our teaming partners to deliver products nationally and across Florida, including several in Broward County. Each subconsultant brings a range of experience and depth of staff resources that complements the Whitehouse Group team.



Cambridge Systematics, Inc. (CS) is a multimodal transportation planning, program management, and consulting organization with a global reputation as a leading provider of planning, policy, and analytical services. Founded in 1972, CS is an independent, employee-owned firm with more than 270 employees in 12 full-service offices in the U.S., including 23 staff in Florida. CS has worked in more than 35 states to develop and implement transit policies and plans and has led development of transit system plans and investment strategies for projects in numerous metropolitan areas across the country. Since 1997, CS has supported the Federal Transit Authority (FTA) Capital Investment Grant program for funding public transportation investments across the U.S. Our experience over the last four decades across a diverse client base allows us to effectively piece together the many perspectives, requirements and realities associated with developing and implementing effective transit solutions.

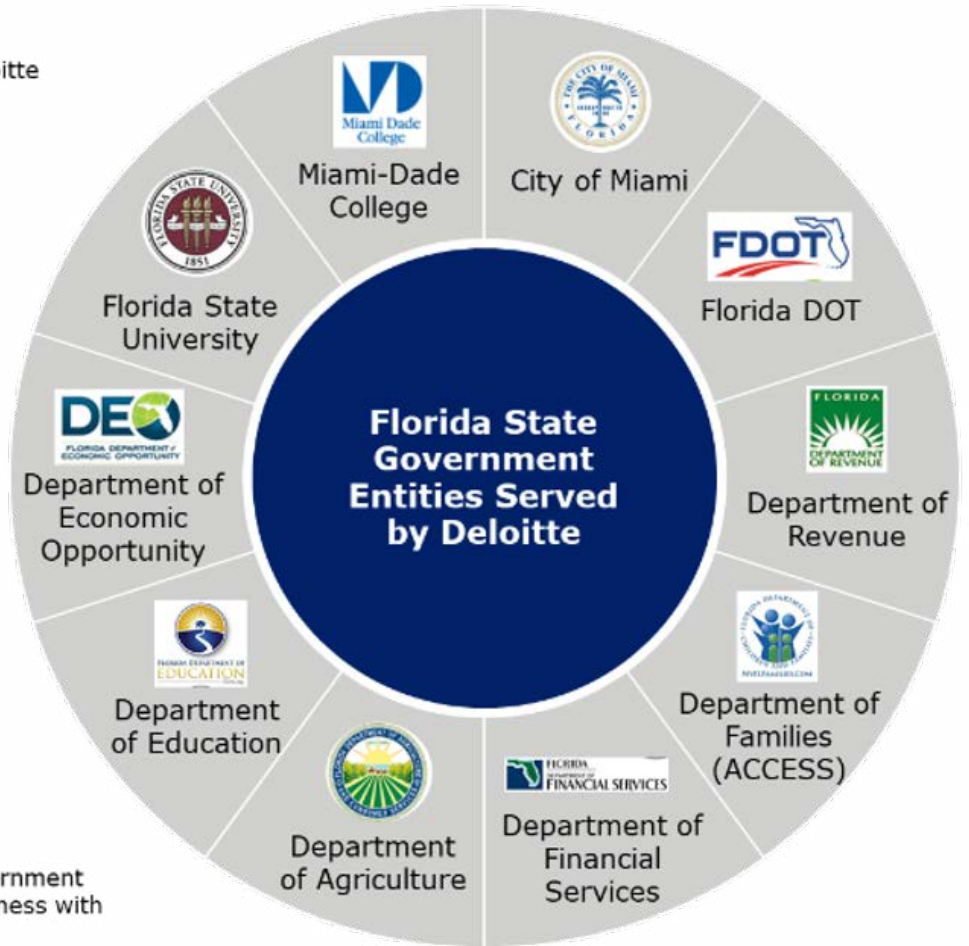
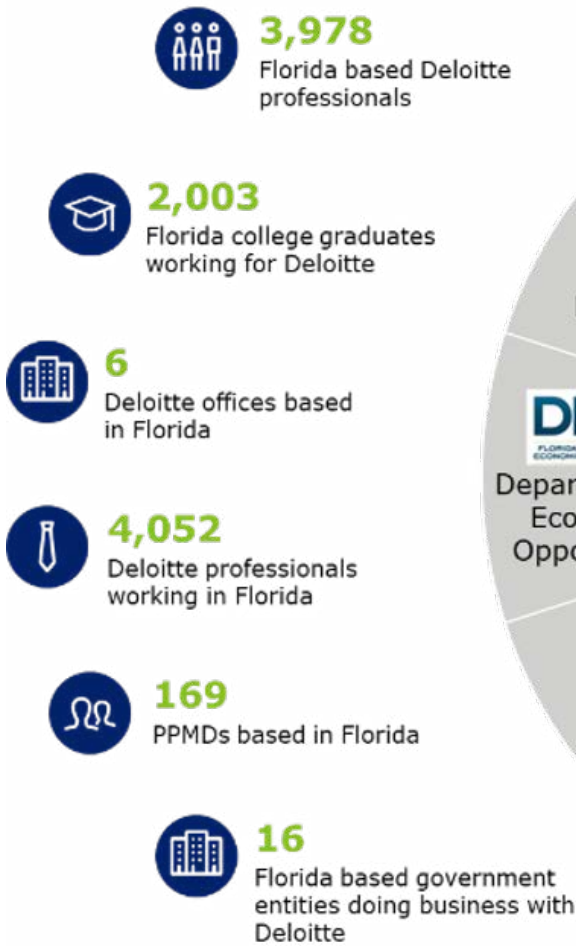


With 120 national and regional offices, over 94,000 employees, \$19.9b in annual revenues in FY2018, Deloitte (including its subsidiaries) is the largest private professional services provider in the U.S. Globally, Deloitte Member Firms deliver services in audit, tax, consulting, and financial advisory in more than 150 countries. Deloitte serves transportation clients in over 56 cities around the world. The global talent base and capabilities available to Broward County include our Infrastructure & Capital Projects (I&CP) Practice with over 4,500 professionals and the Transportation Sector with over 1,500 professionals. In the US and Canada alone, Deloitte has 300+ I&CP professionals serving the public and private sectors. The I&CP Practice and Transportation Sector professionals are complemented by a global network of experts in related areas of infrastructure and Smart Cities, as embodied in Deloitte's Smart Cities | Smart Nation Practice of over 1,300 global practitioners and more than 70 global Member Firms.

Deloitte's technical experience relevant to the assignment includes capital project planning, transportation planning, economic development planning, organizational assessment and planning, information technology, public involvement, and grants management. Deloitte advises clients across the Federal, State, and County levels on transportation issues that range from policy and funding to emerging technologies and the Future of Mobility. Deloitte has also served as program manager or provided Program Management Office (PMO) services to assist infrastructure delivery organizations when internal staff need assistance. In this capacity, Deloitte has helped clients establish the right controls and governance models to help smoothly deliver some of the largest projects in the world such as the London Crossrail and the Gordie Howe International Bridge P3.

Evaluation Criteria 1

Ability of Professional Personnel



In Florida, Deloitte has worked with Whitehouse Group to develop a Smart Corridor Strategy for the Broward MPO, a first of its kind in the state of Florida to help bring smart solutions that can address the transportation challenges faced by the evolving travel demands of Broward County residents.

Gannett Fleming Gannett Fleming brings to Broward County considerable experience in addressing the types of projects identified in your scope of work. With more than 30 local transportation planning professionals and additional staff nationwide, Gannett Fleming is able to address the full range of work and offer specialty services and best practices employed throughout the country. Gannett Fleming has been a leader in transit planning for more than 50 years, with extensive national experience in transit operational analyses, feasibility studies, alternative analyses, new starts projects, and conceptual design. The firm has experts in transit ridership analyses, travel demand forecasting, environmental analyses, financial planning, cost estimation, land use planning, geographic information systems, public involvement, NEPA processes, and Federal Transit Administration coordination.

MRG
Media Relations Group, LLC

Media Relations Group, LLC (MRG) is a Disadvantaged Business Enterprise (DBE) and Minority Business certified Public Involvement firm, with staff that is familiar with the needs of this contract, having served the North, South, and South West Florida communities on numerous districtwide and citywide planning and municipality on-call contracts. The firm specializes in project website development and maintenance, internet marketing strategies, graphic/print design, project collateral development, content strategy, online engagement and management, as well as video production, multimedia and social media/digital outreach. MRG excels in facilitating community outreach and engagement activities including integrated design charettes and providing technical support in developing education and outreach programs for clients to identify and advance community and economic development opportunities through multimodal

transportation planning activities. MRG provides administrative support and other technical support and services including preparation of documents and professional editing services for various transportation projects and programs. MRG was recently awarded the Communications and Web Support Contract for Forward Pinellas.



ServiceEdge Solutions, LLC is a leading geospatial information technology company specializing in data integration and software applications which support Transportation agency operations and planning analytics. In our highly mobile and connected societies, assessing and simulating human mobility requires an integrated data network originating from a variety of local, regional, national, and commercial sources. ServiceEdge data integrators and transportation experts specialize in creating applications and designing data structures that leverage geographic relationships into meaningful products that communicate the dynamic nature of transportation demand and utilization.

ServiceEdge Solutions primary project experience relates to the development, support and national implementation of the FDOT TBEST Transit Planning software. TBEST is a transit demand modeling and analysis software that provides analytical and GIS support for multiple transit agency planning workflows, including: ridership estimation, performance measures, market analysis, accessibility measures, Title VI reporting, and operations analysis. ServiceEdge has configured and applied TBEST at 20+ transit agencies across the United States including Utah Transit Authority, Foothill Transit, RVTD (Medford), Nashville MTA, Transfort (Ft. Collins), and LYNX (Orlando). In addition to TBEST, ServiceEdge employees have developed geospatial-enabled software to support a variety of transportation agency applications including; asset management, straight-line diagrams, on-board surveys, cordon-line surveys, Long Range Transportation Plans (LRTP), Transit Development Plans (TDP), and Transportation Improvement Plans (TIP). The firm's mission is to provide clients with data integration services and flexible software solutions that meet critical planning needs and enable innovation by effectively communicating complex transportation issues.



Florida-based TransPro Consulting is a leader in transit strategic performance planning, organizational development, communications, and customer experience work. Working in collaboration with our transit and public sector clients, TransPro provides comprehensive transit planning and management consulting services to help organizations realize success by balancing the delivery of quality service with taxpayer value. The firm developed a best practice in organizational capacity building and support transit agencies and departments around the country, including in Tampa, Charlotte, Pittsburgh, Austin, Kansas City, Sacramento, Cleveland, and Las Vegas. TransPro also assists transit and other public sector organizations with strategies that keep their important efforts front and center across all pertinent audience groups – from board members to staff to community taxpayers. TransPro's mission is to make certain that projects, programs, and initiatives are in alignment with organizational strategy and overall desired community outcomes. With the TransPro team, you can expect: knowledge of transit, global context, strategic alignment, performance management, and action driven plans.



The Valerin Group, Inc. (Valerin) is a woman-owned, full-service strategic communications firm headquartered in Tampa with additional offices located in Fort Lauderdale, West Palm Beach, Orlando. Valerin offers a complete suite of communications and creative services including public involvement, community engagement and outreach, graphic and website design, multimedia, visualizations, social media management, bilingual translations, and drone services. In business since 2006, Valerin has a staff with over 375 years of combined relevant experience and primarily serves the transit and transportation industries, having worked with transportation agency clients at the municipal, county and state levels. Such experiences have included working on more than 600 public infrastructure and transportation projects for public sector clients such as the Florida Department of Transportation (FDOT), District Four. In addition, Valerin has contributed to several projects receiving awards including the Florida Transportation Builders' Association (FTBA) Award for Outstanding Community Awareness and ACEC, AASHTO and DBIA recognition. Valerin will be eligible for Broward County's SBE and CBE certification in February 2020.

1.C Transit GPC Experience, Project Staffing, and Team Organization

The Whitehouse Group team's proposed staffing have extensive experience working with government agencies to deliver outside perspectives and expertise. Below represents a sampling of their experience.



Todd Brauer, AICP, PTP
President / COO of Whitehouse Group

Representative Project Management Experience

Advancing Strategic Initiatives GPC, Broward MPO, Fort Lauderdale, FL (8/2015 – 04/2020). Project manager responsible for working collaboratively with the Broward MPO Board and senior management to:

- Audit current plans and programs to identify limitations in implementation and compliance; develop ongoing strategies to collect, collate and analyze data needed to address technical constraints; and implement expedited procedures to improve the MPO's current plans and programs and set a framework for the successful development of future products.
- Develop policies, procedures and programs that will assist the MPO in carrying out all elements of the Strategic Business Plan.
- Develop and implement educational programs designed to improve the operational capabilities of the MPO and strengthen the Board's decision-making capacity.
- Support the development of new planning initiatives and leadership opportunities, such as freight, economic development and the expansion of new technologies, to increase the awareness of the vision, mission and products.
- Support larger regional and statewide collaborative efforts, including the South East Florida Transportation Council (SEFTC) and Metropolitan Planning Organization Advisory Council (MPOAC), to strengthen and expand strategic partnerships.
- Support the identification of opportunities and reduce barriers to advancing new services and products.

Representative Project Management Experience

- Philadelphia Regional Port Authority (PRPA) Master Plan, PennDOT, Philadelphia, PA
- City of Philadelphia TIGER Grant Applications (i.e., III, IV, V & VII), Streets Department, Philadelphia, PA
- 2040 Long-Range Transportation Plan Update, Broward County MPO, Fort Lauderdale, FL
- Shared-Ride Pilot Study Development, Pennsylvania Department of Transportation, Harrisburg, PA
- FTA-Section 5339 Grant Application Support for five Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL
- Tulsa Transit System Plan, Indian Nations Council of Governments, Tulsa, OK
- Keystone Corridor Environmental Assessment, Pennsylvania Department of Transportation, Harrisburg, PA

Representative Transit GPC and Multimodal Experience

Multi-Modal Performance and Compliance GPC, Pennsylvania Department of Transportation, Harrisburg PA (2016-2021)- Contract E03691. Consultant project manager responsible for the performance review, financial review, and technical support of various transit, port and other multi-modal agencies funded with more than \$1.5 billion in annual state subsidies. Work orders managed under this contract also included:

- Performance reviews of 20 fixed-route transit systems
- Port of Philadelphia Capital Improvement Plan
- Ridership reporting data validation

Evaluation Criteria 1

Ability of Professional Personnel

- Model cost allocation plan and guidance
- Intercity bus financial and reporting compliance reviews
- Freight rail/passenger rail bottleneck assessment
- Development of a statewide freight rail grant audit policy
- Johnstown Transportation Economic Development Strategy
- Statewide Class III Freight Rail Investment Plan
- Greencastle Norfolk Southern Intermodal Facility Redevelopment Assessment
- Statewide Truck Toll Impact Study
- Transit Capital Planning Tool Database Update and Validation
- Mt. Joy Amtrak Station Community Economic Impact Assessment
- Heavy Duty and Demand Response Bus Useful Life Optimization Study
- INFRA and BUILD Grant Development

Multi-Modal Planning and Finance GPC, Pennsylvania Department of Transportation, Harrisburg PA (2015-2020)-Contract E03355. Consultant project manager responsible for the review and technical support of various transit, port and other multi-modal agencies funded with more than \$1.5 billion in annual state subsidies. These include the Port of Philadelphia, SEPTA, Port Authority of Allegheny County, and more than 30 fixed-route and 60 paratransit service providers. Work orders managed under this contract included:

- TIGER Grant Development
- Bus Operator Work Hour, Fatigue and Crash Analyses
- Transportation Management Association Cost Allocation Review
- Paratransit Scheduling Software Review and Enhancement
- Data Reporting Quality Control Process Development
- Transit-oriented Development Capital Financing
- Fare Media Assessment for Senior and Discount Passes

Other Transit Experience

- New Starts Review and Preservation of Forecasts Consultant, Federal Transit Administration, Washington, DC
- FTA-Section 5339 Grant Application Support for 5 Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL
- FHWA-TCSP Grant Application Support, Pennsylvania Department of Transportation, Harrisburg, PA
- City of Philadelphia TIGER Grant Applications (i.e, III, IV, V & VII), Streets Department, Philadelphia, PA



Alan Brick-Turin, PE, PMI-RMP
Senior Planner at Gannett Fleming

Representative Environmental Planning Experience

Qatar Metro Station Area Master Plan Project, Doha, Qatar, The Public Works Authority (Ashghal). Project Manager and Technical Director of the planning and design of 36 subway station entrances under a program of implementing four new subway lines that will ultimately be accessed through 100 stations. The project entails development of concept plans and the complete preparation of contract documents for the initial 36 stations. The work is being carried out by four production teams: two in the United States, one in Bangalore, India, and one in Doha, Qatar. Site civil, drainage, geotechnical exploration and analysis, transportation analysis of bus, auto, pedestrian and bicycle access, and landscape architecture are included in the scope of services. This project is being carried out under a 16-month schedule with extensive coordination with Ashghal, the Qatar Public Works Authority, Qatar Rail, the transit agency, and key public agencies including the Ministry of Municipalities and Environment (MME).

Evaluation Criteria 1

Ability of Professional Personnel

Districtwide Modal Development Consultant Services, Various Counties, FL, FDOT District 4. Mr. Brick-Turin developed a white paper and presentation to inform FDOT personnel on the complexities of delivering major transit improvements and infrastructure in an environment of extensive inter- agency collaboration, as well as in addressing potential concerns of the affected public as the project advances toward and through construction.

General Engineering Consultant Multimodal 2016, Strategic Miami Area Rapid Transit Plan General Engineering Consultant, Miami-Dade, FL, FDOT District 6. Program Manager for the study and planning of three rapid transit corridors in Miami-Dade County. Organizes and leads working sessions with various corridor project teams to establish standards for such diverse issues as system-wide rail operations, BRT station configuration, unique street-running rail operations, coordination between future land use and transit improvements, and connected and autonomous vehicle alternatives. Established standard practices and procedures to promote uniformity across the entire \$8.5 billion program. Implemented standardized management and reporting procedures to maintain cost-effective, measurable progress across the program.



Evan Enarson-Hering
Principal at Cambridge Systematics

Representative Economic Development Planning Experience

Nevada DOT One Nevada Plan, Doha, Qatar, Cambridge Systematics (CS), as part of a team, is leading a critical component of the One Nevada Long-Range Transportation Plan focusing on the design, development, and implementation of a performance-based planning and project prioritization process for Nevada. Mr. Enarson-Hering is leading this effort for CS, which will design and implement an approach to performance decision-making; gather and analyze performance data; and develop decision-supports tools, procedures, and processes to move the Nevada DOT toward a performance-based planning process and prioritized long-range plan.

Florida Transportation Plan (FTP). Mr. Enarson-Hering provided technical and policy support for the 2010 and 2015 updates of the FTP. Throughout these efforts, CS provided technical, policy, and public involvement support, including guidance for scenario planning and visioning efforts; developing the FTP policy elements; and guiding economic development discussions. He also provided scenario planning, stakeholder engagement, and Committee support for this effort.

Florida DEO Strategic Economic Development Plan. CS is supporting the development of the State of Florida's first-ever strategic plan for economic development. This level of support is made possible through CS' current contract with the Florida DOT to implement the FTP, and has provided clear links between these statewide plans. CS assisted the Department of Economic Opportunity (DEO) in developing a statewide vision, policy goals, and performance metrics. Mr. Enarson-Hering has provided technical research, policy development, and facilitation of stakeholder workshops.



Kristopher Browning
Project Leader at TransPro

Representative Organizational Assessment, Research, Analysis, and Planning Experience

Organizational Redesign of Hillsborough Area Regional Transit Authority (HART). Mr. Browning played a key role in supporting the organizational redesign of HART, including participation in on-site interviews and collaborative work sessions with the project team to align around alternatives.

Evaluation Criteria 1

Ability of Professional Personnel

Memphis Area Transit Authority Strategic Plan. Mr. Browning managed the implementation and evaluation of Memphis Area Transit Authority's Strategic Plan, Performance Scorecard, and Tactics. This evaluation is helping the Authority to identify areas for improvement in workflow related to performance reporting, internal communications, information systems, and other areas.

Sarasota County Area Transportation System Redesign. Mr. Browning managed a comprehensive analysis and system redesign for Sarasota County Area Transportation that has identified \$4 million in unproductive service, led the community and stakeholders through a scenario planning process.



Paul Sorensen, Ph.D
Senior Software Manager, Principal at Cambridge Systematics

Representative Information Technology Experience

Software for Transportation Agencies. Dr. Sorensen currently is leading several software projects to support improved planning and operations at transportation agencies. He is beginning a project for the Indiana Department of Transportation (DOT) that will help stakeholders visualize highway funding needs through 2040 and explore the ability of alternate funding mechanisms, including road use charging, to help close current funding shortfalls.

Other Examples of Recent Software Work. Multimodal trip planning software for the Utah Transportation Authority and California's Inland Empire United Way, a transportation asset management tool for Alaska Department of Transportation and Public Facilities (DOT&PF), and a sketch planning tool for bicycle and pedestrian facilities for the Los Angeles County Metropolitan Transportation Authority (LA Metro).

Road Usage Charging in Washington. Dr. Sorensen provided research support in Cambridge Systematics' most recent project to evaluate road usage charging for the Washington State Transportation Commission. Requested by the State Legislature, this ongoing work has been conducted in a series of stages over the past three years. The scope of the work in 2014 encompassed the development of a concept of operations, refinement of cost and revenue estimates, and development of a preliminary plan for a road usage charging demonstration project that the State might pursue in future years.



Cynthia McGrail
Marketing, Public Relations Specialist at Valerin

Representative Public Involvement and Outreach Experience

Long Range Transportation Plan, River to Sea TPO, Volusia County, FL. The River to Sea Transportation Planning Organization (TPO) engaged Valerin as a subconsultant to Kimley Horn to develop a brand Identity and Website to support their Long Range Transportation Plan (LRTP). Ms. McGrail led the strategic brand and identity development including name generation and logo development.

Commuter Assistance Program, FDOT District One, Polk County, FL. The District One Regional Commuter Assistance Program is re-establishing all aspects of operations, marketing, communications and outreach for the program. As a subconsultant to TranSystems, Inc., Valerin was engaged to reimagine the brand identity, develop a new website, and create a two-year strategic marketing plan. Ms. McGrail led the strategic brand and identity development process.

Evaluation Criteria 1

Ability of Professional Personnel

including audience research, name generation and logo development. In Phase II of the project, she created a two-year integrated marketing communications plan that included audience research and surveys, developing key performance metrics, maximizing a new rideshare mobile app, updating social media and engaging employers and stakeholders. The updated brand “Commuter Connector” launched in June 2019.

SR 9/I-95 from SW 10th Street to Hillsboro Boulevard, FDOT District Four, Broward County, FL. Ms. McGrail leads the Valerin team to conduct public involvement and outreach efforts for this ongoing PD&E study, including facilitating stakeholder and elected official’s meetings as well as the coordination and preparation for agency and public meetings, alternatives public meetings, and public hearings.

The Whitehouse Group team is staffed by more than 60 professionals with a range of experience levels. Resumes of all team members’ staff assigned to this project are provided in **Appendix A: Resumes**.

Whitehouse Group

1. Todd Brauer**
2. Daniel Crotty**
3. Nicholas Torres**
4. Wade White**
5. Monique Colberg
6. Xingmin Guo

Gannett Fleming

7. Alan Brick-Turin*
8. Carlos Cejas*
9. Edward Aparicio
10. Jeanette Berk
11. Michelle Brummer
12. Carlos Cardo
13. Alejandro Cuadra
14. Ivan Jimenez
15. John Legath, Jr.
16. Nelson Mora
17. William Plumpton
18. Alejandro Uribe
19. Chrystal Yates

Valerin

21. Cynthia McGrail*
22. Kenny Gil
23. Michelle Greene
24. Justina Hicklyn
25. Nanea Marcial
26. Chuck Thompson

Cambridge Systematics

28. Evan Enarson-Hering*
29. Paul Sorensen, Ph.D.*
30. David Baumgartner
31. Richard Driscoll
32. Peter Haliburton
33. Sheldon Harrison
34. Yingfei Huang
35. Karen Kiselewski
36. Kurt Lehmann
37. Christopher Porter
38. Michael Williamson
39. Peng Zhu

Media Relations Group

41. Alicia Gonzalez*
42. Mary Gainor
43. Laila Haddad
44. Jorge Valens

ServiceEdge Solutions

46. Rodney Bunner*

TransPro

48. Kristopher Browning*
49. Mark Aesch
50. Ehren Bingaman
51. Shelly Dinan
52. Katie Jurenka
53. Lyndsey Scofield
54. Heather Smith-Bermudez

Deloitte

55. Rahul Gupta*
56. Mark Blumkin
57. Christine Elliot
58. Stephanie Konopa
59. Erin McDermott
60. Bryan Nicol, J.D.
61. Vince Ruddy
62. Katie Santoro
63. Edward (“Ted”) Thomas
64. Valentin Villalbi
65. Sarah Williams
66. Rasheq Zarif
67. Ximon Zhu
68. Patrick Zubin

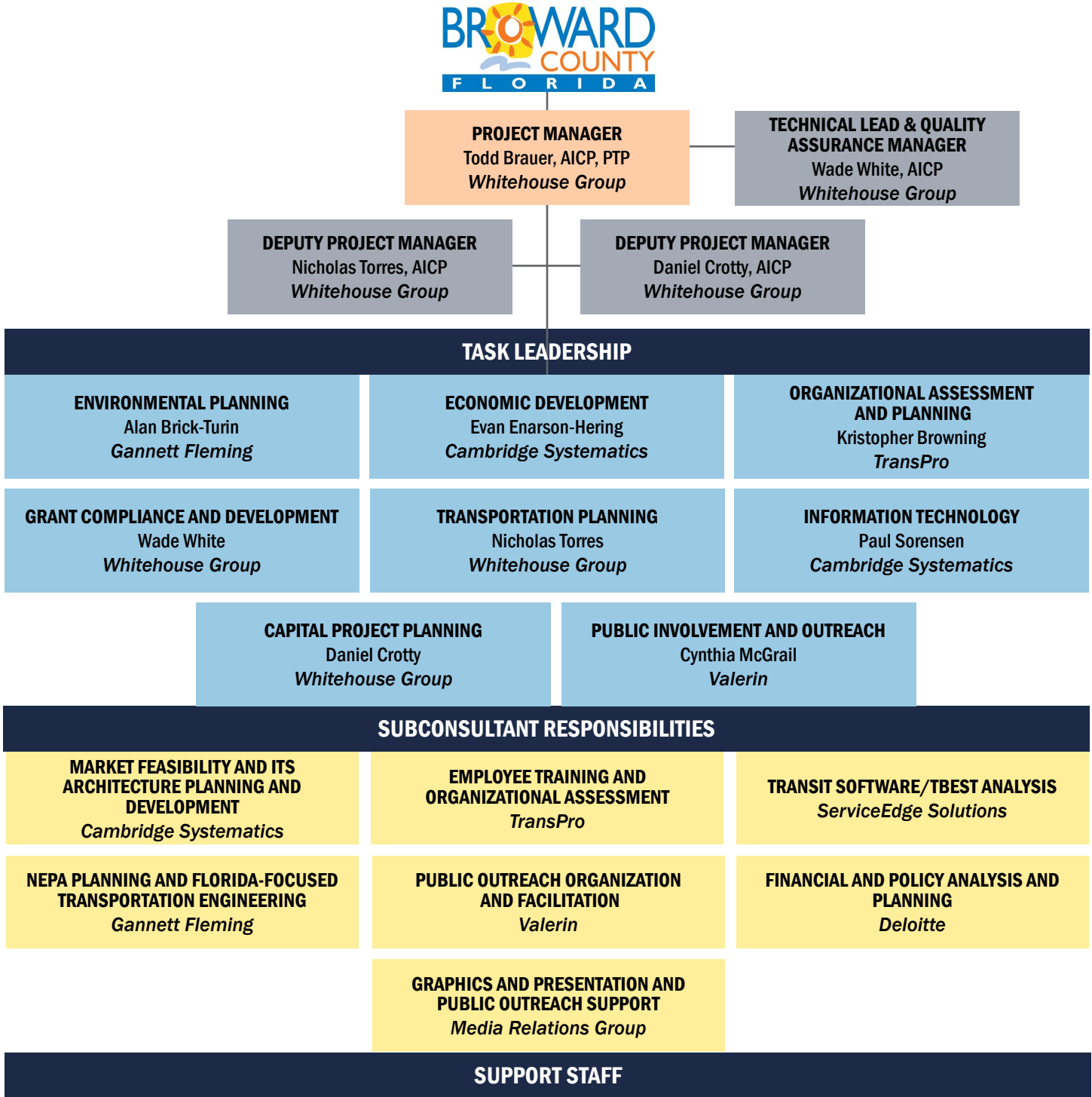
**Project Management Team

*Subconsultant Task Leadership Team

Evaluation Criteria 1

Ability of Professional Personnel

The Whitehouse Group team staff members are led by the key representatives from each firm each with many years of experience managing general planning consultant contracts, work orders, and tasks. Each of the task leaders identified in the following organizational chart will be responsible for working with the BCTD to develop work order scopes, budgets and staffing plans as needed.



For a complete list of staff, please refer to page 19. All resumes can be found in **Appendix A**.

The team organized by the types of tasks outlined in the scope of services. Each firm will be responsible for specific aspects of each task work order. Whitehouse Group will be responsible for contract management, transportation planning, grant support, local outreach and coordination, project prioritization, capital project identification and prioritization.

Evaluation Criteria 2

Project Approach

2.A. Approach to Completing Scope of Work

Our team's approach to specific areas of the Scope of Services are described in the following narratives. These approaches are developed based on decades of experience key staff members bring to transit and multimodal transportation planning projects. While the exact scope of services and work orders that will be assigned on an open-end general planning consultant agreement are unknown at the start of the contract, the experiences and understanding of how to complete any given task assignment is demonstrated by the perspectives of key team members.

2.A.1.1. Capital Project Planning and Development



“The key to providing a client like Broward County with excellent consulting services is to be able to listen and understand the client’s objectives, and to make available professional staff with the right experience to effectively and efficiently devise and deliver solutions.”

Daniel Crotty, AICP
Team Leader

Planning and development of capital projects typically follows a flow from high level concepts and a broad geographical area to the very specific project detail covering a specific facility. Our team has worked at all levels of project planning and development from regional long-range transportation planning to site specific transit facilities, roadways, bicycle and pedestrian facilities, intermodal transit centers, and parking structures and lots. Frequently, we work through several phases, always looking toward the next phase and the greater level of detail.

At the regional level, projects are generated in response to congestion and a need for greater mobility. A desire for transportation improvements also comes from a desire to promote economic development and response to a growing population and employment base. Improved roadway connections, new and enhanced transit connections, and bike/ped and micro-mobility projects are identified and sketched at a conceptual level. These projects are assembled into a regional long range transportation plan (LRTP) and programmed over the ensuing twenty years. Our team has been developing LRTPs in the most urban counties in Florida for more than three decades, responding to local needs, evolving federal standards, and a changing emphasis on mobility solutions.

Individual projects in the first five-year time frame can then be developed at the feasibility level. Working for metropolitan planning organizations, municipal and county planning agencies, and the Florida Department of Transportation, our team has evaluated the feasibility of specific projects identified in the LRTP. We start to bound the range of solutions and develop concepts that will address the underlying problem within physical, environmental, and fiscal constraints. Members of our team developed a program of enhanced bus service on a future managed lane network for the County and identified appropriate transit improvements across five arterials in a 10-mile long corridor in another urban area. The results of these feasibility studies 1) confirm the practicality of the project, 2) establish the physical parameters, and 3) assess the likely capital and operating & maintenance costs. Decision-makers are then positioned to determine if these projects will reasonably respond to the underlying need, address the problem without undue environmental impact, and are able to be implemented at a cost commensurate with the anticipated benefits.

Project development, referred to by some as an alternative analysis and in Florida parlance as a project development and environment study, moves the project from a concept to approximately the 30 percent level of design. The full limits of the project are engineered to a level sufficient to determine project costs, constructability, environmental impacts, and benefits. The project can be evaluated against its underlying purpose and need and compared against

a “do nothing” alternative and typically, a minimal capital cost alternative. Our team members’ experience on these projects has included a 20-mile managed lane facility and a 500-foot bridge over a canal to fill a missing link in a municipal roadway system. The approach is the same; detailed engineering and extensive consultation with stakeholders including the general public.

Frequently, our team needs to develop project-specific standards. Miami-Dade County for example, considered operating heavy rail at-grade on arterial streets. No standards exist and as FDOT’s general engineering consultant, our team members developed design guidelines that would permit a safe operation and subsequently could be evaluated for environmental impacts. Team members have considered alternative fuel sources when considering transit operations and evaluated new and emerging technologies to respond to stakeholder desires for different approaches to transportation needs.

Underlying all capital project planning and development are the financial considerations. Our team considers alternative funding sources including federal grants and public-private partnerships. On one project, team members identified 25 alternative funding sources, each with their attendant restrictions and requirements. Our team developed financial plans to accompany LRTPs and project-specific financial plans to address not only the construction costs but the more elusive operating and maintenance costs, which almost always come from local funds.

Our team focuses on capital project planning and development and take pride in the number of concepts that we have seen through to the implementation phase, often with our team members involved through multiple phases.

2.A.1.2. Transportation Planning and Program Support



“Transportation planning for both the short and long term seeks to formulate practical, cost-effective solutions to immediate and anticipated transportation needs and deficiencies.”

Nicholas Torres, AICP
Team Leader

Transportation planning provides the information, tools and public input needed for improving the transportation system performance and should reflect the community’s vision for its future. Transportation planning should also include a comprehensive consideration of possible strategies; an evaluation process that encompasses diverse viewpoints; the collaborative participation of relevant transportation-related agencies and organizations; and an open, timely, and meaningful involvement of the affected public.

Our team offers the expertise and considerable experience in the 16 areas listed under this heading. We are frequently engaged to address all-inclusive analyses –the development of a transportation facility –or specific elements like the estimate of transit ridership or evaluation of traffic impacts.

As we approach each assignment, we identify the appropriate personnel with the technical expertise and familiarity with the geography and local issues. Typically working with a team approach, we collaborate with our technical experts, the technical staff from our clients, other stakeholders, and the general public. We guide the process to invite focused input and the unique perspectives that these groups offer.

We also rely on surveys and field reconnaissance to inform the studies and give the project team the most current and specific information. Members of our team frequently conduct traffic counts and transit surveys, conduct speed-and-delay runs and parking studies, all to get first-hand knowledge of existing conditions and the nature of the problem the project intends to address.

Transportation planning for both the short and long term seeks to formulate practical, cost-effective solutions to immediate and anticipated transportation needs and deficiencies. Transportation planning and analysis projects generally follow a similar trajectory of problem identification, alternatives development, alternatives evaluation, and recommendations. Some projects may address minor capital construction and considerable change to operations, long-range transportation plans will be able to advance more extensive physical and operational improvements. As an example of work on the SMART Plan, our team members collaborated with project-specific advisory groups, various resident, business, and community groups, and the general public to gain a clear articulation of what a successful project would look like. Staff heard concerns on potential impacts, what they preferred and didn't like, and how they wanted to remain involved. Staff also relied on this outreach to gather additional information and sources of information that would help define the solutions.

The analysis of the data gathered in the early stages of the project may be analyzed in a variety of ways. Specific technical analyses and processes like traffic operational tools, travel demand forecasting tools, and various software and spreadsheet analyses are typically coupled with professional engineering judgment and experience to fully examine the day. On the Douglas Road Corridor study, members of our team evaluated short-, medium-, and long-term alternatives along five separate arterials streets, producing recommendations for enhanced bus, trolley, BRT, light rail, and heavy rail. When a particular mode should be implemented, and whether it would be a precursor to a more transit-intensive mode, is determined by using a GIS-based quality of transit analysis that considers the population and employment density of the corridor and the level of service required to meet current and design-horizon needs. We integrate planning with travel demand forecasting and modeling to yield comprehensive plans that incorporate vital datapoints. We bring expertise in the development, calibration, validation, and application of travel demand forecasting models. We have applied different models such as four-step, activity based, STOPS, and TBEST to corridor studies to analyze different modes (e.g., BRT, rail) at different service levels, and systemwide studies such as long-range plans or TDPs.

The product of these planning efforts is specific recommendations. Transit recommendations also take the form of physical improvements like alignment improvements and stops, operational improvements like frequency and span of service, and financial approaches like funding sources and a financial plan. The final step in the process is the adoption of the recommendation by the appropriate governing body and implementation by the responsible agency. Members of our team are currently supporting the adoption of recommendations on the corridor recommendations for each of the SMART Plan corridors.

2.A.1.3. Environmental Planning



“We strive not simply to work for, but to work with our customers in meeting the procedural requirements and fulfilling the goals and objectives of NEPA, the Council of Environmental Quality’s (CEQ) implementing regulations, and our customer’s specific regulations, policies, and procedures.”

Alan Brick-Turin
Team Leader

NEPA

Every action subject to complying with the National Environmental Policy Act (NEPA) has its own unique set of issues and challenges. Our success in providing effective NEPA compliance and documentation services is based on approaching each assignment with a carefully selected interdisciplinary team tailored to match the specific issues and requirements of each project. Gannett Fleming offers a committed and knowledgeable interdisciplinary staff of NEPA compliance and documentation specialists — social scientists, economists, biologists and natural resource specialists, archeologists, architectural historians, geologists, hydrologists, and other technical staff — providing

creative approaches to environmental impact assessment combined with effective programs for public involvement and agency coordination. Our project teams are led by individuals with strong backgrounds in NEPA compliance, as well as natural and social sciences, and are skilled in thorough analysis and developing pragmatic solutions with presentation of the resultant benefits and potential impacts to further decision-making in a clear and effective manner.

We strive not simply to work for, but to work with our customers in meeting the procedural requirements and fulfilling the goals and objectives of NEPA, the Council of Environmental Quality's (CEQ) implementing regulations, and our customer's specific regulations, policies, and procedures. Our consistent performance in NEPA compliance and documentation is attributable to the comprehensive experience of our staff, a thorough understanding of regulatory requirements, and our responsiveness and attention to detail.

Whether projects are studied, advanced, and approved as categorical exclusions, environmental assessments, or environmental impact statements, we encourage an approach built on the following fundamental elements or guiding principles:

Purpose and Need Development

- The purpose statement should be brief and provide a clear statement regarding the goal of the project. The best purpose statements are often one sentence.
- The need discussion provides a clear picture of the existing problems to be addressed by the project. The need statement does not include a description of alternatives.
- The purpose statement (i.e. mission statement) and need discussion (i.e. statement of the problems warranting a search for alternative solutions) is in many ways the most important part of environmental analysis and documentation. The purpose and need discussion drives the process for alternatives consideration, in-depth analysis, and ultimate selection of the alternative that meets the purpose and need of the project.
- Only after the understanding of purpose and need should logical termini and independent utility be considered.

Scoping, Public Involvement, and Agency Coordination

- Use the scoping process as it was intended: to limit the issues to be considered to the most important issues and focus analysis to be performed.
- Encourage use of web-based information distribution and commenting for the public and agencies.
- Perform public scoping prior to agency scoping for all but the most complex projects; for the most complex projects, perform agency scoping prior to public scoping.
- Provide only meaningful opportunities for public involvement. When it comes to public involvement, always place the emphasis on quality over quantity.
- Recognize that public involvement is accompanied by public information and public relations, but they are not the same things.

Alternatives Development

- Identifying and studying alternatives in response to project need(s) is the key to the NEPA process' objective of finding solutions that help preserve and protect the value of environmental and community resources.
- Evaluation of alternatives should present the project needs, and all the alternatives, in comparative form to define the issues and provide a clear basis for choice among the alternatives.
- All reasonable alternatives should be discussed at a comparable level of detail.
- Although the "no-build alternative" (includes short-term minor activities like safety upgrading and maintenance projects) might not seem reasonable, it must be included in the analysis.
- Beyond the CEQ regulations requirement of evaluating a reasonable range of alternatives, there are other more action-limiting requirements for alternatives under Section 4(f), the Executive Orders on Wetlands and Floodplains, and the Section 404(b)(1) guidelines. To address these requirements and demonstrate that some alternatives are not prudent, feasible, or practicable, a well justified discussion of purpose and need are vital.

Natural, Social, and Economic Considerations

- Identify natural, social, and economic features and considerations before alternatives are developed in detail; this ensures impacts are avoided and minimized.
- Develop the understanding of natural, social, and economic features and considerations commensurate with the anticipated direct and indirect impacts; if a feature isn't impacted, little to no analysis and discussion may be needed.
- Promote use of innovative best management practices for construction.
- Understand, under NEPA, the natural, social, and economic environments are considered equal and encourage impact balancing.
- Recognize that some legislation (e.g., Clean Water Act, National Historic Preservation Act, Endangered Species Act, etc.) afford primary consideration to specific resources.
- Work with customers, agencies, and the public to identify and address mitigation for impacts which is not required by legislation but support sustainable communities and infrastructure.

NEPA Documentation and Process Management

- Minimize the amount of text produced by maximizing the use of easy to read and understand illustrations.
- Encourage use of web-based publishing of documents and notices.
- Encourage submittal of comments electronically.

On January 10, 2020 the CEQ published proposed rules that would modernize and overhaul the regulations implementing NEPA. If approved, the proposed rules would be the first comprehensive change of the NEPA implementing regulations since first adopted in 1978. The new rules would have substantial ramifications for a host of projects, programs, and activities that are carried out by the federal government, receive federal funding, or require a permit or other approval from a federal agency. Among other changes, the proposed rules seek to:

- Suspend all prior NEPA guidance, policies, directives, and memorandums dating to 1978.
- Shift the emphasis of the NEPA processes toward procedural efficiency and predictability.
- Strengthen the scoping process to limit the environmental issues to be analyzed and allow agencies to begin this process earlier.
- Encourage project sponsors to exempt actions from detailed environmental review through expanded use of categorical exclusions and using approved categorical exclusions from other agencies.
- Eliminate the requirement to consider the cumulative effects impacts of a proposed action.
- Limit the number and scope of "reasonable alternatives" that must be evaluated.
- Establish firm time limits for the completion of the NEPA process and firm page limits for environmental documents.
- Consolidate multiple agency processes and reviews into a single NEPA document for approval.
- Encourage public involvement to use technology to a greater extent and clarifies the role and responsibilities of commenting parties and of agencies when responding to comments.

Environmental Justice

Executive Order 12898, *Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations* directs federal agencies to take appropriate and necessary steps to identify and address disproportionately high and adverse effects of their actions, including those receiving federal financial assistance, on minority and low-income populations. Effectively, EO 12898 requires integration of EJ considerations into the planning, programming, rulemaking, and policy formulation of Federal agencies, including transportation modal agencies. Guiding EJ principles of the U.S. Department of Transportation and the FTA are **1)** to avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations; **2)** to ensure the full and fair participation by all potentially affected communities in the transportation decision-making process; and **3)** to prevent the denial of, reduction in, or significant delay in the receipt

of benefits by minority and low-income populations.

EJ analysis to be completed under the General Planning Consultant Services would follow the guidance of the U.S. DOT and FTA, including:

- DOT Environmental Justice Strategy, 2016
- DOT Order 5610.2(a) Final DOT EJ Order, 2012
- FTA Circular C 4703.1 Environmental Justice Policy Guidance for Federal Transit Administration Recipients, 2012
- Federal Interagency Working Group on Environmental Justice & NEPA, Promising Practices for EJ Methodologies in NEPA Reviews, 2016

Title VI Planning

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. Title VI also protects those with limited English language proficiency from being denied meaningful access to assistance. In general, Title VI prevents discrimination in the distribution of both benefits and burdens of policy and program decisions and implementation, emphasizing the concept of equity among “recipients” or users of the federal program. Applicable Title VI guidance for activities under this contract would include:

- FTA Circular C 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients, 2012
- U.S. DOT Limited English Proficiency Guidance, 2016
- Executive Order 13166, Improving Access to Services for Persons with Limited English Proficiency
- Broward MPO, Title VI Program, 2014
- Broward MPO, Limited English Proficiency Plan, 2017

For both subjects, use of the Title VI Transportation Planning Equity Assessment data and tools prepared by the Broward Metropolitan Planning Organization would be immensely valuable in terms of early identification of potential EJ and equity concerns. Use of this data would provide the County with detailed information at the earliest stages of EJ/Title VI analysis, freeing up resources and time to more engage affected populations and more fully capture potential EJ impacts, proportionality and equity concerns, and to partner with the community in developing effective mitigation when necessary.

State of Florida and Local or State Water Management District Environmental Planning and Requirements

During the environmental planning process, projects need to demonstrate that impacts to environmental resources were avoided wherever possible, minimized wherever they couldn't, and then mitigated. Environmental resources include, but are not limited to wetlands, waterways, floodplains, cultural resources, and threatened and endangered species.

Environmental planning in Florida requires coordination with state and federal agencies including the Florida Department of Environmental Protection (DEP), Florida Fish and Wildlife Conservation Commission (FWC), Florida Department of State Division of Historical Resources (DHR), U.S. Army Corps of Engineers (USACE) Jacksonville District, and the U.S. Fish and Wildlife Service (USFWS). DEP regulates wetlands and waterways under Florida Statute Title XXVIII, Chapter 373. The FWC and USFWS have jurisdiction over state and federally threatened and endangered species. The USACE regulates wetlands and waterways under Section 404 of the Clean Water Act. The DHR protects important cultural resources under Section 106 of the National Historic Preservation Act and Florida Statute Title XVIII, Chapter 267.

The Florida DEP State Clearinghouse (SCH) administers the intergovernmental coordination and review process of certain state and federal activities within the state of Florida which involve federal financial assistance and/or direct federal activity. SCH distributes the application for review to the appropriate state agencies, water management districts, regional planning councils, and local governments.

2.A.1.4. Economic Development Planning



“Our experience over the last four decades across a diverse client base allows us to effectively piece together the many perspectives, requirements, and realities associated with developing and implementing effective transit solutions for Broward County.”

Evan Enarson-Hering
Team Leader

Many of the economic impact analysis tools currently used by metropolitan planning organizations (MPO), state departments of transportation (DOT), and the Federal Highway Administration (FHWA) came from CS' work. Our tools—including the Highway Economic Requirements System (HERS), the Montana Highway Economic Analysis Tool, and the Freight Rail Impact Calculator—have significantly enhanced investment decision-making as well as benefits justification and communication. In Southern California, we have been providing economic analysis to the Los Angeles County Metropolitan Transportation Authority (LA Metro) for the Countywide Congestion mitigation Fee, Measures R and M, the Long-Range Transportation Plan (LRTP), three Mobility Matrices projects, and Federal grant applications. We also led the Southern California Association of Governments' (SCAG) study to evaluate the economic return on investing in alternative goods movement strategies in the region. We sustain this support by leveraging our ongoing research and applications of economic impact analysis on transportation investments across the county, from the Mississippi Development Authority and DOT study examining the role of rail assets on the State's economy to the Bay Area Metropolitan Transportation Commission (MTC) Regional Transportation Plan (RTP) effort to analyze congestion pricing, housing policy, access to labor, priority development area feasibility, and goods movement. Our work also includes numerous cost and economic impact analyses supporting Transportation Investment Generating Economic Recovery (TIGER) and now Better Utilizing Investments to Leverage Development (BUILD), as well as California Trade Corridor Enhancement Program (TCEP) grant applications for projects ranging from freight rail corridor and grade crossing investments to highway widenings, transit investments, and bicycle network expansions.

Prioritization and Decision Support Tools. Our economic analysis tools support decisions on resource allocation, needs assessment, project selection, and asset preservation. We developed the Federal Government's primary economic analysis tools for the transportation industry, including HERS. Since 2007, we have provided continuing support to the FHWA in the ongoing maintenance and enhancement of the State version of HERS and other related efforts. Our Highway Economic Assessment Tool, developed for Montana and Georgia, integrates innovative geographic information systems (GIS) and economic modeling to make transportation and economic information accessible to decision-makers, the public, and community stakeholders.

Market Analysis and Feasibility. Our market feasibility and return on investment (ROI) expertise includes the development of the Transit Competitiveness Index (TCI), a cutting-edge methodology for identifying competitive markets to expand or restructure services and improve ridership and financial performance, has been used for transit agencies from San Francisco Bay Area, Seattle, Chicago, Austin, Dallas, Salt Lake City, and a dozen other regions. Our freight rail market analysis for Class 1 railroads examines the market potential of rail corridors and new intermodal facilities in North America. Our inland port feasibility study for Mississippi Development Agency (MDA) assessed the market for a publicly funded rail intermodal facility to complement the Port of Gulfport and regional economic development opportunities.

Economic Development Strategies. Our expertise includes the evaluation of infrastructure, logistics-based development, workforce, technology, regulatory, and community systems that support economic growth. CS applied LA Metro's REMI TranSight model to evaluate the economic impacts of capital investments and strategies funded through the Measures M and R expenditure plans, presenting these results to senior Metro staff. Our comprehensive

study for the Florida Chamber Foundation examined Florida’s competitiveness as a global center for trade, logistics, and distribution. Funded by a public-private partnership, it produced a comprehensive database of current and future freight flows along with a series of strategy documents and potential policy proposals. Our analysis of the economic opportunities of the proposed Iliana Expressway examined how a proposed new Interstate-quality highway would impact the region’s ability to attract and expand businesses that benefit from the region’s extensive freight transportation network. Our evaluation of alternative sites for a potential inland port in Southern Mississippi compared eight potential sites for two alternative types of development, including an intermodal facility and a logistics park that focused on attracting shippers.

Benefit/Cost Analysis (BCA) and ROI. CS has completed dozens of BCAs across the country, including in California for the LA Metro, Ports of Los Angeles and Long Beach, City of Los Angeles (DOT and Mayor’s Office), most of the nine subregional Councils of Government, SCAG, Orange County Transportation Authority, Riverside County Transportation Commission, San Bernardino Associated Governments, San Diego Association of Governments (SANDAG) is a, and the Southern California DOT (Caltrans) Districts. Our BCA methodology incorporates lifecycle costs, avoided damages and loss of function estimates, societal costs. We have designed our BCA methodology to integrate with existing Caltrans risk models meets and exceeds guidance from Caltrans and the FHWA. We often conduct a break-even analysis to measure the risk reduction needed by tweaking scenarios to generate benefits that are at least equal to the costs.

KEY APPROACH SUCCESS FACTORS

- Strong project management with regular communication
- Defined & rigorous quality control
- Full service team for all scope tasks
- Engaging transportation stakeholders & communities
- Delivery of polished, ready for consumption deliverables
- Transit system performance monitoring
- Incorporating national & international best practices
- Coordination across County programs & initiatives

KEY CRITICAL ISSUES AND OPPORTUNITIES

- Advanced data collection techniques & technologies
- Data analytics, understanding trends, better use of data
- Transit asset management foundation
- Balancing multimodal conflicts
- Educating communities on value of and need for transit
- Funding opportunities (formula funds, competitive grants)
- At-grade conflicts & possible grade separations
- Growth in transportation network company (TNC) trips
- Connected & Autonomous Vehicles (CAV)
- Economic impact analysis

2.A.1.5. Organizational Assessment, Research, Analysis, and Planning



“We believe that transformational results come from intentional efforts to build a structure, systems, and capacity aligned with organizational mission, vision, and clearly defined success outcomes.”

Kristopher Browning
Team Leader

Our overall process is based on best practices and our experience having conducted similar work with public sector agencies around the country and consists of:

- Helping your organization know what its data knows
- Establishing a working hypothesis based upon fact-driven analysis
- Collaboratively engaging with the project team on best answers to core questions while maintaining integrity and fact-based analysis

All of our engagements have in common a commitment to working collaboratively with leadership teams to develop operationally executable plans where performance towards established goals can be measured, and a simplified dashboard can be leveraged to effectively communicate results. Our team provides a comprehensive approach utilizing proven strategies such as:

- Mission, vision and values development
- Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Workshop facilitation
- Strategy and goals development
- Best practice, peer benchmarking and innovation
- Prioritization and metrics development for varying levels of organization
- Performance monitoring tools and system development
- Implementation support, including project management, data and trend analysis, predictive analytics, meeting cadence, training, coaching, evaluation and assessment
- Internal and external communication plans to support organizational success



Our model for strategic engagements addresses the Why, What, How, and Who of delivering successful outcomes.

For example, TransPro recently completed a collaborative effort with Kansas City Area Transportation Authority (KCATA) to construct a three-year strategic plan. Like all the strategic plans we work with clients to develop, work activities outlined in the plan were aligned with financial resources so that the work could actually be completed. KCATA ultimately defined three strategic areas of focus tied to measurable outcomes, 25 work tactics for the year, and 24 metrics in the agency’s new performance scorecard.

The strategic plan enabled KCATA to usher in a new way of doing business and culture change that began with leadership at the management level. TransPro held on-site workshops with the KCATA leadership team to align them on how to effectively integrate use of the strategic plan and performance scorecard in daily, weekly, monthly, and quarterly workflow and meetings.

Employee Training and Development is an area of work that TransPro has distinguished itself as an industry thought leader. We offer leadership development and coaching programs for executives, middle management, and emerging leaders, as well as customer service training programs for frontline employees. TransPro has also facilitated numerous Board governance workshops.

- TransPro frontline training differentiators include:
- Curriculum that integrates theory with activities to ensure engagement
- Use of testing (and retesting) to ensure lessons are learned
- Active listening
- Customer satisfaction survey results to measure training impact

Our leadership coaches understand transportation, are locally accessible, and offer a deep diverse set of experiences to support the growth and direction of Broward County's team.

2.A.1.6. Information Technology (IT)



“**Cambridge Systematics has ushered in innovative and practical technology solutions to some of today's most pressing needs in the context of mobility. We understand the challenges of implementing new technologies and systems and bridging the gaps between partnering agencies and associated entities.**”

Paul Sorensen, Ph.D.
Team Leader

Applying intelligent transportation systems (ITS) to transit investments in large metropolitan areas is a logical and cost-effective way to maximize the benefits of such investments, but in today's economy and environment, it is also an expected “minimum standard.” The traveling public as well as transportation agencies expect all infrastructure investments to be “smart” investments, capable of being actively managed to ensure the best outcome for the traveling public. Fortunately, Central Florida, in general, and Broward County, in particular, have an excellent track record in this regard, forming a very solid baseline for this element of the scope of work. However, this is an industry that is developing and transforming rapidly, and technologies considered “leading edge” two years ago may not be considered so today.

CS has ushered in innovative and practical technology solutions to some of today's most pressing needs in the context of mobility. Our team understands what it takes to provide practical and feasible solutions within limited funding constraints. We also understand the challenges of implementing new systems and bridging the gaps between partnering agencies and other entities that will need to interact with, maintain or utilize the new technology or system. Our experience in the realm of planning and implementing ITS systems for transit are both local and national experience in scope—most recently in South Florida, where CS has facilitated the District Integrated Transit and Traffic Operations (DITTO) interagency planning group over the past five years, focused on implementing Transit Signal Priority (TSP) and Bus Queue Jump lanes in Broward County, with five new bus queue jump lanes on Sample Road currently under construction.

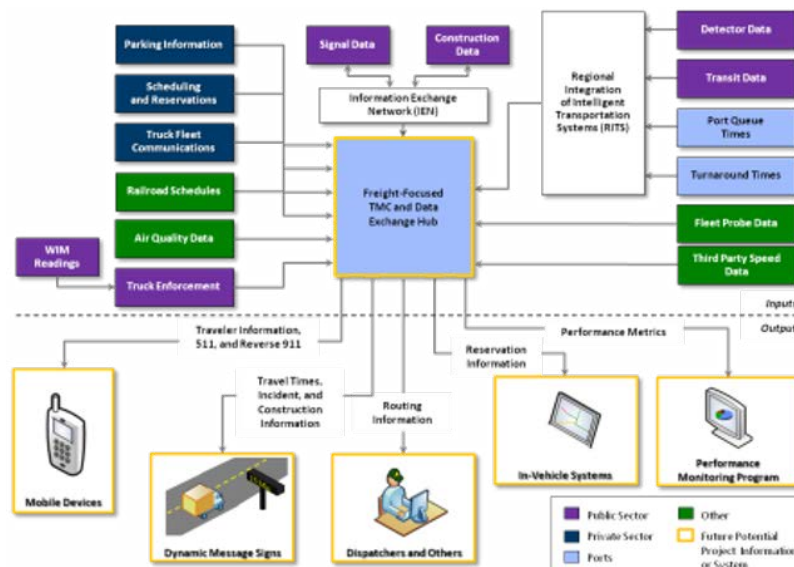
For Uber Technologies, Inc., CS was part of a team that studied the impacts of taxi aggregators on economic development, with a focus on understanding the social and economic impacts on drivers and the consequent impacts on the economy. The goal was to provide objective and credible data, supported and endorsed by independent third parties, to aid in the current policy debate.

At the national level, CS led the analysis, modeling, and simulation (AMS) activities of the integrated corridor management (ICM) initiative for FHWA to demonstrate how ITS technologies can optimize the movement of people and goods on existing infrastructure. Also for FHWA, CS is documenting how technology use is reshaping travel behavior for both traditional and emerging mobility modes, products, and services in the context of travel supply and demand.

CS developed the **1-Click Multimodal Trip Planning Platform** open source, multimodal trip planning platform. Integrated into CS' existing OpenTripPlanner (OTP) open source unified trip planning engine, **1-Click** searches OTP to find itineraries involving fixed route transit, demand-responsive services such as ADA paratransit, walking, biking, and driving. Additionally, **1-Click** can include any transportation services that provide an application programming interface for checking availability and pricing of services. **1-Click** has been deployed in many markets across the U.S., including upstate New York; Pennsylvania; Jacksonville, Orlando, and Broward County, FL; Atlanta, GA; Denver, CO; the Salt Lake City region of Utah; and the counties of San Bernardino, Riverside, Orange, and Los Angeles in Southern California.

Systems Engineering

CS led an effort to modernize FRATIS, a technology system that seeks to improve the efficiency of goods movement in and out of Port of Los Angeles and Long Beach while reducing congestion on freeways and local arterials and improving air quality. The project will begin with research, including stakeholder interviews, to identify the latest applicable trends, practices, and regional priorities to serve as a foundation for development of a plan. The next step in our approach is to conduct feasibility studies to explore an ITS program/application, and develop a conceptual design for a preferred alternative. The final stage of this project will be a full technology deployment of FRATIS Modernization technologies in the Gateway Cities region, across multiple trucking companies, port terminals, and other freight stakeholders. This will include two full years of operating the system and measuring performance and benefits of the technologies. This work will build on previous work CS has done to develop a new FRATIS platform using the latest technologies, exploring connected vehicle applications related to freight operations, and gaining consensus on concepts among ports, marine terminal operators, local trucking companies, and other stakeholders.



For FDOT District 4, CS applied a systems engineering approach in developing Concept of Operations (ConOps) documents for transit ITS deployment in Broward County, specifically for transit signal priority, for bus queue jump operations and for bus-only signal implementations.

Assist in Updates to Regional ITS Architecture

For the Northeast Ohio Areawide Coordinating Agency (NOACA), CS led development of an ITS Strategic Plan for the region, part of a larger effort to update the region’s ITS architecture. CS also assisted the Municipality of Anchorage, AK, in producing an updated ITS Architecture Report consistent with the most current versions of the National ITS Architecture and the Alaska Iways Architecture (AKIA). CS has also assisted FDOT District 4 in updating the Regional ITS Architecture as part of the District’s Transportation System Management and Operations (TSM&O) Master Plan update.

Incorporation of Electric Vehicles into the Broward County Fleet

The electric transit vehicle market has exciting opportunities to significantly contribute to a cleaner environment, with quieter operations that would be welcomed by riders and non-riders alike and make transit more attractive to the community at large. It is also a rapidly changing market and decisions made in the short-term could have significant implications to an agency related to technical capacity and cost of maintenance, spare vehicle availability, interoperability with neighbor agencies and a host of other issues.

CS studied the potential impacts of emerging technologies on the Chicago region for the Chicago Metropolitan Agency for Planning (CMAP). The resulting assessment of technologies helped shape CMAP’s long-range transportation plan and establish a framework to deal with the technological innovations changing the face of transportation.

CS supported Orange County, NY, Department of Planning in assessing the feasibility and cost of acquiring alternative fuel/propulsion transit vehicles for transit and paratransit services operated on various services throughout the County. CS has also researched electric bus wireless recharging associated with Broward County Transit’s anticipated electric fleet, to be potentially implemented at significant stations along bus routes.



Autonomous Vehicle Technology, Integration, Systems Planning

Connected and automated vehicles (CAV) and other emerging technologies are bringing transformative change to the world of transportation, and CS is at the forefront of understanding the implications of these advances. We help clients explore how the emergence of these technologies will impact a range of issues, from vehicle ownership and miles traveled to land use and public transportation. Our approach is based on a structured framework to develop data and information which an agency can use to ensure that the decisions they make today consider the impact of CAVs operating in their region.

We have led or supported CAV studies, including a groundbreaking U.S. DOT study to identify how CAV should be considered in transportation planning processes. We help determine the impacts of CAVs on the traditional long-range transportation planning process and updated investment strategies to meet those impacts. We recently developed CAV policy guidance for the Florida, Maryland, and Virginia departments of transportation.

CS is developing new travel demand modeling and simulation tools to help better forecast the impact of CAVs, as well as a new set of analytic tools that will leverage the emerging new data sources from CAVs to help make better investment decisions. In Southern California, we developed a three-tiered modeling process that analyzed the impact of CVs on the soon to be reconstructed I-710, the major freeway connecting the Ports of Long Beach and Los Angeles to rail yards in downtown Los Angeles. Currently, we are leading the Travel Model Improvement Program (TMIP)-Exploratory Modeling Analysis Tool (EMAT) research for the FHWA. This work contributes to our understanding of the impact that the rapid technological evolution has on the movement of people and goods on surface transportation system and the robust transportation decision-making process.

Grant applications are a key first step in moving forward with CAV technology pilot projects. In developing grant applications for our clients for CV applications, AV emerging technologies, and ITS, we implement tried and proven best practices that leverage the unique qualifications that our staff have in developing benefit-cost assessments for transportation technologies, in addition to a rigorous application of holistically developing User Needs that drive the concepts that we recommend in the grant—consistent with systems engineering standards (IEEE, ANSI, INCOSE). Moreover, because we have senior staff who have worked on numerous U.S. DOT ITS Joint Program Office and FHWA Office of Operations projects since the 1990s, we are able to write these grants to best appeal this audience of reviewers at U.S. DOT. This process has resulted in a win percentage on this type of grant that exceeds 75 percent. CS has a breadth of experience in developing ITS and TSMO strategic plans at the State and regional level, focused on longer-range guidance to all participating operating agencies that would cumulatively have very large financial implications. Our approach has been largely in advancing strategic plans through development of business case documents, and program plans. This support often entails working with senior agency leaders on how to institutionalize ITS applications consistently throughout agencies, and with consistency with their partners where applicable to ensure interoperability.

For Caltrans District 12 in Orange County, CA, CS is preparing a district-wide ITS master plan that will summarize the agency's ITS activity and investments to date and outline future enhancements and planned system expansion. The master plan report includes detailed cost and benefit analyses of the overall system and its individual components, to establish a business case for the securing of continued ITS funds for maintenance, equipment, and operations moving forward.

2.A.1.7. Public Involvement and Outreach



“A core principal of our outreach strategy is to reach neighbors where they live, work and play. As Broward County residents, our team understands the complexity of engaging a wide group of diverse communities, municipalities, stakeholders and businesses.”

Cynthia McGrail
Team Leader

Strategic, Inclusive, Meaningful- Our Innovative Participatory Process

Our approach to working with the Broward County Transportation Department is quite simply to act as a trusted partner that understands BCTD’s overall communication goals and objectives and effectively supports the communications and public involvement needs for the organization’s general planning services. A core principal of our outreach strategy is to reach neighbors where they live, work and play. As Broward County residents, our team understands the complexity of engaging a wide group of diverse communities, municipalities, stakeholders and businesses. We also have extensive relationships with local elected and agency officials and community leaders which enables our team to successfully engage people in an informative, transparent, and collaborative decision-making process. Today’s successful outreach initiatives include a focus on reaching diverse audiences on multiple communications platforms, telling a compelling story and sharing a common vision for the future. Valerin has the experience to develop unique, customized outreach experiences and communication strategies that not only connect with these diverse audiences but convey BCTD’s desire to inspire change and build a community of passionate supporters.

Integrated Communications

We know that one of the key challenges faced by transportation and transit agencies today is inspiring residents and communities to adopt new behaviors, ideas, and technologies that increase ridership and support smart growth objectives. Shifting perceptions and changing behavior is a challenge that requires reaching the “hearts and minds” of residents and businesses through education and persuasive engagement. Valerin uses a data-driven, phased, strategic planning approach to communications that is non-judgmental and uses small steps to drive the adoption of new mindsets and behaviors. Our phased approach uses research data that helps identify barriers, develop relevant messaging and facilitate meaningful stakeholder engagement and collaboration. With clearly defined goals and a strategic, integrated communications approach, it is possible to achieve meaningful, measurable results.

Community Outreach, Engagement, Facilitation

Valerin develops customized and brand consistent community outreach and public involvement programs based on relevant stakeholders and community demographics. Through public meetings, mail-outs, websites, surveys, social media, project collateral materials, and visualizations, we can proactively communicate and connect with citizens where they live, work and play. Our approach is to create sustainable positive relationships that promote trust and focus participation on decisions and solutions rather than just “checking the box”. This approach allows our clients to partner with their target audience and explore effective, context-sensitive solutions.

In our experience, clear and straightforward communications contribute to a positive public perception and greater support for a project’s purpose. Our team members are well-versed with the State’s Plain Language requirement and utilize clear, concise information for all materials and communications. The Valerin team also has a thorough working knowledge of the FDOT Public Involvement Handbook, federal American with Disabilities Act (ADA) requirements and Florida’s Sunshine Law. In addition, our team has extensive experience in the development and implementation of Public Involvement and Community Awareness Plans and Community Impact Statements.

Title VI and Reaching Under-Represented Communities

As part of our community outreach strategy development, we know it is important to include and engage under-served, under-represented and Limited English Proficiency (LEP) community members. Providing these groups with BCTD program information and input opportunities requires planning to overcome language and economic barriers

to participation. To accomplish this, we often attend and present project information at community meetings for faith-based, ethnic and cultural organizations, and events hosted by social service agencies and senior citizen centers. We will work with BCTD to translate key material for non-English speaking audiences and will identify opportunities to distribute information through schools, HOA newsletters, church bulletins, local stores, libraries, and other community focal points and events.

Multilingual Translations

With a Hispanic population of 30.4 percent in Broward County, it will be important to facilitate their feedback in the TDP engagement process by bridging any language barriers. Valerin Communications Specialist, Nanea Marcial, is fluent in English and Spanish and provides translation services for events and written collaterals. In addition, when requested for public meetings, focus groups and interviews, we have worked with local agencies to provide American Sign Language (ASL) interpretation services including on-site ASL interpretation services for presentations, meetings, VPH and video production. We are also able to arrange Video Remote Interpretation (VRI) should that service be required for other accessibility needs.

In order to create successful outreach initiatives, Valerin uses multiple communications platforms to reach our target audiences such as surveys, public meetings, public opinion research, social media outreach, and graphics and website support.










Customer and System-Wide Passenger Surveys Overview

Valerin has experience developing, collecting and summarizing data for a variety of transportation initiatives and has established an excellent record of survey and data collection that has been used by agencies to build many service and operational plans and assessments. Data is collected through a variety of means, which are determined based on the transportation goals of the agency and audience profiles. Valerin has discovered that the key to a successful survey/data collection effort is starting with a comprehensive plan for survey distribution, administration, follow-up methodology and survey management.

Our Team uses a variety of survey techniques to solicit feedback and gauge public opinion. We use tools such as Survey Monkey® to easily create surveys and collect feedback. Social media channels such as Twitter, Facebook, Instagram, YouTube and websites also have survey capabilities which can be captured in a database that can be used for data analytics, reporting and documentation. For real-time surveys and presentation of results we have used programs such as Poll Everywhere at public meeting forums. On projects that require more personal public interaction to shape the solution, we use focus groups and charrettes to gather input from the community constituents and various cultural and socio- economic representatives particular to that community. We also conduct in-person surveys at intermodal transit centers, bus stops, on-board and at local events.

Stakeholder interviews and surveys can be conducted one-on-one, either in a personal meeting or on-board vehicles, as well as via focus groups and community involvement meetings and online through digital surveys and video interviews. We design our surveys with standardized, clear and concise questions to produce results that can be easily and accurately quantified.

The following chart represents various transportation agencies and methods of data collection managed by the Valerin team including **On Board Passenger Surveys, Origin Destination Surveys, Online Surveys, Intercept Surveys and Customer Satisfaction Surveys.**

Client	On Board Surveys	On-Line Surveys	Origin-Destination Surveys	Intercept Surveys	Customer Satisfaction Surveys
HART (Hillsborough Area Regional Transportation) 	■	■	■	■	■
LYNX 	■	■	■	■	■
FDOT (Florida Department of Transportation) 	■	■	■	■	■
St Petersburg – Clearwater International Airport 	■	■	■	■	■
GDOT (Georgia Department of Transportation) 	■	■	■	■	■
Palm Beach County 	■	■	■	■	■
City of Doral 	■	■	■	■	■
Pasco County 	■	■	■	■	■
City of Tampa 	■	■	■	■	■

Public Meeting Organization and Facilitation

Our team consists of experienced public meeting planners and presenters who are also accustomed to developing a complete and comprehensive suite of supporting materials, multi-media presentations and media releases. Valerin staff have coordinated, conducted and facilitated hundreds of stakeholder and public engagement and focused group meetings for FDOT, county and municipal clients. These include:

- Stakeholder Forums
- Working Groups and Task Forces
- Technical Committees and Advisory Committees
- Neighborhood Meetings, Workshops and Focus Groups
- Project Meetings
- Staff Training
- Specialty User Meetings – Youth, Aging, Disabled

Working in coordination with BCTD, Valerin can provide communication specialists to support the public involvement and stakeholder engagement for each task and phase of the SPP, TDP and TDPVP, as well as support for marketing and outreach initiatives as needed. Our engagement plans often include a variety of engagement strategies including face to face interaction through stakeholder workshops and community forums, neighborhood and small-group meetings, and community events.

In addition to coordinating meetings, we are skilled facilitators with a thorough understanding of how to keep attendees engaged in the process while moving the meeting forward. We supplement our stakeholder meetings, workshops and forums with effective engagement tools including renderings, artist renditions, smartboards, live polling opportunities and hands-on exercises, to ensure that participants feel engaged, understand and see value in the process. Our

proposed outreach and communications team lead, Cynthia McGrail, is a National Charette Institute certified facilitator, as is Michelle Greene, AICP. We know that planning is critical to the engagement process and experience.

The first step in our process is to meet with the BCTD Project Manager (PM) to review task objectives, logistics and deliverables that will need to be developed. To assure consistency and coordinate the various meetings, workshops, and forums required for the SSP, TDP and TDPVP public engagement, we use a systematic approach to public meeting preparation using a Public Meeting Checklist/Schedule and our Meeting Logistics Checklist which is customized to the requirements of each agency.

Utilizing these meeting preparation checklists, we effectively schedule and track each step of the public meeting preparation process including facility reservation, reviewing local government and event calendars to avoid scheduling conflicts, materials development, advertisement placement, media coordination, directional signage, and public comment/survey forms. We take meeting notes which are summarized and added to the project file with action items noted for follow-up with the BCTD PM and SSP and TDP Contractor(s).

Virtual Public Meetings

We understand the importance of providing broad-based opportunities for public involvement and encourage the use of different techniques to increase participation. An increasingly popular method is the use of Virtual Public Meetings (VPM). Virtual Public Meetings are convenient, affordable and enjoyable. They provide convenient access to project information, increase project awareness and increase participation by offering an alternative to citizens who want to participate but may not be able to because of work schedule conflicts or logistical challenges such as physical disability and transportation inaccessibility.

Our creative team is experienced with many of the commonly used online and enterprise-based technologies including Skype, WebEx and GoToMeeting as well as social media-based platforms such as Facebook Live and YouTube. We have previously hosted virtual public meetings for the City of Ft. Lauderdale and FDOT and can support both the format and technical production requirements for a VPM. Based on our experience, key elements of conducting virtual meetings include:

- Coordinating the meeting date and time with BCTD staff
- Notifying the affected property owners, businesses and residents and other stakeholders
- Reserving an appropriate BCTD meeting site or offsite viewing location nearby
- Developing clear, easy to understand participation rules
- Developing a relevant presentation and easily understood graphics, animations or renderings
- Developing a script containing the required Title VI statutes, citations and directions
- Recording the meeting
- Recording comments received and coordinating appropriate responses.

We also understand the “behind the scenes” requirements associated with hosting an online event for a public agency, including the changing dynamics of online ADA compliance and other federal and state compliance regulations. We ensure meeting content is compliant with accessibility standards (based on Section 508 of the Rehabilitation Act of 1973) and that the public’s privacy is protected.

Workshop Facilitation

Valerin has the experience and resources to help BCTD plan, conduct and/or participate in a variety of workshops and community events, in-person surveys and public relations initiatives. Some recent examples of our workshop planning and coordination experience are the Stakeholder Workshop and Public Workshop for the FDOT District Seven/Pasco County Pedestrian and Bicycle Safety Action Plans (P/BSAP). Interactive gamification strategies and digital surveys were key elements of the public outreach. Valerin has also assisted other local and state agencies with planning, coordinating and conducting ridership, customer and marketing workshops and focus groups.

Public Opinion Research

Valerin has conducted a variety of public opinion surveys with transportation agencies to determine consumer attitudes, behaviors and preferences. We use the guidelines established by the American Association of Public Opinion Research (AAPOR) to ensure that our surveys are of high quality and deliver data that helps agencies make informed decisions. Key guidelines for quality surveys include:

- Set specific goals
- Consider alternative data collection methods beyond a survey
- Select samples that well represent the population to be studied
- Use designs that balance costs with errors
- Take great care in matching question format and wording to the concepts being measured and the population being studied
- Pretest questionnaires and procedures
- Train interviewers carefully on interviewing techniques and the subject matter of the survey
- Check quality at each stage
- Use appropriate statistical analytic and reporting techniques
- Develop and fulfill pledges of confidentiality given to respondents
- Disclose all methods of the survey to allow for evaluation and replication

Social Media Outreach

At Valerin, we believe social media platforms are powerful tools that help public agencies effectively communicate with and engage all citizens and communities. However, we do not view social media as a “stand alone” strategy and take an integrated communications approach to social media planning that includes leveraging multiple agency communications channels and working with internal communications teams, stakeholders, and partners to achieve desired goals and objectives. For tasks involving social media support, we emphasize advanced planning, such as a social media calendar, and adding value through scheduled and pre-planned informative posts and regular updates. Our approach also recognizes that BCTD’s social media works best by bringing people from social media into BCTD’s own space. Using social media to drive users to BCTD forums that are outside social media platforms, such as links to project websites, surveys, e-newsletter sign-up forms and project contact information allows easy access to an engagement space where BCTD and the community can exchange dialogue regarding service needs, desires and issues, allows for measured participation and feedback, and provides a specific location to direct complaints and service issues.

Our social media strategy and support can also evaluate the promotional needs and opportunities associated with each of the social media platforms. Posts on Facebook and Twitter can be cost effective ways to get the word out to the community about events and opportunities to engage. However, not everyone who has liked the BCTD Facebook page or followed BCTD on Twitter will see pronouncements in their feed due to the paid promotional algorithms built into each platform. Incorporating the promotional aspects of social media into BCTD budgets for events and public communications can be a highly effective means to increase community engagement by maximizing the number of followers who receive the BCTD’S posts.

Graphics, Mapping and Presentation Support

Graphic Design

As a full-service communications firm, Valerin provides graphic design services that create visual impact in project collateral and promotional materials. We pride ourselves on the ability to work closely with our clients to understand their needs and to produce the most effective collateral graphics. Our seasoned graphic designers have provided professional graphic design services for a variety of public and private sector clients and will work with BCTD to develop a fresh perspective for sharing their information and ideas. We use a complete set of tools for our visualization services, including:

- Adobe Creative Suite Photoshop
- InDesign
- Premier Pro/After Effects (Animations/Video Editing)
- Cinema 4D/Dimensions (3D Modeling)
- Google Earth Studio

Evaluation Criteria 2**Project Approach**

We have created, directed, filmed and produced visual presentations and videos for marketing campaigns, branding initiatives, websites, public outreach, industry forums and safety and educational campaigns. Following are some of the graphic and visualization services we can provide:

- Logo design
- Infographics
- Newsletter and collateral print layout
- PowerPoint presentation decks
- Renderings
- Simulations and Animations
- Vinyl Wraps
- 360-degree and 4K Video Productions
- Television Commercials
- Documentaries
- Public Service Announcements
- Lifestyle and Special Events Photography
- Drone Imagery Services

Valerin understands that a picture is worth a thousand words and our multimedia presentations will highlight the benefits of a project or campaign utilizing the power of imagery to deliver a compelling message that audiences can easily understand and support.

Mapping

Our creative services team is well versed in using a variety of mapping tools to encourage public participation. Story Maps that pair photos, diagrams, and text with the functionality of a Geographic Information System (GIS) and Interactive “crowdsourced” maps to help gather ideas for plans and projects from the public and display them online are excellent tools that give participants a direct voice in plan development. For the City of Tampa Channel District Projects Valerin developed multi-layered, interactive area maps that highlight project development, notifications and allow for public input and comments. (Map Image Attached)

Presentation Support | Writing | Editing | Digital Publication

Proactive communication with stakeholders and officials regarding BCTD projects is critical to maintaining and building relationships between BCTD and state and local agencies, officials and communities. We use a variety of communications tools and collateral to advise the public, stakeholders and partners about upcoming projects, studies and agency activities. Valerin develops collateral pieces that are factual, informative and tailored to meet the specific needs and requirements of each project or informational need. Collateral and notification content are written in “plain language” and in an appropriate voice so it is easily read and understood by the public. Valerin has written and produced numerous digital publications in both English, Spanish and Creole for a range of clients including city CRA’s, children’s board/council, county public works and utility departments and FDOT. Collateral materials we write, edit and produce in both print and digital format include, but are not limited to:

- Annual Reports
- Brochures
- “Dear Neighbor” Letters
- Door Hangers
- E-mail and Email Blasts
- Fact Sheets
- Flyers
- Newsletters
- Newspaper Announcements
- Press Releases
- Public Service Announcements
- Reports
- Social Media Content (Twitter, Facebook, Nextdoor)
- Web Postings

Website Development | SEO | SEM

Valerin has extensive experience with all aspects of website design, development, launch and maintenance. Over the past 13 years, our work has included the development and maintenance of websites for state, county and municipal projects covering transportation, water utility and private industry projects. Our web developers are skilled with a wide range of web technologies, including HTML5, CSS3, JavaScript, PHP/MySQL and ASP. They are up to date on the latest design technologies, such as responsive web design and adaptive images, and are familiar with various content management systems (CMS) including Joomla, Word Press, Frog and Pulse. We integrate social media, optimize web content for use on mobile devices and applications and follow the ADA/accessibility guidelines (WCAG 2.0 Level AA). All documents prepared for website access are verified for accessibility compliance using Acrobat Pro.

2.A.1.8. Grant Compliance, Monitoring, and Development



“Successful grant development and administration is all about understanding the requirements of the grantor and verifying BCTD has the procedures in place to meet procurement, regulatory, reporting, and schedule demands unique to each funding source.”

Wade White, AICP
Team Leader

Success begets success. Grants most commonly arise from federal and state sources and come in two varieties, formula and discretionary. The common features of successful grants include well-defined capital programs, local commitment and thoroughly documented grant administration. A strong grant development, monitoring and compliance program maximizes the leveraging of local funds and minimizes risk.

Federal formula grants are managed successfully by having the procedures in place to ensure compliance with applicable, often evolving, requirements. FTA compliance issues most often arise in procurement and contracting. Our approach to grant compliance and monitoring focuses on risk and uncertainty before a grant is awarded. For example, 5307 formula funding relies on the accurate reporting of vehicle revenue miles and passenger miles. We've found both variables can be inaccurate if appropriate quality control measures are not in place. With the expansions of Broward County's transit system that will come with surtax revenues, robust data quality control and reporting procedures will be necessary to meet FTA reporting requirements for each mode and provider of service (e.g., BCT, community shuttles, rail service, etc.).

Broward county has extensive experience administering FTA formula and discretionary grants. An interesting opportunity that arises with additional local funding is to assess all purchases and funding sources to maximize compliance and return on investment. For example, federal Buy America requirements may limit potential vendors. Buy America requirements apply to expenditures of federal funds, not local funds. The BCTD might examine opportunities in its upcoming procurements to see if making some purchases exclusively with local funds could result in a cost savings to the County.

Discretionary federal and state grants provide an opportunity to leverage local funds. These highly competitive grants are most commonly used for capital purchases of equipment and facilities. Our approach to successful grant development starts with a well-documented project that clearly aligns with the goals of the grant. The most important aspect of the grant development is developing a consistent theme, with supporting technical analyses, that aligns the “story” of the need. For example, if a grant is for BUILD grant, the need for the project should align with the story and the benefit/cost analysis. If the project is about maintenance or travel time savings, those should be the primary contributors to the project benefit calculations. All necessary environmental clearances, designs, procurement procedures and local matching funds should be well-documented. Ideally, the project should be known to the grantor well in advance of the grant application and have strong community support.



2.B. Program Management Functions

The Whitehouse Group is organized into firms that will lead or support specific tasks described in the potential scope of services. In general:

- **Whitehouse Group** will lead transportation planning, compliance, surveys and data analytics
- **Cambridge Systematics** will lead IT services, long-range forecasting, and economic development planning
- **Deloitte** will lead financial planning and smart streets planning
- **Gannett Fleming** will lead engineering assessments and environmental planning
- **Media Relations Group** will lead social media and graphics development

The following table describes the anticipated role of each firm for each of the tasks described in the scope of services. Whitehouse Group will be responsible for overall project management, deliverable quality control, budget and schedule adherence of all task assignments.

Task Subtask	Firm								
	WGI	CS	DL	GF	MR	SS	TP	VL	
A Capital Project Planning and Development									
1 Alternatives Analysis	👤	👤		👤	👤				👤
2 Multimodal project planning	👤	👤	👤	👤					
3 Market demand and feasibility	👤	👤		👤		👤			
4 Transit vehicle access standards	👤	👤		👤			👤		
5 Financial planning	👤		👤	👤					
6 Capital project planning	👤	👤		👤					
7 Maintenance and operations facility site assessment	👤			👤					
8 Electric vehicle facility planning				👤					
9 Transit stop geocoding	👤			👤		👤			
B Transportation Planning and Analysis									
1 Strategic planning	👤	👤	👤	👤					
2 Policy development	👤	👤	👤	👤				👤	
3 Transit ridership modeling	👤	👤		👤		👤			
4 Fare policy and technology analysis	👤	👤							
5 Scheduling and run-cutting	👤			👤		👤			
6 Short and long-range transit planning	👤	👤		👤					
7 Capital improvement plans	👤	👤		👤					
8 Multimodal access planning	👤	👤		👤			👤		
9 Transportation demand management planning	👤	👤					👤		
10 Land use planning	👤	👤		👤			👤		
11 Park and ride planning	👤	👤		👤			👤		
12 Traffic studies	👤	👤		👤					
13 Financial analysis and planning	👤	👤	👤	👤					
14 Mobility on demand planning	👤	👤							
15 Transit data collection and analysis	👤	👤		👤			👤		
16 Transportation planning	👤	👤		👤			👤		
C Environmental Planning									
1 NEPA Planning				👤					
a CE	👤	👤		👤					
b EA	👤	👤		👤					
c FONSI	👤	👤		👤					
d EIS	👤	👤		👤					
e Other NEPA	👤	👤		👤					
2 Environmental justice	👤	👤		👤					
3 Title VI	👤	👤		👤					
4 Florida environmental planning requirements	👤			👤					
5 Environmental planning cost estimates		👤		👤					
6 Water management district environmental planning		👤		👤			👤		

 **LEAD**  **SUPPORT**

Evaluation Criteria 2

Project Approach

Task	Subtask	Firm							
		WGI	CS	DL	GF	MR	SS	TP	VL
D Economic Development Planning									
1	Economic development planning								
2	Market feasibility and financial studies								
3	Station-area development planning								
4	TOD planning and policy development								
E Organizational Assessment, Research, Analysis and Planning									
1	Standard operating procedures assessment								
2	HR resources and staffing								
3	Employee training and development								
4	Fleet management planning								
5	Transit asset management planning								
6	Financial planning								
7	Facility assessment and planning								
8	Equipment needs assessment								
9	Capital equipment specification								
10	Safety and security assessment								
11	Strategic issues planning support								
F Information Technology									
1	Systems integration planning								
a	Concept of operations planning								
b	System requirements planning								
c	System validation planning								
d	Acceptance planning								
2	Electronic fare collection system planning								
3	Regional ITS architecture planning								
4	Mobility on demand application planning								
5	Autonomous vehicle system planning								
6	Electric vehicle system planning								
G Public Involvement and Outreach									
1	Passenger surveys								
a	On-board surveys								
b	Origin-destination surveys								
c	On-line surveys								
d	Intercept surveys								
e	Customer satisfaction surveys								
2	Public meeting organization and facilitation								
3	Public opinion research								
4	Social media outreach								
5	Graphics, mapping and presentation support								
H Grants Compliance, Monitoring and Development									
1	FDOT/FTA grant administration								
2	Program/project management plans								
3	Performance measurement tools								
4	Grant reporting								
5	New grant research and submission								

LEAD SUPPORT

2.C. Task Management Process

Our team's approach is to provide an adaptable, knowledgeable team of not only transit and capital planning experts, but a wide range of planning and program expertise who can anticipate needs and help the Broward County Transit Department successfully navigate competing interests. We will provide BCTD with a single point-of-contact Project Manager, experienced in acting as an extension of staff, who will lead our team of subject-matter and quality assurance experts. Our Project Manager will conduct weekly briefings, or to the client's needs, with BCTD's Project Coordinator, to prioritize the team's efforts. Our Project Manager will be dedicated exclusively to your needs and the continued success of BCTD. Our quality assurance team, led by a dedicated Quality Assurance Manager, will ensure that all deliverables meet the Department's standards of excellence as well as specific expectations provided by your Project Manager.

The process we follow to respond to a task order request is as follows:

1. Todd Brauer will discuss the nature of the work order and intended audience for the product with the BCTD project or task manager. This will communicate general budget and schedule unless BCTD has already developed a detailed scope.
2. Depending on the complexity of the work order, Mr. Brauer will reach out to the lead contact at one or more subconsultant firms to schedule a discussion and begin to identify the necessary expertise and resources necessary to meet the technical and schedule requirements of the task.
3. Mr. Brauer will work with subconsultants to develop a detailed scope, schedule and budget for BCTD review and comment.
4. After addressing BCTD comments, Mr. Brauer will submit the final work order scope and budget to BCTD for approval and execution.
5. Wade White will develop a QC plan tailored to the specific needs of each work order and provide it to all staff assigned to the work order.
6. Mr. Brauer will issue notice-to-proceed to the subconsultant team and task order manager.

Once the work order is underway, all deliverables and milestones will be blended into a contract management spreadsheet. This tool contains schedule, milestone and resource information that is updated daily specific to the contract. The information from that spreadsheet is linked to an overall deliverable management spreadsheet that is used to order and reorder priorities weekly. Weekly staff meetings are used to coordinate resources, assignments, and subconsultant efforts.

We've found this approach to be very successful. It helps us manage a mix of task work orders, some with long schedules and some with aggressive deadlines. We've concurrently managed up to 75 task deliverables under multiple GPC contracts with this approach.

As draft deliverables are produced, they will be reviewed by Wade White and assigned to a senior team member for additional review and comment. That assignment will vary by work order. After a draft deliverable has undergone internal review, it will be provided to the BCTD task work order manager for comment. Once those comments are addressed, the final deliverable will be provided to the BCTD contract manager and task manager.

Evaluation Criteria 3

Past Performance

Attached to this response are three letters of reference for successfully completed projects of similar nature, scope and duration: Whitehouse Group served as the prime consultant for these contracts over the last five years. The referenced projects are as follows:

3.A. Transit-related GPC Experience

- **Pennsylvania Department of Transportation, Bureau of Public Transportation, Contract E03355, Planning and Finance Open-End (2015-2020) \$2,000,000 (completed)**- This project provided open-end, on-call support to the Bureau of Public Transportation for a wide range of services relating to public and multi-modal transportation. Examples of the more than 100 deliverables completed under this contract include:
 - Transit agency assessments and work plans
 - Subgrantee reporting compliance reviews and technical support
 - Federal grant writing
 - Bus operator work hour and safety analyses
 - Reporting quality control procedure development
 - Port of Philadelphia existing conditions assessment and strategic business plan
 - Port Authority of Allegheny County transit performance and financial review
 - Legislative review and analyses of proposed changes to the non-emergency medical transportation program (NEMT/MATP)
 - Financial analyses, review and collective bargaining agreement arbitration testimony for Capital Area Transit
 - Capital planning tool transit asset database quality control review and update
- **Pennsylvania Department of Transportation, Bureau of Public Transportation, Contract E03691, Performance and Compliance Open-End (2016-2021) \$5,000,000 (ongoing)**- This project provided open-end, on-call support to the Bureau of Public Transportation for a wide range of services relating to public and multi-modal transportation. Examples of the more than 175 deliverables successfully completed under this contract include:
 - More than thirty transit agency performance reviews covering a range of functions including:
 - Governance
 - Management
 - Human/Labor Relations
 - Finance
 - Procurement
 - Operations and Scheduling
 - Maintenance
 - Safety and Security
 - Customer Service
 - Information Technology
 - Capital Planning
 - Marketing and Public Relations
 - Service Planning
 - ATA Bus Useful Life Optimization Analysis and Study
 - Port of Philadelphia Capital Improvement Plan
 - Model multi-program transit agency cost allocation plan
 - Intercity bus financial and reporting reviews

- Rail grant audit policy development
- AMTRAK Elizabethtown Station site review and lease assessment
- AMTRAK Mt. Joy Station economic & community benefits assessment
- BUILD and INFRA grant development
- **Broward Metropolitan Planning Organization, Contract 15-03, Advancing Strategic Initiatives Open-End (2015-2020) \$2,000,000 (completed)**- This project provided open-end, on-call support to the Broward MPO for a wide range of services relating to multi-modal transportation planning. Examples of the deliverables successfully completed under this contract include:
 - TIGER grant development
 - Development of a transportation planning guidebook for municipal planning partners
 - Staff skills audit and organizational structure update
 - Board reporting and organizational support
 - Staff programs to support Board-defined mission
 - Complete streets and other local initiatives program development and update
 - Toolkit for partnering and private funding sources
 - Reasonable Progress Program
 - Public outreach and Board engagement forum



Evaluation Criteria 3

Past Performance

A summary of Whitehouse Group’s general planning consultant open-end contract services completed over the last five years is summarized in the following table.

Whitehouse Group Contract (Prime)	GPC Work Role			Contract Total	Client Agency	
	Contract	Prime	Sub			Task Total
PennDOT BPT Performance & Compliance 2016	\$4,396,568			\$4,396,568	\$5,000,000	PennDOT Bureau of Public Transportation (BPT)
PennDOT BPT Planning & Finance 2015	\$1,999,440			\$1,999,440	\$2,000,000	PennDOT BPT
Broward MPO 2040 Long Range Plan	\$1,919,043			\$1,919,043	\$2,000,000	Broward MPO
Broward MPO Advancing Board Initiatives	\$1,832,032			\$1,832,032	\$2,000,000	Broward MPO
USDOT FTA New Starts Review	\$92,654			\$92,654	\$92,654	FTA
Broward MPO GPC 2011	\$21,222			\$21,222	\$21,222	Broward MPO
City of Philadelphia TIGER Grant Support	\$18,591			\$18,591	\$18,591	City of Philadelphia
Broward MPO AA Grant Support	\$5,237			\$5,237	\$5,237	Broward MPO
Broward MPO DBE Guidance	\$4,858			\$4,858	\$4,858	Broward MPO
Broward MPO 5339 Grant	\$4,561			\$4,561	\$4,561	Broward MPO
PennDOT BPT (Baker) Planning & Finance 2014		\$569,911		\$569,911	\$5,000,000	PennDOT BPT
PennDOT BPT (Baker) Planning & Finance 2012		\$394,963		\$394,963	\$10,000,000	PennDOT BPT
INCOG (Jacobs) Transit System Plan		\$196,756		\$196,756	\$1,200,000	Indian Nations Council of Governments, OK (INCOG)
PennDOT (Gannett Fleming) Transportation Planning Open-End 2017		\$93,400		\$93,400	\$2,000,000	PennDOT BPT
PennDOT (Baker) Planning & Finance 2015		\$75,128		\$75,128	\$5,000,000	PennDOT BPT
INCOG (Jacobs) Alternatives Analysis		\$64,644		\$64,644	\$500,000	INCOG
PennDOT (McCormick) Amtrak Keystone West		\$47,033		\$47,033	\$750,000	PennDOT BPT
MNDOT (Quandel) NLX Review		\$38,168		\$38,168	\$700,000	Minnesota DOT
PennDOT BPT (HNTB) Planning & Finance 2014		\$27,379		\$27,379	\$5,000,000	PennDOT BPT
TOTAL	\$10,294,207	\$1,507,382		\$11,801,589	\$41,536,124	

3.B. Our Team's Relevant Task and Subtask Experience

In addition to the three reference projects, Whitehouse Group successfully completed a wide range of projects for other clients around the country including:

- Multiple TIGER grants for the City of Philadelphia resulting in the award of more than \$50 million in discretionary federal grants for transit signal priority projects, bike sharing, and multimodal trail improvements.
- Rider surveys, forecast model development, transit system plan, and FTA alternatives analysis for Bus Rapid Transit (BRT) in Tulsa Oklahoma.
- Ridership forecast review of the proposed Northern Lights Express project for the Minnesota DOT.
- Service Plan development support for Capital Area Transit, Harrisburg, PA.
- New Starts forecast review and preservation for the Federal Transit Administration. Assignments included travel forecast reviews for Durham, Honolulu, Denver, Phoenix, and Orlando's Sunrail.
- Public participation plan, Title VI program, Environmental Justice plan, and DBE program development and review for the Broward MPO.
- Rail ridership forecasting for the AMTRAK Pennsylvanian (Keystone West) line.
- AMTRAK Keystone Interlocking Environmental Assessment (EA) and Categorical Exclusion (CE) report.

Open-end agreements require the ability to develop work orders and produce many deliverables concurrently. For the three reference projects, it was common to manage more than 75 tasks at a time. Some tasks have predictable schedules and well-documented processes while others are novel with short deadlines. Clear expectations help ensure tasks are completed on-time and on-budget. A successful task assignment begins with clearly scoping the products, audiences, and deadlines. Whitehouse Group and subconsultant staff have long-standing working relationships we use to manage the resources necessary to complete all tasks. We communicate progress and challenges that arise with the client task order manager throughout deliverable development process.

Every deliverable we prepare undergoes a quality assurance (QA) review, ensuring that it was prepared in accordance with accepted professional standards and practices and within the requirements of our contract with you. Todd Brauer will document all project proceedings and deliverables within a QA Plan, which will include the framework for quality performance, team member roles and responsibilities, performance measures, quality control procedures, and requirements.

The QA Plan prepared will:

- Identify the level of detail applied on each review.
- Include subconsultant quality control requirements.
- Identify milestones for quality control reviews.
- Identify the quality control reviewers responsible for each task element. The project manager will be responsible for quality assurance verification.
- Include a quality control review log to be used by the project manager for tracking and documenting the quality control process, which will identify documents to be reviewed and schedules for those reviews.
- The QA/QC Plan will be a stand-alone document referenced in the overall project control plan. No deliverable will be transmitted to the Transportation Department Project Manager until Todd Brauer and his quality assurance team have verified that each deliverable has successfully met the performance standards documented within the QA Plan.

The QA/QC Plan will be a stand-alone document referenced in the overall project control plan. No deliverable will be transmitted to the Transportation Department Project Manager until Todd Brauer and his quality assurance team have verified that each deliverable has successfully met the performance standards documented within the QA Plan.

Evaluation Criteria 4

Workload of the Firm

The following table summarizes the projects Whitehouse Group **completed over the last five years**.

Completed Projects	Whitehouse Group Role	Year Completed
BROWARD MPO		
SR 7 Corridor Study (TOA)	Subconsultant	2016
Speak Up Broward GPC (HDR)	Subconsultant	2016
Advancing Strategic Initiatives GPC	Prime Consultant	2020
Speak Up Cities GPC (HDR)	Subconsultant	2016
CITY OF HOLLYWOOD		
Strategic Plan	Prime Consultant	2020
FDOT/D6		
Opalocka Freight Plan (CS)	Subconsultant	2017
HILLSBOROUGH MPO		
GPC (2015)	Subconsultant	2020
INCOG		
Model Update (2016)	Prime Consultant	2017
MNDOT CENTRAL		
Northern Lights Express Review	Subconsultant	2017
PennDOT/CENTRAL		
BPT GPC (2014-Baker)	Subconsultant	2016
BPT GPC (2014-HNTB)	Subconsultant	2016
BPT GPC (2015)	Prime Consultant	2020
BPT GPC (2015-Baker)	Subconsultant	2018
BPT Shared Ride (2016-Baker)	Subconsultant	2021
Miscellaneous Traffic Studies	Subconsultant	2019

The GPC contracts described in the previous table had multiple concurrent work orders. Our approach to managing concurrent work orders involves tracking all active or potential work orders weekly. The Whitehouse Group office in Fort Lauderdale features a collaboration space that we use to promote a team approach to “lifting” a task at critical junctures. The office manager and project managers work with the entire team to initiate a task, assign resources, and track progress. For active projects, task managers coordinate efforts and report progress to our clients at least weekly. Challenges arise over the life of a project. However, by actively managing each project and constantly adjusting to meet our client’s needs, we are always able to meet or exceed our clients’ expectations.

In the coming year, **we have three active contracts**. One is the Broward MPO GPC. There are two active work orders, one to support the MPO statewide Advisory Committee and one is to complete traffic counts. Both have predictable schedules and require minimal effort by Whitehouse Group staff to complete. That contract is due to expire in July 2022.

We also have two open-end GPC contracts with PennDOT’s Bureau of Public Transportation. Active work orders under those contracts include providing financial advisory services to the transportation planning group and ongoing support for the Bureau of Public Transportation’s (BPT) ongoing initiatives. The workload for BPT will require the equivalent of two full-time professionals over the next twelve months. Both PennDOT GPC projects will expire in June 2021.

There are no new projects or projects pending award to report.

Evaluation Criteria 5

Location

Whitehouse Group's headquarters and principal place of business is located at 100 W. Cypress Creek Road, Suite 620, Fort Lauderdale, FL 33309. Additionally, Whitehouse Group is registered as a Broward County CBE firm.

Our teaming partners have local offices in Broward County and Miami-Dade, as well as other regions in Florida. Beyond these local and regional resources, BCTD will have access to our team's nationwide expertise. Service delivery for your projects will be managed out of our Broward County location under the leadership of our Project Manager, Todd Brauer.



In Conclusion

As demonstrated in our project reference sheets, Whitehouse Group has proven experience providing general planning consultant services. As a small firm, we do this by proactive project management and strong teaming. The Whitehouse Group team is committed to supporting BCTD with the delivery of practical and comprehensive services to your satisfaction. Our team offers BCTD the following benefits:

- A team with a deep bench of over 60 experts in the disciplines necessary to accomplish the tasks at hand;
- The flexibility and customer service of a small business, with the experience to handle complex issues; and,
- Deliverables that are on-schedule, on-budget, and of high quality.

Additionally, the Whitehouse Group team offers:

- A Broward County-based CBE firm in the lead;
- An experienced Project Manager with a track record of success;
- A quality assurance team to ensure high-quality deliverables;
- Local experience, local awareness, and national experience; and,
- Long-standing relationships with the FHWA, FTA, FDOT, local governments, elected officials, and the consultants completing the various transportation planning and engineering efforts ongoing in Broward County.

We are proud of our track record of successfully managing transit GPC contracts. Our team is ready to begin work immediately. Through our management approach and depth of expertise, we will continually manage this project to ensure that it moves forward on schedule, within budget, and to your complete satisfaction.

As Broward County moves forward with its substantial expansion of transit service, we hope to contribute to BCTD's successful delivery on the promise of the surtax, an improved transportation system serving all of Broward County's citizens, businesses, and visitors.



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Appendix A: Resumes



Todd A. Brauer, AICP, PTP
President & COO

Education

M.S., Urban Planning, University of Kansas, 2000
B.A., History, University of Kansas, 1998

Certifications

American Institute of Certified Planners (AICP), #021642
Professional Transportation Planner (PTP), Institute of Transportation Engineers (ITE), #100

Honorary Appointments

Adjunct Professor, Washington University in St. Louis, School of Engineering and Applied Science, 2004-2006
Committee Member, Traveler Behavior and Values Committee ADB10, Transportation Research Board (TRB), 2008-2011
Committee Member, Statewide Modeling Subcommittee, TRB 2009-2012
Friend of the Committee, Transportation Demand Forecasting Committee ADB40, TRB, 2006-present
Committee Member, Travel Demand Forecasting Subcommittee, Association of Metropolitan Planning Association, 2002-2005

Professional Affiliations

American Planning Association (APA)
Transportation Research Board (TRB)

Mr. Brauer is a certified professional planner responsible for the management and technical development of transportation systems and policy planning projects. Mr. Brauer has professional experience performing transportation planning and traffic engineering projects throughout the United States. He has provided systems and corridor traffic analysis for highway and transit design engineers; cumulative impacts analysis, transportation performance measures, and other technical support for National Environmental Policy Act (NEPA) practitioners; systems and policy analysis for comprehensive planners; logistical analyses for freight planning professionals, and air quality and energy analysis for environmental engineers and planners. Mr. Brauer instructed and advised both undergraduate and graduate level civil engineering students at Washington University in St. Louis in transportation modeling and corridor planning. Additionally, he participated in research efforts for federal, state and local agencies involving activity-based travel behavior, land use application software, and the integration of travel demand and traffic operational models (turn-key modeling). Mr. Brauer possesses excellent communication skills for direct client relations, oral presentations and technical writing. Mr. Brauer's project experience includes:

Representative Project Management Experience

Advancing Strategic Initiatives, Broward MPO, Fort Lauderdale, FL (8/2015 – 04/2020). Project manager responsible for working collaboratively with the Broward MPO Board and senior management to:

- Audit current plans and programs to identify limitations in implementation and compliance; develop ongoing strategies to collect, collate and analyze data needed to address technical constraints; and implement expedited procedures to improve the MPO's current plans and programs and set a framework for the successful development of future products.
- Develop policies, procedures and programs that will assist the MPO in carrying out all elements of the Strategic Business Plan.
- Develop and implement educational programs designed to improve the operational capabilities of the MPO and strengthen the Board's decision-making capacity.
- Support the development of new planning initiatives and leadership opportunities, such as freight, economic development and the expansion of new technologies, to increase the awareness of the vision, mission and products.
- Support larger regional and statewide collaborative efforts, including the South East Florida Transportation Council (SEFTC) and Metropolitan Planning Organization Advisory Council (MPOAC), to strengthen and expand strategic partnerships.
- Support the identification of opportunities and reduce barriers to advancing new services and products.

Other Project Management Experience

- *Philadelphia Regional Port Authority (PRPA) Master Plan*, PennDOT, Philadelphia, PA.

Todd A. Brauer, AICP, PTP
President & COO

Professional Development

SPSS, Applied Statistics
National Transit Institute (NTI),
Coordinating Transportation
and Land Use
NTI, Metropolitan Transportation
Planning
National Highway Institute (NHI),
Introduction to Urban Travel
Demand Forecasting
NHI, Advanced Urban Travel
Demand Forecasting
NTI, Multimodal Travel Demand
Forecasting Course
Caliper, TransCAD Modeling
Course
Citilabs, CUBE Modeling Course
NTI, Land Use Modeling Course
NTI, Transportation/Air Quality
Conformity Course
PTV, VISUM/VISSIM Training
Course
FHWA, Transportation Conformity
Rule Amendments

Software

MicroStation
HCS
SPSS
ArcView 3.x
ArcGIS 9.x
QRSII
EMME2
MINUTP
CUBE
TransCAD
VISUM
Mobile 6.x
Synchro
SimTraffic
CORSIM
VISSIM

- *City of Philadelphia TIGER Grant Applications (i.e, III, IV, V & VII), Streets Department, Philadelphia, PA.*
- *2040 Long-Range Transportation Plan Update, Broward County MPO, Fort Lauderdale, FL.*
- *Shared-Ride Pilot Study Development, Pennsylvania Department of Transportation, Harrisburg, PA.*
- *FTA-Section 5339 Grant Application Support for 5 Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL.*
- *Quintana Road Grant Application Support, Port of San Antonio, San Antonio, TX.*
- *Rail Freight Preservation and Improvement Act Regulations and Policy Development, Pennsylvania Department of Transportation, Harrisburg PA.*
- *FHWA-TCSP Grant Application Support, Pennsylvania Department of Transportation, Harrisburg PA.*
- *Tulsa Transit System Plan, Indian Nations Council of Governments, Tulsa, Oklahoma.*
- *Keystone Corridor Environmental Assessment, Pennsylvania Department of Transportation, Harrisburg, Pennsylvania.*
- *Tulsa Transit On-board Survey, Indian Nations Council of Governments, Tulsa, Oklahoma.*
- *Fort Sam Houston Comprehensive Traffic Engineering Study, United States Army Corp of Engineers, San Antonio, Texas*
- *Regional Multi-Model, Travel Demand Model, East-West Gateway Council of Governments (Gateway COG), St. Louis, Missouri.*
- *Regional Land Use Evolution and Allocation Model (LEAM), Gateway COG, St. Louis, Missouri*
- *Household and On-Board Passenger Surveys, Gateway COG, St. Louis, Missouri.*
- *East Downtown Traffic Study (Quiet Zone), City of San Antonio, San Antonio, Texas.*
- *I-69/Trans-Texas Corridor (TTC) Environmental Impact Statement (EIS), TxDOT, TTA, Texarkana/Shreveport to Mexico*
- *US 79 Traffic & Revenue Feasibility Study, TxDOT, Austin District, Austin, Texas.*
- *US 183 at Lamar Boulevard Traffic Operations Study, TxDOT, Austin, District, Austin, Texas.*
- *Commuter Rail Feasibility Study, Mid-America Regional Council (MARC), Kansas City, Kansas and Missouri.*
- *Madison County MetroLink Feasibility Study, Gateway COG, Madison County, Illinois.*
- *MetroSouth MetroLink MIS/EIS, Gateway COG, St. Louis County, Missouri.*
- *I-70 Independence MIS/EIS, MoDOT, Kansas City District, Kansas City, Rideshare Survey for the Kansas City Metropolitan Area, MARC, Kansas and Missouri*



Daniel P.J. Crotty, AICP
Senior Planner

Years of Experience

Current Firm: 5.0
Similar Firms: 0.5

Education

M.S., Urban & Regional Planning,
Florida State University, 2014
B.S., Geography
Florida State University, 2012

Professional Affiliations

American Institute of Certified
Planners (AICP), #31615
Association of Metropolitan
Planning Organizations
(AMPO)
Florida Metropolitan Planning
Organizations Advisory
Council (MPOAC)
Member, American Planning
Association (APA)
Member, Women's Transportation
Seminar (WTS)

Other Affiliations

Florida Guardian Ad Litem (GAL)
Program, Certified
Representative for the 17th
Judicial Circuit Court

Software

Microsoft Office Suite
ESRI ArcMap
ESRI CityEngine
Adobe Suite
Google SketchUp

Daniel Crotty is a certified, senior planner and consultant with Whitehouse Group, specializing in publicly managed transportation systems on a national level. He has experience providing technical support and policy guidance to a host of governments, boards, and transportation-related agencies in numerous capacities, including:

- Federal grant preparation strategies;
- Freight mobility and project prioritization practices;
- Long range plan development and updates;
- Multi-modal data collection and analysis programs;
- Policy and regulations development;
- Project performance measurement;
- SMART solutions coordination and integration;
- Specialized committee design, recruiting, and facilitation;
- Strategic business plan development and monitoring; and
- Transit system cost allocation principles and reporting methods.

He has also given presentations at various events and conferences, including the Association of Metropolitan Planning Organizations' (AMPO) Annual Conference.

Mr. Crotty has experience working with municipal governments in developing strategic plans, strategic implementation programs, and roadway master plans. He has also led several planning efforts involving freight and logistics through his work with the Pennsylvania Department of Transportation (PennDOT), the Port of Philadelphia, the Broward MPO's Freight Technical Advisory Committee (FTAC), and Florida's Metropolitan Planning Organization Advisory Council's (MPOAC) Freight Committee.

RELEVANT PROJECT EXPERIENCE

Transit Related Experience

- *Area Transit Authority of Central Pennsylvania (ATA) Bus Useful Life Optimization* | PennDOT, Pittsburgh Region, PA | 2020-Present
- *Transportation Management Association (TMA) Finance and Cost Allocation Policy* | PennDOT, Harrisburg, PA | 2019
- *Southeastern Pennsylvania Transportation Authority (SEPTA) and Port Authority of Allegheny County (PAAC) Interim Performance Reviews* | PennDOT, Statewide, PA | 2019
- *Capital Area Transit CAT Service Evaluation Study* | PennDOT, Harrisburg, PA | 2018
- *ATA Ridership Analysis* | PennDOT, Pittsburgh Region, PA | 2017
- *Intercity Bus Service Provider Review* | PennDOT, Statewide, PA | 2017-2018
- *Cost Allocation 101 and Cost Allocation Model Plan Development* | PennDOT, Harrisburg, PA | 2017-2018
- *SEPTA Ridership Review* | PennDOT, Philadelphia | 2016

- *Act 44 Data Quality Control Plan* | PennDOT, Harrisburg, PA | 2015
- *Transit Performance Reviews Support for 11 transit agencies, including SEPTA and PAAC* | PennDOT, Statewide, PA | 2015-2019
- *Act 44 Data Verification Review of over 30 transit agencies: Senior/Lottery Free Transit Passenger Reporting* | PennDOT, Statewide, PA | 2015-2017

Transportation Planning Related Experience

- *It's TIME Hillsborough 2045 Cost Feasible/Long Range Transportation Plan (LRTP) Documentation Production* | Hillsborough MPO, Tampa, FL | 2019-2020
- *State of the System Report* | Broward MPO, Fort Lauderdale, FL | 2018
- *Public Transportation Technical Reviews and Support Activities – Open Ended* | PennDOT, Harrisburg, PA | 2018-2019
- *Rail Freight and the Commonwealth's Economy – Rail Freight Capital Investment Plan* | PennDOT, Statewide, PA | 2018-2019
- *Port of Philadelphia Capital Improvement Plan* | PennDOT, Philadelphia, PA | 2016-2017

Other Transportation Planning Experience

- *Board Engagement Forum and Broward Smart Solutions Corridor Pilot Project Support* | Broward MPO, Fort Lauderdale, FL | 2019-2020
- *Consulting Services for Strategic Planning* | City of Hollywood, Hollywood, FL | 2019-2020
- *Florida Freight Priorities Program (FPP) Development and Facilitation for the Florida Metropolitan Planning Organization Advisory Council (MPOAC) Freight Committee* | Broward MPO, Statewide, FL | 2017-Present
- *Freight Transportation Advisory Committee Development and Support* | Broward MPO, Fort Lauderdale, FL | 2017-2019
- *Transportation Planning Guidebook Development* | Broward MPO, Fort Lauderdale, FL | 2017-2018
- *Philadelphia Freight Rail Curfew Bottleneck Assessment* | PennDOT, Philadelphia, PA | 2017
- *Commitment 2040 LRTP Updates and Complete Streets and Other Localized Initiatives (CSLIP) Support* | Broward MPO, Fort Lauderdale, FL | 2017-2018
- *MPOAC Freight Committee Development and Support* | Broward MPO, Statewide, FL | 2016-Present
- *Strategic Business Plan Development and Update* | Broward MPO, Fort Lauderdale, FL | 2015, 2017, 2020
- *Philadelphia Regional Port Authority (PRPA) Existing Conditions Assessment and Strategic Business Plan Development* | PennDOT, Philadelphia, PA | 2015-2016
- *Various Federal Grant Applications (e.g., TIGER, BUILD, INFRA)* | PennDOT, Broward MPO, City of Philadelphia, Port Everglades, Nationwide, USA | 2015-Present



Nicholas A. Torres, AICP
Senior Planner

Years of Experience

Current Firm: 5
Similar Firms: 0

Education

M.S., Urban & Regional Planning,
Florida State University, 2014
B.A., Political Science, Temple
University, 2010

Certifications

American Institute of Certified
Planners (AICP), #32055

Professional Affiliations

Member, American Planning
Association (APA)

Mr. Torres is a professional planner responsible for the management and development of transportation-oriented solutions for client needs in the area of transportation and policy planning. Mr. Torres provides technical support and policy guidance in support of:

- Transit system performance evaluation
- Transit system planning and policy
- Transit system finance assessment
- Metropolitan transportation planning and policy
- Local government program design and application
- Strategic planning and implementation
- Freight policy and program assessment

Project experience includes providing transportation planning and policy guidance to over 30 public transportation agencies in the areas of performance improvement, financial assessment, and developing innovative solutions for increasing ridership, addressing cost containment, evaluating farebox recovery, and strategic planning. Mr. Torres possesses excellent communication skills for direct client relations, client representation, and technical writing:

Transit

- *Transit Performance Reviews*, PennDOT, Harrisburg, PA (2015-2020).
- *Area Transportation Authority of North Central Pennsylvania Bus Useful Life Optimization Study*, PennDOT, Harrisburg, PA (2020)
- *Transit Performance Interim Reviews – Southeastern Pennsylvania Transportation Authority and Port Authority of Allegheny County*, PennDOT, Harrisburg, PA (2019).
- *CNG Transit Vehicles TIGER Grant Application*, Pennsylvania Department of Transportation, Harrisburg, PA (2015).

Transportation

- *It's TIME Hillsborough 2045 – Hillsborough MPO Long-Range Transportation Plan*, Hillsborough MPO, Tampa, FL (2019-2020).
- *It's TIME Hillsborough 2045 – Cost Feasible Plan*, Hillsborough MPO, Tampa, FL (2019).
- *Reasonable Progress Program Handbook*, Broward MPO, Fort Lauderdale, FL (2019).
- *Cost Allocation Guidance and Standards*, PennDOT, Harrisburg, PA (2018).
- *Transportation Planning Guidebook*, Broward MPO, Fort Lauderdale, FL (2017-2018).
- *Strategic Business Plan Update*, Broward MPO, Fort Lauderdale, FL (2017).
- *Commitment 2040- Broward MPO Long-Range Transportation Plan Update*, Broward MPO, Fort Lauderdale, FL (2015).

Nicholas A. Torres, AICP
Senior Planner

- *Bicycle / Pedestrian TIGER Grant Application*, City of Philadelphia, PA (2015).

Freight

- *Rail Freight and the Commonwealth's Economy – Rail Freight Capital Investment Plan*, PennDOT, Harrisburg (2018).
- *Philadelphia Rail Freight Curfew Bottleneck Assessment*, PennDOT, Harrisburg (2017).
- *Port of Philadelphia Master Plan*, PennDOT, Harrisburg, PA (2016).
- *Philadelphia Regional Port Authority Strategic Business Plan*, PennDOT, Harrisburg, PA (2014-2015).

RECENT PRESENTATIONS/PUBLICATIONS

Torres, Nicholas A. and Gies, Peter, *Transportation Planning Guidebook*, presentation at the 2018 Association of Metropolitan Planning Organizations Annual Conference, San Antonio, TX (2018)

Torres, Nicholas, *Transportation Planning Guidebook*, presentation at the 2018 Florida Section of the Institute of Transportation Engineers Annual Meeting, Fort Lauderdale, FL (2018)

Torres, Nicholas A. and Thomas Schaffer, *VISION 19 Community Update*, presentation at the 2014 The Harbors West Market Redevelopment Plan Community Update, New Port Richey, FL (2014)

Torres, Nicholas A. and Florida Planning & Development Lab (FPDL), *VISION 19 Accelerating the Future*, presentation at the Harbors Studio Phase II Final Defense, Tallahassee, FL (2014)

Torres, Nicholas A., *Developing a Baseline for Performance Measures*, presentation at the USDOT, Federal Highway Administration Florida Division, Tallahassee, FL (2013)



Wade L. White
Chairman & CEO

Education

M.S., Urban and Regional
Planning, Florida State
University, 1993

B.A., Political Science, University
of South Florida, 1991

Certifications

American Institute of Certified
Planners (AICP), #013636

Awards and Honors

Carl Feiss Award - 1000 Friends
of Florida Outstanding
Young Planner for
contributions to the field of
Urban Regional Planning,
March 1994.

Best Paper for a Member Under
30 - Florida Section of the
Institute of Transportation
Engineers, November 1993.

Honorable Mention - Edward D.
McClure National Association
of Collegiate Schools of
Planning Award for best
student paper, July 1993.

Edward D. McClure Award for
Academic Achievement -
Florida State University
Department of Urban and
Regional Planning, May
1993.

Professional Affiliations

American Planning Association
(APA)

Transportation Research Board
(TRB)

Mr. White is a professional planner responsible for the management and technical development of transportation systems and policy planning projects. Mr. White has professional experience performing transportation planning and traffic engineering projects throughout the United States and abroad, providing technical support and policy guidance to a whole host of agencies in the areas of long-range transportation plan development, financial review, cost allocation, corridor studies, multi-modal studies, freight forecasting, environmental justice analysis, travel survey methods and implementation, GIS-T, FTA New Starts analyses, urban travel and land use forecast model development, statewide forecasting and advanced analysis methods. Mr. White possesses excellent communication skills for direct client relations, oral presentations and technical writing. Mr. White's project experience includes:

Multi-Modal Performance and Compliance, Pennsylvania Department of Transportation, Harrisburg PA (2016-2021)- Contract E03691. Consultant project manager responsible for the performance review, financial review, and technical support of various transit, port and other multi-modal agencies funded with Act 44 and Act 89 subsidies. Work orders managed under this contract also included:

- Performance reviews of 20 fixed-route transit systems
- Port of Philadelphia Capital Improvement Plan
- Ridership reporting data validation
- Model cost allocation plan and guidance
- Intercity bus financial and reporting compliance reviews
- Freight rail/passenger rail bottleneck assessment
- Development of a statewide freight rail grant audit policy
- Johnstown Transportation Economic Development Strategy
- Statewide Class III Freight Rail Investment Plan
- Greencastle Norfolk Southern Redevelopment Assessment
- Statewide Truck Toll Impact Study
- Capital Planning Tool Database Update and Validation
- Mt. Joy Amtrak Station Community Economic Impact Assessment
- Heavy Duty and Demand Response Bus Useful Life Optimization Study
- INFRA and BUILD Grant Development

Multi-Modal Planning and Finance, Pennsylvania Department of Transportation, Harrisburg PA (2015-2020)- Contract E03355. Consultant project manager responsible for the review and technical support of various transit, port and other multi-modal agencies funded with Act 44 and Act 89 subsidies. These include the Port of Philadelphia, SEPTA, Port Authority of Allegheny County, and more than 30 fixed-route and 60 paratransit service providers. Work orders managed under this contract also included:

- TIGER Grant Development
- Bus Operator Work Hour, Fatigue and Crash Analyses
- Transportation Management Association Cost Allocation Review

- Paratransit Scheduling Software Review and Enhancement
- Data Reporting Quality Control Process Development
- Transit-oriented Development Capital Financing
- Fare Media Assessment for Senior and Discount Passes

Other Transit Planning Experience

- New Starts Review and Preservation of Forecasts Consultant, Federal Transit Administration, Washington, DC.
- FTA-Section 5339 Grant Application Support for 5 Regionally Significant High-Capacity Corridors, Broward County MPO, Fort Lauderdale, FL.
- FHWA-TCSP Grant Application Support, Pennsylvania Department of Transportation, Harrisburg, PA.
- City of Philadelphia TIGER Grant Applications (i.e, III, IV, V & VII), Streets Department, Philadelphia, PA.
- Senior/Lottery Free Transit Passenger Reporting Review, Pennsylvania Department of Transportation, Harrisburg, PA.
- Analytical Support and Analysis of STEP, INC. Shared-Ride Program Costs, Pennsylvania Department of Transportation, Williamsport PA.
- Washington-Green-Mid Mon Region Human Services Pilot Study Refinement, Pennsylvania Department of Transportation, Harrisburg, PA.
- Central Broward East-West DEIS Peer Review Panel Facilitation, Florida Department of Transportation, Fort Lauderdale, FL.
- Fort Lauderdale WAVE Downtown Streetcar Peer Review Panel Facilitation, Florida Department of Transportation, Fort Lauderdale, FL.
- Mode Choice Model Development, Indian Nations Council of Governments, Tulsa, OK.
- Grant Application Regulations Development for Major Capital Transit Programs, Pennsylvania Department of Transportation, Harrisburg, PA.
- CORRIDOR one Transitional Analysis Study, Capitol Area Transit (CAT), Harrisburg, PA.
- 2025 Transit System Plan Major Investment Study, VIA Metropolitan Transit San Antonio, TX.
- Pinellas Mobility Major Investment Study (MIS), Pinellas County Metropolitan Planning Organization, Pinellas County, FL.
- Southeast Travel Characteristics Survey, FDOT, Districts 4 and 6, Ft. Lauderdale, FL.
- Miami Intermodal Center (MIC) Demand Analysis, Miami, FL.
- Tampa Historic Streetcar Terminal Location Study, Tampa, FL.
- T-Best Conceptual Design, Tampa, FL.



Monique N. Colberg
Associate Planner

Years of Experience

Current Firm: 2
Similar Firms: 0

Education

M.A., Religion, Florida State
University, 2017
B.S., Biochemistry, Florida State
University, 2015
B.A., Religion, Florida State
University, 2015

Professional Affiliations

Member, American Planning
Association (APA)
Member, Women's Transportation
Seminar (WTS)

Monique Colberg is a transportation planner responsible for task management, public relations, engagement, technical analysis support, and writing and editing – where she has practice writing both technically and academically. Ms. Colberg has experience working with the Broward MPO in policy, program, and organizational development and guidance. Her participation in the Advancing Strategic Initiatives for the Broward MPO has also led her to perform Board engagement and transportation technical analysis support. In the firm's work in Phase I of the Pennsylvania Statewide Rail Plan for the Pennsylvania Department of Transportation's Bureau of Rail Freight, Ports and Waterways, Ms. Colberg was responsible for task management, product guidance, and quality control. As part of that planning effort, Ms. Colberg led the outreach/survey efforts to rail shippers as an overall combined engagement effort with railroads, economic development groups, and other stakeholders. Most recently, Ms. Colberg has focused her efforts on finance and cost allocation policy analysis and development for Transportation Management Associations in Pennsylvania, as well as the document development of Hillsborough County's 2045 Long Range Transportation Plan.

RECENT PROJECT EXPERIENCE

Transportation

- *It's Time Hillsborough – 2045 Hillsborough Long-Range Transportation Plan*, Hillsborough MPO, Tampa, FL (2019)
- *Transit Performance Reviews*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)
- *Connecting Erie's Waterfront – BUILD 2019 Discretionary Grant Application*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)
- *Advancing Strategic Initiatives - Broward MPO Reasonable Progress Program*, Broward MPO, Fort Lauderdale, FL (2018)
- *Statewide Rail Freight Grant Audit Policy Review and Development*, Pennsylvania Department of Transportation, Harrisburg, PA (2018)
- *Advancing Strategic Initiatives- Broward MPO Strategic Business Plan Update*, Broward MPO, Fort Lauderdale, FL (2017)
- *Complete Streets and Other Localized Initiatives Program- Broward MPO*, Fort Lauderdale, FL (2017)

Policy and Finance

- *TMA Finance and Cost Allocation Review and Policy*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)
- *Model Cost Allocation Plan and Guidance*, Pennsylvania Department of Transportation, Harrisburg, PA (2018)

Freight

- *Pennsylvania Statewide Class III Rail Plan*, Pennsylvania Department of Transportation, Harrisburg, PA (2018)



Xingmin Guo
Associate Planner

Years of Experience

Current Firm: 2
Similar Firms: 0.5

Education

M.S., Urban Planning and Policy,
University of Illinois at
Chicago, 2017
B.S., Physics, Southeast University
(China), 2015

Professional Affiliations

Member, American Planning
Association (APA)

Software

R Studio
SPSS
ESRI ArcMap
Adobe InDesign
Adobe Illustrator
SketchUp
NetLogo

Mr. Guo is a professional planner responsible for statistical modeling, project evaluations and policy development across three of the firm's practice areas: land use, transportation, and behavioral science. Mr. Guo has provided technical support and policy guidance to government and private industry in the areas of:

- Comprehensive long-range plan development
- Transportation plan/project performance analysis
- Organizational policy assessment and development

Mr. Guo participates in applied research efforts involving travel behavior, transportation modeling, transit and biking corridor study, ArcGIS application software, and public outreach.

RECENT PROJECT EXPERIENCE

Transportation

- *It's Time Hillsborough – 2045 Hillsborough Long-Range Transportation Plan*, Hillsborough MPO, Tampa, FL (2019)
- *Transit Performance Reviews*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)
- *Connecting Erie's Waterfront – BUILD 2019 Discretionary Grant Application*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)
- *Advancing Strategic Initiatives - Broward MPO State of the System Report*, Broward MPO, Fort Lauderdale, FL (2018)
- *Pennsylvania Statewide Rail Plan*, Pennsylvania Department of Transportation, Harrisburg, PA (2018)
- *Advancing Strategic Initiatives - Broward MPO Strategic Business Plan Update*, Broward MPO, Fort Lauderdale, FL (2017)
- *CTA Bus Terminal Naming Standardization*, Chicago Transit Authority, Chicago, IL (2017)
- *TMA of Lake-Cook Commuting Shuttle Service Prioritization*, Center for Neighborhood Technology, Chicago, IL (2016)

Policy

- *TMA Finance and Cost Allocation Policy*, Pennsylvania Department of Transportation, Harrisburg, PA (2019)

Comprehensive Planning

- *Connection 2035 - Chicago Near West Side Equity Planning*, University of Illinois at Chicago, Chicago, IL (2016)

Land Use

- *Transit-Oriented Development Case Study (Chicago)*, Center for Neighborhood Technology, Chicago, IL (2016)

RECENT PRESENTATIONS/PUBLICATIONS

Guo, Xingmin, *Analyzing Biking Trip Length Distribution for Chicago Divvy Trips for Accessing Transit Stations*, poster session presented at 2017 National Planning Conference, New York, NY (2017)



Alan Brick-Turin, PE, PMI-RMP



Summary of Qualifications and Experience

Alan is a Senior Project Manager responsible for leading multidisciplinary teams on significant transportation projects, serving as the project manager, discipline leader, or task manager. He is an experienced multimodal transportation planner with a long history of successfully completed feasibility studies and alternatives analyses across corridors of varying lengths and a wide range of transit modes including: bus, bus rapid transit, light rail, heavy rail/rapid transit, commuter rail, and intercity rail. Prior work has enabled communities to quickly address the most promising alternatives and achieving consensus on alternatives that will not meet project goals. Alan has developed evaluation methodologies to quantitatively and qualitatively identify appropriate solutions to regional and local area transportation needs and to support existing and future land use patterns. His work includes the analysis of capital and operating and maintenance costs for alternatives considered.

Relevant Work Experience

Qatar Metro Station Area Master Plan Project, Doha, Qatar, *The Public Works Authority (Ashghal)*. Project Manager and Technical Director of the planning and design of 36 subway station entrances under a program of implementing four new subway lines that will ultimately be accessed through 100 stations. The project entails development of concept plans and the complete preparation of contract documents for the initial 36 stations. The work is being carried out by four production teams: two in the United States, one in Bangalore, India, and one in Doha, Qatar. Site civil, drainage, geotechnical exploration and analysis, transportation analysis of bus, auto, pedestrian and bicycle access, and landscape architecture are included in the scope of services. This project is being carried out under a 16-month schedule with extensive coordination with Ashghal, the Qatar Public Works Authority, Qatar Rail, the transit agency, and key public agencies including the Ministry of Municipalities and Environment (MME).

Districtwide Modal Development Consultant Services, Various Counties, FL, *FDOT District 4*. Developed white paper and presentation to inform FDOT personnel on the complexities of delivering major transit improvements and infrastructure in an environment of extensive inter-agency collaboration, as well as in addressing potential concerns of the affected public as the project advances toward and through construction.

General Engineering Consultant Multimodal 2016, Strategic Miami Area Rapid Transit Plan General Engineering Consultant, Miami-Dade, FL, *FDOT District 6*. Program Manager for the study and planning of three rapid transit corridors in Miami-Dade County. Coordinates activities

43 Years of Experience

Professional Registrations

PE: Florida - No. 39031 (1987)

PMI Risk Management Professional (PMI-RMP): Project Management Institute - No. 2563194 (2019)

Education

BS, Civil Engineering, Polytechnic Institute of Brooklyn, 1975

MA, History, George Mason University, 1997

Professional Affiliations:

American Society of Civil Engineers (ASCE), Fellow
Institute of Transportation Engineers (ITE), Fellow

between the corridor consultants, public agency partners, and the general public to make certain of a coordinated and consistent approach to each study. Organizes and leads working sessions with various corridor project teams to establish standards for such diverse issues as system-wide rail operations, BRT station configuration, unique street-running rail operations, coordination between future land use and transit improvements, and connected and autonomous vehicle alternatives. Established standard practices and procedures to promote uniformity across the entire \$8.5 billion program. Review project management plans for each corridor along with quality control and public involvement plans. Implemented standardized management and reporting procedures to maintain cost-effective, measurable progress across the program.

Statewide Policy Planning Consulting Services, Tallahassee, FL, *FDOT Central Office.* Senior Planner for investigating information and analyzing proposed policies, rules, and guidelines being developed by the Federal Transit Administration and the Federal Highway Administration with respect to the Federal Transportation Legislation and funding regulations and procedures. Prepared summaries of metropolitan planning, statewide planning, management systems, and related procedures for dissemination to the FDOT staff and provided assistance in bringing Florida's planning practices in line with these pieces of broad-reaching legislation.

General Planning Consultant Services, Beach Corridor Transit Study, Miami, FL, *Miami-Dade TPO.* Senior Project Engineer and Outreach Coordinator for the study of a new transit connection between Miami and Miami Beach. This study examined enhancements to the previous recommendations that were met with strong opposition from many groups. Worked with elected officials at the city and county level, the objective is to achieve consensus on the "right" solution and detailed concept planning to enable a full evaluation of the costs, benefits, and impacts.

General Planning Consultant Services, Tolled Managed Highways with Rapid/Enhanced Bus Routes and Ridesharing, Miami, FL, *Miami-Dade TPO.* Transportation Engineer responsible for leading development of concepts to apply to the

emerging managed lane network in South Florida. Identified best practices and developed program of actions to apply to the region. Developed regional network of managed lanes and express bus operations. Established peak and off-peak toll rates. Applied travel demand forecast data to establish financial feasibility of each facility and of alternative managed lane and transit networks.

I-95 Express Managed Lanes Project Development and Implementation, Miami-Dade County, FL, *FDOT District 6.* Program Manager and Principal Advisor responsible for the development, design, and implementation of converting and expanding \$250 million of high-occupancy vehicle lanes to high-occupancy toll lanes. Managed various aspects on behalf of the client and coordinated a diverse team of FDOT working groups in four separate districts, as well as consultant teams in roadway design, intelligent transportation systems (ITS), traffic engineering, toll and revenue modeling, finance, public outreach, and construction. Coordinated efforts with both Miami-Dade Transit and Broward County Transit to operate express bus operations on the proposed managed lane facility. Project was funded by a U.S. Department of Transportation Urban Partnership Agreement. Funds from both FHWA and FTA were used to construct the facility and fund transit operations with new rolling stock.

North/Middle Beach Transit Planning Study, Miami Beach, FL, *City of Miami Beach.* Transportation Engineer for developing concept for a high-quality, resident and visitor-based transit service to connect the North and Mid-Beach sections of Miami Beach. Conducted survey of neighborhood residences and hotels to establish potential demand for new service. Refined the City's plans for a route to include selected, high-demand facilities and optimized route structure to serve the desired sections of the city while minimizing travel time and operational costs. Formulated alternative plans for operation of the service including use of Miami-Dade Transit vehicles and drivers, a new City-run service, and the use of a private turnkey vendor. Results of the work were shared with key City Commission committees.



Carlos Cejas, PE



Summary of Qualifications and Experience

Carlos is a Vice President and Senior Project Manager responsible for the oversight of general planning and preliminary design projects with diverse and hands-on experience. His experience includes general planning consultant services, PD&E studies for both highway and fixed guideway transit projects, traffic operations and safety, parking and park-and-ride studies; roadway final designs and plan preparation; roadway and transit plans review; bridge and other structural designs; and construction engineering and inspection work. The type of work has included a wide spectrum of multimodal transportation projects for a variety of public sector clients focused on safely and efficiently moving people and freight.

Relevant Work Experience

General Engineering Consultant for Modal Development Office, FDOT District 6. Deputy Project Manager for this overall contract that includes serving as an advisor, administrative and technical consultant to FDOT District 6 on a work-order basis for a wide range of technical capabilities including project management, scope and RFP development, concept plans, multi-modal documents and plans review, vehicle inspection support, various freight studies, and advancing freight, rail, and transit modes of transportation. Major tasks have included: Owner’s representative for the PDE&E studies of three 10 to 20-mile premium transit corridors across Miami-Dade County, and RFP/Design Criteria preparation/Owner’s Rep for the Golden Glades Multimodal Transportation Facility (GGMTF) design-build project.

Districtwide Modal Development Consultant Services, Various Counties, FL, FDOT District 4. Project Manager and Chief Engineer responsible for providing technical assistance and task management for this general engineering consultant contract for miscellaneous preliminary engineering/project development services throughout District 4. Related tasks included the development of a freight implementation plan, seaport upgrade cost estimates, greenways and bicycle routes planning studies, multimodal scoping forms, traffic counts, transit and traffic forecasting, park-and-ride conceptual design and demand forecasting, and other freight planning support.

General Engineering Consultant for Capital Improvement Plan, East-West Corridor, Metro-Rail Extension Project Development, Phase I and Phase II, Miami-Dade County, FL, Miami-Dade County Department of Transportation and Public Works (DTPW). Lead Project Engineer providing engineering services on an as-needed task-order basis to the Miami-Dade County DTPW for its Capital Improvement Plan. This task

33 Years of Experience

Professional Registrations

PE: Florida - No. 43893
(1991)

Education

BS, Civil Engineering,
University of Miami, 1986
MBA, Business
Administration, Florida
International University,
1990

Professional Affiliations

Florida Engineering Society
(FES)
National Society of
Professional Engineers
(NSPE)
Institute of Transportation
Engineers (ITE)

work order is for the East-West Corridor, Metro-Rail Extension Project Development- Phases I and II. The project limits extend from the Miami Intermodal Center (MIC) out to Florida International University (FIU). Responsibilities include managing and developing necessary preliminary engineering and environmental documentation to comply with federal, state, and local regulations. Responsible for developing preliminary engineering design concepts for heavy rail, commuter rail, and bus rapid transit alternatives. Gannett Fleming developed design criteria and 15% design concept plans for various alignments including station locations and conducted the initial public and agency kick-off meetings.

General Planning Consulting Services, Douglas Road Corridor Transit Analysis, Miami-Dade County, FL, Miami-Dade TPO. Project Manager responsible for a study of new transit service in the Douglas Road Corridor (Miami Intermodal Center to the Douglas Metrorail Station) section of Miami-Dade County. Responsible for examining alternative alignments and the full spectrum of transit modal technologies including enhanced trolley, rapid bus, bus rapid transit, streetcar, light rail transit, diesel light rail transit, and heavy rail transit. The study identified incremental transit improvements led to an ultimate, high-quality transit service that met the needs of the study area and the region. This study has been successfully completed.

General Planning Consultant Services, Beach Corridor Transit Study, Miami, FL, Miami-Dade TPO. Senior Project Engineer for the study of a new transit connection between downtown Miami and South Miami Beach. This study examined prior study alternatives for a new light rail transit (LRT) service including alignments, vehicle technologies, station locations, maintenance facility locations, operating plans, costs, and funding/financing mechanisms. Working with elected officials at the city and county level, the objective was to achieve consensus on a solution and detailed concept planning to enable a full evaluation of the costs, benefits, and impacts, and move the study forward into the next phase.

General Engineering Consultant for Modal Development Office, Flagler Street, NW 27th

Avenue and Kendall Drive Premium Transit PD&E Studies, Miami-Dade County, FL, FDOT District 6. Program Manager and Lead Technical Reviewer for three SMART Plan corridor studies being performed by consultants for the Florida Department of Transportation. Transit alternatives being considered include exclusive curbside arterial bus lanes, median bus lanes, reversible flow curbside bus lanes, median rail lanes, and elevated rail. Three of the alternatives are considering the re-purposing of one existing mixed-traffic lane per direction (inside or outside lanes), requiring a lane elimination study on each study corridor.

PD&E Consultant Planning Services, Miami, FL, FDOT District 6. Chief Engineer responsible for preliminary engineering and project development services for this task work order-based contract. Task work orders involved purpose and need development and PD&E scoping/efficient transportation decision making (ETDM) screening for NE 203rd/215th Street, NW/NE 79th Street and 81st/82nd Street, and SR 826 and Okeechobee PD&E studies; in-house support; public involvement; scope of work development for premium transit corridors; technical document reviews; ETDM screening; and environmental reviews.

Support Services for Intermodal Systems Planning Office, Miami-Dade and Monroe Counties, FL, FDOT District 6. Chief Project Engineer responsible for providing technical oversight for the Intermodal Systems Planning Office programs and projects. Responsibilities included reviewing multimodal plans and implementing freight planning studies and efforts to improve freight mobility, freight infrastructure, and related operations throughout the tri-county region composed of the Miami-Dade, Broward, and Palm Beach Counties and other regions as part of the integrated multimodal system. Tasks included program management, a truck parking and transit intermodal station feasibility study, master planning, planning studies, existing conditions assessments, railroad crossing inventory, and railroad crossing rehabilitation, including maintenance-of-traffic CEI support.

Edward Aparicio



Summary of Qualifications and Experience

Ed is a Planner responsible for providing support for conceptual design, geographic information systems (GIS), public involvement, transit studies and surveys, and data collection tasks. Assists in planning and preliminary design projects. Efforts include participation in traffic studies, PD&E studies, and city-wide master plans; roadway final designs and plan preparation; bridge and other structural designs. Produces graphical representations of data, designs, and other information critical for any client or public audience.

Relevant Work Experience

Districtwide Complete Streets Contract, FDOT District 6. Project Planner for this task work order-based contract for the Complete Streets analysis of arterial and collector roads for the design, construction or reconstruction, and operation of a context-sensitive, community-oriented transportation network that works for all modes of travel and promotes economic development in Florida. The scope of the tasks aims to identify cost feasible complete street improvements and strategies within their respective corridors that improve safety, mobility and access, and quality of life for all users of the transportation system. Typical assignments include plans reviews, lane repurposing and road-diet projects, and developing project scopes and estimates. Tasks have included miscellaneous professional engineering and planning services, or technical personnel, and a feasibility analysis of the area around SR 5/US 441 over the Snake Creek Canal, between NW 199th Street and NW 204th Street to thoroughly assess existing conditions for pedestrians and develop alternatives to improve overall non-motorized safety and mobility.

Districtwide PD&E Consultant Planning Services, Miami, FL, FDOT District 6. Planner responsible for project development services for this task work order-based contract. Task work orders involved purpose and need development and PD&E scoping/efficient transportation decision making (ETDM) screening for NE 203rd/215th Street, NW/NE 79th Street and 81st/82nd Street, and SR 826 and Okeechobee PD&E studies; in-house support; public involvement; scope of work development for premium transit corridors; technical document reviews; ETDM screening; and environmental reviews.

Districtwide Modal Development Consultant Services, Various Counties, FL, FDOT District 4. Planner responsible for providing assistance for this general engineering consultant contract for miscellaneous preliminary engineering/project development services throughout District 4. Related tasks included the development of a freight implementation plan,

12 Years of Experience

Education

BFA, Interdisciplinary Sculpture, Maryland Institute College of Art, 2010

Masters of Architecture, University of Miami, 2014

Qualifications/Trainings

Bikeway Selection Guide Workshop, Federal Highway Administration, 2019

seaport upgrade cost estimates, greenways and bicycle routes planning studies, multimodal scoping forms, traffic counts, transit and traffic forecasting, park-and-ride conceptual design and demand forecasting, and other freight planning support.

Districtwide Support Services for Intermodal Systems Planning Office, Miami-Dade and Monroe Counties, FL, *FDOT District 6*. Planner assisting in the development of conceptual design alternatives and GIS support for the truck-parking lot and the park-and-ride lot feasibility study. Tasks included program management, a truck parking and transit intermodal station feasibility study, master planning, planning studies, existing conditions assessments, railroad crossing inventory, and railroad crossing rehabilitation, including maintenance of traffic construction engineering and inspection support.

General Transportation Planning and Traffic Engineering Consulting Services, Miami Beach, FL, *City of Miami Beach*. Task Manager for this contract to provide an array of general transportation planning and traffic engineering services to shape the future of transportation in this unique city. Working with the City's transportation department, elected and appointed officials, and the general public, this contract served to re-evaluate the existing transportation needs of the community and the multi-modal system and proposed several solutions to improve transportation. Task work orders performed include the 2035 Transportation Master Plan, West Avenue Traffic Study, Short-Term Beach Transit Connection Study, ITS and Parking Management System TIGER Grant Application Assistance, North and Middle Beach Trolley Loop Routes Study, West – Alton Bicycle Connection Alternatives Assessment, and 23rd Street and 63rd Street Complete Streets Studies.

SR 90/SW 7th and 8th St from SR 9/SW 27th Ave to US 1/Brickell Ave Corridor Study, Miami, FL, *FDOT District 6*. Planner for this corridor study. SR 90 is a major east-west corridor that provides access to important Miami neighborhoods including Little Havana and the Brickell Financial District. Responsibilities include assisting with the preparation of presentations, data collection and analysis, and GIS support.

General Planning Consulting Services, Miami, FL, *Miami-Dade TPO*. Planner responsible for examining alternative alignments and the full spectrum of transit modes. Gannett Fleming is providing professional planning services to support the Miami-Dade MPO Secretariat's transportation planning process for the Miami urbanized area and regional efforts. The general planning services provided under this contract includes data collection, analysis and evaluation, corridor studies, travel demand forecasting, preparation maps, reports and presentations, and the development of the InterACTIP. A specific work order includes:

- **Flagler Trail Master Plan:** Gannett Fleming is developing a master plan for a non-motorized trail along the Florida East Coast Railway. Alternatives and conceptual design are currently being developed. This study will conclude with an action plan. Responsible for assisting with review of available background information including other studies within Miami-Dade County and national reports, areas of policy, regulations, funding opportunities, modal interrelationship, and progress through project development.

Transit Service and Traffic Signal Priority System Studies, San Antonio, TX, *VIA Metropolitan Transit (VIA)*. Planner for a North/South Central Corridor Analysis (CA) to determine the benefits, costs, and impacts of implementing high-capacity transit along an approximately 20-mile corridor that extends north of Loop 1604 and south near Pleasanton through the core of San Antonio. The CA will help VIA, the City of San Antonio, and other stakeholders understand how implementing a high-capacity transit project can improve transit service and increase transit ridership while encouraging sustainable development in the corridor. The CA will recommend a consensus transit option for service in the corridor that specifies the preferred mode and general alignment of the project. Specific duties include assisting with the development of the existing conditions report, analysis of existing conditions and data collection, preparing presentations, attending public involvement meetings, and providing GIS support.

Jeanette Berk



Summary of Qualifications and Experience

Jeanette is a Senior Transportation Planner experienced in applying quantitative analyses to travel demand and ridership forecasts. She has managed and developed long range transportation plans, transit and roadway alternative analyses, ridership forecasts for new starts and small starts, transportation impact analyses of land use changes, and travel demand for IJR/IMR, master plans, and PD&Es. She is accomplished in conveying technical results to elected officials and the general public, as well as conducting workshops on model applications. Jeanette has served as an instructor for the Simplified Trips On Project Software (STOPS) Workshop for the FDOT.

Relevant Work Experience

General Planning Consulting Services, SMART Plan Corridor Inventory - Kendall Corridor, Miami, FL, Miami-Dade TPO. In the role as Task Manager developed a corridor inventory that established a complete picture of the existing conditions along the Beach SMART Corridor. The main objective was to collect available demographic and socioeconomic data and to prepare a preliminary inventory of the current land use within the corridor. The available data was analyzed to establish a baseline of the existing conditions. A corridor profile was developed and a needs assessment was conducted. All the current transit oriented development guidelines were reviewed. In addition, planning initiatives implemented across the United States were also reviewed and documented in order to identify guidelines, best practices, and tools which can be implemented in transit oriented developments.

RS&H/JTA-2017 Transit Model Enhance, Jacksonville, FL, Jacksonville Transportation Authority. Project Manager responsible for providing professional services, on an as-need work-order basis, to Jacksonville Transportation Authority in support of the Jacksonville Transportation Authority Project. Our firm is providing support for the 2017 Transit Model Enhancements portion of the project in Jacksonville, Florida.

General Planning Consulting Services, SMART Plan Corridor Inventory - Beach Corridor, Miami, FL, Miami-Dade TPO. In the role as Task Manager developed a corridor inventory that established a complete picture of the existing conditions along the Beach SMART Corridor. The main objective was to collect available demographic and socioeconomic data and to prepare a preliminary inventory of the current land use within the corridor. The available data was analyzed to establish a baseline of the existing conditions. A corridor profile was developed and a needs assessment was conducted. All the current transit oriented development

34 Years of Experience

Professional Registrations

Geographic Information
Systems for Urban &
Regional Planners

Education

BA, Languages & Sociology,
Jacksonville University, 1985

MPA, Public Administration,
University of North Florida,
1987

MA, Practical Philosophy &
Applied Ethics, University of
North Florida, 2013

Geographic Information
Systems for Urban &
Regional Planners, 2018

guidelines were reviewed. In addition, planning initiatives implemented across the United States were also reviewed and documented in order to identify guidelines, best practices, and tools which can be implemented in transit oriented developments.

2030 Mobility Plan Update Study, Jacksonville, FL, City of Jacksonville, Transportation Planning Division, Planning and Development Department. As Team Member, assisted the city in updating the current mobility fee. Responsible for model runs and vehicle mile traveled calculations, as well as origin and destination trip summaries. Assisted in the reporting, communication, and public meetings associated with the study.

Tampa Bay Regional Transportation Analysis, Phase XIV – Regional Travel Characteristics Analysis and Model Validation, Tampa, FL, FDOT District 7. Planner responsible for the coordination with the four District 7 MPOs to address local issues in the preparation of the LRTP and to ensure a single unified modeling process. In addition, responsible for the analysis of travel conditions and needs of major corridors and subareas including feasibility studies and analysis of alternatives for guideway transit systems and the region wide impact of major developments. In addition, the analysis of the inter-relationship between transportation and local land-use policies are part of the analysis process.

Transit Model Update, Statewide, FL, FDOT Central Office. Appointed by the FDOT Central Office to serve on the review panel concerning the improvements related to the Cube Transit models in the state of Florida. Reviewed trip distribution processes, mode choice structures, travel-time feedback, and users benefit guidelines and procedures. More recently, summarized the resulting report into a summary format for the Florida Model Task Force Transit Committee.

Development of Guidance on Modeling Managed Lanes, Statewide, FL, FDOT Central Office. Team member selected to write the chapter in the FDOT Managed Lane Guideline Handbook on how to prepare and apply travel demand models to analyze the demand on managed lanes, including network details, and cost implementations.

Generalized Nested Logit Model Standardization, Tallahassee, FL, FDOT Central Office Systems Planning Office. Project Manager for the development and documentation of the statewide implementation of the Generalized Nested Logit Model which was first implemented in the Jacksonville Urbanized Model.

City of Jacksonville Mobility Fee Update Study, Jacksonville, FL, Jacksonville Transportation Authority (JTA). Responsible for assisting the City with updating the current mobility fee. Responsible for model runs and vehicle mile traveled calculations as well as origin and destination trip summaries. Assists in the reporting, communication and public meetings.

City of St. Augustine Truck Parking Management Plan, Saint Augustine, FL, City of Saint Augustine. As Project Manager worked closely with the City of Saint Augustine to develop a truck loading/unloading and parking system to more efficiently use the limited parking space available. The study analyzed time restriction in loading zone, redesign of exiting parking areas, the modification of truck routes, smart parking management systems as well as the restructuring permits, fines and fees.

Commuter Rail Feasibility Study, Jacksonville, FL, JTA. Applied the Aggregate Rail Ridership Forecasting Model (AARF) to develop ridership numbers for the three rail corridors considered in the feasibility study in Florida. The ridership estimates, based on AARF, were input into the feasibility determination for commuter rail service. Proposed stations and performed sensitivity analysis comparing ridership forecast using different intensities of land use and different time savings for bus rapid transit (BRT) services.

Michelle Brummer, AICP



Summary of Qualifications and Experience

Michelle is a Senior Environmental Planner responsible for conducting comprehensive, land-use, transportation, greenway and open-space, and master planning studies; preparing resource inventory reports and needs analyses; developing and evaluating alternatives; developing plan recommendations and action plans; developing and facilitating public involvement activities; and presenting recommendations to public officials. She also prepares scopes of work, schedules, and budgets for the same.

Relevant Work Experience

South Florida East Coast Corridor Transit Analysis Study, Broward County, FL, FDOT District 4. Planner responsible for station-area land use planning for an 85-mile rail corridor in South Florida. Primary task included evaluation of land use and transportation patterns in proposed station areas for compatibility with the passenger rail service. This corridor study involved evaluating a short list of transit technologies and station locations in a 1-mile-wide study area centered on the existing Florida East Coast Railway line. Project tasks involved providing transit and freight planning services, as well as performing environmental screenings of passenger transit alternatives.

Transit Service and Traffic Signal Priority System Studies, San Antonio, TX, VIA Metropolitan Transit. Project Planner responsible for review of the Existing and Future Conditions Report, an environmental assessment of transit needs and opportunities in the central corridor of Greater San Antonio. The report presented demographic, socio-economic, land use, and community and regional destination data using text and geographic information system (GIS)-generated map figures. A subsequent study is expected to analyze this data to determine future transit routes in the corridor.

Bicycle and Pedestrian Policy Study, Harrisburg, PA, Pennsylvania Department of Transportation, Program Center (PennDOT). Project Planner performing a quality review of the study report, which presented a comprehensive policy for statewide bicycle and pedestrian transportation and recommended implementation actions that will better integrate bicycle and pedestrian modes into PennDOT's project delivery process and overall transportation system.

21 Years of Experience

Professional Registrations

American Institute of
Certified Planners (AICP):
American Planning
Association (APA) - No.
021257 (2007)

Education

BLA, Landscape Architecture,
Virginia Polytechnic Institute
and State University, 1994

MLA, Landscape
Architecture, Watershed
Stewardship Option,
The Pennsylvania State
University, 2001

York Township Zoning and Subdivision and Land Development Ordinance Updates, York County, PA, York Township Board of Commissioners. Project Manager responsible for oversight of zoning ordinance and subdivision/land development ordinance updates, developed by Township staff and peer-reviewed by consultant planners. The zoning ordinance provided the necessary regulations to protect the urban growth boundary established in the Township’s comprehensive plan and updated development standards per best practices in Pennsylvania.

Community Planning Services, East Stroudsburg, PA, Borough of East Stroudsburg. Project Manager for the preparation of this issue-focused plan update. Issues were identified by stakeholder focus groups and later by community survey. The resulting priorities include defining a new college town identity, expanding the central business district and addressing downtown and University-adjacent re-use and redevelopment, student housing and family housing through land use planning and zoning, improving streetscapes along community gateways and key corridors, and integrating community hubs through sidewalks and trails.

Township Planning Efforts, Phase I, East Pennsboro Township, Cumberland County, PA, East Pennsboro Township (Township). Project Manager identifying, defining, and prioritizing local issues and concerns related to community development, economic development, and quality of life and developing a scope of work for a strategic comprehensive plan update (Phase II). Issues were identified by stakeholder focus groups and interviews with Township officials and staff and later prioritized by community survey.

Comprehensive Community Plan, Carlisle, PA, Carlisle Borough. Project Manager for the preparation of this issue-focused plan update addressing downtown, public safety, housing, traffic, parking, bicycle-pedestrian facilities, and community resiliency in times of challenge and change. The plan update is expected to address each issue with goals and a strategy for action and implementation and provide sufficient narrative

to comply with the Pennsylvania Municipalities Planning Code.

Cornwall-Lebanon Regional Comprehensive Plan, Lebanon, PA, North Cornwall Board of Supervisors. Project Manager for a regional comprehensive plan that updates five municipal plans and identifies actions that municipalities can take collectively to improve local government service and reduce costs. The region encompasses urban and suburban neighborhoods of Lebanon, outlying villages, working agricultural landscapes, and the Furnace Hills region of the Pennsylvania Highlands. The plan designates growth areas for infill and redevelopment emphasis and rural areas for rural industries. It outlines strategies for multi-municipal cooperation in areas of land use, transportation, public services, and government administration.

Miscellaneous Transportation Planning Services, Integrated Corridor Planning Addendum to Long Range Transportation Planning Guidance, Harrisburg, PA, Pennsylvania Department of Transportation. Work Order Manager for the development of planning guidance for Metropolitan Planning Organizations and rural planning organizations that identifies best practices in integrating land use planning and management into transportation plans and project development, specifically addressing the use of authorized municipal planning tools, planning guidance for municipalities that addresses similar topics in local comprehensive plans, and outreach and training to both audiences to present the guidance material.

Congestion Management Process Plan Update, Lebanon County, PA, PennDOT. Project Planner for project-community relations, including set-up, management, and close-out of the LebCoMoves. mindmixer.com, an interactive project website; planning and small group facilitation of a countywide transportation summit; and review of and response to public comments on the final report.



Carlos Cardo, PE



Summary of Qualifications and Experience

Carlos is a Project Engineer responsible for providing support for preliminary design, complete street initiatives, water and sewer projects, roadway design, and traffic projects. Computer skills include Microsoft Office (Word, Excel, PowerPoint), AutoCAD 2010, Civil 3D, Land Desktop, MicroStation with GEOPAK, Leica GeoOffice, ArcGIS, SewerGEMS, SimTraffic, CartoPac, Trimble Nomad, and Yuma Units.

Relevant Work Experience

General Engineering Consultant for Capital Improvement Plan, East-West Corridor, Metro-Rail Extension Project Development, Phase I and Phase II, Miami-Dade County, FL, Miami-Dade County Department of Transportation and Public Works (DTPW). Project Engineer providing engineering services on an as-needed task-order basis to the Miami-Dade County DTPW for its Capital Improvement Plan. Responsible for development of engineering design required to define and refine the physical characteristics of the preferred alignment and station footprints to the point where it can be subjected to environmental assessment, operational analysis, patronage forecasting, and initial cost estimating/financial planning to be developed in the next phases of the study. Develops basic design criteria for the guideway alignment and stations. Also responsible for development of conceptual alignment based on available existing data from previous studies and projects, including surveying and mapping, topography, utility and geotechnical investigations, environmental analysis, traffic analysis, travel demand modeling, and drainage analysis.

General Engineering Consultant for Modal Development, FDOT District 6. Project Engineer for this overall contract that includes serving as an advisor, administrative and technical consultant to FDOT District 6 on a work-order basis for a wide range of technical capabilities including project management, scope and RFP development, concept plans, multi-modal documents and plans review, vehicle inspection support, various freight studies, and advancing freight, rail, and transit modes of transportation.

Districtwide Plans Review, FDOT District 4. Lead Reviewer for this task-work-order-based contract to support district performing contract document submittal reviews for roadway, drainage, lighting, signing, pavement marking, signalization, ITS and structures for initial engineering, constructability, and biddability submittals. Scope includes verification of adherence to FDOT criteria and procedures, quality of

10 Years of Experience

Professional Registrations

PE: Florida - No. PE79417
(2015)

Education

BS, Civil Engineering (Traffic/Transportation), University of Florida, 2008

BS, Land Surveying,
University of Florida, 2008

★ Qualifications/Training:

Design Exceptions and Variations Workshop, FDOT, 2017

MOT Workzone Traffic Control: Advanced Level, FDOT, 2018

LAP Construction Checklist, Specifications & Greenbook Training, FDOT, 2019

Specification Package Preparation Training for Consultants, FDOT, 2019

deliverables, consistency and accuracy of pay items and quantities, and overall technical soundness of all design documentation.

SR 826/Palmetto Expressway Managed Lanes from East of NW 57th Avenue to East NW 42nd Avenue, Miami-Dade County, FL, *FDOT District 6.* Project Engineer for this limited access reconstruction project to relieve congestion on the SR 826 corridor, increase capacity, enhance safety and address existing operational, structural, and functional deficiencies, while providing additional travel options. The improvements consist of the addition of express lanes, auxiliary lanes, reconstruction of the mainline and frontage roads, and improvements to two existing interchanges. The scope of the work included preparing roadway, structures (two bridges, retaining walls, noise walls), drainage, lighting, signalization, ITS, Temporary Traffic Control Plan, signing, and pavement marking designs; utility coordination; and public involvement.

Preliminary and Final Design for SR 934/NW 74th Street Extension, Miami-Dade County, FL, *FDOT District 6.* Project Engineer for preliminary and final design and engineering services phase of NW 74th Street Expansion Project from SR 826 to the Homestead Extension of Florida's Turnpike (HEFT). Services provided for this Local Agency Program (LAP) project included preparation of construction plans for 4 miles of widening, new construction and reconstruction to achieve a final typical section of a 6-lane divided arterial with bicycle lanes and sidewalk. Scope of work also involved drainage, permitting, wetland mitigation, structures (bridges and noise walls), lighting, signing, pavement markings, utility relocation, signalization, right-of-way acquisition and extensive public involvement. Also included design and installation of 10 new access manholes for an existing 96-inch water main running along the center of NW 74th Street.

Miami-Dade County Safe Routes to School Local Agency Program, Miami-Dade County, FL, *Miami-Dade County DTPW.* Project Engineer for this task work order based Local Agency Program (LAP) contract. Tasks include preliminary design and preparation of final design documents for the implementation of roadway, signalization, signing and pavement marking improvements aimed at

improving safety and accessibility for pedestrians at different school zones within Miami-Dade County.

General Transportation Planning and Traffic Engineering Consultant Services, Miami Beach, FL, *City of Miami Beach.* Lead Roadway Designer providing an array of general transportation planning and traffic engineering services to shape the future of transportation in this unique city. Working with the City's transportation department, elected and appointed officials, and the general public, we re-evaluated existing transportation needs of the community and the multimodal system and proposed several solutions. Tasks included the West Avenue Traffic Study, Short-Term Beach Transit Connection Study, Intelligent Transportation System (ITS) and Parking Management System TIGER Grant Application Assistance, North and Middle Beach Trolley Loop Routes Study, West – Alton Bicycle Connection Alternatives Assessment, and 72nd St., 73rd St., 23rd St, and 63rd St. Complete Streets Studies and final design.

NW 25 Street from NW 117 Ave to NW 87 Ave Reconstruction, Doral, FL, *Miami-Dade County DTPW.* Project Engineer for master plan and final design phase of the NW 25th Street widening project. The scope of the project includes widening of the segment from a 5-lane undivided to a 6-lane divided typical section with an adjacent shared use path. Design services include full pavement and drainage system reconstruction, replacement of four bridges, new retaining walls along the canal, new lighting system, seven signalized intersections, access management improvements, transit improvements and utility relocations.

Districtwide Modal Development Consultant Services, Various Counties, FL, *FDOT District 4.* Planner for General Planning Consultant services involving misc. preliminary engineering/project development throughout District 4. Provided in-house support and prepared scoping forms used to collect project corridor-related information and provide guidance to design Project Managers early in the project decision-making process so that project scopes could incorporate identified multimodal issues. Assignment also included entering field data into GIS for mapping and database purposes.

Alejandro Cuadra



Summary of Qualifications and Experience

Alejandro is a Transportation Designer responsible for performing physical inspection of transit facilities, and feasibility and technical studies. As Graphics Coordinator, Geographic Information Systems (GIS) Technician Mapper, and Transit Surveyor, designs and creates layouts for proposal covers, logos, resumes, project lists, memos, posters, and other project-related graphics. Knowledgeable concerning Adobe Photoshop, InDesign, Illustrator, GoLive, and other Adobe software; Bentley MicroStation; Corel Graphics Suite; Arc Map GIS; and Microsoft PowerPoint, Microsoft Excel, and other Microsoft Office software. Familiar with web design. Also serves as Field Inspector responsible for supervising project personnel, monitoring the contractor's daily operations, verifying material testing requirements, and overseeing field documentation.

Relevant Work Experience

PD&E Consultant Planning Services, Miami, FL, FDOT District 6. Graphics Coordinator preparing and distributing multiple graphics, design layouts tables, presentations, and large-format exhibit boards. Task work orders involve purpose and need development and PD&E scoping/efficient transportation decision making (ETDM) screening for NE 203rd/215th Street, NW/NE 79th Street, 81st/82nd Street, SR 826, and Okeechobee PD&E studies; in-house support; public involvement; scope of work development for premium transit corridors; technical document reviews; ETDM screening; and environmental reviews.

Districtwide Modal Development Consultant Services, Various Counties, FL, FDOT District 4. Provided physical inspection and inventory to support the FDOT District Section 5310 Grant Program. The program aims to improve mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility options. This program supports transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities in all areas. The inspected vehicles were procured by subrecipient agencies through the 5310 Grant Program during 2017 and prior years, including 2016, 2014, 2012, 2010 and 2008. Each year more than 400 vehicles were inspected and cataloged corresponding to more than 50 agencies. An electronic inspection form was developed to be used in the field to make sure the vehicles are properly being maintained and meet the minimal FDOT safety requirements. If findings or safety concerns were found, agencies were informed and helped with the proper information and follow ups in preparing an action plan to correct them in coordination with FDOT's State Management Plan.

23 Years of Experience

Professional Registrations

- TIN No. C360016783040
- Concrete Field Technician – Level 1
- Earthwork Construction Inspection – Level 1
- FDOT Temporary Traffic Control (TTC) Intermediate Level -Certificate # 28902 (2017)
- ACI Concrete Field Testing Technician - Grade I: No. 01399136 (2017)
- APNGA Portable Nuclear Gauge Safety & U.S. DOT Hazmat Certification

Education

- AA, Art and Art Education, Miami-Dade Community College, 1999
- BA, Graphic Design, Miami International University of Art and Design, 2002

Districtwide Freight Logistics and PAX Consultant Services, Miami-Dade and Monroe Counties, FL, *FDOT District 6.* Graphics Coordinator for this task work order-based contract. This contract is used to assist the office by providing professional/technical personnel to perform services to support the Freight Logistics and Passenger Operations Unit (FLPO). Some of the services include multimodal plans and specifications reviews, technical reports/studies reviews, multimodal inspections and reports, project site visits, multimodal inventories, transit systems safety plans reviews, transit system vehicle inspections and inventory, park and ride inventory, design services, and program administration assistance for aviation, intermodal, freight, rail, seaport, and transit projects.

Support Services for Intermodal Systems Planning Office, Miami-Dade and Monroe Counties, FL, *FDOT District 6.* Graphics Coordinator for the Intermodal Systems Planning Office programs and projects. Tasks in this scope of services include reviewing multimodal plans and implementing freight planning studies and efforts to improve freight mobility, freight infrastructure, and related operations throughout the tri-county region composed of the Miami-Dade, Broward, and Palm Beach Counties and other regions as part of the integrated multimodal system. Other project tasks included program management, a truck parking and transit intermodal station feasibility study, master planning, planning studies, existing conditions assessments, railroad crossing inventory, and railroad crossing rehabilitation, including maintenance of traffic, and CEI support.

SR 90/SW 7th and 8th St from SR 9/SW 27th Ave to US 1/Brickell Ave Corridor Study, Miami, FL, *FDOT District 6.* Graphics Coordinator responsible for preparing graphics, design layouts, presentations, tables, and three-dimensional renderings for proposed alternatives. The study focused on the one-way pair portion of SR 90, SW 8th St (eastbound) and SW 7th St (westbound), which provides access to economically important Miami neighborhoods including Little Havana and the Brickell Financial District. The corridor analysis involved: developing multimodal alternatives including lane re-purposing options for wider sidewalks, bicycles lanes, and bus rapid transit

lanes; impact analysis for potential changes in the direction of the existing traffic flow, and a conversion from one-way pair to two-way roadways; addressing pedestrian safety deficiencies and coordinated the inclusion of mid-block signalized crossings into the proposed alternatives; development of potential configurations for the interchange of SR 90 with I-95 to improve vehicular traffic operations and accommodate future demand; and substantial stakeholder outreach meeting regularly with a Project Advisory Team composed of representatives from transportation agencies, municipalities, minority groups, and businesses and homeowners associations.

Professional General Engineering Services, Trolley Route Infrastructure Improvements, Doral, FL, *City of Doral.* Field Inspector responsible for inspecting and verifying material testing requirements. Services included in this contract are to construct, furnish and install prefabricated bus shelters and construct concrete pads for installation of bus benches at designated trolley stops along the Doral Trolley System citywide. This work includes maintenance of traffic, clearing and grubbing, curb and gutter, sidewalk, roadway base and stabilized subgrade paving, tree removal/relocation and miscellaneous site restoration, inspections and material inspections.

Transit Service and Traffic Signal Priority (TSP) System Studies, San Antonio, TX, *VIA Metropolitan Transit.* Graphics Coordinator for this project that includes evaluating the 14-mile Primo bus rapid transit (BRT) service initiated in 2013. The study team examined key elements of the operation, which includes 60-foot articulated buses, a combination of full-service BRT stations with passenger amenities including a passenger information system, and branded “fly-on” marked stations at lower volume stops. The study also assessed existing and planned land use at existing BRT stations.



Ivan Jimenez, EI, ENV SP



Summary of Qualifications and Experience

Ivan is a Transportation Planner aiding in the planning and design for the construction of roadways, bridges, utilities, and other major infrastructure projects, as well as local projects such as commercial, residential, and land development. His efforts include participation in traffic studies, PD&E studies, and city-wide master plans. Professional experience focused on designing and evaluating transportation projects that abide to the National Environmental Policy Act (NEPA), local government policies and regulations, and federal/state/local design standards.

Relevant Work Experience

Transit Operational and Safety Improvements, Broward County, FL, *FDOT District 4.* Transportation Planner in charge of conceptualizing pedestrian and transit improvements along the entire major arterial that is SR 817/University Drive, which is 21 miles long. This project involves understanding the design standards for bus stops, bus amenities, pedestrian amenities, and roadway considerations across multiple jurisdictions. Also requires familiarity of local municipal, state, and federal regulations.

Modal Development Consultant, Districtwide, FL, *FDOT District 4.* Civil Technician for GPC services that included miscellaneous preliminary engineering/project development. Responsible for preparing aerial exhibits of the project location with added information of the affected surrounding area, such as bus stops, schools, and signalized intersections, as well as coordinating efforts between state and local institutions.

63rd Street and 23rd Street Complete Streets Feasibility Studies, General Transportation Planning and Traffic Engineering Consulting Services, Transportation Master Plan, Miami Beach, FL, *City of Miami Beach.* Transportation Planner for conceptualizing complete streets alternatives based on a thorough existing conditions analysis, planning relevance, and ongoing/upcoming projects within the area of influence of 63rd Street and 23rd Street in Miami Beach. Performed an existing conditions analysis, and conceptual alternatives were developed using state and local design standards/guidelines. An understanding of the City's vision of the transportation network, and relevant transportation planning techniques was required for the plan.

7 Years of Experience

Professional Registrations

EIT: Florida - No. 1100020525 (2017)
Envision Sustainability Professional (ENV SP): Institute for Sustainable Infrastructure (2017)

Education

BS, Civil Engineering, Florida International University, 2016

Modal Development Office In-house Support, General Engineering Consultant, Miami-Dade County, FL, *FDOT District 6.* Transportation Planner providing in-house support to the District's Freight Coordinator. Support included project management of planning and conceptual engineering studies evaluating distinct municipalities to assess its unique freight assets, identify opportunities and risk, and propose transportation solutions that create/enhance the safe and reliable mobility of goods. Other tasks included project creation to feed the District's Work Program and project funding/grant application to advance or program freight specific projects. Projects funded via direct support include the truck parking component of the future PortMiami Tunnel In-land Terminal (National Highway Freight Program), the design phase of the future Golden Glades Truck Travel Center (National Highway Freight Program and INFRA Grant), and future PD&E studies to analyze capacity improvements along I-95.

Districtwide Freight Logistics and PAX Consultant Services, Miami, FL, *FDOT District 6.* Transportation Planner in charge of compiling relevant information for assessing potential truck parking locations within the County of Miami-Dade as well as producing final deliverables for the client. This involved understanding the history of freight/truck movement throughout the County, reviewing previous transportation studies regarding trucks, and implementing creative solutions for determining the best locations for truck parking facilities while assuring the existing truck parking deficiency in the County was reduced via sustainable market sensitive designs.

PD&E Consultant Planning Services, Miami, FL, *FDOT District 6.* Transportation Planner in charge of developing scoping reports for the advertising of PD&E studies. These services involved having a technical understanding of project designs, reviewing project specific impacts and mitigation strategies, summarizing the results from the Efficient Transportation Decision Making (ETDM) Screening Tool, reflecting an understanding of the PD&E Process, and documenting all required permits, design criteria, and required project deliverables for the PD&E studies. Scoping reports were developed for the upcoming PD&E studies of

SR 934/NW/NE 79th Street and NW/NE 81st/82nd Street from NW 17th Avenue to Biscayne Bay and US 27/SR 25/Okeechobee Road and SR 826/ Palmetto Expressway Interchange.

SR 874/Don Shula Expressway and SR 986 – Sunset Drive Preliminary Engineering Report, GEC Contract, Miami-Dade County, FL, *MDX.* Transportation Planner part of a multidisciplinary team tasked to develop the preliminary engineering report as part of the PD&E Study. Tasks include drafting a comprehensive engineering analysis report that documents and justifies the project purpose and need, existing conditions, considered alternatives, environmental impacts, selection criteria, and recommended alternatives.

Golden Glades Multimodal Transportation Facility (GGMTF), General Engineering Consultant, Miami-Dade County, FL, *FDOT District 6.* Transportation Planner aiding in the design of conceptual plans for development of an RFP document for the design and construction of the GGMTF located in the southwest quadrant of the Golden Glades Interchange in northern Miami-Dade County. The project includes all work necessary to design, permit, and construct the GGMTF. This included demolition of existing structures, design/construction of at-grade surface parking (regular, carpools/vanpools, motorcycle, baby stroller parking), a multi-story parking garage, landscaping, hardscaping, gateway features, lighting, kiss-and-ride areas, taxi staging area, bus bays and layover bays, bus drivers' break lounge, a transit hub building with passenger waiting areas and amenities, an Intercity Bus Terminal and bus hub, continuous sidewalks and bicycle lanes, canopy structures, benches, trash collection receptacles, bicycle racks, and bicycle enclosures, guide signs along perimeter roadways and wayfinding signs within the site, and improvements to access roadways including SR 9, SR 7, and the SR 9/SR 7 Connector Road.



John Legath, Jr., PE



Summary of Qualifications and Experience

John is a Senior Track Engineer responsible for track and civil design work involving the preparation of plans, specifications, and estimates (PS&E) for track reconfiguration; horizontal and vertical track alignment; earthwork, drainage, soil erosion and sediment (E&S) pollution control; and site layout for rail and transit facilities. He is responsible for proposed track alignments, profiles, cross sections and staging for lowering tracks at bridges requiring additional vertical and horizontal clearance for the proposed electrification.

Relevant Work Experience

East-West Corridor, Metro-Rail Extension Project Development, Phase I and Phase II, Capital Improvement Plan - Engineering Services, Miami-Dade County, FL, Miami-Dade County Department of Transportation and Public Works (DTPW). Senior Track Engineer providing engineering services on an as-needed task-order basis to the Miami-Dade County DTPW for its Capital Improvement Plan. This task work order is for the East-West Corridor, Metro-Rail Extension Project Development Phases I and II. The project limits extend from the MIC out to FIU. Responsibilities include managing and developing necessary preliminary engineering and environmental documentation to comply with federal, state, and local regulations. Responsible for developing preliminary engineering design concepts for heavy rail, commuter rail, and bus rapid transit alternatives. Gannett Fleming developed design criteria and 15 percent design concept plans for various alignments including station locations, and conducted the initial public and agency kick-off meetings.

New Railway Design-Build Criteria Package and Concept Plans, Preliminary Engineering for New All Aboard Florida Railway, Section PE03, Cocoa Beach, FL, All Aboard Florida-Operations, LLC. Senior Track Engineer responsible for the track design of 14.4 miles of new, high-speed double track between Cocoa Beach and Orlando, Florida, as part of the All Aboard Florida project. All Aboard Florida is a new, privately owned, operated, and maintained intercity passenger rail service owned by Florida East Coast Industries. The passenger line will run from Miami to Orlando, with future expansion to Tampa. Section PE03 runs from Cocoa Beach westward for 14.4 miles from US 1 to SR 520 and parallels SR 528. The design includes horizontal and vertical alignment for a maximum speed of 125 mph, a 32.75-mph high-speed turnout, typical track sections, typical track details, cross sections, and creation of a proposed digital terrain model to be included in a design-build package. Since the new track would be constructed within Florida Department of

41 Years of Experience

Professional Registrations

PE: Pennsylvania - No. PE036698E (1987)

Education

BS, Civil Engineering, Lehigh University, 1978

★ Qualifications/Training:

e-RAILSAFE Badge:
e-VERIFY.COM, Inc. - No. 153492 (2018)

Norfolk Southern Roadway Worker Protection/ Contractor Safety Certification (2018)

CSX Roadway Worker Protection/Contractor Safety Certification (2018)

Transportation right-of-way along SR 528, the work has included extensive coordination with highway, drainage, geotechnical, structures, and utility relocation disciplines. The proposed route includes 13 railroad bridges and an underpass below the highway.

Long Island Rail Road Expansion Project, New York, NY, MTA Long Island Rail Road (LIRR). Senior Track Designer in support of the Third Track Expansion Project on LIRR's mainline from Floral Park to Hicksville, New York. Designed the mainline track alignments and profiles for the new track. The project includes the relocation and upgrades of interlockings along the line, as well as introduction of new track where necessary to increase capacity from two mainline tracks to three.

Harrisburg Terminal Facility Improvements Study, Harrisburg, PA, Pennsylvania Department of Transportation (PennDOT). Track Design Task Manager responsible for conducting a study to review existing operations at the Harrisburg Terminal Center (HTC) to determine possible improvements to the facilities, including tracks, signals, catenary, platforms, and conceptual layouts for a new service and inspection facility. The goal was to improve operating speeds and plan for future service growth for both Amtrak service and potential future commuter rail service. The report provided feasible conceptual updates to the HTC in four phases: near-term intercity improvements, addition of commuter rail, construction of a new service and inspection facility for both Amtrak and commuter rail maintenance, and long-term intercity improvements. The study was conducted in close cooperation with PennDOT, Amtrak, and the Federal Railroad Administration, producing a final report that included a comprehensive, phased design plan and a detailed cost estimate

Rail Runner Commuter Rail Project - Phase II, Albuquerque, NM, Mid-Region Council of Governments of New Mexico. Senior Track Engineer responsible for track design of alignment alternatives for the construction of a new railroad main line from a point north of Albuquerque to Santa Fe on a new, 23.5-mile alignment. Work included the preparation of design-build documents for the preferred alternative route. Responsibilities

included developing the design for horizontal and vertical alignment and cross-sections of a new 80 mph passenger track through the desert plateau of New Mexico.

CORRIDORone Minimum Operating Segment, Mechanicsburg to Lancaster, PA, Capital Area Transit. Project Track Engineer responsible for the preliminary design for the start-up transit project to link Harrisburg with Mechanicsburg on the west and with Lancaster on the east. The western leg of the proposed transit line, initially 6 miles to Mechanicsburg, was intended to use the existing Norfolk Southern Shippensburg Secondary right-of-way and some trackage. The east leg was intended to use the existing track of Amtrak's Harrisburg Line. Responsible for new track alignment and tie-ins with Norfolk Southern and for design of track modifications and improvements to Amtrak's Harrisburg Station and Lancaster Station. Also involved with in-depth engineering and operating negotiations with Amtrak and Norfolk Southern.

Track Improvements at Elm Interlocking, North Carolina Railroad Improvement Project, Greensboro, NC, North Carolina Department of Transportation (NCDOT), Rail Division. Project Track Engineer responsible for design of track reconfiguration on the Norfolk Southern main line. The project involved the relocation of more than 6,000 feet of existing mainline track and the double-tracking of over 3,000 feet with new mainline track, including the installation of three No. 20 crossovers within an existing interlocking. The project was performed in conjunction with NCDOT's work on the Greensboro Multimodal Transportation Center, which involved renovating the historic train station in Greensboro as a multimodal facility to serve Amtrak and the Regional Transportation Authority's bus network. Responsible for design of the overall site layout at Elm Interlocking, including horizontal and vertical track alignments, grading, track drainage, construction staging plans, and track specifications. Project tasks also included participating in planning and coordination meetings with NCDOT, Norfolk Southern Railroad, and the Regional Transportation Authority, as well as their consultants.



Nelson Mora, PE



Summary of Qualifications and Experience

Nelson is a Project Manager overseeing and coordinating transportation planning, preliminary engineering, and design projects. His experience includes highway and transit corridor conceptual development and design, complete streets and multi-modal alternative analyses and development transportation master plans, park-and-rides and mobility hubs conceptual development and design, traffic impact studies, freight transportation feasibility analyses, transit operations planning.

Relevant Work Experience

Districtwide Complete Streets Contract, *FDOT District 6.* Project Manager for this task work order-based contract for the Complete Streets analysis of arterial and collector roads for the design, construction or reconstruction, and operation of a context-sensitive, community-oriented transportation network that works for all modes of travel and promotes economic development in Florida. The scope of the tasks aims to identify cost feasible complete street improvements and strategies within their respective corridors that improve safety, mobility and access, and quality of life for all users of the transportation system. Typical assignments include plans reviews, lane repurposing and road-diet projects, and developing project scopes and estimates. Tasks have included miscellaneous professional engineering and planning services, or technical personnel, on an as needed basis to support the District, and a feasibility analysis of the area around SR 5/US 441 over the Snake Creek Canal, between NW 199th Street and NW 204th Street to thoroughly assess existing conditions for pedestrians and develop alternatives to improve overall non-motorized safety and mobility.

General Engineering Consultant for Modal Development Office, *FDOT District 6.* Deputy Project Manager/Owner's Rep for this overall contract that includes serving as an advisor, administrative and technical consultant to FDOT District 6 on a work-order basis for a wide range of technical capabilities including project management, scope and RFP development, concept plans, multi-modal documents and plans review, vehicle inspection support, various freight studies, and advancing freight, rail, and transit modes of transportation. Major tasks have included: Owner's representative for the PDE&E studies of three 10 to 20-mile premium transit corridors across Miami-Dade County, and RFP/Design Criteria preparation/Owner's Rep for the Golden Glades Multimodal Transportation Facility (GGMTF) design-build project.

10 Years of Experience

Professional Registrations

PE: Florida - No. 78633
(2015)

Education

BS, Civil Engineering, Florida International University, 2008

24-Hour Roadside Safety Design Course, Florida Institute of Consulting Engineers, 2010

Districtwide PD&E Consultant Planning Services, Miami, FL, FDOT District 6. Project Manager for this districtwide contract to provide general engineering and environmental services for the Intermodal Systems Development Office. Task work orders included purpose and need development and PD&E scoping/efficient transportation decision making (ETDM) screening for NE 203rd/215th St, NW/NE 79th St and 81st/82nd St, and SR 826 and Okeechobee PD&E studies; in-house support; public involvement; scope of work development for premium transit corridors; technical document reviews; ETDM screening; and environmental reviews.

Districtwide Freight Logistics and PAX Consultant Services, Miami-Dade and Monroe Counties, FL, FDOT District 6. Project Manager for this contract to provide professional services to support the FDOT District 6 Modal Development Office. Services include multimodal plans and specifications reviews, technical reports/ studies reviews, multimodal inspections and reports, project site visits, multi-modal inventories, transit systems safety plan reviews, transit system vehicle inventory, park and ride inventory. Contract

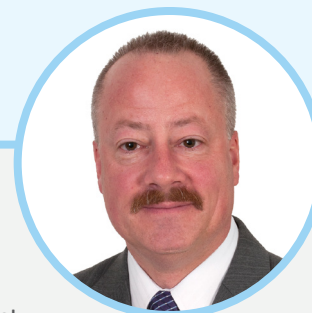
Districtwide Support Services for Intermodal Systems Planning Office, Miami-Dade and Monroe Counties, FL, FDOT District 6. Project Manager responsible for overseeing Intermodal Systems Planning Office programs and projects. Responsibilities included implementing freight planning studies and efforts to improve freight mobility, freight infrastructure, and related operations throughout the tri-county region composed of the Miami-Dade, Broward, and Palm Beach Counties and other regions as part of the integrated multimodal system. Tasks included program management, truck parking and transit intermodal station feasibility study, master planning, planning studies, existing conditions assessments, railroad crossing inventory, and railroad crossing rehabilitation, including maintenance of traffic CEI support.

Districtwide Modal Development Consultant Services, Various Counties, FL, FDOT District 4. Deputy Project Manager responsible for providing technical assistance and project coordination for

this general professional services contract for miscellaneous preliminary engineering/project development services throughout District 4. Task work orders included BB&T Center Park-and-Ride concept development and final design; Davie Road at I-595 Transit Mobility Hub concept development, final design, and post design services; Miramar Transit Mobility Hub concept development; Transit Facility Guidelines; development and management of the Multi-modal Scoping Forms, which made certain that transit, pedestrians and bicycles, seaports, rail, and aviation were considered at the early stages of all FDOT projects; redevelopment of the FDOT Discretionary Grants manual and guidelines; seaports Joint Permit Application records management; Fort Pierce Seaport Master Plan update; freight movement supply chain workshop; bus rapid transit (BRT) lessons learned workshop implementation; Broward Central Terminal; feasibility study for the extension of the A1A Greenway through the City of Fort Lauderdale and the Town of Lauderdale-by-the-Sea; transit vehicle inspections for the 5310 Grant Program; and in-house support.

General Transportation Planning and Traffic Engineering Consulting Services, Miami Beach, FL, City of Miami Beach. Project Manager for this contract to provide an array of general transportation planning and traffic engineering services to shape the future of transportation in this unique city. Working with the City's transportation department, elected and appointed officials, and the general public, this contract served to re-evaluate the existing transportation needs of the community and the multi-modal system and proposed several solutions to improve transportation. Task work orders performed include the 2035 Transportation Master Plan, West Avenue Traffic Study, Short-Term Beach Transit Connection Study, ITS and Parking Management System TIGER Grant Application Assistance, North and Middle Beach Trolley Loop Routes Study, West – Alton Bicycle Connection Alternatives Assessment, and 23rd Street and 63rd Street Complete Streets Studies.

William Plumpton, CEP, ENV SP



Summary of Qualifications and Experience

William is a Senior Environmental Planner with project management experience responsible for the planning and arrangement of facilities and the preparation of environmental assessments (EAs) and environmental impact statements (EISs) in accordance with the National Environmental Policy Act (NEPA) for transportation facilities, utilities, and land development projects. His responsibilities include overall project planning and execution, data collection and analysis, document preparation, adherence to budgets and schedules, and quality assurance/quality control (QA/QC). Environmental studies and major components of projects include natural and social environment analysis, cultural resources, wetlands and permitting, farmland assessments, and hazardous waste. William integrates project-related disciplines, meets with regulatory and resource agencies, engages and consults with project stakeholders, screens and evaluates alternatives, and authors defensible and reader-friendly EAs and EISs.

Relevant Work Experience

South Florida East Coast (FEC) Corridor Study, Miami-Dade, Broward, and Palm Beach Counties, FL, FDOT District 4. Senior Environmental Scientist responsible for assisting with the preparation of a New Starts alternatives analysis and environmental screening report in accordance with the Federal Transit Administration's Option 1 procedures for project development. The study for the 85-mile-long corridor included evaluating alternative corridors within a 2-mile-wide study area centered on the existing FEC Railway line. The alternatives analysis included narrowing the scale of the geographic area considered, optimizing station locations, evaluating modes, and identifying the potential impacts to resources through a multiple-step screening process.

US 1 Express Lanes PD&E Study, Miami-Dade County, FL, Miami-Dade Expressway Authority. Senior Environmental Scientist responsible for assisting in the preparation of a project development and environment study that evaluated alternatives to allow toll-paying traffic to use the southern Miami-Dade Busway. Project alternatives included improvements to transit operations and facilities, resulting in improved service for transit passengers and offering travel options for vehicles along a 20-mile section of the US 1 corridor in southern Miami-Dade County. Responsible for preparing a sociocultural effects evaluation report measuring baseline conditions and potential impacts to demographic trends, environmental justice populations, community cohesion and facilities, economic activity, land use, mobility, noise, and community quality of life.

35 Years of Experience

Professional Registrations

Certified Environmental Professional: Academy of Board Certified Environmental Professionals (2003)

Envision Sustainability Professional (ENV SP): Institute for Sustainable Infrastructure (2015)

FHWA-NHI-142005 NEPA and the Transportation Decision Making Process: National Highway Institute (2019)

Education

BS, Environmental Resource Management, The Pennsylvania State University, 1984

US Wiscasset Corridor Study EIS and Section 4(f) Evaluation, Wiscasset, ME, Maine Department of Transportation (MaineDOT). Project Manager in charge of assisting MaineDOT with the preparation of the draft and final EISs prepared in accordance with NEPA and the preparation of conceptual design of the alternatives retained for further consideration. The purpose of the project was to provide congestion relief, improve safety, and protect the character of the area in and around the village of Wiscasset. Many potential bypasses were considered, and five were studied in detail. Issues of concern and services provided included noise analysis, land use, secondary impacts and cumulative effects, and historic resources. A Section 4(f) evaluation was prepared in accordance with the U.S. Department of Transportation Act of 1966 for use of property within the Wiscasset Historic District, a resource listed on the National Register of Historic Places. Other services included the preparation of a Section 404 permit application in accordance with the Clean Water Act.

Programmatic EA Supporting Application for High-Speed and Intercity Passenger Rail, ARRA Grant Funding for Amtrak on Florida East Coast (FEC) Railway, Miami-Dade, Broward, and Palm Beach Counties, FL, FDOT District 4. Environmental Planner responsible for the preparation of a programmatic EA in support of an FDOT application for American Recovery and Reinvestment Act (ARRA) funding under the Federal Railroad Administration's (FRA) High-Speed Intercity Passenger Rail program. The programmatic EA documented anticipated environmental impacts associated with the reintroduction of Amtrak passenger rail service along a 350 mile corridor between Jacksonville and Miami on the FEC Railway. Eight new stations and 29 miles of track improvements were proposed to accommodate new intercity passenger rail service along Florida's east coast communities. The application and programmatic EA were developed under aggressive schedules to meet the FRA's grant application deadlines.

International Chancery Center II – Master Plan and NEPA Documentation, Washington, DC, US Department of State. Project Principal responsible for the preparation of an EIS in accordance with U.S.

Department of State's regulations implementing NEPA for the future redevelopment of 43 acres of the former Walter Reed Army Medical Center in Washington, DC, as a Foreign Missions Center. Parcels would be assigned to foreign governments for the construction of new chanceries. The U.S. Department of State developed the Foreign Missions Center in accordance with the Foreign Missions Act of 1982, which facilitates the conduct of diplomacy and consular operations between the United States and foreign governments. The primary issues of concern addressed in the planning of the proposed action and EIS were the potential impacts to traffic, noise, historic resources, and archaeological resources.

Energy-Efficiency Reference for Environmental Reviewers, U.S. Environmental Protection Agency (U.S. EPA), Office of Federal Activities. Assistant Project Manager responsible for developing a U.S. EPA reference document that provides information to assist federal agencies in fully implementing energy efficiency through their projects, practices, and associated laws and regulations. Energy efficiency is defined as obtaining identical services or output with less energy input and is considered one of the most cost-effective ways to reduce the country's energy bills, prevent pollution, and address climate change. The purpose of the document is to serve as a tool for U.S. EPA NEPA document reviewers to encourage and support energy efficiency in major federal actions. The reference contains background information on federal energy-efficiency legislation, policies, and guidance and programs, as well as current energy-efficiency technologies, standards, and products. The document summarizes research on the latest developments in green building, energy-efficient transportation modes and alternative-fuel technology, renewable energy, power generation, and other efficiency-related topics. The document also provides action-specific recommendations for incorporating energy efficiency into major federal actions.



Alejandro Uribe, PE, ENV SP



Summary of Qualifications and Experience

Alejandro is a Senior Project Engineer on transportation projects including roadway resurfacing, urban roadway reconstruction, new highway construction with major bridges, and limited access freeway projects. His responsibilities include task management, providing roadway and traffic control plan (TCP) design, field support; performing engineering calculations; developing plans, specifications, and reports; estimating costs; and conducting inspections.

Relevant Work Experience

General Engineering Consultant for Capital Improvement Plan, East-West Corridor, Metro-Rail Extension Project Development, Phase I and Phase II, Miami-Dade County, FL, Miami-Dade County Department of Transportation and Public Works (DTPW). Project Engineer providing engineering services on an as-needed task-order basis to the Miami-Dade County DTPW for its Capital Improvement Plan. Responsible for development of engineering design required to define and refine the physical characteristics of the preferred alignment and station footprints to the point where it can be subjected to environmental assessment, operational analysis, patronage forecasting, and initial cost estimating/financial planning to be developed in the next phases of the study. Develops basic design criteria for the guideway alignment and stations. Also responsible for development of conceptual alignment based on available existing data from previous studies and projects, including surveying and mapping, topography, utility and geotechnical investigations, environmental analysis, traffic analysis, travel demand modeling, and drainage analysis.

General Engineering Consultant for Modal Development, FDOT District 6. Owner's Rep/RFP Preparation/Plans Reviewer for this overall contract that includes serving as an advisor, administrative and technical consultant to FDOT District 6 on a work-order basis for a wide range of technical capabilities including project management, scope and RFP development, concept plans, multi-modal documents and plans review, vehicle inspection support, various freight studies, and advancing freight, rail, and transit modes of transportation.

Districtwide Miscellaneous Professional Engineering Design Consultants, FDOT District 6. Task Leader/EOR for this task work order contract providing miscellaneous engineering design services. The assigned work orders are for final design of RRR, Safety, ride only, and lighting retrofit projects. The scope of the projects involves milling,

11 Years of Experience

Professional Registrations

PE: Florida - No. 75596
(2013)

ENV SP: Institute for Sustainable Infrastructure
(2019)

Education

BS, Civil Engineering, Florida International University,
2008

MS, Civil/Transportation Engineering, Florida International University,
2013

Qualifications/Trainings

Designing for Pedestrian Safety

Workshop, Federal Highway Administration, 2012

Specifications Package Training, FDOT, 2015

Advanced Maintenance of Traffic, FDOT, 2016

Design Exceptions and Variations Workshop, FDOT, 2017

Long-Range Estimates Users Training, FDOT, 2018

Roundabout Training, FDOT, 2019

resurfacing and minor widening of the road, signing, pavement markings, lighting, signalization, drainage and maintenance of traffic, preparation of design exception and variation documents, Americans with Disabilities Act (ADA) improvements, and coordination of work efforts with adjacent projects.

SR 826/Palmetto Expressway Managed Lanes from East of NW 57th Avenue to East NW 42nd Avenue, Miami-Dade County, FL, *FDOT District 6.*

Senior Project Engineer for this limited access reconstruction project to relieve congestion on the SR 826 corridor, increase capacity, enhance safety and address existing operational, structural, and functional deficiencies, while providing additional travel options. The improvements consist of the addition of express lanes, auxiliary lanes, reconstruction of the mainline and frontage roads, and improvements to two existing interchanges. The scope of the work included preparing roadway structures (two bridges, retaining walls, noise walls), drainage, lighting, signalization, ITS, Temporary Traffic Control Plan, signing, and pavement marking designs; utility coordination; and public involvement.

SR 25/US 27/Okeechobee Rd from east of NW 87 Ave to east of NW 79 Ave, Miami-Dade County, FL, *FDOT District 6.* TTCP EOR for this full reconstruction of SR 25 west of the SR 826/Palmetto Expwy interchange. This is one of five segments designed as part of a corridor-wide effort that extends to the Miami-Dade/Broward County line. The scope of the project includes new concrete pavement, widening of two existing bridges, re-alignment of signalized intersections and extensive coordination with adjacent corridor projects. Gannett Fleming served as lead designer and engineer of record for Temporary Traffic Control, Structures and ITS.

Districtwide Plans Review, *FDOT District 4.* Lead Reviewer for this task work order-based contract intended to support the district performing contract document submittal reviews in areas of roadway, drainage, lighting, signing, pavement marking, signalization, ITS and structures for initial engineering, constructability, and biddability submittals. Scope includes verification of adherence to FDOT criteria and procedures, quality of deliverables, consistency and

accuracy of pay items and quantities, and soundness of design documentation.

Districtwide Complete Streets Contract, *FDOT District 6.* Lead Reviewer for this task work order-based contract for the Complete Streets analysis of arterial and collector roads for the design, construction or reconstruction, and operation of a context-sensitive, community-oriented transportation network that works for all modes of travel and promotes economic development in Florida. The scope of the tasks aims to identify cost feasible complete street improvements and strategies within their respective corridors that improve safety, mobility and access, and quality of life for all users of the transportation system. Typical assignments include plans reviews, lane repurposing and road-diet projects, and developing project scopes and estimates. Tasks have included miscellaneous professional engineering and planning services, or technical personnel, on an as needed basis to support the District, and a feasibility analysis of the area around SR 5/US 441 over the Snake Creek Canal, between NW 199th Street and NW 204th Street to thoroughly assess existing conditions for pedestrians and develop alternatives to improve overall non-motorized safety and mobility.

General Engineering Consultant Contract A, Miami-Dade County, FL, *Miami-Dade Expressway Authority (MDX).* Owner's Rep/Lead Designer providing general engineering services on a task work order basis. Task work orders include preliminary studies and engineering for the SR 874 interchange at SR 968/Sunset Drive and the SR 924/Gratigny Parkway Extension to the HEFT. Additional assignments include inspection and plans for bridge joint repair at 78 bridges on MDX's system of tolled highways. Scope of work for the different tasks included development of Preliminary Engineering Reports, conceptual plans and RFP language.

Chrystal Yates, GISP



Summary of Qualifications and Experience

Chrystal is a Senior Environmental Scientist responsible for managing and conducting hazardous waste site assessments, Phase I and II environmental site assessments, environmental permitting, and regulatory compliance. She prepares and reviews reports; completes state and federal permit applications for construction, restoration, and gopher tortoise relocation projects; conducts gopher tortoise surveys; and manages relocation efforts. She develops geographic information system data and maps, creates databases, and performs spatial analyses.

Relevant Work Experience

Petroleum Contamination Site Response Services, Tallahassee, FL, Florida Department of Environmental Protection (FDEP). Project Manager for environmental assessment, remediation, site closure, and risk management at petroleum contaminated facilities. Management duties include work plan development and budgeting, site assessment development and implementation, monitoring plan development and implementation, periodic reporting, and regulatory interfacing and negotiation. Performs the scheduling and supervising of field staff for collection of groundwater and soil samples. Prepares and reviews reports such as site assessment reports, interim remedial action reports, remedial action plans, natural attenuation monitoring reports, monitoring well abandonment reports, and receptor survey reports.

Alternative Tank Closure Assessment Plan and Assessment, Jacksonville, FL, Anheuser Busch. Project Manager for the development of an alternative tank closure assessment plan (TCAP) and tank closure assessment. An alternative TCAP was developed for the closure of two, 84,000-gallon aboveground storage tanks (ASTs) and transfer lines. The ASTs and lines were to remain in place and the TCAP was an alternative plan to maintain compliance and determine if site media had been impacted by petroleum hydrocarbons Following FDEP approval, a tank closure assessment was completed. Following sampling activities, a tank closure assessment report was prepared and submitted to FDEP. Duties include regulatory correspondence, developing field scope of works, managing subcontractors and field staff, completing groundwater sampling activities, and report preparation.

Environmental Site Assessment and Remedial Action Planning, Tallahassee, FL, FDEP. Project Manager for site assessment activities and the preparation of a remedial action plan (RAP) at a former gas station located in Perry, FL. The scope of work included assessment of the extent of petroleum contamination in soil and groundwater due to a historical

25 Years of Experience

Professional Registrations

- Certified Geographic Information Systems Professional (GISP): Cert. No. 00064124 (2009)
- Florida Fish and Wildlife Conservation Commission (FWC) Authorized Gopher Tortoise Agent: Permit No. GTA-10-00045 (2010)
- Transportation Worker Identification Credential (2012)
- Qualified Stormwater Management Inspector: Florida Department of Environmental Protection - No. 37176 (2017)

Education

BS, Forest Resources, Auburn University, 1994

Qualifications/Trainings

- INSTEP Phase I Environmental Site Assessment and All Appropriate Inquiry Training Course, 2015
- 8-Hour OSHA HAZWOPER Refresher Training, RedVector, 2019

discharge. Completed soil and groundwater sampling and prepared a general site assessment report for regulatory review by FDEP. Following report approval, GF completed supplemental groundwater and soil assessment to establish baseline conditions at the site. Prepared a RAP proposing an excavation of soil to approximately 15-ft. below land surface using large diameter augers.

Park-and-Ride Plan, Miami-Dade County, FL, FDOT District 6. GIS Analyst responsible for developing and gathering GIS data sets, performing spatial analyses, and preparing maps.

Multimodal Characteristic Summaries, Broward, Indian River, Martin, Palm Beach, and St. Lucie Counties, FL, FDOT District 4. GIS Analyst responsible for developing field maps and summary sheets for transit inventory. Also prepared the short-form summaries and maps that identified the facility characteristics located during the inventory.

Conservation Easement Review, Palatka, FL, St. Johns River Water Management District. GIS Analyst responsible for reviewing legal descriptions and boundary surveys of conservation easements for the Office of General Counsel.

Mathews Bridge/Arlington Expressway PD&E Study, Jacksonville, FL, FDOT District 2. GIS Analyst responsible for developing and gathering GIS data sets, performing spatial analyses, and preparing maps for the PD&E study.

Miami-Dade/Key West Bus Service Route Development, Monroe County, FL, FDOT District 6. GIS Analyst responsible for obtaining and developing GIS data and creating GIS maps for a bus transit route from Marathon to Key West.

US 1 Corridor, Alternate Bicycle Routes and Signage, Palm Beach County, FL, FDOT District 4. GIS Analyst responsible for developing GIS data and a map series to depict recommended bicycle routes and sign locations.

Pines Boulevard at Flamingo Road PD&E Study, Pembroke Pines, FL, FDOT District 4. GIS Analyst responsible for developing project location maps for a PD&E study.

Transit Infrastructure Quality-of-Service and Existing-Conditions Inventory, Broward, Indian River, Martin, Palm Beach, and St. Lucie Counties, FL, FDOT District 4. GIS Analyst responsible for

developing and gathering GIS data sets, performing spatial analyses, and preparing maps. Designed an Access database and a data dictionary of transit inventory collected during the project for each county.

Feasibility Study Concerning the Use of County Waterways for Urban Commuter Travel, Miami-Dade County, FL, Miami-Dade Metropolitan Planning Organization. GIS Analyst responsible for developing customized data sets and gathering data sources from multiple agencies for spatial analyses and creating a map displaying waterways to be potentially used for commuter travel.

City of St. Augustine, FL. GIS Specialist responsible for overseeing Global Positioning System (GPS) inventory of all sewer, stormwater, and water utility infrastructure within the City's utility service area and GIS data development projects for the Departments of Utilities, Public Works, and Planning and Building. Developed GIS data sets using GPS data and as-builts for sewer, stormwater, and water utilities; oversaw a work-order management software implementation project using SQL Server and CityWorks; trained coworkers to use GIS software, GPS, and the work-order management system; produced GIS maps for various City departments; purchased GIS software and hardware; and provided technical support for ArcView and CityWorks, as well as troubleshooting other computer-user issues as necessary.



Cynthia McGrail

Marketing | Public Relations Specialist

Key Qualifications

- 25 Years Media | Public Relations Experience
- Public & Private Sector Clientele
- Marketing | Social Media Outreach Strategy

Training | Certifications | Affiliations

- BS, English & Technical Writing
- National Charette Institute (NCI) Certified Charette Facilitator
- Member, Social Marketing Association of N.A.

Office Location: Fort Lauderdale



KEY QUALIFICATIONS

Cynthia brings over 25 years of strategic communications, marketing, and media expertise to her role as Valerin’s south Florida Regional Director. A natural collaborator and connector, her commitment to improving communities guides her daily work with clients, stakeholders and colleagues. Prior to joining Valerin, she led an award-winning social impact marketing agency that produced hundreds of high impact, public awareness and behavior change campaigns for government and non-profit clients in the fields of transportation, healthcare, utilities, and education. Most recently, Cynthia led marketing and public relations for transportation technology firm, Metropia, Inc., handling market launches for their mobile app (Metropia) designed to incentivize travelers to engage in a variety of mobility options in helping to reduce traffic congestion in their communities.

RELEVANT PROJECT EXPERIENCE

Long Range Transportation Plan, River to Sea TPO, Volusia County, FL: The River to Sea Transportation Planning Organization (TPO) engaged Valerin as a subconsultant to Kimley Horn to develop a Brand Identity and Website to support their Long Range Transportation Plan (LRTP) 2045. Cynthia led the strategic brand and identity development including name generation and logo development.

Commuter Assistance Program, FDOT District One, Polk County, FL: The District One Regional Commuter Assistance Program is re-establishing all aspects of operations, marketing, communications and outreach for the program. As a sub-consultant to TranSystems, Inc., Valerin was engaged to reimagine the brand identity, develop a new website and create a two-year strategic marketing plan. Cynthia led the strategic brand and identity development process including audience research, name generation and logo development. In Phase II of the project, she created a two-year integrated marketing communications plan that included audience research and surveys, developing key performance metrics, maximizing a new rideshare mobile app, updating social media and engaging employers and stakeholders. The updated brand “Commute Connector” launched in June 2019.

SR 9/I-95 from SW 10th Street to Hillsboro Boulevard, FDOT District Four, Broward County, FL: This is an on-going PD&E study which provides for improvements to the I-95 partial cloverleaf interchanges at SW 10th Street and Hillsboro Boulevard; and along I-95, from just south of the SW 10th Street interchange to just north of the Hillsboro Boulevard interchange, spanning the distance of approximately 1.8 miles excluding the length of the ramps. This project also proposes improvements along both SW 10th Street and Hillsboro Boulevard in the vicinity of I-95. The logical termini along SW 10th Street extend from just west of Military Trail, and east to SW Natura Boulevard Along Hillsboro Boulevard, the improvements extend from Goolsby Boulevard east to SW Natura Boulevard. Cynthia leads the Valerin team to conduct public involvement and outreach efforts, including facilitating stakeholder and elected official’s meetings as well as the coordination and preparation for Agency and Public Meetings, Alternatives Public Meetings, and Public Hearings.

Wave Streetcar, FDOT District Four, Broward County, FL: The Wave was a 2.8-mile light rail streetcar circulator which was intended to serve downtown Fort Lauderdale and be a part of a planned regional transportation system. It was designed to integrate with a full spectrum of mobility options including rail, commuter and community buses, rideshare services, biking and walking. Cynthia served as a public relations and communication outreach specialist for this project, developing social media strategy for the Wave Streetcar and supporting stakeholder Communications Committee initiatives. She was responsible for social media strategy, platform management and coordination with FDOT, ensuring that all content is approved and follows the FDOT Social Media Guidelines.

Central Florida Mobility Week, FDOT District Five, Orlando, FL: Mobility Week was a month-long initiative during which counties, cities and transportation agencies hosted events to promote safe and sustainable transportation choices through the nine-county Central Florida region. Cynthia served as the Project Manager and developed an enhanced Community Engagement and Integrated Media strategy for the client. She managed project staff, schedules, and deliverables to successful completion.

Metropolitan Planning Organization (MPO) Hillsborough County, FL: The Hillsborough County Metropolitan Planning Organization (MPO) has engaged The Valerin Group as a subconsultant to Kittelson, Inc. to develop a Public Engagement Strategy (PES) to support their 2045 Long Range Transportation Plan (LRTP) and reach underserved Communities of Concern (COC) and Limited English Proficiency (LEP) residents. Cynthia serves as a marketing/communications and public engagement strategist for the project and is a key member of the PES team.

Old Griffin Road from Griffin Road to US-1/Federal Highway, FDOT District Four, Broward County, FL: This project is located in Broward County and within the limits of the City of Dania Beach and is a Broward MPO funded mobility improvement project with the primary purpose of adding bike lanes on each side of Old Griffin Road from Griffin Rd. to US-1 while providing additional context sensitive solutions that will cater to the project's safety, mobility and community needs. Cynthia serves as a community outreach specialist on this project coordinating the implementation of the Community Awareness Plan.

Metropia Mobile App Pioneer Program - Texas Department of Transportation (TXDOT), El Paso, Texas (2016): As the Marketing and Public Relations Director for Metropia, Cynthia developed and managed the marketing and community outreach strategy and execution for the **El Paso Metropia Beta/Pioneer Data Collection Program** (Pioneer Program) and public launch of Metropia's mobile application in El Paso, Texas. Cynthia developed and managed launch strategy, timeline and deliverables. She also managed partner/vendor contracts, tasks and deliverables including a public relations firm, graphic design firm and internal Metropia resources. The launch garnered extensive local media coverage and exceeded the program user and data acquisition goals. Partners in this initiative included CDM Smith, Texas Department of Transportation and The City of El Paso.

Metropia and Central Texas Regional Mobility Authority (CTRMA), Metropia Mobile App Launch (2014 - 2016): Cynthia was retained as a consultant to lead the marketing and communications strategy and execution for the Metropia Mobile App launch in Austin, Texas. In conjunction with sponsoring partner The Mobility Authority (CTRMA) she developed the integrated marketing strategy, managed the partner/vendors including graphic design and public relations firms. She led the overall strategy and execution of the launch media event that included a Transportation Roundtable with city and community leaders and a "partner expo" highlighting the Metropia ecosystem of community partners. The mobile app launch received substantial local and national media coverage resulting in exceeding the mobile app downloads goal.

PAST PROJECT EXPERIENCE

Director of Marketing & Public Relations, Metropia, Tucson, AZ (2014 - 2016): As director of marketing and public relations, Cynthia led marketing, public relations, and user acquisition for Metropia; a transportation technology firm with products designed to enhance transportation system efficiency by changing commuter behavior. She created and executed mobile app user acquisition, communications, and engagement strategies in Austin and El Paso, Texas. Cynthia launched a beta program in New York City, suburban New Jersey, and Connecticut, and developed and executed a comprehensive marketing plan involving paid traditional and digital media, event sponsorships, public relations, and strategic partnerships. Cynthia successfully sourced and managed public relations, social media, and web design contractors and vendors and developed marketing KPI's and metrics. Earned media and marketing strategy resulted in increased mobile app engagement, increased share of voice, and improved overall sentiment and over \$1.5 million ad equivalency.

Director, INCITE Austin, Austin, TX (2009 - 2014): Cynthia served as director for INCITE Austin, the social impact marketing division of Emmis Communications – Austin's largest broadcaster with seven commercial radio stations - using entertainment as a means of connecting brands and companies with various causes to build meaningful consumer relationships. Cynthia managed cross-functional teams and regularly collaborated with account executives and brand managers, initiating, brokering, creating, and executing media campaigns for more than 200 social impact marketing initiatives in the public and private sectors.



Kenny Gil
Multimedia Specialist

Key Qualifications

- 8 Years of Experience
- Graphic Design
- Web Design & Development
- Audio | Video Content Creation
- Mobile Application Development



KEY QUALIFICATIONS

As a talented multimedia specialist, Kenny brings both creative and technical expertise to support our clients’ marketing and communication needs. Kenny’s role includes website development and design, video and audio production, graphic design, and development of mobile applications for both iOS and Android.

CREATIVE SERVICES | MARKETING PROJECT EXPERIENCE

City of Tampa Cypress Street Outfall Regional Stormwater Improvements Project, Tampa, FL: This project includes but is not limited to design, construction and public relations for a major storm water conveyance system along Cass Street from North Boulevard to Rome Avenue, Rome Avenue from Cass Street to Kennedy Boulevard, and Gray Street from Rome Avenue to Armenia Avenue. The project consists of the design and construction of approximately 7300 linear feet of box culvert, laterals, inlets, interconnections to the existing stormwater system, and associated utility construction and incorporates green solutions as part of the stormwater infrastructure. For this project, Kenny serves as both a web designer and application developer. He is responsible for giving both the website it’s modern appeal and responsiveness across all devices as well as the project’s mobile application that he developed for both iOS and Android platforms. In the application, Kenny developed a push notification system that is used to send alerts of the project’s activities to residents and businesses along the project limits.

Commuter Services “Commute Connector” Program, FDOT District One, Districtwide, FL: The Valerin and TranSystems team were selected for the rebrand of the existing District One Commuter Services program. Valerin has been tasked with an overall brand image refresh including development of the program’s website and creative materials, as well as the development of a strategic marketing plan. As the lead web designer on the project, Kenny planned, designed, developed, tested, and launched all 13 pages that make up the new FDOT District One commuter services program website, Commute Connector. Adhering to the FDOT website guidelines, Kenny delivered a modern, robust, and responsive website thanks to his proficiency of HTML, CSS, and Javascript within the Dreamweaver framework.

FY19 Capital Improvement Project, City of Tampa, Tampa, FL: . For this project, Kenny serves as both a web designer and application developer. He is responsible for giving both the website it’s modern appeal and responsiveness across all devices as well as the project’s mobile application that he developed for both iOS and Android platforms. In the application, Kenny developed a push notification system that is used to send alerts of the project’s activity to residents and businesses along the project limits. Additionally, Kenny is responsible for remediating and maintaining the website’s WCAG 2.1 ADA accessibility status. As a further effort to help aid in user accessibility, Kenny designed a Web Accessibility page that contained an official accessibility statement as well as a contact form available for any users that wish to provide feedback.

US 41 Roundabouts, FDOT District One, Sarasota, FL: This project is part of an effort by the FDOT and City of Sarasota to create a Downtown-Bayfront Connection through reconstruction of the signalized intersections along US 41 at 10th and 14th Streets and replacement of these with roundabouts. The project also entails widening of the roadway between these intersections, to include bike lanes, turn lanes, a 10-foot shared use path along the west side, and a 6-foot sidewalk along the east side. Kenny performs weekly updates to the website’s schedule page, providing the community with up to date traffic patterns and project construction information.

Manatee County 44th Avenue East Extension – 44th Avenue East Over Braden River, Bradenton, FL: This project is one of five segments along 44th Avenue East, all of which, when complete, will connect Cortez Road and its beaches in the west, to Lakewood Ranch in the east, and extend approximately eight (8) miles. Construction on the first segment of the project began in 2013 at Cortez Road and 44th Avenue East as part of Manatee County’s 1989 Comprehensive Plan. This project will help provide additional roadway

capacity to meet anticipated county growth and provide more east-west and north-south connections throughout the county. For this project, Kenny serves as a web designer responsible for remediating and maintaining the website's WCAG 2.1 ADA accessibility status. To help aid in user accessibility, Kenny designed a Web Accessibility page that contained an official accessibility statement as well as a contact form available for any users that wish to provide feedback.

Polk Regional Water Cooperative, Polk County, FL: For this project, Kenny serves as a web designer responsible for remediating and maintaining the website's WCAG 2.1 ADA accessibility status. To help aid in user accessibility, Kenny designed a Web Accessibility page that contained an official accessibility statement as well as a contact form available for any users that wish to provide feedback.

Town of Longboat Key Overhead to Underground Conversion of Utilities - Gulf of Mexico Drive (GMD) Project and Neighborhood Project, Longboat Key, FL / \$25.25 Million-GMD Project and \$23.85 Million-Neighborhood Project. For this project, Kenny serves as a web designer responsible for remediating and maintaining the website's WCAG 2.1 ADA accessibility status. To help aid in user accessibility, Kenny designed a Web Accessibility page that contained an official accessibility statement as well as a contact form available for any users that wish to provide feedback.

Anna Maria Island Sewer Pipe Replacement, Manatee County, Anna Maria Island, FL: This project involves construction of approximately 20,000 linear feet of various pipelines between Manatee Avenue and Cortez Road; 15,600 linear feet of 4-inch through 18-inch force mains; and 4,400 linear feet of 6-inch through 16-inch water mains. The existing pipelines within the project limits were constructed in the 1970's and are reaching the end of their useful life. This project requires close coordination with Holmes Beach and Bradenton Beach, as well as extensive interface with property owners. For this project, Kenny serves as a web designer responsible for remediating and maintaining the website's WCAG 2.1 ADA accessibility status. To help aid in user accessibility, Kenny designed a Web Accessibility page that contained an official accessibility statement as well as a contact form available for any users that wish to provide feedback.

The Sunshine Skyway Bridge Disaster Documentary, Tampa, FL: On May 9, 1980, America witnessed one of the most stunning tragedies in maritime history when the M/V Summit Venture, a massive 608' bulk freighter, collided with one of the Sunshine Skyway Bridge's support columns. More than 1,200 feet of the bridge crumbled into Tampa Bay, and 35 people plunged to their deaths in the turbulent and unforgiving waters below. More than 39 years later, the new documentary, "The Skyway Bridge Disaster" relives that unforgettable day and its aftermath, taking viewers onto the bridge, inside the ship and into the courtroom through the experiences of the people directly involved, local leaders, and Steve Yerrid, the attorney that represented the late freighter Captain John Lerro. **Kenny was the sound editor for the documentary involving mixing and mastering the audio including all dialogue from the interviews as well as the music and audio effects. The documentary premiered on September 14, 2019 at the Tampa Theatre. In attendance were elected officials, dignitaries, news media, and the general public.**



Michelle Greene

Community Outreach Specialist, AICP

Key Qualifications

- 19 Years of Transportation Industry Experience
- Senior Transportation Planner
- Public Involvement | Public Information Expertise
- Planning, PD&E, Design, Transit
- Complete Streets
- Certified Charrette Facilitator, APA/National Charrette Institute



KEY QUALIFICATIONS | BIO

Michelle is an accomplished senior transportation planner and communications professional with more than 19 years of experience in community engagement, public affairs and government relations. She is experienced in developing communications strategies that effectively connect diverse communities and has worked with federal, state and local agencies, providing government relations, media relations, project management, public meeting and event planning and developing crisis management and strategic outreach campaigns. She has extensive experience developing public involvement and community awareness plans, public education campaigns and compelling content for websites, blogs, newsletters, press releases and social media platforms. As a senior transportation planner, Michelle is skilled in the NEPA process and has experience with all levels of environmental documentation. She has worked on roadway, transit, rail and non-motorized projects and has an understanding of land use, zoning, right-of-way and noise abatement. **During her career, Michelle has served as FDOT District Seven's Public Involvement Coordinator, Bicycle-Pedestrian Coordinator and Community Liaison and as the Director of Planning for TBARTA.**

RELEVANT PROJECT EXPERIENCE

Pasco County Pedestrian and Bicycle Safety Action Plans (2018), FDOT District Seven: In support of the Florida SHSP and to further address pedestrian and bicycle safety issues, FDOT District Seven, in cooperation with its safety partners and stakeholders, needed to develop Pasco Countywide Pedestrian and Bicycle Safety Action Plans (P/BSAP). Michelle served as Valerin's project manager leading the public outreach and coordination of a 4E (Education, Enforcement, Engineering, Emergency Services) stakeholder workshop with over 60 attendees and a public workshop to gather feedback and investment priorities. Valerin also led the Education breakout session for the stakeholder workshop and conducted a Pasco Countywide digital survey to obtain feedback on behavioral characteristics and conditions associated with pedestrian and bicycle crashes.

Crosswalk Safety Art Contest, FDOT District Seven, Hillsborough County, FL: As part of an FDOT District Seven multi-disciplinary approach to reduce pedestrian crashes, Michelle led the Valerin team for the initiative to reduce the number of pedestrian crashes at signalized intersections due to non-compliance with the signals at 18 locations near schools on Hillsborough and Pinellas County Vision Zero corridors with the highest pedestrian and bicycle crashes. To encourage safe walking and biking behaviors in these areas, the Department and local partners (City of Tampa, Hillsborough County, and the Hillsborough County School District) determined that signal controller cabinets presented an opportunity to display safety education images to encourage compliance with pedestrian signals. To raise awareness and reinforce the safety message with students using the crosswalks, FDOT sponsored a "safety" artwork contest for students at the high schools within the Vision Zero corridors. In coordination with FDOT District Seven, Valerin developed the contest rules and procedures, safety message and cabinet criterion, website registration and FAQ pages, and coordinated local government and school officials to promote the contest and evaluate the artwork submissions. Coordination with parents and educators were key messaging elements to encouraging student participation.

TBARTA Regional Master Plan, Tampa Bay Area Regional Transportation Authority, Hillsborough, Pinellas, Sarasota, Manatee, Pasco, Hernando, Citrus Counties, FL: In her former role as Director of Planning for TBARTA, Michelle was instrumental in meeting the legislatively mandated adoption date of the authority's Regional Transportation Master Plan. The Master Plan examined regional transit and toll facility needs for a 7-county, 6,000 square mile area in West Central Florida while ensuring the movement of passengers and freight. The Master Plan process included the development of corridor and mode options needed to meet the regional demands for mobility choices as they relate to economic development, access to affordable housing and jobs and maintaining quality of life. Extensive outreach and coordination efforts occurred during the development of the master plan including significant communication with municipal governments, local agencies, business and civic organizations and the public. Efforts included telephone townhall meetings conducted

within each county, social media campaigns, the establishment of a regional online forum and a significant ground presence to foster dialog and advance education.

US 41 at SR 54 Project Development & Environment (PD&E) Study, District Seven, Pasco County, FL: The study involved proposed improvements to the US 41/SR 54 intersection. The project study area included areas adjacent to the intersection along US 41 and SR 54. Michelle assisted with the development of a Public Involvement Plan, newsletters, website development and content, educational fliers, press releases, agency and elected officials' outreach, public meetings and a public hearing.

Treasure Island Causeway Funding Study, FDOT District Seven, Pinellas County, FL: The City of Treasure Island is conducting a study to identify funding for bridge and causeway operation and maintenance over the next 20 years, an amount that is expected to exceed \$20 million. This financial burden is adversely affecting the City's financial stability as all costs are currently funded through property taxes. Michelle served as Community Engagement lead, developing Commission presentations, social media content and project collateral. Michelle also produced project website content, coordinated small working group meetings and lead community engagement workshops.

Tampa Interstate Study Project Development & Environment (PD&E) Re-evaluation, FDOT District Seven, Hillsborough County, FL: Michelle served as public involvement lead for this Environmental Impact Statement Re-evaluation. The goal of the study was to prepare a supplemental Environmental Impact Statement (EIS) for the Tampa Interstate Study (TIS). The analysis focused on the downtown Tampa and Westshore interchanges and the section of I-275 between those areas. In addition to the re-evaluation, design changes to the Northwest (Veterans) Expressway were assessed as part of the Northwest Expressway Design Change Re-evaluation. Public involvement efforts included the development of a Public Involvement Plan, newsletters, website development and content, educational fliers, press releases, agency and elected officials outreach, stakeholder identification and coordination, public meetings and a public hearing.

Tampa Downtown Interchange Project Development & Environment (PD&E) Re-evaluation, I-275 from Rome Avenue to MLK Boulevard & I-4 from I-275 to Selmon Crosstown Expressway Connector, FDOT District Seven Hillsborough County, FL: Michelle led public involvement efforts for the re-evaluation of the Tampa Downtown Interchange for widening/reconstruction alternatives, roadway improvements and transit access improvements. The re-evaluation updated the approved Final Environmental Impact Statement and advanced the integration and design of proposed express lanes and ingress/egress points as well as other proposed improvements such as HOV lanes, traffic management systems and other enhancements. Public involvement efforts included the development of a Public Involvement Plan, newsletters, website development and content, stakeholder identification and coordination, public meetings and a public hearing.

Howard Frankland Bridge Project Development & Environment (PD&E) Study and Regional Transit Corridor Evaluation, FDOT District Seven, Hillsborough County, FL: Michelle served as the Public Involvement Manager for the joint PD&E study/Corridor evaluation. The dual-purpose project evaluated the environmental impacts and engineering requirements associated with replacing the northbound bridge span and conducted a regional transit corridor evaluation between Hillsborough and Pinellas Counties. Extensive public engagement was completed through traditional and innovative channels providing an open dialogue with the stakeholders and citizens of Hillsborough and Pinellas Counties and ensuring their participation. Efforts included the development of a Public Involvement Plan, newsletters, website development and content, educational fliers, press releases, stakeholder identification and coordination, agency and elected officials outreach, public meetings and a public hearing.

SR 50 Project Development & Environment (PD&E) Study from East Jefferson Street to I-75, FDOT District Seven, Hernando County, FL: Michelle served as Senior Planner and Public Involvement Manager of this PD&E study for the widening of 8.2 miles of SR 50 from the Brooksville Bypass/SR 50A/East Jefferson Street to I-75 in Hernando County, including environmental documents, preliminary engineering, and public involvement. The study involves assessing intersection improvements at East Jefferson Street/Cortez Boulevard, Griffin Road, Mondon Hill Road/Spring Lake Highway, and Lockhart Road. Public involvement efforts include timely and continuous coordination with the public, Hernando County, local, state and federal agencies and other stakeholders.



Justina Hicklyn
Communications Specialist

Key Qualifications

- 14 Years of Experience
- Public | Private Sector Background
- Extensive Broward County Experience

Training | Certifications | Affiliations

- Title VI Coordinator
- ADA Website Compliance Certification



KEY QUALIFICATIONS

Justina is an experienced Communications Specialist who has been responsible for managing diverse projects with varying scopes. As part of her public involvement work, Justina sees projects through from concept to execution and overall performance evaluation by stakeholders. She effectively manages her projects by adhering to county, municipal, state and private client policies and procedures for engaging target audiences.

RELEVANT PROJECT EXPERIENCE

FDOT District Four, Broward Operations, Broward County, FL: Justina serves as a community outreach specialist, handling communications for FDOT construction project information, identifying potential impacts to the public, preparing and disseminating collateral materials to the public using plain language. She is responsible for developing community outreach strategies, public meeting preparation, managing stakeholder databases, working with Broward County agency officials and handling media responses.

Tri-Rail Marketing Events, South Florida Regional Transportation Authority (SFRTA): Justina supervised Tri-Rail marketing booths at various tri-county events, including Calle Ocho, the Historical Sistrunk Festival, The Tri-County Mercedes Benz Corporate Runs, Annual Delray Affair, and various career fairs. Each event required coordination of staff and training. Justina’s team executed event set up and solicited attendees to complete registration forms for quarterly giveaways. She served as a liaison for Tri-Rail by marketing services, providing general information, brochures, promotional items and answering inquires. During each event, Justina’s team noted general observations and translated them into a formal report that included photographs, statistical data, suggestions for improvements and attendee reactions. Her team scanned physical registration forms to submit to the client electronically.

Broward Comprehensive Plan Outreach - Broward Municipal Service District, Broward County, FL: The purpose of the Broward Municipal Service District (BMSD) Comprehensive Plan Outreach was to elicit feedback from BMSD residents and business owners on previously identified community priorities and recommendations for the development of the BMSD Comprehensive Plan. Justina was responsible for executing the public outreach for this plan: she visited each BMSD community, reviewed the local demographics, current land use concerns, population statistics, maps and the existing comprehensive plan to become familiar with the project. As project coordinator, Justina worked with the Broward County Planning and Development Management Division to identify outreach tools with community feedback and execute a series of community workshops. Justina executed three community workshops (Broadview Park, North County and Central County) to solicit public opinion and comment for the County to incorporate in the plan. She was the lead on facilitating the meetings; developing an outreach process report; providing agendas and meeting summaries for each of the community outreach meetings and regular staff coordination meetings; and assisting with outreach process planning. She produced outreach collateral that included table tent signage specific to each area, agendas, sign-in sheets, comment cards, county committee and boards handouts and directional signage, and provided input to county staff on public service announcements and press releases. She also directed neighborhood distributions of the community workshop promotional materials; provided detailed memorandum with the location and quantity distributed. All findings and input were included in a final report to the county to be implemented in a draft of the new policies.

State Road 7 Multimodal Improvements Corridor Study, Broward Metropolitan Planning Organization, Broward County, FL: On this project, Justina trained and supervised a street team that engaged pedestrians to complete a survey at each of the major intersections along the corridor. The results of the survey were compiled and began the basis for identifying public transportation needs and deficits. Several public meetings were scheduled, and Justina produced collateral including a PowerPoint presentation and project business cards. She utilized these tools to inform the public and stakeholder agencies of the project’s purpose, timeline, and major milestones, as well as how they could get involved and stay informed as the project progressed. Audiences included the local community college, business districts, Kiwanis Clubs, advisory boards, Chambers of Commerce, Broward County Schools, various HOAs and Civic Associations. Justina composed master lists of contacts to alert the community about larger forums, such as an e-town hall meeting and text alerts for project meetings and updates.

Justina Hicklyn
Communications Specialist


Public Relations and Community Awareness Services - Neighborhood Improvement Project – Bid Package 10& 11, Water, Sewer, Storm water, Landscaping , Broward County North County, Broward County, FL: Broward County funded this project for infrastructure improvements to cities and unincorporated neighborhoods in the northern sections of the County. Justina assisted the staff relative to the public awareness program, preparing and disseminating project collateral brochures, flyers, fact sheets, notification letters, news articles, and public notices. Justina's responsibilities included preparation of a database of homeowners, residents and businesses and attending progress meetings, established neighborhood associations/ community group meetings, schools/PTA meetings, and meetings with business owners. Justina also coordinated assistance during construction and developed and distributed a newsletter for residents and businesses.

Keolis Shuttle Bus (CBE/ACDBE) Program, Broward County Aviation, Broward County, FL: Justina managed an operational program that ensures that the efforts for the DBE program are in compliance, including direct contact with DBE-qualified vendors. She also worked with related business agencies to improve the overall efficiencies of the DBE(s) providing services or supplies for the project. She provided monthly reports to reflect monthly key performance indicator/measurements for DBE activity and furnished quarterly activity reports to Broward County on behalf of Keolis Transit America.

WWS UAZ310 Water Systems Improvement Project #100829, Broward County, FL: This project involved the installation of 15,000+ linear feet of DIP water main pipe. On this project, Justina established and maintained a comprehensive public awareness program, which included various public relations efforts between the county/engineer/contractor and affected communities. She actively executed public outreach by educating residents and business owners on the phases of the project. Justina developed and maintained a database of homeowners, residents and businesses, which was used to distribute a weekly Traffic Impact Report and new developments throughout the project. Her tasks also included attending the bi-weekly progress meeting, responding to inquiries and complaints from residents regarding the construction. Justina conducted site visits several times a week and provided a written report and photographs following each visit. Complaints were received directly through a 24-hour complaint line and responded to within 24 business hours. Each complaint was appropriately documented on an ongoing complaint log and follow up was completed with the onsite inspectors, superintendent and in-person visits. The validity of the complaint was established, and a plan to expedite a solution was coordinated with the appropriate team members. She also provided project updates for one of the community's quarterly newsletters.

Sistrunk Streetscape Enhancement, City of Fort Lauderdale, Broward County, FL: Justina coordinated the public involvement program on this project, which was a major capital improvement to upgrade infrastructure and beautify Sistrunk Boulevard. The program addressed building consensus throughout the community with businesses and residents relative to land use, zoning, parking, housing and commercial development. Justina's public involvement efforts involved data collection; Stakeholder Advisory Committee (SAC) workshops; scheduling informational meetings, workshops and outreach; and coordinating public meetings to educate and inform the community and government officials. Justina conducted the ongoing review of project binders and completed associated reports. She conducted on-site bulletin board inspections and employee interviews with appropriate report sub-contractor and executed monthly compliance forms. She also managed the list of established stakeholders and maintained communication via email blasts, direct mail, door hangers, flyers, civic association and HOA meetings. Justina maintained and updated a comprehensive database/ mailing list of all stakeholders and tracking system for all public correspondence. She was responsible for composing and updating monthly meeting collateral (door signs, directional signs, maps, etc.). Performed weekly distribution of Maintenance of Traffic information to schools, post offices, utility services, emergency services, etc.

Disadvantaged Business Enterprise (DBE) Program, Fort Lauderdale Executive Airport, Broward County, FL: As the DBE Liaison Officer for the program, Justina provided DBE monitoring and reporting services. Her tasks included gathering and reporting statistical data and other information as required, reviewing third party contracts for compliance with the program, developing forms for monitoring and compliance, reviewing documents and perform interviews as required to monitor DBE compliance, advising the City on DBE matters and achievement, and preparing/submitted necessary compliance reports to the City at completion of each project.




Key Qualifications

- 17 Years of Experience
- Public | Private Sector Background
- Extensive Political Knowledge | Expertise
- Bi-Lingual (English | Spanish)

Training | Certifications | Affiliations

- BS, Multinational Business; BA, International Affairs
- FDOT Public Involvement Training
- ADA Accessible Documents Course Certificate



Create • Communicate • Connect

Nanea Marcial
Communications Specialist | Government Affairs

KEY QUALIFICATIONS

Nanea is a versatile, bilingual communications professional with over 17 years of government affairs and public relations experience in both the public and private sectors. As chief of staff to several members of the Florida Senate and Florida House of Representatives, Nanea oversaw legislative and budget programs at the state and local levels, handled bilingual media and press communications, and consulted on policy and public relations strategies regarding statewide issues. Currently, Nanea serves as community outreach specialist on state and municipal infrastructure, transportation, and planning projects.

RELEVANT PROJECT EXPERIENCE

Pedestrian Improvements along NW 24th Avenue, NW 22nd Avenue, NW 19th Avenue, NW 18th Terrace, NW 29th Street, NW 28th Street, NW 27th Street (west of 21st Avenue), NW 27th Street (east of 21st Avenue) Design, FDOT District Four, City of Oakland Park, Broward County, FL: This project includes pedestrian improvements in the Lakeside neighborhood that consists of adding 5-foot concrete sidewalks at gap locations at various locations. Nanea serves as the lead community outreach specialist providing public involvement services including developing and implementing the Community Awareness Plan (CAP).

SW 148th Avenue from SW 52nd Drive to SW 48th Court/Bass Creek Road Design, FDOT District Four, City of Miramar, Broward County, FL: This project includes construction of a roundabout at the intersection of SW 148th Avenue and Bass Creek Road and construction of a multi-use path on the east side of SW 148th Avenue from the Coral Cove Elementary School pedestrian entrance to Bass Creek Road. The project also includes minor roadway widening, the inclusion of a chain link fence between the canal and the proposed shared-use path, drainage, lighting, signalization, signing and pavement markings. Nanea leads the public involvement efforts for the project.

SR 869/SW 10th Street Connector from Florida's Turnpike/Sawgrass Expressway to SR 9/I-95, FDOT District Four: This PD&E Study evaluated two facilities within the SW 10th Street corridor. One facility will address a regional connection between adjacent Strategic Intermodal System (SIS) facilities; the Turnpike / Sawgrass Expressway and I-95. Improving this linkage will improve mobility and contribute to the economic vitality of Southeast Florida. The other roadway facility to be evaluated will be a lower-speed, local roadway to address business and community mobility needs. An improved local SW 10th Street facility will address existing operational and safety deficiencies along SW 10th Street between Florida's Turnpike/Sawgrass Expressway and SR 9/I-95. Multimodal, pedestrian and bicycle features will also be included. The PD&E study involves evaluating various alternatives and comparing the engineering, social, and environmental effects of each alternative. The Community Oversight Advisory Team (COAT) representatives will continue to be a key asset to the PD&E study and their recommendations will be evaluated during the study.

SR 25/US 27 Safety Improvements at Various Locations, City of South Bay, Palm Beach County, FL: The project entail various miscellaneous safety enhancements along a rural section of State Road 25/US 27, a four-lane divided highway, located within the City of South Bay and unincorporated western Palm Beach County. Nanea serves as the lead community outreach specialist for the project and is responsible for producing the Community Awareness Plan (CAP) Level One, developing the stakeholder list, preparing a notification to be provided to the public and attending local agency meetings as well as preparing the meeting summary.

State Road 25/US 27 from Hendry/Palm Beach County Line to State Road 80/East Palm Beach Road, City of South Bay, Palm Beach County, FL: This project entails milling and resurfacing a section of State Road 25/US 27. Within the project limits, the corridor is a four-lane divided roadway located in unincorporated western Palm Beach County and the City of South Bay. Nanea serves as the community outreach specialist responsible for developing and updated the Community Awareness Plan (CAP) Level 2, developing the stakeholder mailing list, preparing content for notifications, coordinating and attending one public meeting and preparing meeting summary, and attending local agency meetings.

City of Miami Beach, Chase Avenue/34th Street Shared Use Path Feasibility Study: Nanea served as the Senior Public Information Specialist on this project, which improves non-motorized transportations connectivity, developing a safe, multi-use, citywide bicycle and pedestrian network in the Chase Avenue area of the City of Miami Beach. Nanea conducted door-to-door operations and handled all Spanish edits and translations of collaterals. She was also responsible for database creations, identifying area stakeholders/elected officials, and assisted with the coordination and set-up of public meetings.

SW 10th Street Connector from Turnpike/Sawgrass Expressway to I-95: This study evaluated options for constructing a new, managed-lanes connection between the Sawgrass Expressway and I-95, and an improved local SW 10th Street roadway for residents which included improved bicycle lanes and sidewalks. Nanea served as the communications lead for the consultant team, assisting with public relations and marketing. She oversaw the coordination of implementing collaterals and helped with all public workshop preparations.

City of Miami Beach, Miami Beach Convention Center Renovation: This \$620 million project features close to 500,000 feet of exhibit space, a 60,000 square foot ballroom, and up to 84 meeting rooms. Nanea served as the Senior Public Information Specialist, assisting the project team by developing and sending out weekly construction advisories to the public, creating weekly social media posts, preparing monthly social media reports, and preparing weekly public information reports of construction status, resident inquiries/concerns and important calendar events in the area.

City of Delray Beach Swinton Avenue Mobility Improvements Project: Proposed improvements for this project include widening of Swinton Avenue to provide five-foot-wide bike lanes, adding shared-lane pavement markings from South 2 Street to North 2 Street, connecting sidewalk gaps, relocating mailboxes and removing trees to accommodate the proposed improvements, and drainage improvements, at an estimated cost of \$2.1 million. Nanea lead the public outreach and was responsible for overseeing production and implementation of the CAP and all collaterals, database development, and stakeholder/elected officials' identification. She also handled all coordination efforts for public workshops.

City of Delray Beach George Bush Boulevard Mobility Improvements Project, Delray Beach, FL: This project involves adding bicycle lanes on George Bush Boulevard in the City of Delray Beach. Nanea served as the project lead, overseeing production and implementation of the CAP and all collaterals; database development, which includes stakeholder identification/preparing elected and appointed official contact lists; and all coordination efforts for public workshops.

City of Ft. Lauderdale Transit-Oriented Development Planning Study: This study examined how to bring transit-oriented development to downtown Fort Lauderdale with goals of helping to increase transit use, reducing the number of people driving and roadway congestion, and creating a more livable city for everyone by improving connections infrastructure investment, as well as making the surrounding areas more accessible and walkable. The study will provide a blueprint for future development to create an economically viable and easily accessible area that is centered around access, vibrancy and livability. The study was funded by a \$1.25 million Federal Transit Administration TOD planning grant.

US-1 Corridor Survey Coral Reef Drive to I-95, FDOT District Six, Miami-Dade County, FL: The Florida Department of Transportation (FDOT) initiated a corridor study along SR 5/US 1/Dixie Highway from SR 922/SW 152 Street/Coral Reef Drive to I-95, in Miami-Dade County. Several months into the study, the southern study limit changed to SR 94/SW 88 Street/Kendall Drive to align with the Miami-Dade County Transportation Planning Organization's (TPO) ongoing Strategic Miami Area Rapid Transit Plan (SMART) efforts. The study included existing conditions analyses that identified recurring congestion locations and evaluated multimodal transportation improvement needs based on future travel demand and, as a final product, will identify conceptual improvements that address transportation needs along the SR 5/US 1 corridor.



Chuck Thompson
Creative Director

Key Qualifications

- 34 Years of Marketing | Communications
- Strategic Marketing & Branding
- Logo | Identity Design
- Graphics | Web Design & Development

Training | Certifications | Affiliations

- BS, Visual Marketing & Communications
- Graphic Artists Guild
- American Advertising Federation



KEY QUALIFICATIONS

Chuck Thompson brings an impressive 34 years of marketing and communications experience, having worked in both the public and private sectors. Over the last 24 years of his career, Chuck has served as creative director and project manager, working with numerous national clients. He offers marketing and visual communication solutions and prides himself in his ability to achieve successful results in using his design skills to effectively create a connection between his clients' messages and the public. Chuck specializes in both traditional and nontraditional media and is the recipient of multiple gold and silver Addy awards and a Clio Award for his past design work. Chuck's results can easily be measured based upon the high levels of success his clients have enjoyed, with experience that includes corporate branding, strategic marketing, logo and identity design, inbound and social media marketing, multimedia storyboarding and directing, radio scripting, and website design and development. Chuck has served clients at state, national, and international levels.

RELEVANT PROJECT EXPERIENCE

Southern Boulevard (SR 80) Bridge Replacement Project, FDOT District Four, West Palm Beach, FL: This \$93M, high-profile project consists of replacing the Southern Boulevard bascule bridge and tide relief bridge over the Intracoastal Waterway and Lake Worth Lagoon - between the Town of Palm Beach and City of West Palm Beach - with The Mar-a-Lago Club (the Winter White House) being a high-profile stakeholder. Chuck creates supporting collateral, including emergency repair notifications and public meeting fliers, to keep stakeholders informed of all activities. He also uses Valerin's drone to shoot video footage and still pictures, capturing interesting visuals to communicate project activities to stakeholders, to include construction of the ACROW bridge.

The Wave Streetcar, FDOT District Four, Fort Lauderdale, FL: The Wave was intended to be a 2.8-mile light rail streetcar circulator that would serve Downtown Fort Lauderdale and was part of a planned regional transportation system. It would integrate with a full spectrum of mobility options including rail, commuter and community buses, rideshare services, biking and walking. Chuck redesigned the project website, created a project fact sheet and newsletter, implemented social media channels, and built out supporting graphics and route maps.

SR9 / I-95 PD&E Study, FDOT District Four, Broward County, FL: For this PD&E study, Chuck created the HTML FDOT project web page and also performs updates the website, as needed.

Districtwide Public Communications for Miscellaneous Construction Projects, FDOT District Four: Chuck is the creative director providing graphic design, website design and maintenance, and visualization services under this task work order contract. Valerin has primed this contract since summer 2017.

Districtwide Public Involvement Services Contract, FDOT District One: Valerin serves as the prime consultant for providing public involvement services on in-house design and post-design projects. For this contract, Chuck provides graphic and website design services, develops and maintains project web pages in compliance with FDOT guidelines, and creates project collateral.

Districtwide Community Awareness Contract, FDOT District Five: Valerin has been providing public involvement services for FDOT District Five design projects under this task work order-driven contract since 2014. Chuck serves as the graphic and website designer, responsible for developing graphics for project collateral, as well as designing and maintaining project webpages using FDOT guidelines.

US 41 Roundabouts, FDOT District One, Sarasota, FL: This project is part of an effort by the FDOT and City of Sarasota to create a Downtown-Bayfront Connection through reconstruction of the signalized intersections along US 41 at 10th and 14th Streets and replacement of these with roundabouts. The project also entails widening of the roadway between these intersections, to include bike lanes, turn lanes, a 10-foot shared use path along the west side, and a 6-foot sidewalk along the eastern side. Chuck created the HTML

FDOT project website and performs all website updates. He also creates collateral for use at public meetings and distribution throughout the community.

I-75/University Parkway Diverging Diamond Interchange, FDOT District One, Sarasota, FL: For this project – one of the first diverging diamond interchange projects to be constructed in the state of Florida and one of the largest in the nation - Chuck created and was responsible for maintaining a project website consistent with guidelines as set forth by the FDOT. The website was created using HTML coding and contained ten pages, one of which linked to on-site streaming cameras which auto-refreshed every 60 seconds. The website contained up-to-date project information and allowed for text alerts, which served to enhance the public's awareness of the project's status and other related information.

44th Avenue East from 19th Street Court East to East of 30th Street East Construction Project, Manatee County, FL: For this project, which required the closure of a heavily traveled through-street in the center of an industrial park and the construction of two roundabouts, which required the closure of two main streets, Chuck created project fliers, fact sheets and graphics collateral for use at public meetings.

I-4/SR 559 Interchange Improvements, Auburndale, FDOT District One, Polk County, FL: This project required numerous lane closures on SR 559, along with lane closures, full closures, and detours on I-4 Improvements for construction of a new bridge on SR 559 over I-4. The project expanded SR 559 from two to four lanes, shifted the I-4 eastbound lanes to the south, and included installation of lighting on SR 559, resurfacing of the existing roadway, and drainage improvements. Chuck created and maintained a project website that was consistent with its newly-implemented vendor guidelines. Using traditional HTML coding, the website (www.SWFLRoads.com/i4/sr559) provided up-to-date project information and contained a contact page that enabled the public the opportunity to communicate directly with the project manager.

Town of Longboat Key Overhead to Underground Conversion of Utilities - Gulf of Mexico Drive (GMD) Project and Neighborhood Project, Longboat Key, FL / \$25.25 Million-GMD Project and \$23.85 Million-Neighborhood Project: Chuck developed and maintains the project website that includes project area mapping and property assessment links with notifications. He also created the newsletter template and social media graphics used for the project.

Anna Maria Island Sewer Pipe Replacement, Manatee County, Anna Maria Island, FL: This project involves construction of approximately 20,000 linear feet of various pipelines between Manatee Avenue and Cortez Road; 15,600 linear feet of 4-inch through 18-inch force mains; and 4,400 linear feet of 6-inch through 16-inch water mains. The existing pipelines within the project limits were constructed in the 1970's and are reaching the end of their useful life. This project requires close coordination with Holmes Beach and Bradenton Beach, as well as extensive interface with property owners. Chuck designed/developed and maintains the project website, created the project logo, and designed the newsletters for public meetings and handouts. He also provides assistance to Valerin's lead community outreach reach with distribution of activity notifications.

FDOT District Five/ASHA Planning Consultancy Mobility Week Creative Services, Orlando, FL: For this month-long initiative, during which counties, cities and transportation agencies host events to promote safe and sustainable transportation choices through the nine-county Central Florida region, Chuck created multiple digital and *traditional* Mobility Week newsletters and e-blasts. He also set-up, designed and developed a Mobility Week website for District Five, created multiple digital and *traditional* Mobility Week newsletters and e-blasts, and set up, designed, and developed a Mobility Week website for District Five.

Creative Services Contract, Children's Board of Hillsborough County (CBHC), Tampa, FL: Chuck designs various types of collateral for agency use, to include annual family guides, informational tri-fold brochures, full-page advertisements, and posters for display.



Evan Enarson-Hering

Principal



Mr. Enarson-Hering has more than 10 years of experience in integrated planning and policy, including applied policy analysis, performance management, regional economics, strategic planning, and socioeconomic indicators. He has supported efforts at the state, regional, and local levels to integrate concepts of sustainability, livability, and economic competitiveness into strategic initiatives. Mr. Enarson-Hering has direct expertise in engaging stakeholders, facilitating workshops, effectively writing, and visualizing data. He has supported work covering a wide variety of topics, including economic development, finance and tax policy, organizational strategic planning, workforce and education, climate change and energy, trade, and logistics, as well as transportation policy development and analysis.

Relevant Experience

New Mexico DOT Statewide Long-Range Multimodal Transportation Plan. For the New Mexico Department of Transportation (DOT), Mr. Enarson-Hering assisted in developing the 2040 Statewide Long-Range Multimodal Transportation Plan. A key feature of the plan process was participation from a robust set of statewide and regional working groups, coordinating committees, and public outreach. Cambridge Systematics (CS) evaluated existing conditions; established goals, objectives, performance measures, and targets; conducted alternatives analysis to allocate resources consistent with the state's long-term vision; and developed a concise document that communicates future challenges and opportunities.

Nevada DOT One Nevada Plan. CS, as part of a team, is leading a critical component of the One Nevada Long-Range Transportation Plan focusing on the design, development, and implementation of a performance-based planning and project prioritization process for Nevada. Mr. Enarson-Hering is leading this effort for CS, which will design and implement an approach to performance decision-making; gather and analyze performance data; and develop decision-supports tools, procedures, and processes to move the Nevada DOT toward a performance-based planning process and prioritized long-range plan.

Florida Transportation Plan (FTP). Mr. Enarson-Hering provided technical and policy support for the 2010 and 2015 updates of the FTP. Throughout these efforts, CS provided technical, policy, and public involvement support, including guidance for scenario planning and visioning efforts; developing the FTP policy elements; and guiding economic development discussions. He also provided scenario planning, stakeholder engagement, and Committee support for this effort.

Florida DOT Future Statewide Transportation Corridors. In support of the Florida DOT's Strategic Intermodal System, Mr. Enarson-Hering provided policy and technical support to the future corridor initiative. His work involved refining the policy framework for new statewide corridors, developed policy guidance for feasibility studies, coordination with partners, and development of public communication materials.

Florida DEO Strategic Economic Development Plan. CS is supporting the development of the State of Florida's first-ever strategic plan for economic development. This level of support is made possible

through CS' current contract with the Florida DOT to implement the FTP, and has provided clear links between these statewide plans. CS assisted the Department of Economic Opportunity (DEO) in developing a statewide vision, policy goals, and performance metrics. Mr. Enarson-Hering has provided technical research, policy development, and facilitation of stakeholder workshops.

Utah DOT On-Call Prioritization Evaluation. CS supported the Utah DOT in a comprehensive evaluation of the State's current decision-making and prioritization tool for large-scale highway-capacity investments. The effort developed recommendations to substantially revise the Utah DOT's process to better align with the statewide long-range plan with agency strategic goals, and to support future statewide performance targets. Mr. Enarson-Hering led this effort for the Utah DOT's Planning Division.

Montana DOT Transportation Asset Management Plan. CS supported the design, development, and implementation of Montana's first comprehensive Transportation Asset Management Plan (TAMP). Montana DOT's first generation TAMP was developed to comply with requirements of MAP-21, and to set the stage for a more comprehensive asset management enhancements in the longer term. Mr. Enarson-Hering completed this effort by developing a graphic, publicly accessible report, executive summary for leadership, and presentation materials.

Colorado DOT Multimodal Freight and Passenger and Freight Rail Plans. CS is leading Colorado DOT's effort to jointly develop the State's Multimodal Freight and Passenger and Freight Rail Plans. The Multimodal Freight Plan is intended to engage State leaders and private sector partners in conversations about the economic impact of freight investments in the State. The Freight and Passenger Rail Plan will develop a methodology for prioritizing investments and establishing a policy and financial framework to implement large-scale rail improvements in the State. Mr. Enarson-Hering is the Project Manager for this effort and is coordinating all aspects of the team, stakeholder engagement, technical aspects, and internal agency coordination.

Colorado DOT On-Call Policy Support. CS, as part of a team, provided on-call policy support to the Colorado DOT's Division of Transportation Development. Under this on-call, Mr. Enarson-Hering developed a primer and policy guide to transportation planning in Colorado for commissioners and key stakeholders. CS also evaluated prioritization and decision-making tools the DOT may use to make collaborative decisions on funding and investment decisions.

Colorado DOT Statewide and Local Transit Plan. CS, as part of a team, provided technical and policy support to the Colorado DOT Division of Rail and Transit to develop the State's first-ever long-range transit plan. Mr. Enarson-Hering managed CS' involvement in this effort and provided technical support, stakeholder outreach, policy analysis, and future revenue and financial analyses of State and local transit plans.

Colorado DOT State Highway Safety Plan. CS led an effort to update and overhaul Colorado's Highway Safety Plan to meet MAP-21 requirements and address growing safety concerns on the State's roadways. Mr. Enarson-Hering was the Deputy Project Manager on this effort, and was responsible for developing strategies in key focus areas and helping the agency set safety targets and performance measures in accordance with MAP-21.

Education

M.P.P., Public Policy, University of Michigan, 2007

B.A., International Political Economy, Colorado College, 2004



Paul Sorensen, Ph.D.

Senior Software Manager, Principal

Dr. Sorensen is a Senior Software Manager and Principal with more than 20 years of experience in software development, geographic information systems (GIS), transportation planning and policy, and operations research. He has performed numerous projects for Federal, state, regional, and local agencies that address transportation funding, urban mobility, alternative fuels, climate change adaptation, performance measures, and emergency response logistics. Dr. Sorensen's current work focuses on developing software solutions to support improved transportation planning and operations, with particular emphasis in the areas of active transportation, project planning, program evaluation, and trip planning/mobility applications. Prior to joining Cambridge Systematics, he served as Associate Director for RAND Corporation's Transportation, Space, and Technology Program.

Relevant Experience

Software for Transportation Agencies. Dr. Sorensen currently is leading several software projects to support improved planning and operations at transportation agencies. He is beginning a project for the Indiana Department of Transportation (DOT) that will help stakeholders visualize highway funding needs through 2040 and explore the ability of alternate funding mechanisms, including road use charging, to help close current funding shortfalls. Other examples of Dr. Sorensen's recent software work include multimodal trip planning software for the Utah Transportation Authority and California's Inland Empire United Way, a transportation asset management tool for Alaska Department of Transportation and Public Facilities (DOT&PF), and a sketch planning tool for bicycle and pedestrian facilities for the Los Angeles County Metropolitan Transportation Authority (LA Metro).

Road Usage Charging in Washington. Dr. Sorensen provided research support in Cambridge Systematics' most recent project to evaluate road usage charging for the Washington State Transportation Commission. Requested by the State Legislature, this ongoing work has been conducted in a series of stages over the past three years. The scope of the work in 2014 encompassed the development of a concept of operations, refinement of cost and revenue estimates, and development of a preliminary plan for a road usage charging demonstration project that the State might pursue in future years.

FHWA Congestion Pricing in Austin, Texas. For the Federal Highway Administration (FHWA), Dr. Sorensen served as the Principal Investigator on this study to evaluate how varying tolls by time of day on 118A, a toll road operated by the Central Texas Regional Mobility Authority, could affect toll revenue and downstream traffic congestion in Austin.

Evaluation of California's Alternative and Renewable Fuels and Vehicle Technologies Program. Dr. Sorensen was the co-Project Manager for this study to evaluate the effects of projects funded by the California Energy Commission on reducing petroleum consumption and emissions, stimulating job growth and economic development, and accelerating successful commercialization for low-carbon fuels and

vehicle technologies. He provided guidance on prioritizing the future portfolio of investments across different fuel and vehicle types.

NCHRP Alternative Energy Futures and Policy Options for State DOTs. Dr. Sorensen was the Principal Investigator for this National Cooperative Highway Research Program (NCHRP) project to develop a range of plausible long-range transportation energy use scenarios, considered their potential effects on the mandates, roles, funding, and operations of state DOTs, and identified effective and robust policy responses.

NCHRP Recommended Trials for Mileage-Based Road Use Fees. As the Principal Investigator, Dr. Sorensen developed technical and programmatic recommendations for mileage-based road use fee trials that could be funded by the Federal government to resolve technical and institutional uncertainties and prepare for possible implementation.

NCHRP Near-Term Options for Implementing Mileage-Based Road Use Fees. Dr. Sorensen was the Principal Investigator for this study to identify and assess near-term technical and administrative options for developing a national system of mileage-based road use fees that could augment or replace current U.S. Federal motor fuel taxes.

Education

M.A., Urban Planning, University of California, Los Angeles, 2005
Ph.D., Geography, University of California, Santa Barbara, 2001
M.A., Geography, University of California, Santa Barbara, 1994
B.A., Computer Science and Geography, Dartmouth College, 1989

Professional Affiliations

UCLA Arrowhead Transportation Symposium Steering Committee (2008-present)
Mileage-Based User Fee Symposium Steering Committee (2010-2011)

Selected Publications and Papers

Autonomous vehicle technology: A guide for policy-makers, RAND Corporation, 2014.

Preparing state transportation agencies for an uncertain energy future, NCHRP Report 750, vol. 5, Transportation Research Board of the National Academies, 2014.

Mileage-based user fees for transportation funding: A primer for state and local decision-makers, RAND Corporation, 2012.

From fuel taxes to mileage fees, Access, 43: 23-29, 2013.

Emerging strategies in mileage-based user fees: Reducing costs and increasing public acceptance, Transportation Research Record, 2345: 31-38, 2013.

System trials to demonstrate mileage-based road use charges. NCHRP web-only document 161, Transportation Research Board of the National Academies, 2010.

Implementable strategies for shifting to direct usage-based charges for transportation funding. NCHRP web-only document 143, Transportation Research Board of the National Academies, 2009.

Innovations in road finance: Examining the growth in electronic tolling, Public Works Management & Policy, 11(2): 110-125, 2006.

Cheaper gas and more expensive shoes: California's transportation finance reform proposal, Transportation Research Record, 1960: 1-7, 2006.

Paying for roads: New technology for an old dilemma. Access, 26: 2-9. 2005.



David Baumgartner, P.E.

Senior Associate



Mr. Baumgartner is a Senior Associate of Cambridge Systematics (CS) with more than nine years of experience in transit systems analysis, funding and finance, long-range transportation planning, and asset management. He has worked on a wide variety of these projects, including studies at the national, state, regional, county, and corridor levels.

Relevant Experience

Funding and Finance—Transit and Rail

FTA Financial Capacity Assessments. For the Federal Transit Administration (FTA), CS is part of a team that is conducting financial oversight of New Starts transit projects and providing support in the preparation of Financial Capacity Assessments (FCA) for projects requesting FTA Section 5309 New Starts and Small Starts funding. The financial oversight activities include financial assessments (FA) for approval to enter into engineering or for request of a full-funding grant agreement. Mr. Baumgartner is developing FCAs or FAs for three active Section 5309 grant applications.

TCRP Project J-11, Task 14—Assessment of Alternative Local and Regional Funding Mechanisms. For the Transit Cooperative Research Program (TCRP), Mr. Baumgartner developed a resource that will enable transit systems to evaluate alternative local and regional funding mechanisms; provide guidance for transit systems seeking to add new or increase existing sources of revenue to support improved public transportation; and assist transit systems to develop a balanced portfolio of funding. This project included evaluating the impacts of the recent economic recession on funding mechanisms used by transit agencies; evaluating the stability and adequacy of funding sources; and exploring what strategies transit agencies have used to approve new revenue sources.

Amtrak NEC Support—FY20 Cost Allocation Model Support. CS is supporting Northeast Corridor Commission (NECC) staff in the implementation of a process for allocating costs of operating the Northeast Corridor among rail operators using the corridor for model year FY20. As the Project Manager, Mr. Baumgartner is conducting several activities including review and processing of operators' cost data, creating an operating cost database for non-Amtrak operating costs, analyzing data, preparing reports with cost allocation model results, performing quality assurance and control, and other activities upon request of the NECC staff.

Amtrak NEC Support—FY18 Cost Allocation Model Support. CS supported NECC staff in the implementation of a process for allocating costs of operating the NEC corridor among rail operators using the corridor for model year FY18. As the Deputy Project Manager, Mr. Baumgartner conducted several activities including review and processing of operators' cost data, creating an operating cost database for non-Amtrak operating costs, analyzing data, preparing reports with cost allocation model results, performing quality assurance and control, and other activities upon request of the NECC staff.

Amtrak NEC Support—Special Study in Support of Cost Allocation Committee—ROW Costs. For Amtrak, Mr. Baumgartner assessed a cost allocation formula to determine the cost drivers for right-of-way (ROW) operating and capital costs along the NEC. This includes a review of the literature and best practices around the world; identification of key cost drivers; review of technical standards, maintenance processes, and NEC data; and recommendations for an improved cost allocation scheme.

Virginia DRPT True Cost of Rail Study. For Virginia Department of Rail and Public Transportation (DRPT), CS is building a Planning Level Rail Cost Estimating Tool, similar to what VDOT uses for highway planning level cost estimates. This will help to determine the “true cost of rail” and provide a comparable planning tool for capital investments. The approach includes a review of actual expenditures from rail projects in Virginia and peer states. Costs are summarized at a component level and will include adjustments for highly-variable commodity prices. The result is a flexible tool that VDRPT can use to create planning-level cost estimates for rail construction projects. Mr. Baumgartner’s role is to develop the approach and create methods for summarizing across project types.

St. Paul Foundation/Itasca Project—Transit Return on Investment Study. For the St. Paul Foundation, CS conducted a return on investment analysis of transit in the Twin Cities region of Minnesota. Mr. Baumgartner studied economic benefits including travel efficiencies, environmental, safety, and state-of-good-repair benefits, among others. Broader economic development benefits arising from improved accessibility were also considered. A goal of the project was to better understand return on investment from transit in the Twin Cities region and build a more informed case for transit revenue.

Metra Strategic Capital Planning Services—Cost-Benefit Study. For Metra in Illinois, CS is part of a team developing a comparative benefit/cost analysis of over 30 potential system expansion and improvement projects, ranging from line extensions, to additional tracking, to station and parking lot improvements. Mr. Baumgartner’s role includes developing operating and maintenance costs and assessing potential funding options for individual projects.

New Hampshire DOT Capitol Corridor Rail and Transit Alternatives Analysis. CS was part of a team that analyzed alternatives to serve a corridor extending from Lowell, Massachusetts, to Nashua, Manchester, and Concord, New Hampshire. The goal was to serve commuter markets in this corridor, including trips destined for the Boston Central Business District (CBD). Jointly funded by grants from the FTA and FRA, the study considered a range of alternatives, including bus, commuter rail, and intercity rail. The outcome of the study was a document that can be used by local stakeholders to decide which alternative should be pursued. Mr. Baumgartner’s role included identifying funding sources and conducting economic impact analysis for this study.

GoTriangle Program Management. For GoTriangle, CS is part of a team providing services, including Alternatives Analysis and New Starts programmatic advice for three separate major fixed guideway segments in the Triangle Region (Raleigh, Durham, and Chapel Hill) of North Carolina. Mr. Baumgartner developed a cash flow model to support the financial analysis of New Starts project applications.

NICTD Regional Commuter Rail Strategic Business Plan. For the Northwest Indiana Commuter Transportation District (NICTD), CS was part of the team that developed a strategic business plan to accommodate a set of large capital investments in the system. Mr. Baumgartner created a financial plan and a detailed cash flow model for the capital investment projects.

RTC of Southern Nevada Maryland Parkway Alternatives Analysis. For the Regional Transportation Commission (RTC) of Southern Nevada, CS was part of a team that developed an alternatives analysis to evaluate transit improvements in the Maryland Parkway Corridor. Mr. Baumgartner’s role included developing operating plans and a cost model for use in evaluating alternatives. The project resulted in an alternatives analysis that positions the Corridor favorably for FTA New Starts or Small Starts funding.

SEWRPC KRM Commuter Rail Study. For the Southeastern Wisconsin Regional Planning Commission (SEWRPC), Mr. Baumgartner developed a cash flow model, ran sensitivity tests, analyzed alternative funding sources, and created a financial plan for the FTA New Starts grant application for the proposed Kenosha-Racine-Milwaukee (KRM) commuter rail line.

Indianapolis MPO CICIP Regional Transit Plan. For the Central Indiana Corporate Partnership and the Indianapolis Metropolitan Planning Organization (MPO), CS was part of a team that supported the development and evaluation of regional multimodal transportation investment strategies. For this project, Mr. Baumgartner developed a cash flow model to evaluate different investment and revenue scenarios.

Texas DOT CDA—El Paso Rail Transit Study. For the Texas DOT and the City of El Paso, CS was part of a team that provided a demand, benefit, and constraint analysis for a rail transit system in downtown El Paso. Mr. Baumgartner's work included developing case studies of comparable streetcar systems across the country and identifying order-of-magnitude economic benefits and returns on investment.

Funding and Finance—Roads and Tolling

New Hampshire DOT Road User Fee Study. CS assisted the New Hampshire DOT in preparing a grant proposal to the U.S. DOT Surface Transportation System Funding Alternatives Program (STFSA) to evaluate a proposed Road User Fee (RUF). The RUF would apply a sliding fee, increasing for higher-mpg vehicles, to make up for declining motor fuel tax revenue. The grant proposal received funding in early 2019 and CS is working with the New Hampshire DOT to evaluate the impacts of the proposed fee and consider program design options. Mr. Baumgartner is the Project Manager for the effort. The CS team is evaluating registration data from the New Hampshire Department of Motor Vehicles (DMV) to match mpg ratings to the State's current vehicle fleet, estimate revenues from the fee, and project vehicle efficiency, vehicle-miles of travel, and revenues to future years. The CS team also is evaluating the equity impacts of the fee, evaluating alternative policy design options and implementation approaches, and researching public opinion on the proposed fee.

New Hampshire DOT STSFA Grant Assistance. For New Hampshire DOT, CS developed materials to support grant applications for the U.S. DOT's STSFA Program and/or other programs to fund the demonstration of alternative transportation revenue mechanisms. The New Hampshire legislature proposed a sliding fee that would be higher for more fuel-efficient vehicles, to compensate for paying less gas tax. The New Hampshire was interested in investigating the revenue implications and other implementation issues with such a fee. As the Project Manager, Mr. Baumgartner provided assistance to the New Hampshire DOT in developing materials to support an STSFA grant application for a pre-deployment study that would evaluate the potential impacts and implementation issues associated with a pilot application of such a fee mechanism. These materials also supported applications to other potential funding sources for pre-deployment analysis.

Massachusetts DOT Variable Tolling Analysis. CS developed traffic and revenue (T&R) projections to analyze the impacts of time-of-day tolling on the existing toll facilities in the Boston area, including the Massachusetts Turnpike Extension, Ted Williams Tunnel, Sumner and Callahan tunnels, and the Tobin Bridge. Under the planned implementation of all-electronic tolling (AET), different toll pricing structures will be technically feasible. Mr. Baumgartner led the development of the tolling scenarios and T&R projections, with analysis of pre- and post-AET implementation and consideration of diversion and mode shift impacts.

Massachusetts DOT AET T&R. For the Massachusetts DOT, CS developed preliminary-level T&R projections for a proposed conversion of tolls on the Western Turnpike, the Metropolitan Highway System, and Tobin Bridge to an AET system. Mr. Baumgartner was the Deputy Project Manager and

developed the spreadsheet cash flow models, constructed T&R forecasts, and tested a variety of tolling scenarios.

Massachusetts DOT Sagamore Bridge (Project Span) Traffic & Revenue Study. For the Massachusetts DOT, CS developed T&R forecasts for a proposed bridge crossing of the Cape Cod Canal, nicknamed Project Span. The proposed project would be built using a public-private partnership (P3). The T&R study focused on the analysis of a Sagamore Bridge twin span, with tolls on the new bridge to traffic traveling southbound into the Cape Cod area, and evaluation of several toll scenarios (e.g., peak summer or weekend pricing). Mr. Baumgartner also developed revenue forecasts for traffic estimates developed by the Massachusetts DOT for the Project Span planning study.

Massachusetts DOT Route 3 Express Toll Lanes (Project Mobility) Traffic & Revenue Study. For the Massachusetts DOT, CS developed T&R forecasts and assisted with conceptual planning and design for a proposed express toll lane system on Route 3, nicknamed Project Mobility. The proposed project would be built using a P3. The study is focused on the analysis of two lanes added to the median of Route 3 south of the Braintree Split, functioning as either two reversible lanes or a single express toll lane in each direction. In this study, Mr. Baumgartner developed a range of revenue forecasts based on toll lane configuration, willingness to pay estimates, and Central Transportation Planning Staff traffic forecasts to help inform planning and decision-making for this project.

MTA Traffic Engineering Services—FY2009 Toll Revenue Budget Forecast. Mr. Baumgartner participated in a task under an on-call Traffic Engineering Services contract for the Massachusetts Turnpike Authority (MTA). He forecasted usage and toll revenue for Fiscal Year 2009 on the Massachusetts Turnpike.

Illiana Expressway Extended Level 2 T&R Analysis. For the Indiana DOT, CS performed a Level 2 T&R Analysis to determine the impact on travel demand and revenues of extending the previously studied I-57 to I-65 Illiana Expressway westward to I-55 in Illinois. Mr. Baumgartner's role included developing conceptual revenue estimates for a variety of alignment, cross-section, and toll scenarios for a period of 75 years from opening day.

Illiana Expressway Extension T&R Analysis. For the Indiana DOT, CS performed a sketch-level T&R analysis to determine the impact of extending the previously studied I-57 to I-65 Illiana Corridor westward to I-55. Mr. Baumgartner's role in this analysis included the development of finance and funding options for the "Extended" Illiana Expressway.

Illiana Expressway Economic Opportunities Analysis. For the Indiana DOT, CS performed an economic opportunities analysis for the proposed Illiana Expressway in the south and southwestern portions of the Chicago region. Mr. Baumgartner's role included land use analysis and development of an economic profile of the region.

FTC Study of Cost Savings for Expressway Authorities. For the Florida Transportation Commission (FTC), Mr. Baumgartner examined possibilities for cost savings and efficiencies among expressway authorities in Florida. The study, which includes the Mid-Bay Bridge Authority, Florida Turnpike Enterprise, Tampa-Hillsborough County Expressway Authority, Orlando-Orange County Expressway Authority, Osceola County Expressway Authority, and the Miami-Dade County Expressway Authority, examined project development, construction, maintenance and operations, including toll collection and back office services.

NPS Financial Planning Support. For the National Park Service (NPS), CS developed a financial modeling tool for use in Long-Range Transportation Plans (LRTP). Serving as the Deputy Project Manager, Mr. Baumgartner reviewed current practices, identified funding sources, and created a financial

modeling tool that matches expected operations and capital/maintenance funding to needs assessments. This financial modeling tool will be used to develop an NPS-level funding strategy to improve park system mobility, incorporate financial alternatives in transportation planning, and evaluate partnership opportunities.

Transit Systems Analysis and Planning

Massachusetts DOT Bus Network Redesign. For the Massachusetts DOT and the Massachusetts Bay Transportation Authority (MBTA), CS is leading a team to redesign the Boston-area bus network to reliably and efficiently serve the largest number of current and future riders, while also addressing inequities in transit access throughout the region. The approach sets network-level goals and metrics, utilizes Location-Based Services (LBS) data to understand the travel demand in the region, develops and evaluates network alternatives, and provides a comprehensive implementation and rollout strategy. As the Deputy Project Manager, Mr. Baumgartner is responsible for coordination of all tasks across engagement, data analysis, service design, and communication of results.

Massachusetts DOT Bus Priority on State-Owned Roads. For the Massachusetts DOT, CS evaluated potential bus priority treatments for three priority high-ridership, congested, and state-owned roadways. The approach included an evaluation of Automated Passenger Counter (APC) data to determine 50th and 90th percentile delay on 13 segments of state-owned roads with bus routes, calculating additional delay metrics and throughput for three priority corridors, hosting a workshop to identify nature of delay and propose bus prioritization treatments, and development of prioritization treatment concepts and calculation of potential benefit for riders. Mr. Baumgartner's role related to prioritization of corridors, identification and evaluation of priority treatments, and communication of results.

Metra Strategic Capital Planning Consulting Services—Station Optimization Study. For Metra (IL), Cambridge Systematics, as part of a team, is evaluating nearly 250 commuter rail stations to provide recommendations for improvements and possible consolidation or closure. Mr. Baumgartner's role includes interviewing peer agencies, reviewing literature and Metra's past practices, evaluating stations, and developing recommendations and policies for future station evaluations.

Chicago River North-Streeterville Corridor Study. CS performed an alternatives analysis for the transit market between Chicago's major rail terminals and some of the City's largest entertainment, employment, residential, and visitor centers. Mr. Baumgartner's role included a pre-screen, market surveys, two rounds of screening of alternatives, development, and documentation of a locally preferred alternative. The study helped prepare the Chicago DOT for eventual pursuit of New or Small Starts funding.

Chicago DOT South Lakefront Corridor Transit Study. For the Chicago DOT, CS led a study of transit improvement alternatives for an urban corridor consisting of eight community areas in Chicago currently served by commuter rail, rapid transit, express bus and local bus service. Mr. Baumgartner's role in the project included screening and quantitative evaluation of options to conduct a tradeoff analysis with key decision-makers and within the communities.

Lake County Transportation Market Analysis. CS conducted a detailed evaluation of the travel market in Lake County, IL, a service analysis of existing fixed route and demand-responsive service in the County, and proposing transit service concepts so that transportation needs in the County can be met. Mr. Baumgartner's role included a review of all transportation services in the Lake County service area, analysis of transit service and performance trends, and service concept design.

Cook-DuPage Corridor Systems Alternatives Analysis. For the West Central Municipal Conference (IL), in cooperation with the DuPage Mayors and Managers Conference, CS led a Systems Alternatives Analysis in the Cook-DuPage Corridor west of Chicago. As part of this study, Mr. Baumgartner addressed

eight transit and highway projects beginning with a limited conceptual design and screening of project options, then subjected a set of scenarios to more detailed evaluation. Projects were prioritized and preferred major capital investments were recommended for a first phase of implementation.

Chicago RTA System Analysis. For the Chicago Regional Transportation Authority (RTA), Mr. Baumgartner compared characteristics of travel demand with the quality of transit service supplied on origin-destination pairs throughout the Chicago metropolitan region in a system analysis. The study resulted in a set of recommended corridor investment strategies for the RTA's strategic plan and capital program.

Cobb County Northwest Corridor Environmental Assessment. For Cobb County (GA) DOT, CS was part of the team that helped to complete an environmental assessment (EA) for the Northwest Atlanta Corridor, a transit project reaching out to Atlanta's northwest suburbs. Mr. Baumgartner's role included community impacts and environmental justice for the EA.

Long-Range Planning and Performance Management

VIA Vision 2040 LRCTP. For VIA Metropolitan Transit in San Antonio, TX, CS developed a year 2040 Long-Range Comprehensive Transportation Plan (LRCTP) for the agency. This Plan updates the previous 2035 Transit Plan adopted in 2011, and will provide comprehensive guidance to all departments in the agency on capital and operations development plans, funding expectations, and facilities and maintenance needs. Mr. Baumgartner's role in the project included peer review, development of evaluation criteria, cost estimation, and evaluation of funding options.

Michigan DOT Transit LOS. For the Michigan DOT Office of Research, CS developed performance measures to define and compare transit levels of service (LOS). As the Deputy Project Manager, Mr. Baumgartner reviewed existing Michigan and national transit LOS measures and data resources, and to provide recommendations for refined performance measures and the mechanisms to maintain them, to enable the DOT to better understand the linkage between transit investments and LOS.

Colorado DOT Statewide and Local Transit Plan Development. For the Colorado DOT, CS assisted the Division of Transit and Rail (DTR) to complete the State's first ever Statewide and Local Transit Plan. The Colorado DOT DTR was created by the State Legislature in 2009 and is responsible for the planning, development, operation, and integration of transit and rail into the statewide transportation system. CS researched future governance options and structures for the new division and examined asset management and performance-based planning approaches. Mr. Baumgartner's role also included identifying potential financing sources and completing capital investment plans for local providers throughout the State, as well as the future investment plans for Colorado DOT DTR.

Massachusetts DOT Planning for Performance Tool. Mr. Baumgartner assisted in building the Planning for Performance program-level tradeoff tool, which captures the relationship between capital spending and future performance across spending programs at the Massachusetts DOT, using internal models where possible and structuring new models where none exist. The model helps senior management make challenging spending decisions with limited funds among programs with significant needs, and is a key step in the DOT's annual Capital Investment Program decision-making process.

North Carolina DOT 2050 Statewide Multimodal Transportation Plan. CS is a major subcontractor on the team that is developing an update to the North Carolina LRTP. NC 2050 will advance best practice planning through a highly integrated, engagement driven framework which identifies emerging trends, transformation, and disruptions to develop a resilient vision, goals, and objectives; uses a variety of engagement tools and techniques; builds on robust technical analyses of future demand and investment and benefit/cost opportunities; and delivers clear, concise recommendations and actionable

implementation policies and strategies. Mr. Baumgartner's role is to develop fact sheets and other materials related to transportation funding at the Federal, state, and local levels.

Ohio Transportation Futures Plan. For the Ohio DOT, CS developed a Transportation Futures Plan that addressed all transportation modes, while considering intermodal and multimodal linkages and connectivity. The Plan also accounted for the interrelationships of the transportation system with other important aspects of Ohio's future, such as land use, economic development, environmental sustainability, and other quality-of-life issues. Mr. Baumgartner's responsibilities included technical analysis, assessing existing transportation-related data sources, identifying facilities for movement of people, and coordinating outreach to Ohio agencies and transportation stakeholders.

Wisconsin DOT Long-Range Multimodal Transportation Plan. Mr. Baumgartner assisted the Wisconsin DOT in selecting performance measures to support the State's planning efforts. The DOT used the resulting measures to track the implementation of its LRTP, Connections 2030, and to assess the impacts of implementation on the performance of the transportation system.

GBNRTC Metropolitan Transportation Plan 2050. CS led the development of the 2050 Metropolitan Transportation Plan for Greater Buffalo-Niagara Regional Transportation Council (GBNRTC). Building on the success of the regional vision, One Region Forward, CS considered the risks and opportunities presented by changing demographics and attitudes toward transportation, emerging transportation technologies and business models, and international trade patterns in the development of a long-range transportation plan for the Buffalo Niagara region. Mr. Baumgartner served as the Deputy Project Manager for this project.

Indianapolis MPO LRTP Update. CS updated the Indianapolis MPO's LRTP. LRTP) update. Within this project, Mr. Baumgartner developed a performance-based planning process, identified priority corridors, refined the MPO's project prioritization methodology, and developed a transit vision for the region.

FACTS CMP. For the Portland Area Comprehensive Transportation System (FACTS) in Maine, CS developed the region's first Congestion Management Process (CMP). The CMP integrated with regional goals for improving quality of life through measuring unacceptable congestion on roadways, public transportation, intercity rail, and pedestrian and bicycle ways. Mr. Baumgartner's role in the CMP included identifying a set of strategies that the region can implement to improve this unacceptable congestion.

SEMCOG TIPP Phase 2. For the Southeast Michigan Council of Governments (SEMCOG), CS enhanced the investment prioritization process. This process, which was previously implemented as part of the SEMCOG long-range planning effort, entails using the results of a tradeoff analysis to make decisions regarding the allocation of resources between five program areas: pavement preservation, bridge preservation, capacity, safety, and bike/pedestrian. Mr. Baumgartner adapted the process for use at the county level and for use within a shorter timeframe that supports development of the region's Transportation Improvement Program.

SHRP 2 Project L05—Incorporating Reliability Performance Measures into the Transportation Planning and Programming Processes. For the Strategic Highway Research Program 2 (SHRP 2), CS developed a guidebook to help transportation agencies address the institutional, cultural, and technical barriers to addressing system reliability within the transportation planning and programming process. Mr. Baumgartner supported the development of the guidebook and implementation plan for incorporating reliability performance measures into the planning and programming process, and conducting an extensive validation of this framework.

Asset Management

PVTA TAM Plan. For the Pioneer Valley Transit Authority (PVTA) in western Massachusetts, CS is developing a Transit Asset Management (TAM) Plan. The Tier I plan will incorporate over 300 revenue vehicles, maintenance facilities, and transfer centers. The FTA-compliant plan will include a TAM and state-of-good-repair policy, asset inventory, needs assessment and prioritization, list of key annual activities, identification of resources, evaluation plan, and implementation strategy. Mr. Baumgartner served as the Deputy Project Manager for this effort.

Orange County (NY) TAM Plan. For Orange County (NY) Department of Planning, Mr. Baumgartner assisted in developing a group TAM Plan. The Tier II group plan incorporated three fixed-route operators, eight Dial-A-Bus operators, and the countywide paratransit provider. The FTA-compliant plan included a TAM and state-of-good-repair policy, asset inventory, needs assessment and prioritization, and implementation plan.

Massachusetts DOT Highway Asset Management System Plan. CS assisted in the development of an enterprise strategy for asset management for the Massachusetts DOT Highway Division, evaluating existing data and systems in terms of their ability to support this strategy, and development of an implementation plan that presents a future state for the DOT's systems, identifies data and system integration points, and provides a roadmap for achieving the future state. As part of the process, Mr. Baumgartner reviewed national best practices and worked with Massachusetts DOT staff to understand how the DOT asset management strategy will fit with other plans in the system.

FHWA Development of TAMPs for the Louisiana, Minnesota, and New York State DOTs. For the Federal Highway Administration (FHWA), CS was part of the team that assisted the Louisiana, Minnesota, and New York DOTs to develop Transportation Asset Management Plans (TAMP). The overall objectives of this effort were to provide State DOTs with guidance on developing asset management plans required by MAP-21, as well as providing them with an asset management plan template. Mr. Baumgartner's role included identification and review of worldwide best practices in TAMP development.

Mississippi DOT and MPO LRTP 2045 Update and TAMP Update. CS is part of the team that is leading the 2045 update to Mississippi's Statewide and MPO LRTP. As part of the effort, Mr. Baumgartner is leading an update to the Mississippi DOT's TAMP.

Wisconsin DOT Pavement LCCA Assessment. CS reviewed the Wisconsin DOT's current life-cycle cost analysis (LCCA) practices in terms of best practices by other agencies and national guidance. As the Deputy Project Manager, Mr. Baumgartner conducted a strengths/weaknesses/opportunities/threats (SWOT) analysis of the DOT's process and recommended enhancements.

Freight

Private Client—West Coast Terminal Study. For a group of shippers of bulk mined materials, CS was part of the team that conducted an evaluation of port terminal location options on the west coast. Considerations in the evaluation included land-side rail costs, in-terminal rail movements, storage for loaded and empty rail cars and unloaded product, and both capital and operating costs. Mr. Baumgartner developed a detailed financial model of rail operations to compare the financial impacts across nine alternatives. The model was built to be responsive to rapidly testing sensitivities to assumptions and comparing results.

Private Client—Unified Rail Car Fleet. For a group of shippers of bulk mined materials, Mr. Baumgartner led an analysis of the financial impacts of unifying three separately-owned fleets of rail cars into a single, shared common pool with custom-built specialty cars. Potential benefits of unifying the fleet include a smaller total fleet size, increased purchasing power for leasing and maintaining the cars,

and easier railcar sorting operations. Benefits of switching to a custom-built car include reduced transportation costs and increased capacity. Mr. Baumgartner developed a discounted cash flow analysis over a 20-year planning horizon, comparing the impacts of three different phasing scenarios.

I-95 Corridor Coalition Regional Highway Bottleneck Identification. Mr. Baumgartner assisted in an I-95 Corridor Coalition effort to identify, evaluate, and rank bottlenecks for rail and truck networks along the U.S. East Coast.

Maine DOT Integrated Freight Strategy Update. For the Maine DOT, Mr. Baumgartner participated in updating the Maine DOT's Integrated Freight Strategy to meet the needs of the State's freight stakeholders and the requirements of the FAST Act. This update included an analysis of current and new freight data publicly available to the State such as a commodity flow analysis to estimate current and future State freight demand using the latest FHWA Freight Analysis Framework dataset, and calculating freight performance measures using truck travel-time data from the National Performance Management Research Data Set. The update builds off existing materials and data analysis, and meets the FAST Act requirements. It was submitted and approved by the FHWA on November 2017.

Chicago DOT CREATE Support. For the Chicago DOT, CS provides ongoing advocacy and technical support for the Chicago Region Environmental and Transportation Efficiency (CREATE) Program. CREATE is a package of 71 freight and passenger rail and highway projects to reduce congestion and improve goods movement in greater Chicago. As part of this project, Mr. Baumgartner provided technical assistance including creation of communications materials and other support.

BHJ MPC Freight Study. For the Brooke-Hancock-Jefferson Metropolitan Planning Commission (BHJ MPC), CS performed a Regional Freight Study that will help BHJ and its stakeholders understand the nature and critical value of goods traveling to, from, and through the region, and to proactively plan for future growth. Mr. Baumgartner's role included development of a survey to identify the region's economic drivers and the linkages between these drivers and the transportation system, which will enable the region to take advantage of the existing freight infrastructure to help foster economic growth.

NIRPC Freight Study. For the Northwestern Indiana Regional Planning Commission (NIRPC), CS developed a limited Freight Study. In this study, CS made recommendations on how NIRPC can integrate freight into future planning processes. Mr. Baumgartner's role included evaluating the region's role in national and global shipping patterns, key commodities transported, and key issues and opportunities related to goods movement.

Other Projects

MBTA e-Ink Sign Pilot. For the MBTA, CS is overseeing a pilot project to deploy solar-powered e-Ink signs to display real-time train arrival information. The pilot is designed to test sign performance in Boston's climate, potential UI designs, and customer response. If successful, the signs could be deployed to the 40 surface Green Line stations that do not have power. As the Project Manager, Mr. Baumgartner's role includes coordinating all aspects of the project, including evaluating vendors, designing sign location plans, coordinating with the sign installation and engineering teams, and evaluating pilot results.

West Virginia Lewisburg Bypass/Greenbrier Parkway Economic Impact Study. For the West Virginia DOT, CS performed an Economic Impact Analysis (EIA) for the proposed highway bypass around the Town of Lewisburg. While the purpose of the bypass is to relieve traffic congestion on U.S. 219, which traverses downtown Lewisburg, stakeholders expressed concern regarding the impacts of the bypass on local area businesses and attractions. Mr. Baumgartner's role in the study included interviewing stakeholders and aiding in the development of an economic model to quantify the net benefits of the proposed bypass.

Porter (IN) Gateway to the Dunes Alternative Transportation Study. For the Town of Porter (IN), CS was part of the team that analyzed methods of transporting residents and visitors between the many attractions and uses, along the corridor serving the Indiana Dunes National Lakeshore. Mr. Baumgartner analyzed options and providing GIS support for this project.

Utah DOT Statewide Safety Conscious Planning. CS developed a list of recommended crash modification factors to be applied in the Utah DOT Highway Safety Improvement Program evaluation process. Through this project, Mr. Baumgartner developed recommended crash modification factors (CMF) by comparing a list of common Utah DOT projects to CMFs available in the Highway Safety Manual, the CMF Clearinghouse, and the Kentucky Transportation Center research "Development of Accident Reduction Factors" (1996). The recommendations considered quality of the evaluation, standard error, and context for application. As a result of the study, the Utah DOT updated their list of common CMFs and distributed to staff.

Prior Experience

Pace Suburban Bus. While serving as a Service Planning Intern with Pace Suburban Bus in northeast Illinois, Mr. Baumgartner conducted an evaluation of demand-responsive call-and-ride transit services and developed a prediction model for estimating the productivity of call-and-ride services. He also helped design a proposed inter-suburban express bus network to operate in proposed HOT lanes on I-294.

South Florida Water Management District. Mr. Baumgartner previously served as an Everglades Restoration Intern with the South Florida Water Management District. While there, he developed an automated system for operating pump stations and gate structures to control the flow of water through a 6,400-acre stormwater treatment area in the Everglades Agricultural Area. He also expanded research through the Massachusetts Institute of Technology's Undergraduate Research Opportunities Program by incorporating phosphorous concentration control into the model.

Education

M.S., Transportation Systems Analysis and Planning, Northwestern University, 2009
B.S., Civil Engineering, Massachusetts Institute of Technology, 2008

Professional Registrations

Professional Engineer: Massachusetts No. 51136, New Hampshire No. 14579, Rhode Island No. 13163.



Richard A. Driscoll, E.I.

Analyst Jr/Professional (November 2018)

Mr. Driscoll is a new member of our team as a Junior Analyst. He is proficient in Excel, ArcGIS, Synchro, Artplan, NLOGIT Modeling Software, Highway Capacity Manual (HCM), Hardware Security Module (HSM), Manual on Uniform Traffic Control Devices (MUTCD), TEH, and AutoCAD. He was a recent recipient of the United States Department of Transportation (DOT) National Center for Transit Research Outstanding Student of the Year Award and was the 2018 University of South Florida (USF) Institute of Transportation Engineers (ITE) Traffic Bowl Captain and National Champion.

Relevant Experience

Miami-Dade Beach Transit Connector Project Development and Environmental Study. For the Miami-Dade Transportation and Public Works, CS, as part of a team, is developing an environmental impact statement for the Beach Corridor transit connection, one of six premium transit corridors that form the Strategic Miami Area Rapid Transit (SMART) plan. Mr. Driscoll supported efforts to analyze existing transit conditions along I-195 and I-395, as well as beach side and land side arterials. The project seeks to improve travel between Miami and Miami Beach by creating alternative transportation options along both interstate corridors. Work included Automatic Passenger Count data, Automatic Vehicle Location data and the Better Bus Buffer tool in ArcMap.

Florida DOT District 4 Districtwide General Planning Consultant Assistance and Coordination. As part of document review services, CS provided a community planning growth management review of a major update to Broward County's Comprehensive Plan, providing proposed review comments and mitigation action. Mr. Driscoll served as analyst and reviewed and provided comments on plan documents regarding impacts to facilities and services of state importance and to assess correspondence with existing and stated goals.

Florida DOT District 4 Congestion Assessment Study. Mr. Driscoll serves as Analyst of this contract responsible for development and implementation, a new project development process for D4 planning, concept development, traffic operations and design offices. Mr. Driscoll worked on developing build alternatives to two congested intersections in Broward County, using Synchro to test potential build scenarios and ArtPlan to compare Level of Service (LOS) results.

Florida Strategic Intermodal System Resiliency Planning Risk Assessment. Florida DOT is building transportation resilience into infrastructure practices and policies to prevent degradation of assets that would compromise Florida's economic growth and public safety. This task focuses on the identifying existing and future environmental risks to SIS facilities. Mr. Driscoll has a hand in refining risk data and joining it to Florida's SIS facilities to visualize resiliency needs.

Resilient Tampa Bay: Transportation Pilot Program Project. For Hillsborough County Metropolitan Planning Organization (MPO), Cambridge Systematics (CS) is assisting in implementing a Federal Highway Administration (FHWA) Resilience and Durability to Extreme Weather grant to improve the resiliency and reliability of the transportation system. Mr. Driscoll served as analyst in developing the Tampa Bay area transportation link-level network inventory identifying hazards and risks from natural disasters.

Florida DOT Central Office R1-6a Pedestrian Crossing Sign Study. To improve pedestrian safety Florida is studying the efficacy of the R1-6a In-Street Pedestrian Crossing Sign in different configurations at select crosswalk locations. The project hopes to better understand how to utilize the sign in order to limit pedestrian-involved collisions and multiple threat crashes on Florida roadways. Mr. Driscoll is involved in the data collection phase of this project, organizing field visits, organizing collected data, and summarizing field experiences.

Florida Deepwater Port Statewide Asset Management. Mr. Driscoll assisted in the collection of Florida Deepwater Port asset data that included berth information, equipment and land uses. The project involves a mapping component and database generation component to help Florida Department of Transportation (FDOT) manage statewide assets, secure project funding, and improve port visibility worldwide.

Florida DOT District 4 Freight 2015 - Freight Planning Support 2: Benefit-Cost Analysis for Oslo Road Interchange, Indian River County, FL. Mr. Driscoll assisted in the review and replication of a benefit-cost analysis for a proposed interchange along I-95 at Oslo Road in Indian River County. He focused on data collection to update existing information.

Education

M.S., Civil Engineering, Transportation, University of South Florida, 2018.
B.S., Environmental Engineering, University of South Florida, 2016.

Selected Publications and Papers

Driscoll, R. A., Lehmann, K. R., Godfrey, J., Polzin, S. (2018). The Effects of Demographic Changes on Transit Ridership Trends. Transportation Research Record.



Peter Haliburton, CEng

Principal



Peter Haliburton, CEng, is a Principal with Cambridge Systematics (CS) with experience in transit planning, transportation planning and engineering, civil engineering, and corridor studies. Mr. Haliburton has managed dozens of transportation planning and engineering projects with diverse private and public sector clients over the past 24 years. He has managed all aspects of projects, including technical, client, partner, and staff interactions.

Relevant Experience

Miami SMART Plan Beach Corridor. For the Miami-Dade County Department of Transportation and Public Works, Mr. Haliburton is managing the CS role in conducting an Environmental Impact Statement for a premium transit connection between downtown Miami and the Miami Beach Convention Center, and the Design District north of downtown. The initial phase of work included a technology assessment comparing seven alternatives, and recommending four for further analysis. Three parallel north-south corridors on the mainland were also evaluated based on land use and transportation conditions.

Atlanta Regional Commission Transit Committee Support. Mr. Haliburton served as project manager for a contract to support the Regional Transit Committee as part of their long-term transit improvement plan for a 20-county region. Tasks included inventory of the regional transit facilities and fleet resources, creation of a database of routes and facilities to be used in identifying operating efficiency improvements, update and refinement of the Unconstrained Transit Aspiration Plan and documentation of project priorities, providing transit governance support on regional transit governance, and creation of a regional on-line interactive route-planning map and a paper version for regional transit travel.

VIA 2040 Long-Range Comprehensive Transportation Plan. Mr. Haliburton served as project manager for the development this long-range transit system plan which provides comprehensive guidance to all departments in the agency on detailed operations planning, performance management, transit-oriented development and station-area planning, facilities and maintenance needs, and funding and financing. The Plan provides the agency with project implementation priorities and guidance, as well as flexibility to address changing conditions for the San Antonio region. He served as principal on four corridor alternatives studies identified in the long range plan.

Florida DOT District 4 Districtwide Transit Corridor Project Support. Mr. Haliburton is currently serving as consultant project manager for a district-wide transit planning support contract with Florida DOT District 4, focused on transit program enhancements and project development along a number of corridors. Peter has supported the District on their transit planning and development program for over ten years, including leading the District Integrated Transit and Traffic Operations (DITTO) Broward working group since 2013, developing transit ITS elements to facilitate transit signal priority, transit-only signals and queue jump lanes. Under this contract, Peter has developed template scopes of work, including ranges of staff hour estimates to support various levels of transit corridor feasibility study, led either by the Department or by a partner agency. He led a study on short-term improvement opportunities for transit

services along Sample Road in northern Broward County, building on a framework developed by the District for multimodal corridor studies of this type.

Chattanooga Passenger Rail Feasibility Study. Mr. Haliburton served as project manager for this study to examine restoring passenger rail to this historically railroad-oriented town. A number of alternatives were developed to link existing and developing activity centers in the region following underutilized rail rights-of-way, and were evaluated based on approximately a dozen evaluation measures that correlate with project goals and objectives. The plan recommended a program of station area land use enhancements and infrastructure investments, non-motorized routes and trails, and connecting transit enhancements to support the ridership levels required to justify a rail transit investment in the study corridor.

SFRTA Transit Asset Management Plan. Mr. Haliburton supported SFRTA in the development of their Transit Asset Management Plan. The first phase of the project developed a transit asset management policy and a baseline condition assessment of the agency's assets in four categories, and established data gaps, while the second phase developed a comprehensive management system for prioritizing needs, forecasting funding, and implementing improvements to achieve a state of good repair. Mr. Haliburton previously worked with the agency on several transit planning, parking, and funding projects.

Florida DOT District 4 Transportation Planning and Corridor Studies. Since 1996, Mr. Haliburton has supported the District Planning and Environmental Management Office managing Planning and Environmental Management (PEMO) studies and Project Traffic tasks throughout all five counties. He recently completed a congestion study for Broward County using travel speed data and is currently completing a similar assessment for Palm Beach County. He has also reviewed project documents, including Design Traffic, Interchange Justification Reports (IJR), Interchange Operational Analysis Reports (IOAR), etc. Mr. Haliburton served as Project Manager for several Districtwide contracts for Florida DOT District 4 that included tasks to identify and prioritize safety and mobility enhancement projects on Strategic Intermodal System (SIS) connectors, and to calculate travel time values and user costs for automobile, truck and transit travelers.

Nashville Area MPO Transit Planning Support. For the Nashville Metropolitan Planning Organization (MPO), Mr. Haliburton served as Project Principal for a three-year general support contract supporting the MPO in development of their long range regional transportation plan update. Tasks included transit planning and research, development of a Transit Competitiveness Index tool to support transit project prioritization and service planning in the region, and system preservation funding analysis.

Education

M.S., Transportation Engineering, University of Natal, South Africa, 1993
B.S., Civil Engineering, University of Natal, South Africa, 1991

Professional Affiliations

Chartered Engineer (Engineering Council UK)
Institute of Civil Engineers, Member
Institute of Transportation Engineers, USA, Associate Member



Sheldon A. Harrison

Travel Demand Modeler



Mr. Harrison is a Senior Associate of Cambridge Systematics (CS) with more than 13 years of experience in travel demand modeling and forecasting, transportation planning, and geographic information systems (GIS). Mr. Harrison has worked with the Florida Department of Transportation (DOT) to coordinate a Model Training Program and prepare an air quality post-processor for General Modeling Support.

Relevant Experience



Florida DOT Statewide Modeling Support. CS currently assists the Florida DOT Central Office with redevelopment and update of the Florida Statewide Model. CS, also as the in house Central Office modeling consultants assists Planning staff in implementing the technical recommendations adopted by the Florida Model Task Force, helping with administration and coordination of MTF research activities and developing and delivering relevant Florida model training material. As part of this effort, Mr. Harrison assists as deputy project manager for these various activities and serves a Central role with coordination amongst the various stakeholders.

Florida DOT District 4 Greater Treasure Coast Regional Model (GTCRPM) Network Review. CS assisted with the development of the GTCRPM, for the Florida DOT District 4. As part of a team, Mr. Harrison was responsible for reviewing the network coding of lanes, facility types, and area types to ensure it corresponded with provided project descriptions. Turn penalty data also was reviewed for consistency.

Florida DOT District 6 I-95 Managed Lanes Study. For the Florida DOT District 6, CS is assisting with the study of the I-95 managed lanes by performing both microsimulation and travel demand modeling to identify assisted by utilizing the Southeast Florida Regional Planning Model (SERPM) 7.0 Activity Based model to provide travel demand inputs for use in the microsimulation performance along the corridor. As part of a team, Mr. Harrison analysis which will use VISSIM.

Florida DOT District 4 Freight Model Enhancement. CS assisted with the refinement of the Florida DOT District 4 freight trip procedures to indicate freight movements by commodity group. As part of a team, Mr. Harrison assisted with allocating the freight data equations from the statewide model to the Southeast Florida Regional Planning Model to distribute the truck trips according to commodity group. In addition, he assisted with checking the validity of the resulting truck trips assigned. This process has been repeated in District 1.

Florida DOT District 1 Truck Model. For the Florida DOT District 1, CS added a truck component based on Transearch data to the district wide regional model. Mr. Harrison assisted by using subarea extraction procedures to window commodity freight flows to the region and produce truck trip tables by commodity group for assignment to the network alongside the passenger trips.

Heartland Regional Transportation Planning Organization (TPO) Long Range Transportation Plan (LRTP) Assistance. CS, working for the Central Florida Regional Planning Council (CFRPC) who provide the technical resources for the newly formed Heartland TPO has been assisting with the model related requirements for LRTP development. Mr. Harrison assisted with project identification, mapping and general coordination with the TPO, CFRPC staff as well as Florida DOT District.

Georgia DOT Statewide Long Range Transportation Plan. For the Georgia DOT, CS assisted with development of the 2040 Long Range Transportation Plan. Mr. Harrison assisted by performing statewide and

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metropolitan planning organization (MPO) model runs for base and forecast years for all MPO regions and corridors in the state. He made adjustments to MPO external trip volumes for consistency with the SWM and provided the basic data for the Plan needs analysis. He also assisted with development and analysis of planning maps and corresponding summary tabular data.

Georgia DOT Planning and Technical Services. For the Georgia DOT, as part of a team, CS has led the Albany, Valdosta, and Macon travel demand model updates to 2010 base year conditions and 2040 horizon year. Mr. Harrison assisted by checking and updating the base year networks, using new 2010 and 2040 SE data and recalibrating trip generation and distribution parameters. Mr. Harrison is assisting with the Georgia Statewide Travel Demand Model enhancements including an upgrade of the freight component to use 2013 TRANSEARCH data and, in cooperation with HNTB, the Prime to a new base year of 2015.

Connect Central Georgia Study. For the Georgia DOT, as a sub to HNTB, CS was contracted to perform analysis using the Georgia Statewide Model and MPO models (Augusta, Columbus, Macon and Warner Robins) of several development scenarios for the Central Georgia Corridor. Mr. Harrison, as part of a team, assisted by testing the impact of the Fall Line Freeway completion, aggressive truck growth in the region as well as the implementation of the Georgia TIA projects that affect the region. The MPO models were utilized with the SWM being overlaid in non-MPO areas.

Chattanooga Hamilton County/North Georgia ESIP (Enterprise South Industrial Park) Study. Mr. Harrison provided modeling support for various roadway and transit improvement alternatives for the ESIP area in Chattanooga. Among the items modeled are a new light rail line and several roadway improvement alternatives corresponding to conservative and aggressive SE and Build network scenarios.

Arkansas State Highway and Transportation Department (AHTD) Freight Model Development. For the AHTD, as a sub consultant to Alliance Transportation Group (ATG), CS was contracted to develop a freight modeling component for the AR Statewide Travel Model. Mr. Harrison assisted by collaborating with other CS staff to develop the model script to perform the freight generation, distribution, skimming and incremental mode choice procedure. The assignments were done on both a highway network for trucks and a rail network for intermodal and carload freight rail.

Memphis Model Update and Survey. Mr. Harrison assisted with the development of the 2040 Memphis model. He scripted the freight component of the model, assisted with the use of American Transportation Research Institute freight survey data for model calibration, and assisted with integration of the freight component into the overall model stream.

Education

M.S., Transportation, Iowa State University, 2003

BSc., Computer Science and Electronics, University of the West Indies, 1996

Professional Affiliations

Institute of Transportation Engineers, Member



Yingfei Huang

Transportation Analyst

Ms. Huang is a Transportation Analyst of Cambridge Systematics' Fort Lauderdale office. She has five years of experience in local and regional planning, transit planning, geographic information systems (GIS), transportation modeling, and statistical analyses. She has participated in various projects of transportation plans, transit planning and operations analyses, traffic studies, resiliency evaluations, and transportation system management and operation (TSM&O) plans.

Relevant Experience

Resilient Tampa Bay: Transportation Pilot Program Project For Hillsborough County Metropolitan Planning Organization (FL), CS is assisting in implementing a Federal Highway Administration Resilience and Durability to Extreme Weather grant to improve the resiliency and reliability of the transportation system and reducing. Ms. Huang is the key staff for prioritizing critical facilities, evaluating climate vulnerabilities and risks due to SLR, storm surge, and flooding, and developing mitigation strategies.

Florida Turnpike Enterprise (FTE) Scenario Support for Visioning For the FTE, CS, as part of a team, conducted an assessment of the system's exposure/vulnerability to potential extreme weather challenges and human-made risks, and provides strategies to prepare for, respond to, and recover from those impacts. Ms. Huang is the key staff for identifying potential risks, evaluating facility resiliency, and estimating economic impacts.

FDOT D4 and D6 Storm Surge and Transportation Network Disruption. Cambridge Systematics is building upon the recent Federal Highway Administration Climate Resilience and Adaptation Pilot Project for Southeast Florida by identifying transportation network implications related to storm surge and sea level rise in Miami-Dade, Broward, and Palm Beach Counties. The project evaluated impact of storm surge and sea level rise scenarios on transportation network using the Southeast Florida Regional Planning Model (SERPM). Ms. Huang is supporting the project in network disruption analysis, impact evaluation, GIS visualization and presentation.

FDOT D4 Transportation System Management and Operations (TSM&O) Master Plan. As part of a team, Cambridge Systematics is supporting the development of a master plan for Transportation System Management and Operations for FDOT D4. Ms. Huang is a key staff providing support for developing a roadway network for eligible investments, and identifying needs from which projects and priorities can be developed. This work included the development of a funding guide document for the Southeast Florida Transportation Council's Regional TSM&O Subcommittee.

Miami-Dade Beach Transit Connector Project Development and Environmental Study. For the Miami-Dade Transportation and Public Works, CS, as part of a team, is developing a environmental impact statement for the Beach Corridor transit connection, one of six premium transit corridors that form the Strategic Miami Area Rapid Transit (SMART) plan. Ms. Huang is the key staff for the assessment of seven transit modes and technologies (alternatives analysis), preliminary travel demand modeling, and transportation impact assessment and environmental screening.

Miami-Dade Bus Express Rapid Transit (BERT) Project Development and Environmental Study. For the Miami-Dade Transportation and Public Works, CS, as part of a team, is conducting a project development and environmental study for the Miami-Dade SMART plan BERT corridors. Ms. Huang is the key staff for market analysis, alternative

screening, and travel demand modeling, and transit service planning.

FDOT D4 2045 SIS Cost Feasible Plan. For the Florida Department of Transportation, District 4, as part of a team, Cambridge Systematics is assisting in the development of the 2045 cost feasible plan for Strategic Intermodal System (SIS) roadway facilities in the District. Ms. Huang provided support in identifying and prioritizing projects as well as assisting in the development of materials communicating the results to MPO partners.

FDOT D4 Level of Service Report. For the Florida Department of Transportation, Cambridge Systematics performed a 2018 yearly update of Level of Service (LOS) report based on the most recent traffic counts from Florida Traffic Information (FTI), as part of the continuing effort of FDOT D4 LOS Assessment to address State, County, and local planning agencies' needs. Ms. Huang led the tasks of LOS data analysis, visualization, report production and presentation.

Kissimmee Comprehensive Plan Evaluation and Appraisal Report and Amendments. For the City of Kissimmee, Cambridge Systematics conducted a thorough review and assessed the Comprehensive Plan regarding major issues affecting the City. Ms. Huang is the key staff to support review and assessment of items such as economic development, planned growth and annexation, multimodal and active transportation, recreation and cultural opportunities, infrastructure, and a changing and diversifying community. The project also provided a revised Comprehensive Plan, with supporting data, analyses, and maps, to ensure the plan remains strategic, nimble, and robust to fulfill its legislative and community functions.

FDOT D4 Congestion Assessment. Cambridge Systematics is providing support to the Florida Department of Transportation District 4 in assessing arterial roadway congestion in Broward County. The project is focused on identifying and prioritizing the locations of highest capacity need based on severity and duration of congestion. Ms. Huang is the key staff in traffic analysis, prioritization, and data visualization.

FDOT D4 Managed Lanes Monitoring Study. Cambridge Systematics conducted a Bi-annual Managed Lanes Monitoring Study in 2016. The project evaluated traffic conditions on I-95 managed lanes between Miami and West Palm Beach in south Florida using various performance measures, including volume, speed, travel time, level of service, person throughput, and reliability. She served as a key analyst of the project, provided assistance in several tasks including data review, data analysis, and report drafting.

Palm Beach Transit Development Plan. For the Palm Beach Metropolitan Planning Organization, Cambridge Systematics was part of a team that prepared the base data to support development of a major update to the Transit Development Plan for 2017 to 2026. Ms. Huang conducted analysis on transit service, roadway and traffic conditions, demographic and economic conditions, employment and labor force, land use, and tourist travel.

SFRTA Transit Asset Management. For the South Florida Regional Transportation Authority (RTA), Cambridge Systematics is providing support in the planning, development, and implementation of all required components of a Transit Asset Management system, as required by the Federal Transit Administration's (FTA) Transit Asset Management Final Rule. Ms. Huang is assisting in preparing a Transit Asset Management Plan, along with associated tools for ongoing monitoring and management of agency assets.

Education

M.U.R.P., Urban and Regional Planning, University of Florida, 2014
B.S., Engineering, Wuhan University of Technology, China, 2012

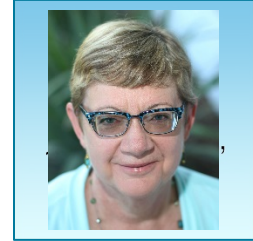
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Yingfei Huang





Karen Kiselewski
Senior Associate



Ms. Kiselewski, AICP, is a Senior Associate of Cambridge Systematics with more than 16 years of experience in multimodal transportation planning and program development, including integrating land use and transportation planning. She has performed transportation and special planning studies for FDOT, metropolitan planning organizations (MPO), and local agencies.

Relevant Experience

FDOT SIS Resilience Planning. Ms. Kiselewski is supporting the FDOT Systems Implementation Office in a statewide evaluation of critical infrastructure, natural and manmade hazards, and network risks and vulnerabilities, and will recommend actions moving forward, including identifying how to incorporate findings into existing tools and processes. The steps include developing a methodology for the vulnerability analysis, identifying facilities at risk for inland and coastal flooding and storm surge, identifying facilities providing access to critical facilities such as bulk fuel locations, evaluating detour conditions should a facility be closed, and prioritization of affected facilities. Project Duration: 10/11/17 to 6/1/18; Role: Project Manager

FDOT Future Corridor Planning Process, East Central Florida Task Force. Ms. Kiselewski supported for the Department's pilot Future Corridor Evaluation study, covering Orange, Osceola, and Brevard Counties. She staffed and facilitated workshops and public meetings and assisted with the development of briefing materials for the Task Force. Ms. Kiselewski served a similar role with the I-75 Relief Task Force. Project Duration: 9/19/16 to 9/30/17; Role: Key Staff

FDOT District 4 Transportation System Management and Operations Master Plan. Ms. Kiselewski led the development of a Phase 1 TSM&O Master Plan for District 4, addressing all modes, identifying a strategic network and recommending potential projects for implementation in Broward and Palm Beach Counties. She now is assisting the District in expanding the Master Plan geographically and adding service areas, including freight. Internal and external agency coordination has been key to foster TSM&O implementation in light of constrained operating and maintenance funding. Partners involved include multiple offices of two FDOT Districts, Florida's Turnpike, three MPOs, three counties – engineering and transit agencies, and a regional transit authority. Project Duration: 1/20/17 to 5/3/18; Role: Project Manager

FDOT District 4 Regional Park and Ride Study. Ms. Kiselewski was Project Lead in the Southeast Florida application of a regional park and ride methodology supporting long range transportation planning. Using regional model results, destination activity centers were sited and traveler originations for the largest centers were used to identify new or expanded park and ride locations. Project Duration: 8/12/14 to 7/26/17; Role: Project Manager

FDOT District 4 Multimodal Data Collection and Monitoring Pilot. Ms. Kiselewski served as Project Lead in the development of a multimodal data collection pilot in Broward County. Emphasis was on identifying technologies and an approach to counting walkers and bicyclists. Early tasks included obtaining data and locations of available counts for all modes. Other data evaluated included exposure information, access to goods and services, and commute mode share. Using similar methodology as Walk Score, a county wide map was prepared showing access to multiple activities. Project Duration: 6/24/14 to 5/30/16; Role: Project Manager

FDOT District 4 and District 6 Storm Surge and Transportation Network Disruption. Ms. Kiselewski served as Project Manager to build upon the Federal Highway Administration (FHWA) Climate Resilience and Adaptation Pilot Project for Southeast Florida by identifying transportation network implications related to storm surge and sea level rise in Miami-Dade, Broward, and Palm Beach Counties. She continues to provide resiliency on-call support to the District through tasks such as establishing a GIS resiliency inventory for transportation infrastructure studies in South Florida and identification of potential risks for the Strategic Intermodal System as part of future project planning and programming. Project Duration: 12/14/15 to 7/26/17; Role: Project Manager

Florida DOT District 6 City of Opa-locka Freight Implementation Plan. Surrounded by interstate facilities, the City of Opa-locka sits in the heart of Miami-Dade County. To support growth of freight and logistics due to Post Panamax shipping opportunities at PortMiami, FDOT District 6 is undertaking a series of neighborhood plans and Ms. Kiselewski is serving as deputy project manager for the Opa-locka plan. One of her primary tasks was the creation of alternative freight and logistic development scenarios in the City. Project Duration: 6/10/16 to 12/10/17; Role: Key Staff

FDOT Florida Transportation Plan (FTP) and Strategic Intermodal System (SIS) Policy Plan. Ms. Kiselewski served as Analyst in the development of the 2015 FTP and SIS Policy Plan. Her major role was supporting statewide partner and public engagement. She also served as staff lead for the Quality of Life and Quality Places advisory committee, providing background information on trends such as public health (e.g., obesity and food deserts), travel behavior, demographics (e.g., aging population), energy and environment, safety and security (e.g., fatalities and human trafficking), and emergency preparedness and response. Staff drafted policy language and emphasis areas for the advisory committee, which provided recommendations to the steering committee. Project Duration: 6/20/14 to 6/3/16; Role: Key Staff

I-95 Corridor Mobility Plan for Broward County. Ms. Kiselewski, before joining Cambridge Systematics, assisted FDOT and its partners in creating a corridor mobility plan for eastern Broward County and southeast Palm Beach County. More than 20 local governments and transportation planning partners were engaged in the planning process. The project identified an agreed upon map series documenting the aspirational future vision for the area and facility and place types classifications based on functions served. The approach synthesized a multitude of existing plans and actions to create a framework for coordinating and aligning strategies to achieve and maintain mobility and accessibility in the study area. A performance measurement dashboard assists in monitoring and evaluation of desired outcomes. Project Duration: 9/12 to 6/14; Role: Project Manager

City of Palm Beach Gardens Transit Needs Assessment. While with a previous firm, Ms. Kiselewski assisted the City of Palm Beach Gardens in developing recommendations for local transit service. The assessment provided meaningful data and analysis on the likelihood of people to use city-oriented transit service. The project prepared a transit utility survey to gauge residential and employer/employee willingness to use service given different types of service characteristics. Project Duration: 1/10 to 8/10; Role: Project Manager

Education

M.U.R.P., Urban Planning, Florida Atlantic University, 2001
M.S., Computer Science, Ohio State University, 1986
M.S., Mathematics, Ohio State University, 1985
B.S., Mathematics, California Institute of Technology, 1982

Professional Registrations

American Institute of Certified Planners, 2005, #019557.



Kurt R. Lehmann, E.I.

Analyst Jr I



Mr. Lehmann is an Analyst for Cambridge Systematics with a background in transportation engineering, demographics, congestion assessment, transit ridership analysis. He has experience in ArcMap GIS, National Transit Database (NTD), General Transit Feed Specification (GTFS), and Census Transportation Planning Products (CTPP). He has worked with big data sets such as HERE traffic speed data.

Relevant Experience

Miami-Dade Transit Alternatives Analysis. The Strategic Miami Area Rapid Transit (SMART) Plan is an infrastructure program of projects aiming to significantly improve mobility in Miami-Dade County and the South Florida region. The SMART plan aims to expand transit options in Miami-Dade County along six critical corridors that are linked to regional, state, national, and global economic markets. Mr. Lehmann is an analyst in this effort of producing existing conditions reports for the Beach Rapid Transit Corridor and eight Bus Express Rapid Transit (BERT) corridors, including current demographic and travel characteristics of the area.

FDOT District 4 Transit Corridor Planning – Sample Road. Mr. Lehmann has joined as a support analyst in a study on short-term improvement opportunities for transit services along the Sample Road corridor in northern Broward County. This has included accounting for safety-related concerns and bicycle/pedestrian/transit infrastructure right-of-way inquiries.

State Road 7 Queue Jump Site Screening Analysis. The purpose of this study is to make recommendations for bus priority treatments by evaluating 15 intersections in the State Road 7 Broward County corridor using the Queue Jump Location Identification Tool (QLIT). Since joining CS, Mr. Lehmann has joined as an analyst identifying intersection conditions and using Synchro to obtain simulation results required for the QLIT tool, and contributed to the discussion of evaluating the QLIT tool results for determination of favorable bus priority treatments along the corridor.

FDOT District 4 Congestion Assessment Study. Mr. Lehmann is an analyst for a new project development process for D4 planning, concept development, traffic operations and design offices. Mr. Lehmann is responsible for analyzing big data from HERE to identify and rank heavily congested locations in District 4 counties, as well as providing input and analysis on recommended treatments to improve traffic conditions.

R1-6a Pedestrian Crossing Sign Study. Mr. Lehmann is an analyst for an FDOT Central Office project studying the efficacy of the R1-6a In-Street Pedestrian Crossing Sign in different configurations at select Florida crosswalk locations. The project hopes to better understand how to utilize the sign in order to limit pedestrian-involved collisions and multiple threat crashes on Florida roadways. Mr. Lehmann is heavily involved in the data collection phase of this project, organizing field visits, organizing collected data, and coordinating with Project Managers.

FDOT Risk Assessment on SIS Facilities. FDOT's Systems Implementation Office engaged in a project to analyze the Strategic Intermodal System highway network to identify critical infrastructure, water-related events, and network risks and vulnerabilities. This task aims to lay the groundwork for pre-disaster mitigation and adaptation planning as it relates to all SIS facilities. Mr. Lehmann has joined the CS team as a support team member creating presentation products summarizing the findings of this study.

FDOT Office of Policy Planning Support. CS has joined in support of FDOT's aim to document and streamline their planning process. Mr. Lehmann has provided general assistance for the Preliminary Needs Assessment and Existing Conditions stages of the planning process. Mr. Lehmann has provided input in creating and editing guidance documents. He also drafted a framework tool for establishing and documenting existing conditions including study criteria, data source selection, tool selection, and analysis of selected data.

Education

M.S., Civil Engineering, Transportation, University of South Florida, 2018
B.S., Civil Engineering, Transportation, University of South Florida, 2016



Christopher D. Porter

Principal



Mr. Porter has 20 years of experience focusing on transit, transportation and land use relationships, economic development, air quality and greenhouse gas (GHG) analysis, nonmotorized travel, travel demand management (TDM) and performance measurement.

Relevant Experience

FTA Oversight of New Starts Projects. In support of the Federal Transit Administration's (FTA) New Starts Report to Congress on Funding Levels and Allocation of Funds for Transit Major Capital Investments, Mr. Porter has evaluated the transit-supportive land use (TSLU) of more than 35 projects considered for Section 5309 funds in fiscal years 1999 through 2011. He also has led the development of methodologies for assessing and evaluating economic development benefits of transit and assisted with the preparation and updates of the FTA's Technical Guidance on Section 5309 New Starts Criteria.

VIA Land Use Policy Support Services. For VIA Metropolitan Transit in San Antonio, Texas, Mr. Porter managed work to support the development TSLU policies. The objectives of this work were to establish and maintain partnerships between local municipalities and VIA to develop transit supportive land use policies and plans and to position the region for national competitiveness for Federal transit funding. The first phase of work included developing a TSLU guide to communicate expectations for and benefits of TSLU; developing a land use implementation toolkit; and developing an affordable housing strategy and implementation plan. The second phase of work involved assisting the City of San Antonio with updates to its development code and comprehensive plan to introduce transit-supportive elements.

NHI Transportation and Land Use Course Development. For Federal Highway Administration's National Highway Institute (NHI), Mr. Porter led the development of a three-day training course entitled Transportation and Land Use. The goal of this course is to help practitioners develop a multimodal transportation system that supports desired land uses and to shape land uses to support the transportation system. The course covers a range of topics, including regional, corridor, and project-level planning, municipal planning, roadway and streetscape design, and transit-oriented development (TOD).

NCHRP Project 25-25, Task 20 – The Role of State DOTs in TOD. Mr. Porter managed a project to research the roles that state DOTs and their state partners can play in supporting the creation of TOD and reducing barriers to TOD. The study included a review of recent literature on TOD to identify the benefits of TOD as well as actions that are most needed to support TOD; a review of existing state-led initiatives; and a survey of selected state and regional agencies to identify the most important actions that could be taken at the state level to support their efforts. Products included recommended strategies that state DOTs can adopt in order to promote increased development around transit stations.

DRCOG Transit-Oriented Development Forecasting. Mr. Porter assisted the Denver Regional Council of Governments (DRCOG) in Colorado in incorporating TOD into its regional socioeconomic forecasting model. His activities included identifying key policy and market variables that relate to TOD potential, as well as researching TOD trends in other cities and the potential market for TOD in the Denver region.

New Starts and Environmental Documentation Support. For a number of agencies, including the Triangle Transit Authority (NC), Cobb County (GA) Department of Transportation (DOT), Massachusetts Bay Transportation Authority (MBTA), and New Hampshire DOT, Mr. Porter has supported the preparation of land use and economic development materials for applications to the FTA for Section 5309 New Starts Funding, as well as preparation of environmental documentation for the projects focusing on land use, development, air quality impacts, and environmental justice.

TCRP H-41 - Assessing and Comparing Environmental Performance of Major Transit Investments. For the Transit Cooperative Research Program (TCRP), Mr. Porter was Principal Investigator of a project to present, evaluate, and demonstrate criteria, metrics, and methods for assessing and comparing the environmental performance of major transit investments, including FTA 5309 New Starts and Small Starts projects. The results offer a basis for assessing and comparing these transit projects and offer project sponsors methods for assessing transit projects with regard to environmental performance.

MBTA Silver Line Air Quality Support. For MBTA, Mr. Porter provided air quality support for the environmental impact assessment of the Silver Line Bus Rapid Transit project. He analyzed the emissions benefits of alternative bus technologies and estimated the air quality impacts of these alternatives using MOBILE6 and other emissions factor data. He also documented TSLU conditions, plans, and policies in support of MBTA's application for FTA Section 5309 New Starts funding.

Economic Benefits of Metra Connect Project. Mr. Porter managed a subcontract with Metra to analyze the economic impacts of four proposed projects that will upgrade and expand Metra's commuter service within the Chicagoland region of Illinois. The analysis included the use of a simulation model to forecast the long-term regional economic benefits of the projects, as well as an assessment of local land use plans, development impacts, and the resulting benefits to station area communities. He also assisted Metra in preparing land use documentation consistent with FTA's Section 5309 New Starts program reporting requirements.

Boston-Lowell-Nashua-Manchester-Concord Rail and Transit Alternatives Analysis. Mr. Porter led an evaluation of regional and local economic benefits of the various project alternatives to serve a corridor extending from Massachusetts to southern New Hampshire using the IMPLAN model and interviews with local developers and officials. He was a senior advisor for the documentation of land use and economic development effects for environmental assessment and New Starts application purposes.

Cleveland Innerbelt Study. For the Ohio DOT, Mr. Porter assisted in evaluating the potential economic impacts of reconstructing an urban freeway. His activities included interviewing local planners and community development officials, conducting field visits of development opportunity sites, and estimating the total amount of capital investment, urban redevelopment, and jobs that could be stimulated by the transportation improvements.

Education

M.S., Transportation, University of California at Berkeley, 1995
M.C.P., City Planning, University of California at Berkeley, 1995
B.C.E., Civil Engineering, University of Minnesota, 1993

Professional Affiliations

Transportation Research Board, Committee on Land Development, Member
Transportation Research Board, Air Quality Committee, Member
Institute of Transportation Engineers, Member



Michael T. Williamson

Principal



Mr. Williamson is a Principal of Cambridge Systematics (CS) with more than 26 years of experience in freight and intermodal planning, commercial vehicle operations, Intelligent Transportation Systems (ITS) and transportation planning. Mr. Williamson has helped Metropolitan Planning Organizations (MPOs) and State Departments of Transportation (DOTs) develop and implement freight programs, and has led national research designed to document best practices and provide guidelines for establishing successful freight programs. Over the last decade he has led or supported freight studies for Florida's largest MPOs, many of the smaller MPOs, and for the Florida DOT (FDOT). He also managed the Florida Chamber Foundation's Trade and Logistics Study. In addition to regional and state freight planning efforts, Mr. Williamson led the U.S. DOT's South Florida Freight Advanced Traveler Information System (FRATIS) Small Scale Deployment Pilot, and has led and supported state and Federal grant applications for several Floridar seaports. Recently, he completed the City of Opa-locka Freight Implementation Plan in Miami-Dade County, which looked specifically at the freight needs of a subarea within a larger freight system. Currently, Mr. Williamson is supporting FDOT District 4's and 5's freight programs, the FDOT Seaport Office on an asset management task, and is providing consulting support to the Florida MPO Advisory Council's Freight Subcommittee.

Relevant Experience

FDOT District 4 Freight Program Development. For more than a decade, Mr. Williamson has led or supported several initiatives designed to assist the District in the development of a district-wide freight program. As part of this work, he supported intermodal logistics center market assessments, conducted rail corridor feasibility studies, estimated truck trip generation rates for new industrial developments, and developed a freight corridor analysis framework to ensure freight transportation is considered. Mr. Williamson has supported the District Freight Coordinator with tasks associated with implementation of the Freight Mobility and Trade Plan, including a truck parking demand study, a truck safety analysis, a regional freight plan for the Treasure Coast region, a review of freight modeling methodologies, stakeholder engagement initiatives to identify freight need, a Central East Palm Beach Mobility Study, and more.

Southeast Florida Regional Freight Plan Update. For the Broward, Miami-Dade, and Palm Beach MPOs, in partnership with Florida DOT, Mr. Williamson managed the first update of the Southeast Florida Regional Freight Plan. This update replenished the region's freight needs list, established priorities, documented the economic impacts of the freight industry, and defined key strategies for an ongoing implementation plan. Mr. Williamson also supported development of the 2010 regional freight plan. Currently, he is supporting the freight component to the current update to the Regional Transportation Plan (RTP).

FDOT District 6 Opa-locka Freight Improvement Plan Study. For Florida DOT D6, Mr. Williamson led the Opa-locka Freight Improvement Plan Study. The City of Opa-locka, located in northeastern Miami-Dade County, represents opportunities for an expanded freight and logistics network in Southeastern Florida. In order to pursue freight related opportunities, the City must tackle its deficiencies. CS prepared an analysis of alternatives; including evaluating existing conditions, preparing a purpose and need statement, conducting appropriate analysis, and proposed a final set of recommendations and improvement options for the City.

Miami-Dade TPO Freight Program Support. For the Miami-Dade TPO, Mr. Williamson has provided ongoing support on a variety of freight projects, including economic impacts of the freight industry, a comprehensive truck parking study, freight access alternatives for Port Miami, and truck traffic management techniques.

Mr. Williamson was the technical lead for the 2014 update to the Miami-Dade County Freight Plan and recently supported the 2018 Freight Plan Update.

Florida DOT District 5 Freight Program Development. For FDOT District 5, as part of a team, Mr. Williamson is supporting as subarea freight study designed to analyze a defined freight cluster, identify key bottlenecks and needs, and develop a list of recommended improvements to improve freight mobility in the short and long term. This effort is closely coordinated with MetroPlan Orlando and the network of freight villages defined in the Central Florida Regional Freight Plan. Mr. Williamson is leading the stakeholder engagement activities and the development of recommendations.

Florida DOT District 1 Freight Program Development. For FDOT District 1, as part of a team, Mr. Williamson supported the initial development of a district wide freight program. He supported stakeholder outreach activities and guided the development of existing conditions. He also supported the identification of connectors for defined freight activity centers throughout the district.

Florida Seaport and Waterway System Plans & Program Development. For FDOT, Mr. Williamson managed development of the first ever statewide seaport system plan. This plan defined current operations, needs, and funding opportunities as well as established a process for ongoing State investments in Florida's seaports. He has provided technical support on a statewide cruise industry study, and led the development of seaport performance measures. Currently he provides ongoing technical support to the Seaport Office, reviewing the economic impact components of all intermodal logistics center grant support applications, and he leads to annual analysis of all FSTED project applications designed to quantify the economic impacts of each project.

Port Everglades Grant Application Support. For the Broward MPO and Port Everglades, Mr. Williamson led the development of a FASTLANE Grant application for the Southport Turning Notch project. This included a benefit cost analysis, development of a narrative, preparation of a detailed technical appendix, and packaging all relevant and necessary information for upload to U.S. DOT. He participated in two debriefings with U.S. DOT and provided two updates to the application as it went from FASTLANE to INFRA.

Prototype Deployment and Small-Scale Demonstration for the South Florida FRATIS. CS was selected by the U.S. DOT as the contractor to develop and test the South Florida's Freight Advanced Traveler Information System (FRATIS) Prototype, focused on developing and testing a technology-based system designed to provide real-time traffic information customized for trucks. Mr. Williamson was the local project coordinator, providing technical support, as well as leading stakeholder outreach. This project consisted of two key elements: drayage optimization (integrated load matching and freight information exchange) and emergency preparedness and response efficiency (Android-based smart phone application).

MPOAC Freight Committee Support. For the MPO Advisory Council (MPOAC) Freight Advisory Committee, as part of a team, Mr. Williamson led the development of the Freight Project Prioritization Program. The program is designed to ensure MPOs have an additional opportunity to identify high priority freight projects on an annual basis, and that the MPOAC, as the association representing all MPOs in Florida, has the opportunity to promote and endorse these priorities on behalf of its members, for consideration by FDOT. Mr. Williamson led the development of the methodology, provided training to the MPO staff, and led the briefings necessary to solicit feedback and ultimately program approval.

Education

B.S., Business Administration, Northeastern University, 1993



Peng Zhu, P.E., Ph.D.

Senior Associate

Dr. Zhu is a Senior Associate of Cambridge Systematics with more than 12 years of experience in transportation planning, operations, simulation modeling. He has worked on various projects of subarea and corridor planning, transportation plans, multimodal transportation studies, Intelligent Transportation Systems planning and implementation studies, traffic and revenue studies, and traffic simulation studies.

Relevant Experience

FDOT District 4 System Planning General Planning Consultant. Dr. Zhu has been managing this contract for the last five years. He is responsible for regional demand model applications and support; traffic impact analysis and review; traffic forecast studies and reviews; plan reviews including comp plans and LRTPs; Level of Service (LOS) and mobility performance measures (MPM); review of Interchange request documents such as Justification Report (IJR), Interchange Modification Report (IMR), and Interchange Operational Analysis Report (IOAR), special projects, simulation modeling and reviews, data collection and analysis.

FDOT District 4 Congestion Assessment Study. Dr. Zhu is the deputy project manager of this contract responsible for development and implementation a new project development process for D4 planning, concept development, traffic operations and design offices. Dr. Zhu is responsible for analyzing big data from NPMRDS and HERE to identify traffic congestions in Broward County. He is also responsible for review and analyzing traffic volumes and counts, signal timing and phasing plans, ROW availability and other plan and program to identify projects to mitigate traffic congestions in Broward County.

FDOT District 4 Districtwide Transit Corridor Project Support. Dr. Zhu is currently serving as consultant deputy project manager of this district-wide transit planning support contract. He has been involved into preceding contracts since 2008. The current contract is focusing on transit program enhancements and project development along a number or corridors, with project tasks such as coordination efforts between study teams; reviewing and evaluating project financing mechanisms used around the country; review of planning and financial documents.

FDOT District 4 SIS Program Support. Dr. Zhu provided support for tasks including a Strategic Intermodal System (SIS) connector and hub assessment, bike lane and pedestrian sidewalk facility inventory evaluation and gap analysis, multimodal corridor planning, and work program database analysis. His role included database maintenance, manipulation and updating; geo-analysis and mapping, and designing and developing decision support systems of multiple levels.

FDOT District 4 Transportation System Management and Operations (TSM&O). Dr. Zhu was key staff for this project. His role included intersection, corridor, and network operational analysis, data mining, GPS data management and projection, database construction and maintenance.

Okeechobee Boulevard Traffic Study. The purpose of this study was to develop an analytical tool with which to conduct quantitative traffic analysis to evaluate the impacts of alternative transportation investment scenarios on Okeechobee Boulevard in West Palm Beach between I-95 and Flagler Drive. This tool – a

VISSIM microscopic analysis model – allows the various agencies that have an interest in and responsibility for safe and efficient transportation access along Okeechobee Boulevard to test and evaluate different traffic and transportation configurations in a quantitative manner on a common analytical foundation. I am the project manager responsible for model development, alternative evaluation, stakeholder coordination and workshops.

Colorado C-470 Corridor Phase I Managed Lane Traffic and Revenue Study. The purpose of the study was to help Douglas County to analyze potentials and risks in terms of traffic and revenue of a managed lane system alternatives proposed on the C-470 corridor. Dr. Zhu was responsible for developing the entire VISSIM model including modules of manage lane operations, dynamic toll pricing algorithm and scripting, zoning. His role also included post-processing procedure and performance measure development, as well as operational analysis and revenue projections. His was also responsible for Synchro analysis of the entire sub-area network and assistance in demand model application and ODME process.

Washington DOT Eastside Corridor Traffic and Revenue Study. The purpose of this project was to undertake an independent traffic and revenue study for the proposed high-occupancy toll (HOT) lanes on I-405 and SR-167. Dr. Zhu's was responsible for model and data review, inspection of future travel demand, analyzing stated preference surveys, managed lane traffic and operation modeling, developing analysis tools, risk assessment for traffic and revenue.

Oakland Park Boulevard Transit Simulation Study. The purpose of this project was to test alternative transit operation strategies on Oakland Park Boulevard. Dr. Zhu was the project manager of the Oakland Park Boulevard Transit Simulation study. His role included making data collection plan, coordinating data collection effort, data verification, data warehouse management, team maintenance and management, traffic and transit operational analysis, traffic signal modeling, evaluation and optimization, microsimulation modeling and calibration toward both traffic and transit operational conditions, alternative analysis, documentation and presentation.

Sample Road Queue Jump Study. The Purpose of this study was to identify and evaluate bus queue jump and transit signal priority alternatives to be implemented along the Sample Road corridor in Broward County. Dr. Zhu was the project manager of this effort. He was responsible for developing data collection scope, supervising data collection, developing and implementing a ranking system for candidate locations, developing Synchro and VISSIM models for detailed evaluation, and meetings and workshops.

Southeast Florida Road and Transit User Cost Calculator Update. This study developed travel time values and vehicle operating costs of various travel markets, modes, vehicle types. Findings of this study can be applied to benefit-cost analysis of transportation system improvements, evaluation of various operating scenarios, and analysis of multimodal and intermodal projects. Dr. Zhu was the project manager of this study. He developed a series of stand-alone tools for vehicle operating costs and travel time values of different markets within the local, state, and nationwide levels based on a great variety of data sources, inputs from different agencies, and market research. This tool provided a series of key inputs to assess monetary values of travels for practices such as regional demand model application.

Education

Ph.D., Transportation Engineering, Florida International University, 2008
B.S., Civil Engineering, Southeast University, China, 2000

Professional Registrations

Professional Engineer, Florida, #76297, 2013
Professional Engineer, Minnesota, # 50754, 2013
Professional Engineer, Texas, #102494, 2008



Alicia Gonzalez

Project Manager (Bilingual)



Professional Credentials

Bachelor of Science,
Telecommunications,
University of Florida-1992

Basis for Team Selection

27 years of public involvement
experience, managing
numerous transportation,
traffic and safety related
projects and staff

Successfully spearheaded
numerous community
involvement efforts which
involve the planning and
implementation or public
relations activities, preparation
of media communications and
collateral materials for media
interviews

Expertise in effectively
managing crisis situations
related to traffic events,
construction activities, as well
as political issues for multiple
agencies including Miami-Dade
TPO, Broward MPO, Lee
County MPO and FDOT.

Bilingual (English/Spanish)

Mrs. Gonzalez has over 27 years of experience in working on multiple major public infrastructure projects and will serve as the proposed Project Manager for this submittal. She will ensure contract compliance, manage the budget, execute special projects and perform QA/QC on all collateral materials and deliverables and will be responsible for the entire staff assigned to this contract, as she works to streamline processes, develop cost-effective methods of doing business and execute all other duties relevant to the position. Mrs. Gonzalez has extensive experience working with both the Miami-Dade Transportation Planning Organization (TPO) and Broward Metropolitan Planning Organization (BMPO) and most recently for the Lee County Metropolitan Planning Organization. As such, she has a deep understanding of the planning process, the role it plays in the local transportation system and economy, and the products and services it provides. Through the experience gained while working with the BMPO on several projects and initiatives, namely Commitment 2040 and its Strategic Business Plan, she helped the BMPO identify and execute strategies that would aid the growth of its influence and help it become a regional thought leader for transportation. She has served as a Principal of Media Relations Group, LLC, since its inception in 1999, successfully executing campaigns for the Florida Department of Transportation (FDOT) Districts 1, 4, 5, 6 and 7, the Central Florida Expressway Authority, the Miami-Dade Expressway Authority and Florida's Turnpike Enterprise at all phases including Planning, PD&E, Design, Design-Build and Construction. She has extensive project management experience in Central and West Florida specifically managing more than 20 planning, design and transportation related projects which will also prove to be extremely beneficial to this contract. *Select project experience includes:*

- **2019 – Present: Miami-Dade Transportation Planning Organization (MDTPO), 2019 Annual Report, Miami-Dade County, Florida** – Mrs. Gonzalez, lead MRG's team assigned to this project. The project goal is to create an award winning 2019 Annual Report. Responsibilities included laying out, designing, writing articles, editing and interviewing MDTPO staff for report material. Reference: Elizabeth Rockwell, Chief Communications Officer, MDTPO, 305.375.1881
- **2012 – 2014: BMPO Commitment 2040 – 2040 Long Range Transportation Plan, Broward County, Florida** – Mrs. Gonzalez advised the Broward Metropolitan Planning Organization and the Whitehouse Group on new and innovative public outreach methods for the 2040 update to its Long Range Transportation Plan. She oversaw the development of the report's overall brand, design and online presence and reviewed material developed by her staff that contained compelling content for distribution to multiple outlets, as well as content for a 30-second bilingual public service announcement. Reference: Project Manager: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Project Manager
- **2015 – Ongoing: BMPO Advancing Board Initiatives, Broward County, Florida** - Mrs. Gonzalez oversees staff responsible for the web design efforts for this project which includes assisting the Board by preparing easy-to-understand, visually engaging materials that provides all readers with the detail they need to understand the MPO's accomplishments. Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Project Manager
- **2017 – Present: I-395/ State Road (SR) 836/I-95 Design-Build Project, Miami-Dade County, Florida** – This approximately \$556 million design-build project involves the

reconstruction of the Interstate 395 (I-395) corridor from west of the I-95/Midtown Interchange (I-95/State Road 836/I-395) to US 41/MacArthur Causeway Bridge, in Miami-Dade County. Mrs. Gonzalez is responsible for ensuring contract compliance, managing budgets, executing special projects and performing QA/QC on all collateral materials. She also supervises the work production of an assigned staff of 10 and works closely with the Department's PIO Office to streamline existing processes and develop cost effective methods of communicating to stakeholders for the least amount of funds and billable hours. Additionally, Mrs. Gonzalez is in charge of a pilot workforce development program currently recruiting with a goal of training and hiring 30 new construction employees. Reference: Tish Burgher, 305.470.5349 Project Role: Project Manager

- **2015 – Present: FDOT District Six Districtwide Communication Programs and Special Projects – Traffic Operations, Miami-Dade and Monroe Counties, Florida** – Mrs. Gonzalez oversaw the Department's Put It Down and Drive Safe awareness campaigns, coordinating partnerships with more than 120 local organizations and municipalities. These campaigns reached more than 100 million people in 2016, where MRG staff successfully conducted several educational outreach campaigns for Rectangular Rapid Flashing Beacons (RRFBs) throughout Miami-Dade County, as well as for the HAWK beacon located at Mile Marker 100 in Key Largo. Mrs. Gonzalez continues to oversee MRG staff assigned to this contract, closely monitors budgets and prepares all Task Work Orders (TWOs), fee estimates and scopes of work. She has managed almost 60 work orders to date. References: FDOT D6 Community Traffic Safety Program Coordinator, Carlos Sarmiento, 305.470.5437. Project Role: Project Manager
- **2015 – 2018 – Central Florida Expressway Authority (CFX) SR 408 Eastern Extension PD&E Study, Orange County, Florida** – Mrs. Gonzalez reviewed the initial draft of Public Information Plan (PIP) and oversaw the planning and coordination of a public kick-off meeting and an alternative public workshop which gave persons the opportunity to review the projects' design and suggested options while answering their questions or addressing their concerns. She also oversaw staff when developing materials, which included collaterals that were designed and distributed during a public hearing. Mrs. Gonzalez also worked closely with the CFX Board to review remaining PI activities current budget requirements. Reference: Will Sloup, P.E., Metric Engineering Project Manager, 407.644.1898. Project Role: Project Manager
- **2012 – 2016: FDOT District Six Districtwide Intergovernmental Affairs and Community Services Liaison Contract, Miami-Dade County, Florida** – Mrs. Gonzalez oversaw the daily activities of the public involvement staff assigned to this four-year contract, and coordinated the completion of multiple Task Work Orders occurring simultaneously, including FDOT Days, Put It Down campaign (where all collaterals were multilingual - English/Spanish/Creole), monthly TPO board member briefings, and the Department's Five-Year Work Program Public Hearings in both Miami-Dade and Monroe Counties. She acted as a Community Affairs Liaison and Public Affairs Liaison simultaneously and managed an extensive staff. Reference: FDOT Director of Transportation, Harold Desdunes, 305.470.5197. Project Role: Project Manager

Mary Gainor

Graphic Designer



Professional Credentials

Bachelor of Arts, Public Relations/ Specialization in Marketing, Auburn University - 2010

Basis for Team Selection

Extensive experience designing collateral and campaign materials

Specializes in internet marketing strategies, website/print design, graphic design, branding, social media, online engagement and content management, video production, photography, and multimedia systems

Efficiently utilizes Macintosh and PC platforms and Adobe Creative Suite: Photoshop, Acrobat, Illustrator, InDesign, Dreamweaver, Bridge, Flash. Proficient in Microsoft applications: Word, Excel, PowerPoint, and Outlook

Working with Miami-Dade TPO, Broward MPO, and Hillsborough County MPO

Mrs. Gainor is MRG's Senior Graphic Designer who has performed graphic design work for numerous organizations, municipalities and Florida Department of Transportation (FDOT) districts throughout the state, although she is currently located in the Pinellas/Hillsborough County area. During her ten-year career, she has successfully assisted in the creation/design of marketing campaigns, project websites, brochures, electronic and print media, outdoor signage, and manages multiple in-house and client-related projects simultaneously. She also specializes in internet marketing strategies, website/print design, graphic design, branding, social media, online engagement and content management, video production, photography and multimedia. She takes a proactive approach to keeping the community, stakeholders, business owners, residents and commuters abreast of any project updates, which may affect them through the use of web and social media platforms. She works closely with MRG's project management and public information staff to ensure a quick turnaround providing graphic support to the firm's clients. *Select project experience includes:*

- 2019 – Present: Miami-Dade Transportation Planning Organization (MDTPO), 2019 Annual Report, Miami-Dade County, Florida** – Mrs. Gainor is a member of MRG's team assigned to this project. The project goal is to create an award winning 2019 Annual Report. Responsibilities included laying out, designing, writing articles, editing and interviewing MDTPO staff for report material. Reference: Elizabeth Rockwell, Chief Communications Officer, MDTPO, 305.375.1881
- 2019 – Present: Hillsborough County MPO/Long Range Transportation Plan, Hillsborough County MPO, Hillsborough County, FL** – Mrs. Gainor is currently working to produce the 2045 Long Range Transportation Plan for the Hillsborough County MPO. The goal is to provide an easy-to-understand document for the public that contains infographics and other imagery to illustrate the content. Reference: Whitehouse Group, Todd Brauer, AICP, PTP, 754.701.1611. Project Role: Graphic Designer
- 2018 – Present: Miami-Dade Transportation Planning Organization (TPO) SMART Plan General Planning Consultant, Miami-Dade TPO, Miami-Dade County, FL** – Mrs. Gainor serves as the Graphic Designer for this project where she works directly with the client and the TPO's senior management team to develop reports and graphics as needed. Recent graphics include the financial portion of the 2045 LRTP, SMART Moves Citizen collaterals and infographics. Reference: Miami-Dade TPO Finance Manager, Christopher Rosenberg, 305.375.1817. Project Role: Graphic Designer
- 2017–Present: I-395/SR 836/I-95 Design-Build Project, FDOT D6, Miami-Dade County, FL** – This approximately \$556 million design-build project involves the reconstruction of the Interstate 395 (I-395) corridor from west of the I-95/Midtown Interchange (I-95/State Road 836/I-395) to US 41/MacArthur Causeway Bridge, in Miami-Dade County. Mrs. Gainor is responsible for developing weekly lane closure alerts, creating and updating the electronic project binder, managing weekly project eblasts and creating easy-to-read maps for public use from very complex detour plans (TCP). She also designs collateral materials, creates templates and newsletter layouts/fliers as well as assists in the development of a project logo and branding material. She is also developing collateral materials for a pilot workforce development program for the FDOT. Reference: FDOT Communications Manager, Tish Burgher, 305.470.5277. Project Role: Graphic Designer

Mary Gainor
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- **2016 – Present: Pennsylvania Department of Transportation (PennDOT), Philadelphia Regional Port Authority Open End/Non-Project Specific Contract Task-Work Orders (TWO), Harrisburg, PA** – Mrs. Gainor leads the graphic efforts on this project and most recently developed the high-profile “Investing in Pennsylvania’s Rail Freight System” document. Reference: Whitehouse Group, Todd Brauer, AICP, PTP, 754.701.1611. Project Role: Graphic Designer
- **2015 – Present: Broward MPO Advancing Board Initiatives, Broward County, FL** - Mrs. Gainor leads the graphic efforts for this project which will include assisting the Board by preparing materials, such as an annual report, strategic business plan, transportation guidebook, state of the system report and private sector funding documents. Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Graphic Designer
- **2015 – Present: FDOT District Six Districtwide Communication Programs and Special Projects – Traffic Operations, Miami-Dade and Monroe Counties, FL** – Mrs. Gainor successfully leads the graphic design efforts for this contract, which includes multiple local outreach campaigns for Miami-Dade and Monroe counties. Over the past three years, she has been responsible for streamlining the design of trilingual (English-Spanish-Creole) campaign materials and branding. She is also responsible for data analysis and development of final reports for all educational campaigns. Reference: FDOT D6 Community Traffic Safety Program Coordinator, Carlos Sarmiento, 305.470.5437. Project Role: Graphic Designer
- **2016 – Present: FDOT District Six Districtwide Public Communications Consulting Services on Miscellaneous Construction Projects, Miami-Dade Monroe counties, FL** – For the past two years, Mrs. Gainor has assisted MRG’s assigned Community Outreach Specialists with the graphic design and development of construction-related collaterals/informational materials for numerous projects that fall under this Districtwide contract. Reference: FDOT, Kathy McLendon, 305.640.7437, Project Role: Graphic Designer
- **2015 – 2018 – Central Florida Expressway Authority (CFX) SR 408 Eastern Extension PD&E Study, Orange County, Florida** – Mrs. Gainor assisted the lead PIO in preparing project collaterals for various public outreach events during the life of the contract and most recently for a Public Hearing where all meeting materials including sign-in sheets, comment cards and name tags, were designed and created for use during the hearing. She also assisted with staffing the public hearing, greeting attendees at the sign-in table and meeting set-up. Reference: Will Sloup, P.E., Metric Engineering Project Manager, 407.644.1898, Project Role: Graphic Designer
- **2012–2014: Broward MPO Long Range Transportation Plan 2040 Update, Broward County, FL** – As Lead Graphic Designer, Mrs. Gainor developed the 2040 Long Range Transportation Plan and coordinated the printing and production of the intricate booklet. It was updated and reproduced several times throughout the life of the contract. Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Graphic Designer

Laila Haddad

Sr. Community Outreach Specialist



Professional Credentials

Bachelor of Science, Business Administration (Cum Laude), University of New Hampshire - 1979

Basis for Team Selection

Have led or currently leads PI efforts for multiple contracts encompassing five counties

Led the Public Involvement and outreach efforts for the FDOT District Four I-595 Corridor Design / Build / Operate / Finance / Maintain (DBOFM), a multi-faceted and award-winning transportation project where she managed extensive media and crisis communications situations

Effective collaboration with Key Broward County stakeholders including elected/appointed officials, associations, leaders and other agencies

Ms. Haddad is a public relations professional with more than **36 years of diversified experience**, who has worked in the planning, design and construction management of major Florida Department of Transportation (FDOT) and metropolitan planning organizations' projects over the past ten years with MRG. Her expertise is in the production and management of all phases of roadway projects. In addition, throughout the years Ms. Haddad has managed and provided technical leadership on a number of transportation and infrastructure projects for many agencies throughout Florida, including the Broward Metropolitan Planning Organization (BMPO), Miami-Dade Transportation Planning Organization (MDTPO), the City of Fort Lauderdale, the Florida's Turnpike Enterprise (FTE), the City of Miami Beach and FDOT District Four and Six. Her extensive involvement in the creation and development of community awareness plans, public involvement activities, consensus building, strategic alliances, plain language educational platforms and media outreach has afforded her the opportunity to have successful working relationships with cultural and economically diverse communities specifically within Broward, Miami-Dade, Palm Beach, Indian River, Martin Counties and throughout District Four. She has also been responsible for special event planning and participation, preparation of audio/visual presentations and meeting minutes, client coordination, implementation of effective Quality Assurance and Quality Control plan (QA/QC) and the supervision of project personnel on major projects. As the Lead Community Outreach Specialist on this contract, her years of experience and dedication, will allow Ms. Haddad to consistently ensure contract compliance, manage budgets, execute special projects as well as effectively oversee all staff and work production.

Select project experience includes:

- **2019 – Present: Miami-Dade Transportation Planning Organization (MDTPO), 2019 Annual Report, Miami-Dade County, Florida** - Ms. Haddad, is a member of MRG's team assigned to this project. The project goal is to create an award winning 2019 Annual Report. Responsibilities included laying out, designing, writing articles, editing and interviewing MDTPO staff for report material. Reference: Elizabeth Rockwell, Chief Communications Officer, MDTPO, 305.375.1881. Project Role: Community Outreach Specialist
- **2012 – 2014: Broward Metropolitan Planning Organization Long Range Transportation Plan (LRTP) 2040 Update, BMPO, Fort Lauderdale, Florida** - Ms. Haddad staffed an outreach event and attended a sample group presentation that involved interactive polling of a small group responding to controlled questions in real time. She distributed printed materials to multiple outlets as part of the outreach efforts in preparation for the event. Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Community Outreach Specialist
- **2008 – 2009: Broward Metropolitan Planning Organization 2035 Long Range Transportation Plan, Broward County, Florida** – Ms. Haddad assisted MRG's Public Information Manager with the coordination and staffing of numerous successful outreach events for this project, including a 2009 Public Workshop. Reference: Zafar Alikhan, P.E., Jacobs Engineering, 954.315.1001. Project Role: Community Outreach Specialist

- **2016 – Present: FDOT District Four SR-9/I-95@SR 842/Broward Boulevard from West of SW 24 Avenue to East of NW/SW 18 Avenue PD&E Study, Broward County, Florida** – Ms. Haddad led the public involvement and outreach efforts for this PD&E project. She prepared a Public Involvement Plan (PIP), planned, coordinated and attended a public kick-off meeting in October 2016, providing the public the opportunity to learn more about the project and have their concerns addressed. Further outreach efforts included two Alternative Public Workshops. The Public Hearing is planned for the Spring 2019. Reference: Anson Sonnett, P.E., FDOT, 954.777.4474. Project Role: Community Outreach Specialist
- **2013 – 2018: FDOT District Four 95 Express CDC, Phase 3A, 3B and 3C Broward County, Florida** – Ms. Haddad successfully executed the efforts for all the public involvement activities for Phase 3A, Phase 3B and Phase 3C during the design stage. During these Phases she coordinated several outreach meetings, including Public Workshops, Industry Forums and multiple small group meetings with key stakeholders and homeowner associations (HOAs). These meetings with residents and HOAs included coordination of sound barriers planned along the corridor. Ms. Haddad was responsible for overseeing the design and production of meeting collaterals, as well as distribution of materials to the public. She was also responsible of writing the CAP for each phase of the project and relevant portions of the RFP. Reference: Vanita Saini., P.E., FDOT, 954.777.4468. Project Role: Community Outreach Specialist
- **2009 – 2014: FDOT District Four I-595 Corridor Improvements Project – a Design / Build / Operate / Finance / Maintain (DBOFM) Public Private Partnership, Broward County, Florida** – Ms. Haddad served as the Senior Public Information Officer on this over \$1.2 billion project for FDOT District Four. She oversaw all public information outreach in coordination with the District's Public Information Office and served as the day-to-day contact and media spokesperson on the project. She created and disseminated project fact sheets and electronic construction alerts, continuously updated the project website, maintained stakeholder database, and served as a liaison for the media, elected officials, residents and businesses to answer questions and address and mitigate their concerns. Through a public-private partnership, design and construction teams completed the project on time and \$275 million below the originally estimated cost. This project was also the recipient of the People's Choice Award for the 2015 American Transportation Awards National Competition. Reference: Paul Lampley, P.E., FDOT District Four, 954.732.0644. Project Role: Community Outreach Specialist
- **2015 – 2018: City of Miami Beach Sunset Islands 3 & 4 Neighborhood Improvement Project, Miami-Dade County, Florida** – The City of Miami Beach Office of Capital Improvement Projects (CIP) and a local Design/Build firm began the design of Sunset Islands 3 and 4 Neighborhood Improvements Project in January 2015. This project involved infrastructure and roadway improvements. Ms. Haddad was the day-to day PIO on this contract who assisted in the distributions of project advisories (door hangers and email updates). Reference: Office of Capital Improvements, Lauren Firtel, PIS, 305.673.7000, Project Role: Public Information Liaison



Jorge Valens

Community Outreach Specialist



FDOT Classification:
Community Outreach Specialist

Professional Credentials

Bachelor of Science,
Major: Political Science
Florida International
University - 2012

Basis for Team Selection

Extensive marketing, graphic design and digital outreach experience

Led or assisted with PI efforts for multiple district-wide, state-wide planning and implementation contracts

Brings many years of expertise in handling questions and requests from elected officials, the media and diverse communities

Bilingual (English/Spanish)

Mr. Valens has over 11 years of industry experience with 6 years in public information. He currently works closely with MRG’s Lead Public Information Officer and Florida Department of Transportation (FDOT) District Six Transportation Systems Management and Operations (TSM&O) Management Staff at the SunGuide Transportation Management Center (TMC). For over 5 years, he has worked as an TSM&O Assistant Public Information Officer, his main responsibilities include distributing material via industry publications and interacting directly with the public as the customer service and online outreach coordinator for the Center’s Express Lanes projects. He also assists the TMC with the development of materials, multimedia content, software and led the redesign of the Center’s website, SunGuide.info. He has experience leading the digital outreach strategy effort for the Wave Streetcar, a partnership with the FDOT, SFRTA, Broward County, City of Fort Lauderdale, Broward Metropolitan Planning Organization (BMPO) and the Downtown Development Authority. In addition, Mr. Valens has extensive experience in internet marketing strategies, website development and maintenance, graphic/print design, project collateral development, online engagement, content strategy and management, video production, and social media/digital outreach. He takes a proactive approach in keeping the community, stakeholders, business owners, residents and commuters well-informed of any project updates, which may affect them using web and social media platforms on his projects. *Select Project Experience includes:*

- **2012 – Present – FDOT District Six SunGuide Transportation Management Center (TMC), Miami-Dade, Florida** – Mr. Valens assists MRG’s ITS Public Information Officer and FDOT ITS Management Staff, to disseminate program materials and interact directly with the public. He also serves as the customer outreach coordinator for the Center’s Express Lanes projects. He assists the Center with the development of graphic design materials, multimedia content, software and led the redesign of the Center’s website, SunGuide.info. *Reference: Javier Rodriguez, FDOT, 305.470.5757. Project Role: Public Information Officer*
- **2012 – 2014 – BMPO Long Range Transportation Plan 2040 Update, Broward County, Florida** – As Lead Public Information Officer, Mr. Valens advised the Broward Metropolitan Planning Organization and the Whitehouse Group on new and innovative public outreach strategies for the 2040 update to its Long-Range Transportation Plan. He played an active role in creating the report’s overall brand, design and online presence. Mr. Valens developed a simple and innovative website within the MPO’s existing content management system that communicated the report’s message in a clear and concise voice. Additionally, he utilized digital tools and strategies to ensure a higher rate of return and better outreach outcomes in minority populations. *Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Public Information Officer*
- **2015 – Ongoing – BMPO Advancing Board Initiatives, Broward County, Florida** – Mr. Valens leads the web design efforts for this project which will include assisting the Board by preparing materials, such as an annual report, that is easy-to-understand, visually engaging and provides all readers with the detail they need to understand the MPO’s accomplishments and, through that, its role in the

community. *Reference: Todd Brauer, The Whitehouse Group, 202.674.0500. Project Role: Public Information Officer*

- **2013 – 2016 – FDOT District Six Districtwide Intergovernmental Affairs and Community Services Liaison Contract, Miami-Dade and Monroe Counties, Florida** – Mr. Valens coordinated all technology-related aspects of the 2013, 2014, and 2015 Work Program Public Hearings. He successfully broadcasted the Miami-Dade public hearing online via GoToWebinar, an online broadcasting tool, for the Department, as well as coordinated the live streaming of the Monroe County public hearing on Monroe County Television. Most recently he assisted the Lead PIO for the Department's 2016 Five-Year Work Program Cycle with the coordination efforts required for audio/video services at the Public Hearing. *Reference: Harold Desdunes, FDOT, 305.470.5200. Project Role: Public Information Officer*
- **2016 – Present – Pennsylvania Department of Transportation (PennDOT), Philadelphia Regional Port Authority Open End/Non-Project Specific Contract Task-Work Orders (TWO), Harrisburg, Pennsylvania** – Mr. Valens is the firm's Lead Public Information Officer on this project and advises the team on public involvement, content creation, graphic design and digital outreach strategies. *Reference: Whitehouse Group, Todd Brauer, AICP, PTP, 754.701.1611. Project Role: Public Information Officer*
- **2017 – 2018 – FDOT District Six Golden Glades Interchange (GGI) Northbound Express Lane (EL) Connector Re-evaluation (PD&E), Miami-Dade County, Florida** – FDOT conducted a re-evaluation of major design changes which encompasses SR 826/Palmetto Expressway from NW 27th Avenue to the Golden Glades Interchange and I-95 from SR 916/NW 135 Street/Opa-Locka Boulevard to Florida's Turnpike Spur. The project will focus on safety and operational improvements to accommodate the anticipated transportation demand, improve connectivity for traffic destined to the northbound I-95 Express Lane Connector to Florida's Turnpike, and improve mobility and multimodal use for both local and regional travelers. Mr. Valens staffed a Public Information Meeting held in February 2018 and assisted the Lead Public Information Officer in fielding questions during this open-house event. *Reference: Jaime Lopez, P.E., RS&H, 305.428.3200. Project Role: Public Information Officer*
- **2013 – 2016 – Partnership of FDOT, SFRTA, Broward County, City of Fort Lauderdale, Downtown Development Authority Wave Streetcar Project, Broward County, Florida** – Mr. Valens was responsible for the marketing, graphic design and digital outreach strategy for the Wave Streetcar, a modern streetcar project planned for downtown Fort Lauderdale. He led all branding efforts and also drafted a Community Awareness Plan for the project that lays out a specific outreach strategy for the culturally and economically diverse population of Downtown Fort Lauderdale. *Reference: David Vozzolo, HDR, 941.342.2706. Project Role: Public Information Officer*

Rodney Bunner

President and Transportation Technology Specialist, ServiceEdge Solutions



As a multi-disciplinary Transportation Technology Specialist, Mr. Bunner has implemented a variety of software solutions for various federal, state and local clients with a primary focus on managing the development of transportation-specific applications for planning, modeling, operations and data integration/management. Mr. Bunner has participated as an analyst, software developer and manager on projects related to transit demand modeling, linear referencing systems, market analysis, asset management, on-board surveys, cordon-line surveys, Long Range Transportation Plans (LRTP), Transit Development Plans (TDP), Transit Comprehensive Operational Analysis (COA) and MPO Transportation Improvement Plans (TIP).

Over the past fifteen years, Mr. Bunner has architected and developed of the Florida Department of Transportation TBEST Transit Planning software and has configured and applied TBEST at over 20 transit agencies across the United States including Utah Transit Authority, Foothill Transit, RVTD (Medford), Nashville MTA, Transfort (Ft. Collins), Richmond (GRTC), and LYNX (Orlando).

EDUCATION

- MS - Environmental Studies, Shippensburg University of Pennsylvania, 1996
- BA - Geography, West Virginia University, 1991

EMPLOYMENT

- ServiceEdge Solutions: 2014-Present
- Center for Urban Transportation Research: 2010 - 2014
- Gannett Fleming: 2001-2010
- KCI Technologies: 2000-2001
- Eagan, McAllister Associates: 1996-2000
- Loudoun County, VA: 1996

PROJECT EXPERIENCE – SERVICEEDGE SOLUTIONS

Master Facilities Plan (2019)

Client: Metropolitan Atlanta Rapid Transit Authority (MARTA)

MARTA is developing a Facilities Master Plan to support planned transit expansion throughout the region. Within this project, Rodney serves as a technical manager in support of a web-based application which will provide transit facility siting analytics to minimize facility deadhead times and improve operational efficiency.

TBEST Transit Planning Software Development and Maintenance (2004-2020)

Client: Florida Department of Transportation (FDOT) Public Transit Office

Rodney serves as TBEST Solution Manager and is responsible for providing software development, modeling, implementation, technical support and training services in support of the FDOT sponsored Transit Boardings Estimation and Simulation Tool (TBEST) software. TBEST supports transit agency strategic planning, service planning, FTA Title VI reporting, BRT modeling, Comprehensive Operational Analysis, localized model calibration, mobility planning, site and corridor analysis, network accessibility analysis, and land use and socio-economic market analysis. Rodney has led the development of TBEST over the course of past fifteen years through multiple maintenance and support contracts.

Comprehensive Operational Analysis (2019)

Client: Torrance Transit

TBEST Solutions Manager responsible for configuring and applying TBEST in support of the Torrance Transit system-wide Comprehensive Operational Analysis. The project requires input of existing Torrance routes via GTFS to support base year TBEST model validation and the creation of service alternative scenarios to evaluate future-year route-level performance, regional and corridor performance, service equity, and coordination with other transit providers in the Los Angeles area.

Transit Development Plan (2018)

Client: Broward County Transit (BCT)

TBEST Solutions Manager responsible for developing the BCT TBEST model to provide 10-year ridership estimates for proposed service modifications. The 2029 BCT model scenario will include the addition of premium Express and Streetcar routes, the addition of new fixed bus routes, bus route re-alignments, service span improvements, headway changes, and ten-year socio-economic projections.

TBEST Configuration and Implementation (2017 - 2020)

Client: Virginia Department of Rail and Public Transportation (DRPT)

TBEST Solutions Manager responsible leading the effort to configure TBEST for three transportation agencies with the state of Virginia including Richmond Regional Planning District Commission, Roanoke Valley Allegheny Regional Commission and Hampton Roads Transit. Rodney has developed TBEST data compatible socio-economic data, ridership data and transit networks for each agency and worked with each agency to apply TBEST to support local service and strategic planning initiatives. Rodney also provided on-site TBEST training services and technical support to agency staff. Rodney now provides state-wide TBEST application support within the Commonwealth of Virginia.

Comprehensive Operational Analysis (2017)

Client: Long Beach Transit

TBEST Solutions Manager responsible for configuring and applying TBEST in support of the Long Beach Transit (LBT) system-wide Comprehensive Operational Analysis. The project requires input of existing Long Beach routes via GTFS to support base year TBEST model validation and the creation of service alternative scenarios to evaluate future-year route-level performance, regional and corridor performance, service equity, and coordination with other transit providers in the Los Angeles area.

Mobility Greensboro 2040 (2017)

Client: Greensboro Transit Authority

TBEST Solutions Manager responsible for configuring and applying TBEST in support of the Greensboro Transit Authority (GTA) long range transportation plan. The project requires integration of existing GTA routes from GTFS data to support base year TBEST model validation and the creation of service alternative scenarios within TBEST to evaluate future-year route-level performance, regional and corridor performance and service equity.

TBEST Model Calibration and Training Services (2017 – 2019)

Client: Bend Metropolitan Planning Organization

TBEST Solutions Manager responsible for TBEST configuration, calibration and training services for the Bend MPO and regional transit service providers including Cascades East Transit (CET). Rodney is working with the MPO and CET to develop TBEST model equations using national, state and local data including parcel-level land use data which maintain sensitivity to local travel demand. Rodney will also provide TBEST training for regional transportation planning staff.

TDP and COA (2017)

Client: Hillsborough Area Transit Authority (HART)

HART is undergoing a joint operational assessment of transit services and strategic planning initiative through a combination Comprehensive Operational Analysis and Transit Development Plan (TDP) project. As the TBEST Solutions Manager, Rodney is leading a TBEST application services team to summarize Automated Passenger Count (APC) data within TBEST for route, corridor, jurisdiction and system level evaluation of service and performance. The team will also utilize TBEST to evaluate ridership forecasts, accessibility and FTA Title VI impacts of proposed strategic service changes within the TDP.

TBEST Support Services and Training (2015-2020)

Client: Central Florida Regional Transportation Authority (LYNX)

LYNX implemented the FDOT TBEST Transit Planning software to support everyday service and strategic planning. As TBEST Solutions Manager, Rodney provides the following TBEST support services: LYNX model validation, scenario alternatives development, parcel data editing to reflect local trip generators, TBEST Title VI analysis, TBEST Comprehensive Operational Analysis, TBEST Accessibility analysis and in-house TBEST training seminars to keep LYNX personnel up-to-date on new TBEST tools and procedures.

TBEST Support Services and Training (2016-2020)

Client: Greater Richmond Transit Company (GRTC)

GRTC implemented the FDOT TBEST Transit Planning software to support everyday service and strategic planning. As TBEST Solutions Manager, Rodney provides the following TBEST support services: GRTC model validation, scenario alternatives development, TBEST Title VI analysis, TBEST Comprehensive Operational Analysis, TBEST Accessibility analysis and in-house TBEST training seminars to keep GRTC personnel up-to-date on new TBEST tools and procedures.

Kristopher Browning

Project Leader

EXPERIENCE

2018-present
TransPro Consulting, LLC,
Tampa, Florida
Project Leader

2014-2018
Florida Department of Agriculture
and Consumer Services
Senior Management Analyst II

2013-2014
Barney Bishop Consulting
Tallahassee, Florida
Consultant

2011-2013
Florida Department of Agriculture
and Consumer Services
Market Research Analyst

EDUCATION

**Master of Science in
Entrepreneurship,**
University of Florida

BA, Telecommunication
University of Florida

SUMMARY

Kristopher Browning is a project manager with an emphasis in business process improvements, organizational change management and strategic planning. Kristopher brings extensive experience in problem-solving funding and process challenges inside and outside public sector organizations. As a project manager and analyst, he led numerous process improvements inside the Florida Department of Agriculture and Consumer Services (FDACS) and holds a certification as a Lean Six Sigma Black Belt. Kristopher also successfully conducted the creation of FDACS's first department-wide strategic plan. Subsequently, he facilitated strategic planning sessions with a majority of the Department's 17 divisions and offices. Previously, Kristopher served as a Consultant at a firm specializing in criminal justice reform and economic development policies where he built value through relationships and his understanding of the legislative and budget processes. With his unique perspective and background, Kristopher is a strong facilitator, communicator and project manager focused on providing the highest level of customer service while working to achieve the most profitable results. His work experience includes:

- Playing a key role in supporting the organizational redesign of the Hillsborough Area Regional Transit Authority (HART), including participation in on-site interviews and collaborative work sessions with the project team to align around alternatives
- Managing the implementation and evaluation of Memphis Area Transit Authority's Strategic Plan, Performance Scorecard, and Tactics. This evaluation is helping the Authority to identify areas for improvement in workflow related to performance reporting, internal communications, information systems, and other areas.
- Managing a comprehensive analysis and system redesign for Sarasota County Area Transportation that has identified \$4 million in unproductive service, led the community and stakeholders through a scenario planning process

Mark Aesch

EXPERIENCE

2011- present
TransPro Consulting, LLC,
Tampa, Florida
Chief Executive Officer

2012 - present
Boston Consulting Group
Senior Advisor

2004-2011
Rochester Genesee Regional
Transportation Authority
Rochester, New York
Chief Executive Officer

EDUCATION

B.S., Communications & History
State University of New York,
College at Brockport

Chief Executive Officer

SUMMARY

Mark Aesch is a big picture thinker who passionately believes that public sector agencies can operate as efficiently and as focused on meeting customer needs as private sector businesses. As CEO and founder of TransPro, Mark leads his team in guiding organizations to new levels of performance excellence with the 7 Steps to Success performance management model. Mark has extensive experience facilitating meetings and retreats with Boards, management, staff, and community members. He also supports organizations in the development of strategic plans, performance measurement systems, incentive compensation programs, and programs to improve service.

Mark has worked closely with Board members, Chief Executives, and management teams at Hillsborough Area Regional Transit (HART) and Pinellas Suncoast Transit Authority (PSTA) to guide their agencies to new levels of performance and financial sustainability through outcomes-based planning, performance measurement, and development incentive-based performance evaluations.

Mark has led Broward MPO through several recent initiatives aimed at positioning the MPO to better engage its employees and Board members, increase its ability to influence successful outcomes for the region, improve performance on areas of strategic importance, and be a national leader among MPOs in organizational effectiveness. Mark played a key role in the MPO's creation and adoption of an updated Strategic Business Plan, as well as a new organizational structure, compensation philosophy, and performance review process aligned with the strategic direction outlined in the plan.

As Senior Advisor at Boston Consulting Group specializing in public sector issues, Mark has advised transportation clients around the world. His leadership has driven millions of dollars in cost savings, aligned leadership teams, and dramatically improved performance.

Mark is best-selling author of the business book *Driving Excellence*, which details the concept of managing a public sector agency with a private sector mindset at the regional transit system in Rochester, New York. His recent book, *Saving America: 7 Proven Steps to Make Government Deliver Great Results*, expands on the principles and strategies that make organizations successful.

Ehren Bingaman

Principal

EXPERIENCE

July 2019-present
TransPro Consulting
Principal

2015 – 2019
HNTB Corporation
Atlanta, GA
**Director of Transportation
Planning**

2013 - 2015
**Planning and Project Development
Section Manager**

2007-2013
Central Indiana Regional
Transportation Authority (CIRTA)
Indianapolis, IN
Executive Director

2004-2007
Fort Harrison Reuse Authority
Indianapolis, IN
Executive Director

EDUCATION

**Bachelors of Urban Planning &
Development**
B.S. in Political Science;
Environmental Design
Ball State University

**Executive Education –
Driving Government
Performance Certificate**
Harvard University, John F. Kennedy
School of Government

MEMBERSHIPS

- **American Public Transportation Association**
- **Georgia Transit Association**

SUMMARY

Ehren Bingaman is a passionate executive leader driven to improve lives and communities through collaboration and equitable, innovative mobility infrastructure. Experience highlights include:

- 10 years of effective chief executive, public sector experience in public transportation, community development, economic development, policy, financial management, and leadership.
- Responsible for driving projects including MARTA’s General Planning Consultant contract, the More MARTA Atlanta Transit Plan and Program Management Office, Fulton County Transit Plan, Georgia Commute Options, the Southeast Michigan Regional Transit Master Plan, Red Line BRT strategic capital plan, Pace Suburban Bus BRT prioritization, DART in Des Moines regional planning initiative, and capital and strategic planning assignments.
- Transformed the culture of the Fort Harrison Reuse Authority, the Central Indiana Regional Transportation Authority, and HNTB Atlanta’s transportation planning practice. Achieving excellence in public and private sector settings through the delivery of major initiatives and profitable growth.
- Led team that developed 2016 *Benefits of Investing Transit* in partnership with the Metropolitan Atlanta Chamber of Commerce. Report contributed to successful creation of City of Atlanta, MARTA sales tax legislation.
- Enriched professional development by establishing a mentorship program - 100% of transportation planning staff have adopted mentors, resulting in increased delegation of responsibility, engagement, stretch assignments, and retention.
- National experience driving public transportation leadership, planning, capital programming, innovation, transportation demand management, communications, and operations in:
 - Chicago (Pace Suburban Bus)
 - Des Moines (DART)
 - Detroit (RTA of SE Michigan; The Ride; DDOT; SMART)
 - Indianapolis (IndyGo; CIRTA; Indianapolis MPO)

Shelly Dinan

Principal

EXPERIENCE

2012- present
TransPro Consulting, LLC,
Rochester, New York
Principal

2010-2012
Rochester- Genesee Regional
Transportation Authority
Rochester, New York
Vice President of Communications

1991-2010
Dinan Communications,
Rochester, New York
Principal

1989 – 1991
Monroe County Legislature
**Legislative Assistant &
Community Outreach**

2012 – 2019
Vice Present and founding Board
member of the Rochester Police
Foundation, a non-profit 501(c)(3)
benevolent organization

EDUCATION

B.A., Mass Communications
St. Bonaventure University

SUMMARY

Shelly Dinan is an accomplished communications and marketing expert with more than 25 years of experience. Shelly has led public engagement and communication campaigns for public sector clients across the country, specializing in municipal and transportation marketing and public relations.

As a writer, graphic designer, and strategist, Shelly is often called upon to craft graphic rich presentations, advertising, and direct mail campaigns.

For TransPro, Shelly oversees communications and marketing activities associated with client projects. Her extensive communications and graphic design talents help to make strategic plans, performance scorecards, and reports come alive. She is exceptionally adept at working with complex messages and data to develop an understandable context for consumers, stakeholders, and decision-makers.

Shelly is responsible for oversight of all communications and graphic design aspects of virtually all TransPro client engagements. Her expertise supports client projects with:

- Strategic Communications
- Media management and media events
- News release development
- Internal communications programs
- Community outreach
- Publication development: writing and design
- Social media campaigns
- Direct mail campaigns
- Public awareness campaigns
- Branding
- Focus group facilitation
- Video scripts and storyboards
- Speech writing
- Infographics
- Marketing and advertisement campaigns
- Logo design
- Photography

Katie Jurenka

Project Analyst

EXPERIENCE

2019- present
TransPro Consulting, LLC,
New York, New York
Project Analyst

2018-2019
Corporation for Supportive
Housing,
New York, New York
Research Assistant

2016-2018
TKDA
St. Paul, Minnesota
GIS and Planning Analyst

EDUCATION

**B.A., Geography and Urban
Studies**
Macalester College

SUMMARY

Katie Jurenka is a project analyst with experience harnessing data to produce insights for public sector organizations. She has experience managing and analyzing geospatial data, conducting qualitative and quantitative research and creating compelling visualizations. Previously, Katie helped innovate transportation and land use planning processes by creating interactive geospatial tools and techniques. At TransPro, Katie has contributed geospatial analysis and visualization to network redesign and corridor studies, establishing existing conditions and drafting alternatives, as well as providing support for customer satisfaction, performance measurement and strategic planning projects.

- As a Project Analyst, Katie collected, managed and analyzed demographic data and led all GIS analysis to support a network redesign project for Sarasota County Area Transit. She conducted route-level analysis to help identify alternatives and develop recommendations, including technical and analytical support on the financial model used to estimate costs and savings of various scenarios.
- Katie similarly supported a corridor planning project for SacRT through longitudinal demographic and ridership analysis. As part of this project, Katie has prepared GIS maps and written summaries of data trends. She is also supporting best practices research and development of recommendations to support identification of high-capacity transit projects for the corridor.
- Katie has supported the development, calculation, and quarterly reporting for Performance Scorecards for the transit agencies in Charlotte, NC, and Sacramento, CA.
- Previously, Katie managed asset data for Master Planning processes. She helped transform the traditional process to better organize data, analyze land use, environmental and ROW challenges, visualize alternatives and engage stakeholders and community members.

Lyndsey Scofield, PMP

Principal

EXPERIENCE

2018- present
TransPro Consulting, LLC,
Tampa, Florida
Principal
2015 - 2018
Senior Consultant

2012-2015
New Jersey Transit
Trenton, New Jersey
Senior Research Analyst

EDUCATION

Master of Urban Planning
New York University Wagner School
of Public Service

**B.S., Environmental Science &
Policy**
University of South Florida, Tampa

CERTIFICATIONS

- Project Management Professional (PMP)

PUBLICATIONS

- "Scorecard: A Practical Program for Measuring Customer Satisfaction and Improving Service," Transportation Research Board, 2016.
- "Using Quantitative and Qualitative Techniques to Assess Impact of Enhanced Bus Service on Customer Satisfaction and Perception of Time Savings," 15th TRB National Transportation Applications Conference, 2015.

SUMMARY

Lyndsey is a planning and project management professional with a passion for making public sector organizations work better for the people they serve. She has driven numerous research studies while working in New Jersey Transit's Capital Planning & Programming Department to support a wide range of business needs, including strategic projects, Title VI, and planning studies. At TransPro, Lyndsey is involved in process improvement, strategic planning, performance measurement, planning, governance, and customer satisfaction projects for cities, metropolitan planning organizations (MPOs), transit agencies, and state departments of transportation.

- As Project Manager for an organizational redesign of the Hillsborough Area Regional Transit Authority (HART), Lyndsey worked closely with core executive staff to align the CEO's vision with tangible success outcomes, conduct a peer analysis, interview all members of the Leadership Team to identify strengths, weaknesses, gaps, and ideas for supporting HART's growth, and facilitated a transformational redesign that elevates the organization's capacity to deliver outstanding customer experience and value to the community
- As Project Manager for an on-call contract with NCDOT, Lyndsey helped redesign the statewide 5-year planning process for community transit systems, and also led the outreach, route analysis and planning, financial planning, and asset management planning for several county-based transit systems
- As Senior Consultant, applied data analytics and best practices research to support organizational transformation for MoDOT. Lyndsey led analysis of current and historical employee trends and risk areas, including resignation, retirement, bench strength, time to fill, and diversity risks, and also spearheaded best practices research to develop actionable recommendations
- As Senior Consultant on a project to align and redesign the performance evaluation process at Broward MPO to best support strategic organizational outcomes, Lyndsey developed new process documentation and tools, and led staff through training on the new process for a successful rollout.

Heather Smith-Bermudez Principal

EXPERIENCE

May 2019-present
TransPro Consulting, LLC,
Principal

2017-2019
New Jersey Transit
**General Manager, Access
Link**

2005-2017
Various roles

EDUCATION

Psychology & Criminal Justice
Moravian College

CERTIFICATION /TRAINING

- Situational Leadership Training
- Transit Terrorist Tools and Tactics (T4) Training
- ENO Transit Mid Manager Seminar
- S.A.V.E. Training
- Stephen M.R. Covey Speed of Trust Workshop

PROFESSIONAL MEMBERSHIPS

- Passaic County Workforce Investment Board – Disabilities Committee
- Bergen Community College – Advisory Board on Disabilities
- NJ Commission for the Blind and Visually Impaired State Rehabilitation Advisory Council – Governor Appointed Member
- Northern NJ Disabilities Network – member

SUMMARY

Heather has an extensive background in paratransit and on-demand mobility management, as well as experience developing standard measurements and criteria to ensure the productivity and effectiveness of Operations and Customer Service staff. She works to ensure timely, accurate and customer-sensitive service in all areas including reservations, service monitoring, scheduling, certification, contract compliance, information and technology, policy and planning and customer service and outreach.

Heather serves as a thought leader in paratransit and fixed route management and operations as well as areas pertaining to human resources and customer satisfaction. Experience highlights include:

- Directed NJ TRANSIT ADA Paratransit Service, Access Link, to ensure timely, accurate and customer-sensitive service in all areas including reservations, service monitoring, scheduling, certification, contract compliance, information and technology, policy and planning and customer service and outreach.
- Managed all Access Link senior staff to develop goals and policies to ensure Access Link is in full compliance with all NJ TRANSIT, state and federal Americans with Disabilities Act requirements.
- Ensured that Access Link operates with a concentration on the five strategic areas of focus identified in the NJ TRANSIT Scorecard.
- Maintained positive working relationships with internal and external partners in providing ADA paratransit service
- Implemented call center’s New Interactive Voice Response system
- Oversaw new web-based reservation system including electronic fare system for the Access Link customers
- Established new positions for a career ladder for call center staff
- Directed the Access Link Operations and Customer Service to ensure timely, accurate and customer-sensitive service and ensures prompt and reliable feedback on service status inquiries.



Rahul Gupta – Team Leader



Rahul Gupta

Team Leader

DELOITTE

**Experience
Highlights:**

Capital Project
Planning and
Program
Support
Transportation
Planning and
Analysis
Organizational
Assessment,
Research,
Analysis and
Planning
Information
Technology (IT)
Public
Involvement
and Outreach



Education

Master of Arts, University of Chicago,
Public Policy in Trade and Finance

Bachelor of Arts, University of Chicago,
Economics and International Relations



Summary

Rahul is a smart Infrastructure leader with 20+ years of experience. He leads city transportation and infrastructure transformations, advising leaders in private and public sectors on innovation and transformation, policy, governance, operations, and performance. His project experience spans logistics and intermodal goods movement.



Relevant Experience

Broward Smart Solutions

Led team of 4 professionals to develop the Smart Corridor Strategy for the Broward Metropolitan Planning Organization (MPO). Led technical delivery and provided subject-matter expertise on technologies and smart solutions to address mobility challenges. Facilitated technical workshop, where BCTD was a participant, to identify needs and opportunities for a potential smart corridor pilot. Presented workshop findings and the Broward Smart Corridor Strategy to Broward municipal mayors during annual MPO Board meeting in January 2020.

Tbilisi Smart Parking

Led an international team of 4 professionals to develop the strategy, funding and financing portfolio, and operational schedule for ten parking structures in the capital city of Tbilisi. The project required GIS, hydrology and hydrography, transportation and transit, and mobile technology expertise in addition to traditional cost and program management and planning skills.

European Union

Subject Matter Expert and Quality assurance partner to the European Union (EU) and an EU commission to develop the strategy for smart infrastructure and smart cities for small to medium sized cities. The multi prong strategy focused on smart mobility, transit-oriented development, resilience, and sustainability as well as understanding the need for smart grids to deploy the next generation of electrified transports

Smart Hong Kong

Led a team of 12 professionals over 8 months to develop a comprehensive strategy addressing the topics of mobility and urbanization, technology and data platform, open data policy, smart buildings (including resilience and LEED/BEAM standards), multi sensor poles, electrification, command and control, wearables, and identity management. Following the strategy, Rahul and his team developed a blueprint and roadmap prioritizing various services to address funding and investment to maximize value to the city and to the population of Hong Kong



Served as special advisor to the NTPP to bring new approaches and fresh thinking to a national transportation vision and develop proposals for US transportation reform.

Mark Blumkin – Key Personnel



Mark Blumkin

Key Personnel

DELOITTE

Experience Highlights:

Capital Project Planning and Program Support
Transportation Planning and Analysis
Organizational Assessment, Research, Analysis and Planning



Education

Master of Business Administration, City University of New York
Bachelor of Science, Union College



Summary

Mark has over 30 years of experience working with owners of capital projects focusing on advising them how to improve the management, control and execution of their capital projects. His experience includes construction oversight, claims consulting, construction capital project planning and due diligence, project management oversight, process improvement and dispute resolution services. Mark specializes in public sector transportation agencies serving as the Lead Advisory Director for the Firm's NYS and NYC account team.



Relevant Experience

New York City Metropolitan Transportation Authority

Co-led the engagement to stand-up the Central Business District Tolling Program – a new organization setup within the Tri-borough Bridge and Tunnel Authority of the MTA tasked with implementing the congestion pricing program which aims to reduce traffic congestion, reduce air pollution, improve quality of life for citizens, and generate funding to modernize the MTA.

Established Enterprise Program Management Office (EPMO) to help achieve Strategy & Vision Alignment, Business & Technical Alignment, Organizational Alignment, and Program & Performance Management. Developed “quick-win” analysis as well as roadmap to long-term implementation.

State Departments of Transportation

Conducted a management assessment of a State DOT's construction management organization, processes, controls and technology. Recommendations included a cradle-to-grave project management approach, enhanced accountability and improved project management systems and processes.

Christine Elliot – Key Personnel



Christine Elliot

Key Personnel

DELOITTE

Experience Highlights:

Organizational Assessment, Research, Analysis and Planning Information Technology (IT) Public Involvement and Outreach Grants Compliance, Monitoring and Development



Education

Master of Public Administration,
Syracuse University

Bachelor of Arts, Political Science,
High Point University



Summary

Christine has more than 10 years of experience advising clients across government, philanthropy and the private sector on strategic planning and growth, advanced facilitation, strategic communications, employee engagement, and training design and delivery.



Relevant Experience

U.S. Government Financial Agency Go-Live Readiness

Led two teams of fourteen practitioners to ensure organizational readiness for the Go-Live of two subsequent technology releases at a US Government Financial Agency. The releases marked the largest change in agency's technology infrastructure and systems processing in more than 60 years. Manage two teams across two concurrent releases to ensure organizational readiness, including validating IT processes by creating detailed walk-throughs of new or modified processes for upcoming Go-Lives. Convene IT stakeholders to assess Go-Live readiness, including conducting 12 Tabletops and facilitating 9 Readiness Assessment sessions to validate stakeholder roles and responsibilities for the various IT processes. Through sessions, the team also identified new potential risks or issues in order to prepare the organization for Go-Live. The team then tracked readiness risks, gaps and action items coming out of session and convened stakeholders to work them to closure. Team's efforts ensured agency's preparedness for two successful Go-Lives.

Director of Administration, City of Syracuse

Office of the Mayor: Oversaw Departments of Budget, Finance, Assessment, Information Technology, Innovation and manage the Mayor's Front Office. Developed and oversaw \$250M operating budget and 100+ city staff. Oversaw acquisition of the City's Street Lights from the local utility; Managed vendor selection and negotiated partnership with the New York Power Authority to become "NYS Flagship Smart City." Led "Syracuse Surge" – Mayor's Strategy to make Syracuse a leader in the Fourth Industrial Revolution through technology, workforce and education investments. Secured NYS funding commitment of up to \$250M through Governor Andrew Cuomo's Office and Empire State Development (ESD)



Stephanie Konopa – Key Personnel



Stephanie
Konopa

Key Personnel

DELOITTE

Experience Highlights:

Transportation
Planning and
Analysis
Environmental
Planning



Education

Master of Arts, Geography, University
of Maryland

Bachelor of Science, Geography,
James Madison University



Summary

Stephanie has 17+ years of
experience delivering strategic and
tactical solutions, primarily to federal
government clients, with a focus on
sustainability strategy,
energy/environmental management,
and business process improvement.



Relevant Experience

U.S. Environmental Protection Agency and General Services Administration

Served as the green building subject matter expert for the green building certification of two EPA Headquarters buildings in Washington, D.C. Serving as the designated Leadership in Energy and Environmental Design (LEED) Accredited Professional (AP), facilitated the Silver-level LEED certification for one GSA-owned EPA Headquarters building and LEED certification for the second building. Also led the development of the first known Zero Waste Plan for an American Indian community and a Zero Waste best practices guide, with an emphasis on resiliency. As a result of the successful project, was requested to develop a Zero Waste Strategy template and toolkit.

Led 8-person team for technical and management support to the Safety and Sustainability Division in the oversight of agency-wide sustainability, environmental management, and safety/health/environmental management (SHEM) compliance auditing programs. Supported agency-wide sustainability reporting and regional environmental management system (EMS) improvements and implementation. Assisted with developing enterprise-wide sustainability targets (e.g., related to solid waste diversion, paper use reduction, sustainable/green purchasing, electronics stewardship).

Supported environmental program management and planning for EPA HQ sustainable facilities and architecture/engineering divisions to implement National Environmental Policy Act (NEPA) compliance and environmental due diligence programs. Supported project tracking and updated internal guidance in response to federal regulatory or NEPA implementing instruction updates. Conducted NEPA analysis and prepared documentation (i.e., Categorical Exclusion (CX), Environmental Assessment (EA), or Finding of No Significant Impact (FONSI)) for various facility construction or closure projects. For example, authored and/or reviewed multiple sections of the NEPA EA and FONSI for a proposed solar photovoltaic system at an EPA facility in Edison, New Jersey.

Georgia Department of Transportation

Served as staff engineer for the design of transportation and roadway projects for the Georgia Department of Transportation (GDOT). Assisted with designing stormwater drainage systems and performed hydraulic and traffic analyses using various software tools. Created construction and design drawings/plans. Assisted in cost estimating, cost proposals, and report preparation.



Erin McDermott – Key Personnel



Erin McDermott

Key Personnel

DELOITTE

Experience Highlights:

Public Involvement and Outreach Grants Compliance, Monitoring and Development



Education

Master of Business Administration, John Hopkins University

Master of Arts, Government, John Hopkins University

Bachelor of Arts, Philosophy, Xavier University



Summary

Erin has over 13 years of professional expertise across public and private sectors with a focus on financial assistance programs, including pension administration, higher education financing, and discretionary funding for capital infrastructure investments. Erin’s skillset spans areas including client relationship management, project management, risk modeling and analysis, training and development, program evaluation, stakeholder engagement, strategic communications and facilitation



Relevant Experience

USDOT Federal Railroad Administration (FRA)

Led engagement to deliver business transformation, communication, training, and change management solutions to FRA as the organization managed a highly-visible \$12 billion infrastructure investment portfolio of grants and loans to states to build high-speed and inter-city passenger rail systems. Coordinated the development of a pipeline investment framework and tool, allowing the client to centralize and prioritize potential future rail investments. Directed the financial management and expenditure analysis initiative, which was focused on helping the client understand its highest risk projects by expenditure and outlay progress against the 2017 funding deadline. Developed executive reports for use by senior staff at FRA and DOT, OMB, Congressional committees and staff at the White House-Domestic Policy Committee. Initiated proactive mitigation measures for FRA to implement with state DOTs to help accelerate project spending and progress. Managed the grants management improvement work stream in support of the Grants Management Division Chief in the development of a 200+ page Grants Management Manual (GMM), the guiding process document for the division. Managed the long-term, risk-based monitoring plan and risk model analysis. Led the program outcomes and outreach initiative, the strategic communication effort that enables the client to tell the positive story of the ARRA investment in rail. This work resulted in a comprehensive “toolkit” of proactive materials that can be used on a self-service basis.



Bryan Nicol – Key Personnel



Bryan Nicol

Key Personnel

DELOITTE

Experience Highlights:

Capital Project Planning and Program Support
Transportation Planning and Analysis
Environmental Planning
Organizational Assessment, Research, Analysis and Planning
Public Involvement and Outreach
Grants Compliance, Monitoring and Development



Education

Doctor of Law (J.D.), Indiana University Scholl of Law

Bachelor of Science, University of Evansville



Summary

Bryan is a former state Department of Transportation (DOT) Commissioner and Deputy Attorney General from Indiana, He has 18 years of experience in public service positions. For the last 13 years, Bryan has worked in the engineering and construction consulting and management consulting industries. He helped deliver more than \$25 Billion in transportation programs and projects across the US.



Relevant Experience

Pennsylvania Department of Transportation (PennDOT)

P3 Advisory Services - Leading the P3 Advisory Services contract for the Pennsylvania Department of Transportation (PennDOT) P3 Office and serving as the Expert Business Management Consultant for the P3 program. Charged with exploring and recommending alternative approaches to the challenges and finding ways to better meet the future needs of Pennsylvania’s 52-mile I-95 corridor

Secretary’s Senior Advisory Group for the I-95 Corridor – Charged with exploring and recommending alternative approaches to the challenges and finding ways to better meet the future needs of Pennsylvania’s 52-mile I-95 corridor.

Virginia Department of Transportation (VDOT)

Workforce of the Future – Serving as the transportation lead identifying disruptors impacting the transportation industry and VDOT staff now and in the future, cataloguing emerging career paths, and identifying future technology changes and impact on VDOT. workforce and operations.

Virginia MegaProjects Program – Led the startup activities for the \$5.4B Virginia MegaProjects Program and large-scale transportation improvement projects to ease congestion and provide new, improved transportation choices for commuters.

Illinois Department of Transportation (IDOT)

Elgin-O’Hare West Bypass - served as executive lead and a public involvement specialist for the tiered Environmental Impact Statement (EIS) for the largest Chicago-area environmental impact study for IDOT.

National Transportation Policy Project (NTPP), Bi-Partisan Policy Center



Vince Ruddy – Key Personnel



Vincent Ruddy

Key Personnel

DELOITTE

Experience Highlights:

Capital Project Planning and Program Support
Transportation Planning and Analysis
Environmental Planning
Public Involvement and Outreach



Education

Master of Public Policy, Harvard University
Bachelor of Science, Mechanical Engineering, University of California Santa Barbara



Summary

Vince brings over 25 years of experience focused on infrastructure, economic development, management consulting and public policy. His experience spans infrastructure financing and resiliency, P3 initiatives, and transportation planning and management. In addition to supporting several international disaster relief recovery programs, Vince recently aided the City of Miami in developing an overall strategy for its \$400 million general obligation bond program.



Relevant Experience

Broward Smart Solutions

Advised Broward Metropolitan Planning Organization (MPO) on the development of a suite of smart solutions for regional planning in Broward County. Facilitated meetings with partner agencies from Broward County Transit Department (BCTD) and Florida Department of Transportation (FDOT) on technical delivery of engagement. Facilitated visioning workshop with Broward MPO, BCTD, and FDOT to identify needs and opportunities of a potential smart corridor pilot.

Miami Forever Bond

Advised the City of Miami in the execution of its \$400M Forever Bond, an effort to invest in sea-level rise mitigation and flood prevention, public safety, roadway improvements, parks and cultural facilities, and affordable housing. Performed strategic planning, communication plan development, cost-benefit analyses, capital plan development, and other aspects of the project.

Colombia Highway Concession

Advised the concessionaire of Colombia’s 4G transportation public-private partnership (P3) program on market demand and facilitated discussions with interested equity investors. Conducted financial analysis of project, including review of offering documents for purchase of ownership shares in the asset from previous partner.

Airport P3 Development and Financing

Performed technical and environmental feasibility studies, facilitated introductions and negotiations aimed at bringing in strategic equity investor at early stage.



Katie Santoro – Key Personnel



Katie Santoro

Key Personnel

DELOITTE

Experience Highlights:

Transportation
Planning and
Analysis: Policy
Development
Public
Involvement
and Outreach
Grants
Compliance,
Monitoring and
Development



Education

Master of Public Administration, Public-Private Policy and Management, Budget, and Public Finance, George Washington University

Bachelor of Arts, International Relations, Tufts University



Summary

Katie has over 10 years of experience, working across the civilian and defense sectors. Her skills include: public policy strategy, process improvement, data collection and analytics, client relationship management, and business development. Katie’s work includes leading two teams at the Federal Motor Carrier Safety Administration (FMCSA) – supporting the Administrator’s office with developing its strategy for Autonomous Vehicle regulation.



Relevant Experience

Federal Motor Carrier Safety Administration (FMCSA)

Team Lead for Autonomous Vehicle Policy Strategy and Grants Management teams. Assist FMCSA to develop its strategy for regulating Autonomous Driving Systems (ADS) within commercial motor vehicles (CMVs). Additionally, support the transformation of FMCSA’s Grants Management Office (GMO) business processes and systems, as it oversees a \$70m investment portfolio.

Department of Transportation, Federal Railroad Administration (FRA)

Work includes supporting FRA’s offices of program implementation and grants management with their multi-billion-dollar investment portfolio as a part of the American Recovery and Reinvestment Act (ARRA). Tasks include transformation of client’s processes and tools within their grants monitoring program. Quickly took ownership of cross-functional work-stream, working closely with technology and human capital colleagues. Drove the three-month process of developing client’s annual risk-based grant monitoring plan, including creating project schedule, facilitating weekly client meetings, ensuring process compliance, garnering stakeholder buy-in, and employing excel-based risk assessment tool. Developed training materials and documentation to transition monitoring activities to the client prior to contract end.



Edward (“Ted”) Thomas – Key Personnel



Ted Thomas

Key Personnel

DELOITTE

Experience Highlights:

Transportation Planning & Analysis
Economic Development Planning
Organizational Assessment, Research, Analysis and Planning
Public Involvement and Outreach
Grants Compliance, Monitoring and Development



Education

Master of Arts, Political Economy, University of British Columbia

Bachelor of Arts, International Relations and Conflict Studies, Trinity College at the University of Toronto



Summary

Ted has more than 10 years of experience advising national agencies, state and local governments, international organizations, and commercial clients across industries, including transportation, to solve complex social, economic, and sustainable development challenges, through the combination of strategy design, implementation, and evaluation to suggest innovative financial, programmatic, and partnership models.



Relevant Experience

New York City Metropolitan Transportation Authority

Managed the engagement to stand-up the Central Business District Tolling Program – a new organization setup within the Tri-borough Bridge and Tunnel Authority of the MTA tasked with implementing the congestion pricing program which aims to reduce traffic congestion, reduce air pollution, improve quality of life for citizens, and generate funding to modernize the MTA.

Conducted stakeholder interviews and desk reviews (more than 1,200 documents) to identify process improvement recommendations and enable the design of an Enterprise Program Management Office (EPMO) to help achieve Strategy & Vision Alignment, Business & Technical Alignment, Organizational Alignment, and Program & Performance Management. Developed “quick-win” analysis as well as roadmap to long-term implementation.

Central Coast California – Hourglass Project

Senior advisor to engagement to support the Hourglass Project, an economic development initiative focused on transforming the central coast region of California through four pillars: infrastructure, economic development, education, and housing. Facilitated technical workshops with municipal and business leaders to create a Smart Region vision, attract talent, and re-develop existing government and utility owned assets into innovation hubs to spur economic growth and job creation.

World Bank Global Infrastructure Facility

Advised the World Bank Group on the design and implementation of a mid-term evaluation of the Global Infrastructure Facility (GIF). GIF is a unique approach to increasing private sector investment in emerging market infrastructure, bringing together global financial institutions, investment advisors, and multilateral development banks. The mid-term evaluation considered the effectiveness, efficiency, relevance, and sustainability of the GIF, globally as well as through reviews of GIF-supported infrastructure projects in 9 countries in Latin America, Eastern Europe, Sub-Saharan Africa, Middle East, and South/Southeast Asia. On this engagement, Edward was the team lead and senior evaluator.



Valentin Villalbi – Key Personnel



Valentin Villalbi

Key Personnel

DELOITTE

Experience Highlights:

Capital Project
Planning and
Program
Support
Transportation
Planning and
Analysis



Education

Master of Business Administration,
Finance, Georgetown University

Master of Chemical Engineering, Ecole
Centrale de Marseille (France)



Summary

Valentin has more than 12 years of experience in the infrastructure and energy sectors. He advises federal, state and local government and private sector entities on the funding, financing, procurement and operation of infrastructure assets in the US and overseas. He has experience in the natural resources, power, and transportation (roads, light rail, ports) industries.



Relevant Experience

All Aboard Florida

Lender’s advisor to the US DOT’s RRIF program for a potential RRIF loan for Phase 2 (West Palm Beach – Orlando) for this private passenger rail line. Led financial and creditworthiness analysis for RRIF loan to a private operator developing passenger rail services in Florida. Tasks include financial analysis and planning, transit ridership analysis, fare and ancillary revenue analysis, review of capital improvement plans, review of transit-oriented development (TOD) impacts on project financial sustainability.

USDOT Transportation Infrastructure Finance and Innovation Act (TIFIA)

Washington Metropolitan Area Transit Authority (WMATA) – led credit assessment of TIFIA loan to WMATA for the construction of a subway station Potomac Yard Metro Station in Alexandria, VA. Tasks include financial modelling, credit assessment, and contributions to the loan documents.

Orange County Transportation Authority (OCTA) – led credit assessment of TIFIA loan to OCTA for the expansion of the I-405 managed lanes - a \$1.9 billion toll road in Orange County, CA. Tasks include financial modelling, credit assessment, and contributions to the loan documents.

Seattle Sound Transit – led credit assessment of TIFIA loan to Sound Transit for two light rail projects that include the East Link Extension and the Northgate Link Extension. Tasks include financial modelling, credit assessment, and supporting negotiations for a Master Credit Agreement.

Houston Grand Parkway – led credit assessment of TIFIA loan to the Houston Grand Parkway toll road system for Segments D to G, and Segments H&I.



Sarah Williams – Key Personnel



Sarah Williams

Key Personnel

DELOITTE

Experience Highlights:

Capital Project Planning and Program Support
Transportation Planning and Analysis
Environmental Planning
Public Involvement and Outreach



Education

Master of Business Administration, Management, Loyola University
Master of Engineering, Structural Engineering, University of Maryland
Bachelor of Science, Civil Engineering, Bucknell University



Summary

Sarah has ten years of experience in transportation engineering and has served as a program manager with experience in stakeholder and team coordination, budgeting, scheduling, and other management responsibilities. She has provided project management oversight services on state, federal, private, and jointly funded transit projects and has worked directly with state and federal DOTs and transit agencies. She has supported transportation planning projects and participated in public outreach efforts. She is a registered Professional Engineer (PE).



Relevant Experience

U.S. Department of Agriculture (USDA), Forest Service (FS)

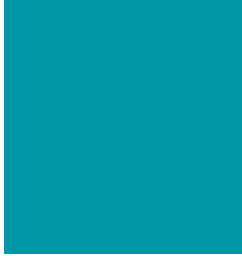
Supported the development of a Capital Improvement Project (CIP) Prioritization Process, which involved finalizing CIP criteria, developing a business case template for distribution to personnel, and developing and executing a CIP Prioritization Model, a communications plan, and a training plan. Supported the development of an asset management roadmap to help lead to the implementation of a comprehensive asset management plan.

Maryland Department of Transportation & Maryland Transit Administration (MDOT & MDOT MTA)

Served as deputy project manager of a NEPA consultant team advising MDOT and MDOT MTA on a high-speed magnetic levitation Federal Rail Administration (FRA) planning project that was funded by a federal grant. Responsibilities included assistance with schedule tracking and finances; participation in extensive public outreach efforts; administrative record oversight; working with MDOT, MDOT MTA, FRA, and a private technology firm; NEPA document preparation; agency and team coordination; reimbursement resolution; and engineering support.

Maryland Department of Transportation (MDOT)

Served as consultant to MDOT on a FRA NEPA and preliminary engineering project for Amtrak, a passenger railroad service provider. Responsibilities included working with MDOT, FRA, and Amtrak; assistance with invoicing; schedule and budget tracking; team and stakeholders' coordination; and engineering support.



Maryland Transit Administration (MDOT MTA)

Served as deputy project manager on behalf of MDOT MTA whose responsibilities included developing program schedules for the successful and on-time light rail and metro rail shutdowns; managing reconstruction work activities; and coordinating with the project team. Served as liaison between internal team and the client. On-going client coordination included procurement support services, scheduling, and contract setup.



Rasheq Zarif – Key Personnel



Rasheq Zarif

Key Personnel

DELOITTE

Experience Highlights:

Capital Project
Planning and
Program
Support
Information
Technology (IT)



Education

Master of Science, Mechanical Engineering, University of California at Berkeley

Bachelor of Arts, Mechanical Engineering, Columbia University



Summary

Rasheq has operationalized and scaled innovations around various digital mobility services. He has also been part of leading cultural transformation and establishing partnerships/alliances for the company. He ramped up multiple start-ups for the organization and served in a leadership capacity for investments and acquisitions.



Relevant Experience

Mercedes-Benz Corporate Incubator, Lab1886

Developed and launched a newly founded incubator in Silicon Valley for Mercedes-Benz. The goal of the incubator was to create new and innovative digital products and solutions to elevate Mercedes-Benz as a key player in the space and eventually spin off the capabilities into new businesses.

Mercedes-Benz

Operationalized and scaled innovations around various digital mobility services. Also played a key role in leading cultural transformation and establishing partnerships/alliances for the company. Ramped up multiple start-ups for the organization and served in a leadership capacity for investments and acquisitions. Successfully developed and expanded a newly founded division in Silicon Valley that focuses on:

- Innovation Scouting with Accelerators and selected VCs
- Utilize design thinking and customer centric methods
- Piloting New Mobility Services Concepts with strategic partners/startups
- Executing with a diverse team that blends speed and agile methods within a corporate setting



Ximon Zhu – Key Personnel



Ximon Zhu

Key Personnel

DELOITTE

Experience Highlights:

Capital Project
Planning and
Program
Support
Transportation
Planning and
Analysis
Economic
Development
Planning
Information
Technology (IT)



Education

Bachelor of Science, Building
Construction, Georgia Institute of
Technology



Summary

Ximon specializes in urban
development, infrastructure
finance, and P3s. Ximon has more
than 10 years of experience
providing infrastructure and real
estate planning/development,
market assessment, capital
planning, and land-use feasibility
assessments for large-scale public
sector and private sector capital
projects.



Relevant Experience

Broward Smart Solutions

Project manager for Deloitte team tasked with developing the Smart Corridor Strategy for the Broward Metropolitan Planning Organization (MPO). Managed technical delivery and conducted assessment of maturity of Broward County’s readiness for developing smart infrastructure. Facilitated technical workshop, where BCTD was a participant, to identify needs and opportunities for a potential smart corridor pilot. Developed Broward Smart Corridor Strategy that addresses transit, mobility on-demand, micro-mobility and related areas as part of potential smart solutions to be piloted.

All Aboard Florida’s Brightline service, Phase 2

Lender’s advisor to the US DOT’s RRIF program for a potential RRIF loan for Phase 2 (West Palm Beach – Orlando) for this private passenger rail line. Technical advisor under the financial advisory team for the \$1B+ transaction, performing constructability, scheduling, and cost analysis of the passenger rail system. Developed cost and schedule benchmarks for rail tracks, rolling stock, and rail station improvements. Performed broad risk analysis and developed risk register.

Connected Corridor/SMART Region

Project manager for an economic development strategy engagement under the AZ Connected Corridor / Smart Region initiative. Facilitated technical workshop with Arizona Department of Transportation (ADOT), Arizona Commerce Authority (ACA), and private partners (Black & Veatch, Amazon Web Services, Hitachi, etc.) to develop a project roadmap for an IoT-enabled Smart Region aimed at improving connectivity, access to broadband, and expansion of IoT-enabled services for communities clustered around the land ports between Arizona and Sonora.



Patrick Zubin – Key Personnel



Patrick Zubin

Key Personnel

DELOITTE

Experience Highlights:

Transportation Planning and Analysis
Information Technology (IT)
Public Involvement and Outreach



Education

Master of Arts, Internal Economics and Finance, Johns Hopkins University
Bachelor of Science, International Affairs, Georgetown University



Summary

Patrick has experience working on enterprise and business unit strategy, analytics solutions, and business model transformation for public- and private-sector clients. Patrick’s skillset includes technology and public policy, and he is involved in the firm’s Future of Mobility and Smart City efforts.



Relevant Experience

San Diego Association of Governments (SANDAG)

Regional Plan Vision & NextOS - Leading effort to support San Diego’s metropolitan planning organization to incorporate new technologies and mobility solutions in its long-range transportation plan. This includes concept, capability, and feature development of the NextOS digital platform, one of the San Diego Association of Governments (SANDAG) “Five Big Moves” and a core element of the long-term vision for the region’s transportation infrastructure. Tasks include a high-level assessment of a regional operating model for current intelligent transportation systems and developing a future-state Concept of Operations including roles and responsibilities, agency interactions, and policy considerations for NextOS technologies. Other tasks include an analysis of equity considerations and recommended strategies for addressing equity impacts for NextOS features; illustrate application of NextOS capabilities in the four target locations in the form of use cases, user journeys, and impact analysis, in support of the 5 Big Moves; develop rough-order-of-magnitude costs, and financials.

State of Georgia – House Transit Commission on Governance & Funding

Led project team in development of a statewide transit strategy and governance model for the Georgia House Commission on Transit. The final report was drafted into law by the Georgia House Transportation Committee. The bill passed the House of Representatives but did not reach a vote in the Senate prior to the closure of legislative session. This effort included detailed research and analysis of Georgia’s transit performance and funding environment, benchmarking of alternative governance models used in leading states, stakeholder engagement and meeting facilitation, and legislative and communications support. Key components of the report include the design of a new cabinet-level department focused on mobility and transit, financial projections of new statewide revenue measures, and the design of innovative pilot programs to promote new technologies like micro transit and rideshare services.



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... solutions for a dynamic world®

January 29, 2020

Broward County Board of County Commissioners, Purchasing Division
Attn: Mark Roberts
115 S. Andrews Ave., Room 212, Fort Lauderdale, FL 33301-4804

**RE: CONFIDENTIALITY OF FINANCIAL STATEMENT- WHITEHOUSE GROUP INC.
BID PNC2119955P1, GENERAL PLANNING CONSULTANT SERVICES FOR THE TRANSPORTATION
DEPARTMENT**

Dear Mr. Roberts:

In compliance with *Section L* of the *Standard Instructions to Vendors (RFP package page 13)*, Whitehouse Group Inc. asserts that *F.S. §119.071(1) General exemptions from inspection or copying of public records*, exempts prospective bidders on competitive solicitations (*F.S. §119.071(1)(b)*), or on solicitations for road or public works projects (*F.S. §119.071(1)(c)*) from public release of any financial statements submitted in response to the competitive bid process.

To comply with Sections *B.2.b.ii* and *L.3* of the *Standard Instructions to Vendors*, Whitehouse Group hand-delivered three hard copies of our two most recent years Federal Tax Returns in a sealed envelope labeled with the solicitation number, title, date and time of solicitation opening to:

Broward County Purchasing Division
Attn: Mark Roberts
115 S. Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

Should you require additional information regarding Whitehouse Group's financial statements for this competitive bid evaluation, those statements are available for inspection at our corporate headquarters located at 100 W. Cypress Creek RD, STE 620, Fort Lauderdale, FL 33309.

Regards,
Whitehouse Group Inc.

Wade L. White
Chairman / CEO

cc: Todd A. Brauer, President / COO
Dale Lergie, CPA, Controller

100 West Cypress Creek Road, Suite 620
Fort Lauderdale, FL 33309
+1 (954) 482-8409
www.whitehousegroup.com

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM

<i>Subcontracted Firm's Name</i>	Cambridge Systematics
<i>Subcontracted Firm's Address</i>	2101 West Commercial Boulevard Suite 3200 Fort Lauderdale, FL 33309
<i>Subcontracted Firm's Telephone Number</i>	(954)-331-6100
<i>Contact Person's Name and Position</i>	Peng Zhu, Senior Associate
<i>Contact Person's Email Address</i>	PZhu@camsys.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Economic Development Planning and Information Technology

<i>Subcontracted Firm's Name</i>	Gannett Fleming
<i>Subcontracted Firm's Address</i>	1777 S. Andrews Avenue Suite 203 Fort Lauderdale, FL 33316
<i>Subcontracted Firm's Telephone Number</i>	(813)-371-0406
<i>Contact Person's Name and Position</i>	Kristin Bowman, Senior Proposal Specialist
<i>Contact Person's Email Address</i>	kbowman@gfnet.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Environmental Planning

<i>Subcontracted Firm's Name</i>	TransPro Consulting
<i>Subcontracted Firm's Address</i>	11935 Pasco Trails Blvd Spring Hill, FL 34610
<i>Subcontracted Firm's Telephone Number</i>	(888)-703-9554
<i>Contact Person's Name and Position</i>	Lyndsey Scofield, Principal
<i>Contact Person's Email Address</i>	lyndsey@transproconsulting.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Organizational Assessment, Research, Analysis, and Planning

<i>Subcontracted Firm's Name</i>	The Valerin Group
<i>Subcontracted Firm's Address</i>	2945 W. Cypress Creek Rd Suite 104 Fort Lauderdale, FL 33309
<i>Subcontracted Firm's Telephone Number</i>	(954)-656-6612
<i>Contact Person's Name and Position</i>	Nanea Marcial, Public Relations Specialist
<i>Contact Person's Email Address</i>	nanea@valerin-group.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Public Involvement and Outreach

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM

<i>Subcontracted Firm's Name</i>	ServiceEdge Solutions
<i>Subcontracted Firm's Address</i>	9264 SW 90th St Gainesville, FL 32608
<i>Subcontracted Firm's Telephone Number</i>	(727)-455-4059
<i>Contact Person's Name and Position</i>	Rodney Bunner, Transportation Data Systems Consultant
<i>Contact Person's Email Address</i>	rbunner@myserviceedge.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Support in Capital Project Planning and Development; Transportation Planning and Analysis; and Information Technology

<i>Subcontracted Firm's Name</i>	Media Relations Group
<i>Subcontracted Firm's Address</i>	14707 South Dixie Highway Suite 404 Miami, FL 33176
<i>Subcontracted Firm's Telephone Number</i>	(305)-254-8598
<i>Contact Person's Name and Position</i>	Paulette Summers, Manager/Public Information Officer
<i>Contact Person's Email Address</i>	psummers@mrgmiami.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Support in Public Involvement and Outreach

<i>Subcontracted Firm's Name</i>	Deloitte
<i>Subcontracted Firm's Address</i>	333 SE 2 nd Ave. Suite 3600 Miami, FL 33131
<i>Subcontracted Firm's Telephone Number</i>	(571)-814-6433
<i>Contact Person's Name and Position</i>	Rahul Gupta
<i>Contact Person's Email Address</i>	rahulgupta56@deloitte.com
<i>Estimated Subcontract/Supplies Contract Amount</i>	TBD based on work order assignments
<i>Type of Work/Supplies Provided</i>	Support in all Scope of Work Areas

Vendor Reference Verification Form

Vendor is required to submit completed Reference Verification Forms for previous projects referenced in its submittal. Vendor should provide the **Vendor Reference Verification Form** to its reference organization/firm to complete and return to the Vendor's attention. Vendor should submit the completed Vendor Reference Form with its response by the solicitation's deadline. The County will verify references provided as part of the review process. Provide a minimum of three (3) non-Broward County Board of County Commissioners' references.



Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2119955P1 - General Planning Consultant Services for the Transportation Department

Reference for: Whitehouse Group Inc.

Organization/Firm Name providing reference:

Pennsylvania Department of Transportation, Bureau of Public Transportation

Contact Name: Danielle Spila

Title: Director

Reference date:

Contact Email: dspila@pa.gov

Contact Phone: 717-787-1208

Name of Referenced Project: Planning and Finance

Contract No.

Date Services Provided:

Project Amount:

E03355

02/02/2015 to 02/02/2020

\$ 2,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

A deliverable based, lump sum, open-end contract to assist in immediate special studies, long range planning, conceptual design, funding and financial assessment, quality control, and technical assistance to PennDOT with an emphasis on planning and finance – Financial Assessment for the Multi Modal Deputate. The selected offeror will provide PennDOT with the support necessary to enable PennDOT to develop timely strategies to meet the long-range planning and financial and Financial Assessment challenges of maintaining and improving the Multi Modal Deputate

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

Vendor Reference Verification Form

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2119955P1 - General Planning Consultant Services for the Transportation Department

Reference for: Whitehouse Group Inc.

Organization/Firm Name providing reference:

Pennsylvania Department of Transportation, Bureau of Public Transportation

Contact Name: Danielle Spila

Title: Director

Reference date:

Contact Email: dspila@pa.gov

Contact Phone:

Name of Referenced Project: Performance and Compliance

Contract No.

Date Services Provided:

Project Amount:

E03691

06/01/2016 to 06/01/2021

\$ 5,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

Supporting the Bureau of Public Transportation (BPT) in conducting Transit Agency Performance and Compliance Reviews. The work for this deliverable-based, lump sum, open-end agreement encompasses long range planning, funding and financial assessments, as well as technical assistance to the transit agencies in Pennsylvania with an emphasis on Performance & Compliance Reviews.

Please rate your experience with the referenced Vendor:

Needs Improvement Satisfactory Excellent Not Applicable

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

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Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____

Vendor Reference Verification Form

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Vendor Reference Verification Form

Broward County Solicitation No. and Title:

PNC2119955P1 - General Planning Consultant Services for the Transportation Department

Reference for: [Whitehouse Group Inc.](#)

Organization/Firm Name providing reference:

[Broward Metropolitan Planning Organization](#)

Contact Name: [Gregory Stuart](#) Title: Executive Director Reference date:

Contact Email: stuartg@browardmpo.org Contact Phone: [954-876-0035](tel:954-876-0035)

Name of Referenced Project: [Advancing Strategic Initiatives](#)

Contract No.	Date Services Provided:	Project Amount:
15-03	10/08/2015 to 04/20/2020	\$ 2,000,000.00

Vendor's role in Project: Prime Vendor Subconsultant/Subcontractor

Would you use this vendor again? Yes No If No, please specify in Additional Comments (below).

Description of services provided by Vendor:

The services which are required pursuant to this project may encompass a wide range of transportation planning services with the possibility of several different types of deliverables with short completion schedules being assigned concurrently.

Please rate your experience with the referenced Vendor:

	Needs Improvement	Satisfactory	Excellent	Not Applicable
--	--------------------------	---------------------	------------------	-----------------------

1. Vendor's Quality of Service				
a. Responsive	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Accuracy	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Vendor's Organization:				
a. Staff expertise	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Professionalism	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Timeliness of:				
a. Project	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Deliverables	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Project completed within budget	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Cooperation with:				
a. Your Firm	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b. Subcontractor(s)/Subconsultant(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c. Regulatory Agency(ies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Additional Comments: (provide on additional sheet if needed)

THIS SECTION FOR COUNTY USE ONLY

Verified via: EMAIL VERBAL Verified by: _____ Division: _____ Date: _____



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/8/2020

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 Lakenan 890 Rozier Street Ste. Genevieve MO 63670	CONTACT NAME: Sarah Mandziara PHONE (A/C. No. Ext): 573-883-7446 E-MAIL ADDRESS: COI@lakenan.com		FAX (A/C. No): 573-883-3981	
	INSURER(S) AFFORDING COVERAGE			
INSURED Whitehouse Group Inc 100 W Cypress Creek Road Suite 620 Fort Lauderdale FL 33309	WHITE18	INSURER A :	CONTINENTAL CASUALTY COMPANY	20443
		INSURER B :	Valley Forge Insurance Company	20508
		INSURER C :	UNITED STATE LIABILITY INS GROUP (USLI)	25895
		INSURER D :		
		INSURER E :		
		INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** 1141136902 **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	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
B	<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"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			B6023303099	1/1/2020	1/1/2021	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			B6023303121	1/1/2020	1/1/2021	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ 10,000			B6023312272	1/1/2020	1/1/2021	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y <input checked="" type="checkbox"/> N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WC656824434	1/1/2020	1/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	Professional Liability			SP1561402B	1/1/2020	1/1/2021	E & O 2,000,000
B	Employee Dishonesty			B6023303099	1/1/2020	1/1/2021	Aggregate 2,000,000 Each claim ded 1,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Employee Dishonesty Limit \$25,000 with \$500 Deductible
General Liability includes Blanket Additional Insured Coverage on a primary and non-contributory basis. Blanket Waiver of Subrogation included under General Liability. ECMS Project #: 03355
Certificate holder will be provided with Thirty (30) days in advance of cancellation.

CERTIFICATE HOLDER

CANCELLATION

Pennsylvania Department of Transportation/
Commonwealth of Pennsylvania
400 North Street
Harrisburg PA 17105

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

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**PRIMARY AND NONCONTRIBUTORY-
OTHER INSURANCE CONDITION**

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS COMMON POLICY CONDITIONS

The following is added to Paragraph **H. Other Insurance** and supersedes any provision to the contrary:

Primary And Noncontributory Insurance

This insurance is primary to and will not seek contribution from any other insurance available to an additional insured under your policy provided that:

1. The additional insured is a Named Insured under such other insurance; and
2. You have agreed in writing in a contract or agreement that this insurance would be primary and would not seek contribution from any other insurance available to the additional insured.

All other terms and conditions of the Policy remain unchanged.

**CHANGES - NOTICE OF CANCELLATION
OR MATERIAL COVERAGE CHANGE**

This endorsement modifies insurance provided under the following:

BUSINESSOWNERS COMMON POLICY CONDITIONS

In the event of cancellation or material change that reduces or restricts the insurance afforded by this Coverage Part (other than the reduction of aggregate limits through payment of claims), we agree to mail written notice of cancellation or material change at a minimum of thirty (30) days prior to such cancellation or material change, to:

SCHEDULE	
Name of Designated Entity: _____	
Address/Contact Information of Designated Entity: _____	

***Information required to complete this Schedule, if not shown above, will be shown in the Declarations.**

The following conditions are added:

1. If the policy is cancelled or not renewed, we will give written notice of such cancellation or nonrenewal to the Designated Entity shown in the Schedule above, or in the Declarations, at a minimum of thirty (30) days prior to such cancellation or nonrenewal. Such notice may be delivered or sent by any means of our choosing. The notice to the Designated Entity will state the effective date of cancellation or nonrenewal. However, such notice of cancellation or nonrenewal is solely for the purpose of informing the Designated Entity of the effective date of cancellation or nonrenewal and does not grant, alter, or extend any rights or obligations under this policy.
2. If we cancel or elect not to renew the policy for any reason other than nonpayment of premium, we will give written notice to the Designated Entity shown in the Schedule above, or in the Declarations, at a minimum of thirty (30) days prior to such cancellation or nonrenewal, at the same time notice is given to the first Named Insured.
3. If we cancel or elect not to renew this policy for nonpayment of premium, we will give written notice to the Designated Entity shown in the Schedule above, or in the Declarations. Such notice may be provided before or after the effective date of cancellation or nonrenewal.
4. Failure to give notice in accordance with the terms of this endorsement does not:
 - a. Alter the effective date of policy cancellation, nonrenewal or expiration;
 - b. Render such cancellation or nonrenewal ineffective;
 - c. Grant, alter, or extend any rights or obligations under this policy; or
 - d. Extend the insurance beyond the effective date of cancellation or policy expiration, whichever comes first.

All other terms and conditions of the Policy remain unchanged.



OFFICE OF ECONOMIC AND SMALL BUSINESS DEVELOPMENT

Governmental Center Annex

115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301 • 954-357-6400 • FAX 954-357-5674

August 1, 2019

Mr. Wade L. White

WHITEHOUSE GROUP, INC.

100 W. Cypress Creek Road, Suite 620

Fort Lauderdale, Florida 33309

Dear Mr. White:

The Broward County Office of Economic and Small Business Development (OESBD) is pleased to award your company certifications as a **County Business Enterprise (CBE)**. Your firm is now eligible to participate in the Office of Economic and Small Business Development program.

Your CBE certification is continuous, but is contingent upon your firm verifying annually its eligibility in the program. Each year, on the anniversary of the date you were awarded certification, you must submit to OESBD a Personal Net Worth Worksheet, a copy of the previous year's Business Tax Return, copies of the current professional licenses, and County and local business tax receipts. As a courtesy, OESBD will notify you in advance of your obligation to provide the continuing eligibility documents. However, the responsibility to assure continued certification is yours.

To review current Broward County Government bid opportunities visit: www.broward.org/Purchasing and click on "Current Solicitations and Results." Also, from this website, you can log into your firm's profile in BidSync to ensure you have added all appropriate classification codes. Bid opportunities over \$3,500 will be advertised to vendors via e-mail and according to classification codes, so please ensure that both the Purchasing Division and OESBD are apprised of your current e-mail address.

Your primary certification group is: **Architecture and Engineering Services**. This is also how your listing in our directory will read. You may access your firm's listing by visiting the Office of Economic and Small Business Development Directory, located on the internet at: www.broward.org/EconDev and click on "Certified Firm Directories."

Your firm may compete for, and perform work on Broward County projects in the following areas:

NAICS CODE: 541320, 541330, 541611, 541690

We look forward to working with you to achieve greater opportunities for your business through county procurement.

Sincerely,

A handwritten signature in black ink, appearing to read "Sandy-Michael McDonald", with a large, stylized flourish at the end.

Sandy-Michael McDonald, Director

Office of Economic and Small Business Development

Cert Agency: BC-CBE

ANNIVERSARY DATE: AUGUST 1ST



Governmental Center Annex
115 S. Andrews Avenue, Room A680 • Fort Lauderdale, Florida 33301 • 954-357-6400 • FAX 954-357-5674 • TTY 954-357-5664

Office of Economic and Small Business Development

This Certificate is Awarded to:

WHITEHOUSE GROUP, INC.

As set forth in the Broward County Business Opportunity Act of 2012, the certification requirements have been met for:

**County Business Enterprise
Anniversary Date: August 1st**

Authorized Representative

The Office of Economic and Small Business Development must be notified within 30 days of any material changes in the business which may affect ownership and control. Failure to do so may result in the revocation of this certificate and/or imposition of other sanctions.

A Service of the Broward County Board of County Commissioners
www.broward.org/smallbusiness



LETTER OF INTENT BETWEEN BIDDER/OFFEROR AND COUNTY BUSINESS ENTERPRISE (CBE) FIRM/SUPPLIER

This form is to be completed and signed for each CBE firm. If the PRIME is a CBE firm, please indicate the percentage performing with your own forces.

Solicitation No.: _____

Project Title: _____

Bidder/Offeror Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Authorized Representative: _____ Phone: _____

CBE Firm/Supplier Name: _____

Address: _____ City: _____ State: _____ Zip: _____

Authorized Representative: _____ Phone: _____

- A. This is a letter of intent between the bidder/offeror on this project and a CBE firm for the CBE to perform work on this project.
- B. By signing below, the bidder/offeror is committing to utilize the above-named CBE to perform the work described below.
- C. By signing below, the above-named CBE is committing to perform the work described below.
- D. By signing below, the bidder/offeror and CBE affirm that if the CBE subcontracts any of the work described below, it may only subcontract that work to another CBE.

Work to be performed by CBE Firm

Description	NAICS ¹	CBE Contract Amount ²	CBE Percentage of Total Project Value
			%
			%
			%

AFFIRMATION: I hereby affirm that the information above is true and correct.

CBE Firm/Supplier Authorized Representative

Signature: _____ Title: _____ Date: _____

Bidder/Offeror Authorized Representative

Signature: _____ Title: _____ Date: _____

¹ Visit Census.gov and select [NAICS](#) to search and identify the correct codes. Match type of work with NAICS code as closely as possible.

² To be provided only when the solicitation requires that bidder/offeror include a dollar amount in its bid/offer.

In the event the bidder/offeror does not receive award of the prime contract, any and all representations in this Letter of Intent and Affirmation shall be null and void.

Supplier: **Whitehouse Group Inc.**

**Standard Instructions to Vendors
Request for Proposals, Request for Qualifications, or Request for Letters of Interest**

Vendors are instructed to read and follow the instructions carefully, as any misinterpretation or failure to comply with instructions may lead to a Vendor's submittal being rejected.

Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync. Refer to the [Purchasing Division website](#) or contact BidSync for submittal instructions.

A. Responsiveness Criteria:

In accordance with Broward County Procurement Code Section 21.8.b.65, a Responsive Bidder [Vendor] means a person who has submitted a proposal which conforms in all material respects to a solicitation. The solicitation submittal of a responsive Vendor must be submitted on the required forms, which contain all required information, signatures, notarizations, insurance, bonding, security, or other mandated requirements required by the solicitation documents to be submitted at the time of proposal opening.

Failure to provide the information required below at the time of submittal opening may result in a recommendation Vendor is non-responsive by the Director of Purchasing. The Selection or Evaluation Committee will determine whether the firm is responsive to the requirements specified herein. The County reserves the right to waive minor technicalities or irregularities as is in the best interest of the County in accordance with Section 21.30.f.1(c) of the Broward County Procurement Code.

Below are standard responsiveness criteria; refer to **Special Instructions to Vendors**, for Additional Responsiveness Criteria requirement(s).

1. Lobbyist Registration Requirement Certification

Refer to **Lobbyist Registration Requirement Certification**. The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

2. Addenda

The County reserves the right to amend this solicitation prior to the due date. Any change(s) to this solicitation will be conveyed through the written addenda process. Only written addenda will be binding. If a "must" addendum is issued, Vendor must follow instructions and submit required information, forms, or acknowledge addendum, as instructed therein. It is the responsibility of all potential Vendors to monitor the solicitation for any changing information, prior to submitting their response.

B. Responsibility Criteria:

Definition of a Responsible Vendor: In accordance with Section 21.8.b.64 of the Broward County Procurement Code, a Responsible Vendor means a Vendor who has the capability in all respects to perform the contract requirements, and the integrity and reliability which will assure good faith performance.

The Selection or Evaluation Committee will recommend to the awarding authority a determination of

a Vendor's responsibility. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award.

Failure to provide any of this required information and in the manner required may result in a recommendation by the Director of Purchasing that the Vendor is non-responsive.

Below are standard responsibility criteria; refer to **Special Instructions to Vendors**, for Additional Responsibility Criteria requirement(s).

1. **Litigation History**

- a. All Vendors are required to disclose to the County all "material" cases filed, pending, or resolved during the last three (3) years prior to the solicitation response due date, whether such cases were brought by or against the Vendor, any parent or subsidiary of the Vendor, or any predecessor organization. Additionally, all Vendors are required to disclose to the County all "material" cases filed, pending, or resolved against any principal of Vendor, regardless of whether the principal was associated with Vendor at the time of the "material" cases against the principal, during the last three (3) years prior to the solicitation response. A case is considered to be "material" if it relates, in whole or in part, to any of the following:
 - i. A similar type of work that the vendor is seeking to perform for the County under the current solicitation;
 - ii. An allegation of fraud, negligence, error or omissions, or malpractice against the vendor or any of its principals or agents who would be performing work under the current solicitation;
 - iii. A vendor's default, termination, suspension, failure to perform, or improper performance in connection with any contract;
 - iv. The financial condition of the vendor, including any bankruptcy petition (voluntary and involuntary) or receivership; or
 - v. A criminal proceeding or hearing concerning business-related offenses in which the vendor or its principals (including officers) were/are defendants.
- b. For each material case, the Vendor is required to provide all information identified in the **Litigation History Form**. Additionally, the Vendor shall provide a copy of any judgment or settlement of any material case during the last three (3) years prior to the solicitation response. Redactions of any confidential portions of the settlement agreement are only permitted upon a certification by Vendor that all redactions are required under the express terms of a pre-existing confidentiality agreement or provision.
- c. The County will consider a Vendor's litigation history information in its review and determination of responsibility.
- d. If the Vendor is a joint venture, the information provided should encompass the joint venture and each of the entities forming the joint venture.
- e. A vendor is required to disclose to the County any and all cases(s) that exist between the County and any of the Vendor's subcontractors/subconsultants proposed to work on this project during the last five (5) years prior to the solicitation response.
- f. Failure to disclose any material case, including all requested information in connection with each such case, as well as failure to disclose the Vendor's subcontractors/subconsultants litigation history against the County, may result in the Vendor being deemed non-responsive.

2. **Financial Information**

- a. All Vendors are required to provide the Vendor's financial statements at the time of submittal

in order to demonstrate the Vendor's financial capabilities.

- b. Each Vendor shall submit its most recent two years of financial statements for review. The financial statements are not required to be audited financial statements. The annual financial statements will be in the form of:
 - i. Balance sheets, income statements and annual reports; or
 - ii. Tax returns; or
 - iii. SEC filings.

If tax returns are submitted, ensure it does not include any personal information (as defined under Florida Statutes Section 501.171, Florida Statutes), such as social security numbers, bank account or credit card numbers, or any personal pin numbers. If any personal information data is part of financial statements, redact information prior to submitting a response the County.

- c. If a Vendor has been in business for less than the number of years of required financial statements, then the Vendor must disclose all years that the Vendor has been in business, including any partial year-to-date financial statements.
- d. The County may consider the unavailability of the most recent year's financial statements and whether the Vendor acted in good faith in disclosing the financial documents in its evaluation.
- e. Any claim of confidentiality on financial statements should be asserted at the time of submittal. Refer to **Standard Instructions to Vendors**, Confidential Material/ Public Records and Exemptions for instructions on submitting confidential financial statements. The Vendor's failure to provide the information as instructed may lead to the information becoming public.
- f. Although the review of a Vendor's financial information is an issue of responsibility, the failure to either provide the financial documentation or correctly assert a confidentiality claim pursuant the Florida Public Records Law and the solicitation requirements (Confidential Material/ Public Records and Exemptions section) may result in a recommendation of non-responsiveness by the Director of Purchasing.

3. Authority to Conduct Business in Florida

- a. A Vendor must have the authority to transact business in the State of Florida and be in good standing with the Florida Secretary of State. For further information, contact the Florida Department of State, Division of Corporations.
- b. The County will review the Vendor's business status based on the information provided in response to this solicitation.
- c. It is the Vendor's responsibility to comply with all state and local business requirements.
- d. Vendor should list its active Florida Department of State Division of Corporations Document Number (or Registration No. for fictitious names) in the **Vendor Questionnaire**, Question No. 10.
- e. If a Vendor is an out-of-state or foreign corporation or partnership, the Vendor must obtain the authority to transact business in the State of Florida or show evidence of application for the authority to transact business in the State of Florida, upon request of the County.
- f. A Vendor that is not in good standing with the Florida Secretary of State at the time of a

submission to this solicitation may be deemed non-responsible.

- g. If successful in obtaining a contract award under this solicitation, the Vendor must remain in good standing throughout the contractual period of performance.

4. **Affiliated Entities of the Principal(s)**

- a. All Vendors are required to disclose the names and addresses of “affiliated entities” of the Vendor’s principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County. The Vendor is required to provide all information required on the **Affiliated Entities of the Principal(s) Certification Form**.
- b. The County will review all affiliated entities of the Vendor’s principal(s) for contract performance evaluations and the compliance history with the County’s Small Business Program, including CBE, DBE and SBE goal attainment requirements. “Affiliated entities” of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

5. **Insurance Requirements**

The **Insurance Requirement Form** reflects the insurance requirements deemed necessary for this project. It is not necessary to have this level of insurance in effect at the time of submittal, but it is necessary to submit certificates indicating that the Vendor currently carries the insurance or to submit a letter from the carrier indicating it can provide insurance coverages.

C. **Additional Information and Certifications**

The following forms and supporting information (if applicable) should be returned with Vendor’s submittal. If not provided with submittal, the Vendor must submit within three business days of County’s request. Failure to timely submit may affect Vendor’s evaluation.

1. **Vendor Questionnaire**

Vendor is required to submit detailed information on their firm. Refer to the **Vendor Questionnaire** and submit as instructed.

2. **Standard Certifications**

Vendor is required to certify to the below requirements. Refer to the **Standard Certifications** and submit as instructed.

- a. **Cone of Silence Requirement Certification**
- b. **Drug-Free Workplace Certification**
- c. **Non-Collusion Certification**
- d. **Public Entities Crimes Certification**
- e. **Scrutinized Companies List Certification**

3. **Subcontractors/Subconsultants/Suppliers Requirement**

The Vendor shall submit a listing of all subcontractors, subconsultants, and major material suppliers, if any, and the portion of the contract they will perform. Vendors must follow the instructions included on the **Subcontractors/Subconsultants/Suppliers Information Form** and submit as instructed.

D. Standard Agreement Language Requirements

1. The acceptance of or any exceptions taken to the terms and conditions of the County's Agreement shall be considered a part of a Vendor's submittal and will be considered by the Selection or Evaluation Committee.
2. The applicable Agreement terms and conditions for this solicitation are indicated in the **Special Instructions to Vendors**.
3. Vendors are required to review the applicable terms and conditions and submit the **Agreement Exception Form**. If the **Agreement Exception Form** is not provided with the submittal, it shall be deemed an affirmation by the Vendor that it accepts the Agreement terms and conditions as disclosed in the solicitation.
4. If exceptions are taken, the Vendor must specifically identify each term and condition with which it is taking an exception. Any exception not specifically listed is deemed waived. Simply identifying a section or article number is not sufficient to state an exception. Provide either a redlined version of the specific change(s) or specific proposed alternative language. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.
5. Submission of any exceptions to the Agreement does not denote acceptance by the County. Furthermore, taking exceptions to the County's terms and conditions may be viewed unfavorably by the Selection or Evaluation Committee and ultimately may impact the overall evaluation of a Vendor's submittal.

E. Evaluation Criteria

1. The Selection or Evaluation Committee will evaluate Vendors as per the **Evaluation Criteria**. The County reserves the right to obtain additional information from a Vendor.
2. Vendor has a continuing obligation to inform the County in writing of any material changes to the information it has previously submitted. The County reserves the right to request additional information from Vendor at any time.
3. For Request for Proposals, the following shall apply:
 - a. The Director of Purchasing may recommend to the Evaluation Committee to short list the most qualified firms prior to the Final Evaluation.
 - b. The Evaluation Criteria identifies points available; a total of 100 points is available.
 - c. If the Evaluation Criteria includes a request for pricing, the total points awarded for price is determined by applying the following formula:
$$\frac{\text{(Lowest Proposed Price/Vendor's Price)}}{\text{Maximum Number of Points for Price}} = \text{Price Score}$$
 - d. After completion of scoring, the County may negotiate pricing as in its best interest.
4. For Requests for Letters of Interest or Request for Qualifications, the following shall apply:
 - a. The Selection or Evaluation Committee will create a short list of the most qualified firms.
 - b. The Selection or Evaluation Committee will either:

- i. Rank shortlisted firms; or
- ii. If the solicitation is part of a two-step procurement, shortlisted firms will be requested to submit a response to the Step Two procurement.

F. Demonstrations

If applicable, as indicated in Special Instructions to Vendors, Vendors will be required to demonstrate the nature of their offered solution. After receipt of submittals, all Vendors will receive a description of, and arrangements for, the desired demonstration. In accordance with Section 286.0113 of the Florida Statutes and pursuant to the direction of the Broward County Board of Commissioners, demonstrations are closed to only the vendor team and County staff.

G. Presentations

Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) will have an opportunity to make an oral presentation to the Selection or Evaluation Committee on the Vendor's approach to this project and the Vendor's ability to perform. The committee may provide a list of subject matter for the discussion. All Vendor's will have equal time to present but the question-and-answer time may vary. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, presentations during Selection or Evaluation Committee Meetings are closed. Only the Selection or Evaluation Committee members, County staff and the vendor and their team scheduled for that presentation will be present in the Meeting Room during the presentation and subsequent question and answer period.

H. Public Art and Design Program

If indicated in **Special Instructions to Vendors**, Public Art and Design Program, Section 1-88, Broward County Code of Ordinances, applies to this project. It is the intent of the County to functionally integrate art, when applicable, into capital projects and integrate artists' design concepts into this improvement project. The Vendor may be required to collaborate with the artist(s) on design development within the scope of this request. Artist(s) shall be selected by Broward County through an independent process. For additional information, contact the Broward County Cultural Division.

I. Committee Appointment

The Cone of Silence shall be in effect for County staff at the time of the Selection or Evaluation Committee appointment and for County Commissioners and Commission staff at the time of the Shortlist Meeting of the Selection Committee or the Initial Evaluation Meeting of the Evaluation Committee. The committee members appointed for this solicitation are available on the Purchasing Division's website under [Committee Appointment](#).

J. Committee Questions, Request for Clarifications, Additional Information

At any committee meeting, the Selection or Evaluation Committee members may ask questions, request clarification, or require additional information of any Vendor's submittal or proposal. It is highly recommended Vendors attend to answer any committee questions (if requested), including a Vendor representative that has the authority to bind.

Vendor's answers may impact evaluation (and scoring, if applicable). Upon written request to the Purchasing Agent prior to the meeting, a conference call number will be made available for Vendor participation via teleconference. Only Vendors that are found to be both responsive and responsible to the requirements of the solicitation and/or shortlisted (if applicable) are requested to participate in a final (or presentation) Selection or Evaluation committee meeting.

K. Vendor Questions

The County provides a specified time for Vendors to ask questions and seek clarification regarding solicitation requirements. All questions or clarification inquiries must be submitted through BidSync by the date and time referenced in the solicitation document (including any addenda). The County will respond to questions via Bid Sync.

L. Confidential Material/ Public Records and Exemptions

1. Broward County is a public agency subject to Chapter 119, Florida Statutes. Upon receipt, all submittals become "public records" and shall be subject to public disclosure consistent with Chapter 119, Florida Statutes. Submittals may be posted on the County's public website or included in a public records request response, unless there is a declaration of "confidentiality" pursuant to the public records law and in accordance with the procedures in this section.
2. Any confidential material(s) the Vendor asserts is exempt from public disclosure under Florida Statutes must be labeled as "Confidential", and marked with the specific statute and subsection asserting exemption from Public Records.
3. To submit confidential material, three hardcopies must be submitted in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

4. Material will not be treated as confidential if the Vendor does not cite the applicable Florida Statute(s) allowing the document to be treated as confidential.
5. Any materials that the Vendor claims to be confidential and exempt from public records must be marked and separated from the submittal. If the Vendor does not comply with these instructions, the Vendor's claim for confidentiality will be deemed as waived.
6. Submitting confidential material may impact full discussion of your submittal by the Selection or Evaluation Committee because the Committee will be unable to discuss the details contained in the documents cloaked as confidential at the publicly noticed Committee meeting.

M. Copyrighted Materials

Copyrighted material is not exempt from the Public Records Law, Chapter 119, Florida Statutes. Submission of copyrighted material in response to any solicitation will constitute a license and permission for the County to make copies (including electronic copies) as reasonably necessary for the use by County staff and agents, as well as to make the materials available for inspection or production pursuant to Public Records Law, Chapter 119, Florida Statutes.

N. State and Local Preferences

If the solicitation involves a federally funded project where the fund requirements prohibit the use of state and/or local preferences, such preferences contained in the Local Preference Ordinance and Broward County Procurement Code will not be applied in the procurement process.

O. Local Preference

Except where otherwise prohibited by federal or state law or other funding source restrictions, a local Vendor whose submittal is within 5% of the highest total ranked Vendor outside of the preference area will become the Vendor with whom the County will proceed with negotiations for a

final contract. Refer to **Local Vendor Certification Form (Preference and Tiebreaker)** for further information.

P. Tiebreaker Criteria

In accordance with Section 21.31.d of the Broward County Procurement Code, the tiebreaker criteria shall be applied based upon the information provided in the Vendor's response to the solicitation. In order to receive credit for any tiebreaker criterion, complete and accurate information must be contained in the Vendor's submittal.

1. **Local Vendor Certification Form (Preference and Tiebreaker);**
2. **Domestic Partnership Act Certification (Requirement and Tiebreaker);**
3. **Tiebreaker Criteria Form: Volume of Work Over Five Years**

Q. Posting of Solicitation Results and Recommendations

The Broward County Purchasing Division's [website](#) is the location for the County's posting of all solicitations and contract award results. It is the obligation of each Vendor to monitor the website in order to obtain complete and timely information.

R. Review and Evaluation of Responses

A Selection or Evaluation Committee is responsible for recommending the most qualified Vendor(s). The process for this procurement may proceed in the following manner:

1. The Purchasing Division delivers the solicitation submittals to agency staff for summarization for the committee members. Agency staff prepares a report, including a matrix of responses submitted by the Vendors. This may include a technical review, if applicable.
2. Staff identifies any incomplete responses. The Director of Purchasing reviews the information and makes a recommendation to the Selection or Evaluation Committee as to each Vendor's responsiveness to the requirements of the solicitation. The final determination of responsiveness rests solely on the decision of the committee.
3. At any time prior to award, the awarding authority may find that a Vendor is not responsible to receive a particular award. The awarding authority may consider the following factors, without limitation: debarment or removal from the authorized Vendors list or a final decree, declaration or order by a court or administrative hearing officer or tribunal of competent jurisdiction that the Vendor has breached or failed to perform a contract, claims history of the Vendor, performance history on a County contract(s), an unresolved concern, or any other cause under this code and Florida law for evaluating the responsibility of a Vendor.

S. Vendor Protest

Sections 21.118 and 21.120 of the Broward County Procurement Code set forth procedural requirements that apply if a Vendor intends to protest a solicitation or proposed award of a contract and state in part the following:

1. Any protest concerning the solicitation or other solicitation specifications or requirements must be made and received by the County within seven business days from the posting of the solicitation or addendum on the Purchasing Division's website. Such protest must be made in writing to the Director of Purchasing. Failure to timely protest solicitation specifications or requirements is a waiver of the ability to protest the specifications or requirements.

2. Any protest concerning a solicitation or proposed award above the award authority of the Director of Purchasing, after the RLI or RFP opening, shall be submitted in writing and received by the Director of Purchasing within five business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
3. Any actual or prospective Vendor who has a substantial interest in and is aggrieved in connection with the proposed award of a contract that does not exceed the amount of the award authority of the Director of Purchasing, may protest to the Director of Purchasing. The protest shall be submitted in writing and received within three (3) business days from the posting of the recommendation of award for Invitation to Bids or the final recommendation of ranking for Request for Letters of Interest and Request for Proposals on the Purchasing Division's website.
4. For purposes of this section, a business day is defined as Monday through Friday between 8:30 a.m. and 5:00 p.m. Failure to timely file a protest within the time prescribed for a proposed contract award shall be a waiver of the Vendor's right to protest.
5. As a condition of initiating any protest, the protestor shall present the Director of Purchasing a nonrefundable filing fee in accordance with the table below.

<u>Estimated Contract Amount</u>	<u>Filing Fee</u>
\$30,000 - \$250,000	\$ 500
\$250,001 - \$500,000	\$1,000
\$500,001 - \$5 million	\$3,000
Over \$5 million	5,000

If no contract proposal amount was submitted, the estimated contract amount shall be the County's estimated contract price for the project. The County may accept cash, money order, certified check, or cashier's check, payable to Broward County Board of Commissioners.

T. Right of Appeal

Pursuant to Section 21.83.d of the Broward County Procurement Code, any Vendor that has a substantial interest in the matter and is dissatisfied or aggrieved in connection with the Selection or Evaluation Committee's determination of responsiveness may appeal the determination pursuant to Section 21.120 of the Broward County Procurement Code.

1. The appeal must be in writing and sent to the Director of Purchasing within ten (10) calendar days of the determination by the Selection or Evaluation Committee to be deemed timely.
2. As required by Section 21.120, the appeal must be accompanied by an appeal bond by a Vendor having standing to protest and must comply with all other requirements of this section.
3. The institution and filing of an appeal is an administrative remedy to be employed prior to the institution and filing of any civil action against the County concerning the subject matter of the appeal.

U. Rejection of Responses

The Selection or Evaluation Committee may recommend rejecting all submittals as in the best interests of the County. The rejection shall be made by the Director of Purchasing, except when a solicitation was approved by the Board, in which case the rejection shall be made by the Board.

V. Negotiations

The County intends to conduct the first negotiation meeting no later than two weeks after approval of the final ranking as recommended by the Selection or Evaluation Committee. At least one of the representatives for the Vendor participating in negotiations with the County must be authorized to bind the Vendor. In the event that the negotiations are not successful within a reasonable timeframe (notification will be provided to the Vendor) an impasse will be declared and negotiations with the first-ranked Vendor will cease. Negotiations will begin with the next ranked Vendor, etc. until such time that all requirements of Broward County Procurement Code have been met. In accordance with Section 286.0113 of the Florida Statutes and the direction of the Broward County Board of Commissioners, negotiations resulting from Selection or Evaluation Committee Meetings are closed. Only County staff and the selected vendor and their team will be present during negotiations.

W. Submittal Instructions:

1. Broward County does not require any personal information (as defined under Section 501.171, Florida Statutes), such as social security numbers, driver license numbers, passport, military ID, bank account or credit card numbers, or any personal pin numbers, in order to submit a response for ANY Broward County solicitation. **DO NOT INCLUDE** any personal information data in any document submitted to the County. If any personal information data is part of a submittal, this information must be redacted prior to submitting a response to the County.
2. **Vendor MUST submit its solicitation response electronically and MUST confirm its submittal in order for the County to receive a valid response through BidSync.** It is the Vendor's sole responsibility to assure its response is submitted and received through BidSync by the date and time specified in the solicitation.
3. The County will not consider solicitation responses received by other means. Vendors are encouraged to submit their responses in advance of the due date and time specified in the solicitation document. In the event that the Vendor is having difficulty submitting the solicitation document through Bid Sync, immediately notify the Purchasing Agent and then contact BidSync for technical assistance.
4. Vendor must view, submit, and/or accept each of the documents in BidSync. Web-fillable forms can be filled out and submitted through BidSync.
5. After all documents are viewed, submitted, and/or accepted in BidSync, the Vendor must upload additional information requested by the solicitation (i.e. Evaluation Criteria and Financials Statements) in the Item Response Form in BidSync, under line one (regardless if pricing requested).
6. Vendor should upload responses to Evaluation Criteria in Microsoft Word or Excel format.
7. If the Vendor is declaring any material confidential and exempt from Public Records, refer to Confidential Material/ Public Records and Exemptions for instructions on submitting confidential material.
8. After all files are uploaded, Vendor must submit and **CONFIRM** its offer (by entering password) for offer to be received through BidSync.

9. If a solicitation requires an original Proposal Bond (per Special Instructions to Vendors), Vendor must submit in a sealed envelope, labeled with the solicitation number, title, date and the time of solicitation opening to:

Broward County Purchasing Division
115 South Andrews Avenue, Room 212
Fort Lauderdale, FL 33301

A copy of the Proposal Bond should also be uploaded into Bid Sync; this does not replace the requirement to have an original proposal bond. Vendors must submit the original Proposal Bond, by the solicitation due date and time.

Supplier: **Whitehouse Group Inc.**

VENDOR QUESTIONNAIRE AND STANDARD CERTIFICATIONS
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

Vendor should complete questionnaire and complete and acknowledge the standard certifications and submit with the solicitation response. If not submitted with solicitation response, it must be submitted within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

If a response requires additional information, the Vendor should upload a written detailed response with submittal; each response should be numbered to match the question number. The completed questionnaire and attached responses will become part of the procurement record. It is imperative that the person completing the Vendor Questionnaire be knowledgeable about the proposing Vendor's business and operations.

1. Legal business name:**Whitehouse Group Inc.**
2. Doing Business As/ Fictitious Name (if applicable):
3. Federal Employer I.D. no. (FEIN):**800273405**
4. Dun and Bradstreet No.:**116008355**
5. Website address (if applicable): **www.whitehousegroup.com**
6. Principal place of business address: **100 W. Cypress Creek RD STE 620
Fort Lauderdale, FL 33309**
7. Office location responsible for this project: **100 W. Cypress Creek RD STE 620
Fort Lauderdale, FL 33309**
8. Telephone no.:**954-482-8409** Fax no.:**866-846-5875**
9. Type of business (check appropriate box):
 - Corporation (specify the state of incorporation):**Florida**
 - Sole Proprietor
 - Limited Liability Company (LLC)
 - Limited Partnership
 - General Partnership (State and County Filed In)
 - Other - Specify
10. List Florida Department of State, Division of Corporations document number (or registration number if fictitious name): **P08000088940**
11. List name and title of each principal, owner, officer, and major shareholder:
 - a) **Wade L. White**
 - b) **Todd A. Brauer**
 - c)
 - d)
12. AUTHORIZED CONTACT(S) FOR YOUR FIRM:

Name: **Todd Brauer**
 Title: **President & CFO**
 E-mail: **tbrauer@whitehousegroup.com**
 Telephone No.: **954-482-8409**

Name: **Wade White**
 Title: **Chairman & CEO**
 E-mail: **wwhite@whitehousegroup.com**
 Telephone No.: **954-482-8409**

13. Has your firm, its principals, officers or predecessor organization(s) been debarred or suspended by any government entity within the last three years? If yes, specify details in an attached written response. Yes No
14. Has your firm, its principals, officers or predecessor organization(s) ever been debarred or suspended by any government entity? If yes, specify details in an attached written response, including the reinstatement date, if granted. Yes No
15. Has your firm ever failed to complete any services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. Yes No
16. Is your firm or any of its principals or officers currently principals or officers of another organization? If yes, specify details in an attached written response. Yes No
17. Have any voluntary or involuntary bankruptcy petitions been filed by or against your firm, its parent or subsidiaries or predecessor organizations during the last three years? If yes, specify details in an attached written response. Yes No
18. Has your firm's surety ever intervened to assist in the completion of a contract or have Performance and/or Payment Bond claims been made to your firm or its predecessor's sureties during the last three years? If yes, specify details in an attached written response, including contact information for owner and surety. Yes No
19. Has your firm ever failed to complete any work awarded to you, services and/or delivery of products during the last three (3) years? If yes, specify details in an attached written response. Yes No
20. Has your firm ever been terminated from a contract within the last three years? If yes, specify details in an attached written response. Yes No
21. Living Wage solicitations only: In determining what, if any, fiscal impacts(s) are a result of the Ordinance for this solicitation, provide the following for informational purposes only. Response is not considered in determining the award of this contract.
 Living Wage had an effect on the pricing. Yes No
 N/A
 If yes, Living Wage increased the pricing by% or decreased the pricing by%.

Cone of Silence Requirement Certification:

The Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances prohibits certain communications among Vendors, Commissioners, County staff, and Selection or Evaluation Committee members. Identify on a separate sheet any violations of this Ordinance by any members of the responding firm or its joint ventures. After the application of the Cone of Silence, inquiries regarding this solicitation should be directed to the Director of Purchasing or designee. The Cone of Silence terminates when the County Commission or other awarding authority takes action which ends the solicitation.

The Vendor hereby certifies that: (check each box)

- The Vendor has read Cone of Silence Ordinance, Section 1-266, Broward County Code of Ordinances; and
- The Vendor understands that the Cone of Silence for this competitive solicitation shall be in effect beginning

upon the appointment of the Selection or Evaluation Committee, for communication regarding this solicitation with the County Administrator, Deputy County Administrator, Assistant County Administrators, and Assistants to the County Administrator and their respective support staff or any person, including Evaluation or Selection Committee members, appointed to evaluate or recommend selection in this RFP/RLI process. For Communication with County Commissioners and Commission staff, the Cone of Silence allows communication until the initial Evaluation or Selection Committee Meeting.

- The vendor understands that they may communicate with a representative of the Office of Economic and Small Business Development ("OESBD") at any time regarding a solicitation or regarding participation of Small Business Enterprises or County Business Enterprises in a solicitation. OESBD may be contacted at (954) 357-6400. The Cone of Silence also permits communication with certain other County employees (refer to the Cone of Silence Ordinance).
- The Vendor agrees to comply with the requirements of the Cone of Silence Ordinance.

Drug-Free Workplace Requirements Certification:

Section 21.31.a. of the Broward County Procurement Code requires awards of all competitive solicitations requiring Board award be made only to firms certifying the establishment of a drug free workplace program. The program must consist of:

1. Publishing a statement notifying its employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the offeror's workplace, and specifying the actions that will be taken against employees for violations of such prohibition;
2. Establishing a continuing drug-free awareness program to inform its employees about:
 - a. The dangers of drug abuse in the workplace;
 - b. The offeror's policy of maintaining a drug-free workplace;
 - c. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Giving all employees engaged in performance of the contract a copy of the statement required by subparagraph 1;
4. Notifying all employees, in writing, of the statement required by subparagraph 1, that as a condition of employment on a covered contract, the employee shall:
 - a. Abide by the terms of the statement; and
 - b. Notify the employer in writing of the employee's 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 of any state, for a violation occurring in the workplace NO later than five days after such conviction.
5. Notifying Broward County government in writing within 10 calendar days after receiving notice under subdivision 4.b above, from an employee or otherwise receiving actual notice of such conviction. The notice shall include the position title of the employee;
6. Within 30 calendar days after receiving notice under subparagraph 4 of a conviction, taking one of the following actions with respect to an employee who is convicted of a drug abuse violation occurring in the workplace:
 - a. Taking appropriate personnel action against such employee, up to and including termination; or
 - b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state, or local health, law enforcement, or other appropriate agency; and
7. Making a good faith effort to maintain a drug-free workplace program through implementation of subparagraphs 1 through 6.

The Vendor hereby certifies that: (check box)

- The Vendor certifies that it has established a drug free workplace program in accordance with the above

requirements.

Non-Collusion Certification:

Vendor shall disclose, to their best knowledge, any Broward County officer or employee, or any relative of any such officer or employee as defined in Section 112.3135 (1) (c), Florida Statutes, who is an officer or director of, or has a material interest in, the Vendor's business, who is in a position to influence this procurement. Any Broward County officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement. Failure of a Vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the Broward County Procurement Code.

The Vendor hereby certifies that: (select one)

- The Vendor certifies that this offer is made independently and free from collusion; or
- The Vendor is disclosing names of officers or employees who have a material interest in this procurement and is in a position to influence this procurement. Vendor must include a list of name(s), and relationship(s) with its submittal.

Public Entities Crimes Certification:

In accordance with Public Entity Crimes, Section 287.133, Florida Statutes, a person or affiliate placed on the convicted vendor list following a conviction for a public entity crime may not submit on a contract: to provide any goods or services; for construction or repair of a public building or public work; for leases of real property to a public entity; and may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in s. 287.017 for Category Two for a period of 36 months following the date of being placed on the convicted vendor list.

The Vendor hereby certifies that: (check box)

- The Vendor certifies that no person or affiliates of the Vendor are currently on the convicted vendor list and/or has not been found to commit a public entity crime, as described in the statutes.

Scrutinized Companies List Certification:

Any company, principals, or owners on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List is prohibited from submitting a response to a solicitation for goods or services in an amount equal to or greater than \$1 million.

The Vendor hereby certifies that: (check each box)

- The Vendor, owners, or principals are aware of the requirements of Sections 287.135, 215.473, and 215.4275, Florida Statutes, regarding Companies on the Scrutinized Companies with Activities in Sudan List the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- The Vendor, owners, or principals, are eligible to participate in this solicitation and are not listed on either the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List; and
- If awarded the Contract, the Vendor, owners, or principals will immediately notify the County in writing if any of its principals are placed on the Scrutinized Companies with Activities in Sudan List, the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List, or the Scrutinized Companies that Boycott Israel List.

I hereby certify the information provided in the Vendor Questionnaire and Standard Certifications:

Wade White	Chairman & CEO	01/27/2020
<hr/>	<hr/>	<hr/>
*AUTHORIZED SIGNATURE/NAME	TITLE	DATE

Vendor Name: **Whitehouse Group Inc.**

* I certify that I am authorized to sign this solicitation response on behalf of the Vendor as indicated in Certificate as to Corporate Principal, designation letter by Director/Corporate Officer, or other business authorization to bind on behalf of the Vendor. As the Vendor's authorized representative, I attest that any and all statements, oral, written or otherwise, made in support of the Vendor's response, are accurate, true and correct. I also acknowledge that inaccurate, untruthful, or incorrect statements made in support of the Vendor's response may be used by the County as a basis for rejection, rescission of the award, or termination of the contract and may also serve as the basis for debarment of Vendor pursuant to Section 21.119 of the Broward County Procurement Code. I certify that the Vendor's response is made without prior understanding, agreement, or connection with any corporation, firm or person submitting a response for the same items/services, and is in all respects fair and without collusion or fraud. I also certify that the Vendor agrees to abide by all terms and conditions of this solicitation, acknowledge and accept all of the solicitation pages as well as any special instructions sheet(s).

Supplier: Whitehouse Group Inc.

LOBBYIST REGISTRATION REQUIREMENT CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

The Vendor certifies that it understands if it has retained a lobbyist(s) to lobby in connection with a competitive solicitation, it shall be deemed non-responsive unless the firm, in responding to the competitive solicitation, certifies that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances; and it understands that if, after awarding a contract in connection with the solicitation, the County learns that the certification was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis, exercise any contractual right to terminate the contract for convenience.

The Vendor hereby certifies that: (select one)

- It has not retained a lobbyist(s) to lobby in connection with this competitive solicitation; however, if retained after the solicitation, the County will be notified.
- It has retained a lobbyist(s) to lobby in connection with this competitive solicitation and certified that each lobbyist retained has timely filed the registration or amended registration required under Broward County Lobbyist Registration Act, Section 1-262, Broward County Code of Ordinances.

It is a requirement of this solicitation that the names of any and all lobbyists retained to lobby in connection with this solicitation be listed below:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Name of Lobbyist:

Lobbyist's Firm:

Phone:

E-mail:

Authorized Signature/Name: Wade White Date: 01/27/2020

Title: Chairman & CEO

Vendor Name: Whitehouse Group Inc.

Supplier: **Whitehouse Group Inc.**

DOMESTIC PARTNERSHIP ACT CERTIFICATION FORM (REQUIREMENT AND TIEBREAKER)

Refer to Special Instructions to identify if Domestic Partnership Act is a requirement of the solicitation or acts only as a tiebreaker. If Domestic Partnership is a requirement of the solicitation, the completed and signed form should be returned with the Vendor's submittal. If the form is not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes. To qualify for the Domestic Partnership tiebreaker criterion, the Vendor must currently offer the Domestic Partnership benefit and the completed and signed form must be returned at time of solicitation submittal.

The Domestic Partnership Act, Section 16 ½ -157, Broward County Code of Ordinances, requires all Vendors contracting with the County, in an amount over \$100,000 provide benefits to Domestic Partners of its employees, on the same basis as it provides benefits to employees' spouses, with certain exceptions as provided by the Ordinance.

For all submittals over \$100,000.00, the Vendor, by virtue of the signature below, certifies that it is aware of the requirements of Broward County's Domestic Partnership Act, Section 16-½ -157, Broward County Code of Ordinances; and certifies the following: (check only one below).

- 1. The Vendor currently complies with the requirements of the County's Domestic Partnership Act and provides benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses
- 2. The Vendor will comply with the requirements of the County's Domestic Partnership Act at time of contract award and provide benefits to Domestic Partners of its employees on the same basis as it provides benefits to employees' spouses.
- 3. The Vendor will not comply with the requirements of the County's Domestic Partnership Act at time of award.
- 4. The Vendor does not need to comply with the requirements of the County's Domestic Partnership Act at time of award because the following exception(s) applies: **(check only one below)**.
 - The Vendor is a governmental entity, not-for-profit corporation, or charitable organization.
 - The Vendor is a religious organization, association, society, or non-profit charitable or educational institution.
 - The Vendor provides an employee the cash equivalent of benefits. (Attach an affidavit in compliance with the Act stating the efforts taken to provide such benefits and the amount of the cash equivalent).
 - The Vendor cannot comply with the provisions of the Domestic Partnership Act because it would violate the laws, rules or regulations of federal or state law or would violate or be inconsistent with the terms or conditions of a grant or contract with the United States or State of Florida. Indicate the law, statute or regulation (State the law, statute or regulation and attach explanation of its applicability).

Wade White
Authorized Signature/Name

Chairman & CEO
Title

Whitehouse Group Inc.
Vendor Name

01/27/2020
Date

Supplier: Whitehouse Group Inc.

LITIGATION HISTORY FORM

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- There are no material cases for this Vendor; or
- Material Case(s) are disclosed below:

Is this for a: (check type) <input type="checkbox"/> Parent, <input type="checkbox"/> Subsidiary, or <input type="checkbox"/> Predecessor Firm?	If Yes, name of Parent/Subsidiary/Predecessor:
	Or No <input type="checkbox"/>
Party	
Case Number, Name, and Date Filed	
Name of Court or other tribunal	
Type of Case	Bankruptcy <input type="checkbox"/> Civil <input type="checkbox"/> Criminal <input type="checkbox"/> Administrative/Regulatory <input type="checkbox"/>
Claim or Cause of Action and Brief description of each Count	
Brief description of the Subject Matter and Project Involved	
Disposition of Case (Attach copy of any applicable Judgment, Settlement Agreement and Satisfaction of Judgment.)	Pending <input type="checkbox"/> Settled <input type="checkbox"/> Dismissed <input type="checkbox"/> Judgment Vendor's Favor <input type="checkbox"/> Judgment Against Vendor <input type="checkbox"/> If Judgment Against, is Judgment Satisfied? <input type="checkbox"/> Yes <input type="checkbox"/> No
Opposing Counsel	Name: Email: Telephone Number:

Vendor Name: Whitehouse Group Inc. and all subconsultants

Supplier: **Whitehouse Group Inc.**

AFFILIATED ENTITIES OF THE PRINCIPAL(S) CERTIFICATION FORM

The completed form should be submitted with the solicitation response but must be submitted within three business days of County's request. Vendor may be deemed non-responsive for failure to fully comply within stated timeframes.

- a. All Vendors are required to disclose the names and addresses of "affiliated entities" of the Vendor's principal(s) over the last five (5) years (from the solicitation opening deadline) that have acted as a prime Vendor with the County.
- b. The County will review all affiliated entities of the Vendor's principal(s) for contract performance evaluations and the compliance history with the County's Small Business Program, including CBE, DBE and SBE goal attainment requirements. "Affiliated entities" of the principal(s) are those entities related to the Vendor by the sharing of stock or other means of control, including but not limited to a subsidiary, parent or sibling entity.
- c. The County will consider the contract performance evaluations and the compliance history of the affiliated entities of the Vendor's principals in its review and determination of responsibility.

The Vendor hereby certifies that: (select one)

- No principal of the proposing Vendor has prior affiliations that meet the criteria defined as "Affiliated entities"
- Principal(s) listed below have prior affiliations that meet the criteria defined as "Affiliated entities"

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Principal's Name:

Names of Affiliated Entities:

Authorized Signature Name: **Wade White**

Title: **Chairman & CEO**

Vendor Name: **Whitehouse Group Inc.**

Date: **01/27/2020**

Supplier: Whitehouse Group Inc.

Office of Economic and Small Business Requirements: CBE Goal Participation

- A. In accordance with the Broward County Business Opportunity Act of 2012, Section 1-81, Code of Ordinances, as amended (the "Business Opportunity Act"), the County Business Enterprise (CBE) Program is applicable to this contract. All Vendors responding to this solicitation are required to utilize CBE firms to perform the assigned participation goal for this contract.
- B. The CBE participation goal will be established based on the expected expenditure amount for the proposed scope of services for the project. The Office of Economic and Small Business Development (OESBD) will not include alternate items, optional services or allowances when establishing the CBE participation goal. If the County subsequently chooses to award any alternate items, optional services or allowances as determined by OESBD and the Contract Administrator to be related to the scope of services, OESBD may apply the established CBE participation goal. In such an instance, the County will issue a written notice to the successful Vendor that the CBE participation goal will also apply to the alternate items, optional services or allowances. Vendor shall submit all required forms pertaining to its compliance with the CBE participation goal, as applicable. Failure by Vendor to submit the required forms may result in the rejection of Vendor's solicitation submittal prior to the award or failure to comply with the contract requirements may have an impact on the vendor performance evaluation post award, as applicable.
- C. CBE Program Requirements: Compliance with CBE participation goal requirements is a matter of responsibility; Vendor should submit all required forms and information with its solicitation submittal. If the required forms and information are not provided with the Vendor's solicitation submittal, then Vendor must supply the required forms and information no later than three (3) business days after request by OESBD. Vendor may be deemed non-responsible for failure to fully comply with CBE Program Requirements within these stated timeframes.
1. Vendor should include in its solicitation submittal a **Letter Of Intent Between Bidder/Offeror and County Business Enterprise (CBE) Subcontractor/Supplier** for each CBE firm the Vendor intends to use to achieve the assigned CBE participation goal. The form is available at the following link:
<http://www.broward.org/EconDev/Documents/CBELetterOfIntent.pdf>
 2. If Vendor is unable to attain the CBE participation goal, Vendor should include in its solicitation submittal an **Application for Evaluation of Good Faith Efforts** and all of the required supporting information. The form is available at the following link:
<http://www.broward.org/EconDev/WhatWeDo/Documents/GoodFaithEffortEval.pdf>
- D. OESBD maintains an online directory of CBE firms. The online directory is available for use by Vendors at <https://webapps4.broward.org/smallbusiness/sbdirectory.aspx>.
- E. For detailed information regarding the CBE Program contact the OESBD at (954) 357-6400 or visit the website at: <http://www.broward.org/EconDev/SmallBusiness/>
- F. If awarded the contract, Vendor agrees to and shall comply with all applicable requirements of the Business Opportunity Act and the CBE Program in the award and administration of the contract.
1. No party to this contract may discriminate on the basis of race, color, sex, religion,

national origin, disability, age, marital status, political affiliation, sexual orientation, pregnancy, or gender identity and expression in the performance of this contract.

2. All entities that seek to conduct business with the County, including Vendor or any Prime Contractors, Subcontractors, and Bidders, shall conduct such business activities in a fair and reasonable manner, free from fraud, coercion, collusion, intimidation, or bad faith. Failure to do so may result in the cancellation of this solicitation, cessation of contract negotiations, revocation of CBE certification, and suspension or debarment from future contracts.
3. If Vendor fails to meet or make Good Faith Efforts (as defined in the Business Opportunity Act) to meet the CBE participation commitment (the "Commitment"), then Vendor shall pay the County liquidated damages in an amount equal to fifty percent (50%) of the actual dollar amount by which Vendor failed to achieve the Commitment, up to a maximum amount of ten percent (10%) of the total contract amount, excluding costs and reimbursable expenses. An example of this calculation is stated in Section 1-81.7, Broward County Code of Ordinances.
4. Vendor shall comply with all applicable requirements of the Business Opportunity Act in the award of this contract. Failure by Vendor to carry out any of these requirements shall constitute a material breach of the contract, which shall permit the County to terminate this contract or to exercise any other remedy provided under this contract, the Broward County Code of Ordinances, the Broward County Administrative Code, or other applicable laws, with all such remedies being cumulative.
5. Vendor shall pay its CBE subcontractors and suppliers, within fifteen (15) days following receipt of payment from the County, for all completed subcontracted work and supplies. If Vendor withholds an amount from CBE subcontractors or suppliers as retainage, such retainage shall be released and paid within fifteen (15) days following receipt of payment of retained amounts from the County.
6. Vendor understands that the County will monitor Vendor's compliance with the CBE Program requirements. Vendor must provide OESBD with a Monthly Utilization Report (MUR) to confirm its compliance with the Commitment agreed to in the contract; timely submission of the MUR every month throughout the term of the contract, including amendment and extension terms, is a condition precedent to the County's payment of Vendor under the contract.

Supplier: **Whitehouse Group Inc.**

SUBCONTRACTORS/SUBCONSULTANTS/SUPPLIERS REQUIREMENT FORM
Request for Proposals, Request for Qualifications, or Request for Letters of Interest

The following forms and supporting information (if applicable) should be returned with Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit may affect Vendor's evaluation.

- A. The Vendor shall submit a listing of all subcontractors, subconsultants and major material suppliers (firms), if any, and the portion of the contract they will perform. A major material supplier is considered any firm that provides construction material for construction contracts, or commodities for service contracts in excess of \$50,000, to the Vendor.
- B. If participation goals apply to the contract, only non-certified firms shall be identified on the form. A non-certified firm is a firm that is not listed as a firm for attainment of participation goals (ex. County Business Enterprise or Disadvantaged Business Enterprise), if applicable to the solicitation.
- C. This list shall be kept up-to-date for the duration of the contract. If subcontractors, subconsultants or suppliers are stated, this does not relieve the Vendor from the prime responsibility of full and complete satisfactory performance under any awarded contract.
- D. After completion of the contract/final payment, the Vendor shall certify the final list of non-certified subcontractors, subconsultants, and suppliers that performed or provided services to the County for the referenced contract.
- E. The Vendor has confirmed that none of the recommended subcontractors, subconsultants, or suppliers' principal(s), officer(s), affiliate(s) or any other related companies have been debarred from doing business with Broward County or any other governmental agency.

If none, state "none" on this form. Use additional sheets as needed. Vendor should scan and upload any additional form(s) in BidSync.

1. Subcontracted Firm's Name: **Cambridge Systematics**

Subcontracted Firm's Address: **2101 West Commercial Boulevard Suite 3200, Fort Lauderdale, FL**

Subcontracted Firm's Telephone Number: **954-331-6100**

Contact Person's Name and Position: **Peng Zhu, Senior Associate**

Contact Person's E-Mail Address: **PZhu@camsys.com**

Estimated Subcontract/Supplies Contract Amount: **TBD Based On Assignments**

Type of Work/Supplies Provided: **Support in Capital Project Planning and Development; Transportation Planning and Analysis; and Information Technology**

2. Subcontracted Firm's Name: **Media Relations Group**

Subcontracted Firm's Address: **14707 South Dixie Highway Suite 404 Miami, FL 33176**

Subcontracted Firm's Telephone Number: **(305)-254-8598**

Contact Person's Name and Position: **Paulette Summers, Manager/Public Information Officer**

Contact Person's E-Mail Address: **psummers@mrgmiami.com**

Supplier: Whitehouse Group Inc.

AGREEMENT EXCEPTION FORM

The completed form(s) should be returned with the Vendor's submittal. If not provided with submittal, it shall be deemed an affirmation by the Vendor that it accepts the terms and conditions of the County's Agreement as disclosed in the solicitation.

The Vendor must either provide specific proposed alternative language on the form below. Additionally, a brief justification specifically addressing each provision to which an exception is taken should be provided.

- There are no exceptions to the terms and conditions of the County Agreement as referenced in the solicitation; or
- The following exceptions are disclosed below: (use additional forms as needed; separate each Article/ Section number)

Term or Condition Article / Section	Insert version of exception or specific proposed alternative language	Provide brief justification for change

Vendor Name: wwwhite@whitehousegroup.com

Supplier: Whitehouse Group Inc.

RFP-RLI-RFQ LOCAL PREFERENCE AND TIE BREAKER CERTIFICATION FORM

The completed and signed form should be returned with the Vendor's submittal to determine Local Preference eligibility, however it must be returned at time of solicitation submittal to qualify for the Tie Break criteria. If not provided with submittal, the Vendor must submit within three business days of County's request for evaluation of Local Preference. Proof of a local business tax should be submitted with this form. Failure to timely submit this form or local business tax receipt may render the business ineligible for application of the Local Preference or Tie Break Criteria.

In accordance with Section 21.31.d. of the Broward County Procurement Code, to qualify for the Tie Break Criteria, the undersigned Vendor hereby certifies that (check box if applicable):

- The Vendor is a local Vendor in Broward County and:
 - a. has a valid Broward County local business tax receipt;
 - b. has been in existence for at least six-months prior to the solicitation opening;
 - c. at a business address physically located within Broward County;
 - d. in an area zoned for such business;
 - e. provides services from this location on a day-to-day basis, and
 - f. services provided from this location are a substantial component of the services offered in the Vendor's proposal.

In accordance with Local Preference, Section 1-74, et. seq., Broward County Code of Ordinances, a local business meeting the below requirements is eligible for Local Preference. To qualify for the Local Preference, the undersigned Vendor hereby certifies that (check box if applicable):

- The Vendor is a local Vendor in Broward and:
 - a. has a valid Broward County local business tax receipt issued at least one year prior to solicitation opening;
 - b. has been in existence for at least one-year prior to the solicitation opening;
 - c. provides services on a day-to-day basis, at a business address physically located within the Broward County limits in an area zoned for such business; and
 - d. the services provided from this location are a substantial component of the services offered in the Vendor's proposal.

Local Business Address: **100 W. Cypress Creek RD, STE 620
Fort Lauderdale, FL 33309**

Vendor does not qualify for Tie Break Criteria or Local Preference, in accordance with the above requirements. The undersigned Vendor hereby certifies that (check box if applicable): The Vendor is not a local Vendor in Broward County.

Wade White	Chairman & CEO	Whitehouse Group Inc.	01/27/2020
AUTHORIZED SIGNATURE/NAME	TITLE	COMPANY	DATE

Supplier: **Whitehouse Group Inc.**

RFP-RFQ-RLI LOCATION ATTESTATION FORM (EVALUATION CRITERIA)

The completed and signed form and supporting information (if applicable, for Joint Ventures) should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting information may affect the Vendor's evaluation. Provided information is subject to verification by the County.

A Vendor's principal place of business location (also known as the nerve center) within Broward County is considered in accordance with Evaluation Criteria. The County's definition of a principal place of business is:

1. As defined by the Broward County Local Preference Ordinance, "Principal place of business means the nerve center or center of overall direction, control and coordination of the activities of the bidder [Vendor]. If the bidder has only one (1) business location, such business location shall be considered its principal place of business."
2. A principal place of business refers to the place where a corporation's officers direct, control, and coordinate the corporation's day-to-day activities. It is the corporation's 'nerve center' and in practice it should normally be the place where the corporation maintains its headquarters; provided that the headquarters is the actual center of direction, control, and coordination, i.e., the 'nerve center', and not simply an office where the corporation holds its board meetings (for example, attended by directors and officers who have traveled there for the occasion).

The Vendor's principal place of business in Broward County shall be the Vendor's "Principal Address" as indicated with the Florida Department of State Division of Corporations, for at least six months prior to the solicitation's due date.

Check one of the following:

- The Vendor certifies that it has a principal place of business location (also known as the nerve center) within Broward County, as documented in Florida Department of State Division of Corporations (Sunbiz), and attests to the following statements:

1. Vendor's address listed in its submittal is its principal place of business as defined by Broward County;
2. Vendor's "Principal Address" listed with the Florida Department of State Division of Corporations is the same as the address listed in its submittal and the address was listed for at least six months prior to the solicitation's opening date. A copy of Florida Department of State Division of Corporations (Sunbiz) is attached as verification.
3. Vendor must be located at the listed "nerve center" address ("Principal Address") for at least six (6) months prior to the solicitation's opening date;
4. Vendor has not merged with another firm within the last six months that is not headquartered in Broward County and is not a wholly owned subsidiary or a holding company of another firm that is not headquartered in Broward County;
5. If awarded a contract, it is the intent of the Vendor to remain at the referenced address for the duration of the contract term, including any renewals, extensions or any approved

interim contracts for the services provided under this contract; and

- 6. The Vendor understands that if after contract award, the County learns that the attestation was erroneous, and upon investigation determines that the error was willful or intentional on the part of the Vendor, the County may, on that basis exercise any contractual right to terminate the contract. Further any misleading, inaccurate, false information or documentation submitted by any party affiliated with this procurement may lead to suspension and/or debarment from doing business with Broward County as outlined in the Procurement Code, Section 21.119.

If the Vendor is submitting a response as a Joint Venture, the following information is required to be submitted:

- a. Name of the Joint Venture Partnership
- b. Percentage of Equity for all Joint Venture Partners
- c. A copy of the executed Agreement(s) between the Joint Venture Partners

Vendor does not have a principal place of business location (also known as the nerve center) within Broward County.

Vendor Information:

Vendor Name: **Whitehouse Group Inc.**

Vendor's address listed in its submittal is:

**100 W. Cypress Creek RD STE 620
Fort Lauderdale, FL 33309**

The signature below must be by an individual authorized to bind the Vendor. The signature below is an attestation that all information listed above and provided to Broward County is true and accurate.

Wade White	Chairman & CEO	Whitehouse Group Inc.	01/27/2020
Authorized Signature/Name	Title	Vendor Name	Date

Supplier: Whitehouse Group Inc.

VOLUME OF PREVIOUS WORK ATTESTATION FORM

The completed and signed form should be returned with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to provide timely may affect the Vendor's evaluation.

This completed form MUST be included with the Vendor's submittal at the time of the opening deadline to be considered for a Tie Breaker criterion (if applicable).

Points assigned for Volume of Previous Work will be based on the amount paid-to-date by the County to a prime Vendor **MINUS** the Vendor's confirmed payments paid-to-date to approved certified County Business Enterprise (CBE) firms performing services as Vendor's subcontractor/subconsultant to obtain the CBE goal commitment as confirmed by County's Office of Economic and Small Business Development. Reporting must be within five (5) years of the current solicitation's opening date.

Vendor must list all received payments paid-to-date by contract as a prime vendor from Broward County Board of County Commissioners. Reporting must be within five (5) years of the current solicitation's opening date.

Vendor must also list all total confirmed payments paid-to-date by contract, to approved certified CBE firms utilized to obtain the contract's CBE goal commitment. Reporting must be within five (5) years of the current solicitation's opening date.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

The Vendor attests to the following:

Item No.	Project Title	Contract No.	Department/ Division	Date Awarded	Prime: Paid to Date	CBE: Paid to Date
1.						
2.						
3.						
4.						
5.						
6.						
7.						

Grand Total

Has the Vendor been a member/partner of a Joint Venture firm that was awarded a contract by the County?

Yes No

If Yes, Vendor must submit a **Joint Vendor Volume of Work Attestation Form**.

Vendor Name: Whitehouse Group Inc.

Wade White
Authorized Signature/Name

Chairman & CEO
Title

01/27/2020
Date

VOLUME OF PREVIOUS WORK ATTESTATION JOINT VENTURE FORM

If applicable, this form and additional required documentation should be submitted with the Vendor's submittal. If not provided with submittal, the Vendor must submit within three business days of County's request. Failure to timely submit this form and supporting documentation may affect the Vendor's evaluation.

If a Joint Venture, the payments paid-to-date by contract provided must encompass the Joint Venture and each of the entities forming the Joint Venture. Points assigned for Volume of Previous Work will be based on the amount paid-to-date by contract to the Joint Venture firm **MINUS** all confirmed payments paid-to-date to approved certified CBE firms utilized to obtain the CBE goal commitment. Reporting must be within five (5) years of the current solicitation's opening date. Amount will then be multiplied by the member firm's equity percentage.

In accordance with Section 21.31.d. of the Broward County Procurement Code, the Vendor with the lowest dollar volume of work previously paid by the County over a five-year period from the date of the submittal opening will receive the Tie Breaker.

The Vendor attests to the following:

Item No.	Project Title	Contract No.	Department/ Division	Date Awarded	JV Equity Percent	Prime: Paid to Date	CBE: Paid to Date
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							

Grand
Total

Vendor is required to submit an executed Joint Venture agreement(s) and any amendments for each project listed above. Each agreement must be executed prior to the opening date of this solicitation.

Vendor Name:

Authorized Signature/Name

Title

Date

Supplier: **Whitehouse Group Inc.**



Finance and Administrative Services Department

PURCHASING DIVISION

115 S. Andrews Avenue, Room 212 • Fort Lauderdale, Florida 33301 • 954-357-6066 • FAX 954-357-8535

Summary of Vendor Rights Regarding Broward County Competitive Solicitations

The purpose of this document is to provide vendors with a summary of their rights to object to or protest a proposed award or recommended ranking of vendors in connection with Broward County competitive solicitations. These rights are fully set forth in the Broward County Procurement Code, which is available here: <https://www.broward.org/purchasing>.

1. Right to Object

The right to object is available for solicitations conducted through Requests for Proposals ("RFPs") or Requests for Letters of Interest ("RLIs"). In such solicitations, vendors may object in writing to a proposed recommendation of ranking made by a Selection or Evaluation Committee. Objections must be filed within three (3) business days after the proposed recommendation is posted on the Purchasing Division's website. The contents of an objection must comply with the requirements set forth in Section 21.84 of the Procurement Code. Failure to timely and fully meet any requirement will result in a loss of the right to object.

2. Right to Protest

The right to protest is available for RFPs and RLIs and in solicitations conducted through Invitations to Bid ("ITBs"). In RFPs and RLIs, vendors may protest a final recommendation of ranking made by a Selection or Evaluation Committee. In ITBs, vendors may protest a final recommendation for award made by the Broward County Purchasing Division.

In all cases, protests must be filed in writing within three (3) or five (5) business days after a recommended ranking or recommendation for award is posted on Purchasing Division's website. The timeframe for filing (*i.e.*, 3 or 5 business days) depends on the monetary value of the procurement. Additional requirements for a protest are set forth in Section 21.118 of the Procurement Code. Failure to timely and fully meet any requirement will result in a loss of protest rights.

Vendors may appeal the denial of a protest. Appeals may require payment of an appeal bond. Additional requirements for an appeal are set forth in Section 21.120 of the Procurement Code. Failure to timely and fully meet any requirement will result in a loss of appeal rights.

3. Cone of Silence; Right to Contact OESBD

Please be aware that a Cone of Silence remains in effect for competitive solicitations until a solicitation is completed or a contract is awarded. During that time period, vendors may not contact certain County officials and employees regarding a solicitation. Substantial penalties may result from even an unintentional violation. For further information, please contact the Purchasing Division at 954-357-6066 or refer to the Cone of Silence Ordinance which is available here: <https://www.broward.org/Purchasing/Documents/ConeOfSilence.pdf>.

However, vendors may communicate with a representative of the Office of Economic and Small Business Development ("OESBD") at any time regarding a solicitation or regarding participation of Small Business Enterprises or County Business Enterprises in a solicitation. OESBD may be contacted at (954) 357-6400. The Cone of Silence also permits communication with certain other County employees (please see the Cone of Silence Ordinance at the above link for further details).

Broward County Board of County Commissioners

Mark D. Bogen • Lamar P. Fisher • Beam Furr • Steve Geller • Dale V.C. Holness • Nan H. Rich • Tim Ryan • Barbara Sharief • Michael Udine
www.broward.org

