



**APRIL 30, 2015**

**STATEMENT OF QUALIFICATIONS FOR  
RFP NO. 555-11574**

# Mobility Management Consultant for The City of Fort Lauderdale



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**1**  
*BID/PROPOSAL  
SIGNATURE PAGE*

# 1. BID/PROPOSAL SIGNATURE PAGE

## BID/PROPOSAL SIGNATURE PAGE

**How to submit bids/proposals:** Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

**Please Note:** All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: Philip Hanegraaf (signature) April 30, 2015 (date)

Name (printed) Philip Hanegraaf, AICP Title: Vice President

Company: (Legal Registration) RS&H, Inc.

**CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).**

Address: 3125 W. Commercial Boulevard, Suite 130

City Fort Lauderdale State: Florida Zip 33309

Telephone No. 954-474-3005 FAX No. 954-474-3006 Email: phil.hanegraaf@rsandh.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04): N/A Total Bid Discount (section 1.05): N/A

Does your firm qualify for MBE or WBE status (section 1.09): MBE No WBE No

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>Date Issued</u>
---------------------	--------------------

P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services?

VISA YES  NO No MasterCard YES  NO No

**VARIANCES:** State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.** If this section does not apply to your bid, simply mark N/A in the section below.

Variations: N/A

revised 06/11/14



## 2 NON-COLLUSION STATEMENT

## 2. NON-COLLUSION STATEMENT

### NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee 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 City of Fort Lauderdale, FL 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.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

**3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).**

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

#### NAME

#### RELATIONSHIPS

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**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

RS&H, Inc. has no relationships with anyone from the City of Fort Lauderdale.



**3**  
*COST PROPOSAL*  
*PAGE*

# 3. COST PROPOSAL PAGE

## PART VI - PROPOSAL PAGES – COST PROPOSAL

Proposer Name RS&H, Inc.

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed costs for all services identified in this request for proposal. The firm fixed costs include all costs for the project including travel and miscellaneous expenses. No other costs will be accepted.

**Failure to use the City’s COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.**

Task 1: Community Bus Master Plan	\$ <u>33,830</u>
Task 2: Five-Year Financial Plan	\$ <u>26,310</u>
Task 3: Transit Needs Analysis	\$ <u>58,050</u>
Task 4: Operational Analysis & Route Review	\$ <u>59,150</u>
Task 5: Security Program Plan & System Safety Program Plan	\$ <u>26,930</u>
Task 6: Fleet Replacement Plan	\$ <u>16,070</u>
Task 7: Staffing Plan	\$ <u>27,590</u>
Task 8: Performance Measures	\$ <u>10,150</u>

**Total Project Cost** \$ 258,080

(attach a breakdown of costs and list staff hours, including hourly rates for each staff person dedicated to the project).

Please find a breakdown on the following page.



Tasks	HOURS						COST						Total Dollars	
	Project Manager	Principal	Senior Planner / Engineer	Planner / Engineer	GIS / Technology Analyst	Admin	Total Hours	Project Manager	Principal	Senior Planner / Engineer	Planner / Engineer	GIS / Technology Analyst		Admin
<b>Labor:</b>														
1. Community Bus Master Plan	48	12	32	40	48	64	244	\$ 10,320	\$ 2,400	\$ 6,400	\$ 5,000	\$ 4,080	\$ 2,880	\$ 31,080
2. Five-Year Financial Plan	24	40	32	32			128	\$ 5,160	\$ 8,000	\$ 6,400	\$ 4,000	\$ -	\$ -	\$ 23,560
3. Transit Needs Analysis	44	8	62	48	54		216	\$ 9,460	\$ 1,600	\$ 12,400	\$ 6,000	\$ 4,590	\$ -	\$ 34,050
4. Operational Analysis & Route Review	48	8	62	54	48		220	\$ 10,320	\$ 1,600	\$ 12,400	\$ 6,750	\$ 4,080	\$ -	\$ 35,150
5. Security Program Plan & System Safety Program Plan	12		8				20	\$ 2,580	\$ -	\$ 1,600	\$ -	\$ -	\$ -	\$ 4,180
6. Fleet Replacement Plan	8	32	16	16			72	\$ 1,720	\$ 6,400	\$ 3,200	\$ 2,000	\$ -	\$ -	\$ 13,320
7. Staffing Plan	36	4	24	32			96	\$ 7,740	\$ 800	\$ 4,800	\$ 4,000	\$ -	\$ -	\$ 17,340
8. Performance Measures	8			40	8		56	\$ 1,720	\$ -	\$ -	\$ 5,000	\$ 680	\$ -	\$ 7,400
<b>Expenses:</b>														
Travel/Mileage														\$ 18,000
Misc														\$ 4,000
<b>Subconsultant:</b>														
Conceptual Communications														\$ 42,500
Cherry Consulting of the Carolinas														\$ 27,500
<b>Task Total</b>	228	104	236	262	158	64	1,052	\$ 49,020	\$ 20,800	\$ 47,200	\$ 32,750	\$ 13,430	\$ 2,880	\$ 92,000
														\$ 258,080
														\$ 258,080

Note: Fee proposal reflects initial scope of services and will be refined during the scoping process.



**4**  
*LETTER OF  
INTEREST*

# 4. LETTER OF INTEREST



April 27, 2015

City of Fort Lauderdale  
Procurement Services Division  
Room 619, City Hall  
100 North Andrews Avenue  
Fort Lauderdale, Florida, 33301

3125 W Commercial Blvd  
Suite 130  
Fort Lauderdale, FL 33309

**O** 954-474-3005  
**F** 954-474-3006  
[rsandh.com](http://rsandh.com)

**RE: CITY OF FORT LAUDERDALE COMMUNITY BUS SYSTEM MOBILITY MANAGEMENT CONSULTANT  
RFP No. 555-11574**

Dear Members of the Selection Committee:

The RS&H Team is pleased to present our transit capabilities for consideration in the completion of the City of Fort Lauderdale Community Bus System Mobility Management Consultant. Joining RS&H is Conceptual Communications and Cherry Consulting of the Carolinas.

RS&H has extensive experience with communities and transit agencies throughout the southeast in developing unique planning and operational solutions for improved mobility and efficiency. Our team brings seasoned transit professionals with a long standing history of providing the full range of services to transit agencies across the country. Our deep understanding of how transit services connect and enhance communities, as well as our extensive experience with safety and effective public outreach, allow us to cater to specific client needs and requirements.

We have carefully selected and assembled a multidisciplinary team with extensive local knowledge, as well as the specific experience and expertise required for each of the work tasks associated with the Mobility Management Consultant. Leading the RS&H Team as Project Manager is Mr. Robert Bush, AICP. Robert has over 30 years of experience with transit planning and operations including service planning, route scheduling, feasibility and ridership assessments, ridership surveys, system start-up and operations management, and financial planning. Robert has worked for a system operator before becoming a consultant and understands your challenges. Supporting Robert is a team of highly-qualified planners with extensive experience in the technical, policy, and public involvement project elements.

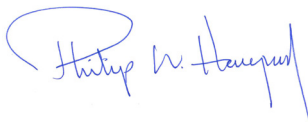
The RS&H Team meets and exceeds the project selection criteria in your RFP. We understand the challenges posed by a growing system, such as Sun Trolley, that has added many routes and hours and needs to ensure that the overall system is working as efficiently and effectively as possible. We understand the differing needs of the three main markets for Sun Trolley service – Fort Lauderdale neighbors, commuters to work locations, and out-of-town visitors to the attractions. Each group needs to be separately considered and the Sun Trolley Links designed to serve each. Furthermore, Sun Trolley needs to complement the service provided by Broward County Transit and Tri-Rail, so that the overall transit network performs optimally. Our scope of services outlines our approach to the study and our initial observations of where particular attention should be focused.

Our team members have designed circulator services for several downtowns and tourist/visitor areas, notably a recent beach trolley study for Jacksonville, Florida conducted by RS&H's Cheryl Freeman. Conceptual Communications, led by Laurie Menekou, is intimately familiar with Sun Trolley from their ongoing work to brand and publicize the service. Rebecca Cherry, of Cherry Consulting of the Carolinas, specializes in safety and security audits for the transportation industry, and has been a safety instructor for the National Transit Institute (NTI) at Rutgers University.

The RS&H Team is immediately available for work on this study. We have the resources to devote to the timely completion of the project and would be happy to discuss with you our ideas on how the schedule could be accelerated. In order to meet the project deadline, the RS&H Team will call upon our experience, expertise, and staff resources from our Fort Lauderdale office and around the country to fulfill the scope of work and meet the goals of this effort with precision and efficiency. Our cost proposal is within your budget parameters and provides you with a high value in light of our years of experience, understanding of the industry, and familiarity with Sun Trolley and Fort Lauderdale.

On behalf of RS&H and our team members, we are committed to providing the highest possible level of service and responsiveness. We look forward to your selection on this advertisement. Should you have any questions during your review of our proposal, please feel free to contact Robert Bush directly at 919-926-4110 or robert.bush@rsandh.com. Thank you for considering the RS&H Team.

Respectfully submitted,  
**RS&H, Inc.**



Philip W. Hanegraaf, AICP  
Vice President, National Planning Service Group Leader



Robert E. Bush, AICP  
Project Manager



# 5

STATEMENT  
OF PROPOSED  
SERVICES

# 5. STATEMENT OF PROPOSED SERVICES

The sections following in Tab 5 provide an overview of the RS&H Team's qualifications to meet and exceed your requirements for the Mobility Manager Consultant. Tab 5 comprises our firms' qualifications; an organization chart and resumes of our key personnel, noting the relevant experience we have conducting similar studies; and an estimated timetable to conduct the study. Tab 8 provides our Project Understanding and our Project Approach/Scope. Tab 9 provides the workload commitment chart showing our availability to begin work immediately with your project team.

## RS&H FIRM PROFILE



RS&H provides fully-integrated architecture, engineering, and consulting services to help clients realize their most complex facility and infrastructure projects for land, air, and space. We are consistently ranked among the nation's top 100 design firms and have worked in more than 50 countries across the globe. Founded in 1941, RS&H employees nearly 900 associates in approximately 40 locations across the United States and internationally.

RS&H has helped pioneers build launch platforms for the national space program, create global airports that connect communities, shape progressive highway systems across the country, and provide facilities for Fortune 1000 companies. We continue to build on this long history of market-based, specialized experience, delivering critical projects to clients in: Aerospace | Aviation | Corporate | Defense | Health & Science | Transportation.

As part of its full suite of transportation planning services, RS&H provides a full range of transit services to local, state, and federal governments, as well as private corporations. Our teams of architects, engineers, planners, construction managers, and inspectors offer in-depth experience with policy and planning, financing, contracting, operations, strategy, construction, and information technology.

We have experience in all modes of fixed guideway transit, including automated people movers, light rail, heavy rail, and

commuter rail. We have expertise working with systems in which private investments are made in partnership with public transit use. RS&H also offers an array of experience in planning, designing, and managing the construction of highly effective transit facilities, such as multimodal hubs and transit centers.

RS&H's comprehensive services in transit include:

- » Policy and strategic planning
- » Business planning and investment analysis
- » Finance and funding
- » Procurement and acquisition management, including public-private partnerships
- » Bus operations, service planning, and shelter design
- » Route structure analysis and network design
- » Multimodal corridor development
- » System integration
- » Transportation technology
- » Construction management, engineering, and inspection

## CHERRY CONSULTING OF THE CAROLINAS FIRM PROFILE



Cherry Consulting of the Carolinas, Inc. was established in November 1995 in Charlotte, North Carolina. The Company provides a broad range of management consulting services, assisting companies in strengthening their Human Resources programs. Cherry Consulting specializes in the transportation industry, providing clients expertise and direct operating experience that achieves recognized successful completion of projects.

Started as a sole proprietorship and having grown to a corporation, Cherry Consulting of the Carolinas, Inc. offers cost effective, quality and responsive assistance. The Company's President, Rebecca P. Cherry, has more than 30 years of management and administrative experience in employee/labor relations; loss control and risk management;

organizational development; and safety and security. A staff of industry professionals, diverse in their areas of expertise, supports Ms. Cherry. They share the firm's philosophy: results-oriented, quality service to meet the clients' needs.

Specific Cherry Consulting of the Carolinas, Inc. project experience includes the following scopes of work:

- » Employee/labor relations: employee benefits analysis, direct compensation survey, interpersonal relations training
- » Organization effectiveness: human resources audit, corporate reorganization plan
- » Safety: OSHA site review, DOT compliance audit, safety program development and training, Worker's Compensation analysis
- » Security: security program development
- » Transit planning (analysis, capacity, and compliance)

While Cherry Consulting of the Carolinas' work is national in scope, the majority of their work is in major southeastern cities. They are a 100 percent woman-owned business, and are certified by a number of public transit systems and governmental agencies.

This firm will serve as a subcontractor leading the actions and activities associated with Task 5 – System Security and Safety. They will first conduct a review of the City's existing Safety Security and Emergency Preparedness Plan and supporting documents, followed by interviews with stakeholders. They will then make recommendations, if any are required, for enhancing the existing plan. The goal is to ensure that the SSEPP is compliant with Federal Transit Administration (FTA) requirements under MAP-21 requirements.

## CONCEPTUAL COMMUNICATIONS FIRM PROFILE



Conceptual Communications (CBE and SBE Certified) is a cutting edge, full-service marketing and public relations firm based in Broward County, Florida.

Founded in 2010, Conceptual Communications offers its clients a contemporary team approach that lends itself to today's world where content is king, social media is queen, and special forces, such as video, infographics and digital media bring public outreach plans to life.

Conceptual Communications offers skilled professionals in the areas of public relations, public outreach, crises management, social and digital media, marketing, graphic design, web development, event planning, photography and videography.

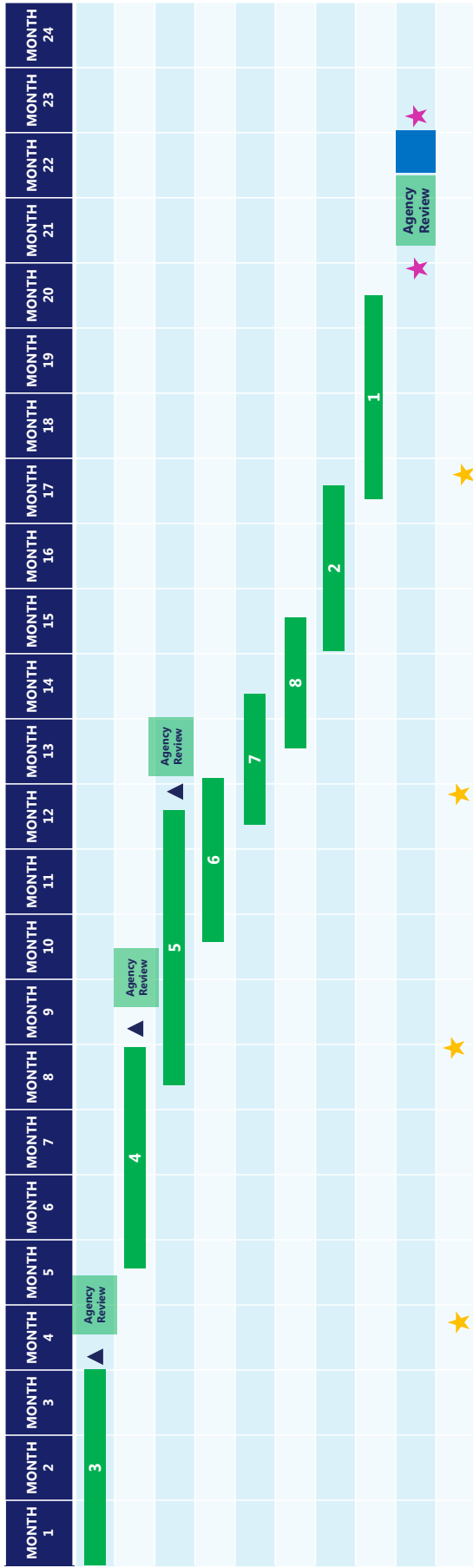
Serving clients in the public, private, and nonprofit sectors, the Conceptual Communications team has a wide knowledge base and offers customizable solutions to fit any client regardless of size or budget. Our mission is to offer integrated, effective and consistent communications efforts in order to accomplish our clients' goals.

Services offered for this submittal

- » Public Relations
- » Social Media
- » Public Outreach
- » Marketing

Conceptual Communications has not been directly contracted to perform work for the City of Fort Lauderdale. As the marketing and public relations firm for the Downtown Fort Lauderdale TMA, the Conceptual Communications team has been responsible for marketing and promoting the Sun Trolley for three years. Through this contract the Conceptual Communications team has worked closely with the City of Fort Lauderdale's Transportation and Mobility department to achieve increased mobility for the city's neighbors and tourists. Additionally, in Fall 2014, Conceptual Communications worked alongside the TMA, the City of Fort Lauderdale, and Riverwalk Trust to launch the City's newest mode of transportation – the Riverwalk Water Trolley. Conceptual Communications manages and implements all branding, marketing, public relations, and social media aspects of the Riverwalk Water Trolley.

Mobility Management Timeline



**Legend**

- Task duration
- Technical Memorandum
- Draft and Adopted Master Plan
- Project Updates
- RS&H Team to incorporate agency comments

**Tasks**

- Community Bus Master Plan
- Five-Year Financial Plan
- Transit Needs Analysis
- Operational Analysis & Route Review
- Security Program Plan & System Safety Program Plan
- Fleet Replacement Plan
- Staffing Plan
- Performance Measures

The above schedule reflects the two-year period outlined in the RFP. We can discuss strategies to significantly shorten the time requirement if desired.



## CITY OF FORT LAUDERDALE/ MOBILITY MANAGEMENT



## PROJECT MANAGER & TRANSIT OPERATIONS PLANNING/SCHEDULING

Mr. Bush brings over 30 years of public and private sector experience to his clients. His broad spectrum of technical specialties encompasses transit operations and analysis, service planning, route scheduling, productivity reviews, ridership estimating, rider surveys, and direction of public meetings. His capital planning experience encompasses multimodal facility space programming and parking needs, development of comprehensive operating plans for transit centers and park and ride lots, bus rapid transit operations, and long-range strategic planning, and financial analyses. Mr. Bush has worked in 26 states and internationally. Previous project experience includes:

- » **Lynx Transit Development Plan Update, Orlando, Florida--Task Manager.** Responsible for updating financial assumptions for annual TDP update, including operating and capital costs. Resolved discrepancies between capital program and the expansion of bus operations.
- » **Bus Revenue Vehicle Fleet Management Plan, Jacksonville (FL) Transportation Authority--Task Manager.** Prepared update to the fleet plan including spreadsheet and report documentation. Adjusted projections based upon recently implemented Route Optimization Initiative.
- » **City of Raleigh/Capital Area MPO Transit Development Plan, Raleigh, North Carolina--Project Manager.** Served as the project manager for a short- and long-range transit study in Wake County. Project consisted of overall evaluation of transit needs in conjunction with half-cent sales tax referendum. Identified bus transit needs for Raleigh, Cary, and the Triangle Transit systems that would complement long-range rail plans. Developed detailed service plan for the Capital Area Transit (CAT) in Raleigh for the short-term. Determined service plan, capital plan, and financial impacts. Conducted public meetings and stakeholder interviews to solicit input. Developed short- and long-form rider surveys for the Raleigh, Cary, Triangle Transit and NC State Wolfline systems.
- » **Downtown Knoxville Transportation Linkages Study, Knoxville, Tennessee.** Developed operating plans for bus trolley service connecting downtown to the University of Tennessee and surrounding communities. Estimated costs and vehicle requirements.
- » **AU Shuttle Bus Study, Washington, DC--Project Manager.** Responsible for the study of American University shuttle service. Organized and conducted boarding/alighting count and productivity analysis. Identified recommended changes to match service and ridership levels.
- » **Major Activity Center Service Plans, Houston, Texas--Transportation Planner.** Implemented operating plans for all seven major activity centers in the



### CREDENTIALS

Master of Business in Public Management, Rice University, 1982

Bachelor of Arts in International Studies, Rhodes College, 1980

Certified Planner, American Institute of Certified Planners, 1992

Member, American Planning Association

METRO service area. Redesigned downtown service to improve coverage of the developed areas; to minimize the walk distances required for transferring riders and riders destined to downtown; to establish layover zones for operators; and to create focal points for future capital improvements. Created service focal points in Greenspoint and Westchase to increase the visibility of transit in these suburban locations.

- » [C-Tran Service Implementation, Cary, North Carolina--Project Manager](#). Multi-year study and implementation of demand-response transit service within Cary. Project began by assisting the Senior and Persons with Disabilities Task Force in identifying ways to implement transit services. Options considered were contracting with a private provider or human service agencies, a taxicab-based subsidy program, or operation by Town personnel. Estimated cost and vehicle requirement for each option. Prepared Request for Proposal for operation by private provider and served on the selection committee. Follow up contracts evaluated system performance and recommended ways to phase in general public service and fixed-route services. Assisted the Town in becoming an additional FTA “designated recipient”.
- » [Hidalgo County Transit Feasibility Study and Implementation Plan, McAllen, Texas--Project Manager](#). Project involved a study that identified community need for transit, developed transit concepts and alternatives, and recommended an implementation and operation plan for transit service. Led a public involvement program involving focus groups, elected official briefings, stakeholder interviews, and public meetings to assess local needs for transportation and discuss transit alternatives. Developed a service plan to most effectively deliver the recommended transit service within financial constraints.
- » [I-75 Project Development and Environment Study, Broward and Miami-Dade, Florida--Transit Task Manager](#). The master plan for this corridor included a conceptual Bus Rapid Transit (BRT) guideway alongside a widened freeway. As the Transit Task Manager, responsible for coordinating the PD&E process with FTA, developing the service concepts, and identifying a phased implementation plan for the improvements along the 22-mile corridor.
- » [Hillsborough Area Regional Transit \(HART\) Bus Rapid Transit Planning Study, Tampa, Florida](#). HART previously identified Transit Emphasis Corridors for potential implementation of Bus Rapid Transit service. Under this study, the two best corridors were identified, service and capital plans prepared, and an implementation schedule developed.

# PHILIP HANEGRAAF AICP **RS&H**

## PROJECT OFFICER

Mr. Hanegraaf has extensive experience in land use and transportation planning. His portfolio and reputation are national in scope. Through a variety of highly responsible public and private professional positions, he has developed strong leadership and professional skills that are valuable across the architectural, engineering, and planning industry.

- » **Kenosha Racine Milwaukee Transit Corridor Study, Wisconsin--Project Manager.** Corridor planning, socio economics analysis and in depth station area planning studies for nine station areas associated with the eight communities within the transit corridor.
- » **Transport 2020 DEIS Commuter Rail Study, Madison, Wisconsin--Principal-in-charge.** Transit alternatives analysis which included an investigation TSM and bus rapid transit alternatives and extensive TOD and land use scenarios.
- » **St. Louis Metrolink North/South DEIS, St. Louis, Missouri--Task Leader.** Worked with East-West Gateway to examine north and south extensions of the Metolink system from downtown St. Louis.



### CREDENTIALS

Bachelor of Science, Urban and Regional Studies, University of Wisconsin-Oshkosh

Member, American Institute of Certified Planners; American Public Transportation Association

# JOHN KULPA PHD **RS&H**

## QUALITY CONTROL/FLEET & FINANCIAL PLANNING

Dr. Kulpa is a Transit Services Leader with more than 32 years of experience in transportation planning, highway development, airport ground access, transit, rail and large-scale multidiscipline, and multimodal transportation programs. Dr. Kulpa's experience in transportation planning and engineering covers the entire range of transportation systems management and planning techniques.

- » **East\West Transit Corridor Supplemental Draft Environmental Impact Statement, Miami-Dade Transit, Miami, Florida--Project Manager.** Led a team of 18 subconsultants with the program manager under the direction of Miami-Dade Transit for this 12-mile-long rail transit corridor study.
- » **North Corridor Metrorail Extension, Supplemental Draft Environmental Impact Statement (SDEIS), Miami-Dade Transit, Miami, Florida--Project Manager.** Responsible for the development of a SDEIS for this 9.5-mile-long, rail-transit, corridor study.
- » **Transportation Program Support Services, City of Miami, Florida--Project Manager.** Supported the city in developing the streetcar and downtown trolley circulator services. Worked closely with city staff to coordinate the design of a ten-mile-long streetcar system to connect key areas of Miami with the downtown.



### CREDENTIALS

Doctorate in Business Management, LaSalle University, 1997

Master of Science in Urban and Environmental Studies, Rensselaer Polytechnic Institute, 1980

Bachelor of Science in Political Science, New York University, 1979

Member, American Public Transportation Association

Member, Institute of Transportation Engineers

# RACHEL HATCHER AICP,

ASLA, LEED AP



## PERFORMANCE METRICS

Ms. Hatcher serves as a Senior Planner and Project Manager for RS&H, providing planning support to clients throughout the Coastal Southeastern Region. She has more than seven years of professional experience with the management of corridor studies, city/county-wide plan development; federal, state, and local government policy; sector/small area plans; multimodal analysis and plan development; capital project programming; transit planning and system implementation; project development/costing; and public outreach.

- » **Urban Circulator Feasibility Study, Coastal Region MPO, Savannah, Georgia--Project Manager.** The completed study will provide the basis for the need of an urban circulator and the initial information needed to justify the investment, and will be compatible with federal, state, and local requirements.
- » **Forward 2040: Integrated Planning Effort, Liberty Consolidated Planning Commission, Hinesville, Georgia--Project Manager.** Tasks included: Long Range Transportation Plan Update; Strategic Transit Plan; Freight Mobility Plan; Bicycle and Pedestrian Plan; and Comprehensive Plan Update.
- » **Liberty Transit Strategic Transit Plan, Hinesville, Georgia--Project Manager.** The goals of the study were to increase the cost effectiveness of providing public transportation, improve mobility for transit dependent populations, and support economic development and quality of life in the Hinesville community.



### CREDENTIALS

Bachelor of Landscape Architecture, University of Georgia, 2008

Member, American Planning Association

Member, American Society of Landscape Architects

Board Member, Liberty County Cultural and Historic Association

Certified Planner, American Institute of Certified Planners

LEED Accredited Professional, 2008

# CHERYL FREEMAN PE



## TRANSIT OPERATIONS PLANNING/SCHEDULING

Ms. Freeman is a senior level project manager with more than 25 years of experience in transportation planning and engineering for both highway and transit projects. Ms. Freeman is currently responsible for strategic planning efforts; and coordinating transit planning and transit service implementation projects. Ms. Freeman embodies a passion for community involvement and has significant experience in developing, organizing and implementing communications and public outreach activities for a variety of transportation related projects.

- » **JTA's Route Optimization Initiative.** Worked with an intra-agency team to develop and document a nine month communications and outreach strategy to solicit input, communicate project information and educate the public about the system-wide bus route changes.
- » **JTA System Redesign.** Worked with staff to develop an ongoing public outreach program called "Transit Talk" to have conversations with existing and potential customers, oversee customer survey activities and development of communication protocols.
- » **Regional Transportation Study Commission.** Managed two year effort, organizing monthly meetings and assembled project documentation for a 20-member study commission comprised of elected and community leaders focused on regional transportation policy and funding.



### CREDENTIALS

Bachelor of Science in Civil Engineering, University of Delaware, 1987

Registered Professional Engineer: Florida (No. 48829), 1995

National Associate Member, Institute of Transportation Engineers, Since 1992

Member, Institute of Transportation Engineers Transit Council Executive Committee and Newsletter Editor (2007 - present)

# JENNIFER KENNEDY EIT, GISP **RS&H**

## NEEDS ANALYSIS/GIS

Ms. Kennedy serves as a Traffic Civil Engineering Associate for RS&H's Transportation-Infrastructure Practice.

- » **I-595 Corridor Design Consultant, Florida Department of Transportation, District Four, Fort Lauderdale, Florida--Traffic Civil Engineering.** This project is a reconstruction widening and resurfacing on 10.5 miles of I-595 mainline including all adjacent cross-roads, frontage roads, and ramps from I-75/Sawgrass Expressway interchange to I-595/I-95 interchange.
- » **I-95 Corridor Design Consultant, Florida Department of Transportation, District Four, Palm Beach and Broward Counties, Florida--Traffic Civil Engineering.** This project performs a planning level operational analysis for I-95 corridor in District Four for completion of the express lanes network through Broward County into southern Palm Beach County.
- » **Districtwide Strategic Intermodal System Consultant, Florida Department of Transportation, District Four, Broward, Indian River, Martin, Palm Beach, and Saint Lucie Counties, Florida--Traffic Civil Engineering.** This is a task work order basis contract that includes the development of conceptual engineering reports, feasibility studies, and Strategic Intermodal System Corridor Action Plans.



### CREDENTIALS

- Master of Science in Geospatial Surveying Engineering, Texas A&M University, Corpus Christi, 2011
- Bachelor of Science in Civil Engineering, Florida State University, Tallahassee, 2010
- Registered Engineer-in-Training: Florida (No. 1100014423), 2010
- Certified GIS Professional (No. 90265), 2015
- Member, American Society of Civil Engineers, Miami-Dade Branch

# LAURIE MENEKOU

## PUBLIC OUTREACH



With more than 10 years of experience in the ever-changing field of communications, Ms. Menekou launched Conceptual Communications in 2010. Ms. Menekou and her team have strengthened the brands of numerous clients across the public, private and non-profit sectors. She is credited with achieving national recognition and media coverage for clients in an array of industries ranging from transportation to local government, commercial real estate, and banking just to name a few.

- » **Broward Metropolitan Planning Organization.** Manager of all social media outlets for Speak Up Broward, a county-wide social media platform for public outreach and transportation planning.
- » **Riverwalk Water Trolley.** Spearheaded the branding and creative direction for Fort Lauderdale's newest mode of transportation, the Riverwalk Water Trolley.
- » **City of Wilton Manors, Florida.** Planned and implemented citywide integrated marketing and communications plan.
- » **City of Weston, Florida.** Served as the city's Public Information Officer (PIO) for eight years managing public outreach, branding, marketing and internal communications efforts.



### CREDENTIALS

- Master of Science, Mass Communication, Florida International University
- Bachelor of Arts, International Business, Florida Atlantic University
- Secretary, Center of Independent Living of Broward County
- Chair, Lit Lunch Broward Library Foundation
- Past Chair, Ghost Light Society – Broward Center for the Performing Arts

# REBECCA CHERRY

HUMAN RESOURCES/CLASSIFICATION/STAFFING  
SYSTEM SAFETY & SECURITY PLANNING



Ms. Cherry is President of Cherry Consulting of the Carolinas, Inc., a Small Business Enterprise that provides management consulting services to both public- and private sector transportation providers. Most of Mrs. Cherry's private sector work is in the Southeast, since her Company has been contracted by a New York-based insurance company to perform risk assessments, i.e. 'safety audits' for trucking companies and passenger carriers located in the Carolinas, Alabama, Arkansas, Georgia, Mississippi, Tennessee, and Virginia. In the public sector arena, 3C, Inc. regularly conducts Bus Operator and Supervisory training courses for rural public transit systems. Funding is provided by the North Carolina Department of Transportation – Public Transit Division.

## » Safety Program Assessments and Development

- Oversight, analyses, and recommendations for enhancing safety programs among Southeast Region properties: Birmingham, AL; Cobb County, GA; Greensboro, NC; Jackson, MS; Nashville, TN; and Orlando, FL.
- Safety Program Audit of contracted transportation services for Greater Orlando Airport Authority, Orlando, FL;
- Safety Program Audit for bus operations: Richmond, VA; High Point, NC; and Nashville, TN.
- DOT Fleet Safety Compliance, Charlotte and Mt. Holly, NC.
- FTA Drug & Alcohol Program Compliance, Boston, MA
- System Safety & Security Plan, High Point, NC.
- Corporate Safety Program Manuals, Alexandria, VA; Charlotte and Lexington, NC.

## » Loss Control / Risk Management Audits

- Loss Control/Risk Management Audits and Inspections of Fleet Carriers for Lincoln General, National States., and Transportation Coverage Specialists, Inc.: AL, AR, FL, GA, MD, NC, NJ, NY, PA, SC, TN, TX, UT, VA;
- Risk Audits for NCHARRP, Administrator of North Carolina's eighty-eight member, self-funded insurance group;

## » HR Audit and Organization Restructure

- Corporate Reorganization and Human Resources Audit, Birmingham-Jefferson County Transit Authority, AL
- Management & Organizational Review, Baltimore MTA, MD
- Compensation Survey and Analysis for Salaried Exempt Positions, Durham, NC;
- Analyses and Development of Merit-based Compensation Program, Jackson, TN.

## » Review of Management and Financial Processes

- Management Reviews of Operating and Financial Practices and Processes of 17 Public Transit Providers, Columbia, SC.

## CREDENTIALS

Master of Science, Industrial Management, Georgia Institute of Technology, 1980

Bachelor of Science, Education/ Training, Tennessee Technological University, 1976

Senior Professional in Human Resources (SPHR)

Field Safety Representative, State of Texas

American Public Transportation Association – Risk Management and Human Resources Committees

American Society of Safety Engineers – Tarheel Chapter

North Carolina Public Transit Association

WTS International – Metro Charlotte Chapter



# 6

*BUSINESS  
LICENSES*



## *State of Florida Department of State*

I certify from the records of this office that RS&H, INC. is a corporation organized under the laws of the State of Florida, filed on December 28, 1989, effective December 31, 1989.

The document number of this corporation is L38717.

I further certify that said corporation has paid all fees due this office through December 31, 2015, that its most recent annual report/uniform business report was filed on January 26, 2015, and its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Twenty-sixth day of January,  
2015*



*Ken Detjmer*  
**Secretary of State**

Authentication ID: CC3728743472

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

<https://efile.sunbiz.org/certauthver.html>

# State of Florida

Board of Professional Engineers

Attests that  
RS&H, Inc.



is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2017  
Audit No: 228201702275

CA Lic. No:  
5620

## BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000

VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA:  
Business Name: RS & H INC

Receipt #: 315-679  
Business Type: ENGINEER (CORP-ENGINEER)

Owner Name: RS & H INC  
Business Location: 3125 W COMMERCIAL BLVD 130  
FT LAUDERDALE  
Business Phone: 954-474-3005

Business Opened: 02/27/2007  
State/County/Cert/Reg: 47555  
Exemption Code:

Rooms                      Seats                      Employees                      Machines                      Professionals

11

		For Vending Business Only					
		Number of Machines:		Vending Type:			
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid	
45.00	4.50	0.00	0.00	0.00	0.00	51.00	

### THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT  
WHEN VALIDATED

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:

RS & H INC  
3125 W COMMERCIAL BLVD 130  
FORT LAUDERDALE, FL 33324

Receipt #15B-13-00002998  
Paid 09/24/2014 51.00

2014 - 2015



*Venice of America*

CITY OF  
FORT LAUDERDALE BUSINESS TAX YEAR 2014-2015

BUSINESS TAX DIVISION  
700 NW 19 AVENUE, FORT LAUDERDALE, FLORIDA 33311  
(954)828-5195

Business ID: 9701666      Business Name: CHESSER, RICHARD  
Business Address: 3125 W COMMERCIAL BLVD # 130  
Tax Category: ENGINEER (STATE LICENSED REQUIRED) 726253      Fee:

CHESSER, RICHARD  
RS&H INC  
3125 W COMMERCIAL BLVD # 130  
FORT LAUDERDALE, FL 33309

\*\*\*DETACH AND POST THIS RECEIPT IN A CONSPICUOUS PLACE\*\*\*

Business ID: 9701666  
Tax Number: 726253  
Business Name: CHESSER, RICHARD  
Business Address: 3125 W COMMERCIAL BLVD # 130  
Business Owner: LEERIE JENKINS PRES-CEO

- This Receipt is issued for the period commencing October 1st and ending September 30th of the years shown above.
- If you have moved out of the city, please provide a written statement.
- A transfer of business location within the city limits is subject to zoning approval. Please complete a Business Tax Transfer Application and bring it to our office to obtain the necessary approval.
- A Transfer fee applies of 10% of the annual business tax fee. The fee shall not be less than \$3.00, nor greater than \$25.00.
- If you have sold your business, please provide us with a copy of the Bill of Sale.

**Please be advised that this issuance of a Business Tax Receipt establishes that the business you intend to conduct is a use permitted by the City Zoning Code for the location at which you intend to operate. The issuance of a Business Tax Receipt in no way certifies that the property located at this address is in compliance with other provisions of the City Code of Ordinances.**

BUSINESS TAX DIVISION  
700 NW 19 AVENUE, FORT LAUDERDALE, FLORIDA 33311  
TEL (954)828-5195 FAX (954)828-6929  
WWW.FORTLAUDERDALE.GOV

Rev.2.a NEW 5/14



2014-2015 CITY OF CHARLOTTE AND/OR MECKLENBURG COUNTY PRIVILEGE LICENSE

SUBJECT TO ORDINANCES IN FORCE OR HEREAFTER ENACTED, TO CONDUCT THE FOLLOWING BUSINESS.

105 ALL BUSINESS, TRADES, PROFESSIONS

ACCOUNT NUMBER 0073151

EXPIRES JUNE 30, 2015

SPECIALIST EVA GONZALEZ

PAID DATE JULY 07, 2014

LICENSE IS HEREBY GRANTED: CHERRY CONSULTING OF THE CAROLINAS INC 6227 GOTHIC CT CHARLOTTE, NC 28210-7009

BUS. ADD: (IF DIFFERENT)

10706 OLD NATIONS FORD RD BLDG 1 CHARLOTTE, NC 28273

POST IN A CONSPICUOUS PLACE

GS 105-366 (d) (1) (a) requires notification to the Tax Collector 48 hours prior to going out of business, the transfer of or pending sale to another party. DO NOT REPRODUCE, DOCUMENT VOID IF NOT DUAL COLOR PRINT

Tax Collector signature

NOT TRANSFERABLE

STATE OF NORTH CAROLINA



Department of The Secretary of State

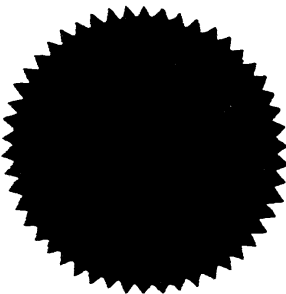
To all whom these presents shall come, Greetings:

I, ELAINE F. MARSHALL, Secretary of State of the State of North Carolina, do hereby certify the following and hereto attached to be a true copy of

ARTICLES OF INCORPORATION OF CHERRY CONSULTING OF THE CAROLINAS, INC.

the original of which was filed in this office on the 18th day of May, 1999.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my official seal at the City of Raleigh, this 18th day of May, 1999.



Elaine F. Marshall

Secretary of State



NORTH CAROLINA  
**Unified Certification Program**

1511 MAIL SERVICE CENTER  
RALEIGH, NC 27699-1511  
[www.ncdot.gov/business/nccs/ucp](http://www.ncdot.gov/business/nccs/ucp)



919-508-1948 (p) \* 919-508-1818 (f)  
[www.ncdot.gov](http://www.ncdot.gov)

March 24, 2015

Cherry Consulting of the Carolinas, Inc.  
6227 Gothic Court  
Charlotte, North Carolina 28210-7009

**SUBJECT: Approval of 3-Year Review**

Dear Ms. Cherry:

Your three-year review for certification as a Disadvantaged Business Enterprise (DBE) has been approved by the Department.

In order to remain as an eligible DBE, your firm is required to submit an annual affidavit to this office by your new anniversary date of **3/1/2015**, as well as your most recent business federal tax information. **Failure to submit an affidavit with the appropriate supporting documentation on an annual basis will result in removal or suspension of your firm's DBE certification.** The affidavit will attest to the fact that no changes have occurred that would affect your status as a Disadvantaged Business Enterprise, or that your personal net worth has not exceeded \$1.32 million as required by federal regulations for economically disadvantaged individuals. The Annual Affidavit can be found at the following web link:  
<https://connect.ncdot.gov/business/SmallBusiness/default.aspx>

Every three years of your certification, the Department will conduct a certification review that may include an on-site review to determine if your firm meets DBE eligibility requirements. Information and guidance will be provided to you on the certification review.

Should you experience any changes in ownership, management responsibility, address, telephone numbers or specialty, you are required to notify this office in writing within 30 days of that change. Failure to inform this office of a change may result in removal of your firm from DBE certified status.

Please note that to be able to work for the Department of Transportation, you must be pre-qualified. Contact the Contractual Services Management Section at 919-707-4800 for more information.

Thank you for your participation in the Disadvantaged Business Enterprise Program. If you have any questions, please contact this office at (919) 508-1948.

Sincerely,

Theresa Canales, PE  
State Contractual Services Engineer



CITY OF  
FORT LAUDERDALE BUSINESS TAX YEAR 2014-2015



*Venice of America*

BUSINESS TAX DIVISION  
700 NW 19 AVENUE, FORT LAUDERDALE, FLORIDA 33311  
(954)828-5195

Business ID: 1001961 Business Name: MENEKOU, LAURIE  
Business Address: 809 SW 14 TER  
Tax Category: HOME OFFICE - RESTRICTED AS PER SEC 47-19.7 Tax#: 733354 Fee:

MENEKOU, LAURIE  
CONCEPTUAL COMMUNICATIONS  
809 SW 14 TER  
FORT LAUDERDALE, FL 33312

\*\*\*DETACH AND POST THIS RECEIPT IN A CONSPICUOUS PLACE\*\*\*

**BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT**

115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000  
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: CONCEPTUAL COMMUNICATIONS  
Business Name:

Receipt #: 376-266082  
Business Type: ADVERTISING/MARKETING (MARKETING)

Owner Name: MENEKOU, LAURIE  
Business Location: 714 SW 12 AVE  
FT LAUDERDALE  
Business Phone: 954-732-0754

Business Opened: 10/30/2012  
State/County/Cert/Reg:  
Exemption Code:

Rooms Seats Employees Machines Professionals

Number of Machines:		For Vending Business Only				
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
45.00	0.00	0.00	6.75	0.00	25.00	76.75

**THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS**

**THIS BECOMES A TAX RECEIPT  
WHEN VALIDATED**

This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address:  
CONCEPTUAL COMMUNICATIONS  
714 SW 12 AVE  
FORT LAUDERDALE, FL 33312

Receipt #30A-14-00002352  
Paid 12/09/2014 25.00

**2014 - 2015**





# 7

EVIDENCE OF  
INSURANCE



# 7. EVIDENCE OF INSURANCE



## CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
11/24/2014

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 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).

<b>PRODUCER</b> Harden and Associates 501 Riverside Avenue, Suite 1000 Jacksonville FL 32202		<b>CONTACT NAME:</b> Todd Peters <b>PHONE (A/C, No, Ext):</b> 904-354-3785 <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> tpeters@hardeninsight.com															
<b>INSURED</b> REYNO-1 RS&H, Inc. 10748 Deerwood Park Blvd S Jacksonville FL 32256		<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A :Charter Oak Fire Insurance Co</td> <td>25615</td> </tr> <tr> <td>INSURER B :Travelers Indemnity Company</td> <td>25658</td> </tr> <tr> <td>INSURER C :Travelers Property/Casualty Co</td> <td>25674</td> </tr> <tr> <td>INSURER D :Phoenix Insurance Company</td> <td>25623</td> </tr> <tr> <td>INSURER E :Lexington Insurance Company</td> <td>19437</td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A :Charter Oak Fire Insurance Co	25615	INSURER B :Travelers Indemnity Company	25658	INSURER C :Travelers Property/Casualty Co	25674	INSURER D :Phoenix Insurance Company	25623	INSURER E :Lexington Insurance Company	19437	INSURER F :	
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INSURER D :Phoenix Insurance Company	25623																
INSURER E :Lexington Insurance Company	19437																
INSURER F :																	

**COVERAGES**      **CERTIFICATE NUMBER:** 222058240      **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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<b>GENERAL LIABILITY</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 type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC			6304711N755	6/28/2014	6/28/2015	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 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	<b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			8104621M601	6/28/2014	6/28/2015	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Deductible \$1,000/\$1,000
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			CUP4711N755	6/28/2014	6/28/2015	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 \$
D C	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		Y / N N / A	PVYDNUB5388B30714 PJUB915K337414	12/1/2014 12/1/2014	12/1/2015 12/1/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
E	Professional Liability with Contractors Pollution Liab. Claims Made; 1/1/42 Retro Date			028395945	6/28/2014	6/28/2015	Per Claim Limit \$5,000,000 Aggregate Limit \$10,000,000 Retention \$50,000

**DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES** (Attach ACORD 101, Additional Remarks Schedule, if more space is required)  
 For Proposal Purposes Only \*Cancellation clause is as shown except for non-payment which is 10 days

<b>CERTIFICATE HOLDER</b>  FOR PROPOSAL PURPOSES ONLY	<b>CANCELLATION</b>  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 
---	--

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ACORD 25 (2010/05)

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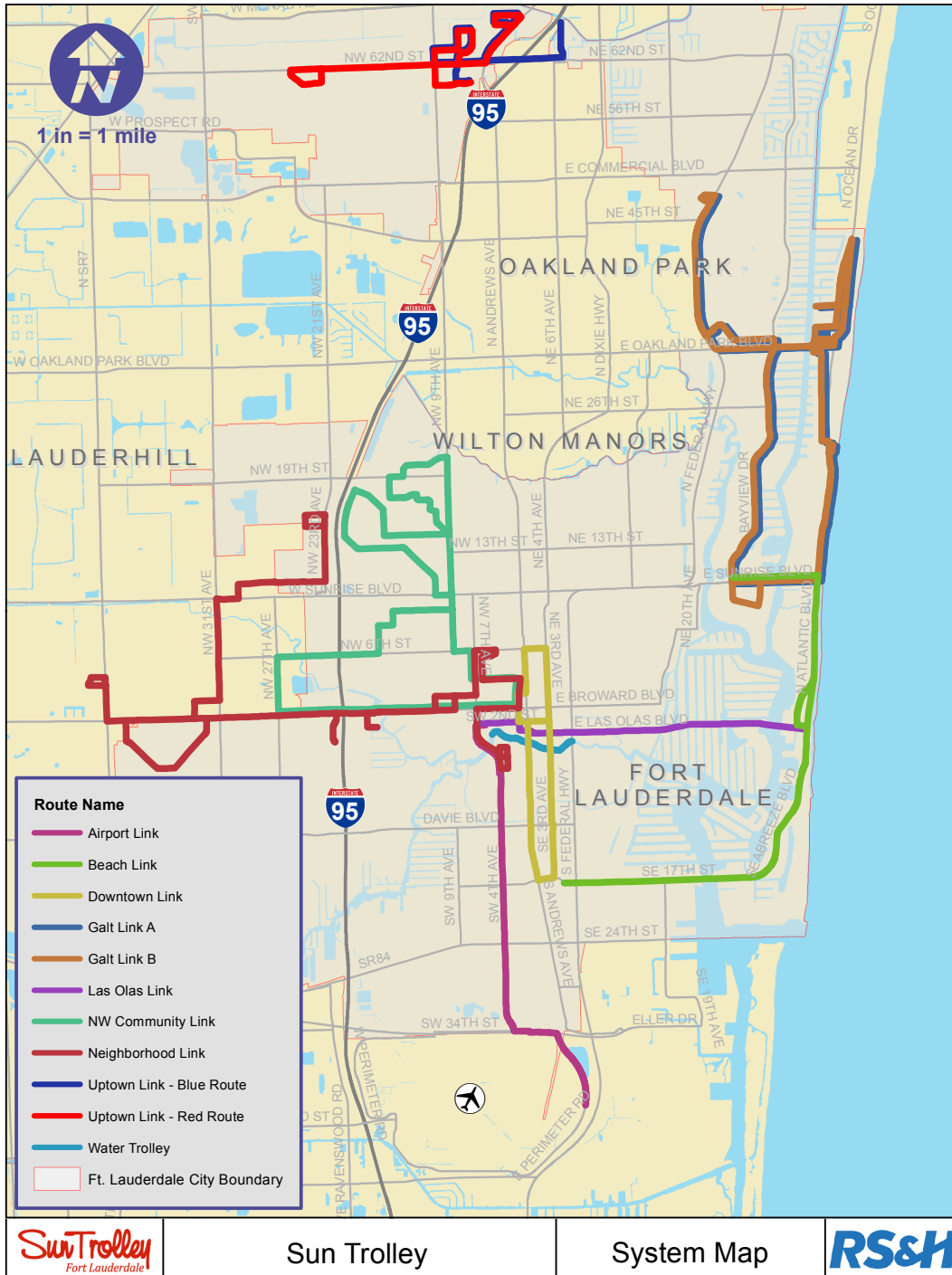
# 8

*PROPOSER'S  
ASSESSMENT OF  
CITY'S NEEDS*

# 8. PROPOSER'S ASSESSMENT OF CITY'S NEEDS

## PROJECT UNDERSTANDING

The City of Fort Lauderdale Community Bus System, Sun Trolley, has nine routes, with the Uptown Link Red & Blue route having just started service on April 1, 2015. Several other expansions occurred in 2014, including the startup of the Water Trolley and increases in frequency on the Downtown and Neighborhood Links. The accompanying map shows how these routes cover the Fort Lauderdale city limits.



These improvements in service have been designed to further the Sun Trolley mission of enhancing the mobility for all neighbors and visitors. According to the 2013 American Community Survey (ACS ) five-year estimates, the percentage of neighbors falling into the targeted disadvantaged populations, in particular include people with disabilities (13.5%), the elderly (15.5% are age 65+), low-income residents (15.0% of families are below the poverty level), minorities (49.1%), and people with limited English proficiency (11.0% speak English “less than very well”). Sun Trolley also targets public and affordable housing residents, but the Census Bureau does not report this data. It does report the percentage of household income spent on housing. For this statistic, households that spend more than 30 percent of their income on housing are considered as having a “housing cost burden.” For Fort Lauderdale, 49.8% of households exceed this threshold. Collectively, the ACS indicates a substantial percentage of Fort Lauderdale neighbors benefit from an affordable, convenient transit service.

In addition to the Fort Lauderdale neighbor base, Sun Trolley also serves a vital role getting employees to their jobs. The Downtown Link and new Uptown Link, in particular, serve these markets and help distribute Broward County Transit (BCT) and Tri-Rail riders throughout the city. Tourists and other visitors also rely on the Sun Trolley, as a review of Trip Advisor or Yelp websites show. National and international visitors use the Las Olas Link and Beach Link primarily, but other routes are also used.

The City of Fort Lauderdale’s 2012 Neighbor Survey revealed that only 46% of residents are satisfied with public transportation options. It is very clear from the data and feedback obtained that a long-term solution is essential to improve system service and performance. The RS&H Team’s operational analysis and route review will be guided by the City of Fort Lauderdale’s long term goal: creation of an integrated public transportation system that will connect neighborhoods from Palm Aire Village to Edgewood; bridge the main City centers, Port Everglades, and airports; and ultimately, link Fort Lauderdale with the surrounding region.

The purpose of this study is to prepare a master plan for Sun Trolley to guide organization operations and

investments over the next five years. Critical items to be examined during the two-year term of this contract are:

- » Confirmation of the mission of the organization – which markets (geographic and demographic) should be served and the relationship of Sun Trolley with BCT and Tri-Rail bus and rail service
- » Engagement of the general public, area stakeholders, visitors, and elected officials in articulating the vision and mission, and setting priorities for changes
- » Determination of the service resources (hours, vehicles, staff) required to satisfy the agency’s mission
- » Development of a sustainable financial plan to meet the capital and operating expenses
- » Identification of policies and procedures to guide operations, meet statutory requirements, and establish performance measures to evaluate service operations, particularly related to safety and security and ADA compliance
- » Ongoing modification of services to ensure coordination with the upcoming All Aboard Florida service, scheduled to start service in 2016; WAVE streetcar, due online in 2017; and the Tri-Rail Coastal Link, which could be open before 2020.
- » Impact of potential dedicated transit sales tax in Broward County

The following section describes our proposed project approach to accomplish these objectives. Some optional tasks are included in the discussion for consideration.

## PROJECT APPROACH/SCOPE

Our proposed project approach is outlined in the task descriptions below. The organization of the tasks mirrors that in the Request for Proposals, with the first two tasks describing the ultimately desired outcomes from the study, and the remaining tasks indicating how that will be achieved. The descriptions of the tasks may be modified as the study progresses in close coordination with staff.

Before receiving the Notice to Proceed for the study, the RS&H Team recommends that the membership of the Project Technical Team be finalized and in place. This team should consist of TMA staff and City staff and could include other agencies, primarily the South Florida Regional Transportation Authority (SFRTA or Tri-Rail), Broward County Transit (BCT), and the Florida Department of Transportation District 4 (FDOT). This group should remain small and should consist of representatives for those organizations who will be most responsible for implementing plan recommendations.

### **TASK 1: COMMUNITY BUS MASTER PLAN**

The Community Bus Master Plan will provide the overall vision for where the Sun Trolley community bus system will be over the course of the five years covered by the plan. This vision will identify the key population groups to be served by Sun Trolley, what their travel needs are, both for locations and time of need. It will demonstrate how the Sun Trolley service will complement, but not compete with, the transit service offered by BCT and Tri-Rail.

The Master Plan will include both high-level guidelines and detailed recommendations. The overall guidelines will establish the vision and mission of the service as a solid foundation for the agency. As circumstances inevitably change during the five years, this foundation will allow Sun Trolley to adapt while keeping its vision and mission intact. It provides the basis to respond to changing community needs and requests, new laws and regulations, and any changes in the funding environment.

Detailed recommendations will provide the necessary information to determine the number of hours, vehicles, and staff required so that the agency can properly program its needs. This program provides information to the Fort Lauderdale community and Sun Trolley's funding partners on how the service will grow and improve overall mobility for the city. Included in the details will be route maps showing changes over time; estimates of the required service hours; a fleet replacement plan; a staffing plan; a five-year financial plan; and the required safety and security plans.

Deliverable: Master Plan for Sun Trolley

### **TASK 2: FIVE YEAR FINANCIAL PLAN**

As part of the Master Plan, an accompanying financial plan will be prepared showing estimated costs and revenues for both operating and capital expenditures. This budget will be prepared after decisions are reached on the overall level of service to be provided.

Operating costs will be based upon the existing operating contracts with the bus and water trolley providers, including any escalation clauses in the contracts. Administrative costs will reflect the current and anticipated budget for TMA staff, including any recommended staff changes that come from Task 7. Our team has worked for large and small transit systems and has hands-on knowledge of how many staff are needed for each position.

Capital costs will be based upon recent experiences of Sun Trolley for any capital items, primarily the trolleys, that have been procured, plus comparable costs from the American Public Transportation Association's (APTA) transit vehicle database. Additional capital costs will be included for any operations facilities that would be the responsibility of the TMA to provide. Additional cost estimates will be included for stop signs, shelters, and other passenger amenities to the extent that they are the responsibility of the TMA.

#### ***Optional Task – Contracting Alternatives***

*The determination of costs outlined above are based upon the assumption that the service continues to be provided in the same way as it is today – two bus contractors and one ferry contractor, with the vehicles owned by multiple parties. As an optional task, we can review the decision to contract out the service to see if there are more advantageous approaches. Alternatives range from a complete turnkey operation, whereby a contractor is responsible for everything except policy-level decisions, similar to the way the water trolley is handled, to bring the entire operation in-house using TMA personnel to operate the service, and where the TMA owns the vehicles and operating/maintenance facility.*

The revenue side of the financial plan will examine the existing sources of funds and other commonly used transit funding sources that Sun Trolley may not be using. Federal,

state, and local funding sources will be considered based upon programs currently in place. At the federal level, however, a good deal of uncertainty exists with the pending expiration of MAP-21. Additional uncertainty exists at the local level, with a referendum for a dedicated transit sales tax in Broward County potentially on the horizon.

Two funding sources in particular will need to be reviewed with the Project Technical Team to determine the appropriate assumptions. The first is farebox revenue. Currently, most routes are free, with only the Las Olas and Beach Links charging a \$1 fare. Options range from making all routes free, to raising the fare on all routes to match the fares charged by BCT, at \$1.75 for a one-way cash fare. Any fare changes has implications on ridership levels, which will be included in the calculation for estimated fare revenue.

The second broad funding source that needs discussing are the assumptions related to private funding. Private funding, as used here, encompasses sponsorships, advertising, and local tax assessments. Sun Trolley, with its heavier use and exposure to tourists/visitors than most city bus systems, would seem to have more opportunity to tap into private advertising/sponsorship funding than is typically the case. A pro-forma financial analysis will not be prepared, but we will work with the Project Technical Team and potential private funders to explore the potential and develop assumptions for use in the five-year financial plan.

The costs of service to Plantation and the usage of the service will be evaluated to determine if financial changes are warranted. Should the Project Technical Team desire, the RS&H Team can determine differing ways to allocate a “fair share” of the costs to the City of Plantation.

Deliverable: Narrative and spreadsheet analysis included in the final Sun Trolley Master Plan

### **TASK 3: TRANSIT NEEDS ANALYSIS**

Before the needs analysis can be conducted, the RS&H Team will work closely with the Project Technical Team to gain a clearer understanding of the vision and mission for Sun Trolley, and how its mission relates to the mission of BCT and Tri-Rail.

The current positioning of the Sun Trolley route structure, service span/frequency, vehicle choice, fare levels, and funding partners, indicates three broad ridership markets:

- » Transportation disadvantaged neighbors (supported by the design of the Neighborhood Link and NW Community Link; the free fares; the involvement of the Housing Authority of the City of Fort Lauderdale (HACFL); and the more limited service hours)
- » Workforce commuters to/from work and at lunch (supported by the Tri-Rail shuttle connections; and the designs of the Uptown Link and Downtown Link); and
- » Tourists/visitors (supported by the choice of a trolley vehicle; the charging of a fare on the Las Olas and Beach Links; the use of TripAdvisor; and the span/frequency of service offered on most routes)

In comparison, the Tri-rail service is primarily aimed at workforce commuters, mainly for the trip to/from work, and BCT is aimed at workforce commuters and the transportation disadvantaged. Neither BCT nor Tri-Rail is targeted to visitors/tourists as a principal market.

The Transit Needs Analysis will first have to identify how the Sun Trolley complements the other two transit providers for the first two transit markets. What can/should Sun Trolley do better or more appropriately than the others? For example, one potential finding could be that Sun Trolley should fill in the gaps between the relatively widely-spaced BCT grid network of routes, especially in the transportation disadvantaged neighborhoods. Sun Trolley could serve shorter trips and offer more direct connections than BCT, for instance.

Once the relationship between the providers has been articulated, the targeted riders can be identified for their home and destination locations, and the desired hours/days of travel determined. This analysis will use readily available information from the Census Bureau, Fort Lauderdale agencies (HACFL and others), and FDOT’s travel demand model background data. No original data collection will be undertaken. The Census Bureau’s American Community Survey (ACS) data encompasses most of the desired socio-economic data on residents, and the Longitudinal

Household-Employer Dynamics (LEHD) data provides work commute locations.

For the visitor/tourist market uniquely served by Sun Trolley, data will be solicited from major stakeholders with knowledge of this market. Information will be sought on major origins and destinations and the nature of travel demand to identify how Sun Trolley can offer a service that is not being met by taxis, rental cars, and other private providers.

## Public Involvement

The first round of public outreach will be held at this stage of the study to gather information on existing unmet needs. Conceptual Communications will lead this effort and will leverage many of the outreach efforts they have already established for the Sun Trolley to gather input from riders. In particular, the TMA's robust and growing digital platforms (website, blog, Tracker App, and social media) will be heavily used. Informal surveys of riders will be conducted, but note the optional task to conduct a more rigorous, statistically valid survey that gathers additional data on riders.

The RS&H Team will develop a list of HOA/community meetings in close proximity to each affected route and schedule presentations to obtain feedback from the community regarding proposed route modifications. Attendance at the meetings will be a combination of the RS&H Team and the Project Technical Team. The RS&H Team will develop marketing collateral (flyers, ads, direct mail postcards, posters, digital cubes, etc.) for distribution, while the TMA will be responsible for their distribution.

Broader input from all groups (neighbors, commuters, visitors) will be solicited through a web-based survey. These surveys are not statistically valid, but they do present an opportunity to solicit greater amounts of feedback than most other approaches. A link to the survey will be added to all of the Sun Trolley digital platforms and publicized on-board the buses and water trolleys.

One round of public meetings, consisting of one daytime and one evening meeting, will take place during this phase. The meetings will be publicized through the electronic platforms, and should be further publicized by placing

ads in local newspapers, placing flyers in trolleys and local community centers/churches, posting meeting notices to digital platforms provided by local community groups, HOAs, and elected officials. A further effort can consist of pulling a mailing list of all homeowners/ addresses within a half-mile surrounding all routes and send a postcard to each address informing them of the public meeting.

Note, the RS&H Team will supply the materials for public outreach and any electronic content; the TMA staff will be responsible for arranging meeting locations and publicity.

### Optional Tasks – Data Gathering and Rider Surveys

*Potential optional tasks for this phase of the study are to gather data on the existing ridership. This effort could include gathering data on ridership levels through a systemwide boarding/alighting count. This count is essential if limited data is available on ridership at the stop level, but if robust counts are already available, this optional task can be deferred.*

*The second optional task is to conduct a detailed rider survey that collects data on riders' origin/destination locations, trip purposes, demographics, and attitudes toward Sun Trolley. While some data gathering is included as part of the general public outreach, this optional task would conduct a statistically valid survey of riders. Such data can help the project better understand riders' needs, and would provide inputs into any Title VI evaluations, determine potential performance metrics for Task 8, and possibly aid in determining potential sponsors/advertisers.*

Deliverable: "Findings" Technical Memorandum included in the Master Plan. GIS files, and maps. All materials required for public outreach

## TASK 4: OPERATIONAL ANALYSIS AND ROUTE REVIEW

Under this task, the RS&H Team will review the existing Sun Trolley operations and compare the service provided with the needs identified in Task 3. This comparison will highlight areas where or when service should be provided that is not currently available, and areas where duplicate or unproductive services exist that would allow resources to be reprogrammed to more productive areas. Alternatives will

be designed to be consistent with and further the objectives of the City of Fort Lauderdale’s strategic plans Press Play and Fast Forward.

Particular focus will be given to:

- » Unserved neighborhoods or destinations
- » Unserved times/days on current routes, such as the Las Olas Link Tuesday-Thursday or the Neighborhood Link in late afternoon and evenings
- » Operational issues, such as on-time performance, overcrowding, or underutilized segments
- » Duplicate coverage, such as between the Neighborhood Link and Northwest Link along Broward Boulevard, or between the Beach Link and BCT’s routes 11 and 40
- » Service outside of Fort Lauderdale on the Neighborhood Link

The RS&H Team will develop 2-3 alternatives for consideration, based upon realistic assumptions about the potential amount of funding available. The description of the alternatives will be developed in close coordination with the Project Technical Team. We will also develop a “no-cost” alternative that seeks to make the existing dollars go as far as possible, and one or more expansion alternatives based upon likely funding. These scenarios could be considered as either “alternatives” or as “phases” with service expanding over time as more funding is provided.

The alternatives will also include an examination of the water trolley to determine if this route should be lengthened or if additional routes should be included. The evaluation will be mindful of the relationship between the Water Trolley and the private Water Taxi service to avoid any competitive issues.

Incorporated within the alternatives will be a determination of the effects of the new services, primarily the WAVE streetcar. The streetcar will have a significant effect on the Sun Trolley system, eliminating, or at least modifying, the Downtown Link, but also likely to increase overall transit use in the area, which may increase use of the Sun Trolley. The

All Aboard Florida and Tri-Rail Coastal Link will not duplicate any Sun Trolley routes, but the Sun Trolley should serve as a feeder service for riders from the Broward Central Terminal for both trains and from the new airport station for the Tri-Rail Coastal Link.

Capital improvements for passengers will be evaluated as part of the alternative development. Potential improvements may include additional stop signs, benches, shelters, and onboard amenities.

### Public Involvement

The second round of public involvement will help distill preferences on the alternatives. The purpose of this round is to gather feedback on potential changes, and make final modifications based upon the input received. The same outreach techniques used in the first round will also be used to gather this feedback. The outreach effort will culminate in a second set of public meetings.

Deliverable: “Alternatives” Technical Memorandum included in the Master Plan. GIS files and maps. All materials required for public outreach

### TASK 5: SECURITY PROGRAM PLAN AND SYSTEM SAFETY PROGRAM PLAN

Knowing that the City of Fort Lauderdale already has both a Security Program Plan and System Safety Program Plan documented, our work on this task will begin with the ‘basics’:

1. Review and evaluate the aforementioned documents to determine whether or not they contain appropriate processes, procedures, and practices to fulfill the requirements of the FTA System Safety and Emergency Preparedness Program (49 CFR Part 633 and FTA Circular 5800.1 (particularly Appendix A, SSPP Template)
2. Review the System Safety and Emergency Preparedness Plans (SSEPPs) of the City’s current contractual transportation providers (First Transit, Tri-Rail, etc.) to ensure compliance with FTA requirements and applicability to the City’s transit services; and



3. Make recommendations, as needed, to update the City's existing Plans and any associated documents to ensure inclusion of contractors' Plans into the City of Fort Lauderdale's existing documents.

Prior to our first meeting with key stakeholders, we will issue a document request list that will include the aforementioned Plans. Recognizing that these contain proprietary information, the RS&H Team is willing to execute a Non-Disclosure Statement, ensuring the City's protection. As is often the case, additional documents (ex: internal policies and procedures, accident / incident reports, crime/security reports, etc.) may be requested throughout work on Task 5. Shortly after receiving this documentation, we will begin the face-to-face process with a kickoff meeting to introduce the RS&H Team to all key stakeholders (City representatives and contractors), using this opportunity to review our work methodology and to receive valuable input. A projected work schedule for Task 5 will be determined, with mutually agreed target dates.

Following the kick-off meeting and working on site, the RS&H Team will conduct interviews; conduct facility inspections; obtain additional support documents; and commence documentation that will produce updated Security Program and System Safety Program Plans. Since the RS&H Team has no knowledge whether or not emergency preparedness activities and actions are included in the aforementioned plans, the RS&H Team will, using transit industry's best practices, evaluate whether the City has included emergency management response and protocols into either of the Plans. If not, a very 'high level' Threat and Vulnerability Assessment and a Capabilities Assessment will be undertaken to assist the transit operations in completing more thorough Assessments to establish the highest level of security/emergency planning and preparedness. The latter will, of course, be far beyond the scope of this particular task and a project in and of itself, i.e. optional work.

Our approach to Task 5 is a combination of full cooperation and collaboration with the City and its contractors, and consideration of the needs of the transit operations that are vulnerable to threats from foreseen and unforeseen emergencies is the focus. Our goal is to provide guidance

that the City needs in providing technologically current, accurate, and useful recommendations for enhancing its safety and security programs which ultimately minimizes risk exposure to the City, transit operations, and the transit passengers.

Deliverable: Technical Reports – Updated Security Program Plan and System Safety Program Plan

### **TASK 6: FLEET REPLACEMENT PLAN**

As noted in the RFP, the Sun Trolley system has 19 buses and 1 water trolley in its fleet. The oldest of the trolleys date from 2006, and the City is in the process of replacing these oldest vehicles. It is reassuring to see that the City is proactive since APTA considers trolley-replica buses to have a 7-10 year life.

A challenge to the Sun Trolley, as with any transit system, is to stage replacement to avoid having a major capital expenditure in a single year. Preliminarily, for a 20-vehicle fleet, replacing 4-5 vehicles over a five year cycle would allow expenses to be spread out and would eliminate concerns with having the entire fleet reach the end of its lifespan at the same time. The appropriate replacement cycle will be selected in coordination with the Project Technical Team and incorporated into the financial plan.

The Fleet Plan will include sufficient vehicles to maintain reliable service and stay within FTA guidelines, and any expansion vehicles needed to implement the selected service alternative in Task 5.

An optional approach would be to have the contractor own the fleet rather than the City, TMA, or SFRTA. Under this approach, the burden on the TMA is less since it will not have to conduct vehicle inspections and monitor preventive maintenance procedures. Instead, the TMA would track more easily monitored items, such as cleanliness, breakdowns, and missed trips. FTA funding is simplified through claiming a "capital cost of contracting" allowance that is proportionally higher for a turnkey operation. The downside risk is that if the contractor proves to be unsatisfactory and the contract must be cancelled, the TMA would have to procure a new operator and new vehicles in short order.

Deliverable: Fleet Acquisition Plan included with Financial Plan and Master Plan

### **TASK 7: STAFFING PLAN**

The development of a staffing plan will first need to consider the amount of private contracting that will be undertaken. Under the current arrangement, most tasks are assigned to the trolley or ferry operator. The RS&H Team will confirm with the Project Technical Team whether this arrangement should continue, or whether the TMA should bring more of the responsibilities in-house.

Once the level of contracting has been determined, this task will focus on TMA staff and not on the contractor. As such, many operational tasks will not need to be evaluated since these decisions are up to the service contractor. The existing TMA staffing levels and structure will be examined to verify that they are within industry norms, and that sufficient resources are being devoted to monitoring the performance measures developed in Task 8. The RS&H Team will develop an organizational chart showing the relationship among the TMA trolley staff, and indicating which functions are TMA staff responsibilities and which are the responsibilities of the service contractor, the City of Fort Lauderdale, or another agency.

Deliverable: Technical Report – Staffing plan including an organizational chart

### **TASK 8: PERFORMANCE MEASURES**

The funding for this Mobility Management Consultant came from an FTA New Freedom grant. As noted in the RFP, FTA Circular 9045.1 New Freedom Program Guidance and Application Instructions specifies three measures FTA uses to judge the outcomes of New Freedom projects:

- » Increases or enhancements related to geographic coverage, service quality and/or service times that impact availability of transportation services for individuals with disabilities
- » Additions or changes to environmental infrastructure (e.g., transportation facilities, sidewalks, etc), technology, and vehicles that impact availability of transportation services

- » Actual or estimated number of rides (as measured by one-way trips) provided for individuals with disabilities

In order to comply with the terms of the study grant, the RS&H Team will work closely with the Project Technical Team to identify ways to track these three measures.

In addition to the measures required for the grant, the TMA might explore additional performance measures. The transit industry uses dozens, perhaps even 100 measures depending upon what is important to the particular agency. The RS&H Team will identify the most important measures to the TMA, and to Sun Trolley riders as the ultimate users, so that attention gets focused on the most important aspects of the service. Potential performance measures could include:

- » Riders – total, riders/hour, riders/mile
- » Cost – cost/hour, cost/mile, cost/rider
- » Customer satisfaction
- » On-time performance
- » Reliability – missed trips, miles between roadcalls
- » Safety/security – incidents per 100,000 trips
- » Marketing – familiarity with service among neighbors, visitors, and major locations

It is good practice to establish and track only the most critical items based upon statutory requirements and areas where concerns have been raised, such as the on-time performance of the service. Otherwise the staff time requirements can become unproductive.

Deliverable: Performance measures to be monitored included in the Master Plan



# 9

ASSIGNMENT OF  
RESOURCES /  
WORKLOAD

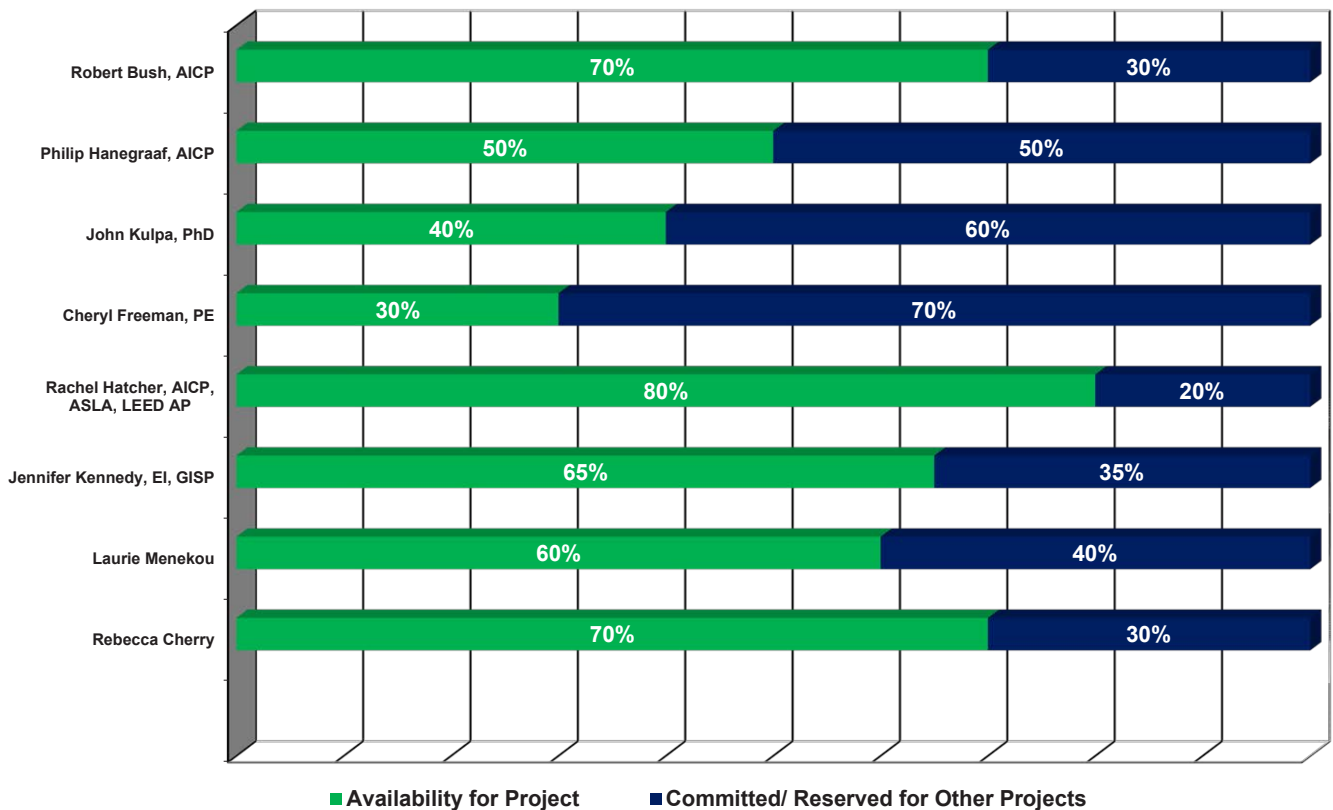
# 9. ASSIGNMENT OF RESOURCES / WORKLOAD

## AVAILABILITY

RS&H has carefully reviewed the scope of services and the project requirements to develop a suitable staffing plan that accommodates the project's aggressive timeline. The RS&H Team was hand-picked for this project based on their skills, experience, and project understanding and will remain dedicated to this project through each respective task to completion.

RS&H understands in today's industry workload forecasting is an ever evolving metric. To overcome these challenges the RS&H Project Managers meet weekly to discuss in detail each project status and the associated staffing needs. This meeting allows staff resources to be allocated as needed and if necessary provides the project manager an opportunity to access additional professionals companywide to reinforce staffing needs. This staffing contingency assures the City of Fort Lauderdale that the assigned Mobility Management Consultant project staff will remain dedicated to this project and will have sufficient availability to carry out their project duties.

As shown in the chart below, all production staff is adequately available for the Mobility Management Consultant project. Our team members are immediately available to begin work and will remain fully committed through the project completion.



## PROXIMITY TO THE PROJECT

The RS&H Fort Lauderdale office will have direct oversight for this contract. This office is located a short nine miles from City Hall. Conceptual Communications is also located within the City of Fort Lauderdale allowing for quick and convenient field visits, team meetings, and mobilization of resources.



# 10

## REFERENCES

# 10. REFERENCES

Client References			
	Reference No. 1	Reference No. 2	Reference No. 3
Client	City of Raleigh Transit Division	LYNX	Jacksonville Transportation Authority
Contact Name	David Eatman	Andrea Ostrodka	Brad Thoburn
Contact Title	Transit Administrator	Manager of Strategic Planning	Vice President, Long Range Planning and System Development
Contact Phone	919-996-4040	407-254-6019	904-598-8765
Mailing Address	22 W. Hargett Street Suite 400 PO Box 590 Raleigh, NC 27602-0590	455 N. Garland Ave Orlando, FL 32801	100 N. Myrtle Avenue Jacksonville, FL 32204
Email	david.eatman@raleighnc.gov	aostrodka@golynx.com	bgthoburn@jtafla.com
Dates of Service	2010-Ongoing	2008-Ongoing	1994-Ongoing

# JACKSONVILLE TRANSPORTATION AUTHORITY GENERAL ENGINEERING CONSULTANT

Location: Jacksonville, Florida

Client: Jacksonville  
Transportation Authority

RS&H Role: General  
Engineering Consultant/  
Program Management

Dates of Service:  
1994-Ongoing

RS&H is the general engineering consultant/program manager for the Jacksonville Transportation Authority. RS&H has held this role since 1994. The diverse work orders involved have included buildings, parking garages, utility coordination, roadway, bridge, drainage, and rapid rail. RS&H has continually been involved with the review of design submittals, preparation of final construction and bidding documents, and in the construction supervision of projects. No work order has gone over budget or beyond the allotted time as result of RS&H's performance.

- » Transit System Redesign – Assisted in the route planning and marketing efforts for new commuter services and the following new trolley services:
  - Riverside Trolley – midday trolley service connecting two major dining activity centers
  - Beaches Trolley – weekend service offering frequent service connecting Beaches communities.
- » JTA Strategic Plan (2012) – Agency's Consolidated Strategic Plan outlining short term and long term agency initiatives.
- » Transit Development Plan (TDP) – Major TDP update (2009) which outlines agency's profile of existing services and future system needs and goals; and two subsequent annual TDP updates (2010, 2011) in compliance with updated FDOT standards.
- » Development of an Agency-wide Communication Protocol – Documentation of recommended internal and external communication protocols in a reference document for all Agency employees. Development/Implementation of Public Outreach and Community Awareness Programs – Worked with JTA and Subconsultant staff in developing a public outreach program “Transit Talk” for the agency.
- » Regional Rail Strategy – An action plan for identifying JTA's role in rail planning and implementation in the region.
- » Bus Operations and Mobility Enhancements – Investigation of implementing bus by-pass shoulders, queue jump lanes, and special bus lanes.
- » On Board Origin-Destination Survey – Quality review of collected surveys, database development, management, and report queries. Spatial analysis of trip start, transit ingress, transfers, transit egress, and trip Endend, including geodatabase development and mapping.
- » Transit Decentralization Study – Analysis of satellite maintenance facilities and temporary bus storage requirements.
- » Transit Passenger Amenities - An assessment of bus shelter needs/upgrades and develop Passenger Amenities Guidelines.
- » Support for Multimodal Transportation Studies (park-n-ride, trolley, streetcar, commuter rail, etc.) – Support to JTA staff for the review of consultant materials and preparation for meetings with JTA leadership. Coordinated preparation of JTA's Bus Rapid Transit (BRT) Program Quality Assurance Manual.



# JACKSONVILLE BEACH MOBILITY PLAN

For the past 60 years, most communities in Florida were planned and designed around the motor vehicle, resulting in unsustainable land use patterns of sprawling residential uses, strip development, and sterile office developments dominated by parking. Concurrency management systems in the state have also proved to be largely unsustainable by perpetuating this development pattern and reinforcing urban sprawl by focusing solely on road capacity and level of service. The 2009 passage of Senate Bill 360 was designed to address these issues and the need to accommodate all users of the transportation environment. While serving as the General Planning Consultant to the City of Jacksonville Beach, RS&H developed a mobility plan to better link transportation with land use and fulfill the city's long-term multimodal goals.

RS&H used geospatial (GIS/GPS) tools to identify existing network conditions and deficiencies and then designed the plan to reduce vehicle miles traveled and greenhouse gas emissions, as well as support a walkable, urban design. The mobility plan outlines strategies and measures to support and fund multimodal transportation in the area, including cost estimates for multimodal capital improvements and recommended comprehensive plan amendments for implementation. RS&H additionally provided valuable cost and time-savings to the city through the development of meaningful and predictable standards to fund and support mobility to meet the Comprehensive Plan Amendment deadline and the requirements of Florida Chapter 163 and Rule 9J-5.

Location: Jacksonville Beach, Florida

Client: City of Jacksonville Beach

RS&H Role: Mobility Planning, Geospatial Services

Completion Date: 2010

Sustainability: Reduced Emissions – Promotes multimodal transportation options to reduce auto dependency and vehicle miles traveled.





## SHORT-RANGE TRANSIT PLAN

The City of Raleigh, North Carolina's transit system, Capital Area Transit (CAT), needed to update its short-range transit plan. Mr. Bush prepared this plan and a long-range bus transit plan for Wake County to evaluate bus service and develop recommendations for the immediate-term through a 25-year vision horizon.

Work was divided into two broad phases. The first phase involved developing a detailed conceptual bus plan for the county in support of a separate Alternatives Analysis being prepared by Triangle Transit for one or more light rail transit or commuter rail lines. The conceptual bus plan encompassed developing individual route maps, conceptual schedules, and cost estimates for the operating and capital costs. Together, the bus and rail plans form the basis for soliciting voter approval of a dedicated half-cent sales tax in the county.

The second phase involved developing specific routes for implementation within the first three years after funding becomes available. This included several tasks. The team conducted a boarding and alighting count of all riders on one weekday and Saturday for two of four systems in the county, performed a rider survey of all four systems in the county, analyzed existing Raleigh (CAT) services to identify savings, and prepared a three-year implementation plan.

The team made several recommendations, including the addition of more radial and crosstown services, designation of "premium transit corridors" with higher levels of service and amenities, introduction of point-to-point commuter bus routes to downtown Raleigh, and circulators for smaller surrounding towns.

Public involvement was a major element of the study. For the long-range elements, the team held public workshops in conjunction with Triangle Transit's Alternatives Analysis meetings. For the three-year element, the team held two rounds of separate workshops and also conducted an online rider/non-rider survey.

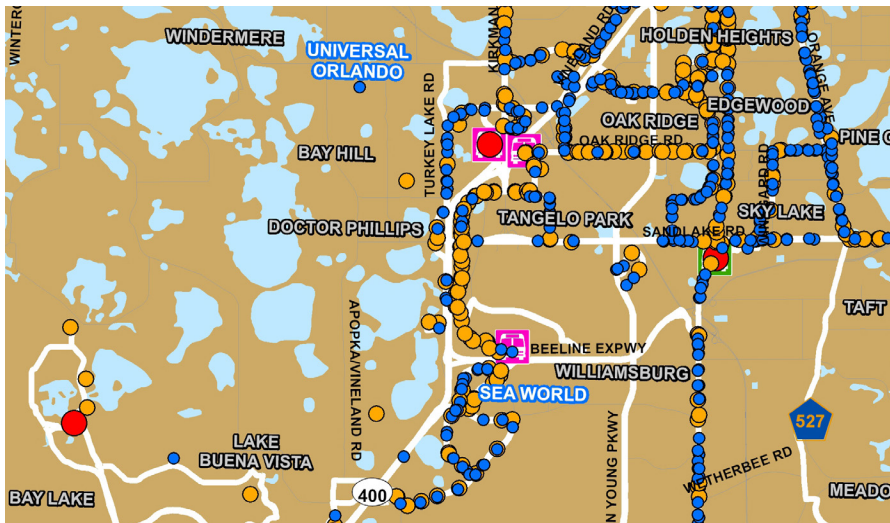
INDIVIDUAL EXPERIENCE OF ROBERT BUSH, AICP

Location: Raleigh, North Carolina

Client: Capital Area Transit

Role: Long-Range Conceptual Operating and Capital Plan, Comprehensive Operational Analysis, Boarding and Alighting Count, Facilities Planning, Financial Planning, Public Involvement

Completion Date: 2012



Location: Orlando, Florida

Client: Central Florida Regional Transportation Authority (LYNX)

RS&H Role: Transit Planning, Transportation and Financial Planning, Technical Studies, GIS

Completion Date: 2017 (Estimated)

Sustainability: Reduced Emissions – Plan includes use of fuel-efficient buses and adjusting the bus size to the ridership levels.

## LYNX GENERAL PLANNING CONSULTING SERVICES

RS&H has served as the General Planning Consultant to the Central Florida Regional Transportation Authority (LYNX) since 2008. In this role, RS&H is providing services on a task work order basis encompassing the following areas: transit service planning, design-build services, Transit Development Plan services, funding and operational cost assessments, technical studies, and GIS. LYNX coordinates all public transportation for Orange, Osceola, and Seminole Counties in Central Florida, providing over 25.7 million passenger trips annually across a 2,500 square mile service area. RS&H has completed numerous task work orders, including the following significant studies and plans:

**Quality Assurance Program Plan (2012)** – LYNX has two design-build projects to expand their downtown Orlando BRT system. RS&H worked with LYNX and City of Orlando staff, FTA personnel, and the FTA's Project Management Oversight Consultant to develop the Quality Assurance Program Plan (QAPP). The QAPP addressed the 15 recommended FTA elements of a Transit Quality Control Plan, as well as additional requirements for design-build projects.

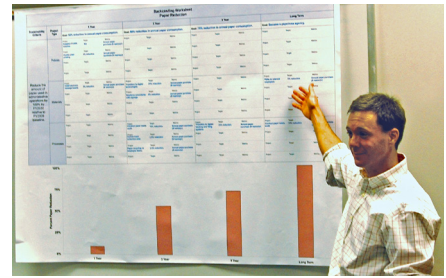
**Transit Development Plan (2012)** – The Transit Development Plan is a state required ten-year plan detailing expansion of fixed route service area, new services, operational analyses, market demand appraisals, cost allocation analysis, and service monitoring reviews.

**LYMMO BRT Expansion Design-Build Support Services (2011)** – RS&H developed the Request for Solicitation and Request for Proposal packages, Criteria Package, and independent cost estimate, as well as provided continuing Owners Representative support services during the design-build procurement process. This was LYNX's first design-build project in the past ten years.

**Five-Year Service Plan (2010)** – The Five-Year Service Plan was a planning-level strategic analysis to assess development of potential future premium transit services. A recommended year 2014 system was developed, which included new transfer locations and a multidestination LYNX service model where transit services operate between multiple hubs and corridors.

**Service Privatization Study (2011)** – After the completion of the Five-Year Service Plan Study, LYNX wanted to investigate opportunities for alternate transit service delivery as an option to implement improved services identified in the study. The intent of this evaluation was not to change the regional transit service network identified, but to assess a potential change in the delivery of the services.

This continuing service contract utilizes task work orders to provide scope of services and a maximum limiting fee. RS&H has diligently and successfully completed all assignments on schedule and within the service fee identified for each task work order.



# SUSTAINABILITY MANAGEMENT PLAN

RS&H worked with Votran, Volusia County's public transportation system, to develop a long-term vision for operational sustainability. This vision is documented in the Sustainability Management Plan, which identifies and prioritizes projects that will help realize indirect and direct economic returns and improve upon Votran's environmental performance.

In the first phase of the project, RS&H established a baseline of environmental performance at Votran, including a preliminary greenhouse gas inventory, comparison of operating procedures with Best Management Practices, and development of options to improve financial, social, and environmental performance. In the second phase, RS&H established and applied financial criteria to opportunities for improvement in numerous areas, including energy, water, waste, and air quality, deriving a return on investment for an optimal portfolio of policy and procedural enhancements. In the third phase, RS&H detailed and formalized Votran's systematic process for managing enterprise-wide sustainability initiatives and improvements over the next five years.

By implementing the Sustainability Management Plan, Votran may realize more than \$1.6 million in net direct and indirect economic benefits through 2015. Approximately \$800,000 would be generated from reduced fuel consumption. Votran also has the potential to realize approximately \$700,000 in revenue through Volusia County residents' increased use of public transit, which also will reduce greenhouse gas emissions.

Location: Volusia County, Florida

Client: Volusia Transportation Planning Organization

Role: Volusia Transportation Planning Organization

Completion Date: 2010

Sustainability: Sustainable Planning – Plan increases Votran's sustainability, reduces fuel consumption, and increases residents' use of public transit.



Location: Hinesville, Georgia

Client: Liberty Consolidated  
Planning Commission

RS&H Role:  
Bicycle and Pedestrian  
Planning, Transit Planning,  
Parking Analysis, Access  
Management, Conceptual  
Design

Completion Date: 2008

Sustainability: Reduced  
Emissions – Promotion of  
multimodal transportation  
mobility, including bicycle,  
pedestrian, and transit modes.

## *DOWNTOWN HINESVILLE CIRCULATION STUDY*

While serving as the General Planning Consultant to the Liberty Consolidated Planning Commission in Georgia, RS&H completed a Circulation Study to analyze Downtown Hinesville's existing multimodal transportation network, as well as the integrated existing and planned land use. The study identified the operational and infrastructure deficiencies of the transportation network and solutions for improving pedestrian accessibility and mobility associated with Hinesville's planned local transit system. The analysis included an assessment of land uses in order to recommend target locations and infrastructure requirements for potential new development and re-development opportunities.

RS&H conducted field work as part of this project, including a detailed assessment of parking supply and occupancy rates, sidewalk location and condition, crosswalk locations and signalization, and parking circulation/pedestrian conflict areas. Since the study area is part of Hinesville's Downtown Redevelopment Overlay District, RS&H reviewed the specific design guidelines for the district and developed various recommendations by corridor designation. RS&H reviewed other documents such as the city's Comprehensive Plan, transit implementation plans, and development plans for the new county justice center to ensure consistency with previous and ongoing planning efforts.

The results of this study will be used to improve and enhance traffic circulation in Downtown Hinesville, as well as parking management and the mobility and safety of pedestrians and drivers. The study document is being used by the Hinesville Downtown Development Authority as a tool to guide new development and redevelopment proposals.



## URBAN CIRCULATOR FEASIBILITY STUDY

The Coastal Region Metropolitan Planning Organization (CORE MPO), through a general support contract with RS&H, and in coordination with Chatham Area Transit, has undertaken an Urban Circulator Study for the historic district of Savannah and suburban areas to the south. This study is a data-driven, technical feasibility analysis that will provide the City of Savannah and the transit agency with the information and technical underpinning needed to make a smart business decision regarding streetcar and to pursue federal funding if desired.

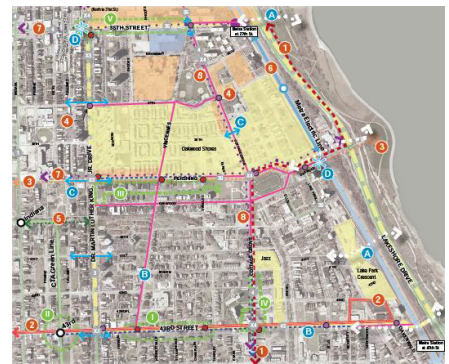
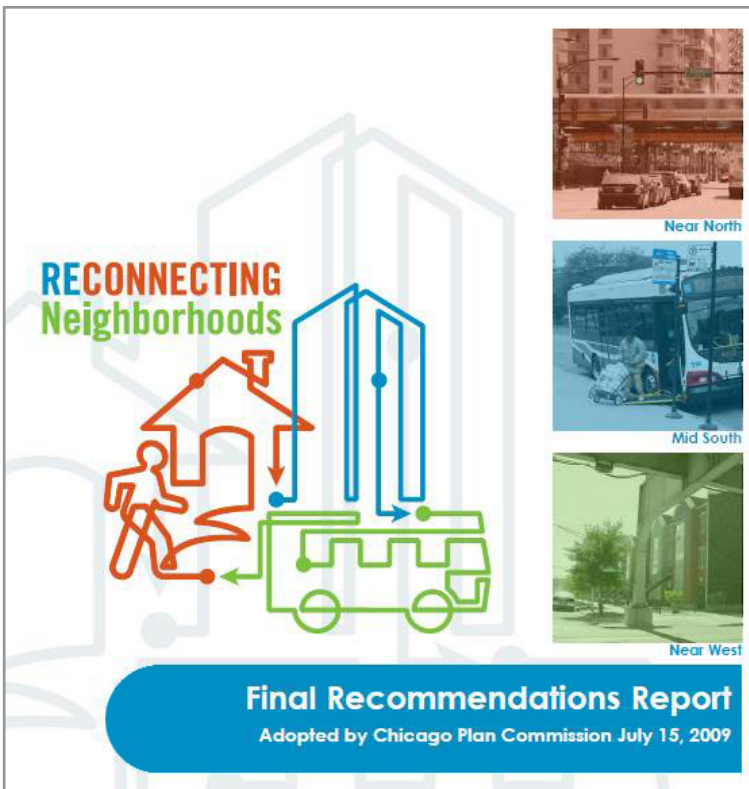
This study uses a non-biased approach and data obtained from research on implementation of other streetcar systems. The effort, which includes extensive coordination with a technical working group comprised of staff from involved agencies, examines vehicle and system technology, potential corridors, and existing and future development potential. The study also includes a financial analysis and a more detailed assessment of potential service areas, focusing on the identification of specific routes, stops and ridership, and cost estimates.

Location: Savannah, Georgia

Client: Chatham County - Savannah Metropolitan Planning Commission

RS&H Role: Coordination, Data Collection and Mapping, Technology Research, System Identification and Analysis

Completion Date: 2015 (Estimated)



# RECONNECTING NEIGHBORHOODS STUDY

Recognizing that successful integration of housing developments requires looking beyond the sites to the surrounding blocks and employment centers, the City of Chicago initiated the Reconnecting Neighborhoods project. The goal of the project is to make recommendations on how central city community areas can be “reconnected” to the city through improved walkability, access to the transit system, and the development of commercial services and corridors.

The study team, led by Mr. Hanegraaf, focused on developing improved land-use patterns and connectivity of new developments to surrounding neighborhoods. The study also identified transit service and retail and commercial service improvements. Recommendations included last-mile transit service improvements, complete streets improvements focusing on wayfinding and safety, and recommendations for new neighborhood commercial and retail services.

The effort involved three neighborhood areas: near west, mid-south, and near north. The City of Chicago and the Chicago Housing Authority (CHA) focused on these neighborhoods as part of their mixed-income community housing program, which seeks to integrate large-scale mixed-use and mixed-income housing into each of the neighborhoods. Each community area was the former site of older traditional CHA housing. The collaboration included numerous local and regional organizations, including the Chicago Transit Authority, the Chicago Department of Transportation, Metra, local city council members, the Metropolitan Planning Council, and substantial community involvement in each neighborhood area.

Location: Chicago, Illinois

Client: Chicago Regional Transportation Authority

Role: Transit and TOD Planning, Neighborhood Planning, Commercial Area and Redevelopment Planning

Completion Date: 2010

Sustainability: Transit Services, Walkable Neighborhoods

Individual experience of Philip Hanegraaf.



Location: Miami-Dade, Broward, and Palm Beach Counties, Florida

Client: Florida Department of Transportation-District Four

RS&H Role: Corridor Manager, Transit Planning, and Project Development

Completion Date: 2015 (Estimated)

Sustainability: Smart Growth Principles – Promotes efficient transit options, reducing auto dependency and the use of single occupant vehicles.

## TRI-RAIL COASTAL LINK STUDY

RS&H currently serves as the corridor management consultant for the Tri-Rail Coastal Link Study, formerly known as the South Florida East Coast Corridor Study. This study is analyzing the reintroduction of passenger rail service on the historic Flagler Railroad line (Florida East Coast Railway) in South Florida. The project aims to address congestion along the densely populated coastal corridors of I-95, US 1, and Old Dixie/Federal Highway by providing a multimodal transportation alternative to travelers, as well as accommodating increased needs for freight transport through the region. The project, which leverages the existing rail corridor, is expected to compete for funding under the Federal Transit Administration (FTA) New Starts program and estimated to create thousands of jobs while boosting economic development in the surrounding area.

RS&H is leading the development and analysis of alternatives for the network, as well as the development of a phased implementation plan. The new network will accommodate both commuter rail and freight rail, include a mix of express and local service, and is planned to interface with the existing South Florida Regional Transportation Authority Tri-Rail (SFRTA) service. To provide a truly multimodal regional network, the service will also include bus and highway connections through Miami-Dade, Broward, and Palm Beach Counties. Key elements of the study include:

- » A cost-feasible operating plan to maximize ridership and land-use benefits and minimize cost
- » Early assessment of scope and cost risks and development of various finance strategies and implementation plans
- » Conceptual design of cost-effective infrastructure that integrates the growing freight needs of the region
- » Analysis of the economic benefit to the region to assist in securing state and federal funds

The project also includes coordinating with the FTA and other agencies; coordinating with the railroad in the specific technical details early in the planning process; working with local communities to address hot-button issues such as traffic congestion and river crossings; and advanced station planning to involve local communities, garner public support, develop transit-supportive local policies, and help secure local funding commitments.

The project is being developed to minimize and mitigate impact on the environment to the greatest extent possible. It is anticipated that the train stations and drainage system will be designed and constructed to meet sustainability standards. The track infrastructure, rolling stock, and O&M methodologies are also anticipated to be developed in a manner which makes for a sustainable transportation system over the long term.



Location: High Point, North Carolina

Client: HiTran

Role: Prime Contractor for HiTran

Completion Date: 2010

## HIGH POINT CITY TRANSIT (HI-TRAN)

Cherry Consulting of the Carolinas prepared a Safety Security and Emergency Plan and conducted a risk assessment of the High Point City transit system.



Location: Sparta, North Carolina

Client: Alleghany (County) In Motion / Alleghany Transportation System

Role: Prime Contractor for AIM

Completion Date: 2014

## ALLEGHANY (COUNTY) IN MOTION / ALLEGHANY TRANSPORTATION SYSTEM

Cherry Consulting of the Carolinas provided oversight of the transit system's SSEPP and conducted Emergency Preparedness Training.





## DOWNTOWN FORT LAUDERDALE TMA (SUN TROLLEY)

Conceptual Communications provides all marketing, public relations, and social media services to the TMA.

Essentially Conceptual Communications serves as the TMA's Director of Communications/PIO and is responsible for the following tasks:

- » Public Relations (drafting and distributing media releases and managing media relations)
- » Marketing (drafting all marketing collateral)
- » Digital Media (maintaining the city's social media platforms and e-mail marketing systems)
- » Promotions (promoting all city functions and events across the city's media platforms and in local and national media)
- » Branding

Location: Fort Lauderdale,  
Florida

Client: Downtown Fort  
Lauderdale TMA (Sun Trolley)

Role: TMA's Director of  
Communications/PIO

Dates of Service:  
2012-Present



## CITY OF WILTON MANORS

Conceptual Communications has a three-year contract with the City of Wilton Manors to provide all marketing, public relations, and social media services to the city.

Essentially Conceptual Communications serves as the city's Director of Communications and is responsible for the following tasks:

- » Public Relations (drafting and distributing media releases and managing media relations)
- » Marketing (drafting all marketing collateral)
- » Digital Media (maintaining the city's social media platforms and e-mail marketing systems)
- » Promotions (promoting all city functions and events across the city's media platforms and in local and national media)
- » Branding

Location: Wilton Manors, Florida

Client: City of Wilton Manors

Role: City's Director of Communications

Dates of Service: 2013-2016



**11**  
ADDITIONAL  
ATTACHMENTS

# 11. ADDITIONAL ATTACHMENTS

## FORM A LOBBYING CERTIFICATION

The undersigned Philip Hanegraaf, AICP certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

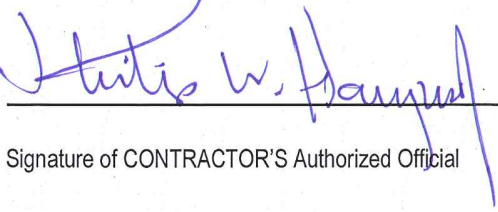
(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for making lobbying contacts to an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form--LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions [as amended by "Government wide Guidance for New Restrictions on Lobbying," 61 Fed. Reg. 1413 (1/19/96). Note: Language in paragraph (2) herein has been modified in accordance with Section 10 of the Lobbying Disclosure Act of 1995 (P.L. 104-65, to be codified at 2 U.S.C. 1601, *et seq.*)]

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all SUBCONTRACTORS shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by 31, U.S.C. § 1352 (as amended by the Lobbying Disclosure Act of 1995). Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

[Note: Pursuant to 31 U.S.C. § 1352(c)(1)-(2)(A), any person who makes a prohibited expenditure or fails to file or amend a required certification or disclosure form shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such expenditure or failure.]

The CONTRACTOR, RS&H, Inc., certifies or affirms the truthfulness and accuracy of each statement of its certification and disclosure, if any. In addition, the CONTRACTOR understands and agrees that the provisions of 31 U.S.C. A 3801, *et seq.*, apply to this certification and disclosure, if any.

  
\_\_\_\_\_  
Signature of CONTRACTOR'S Authorized Official

April 27, 2015  
Date

Philip Hanegraaf, AICP - Vice President  
\_\_\_\_\_  
Name and Title of CONTRACTOR'S Authorized Official

**FORM B  
CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND  
OTHER RESPONSIBILITY MATTERS**

**Instructions for Certification**

By signing and submitting this bid or proposal, the prospective lower tier participant is providing the signed certification set out below.

1. The certification in this clause is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, City of Fort Lauderdale (CITY) may pursue available remedies, including suspension and/or debarment.
2. The prospective lower tier participant shall provide immediate written notice to CITY if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "persons," "lower tier covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549 [49 CFR Part 29]. You may contact the CITY for assistance in obtaining a copy of those regulations.
4. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized in writing by the CITY.
5. The prospective lower tier participant further agrees by submitting this proposal that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion - Lower Tier Covered Transaction", without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
6. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Non-procurement List issued by U.S. General Service Administration.
7. Nothing contained in the foregoing shall be construed to require establishment of system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for transactions authorized under Paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to all remedies available to the Federal Government, CITY may pursue available remedies including suspension and/or debarment.
9. The prospective lower tier participant certifies, by submission of this bid or proposal, that neither it nor its "principals" [as defined at 49 C.F.R. § 29.105(p)] is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
10. When the prospective lower tier participant is unable to certify to the statements in this certification, such prospective participant shall attach an explanation to this proposal.

I certify (or declare) under penalty of perjury, that the foregoing is true and correct.

SIGNATURE

  
TITLE Vice President

DATE April 27, 2015

COMPANY NAME RS&H, Inc.

**FORM C  
CERTIFICATION OF ELIGIBILITY (LABOR STANDARDS)**

RS&H, Inc. (Name of CONTRACTOR) hereby certifies that it is not included on the United States Comptroller General's Consolidated List of Persons or Firms currently Debarred for Violations of Various Public Agreements Incorporating Labor Standard Provisions.

SIGNATURE  DATE April 27, 2015

TITLE Vice President COMPANY NAME RS&H, Inc.

**FORM D  
CERTIFICATION OF PRIMARY PARTICIPANT REGARDING RESPONSIBILITY  
MATTERS**

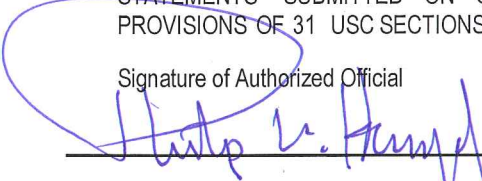
The Primary Participant RS&H, Inc. (Name of CONTRACTOR) certifies to the best of its knowledge and belief, that it and its principals:

- a. Have not within a three year period preceding this proposal been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state or local) transaction or contract under a public transaction; violation of Federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- b. Are not presently under indictment for or otherwise criminally or civilly charged by a governmental entity (Federal, state or local) with commission of any of the offenses enumerated in paragraph (a) of this certification; and
- c. Have not within a three-year period preceding this proposal had one or more public transactions (Federal, state or local) terminated for default.

If the primary participant is unable to certify to any of the statements in this certification, the participant shall attach an explanation to this certification.

THE PRIMARY PARTICIPANT, RS&H, Inc. (Name of CONTRACTOR) CERTIFIES OR AFFIRMS THE TRUTHFULNESS AND ACCURACY OF THE CONTENTS OF THE STATEMENTS SUBMITTED ON OR WITH THIS CERTIFICATION AND UNDERSTANDS THAT THE PROVISIONS OF 31 USC SECTIONS 3801 ET SEQ. ARE APPLICABLE THERETO.

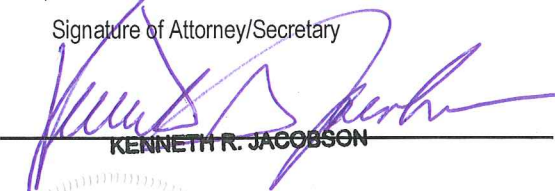
Signature of Authorized Official

  
\_\_\_\_\_

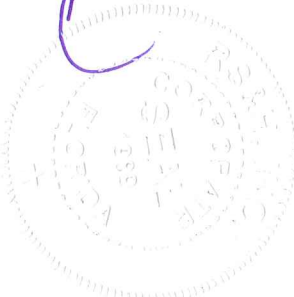
Title Vice President

The undersigned chief legal counsel (or corporate secretary) for the RS&H, Inc. hereby certifies that the Philip Hanegraaf has authority under state and local law to comply with the subject assurances and that the certification above has been legally made.

Signature of Attorney/Secretary

  
\_\_\_\_\_

Date April 21, 2015





3125 W Commercial Blvd Suite 130  
Fort Lauderdale, FL 33309  
954-474-3005

[rsandh.com](http://rsandh.com)